

## ANSWERS TO IMPLEMENTATION REQUIREMENTS

### 9.1. Project management requirements

Req. ID	Requirements	Classification
<b>1. General project management requirements</b>		
IR.1.	The goal of project management is to provide the necessary skills for project organizing and management to successfully achieve the set objectives. During the project life cycle there should be assured efficient resource planning and allocation, progress control during each stage, quality monitoring and evaluation of the deliverables, etc.	Mandatory
Answer: required competences described in document Initial Project Management Plan, i.e. chapter 7 “Quality management plan”, chapter 8 “Resource management plan”, chapter 12 “Project controlling and monitoring mechanism”. As well more information in other chapters of document.		
IR.2.	The Tenderer is responsible for the implementation project management, as well as for execution of activities and project plan mutually agreed with the Beneficiary. The Tenderer is responsible for identifying and mobilizing the adequate resources to execute the project plan activities in his responsibility, at the agreed quality level.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 6 “Project plan”. As well more information in other chapters of document.		
IR.3.	The Beneficiary is responsible for all procedural and administrative matters relating to the launching, contracting and financial management of the project (including payments) related to project implementation activities.	Mandatory
Answer: no objections.		
IR.4.	A well-known project management methodology or standards (e.g. PRINCE2, PMBOK etc.), or an internal developed methodology, based on these standards or methodologies, shall be used for the implementation project and shall be appointed specifically.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 7 “Quality management plan” (ii), chapter 1 “Introduction – project context” (Applied standards in project).		
IR.5.	In order to organize the project, the Tenderer shall appoint a Project Manager, who will manage the project team.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 8 “Resource management plan”.		
IR.6.	A detailed project organizational chart covering the key roles will be provided as part of the tender. For each role, the Tenderer shall describe the main responsibilities. Members of the Steering Committee, Project Management team, Functional teams, Technical experts, Support team etc. will be clearly identified in the project organizational chart. This chart shall be part of Project Initiation Document (Initial Project Management Plan).	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 8 “Resource management plan”, chapter 3 “The project organizational chart – chart and description of roles and responsibilities”.		
IR.7.	The Tenderer Project Manager has the authority and responsibility to coordinate project implementation, so as to successfully achieve the project objectives set. The main responsibility of Project Manager is to ensure that all required deliverables are submitted on time and meet the expected quality standards.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 5 “The major deliverables description sheets”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”. Responsibilities described in chapter 3 “The project organizational chart – chart and description of roles and responsibilities” and chapter 4 “The work breakdown structure” (Programme		

work breakdown structure responsibility matrix (RACI)).		
IR.8.	The Project Manager will ensure a proper management of project risks, quality and progress control of deliverables at every stage of the project. It will also be provided a control of interdependencies between the project components to minimize any risk of project stagnation.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 7 “Quality management plan”, chapter 9 “Risk management plan”, chapter 12 “Project controlling and monitoring mechanism”.		
IR.9.	The Project Manager will ensure an effective communication within the project, through progress reports with a weekly frequency toward project manager of Beneficiary and with a monthly (or when is necessary) frequency toward Steering Committee Group of the Beneficiary, and also phase report for end of each project stage. Simultaneously, the Tenderer shall provide an adequate level of transparency in project management through adequate documentation (e.g. minutes of meeting, weekly progress report, etc.) of all project management aspects.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 11 “Communication plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 5 “The major deliverables description sheets”.		
IR.10.	The Project Manager of the Tenderer has the authority and responsibility to conduct daily project activities.	Mandatory
Answer: responsibilities described in document “Initial Project Management Plan” in chapter 3 “The project organizational chart – chart and description of roles and responsibilities” and chapter 4 “The work breakdown structure” (Programme work breakdown structure responsibility matrix (RACI)).		
IR.11.	The Project Manager of the Beneficiary has the role to organize the Beneficiary’s resources so that they are useful to the project and available as needed to the project plan. The Project Manager of the Beneficiary provides official interface of communication of daily issues and of reporting regarding project progress between the Project Manager of the Tenderer and Beneficiary	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 3 “The project organizational chart – chart and description of roles and responsibilities”, chapter 8 “Resource management plan”, chapter 11 “Communication plan”.		
IR.12.	Team leaders may be appointed by the Tenderer, having the role of an intermediary in the communication and control process. The Beneficiary shall appoint one or more members of those teams made by the Tenderer. This will facilitate communication between the parties and will minimize official contact points between the teams. The primary responsibility of a Team Leader is to ensure the achievement of deliverables under the conditions set by the Project Manager of the Tenderer.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 3 “The project organizational chart – chart and description of roles and responsibilities”, chapter 8 “Resource management plan”, chapter 11 “Communication plan”.		
IR.13.	The Tenderer is required to ensure timely resolution of identified issues related to its direct responsibility and include in its tender a description of the mechanism of escalation / resolution of identified issues.	Mandatory
Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 12 “Project controlling and monitoring mechanism”, chapter 10 “Change management plan”.		
<b>2. Project management activities and deliverables requirements</b>		
IR.14.	The main Project Management activities: a. Provide the initial project management plan covering at least the following initial items: project plan (stages, phases, milestones, duration, responsibilities, etc.), roles description, quality management plan, risk management plan (including initial identified risks and related remediation measures), resource management plan, change management plan, communication plan, annexes (forms of all project management documentation, e.g. of reports, minutes of meeting, acts, etc.).	Mandatory

	<ul style="list-style-type: none"> <li>b. Adjust the project management plan at the project start, based on agreement with NBM.</li> <li>c. Adjust the project management plan on a need base during the project timeframe, based on agreement with NBM.</li> <li>d. Organize the kick off meeting and the project meetings (ex. Steering Committee meetings etc.) together with NBM.</li> <li>e. Execute and monitor the project and provide weekly and monthly/or as needed recurrent project reporting, end of phase reporting in a format agreed by parties.</li> <li>f. Close the major project phases and provide the draft of the acceptance documents to NBM prior to formal acceptance.</li> <li>g. Preparation and presentation the end of phase report.</li> <li>h. Preparation and presentation of the progress report on a monthly basis (or when is necessary) to the Steering Committee Group.</li> </ul>	
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 5 “The major deliverables description sheets” (Main project management deliverables (document templates)).		
IR.15.	<p>The main Project Management deliverables:</p> <ul style="list-style-type: none"> <li>a. Initial project management plan. The detailed requirements concerning the project management plan are listed further.</li> <li>b. Updated project management plan.</li> <li>c. Support presentation for the kick off meeting and for other project management meetings such as Steering Committee presentations.</li> <li>d. Weekly reporting comprising status report (including decisions that need to be taken at project management and/ or Steering Committee level), issue list, risk register, changes register. The weekly progress reports will comprise at least the following: date, reporting period, implementation schedule status, performed activities, forecasted activities, completed deliverables, identified issues and risks, remediation measures, deliverables to be completed during the next reporting period, raised change and their impact analysis, “to do” list.</li> <li>e. End of phase reports to contain the following: overview of the completed phase, overview of the project plan for the next period, deviations from the project plan, acceptable deliverables, risk analysis, status of project issues, project quality register. The end of phase reports will be presented in the format agreed with the Beneficiary.</li> <li>f. Monthly (or when required) report – special reporting for the Steering Committee of the project. The Progress report on a monthly (or as required) basis to the Steering Committee Group must reflect an overview of the status of the project at the time of reporting, completed stages, deliverables, next project activities, deviations from the project plan, risks , problems and remedial measures, change requests (if any) and other relevant elements for the beneficiaries of this report. Progress reports on a monthly or as-needed basis to the Steering Committee Group will be submitted in the format agreed with the Beneficiary.</li> <li>g. Exception Reports to contain the following information: description of the causes of deviations, the impact of deviations, proposed problem-solving options and their impact on the general tolerances of the project, recommended option by the Project Manager of the Tenderer.</li> </ul> <p><i>The Tenderer shall include in his Tender models samples for each of these reporting items.</i></p>	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 5 “The major deliverables description sheets” (Main project management deliverables (document templates)).		
IR.16.	<p>Acceptance criteria for project management deliverables:</p> <ul style="list-style-type: none"> <li>a. The deliverables are provided to NBM according to the agreed terms.</li> <li>b. NBM has no observations regarding completeness and correctness of the document in accordance with quality and other agreed criteria.</li> </ul>	Mandatory

Answer: requirement fulfilled as described in document “Initial Project Management Plan” chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

### 3. *Project management plan requirements*

IR.17.	<p>The Tenderer shall submit as part of his tender the initial version of the initial management Plan of the project. The Content of these documents will be:</p> <ol style="list-style-type: none"> <li>1. Introduction – project context</li> <li>2. Project description: <ol style="list-style-type: none"> <li>a. Project objectives</li> <li>b. Project scope of work and out of scope</li> <li>c. General approach (methodology and tools used, own team or subcontracting, etc.)</li> <li>d. Project deliverables and other expected results</li> <li>e. Constraints</li> <li>f. Key success factors</li> </ol> </li> <li>3. The project organizational chart – chart and description of roles and responsibilities</li> <li>4. The work breakdown structure</li> <li>5. <b>The major deliverables description sheets</b> <ol style="list-style-type: none"> <li>a. The deliverables description shall cover: deliverable name and/ or code, goal, contents, format and presentation, deliverable responsible, quality criteria for the deliverable and the method in which the quality will be tested by the quality responsible, resources required for testing the quality of the deliverable.</li> <li>b. The presented quality criteria will not be ambiguous and present measurable aspects.</li> <li>c. Criteria for deliverables approval shall be: <ol style="list-style-type: none"> <li>i. Compliance with requirements submitted to the deliverable.</li> <li>ii. The extent to which responds to the objectives of the project.</li> <li>iii. Performance indicators as appropriate.</li> </ol> </li> </ol> </li> <li>6. <b>Project plan</b> <ol style="list-style-type: none"> <li>a. The initial project plan will list the major phases and work packages, major activities, start and end date, duration, milestones, together the responsibilities, interdependences, external dependencies; also the critical path will be shown.</li> <li>b. In case the Tenderer will subcontract the activities to obtain some deliverables, he will present Work Packages associated to these activities. The structure of a Work Package will comprise: date, responsible, description of the work package, quality inspection methods to be used, level of resources that will be allocated, begin and end date, constraints, method of reporting. The work packages will be signed by both the subcontractor and the prime Tenderer.</li> <li>c. The project plan will clearly show the total planned duration of the IPS implementation project. The project plan will also include the activities such as review and coordination of deliverables and acceptance documents by the parties (Bidder and Beneficiary), with the allocation of the necessary time terms</li> <li>d. The working hypotheses for drafting the initial plan will be presented. Given the complexity and long duration of the project, the months of July and August will be considered as a holiday period for the NBM team.</li> <li>e. The Tenderer will present the tolerances for the overall project plan and for each of the major phases. The Tenderer will present the method by which the Project Manager will ensure the tolerance control at each stage and procedure that will be applied when these tolerances are exceeded. For this project, the cost tolerances are not permitted, the project budget being fixed.</li> </ol> </li> </ol>	Mandatory
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	<p>f. Time tolerances for the entire lifetime of the project is plus 40 working days. The tolerances level phases/activities shall be distributed as needed throughout the project by mutual agreement of the Parties, at the project manager level of both Parties. If a stage is completed later from the time tolerance account, the next stage can be started later on account of this tolerance, but the tolerances for the whole project cannot exceed 40 working days.</p> <p>g. A Gantt diagram is required for the project plan. Along the project, the project Manager shall use a dedicated project management software/ instrument which will be indicated in the tender.</p> <p>h. During the contract execution, each stage of the project will be preceded by a review and update and, where appropriate, a further detail of the stage plan to ensure its optimal management.</p> <p><b>7. Quality management plan</b></p> <p>a. The quality management plan will comprise:</p> <ul style="list-style-type: none"> <li>i. Responsibilities for quality assurance.</li> <li>ii. Reference to the standards to be met.</li> <li>iii. Identifying the key quality criteria to be achieved.</li> <li>iv. Control and audit methods for quality of project management deliverables and for those technically specialized.</li> <li>v. Other tools for quality assurance.</li> </ul> <p>b. In order to register the quality checks to be made on deliverables, the Tenderer shall keep a Quality Register, which will contain the following: deliverable, quality inspection method, results of verification, corrective activities, planned date and actual date of approval.</p> <p><b>8. Resource management plan</b></p> <p>a. The resource management plan will include for each proposed activity the amount of resources (expressed in man-days/hours) expected to be allocated by the Tenderer, on-site and off-site, and number of persons by categories to be allocated.</p> <p>b. The resource allocation plan will also detail the reserve component mentioned in Chapter 4, section 1 “1.4. Financial tender and other costs”.</p> <p>c. The resource management plan will include for each activity proposed the necessary resources to be involved from the Beneficiary, describing the functions and duties of each team member of the Beneficiary and the estimated workload for each task for each staff category.</p> <p><b>9. Risk management plan</b></p> <p>a. The risk management plan will describe the risk management processes, risk management strategies, risk management responsibilities and specific procedures for risk identification, reporting, escalation etc.</p> <p>b. The Tenderer shall submit the initial Risk Register as part of project management plan. The Risk Register will be filled in with project specific risks and will contain for each identified risk, at least the following information: risk ID, type of risk, identification date, date of last revision, risk description, probability, impact, severity, counter-measures, the risk responsible, risk status (e.g. open, closed). The risk register will structure the risks identified based on categories, e.g. Project management/ Resources/ etc. and also based on project phases, e.g. Analysis/ Design/ etc.</p> <p><b>10. Change management plan</b></p> <p>a. Change management plan will treat the situations that might appear due to scope change, inclusive scope extension based on reserved resources according to Chapter 4, section 1 “1.4. Financial tender and other costs”.</p> <p>b. The Tenderer shall provide a change process map and also shall</p>	
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	<p>describe the process - the steps, roles involved and templates to be used, including the mechanism of identifying/ monitoring/ reporting/ approving/ rejecting change requests, responsibilities and escalation procedure.</p> <p>c. The Tenderer must include an impact analysis in the change process.</p> <p>d. The Tenderer shall provide an example of change requests register.</p> <p><b>11. Communication plan</b></p> <p>a. The communication plan refers to the interactions between the Beneficiary's project manager, the Tenderer /project manager and other project stakeholders.</p> <p>b. The communication plan will comprise:</p> <ol style="list-style-type: none"> <li>identifying the project stakeholders</li> <li>information needed per each group of stakeholders</li> <li>information source</li> <li>frequency of communication</li> <li>content of the communication</li> <li>the responsible persons for the development and the transmission of communications.</li> </ol> <p><b>12. Project controlling and monitoring mechanism</b></p> <p>a. Description of the how the project monitoring &amp; controlling will be performed during the project (e.g. Reporting mechanisms – weekly and monthly reporting, end of phase reporting, exception reporting).</p> <p>b. Description of weekly/monthly reports comprising model</p> <p>c. The procedure for handling project deviations and exceptions</p> <p>d. Contingency plans</p> <p><b>13. Approval plan</b>, which will present in a condensed form each type of deliverable and how this deliverable is approved.</p> <p><b>14. Project library</b> – description of how the project documents and deliverables will be stored, found and retrieved.</p> <p><b>15. Appendixes</b> – will include all the templates used for project management (e.g. minutes of the meeting, weekly report, end of phase report, risk registry, questionnaires, etc.).</p>	
Answer: requirements fulfilled as described in document “Initial Project Management Plan”.		

## 9.2. Software development lifecycle requirements

Req. ID	Requirements	Classification
<b>1. Business Analysis Phase</b>		
IR.18.	<p><b>Phase objectives:</b></p> <ol style="list-style-type: none"> <li>The purpose of this phase is to create common understanding of the target solution, explain the priorities within review them against the chosen solution and to create detailed software requirements specification (SRS) and acceptance criteria of the solution. This documentation shall ensure a common understanding of the processes, requirements and major gaps in the chosen solution in order to implement a solution that meets the expectations of the NBM.</li> <li>It is expected, that this phase will build upon requirement specifications available in already in this RFP and on the proposal of the Tenderers, which will identify to which extent the target solution will cover the requirements within out of the box functionality and which will require customization/custom development of the target solution.</li> <li>Each one requirement will be identified and tracked through the whole development lifecycle in order to be able to map it anytime to the functional specification, acceptance criteria, test cases/scripts and particular parts of the system itself. The responsibility for the requirements traceability is on</li> </ol>	Mandatory



	the Tenderer and this activity must be executed continuously during the implementation.	
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”.		
IR.19.	<p><b>Main activities:</b></p> <ol style="list-style-type: none"> <li>1. NBM will present thoroughly current and future requirements regarding the project scope.</li> <li>2. For each part of the designed process and requirements successful Tenderer will demonstrate vanilla version of the solution and explain the way how the system works. For all core functionalities, Tenderer will prepare prototyped screens adjusted to NBM requirements.</li> <li>3. All gaps identified during the RFP will be reviewed in detail and adequate solution will be proposed by the Tenderer.</li> <li>4. Define the data quality assurance strategy / model.</li> <li>5. Analyze the information about users and their roles.</li> <li>6. Review the existing IT and network technical infrastructure and to develop proposals / recommendations for architecture and related infrastructure of the Solution, considering keeping under control the complexity of IT infrastructure and reusability of existing resources.</li> <li>7. The work will be performed mainly via interviews, workshops with business and technical staff from the NBM, analysis of relevant detailed documentation. The Tenderer shall describe the methodology and instruments used for analysis phase and shall provide sample of deliverables.</li> </ol>	Mandatory
Answer: no objections regarding NBM activities, as well requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”.		
IR.20.	<p><b>Deliverables:</b></p> <p>At the end of this phase, the following will be delivered:</p> <ol style="list-style-type: none"> <li>1. Detailed software requirements specification of the solution proposed for the implementation with clear link/track of the particular requirements to the process(es).</li> <li>2. Detailed acceptance criteria.</li> <li>3. Concept of data model of the Solution.</li> <li>4. Conceptual architecture of the solution and infrastructure diagrams.</li> <li>5. Detailed and updated (within given timelines) project plan for the rest phases of the implementation.</li> <li>6. Detailed, accurate and up-to-date task/issue/risk log.</li> <li>7. Updated set of deliverables.</li> <li>8. Other documents according to the best-practice and delivery methodology of the Tenderer necessary for the achievement of project objectives.</li> </ol>	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 9 “Risk management plan”, chapter 15 “Appendixes – will include all the templates used for project management”.		
IR.21.	<p><b>Acceptance criteria:</b></p> <ol style="list-style-type: none"> <li>1. The acceptance criteria shall be revised and agreed with the NBM at the beginning of the initiation stage. The below mentioned criteria are minimal and shall not be subject of elimination.</li> <li>2. The deliverables of the analysis phase shall be provided to the NBM as in accordance with the project plan.</li> <li>3. NBM shall not have any objections regarding the completeness and correctness of the document, in accordance with agreed quality and other criteria.</li> <li>4. Deliverables meet the NBM expectations and requirements in terms of</li> </ol>	Mandatory

	<p>clarity, level of detail, structure, content, etc.</p> <ol style="list-style-type: none"> <li>Deliverables are aligned with internal standards of the successful Tenderer and best practices.</li> <li>Deliverables are easy to use and understandable to the intended beneficiaries.</li> <li>Deliverables are aligned with quality standards agreed between the NBM and the successful Tenderer.</li> <li>Acceptance documentations for the analysis phase are approved by the Parties.</li> </ol>	
<p>Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 9 “Risk management plan”, chapter 15 “Appendixes – will include all the templates used for project management”.</p>		
<p><b>2. Design Phase</b></p>		
IR.22.	<p><b>Phase objectives:</b></p> <ol style="list-style-type: none"> <li>The purpose of this phase is to define the design and settings of the solution proposed to be implemented. During this phase, the successful Tenderer shall translate functional requirements into a workable design (functional specification), support the analysis by delivering prototypes of designed features and shall prepare the necessary environment for the development / configuration of the solution.</li> </ol>	Mandatory
<p>Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”.</p>		
IR.23.	<p><b>Main activities:</b></p> <ol style="list-style-type: none"> <li>Define and produce a functional specification that would meet the requirements, given the functional and technical constraints imposed.</li> <li>Document design specifications for solution functionalities based on the software requirements specification (including the link of them to keep clear traceability).</li> <li>Document detailed specifications of the solution: interaction interfaces and diagrams (Data Flow Diagrams), Use Cases, retrieval scenario, validation scenario, data uploading scenario, analysis scenario, etc.</li> <li>Document test strategy and test analysis in connection to the acceptance criteria and functional specification.</li> <li>Establish the applicable configuration parameters.</li> <li>Transform data model from previous phases into logical and physical data model.</li> <li>Review the changes to be made in the data model.</li> <li>Review and confirm data sources.</li> <li>Define the specifications for customization, configuration and integration with other sources of data/applications.</li> <li>Develop/improve the system architecture to support technical requirements of the previous stage.</li> <li>The Tenderer shall describe the methodology and instruments used for the design phase and shall provide a sample of deliverables.</li> </ol>	Mandatory
<p>Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 10 “Change management plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.</p>		
IR.24.	<p><b>Deliverables:</b></p> <ol style="list-style-type: none"> <li>Document on the detailed functional specification of the solution, which shall cover both technical and functional aspects. From a technical standpoint, the deliverable shall document the solution architecture</li> </ol>	Mandatory



	<p>(applications/tools, model integration of these, data model, interfaces and interaction diagrams, security, etc.), and technology platform agreed and signed by both parties. The document shall include the following information:</p> <ol style="list-style-type: none"> <li>solution overview (diagrams that provide an overview of the solution architecture accompanied by a narrative description);</li> <li>integration platform of solution components, interfaces (the name that will be integrated with the solution, the type of interface (e.g., supplier, consumer, symmetric), solution and the impact of the failure of the interfaces);</li> <li>solution architecture attributes (software and hardware technologies, services, components, portability, capacity, availability and reliability, scalability);</li> <li>Continuity plan and disaster restoration – BCPDR (specifying architectural attributes necessary to meet solution requirements for BCPDR);</li> <li>data architecture (context diagrams, logical data model);</li> <li>security architecture (overview of security solution);</li> <li>other aspects.</li> </ol> <ol style="list-style-type: none"> <li>Document on solution configuration/setting up, which will document in detail all the parameters set for all components of the solution.</li> <li>Document High Level Test Plan (HLTP) and test analysis that will link to and cover all above mentioned specifications. The HLTP shall prescribe the scope, approach, resources and schedule of the testing activities. It shall also identify the items to be tested, the testing tasks to be performed, the person responsible for each task and the risks associated with the test plan.</li> </ol>	
<p>Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.</p>		
IR.25.	<p><b>Acceptance criteria:</b></p> <ol style="list-style-type: none"> <li>The acceptance criteria shall be revised and agreed with the NBM at the initiation phase. The below mentioned criteria are minimal and shall not be subject of elimination.</li> <li>The design phase related deliverables shall be provided to the NBM as per the project plan.</li> <li>NBM shall have no objections regarding the completeness and correctness of the document in accordance with the agreed quality and other criteria.</li> <li>Deliverables are in line with the NBM expectations and requirements – in terms of clarity, level of detail, structure, content, etc.</li> <li>Deliverables are aligned with successful Tenderer’s internal standard and with the best practices.</li> <li>Deliverables are easy to be used and understood by the targeted beneficiaries.</li> <li>Deliverables are in line with quality standards agreed between the NBM and the successful Tenderer.</li> <li>NBM shall have no objections regarding chosen solutions.</li> <li>An acceptance report shall be signed by both parties within the agreed time period.</li> </ol>	
<p>Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.</p>		

<b>3. Build Phase</b>		
IR.26.	<b>Phase objectives</b> The purpose of this phase is to transpose functional requirements into application functionalities by applying the agreed solutions in analysis and design phase.	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.27.	<b>Main activities:</b> <ol style="list-style-type: none"> <li>1. Install the production, test, development and training environments (OS/DB/apps).</li> <li>2. Implement customization, integration and configuration of the solution, according to specifications of the deliverables accepted at design phase.</li> <li>3. Prepare backup and maintenance procedures.</li> <li>4. Produce the blueprint for the logical and physical architecture of the application and database servers.</li> <li>5. The Tenderer shall describe the methodology and instruments used for build phase and shall provide sample of deliverables.</li> <li>6. Test analysis is further detailed – complete set of test scripts is elaborated and finalized.</li> </ol>	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.28.	<b>Deliverables:</b> <ol style="list-style-type: none"> <li>1. Solution, configured and installed in: <ol style="list-style-type: none"> <li>a. Production Environment</li> <li>b. Test and development environment</li> <li>c. Training environment</li> </ol> </li> <li>2. Solution shall meet the requirements agreed in the above chapters and that shall include: <ol style="list-style-type: none"> <li>a. Functional and non-functional requirements provided in the analysis document;</li> <li>b. Validation rules, workflows, analysis scenarios, reports provided in the analysis document;</li> <li>c. Interfaces specified in the analysis document;</li> <li>d. Security (user rights, backup);</li> <li>e. Documentation provided as per NBM request;</li> </ol> </li> <li>3. Solution architecture document updated as necessary</li> </ol>	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.29.	<b>Acceptance criteria:</b> <ol style="list-style-type: none"> <li>1. The acceptance criteria shall be revised and agreed with the NBM at the initiation phase. The below-mentioned criteria are minimal and shall not be subject to elimination.</li> <li>2. Deliverables shall be provided to the NBM as per the project plan.</li> <li>3. NBM shall have no objections regarding the completeness and correctness of the document.</li> <li>4. Deliverables are in line with the NBM expectations and requirements – in terms of clarity, level of detail, structure, content, etc.</li> <li>5. Deliverables are aligned with successful Tenderer’s internal standard and with the best practices.</li> </ol>	Mandatory

	6. Deliverables are easy to be used and understood by the targeted beneficiaries. 7. Deliverables are in line with quality standards agreed between the NBM and the successful Tenderer. 8. An acceptance report shall be signed by both parties within the agreed time period.	
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 11 “Communication plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
<b>4. Testing Phase</b>		
IR.30.	<b>Phase objectives:</b> <ol style="list-style-type: none"> <li>1. The purpose of this phase is to test the quality of all the functional and technical elements of the solution. During this phase, the successful Tenderer shall establish the testing method and shall prepare testing scripts for all testing activities that will cover the entire software development and implementation lifecycle.</li> <li>2. The successful Tenderer shall include the proposed approach and methodology for testing in the technical proposal in line with the testing principles described below. The proposed testing approach shall be validated/ agreed with the NBM at project initiation phase. The successful Tenderer shall indicate in its technical proposal the software instruments that will be used in order to track and monitor the potential open tickets for defects repair. It is obvious must that NBM representatives need to have access to this application.</li> <li>3. The successful Tenderer is also advised that for non-functional requirements testing, where applicable (e.g., performance testing, stress testing, etc.) an automated test solution shall be provided to the NBM.</li> <li>4. In case test results are poor (high rate of “failed” tests, more than 3 failed tests per application module), the entire module shall be considered “unaccepted” and sent back to successful Tenderer for testing purposes.</li> </ol>	Mandatory
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 11 “Communication plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.31.	<b>Main activities:</b> <ol style="list-style-type: none"> <li>1. Testing shall be performed according to the best practice (for ex. ISO/IEC/IEEE-29119 or similar, and the test activities covered shall include: test planning, test specifications, test execution, recording of results, checking for test completion.</li> <li>2. All testing to be performed shall be appropriately planned, prior to being executed. For each application, a High Level Test Plan (HLTP) shall be created (in design phase), according to the best practice (for ex. ISO/IEC/IEEE – 29119-3:2013) or similar – The Standard for Test Documentation. The HLTP shall prescribe the scope, approach, resources and schedule of the testing activities. It shall also identify the items to be tested, the testing tasks to be performed, the person responsible for each task and the risks associated with the test plan.</li> <li>3. Test Specifications shall be developed, which are detailed descriptions of the tests to be carried out and are prepared on the basis of a HLTP. These shall include the test data specification to be used, the actual test steps, including actions and expected results. The test manager shall sign off test specifications prior to test execution. Test scripts shall be created from the test specifications.</li> <li>4. Activities that will include validation of the test environment, running/re-</li> </ol>	Mandatory

	<p>running the test scripts, logging any issues and production of test reports. The test result shall be recorded for each test in the test script and the expected results shall be unambiguous, so that the testing process to be simple to determine whether each step has passed or failed. The result of each test shall be recorded and shall include the identity and version of each item subject to testing. The actual outcome shall be compared with the expected outcome and discrepancies logged.</p> <ol style="list-style-type: none"> <li>5. Activities that are used to determine when testing is complete. Test results are compared with the exit criteria detailed in the test specification and when these correlate testing can be deemed complete.</li> <li>6. The proposed strategy of testing is presented below:</li> <li>7. Unit test shall be carried out by the successful Tenderer's developers. This testing shall be performed directly at code level and shall be related to the ability of individual components of a system to function in the desired manner.</li> <li>8. Integration testing shall cover the components that are assembled into subsystems and subsystems are linked to form complete systems. This type of testing shall be performed by successful Tenderer's team.</li> <li>9. System testing covers the activities of testing to determine whether the system meets specified requirements. It shall be subdivided into functional and non-functional system testing: <ol style="list-style-type: none"> <li>a. Functional System Testing ensures that the system operates in the way in which the business requires it to do so, while keeping in line with the design of the business process for which it was created.</li> <li>b. Non-functional system testing ensures that the system operates to a predefined quality level. The following set of tests shall be performed: <ol style="list-style-type: none"> <li>i. Load – testing to ensure that a system can handle large volumes of users and data in line with the specification from Tender Documents.</li> <li>ii. Performance – performance testing to verify the performance of a system against expected numbers of users and transactions, measured against expected performance criteria.</li> <li>iii. Stress – as performance testing but the limits of a system are identified by increasing the frequency of transactions, the number of users and the amount of data flowing through the system until any further increase in load results in system degradation and/or failure.</li> <li>iv. Security – testing to ensure that data security (confidentiality, integrity, availability, non-repudiation) is provided in accordance with the stated requirements, respectively all security mechanisms are working properly.</li> <li>v. Usability – testing based on whether the users will actually like the system, includes screen and report layouts and the practicality of running the day to day business processes.</li> <li>vi. Storage – testing to ensure that the database at the backend of the system is capable of handling the expected amount of data once the system goes live, allowing for archiving frequencies and unexpected data requirements.</li> <li>vii. Volume – testing that subjects the system to large amounts of data to ensure it can be handled and there is no unacceptable degradation of system performance.</li> <li>viii. Installation – testing to ensure that the system can be installed as required on all supported platforms/environments.</li> <li>ix. Documentation – testing to check whether the system documentation matches the actual software, including training and support documents.</li> <li>x. Recovery and continuity – testing to check the procedures to recover the system after a crash.</li> </ol> </li> </ol> </li> </ol>	
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	<p>9. Developer (successful Tenderer) shall be responsible for documenting and delivering system tests scenarios with logs and results, as a prerequisite for the NBM acceptance process. During system testing, the NBM testing team shall participate as an observer (if applicable and/or possible).</p> <p>10. Integration testing shall be performed to expose faults in the interfaces and in the interaction between integrated components. It will be carried out after functional system testing and prior to acceptance testing. Developer (successful Tenderer) shall be responsible for performing these tests.</p> <p>11. Acceptance testing shall be the final stage of validation in the software development lifecycle (SDLC). NBM, with the successful Tenderer's support, shall perform this activity and the main objective is to ensure that the final system matches the original requirements defined by the business. NBM may choose to do any tests it needs, based on the usual business process. Testing shall be carried out based on users' requirements. It shall be performed under the responsibility of NBM to enable their determination as to whether accept the system software or not.</p> <p>12. Developer (successful Tenderer) shall support NBM in UAT efforts to help identify problems and communicate them to the relevant team(s) for resolution. Developer's (successful Tenderer) Business Analysts shall act as the first line of support to the NBM testing team and help to resolve system usage problems and minor issues.</p> <p>13. Re-Testing shall cover the repetition of a failed test after a fix has been implemented to ensure that the fix has worked. All tests that have failed shall be formally re-tested and signed off by the test manager.</p> <p>14. Regression testing shall be performed to ensure that fixes introduced to software have not had side effects on the unchanged software and that the modified system still meets the original requirements. Regression testing shall be performed whenever the software or its environment is changed.</p> <p>15. The successful Tenderer shall ensure the necessary services for all testing levels described above and also services that will cover at least:</p> <ol style="list-style-type: none"> <li>Prepare UAT documentation/ test scenarios, which shall be revised by the NBM and business consultants. After the NBM validates the test scenarios, these documents can be used for testing purposes.</li> <li>Agree acceptance criteria and testing strategy.</li> <li>Conduct acceptance test.</li> <li>Documentation of the testing results.</li> <li>Agree the issue list by categories.</li> <li>Agree the action plan for solving the issues.</li> </ol> <p>16. The successful Tenderer shall describe the methodology and instruments used for testing phase and shall provide sample of deliverables.</p>	
Answer: requirements fulfilled as described in document "Initial Project Management Plan" chapter 4 "The work breakdown structure", chapter 5 "The major deliverables description sheets", chapter 6 "Project plan", chapter 7 "Quality management plan", chapter 8 "Resource management plan", chapter 11 "Communication plan", chapter 12 "Project controlling and monitoring mechanism", chapter 13 "Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved".		
IR.32.	<p><b>Deliverables:</b></p> <ol style="list-style-type: none"> <li>Acceptance test plan agreed and 'signed-off' by both parties.</li> <li>UAT documentation/ test scripts and scenarios agreed and 'signed-off' by both parties.</li> <li>Test results documents.</li> </ol>	Mandatory
Answer: requirements fulfilled as described in document "Initial Project Management Plan" chapter 4 "The work breakdown structure", chapter 5 "The major deliverables description sheets", chapter 6 "Project plan", chapter 13 "Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved".		

IR.33.	<p><b>Acceptance criteria:</b></p> <ol style="list-style-type: none"> <li>All tests shall be completed without severity levels 1 or 2. The severity of the problems found shall be defined according to the criteria below:</li> </ol> <table border="1" data-bbox="280 219 1278 701"> <thead> <tr> <th>No.</th><th>Severity</th><th>Description</th></tr> </thead> <tbody> <tr> <td>1.</td><td>Critical (fatal problem)</td><td>Central system functions fail completely and constantly or are missing. Complete and continuous central system failure.</td></tr> <tr> <td>2.</td><td>High (serious problem)</td><td>Vital or critical functionality for the intended use is missing or failing continuously or repeatedly. Vital or critical functionality for the intended use cannot be activated or fails continuously.</td></tr> <tr> <td>3.</td><td>Medium (general problem)</td><td>Important but non-critical or vital for the intended use system functionality is completely missing or failing continuously or repeatedly.</td></tr> <tr> <td>4.</td><td>Low (minor problem)</td><td>Certain functions are missing or failing. System works correct but esthetical problems occur. Certain functions work but not completely correct.</td></tr> </tbody> </table> <ol style="list-style-type: none"> <li>Issues with severity level 1 and 2 shall require immediate bug fixing, and it shall be mandatory for testing process to be continued.</li> <li>Testing process shall consist of as many test cycles as necessary until all severity 1 and 2 is-sues will be eliminated. After a Severity 1 or 2 problems will be fixed, it is for the NBM testing team to decide whether test cycle will be restarted or continued.</li> <li>The number of outstanding defects is below an acceptable upper limit (to be agreed before the acceptance phase) or the faults are minor.</li> <li>Acceptance document agreed and 'signed-off' by both parties.</li> </ol>	No.	Severity	Description	1.	Critical (fatal problem)	Central system functions fail completely and constantly or are missing. Complete and continuous central system failure.	2.	High (serious problem)	Vital or critical functionality for the intended use is missing or failing continuously or repeatedly. Vital or critical functionality for the intended use cannot be activated or fails continuously.	3.	Medium (general problem)	Important but non-critical or vital for the intended use system functionality is completely missing or failing continuously or repeatedly.	4.	Low (minor problem)	Certain functions are missing or failing. System works correct but esthetical problems occur. Certain functions work but not completely correct.	Mandatory
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<b>5. Training</b>																	
IR.34.	<p><b>Phase objectives:</b></p> <ol style="list-style-type: none"> <li>The Tenderer shall conduct staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the solution.</li> <li>The Tenderer shall conduct training sessions for the administration and maintenance and also for development teams designated by the Beneficiary to ensure a proper level of knowledge and skills as to be able to efficiently use the development tools available within the solution and to design and develop individually new scenarios for data source integrations, validation rules, data model, reports, screen forms, etc.</li> <li>For some modules, the NBM reserves the right to require the Tenderer to test the participants' knowledge of the training. Modules for which the NBM will require the testing of knowledge will be agreed upon during the implementation of the project. For such cases, the Tenderer will prepare appropriate questionnaires.</li> </ol>	Mandatory															
Answer: requirements fulfilled as described in document "Initial Project Management Plan" chapter 2 "Project description", chapter 4 "The work breakdown structure", chapter 5 "The major deliverables description sheets", chapter 6 "Project plan", chapter 13 "Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved".																	
IR.35.	<p><b>Main activities:</b></p> <ol style="list-style-type: none"> <li>The Tenderer shall develop and agree with the Beneficiary the following elements of the training component: <ul style="list-style-type: none"> <li>Tenderer's strategy on training and knowledge transfer (including categories of users, optimal stages for their delivery, etc.);</li> <li>Structure and content of the training course and manual for each user</li> </ul> </li> </ol>	Mandatory															



	<p>category.</p> <ol style="list-style-type: none"> <li>The training course shall consist of different types of training, such as: <ul style="list-style-type: none"> <li>Training courses;</li> <li>Presentations;</li> <li>Workshops;</li> <li>Self-learning materials or remote training;</li> <li>Individual consultations.</li> </ul> </li> <li>The Tenderer shall use logistic facilities of the Beneficiary for organizing training sessions (room for presentations, projector, microphones, headphones for translation, Internet connection). If other technology or logistics facilities than those above-mentioned will be required when organizing training sessions, these shall be provided by the Tenderer.</li> <li>The accepted languages for training sessions and documentation are Romanian or English.</li> </ol>	
Answer: requirements fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.36.	<p><b>Deliverables:</b></p> <ol style="list-style-type: none"> <li>Plan / program and training curriculum.</li> <li>Documentation of training by category.</li> <li>Questionnaires for knowledge testing.</li> <li>Results of training quality assessment.</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 6 “Project plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.37.	<p><b>Acceptance criteria:</b></p> <ol style="list-style-type: none"> <li>The training sessions have been organized.</li> <li>Knowledge Testing Questionnaires demonstrate that end users have an acceptable level of knowledge.</li> <li>The NBM has no objections regarding the integrity and the correctness of the training materials.</li> <li>Deliverables correspond to the expectations and requirements of the NBM - in terms of clarity, level of detail, structure, content, etc.</li> <li>An acceptance report shall be signed by both parties within the agreed time period.</li> </ol>	
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
<b>6. Go-live and final acceptance</b>		
IR.38.	<p>System operation in the production environment and final acceptance shall be made according to the following scheme:</p> <ol style="list-style-type: none"> <li>Go-live preparation phase;</li> <li>Soak period;</li> <li>Final acceptance;</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
<b>6.1. Go-live preparation phase</b>		
IR.39.	<p><b>Phase objectives:</b></p> <ol style="list-style-type: none"> <li>The purpose of this phase is to facilitate the decision making process in regard with launching the solution into production.</li> </ol>	Mandatory

Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.40.	<p><b>Main activities:</b></p> <ol style="list-style-type: none"> <li>1. Review and assess readiness from multiple perspectives: <ol style="list-style-type: none"> <li>a. IT readiness criteria: <ol style="list-style-type: none"> <li>i. production system fully delivered and functional;</li> <li>ii. configuration document and design specification written and a handover made to the future Service Manager of the software;</li> <li>iii. User manual and Admin manual for the application delivered;</li> <li>iv. maintenance process agreed;</li> <li>v. backup process agreed, documented and tested;</li> <li>vi. technical training delivered;</li> <li>vii. no critical defects present after moving into productive environment, unless they are known and approved by the Beneficiary;</li> </ol> </li> <li>b. Business readiness criteria: <ol style="list-style-type: none"> <li>i. all functionalities required are present in the application;</li> <li>ii. no critical or high defects present; maximum of 15 medium and 30 low defects are acceptable;</li> <li>iii. reports are running and generating the correct output;</li> <li>iv. the data loss possible if the application crashes is not exceeding the RPO;</li> <li>v. help mechanisms for users are available;</li> <li>vi. user rights implemented according to the specifications;</li> <li>vii. user training performed.</li> </ol> </li> </ol> </li> <li>2. Remediation Plan for defects is developed (defect list may contain defects with severity level 3 and 4).</li> <li>3. The Tenderer shall describe the methodology and instruments used for go-live preparation phase and shall provide sample of deliverables.</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 3 “The project organizational chart – chart and description of roles and responsibilities”, chapter 6 “Project plan”, chapter 11 “Communication plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.41.	<p><b>Deliverables:</b></p> <ol style="list-style-type: none"> <li>1. The solution is ready for launching into production (the solution was installed on production environment, testing was performed and no severity 1 and 2 defects were found).</li> <li>2. Remediation plan for defects.</li> <li>3. Successful Tenderer’s self-assessment report of business and technical requirements (this document shall cover at least the following information: requirement identifier, solutions associated with the requirement, % of requirement coverage in the application).</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.42.	<p><b>Acceptance criteria:</b></p> <ol style="list-style-type: none"> <li>1. All above-mentioned criteria (as assessment activity) have status “passed”.</li> <li>2. The remediation plan is defined and agreed by both parties.</li> <li>3. Successful Tenderer’s self-assessment report demonstrates that all business and technical requirements were fully delivered.</li> <li>4. An acceptance report shall be signed by both parties within the agreed time period.</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The

work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

## 6.2. Soak period

IR.43.	<b>Phase objectives:</b> <ol style="list-style-type: none"> <li>1. The purpose of this phase is to extensively test solution behavior in daily operation to determine whether the solution meets the required qualities of capacity and stability.</li> <li>2. This phase shall be performed during a minimum period of 20 business days.</li> <li>3. During this phase, the NBM shall draft its own self-assessment report, which will be compared with that provided by the Successful Tenderer at the end of Go-live phase.</li> <li>4. In case significant discrepancies are found (between the NBM assessment and successful Tenderer assessment), NBM reserves that right to ask the successful Tenderer to fix or improve the coverage degree of certain business &amp; technical requirements.</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.44.	<b>Main activities:</b> <ol style="list-style-type: none"> <li>1. Provide extensive offsite and if needed onsite support during the entire soak period for bug fixes and performance issues: log inspection and analysis/ problem prevention/ fine tuning.</li> <li>2. For defects identified during soak period, a remediation plan shall be agreed.</li> <li>3. Solving of defects identified in remediation plan approved prior to go-live phase and also identified during soak period.</li> <li>4. Providing assistance (help desk support) for end users.</li> <li>5. Assistance for active monitoring of system’s parameters.</li> <li>6. If needed, the Tenderer shall provide any additional configuration or customization required in the solution, in order to comply with the formal requirements set.</li> <li>7. If needed, the Tenderer shall provide improvement works for system performance with regard to its accessibility and efficiency.</li> <li>8. The Tenderer shall assist the Beneficiary in system administration/management. During the soak period, the Tenderer shall ensure full transfer of knowledge to the Beneficiary for proper system administration/management.</li> <li>9. The Tenderer shall assist the Beneficiary in providing I and II line support to the internal users of the Beneficiary and the reporting entities.</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.45.	<b>Deliverables:</b> <ol style="list-style-type: none"> <li>1. Remediation plan fully executed and all defects removed.</li> <li>2. Status on remediation plan for defects occurred prior to and during soak period (weekly reports).</li> </ol>	Mandatory
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Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.

IR.46.	<b>Acceptance criteria:</b> <ol style="list-style-type: none"> <li>1. All defects included in remediation plans are fully removed.</li> <li>2. No major bugs identified during soak period.</li> <li>3. No discrepancies found between the NBM self-assessment report and successful Tenderer self-assessment report. In case discrepancies found, these shall be removed prior to final acceptance of soak period.</li> <li>4. An acceptance report shall be signed by both parties within the agreed time period.</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
<b>6.3. Final acceptance</b>		
IR.47.	<b>Phase objectives:</b> <ol style="list-style-type: none"> <li>1. The purpose of this phase is to formalize the complete delivery of system functionalities, documentation and services.</li> <li>2. Such acceptance shall be signed after formally closing the soak period for the solution.</li> <li>3. After this final acceptance, the NBM shall approve the final instalment payment and the contract of guarantee will become active.</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.48.	<b>Main activities:</b> <ol style="list-style-type: none"> <li>1. Review and assess the criteria defined below for final acceptance of the solution.</li> <li>2. Criteria list for solution final acceptance is provided below. NBM shall align and detail together with the successful Tenderer the acceptance criteria at project initiation stage. <ol style="list-style-type: none"> <li>a. Documentation/ deliverables for analysis phase provided and accepted by the NBM;</li> <li>b. Documentation/ deliverables for design phase provided and accepted by the NBM;</li> <li>c. Documentation/ deliverables for build phase provided and accepted by the NBM;</li> <li>d. Documentation/ deliverables for test phase provided and accepted by the NBM;</li> <li>e. Documentation/ deliverables for soak phase provided and accepted by the NBM;</li> <li>f. Documentation/ deliverables for training phase provided and accepted by the NBM;</li> </ol> </li> <li>2. Criteria list for general acceptance is provided below. NBM shall align and detail together with the successful Tenderer the acceptance criteria at project initiation stage: <ol style="list-style-type: none"> <li>a. All above-mentioned documentation &amp; deliverables are updated and fully provided by the successful Tenderer.</li> <li>b. Services included in the tender were fully executed by Successful Tenderer.</li> <li>c. All deliverables meet the quality criteria (quality assessment).</li> </ol> </li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”, chapter 14 “Project library – description of how the project documents and deliverables will be stored, found and retrieved”.		

IR.49.	<b><i>Deliverables:</i></b> <ol style="list-style-type: none"> <li>Criteria list revised and agreed by both parties.</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
IR.50.	<b><i>Acceptance criteria:</i></b> <ol style="list-style-type: none"> <li>All acceptance criteria were met.</li> <li>An acceptance report shall be signed by both parties within the agreed time period.</li> </ol>	Mandatory
Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”.		
<b>7. Solution documentation</b>		
IR.51.	<p>As deliverables of the project, the successful Tenderer shall provide at least the following documentation:</p> <ol style="list-style-type: none"> <li>User instructions and users guide: this document shall provide sufficient details, understandable by end users regarding functionalities, operations. The document shall describe the steps and actions to be performed in application and also print screens shall be included, tips &amp; trick, FAQ etc. The purpose of the document is to represent a basis for learning process and also a reference point for users in case information about operating applications is needed. The user guide shall be provided in Romanian or English.</li> <li>System operating instructions - work instructions:               <ol style="list-style-type: none"> <li>Maintenance instructions/service management troubleshooting guide: this document shall include all known errors and solutions associated and shall provide sufficient technical details in order to correct potential errors.</li> <li>Installation manuals, including system modifications at the level of application and database. The document shall cover installation requirements, installation steps and parameters setup for the NBM, post installation tasks, tips &amp; trick, FAQ.</li> <li>Documentation relating to application administrators shall cover roles, tasks (e.g., back-up, tuning, patching), utilities, logging, tools for developers, etc.</li> <li>Documentation relating to application customization/ development (conditions and methodology for solution customization by the NBM).</li> <li>Backup &amp; recovery processes and related documentation.</li> <li>Archive &amp; retrieval processes and related documentation.</li> <li>Documentation relating to security, covering access control, user management, auditing and monitoring, security reports.</li> <li>Documentation relating to system configuration – customized installation guide (if this information is not covered by item 2.b above).</li> </ol> </li> <li>Documentation relating to end users and technical trainings - support materials for end user and technical trainings.</li> </ol> <p>The basic documentation for the solution will be provided at early stages of the project, at least before training and testing phases, in order to assure a better understanding of the solution by the key users.</p>	Mandatory

Answer: requirements will be fulfilled as described in document “Initial Project Management Plan” chapter 2 “Project description”, chapter 4 “The work breakdown structure”, chapter 5 “The major deliverables description sheets”, chapter 6 “Project plan”, chapter 7 “Quality management plan”, chapter 12 “Project controlling and monitoring mechanism”, chapter 13 “Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved”, chapter 14 “Project library – description of how the project documents and deliverables will be stored, found and retrieved”.