



Centre for Policy Dialogue (CPD)

Terms of Reference (ToR) for *Development and Implementation of an Integrated ERP System*

1. Background

The Centre for Policy Dialogue (CPD) is a leading policy-influencing think tank in Bangladesh that undertakes research and dialogue to promote inclusive policymaking and evidence-based governance. To enhance its operational efficiency, data accuracy, and institutional transparency, CPD management has decided to upgrade its existing Enterprise Resource Planning (ERP) system. The developed ERP will serve as a fully integrated platform connecting all departments and functions, ensuring real-time data flow, paperless operations, and improved decision-making capabilities.

2. Objectives of the ERP Develop

- Design, develop, and implement an upgraded ERP system.
- Enable real-time, project-wise and consolidated financial reporting.
- Provide a unified management dashboard with data-driven insights.
- Ensure zero-paper operations through workflow automation and document digitisation.
- Strengthen internal control, compliance, and reporting efficiency.

3. Scope of Work

The selected firm will be responsible for developing CPD's ERP system in close collaboration with the CPD authorised team and relevant departmental focal points. The developed ERP must integrate all functional areas under a single system, covering the following core modules:

A. Financial Accounting

- Multi-project tracking with real-time budget vs. actual monitoring.
- General Ledger (GL), Sub-GL, Accounts Payable (AP), and Accounts Receivable (AR) with access to generate ledger/subsidiary ledger both current and previous years.
- Bank/Cash ledger, journal entries, and automated reconciliation.
- Consolidated and project-wise financial reporting.

B. Reporting

- Project-wise and consolidated Profit & Loss (P&L), Balance Sheet, Cash Flow, and Trial Balance.
- Multi-currency reporting and financial dashboards.
- Year-End/Project Closing: Managing year-end processes with access to generate reports for both previous years and closed projects.
- Financial and administrative monitoring milestone with timeline.

C. Fixed Asset Management

- Maintaining a fixed asset register with acquisition details, tracking of location and users, depreciation schedules, and maintenance records.
- Barcode/RFID tagging for physical verification.
- Automatic depreciation calculation and disposal tracking.

D. Procurement & Vendor Management

- Automated requisition, purchase order, and approval workflows.
- Procurement Management: Formation of a procurement committee and managing the procurement of goods and services, including collection of quotations, conducting technical and financial appraisals, and preparing comparative statements with an automated approval process.
- Vendor registration and performance database.
- Goods Receipt Note (GRN) generation and integration with inventory.
- Compliance with procurement thresholds and approval hierarchy.

E. HR & Payroll

- Digital HR records
- Payroll processing with tax and deduction automation.
- Document Archival: Storage and management of documents such as NID/Passport/Birth Certificate, latest passport-sized photograph, reference checks, medical certificate including blood group, TIN, tax return acknowledgments, and bank details.
- Leave and Attendance Management: Tracking and managing employee leave and attendance records, with the access to generate reports for both current and released employees.
- HR Management: Training modules, performance appraisals, end-to-end recruitment-to-separation processes, HR reporting, and integration of e-signature capabilities.
- Complaint and Risk Management: Managing complaints and risks by forming committees, conducting investigations, preparing investigation reports with an automated approval process, serving notices for code of conduct violations, and maintaining a comprehensive risk register that is automatically reflected in the employee's performance.

F. Payment Management

- Digital Payment Management: End-to-end processing of payments, including vendor payments, advances, and reimbursements, with tracking of vendor liabilities and advances.
- Bank Payment Integration: Seamless integration with bank payment systems and internal approval workflows, including preparation, verification, authorization, and final approval.

- Automated audit trails and payment history logs.

G. Project Management

- Project Management: Creation of projects, tracking progress, monitoring milestones, and managing timelines with required inputs, including project closure with the access to generate reports for both current and closed projects.
- Document repository for project budgets, agreements, and donor correspondence.
- Activity log/time sheet tracking with automated approval workflow.
- Project-wise Cash Basis Receipt–Payment Report generation both current and closed projects.

H. Inventory Management

- Stock and material control integrated with Procurement.
- System-generated Goods Receipt Note (GRN) and Goods Requisition tracking.
- Real-time stock balance report and audit trail.

I. Paperless Workflow Automation

- Document management with OCR capabilities for invoices, receipts, and forms.
- Digital approval chains and e-signature functionality.
- Role-based access and audit trail for all transactions.

4. Key Goals of the ERP Development

- Real-time project-wise financial visibility.
- Unified management dashboard for financial and operational KPIs.
- Zero-paper digital workflows with e-approvals and document archiving.
- Enhanced operational efficiency and transparency.
- Data-driven decision-making through integrated analytics.

5. Deliverables

Deliverable	Description	Timeline
Inception Report & Workplan	Detailed technical approach, ERP architecture, and implementation phases.	Within 10 days of contract signing
System Design & Module Prototypes	Functional specifications and mockups for each module for review and approval.	Within 20 days
Development & Configuration	Full configuration of all approved modules.	Within 50 days
Data Migration & Testing	Migration of existing data, testing, and user acceptance testing.	Within 5 days after development

Training & Documentation	Training sessions and provision of manuals and SOPs.	Within 5 days after testing
Go-Live & Support Initiation	Final handover and post-implementation support.	Target Go-Live: 30 th June 2026
Maintenance & SLA-Based Support	Ongoing system support, updates, and troubleshooting.	Continuous

6. Security, Integration, and Accessibility

- Enforce data encryption, SSL/TLS protocols, and user authentication.
- Ensure integration between all modules under a single login environment.
- Allow mobile access for approvers for timely review and approval.
- Maintain role-based permissions and audit logs for transparency.

7. Team Composition

- ERP Project Manager
- System Architect / Software Engineer
- Database & Security Specialist
- UI/UX Designer
- Module Experts (Finance, Fixed Asset, HR, Procurement, Project, and Inventory)
- Trainer / Documentation Specialist

8. Required Documents

- Technical Proposal: Proposed approach, methodology, and timeline.
- Organisational Profile: Company profile or annual report, including the latest audit/financial report and legal registration documents (Incorporation Certificate, Trade License, TIN, BIN/VAT Registration, latest PSR, and Bank details with bank solvency certificate). The organisation must have three (3) years of relevant experience and provide a list of successfully completed similar projects.
- Team Composition: Profiles (CVs) and designated roles of key technical personnel.
- Portfolio: Screenshots or URLs of previously implemented ERP systems.
- Warranty/guarantee: Warranty and guarantee period, including details of after implementation support and services.
- Financial Proposal: Cost breakdown by module and activity, inclusive of all tax and VAT, along with the annual service cost (also inclusive of tax and VAT) applicable after the warranty period.

9. Evaluation Criteria

Criteria	Marks
Technical Proposal	15
Organisational Profile, Team Composition & Portfolio	25
Presentation	30
Financial Proposal	30

10. Proposal Submission Guidelines

- Proposals must be submitted in three separate PDF files: Company Profile, Technical Proposal, and Financial Proposal.
- Each document should be titled appropriately and emailed to procurement@cpd.org.bd
- The email subject line should read: "Submission of Proposal – ERP System Development for CPD."
- Additional materials may be shared via a secure Google Drive link.
- Deadline for submission: 15 February 2026. **Late submissions will not be considered.**

11. Selection Process

- Shortlisting Stage – Based on technical and organizational evaluation.
- Presentation Stage – Shortlisted firms will present proposed ERP design and implementation plan.
- Final Selection – Based on combined scores of technical, financial, and presentation evaluation.

12. Financial and Legal Notes

- Payment will be made via Account Payee Cheque or Bank Transfer in favor of the selected vendor.
- TDS and VAT will be deducted as per government regulations.
- The selected vendor must provide Mushak-6.3 with invoice.
- All deliverables and source code will remain the property of CPD.

13. Contact Information

For any queries regarding this ToR, please contact:

Mr. Sarwar Jahan

Designation: Deputy Director Web
Centre for Policy Dialogue (CPD)
Email: sarwar@cpd.org.bd