

Initial Project Management Plan

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1. Introduction – project context

1.1 Background of project

The Core Banking Solution (hereinafter referred to as CBS or Solution) shall be implemented for the National Bank of Moldova (hereinafter referred to as Bank) following the initial project management plan (hereinafter referred to as IPMP) provided in this document, and corresponding material of by Forbis Private Limited Liability Company (hereinafter referred to as Supplier).


Bank shall be responsible for the achievement of the Solution results and goals from the business perspective (please refer below to chapter “[General project management requirements](#)” [CMP.2](#)). Supplier shall be responsible for the Solution implementation according to Bank’s requirements (please refer below to chapter “[General project management requirements](#)” [CMP.6](#)).

The Solution implementation will be performed as a “Programme” with possible sub-projects, which are closely related subject-and-time-wise, and which influence a number of business processes; therefore, they will be governed under the unified Programme framework according to functional requirements concerning the business needs of The Core Banking System (CBS) implementation for the National Bank of Moldova (NBM), and non-functional requirements concerning the capacity of the system to be used, maintained, and adjusted on time to meet the business requirements.

The greatest advantage of the CBS project is that NBM will get a modern core banking system that supports its daily central-bank operations and improves control and transparency. The CBS will help automate key processes, keep a clear audit trail, and provide reliable financial and regulatory reporting. It will also be ready to integrate with other NBM systems and with the ERP solution through an ESB-based approach and defined interfaces, so information can flow consistently across the organisation.

Dedicated Project Management Office (PMO) services on the Supplier’s side are not provided as a standalone service outside the Supplier’s contractual project management obligations for the CBS implementation. The Bank may, at its own discretion and expense, involve a third-party management consultancy/PMO support provider. Such involvement does not replace or reduce the Supplier’s responsibility to provide project management for the Supplier’s scope (planning, reporting, governance support, risk/quality/change/communication management, and delivery of agreed deliverables) in accordance with the tender requirements and the contract. The Supplier remains accountable for the execution and quality of its deliverables and services within the agreed scope, while overall programme governance and strategic decisions remain under the Bank’s authority.

By meaning “project management”, Supplier shall assume the responsibility over its own part of implementation of the project management, and over execution of the activities and project plan mutually agreed upon with Bank (please refer below to chapter “[General project management requirements](#)” [CMP.9](#)).



Moreover, Supplier will work proactively, and will put all the best efforts to fulfilling of its assumed obligations. Similarly, the proactive approach is expected from Bank for achieving the best possible practice of cooperation and project Go-Live according to the aligned plans.

1.2 The underlying principles followed in project

Given the objectives set out in these Tender documents, the project shall present its perspective on the following basic principles to be applied throughout the project (please refer below to chapter “[General project management requirements](#)” [CMP.1](#)):

- **Orientation to objectives** – Supplier’s and Bank’s teams, the tasks and the implementation services and deliverables to be performed under this Programme, shall demonstrate a consistent orientation towards the achievement of primary and specific objectives of the CBS implementation project.
- **Proficiency and competence** – Supplier’s and Bank’s teams shall demonstrate a high level of proficiency, competence, and experience in the field. In order to keep up the required level of proficiency and competence in accordance with the requirements, Programme should have permanent allocation capacity within the project of highly qualified specialists, as required, and if necessary, to attract experts from different fields to cover any skills needed in achieving their objectives.
- **Quality** – the “Quality” notion should be treated at its absolute value and responsibility.
- **Know-how** – Supplier’s and Bank’s teams shall prove sufficient know-how to ensure successful achievement of the objectives. Thus, the present document will include the detailed descriptions of approaching the principles set out in Programme, the methodologies, techniques, and tools used for performing the tasks stipulated throughout the entire CBS implementation project.

1.3 Purpose of this document

The project management means application of the knowledge, skills, tools, and techniques to project activities to meet the project requirements. The project management is accomplished through the appropriate application and integration of the project management processes identified for the project.

Thus, the document of the “Initial Project Management Plan” (IPMP) is a mutual agreement of the Project parties (Supplier and Bank), establishing and presenting in detail the fields of organization of the Project work scope and management plan. This document is the main guide that defines how the project will be executed. The present document should be supplemented and modified as needed in a consistent manner.

The primary purpose of this document is to present Programme management rules, which are being implemented under Programme. The IPMP gives the details of the procedures for communication, deliverables acceptance, risk management, quality management, change management, human resources management and other.

1.4 Applied standards in project

In the course of Programme implementation, there will be applied project management standards, which are provided by the “Project Management Body of Knowledge” (PMBOK) and “Agile” practice guides (please refer below to chapter [“General project management requirements” CMP.3](#)).

1.5 Applied tools in project

- JIRA – a proprietary issue-tracking product developed by Atlassian that allows bug tracking and agile project management.
- MS SharePoint – a system for storing and exchange of the documents.
- Wiki/Confluence – a web-based wiki (collaboration software) developed by Atlassian.
- Bizagi modeler – a tool for modelling of the business processes.
- MS Office family of client software: MS Word, MS Excel, MS Project, MS Power Point, MS Outlook.

1.6 Project management approach

The project managers shall have the overall authority and responsibility over managing and executing of this Programme (including sub-projects) according to this Initial Project Management Plan. The project streams shall consist of the personnel from Supplier’s and Bank’s sides according to requirements stated below in chapter [“General project management requirements” CMP.6-CMP.13](#).

1.7 General project management requirements

This IPMP is provided as the Project Management Plan required by the Tender, establishing how the project will be planned, governed, monitored, and reported. As required, it will be reviewed and updated during the initiation phase to align with the “Project Management Requirements” and “Implementation requirements” (based on the Tender „The Specification”) to support evidence-based deliverable reviews and acceptance across all project phases. There will be described main requirements concerning the services, which are to be provided for the successful implementation of the CBS, including project approach and applicable timeframes, project management, phases, and deliverables for the software development lifecycle, data migration, go-live, and final acceptance.

Req. ID	General project management requirements	Classification
CMP.1	The purpose of project management is to ensure the necessary organizational and management capabilities for the project to successfully achieve the set objectives. During the project life cycle, effective planning and allocation of resources, control of progress during each phase, monitoring and evaluation of the quality of deliverables, etc. must be ensured.	Mandatory
CMP.2	The beneficiary is responsible for all procedural and administrative aspects related to the launch, contracting and financial management of the project	Mandatory

	(including payments) related to the project implementation and technical implementation activities.	
CMP.3	A well-known project management methodology, standards (e.g. PRINCE2, PMBOK, etc.) or an internally developed methodology based on these standards or methodologies will be used for the implementation of the project and will be specifically designated.	Mandatory
CMP.4	In order to organize the project, the Tenderer will appoint a Project Manager who will manage the project team.	Mandatory
CMP.5	A detailed project organization chart covering the main roles specified in Annex no. 7 "Qualification Requirements Form" to the Tender Notice and potential additional roles identified by the Tenderer will be provided as part of the tender. The Tenderer must describe the main responsibilities for each role. The members of the Steering Committee, the Project Management team, the functional teams, the technical experts, the support team, etc. will be clearly identified in the project organization chart.	Mandatory
CMP.6	The Tenderer's project manager has the authority and responsibility to coordinate the IT solution implementation project, so that the project objectives stipulated in Annex no. 5 "Requirements" of „The Specifications" are achieved. In this regard, he must understand the philosophy of the Transform NBM project and ensure alignment with it throughout the entire process of implementing the IT solution(s). His main responsibility is to ensure that all requested deliverables are submitted on time, meet the established acceptance criteria and comply with the established quality standards.	Mandatory
CMP.7	The project manager will ensure adequate management of project risks, progress and deliverables control at each phase of the project. Control of the interdependencies between the project components will also be provided to minimize any risk of stagnation.	Mandatory
CMP.8	The project manager will ensure effective communication within the project, through weekly activity reports to the Beneficiary's project manager and monthly/or as needed to the Beneficiary's Coordination and Steering Committee, including reporting at the end of the phase. At the same time, the Tenderer must ensure an adequate level of transparency in the project management, by adequately documenting all aspects of project management.	Mandatory
CMP.9	The Tenderer's Project Manager has the authority and responsibility to manage the day-to-day activities of the project.	Mandatory
CMP.10	The Beneficiary's Project Manager is responsible for organizing the Beneficiary's resources so that they are useful to the project and available as needed to fulfill the project plan. The Beneficiary's Project Manager provides a formal interface for communicating day-to-day issues and reporting on project progress between the Tenderer's Project Manager and the Beneficiary.	Mandatory
CMP.11	The Tenderer may also appoint Team Leaders, who will act as intermediaries in the communication and control process. The Beneficiary will appoint one or	Mandatory

	more members of these teams formed by the Tenderer. This will facilitate communication between the parties and minimize formal points of contact between the teams. The main responsibility of a Team Leader is to ensure the delivery of the deliverables under the conditions established by the Tenderer's Project Manager.	
CMP.12	The Tenderer is obliged to ensure the timely resolution of identified issues related to its direct responsibility and to include in its tender a description of the escalation/resolution mechanism for identified issues.	Mandatory
CMP.13	In the event that the Tenderer is represented by an association, or the Tenderer has a subcontractor for the project, the role and responsibilities of the associated member/subcontractor and their interaction with the Project Manager shall be clearly described.	Mandatory

1.8. Main activities

This section describes the main project management activities to be performed by the Supplier in accordance with the tender requirements.

a. Develop an initial Project Management Plan (IPMP) covering the required elements

The Supplier has developed this Initial Project Management Plan (IPMP) as part of the tender submission. The IPMP covers at least the following elements required by the tender:


- Project plan (phases, duration, responsibilities, resources, dependencies);
- Organisational chart, roles and responsibilities;
- Work breakdown structure and responsibility matrix (RACI);
- Quality management plan;
- Risk management plan;
- Resource management plan;
- Change management plan;
- Communication plan.

b. Adjust the initial Project Management Plan (IPMP) in coordination with NBM

The Supplier shall baseline and refine the initial IPMP together with NBM during the initiation and early execution period. The purpose of this step is to align the plan with agreed governance arrangements, working assumptions, and practical implementation constraints (e.g., availability of key stakeholders, workshop cadence, and dependencies).

The IPMP adjustment will include, as applicable:

- confirming governance setup and decision-making forums, roles/responsibilities and communication/reporting cadence;
- confirming the detailed plan for the first execution phase (post-initiation), including deliverables, owners and acceptance approach;



- confirming the schedule baseline for that first phase (including milestones, dependencies and review/acceptance windows), and recording the baseline version under version control in the project library.

All baseline and updated versions of the IPMP and its subsidiary plans shall be maintained under document control and stored in the project library.

c. Adjust the Project Management Plan as necessary throughout the project duration in coordination with NBM

The Supplier shall maintain the IPMP as a living document and update it as necessary throughout the project lifecycle, in coordination with NBM.

Updates may be triggered by (without limitation):

- approved change requests and their impact analysis on scope/schedule/resources (managed via the Change Management process);
- outcomes of phase-end reviews, acceptance feedback, and agreed corrective actions;
- changes in assumptions, risks, issues and dependencies reflected in the RAID/Risk registers and project monitoring.

The change control rules and templates are defined in Change management plan. Approved updates shall be documented, versioned and communicated to relevant stakeholders in accordance with the Communication Plan.

d. Organize the kick-off meeting and other project meetings (e.g., Steering Committee meetings) together with NBM

The Supplier shall organise the kick-off meeting and other project meetings together with NBM. The meeting cadence and stakeholders are defined in Communication plan.

Templates/models for the kick-off presentation, meeting minutes and agreed actions log are provided in related appendixes.

e. Execute and monitor the project and submit a weekly project report in the agreed format

The Supplier shall execute and monitor the project in accordance with the Project Plan and the controlling/monitoring mechanism.

Weekly reporting shall be submitted in the agreed format, using the weekly reporting model and template referenced in Chapter 5.2 ([weekly reporting deliverable/template](#)) and aligned with Chapter 12 [monitoring rules](#).

f. Close major project phases and submit draft provisional acceptance documents to NBM prior to official provisional acceptance

The Supplier shall close major project phases through a formal Phase Closure Package submitted to NBM in draft form prior to official provisional acceptance.

The Phase Closure Package will include, as applicable:

- a list of phase deliverables submitted for acceptance and references to the corresponding deliverable descriptions;
- acceptance evidence (e.g., review records, quality checks, test evidence, decision logs where relevant);
- draft Provisional Acceptance document(s) for the phase;
- an End-of-Phase Report summarising achievements, deviations, open items and next-phase outlook.

g. Prepare and submit the final phase report

The Supplier shall prepare and submit the final phase report in line with the phase closure reporting approach, using the End-of-Phase/Final Phase reporting template(s) defined in [Chapter 5.2](#).

h. Prepare and present the Progress Report on a monthly or as-needed basis to the Beneficiary’s Steering Committee

The Supplier shall prepare and present the Progress Report on a monthly or as-needed basis to the Beneficiary’s Steering Committee, using the format agreed with NBM.

The monthly/as-needed Progress Report template is referenced in [Chapter 5.2 \(monthly report deliverable/template\)](#), and the communication audiences and cadence (including Steering Committee) are defined in [Chapter 11 “Communication plan”](#).

1.9 General guidelines for all members of the project

- Use professional knowledge and skills.
- Show respect for other project team members.
- Practice openness for the ideas of other project team members.
- Practice availability (it is highly important to inform the Project Manager about any cases of unavailability, like vacation).
- Practice proactivity.
- Practice precise planning.
- Practice “focused on the results” approach.
- Practice on-time communication (better more, than less).

1.10 Definition, acronyms and abbreviations

Below, there is provided a list of the main definitions, acronyms, and abbreviations used in this document:

Term	Definition
Approval	The action of any group of Programme participants (e.g. Project managers, Work Stream Leads and etc.) at their level of authority confirming that deliverable is final, completed and in the required quality
Bank	National Bank of Moldova (in the Tender documents sometimes referred to as “Beneficiary”)

Term	Definition
BD	Business Development
Business day	Means all weekdays excluding official holidays
CBS	Core Banking System
Deliverable	Function or deliverable, a tangible or intangible thing that needs to be created during the Project, for example software deliverable package, instruction, etc.
FTE	Full Time Equivalent
GAP Analysis	Phase aiming at identification of all possible GAPS between the current and target Solution
GAPS	Means differences of functionalities and non-functional requirements between the current and target Banking solutions that were identified during the GAP Analysis
IT	Information technology
IPMP	Initial Project Management Plan
JIRA	Supplier's controlled Help/Service Desk System, which should be used as communication channel between National Bank of Moldova (Bank) and Forbis (Supplier)
KPI	Key Performance Indicator
LT	Lithuania
OSC	Operational Steering Committee
Permanent OSC member	Persons who are constantly participating in OSC meetings and are considered as permanent OSC members
PMBOK	Project Management Body of Knowledge
Programme	Programme with possible sub-projects which is aimed CBS Solution implementation project
Project	CBS Solution implementation project or sub-project of Programme
Project Manager	Forbis (Supplier) or National Bank of Moldova (Bank) representative, who is responsible for managing specific Project
PSC	Programme Steering Committee
RAID	Risks, assumptions, issues, and dependencies
Sign-off	Formal OSC approval of Programme deliverable recorded in meeting minutes of the OSC meeting
Solution	Core Banking System

Term	Definition
Solution implementation	Means the activities and all works that are necessary to be performed by Forbis (Supplier) under the statement of work and work orders in order to implement the Solution in accordance with National Bank of Moldova (Bank) requirements
Supplier	Forbis (in the tender documents sometimes referred to as “Tenderer”)
Tender	Procurement of Core Banking software solution by contracting authority National Bank of Moldova
UAT	User acceptance testing

2. Project description

The scope of the acquisition and implementation of a Core Banking System (CBS) is to provide the National Bank of Moldova (NBM) with a modern, scalable and maintainable IT solution supporting core central-bank operations and related financial processing, under IFRS (International Financial Reporting Standards) - based accounting principles and strong internal control requirements.

The CBS shall enable automation of key business processes, consistent data integrity and full auditability (traceability of transactions and approvals), while ensuring interoperability with existing NBM applications and with the ERP solution through an Enterprise Service Bus (ESB) approach and well-defined interfaces.

a. Project objectives

The implemented CBS solution shall meet the following main project objectives:

- Ensure the CBS functional and non-functional capabilities meet the requirements set out in the Tender documentation, including reliability, security, audit trail, and operational continuity expectations applicable to a central bank.
- Support IFRS-oriented accounting needs and multi-currency operations, and enable reliable operational and financial reporting, including customized reporting as required by the tender.
- Use proven technology (with controlled configuration/customisation where needed), and be integrated into NBM's IT landscape with clear operational documentation and maintainability provisions.
- Provide ESB-based interoperability with other NBM systems and the ERP solution, using defined interfaces, security controls, monitoring, and controlled change management for integration touchpoints.
- Enable a controlled transition from legacy solutions (including data migration activities and reconciliation/validation) and support stabilisation during go-live and the experimental exploitation (soak) period.

Project objectives and process shall to continually assure that:

- The results and benefits derived from this document are consistent with the expectations and objectives of both Parties (Bank and Supplier) and the Transform NBM programme context.
- The goals, objectives, strategies, and schedules of both Parties are fully understood to ensure efforts and deliverables are aligned towards an effective CBS implementation.
- An effective relationship management process exists and is followed, including communication, decision making, escalation, and issue resolution processes, supported by regular reporting and governance forums.
- The programme governance monitors and controls implementation progress, manages risks and dependencies (including cross-lot dependencies relevant to compatibility), and enables timely decisions facilitating achievement of the CBS objectives.
- Activities within the scope of managed projects/sub-projects are executed to meet business expectations, acceptance criteria, and quality standards, with evidence-based reviews and approvals.

- Programme objectives are mapped to delivered benefits through measurable outcomes (e.g., automation, auditability, reporting reliability, and integration readiness), and it is determined how each benefit will be achieved and evidenced.
- Team Leads provide necessary support to map objectives to deliverables, clarify responsibilities, and ensure that benefit owners (where applicable) are identified and engaged for acceptance and readiness activities.

b. Project scope of work and out of scope

It is expected that the final CBS project scope will be fully confirmed and detailed during the Analysis & Design phase, based on workshops, demonstrations, and validation of requirements against the selected solution approach.

Phase objectives:

- The purpose of the Analysis & Design phase is to create a common understanding of the target CBS solution, confirm priorities, validate them against the chosen solution, and produce detailed specifications and acceptance criteria needed to implement a solution that meets NBM expectations.
- During this phase it will be identified which requirements are covered by standard out-of-the-box CBS functionality, which are addressed through configuration, and which require customization/additional development within the tender scope.
- During this phase each requirement will be identified and tracked through the delivery lifecycle to ensure traceability to design specifications, acceptance criteria, test cases/scripts, and the configured/customised parts of the solution.
- During this phase NBM will present and validate current and target (“to-be”) requirements relevant to the CBS scope, including reporting needs and operational controls, in alignment with Transform NBM objectives.
- During this phase all identified gaps will be analysed in detail and an adequate solution will be proposed by the Supplier, including impact considerations for schedule, risk, and acceptance.
- During this phase the data quality assurance strategy/model for data migration and reconciliation will be defined, including approach to mapping, cleansing (if applicable), validation and evidence requirements.
- During this phase user groups, roles, and access needs will be analysed to support role-based access control and segregation-of-duties expectations typical for a central bank environment.
- During this phase the existing IT and network technical infrastructure will be reviewed and proposals/recommendations will be developed for CBS architecture and related infrastructure, taking into account reusability of existing resources and maintainability requirements.
- The work will be performed mainly via interviews, workshops and demo sessions with business and technical staff from the Bank, supported by analysis of relevant documentation and the agreed tender deliverables.

Out of scope (clarification): Organisational change management (in the HR/organisational transformation sense) and infrastructure acquisition/preparation are excluded as per Tender scope boundaries; however,

the Supplier will define and communicate prerequisites, assumptions, and dependencies that must be addressed for successful CBS delivery.

2.1 General approach for GAP analysis phases

During 1st phase Supplier will prepare a questionnaire for functionalities. In result will be created GAP scope table based on standard functionality. Further, during 2nd phase will be performed study and identification of GAP. In result there will be achieved detailed functional requirements.

Phase	Milestones	Responsible
Zero phase	Create functional scope list	Bank
	Perform GAP analysis	Supplier and Bank
First phase	1 step: preparation of questionnaires	Supplier
	2 step: questionnaires given to Bank	Supplier
Second phase	Filling of questionnaires, interviews and preparation of agreed specifications	Supplier and Bank
Finalizing	Signing of agreed specifications and Acceptance Note	Supplier and Bank

2.2 High level GAP analysis plan

If preliminary scope of the project is defined, it can be used as a starting point. However, the project needs to include a much more detailed scope according to possible high level GAP analysis plan below.

No.	Services to be performed	Milestones	Responsible Party
1.	Initial Stage: <ul style="list-style-type: none"> Preparation and acceptance of detailed GAP Analysis plan for each business area, roles and responsibilities; Appointment of the Project Team; Scheduling Steering Committee; Scheduling collaboration between parties - meetings, interviews etc. 		Bank, Supplier
2.	Preparation and adaptation of questionnaires		Supplier
3.	Preparation of detailed non-functional requirements		Bank
4.	Questionnaires (for business and integration GAP analysis) given to Bank		Supplier
5.	Interviews with Bank project team		Supplier, Bank
6.	Filling of questionnaires		Supplier, Bank

7.	Preparation and agreement of specifications for business products, integration and non-functional requirements. Identified High level data GAP will be documented in the Functionality Scope Table with aggregated GAPS		Supplier, Bank
8.	Discussion and decision on closing the GAPS within Bank		Bank
9.	Recommendation for future solution for IT architecture including hardware, network, software, etc.		Supplier
10.	Signing of acceptance note		Bank, Supplier

Therefore, during the Business analysis phase, there will be concluded scope management, which is a collection of processes ensuring that the project includes all the work required to be completed, and excludes all the other work, which is not necessary to be completed.

2.3 Change management: out of scope

If Bank face a need to include the work on a new requirement/GAP, this new requirement will automatically be handled as “out of scope”. Such work and its efforts shall be evaluated by Supplier separately. The principle to evaluate efforts for implementation of new requirements/GAPS shall be the same as that applied during the evaluation of the maximum efforts during the GAP Analysis phase, i.e. if a new requirement/GAP is to be implemented and evaluated in terms of the needed efforts, Supplier shall ensure that the efforts for such a requirement/GAP are not higher than the efforts required for the implementation of the functionality of the similar complexity that had been agreed before during the GAP analysis phase. The development and implementation of such aligned change requests will be planned separately (according to the practice, in most cases, after the terms of implementation of the main functionality).

If the development according to the signed Work Order has already started and is in progress, and Bank faces a need to make a change or cancel the Work Order, Supplier will re-calculate the price of the Work Order in accordance to the actual work efforts made.

c. General approach (methodology and tools used, own team or subcontracting, etc.)

The general project management approach will be common to the one applied to the project management methodology and standards, which are provided by the “Project Management Body of Knowledge” (PMBOK) and “Agile” practice guides (please refer below to chapter [“General project](#)

[management requirements” CMP.3](#)). In addition, some recommendations from ISO 20000, ISO 27001, ISO 9001 standards are planned to be used.

The main project management tool for Supplier and Bank to be used in terms of the operations, will be JIRA. Supplier’s project team, according to the usual practice, will create separate tasks for specific actions; each task will be set some estimated time (in MD – “man days” or hours), due date, priority, sub-priority, workload in percentage, watchers, a responsible person, who will be able to log the time spent regarding a particular task with a comment on what actions have been done. Official communication with Bank, agreements on particular questions, specification (SRS) alignments, software deliverable transfers will be carried out using JIRA. Bank’s project team will also be able to register questions for Supplier, track statuses, create dashboards etc. using this tool.

For planning and creation of Gantt or other charts, the MS Project, MS Excel is planned to be used as the main tool. For visual content preparation and for presentations, the MS Power Point is planned to be used as the main tool. For documentation writing and editing, the MS Word is planned to be used as the main tool. For email conversations, the MS Outlook is planned to be used as the main tool (from Supplier perspective).

For storing and exchange of the agreements and commercial documents, Supplier’s Document Management (MS SharePoint) system is planned to be used. For providing of the technical documentation, such as instructions, user guides, or admin guides, the web-based Wiki/Confluence is planned to be used.

For video conferencing, meetings, calling, online workshops, Supplier recommends using the MS Teams.

As for Supplier’s team during Programme, it is planned to involve mostly the current staff as they are qualified experts having much experience in particular business area development projects. However, a possibility to hire or subcontract additional human resources, having specific competencies needed for this project, is not ruled out.

d. Project deliverables and other expected results

For more specific details of project deliverables, please refer to Chapter 5 “[The major deliverables description sheets](#)”.

In this section is described general deliverable types based on Supplier’s usual practice. So, deliverables can be grouped depending on its context:

- Supplier’s **documentary deliverables** for Bank - for example: software requirements specification (SRS), user guide, base description of functionality, admin guide, patch installation instruction etc.
- Bank’s input **data provision** for Supplier - for example: requirements document, use cases, examples etc.
- Supplier’s **software deliverables** for Bank – for example: patches, installation frameworks etc.
- **Testing material deliverables** – for example: test plan, test cases, test summary report etc.

- **Project material deliverables** between both Parties – for example: project plan, project timeline, project Gantt, meeting minutes, weekly/monthly report, end of phase report, risk registry, questionnaire, follow up status on previously agreed actions etc.
- **Presentation deliverables** – for example: MS PowerPoint with overall Programme /sub-project progress
- **Process scheme deliverables** – for example: scheme where stated responsibilities and actions according to particular staff functions.

Each deliverable will correspond naturally to a particular project lifecycle phase, for example, Supplier's software deliverables for Bank test environment will be provided after Supplier's internal testing (in the terminology of Supplier's project team, this type of testing is called "alpha-testing"). Therefore, this section will further describe the expected project lifecycle phases:

1. **Business analysis phase** – mentioned previously in this document's part b. "[Project scope of work and out of scope](#)".
2. **Design phase** – generally, the purpose of this phase is to define the design and settings of the solution proposed to be implemented.
3. **Build phase** (Supplier's project team call this phase "**Development phase**") – generally, the purpose of this phase is to transpose functional requirements into application functionalities by applying the agreed solutions in analysis and design phase. In other words, programming phase and software deliverable for testing purposes preparation.
4. **Testing phase** - the purpose of this phase is to test the quality of all the functional and technical elements of the solution. Supplier's team shall perform **internal testing** (Beta-testing, Alpha-testing, Regression testing, etc.) and after Supplier's team testing, finally Bank team shall perform **User acceptance testing (UAT)**.
5. **Training /Presentation /Demonstration phase** - Supplier shall conduct staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the solution.
6. **Go-live phase** - system operation and deployment in Bank production environment.
7. **Solution documentation phase** - as part of deliverables of the project, will be provided necessary documentation for software deliverable, e.g. user guide, base description of functionality, admin guide, patch installation instruction etc.

e. Constraints

The project constraints can be handled as limiting factors for Programme/project that can impact quality, delivery, and overall project success. Therefore, it is important to focus on the following principles:

- High-level strategic and operational assumptions and constraints shall be normally identified in the business case as soon as possible, but not later than on the Business analysis phase.
- Possible risks shall be mitigated as soon as possible. According to best project practices, risks shall be eliminated in the early phase, before they could transform into issues.
- Quality is one of the six major constraints of every project, as depicted in the classic triple constraint triangle, which also includes scope, time, and cost:



- Most importantly, all project constraints within the classic triangle are interrelated, thus, a strain on one will affect one or more of the others – therefore it is critically important to scope, time and cost creeps.
- The official language of the project shall be English.

f. Key success factors

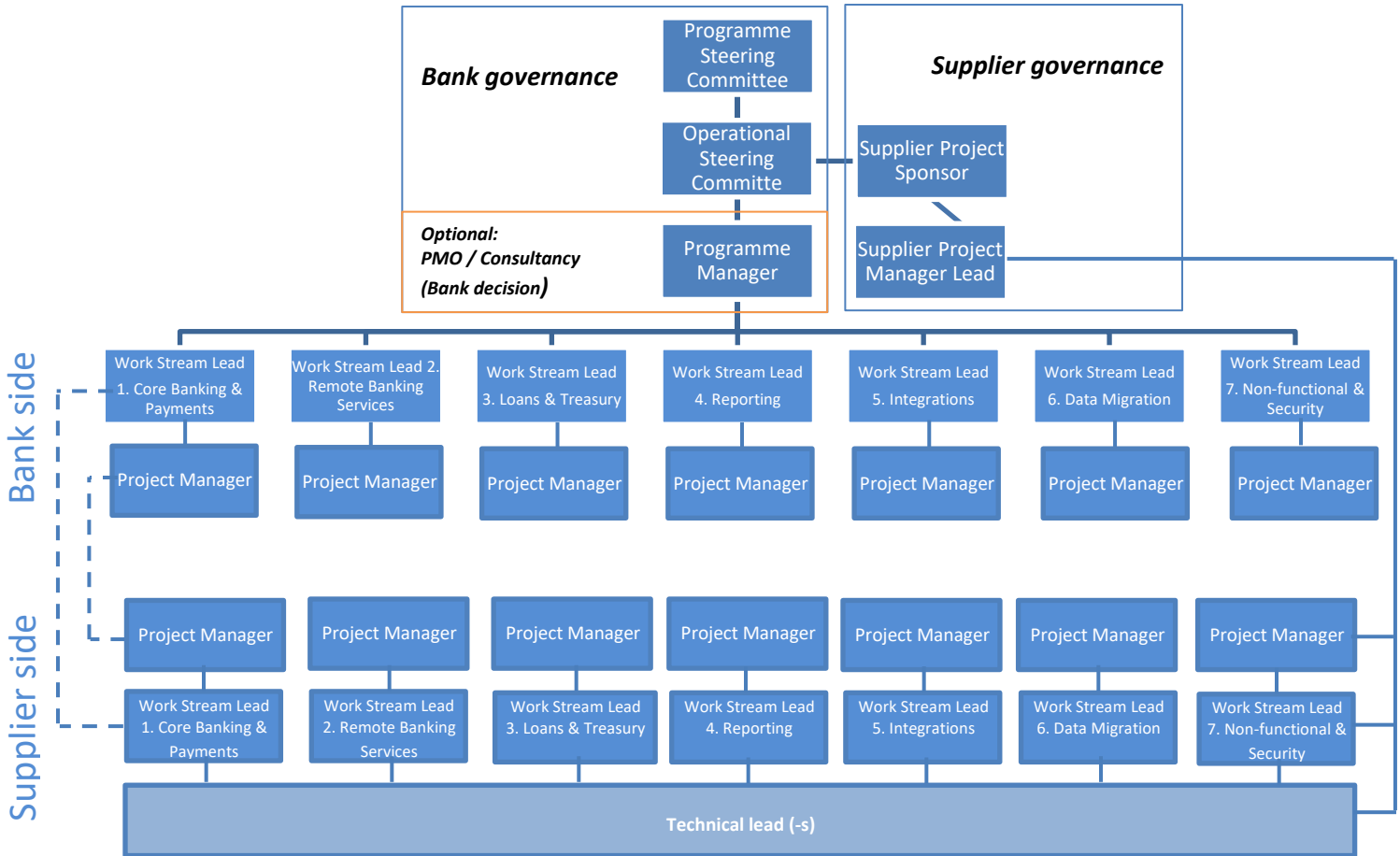
Supplier acknowledges that the critical factors in ensuring successful Solution implementation includes close co-operation and communication between Supplier and Bank by means of a highly proactive and focused actions according to responsibilities structure.

The objectives of the project organizational governance structure and process shall to continually assure that:

- The results and benefits derived from this IPMP document and any Work Order shall be consistent with the expectations and objectives of both Parties.
- The goals, objectives, strategies, and schedules of both Parties shall be fully understood by each other in order to ensure that efforts and deliverables are aligned towards achieving effective implementation of this IPMP document and any Work Order principles.
- An effective relationship management process shall exist and be followed, including communication, decision making, and issue resolution process.
- This IPMP document principles shall continue to provide value to the Parties throughout the term of the contract.

3. The project organizational chart – chart and description of roles and responsibilities

Programme organizational structure according to Supplier’s best practice is proposed below:



In the project organizational chart above, there is provided a governance structure, which consists of Bank **governance**, i.e. Programme Steering Committee, Operational Steering Committee, Programme Manager; and Supplier **governance**, i.e. Project Sponsor and Project Manager Lead. During the agreed periodical status-meeting (e.g. status weekly), Bank governance and Supplier’s governance persons will meet. In some cases, Bank and Supplier’s Work Stream Leads as well and Project Managers responsible for particular areas could be invited for open discussion sessions and for providing more details on the matter discussed.

It is solely in Bank’s discretion to decide whether the Project Management Office (PMO)/Consultancy is required. Most often, PMO is an outsourced third-party company, which dedicates their own project managers: a) to help Bank’s responsible persons to consolidate the requirements and processes in Bank internally, b) to assist both Parties by taking position of Programme monitoring and responsibility for

success, c) in some cases of open questions, to act as a judge between both Parties, and provide recommendations from the side.

Bank side: the middle of the project organization chart is dedicated to Bank's Project Management Team, Functional Teams with Business Experts, and Technical Experts combined for Work Streams according to the business areas and requirements' topics. Thus, the following responsible persons' roles are needed: Project manager, Technical Lead, Work Stream Lead, Analyst/Consultant, IT specialist, Software Tester, System Engineer (for more details, please refer to Chapter 8 "[Resource management plan](#)").

Supplier side: the bottom of the organizational chart is dedicated to the Project Management Team, Functional Teams with Business Experts, and Technical Experts combined for Work Streams according to the business areas and requirements' topics. Thus, the following responsible persons' roles are needed: Project Manager, Technical Lead, Work Stream Team Lead, Analyst/Consultant, Solution Architect, Technical Consultant, Programmer/Developer, IT Specialist, Test Team Leader, Software Tester, System Engineer, a person responsible for security, a person responsible for quality assurance, Training Instructor (for more details, please refer to Chapter 8 "[Resource management plan](#)"). From Supplier's side, there also will be appointed a Technical Lead for all Programme's technical implementation consolidation.

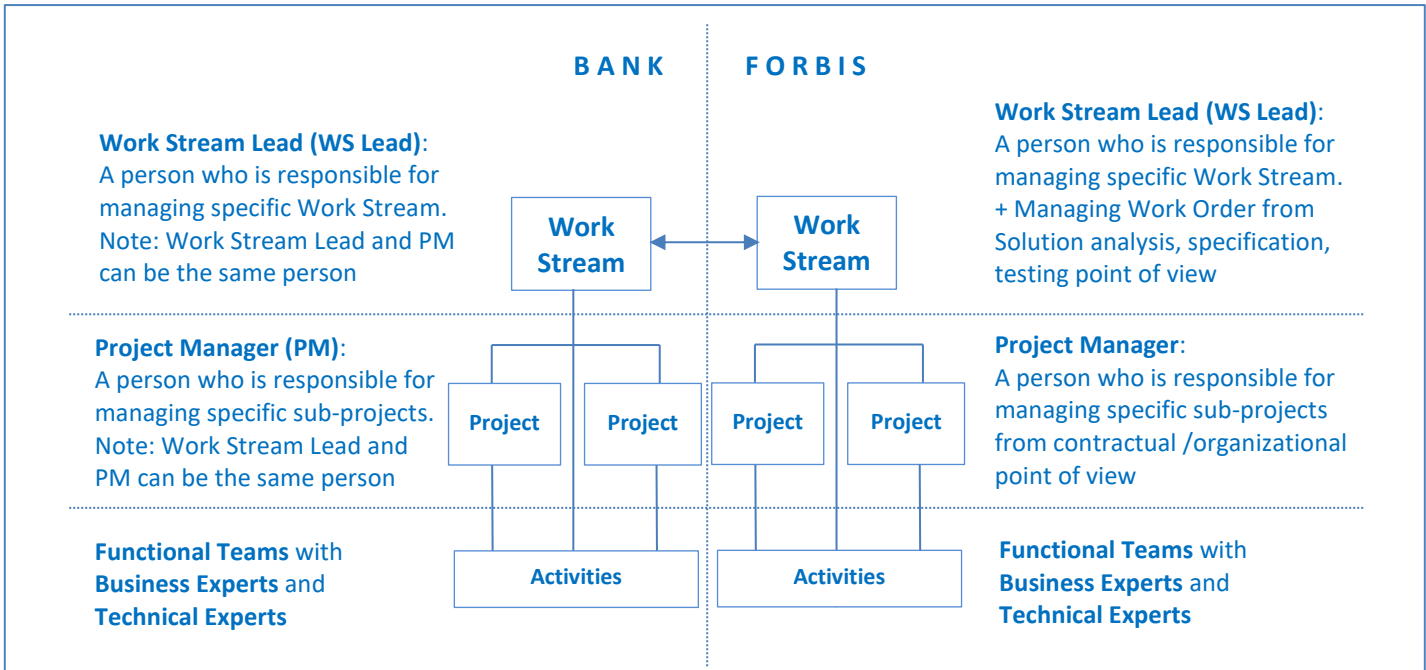
After the Go-Live phase, the same Supplier's staff from the Functional Team with the Business Experts and Technical Experts including the appointed Support Manager will be responsible for Bank Support matters.

3.1 Programme work streams

The proposed list of the work streams (according to the functional groups) established for Programme implementation:

1. **Stream: Core Banking & Payments** (payments/funds transfers processing, payment-related messaging and connectivity, cash operations)
2. **Stream: Remote Banking Services** (Remote Banking component, secure messaging and document exchange, electronic signatures and multi-level authorization)
3. **Stream: Loans & Treasury** (Treasury operations (money, FX, financial market), REPO instruments, securities operations, deposits, loans, IMF-related operations (IMF – International Monetary Fund), required reserves operations).
4. **Stream: Reporting** (reporting needs analysis + report catalogue, minimum 75 customised reports for Lot 1)
5. **Stream: Integrations** (CBS ↔ ERP interoperability and integration with existing NBM systems, third-party/external integrations)
6. **Stream: Data Migration** (transition from current systems to the future solution)
7. **Stream: Non-functional & Security** (availability, resilience and continuity targets, performance targets, security controls, backup/recovery and operational monitoring).

Programme roles hierarchy is presented in the chart below:



Thus, generally, both Parties should cooperate on the same competence and responsibility level, i.e. Bank's Work Stream Lead with Supplier's Work Stream Lead, Bank's Project Manager with Supplier's Project Manager, Bank's and Supplier's Functional Teams with the Business Experts and the Technical Experts should cooperate on the same level. Besides, in some cases (e.g. during technical workshops), there could be arranged mixed-level teams depending on the specific questions discussed.

3.2 Programme responsibilities

The main responsibilities of Programme organizational units are outlined in the table below:

No.	Organizational unit	Responsibilities
1.	Programme Steering Committee (PSC) (Bank)	<ul style="list-style-type: none"> Aligns Programme objectives in Bank and defines the strategic direction. Authorizes Programme financing required to set up, run Programme, and fund the transition activities, so that the desired benefits are realized. Authorizes Programme mandate, definition, and business case/KPIs. Where required, addresses Programme issues within PSC scope of responsibility. Takes strategic business decisions, which shape the target operating model of Bank Entities. Takes decisions exceeding Operating Steering Committee authority. Manages stakeholders based on their authority. Communicates with the top-level management in Bank that coordinates Programme implementation.

No.	Organizational unit	Responsibilities
2.	Operating Steering Committee (OSC) (Bank)	<ul style="list-style-type: none"> • Identifies Programme definition, business case/key performance indicators (KPIs). • Provides leadership and direction throughout Programme lifecycle. • Approves implementation plan, Programme scope and milestones. • Manage scope/quality/time/budget. • Defines priorities for Programme goals. • Monitors and controls the implementation of Programme and takes decisions facilitating the achievement of Programme objectives. • Resolves issues including integration (dependency) and resource related challenges across Programme. • Designs and maintains Programme governance framework. • Acts as escalation point for Programme management. • Manages stakeholders according to the communication principles based on their authority. • Takes decisions exceeding Programme Manager’s authority: <ul style="list-style-type: none"> ○ Approval of stage end/beginning. ○ Approval of changes in the scope, time, budget. ○ Approval of expenses related to Programme. ○ Approval of travel needs and travel cost estimation. ○ Risk management. ○ Acceptance of deliverables.

No.	Organizational unit	Responsibilities
3.	Stakeholders and Change Manager (Bank)	<ul style="list-style-type: none"> • Contributes to the assurance of the overall Programme integrity by reviewing major Programme deliverables, providing comments, insights and recommendations. • Acts as a responsible person for Bank’s internal organizational management related to Programme management activities (e.g. Programme participants kick-off organization). • Responsible for connecting interrelated risks and issues and driving their mitigation and solution processes. • <i>Optional, if Bank will hire PMO/Consultancy: Coordinates provision of inputs from Bank for PMO (e.g. financial information provision, input on Programme related material preparation).</i> • Responsible for coordination of business engagement assessment (evaluation of how well business understand and own a case for change). • Manage stakeholders according to the communication principles based on their authority. • Responsible for Programme identity, brand development and communication on Programme vision within the organization. • Responsible for coordination of change impact assessment (assessment of scope and scale of the change and provision of headline recommendations for actions). • Coordinates change management plan development. • Coordinates Bank’s internal change management activities: <ul style="list-style-type: none"> ○ Internal communication about the changes in each department. ○ External communication about the changes that may affect customers. ○ Guide the design, development and delivery of the employee training programs. • Guides the assessment of change readiness (assessment of business readiness on various dimensions, e.g., organizational attitudes, conditions, resources).
4.	Programme Manager (Bank) <i>and PMO (if Bank would hire)</i>	<ul style="list-style-type: none"> • Responsible for Programme and Project management procedure set-up ensuring overall Programme management quality, including budget control (PMM preparation and maintenance) over the whole life cycle of Programme. • Responsible for Programme management related templates development and maintenance. • Reviews Programme and Project plans and coordinates Programme work plan: <ul style="list-style-type: none"> ○ Periodical Programme and Projects work plan reviews and active maintenance of the master Programme plan. ○ Notifications about potential scope discrepancies and recommendations for managing identified scope discrepancies. • Management of risks, assumptions, issues and dependencies (RAID):

No.	Organizational unit	Responsibilities
		<ul style="list-style-type: none"> ○ Identifies, tracks and manages risks, assumptions, issues and dependencies on Programme level. ○ Reports on RAID status to OSC and provides recommendations regarding measures to mitigate the identified risks or to resolve identified issues. ○ Analyses critical dependencies between Projects and recommends appropriate actions. ○ Reviews RAID management effectiveness within the Projects. ● Reporting and communication: <ul style="list-style-type: none"> ○ Periodically reports on Programme status to OSC and PSC. ○ Coordinates submission of Programme deliverables with all the required approvals/sign-offs to OSC. ○ Holds master copies of all Programme information, ensures maintenance, control and updates of Programme documentation. ○ Acts as an escalation point for Work Stream Leads. ● Business engagement and readiness: <ul style="list-style-type: none"> ○ Suggests a change map of changes to be implemented and explore all benefits including centralization of standardized functions. ○ Provides consulting regarding change management tools and planned activities. ○ Prepares business engagement assessment methodology under the Stakeholders and Change Manager’s coordination. ○ Plans and monitors business readiness under the Stakeholders and Change Manager’s coordination. ○ Plans and monitors business engagement. ○ Provides consulting regarding the business readiness assessment mechanism. ○ Provides consulting on the business readiness action plan (periodic). ● Maintains the list of stakeholders and facilitates, provides support for stakeholder management. ● Provides consulting to Stakeholders and Change Manager on change and vision development and Programme identity and brand development. ● Carries out health checks and advises on solutions during the lifetime of Programme management. ● Provides consulting regarding the post go-live support approach and governance model.

No.	Organizational unit	Responsibilities
5.	Work Stream Leads at Bank side and Project Managers at Supplier side	<ul style="list-style-type: none"> • Staff and lead work streams, identify work stream members and responsibilities within the team. • Within their authority set Project management methodology and Project management tools, which should all be aligned with this IPMP document. • Set methodological standards and assure quality of the deliverables prepared by the managed work stream and deliverables provided by vendors. • Identify, track and manage risks, assumptions, issues and dependencies within the scope of managed Projects and timely report them to and Programme Manager (<i>and PMO – if hired</i>). • Suggest and document the scope changes within the managed Projects, if required, and timely communicate to Programme Manager (<i>and PMO – if hired</i>). • Develop and maintain a detailed activity plan for managed Projects and provide it to Programme Manager (<i>and PMO – if hired</i>). • Periodically provide accurate and timely progress reports on the managed Projects to Programme Manager (<i>and PMO – if hired</i>) based on the principles set out in this IPMP document. • Responsible for managing Programme vendors (<i>if exists</i>) within their authority and competence level. • Note: Work Stream Lead and Project Manager can be the same person on Bank side
6.	Project Managers (Bank)	<ul style="list-style-type: none"> • Ensure that activities within the scope of managed Project(-s) are executed in a way to meet business expectations and objectives. • Responsible for day-to-day running of the managed Project(-s) within the agreed scope, time, budget and other parameters. • Periodically provide status information to Work Stream Lead on the managed Project(-s). • Identify, track and manage risks, assumptions, issues and dependencies within the scope of managed Project(-s) and timely report them Work Stream Lead. • Note: Work Stream Lead and Project Manager can be the same person on Bank side

For more details, please refer to this IPMP document Chapter 8. [“Resource management plan”](#).

4. The work breakdown structure

During the CBS Solution implementation, there shall be used a general work breakdown structure, which concisely corresponds to this IPMP document's Chapter 2. topic d. "[Project deliverables and other expected results](#)". Following thereof, Programme and sub-projects shall be implemented according to the previously reviewed project lifecycle phases:

1. **Business analysis phase** – generally, functional and non-functional requirements consolidation, interviews, GAP identification, specifications preparation and alignment.
2. **Design phase** – generally, the purpose of this phase is to define the design and settings of the solution proposed to be implemented.
3. **Build phase ("Development phase")** – generally, the purpose of this phase is to transpose functional requirements into application functionalities by applying the agreed solutions in analysis and design phase. In other words: programming phase and software deliverable for testing purposes preparation.
4. **Testing phase** - the purpose of this phase is to test the quality of all the functional and technical elements of the solution. Supplier's team shall perform **internal testing** (Beta-testing, Alpha-testing, Regress testing, etc.) and after Supplier's team testing, finally Bank team shall perform **User acceptance testing (UAT)**.
5. **Training (Presentation /Demonstration) phase** - Supplier shall conduct staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the solution.
6. **Go-live phase** - system operation and deployment in Bank production environment.
7. **Solution documentation phase** - as part of deliverables of the project, will be provided necessary documentation for software deliverable, e.g. user guide, base description of functionality, admin guide, patch installation instruction etc.

These project lifecycle phases can be split into more detailed phases, however, for a general overview, this is not necessary as the further provided work breakdown structure (WBS) will create a big-picture view of how to make a large project more manageable, and how to divide large projects to obtain the results much faster and more efficiently. The project phases listed above are mapped to the Tender 'Implementation Requirements' phases. The Project Planning & Initiation activities (governance setup, baseline planning and initial registers) are performed at the start of the *Business Analysis phase*. The *Go-Live phase* includes Go-Live readiness, deployment, the experimental exploitation (soak) period and culminates in Final Acceptance. Solution integration is managed as a cross-cutting workstream across *Design, Build and Testing*.

Moreover, further chapters of this IPMP document will be based on this 7-Phases approach. Thus, below, the CBS Programme work breakdown structure scheme is provided accordingly.

4.1 Programme work breakdown structure (WBS)



4.2 Programme work breakdown structure responsibility matrix (RACI)

The below provided table defines the responsibilities split during each phase of the Solution implementation. Columns “Supplier” and “Bank” define responsibilities of preparation of particular Deliverable of Supplier and Bank respectively as follows:

- **Responsible (thereinafter – R):** those who do the work to achieve the task. There is typically one role with a participation type of responsible, although others can be delegated to assist in the work required.
- **Accountable (thereinafter – A)** (also approver or final approving authority): the one ultimately answerable for the correct and thorough completion of the deliverable or task, and the one from whom responsibility for the work is delegated. In other words, an accountable party must sign off (approve) work that the responsible party provides. There must be only one accountable party specified for each task or deliverable.
- **Consulted (thereinafter – C)** (sometimes counsel): those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication.
- **Informed (thereinafter – I):** those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication.

Both the Customer’s and Supplier’s activities with the indication of the responsibility split according to the below provided table can be included in Agreement.

No.	Phase	Task /Deliverable	Supplier	Bank
-	Preparation, Work Orders creation	CBS Solution implementation Programme documents preparation and sign-off	R, A	R, A
		Agreement on remaining open questions (<i>if any</i>)	R, A	R, A
0.	Programme initial beginning	Programme governance organization in Bank side	I	R
		Programme governance organization in Supplier side	R	I
		Programme Functional, Business, Technical team organization in Bank side	I	R
		Programme Functional and Technical team organization in Supplier side	R	I
		Initial solution introduction for Bank team	R	I
		Solution implementation split into projects/sub-projects	R	A
		Solution implementation initial plan preparation according to this IPMP document (Supplier is responsible to plan the activities for which Supplier is responsible)	R	A
		Master CBS Programme plan preparation and further maintenance	C, I, A	R
1.	Business analysis phase	Questionnaires’ preparation regarding functional and non-functional requirements	R	C
		Interviews regarding functional and non-functional requirements	R	C

		Workshops regarding functional and non-functional requirements	R	C
		GAPs identification in details, consolidation and final scope sign-off	R	A
		Detailed software requirements specification of the solution proposed for the implementation with clear link/track of the particular requirements to the process (-es)	R	A
		Detailed acceptance criteria	A	R
		Concept of data model of the Solution	R	A
		Conceptual architecture of the solution and infrastructure diagrams	R	A
		Detailed and updated (within given timelines) project plan for the rest phases of the implementation	R	A
		Detailed, accurate and up-to-date task/issue/risk log	R	A
		Updated set of deliverables	R	A
		Other documents according to the best-practice and delivery methodology of Supplier necessary for the achievement of project objectives	R	I
2.	Design phase	Document on the detailed functional specification of the solution, which shall cover both technical and functional aspects	R	A
		Document on solution configuration/setting up, which will document in detail all the parameters set for all components of the solution	R	A
		Document High Level Test Plan (HLTP) and test analysis that will link to and cover all above mentioned specifications	R	A
		Test environment preparation on Bank side	C	R
		Test environment preparation on Supplier side	R	C
3.	Build phase	Solution according to GAPs development in Work Streams [1-7]	R	C
		Implement customization, integration and configuration of the solution, according to specifications of the deliverables accepted at design phase	R	C
		Produce the blueprint for the logical and physical architecture of the application and database servers	R	A
4.	Testing phase	Test cases and test scenarios preparation	R	I
		Supplier's internal testing of developed GAPs in Work Streams [1-7]	R	I
		Test results documents' preparation	R	I
		Software deliverable transfers with leading documentation for Bank	R	A
		Software deliverable transfers installation in Bank testing environment	C	R
		Acceptance test plan preparation and sign-off	I	R
		Bank user acceptance testing (UAT) in Work Streams [1-7]	I, C	R
		Bank regression testing	I	R

		Bank's during UAT identified defects (if any) fix	R	A
		Confirmation (acceptance) of functionality	I	R
		Go-live strategy preparation	C	R
5.	Training phase	Training plan preparation and strategy on training and knowledge transfer to Bank	R	A
		Questionnaires for knowledge testing	R	C
		Results of training quality assessment	I	R
6.	Go-live and final acceptance	The solution is ready for launching into production (testing was performed and no severity 1 and 2 defects were found)	I	R
		Decision regarding Go-live	I	R
		Preparation of operating environment, installation of new releases in production	I	R
		Remediation plan for defects is developed (defect list may contain defects with severity level 3 and 4)	C	R
		Provide extensive offsite (<i>and if needed onsite support</i>) during the entire soak period for bug fixes and performance issues: log inspection and analysis/problem prevention/fine tuning	R	C, A
		For defects identified during soak period, a remediation plan shall be agreed	A	R
		Solving of defects identified in remediation plan approved prior to go-live phase and also identified during soak period	R	A
		Fixed defects acceptance testing	C	R
		Installation of corrections in the operating production environment	I	R
		Providing assistance (help desk support) for end users	C	R
		Assistance for active monitoring of system's parameters	C	R
		Review and assess the criteria defined below for final acceptance of the solution	A	R
		Project closure	R	A
7.	Solution documentation	User instructions and users guide providing	R	A
		System operating /instructions - work instructions /admin guides providing	R	A
		Documentation relating to end users and technical trainings - support materials for end user	R	A

5. The major deliverables description sheets

Decomposition of the upper-level Programme work breakdown structure (WBS) components requires subdividing the work for each of the deliverables or subcomponents into its most fundamental components, where the WBS components represent verifiable products, services, or results. If an Agile approach is used, epics can be decomposed into major results. Thus, verifying the correctness of the decomposition requires determining that the lower-level WBS components are those that are necessary and sufficient for completion of the corresponding higher-level deliverables. Different deliverables can have different levels of decomposition.

To arrive at a work package, the work for some deliverables needs to be decomposed only to the next level, while others need additional levels of decomposition. As the work is decomposed to greater levels of detail, the ability to plan, manage, and control the work is enhanced. However, excessive decomposition can lead to non-productive management effort, inefficient use of resources, decreased efficiency in performing the work, and difficulty aggregating data over different levels of the WBS, therefore main focus first of all shall be on main **strategic deliverables** stated in Tender document “Participation notice” regarding the delivery /provision of the following goods /services:

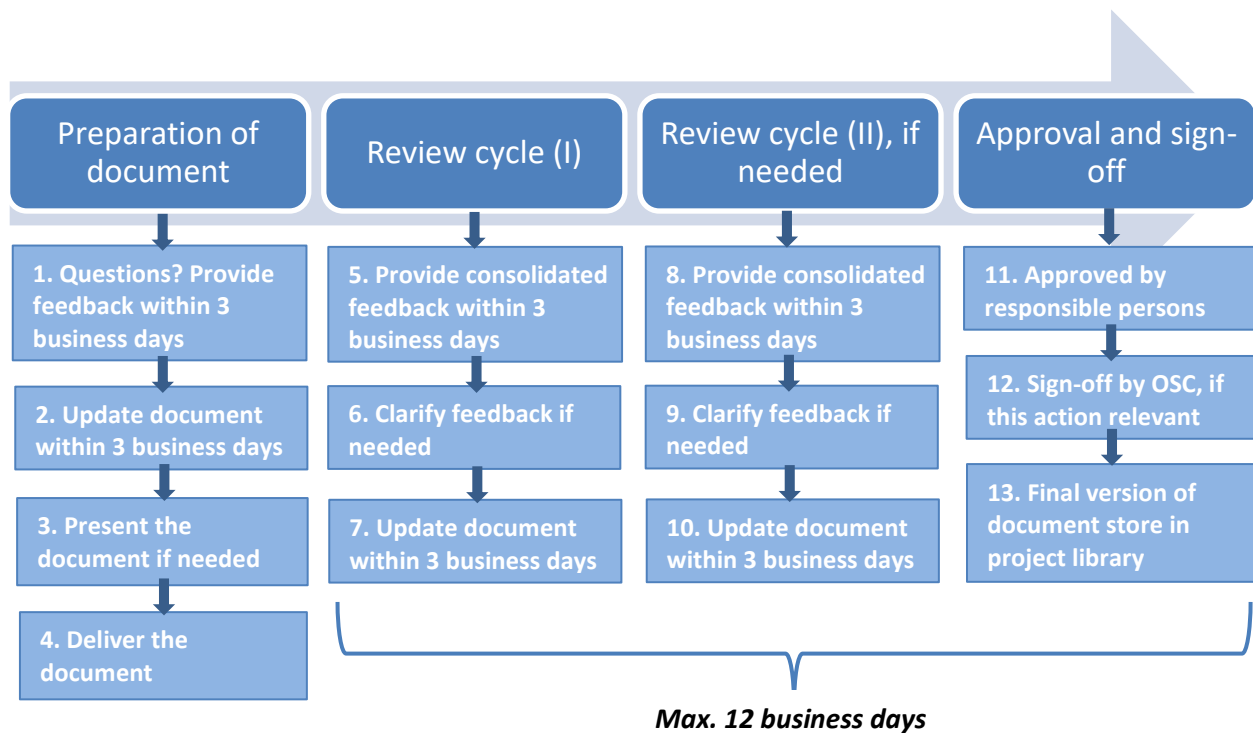
No.	Code CPV	Deliverable name	Description /goal /content
1.	48422000-2	System. Licenses for the IT solution for banking operations (CBS), including 1 year of manufacturer support	Core Banking System (CBS) solution development related works through all Programme lifecycles. <i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>
2.	48422000-2	System. Complementary licenses for running CBS (excluding operating system licenses), including 1 year of standard support from the manufacturer	<i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>
3.	72212422-3	Implementation services of the IT solution for banking operations (CBS)	Core Banking software (CBS) services implementation and Go-live related works through all Programme lifecycles. <i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>
4.	79633000-0	Training services related to the IT solution for banking operations (CBS)	Supplier shall conduct Bank staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the CBS solution. <i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>
5.	72267000-4	Warranty services (maintenance and support) for CBS	The scope of post-implementation Supplier’s maintenance and support services is to ensure for Bank the objectives according to SLA. According to the detailed technical conditions

			described in Annex no. 5 of this Specification (Requirements), for 12 months from the date of final acceptance of the solution.
6.	72212422-3	Additional development and change requests	Additional developments and change requests will be counted through man-hours work effort and will not exceed the volume of 2 000 hours and will be paid according to the actual volume requested. <i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>
7.	72000000-5	Solution integration service	The Tenderer will indicate separately the cost for integration services with the solution offered in the other lot. <i>Detailed technical conditions are described in Annex no. 5 of the Specifications (Requirements)</i>

Quality criteria for solution implementation acceptance, based on UAT entry and UAT exit criteria, are described in this IPMP document Chapter 7. "[Quality management plan](#)".

Quality criteria for documentary deliverables acceptance

The figure provided below illustrates the document acceptance flow.



The review and acceptance procedure for documentary deliverables that require acceptance and sign-off during any stage of Programme implementation should be the following:

1. Questions? 3 business days for feedback - feedback for the initial document preparation questions should be provided within 3 business days. If no comments are provided within the identified period, such questions in document can be considered as accepted with no comments.
2. 3 business days for update – after answers to the questions, the document should be updated not later than within 3 business days.
3. Presentation of the document - if agreed and needed, the one who prepares the document can organize a meeting/conference call in order to present the document purpose, explain the inputs used, the process and methods of preparation, and the results, highlight any aspects influencing other deliverables, and identify any relationships with other documents. The time, date and venue of such meeting shall be agreed in advance.
4. Deliver the document “Ready for Approval” - the one who prepares the document should provide “Ready for Approval” version of the document not later than the time indicated in the agreed work plan.
5. 3 business days for feedback - review and consolidated feedback should be provided within 3 business days. Exceptions can be mutually agreed. If needed, when providing the feedback, adjustments/changes to the documents can also be done. In such case, all changes shall be marked with “track changes”.
6. Clarification of the feedback - if needed, the one who prepares the document can clarify the comments received and agree on the comment resolution actions by organizing a meeting and/or conference call with the reviewers and have such specific agreements reached on each comment and recorded in meeting minutes. Meeting minutes should be prepared and distributed by the one who prepares the deliverable.
7. 3 business days for update - the one who prepares the deliverable should update the documents according to the feedback and/or agreed resolution actions captured in meeting minutes, and provide the required updates, as well as the updates to the other relevant elements of the document that might have been affected by such updates, in the original document within the next 3 business days after receiving the feedback. All changes should be marked with “track changes”.
8. 3 business days for feedback - the reviewer should validate with the involved responsible persons that the documents are updated according to the agreed resolution actions and provide approval. During the second review cycle previous comments and the new sections of the deliverable are reviewed. If any deviations or further non-compliances are identified, the reviewer can (I) reject the document by returning it together with such identified deviations for resubmission as “Ready for Approval”, or (II) correct the document at own discretion. Any such actions should be performed within 3 business days. If no feedback is provided within the identified period, such document is to be deemed approved. Exceptions can be mutually agreed.
9. Clarification of the feedback - if needed, the one who prepares the document can clarify the comments received and agree on the comment resolution actions by organizing a meeting and/or conference call with the reviewers and have such specific agreements reached on each comment and recorded in meeting minutes. Meeting minutes should be prepared and distributed by the one who prepares the deliverable.
10. 3 business days for update - upon receipt of the rejected deliverable, or the updated document the one who prepares the document can either (I) re-issue and resubmit “Ready for Approval”, or (II) accept updates by undertaking to amend the relevant deliverables in accordance with it. Such actions should be taken within 3 business days.

11. Approved by responsible persons – if no comments, document shall be approved by responsible persons.
12. Sign off by OSC – if these action relevant, approved deliverables are deemed as finally accepted/signed-off only after the sign-off by OSC.
13. Final version storage - the final document version must be stored as described in this IPMP document Chapter 14. [“Project library – description of how the project documents and deliverables will be stored, found and retrieved”](#).

Deliverable responsible provided in [“Programme work breakdown structure responsibility matrix \(RACI\)”](#), described in this IPMP document Chapter 4. [“The work breakdown structure”](#).

5.1 Programme phases major deliverables

If needed, regarding decomposition of strategic deliverables to project lifecycle phases’ major deliverables, refer to this IPMP document Chapter 4. [“The work breakdown structure”](#) [WBS](#) and [RACI matrix](#). However, let us summarize the most important major deliverables per project lifecycle phase below in the table:

No.	Project Phase	Deliverable name	Description /goal /content
1.	Business analysis phase	GAP’s list	GAPs identification in details, consolidation and final scope sign-off
		Software requirements specifications	Detailed software requirements specifications of the solution proposed for the implementation with clear link/track of the particular requirements to the process (-es)
2.	Design phase	Design /architecture documents	Documents on the detailed functional specification of the solution, which shall cover both technical and functional aspects
		Test environment	Test environment preparation on Bank and Supplier’s sides
3.	Build phase	Software solution	Solution according to GAPs development in Work Streams [1-7]
4.	Testing phase	Supplier’s testing	Supplier’s internal testing of developed GAPs in Work Streams [1-7]
		Bank UAT	Bank user acceptance testing (UAT) in Work Streams [1-7]
5.	Training phase	Trainings	Supplier shall conduct Bank staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the solution
6.	Go-live and final acceptance	Go-live	Solution implementation to production environment after testing was performed and no severity 1 and 2 defects remains.
7.		User guides	User instructions and users guide providing

	Solution documentation	Admin guides	System operating /instructions - work instructions /admin guides providing
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Quality criteria for solution implementation acceptance, based on UAT entry and UAT exit criteria, are described in this IPMP document Chapter 7. "[Quality management plan](#)". As well, during Business analysis phase in specifications shall be aligned with Bank acceptance criteria of functional and non-functional requirements.

Quality criteria for documentary deliverables acceptance described in this IPMP document Chapter 5 "[The major deliverables description sheets](#)" above. As well, where applicable, worldwide known standard and best-practice methodologies and standards, as BIAN, ISO 20022, ISO 9001 and others, should be applied in the related documentation.

Resources required for deliverables are described in this IPMP document Chapter 8. "[Resource management plan](#)".

5.2 Main project management deliverables (document templates)

Based on the Annex no. 5 of The Specification (chapter "Project Management Requirements") the following main project management deliverables, including models' samples for each of these reporting items, will be described:

Req. ID	Requirements	Template /link
CMP.15	a. Initial project management plan. The detailed requirements concerning the project management plan are listed further.	See attached Initial project management plan. xlsx. For more details please refer to this IPMP document Chapter "6. Project plan "
	b. Updated project management plan.	See attached Initial project management plan. xlsx. For more details please refer to this IPMP document Chapter "6. Project plan "
	c. Support presentation for the kick-off meeting and other project management meetings, such as those of the Steering Committee.	See attached Support Presentation For Kick-off Meeting Template.pptx.

		See attached Meeting Minutes Template.docx.
		See attached Meeting Minutes Agreed Actions Log Template.xlsx.
		See attached Escalation, Questions, Decisions Request Template.docx.
	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, deliverables to be completed during the next reporting period, raised change requests and their impact analysis, “to do” list.	See attached Weekly Reporting Template.xlsx.
	e. 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 phases, deliverables achieved, 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 Bank.	See attached Monthly Project Portfolio Progress Report Template.xlsx.
	f. 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 Bank.	See attached End Of Project Phase Report Template.docx.
	g. Exception Report 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 Supplier.	See attached Exception Report Template.docx.

- **Support Presentation for Kick-Off Meeting (MS PowerPoint)**

Document purpose: to act as a visual aid as a presenter goes along presenting status, major ideas, graphical and few-words focus oriented topics. The document provides already commonly used topics

demo structure such as “status of...”, “deliverables provision dates”, “sign-off process”, “next deliverables plan”, “timeline of deliverable ...”, “assumptions and recommendations” etc.

- **Meeting Minutes (MS Word)**

Document purpose: to protocol topics discussed and actions agreed during the meetings. Particularly this tool shall be used during official meetings between Bank and Supplier, such as weekly status report overviews, monthly status report overviews, OSC meetings etc.

- **Meeting Minutes Agreed Actions Log (MS Excel)**

Document purpose: to track status on previously agreed actions, which shall be formed in Meeting Minutes. This tool shows the previous mutual agreements and the status of their completeness.

- **Escalation, Questions, Decisions Request (MS Word)**

Document purpose: official escalations, questions at OSC level. Expected result: OSC decision. Besides, this document is a good tool to agree upon some actions throughout escalation in a formal way to achieve the conclusion.

- **Weekly Reporting (MS Excel)**

Document purpose: provision of a periodical Supplier’s progress status report on the weekly basis. It includes current week’s accomplishments and status, next week’s planned actions, Programme project’s activities overview and status, Programme milestones according to phases percentage completeness tracking, raid log with risks/issues/assumptions/dependencies, report about Programme’s possible related projects status, status of OSC sign-offs, and short accumulated information about upcoming deliverables to Bank. Based on that report, it is proposed to arrange status-discussion meetings. Possible timeline: a report could be sent to Bank on Fridays, then discussion meetings could be arranged on Tuesdays/Wednesdays.

- **End of Project Phase Report (MS Word)**

Document purpose: deep dive into every project’s phase closure. This document embraces general information, and gives status view in colour (green/yellow/red), key measurements, deeper overview of the accomplished project phase, phase risk register with identification of possible affected areas, the accomplished project phase retrospective according to “Starfish” method, overview of the next phases’ plans, and closure conclusions based on OSC decisions.

- **Monthly Project Portfolio Progress Report (MS Excel)**

Document purpose: to provide a periodical Supplier’s progress portfolio status report on the monthly basis. It includes a monthly progress status, projects’ health, next milestones, schedule assessment, open issues, Supplier’s detailed comments, questions to Bank (if any), raid log with risks/issues/assumptions/dependencies, Programme milestones according to phases percentage completeness tracking, status of OSC sign-offs, and change requests’ information.

- 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 verified/tested by the quality responsible, and the resources required for preparing and verifying the deliverable.

- **Major deliverables** (including name and/or code, goal, content, format and presentation) described in this IPMP document Chapter 5 “[The major deliverables description sheets](#)” and aligned with the tender “Implementation Requirements” deliverables structure.
 - **Deliverable responsible** described in “[Programme work breakdown structure responsibility matrix \(RACI\)](#)”, described in this IPMP document Chapter 4. “[The work breakdown structure](#)” in line with the tender requirement to describe the project organization and roles/responsibilities.
 - **Quality criteria for CBS solution implementation acceptance** described in this IPMP document Chapter 7. “[Quality management plan](#)” and applied across all phases as part of the governance and acceptance process.
 - **Quality criteria for documentary deliverables acceptance** described in this IPMP document Chapter 5 “[The major deliverables description sheets](#)”.
 - **Resources required for deliverables** described in this IPMP document Chapter 8. “[Resource management plan](#)”.
- b. **Measurable quality criteria: the presented quality criteria will not be ambiguous and present measurable aspects.**

The presented quality criteria will not be ambiguous and will include measurable aspects (objective verification points and evidence). This is addressed through the Quality Management Plan, including verification methods, acceptance evidence, and review/approval rules. For more details, please refer to this IPMP Chapter 7 “[Quality management plan](#)”.

- c. **Criteria for deliverables approval shall include:**
- i. **Compliance with requirements submitted to the deliverable.**
 - ii. **The extent to which the deliverable supports the objectives of the CBS project and the agreed scope.**
 - iii. **Performance indicators, where applicable.**

For more details, please refer to this IPMP document Chapter 7. “[Quality management plan](#)”.

In addition, during the Analysis & Design phase the acceptance criteria (compliance with requirements, project objectives and relevant performance indicators) will be aligned with the Bank and reflected in the baseline deliverables and acceptance checklists.

Where applicable, internationally recognized standards and best practices shall be applied, including BIAN, ISO 20022, ISO 9001, and others.

6. Project plan

The initial project plan is prepared based on functional requirements, non-functional requirements, software development lifecycle requirements, other information. Programme plan start date is set at 2026-10-05. This date has been chosen as indicative, and it can be changed by mutual agreement between Bank and Supplier.

- 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.**

The initial Project plan consists of these phases:

1. Business Analysis Phase,
2. Design Phase,
3. Build Phase,
4. Testing Phase,
5. Training,
6. Go-Live and Final Acceptance,
7. Solution Documentation,
8. Solution Integration.

The initial Programme plan is provided below:

1	Plan start (Monday)	2026-10-05	Timeline (weeks)	78	Project duration	18 months	
2	Legend:	Summary	Task	Milestone			
3	ID	Task name	Type	Start	Finish	Duration (days)	Work (hours)
5	1	CBS Implementation	Summary	2026-10-05	2028-04-05	548	12443 (total)
6	2	I. Project Planning & Initiation	Summary	2026-10-05	2026-11-13	39	500
12	8	II. Analysis & Design	Summary	2026-11-14	2027-03-14	120	2000
23	19	III. Construction / Build	Summary	2027-01-15	2027-12-15	334	3800
54	50	IV. Testing	Summary	2027-03-15	2028-01-15	306	2200
61	57	V. Training	Summary	2027-11-01	2028-01-30	90	350
67	63	VI. Preparing for Go-Live	Summary	2028-02-10	2028-03-15	34	500
73	69	VII. Go-Live	Summary	2028-03-15	2028-04-05	21	450
77	73	VIII. Experimental Exploitation (Soak)	Summary	2028-04-05	2028-07-05	91	650
82	78	IX. Final Acceptance	Summary	2028-07-05	2028-07-25	20	120
86	82	X. Solution Documentation	Summary	2027-05-01	2028-04-01	336	300
95	91	XI. Solution Integration (CBS-ERP-3rd parties)	Summary	2027-08-15	2027-12-15	122	1573

All the phases are described in more details below.

Business Analysis Phase will start with the GAP analysis and continue with preparation of all the required documents. All documents will be aligned and confirmed by Bank. Total phase duration is 3 months.

Design Phase will start in the middle of the business analysis phase, as some GAPS will be already aligned with Bank and ready for detail design. At the end of the design phase, all the documents will be aligned and confirmed by Bank. Total phase duration is 2,5 months.

A detailed Analysis and Design Phase Plan is provided in the Appendix "Phase plan (Analysis & Design).xlsx".

Build Phase will start after the accomplished design phase. The phase will be divided into 6 streams:

Stream 1	Core Banking & Payments (payments/funds transfers processing, payment-related messaging and connectivity, cash operations)
Stream 2	Remote Banking Services (Remote Banking component, secure messaging and document exchange, electronic signatures and multi-level authorization)
Stream 3	Loans & Treasury (Treasury operations (money, FX, financial market), REPO instruments, securities operations, deposits, loans, IMF-related operations (IMF – International Monetary Fund), required reserves operations).
Stream 4	Reporting (reporting needs analysis + report catalogue, minimum 75 customised reports for Lot 1)
Stream 5	Integration (CBS ↔ ERP interoperability and integration with existing NBM systems, third-party/external integrations)
Stream 6	Data Migration (transition from current systems to the future solution)

The streams are divided based on their functionality relationship and interdependencies. The first and the main stream is the Core Banking & Payments, which will create payments processing and core banking operations. Some other streams will be executed in parallel, as they do not have a direct relationship. Total phase duration is 11 months.


Testing Phase will start in parallel with the Design Phase, as certain testing activities (e.g., preparation of the Test Plan) must be initiated early in the development lifecycle. Testing will be carried out in several stages: initial testing performed by developers, followed by Alpha testing performed by the testing team and analysts, and finally User Acceptance Testing (UAT). During the UAT stage, both the Bank and the Supplier will participate. The total duration of the Testing Phase is approximately 10 months.

Training Phase will start in the second part of the Testing Phase to ensure that key Bank personnel are prepared in time for UAT and related activities. Separate training sessions will be delivered for IT administrators/super users, IT analysts, and end users. The total duration of the Training Phase is approximately 3 months.

Go-Live and Final Acceptance Phase will commence once the Training and Testing phases are completed. This phase may be divided into the following three parts:

Go-live preparation phase	The purpose of this phase is to review and assess readiness from the point of view of IT and Business readiness criteria, and deploy the whole solution into production environment.
Soak period	It is the system's hyper care period when the system is stabilized after go-live, and involves fixing defects.
Final acceptance	Documentation/deliverables for all phases' acceptance by Bank team.

During the **Solution Documentation Phase**, all the required documents will be prepared including User instructions and User guides, system operating instructions – work instructions, documentation relating to end-users and technical trainings, and other project documentation. This phase will start in the middle of the Build phase.



Non-functional Requirements Implementation phase will start at the beginning of the Business analysis phase and will continue until go-live.

The initial detailed Programme plan with the critical path is provided below: see attached Initial project management plan.mpp.

- b. In case the Supplier subcontracts any activities required to produce project deliverables, the Supplier shall define and manage these activities through formal Work Packages. Each Work Package shall, at a minimum, specify: scope and description of work, deliverables and acceptance criteria, responsible parties (including the subcontractor and the Supplier's accountable role), required quality inspection/verification methods, resource levels to be allocated, planned start and end dates, constraints and assumptions, and the reporting and communication method. The Work Packages shall be agreed and signed by both the subcontractor and the prime Supplier. The Supplier remains fully responsible and liable for all subcontracted services and deliverables under the contract.**
- c. The Project Plan shall clearly reflect the total planned duration of the implementation and shall explicitly include activities for the review and coordination of deliverables and the related provisional acceptance documents for each phase, as well as the final acceptance of the solution by the Parties (Tenderer and Beneficiary). The necessary review/coordination and acceptance time shall be planned as part of the schedule baseline.**


Please see the detailed Programme plan provided above in clause (a).

Unless otherwise agreed by the Parties, the Beneficiary shall be allocated a minimum of ten (10) working days to review/coordinate each deliverable, counted from the date of deliverable submission. The Tenderer shall examine the Beneficiary's observations and/or proposed modifications and shall provide the updated deliverable version within five (5) working days from receipt of the Beneficiary's comments, unless the Parties agree otherwise. These review and rework timeframes shall be considered when preparing and maintaining the Project Plan.

An exception applies to the deliverables and provisional acceptance documents for the Analysis & Design phase and the Testing phase: for these items, the Project Plan shall allocate the Beneficiary review/coordination period within the range of fifteen (15) to twenty-five (25) working days, unless otherwise agreed by the Parties.

- d. The working hypotheses for drafting the initial plan will be presented. Given the complexity and duration of the project, the months of July and August will be considered as a holiday period for Bank team.**

The holiday period is evaluated in the initial project plan. Programme plan start date is set at 2026-10-01. This date has been chosen as indicative and it can be changed by mutual agreement between Bank and Supplier.

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- e. **The Supplier will define and manage tolerances for the overall project plan and for each major phase in line with the tender requirements. Cost tolerance is not permitted, as the project budget is fixed. Schedule (time) tolerance will be monitored and controlled by the Project Manager through regular progress tracking and exception reporting/escalation when thresholds are at risk or exceeded. The project plan will include a 10–15% internal schedule contingency (management buffer) to improve delivery reliability; this buffer is an internal planning measure and does not change the contractual tolerances or the fixed-price principle.**
 - f. **Time tolerances for the implementation shall comply with the tender requirements. The total time tolerance is limited (up to 90 working days per lot / for the overall implementation as defined in the tender) and is to be monitored and controlled throughout the project.**

Tolerance consumption and any redistribution across phases/activities will be managed through the agreed governance and escalation/exception procedure (at the Project Manager level of both Parties), with formal decision-making when tolerances are at risk or exceeded. If a stage consumes part of the approved time tolerance, subsequent stages may be replanned accordingly, provided that the total approved tolerance for the lot/project is not exceeded.

Where applicable, the Contracting Authority may postpone the implementation of any lot (up to 3 months) for synchronization purposes; such postponement and its impact on schedule and resources will be handled through the project governance and plan update mechanism.

Project activities will be executed and monitored in accordance with these time tolerance requirements and the defined exception reporting/escalation process.

- 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.**

A Gantt diagram is presented in detailed Programme plan provided above in clause (a).
Microsoft Excel will be used as the main software for plan preparation.

- h. **The Supplier will develop and maintain detailed phase-level project plans for each project phase throughout the contract execution period. These plans will be produced ahead of each phase start, kept under version control, and updated as needed to reflect approved changes, dependencies, and agreed review/acceptance timeframes.**

7. Quality management plan

The quality management plan provides guidance and direction on how the quality will be managed and validated throughout Programme implementation.

7.1 The quality management plan will comprise:

i. Responsibilities for quality assurance.

The below provided table defines the responsibilities related to Quality Assurance and Control. Columns “Supplier” and “The Customer” define responsibilities of preparation of particular Deliverable of Supplier and the Customer respectively as follows:

- **Responsible (thereinafter – R):** those who do the work to achieve the task. There is typically one role with a participation type of responsible, although others can be delegated to assist in the work required.
- **Accountable (thereinafter – A) (also approver or final approving authority):** the one ultimately answerable for the correct and thorough completion of the Deliverable or task, and the one from whom responsibility for the work is delegated. In other words, an accountable party must sign off (approve) work that the responsible party provides. There must be only one accountable party specified for each task or Deliverable.
- **Consulted (thereinafter – C) (sometimes counsel):** those whose opinions are sought, typically subject matter experts, and with whom there is two-way communication.
- **Informed (thereinafter – I):** those who are kept up-to-date on progress, often only on completion of the task or Deliverable; and with whom there is just one-way communication.

Task	Supplier	Bank
Test strategy preparation	R	C, A
Alpha-testing	R	C
User Acceptance Testing	C	R
Performance testing (Alpha-testing)	R	R
Review of performance testing results	R	R, A
Processes optimization according to performance testing results	R	C, A
Usability testing	I	R
Penetration testing	I	R
Operating system monitoring	I	R

ii. Reference to the standards to be met.

- 1) Principles of PMI (Project Management Institute) standard Programme/project management methodology shall be applied during the Solution implementation, where applicable.

- 2) Standard and best-practice information systems implementation methodologies shall be applied during the Solution implementation and clearly documented in related documentation, where applicable.
- 3) Where applicable, worldwide known standard and best–practice methodologies and standards, as ISO 20000, ISO 27001, ISO 9001 and others, should be applied and clearly documented in the related documentation.

iii. Identifying the key quality criteria to be achieved.

For solution implementation and acceptance, the following quality criteria will be applied: UAT entry and UAT exit (User Acceptance Testing).

UAT entry quality criteria:

- All planned internal Solution tests cases have been successfully performed.
- No outstanding high and normal priority defects exist. The plan to fix low level defects registered during the internal Solution test is in place and agreed with Bank.
- Test summary report according to the agreed template (for internal Supplier’s testing) provided to Bank together with the test cases used for the internal Solution tests (test cases will be provided if requested by Bank).
- UAT plan and test cases have been prepared by Bank and validated by Bank.
- Data to support UAT have been prepared by Bank and validated by Bank.

UAT exit quality criteria:

The Parties recognize four (4) severity levels of Solution defects based on potential impact on the Solution production use:

- Severity 1 (“Critical”) – Central system functions fail completely and constantly or are missing. Complete and continuous central system failure.
- Severity 2 (“High”) - 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.
- Severity 3 (“Medium”) - Important but non-critical or vital for the intended use system functionality is completely missing or failing continuously or repeatedly.
- Severity 4 (“Low”) - Certain functions are missing or failing. System works correctly but esthetical problems occur. Certain functions work but not completely correct.

The decision on what severity level (Severity 1, Severity 2, Severity 3 and Severity 4) was identified will be taken by Bank and registered in Development Portal/Service Desk (for issues /defects tracking) system. If Supplier provides grounded arguments which are acceptable for Bank, the Parties can agree to change the severity level.

The Solution/Software Deliverable will be considered as accepted as soon as:

- All UAT test cases have been successfully performed.
- Issues with severity level 1 and 2 shall require immediate bug fixing, and it shall be mandatory for testing process to be continued.
- Testing process shall consist of as many test cycles as necessary until all severity 1 and 2 issues will be eliminated. After a Severity 1 or 2 problems will be fixed, it is for Bank testing team to decide whether test cycle will be restarted or continued.
- The number of outstanding defects is below an acceptable upper limit (to be agreed before the acceptance phase) or the faults are minor.
- Acceptance document agreed and 'signed-off' by both parties.

iv. Control and audit methods for quality of project management deliverables and for those technically specialized.

Source code check is constantly performed in order to check for bugs, improve security and stability of the code.

Meetings, such as retrospectives/lessons learned are held after each project phase to identify the following:

- Successful elements in the phase,
- What could be improved,
- What to incorporate in the upcoming project phases.
- **Testing/product evaluations:** auto-tests (if applicable) are written as well as manual alpha testing are performed throughout the project, as different components of the project become available, and at the end of the project on the final deliverables. Early testing helps identify non-conformance problems and helps reduce the cost of fixing the nonconforming components.
- Programme management **“health checks”** can be performed by PM or party responsible for quality assurance, if deemed necessary. A health check is a preventive measure to analyse the performance of the Solution implementation and overall Programme and its conformance to the original “plan”. Programme documentation could also be reviewed and assessed during the health checks.

v. Other tools for quality assurance.

The following are examples of tools that may be used to support quality management implementation.

Tool Name	Tool Purpose/Use
Cost-Benefit Analysis	For Quality Control. Compares the cost of the quality process to the expected benefit.
Control Charts	For Quality Control. Used to determine if a process is stable or predictable, within limits.

Benchmarking	For Quality Control. Compares current project processes to comparable projects.
Statistical Sampling	For Quality Control. Choosing a representative sample from a population of interest for inspection.
Cost of Quality	For Quality Control. Costs incurred for quality, includes cost of conformance and cost of non-conformance.
Six Sigma	For Quality Control. Improves the quality of process outputs by identifying and removing causes of errors.
Quality Audits	For Quality Assurance. Compliance with policies, standards, and processes.
Process Analysis	For Quality Assurance. Planned continuous improvement of processes.

- a. In order to register the quality checks to be made on deliverables, Supplier 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.

Quality Register template with two examples is provided below: see attached Quality Register.xlsx.

8. Resource management plan

The human resource management plan describes when and how Programme and Work Stream members will be involved and for what duration they will be needed. The human resource management plan should be continually updated during Programme/Projects implementation.

- 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 Supplier, on-site and remotely, and number of persons by categories to be allocated.**

See attached Resource Management Plan.xlsx template, tab “RMP Supplier”.

- b. **In accordance with Annex No. 5, section 1.2.4 “Requirements for the financial tender”, the Resource Allocation Plan includes a reserve component of 200 man-hours for Lot I (CBS), intended for additional developments and change requests raised by the Beneficiary during the implementation and warranty period. The reserve will be activated only upon the Beneficiary’s request and managed through the agreed Change Management process, including estimation, approval, tracking of consumed hours and regular reporting of the remaining balance.**

Activation and approval:

- Trigger: Beneficiary request for an additional development/change request.
- Assessment: Tenderer provides an effort estimate (man-hours), scope clarification, and delivery impact.
- Decision: Approval and prioritization are performed in accordance with the agreed Change Management procedure and governance.

Allocation and eligible roles:

The reserve may be allocated to the required roles/competencies depending on the change scope (business analysis, configuration/development, integration, data migration support, testing/UAT support, documentation).

Tracking and reporting:

Reserve consumption will be tracked in a dedicated register (Reserve/CR Log) showing: request ID, scope, approved effort, used effort, remaining balance, dates, and approval references. The current reserve balance and consumption status will be reported regularly (in monthly status reporting) and reviewed in governance meetings as needed. See attached Monthly Project Portfolio Progress Report Template.xlsx (sheet “Reserve Log”).

Also see attached Resource Management Plan.xlsx template, tab “RMP Supplier”.

- c. **The resource management plan will include for each activity proposed the necessary resources to be involved from Bank, describing the functions and duties of each team member of Bank and the estimated workload for each task for each staff category.**

See attached Resource Management Plan.xlsx template, tab “RMP Beneficiary”.

9. Risk management plan

Project Risk Management includes the processes of conducting risk management planning, identification, analysis, response planning, response implementation, and monitoring risk on a project. The objectives of project risk management are to increase the probability and/or impact of positive risks and to decrease the probability and/or impact of negative risks, in order to optimize the chances of project success.

- 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.**

Supplier will implement and maintain internal procedures that support the identification and management of risks. These procedures will as a minimum consist of the following elements:



1. Risk management strategy – when defining the risk management strategy, it is necessary to determine the nature and characteristics of each risk, as the management and treatment approach should be tailored to the specific risk profile. The list below presents typical risk characteristics and standard risk management and treatment methods.

Possible risk characteristics and standard risk management methods:

Risk characteristics	Standard risk management method
Certainty during identification	To obtain the required and sufficient data for risk identification
Complexity of measuring	Risk assessment method
Subjective assessment	To integrate expert opinion on a risk
Unlimited number	To identify risk threshold to be included into management process
Interaction	To systematize risks

Risk characteristics	Standard risk management method
Suddenly occurred risk	To identify a risk owner
Negative consequences	Preventive actions to mitigate a risk
Manageability	To introduce controls so as to reduce risk impact
Plurality of consequences	To integrate participants of risk management process
Changeability	To monitor risks on a regular basis
Various sources	To escalate risk management

2. Risk registration and identification - The Supplier will proactively identify and document risks as an integral part of all delivery processes and planning activities, where applicable. These include risks that (i) are reasonably likely to occur and could adversely affect the provision of the Services and/or Deliverables, or (ii) could have a materially adverse effect on the provision of the Services and/or Deliverables. The Supplier will also record, assess, and manage any risks notified by the Bank.

Risks are identified in order to determine potential impacts on the Programme/Project and to define the relevant risk characteristics. The Programme Manager, Project Managers, Workstream/Team Leads, all Programme/Project team members, and outsourced experts (where applicable) participate in the risk identification process and keep the Project Manager informed on an ongoing basis about emerging risks, as well as the measures undertaken to prevent, reduce, or mitigate them.

Risk identification is a continuous and iterative process performed throughout the Programme/Project lifecycle. For each identified risk, the key characteristics will be documented. Where appropriate, risks will be identified at each stage through open, joint discussions among Programme/Project participants.

3. Risk assessment and analysis - based on the identified risks, the Supplier will assess, analyse, and document the root causes that could lead to risk materialisation, as well as the controls, contingency plans, and actions required to prevent, reduce, and/or mitigate both the likelihood and the impact of each risk.

Once a risk is identified, it will be analysed and classified by determining (i) the probability of occurrence and (ii) the potential impact on the Programme/Project. All risks will then be ranked and prioritised to ensure that attention and resources are focused on the most significant risks first. The table below presents the risk classification types:

Probability	Rating
Occurrence probability is very high or high	3 (High)

Probability	Rating
Occurrence is probable	2 (Medium)
Occurrence is of low probability	1 (Low)

4. Risk monitoring and reporting - for each risk, the Supplier will identify and document measurable early warning indicators that signal the emergence of conditions that could lead to the risk materialising. These indicators will enable the Supplier to monitor underlying drivers, detect changes in risk exposure, and determine the severity level of any risks that have materialised.

For each risk and its warning indicators, the Supplier will establish processes for monitoring, review frequency, escalation, and reporting. Risk monitoring and reporting will be integrated into the Programme/Project progress monitoring and regular status reporting.

A risk will not be closed unless closure is approved by the risk originator (or the designated risk owner) and the closure rationale is documented (including the evidence and the date of closure). The table below presents the types of risk impact:

Impact	Rating
<p>Programme level:</p> <ul style="list-style-type: none"> Major changes in the scope of Programme. Failure to achieve Programme goals. Failure to meet critical deadlines, budget, scope of resources. <p>Project level:</p> <ul style="list-style-type: none"> Critical change in the scope of Project work within Programme. Failure to achieve the goals set for a work stream. Failure to meet critical deadlines, budget, scope of resources. <p>Weekly work level:</p> <ul style="list-style-type: none"> Critical negative impact on work progress that leads to inability to continue these works. 	3 (High)
<p>Programme level:</p> <ul style="list-style-type: none"> Change in the scope of Programme. Failure to reach a milestone on time. <p>Project level:</p> <ul style="list-style-type: none"> Major change in the scope. Failure to reach a milestone on time. <p>Progress level:</p>	2 (Medium)

Impact	Rating
<ul style="list-style-type: none"> Negative impact on work progress, which leads to a major deviation in quality, deadlines or cost. 	
Negligible minor impact.	1 (Low)

5. Control, prevention and mitigation of the risk - Control, prevention and mitigation of risks – The Supplier will continuously monitor, control, prevent, and mitigate the identified risks in accordance with the approach described above and as recorded in the Risk Log / RAID Register. This includes implementing the defined risk controls and executing the mitigation and contingency actions specified for each risk.

All Programme/Project team members are responsible for proactively contributing to risk prevention and mitigation by carrying out the actions assigned to them in the RAID Register and by promptly informing the Project Manager of any changes in risk status, new risk drivers, or emerging issues.


The Project Manager may require any Programme/Project team member to participate, without undue delay, in an ad-hoc risk evaluation meeting to discuss, agree, and assign the mitigation measures to be implemented in relation to a specific risk, including deadlines, owners, and required evidence of completion.

6. Evaluation and adaptation of the risk management processes - at regular intervals, the Supplier will review the effectiveness of the risk management process, as well as the individual risks and risk controls within its scope, in order to identify, document, and implement improvements to the controls and the overall approach.

- b. The Supplier will present the Initial Risk Register, as part of the Project Management Plan. The Risk Register will be completed with the specific risks of the project and will contain for each identified risk, at least the following information: risk (identification) code, risk type, identification date, last review date, risk description, probability, impact, severity, countermeasures, risk owner, risk status (e.g. open, closed). The Risk Register will structure the identified risks based on categories, e.g. Project Management/ Resources/ etc. and also by project phases, e.g. Analysis/ Design/ etc.**

Supplier will maintain and update the Prior Risk Register on an ongoing basis for all Prior Risks and their associated Risk Controls. For each risk, the Prior Risk Register will include, at a minimum, the following information:

- (a) a unique identification number (ID);
- (b) a description of the Risk;
- (c) the evaluation criteria applied with respect to assessing the severity of the Risk in question;
- (d) the Impact Rating and Probability Rating (prior to applying Risk Controls);
- (e) any known likely consequences of the Risk realising prior to applying Risk Controls (e.g. revenue, delay, non-compliance etc.);

- 
- (f) any Bank or Third Party dependencies;
 - (g) Risk Controls;
 - (h) any costs associated with establishing and operating the Risk Controls;
 - (i) the triggers applicable for executing any mitigating actions or contingency plans;
 - (j) the acceptable maximum Risk Control Ranking;
 - (k) the roles and responsible relevant to the establishment and operation of the Risk Control.

See attached Risk Register.xlsx.

10. Change management plan

The purpose of the change management plan is to constructively deal with the changes occurring in Programme and Projects. The change management plan identifies how scope, plan, or quality changes will be identified, classified, communicated and integrated into Programme/Projects.

- a. **Change management plan will address situations that may arise as a result of the change of the scope, including its expansion using the resources reserved for this purpose according to the requirements of Annex no. 5, point 1.2.4 “Requirements for the financial tender”, p.5, or when the Supplier proposes solutions for individual requirements that the NBM does not consider satisfactory. Any such reservation of the NBM shall be announced to the Supplier and shall be subject to the governance and escalation process in accordance with the change control rules.**

Programme scope is managed by Change Requests to inform OSC and obtain the required approval/resolution if:

1. Overall Programme/Project plan is going to deviate from the initial targets and an extension to the schedule is needed.
2. One or more key Programme/Project deliverables need to be adjusted/added/removed from the scope.
3. One or more milestones need to have their target completion date adjusted.

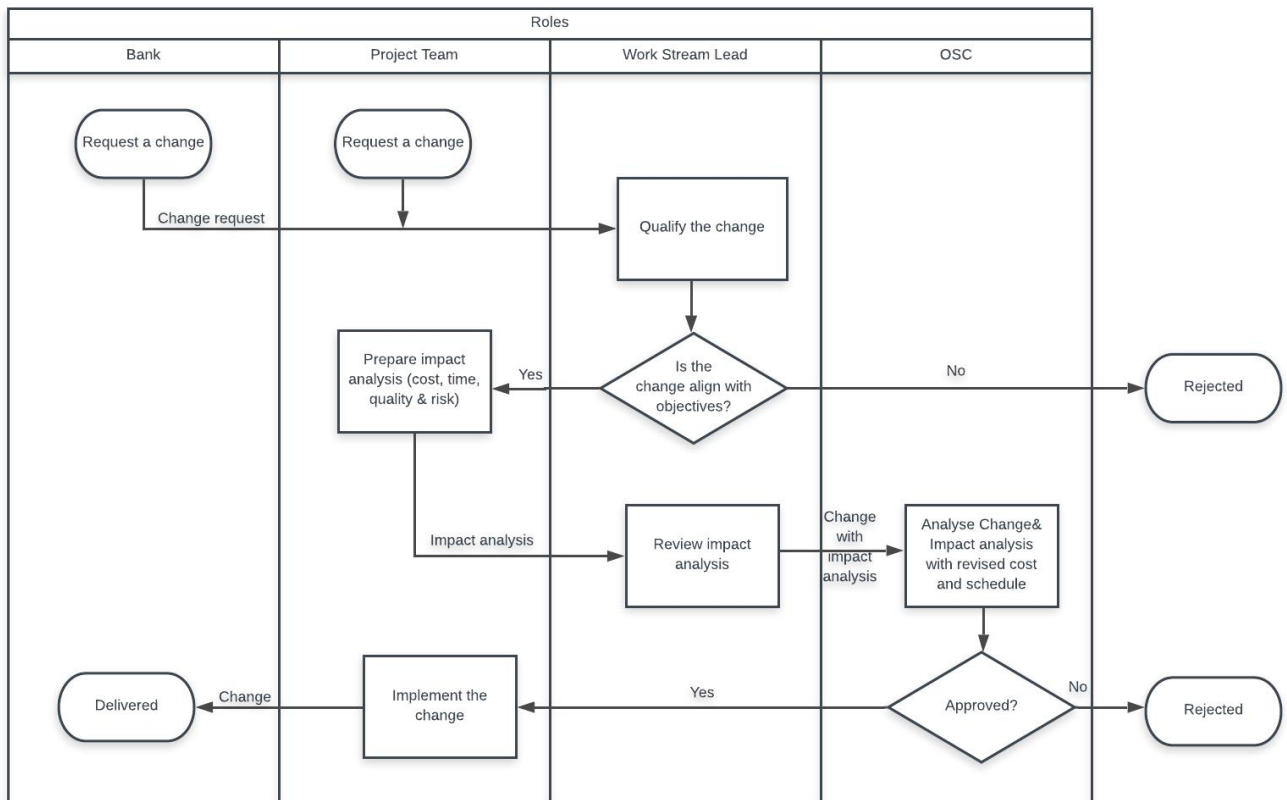
Procedure if any change might be identified includes the following steps:

- 1. Submission.** If a change is identified, the initiator fills the change request and submits it to PMO (if available). A change can be submitted by Work Stream Lead or OSC member. Before submission of a change request, it should be signed-off by Stakeholders.
- 2. Registration.** PMO registers a change in the change log and reviews the provided information in terms of the impact of deadlines, resources and costs. If additional information is needed, PMO rejects the change request for additional information provision. PMO is responsible for tracking changes and controlling the change log.
- 3. Approval.** All change requests are presented in the upcoming OSC meetings. All changes should be approved/rejected or postponed only by OSC. Approved changes and related decisions are recorded in meeting minutes. If needed, change requests can also be further presented in PSC.
- 4. Implementation.** If the change is accepted by OSC, Programme plan is adjusted by PMO accordingly. OSC approves a package of works related to the change (according to change implications identified in change request) and assigns responsible Work Stream Leads for further actions.

Change requests from additional 200 hours reserve can have shorter approval procedure but they anyway have to be approved by OSC.

- b. Supplier shall present a change process map and also describe the process - the phases, the roles involved and the templates to be used, including the mechanism for identifying/monitoring/reporting/approving/rejecting change requests, the responsibilities and the escalation procedure.

Below please find a change process map with the steps, roles involved, mechanism of approving /rejecting:



A change request can be identified either by Bank or the project team and has to go through all change request approval phases: Work stream lead evaluation and OSC approval. Only the change request approved by OSC can be implemented and delivered by the project team.

- c. Supplier must include an impact analysis in the change process.

Impact analysis will be done using change request template: see attached Change Request Template.xlsx.

- d. Supplier shall provide an example of change requests register.

Change request register is provided below: see attached Change Register.xlsx.

11. Communication plan

Project communications management defines the processes required to ensure that the information needs of the project and its stakeholders are effectively met throughout the entire Programme implementation.

- a. The communication plan refers to the interactions between the Bank's Project Manager, the Supplier's Project Manager and other involved parties.**

Project communications management will consist of two parts. First, a communication strategy will be developed to ensure effective engagement with project stakeholders. Second, the activities required to implement that communication strategy will be planned and executed.

The Project Communications Management processes are:

1. Plan Communications Management — the process of developing an appropriate approach and plan for project communications based on the information needs of each stakeholder or stakeholder group, available organisational assets, and the needs of the project.
2. Manage Communications — the process of ensuring the timely and appropriate collection, creation, distribution, storage, retrieval, management, monitoring, and disposal of project information.
3. Monitor Communications — the process of ensuring that the information needs of the project and its stakeholders are met.

- b. The communication plan includes:**

- i. Identifying of the parties involved.**

Stakeholder identification will be performed and updated periodically throughout the Programme/Project, as needed. Various inputs, tools and techniques will be used to identify project stakeholders:

Inputs	Tools & Techniques
1. Project charter 2. Business documents - Business case - Benefits management plan 3. Project management plan - Communications management plan - Stakeholder engagement plan 4 Project documents - Change log - Issue log - Requirement's documentation 5 Agreements, work orders 6 Organizational process assets	1. Expert judgment 2. Data gathering - Questionnaires and surveys - Brainstorming 3. Data analysis - Stakeholder analysis - Document analysis 4. Data representation - Stakeholder mapping /representation 5. Meetings

Stakeholder’s register will be created as output of this process. Below is the template for Stakeholder register: see attached StakeholderRegister.xlsx.

ii. The information needed for each group of parties involved.

After all stakeholders are listed in the Stakeholder register, they will be grouped according to the impact, decision making, expectations, and other criteria. Possible stakeholder groups and the information required for each group may include the following:

Stakeholder group	Information needed
Bank CEO, other CxO	Programme status report
Programme Steering Committee	Programme status report, performance, issues,
Operational Steering Committee	Programme status report, performance, issues
Programme Manager	All project statuses, issue logs, change request logs, risk logs
Work Stream team	Project status, related projects statuses, ongoing issues, risks
Project team	Project status, related projects statuses, ongoing issues, risks
Regulators	Information upon request
Employee	Programme status, changes in their daily operations

Stakeholder groups and information needs will be aligned during the entire CBS implementation Programme.

iii. The source of information.

In the table below, please find information source, frequency of communication, content of the communication, responsible persons.

Table Project Plan

Audience	Goals	Frequency	Format	Responsibility
All project stakeholders	Introduce the project to stakeholders, manage expectations and set expectations	TBD, one-time event	Meeting, project charter document, presentation	Programme manager
Steering Committee, projects leads, other stakeholders as required	Review status, manage performance, and clarify issues	Weekly	Meeting	Programme manager
All project stakeholders	Communicate current progress, issues and risks	Weekly, at least 24 hours before steering committee meeting	Report	Project manager

Audience	Goals	Frequency	Format	Responsibility
Project team	Report status, identify issues, develop solutions as a team	Weekly, at least 24 hours before status report is due	Meeting, project plan, status report	Project manager
Development team	Quickly coordinate work for the day	Start of each day	Time-boxed stand-up, meeting of 15 minutes	Development team
All project stakeholders	Review status, present deliverables, gather feedback, decide next steps	At project milestones	Meeting, review or demonstration of deliverables	Programme manager
Project team	Review successes and failure to capture improvements for future projects	At project end	Meeting that produces a lessons learned documents	Project manager

iv. Frequency of communication.

Please see [Table Project Plan](#) above.

v. Content of the communication.

Please see [Table Project Plan](#) above.

vi. Responsible persons for the development and the transmission of communications.

Please see [Table Project Plan](#) above.

12. Project controlling and monitoring mechanism

Process of tracking, reviewing, and reporting the overall progress to meet the performance objectives defined in the project management plan will be implemented in all project phases. There will be two types of status reporting – weekly status report submission and status meetings.

- a. **Description of how project monitoring and control will be carried out throughout the project duration (e.g. Reporting Mechanisms - weekly reporting, monthly/as needed reporting, end-of-phase reporting, exceptional reporting).**

Project monitoring & controlling will be performed via the following reporting mechanisms:

- Weekly status reporting
- Exception reporting – described in section [12c](#)
- Status reporting meetings

Status reporting

The Supplier shall prepare status reports and submit them to the Bank in accordance with the following principles:

- Frequency: Status reports shall be prepared on a weekly basis.
- Deadline: Status reports shall be submitted every Friday (or another agreed day, as mutually agreed with the Bank and/or defined in the Programme/Project Management Plan).
- Responsible: Supplier's Project manager.
- Recipients: The Bank's Programme/Project Manager and other relevant stakeholders (e.g., Workstream Leads and/or Project).

Status reporting meetings

The Bank will, as applicable, monitor the Supplier's progress against the Solution Implementation Plan and discuss progress during Status Reporting Meetings.

The Supplier's Project Manager is responsible for scheduling these meetings with the Bank's Project Manager and, where necessary, other team members. Status Reporting Meetings are intended to present the current status of ongoing and planned activities, as well as the results achieved.

Frequency: Status Reporting Meetings will be held on a weekly basis, subject to agreement between the Bank and the Supplier. If there are no relevant topics to discuss for a given week, the meeting may be cancelled by mutual agreement.

The Supplier's weekly status report will serve as the primary basis for meeting facilitation. During the meeting, the Supplier will cover at least the following topics:

- Status of the weekly work plan and activities completed during the reporting period, as well as planned activities for the next period (overall and per Stream/Work Package, as applicable).

- Relevant implementation risks, issues, and dependencies (including potential scope changes, delays, or other matters requiring attention or escalation).
- Review of actions agreed in previous Status Reporting Meetings, including progress and any blockers.
- Any other information or materials that need to be shared with Programme/Project team members.

Meeting minutes will be prepared when important decisions are made and/or when formal records of agreements are required. At the end of each meeting, the Programme/Project Manager(s) and other participants will agree whether minutes are necessary. If minutes are required, the Supplier’s Project Manager will prepare and distribute them by email to all participants.

b. Description of the weekly/monthly or as needed/end-of-phase reporting model.

Status report shall include:

- a. Overall evaluation of the Solution implementation status (consolidated across all Streams/Work Orders);
- b. Implementation status by each Stream/Work Order;
- c. Summary of completed and ongoing implementation activities;
- d. Update on actions agreed in previous meetings and recorded in meeting minutes;
- e. Planned next actions/activities;
- f. Update on key risks and issues;
- g. Requests for review/approval (if any).

In addition, to present the overall project status in a clear and consistent manner, the reporting templates will use a traffic-light indicator (three colours), as described below.

Reporting status description

	G	Y	R
Plan Health:	On track according to the plan and no major road blocks identified	Up to 10 % deviation from the plan but mitigated actions activated, and it’s expected to get the deliverables back on track according to the plan	Deviation from the plan is more than 10% or it is known that Project will not be delivered according to the plan unless significant changes are made to scope or resource allocation
Resource Health:	Sufficient capacities and competencies	Minor lack of capacities or competencies. It is expected to deliver according to the plan.	Significant lack of capacities or/and competencies. Will not be able to deliver according to the initial plan

			unless changes are made to scope or resource allocation.
Vendor Health:	Sufficient quality	Minor deviation from required quality level which will not have impact for final project results	Significant deviation from required quality level which might have impact for final Programme results

c. Procedure for managing project deviations and exceptions.

If the Supplier identifies or foresees any circumstances that may result in material issues, inefficiencies, or a significant reduction of the Bank’s expected benefits from the Services and/or Deliverables, the Supplier shall notify the Bank immediately on an ad-hoc basis. Likewise, if the Bank identifies or foresees such circumstances, the Bank shall notify the Supplier without delay. Deviations and exceptions shall be escalated as soon as a deviation from the work plan, schedule, scope, or quality expectations is identified (and, where applicable, any risk of breach of agreed constraints).

Initial escalation may be communicated by email or verbally between the Supplier’s Project Manager and the Bank’s Programme/Project Manager. If further escalation is required, the matter may be escalated (as agreed) to the Operational Steering Committee and the Supplier’s Sponsor.

Resolution and escalation path:


- First level: The Supplier’s Project Manager(s) and the Bank’s Programme/Project Manager will attempt to resolve the issue.
- Second level: If the issue cannot be resolved at the first level, it will be escalated to the Supplier’s Sponsor and the Operational Steering Committee.
- Third level: If the issue remains unresolved, it will be escalated to the Group Steering Committee and the Supplier’s top management for decision.

Any escalation message shall include:

- A brief description of the issue/deviation being escalated;
- The underlying cause and current impact (or expected impact);
- Options to address the deviation (including implications for schedule, scope, quality, and resources);
- A recommended option (if available) and the required decision/approval.

Template for issue escalation: see attached OSC Escalation, Questions, Decisions Request Template.docx.

d. Emergency response plan.



Emergency response plan (fallback plan) shall be prepared to address situations where the selected implementation approach proves not fully effective or when an accepted risk materialises. A detailed emergency response plan will be developed during the Project Planning phase and presented to the Bank.

The plan will include at least the following information:

- Scenario (e.g., only one key team member has specific expertise in a particular software component).
- Trigger (e.g., the team member leaves unexpectedly or is on extended sick leave).
- Response (e.g., document the procedure, prepare a step-by-step instruction manual, and arrange knowledge transfer and backup coverage).
- Notification (who must be informed and when) (e.g., Project Manager, Team Lead, and impacted team members).
- Key responsibilities (e.g., team members adjust workload to take on additional tasks and report constraints or concerns promptly to the Team Lead/Project Manager).

13. Approval Plan, which will present in a condensed form each type of deliverable and the method of its approval.

Major deliverables for each software development lifecycle phase and their acceptance criteria are listed below.

Deliverable	Acceptance criteria
<ol style="list-style-type: none"> 1. Detailed software requirements specification of the solution. 2. Solution architecture document, detailing all solution components and required interfaces. 	<ol style="list-style-type: none"> 1. Bank shall not have any objections regarding the completeness and correctness of the document, in accordance with agreed quality and other criteria. 2. Specification meet Bank’s expectations and requirements in terms of clarity, level of detail, structure, content, etc. 3. Specification is aligned with internal standards of Supplier and best practices. 4. Specification is easy to use and understandable to the intended beneficiaries. 5. Specification is aligned with quality standards agreed between Bank and Supplier.
<ol style="list-style-type: none"> 3. Ready-to-test Solution 	<p>Solution shall meet the requirements agreed in the above chapters and that shall include:</p> <ol style="list-style-type: none"> 1. Functional and non-functional requirements provided in the analysis document. 2. Validation rules, workflows, analysis scenarios, reports provided in the analysis document. 3. Interfaces specified in the analysis document. 4. Security (user rights, backup). 5. Documentation provided as per Bank’s request. 6. Solution architecture document updated as necessary.
<ol style="list-style-type: none"> 4. Test scenarios/scripts/test results 	<ol style="list-style-type: none"> 1. All tests shall be completed without severity levels 1 or 2 (described in chapter “Quality management plan”). 2. Issues with severity level 1 and 2 shall require immediate bug fixing, and it shall be mandatory for testing process to be continued. 3. 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 Bank’s testing team to decide whether test cycle will be restarted or continued.

	<p>4. The number of outstanding defects is below an acceptable upper limit (to be agreed before the acceptance phase) or the faults are minor.</p>
5. Training Programme	<p>1. The training sessions have been organized.</p> <p>2. Knowledge Testing Questionnaires demonstrate that end users have an acceptable level of knowledge.</p> <p>3. Bank has no objections regarding the integrity and the correctness of the training materials.</p> <p>4. Deliverables correspond to the expectations and requirements of Bank - in terms of clarity, level of detail, structure, content, etc.</p> <p>5. An acceptance report shall be signed by both parties within the agreed time period.</p>
6. Remediation plan fully executed/all defects removed	<p>1. All defects included in remediation plans are fully removed.</p> <p>2. No major bugs identified during soak period.</p> <p>3. No discrepancies found between Bank's self-assessment report and successful Supplier's self-assessment report. In case discrepancies found, these shall be removed prior to final acceptance of soak period.</p>

14. Project Library – description of how the documents and deliverables related to the project will be stored, found and retrieved.

There are three main types of deliverables to be exchanged and stored: documents which require signatures (Agreements, Work Orders, Acceptance Notes, Change Requests); documents related to the project itself and requiring review from Bank (specifications, User Guides, Admin Guides); and Solution components.

- All documents requiring signatures from both sides (final versions of Work Orders, Acceptance Notes, or versions for the review/approval) that are shared with Supplier should be stored in MS SharePoint. The document folder structure should be established according to all Projects/Work Orders. If needed, the structure can be changed. Project Manager is responsible to ensure that the folder structure is maintained according to the agreed structure.

In case MS SharePoint does not work, documents are sent by Jira/e-mail and later on uploaded to MS SharePoint. The sender is responsible for uploading such documents.

All Work Stream Leads and Projects Managers related to Supplier's services should have the access rights to MS SharePoint. Supplier is responsible for providing the access rights.

MS SharePoint can be accessed via the following link: <https://forbis.sharepoint.com/>

Bank representative, wishing to share the final version of the document with Supplier, should upload it into MS SharePoint according to the relevant Project/Work Order. The same procedure will apply when Supplier's representatives are uploading final versions of documents.

- Project-related documents (Specifications, User Guides, Admin Guides) will be exchanged and stored in JIRA and, additionally, final versions will be also stored in Documentation Portal – Wiki.


All Work Stream Leads and Projects Managers related to Supplier's services should have the access rights to Wiki. Supplier is responsible for providing the access rights.

Wiki can be accessed via the following link: <https://secure.forbis.it/wiki>

- Solution components will be delivered to Bank via the safe channel (proposed channel is SFTP). Components will be securely stored in SVN and in GitLab.

All documents stored in MS SharePoint, Wiki, JIRA, should follow the following rules of document versions:

- **0.X** is used for draft versions.
- **1.0** is used when the version is ready for approval.
- **1.X** is used for revised/updated versions.

- 
- **2.0** is used when the version is ready for final approval after revisions.

The first number shows how many versions were ready for the approval, i.e. 2.0 means that the document was provided for the approval twice. The second number represents the internal versions created before the document provision for approval.

Each document should contain change/history log where changes to the initial document are tracked.

15. Appendixes – 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.)

Please find in the table document templates used in this IPMP document:

Deliverable: document name	Template
<i>Initial project management plan</i>	See attached Initial project management plan.xlsx
<i>Phase plan (Analysis & Design)</i>	See attached Phase plan (Analysis & Design).xlsx
<i>Support Presentation for Kick-Off Meeting</i>	See attached Support Presentation For Kick-off Meeting Template.pptx
<i>Meeting Minutes</i>	See attached Meeting Minutes Template.docx
<i>Meeting Minutes Agreed Actions Log</i>	See attached Meeting Minutes Agreed Actions Log Template.xlsx
<i>Escalation, Questions, Decisions Request</i>	See attached Escalation, Questions, Decisions Request Template.docx
<i>Weekly Reporting</i>	See attached Weekly Reporting Template.xlsx
<i>End of Project Phase Report</i>	See attached End Of Project Phase Report Template.docx
<i>Monthly Project Portfolio Progress Report</i>	See attached Monthly Project Portfolio Progress Report Template.xlsx
<i>Exception Report</i>	See attached Exception Report Template.docx
<i>Quality Register</i>	See attached Quality Register Template.xlsx
<i>Resource Management Plan</i>	See attached Resource Management Plan.xlsx
<i>Risk Register</i>	See attached Risk Register Template.xlsx
<i>Change Request</i>	See attached Change Request Template.xlsx
<i>Change Register</i>	See attached Change Register Template.xlsx
<i>Stakeholder's Register</i>	See attached Stakeholder Register Template.xlsx