



*Implementation of IPS (Instant payments solution)
in Republic of Moldova*

(Draft and non-binding project initiation document – to be discussed with NBM)

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DOCUMENT CONTROL

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DOCUMENT APPROVALS

Role	Name	Signature	Date
Project Sponsor			
Project Review Group			
Project Manager	FIS employee #4		

Quality Manager <i>(if applicable)</i>	FIS employee #7		
Procurement Manager <i>(if applicable)</i>			
Communications Manager <i>(if applicable)</i>			
Project Office Manager <i>(if applicable)</i>			

PROJECT SUMMARY

National Bank of Moldova has requested that an instant payments central infrastructure be implemented in the Republic of Moldova, to enable instant payments transactions and related services in the market. The key objective of the implementation project is to establish the required infrastructure, implement, configure and make needed development to the instant payments software – as well as to onboard and train eligible Participants on to the platform.

PURPOSE

The implementation project has some key business drivers:

- Republic of Moldova has an existing RTGS system in place today, however, would like to add instant payments capabilities in addition
- Implementing an open and modern instant payments platform enables more innovation and ability to create new use cases for the citizens in the market

PROJECT OBJECTIVES

The implementation project will deliver on the following key project objectives:

- Development of an end-to-end implementation plan for the new payment service.
- Training and knowledge transfer.
- Message Implementation Standard creation for the message specifications.
- Installation, configuration, and smoke testing for software license clients.
- Operational training.
- RTGS interface testing as required by the Central Bank and local RTGS.
- Quality testing of interfaces and functionality provided.
- Set up and testing of integration with the client's user authentication system(s).
- Define and review of acceptance test strategy with included test scenarios.
- Review and input to the Participant/Trusted Application testing.
- Connectivity testing and onboarding of Participants, Trusted Applications.
- Go-live preparations.
- Post go-live support and hypercare.

SCOPE AND EXCLUSIONS

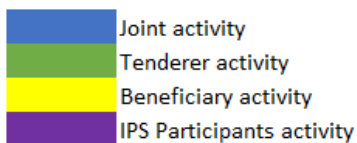
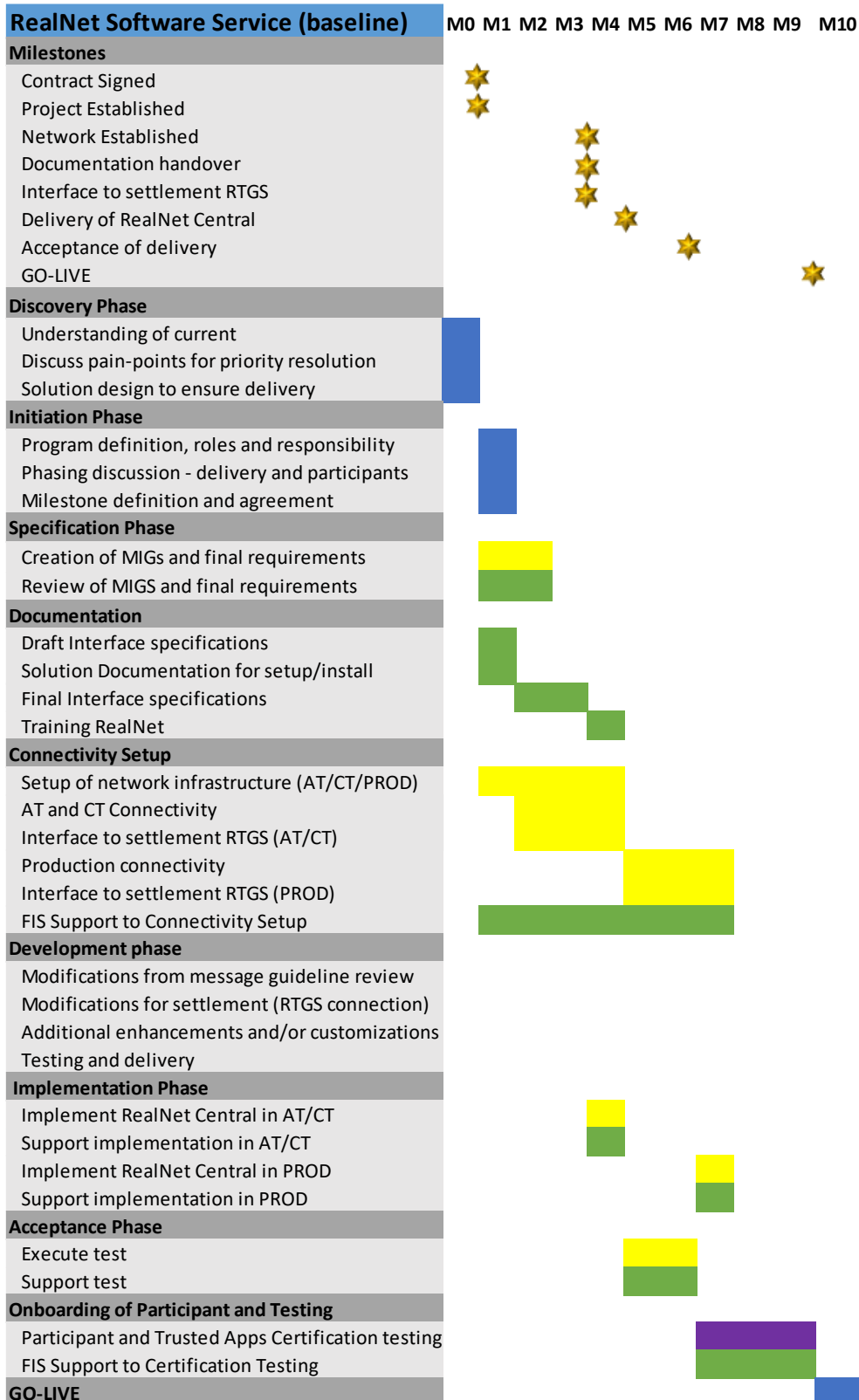
The scope of the implementation project is to configure and enhance the RealNet Central software to be able to support the business and technical functionality required.

It is out of scope for the implementation project to stand up the infrastructure and relevant environments RealNet Central will be running in. This activity will need to be run by the National Bank of Moldova, albeit with support and guidance from FIS.

PROJECT DELIVERABLES

The following are the expected timeline and deliverables based on previous experience with similar projects – as well as the individual tracks and work packages:

- **Discovery:** this phase occurs before contract signing. It defines and validates the lower level details of the solution requirements and provides input into contracting, to ensure that the solution will be able to support the stated requirements.
- **Initiation:** this phase commences after contract signing. It defines the detailed project plans and mobilize the wider implementation delivery team.
- **Specification:** this phase is focused on definition of the message specification for the network interactions between participants, trusted applications, and the settlement institution within the ecosystem.
- **Implementation:** this phase encompasses the installation and setup of the solution in preparation for acceptance testing leading to production go-live.
- **Acceptance:** this phase focuses on the client acceptance testing to ensure the solution delivered satisfies the requirements.
- **Onboard and Test with Participants:** the final phase of the project where participants and trusted applications are connected for integration and certification testing.



ASSUMPTIONS

- One of the key assumptions are that the software is to be delivered on premise, and that NBM has the required knowledge to stand up the required environments and ensure connectivity to Participants as required and per the depicted timeframe.
- Further, the assumption is that the requirements and acceptance requirements are equal to the ones depicted in the RFP tender documentation. Significant changes to the scope will need to be properly managed through the change management process which will be established.

ACCEPTANCE CRITERIA

- Acceptance criteria will be derived from the initial RFP requirements as put forward by the National Bank of Moldova.

PROJECT DELIVERY

INITIAL RISK LOG

Initial list of risks based on previous real-time implementation projects. To be expanded and managed throughout the implementation project, as a live document.

<i>Item</i>	<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Mitigating actions</i>
1	Infrastructure not available in due time for deploy and installation of software (compute, storage, network etc)	Likely	Major	Ensure infrastructure activities is planned and initiated early. Give support to NBM as required to be able to stand up the infrastructure.
2	Access to infrastructure not established in due time (remote user access, roles, connectivity, etc. for RealNet Central staff)	Possible	Severe	Ensure testing is done at the earliest possible stage, and end-to-end of the entire flow as early as possible
3	Participant integrations not ready in due time for testing purposes and go-live	Possible	Major	Involve and commit the Participants to clearly established timelines. Ensure they start testing as soon as possible,

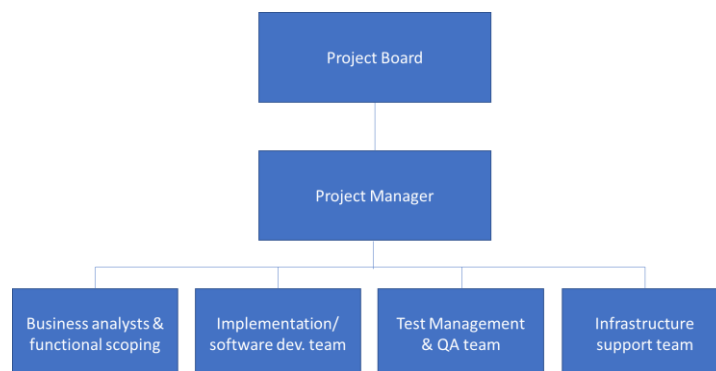
				<i>while early on flagging concerns and or difficulties.</i>
4	<i>Key NBM staff and documentation not available for information gathering</i>	<i>Unlikely</i>	<i>Major</i>	<i>Make firm commitments during initiation phase of the required allocation from NBM personnel.</i>
x5	<i>Digital collaboration tooling and procedures not ready in due time</i>	<i>Possible</i>	<i>Medium</i>	<i>Agree on and test digital collaboration tools as part of the initiation phase.</i>
6	<i>RealNet Central Development resource challenges</i>	<i>Unlikely</i>	<i>Major</i>	<i>Firm allocations of key resources to the entire implementation project.</i>
7	<i>RealNet Central Development takes longer time than estimated (iteration work overload)</i>	<i>Unlikely</i>	<i>Major</i>	<i>Ensure strict change management control and processes, in order to avoid scope creep.</i>
8	<i>Unable to connect to RTGS system in due time</i>	<i>Unlikely</i>	<i>Major</i>	<i>Initiate dialogue with and test connection to the RTGS system as early as possible. Use RealNet Center flexible liquidity adapter.</i>
9	<i>Diverging expectations regarding requests and deliveries (requirements not clearly defined and not fully understood)</i>	<i>Likely</i>	<i>Major</i>	<i>Ensure strict change management control and processes, in order to avoid scope creep.</i>
10	<i>RealNet Central internal NBM reference environment not compliant with NBM production environment (assumed to be a requirement for software support due to incidents, patching, etc.)</i>	<i>Possible</i>	<i>Medium</i>	<i>Ensure testing is done at the earliest possible stage, and end-to-end of the entire flow as early as possible</i>

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PROJECT ORGANISATION STRUCTURE

The following key roles and tracks will be part of the organizational structure of the project:

- **Business analysis and functional scoping:** Responsible for designing the requirements for the solution in close cooperation with the National Bank of Moldova, including message implementation guidelines – and then converting the requirements into user stories.
- **Implementation team:** Team responsible for implementation and configuration of RealNet™ Central, in addition to further development and new functionality where applicable.
- **Test Management & QA:** Responsible for end-to-end testing of the RealNet™ Central solution, including testing on a continuous basis throughout the implementation project to minimize defects and operational risks in general.
- **Infrastructure support team:** Team responsible for giving best practice guidance to the National Bank of Moldova on the setup of the RealNet™ Central infrastructure and the individual environments.



COMMUNICATION PLAN

The project manager will be the central stakeholder for all communication within the project.

In the design phase of the project, we will establish the following communication guidelines and create the given communication artefacts:

Description of communication	Timings e.g. monthly	Audience	Creator/author	Sign-off authority
Project progress reports	Weekly	Project Sponsor, Risk Manager, Change Manager, project team	Project Manager	Program Manager

EXTERNAL PROJECT COMMUNICATION

The following external communication artefacts will be developed and released:

Description of communication	Timings e.g. monthly	Audience	Creator/author	Sign-off authority
<i>Press release about contract signing</i>	<i>On contract signing</i>	<i>Relevant financial markets</i>	<i>Marketing manager</i>	<i>Project Sponsor, Marketing Director</i>

Additional communication artefacts to be added in agreement with NBM.

GOVERNANCE AND MEETING CADENCE

The following structure will be followed throughout the implementation project, to ensure communication to relevant participants, highlights of risk reports and progress – as well as any escalation during the project.

1) Project Status Meeting

- Cadence:
 - Weekly throughout the project.
- Purpose:
 - Review the project plan and status.
 - Review risk & issue logs.
 - Q&A.
 - Assignments and follow-up meeting schedule.
- Attendees:
 - National Bank of Moldova Project Manager & direct reports.
 - FIS Project Manager & direct reports.

2) Steering Committee Meeting

- Cadence:
 - Monthly throughout the project.
- Purpose:
 - Project management status reporting on implementation.
 - Review the mutual project plan, risk & issue log remediation plans, change management.
 - Business discussions on market development.
 - Other topics as required in the project.
- Attendees:
 - National Bank of Moldova Accountable Executive (optional).
 - National Bank of Moldova Project Manager.
 - FIS Accountable Executive.
 - FIS Project Manager.

QUALITY MANAGEMENT

A dedicated Test Manager will be allocated to the project and be the responsible party for all testing throughout the implementation project. All revisions to the high-level test management plan needs to be aligned and approved by the Test Manager.

The following tests will be further planned and an integral part throughout the implementation project:

- Unit tests.
- Requirement tests.
- End-to-end-test.
- Automated regression tests.
- Automated system tests, to ensure compatibility between the individual core and common components.
- Non-functional tests, including stress testing and security testing of the entire flow (detailed in previous section).

PROJECT MILESTONES

Project milestones follows from the implementation plan highlighted earlier on in the project initiation project.

Exact details and further break-down of the work packages- including relevant milestones – will be determined in cooperation with National Bank of Moldova.

RESOURCE PLAN

The following roles will need to be filled before initiation of the project:

- **Solution Architect:** responsible for establishing and coordinating all aspects and artifacts of the implementation of RealNet™ Central according to best practices (business architecture, data architecture, application architecture, technical architecture).
- **Project Manager:** responsible for the implementation of RealNet™ Central software in close cooperation with the Project Manager assigned by the National Bank of Moldova. The Project Manager will be responsible for the RealNet™ Central software capability delivery and further support and assist the National Bank of Moldova with preparations and verification of the infrastructure setup.
- **Business Analyst:** responsible for management of any additional or National Bank of Moldova specific requirements and the primary contact regarding functional capability of the solution. Business analyst is the liaison from the RealNet™ Central implementation team into the National Bank of Moldova product management team.
- **Test Manager:** responsible for RealNet™ Central testing and associated documentation in relation to the National Bank of Moldova project. The Test Manager is the liaison from the RealNet™ Central team to the National Bank of Moldova product quality team and supports acceptance testing and defect management.
- **Software Developers:** responsible for the configuration and implementation of the RealNet™ Central solution and the build and installation of the software with support from IT operation staff of the National Bank of Moldova.

- **Infrastructure Architect:** responsible for supporting and assisting the National Bank of Moldova with designs, preparations and verifications of the infrastructure setup based on RealNet™ Central reference architecture.

The following resources will make out the key team in the implementation project. In addition, we will bring in additional resources and key experts as needed in the project to ensure a successful implementation project. The given resources will be included in the table below as needed.

Name and surname	Proposed role	Work experience in the requested field	Work experience in the central banking area
FIS employee #1	Solution Architect	8 years in instant payments	16 years
FIS employee #2	Business Analyst	2 years	2 years
FIS employee #3	Business Analyst	5 years	5 years
FIS employee #4	Project Manager	5 years	10 years
FIS employee #5	Technical Consultant	5 years	18 years
FIS employee #6	Software Developer	3 years	3 years
FIS employee #7	Test Manager	3 years	3 years