

# **BANGLADESH REGIONAL CONNECTIVITY PROJECT -1 (P154580)**

## **Terms of Reference for Consulting Services**

### **Project Management and Quality Assurance Services (PMQA) – Package NBR-SD1**

#### **Introduction and Background**

The Government of The People’s Republic of Bangladesh has received an 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 an International Procurement Consultant (IPC) 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:

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.

The lead implementation agency NBR under the Internal Resource division, 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.

A NSW Working Group (NSW-WG) chaired by the Chairman NBR has been established under the Bangladesh Inter-Ministerial Trade and Transport Facilitation Committee (ITTFC) 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.

The Customs Modernization and NSW component under BRCP-1 in turn consists of the following primary activities:

- Bangladesh National Single Window Implementation including back-office automation in possibly 21
- 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.
- Strengthening Customs Modernization through: i) Implementation of Risk Management Software Module and capacity building support; ii) Implementation of a Valuation database and capacity building support; and iii) Customs business process harmonization and simplification through business process re-engineering and implementing the new processes in ASYCUDA World (ASYCUDA)
- ICT Infrastructure for selected Land Border Crossings including Hardware, Communications infrastructure including last-mile connectivity between crossing points and Government Network backbone

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/<br>agencies/ other<br>Govt. and private<br>sector entities | Divisions/Departments,<br>if applicable                | Associated entity Participating in<br>the NSW Project   |
|----|--|--|---|
| 1  | Prime Minister's<br>Office (PMO)                                       | <ul style="list-style-type: none"> <li>• NA</li> </ul> | <ul style="list-style-type: none"> <li>• Bangladesh Investment Development Authority (BIDA)</li> <li>• Bangladesh Economic Zones Authority (BEZA)</li> <li>• Bangladesh Export Processing Zones Authority (BEPZA)</li> <li>• Bangladesh National Authority for Chemical Weapons Convention(BNACWC)</li> </ul> |

| No | Ministries/ agencies/ other Govt. and private sector entities           | Divisions/Departments, if applicable  | Associated entity Participating in the NSW Project   |
|----|---|---|--|
| 2  | Ministry of Commerce (MoC)  | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Registrar of Joint Stock Companies and Firms (RJSC&amp;F)</li> <li>• Export Promotion Bureau (EPB)</li> <li>• Chief Controller of Imports and Exports (CCI&amp;E)</li> </ul>  |
| 3  | Ministry of Agriculture (MoA)   | <ul style="list-style-type: none"> <li>• Department of Agricultural Extension (DAE)</li> </ul>                                      | <ul style="list-style-type: none"> <li>• Plant Quarantine Wing (PQW)</li> </ul>  |
| 4  | Ministry of Fisheries and Livestock (MoFL)                              | <ul style="list-style-type: none"> <li>• Department of Livestock Services (DLS)</li> <li>• Department of Fisheries (DoF)</li> </ul> | <ul style="list-style-type: none"> <li>• Department of Livestock Services (DLS)</li> <li>• Department of Fisheries (DoF)</li> </ul>  |
| 5  | Ministry of Industries (MoI)  | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Bangladesh Standard and Testing Institute (BSTI)</li> </ul>   |
| 6  | Ministry of Health & Family Welfare (MoHFW)                             | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Directorate General of Drug Administration (DGDA)</li> </ul>  |
| 7  | Ministry of Shipping (MoS)  | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Bangladesh Land Port Authority (BLPA)</li> <li>• Bangladesh Inland Water Transport Authority (BIWTA)</li> <li>• Chittagong Port Authority (CPA)</li> <li>• Mongla Port Authority (MPA)</li> <li>• Paira Port Authority (PPA)</li> </ul> |
| 8  | Ministry of Power, Energy & Mineral Resources (MPEMR)                   | <ul style="list-style-type: none"> <li>• Energy and Mineral Resources Division</li> </ul>   | <ul style="list-style-type: none"> <li>• Department of Explosives</li> </ul>   |
| 9  | Ministry of Civil Aviation & Tourism (MoCAAT)                           | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Civil Aviation Authority of Bangladesh (CAAB)</li> <li>• Biman Bangladesh Airlines</li> </ul>   |
| 10 | Ministry of Posts, Telecommunications & Information Technology (MoPTIT) | <ul style="list-style-type: none"> <li>• ICT Division</li> </ul>  | <ul style="list-style-type: none"> <li>• Bangladesh Computer Council (BCC)</li> <li>• Bangladesh Telecommunication Regulatory Commission (BTRC )</li> </ul>  |
| 11 | Ministry of Science and Technology (MoST)                               | <ul style="list-style-type: none"> <li>• NA</li> </ul>  | <ul style="list-style-type: none"> <li>• Bangladesh Atomic Energy Commission (BAEC)</li> <li>• Bangladesh Atomic Energy Regulatory Authority (BAERA)</li> </ul>  |
| 12 | Ministry of Finance   | <ul style="list-style-type: none"> <li>• Finance Division</li> </ul>  | <ul style="list-style-type: none"> <li>• Office of the Controller General of Accounts (CGA)</li> </ul>   |

| No | Ministries/<br>agencies/ other<br>Govt. and private<br>sector entities | Divisions/Departments,<br>if applicable  | Associated entity Participating in<br>the NSW Project  |
|----|--|--|--|
|    |  | <ul style="list-style-type: none"> <li>Internal Resources Division</li> </ul>              | <ul style="list-style-type: none"> <li>National Board of Revenue</li> <li>Bangladesh Customs</li> <li>Income Tax Wing</li> <li>VAT Wing</li> </ul>   |
|    |  | <ul style="list-style-type: none"> <li>Bank and Financial Institutions Division</li> </ul> | <ul style="list-style-type: none"> <li>Bangladesh Bank</li> <li>Sonali Bank</li> </ul>   |
| 14 | Constitutional Agency  | <ul style="list-style-type: none"> <li>Election Commission</li> </ul>                      | <ul style="list-style-type: none"> <li>Election Commission</li> </ul>  |
| 15 | Private Sector Organizations   |  | <ul style="list-style-type: none"> <li>Federation of Bangladesh Chambers of Commerce and Industries (FBCCI)</li> <li>Bangladesh Garment Manufacturers and Exporters' Association (BGMEA)</li> <li>Bangladesh Knitwear Manufacturers and Exporters' Association (BKMEA)</li> <li>Bangladesh Shipping Agents' Association</li> <li>Bangladesh Freight Forwarders' Association (BAFFA)</li> <li>Bangladesh Customs Clearing and Forwarding Agents' Association</li> </ul> |

## Objectives

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 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, Risk Management Solution (RMS) implementation, capacity building of ICT operations within NBR.

(iii) Develop ICT tools and techniques for a collaboration environment to be utilised 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 an International Consulting Firm or an international and local joint venture consulting firm or an international and international joint venture 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 international consulting firms are encouraged to have a national consulting firm.

## Scope of Services

(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:

1. Design, development and implementation of a National Single Window (NSW)
2. Design, development and implementation of a Risk Management Solution (RMS)
3. Design, development and implementation of a Valuation Support Data Base (VDB)
4. Change Management & Communications support for outreach to key stakeholders
5. Capacity Building Consultancy for CLPIAs (Consultancy Engagement) –
6. Intrusion Detection & Prevention Testing of NSW and RMS systems (White-hat Hacker)
7. Hardware & Network Cabling for CLPIAs (for LANs) (Turn-key Supplier)
8. Refurbishment of Wide Area Network (WAN) (Consultancy Engagement)

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:

- a. **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 all projects and to ensure their delivery meets agreed timelines, desired quality of outputs and expected outcomes.
- b. **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.

- c. **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 the agreed procedures;
- d. **Scope Management:** to assist the supplier(s) and GoB Teams identify and agree changes to defined scope of the project and finalise change requests to be included within the contract, ensuring compliance with procurement standards and processes as required by the World Bank
- e. **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.

In continuation of above scope of services will include, but not be limited, to the following:

- Carrying out initial technical, financial and legal and regulatory framework reviews that are deemed necessary for a successful establishment of the NSW Operator by taking into consideration, *inter alia*:
  - Relevant existing reports, studies, audits, etc. necessary to become familiar with the NSW Operator initiative;
  - Existing laws and regulatory [decrees] imparting the current trade processing environment in Bangladesh as well as those which may impact the design, implementation and monitoring of the NSW Operator;
  - Responsibilities and relationships of NBR and other government entities at different levels;
- Explore the provision of third-party operator with appropriate business model or forming SPV company for managing NSW applications and it will be one of the deliverable for the PMQA consultant.
- Assist the NBR in identifying the steps necessary in obtaining GoB internal approvals to implement the preferred NSW operating model.

## **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 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 at least 100 people, equipped with whiteboard and projection equipment video conferencing system as may be required.
- iv. A training room space for 50 people equipped with computers, whiteboard, projectors, and other training related equipments and furnitures as may be required;
- v. Common facilities to be used by all must include suitable kitchen space and welcome area for guests.
- vi. Other services to be provided/available include local and international calling, LAN and access to internet for all team members.
- vii. All office space and facilities should be suitably secured (7\*24 secured access) and fully insured.

## Activities

The Consultant shall supervise the firms involved for the build, supply and installation of NSW, RMS and VDB 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 all project components as described earlier. However, as indicated earlier, Government is prepared for 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.

### 1. Establishment Phase

Install and configure necessary ICT equipments that will be used by all project teams associated with the NSW implementation. These equipments must include but are not limited to:

- i. Necessary servers for a collaborative environment e.g. MS SharePoint
- ii. Sufficient disk space to allow storage of all knowledge objects created during the project by all project teams (e.g. NSW Supplier, Consultant, RMS Supplier, VDB Supplier, Other teams from the Govt. e.g. PIU and the Counterpart Team etc)
- iii. The solution must have a capacity to handle up to 150 users to be connected to the system and at least 80 concurrent users
- iv. The LAN environment for connectivity will be provided by the Consultant
- v. 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 and Project support Teams (estimated at 25 people)
- vi. Collaborative office automation facilities, e.g. printer/s, scanner/s, backup device/s
- vii. The collaborative environment must also allow internet connectivity – internet access being provided by the Consultant
- viii. The collaborative environment must be able to be installed in an office environment without any special facilities – no data centre is available for this. It will need to be housed in a secure rack within an office environment
- ix. 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.

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:

- i. Contracts
- ii. Periodic progress reports
- iii. Minutes of meetings
- iv. Recording of specific decisions of the NSW Working Group
- v. Issue logs & open items
- vi. Risk logs and mitigation actions

- vii. Project plans, milestones and progress against project baselines
- viii. State of readiness for various milestones as necessary
- ix. Monitoring progress of integration and acceptance testing and associated open items
- x. Project Documentation

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.

## **2. Procurement Phase:**

Technical, Management and Procurement Support to the NSW Procurement Team and 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-

- Liaise with the World Bank Task Team with respect to procurements within this component;
- Facilitate GoB Procurement Team for the procurements under the component;
- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Advise and review for the preparation of technical specifications/terms of reference for procurement of goods, and services;
- Prepare Terms of Reference (ToR), cost estimates and bid documents for the ICT procurements on goods and services under this component;
- Preparation and finalization of tender notices and invitations for bids;
- Assist and review in preparing clarifications for the pre-bid conference, if proposed for the packages;
- Review the Minutes of pre-bid conference and circulate the same to all the bidders who have purchased the bid documents;
- Prepare and issue addendum to the bid documents, if required;
- Arrange the reply of queries, if received from potential bidders before the deadline for submission of bids;
- Assist in bid evaluation and contract negotiations.

## **3. Planning Phase:**

- 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. Such methodology with adjustments will be applied for all subsequent project management standards and procedures as may be described within the Project Charter
- Support the Government Teams to review, adjust and finalize the vendor proposed implementation plans;
- 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;



- Ensure that a comprehensive Project Charter is developed and agreed between GoB and turn-key supplier for NSW 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.
- 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.)
- Provide Expert services in specific area such as business management, information technology, software development, business process engineering etc.;
- Coordinate to maintain effective working relationships among concerned stakeholders;
- Provide guidance and support service related to software, hardware, databases, web resources, networks and enterprise systems;
- Assess the effectiveness of technical resources in use and identify the necessary resources to be implemented;
- 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.

**4. Development Phase:** assist the Government Teams to:

- Conduct or participate in project status meetings;
- Assess the progress against work plans;
- 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;
- Prepare regular communications that document project status, milestones achieved, budget utilization, risks, and issues that may jeopardize project progress and success;
- Manage the procedures put in place during Planning for management of issues, escalation, and change control over scope;
- Establish rigorous testing and acceptance processes;
- Develop and implement a capacity building program that includes all GoB agencies and private sector stakeholders involved in the NSW;
- Monitor and supervise the development of the NSW systems as per the design documents;
- Define business requirements and recommend technical approach to meet the required goals;
- 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.

- Review the technical documentation such as user guides, training manuals and system specifications prepared by the developer;
- Ensure the development, testing and implementation of the system and validate that the final product satisfies the defined requirements;
- Collect project component implementation data by identifying sources of information and processes; and
- Establish and revise database by conferring with analysts and programmers to code and retrieve data.
- Ensure readiness of all documentation and compliance with structured and disciplined project management practices – key dependencies should not be compromised
- 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
- 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.

#### **5. 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:
  - i. Preparation 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 utilisation 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 have been trained to take on independent responsibility for daily operations and maintenance of the new infrastructure and solutions

#### **6. Pilot Phase:**

- The Consultant will assist to and work with the Government Teams and relevant stakeholders

- To ensure the selected pilot sites are properly outfitted and prepared to conduct the pilot testing;
- To assess the progress of the piloting;
- To ensure issues (technical, procedural and training) are collected and resolved; and
- To assess the serviceability and acceptability of the outcomes.
- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Provide technical support on training to the concerned staff of the government and relevant stakeholders.
- Maintain project component implementation database by entering relevant data.

**7. 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 roll-outs have been completed, the Consultant will conduct a Post-Implementation Assessment.

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:

- a. ICT procedures and standards
- b. User engagement procedures and standards
- c. Help Desk operations and integration of these with NSW solutions
- d. ICT Governance and service level agreements
- e. Structured methodologies and associated procedures
- f. ICT issue management
- g. ICT risk management
- h. ITIL procedure standards and application of these for operation of NSW solution – as may be simplified for purposes of the NSW

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**

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.

### **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, RMS Implementation, Customs Modernisation 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 organisational 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 organisations
- 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 3 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 Modernisation and NSW projects.
- f. System and environment sustainability plan. Assistance in Coordination across the Customs Modernisation 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
  - ii. 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 Modernisation 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.
- j. Fee structure, feasibility report on NSW operational model, legal assessment and suggested regulatory changes as proposed by the transaction advisory services sub-team.

### **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:

- 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;
- Prepare Terms of Reference (ToR), cost estimates and bidding documents for all procurement activities;
- For each procurement/selection of consultants, preparation and finalization of tender notices and invitations for bids;
- Develop a capacity building plan for all relevant stakeholders involved in each stage of the project lifecycle;
- Assist and review in preparing clarifications for the pre-bid conference;
- Review the Minutes of pre-bid conference and circulate the same to all the bidders who have purchased the bid documents;
- Prepare and issue addendum to the bid documents, if required;
- Arrange the reply of queries, if received from potential bidders before the deadline for submission of bids;
- 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:**

- 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

- Review, adjust and finalize the vendor proposed implementation plans;
- 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;
- 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.
- 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.)
- Assess the effectiveness of technical resources in use and identify the necessary resources to be implemented;
- 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 Centres, 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 centres, 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:**

- Conduct or participate in project status meetings;
- Assess the progress against work plans;
- Develop a capacity building plan for all relevant stakeholders involved;
- Facilitate communication with all other initiatives that impact implementation;
- Prepare regular communications that document project status, milestones achieved, budget utilization, risks, and issues that may jeopardize project progress and success;
- Establish rigorous testing and acceptance processes;
- Develop and implement a capacity building program that includes all NBR and OGA users and any private sector stakeholders;
- Define business requirements and recommend technical approach to meet the required goals;
- 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 institutionalisation for the NSW;
- 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;
- 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.
- 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;
- Validate the final solution satisfies the defined requirements;
- Ensure readiness of all documentation and compliance with structured and disciplined project management practices – key dependencies should not be compromised
- Milestone achievement must be scrutinized ensuring readiness of the target environment to utilize the outputs from the milestone in an effective and timely manner
- 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 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 Implementation:**

- The Consultant will assist to and work with the NBR (PIU), OGAs and relevant stakeholders
  - To ensure the selected pilot sites are properly outfitted and prepared to conduct the pilot testing;
  - To assess the progress of the piloting;
  - To ensure issues (technical, procedural and training) are collected and resolved; and
  - To assess the serviceability and acceptability of the outcomes.
- Develop a capacity building plan for all relevant stakeholders involved;
- Provide technical support on training to the concerned staff;

**g) During Rollout of NSW 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.

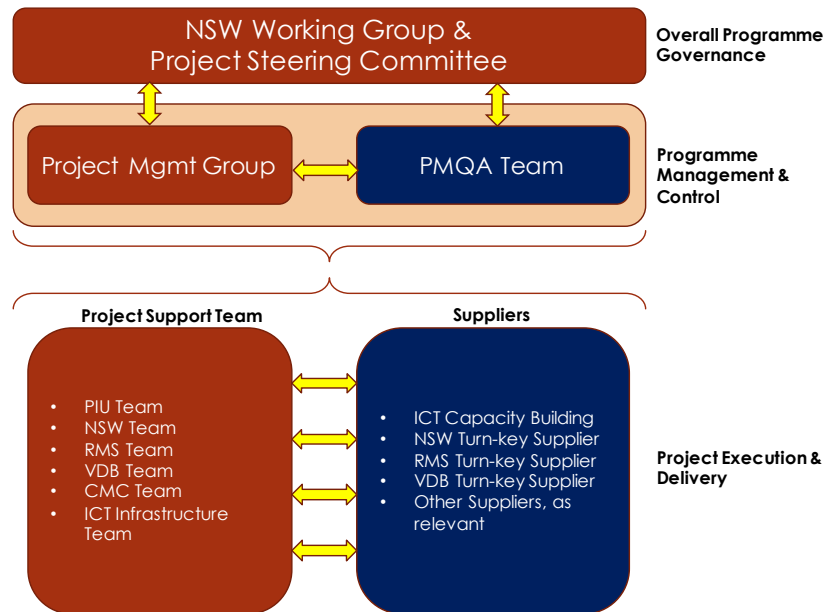
## Reporting

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

The duration of this assignment is estimated to be 36 calendar months to commence on or about upto June, 2021

## Key Professionals:

The Consultants are free to propose their own level of effort and combination of international/local staff based on the needs of the assignment as per this Terms of Reference; the innovations proposed by the Consultants; and the Consultants Key Qualifications below.

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.

- **Project Manager/Program Manager(International)**

- *The prime responsibility of this role is to provide thought leadership to the whole team, to assign work, provide guidance, 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. Key requirements for this role are described below.*
- A post-graduate degree in Management or related disciplines and/or relevant experience that demonstrates acceptable level of professional skills and expertise;

- At least 12 years of international professional experience in ICT project management as Project Manager/Team Leader in projects of similar nature;
  - Knowledge of development issues and challenges facing developing countries particularly related to ICT projects will be beneficial;
  - Experience with the working procedures and policies of the Public sector desirable;
  - Knowledge of customs system and other trade related agencies is preferable;
  - Excellent inter-personal and communications skills
  - Possesses international knowledge and experience of successful delivery of large and complex ICT projects in a Government environment. Experience in implementing National Single Window or trade related solutions will be an advantage.
- **ICT Expert (International)**
    - *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 minimised. This role will effectively provide the necessary ICT technical oversight for all ICT related outputs from various suppliers.*
    - A post-graduate degree in Computer Engineering/IT or related discipline and/or relevant experience that demonstrates acceptable level of professional skills and expertise;
    - At least 10 years of professional experience, preferably international, as an IT expert in projects of similar nature and scale as this consultancy; must have prior experience of web development and provisioning/implementation of web based solutions
    - Knowledge of development issues and challenges facing Bangladesh or other similar developing countries would be desirable. Prior 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 desirable;
    - Relevant experience of Single Window development, while not essential, will be highly desirable.

- **Project Support Coordinator (National) – for purpose of maintaining project records, coordinating activities and dependencies and managing the project collaboration environment**
  - *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. This role will also 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.*
  - A post-graduate degree in a related discipline and/or relevant experience that demonstrates acceptable level of professional management, organisational or administrative skills and expertise;
  - At least 8 years of professional experience in ICT related projects;
  - Prior experience in managing and coordinating large ICT and/or development projects and knowledge of managing and configuring collaboration environments like MS SharePoint;
  - Prior experience in developing or implementing strategic information systems plans for trade facilitation, is desirable.
  
- **Database Administrator & Web Development expert (International)**
  - *This role brings technical expertise in the areas of data base administration and web development into the team such that technical outputs such as database designs, web applications etc. can be reviewed and assessed.*
  - A post-graduate degree in Computer Engineering/IT or related discipline and/or relevant experience that demonstrates acceptable level of professional skills and expertise;
  - At least 10 years of professional experience in ICT related projects;
  - Prior 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
  - Prior experience in database administration of large and complicated databases and web based development of large and complex solutions.
  
- **Procurement Specialist (International)**
  - *This role is responsible for providing guidance and assistance to the PIU in all areas of procurement (as per World Bank standards and procedures) as and when needed.*
  - A post-graduate degree in a related discipline and/or relevant experience that demonstrates acceptable level of professional skills and expertise;
  - At least 8years experience of procurement of ICT related services and equipment;
  - Experience of preparing specifications for and testing and commissioning of specialized ICT systems.
  - Familiarity with Public Procurement Law and Procedures of Bangladesh is desirable.

- Experience with procurement of ICT systems (2-stage procurement) and consulting services under World Bank Procurement Guidelines is mandatory.
- **Customs/Risk Management Expert (International)**
  - *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..*
  - A post-graduate degree in a relevant discipline and/or relevant experience that demonstrates acceptable level of skills and expertise;
  - At least 15 years of Experience of Customs Risk Management and/or Integrated Targeting Operations;
  - Working experience of an international customs operation of size and scope similar or larger than Bangladesh is essential.
- **Customs/Trade Facilitation Procedure Expert (International)**
  - *This role brings relevant business skills and experience in the area of trade facilitation (business procedures of the various CLPIAs) such that issues arising between users and suppliers may be resolved effectively and the NSW solution meets user requirements and expectations and is fit for purpose. This role facilitates incorporation of and alignment with international good practices.*
  - A post-graduate degree in a relevant discipline and/or relevant experience that demonstrates acceptable level of skills and expertise;
  - At least 10 years of Experience of Customs and Trade Facilitation;
  - Working experience of an international customs operation of size and scope similar or larger than Bangladesh is essential.
- **Customs/Trade Facilitation Procedure Expert (National)**
  - *This role brings relevant business skills and experience in the area of trade facilitation (business procedures of the various CLPIAs) such that issues arising between users and suppliers may be resolved effectively and the NSW solution meets user requirements and expectations and is fit for purpose. This role facilitates local knowledge and experience and ensures that local issues are taken into consideration when introducing international good practices.*
  - A post graduatedegree in a relevant discipline and/or relevant experience that demonstrates acceptable level of skills and expertise;
  - At least 10 years of Experience of Customs operations in Bangladesh;
  - Must be able to network effectively within NBR Customs;
  - Working experience with Bangladesh Customs is essential.
- **Change Management and Communications Expert (International)**
  - *This role ensures that regular oversight is maintained over all change management and communications activities including all tasks pertaining to CLPIA capacity building. It monitors the plans and progress of all change management and*

*communications activities and ensures that appropriate methods and disciplines are being followed. It also periodically confirms extent of readiness of target environments to ensure that these are truly ready to take on planned improvements in business procedures and/or automated systems.*

- A post-graduate degree in a relevant discipline and/or relevant experience that demonstrates acceptable level of skills and expertise;
  - At least 10 years of Experience of Change Management and Communications on large scale complex Government systems implementation projects;
  - Working experience in Bangladesh is desirable.
- **Transaction Advisory Services Sub-Team (consisting of 1 Lead Advisor (International) and 2 team members (1 International and 1 National))**
    - The Transaction Advisory Team will assist in the determination of the preferred model for the NSW Operator and will develop all the necessary documentation, including provision of legal advice, for the establishment of the NSW Operator. Ultimately it will assist the NBR (PIU) to implement the preferred NSW Operator model.
    - The members of the team will have the skill and experience necessary to undertake the range of tasks set out in these terms of reference. Each individual on the team must be personally available to do the work as and when required. The lead advisor will be held accountable, in terms of the transaction advisor contract, for ensuring project deliverables and for the professional conduct and integrity of the team.
    - The skills and experience required in the transaction advisory team are as follows:
      - financial analysis, with relevant operational model and project finance experience through to financial close
      - NSW Operator procurement and structuring
      - legal, with relevant law and experience in the drafting and negotiating of such agreements
      - technical due diligence and advice on such contracts
      - Project planning management
      - Project facilities management
      - relevant expertise in management of outsourced ICT services
      - contract negotiations
      - contract management
      - project management

## **Facilities and Support Services**

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

- a. Orientation will be provided to key professionals regarding working approach of NSW-WG;
- b. All relevant Reports, Studies and information pertaining to the Trade Facilitation in Bangladesh and the NSW;
- c. Laws and Regulations related to import/export activities;

- d. Initial coordination and liaison with all appropriate government agencies, the community, and other stakeholder of the NSW; and
- e. 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 Procurement Regulations in accordance with the World Bank's Procurement Framework policies and procedures.