

# ***Exhibit – A***

## ***Scope of Proposal***

### **1. ABOUT GRIDCO:**

GRIDCO Limited, a wholly owned Undertaking of Government of Odisha, was established in the year 1995. It is a deemed trading licensee under the 5th provision of Section-14 of the Electricity Act, 2003 and carries out the business of bulk supply of Electricity to the Distribution Companies of Odisha by utilizing the transmission network of Odisha Power Transmission Corporation Limited (OPTCL). Being the “State Designated Entity”, Govt. of Odisha has assigned GRIDCO to avail the entire State share of Power from the Central Sector as well as the existing & Up-Coming Power Plants (Hydel, Thermal, Renewable etc.) in the State

GRIDCO procures power from various Generators (both Central and State generating stations including IPPs etc.) for supply to the DISCOMs. GRIDCO also supplies emergency power to CGPs and trades the surplus power available if any from time to time. The supplies to the DISCOMs are made at regulated price determined by the Odisha Electricity Regulatory Commission, whereas the surplus power, if any, after meeting the requirement of the State is sold at market determined price to different Utilities Inside/Outside the State through Inter-State traders and Power exchanges. GRIDCO holds 49% stake in four Odisha DISCOMs namely TPCODL, TPNODL, TPSODL and TPWODL with 51% equity participation of Tata Power Co. Ltd.(TPCL). Management of the above four DISCOMs are vested with TPCL.

### **Project Objective**

GRIDCO Limited intends to implement Enterprise Resource Planning (ERP (SAP)) solution across all of its business functions in an integrated manner to achieve automation in processes, activities and deliverables. The objective of this project is to provide interface for the exchange of the Data between the various functions/work flows through ERP (SAP) solution so that the data, flows without any human intervention and without any delay. In addition, it is required that a common portal be developed to present an integrated view of all the business functions of GRIDCO thereby making the information available for all the stakeholders of GRIDCO.

The main objectives of GRIDCO are shown in below figure:



Apart from the GRIDCO objectives mentioned in the above diagram, some other objectives drawn out of this assignment are listed below:

Automate GRIDCO processes by implementation of ERP (SAP) Reduce cycle times for core business processes Streamline Reporting and Monitoring across all departments of GRIDCO Make centralized connectivity across all departments & Plants of GRIDCO Organizes & Optimizes the data input methodologies systematically

## 2. Expected Outcome of ERP (SAP) System

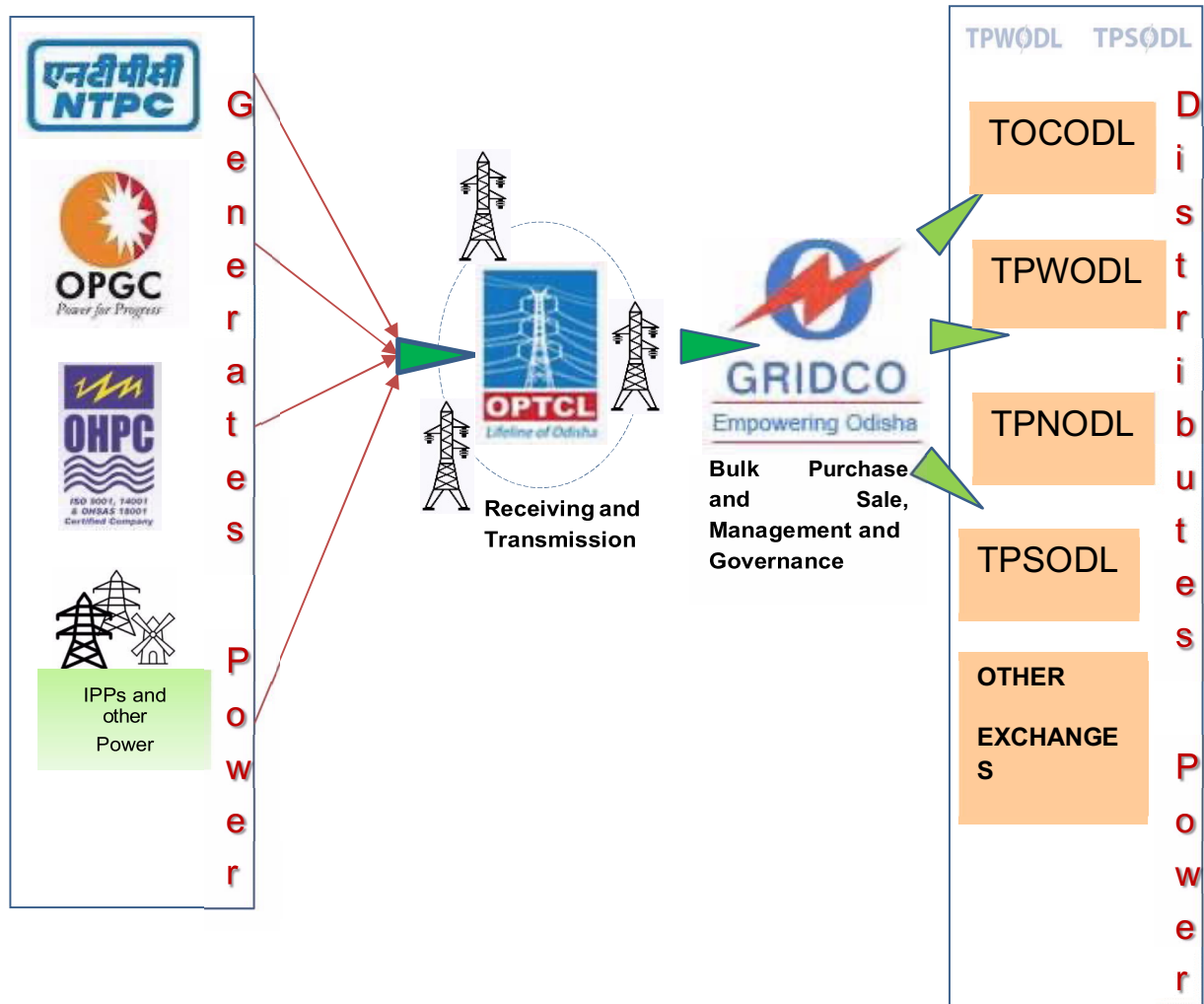
The GRIDCO outcomes of this initiative/project are:

1. MIS & Dashboard for Top Management for better decision making.
2. Improved decision-making due to seamless flow of information across business functions.
3. Reduction in the overall cycle time for a project implementation and execution by Integrated ERP (SAP) enabled procurement plan. This will save cost in long run as well as help in capitalizing the same faster.
4. The availability of the equipment history will help reduce the effort of the employees in wasting time and resource in compiling the same.
5. Improved internal processes for all departments within organization. Data Security & Integrity maintained at centralized place.
6. Visibility of the inventory and spare parts availability in all stores including the sub stores at all plants/offices will be a major achievement from ERP (SAP). This will not only help optimizing the resources but also provide options to do several what if analysis with different scenarios for inventory management.
7. Improved Enterprise resources productivity due to cross-functional integration and business process optimization. It would significantly improve the productivity ratio of GRIDCO such as manpower productivity, assets utilization etc.
8. Enhanced organizational capabilities to improve credit rating and market visibility due to

adoption of best business processes and business practices.

### **3. GRIDCO Business Process Flow**

- Bulk purchase of Power from Generating Companies (GENCOS) both Central and State, Independent Power Producers (IPPs) as per the OERC guideline
  - Captive Generating Stations (CGS),
  - Power Exchanges (IEX & PXIL) & Renewable Sources like Solar, Wind, Hydro, Biomass, etc.
  - Bulk sale of power to 4 DISCOMS of Odisha at Bulk Supply Tariff (BST) surplus power through Power Trading bilaterally and through other exchanges as per the OERC guideline.
- Exchange of power via Power Banking
- Planning and Coordination
- Monitor Performance of DISCOMS



## 4. Understanding

The Commission intends to promote competition, efficiency and economy in bulk power markets, improve the quality of supply, promote investments and advise government on the removal of institutional barriers to bridge the demand supply gap and thus foster the interests of consumers. In pursuit of these objectives the Commission aims to – Improve the operations and management of the regional transmission systems through Indian Electricity Grid Code (IEGC), Availability Based Tariff (ABT), etc.

- Formulate an efficient tariff setting mechanism, which ensures speedy and time bound disposal of tariff petitions, promotes competition, economy and efficiency in the pricing of bulk power and transmission services and ensures least cost investments.

- Facilitate open access in inter-state transmission Facilitate inter-state trading
- Promote development of power market
- ▶ • Improve access to information for all stakeholders.
- ▶ • Facilitate technological and institutional changes required for the development of competitive markets in bulk power and transmission services.
- ▶ • Advise on the removal of barriers to entry and exit for capital and management, within the limits of environmental, safety and security concerns and the existing legislative requirements, as the first step to the creation of competitive markets.
- ▶ • To distribute correct amount of electricity service at the top of the class.

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## 5. Scope of Work

An ERP (SAP) system is envisaged to be a user friendly, comprehensive, integrated information system designed to manage the overall functioning of GRIDCO business. The ERP (SAP) will be a single unified business information system for GRIDCO's resource management and the solution should be a completely integrated available of-the-shelf ERP (SAP) product. The system should have the required depth, breadth and flexibility to provide on-line information access to all the designated users who will operate the respective business processes.

The main scope of the works are as follows

- 1. Finance & Controlling (FICO)
- 2. Material Management including (Store, Procure & Bulk Power Purchase)
- 3. Sales and Distribution (Bulk Power Sales)
- 4. Human Capital Management

### **Finance & Controlling (FICO)**

Finance and accounts is one of the most popularly used in ERP (SAP) system. This is help to GRIDCO for handling their business operations which are executed in daily basis lot of financial data is generated. This includes sales orders, transactions, and purchases.

### **Material Management (Procure to Pay)**

Material Management Module (P2P) in ERP (SAP) System Determines needs identifies a potential source of supply, compare alternative quotations, create a purchase order, track the status of the purchase order, receive goods, and verify invoices upon receipt of materials.

### **Sales and Distribution (Order to Cash on Power Sales)**

Every associated activity is stored within a sales document. Each business process in sales and distribution represents different document types in ERP (SAP) like sales, shipping, billing and some other custom document types adjusted according to GRIDCO needs.

### **Human Capital Management (HCM)**

HCM module ensures the smooth management of human resources department of an organization or enterprise. ERP (SAP) system in HR Department of an enterprise efficiently monitors all the happening in the department including recruiting, training, payroll, benefits, retirement, separation and diversity management. It regularly maintains a complete employee database including attendance, performance, promotion evaluation, contact details and salary details of all employees. HCM module of ERP (SAP) solution integrates the systems and processes at the intersection between human resources management (HRM) and information technology.

### **Implementation of ERP (SAP) Application**

- ▶ • Requirement gathering GRIDCO business process study
- ▶ • Users & stakeholder use case study Understanding existing IT infrastructure.
- ▶ • Implementation & testing of Modules/Sub-modules/MIS Reports as per Business Blue Print (BBP). Understanding the existing business processes/procedures and recommendations.
- ▶ • Preparation of Business Process Reengineering document if require. System functional requirements and interface requirements.
- ▶ • High-level entity relationships and data flow to the appropriate level of details. High-level input, processing and output specifications.

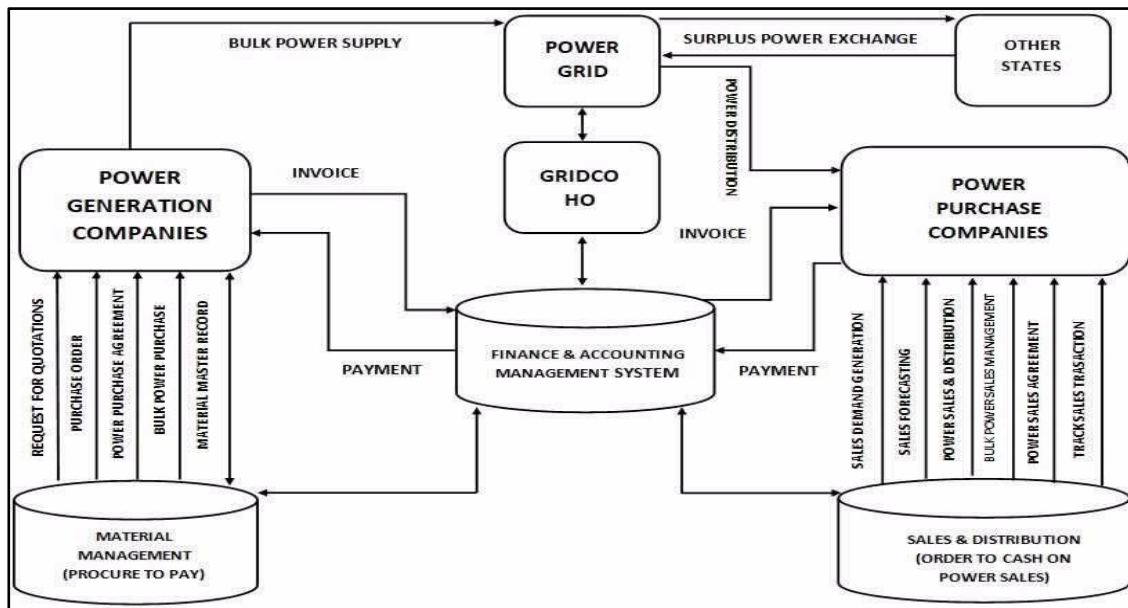
- Understanding the user access requirements.
- Supply, installation, configuration, customization & integration of all ERP (SAP) application modules together with relevant database, licenses in conformance to the industry standards.
- Development of forms, reports, interfaces, custom components and enhancements to meet business requirements of GRIDCO.
- Propose all required functions from a single ERP (SAP) suite to meet GRIDCO requirements. In case of any specific function not available in the proposed standard ERP (SAP).
- Implementing agency takeout and review the report having no. of ERP (SAP) licenses configured for ERP (SAP) application from the ERP (SAP) system and shall inform to GRIDCO in writing if no. of configured users is more than the no. of licenses taken.

## 6. Proposed Solution

Functional areas covered in the Scope of Work:

- **Finance & Controlling (FICO)**
- **Material Management including (Store, Procure & Bulk Power Purchase)**
- **Sales and Distribution (Bulk Power Sales)**
- **Human Capital Management**

**Functional Modules ProcessFlow:**



## **Finance & Controlling (FICO)**

Finance and Controlling is designed for specific functions in ERP (SAP) system. This module deals with financial accounting and reporting along with monitoring costs and financial planning. The software aims to assist GRIDCO to make the process of financial planning and analysis easier. All this helps in making better financial decisions and ability to centrally track financial accounting data within a single framework, of multiple companies, multiple branches and charts of account.

Here depicted specific sub-modules are covering to Finance and Accounting Management System as following:

- **Organizational Structure**
- **Controlling Area**
- **Client**
- **Company Code.**
- **Chart of Account.**
- **General Ledger Accounting**
- **Account Receivable**
- **Account Payable**
- **Special G/L Accounting.**
- **Asset Accounting**
- **Accounts Reporting**
- **Cost Center Accounting**
- **Cost Element Accounting**
- **Internal Order**



- **Profit Center Accounting**
- **Reconciliation**
- **Budget & Monitoring**
- **Cash & Bank**
- **Audit Trail**
- **Cash Management**
- **Loan Management**
- **GST TDS Report**
- **Sales & Purchase Registration**
- **Profit Loss & Balance Sheet**
- **Product Costing**
- **Profitability Analysis**
- **Reports as per the requirement of the GRIDCO**
- **Standard feature and functionalities provided by SAP**

### **Material Management (Procure to Pay)**

The System provides a needed integration between Material Management System and other sub-modules. For example, all purchase orders are assigned to a cost center in the Management Accounting module. In production planning, the inventory function post component needed to fill Production Orders. This shows purchasing and financial accounting share common vendor data. P2P cycle management and tracking system help to GRIDCO for a well-defined procurement plan where goods and services are anticipated with respect to cost. The time of delivery is also decided so that the material arrives only when needed and not before. This is done to minimize the cost of storage and maintenance.

Here depicted specific sub-modules are covering to Material Management System (Procure to Pay) as following:

- **Material Master Data**
- **Vendor Master Data**
- **Purchasing Information Data**
- **Bulk Power Purchase Management**
- **Release Strategy for Purchasing**
- **Split Valuation**
- **Material Master Records**
- **Purchase Requisitions**
- **Requests for Quotations**

- **External Services Management**
- **Inventory Management**
- **Goods Issue**
- **Taxes in MM**
- **Power Purchase Agreement (PPA)**
- **Reports as per the requirement of the GRIDCO**
- **Standard feature and functionalities provided by SAP**

### **Sales and Distribution (Order to Cash on Power Sales)**

Every associated activity is stored within a sales document. Each business process in sales and distribution represents different document types in ERP (SAP) like sales, shipping, billing and some other custom document types adjusted according to GRIDCO needs.

A sales document type contains inquiries, quotations, standard orders. Delivery document type contains outbound delivery returns delivery whereas billing document type contains invoices, credit memos, debit memos. Every document can be always identified with a specific document number and it's easy to search for all the sales and distribution document in ERP (SAP).

Order-to-cash is the entirety of a company's order processing system. It begins the moment a customer places an order. Everything before that time is related to some function of branding, marketing, or sales. It's important to note, however, that branding, marketing, and sales functions do not immediately cease when a customer places an order but their core activities are generally located in the phase of the customer relationship that lies before the O2C cycle begins.

While some may think the O2C process is complete when the order is received and paid for, there are other important steps that occur after these actions. Activity data recorded throughout the order-to-cash cycle must be analyzed to help management identify opportunities for improvement or optimization.

Here depicted specific sub-modules are covering to Material Management System (Procure to Pay) as following:

- **Sales demand generation**
- **Sales forecast for Power requirements**
- **Well defined process for sales**
- **Power Sales & Distribution**
- **Sales with unit of measure**
- **Billing management**
- **Bulk power sales management**
- **Customers, materials and business partners**
- **Flexible data structures**

- **Pricing Conditions**
- **Real-time integration with finance**
- **Fully integrated and comprehensive pricing**
- **Track sales transactions**
- **Record pre-sale and post-sale process**
- **Categorize diverse sales and process**
- **Effective management of sales documents**
- **Power Sales Agreement (PSA)**
- **Reports as per the requirement of the GRIDCO**
- **Standard feature and functionalities provided by SAP**

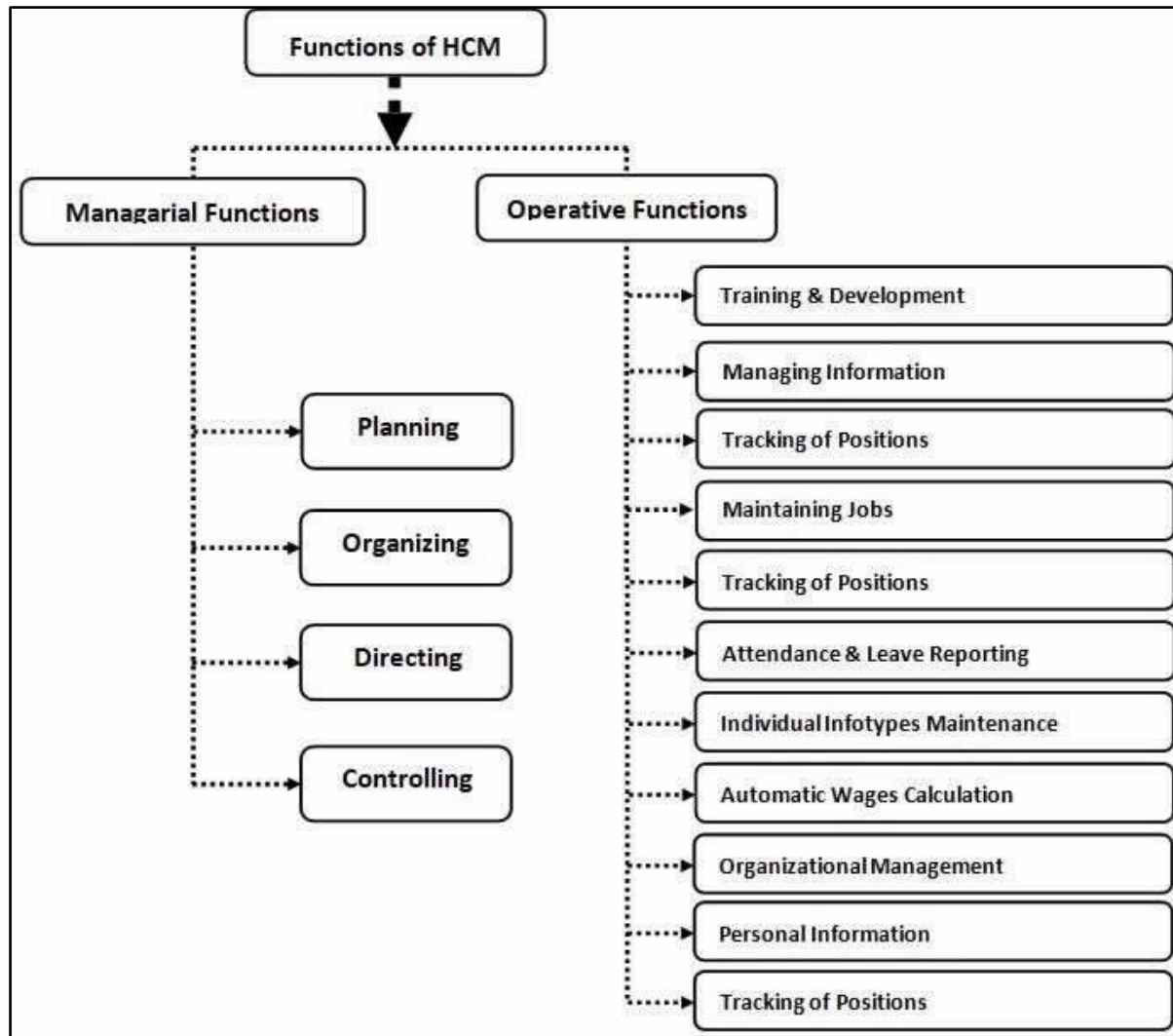
### **Human Capital Management (HCM)**

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Here depicted specific sub-modules are covering under analytical dashboard system as following:

- **Managing Information on Departments**
- **Tracking of Positions**
- **Maintaining Jobs**
- **Attendance/leave reporting**
- **Report Individual Infotypes maintenance**
- **Gross payroll accounting with automatic wage calculation**
- **Automatic special payments computation**
- **Organizational Management**
- **Personnel Administration**
- **Time Management**
- **Training & Development**

- Implementation of ERP (SAP) workflow linked with the ESS and MSS functionality
- Executive Appraisal
- Reports as per the requirement of the GRIDCO
- Standard feature and functionalities provided by SAP

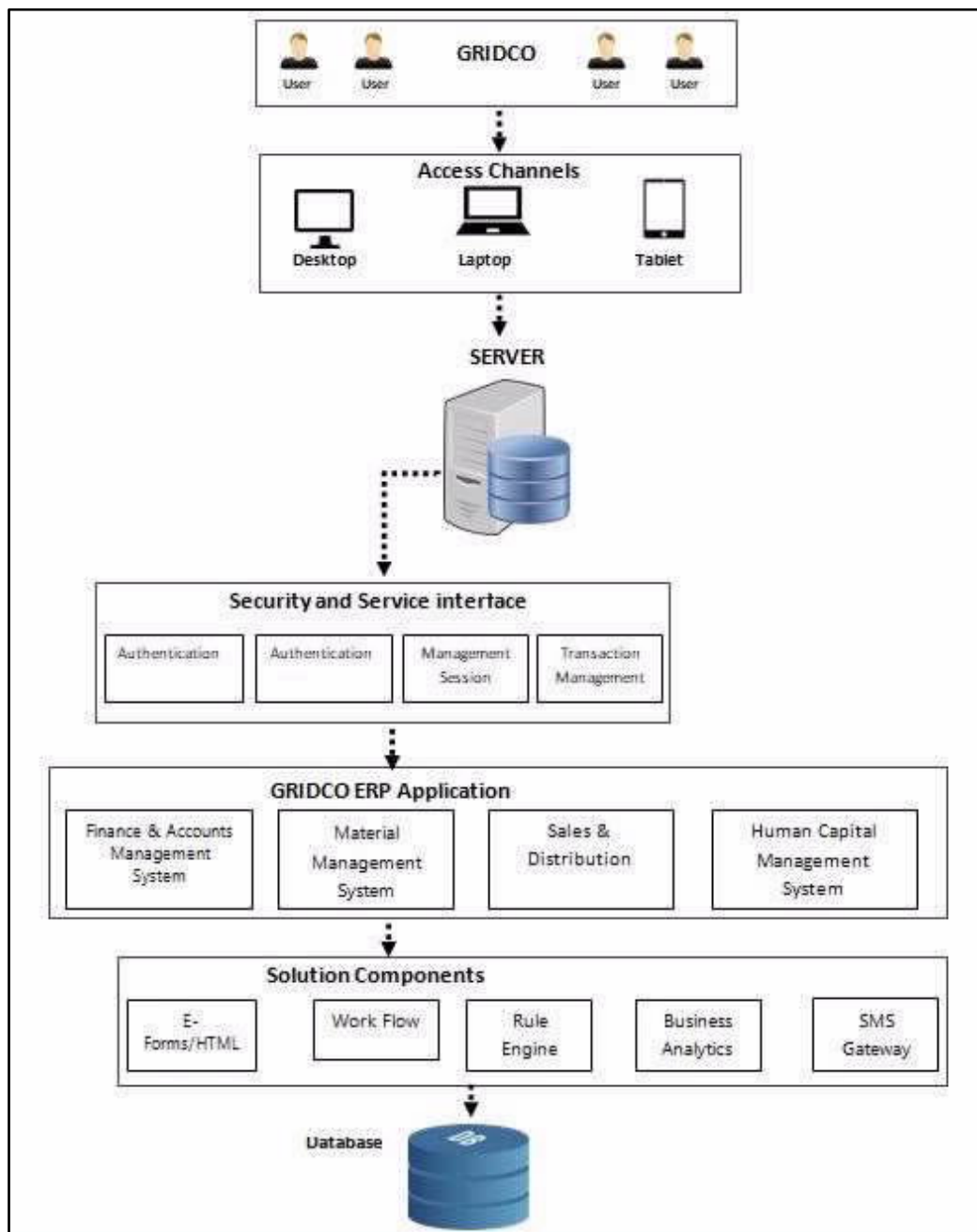


**Special Note:**

All development, deployment & configuration shall be carried out at the premises of GRIDCO, Bhubaneswar. No remote access shall be granted for the above purpose. GRIDCO shall arrange necessary space & internet facilities to the implementing agency.

## 7. Technical Architecture & requirements

The ERP (SAP) systems to be implement all the necessary functional, technical, operational and other supporting requirements. The diagram below is the high level technical Architecture of the proposed ERP (SAP) system.



## 8. Technology & standards

The proposed Application will be developed by using the following latest technologies: -

SN	Category	Software Title	Version
1	SAP Database	SAP S/4 HANA	SAP Net Weaver 7.5
2	SAP Server Operating System	SUSE LINUX	Service Pack Ver. 12 or above
3	SAP	FICO, MM, SD, HCM	License Version (40 User License)
4	Operating System (User)	Widows OS	8 and above

### Standards

- **Compliance with industry standards**
- **Platform Flexibility**
- **Compliance to SOA**
- **HTML5 User interface**
- **Compatible**
- **Error Handling Capacity**
- **Rich User Experience**
- **Browser Compatible**
- **Device Support**
- **Scalable**
- **Interoperable**

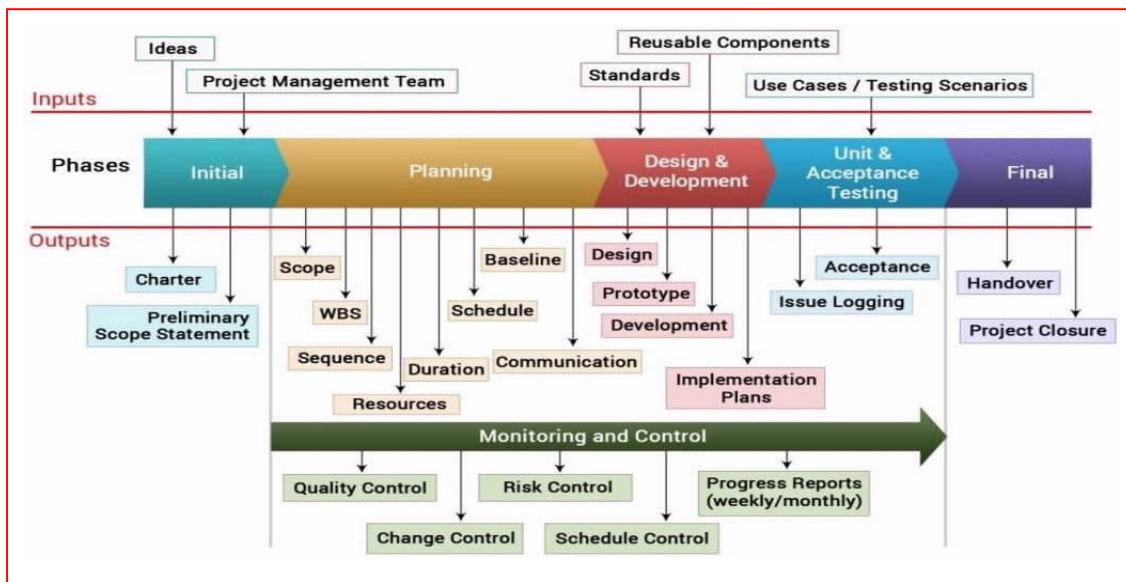
## 9. Project Approach & Methodology

The technical methodology and approach describe the methodology that the follow for governing the entire assignment. The Technical Architecture Alternative Analysis (TAAA) and the method to be used for soliciting and capturing the business, technical, transformational, and sustainable change requirements to maximize return of investment (ROI) are provided in this methodology.

## Project Management Methodology

In the initial phase of the project, a detailed work support structure is developed and presented outlining stakeholder's responsibilities and tasks in the project. A work plan is drafted and followed up throughout the project. Additionally, the Implementing Agency is responsible for making sure all required work is performed in accordance with the agreement. It is also responsible for making sure all deliverables are delivered in a timely manner. The Implementing Agency will follow project management framework for smooth execution of the project.

For the successful on-going management and conclusion of this project, specific procedures are carried out and maintained throughout the life of the project. These procedures are intended to keep the project on track, in terms of schedule and functionality.



## Quality Assurance Methodology

The issue resolution and quality assurance (QA) approach and methodology is designed to meet the clients' diverse and demanding needs. The QA services aim to mitigate potential issues to help ensure the quality of projects by providing the followings;

A Quality Master plan for each assignment that details the work products, reviews, methodology, time frames, resources and expected outcomes.

Recommendations for QA best practices, tools, and techniques.

Project plan input as it relates to building in QA best practice.



## **Risk Management Methodology**

In addition to project management and quality assurance, risk management plans are integrated into the overall project management methodology. Risk identification, monitoring and resolution are key tools for successfully completing a project. Part of controlling a project is to have an established risk management process. This process is a GRIDCO part of project planning and management activities and is an on-going activity till the project closeout. the Team manages project risks on an on-going basis throughout the implementation of the project.

The key to risk management is having an understanding of all the potential risks to the project, and ensuring that these potential risks and risk mitigation strategies are communicated to key project stakeholders on an on-going basis. A sample checklist of action plan for risk management is shown below.





## **10. Project Organization**

### **The Project Organization Structure for implementation shall be as follows:**

The establishment of a project team with the proper combination of experienced users, decision-makers, data processing resources, and competent consultants is a critical factor for the success of the project. Top management should also ensure that the project is harmonized with any other large projects currently underway within the company, since conflicting demands on scarce resources and inconsistencies in project objectives must be minimized. In addition, it is important to choose project managers with the ability to carry out an effective and goal-oriented implementation. A structured Project Team should be put in place, as illustrated above.

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## **11. Roles and Responsibilities**

### **Implementing Agency Responsibilities**

- Implementation of ERP (SAP) system as per GIGW Guideline within specified time line.
- Application monitoring & review.
- Testing & Bug fixing.
- Hosting of the application.
- Imparting Training.
- Provide the required Hardware & Software specification for implementation of ERP (SAP) System
- Server Setup and Configuration.
- Provides Configuration & database for enhancement of the ERP (SAP) System.

- Completed all the work in all respect as per the project time-line.

### **GRIDCO Responsibilities**

- GRIDCO shall assign a Nodal Officer who will be single point of contact from the beginning of the project till successful implementation.
- The nodal officer shall provide necessary support to the development team.
- The assigned Nodal Officer may interact regularly with the Implementation team for smooth implementation.
- GRIDCO shall provide all the relevant documents and information during the system study and analysis.
- GRIDCO shall provide the user acceptance of ERP (SAP) System.
- GRIDCO will provide convenient working space and facilities, convenient fax and photocopiers access, and access to local telephone, electrical supply, with adequate heating, air-conditioning, and lighting at the GRIDCO, ODISHA premises, including necessary security clearance / passes to access the facility to the Implementing agency personnel.
- GRIDCO will be responsible to provide to the Implementing agency personnel with the LAN access through the workstation & free Internet access.
- GRIDCO will be responsible to provide to the Implementing agency personnel with any necessary access to data on their source systems designated for data exploration.
- GRIDCO will be responsible for the articulation and approval of the business requirements of the solution, and for the resolution of differences between articulated and approved business needs and any contradictions in those business needs identified.
- GRIDCO will provide the necessary IT Infrastructure for hosting of the website/application
- All business needs concerning this project would be provided by GRIDCO in English
- Deliverables to GRIDCO of the project will be in English.
- GRIDCO will provide required approval/acceptance of the Deliverables.

## **12. Testing**

- Test effort estimation and Resource planning and determining roles and responsibilities.

- ▶
  - Design & preparation of test script, test data, trial run and arranging user acceptance testing (UAT) of all modules. Preparation of test plan/strategy document for various types of testing.
    - Conduct unit testing.
    - Configuration modules testing.
    - User acceptance testing.
    - Load testing.
    - Performance testing and stabilization testing.

The software license/tool required to perform above stated testing as per the proposed ERP (SAP) solution.

### 13. Hosting & Deployment

- ▶ Perform detailed assessment of infrastructure requirements including Servers, Storage and Security, etc. for operationalization of the solution.
- ▶ Implementing Agency may suggest to two types of solutions for hosting and deployment
  - On premises solutions
  - Cloud based (SAS) model solutions
- ▶ Ensure deployment of the application as per the Govt. Standard.

### 14. Capacity Building & Change Management

- ▶ Prepare and supply user/operation manuals for smooth and trouble-free operation of the system. Impart user training at all levels at various sites as per GRIDCO's requirement.
- ▶ Change management and capacity building sessions including training of users for effective use of the system.

### 15. Go-Live & Stabilization

- ▶ Go-Live run of all modules with real-time data.
- ▶ Stabilization of the system at GRIDCO

## 16. Training

After successfully deployment and Go-Live of the ERP (SAP) application, training will be provided to all the intended users of GRIDCO at Bhubaneswar in various phases as per requirement of GRIDCO. Training shall indicatively include the following:

- ▶ Overview training to management.
- ▶ Standard functional training to Functional & IT team. Solution configuration training to Functional & IT team. End user training for operation of software.
- ▶ Technical training & system administration training to IT team.

## 17. Operation & Maintenance

Annual technical support for the ERP (SAP) system for a period of one (1) year after successful Go-live of ERP(SAP) System in all respect.

Scope under ATS as following:

- ▶ Database cleansing & data rearrangement.
- ▶ Data Synchronization.
- ▶ Fixing of broken links.
- ▶ Defect analysis & troubleshoot. Service Patches.

## 18. General Assumptions

- The implementation will be carried from a centralized location at BBSR. It will be on a single instance and single server.
- The entire implementation will be carried out from the centralized project site. Training and rollout will be taken care of by the key user team of GRIDCO and the user who will travel to the locations for training. Implementing Agency has built reports/ customization /developments, which may be required.
- Export and Import documentation to the extent available in ERP (SAP) shall be implemented. Implementing Agency will do a business process mapping based on checklist of processes as collected from the GRIDCO team and this will be nfigured in the system. This system is adopted to have a
- shorter and faster implementation onsite with standardization of processes and implementation of industry best practices.

- The System implementation will be carried out by Implementing Agency.
- GRIDCO will arrange for relevant staff of his to be present as and when needed for the project.
- It is assumed that this project will continue uninterrupted from start to finish, and that there will be no unreasonable interruption.
- GRIDCO will be responsible for providing the connectivity and networking infrastructure, which will be required to connect the various project locations. Sufficient network and band width should be available during the project for users from all locations to access the central server.

## **19. Project Deliverables**

- Project Plan
- As-is, to-be & gap analysis document. Business solution design & blue print.
- Customized report as per request of GRIDCO.
- User Manual & Administration manual.
- Configuration manual.

## **20. Change Request Management**

Any requirement beyond the scope of work mentioned above will be treated as Change Request. Change request management will be conducted based on feedback received from the GRIDCO and subject to the approval of GRIDCO. The activities that will be treated as change request is mentioned below:

- Functional changes in the application
- Development of new modules/Form/Report in the developed system Integration with any new system
- Addition of new modules

*The procedure for executing the change request is as follows:*

- Identification and documentation of change request requirement– The details of scope of change will be analyzed and documented.
- GRIDCO/ISL will ask the implementing agency to submit the effort estimation.

- Finalization of the change request –Committee constituted by GRIDCO, ISL and the implementing agency. Implementation of the change Request– The change will be implemented in accordance to the approval of GRIDCO.
- The additional cost of change request will be borne by the GRIDCO.

## **21. Exit Management**

The exit management plan should be discussed with the GRIDCO and finalized prior to its execution. The Implementing Agency shall handover the hardcopy (one set) & soft copy (CD/DVD) of the following deliverables (latest version) as following deliverables as part of the exit management.

- Business Blue Print (BBP)
- User Manual
- Configuration Screen

GRIDCO will form a core group of technical resources, who can take entire control over the project after the exit of the implementing agency.

To end of the contract or any other time frame mutually decided by the Parties shall initiate the knowledge transfer session to the core group.

The knowledge transfer session shall be carried out for a maximum 100 hours. GRIDCO shall make payment to the tune of last set of completed services.

In case of use of any licensed products the rights of the same shall be transferred to GRIDCO.

## 22. Implementation Plan/Time line

Project Implementation Plan																	
		M1				M2				M3				M4			
		W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4	W 1	W 2	W 3	W 4
Sl.No.	Particulars																
1	Requirement Gathering & Documentation																
2	Database Design																
3	Implementation																
4	Trial Implementation & UAT																
5	Trainings, Capacity Building & Go Live																

## 23. Payment Milestone

Deliverables	Mode of Payment
Development, Customization & Implementation of ERP (SAP) Application Modules (Finance & Controlling System (FICO), Material Management (Power Purchase), Sales & Distribution (Bulk Power Sale) & Human Capital Management (HCM)	10% on submission of Project Management Plan and Business Blue Print and getting approval from GRIDCO.
	80% after System Configuration, Final Preparation (Testing, System Management & Cut Over Activities) & Go-Live of the application with real- time transaction in each module (i.e minimum 100 nos. of transaction in each module).
	10% after successful completion of one year operation & support period from the date of Go- Live of the ERP (SAP) Application.
Post Implementation Operation & Support by deploying technical resources at project location (if required by GRIDCO)	Monthly after getting approval of Monthly Progress Report from GRIDCO
Change Request Management	100% payment after incorporation of change Request

## 24. Conclusion

Implementing Agency have to ensure to provide seamless support & services for

timely implementation of the proposed system and adoption by the client in a smooth manner and achieving the GRIDCO objective of executing a robust system for smoothened and effective service delivery.