

TERMS OF REFERENCE

**Engagement of SAP Consultancy Firm on an
“As and When Required Basis”**

July 2025

Table of Contents

1.	INTRODUCTION	2
1.1	BACKGROUND.....	2
1.2	OBJECTIVES	2
2.	SCOPE OF WORK	2
3.	RESOURCE REQUIREMENT	3
4.	CHANGE OF CONSULTANT	3
4.1	GROUND FOR CONSULTANT CHANGE.....	3
4.2	REPLACEMENT CRITERIA	4
4.3	KNOWLEDGE TRANSFER OBLIGATION	4
4.4	FORMAL HANDOVER PACKAGE	4
4.5	PENALTY FOR NON-COMPLIANCE.....	4
5.	ENGAGEMENT FRAMEWORK	5
5.1	GOVERNANCE STRUCTURE.....	5
5.2	WORK ORDER LIFECYCLE.....	5
6.	NATURE OF ENGAGEMENT	6
7.	SERVICE LEVEL REQUIREMENTS (SLR)	6
7.1	PURPOSE.....	6
7.2	COMPONENTS.....	6
7.3	PENALTY	7
7.4	DRAFT SERVICE LEVEL AGREEMENT (SLA)	7
8.	DELIVERABLES	7
9.	PAYMENT TERMS	8
9.1	BILLING MODELS	8
9.2	INVOICING SCHEDULE	9
10.	PROPOSAL SUBMISSION REQUIREMENTS	9
10.1	TECHNICAL PROPOSAL (NO FINANCIAL INFORMATION)	9
10.2	FINANCIAL PROPOSAL (SUBMITTED SEPARATELY)	10
11.	METHOD OF SELECTION.....	10
12.	SELECTION CRITERIA	11
12.1	TECHNICAL EVALUATION (75%)	11
12.2	FINANCIAL EVALUATION (25%).....	12
12.3	FINAL SCORING AND SELECTION	13
	ANNEXURE I: DETAILED INFORMATION ON CONSULTANT REQUIREMENTS	14
	ANNEXURE II: DRAFT SERVICE LEVEL AGREEMENT (SLA)	28

1. Introduction

1.1 Background

Druk Holding and Investments Limited (DHI) is the commercial arm of the Royal Government of Bhutan and in the process of implementing and optimizing its SAP ecosystem in DHI Group Companies. DHI seeks to engage a qualified SAP Consultancy firm capable of providing skilled consultants on an “as and when required” basis to support various SAP modules and digital transformation initiatives. This engagement aims to ensure DHI has access to expert resources for implementation, support, enhancement, and advisory services across the RISE with SAP landscape including but not limited to S/4HANA, SAP Fiori, BTP, SAC, ISU, Integration, and data migration.

DHI initiated the implementation of RISE with SAP under the project name “RISE- a DHI project”. The project is divided into two phases with about 11-12 companies in each phase. The project has now entered the Realize Phase, following the successful conclusion of the Explore Phase, which included Fit-to-Standard workshops, scope confirmation, and Business Blueprint design. The Realize Phase will involve the system configuration, data migration, integration development and change management which are the critical milestones to overall delivery success, and therefore DHI recognized the importance of strategically supplementing the internal teams with external expert consultants to:

- Provide targeted support in areas requiring specialized experience, and
- Ensure Quality assurance in critical technical and functional domains.

1.2 Objectives

To establish a flexible consulting arrangement that enables the company to:

- Access to qualified SAP consultants with diverse skillsets.
- Flexible and timely resource mobilization.
- Support across different project phases and post-go-live activities.
- Knowledge transfer and capacity building for in-house teams.

2. Scope of Work

The SAP consultancy firm shall provide:

- SAP consultants with expertise in functional, technical, and project management domains.
- Services covering implementation, upgrades, enhancements, integration, and support.
- On-demand mobilization based on individual Work Orders (WOs).
- Adherence to DHI project governance, security, and documentation standards.

3. Resource Requirement

The Firm shall provide SAP-certified consultants as required by DHI for the following areas:

- SAP Project Management Advisor
- SAP S/4HANA modules (FI, CO, SD, PP, PS, EAM(PM), HCM, ISU, MM)
- SAP Analytic Cloud (SAC)
- SAP Group Reporting/ Consolidation
- SAP Data Specialist
- SAP Testing and Cutover
- SAP Technical (SAP Fiori/UI5 Developers, ABAP)
- SAP Integration (PI/PO/CPI/API)
- SAP BTP
- SAP Workflow (SAP Business Workflow / SAP BTP Workflow)
- SAP S/4HANA & Datasphere & Connectivity
- SAP BASIS and Technical Administration

Consultant may be required for:

- Implementation projects
- Post-implementation support
- System configuration, enhancement, and customization
- Strategic advisory and solution design

Detailed information on the consultant's requirements is mentioned in [Annexure I](#).

4. Change of Consultant

In the event of a change in the assigned SAP consultant, the following process for consultant change is to be followed by both parties:

4.1 Grounds for Consultant Change

DHI reserves the right to request the replacement of any consultant at its sole discretion, with or without providing specific reasons. This may include—but is not limited to—the following scenarios:

- Performance issues or failure to meet project expectations
- Lack of relevant expertise or adaptability to DHI's internal culture
- Unavailability, absenteeism, or delayed responsiveness
- Incompatibility with DHI team collaboration practices
- Any other reason as determined solely by DHI

DHI will initiate a consultant change by submitting a formal written request to the consultancy firm, including:

- Reason for the change (optional)
- Desired timeline for replacement

- Any specific skillset required for the replacement

If the consultancy firm initiates the change, the firm must:

- Provide a minimum of 10 working days' notice.
- Submit a detailed justification for the change.
- Propose a replacement consultant with equivalent or higher qualifications.
- Obtain ****written approval from DHI**** before initiating the replacement process.

4.2 Replacement Criteria

The replacement consultant must:

- Possess equal or higher qualifications and relevant experience.
- Be available for deployment within 10 working days.
- Undergo onboarding and knowledge transfer without additional cost to DHI.

4.3 Knowledge Transfer Obligation

A 3-day overlap period is preferred to ensure a smooth transition. The outgoing consultant must:

- Complete updated documentation.
- Conduct knowledge transfer to the replacement and DHI team.
- Sign off the KT checklist.

DHI reserves the right to delay acceptance of the replacement until KT is complete.

4.4 Formal Handover Package

The consultancy firm must submit:

- Handover summary report.
- Updated task tracker and deliverable status.
- The KT checklist signed by both (new and old) consultants and the DHI team.
- Access the deactivation checklist of the outgoing consultant.

4.5 Penalty for Non-Compliance

- A penalty of 5% of the WO value/week for delays (max. cap: 10%) in replacement beyond 10 working days
- Repeated delays or unauthorized changes may result in blacklisting or suspension of the consultancy firm.

5. Engagement Framework

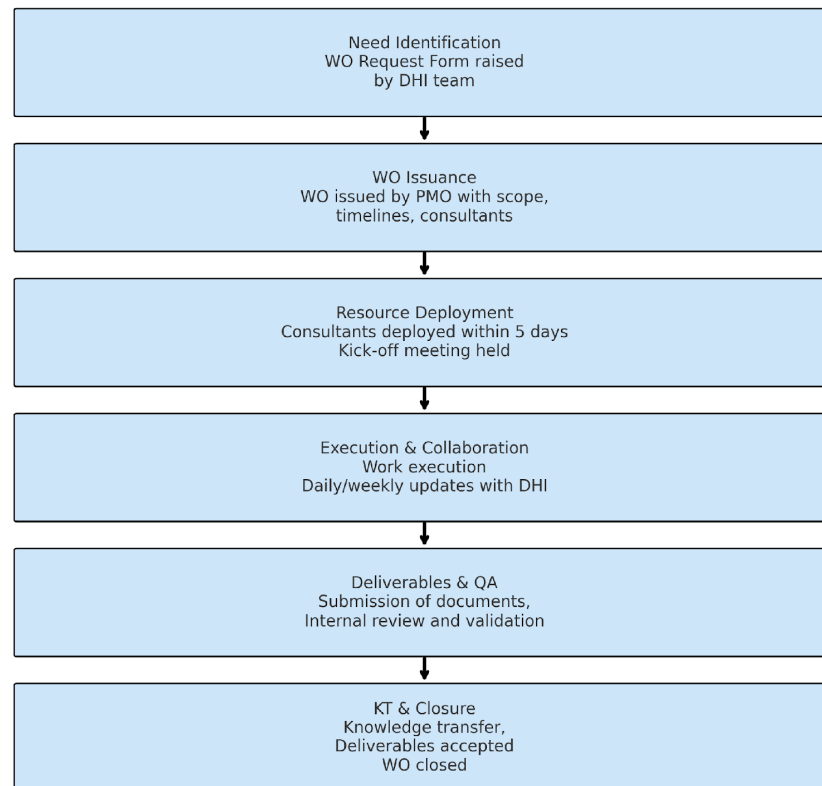
The following engagement framework shall be followed to ensure structured collaboration, efficient delivery, knowledge transfer, and compliance with DHI's standards.

5.1 Governance Structure

The engagement will follow a structured governance model:

- DHI PMO/Functional Lead: Oversight, WO approvals, and deliverables review
- DHI Focal: Coordination, communication, and daily oversight
- Consultancy Focal: Consultant assignment, milestone tracking
- Consultants: Delivery execution and reporting

5.2 Work Order Lifecycle



6. Nature of Engagement

The consultant shall be engaged based on the following parameters:

- Contract Duration: 1.5 years (extendable based on performance) from the date of the signing of the contract.
- Mode: Time and Material (T&M), where the payment will be made based on the consultancy services provided on the actual time spent and resources used on a project or task. Fixed price, where scope, cost, timeline and deliverables are clearly agreed and defined in the WO.
- Nature: Ad-hoc, short-term assignments activated by DHI on-demand basis through Work Orders (WOs).
- Engagement: Onsite or Offsite as determined per requirement.
- Travel and Logistics: Airfare will be reimbursed on actuals based on the submission of supporting documents (e.g. receipts or tickets). The consultant will be eligible for economy class only. Other related logistics must be included in the financial proposal and will not be reimbursed separately.
- Duration: Shall be discussed and approved prior to the issuance of Work Order based on scope of work.
- Confidentiality: Consultant to sign Non-Disclosure Agreement (NDA) and adhere to data protection policies.
- DHI reserves the right to reject consultants not meeting performance or compliance expectations.
- No guarantee of minimum resource utilization.

7. Service Level Requirements (SLR)

7.1 Purpose

To ensure that the Firm and DHI understand and agree on expectations for service quality, response times, performance, and accountability.

7.2 Components

The Firm must meet or exceed the following service level requirements throughout the engagement:

SLR Component	Metric/Expectation
Resource Mobilization	Resource to be deployed within 5 working days of WO
Replacement Time	Underperforming consultant to be replaced within 10 working days
Availability	Consultants must maintain at least 95% availability
Response Time to Queries	Response to critical issues within 24 hours
Issue Resolution Time	Medium severity: within 3 business days: High:1 day

Knowledge Transfer (KT)	Documentation and KT completed at least 1 week before offboarding per WO
Reporting	At least weekly status reports and monthly performance reviews

7.3 Penalty

- A penalty of 5% of the individual WO value per week of delay will be levied for delays beyond the stipulated time, capped at 10%.
- Non-compliance with critical service levels for more than one month will trigger a formal review and may result in contract termination.

7.4 Draft Service Level Agreement (SLA)

A detailed Service Level Agreement (SLA) must be signed prior to the post-award. A draft SLA is shared as [Annexure II](#) which is subject to mutual finalization pre-award.

8. Deliverables

The Firm should submit the deliverables after the completion of every Work Order (WO). These deliverables ensure proper closure, traceability, knowledge transfer, and compliance with governance standards.

The following deliverables must be submitted within 5-10 working days after task closure, unless otherwise agreed.

- i. Work Order Closure Report:
 - Summary of work performed vs. assigned scope
 - Key milestones achieved
 - Timeline adherence (planned vs. actual)
 - Resource utilization
 - Issues encountered and how they were resolved
 - Any change requests processed during the WO
- ii. Final Technical and Functional Documentation:
 - Updated configuration document (with screenshots and steps)
 - Final Functional Specification Document (FSD) and Technical Specification Document (TSD) (if development involved)
 - Transport Logs or Custom Object Repository (if applicable)
 - List of updated business rules, workflows, or reports
- iii. Testing Documentation:
 - Unit Test Result (pass/fail log)
 - Integration Test Results
 - User Acceptance Test (UAT) Sign-off with defect logs and fixes

- Any performance or load test summaries (if relevant)
- iv. Training and Knowledge Transfer Records:
 - Training materials: decks, user guides, videos, FAQs
 - Attendance records and feedback from users (if conducted)
 - Knowledge Transfer (KT) checklist completed and signed by DHI
 - Final SOPs or admin-level documentation
- v. System and Configuration Snapshots:
 - Screenshots or exported tables/logs of final configurations as applicable
 - Transport details, TR numbers, and deployment status
- vi. Hypercare and Support Logs (if applicable):
 - Summary of issues raised during hypercare/post-go-live support
 - Resolution time and method
 - Confirmation of issue closure from DHI
- vii. Time and Effort Report:
 - Signed timesheets (if time and material mode)
 - Effort utilization summary per resource/role
 - Exceptions, deviations, or idle periods explained
- viii. Compliance Documents:
 - Consultant Exit Checklist (account deactivation, access removal)
 - Updated NDA/Confidentiality adherence statement
 - Sign-off from DHI confirming no open security or compliance issues
- ix. Final Acceptance and Sign-off Documents:
 - Deliverables Acceptance Form signed by designated DHI authority
 - Consultant Performance Feedback Form

9. Payment Terms

The consultancy firm shall be engaged on an “as and when required” basis, governed through individual Work Orders (WOs). Each WO will specify the scope, deliverables, duration, consultant profile, and cost structure.

9.1 Billing Models

Depending on the nature of work, the following models shall apply:

- i. Time and Material (T&M):

- Billing based on actual days worked by consultants, subject to pre-approved daily/hourly rates.
- Timesheets signed by DHI Focal and Consultancy Firm Focal
- ii. Fixed Price:
 - Applicable where scope, cost, timeline and deliverables are clearly agreed and defined in the WO.
 - Milestone-based payments against deliverable acceptance.

9.2 Invoicing Schedule

Billing Model	Invoicing Schedule	Documentation
Time and Material	Monthly	Signed timesheets, WO reference, progress summary
Fixed Price	Milestone-based	Milestone acceptance certificate, WO reference

Invoice must include:

- Work Order reference
- Consultant name(s)
- Period of work covered
- Rate and days (for T&M)

10. Proposal Submission Requirements

The Firm must submit two separate proposals clearly labeled: a Technical Proposal and a Financial Proposal.

10.1 Technical Proposal (No Financial Information)

The Technical Proposal should clearly demonstrate the firm's capability, experience, and proposed approach. It must not contain any pricing information. The contents should include:

- Cover Letter: Brief Introduction of the firm, Statement of interest and confirmation of understanding of the scope, and Authorized contact person and signature.
- Firm Profile and Qualification: Legal status, incorporation certificate, organizational structure and office locations, and an Overview of SAP project implementation and support experience.
- Relevant Experience: Project summaries of similar SAP assignments, and at least two references with contact information.
- Proposed Methodology and Work Approach: Understanding of requirements, Proposed delivery methodology for "as and when required" Work Orders, and Work Order lifecycle management and coordination with DHI teams.
- Team Composition and CVs: Names and roles of proposed consultants, detailed CVs including SAP certifications, relevant experience, and years of experience.
- Quality Assurance and Knowledge Transfer Plan: QA approach for deliverables, and knowledge sharing with the DHI team.

- Compliance Statements: Declaration of no conflict of interest, and acceptance of SLA terms, RFP conditions, and penalties.

10.2 Financial Proposal (Submitted Separately)

The Financial Proposal must be submitted separately and must include the following:

- Pricing Structure: Daily rates for each consultant level, Rates to be quoted in Bhutanese Ngultrum (BTN), inclusive of all taxes and other relevant costs, if any, and fixed pricing for deliverables if applicable.

11. Method of Selection

Quality and Cost Based Selection (QCBS) uses a competitive process among short-listed firms that considers the quality of the technical proposal, and the cost of the services proposed in the selection of the successful consultancy firm. Cost as a factor of selection shall be used judiciously. The relative weightage to be given to the quality and cost shall be determined depending on the nature of the assignment.

In QCBS, both technical and financial proposals are submitted at the same time. The evaluation of the proposals shall be carried out in two stages: first the quality, and then the cost. Evaluators of technical proposals shall not have access to the financial proposals until the technical evaluation is concluded. After the technical proposals are evaluated and awarded, only then will the financial proposal of the technically qualified Firm be opened and evaluated. The selection will be made based on value for money, not just on the cheapest price.

Prior to the award, negotiations shall be carried out with the highest ranked firm. If unsuccessful, the negotiation shall be held with the next highest ranked consultant, and the process continues until a contract is successfully negotiated.

12. Selection Criteria

Criteria Category	Weightage
Technical Proposal	75%
Financial Proposal	25%
Total	100%

**** Only bidders who score at least 70% of the Technical Evaluation will proceed to Financial Evaluation**

12.1 Technical Evaluation (75%)

Sl.	Criteria	Sub-Criteria	Score	Scoring Modality (pts.)
1	Firm Experience (15%) (provide relevant supporting documents) <i>In case of JV, the party with the higher experiences, no. of similar projects and client references will be considered.</i>	Years of experience in SAP implementation/support	5	- < 1 yr. = 0 pts. - Between 1 & < 3 yrs. = 2 pts. - Between 3 & < 5 yrs. = 4 pts. - > 5 yrs. = 5 pts.
		No. of similar SAP S/4HANA projects completed	5	- 1-2 projects: 2 pts. - 3-5 projects: 4 pts. - > 5 projects: 5 pts.
		Client reference	5	- 1 Ref.: 2.5 pts. - >=2 Ref.: 5pts.
2	Approach and Methodology (15%)	Understanding of “as and when required” engagement	5	- 0–1pts.: Poor or generic - 2–3 pts.: Adequate but vague - 4–5 pts.: Detailed with mechanisms for rapid mobilization
		Work Order governance model	5	- 1 pt.: Lacks structure - 3 pts.: Has partial workflow - 5 pts.: Clearly articulated with roles, SLAs, reporting dashboards
		Knowledge transfer and QA strategy	5	- 0–1 pt.: Not addressed or weak - 2–3 pts.: Covers KT or QA partially - 4–5 pts.: Comprehensive approach with timelines, templates, checkpoints

Sl.	Criteria	Sub-Criteria	Score	Scoring Modality (pts.)
3	Team Composition (60%) (provide relevant supporting documents) <i>In case more than one consultant are proposed for a module, the one securing the highest score shall be considered.</i>	SAP S/4HANA certification of the proposed consultants (module-wise)	10	- 0 pts: 0 certified - 2 pts: 1-4 certified - 4 pts: 5-8 certified - 6 pts: 9-12 certified - 8 pts: 13-16 certified - 10 pts: 17-20 certified
		Average years of experience of proposed consultants	10	< 1 yr. = 0 pts. Between 1 & < 3 yrs. = 3 pts. Between 3 & < 4 yrs. = 6 pts. Between 4 & < 5 yrs. = 9 pts. > 5 yrs. = 10 pts.
		Average years of relevant module experience of the proposed consultants.	20	< 1 yr. = 0 pts. Between 1 & < 3 yrs. = 6 pts. Between 3 & < 4 yrs. = 12 pts. Between 4 & < 5 yrs. = 18 pts. > 5 yrs. = 20 pts.
		Average skillset of the proposed consultants. (refer skillsets in Annexure I)	20	- 0–5 pts.: Low relevance - 6–14 pts.: Partial match - 15–20 pts.: Strong alignment across key modules
4	Compliance (10%)	All required documents submitted	5	- 0 pts.: Incomplete submission - 3 pts.: Minor gaps - 5 pts.: All required documents provided and well organized
		Unconditional acceptance of terms (SLR and SLA terms, RFP conditions, and penalties.	5	- 0 pts.: Significant deviations - 1–2 pts.: Multiple conditions - 3 pts.: Some clarifications needed - 4–5 pts.: Full or near-full acceptance

Note: The technical evaluated score out of Total score of 100% will be converted to 75%.

12.2 Financial Evaluation (25%)

Only technically qualified firms will be evaluated financially using the following formula:

$$\text{Financial Score} = (\text{Lowest Price} / \text{Quoted Price}) \times 25$$

12.3 Final Scoring and Selection

The total score will be the weighted sum of technical (75%) and financial (25%) scores. The highest scoring firm will be selected.

Annexure I: Detailed Information on Consultant requirements

The following purpose, responsibilities and skillset are required but not limited to:

Sl.	Consultant	Purpose	Responsibilities	Skillset
1.	SAP Project Management Advisor	To provide strategic advisory and project governance oversight to ensure that the SAP implementation is delivered on time, within budget, and aligned with organizational goals. The SAP Project Management Advisor supports the internal PMO by offering expert guidance without directly managing the day-to-day execution.	<ul style="list-style-type: none"> ● Advise on overall SAP project governance structure, and decision-making processes. ● Provide expert input into project planning, milestone setting, and delivery timelines. ● Review project risks, issues, and dependencies, and offer mitigation strategies. ● Evaluate vendor project plans, status reports, and deliverables for consistency and completeness. ● Support the internal project team in stakeholder communication, reporting, and escalation handling. ● Advise on resource allocation, roles and responsibilities, and change request evaluation. ● Facilitate periodic health checks or quality assurance reviews of project status. ● Ensure alignment with SAP Activate methodology and best practices for program delivery. 	<ul style="list-style-type: none"> ● Experience in SAP project management and delivery oversight. ● Strong knowledge of SAP Activate methodology, S/4HANA transformation lifecycle, and program governance. ● Ability to critically review project documents, timelines, and risk registers. ● Experience advising senior leadership and managing multi-vendor delivery environments. ● Understanding of budgeting, resource planning, and change control in ERP programs. ● Excellent communication and leadership skills to engage with cross-functional teams. ● PMP, PRINCE2, or SAP Certified Associate – Project Manager credential is preferred.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> Support knowledge transfer and internal capacity building by coaching the DHI PMO or leadership team. 	<ul style="list-style-type: none"> Experience in coaching or mentoring internal PMO or project teams is an asset.
1.	SAP Technical (SAP Fiori/UI5 Developers)	To design and develop custom SAP Fiori applications using SAPUI5 framework for an intuitive and responsive user experience.	<ul style="list-style-type: none"> Design and develop responsive Fiori apps using SAPUI5 in SAP BAS Ensure seamless integration with backend systems using OData services. Collaborate with functional consultants to translate business requirements into technical solutions. Adaption and extension of standard Fiori apps in SAP BAS Development of Fiori elements apps in SAP BTP Follow SAP Fiori UX design principles. 	<ul style="list-style-type: none"> Strong experience in JavaScript, XML, HTML5, and CSS. Expertise in SAPUI5 framework, Fiori Elements. Familiarity with BTP (Business Technology Platform), SAP BAS and Fiori Launchpad configuration. Experience in Git and version control systems.
2.	SAP Technical (ABAP Developer)	To develop custom reports, enhancements, interfaces, forms, and workflows in the SAP environment.	<ul style="list-style-type: none"> Develop RICEF objects as per project requirements. Collaborate with functional consultants and UI5 developers for backend logic. Ensure performance optimization and quality assurance. 	<ul style="list-style-type: none"> Strong knowledge of ABAP/4, OO ABAP, OData Services. Experience with Adobe Forms, Smartforms, BAPIs, BADIs, Enhancements.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Debug and resolve issues in custom developments. 	<ul style="list-style-type: none"> • Familiarity with CDS Views, AMDP, and HANA-optimized programming.
3.	Integration Consultant (SAP PI/PO/CPI/API)	To ensure seamless, secure, and scalable communication between SAP S/4HANA, SAP BTP, legacy systems, and third-party applications.	<ul style="list-style-type: none"> • Design end-to-end integration architecture for SAP S/4HANA, SAP BTP, and external systems. • Configure and manage SAP Integration Suite (CPI) or SAP PI/PO. • Set up secure connectivity using Cloud Connector, VPN, certificates, etc. • Implement real-time and batch data integrations using OData, IDoc, BAPI, REST, SOAP, etc. • Manage and expose APIs via SAP API Management. • Monitor, troubleshoot, and optimize iFlows and interfaces. • Conduct integration testing and validate data flow and process consistency. • Document interface designs, technical specs, and data mappings. 	<ul style="list-style-type: none"> • SAP Integration Suite (CPI/Cloud Integration) • SAP API Management • OData, REST, SOAP, IDoc, RFC, BAPI • SAP Cloud Connector • SAP BTP (Business Technology Platform) • CDS Views and Annotations (basic) • Knowledge of B2B integration and middleware monitoring. • Understanding of iFlows, value mapping, and content modifier.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Define and enforce integration standards and governance. • Collaborate with Basis, Functional, ABAP, and third-party teams 	
4.	SAP BTP	To design, develop, and implement cloud-native applications, integrations, extensions, and analytics solutions using SAP BTP services ensuring that customers can extend and enhance their SAP S/4HANA (especially in RISE with SAP) systems without modifying the core.	<ul style="list-style-type: none"> • Develop custom applications and UIs using SAP Business Application Studio (BAS). • Build backend services with Cloud Application Programming (CAP) (Node.js/Java). • Use pre-built connectors for third-party system integration with Open Connectors. • Integrate and harmonize data from SAP and non-SAP sources with SAP Datasphere. • Build dashboards and visualizations for analytics with SAP Analytics Cloud (SAC). • Configure Single Sign-On (SSO) and user authentication with Identity Authentication Service (IAS). • Set up user provisioning and roles via Identity Provisioning Service (IPS). 	<ul style="list-style-type: none"> • SAP Business Technology Platform (BTP) Services: • SAP Cloud Technologies and platform • Security & Identity Management • Integration & API Management • Monitoring & Operations • Connectivity of different platforms

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Maintain secure system connections through SAP BTP Destinations. • Manage transport routes for deployments using Transport Management Service (TMS). • Implement continuous integration and deployment (CI/CD) for BTP apps. • Develop low-code applications for business processes using SAP Build Apps. • Automate workflows and business tasks with SAP Build Process Automation. • Integrate AI models and manage them with AI Core / AI Launchpad. • Monitor resources, applications, and services using SAP BTP Cockpit. • Use SAP Cloud ALM for operations, monitoring, and application lifecycle management. 	

Sl.	Consultant	Purpose	Responsibilities	Skillset
5.	Workflow (SAP Business Workflow/ SAP BTP Workflow)	To automate business processes using SAP workflow tools within S/4HANA or BTP.	<ul style="list-style-type: none"> • Design and implement custom workflows for approvals and notifications. • Integrate workflows with Fiori apps and notifications. • Provide support for workflow issues and enhancements. • Collaborate with functional teams to map process flows. 	<ul style="list-style-type: none"> • Experience with SAP Business Workflow, SAP BTP Workflow. • Knowledge of Business Rules and Process Visibility. • UI integration (such as My Inbox Fiori app). • Debugging and performance tuning of workflows.
6.	SAP S/4HANA & Datasphere & Connectivity	To ensure seamless data integration and connectivity across SAP and non-SAP systems using SAP Datasphere & SAP S/4HANA	<ul style="list-style-type: none"> • Configure data pipelines and replication from SAP S/4HANA to Datasphere. • Ensure secure and optimized data connectivity. • Support modeling and data preparation activities. • Ensure data governance and compliance. 	<ul style="list-style-type: none"> • Experience with SAP Datasphere (formerly DWC). • Connectivity with S/4HANA, BW/4HANA, non-SAP sources. • Data modeling, semantic layer configuration. • Familiarity with SAP Analytics Cloud integration.
7.	SAP S/4HANA modules (FI, CO, SD, PP, PS, EAM(PM), HCM, ISU, MM)	To ensure accurate configuration, testing, and deployment of business processes aligned to the BBP, support defect resolution, KT, and	<ul style="list-style-type: none"> • Perform SAP module configuration as per Explore phase signoffs. • Support preparation and execution of Unit Testing, System Integration 	<ul style="list-style-type: none"> • Strong configuration skills and understanding of integration points between modules.

Sl.	Consultant	Purpose	Responsibilities	Skillset
		enable business continuity during and after go-live.	<p>Testing (SIT), and User Acceptance Testing (UAT).</p> <ul style="list-style-type: none"> • Collaborate with the DHI team to create functional specifications for enhancements and RICEFW objects. • Assist in data migration preparation and validation activities, including mock loads and reconciliations. • Provide input for cutover planning and execute configuration activities for go-live. • Support go-live and hypercare through issue resolution, user support, and process stabilization. • Deliver end-user training or assist in training material development. • Conduct structured knowledge transfer sessions to upskill DHI internal team members. • Ensure documentation of configurations, process flows, and user guides is complete and up to standard. 	<ul style="list-style-type: none"> • Experience with SAP Activate methodology and documentation standards. • Ability to lead testing cycles and conduct defect analysis and resolution.

Sl.	Consultant	Purpose	Responsibilities	Skillset
8.	SAP Analytics Cloud (SAC)	To align analytics capabilities with business needs and ensure effective data visualization and self-service BI delivery.	<ul style="list-style-type: none"> • Design and develop SAC stories, dashboards, and models for reporting and analytics. • Integrate SAC with SAP S/4HANA, SAP BW, and other data sources using live or import data connections. • Support data modeling within SAC, including the creation of calculated measures and restricted key figures. • Work closely with business users to gather reporting requirements and translate them into functional dashboards. • Implement SAC Planning capabilities such as input templates, allocations, and forecast models (if applicable). • Configure roles and security settings within SAC for controlled access. • Support performance tuning, troubleshooting, and optimization of SAC stories. • Provide training and knowledge transfer to DHI internal users on SAC capabilities and administration. 	<ul style="list-style-type: none"> • Proficiency in SAP Analytics Cloud including BI, Planning, and Predictive modules. • Strong understanding of SAP S/4HANA data structures and reporting needs. • Experience with SAC data modeling, formula expressions, and story-building best practices. • Knowledge of SAC Planning functions such as allocations, data actions, and value driver trees.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> Document SAC architecture, models, and user guides. 	
9.	SAP Group Reporting/ Consolidation	To ensure alignment with IFRS, accurate intercompany eliminations, and timely financial close activities.	<ul style="list-style-type: none"> Design and configure SAP S/4HANA Group Reporting solution based on DHI's legal entity structure and reporting needs. Support data integration from operational accounting to group reporting using ACDOCU and ACDOCA tables. Set up and manage consolidation units, versions, consolidation groups, and hierarchies. Implement intercompany elimination rules and currency translation logic. Prepare reports for consolidated financial statements including balance sheet, P&L, and cash flow. Assist with parallel valuation and multi-GAAP (e.g., IFRS, local GAAP) configuration. 	<ul style="list-style-type: none"> Hands-on experience in SAP S/4HANA Group Reporting (version 1909 or later). Strong understanding of consolidation processes, IFRS, and statutory compliance requirements. Experience in data modeling and mapping for ACDOCU population from ACDOCA. Knowledge of elimination rules, consolidation logic, and ownership management. Familiarity with SAP Group Reporting Data Collection (GRDC) tools and Excel upload templates.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Support the financial close cycle and automation of validation checks and journals. • Collaborate with finance teams to gather reporting requirements and deliver dashboards (optionally using SAC integration). • Provide training, user documentation, and post-go-live support for the consolidation team. 	
10.	SAP Data Specialist	To ensure the accuracy, completeness, and consistency of master and transactional data across SAP landscape	<ul style="list-style-type: none"> • Manage master data objects (e.g., customer, vendor, material, chart of accounts) in line with defined governance policies. • Implement and enforce data standards, naming conventions, validation rules, and approval workflows. • Collaborate with functional teams to support accurate data creation, updates, and blocking procedures. • Conduct data quality audits and work with stakeholders to resolve inconsistencies or duplication. 	<ul style="list-style-type: none"> • In-depth understanding of SAP S/4HANA master data structures and dependencies. • Experience with SAP MDG, Data Services, or equivalent data governance tools (preferred). • Strong analytical skills and attention to detail for data validation and analysis. • Experience in data quality monitoring, reporting, and cleansing techniques.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Support data cleansing initiatives and prepare data for migration or system upgrades. • Support data archiving of historical data. • Monitor KPIs related to data integrity and performance, and report trends and issues. • Utilize data related tools like MDG (Master Data Governance), Data Services, and standard S/4HANA data management apps. • Provide training and user support on master data processes and systems. • Participate in continuous improvement initiatives related to data lifecycle management. 	<ul style="list-style-type: none"> • Knowledge of regulatory compliance and data privacy standards as applicable to enterprise data. • Strong communication and coordination skills with both business and IT teams.
11.	SAP Testing and Cutover	To ensure testing cycles, and cutover activities are validated, go-live ready, and transitioned smoothly into operations.	<ul style="list-style-type: none"> • Define and implement the testing strategy aligned with SAP Activate methodology. • Coordinate development of test plans, test scripts, and entry/exit criteria for Unit Testing, SIT, and UAT. 	<ul style="list-style-type: none"> • Experience in SAP S/4HANA implementation with hands-on testing and cutover coordination. • Knowledge of SAP testing tools (e.g., SAP Solution Manager, Test Suite, or third-party tools).

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Facilitate test execution by working with functional leads and business testers. • Track and report defects, conduct root cause analysis, and follow up on resolution. • Plan, document, and manage cutover activities including task lists, data loads, and sequence dependencies. • Coordinate rehearsals (mock cutovers) and ensure stakeholder alignment on roles and timing. • Ensure business readiness by validating system configuration, data migration, and user access before go-live. • Prepare post-go-live support plan and handover documentation. • Support hypercare phase by monitoring issue resolution and business adoption. • 	<ul style="list-style-type: none"> • Understanding of end-to-end business processes flows across SAP modules. • Strong project coordination and communication skills for managing cross-functional activities. • Attention to detail for validating configuration, data, and readiness checkpoints.

Sl.	Consultant	Purpose	Responsibilities	Skillset
12.	SAP BASIS and Technical Administration	To ensure system stability, scalability, and availability while supporting upgrades, patches and integration with other systems.	<ul style="list-style-type: none"> • Install, configure, and maintain SAP S/4HANA systems and supporting components (Fiori, Gateway, Web Dispatcher). • Administer SAP transport management system (TMS) and perform system copies and client administration. • Manage SAP users, roles, authorizations, and security settings. • Monitor system performance, background jobs, and interface queues. • Plan and implement support packs, kernel upgrades, and enhancement packages. • Configure and monitor SAP Solution Manager or SAP Cloud ALM for system health and job scheduling. • Perform database administration in collaboration with DBAs (HANA DB preferred). • Ensure high availability and disaster recovery configurations are in place. 	<ul style="list-style-type: none"> • Experience in SAP BASIS administration including S/4HANA landscape management. • Strong expertise in SAP installations, upgrades, and system copies (SUM, SWPM). • Experience with SAP HANA database administration and performance tuning. • Proficiency with transport management, job scheduling, and troubleshooting tools. • Understanding of SAP security concepts and user/role administration.

Sl.	Consultant	Purpose	Responsibilities	Skillset
			<ul style="list-style-type: none"> • Support system integration with third-party applications via RFCs, IDocs, and web services. • Maintain system documentation and provide audit and compliance reports. 	

Annexure II: Draft Service Level Agreement (SLA)

Between DHI and SAP Consultancy Firm

1. Purpose

This Service Level Agreement (SLA) outlines the measurable service parameters to which the SAP Consultancy Firm agrees to adhere when providing SAP-related consulting services to DHI. It applies to all Work Orders (WOs) issued under the overarching framework agreement.

2. Scope of Services

The SLA covers SAP services that include (but are not limited to):

- Implementation of SAP modules
- Enhancements and custom development
- System integrations and migrations
- Functional and technical support
- End-user training and documentation
- Change management and knowledge transfer

3. Key Service Levels & Performance Indicators

The consultancy firm agrees to maintain the following service levels:

- Resource Mobilization: Within 5 working days of WO issuance
- Replacement of Consultants: Within 10 working days of written request
- Resource Availability: Minimum 95% during contract period
- Response to Critical Queries: Within 24 hours
- Response to Standard Queries: Within 2 business days
- Issue Resolution Time (Critical): Within 1 business day
- Issue Resolution Time (Medium): Within 3 business days
- Issue Resolution Time (Low): Within 5 business days
- Documentation Delivery: Within 7 working days after task completion
- Knowledge Transfer & Handover: Completed 1 week prior to disengagement or task closure
- Weekly Reports: Status reports submitted every Friday by 5 PM
- Monthly Performance Review: Mandatory participation in monthly review meetings

4. Reporting and Governance

- A Single Point of Contact (SPOC) shall be designated by both DHI and the consultancy firm.
- The firm shall submit weekly status updates summarizing progress, blockers, and resource utilization.

- DHI will convene monthly SLA performance review meetings.
- Any deviation from the agreed SLA metrics shall be discussed during these reviews.

5. Non-Compliance and Penalties

Failure to meet the service levels above will result in the following penalties:

- Resource delay beyond 10 working days: 5% of WO value/week of delay (max cap: 10%)
- Failure to replace underperforming resources: 5% deduction from relevant WO
- Persistent SLA breaches (≥ 3 in one quarter): Written warning, followed by potential contract suspension
- No show or non-participation in meetings: Nu. 5,000 per incident

DHI reserves the right to terminate the agreement for continued or critical non-compliance.

6. Roles and Responsibilities

DHI will:

- Provide access to necessary systems and documentation
- Nominate a SPOC for operational coordination
- Approve deliverables and sign-off promptly

The SAP Consultancy Firm will:

- Deploy consultants who meet the required experience and certification criteria
- Abide by DHI's confidentiality, ethics, and information security policies
- Ensure continuity in services and planned knowledge handover

7. SLA Review & Amendment

This SLA will be reviewed annually or earlier upon mutual agreement in the event of:

- Major service scope changes
- Recurring service level breaches
- Strategic operational shifts

Amendments must be agreed upon in writing by both parties.

8. Sign-Off

For DHI:	For SAP Consultancy Firm:
Name: _____ Designation: _____ Signature: _____ Date: _____	Name: _____ Designation: _____ Signature: _____ Date: _____