

BANGLADESH REGIONAL CONNECTIVITY PROJECT -1 (P154580)

Terms of Reference for Consulting Services

Project Management and Quality Assurance Services (PMQA) Phase II – Package NBR-SD1A

Introduction and Background

1. The Government of The People's Republic of Bangladesh has received a USD 150 million Credit from the International Development Association (IDA) – a member of the World Bank Group – for financing the cost of the *Bangladesh Regional Connectivity Project 1* (BRCP-1), being jointly implemented by the Bangladesh Land Port Authority (BLPA), National Board of Revenue (NBR) and Ministry of Commerce. Now the NBR intends to apply part of the IDA Credit for procuring the services of a Firm for providing Project Management and Quality Assurance (PMQA) Services for its Project Implementation Unit (PIU). The Project Development Objective is to improve conditions for trade through improving connectivity, reducing logistics bottlenecks, and supporting the adoption of modern approaches to border management and trade facilitation. The Project consists of three (3) major components of which the below component will be implemented by NBR:

Component 3: Implement National Single Window and Customs Modernization plan. The key activities under this component are:

2. In line with international standards, including the WTO Trade facilitation agreement, the Government of Bangladesh has committed to the implementation of a National Single Window (NSW) system and the associated reform and modernization of customs and other border management agency requirements. Once fully operational, the system will allow traders to submit all import, export and transit information required by customs and other key regulatory agencies via single electronic gateway instead of submitting essentially the same information numerous times to different government agencies, many of which still rely heavily on paper-based processing systems.
3. The lead implementation agency NBR under the Internal Resource Division (IRD), Ministry of Finance is responsible for overall implementation, management and monitoring of the component 3. Implementation of the component involves, among other activities, procurement of goods and services of high and low values contracts through competitive process. It is necessary to build an adequate support structure from resources both within and outside NBR to process these contracts and to carry out other project implementation activities.
4. An NSW Working Group (NSW-WG) chaired by the Chairman NBR has been established under the Bangladesh Inter-Ministerial National Trade Facilitation Committee (NTFC) to oversee the implementation on the NSW. The NSW-WG is involving representatives from the Federation of Bangladesh Chamber of Commerce and Industry (FBCCI) in the discussions on the design and implementation of the NSW to ensure that inputs from the private sector, and ultimate end-users, are included.
5. The Customs Modernization and NSW component under BRCP-1 in turn consists of the following primary activities:
 - (i) Bangladesh National Single Window Implementation including back-office automation in possibly 19 Certificate Licensing and Permit issuing agencies (CLPIAs). This activity will

- include Business Process simplification, software development and Information Communications and Technology (ICT) infrastructure to support the NSW implementation.
- (ii) Strengthening Customs Modernization through (i) Implementation of Risk Management Software Module and capacity building support; and (ii) Customs business process harmonization and simplification through integration with ASYCUDA World (ASYCUDA)
 - (iii) ICT Infrastructure for selected Land Border Crossings including Hardware, Communications infrastructure including last-mile connectivity between crossing points and Government Network backbone
6. In line with international standards and WTO trade facilitation requirements, the Government of Bangladesh plans on implementing a National Single Window (NSW) system. The proposed National Single Window (NSW) solution will allow traders to submit import, export and transit information required by Customs and key regulatory agencies via a single electronic gateway instead of submitting essentially the same information numerous times to different government agencies, many of which still rely heavily on paper-based systems. Initially, in addition to Customs, the NSW component will focus on connecting key government agencies involved in regulating cross-border trade. The agencies that will be connected during the first phase of the project are listed in the table below:

No	Ministries/ agencies/ other Govt. and private sector entities	Divisions/Departments, if applicable	Associated entity Participating in the NSW Project
1	Prime Minister's Office (PMO)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Bangladesh Investment Development Authority (BIDA) Bangladesh Economic Zones Authority (BEZA) Bangladesh Export Processing Zones Authority (BEPZA) Bangladesh National Authority for Chemicals Weapons Convention (BNACWC)
2	Ministry of Commerce (MoC)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Export Promotion Bureau (EPB) Chief Controller of Imports and Exports (CCI&E)
3	Ministry of Agriculture (MoA)	<ul style="list-style-type: none"> Department of Agricultural Extension (DAE) 	<ul style="list-style-type: none"> Plant Quarantine Wing (PQW)
4	Ministry of Fisheries and Livestock (MoFL)	<ul style="list-style-type: none"> Department of Livestock Services (DLS) Department of Fisheries (DoF) 	<ul style="list-style-type: none"> Department of Livestock Services (DLS) Department of Fisheries (DoF)
5	Ministry of Industries (MoI)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Bangladesh Standard and Testing Institute (BSTI)
6	Ministry of Health & Family Welfare (MoHFW)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Directorate General of Drug Administration (DGDA)

No	Ministries/ agencies/ other Govt. and private sector entities	Divisions/Departments, if applicable	Associated entity Participating in the NSW Project
7	Ministry of Shipping (MoS)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Bangladesh Land Port Authority (BLPA) Bangladesh Inland Water Transport Authority (BIWTA) Chittagong Port Authority (CPA) Mongla Port Authority (MPA) Paira Port Authority (PPA)
8	Ministry of Power, Energy & Mineral Resources (MPEMR)	<ul style="list-style-type: none"> Energy and Mineral Resources Division 	<ul style="list-style-type: none"> Department of Explosives
9	Ministry of Civil Aviation & Tourism (MoCAAT)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Civil Aviation Authority of Bangladesh (CAAB) Biman Bangladesh Airlines
10	Ministry of Posts, Telecommunications & Information Technology (MoPTIT)	<ul style="list-style-type: none"> ICT Division 	<ul style="list-style-type: none"> Bangladesh Computer Council (BCC) Bangladesh Telecommunication Regulatory Commission (BTRC)
11	Ministry of Science and Technology (MoST)	<ul style="list-style-type: none"> NA 	<ul style="list-style-type: none"> Bangladesh Atomic Energy Commission (BAEC) Bangladesh Atomic Energy Regulatory Authority (BAERA)
12	Ministry of Finance	<ul style="list-style-type: none"> Finance Division 	<ul style="list-style-type: none"> Office of the Controller General of Accounts (CGA)
		<ul style="list-style-type: none"> Internal Resources Division 	<ul style="list-style-type: none"> National Board of Revenue Bangladesh Customs Income Tax Wing VAT Wing
		<ul style="list-style-type: none"> Bank and Financial Institutions Division 	<ul style="list-style-type: none"> Bangladesh Bank Sonali Bank
14	Constitutional Agency	<ul style="list-style-type: none"> Election Commission 	<ul style="list-style-type: none"> Election Commission
15	Private Sector Organizations		<ul style="list-style-type: none"> Federation of Bangladesh Chambers of Commerce and Industries (FBCCI) Bangladesh Garment Manufacturers and Exporters' Association (BGMEA) Bangladesh Knitwear Manufacturers and Exporters' Association (BKMEA) Bangladesh Shipping Agents' Association Bangladesh Freight Forwarders' Association (BAFFA) Bangladesh Customs Clearing and Forwarding Agents' Association

Objectives

7. The objective of this assignment is to
 - (i) Assist the NBR (PIU) to provide managerial, technical assistance and guidance through the various phases of the implementation of end-to-end application development along with Data Centre design & Build to ensure the projects are procured (in line with procurement standards and processes of World Bank), structured, managed and executed following international standards of project management and quality assurance.
 - (ii) Provide services in support of NBR as lead agency and the Project Implementation Unit (PIU) responsible for NSW implementation, Automated Risk Management Solution (ARMS) implementation, capacity building of ICT operations within NBR.
 - (iii) Develop ICT tools and techniques for a collaboration environment to be utilized for monitoring of the implementation as well as aggregating all the outputs and deliverables from all parties and project teams involved with the implementation.
 - (iv) Government is looking for a Consulting Firm to provide innovative approaches as well as to provide a team of Consultants to assist in the full project life cycle for all projects such that issues are addressed in a timely manner, risks are overcome effectively and uncertainties are reduced as much as possible resulting in successful and timely completion of all projects. In the interest of building and enhancing local capacity through knowledge transfer and retention, eligible consulting firms are encouraged to have national consulting firms and/or consultants under JV or sub-consultancy arrangement.

Scope of Services

8. It may be noted that PMQA service was earlier hired for the NSW project, whose contract expired on March 23. The preliminary work of the NSW project such as - As is report, To be report, BPR, Primary Risk management report, Functional and Technical requirement, Software Vendor procurement - etc. were completed by PMQA. A list of the task done by earlier PMQA is enclosed in Appendix 2. Meanwhile NSW software vendor recruitment process is almost complete. It is expected that the software vendor will be onboarded in May/June 23.

The assignment under these terms of reference shall have the following scope, **keeping in view the activities already completed. The current status of the project described in Appendix 2:**

- (i) provide all necessary support services to the BRCP-1 – NBR (PIU) during the various phases of the Customs Modernization and NSW component implementation, throughout their project life-cycle of Procurement, Implementation Planning, Installation of infrastructure, Development (configuration, enhancement, integration of software & migration of existing data) & Acceptance Testing, Pilot Implementation, Roll-out of solution (including Post-Implementation review) and overall monitoring and quality assurance of all outputs.
- (ii) assist the NBR (PIU) to design and implement the most optimal model for the NSW Operator, through a competitive bid process consistent with the Bangladesh legal framework and The World Bank Procurement Regulations for IPF Borrowers. The various initiatives that are being undertaken by NBR that will be within the scope of all support and oversight services of PMQA, are listed below:

- (iii) Supervision of the development and implementation of a National Single Window (NSW) Application and Automated Risk Management Solution (ARMS)
 - (iv) Software Vendor on-boarding is in Process
 - Monitor and Evaluate Change Management & Communications support for outreach to key stakeholders to be provided by the Application Vendor
 - Monitor and evaluate the progress of Capacity Building for CLPIAs by the Application Vendor
 - Design , Monitor & Evaluate the implementation of Data Centre and Disaster Recovery Centre along with all necessary peripherals to be used for NSW and ARMS Assist PIU for review and other related works
 - Intrusion Detection & Prevention Testing of NSW and ARMS systems (White-hat Hacker) Hardware & Network Cabling for CLPIAs (for LANs) (Turn-key Supplier Refurbishment of Wide Area Network (WAN) (Consultancy Engagement)
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9. There are five key elements to be considered in the Scope of the required services within each of the phases (establishment, procurement, planning, design/development/configuration, testing, pilot implementation and rollout) of the project for each of the initiatives mentioned above, as appropriate:
- (i) **Project Management Discipline and Good Practices:** to assist in introducing internationally accepted standards, methodologies, and good practices for overall project management of the full life cycle of project and to ensure their delivery meets agreed timelines, desired quality of outputs and expected outcomes.
 - (ii) **Risk & Issue Management:** to advise and assist the GoB Teams in being prepared throughout the project life cycle through identification of potential risks, preparation of risk mitigation plans, monitoring of risk mitigation activities as well as in preparation and monitoring of open issues such that necessary decisions and corrective actions are taken in a timely manner.
 - (iii) **Contract Management:** to assist the GoB Teams to monitor that contract terms are fully met by all project vendors and that disputes, should they arise, are handled according to agreed procedures.
 - (iv) **Scope Management:** to assist the supplier(s) and GoB Teams identify and agree changes to defined scope of the project and finalize change requests to be included within the contract, ensuring compliance with procurement standards and processes as required by the World Bank
 - (v) **Quality Assurance & Acceptance:** to assist GoB Teams in the review of all outputs and deliverables as well as testing of all equipment and software at time of acceptance.
 - (vi) **Legal and regulatory support:** to assist GoB teams to develop and implement appropriate implementing rules and regulations consistent with the Customs Act 1969 and new business practices to be implemented as part of the BSW implementation;
 - (vii) **Change Management and Communication:** to assist GoB teams to effectively manage the change process and ensure appropriate internal and external stakeholder participation, consultation, communication, and information sharing throughout all stages of the project;
10. **Office Space and Facilities Requirements:** suitable office space and facilities are required for all Consultant's Team. The office space to be provided must encompass at least the

following:

- (i) Air-conditioned office space and suitable working desks and chairs and internet facilities for PMQA team members.
 - (ii) Open plan seating must also allow for location of office equipment as required by the team.
 - (iii) Suitable meeting room space, equipped with whiteboard and projection equipment, as may be required.
 - (iv) Common facilities to be used by all must include suitable kitchen space and welcome area for guests.
 - (v) All office space and facilities should be suitably secured (7*24 secured access)
11. The Consultant shall supervise the-Contractor involved in the build, supply and installation of NSW, ARMS in such manner as to ensure that the final products are compatible and interfaced with ASYCUDA World and any other solutions that may be required to be integrated with the NSW solution e.g. tax ID, National ID systems etc. Government believes that inter alia, the following Tasks would be required for this consultancy. Procurement support is required for hardware and system software procurement as described earlier. As indicated earlier, Government may consider for any alternative approaches, suggestions for improvement to the TOR as well as scope expansions that the consultants may deem necessary to achieve the objectives of this consultancy.
12. The Services shall be divided into the following phases:
- (i) **Establishment Phase** Install and configure necessary ICT assets that will be used by all project teams associated with the NSW implementation. These assets must include but are not limited to:
 - (a) Necessary servers for a collaborative environment e.g. MS SharePoint
 - (b) Sufficient disk space to allow storage of all knowledge objects created during the project by all project teams (e.g. NSW/ARMS Supplier, Consultant, ARMS Supplier, VDB Supplier, Other teams from the Govt. e.g. PIU and the Counterpart Team etc.)
 - (c) The solution must have a capacity to handle up to 150 users to be connected to the system and at least 80 concurrent users
 - (d) The LAN environment for connectivity will be provided by the Consultant
 - (e) Office automation facilities (e.g. laptops or desktop computers) and software licenses for each member of the Consultant's Team and member of the PIU (estimated at 15 people)
 - (f) Collaborative office automation facilities, e.g. printer/s, scanner/s, backup device/s
 - (g) The collaborative environment must also allow internet connectivity – internet access being provided by the Consultant
 - (h) The collaborative environment must be able to be installed in an office environment without any special facilities – no data center is available for this. It will need to be housed in a secure rack within an office environment
 - (i) It must have sufficient redundancy of components to allow for uninterrupted

- operation except in case of major failure. The Consultant shall be responsible for providing access to and regular operations of the installed collaborative environment, as well as its ongoing maintenance and cost of all consumables.
- (j) The Consultant will be responsible for building and managing the knowledge base of all outputs and objects of the project which include but are not limited to:
- Contracts
 - Periodic progress reports
 - Minutes of meetings
 - Recording of specific decisions of the NSW Working Group
 - Issue logs & open items
 - Risk logs and mitigation actions
 - Project plans, milestones and progress against project baselines
 - State of readiness for various milestones as necessary
 - Monitoring progress of integration and acceptance testing and associated open items
 - Project Documentation
- (k) The Consultant is responsible for designing and implementing the overall collaborative environment and providing support for it as well as providing training for its use by other project team members. Procedures and standards for the use of the collaborative environment will need to be developed and published on the knowledge base for ease of access by all users.
- (l) During the Design and Development Phases of the NSW software, the Consultant is required to provide specific guidance to the NSW Software provider with respect to the alignment with WCO Data Model, and other relevant data standards.
- (ii) Procurement Phase:** Technical, Management and Procurement Support to the NBR-PIU during the procurement of the firms for the development and implementation of the key activities under the Customs Modernization and NSW component which include but are not limited to the following activities-
- (a) Liaise with the World Bank Task Team with respect to procurements within this component.
- (b) Facilitate GoB Procurement Team for the procurements under the component.
- (c) Develop a capacity building plan for all relevant stakeholders involved in this phase of the project.
- (d) Advise and review for the preparation of technical specifications/terms of reference for procurement of goods, and services.
- (e) Prepare Terms of Reference (ToR), cost estimates and bid documents for the ICT procurements on goods and services under this component.
- (f) Preparation and finalization of tender notices and invitations for bids.

- (g) Assist and review in preparing clarifications for the pre-bid conference, if proposed for the packages.
- (h) Review the Minutes of pre-bid conference and circulate the same to all the bidders who have purchased the bid documents.
- (i) Prepare and issue addendum to the bid documents, if required.
- (j) Arrange the reply of queries, if received from potential bidders before the deadline for submission of bids.
- (k) Assist in bid evaluation and contract negotiations.

(iii) Planning Phase:

- (a) Confirmation and adjustment of project management methodology to be adopted for structured and disciplined approach to project management. Such methodology must be a widely adopted industry standard such as PRINCE2/PMP. Such methodology with adjustments will be applied for all subsequent project management standards and procedures as may be described within the Project Charter
- (b) Support the Government Teams to review, adjust and finalize the vendor proposed implementation plans.
- (c) Assist the Government Teams to re-arrange its own work plans, approaches, timelines, milestones and resource requirements to fit with the overall Project Implementation Plans and any related initiatives; Develop a capacity building plan for all relevant stakeholders involved in this phase of the project.
- (d) Ensure that a comprehensive Project Charter is developed and agreed between GoB and turn-key supplier for NSW/ARMS which should include, but is not limited to, detailed project schedules, milestones and related outputs, issue and risk management plans, scope management plans, quality assurance plans. Such a project charter must also help GoB team understand its full set of roles and responsibilities for each activity/task as well as overall for the project.
- (e) Ensure that a review and quality assurance plan is fully developed and agreed by all parties through which monitoring guidelines and standards will be established against which all down-stream assessment will be carried out for all outputs/deliverables and outcomes (e.g. state of readiness etc.)
- (f) Provide Expert services in specific area such as business management, information technology, software development, business process engineering etc.
- (g) Coordinate to maintain effective working relationships among concerned stakeholders.
- (h) Provide guidance and support service related to software, hardware, databases, web resources, networks, and enterprise systems.
- (i) Assess the effectiveness of technical resources in use and identify the necessary resources to be implemented.
- (j) Keep abreast of emerging technologies and potential effectiveness of those advancements in their system to arrive at the most appropriate system and

integration of multiple systems.

(iv) Development Phase: assist the GoB teams to:

- (a) Conduct or participate in project status meetings.
- (b) Assess the progress against work plans.
- (c) Develop a capacity building plan for all relevant stakeholders involved in this phase of the project; Facilitate communication with all other initiatives that impact implementation.
- (d) Prepare regular communications that document project status, milestones achieved, budget utilization, risks, and issues that may jeopardize project progress and success.
- (e) Manage the procedures put in place during Planning for management of issues, escalation, and change control over scope.
- (f) Establish rigorous testing and acceptance processes.
- (g) Develop and implement a capacity building program that includes all GoB agencies and private sector stakeholders involved in the NSW.
- (h) Monitor and supervise the development of the NSW systems as per the design documents.
- (i) Define business requirements and recommend technical approach to meet the required goals.
- (j) Assist in finalizing a data migration strategy and approach that the NSW supplier will need to work to – this must include GoB teams understanding as to how trade statistics will be extracted during and immediately after the implementation since not all agencies are the target of this initial implementation of NSW solution.
- (k) Review the technical documentation such as user guides, training manuals and system specifications prepared by the developer.
- (l) Ensure the development, testing and implementation of the system and validate that the final product satisfies the defined requirements.
- (m) Collect project component implementation data by identifying sources of information and processes; and
- (n) Establish and revise database by conferring with analysts and programmers to code and retrieve data.
- (o) Ensure readiness of all documentation and compliance with structured and disciplined project management practices – key dependencies should not be compromised
- (p) Milestone achievement must be carefully scrutinized ensuring readiness of the target environment to utilize the outputs from the milestone in an effective and timely manner
- (q) Facilitate workshops and seminars as may be required to improve the understanding of the GoB team and/or to gain acceptance and approval for

completion of key outputs and/or milestones.

- (v) Acceptance Testing Phase:** The Consultant will assist to and work with the Government Teams and relevant stakeholders to ensure that a suitable representative group from all participating agencies is able to successfully complete a detailed and comprehensive acceptance test of all solutions implemented. This includes, but is not limited to:
- (a) Preparation of acceptance testing plans that will ensure highest level of reliability of installed and/or implemented infrastructure and solution(s)
 - (b) Ensure suitable security controls are effectively tested and are working as expected
 - (c) All data migration has been completed successfully and all data cleansing matters have been addressed suitably to the satisfaction of stakeholders
 - (d) Reports generated are accurate and reliable
 - (e) Capacity utilization and response times are within expected standards as required for and agreed through contractual obligations
 - (f) Standard Operations Procedures (SOPs) work effectively with automated solutions and are properly documented in their entirety
 - (g) Assess readiness of users and target environment to work effectively with the new infrastructure and solutions being implemented
 - (h) Technical support and administrative personnel are fully knowledgeable and have been trained to take on independent responsibility for daily operations and maintenance of the new infrastructure and solutions.
 - (i) During the acceptance phase, the Consultant is required to verify and provide a report that the implemented software is conformant with the WCO Data Model and other relevant international standards.
- (vi) Pilot Phase:** The Consultant will assist to and work with the Government Teams and relevant stakeholders
- (a) To ensure the selected pilot sites are properly outfitted and prepared to conduct the pilot testing.
 - (b) To assess the progress of the piloting.
 - (c) To ensure issues (technical, procedural and training) are collected and resolved.
 - (d) To assess the serviceability and acceptability of the outcomes.
 - (e) Develop a capacity building plan for all relevant stakeholders involved in this phase of the project.
 - (f) Provide technical support on training to the concerned staff of the government and relevant stakeholders.
 - (g) Maintain project component implementation database by entering relevant data.

(vii) Rollout Phase (including Post-Implementation Assessment): The Consultant will work with the Government Teams, Vendors, and other contributing teams to establish a “template” to guide the planning and execution of all rollouts subsequent to the Pilot. During the rollout phase, the Consultant will assist in monitoring progress, issues and issue resolution, and acceptance of the Projects deliverables at each site. The consultants will also develop a capacity building plan for all relevant stakeholders involved in this phase of the project. Once the NSW rollouts have been completed, the Consultant will conduct a Post-Implementation Assessment.

13. Throughout the project duration and in parallel with the above phases of implementation, the Consultant must also apply resources and effort to develop ICT capability and maturity within the NBR as may be required for implementation and operation of the NSW. This must include but is not limited to:
- (i) ICT procedures and standards
 - (ii) User engagement procedures and standards
 - (iii) Help Desk operations and integration of these with NSW solutions
 - (iv) ICT Governance and service level agreements
 - (v) Structured methodologies and associated procedures
 - (vi) ICT issue management
 - (vii) ICT risk management
 - (viii) ITIL procedure standards and application of these for operation of NSW solution – as may be simplified for purposes of the NSW
14. The Consultant must make an initial assessment of overall ICT capability within NBR and monitor it periodically to determine extent of improvement achieved, identify causes if progress is not satisfactory and take necessary corrective action or advise changes to NBR as may be necessary.

Deliverables

15. All deliverables shall be prepared by the consulting firm and the team of consultants. The consulting firm shall assure that all deliverables follow recognized industry standards.
- (i) Project Management Deliverables:** The Consultant will produce the following:
- (a) A collaboration environment fully configured and documented for use by all suppliers and project team members to share a project knowledge base that will be maintained by the Consultant
 - (b) A comprehensive Project Charter (Project Management Plan (PMP)), at start of project, for each project undertaken by the GoB for NSW Implementation, ARMS Implementation, Customs Modernization and the establishment of the NSW entity. Such a Project Charter must be agreed by all parties and must include, but is not limited to:
 - (i) Detailed work plan with key milestones and project completion dates – as may be discussed and agreed between GoB and the supplier with suitable input resulting from this consulting engagement
 - (ii) Desired and/or expected outputs for each milestone and state of readiness required

from GoB on completion of each milestone (prior to commencement of activities and tasks for subsequent milestone(s)) – as may be discussed and agreed between GoB and the supplier with suitable input resulting from this consulting engagement

- (iii)* Detailed resource plan for GoB Teams and their associated roles and responsibilities
 - (iv)* Review and confirmation of suppliers' resource plans
 - (v)* Issue management plans, standards, and procedures
 - (vi)* Risk management plans, standards, and procedures
 - (vii)* Project progress monitoring standards and processes
 - (viii)* Quality assurance plans, standards, and procedures
 - (ix)* Change Management (scope) plans, standards, and procedures
 - (x)* Comments on organizational change management and communications plans (as prepared by supplier(s)) to assist the GoB Teams on their roles and responsibilities for driving change and acceptance through their respective organizations
- (c) Project progress reports at each of the following events:
- (i)* Monthly at end of calendar month, within 5 working days of end of previous month
 - (ii)* On completion of a milestone within 5 (five) working days of completion of milestone
- (d) A Project organization plan for its own consulting engagement (resulting from this ToR) with well-defined roles and responsibilities and to establish a team of local experts, for the duration of the work plan, Project Support Team to assist the respective government teams in management and procurement support.
- (e) A comprehensive monitoring regime that will describe outputs and deliverables to be reviewed and establish standards required – these to be agreed with GoB Teams prior to completion of Project Charter(s) for execution of Customs Modernization and NSW projects.
- (f) System and environment sustainability plan. Assistance in Coordination across the Customs Modernization and NSW projects and any other related activities
- (g) Standard project management processes, tools, techniques, and templates, including but not limited to:
- (i)* Project Methodology
 - (ii)* Monthly Project status report
 - (iii)* Project Issue logs and resolution statements
 - (iv)* Risk assessment templates and mitigation forms
 - (v)* Change control documentation and Impact assessment forms
 - (vi)* Test script formats and test results documentation
 - (vii)* Readiness reports for progressing beyond milestone successfully completed
- (h) Assistance with:
- (i)* Project monitoring and decision making

- (iii) Risk identification, management and mitigation (including impact assessment)
 - (iii) Issue management and resolution
 - (iv) Scope and change control management
 - (v) Project meetings and communications to all stakeholders
 - (vi) Acceptance of all outputs and deliverables from supplier(s) to Customs Modernization and NSW initiatives as may be engaged by GoB
 - (vii) Capacity Building and Change Management Programs for the relevant stakeholders.
- (i) Capacity building program as determined by agreed Capacity Building Plans related to each phase of the project within the scope of work of this assignment. The Capacity Building Plans may include additional elements or recommendations outside the scope of this assignment and these activities will be undertaken independent of this assignment.

(ii) Deliverables at Key Milestones:

- (a) **In Support of all Procurement (as may be scheduled):** Technical, Management and Procurement Support during the procurement of the key project components as described earlier, which include but are not limited to the following:
- (i) Assist with preparation of internal documentation such as business cases, submissions to the Government and develop terms of reference for various initiatives as may be required.
 - (ii) Prepare Terms of Reference (ToR), cost estimates and bidding documents for all procurement activities.
 - (iii) For each procurement/selection of consultants, preparation and finalization of tender notices and invitations for bids.
 - (iv) Develop a capacity building plan for all relevant stakeholders involved in each stage of the project lifecycle.
 - (v) Assist and review in preparing clarifications for the pre-bid conference.
 - (vi) Review the Minutes of pre-bid conference and circulate the same to all the bidders who have purchased the bid documents.
 - (vii) Prepare addendum to the bid documents, if required.
 - (viii) Arrange the reply of queries, if received from potential bidders before the deadline for submission of bids.
 - (ix) Assist in bid evaluation, preparation of Bid Evaluation Reports and contract negotiations, as required

(b) In Support of Planning for Execution of all Project Components:

- (i) Confirmation and adjustment of project management methodology to be adopted for structured and disciplined approach to project management – such methodology with adjustments will be applied for all subsequent project management standards and procedures as may be described within the Project Management Plan (PMP) or Project Charter
- (ii) Review, adjust and finalize the vendor proposed implementation plans.

- (iii) Assist the NBR (PIU) to re-arrange its own work plans, approaches, timelines, milestones and resource requirements to fit with the overall Project Implementation Plans and any related initiatives; Develop a capacity building plan for all relevant stakeholders involved in this phase of the project.
 - (iv) Ensure that a comprehensive PMP or Project Charter is developed and agreed between NBR (PIU) suppliers. Such a PMP or Project Charter must also help NBR (PIU) to understand its full set of roles and responsibilities for each activity/task as well as overall for the project.
 - (v) Ensure that a review and quality assurance plan is fully developed and agreed by all parties through which monitoring guidelines and standards will be established against which all down-stream assessment will be carried out for all outputs/deliverables and outcomes (e.g. state of readiness etc.)
 - (vi) Assess the effectiveness of technical resources in use and identify the necessary resources to be implemented.
 - (vii) Keep abreast of emerging technologies and potential effectiveness of those advancements in their system to arrive at the most appropriate system and integration of multiple systems.
- (c) During Acceptance Testing of core Infrastructure (e.g. Data Centers, LAN Infrastructure and Office Automation):** The PMQA Consultant will assist to and work with the NBR (PIU) and relevant stakeholders to ensure that a suitable representative group from NBR and/or OGAs is able to successfully complete a detailed and comprehensive acceptance test of all infrastructure installed equipment encompassing all data centers, LAN environments in OGAs, delivery of e-mail services to all designated users and the WAN environment. This includes capacity testing of all environments and includes, but is not limited to:
- (i) Review and confirmation of acceptance testing plans that will ensure highest level of reliability of installed and/or implemented infrastructure and solution(s)
 - (ii) Ensure suitable security controls are effectively tested and are working as expected
 - (iii) All data migration has been completed successfully and all data cleansing matters have been addressed suitably to the satisfaction of stakeholders
 - (iv) Reports generated are accurate and reliable
 - (v) Capacity utilization and response times are within expected standards as required for and agreed through contractual obligations
 - (vi) Standard Operations Procedures (SOPs) work effectively with automated solutions and are properly documented in their entirety
 - (vii) Assess readiness of users and target environment to work effectively with the new infrastructure and solutions being implemented
 - (viii) Technical support and administrative personnel are fully knowledgeable and been trained to take on independent responsibility for daily operations and maintenance of the new infrastructure and solutions

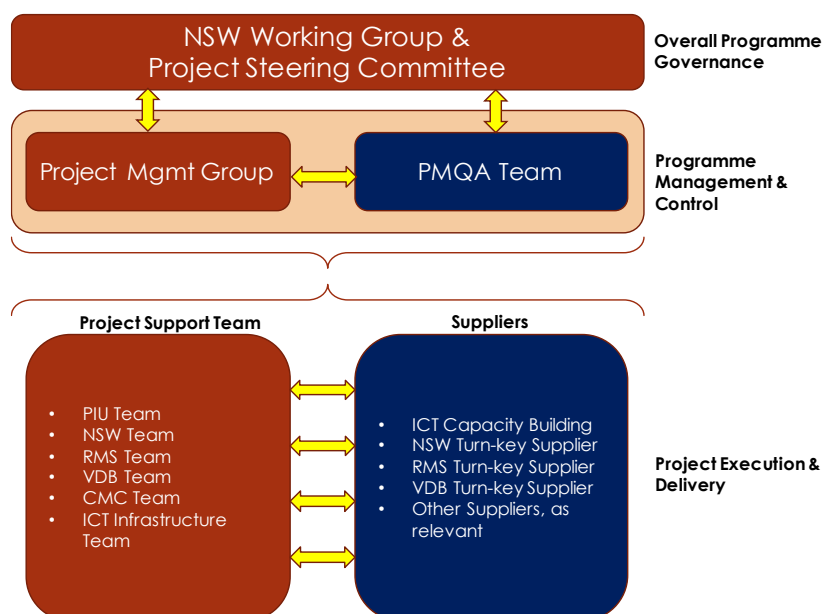
(d) During Development/Configuration of NSW Solution assist the NBR and OGAs to:

- (i) Conduct or participate in project status meetings.
 - (ii) Assess the progress against work plans.
 - (iii) Develop a capacity building plan for all relevant stakeholders involved.
 - (iv) Facilitate communication with all other initiatives that impact implementation.
 - (v) Prepare regular communications that document project status, milestones achieved, budget utilization, risks, and issues that may jeopardize project progress and success.
 - (vi) Establish rigorous testing and acceptance processes.
 - (vii) Develop and implement a capacity building program that includes all NBR and OGA users and any private sector stakeholders.
 - (viii) Define business requirements and recommend technical approach to meet the required goals.
 - (ix) Review outputs of business process re-engineering as may be generated by the turn-key Supplier(s) and ensure that these reflect international good practices and are viable for institutionalization for the NSW.
 - (x) Ensure that the handover of collateral and artefacts with respect to business processes reflect the responsibilities of the respective suppliers and meet the need of stakeholders.
 - (xi) Assist in finalizing a data migration strategy and approach that the supplier(s) will need to work to – this must include NBR and OGA teams' understanding as to how data will be extracted during and immediately after the implementation.
 - (xii) Review and comment upon the technical documentation such as user guides, training manuals and system specifications prepared by the suppliers and ensure that these are fit for purpose.
 - (xiii) Validate the final solution satisfies the defined requirements.
 - (xiv) Ensure readiness of all documentation and compliance with structured and disciplined project management practices – key dependencies should not be compromised
 - (xv) Milestone achievement must be scrutinized ensuring readiness of the target environment to utilize the outputs from the milestone in an effective and timely manner
 - (xvi) Facilitate workshops and seminars as may be required to improve the understanding of the NBR and OGAs and/or to gain acceptance and approval for completion of key outputs and/or milestones.
- (e) During Acceptance Testing of Different Modules of NSW / ARMS Implementation:** The PMQA Consultant will assist to and work with the NBR, OGAs and relevant stakeholders to ensure that a suitable representative group from NBR and OGAs is able to successfully complete a detailed and comprehensive acceptance test of all solutions implemented. This includes, but is not limited to:
- (i) Review and confirmation of acceptance testing plans that will ensure highest level of reliability of installed and/or implemented infrastructure and solution(s)

- (ii) Ensure suitable security controls are effectively tested and are working as expected
 - (iii) All data migration has been completed successfully and all data cleansing matters have been addressed suitably to the satisfaction of stakeholders
 - (iv) Reports generated are accurate and reliable
 - (v) Capacity utilization and response times are within expected standards as required for and agreed through contractual obligations
 - (vi) Standard Operations Procedures (SOPs) work effectively with automated solutions and are properly documented in their entirety
 - (vii) Assess readiness of users and target environment to work effectively with the new infrastructure and solutions being implemented
 - (viii) Technical support and administrative personnel are fully knowledgeable and been trained to take on independent responsibility for daily operations and maintenance of the new infrastructure and solutions
- (f) During Execution of Pilot for NSW / ARMS Implementation:** The Consultant will assist to and work with the NBR (PIU), OGAs and relevant stakeholders:
- (i) To ensure the selected pilot sites are properly outfitted and prepared to conduct the pilot testing.
 - (ii) To assess the progress of the piloting.
 - (iii) To ensure issues (technical, procedural, and training) are collected and resolved; and
 - (iv) To assess the serviceability and acceptability of the outcomes.
 - (v) Develop a capacity building plan for all relevant stakeholders involved.
 - (vi) Provide technical support on training to the concerned staff.
- (g) During Rollout of NSW / ARMS Implementation (including Post-Implementation Assessment):** The PMQA Consultant will work with the NBR (PIU), OGAs, Vendors and other contributing teams to establish a “template” to guide the planning and execution of all rollouts subsequent to the Pilot. During the rollout stage, the Consultant will assist in monitoring progress, issues and issue resolution, and acceptance of the Projects deliverables at each site. The consultants will also develop a capacity building plan for all relevant stakeholders involved in this phase of the project. Once the solution roll-out has been completed, the Consultant will conduct a Post-Implementation Assessment.
16. Upon the conclusion of the each of the ‘Deliverables at Key Milestones’ listed at (a) through (g), the Consultant is expected to prepare a summary report of activity completion.

Project Organization and Reporting

17. The consulting firm shall report to the Project Director – BRCP-1 (NBR). The Consultant will work in close collaboration with the project management team as may be assigned by the NBR, will report independently to the NSW Working Group and/or the Project Steering Committee and monitor the work and outputs of the turn-key supplier for the NSW solution (hardware, software, and services) and any other suppliers that maybe appointed as relevant. The overall governance model for the project is depicted in the diagram below:



Duration of Services

18. The duration of this assignment is estimated to be 30 months to commence on or about July 2023.

Key Professionals:

19. The Consultants will propose international/local staff based on the needs of the assignment as per this Terms of Reference mentioned in Appendix-1. The international members of the Consultant's Team must be fluent in written and spoken English. The national members of the Consultant's Team must be fluent in Bengali and able to communicate effectively in English.

Facilities and Support Services

The Client (Government of Bangladesh) will provide the following inputs and facilities:

- (i) Orientation will be provided to key professionals regarding working approach of NSW-WG;
- (ii) All relevant Reports, Studies and information pertaining to the Trade Facilitation in Bangladesh and the NSW.
 - a. Documents & reports mentioned in Appendix-2.
- (iii) Laws and Regulations related to import/export activities.
- (iv) Initial coordination and liaison with all appropriate government agencies, the community, and other stakeholder of the NSW; and
- (v) Facilitate the application for visas for the international consultants (e.g. letter of invitation)

Selection Method

A Consultant will be selected in accordance with the Quality Based Selection (QBS) method set out in the World Bank Procurement Regulations for IPF Borrowers, dated July 01, 2016.

20. After the arrival of the vendor, PMQA will supervise the implementation of the software development contract, starting from reviewing and accepting Inception Report, planning and quality assurance procedures documentation, finalization of

software specifications and design according to the business processes. These activities and tasks also include supervision of the software development phase, piloting/UAT, rollout, coordination of capacity building/training, etc., as well as overall Project monitoring and management. PMQA will also have to conduct relevant activities and tasks related to the support for the hardware and system software procurement that will be initiated in September 2023.

Appendix – 1: Qualification and experience requirement of the key expert for the proposed PMQA.

#	Position	##	Responsibility	###	Qualification	Man Month
1	Project Manager		The prime responsibility of this role is to provide thought leadership to the whole team, to assign work, provide guidance and estimate effort, monitor outputs and ensure that the whole team is responding effectively to the needs of the Purchaser and is able to maintain necessary control over all project activities as in the scope of the assignment. Report to the Purchaser on all matters related to the Project implementation and planning. Produce project progress and other project management reports as per ToR.	1	(i) A post-graduate degree in Management or related disciplines or (ii) graduation with relevant 15 (fifteen) years professional experience that demonstrates acceptable level of professional skills and expertise;	30
			Ensure & validate the deliverables of the vendors as per RFP.	2	Shall have 08 (eight) years of professional experience in ICT project management as Project Manager/Team Leader in projects of similar nature including at least 2 (two) years' experience in one country other than consultant's nationality;	
			Contract monitoring & support Project office for preparing all types of documentation on Service Level Agreement (SLA) after the warranty period with the Vendors / Suppliers	3	Knowledge of development issues and challenges faced by the developing countries particularly related to ICT projects;	
				4	Experience with the working procedures and policies of the public sector will be an advantage;	
				5	Knowledge of customs system and other trade related agencies will be an advantage;	
				6	Excellent inter-personal and communications skills;	
				7	Proven record of Successful delivery of large and complex ICT projects in Government environments as Project Manager / Team Leader will be an advantage;	
				8	Experience in implementing National Single Window or trade-related solutions will be an advantage.	

#	Position	##	Responsibility	###	Qualification	Man Month
				09	PRINCE 2 / PMP certification and CISA will be preferable	
2	Project Support Coordinator (National)	1	The prime responsibility of this role is to develop and maintain the collaborative environment (e.g. MS-SharePoint) and also to provide all necessary support to users of the environment	1	A post-graduate degree in a related discipline or a graduate degree in a related discipline with 10 years of relevant experience that demonstrates acceptable level of professional management, organizational or administrative skills and expertise.	30
		2	Will work towards completing any necessary data inputs to the collaborative environment and will be responsible for maintaining the accuracy, integrity and currency of all information held on the collaborative environment.	2	8 years of professional experience in any ICT related Project and at least 04 years experience as project manager/project coordinator.	
		3		3	Prior experience in trade related legal & regulatory issues will be preferred.	
		4		4	Prior experience in managing and coordinating large ICT and/or development projects and knowledge of managing and configuring collaboration environments like MS SharePoint	
		5		5	Prior experience in developing or implementing strategic information systems plans for trade facilitation, is desirable.	

3	ICT Expert	1	The prime responsibility of this role is to bring the necessary ICT skills to the team in the areas of methodologies and structured disciplines, knowledge about ICT projects and project stages, how to transition between ICT project stages, how to build quality into ICT project activities such that rework is minimized. This role will effectively provide the necessary ICT technical oversight for all ICT related outputs from various suppliers.	1	-(a) A post-graduate degree in Computer Science/Engineering/IT or related discipline and relevant professional experience of 10 years or (b) graduation in Computer Science/Engineering/IT or related discipline and relevant professional experience of 15 years that demonstrates acceptable level of professional skills and expertise;	24
		2	Work with Project Director / Project Office and support the Project office with any ICT related planning and documentation.	2	Shall have 10 years of professional experience, preferably as an IT/ICT expert in projects of similar nature and scale as this consultancy including at least 2 (two) years' experience in one country other than consultant's nationality;	
		3	All Technical / ICT communication with Vendor / Supplier.	3	Experience of software development and provisioning/implementation of web-based solutions will be an advantage.	
		4	Help Project Office to review and validate vendor / supplier provided technical documents.	4	Knowledge of development issues and challenges facing Bangladesh or other similar developing countries would be desirable;	
		5	Coordinate with other team members, especially ICT team members) and work as a Team	5	Experience in developing or implementing strategic information systems plans for trade facilitation, complex enterprise software systems implementation, extensive knowledge in informatics management and current technology trends;	
		6	Follow up with Vendor / Supplier and keep up to date Project Office about the progress	6	Relevant experience of Customs domain related development will be an advantage;	
		7	Escalate Technical issues to Project Office and help project office to find solution	7	Excellent inter-personal and communications skills;	

		8	Support Project office with preparing of all types of documentation on Service Level Agreement (SLA) after warranty period with Vendor / Supplier.	Experience with the working procedures and policies of the public sector will be an advantage;	
4	Database and Data Management Expert	1	This role brings technical expertise in the areas of database administration, database design and data management into the team such that technical outputs such as database designs, schema design, database backup, database recovery and data migration, data management etc. can be reviewed and assessed.	1 A graduate degree in Computer Engineering/IT or related discipline	18
		2	Database Design Validation	2 10 years of professional experience in ICT related projects;	
		3	Database Administration Policy Validation and Database Backup and Restore Policy Development and Validation	3 Experience in developing or implementing strategic information systems plans for complex enterprise software systems implementation, knowledge in informatics management and current technology trends;	
		4	Data Management Policy and Procedure Validation	4 6 years experience in database design and/or administration and data management of large and complicated databases of large and complex solutions.	
		5	Data Security Process Establishment	5 Excellent inter-personal and communications skills.	
		6	Database Handover Process Review and Conduct PAT, UAT & FAT	6 Experience with the working procedures and policies of the public sector will be an advantage;	
		7	Support Project office for preparing all types of documentation on Service Level Agreement (SLA) after warranty period with Vendor / Supplier.	7 Relevant experience of Customs domain related development will be an advantage	
6	Software Architect, Engineer and Quality Assurance Expert	1	This role brings technical expertise in the areas of software architecture, engineering and quality assurance into the team such that technical outputs such as software designs, architecture, plan, deployment, coding convention, code review, quality assurance, testing, etc. can be reviewed and assessed.	1 (a) A post-graduate degree in Computer Engineering/IT or related discipline or (b) Graduation in Computer Engineering/IT or related discipline and relevant 10 years' experience that demonstrates acceptable level of professional skills and expertise;	24

		2	Software Engineering Process Review	2	10 years of professional experience, including at least 2 (two) years' experience in one country other than consultant's nationality ; in ICT related projects ;	
		3	Software Coding Convention Review	3	Experience in developing or implementing strategic information systems plans for complex enterprise software systems implementation, knowledge in informatics management and current technology trends;	
		4	Software Deployment Automation Process Review	4	04 (Four) years experience as Software Architect and/or Engineer and/or Software Quality Assurance Expert;	
		5	Software Integration Process Review	5	Excellent inter-personal and communications skills.	
		6	Software Testing Process and Results review	6	Experience with the working procedures and policies of the public sector will be an advantage	
		7	Software Quality Assurance and Handover Process Review and Conduct PAT, UAT & FAT	7	Relevant experience of Customs domain related development will be an advantage .	
		8	Support Project office for preparing all types of documentation on Service Level Agreement (SLA) after warranty period with Vendor / Supplier.			
5	ICT Network and Security Expert	1	This role brings technical expertise in the areas of network, security into the team such that technical outputs such as network design, network architecture, cyber security threat analysis, security solutions, designs etc. can be reviewed and assessed.	1	A graduate degree in Computer Engineering/IT or related discipline	12
		2	Network & Security Design and Solution Review and Validation	2	8 years of professional experience in ICT related projects;	
		3	Network and Security Implementation Plan review	3	Experience in developing or implementing strategic information systems plans for complex enterprise software systems implementation, knowledge in informatics management and current technology trends;	
		4	Cyber Security Threat Analysis and Policy Review	4	-04(Four) years' experience in network and security implementation of large and complicated network of large and complex solutions.	
		5	Keeping up-to-date with the latest trends and developments in network security and recommending changes to network architecture and security protocols as needed	5	Excellent inter-personal and communications skills.	

		6	Conducting security audits and risk assessments to identify vulnerabilities and recommend solutions	6	Experience with the working procedures and policies of the public sector will be an advantage.	
		7	Network and Security Handover Process Review and Conduct PAT, UAT & FAT			
		8	Support Project office for preparing all types of documentation on Service Level Agreement (SLA) after warranty period with Vendor / Supplier.			
7	Hardware and System Software Expert and System Administration	1	This role brings technical expertise in the areas of Server, Storage, Hosting into the team such that technical outputs such as hosting design, server & storage architecture, management etc. can be reviewed and assessed.	1	A graduate degree in Computer Engineering/IT or related discipline	12
		2	On Premises / Cloud Solution Architecture, Hosting design and Plan review\, including server, Storage, Database etc. Installation and Commissioning Plan and Process review	2	8 years of professional experience in ICT related projects;	
		3	Ensure & facilitate conducting routine backups of data and ensuring the integrity and availability of data in the event of system failures or disasters	3	Experience in developing or implementing strategic information systems plans for complex enterprise software systems implementation, knowledge in informatics management and current technology trends is essential	
		4	Review documentation of system configurations, processes, and procedures	4	4 years experience in Systems Infrastructure of large and complicated systems of large and complex solutions.	
		5	Provide proper guidance for Managing user accounts and access rights, including creating and deleting accounts, setting permissions, and managing password policies	5	Excellent inter-personal and communications skills.	
		6	System infrastructure Documents Review	6	Experience with the working procedures and policies of the public sector will be an advantage.	
		7	Systems Handover Process Review and Conduct PAT, UAT & FAT			
		8	Support Project office for preparing all types of documentation on Service Level Agreement (SLA) after warranty period with Vendor / Supplier.			
8	Customs Risk Management Expert	1	This role brings relevant business skills and experience in the area of customs risk management such that issues arising between users and suppliers may be resolved effectively and the risk management solution meets user requirements and expectations and is fit for purpose.	1	(a) A post-graduate degree in a relevant discipline or (b) graduation with 12 years' experience that	6

				demonstrates acceptable level of skills and expertise.	
		2	Review and advice on the risk management policy, model, rules, and approach in general and on the detailed level.	2 10 years of Experience, including in at least one country other than consultant's nationality, of Customs Risk Management and/or Integrated Targeting Operations.	
		3	4 (four) years professional experience of defining and implementing system based solutions for the risk assessment in customs operations.		
		4	Excellent inter-personal and communications skills.		
		5	Experience with the working procedures and policies of the public sector will be an advantage.		
9	Business Process Re-engineering/Improvement (Key) Expert	1	Conduct an analysis of existing business process related to export and import to identify inefficiencies, bottlenecks, and areas for improvement and suggests modification if required.	1 A post-graduate degree in a relevant discipline or related graduate degree and relevant 12 years experience that demonstrates acceptable level of skills and expertise.	6
		2	Analyze current and future requirements of CLPIAs to connect with NSW and other stakeholders by understanding their needs, goals and existing process.	2 10 years of Experience in Customs and/or Single Window operations	
		3	Redesign existing process of CLPIAs if required by understanding existing BPR and recommend any suggestion.	3 04 years' experience of as an international/national customs operations specialist and/or in customs / trade single window business process re-engineering of size and scope similar or larger than Bangladesh is essential.	
		4	Define metrics and key performance indicator (KPIs) to measure the effectiveness and efficiency of the reengineered processes.	4 Experience with the working procedures and policies of the public sector will be an advantage.	
		5		5 Excellent inter-personal and communications skills.	

10	Procurement Specialist	1	Will prepare bidding documents for NSW HW as well as ICT equipment, DC/DR, and ensure proper delivery/ acceptance of ICT equipment as per RFP/contracts.	1	A graduate degree in engineering or post-graduate degree in a related discipline and relevant experience that demonstrates acceptable level of professional skills and expertise.	6
		2	Will ensure maintaining World Bank standards and procedures in any sort of procurement activities	2	8 years' experience of procurement of ICT related services and equipment.	
		3	Will provide support and assistance to the PIU in all areas of procurement	3	Experience of preparing specifications for specialized ICT systems.	
		4		4	Familiarity with World Bank Procurement procedures and public Procurement Law and Procedures of Bangladesh is desirable.	
		5		5	Experience of complex procurement of ICT systems (e.g., 2-stage bidding process) and consulting services under World Bank Procurement Guidelines.	

Appendix – 2 Status of the Project Deliverables

Listed below are the tasks that PMQA has completed, as well as the reports submitted. It should be noted that some reports are of technical nature, such as BPR, Risk Management Book, etc These were supposed to be directly explained and handed over by PMQA to the software vendor. Also, some reports/documents have not been finalized, like RFP for hardware purchase, needs assessment report for CLPIAs for hardware support, etc, which needs to be reviewed/revised/updated by the consultant wherever applicable or deemed to necessary.

SI	Deliverables as per Contract	Status	Remark
1.	D0 - Project Charter Report	Submitted	
2.	D1 - As-Is Assessment Report	Submitted	
3.	D2 - Needs Assessment Report for development/configuration of NSW solution	Submitted	
4.	D3 - BPR Report including NSW Data Model	Submitted	The final version of the BPR reports has not yet been received. The submitted version needs further status upgradation of the CLPIAs.
5.	D4 - Report on capacity building and change management plan for the CLPIAs	Submitted	
6.	D5 - Risk Management Strategy Report	Submitted	
7.	D6 - Revised Functional and technical specification for BD NSW solution	Partially Submitted	<ul style="list-style-type: none"> · F&T for NSW Solution - Submitted · Specification for Hardware Procurement has not yet been submitted
8.	D7 - Draft service specifications for NSW Operator	Submitted	
9.	D8 - Model Contract in the form of SLA and the SLA monitoring framework	Submitted	
10.	D9 - NSW Governance Model Report	Submitted	Deliverables 9, 10 & 11 have been merged as a single Deliverable
11.	D10 - NSW Operating Model Report	Submitted	
12.	D11 - Recommendation Report for Legal and Regulatory Changes	Legal As-Is Assessment submitted as part of D1	Initially submitted by them but not approved as it required significant changes.
13.	D12 - Terms of Reference for various procurements	Submitted	
14.	D13 - Bidding Documents	Partially- Submitted	Bidding documents for Hardware Procurements not yet submitted
15.	Need Assessment for Hardware requirements for the CLPIAs	Not Yet Submitted	
16.	Identifying and analyzing the inputs required for 2 nd Revision of the DPP of the Project (2 nd RDPP)	Not yet Submitted	

SI	Deliverables as per Contract	Status	Remark
17.	D15 - Vendor Onboarding Report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding.
18.	D16 - Recommendation Report for Development/Configuration of NSW Solution	Pending	Not yet due. This is due for submission based on activities after vendor onboarding.
19.	D17 - Quality Assurance Plan	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
20.	D18 - Project Progress Report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
21.	D19 - Acceptance Test Plan Report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
22.	D20 - Acceptance Testing Compliance Report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
23.	D21 - Pilot implementation Compliance report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
24.	D22 - Roll-out Report	Pending	Not yet due. This is due for submission based on activities after vendor onboarding
25.	D23 - Monthly Status Report	Submitted (continuous)	Submitted monthly as Monthly Update Report (MUR), will have to be continued on a monthly basis as per this ToR
26.	D24 - Project Closure and Exit Report	Pending	Not yet due. This is due for submission at the time of project closure