Initial Project Management Plan (IR. 17.)

Table of Content

1. Introduction – project context

1.1 Background of project

The Instant payments system (hereinafter referred to as 'IPS' or 'Solution') shall be implemented for the National Bank of Moldova (hereinafter referred to as 'Bank') following the initial project management plan 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" IR.3). Supplier shall be responsible for the Solution implementation according to Bank's requirements (please refer below to chapter "General project management requirements" IR.2).

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 IPS, 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 project is anticipated to be the availability of implementation of the Instant Payments System to provide clearing and instant settlement of retail payments initiated by individuals, corporate entities, and the government. The IPS shall become a cross platform that offers interoperability for all PSP in the local market, by processing their payment messages originated from different channels: PC, mobile, acceptance network etc.

Disclaimer: the project management office's (PMO's) functions and services from Supplier's side are not included into the scope of this project. Bank at its own discretion can agree upon co-working with a third-party company providing PMO services. Thus, Supplier, using the "project management" notion, in terms of thereof shall neither take any control over the IPS project, nor shall it take any risks or responsibility for the IPS project itself (like success of the project).

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" IR.2).

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" IR.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 IPS 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 IPS 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" (hereinafter referred to as '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" IR.4).

1.5 Applied tools in project

- JIRA – a proprietary issue-tracking product developed by Atlassian that allows bug tracking and agile project management.
- DocMan – 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" IR.5 - IR.13.

1.7 General project management requirements

Based on the Tender "Award documentation" chapter IX "Implementation requirements", there will be described main requirements concerning the services, which are to be provided for the successful implementation of the IPS, 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	Requirements	Classification
IR.1.	The goal of project management is to provide the necessary skills for project organizing and management to successfully achieve the set objectives. During the project life cycle there should be assured efficient resource planning and allocation, progress control during each stage, quality monitoring and evaluation of the deliverables.	Mandatory
IR.2.	Supplier is responsible for his own part of the implementation project management, as well as for execution of activities and project plan mutually agreed with Bank. Supplier is responsible for identifying and mobilizing the adequate resources to execute the project plan activities in his responsibility, at the agreed quality	Mandatory

	level.	
IR.3.	Bank is responsible for all procedural and administrative matters relating to the launching, contracting and financial management of the project (including payments) related to project implementation activities.	Mandatory
IR.4.	A well-known project management methodology or standards (e.g. PRINCE2, PMBOK etc.), or an internal developed methodology, based on these standards or methodologies, shall be used for the implementation project and shall be appointed specifically.	Mandatory
IR.5.	In order to organize the project, Supplier will appoint a Project Manager, who will manage the project team.	Mandatory
IR.6.	A detailed project organizational chart covering the key roles will be provided as part of the tender. For each role, Supplier shall describe the main responsibilities. Members of the Steering Committee, Project Management team, Functional teams, Technical experts, Support team etc. will be clearly identified in the project organizational chart. This chart shall be part of Project Initiation Document (Initial Project Management Plan).	Mandatory
IR.7.	Supplier Project Manager has the authority and responsibility to coordinate project implementation, so as to successfully achieve the project objectives set. The main responsibility of Project Manager is to ensure that all required deliverables are submitted on time and meet the expected quality standards.	Mandatory
IR.8.	The Project Manager will ensure a proper management of project risks, quality and progress control of deliverables at every stage of the project. It will also be provided a control of interdependencies between the project components to minimize any risk of project stagnation.	Mandatory
IR.9.	The Project Manager will ensure an effective communication within the project, through progress reports with a weekly frequency toward project manager of Bank and with a monthly (or when is necessary) frequency toward Steering Committee Group of Bank, and also phase report for end of each project stage. Simultaneously, Supplier shall provide an adequate level of transparency in project management through adequate documentation (e.g. minutes of meeting, weekly progress report, etc.) of all project management aspects.	Mandatory
IR.10.	The Project Manager of Supplier has the authority and responsibility to conduct daily project activities.	Mandatory
IR.11.	The Project Manager of Bank has the role to organize Bank's resources so that they are useful to the project and available as needed to the project plan. The Project Manager of Bank provides official interface of communication of daily issues and of reporting regarding project progress between the Project Manager of Supplier and Bank.	Mandatory
IR.12.	Team leaders may be appointed by Supplier, having the role of an intermediary in the communication and control process. Bank shall appoint	Mandatory

	one or more members of those teams made by Supplier. This will facilitate communication between the parties and will minimize official contact points between the teams. The primary responsibility of a Team Leader is to ensure the achievement of deliverables under the conditions set by the Project Manager of Supplier.	
IR.13.	Supplier is required to ensure timely resolution of identified issues related to its direct responsibility and include in its tender a description of the mechanism of escalation /resolution of identified issues.	Mandatory

1.8 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).

1.9 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')
BD	Business Development
Business day	Means all weekdays excluding official holidays
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

Term	Definition
	Analysis
IPS	Instant payments system
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 IPS Solution implementation project
Project	IPS Solution implementation project or sub-project of Programme
Project Manager	Forbis (Supplier) or National Bank or 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	Instant payments system
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 or Moldova (Bank) requirements
Supplier	Forbis, Forbis Solutions (in the tender documents sometimes referred to as 'Tenderer') and subcontractors
Tender	Procurement of Instant payments software solution by contracting authority National Bank of Moldova
UAT	User acceptance testing

2. Project description

The scope of the acquisition and implementation of an Instant payments system (IPS) is to provide clearing and instant settlement of retail payments, initiated by individuals, corporate entities, and the government. The IPS shall become a cross platform that offer interoperability for all PSP in the local market, by processing their payment messages originated from different channels: pc, mobile, acceptance network etc.

a. Project objectives

The implemented solution for the IPS shall meet the following main project objectives:

- The features of the IPS, the scheme organization as well as the legal framework should meet set out requirements.
- The IPS shall include such functionalities as central alias service (CAS) and request to pay (RTP). It would also have the capacity to provide new functionalities as payment markets develop.
- The system would use off-the-shelf and proven technology. The new software and hardware infrastructure will be operated and administrated by Bank, as well as integrated in Bank environment to benefit from economies of scope.
- The IPS shall have a close integration with RTGS system of AIPS, the latter being a funding source for all IPS payments.
- The system would be able to offer flexible participation and provision of access rules (direct/indirect participation).

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).
- The goals, objectives, strategies, and schedules of both Parties are fully understood by each other in order to ensure that efforts and deliverables are aligned towards achieving effective implementation.
- An effective relationship management process exists and is followed, including communication, decision making, and issue resolution process.
- Monitors and controls the implementation of Programme and takes decisions facilitating the achievement of Programme objectives.
- Ensure that activities within the scope of managed Project (-s) are executed in a way to meet business expectations and objectives.
- Programme objectives set in Programme business case should be clearly mapped with the benefits delivered by Programme. It should be determined how each benefit will be achieved.
- Work Stream Leads should provide all the necessary support in order to clearly map Programme objectives and project benefits and to identify the benefit managers.

b. Project scope of work and out of scope

It is expected that final IPS project scope will be completely defined during Business analysis phase.

Phase objectives:

- The purpose of Business analysis phase is to create common understanding of the target solution, explain the priorities within review them against the chosen solution and to create detailed software requirements specification (SRS) and acceptance criteria of the solution. This documentation shall ensure a common understanding of the processes, requirements and major GAPs in the chosen solution in order to implement a solution that meets the expectations of Bank.
- During this phase will be identified how many target solution will cover the requirements within out of the box functionality and which will require customization/custom development of the target solution.
- During this phase each one requirement will be identified and tracked through the whole development lifecycle in order to be able to map it anytime to the functional specification, acceptance criteria, test cases/scripts and particular parts of the system itself.
- During this phase Bank will present thoroughly current and future requirements regarding the project scope.
- During this phase all GAPs will be reviewed in detail and adequate solution will be proposed by Supplier.
- During this phase will be defined the data quality assurance strategy /model.
- During this phase will be analysed the information about users and their roles.
- During this phase will be reviewed the existing IT and network technical infrastructure and to develop proposals /recommendations for architecture and related infrastructure of the solution, considering keeping under control the complexity of IT infrastructure and reusability of existing resources.
- The work will be performed mainly via interviews, workshops with business and technical staff from Bank, analysis of relevant detailed documentation.

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 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: • 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

Should 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" IR.4). 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, and the like 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 the 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 ('DocMan') 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, however, if necessary, the communication can be switched to other tools like a Zoom, Skype, Google meet etc.

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 power point 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, 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.

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 good project practice, 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:
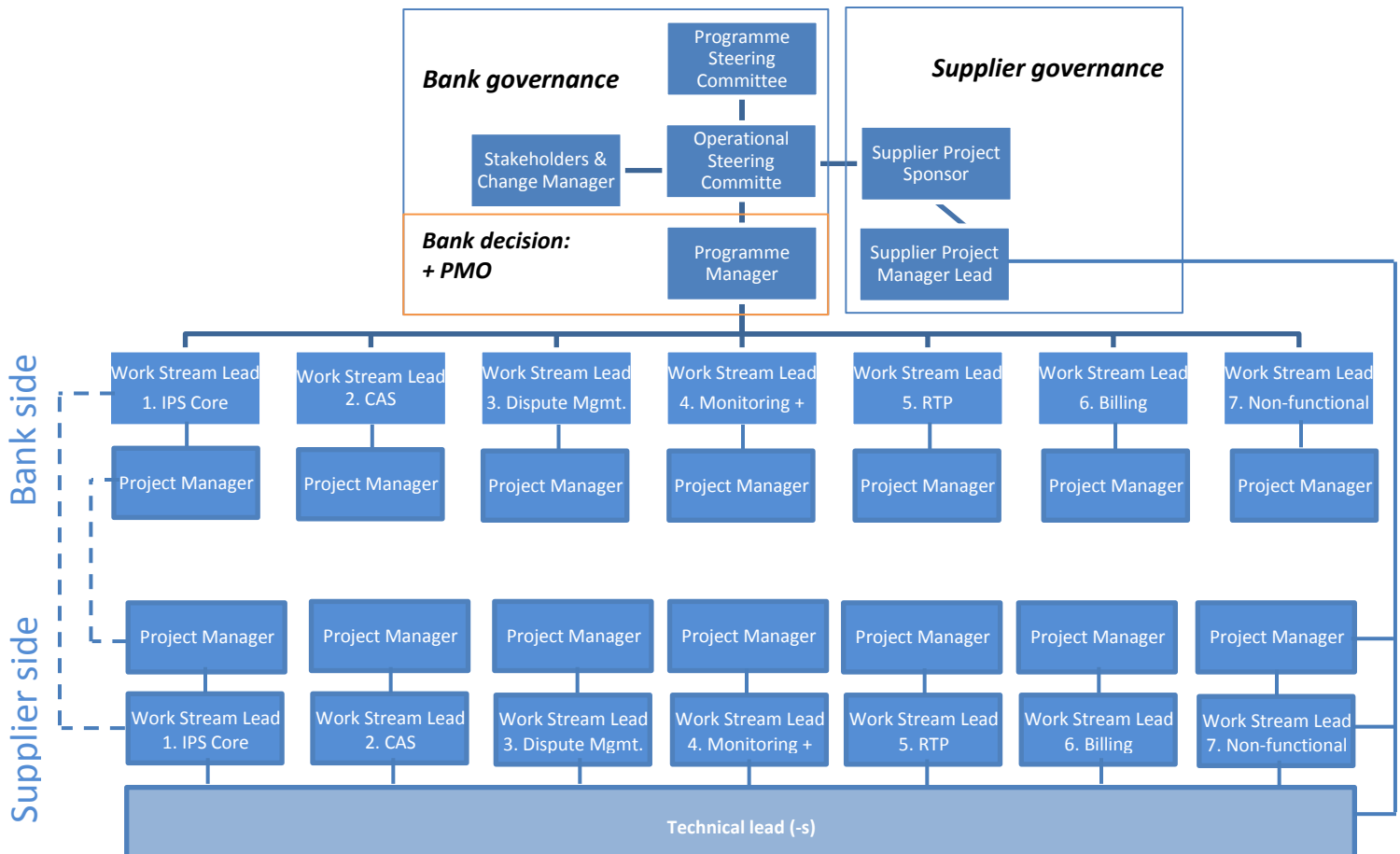
In the project organizational chart above, there is provided a governance structure, which consists of Bank *governance*, i.e. Programme Steering Committee, Operational Steering Committee, Stakeholders & Change Manager, Programme Manager; and Supplier *governance*, i.e. Project Sponsor and Project Manager 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) 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**: *IPS core* (7.1. Transfer Order, 7.2. Recalls, 7.3. Transaction status validation (Investigation), 7.4. General functional Requirements)
2. **Stream**: *CAS* (7.5. Central Alias Service)
3. **Stream**: *Dispute Management* (7.6. Dispute Management Module (IPS.DM.01))
4. **Stream**: *Monitoring, unavailability management and pre-authorization* (7.7. Statistics, monitoring, reporting, alerts (IPS.SM.01), 7.9. Participant "unreachable" function and pre-authorization facility)
5. **Stream:** *RTP* (7.8. Request to pay and Payment Initiation Request (IPS.RTP))
6. **Stream:** *Billing* (7.10. Billing)
7. **Stream:** *Non-functional* (infrastructure and etc.)

Programme roles hierarchy is presented in the chart below:

BANK | **FORBIS**

Work Stream Lead (WS Lead):
A person who is responsible for managing specific Work Stream.
Note: Work Stream Lead and PM can be the same person

Work Stream Lead (WS Lead):
A person who is responsible for managing specific Work Stream.
+ Managing Work Order from Solution analysis, specification, testing point of view

Project Manager (PM):
A person who is responsible for managing specific sub-projects.
Note: Work Stream Lead and PM can be the same person

Project Manager:
A person who is responsible for managing specific sub-projects from contractual /organizational point of view

Functional Teams with **Business Experts** and **Technical Experts**

Functional Teams with **Business Experts** and **Technical Experts**

Work Stream ↔ Work Stream

Project | Project | Project | Project

Activities | Activities

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)	• 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.

2.	Operating Steering Committee (OSC) (Bank)	• 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:
		   o Approval of stage end/beginning.
		   o Approval of changes in the scope, time, budget.
		   o Approval of expenses related to Programme.
		   o Approval of travel needs and travel cost estimation.
		   o Risk management.
		   o Acceptance of deliverables.

No.	Organizational unit	Responsibilities

3.	Stakeholders and Change Manager (Bank)	• 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.
		• *Optional, if Bank will hire PMO: Coordinates provision of inputs from Bank for PMO (e.g. financial information provision, input on Programme related material preparation).*
		• 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:
		  o Internal communication about the changes in each department.
		  o External communication about the changes that may affect customers.
		  o 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)
	
	and PMO (if Bank would hire)
		• 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:
		  o Periodical Programme and Projects work plan reviews and active maintenance of the master Programme plan.
		  o Notifications about potential scope discrepancies and recommendations for managing identified scope discrepancies.
		• Management of risks, assumptions, issues and dependencies (RAID):
		  o Identifies, tracks and manages risks, assumptions, issues and

No.	Organizational unit	Responsibilities
		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: ○ 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: ○ 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	• 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 PMO and Programme Manager. • Suggest and document the scope changes within the managed Projects, if required, and timely communicate to Programme Manager *(and PMO – if hired)*. • Develop and maintain a detailed activity plan for managed Projects and provide it to Programme Manager *(and PMO – if hired)*. • Periodically provide accurate and timely progress reports on the managed Projects to Programme Manager *(and PMO – if hired)* based on the principles set out in this IPMP document. • Responsible for managing Programme vendors *(if exists)* 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)	• 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 IPS 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. Moreover, further chapters of this IPMP document will be based on this 7-Phases approach. Thus, below, the IPS Programme work breakdown structure scheme is provided accordingly.

4.1 Programme work breakdown structure (WBS)

IPS Programme Implementation

1. Business analysis phase
- Detailed SRS
- Acceptance criteria
- Concept of data model
- Conceptual architecture
- Detailed project plan
- Detailed task/issue/risk log
- Updated set of deliverables
- Other optional documents
- Questionnaires
- Interviews
- Workshops

2. Design phase
- Detailed design document
- Solution configuration
- High level test plan

3. Build phase
- 1. Stream development
- 2. Stream development
- 3. Stream development
- 4. Stream development
- 5. Stream development
- 6. Stream development
- 7. Stream development

4. Testing phase
- Supplier's Internal testing
  - 1. Stream testing
  - 2. Stream testing
  - 3. Stream testing
  - 4. Stream testing
  - 5. Stream testing
  - 6. Stream testing
  - 7. Stream testing
- Bank UAT
  - 1. Stream UAT
  - 2. Stream UAT
  - 3. Stream UAT
  - 4. Stream UAT
  - 5. Stream UAT
  - 6. Stream UAT
  - 7. Stream UAT

5. Training phase
- Training plan
- Documentation of training
- Training sessions
- Questionnaires for knowledge testing
- Results of training quality assessment

6. Go-live phase
- Go-live preparation
- Assess readiness
- Remediation plan for 3-4 level defects
- Self-assessment report
- Go-live
- Soak period
- Remediation & all defects fix
- Final status on remediation
- Final acceptance of all phases

7. Solution documentation phase
- User guides & instructions
- System instructions
- End user documentation

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**	IPS Solution implementation Programme documents preparation and sign-off	R, A	R, A
		Agreement on remaining open questions *(if any)*	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 IPS 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	R	C

		requirements		
		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 in 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 *(and if needed onsite support)* 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 software solution for an Instant payments system (IPS), including one year of standard support from the manufacturer	Instant payment software (IPS) solution development related woks through all Programme lifecycles. *Detailed technical conditions are described in the Tender "Award documentation" Chapter IV - Specifications and requirements (F4.4).*
2.	72212422-3	*Implementation services* for IPS	Instant payment software (IPS) services implementation and Go-live related works through all Programme lifecycles. *Detailed technical conditions are described in the Tender "Award documentation" Chapter IV - Specifications and requirements (F4.4).*
3.	79633000-0	*Training services* related to IPS	Supplier shall conduct Bank staff training to ensure an adequate level of knowledge and skills to use and manage efficiently the IPS solution. *In accordance with detailed technical conditions that are described in Chapter IV- Specifications and requirements (F4.4)*
4.	72267000-4	*Warranty services* (maintenance and support) for IPS.	The scope of post-implementation Supplier's maintenance and support services is to ensure for Bank the objectives according to SLA. *In accordance with detailed technical conditions*

			that are described in Chapter IV - Specifications and requirements (F4.4).
5.	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 300 hours and will be paid according to the actual volume requested.

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.

Max. 12 business days
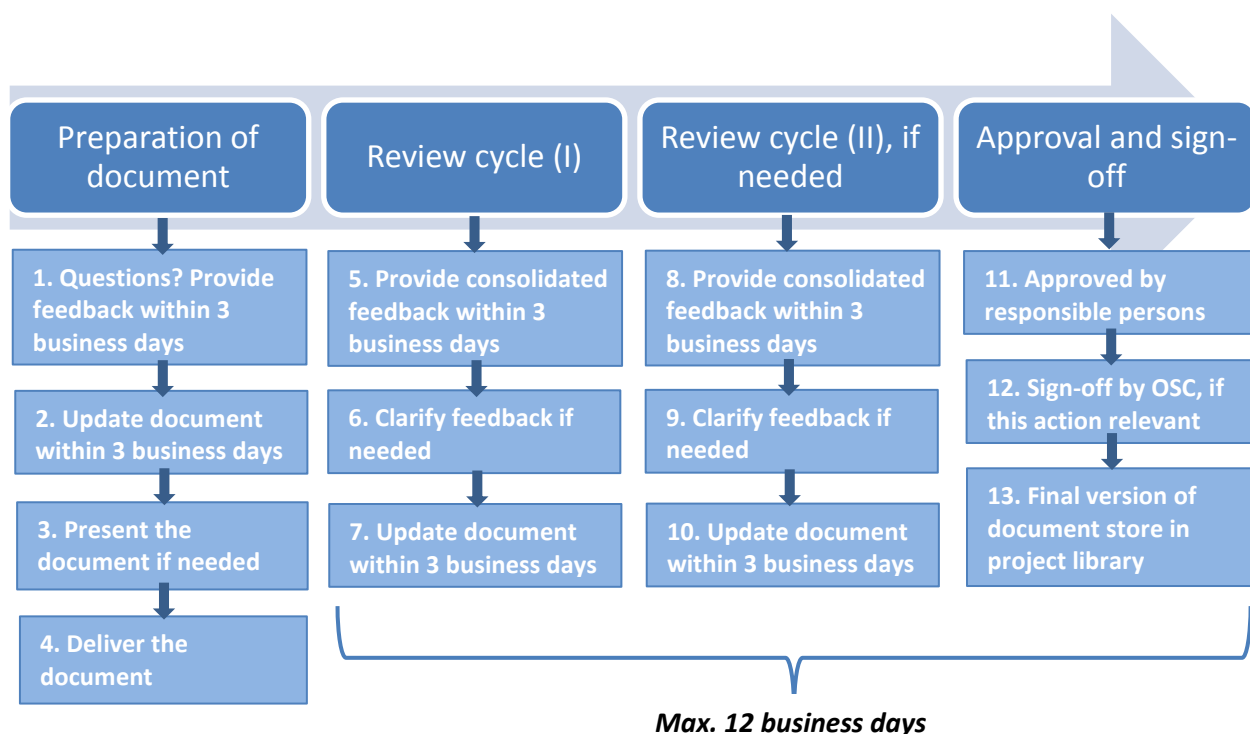
The review and acceptance procedure for documentary deliverables that require acceptance and sign-off during any stage of Programme implementation should be the following:

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.	Solution documentation	User guides	User instructions and users guide providing
		Admin guides	System operating /instructions - work instructions /admin guides providing

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 Tender document "Award documentation" Chapter IX "Project management activities and deliverables requirements", the following main project management deliverables, including models' samples for each of these reporting items, will be described:

Req. ID	Requirements	Template /link
IR.15.	a. *Initial project management plan*. The detailed requirements concerning the project management plan are listed further.	See attached Initial project management plan.mpp. For more details please refer to this IPMP document chapter "6. Project plan"
	b. *Updated project management plan*	See attached Initial project management plan.mpp. For more details please refer to this IPMP document chapter "6. Project plan"
	c. **Support** presentation for the kick-off meeting and **for** other project management **meetings** such as Steering Committee presentations	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, remediation measures, deliverables to be completed during the next reporting period, raised change and their impact analysis, "to do" list	See attached Weekly Reporting Template.xlsx.
	e. **End of phase reports** to contain the following: overview of the completed phase, overview of the project plan for the next period, deviations from the project plan, acceptable deliverables, risk analysis, status of project issues, project quality register. The end of phase reports will be presented in the format agreed with Bank.	See attached End Of Project Phase Report Template.docx.
	f. **Monthly (or when required) report** – special reporting for the Steering Committee of the project. The Progress report on a monthly (or as required) basis to the Steering Committee Group must reflect an overview of the status of the project at the time of reporting, completed stages, deliverables, next project activities, deviations from the project plan, risks, problems and remedial measures, change requests (if any) and other relevant elements for the beneficiaries of this report. Progress reports on a monthly or as-needed basis to the Steering Committee Group will be submitted in the format agreed with Bank.	See attached Monthly Project Portfolio Progress Report Template.xlsx.
	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 well 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 tested by the quality responsible, resources required for testing the quality of 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".
- **Deliverable responsible** described in "Programme work breakdown structure responsibility matrix (RACI)", described in this IPMP document chapter 4. "The work breakdown structure".
- **Quality criteria for solution implementation acceptance** described in this IPMP document chapter 7. "Quality management plan".
- **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. **The presented quality criteria will not be ambiguous and present measurable aspects.**

Considered. For more details, please refer to this IPMP document chapter 7. "Quality management plan".

c. **Criteria for deliverables approval shall be:**
   i. **Compliance with requirements submitted to the deliverable.**
   ii. **The extent to which responds to the objectives of the project.**
   iii. **Performance indicators as appropriate.**

Considered. For more details, please refer to this IPMP document chapter 7. "Quality management plan".

Besides, during the Business analysis phase, in specifications, the acceptance criteria of compliance with requirements, objectives, and performance indicators (if any) shall be aligned with Bank.

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.

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 03-01-2022. 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 consist of 8 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. Non-functional requirements implementation.

The initial Programme plan is provided below:

	Task Name	Duration	Start	Finish
1	IPS implementatin plan	417 days?	Mon 22-01-03	Tue 23-08-08
2	I. Business Analysis phase	85 days?	Mon 22-01-03	Fri 22-04-29
13	II. Design Phase	86 days?	Mon 22-03-07	Mon 22-07-04
19	III. Build Phase	141 days?	Tue 22-07-05	Tue 23-01-17
33	IV. Testing Phase	240 days?	Tue 22-07-05	Mon 23-06-05
40	V. Training	57 days?	Tue 23-04-04	Wed 23-06-21
46	VI. Go-live and final acceptance	34 days?	Thu 23-06-22	Tue 23-08-08
47	6.1. Go-live preparation phase	6 days?	Thu 23-06-22	Thu 23-06-29
52	6.2. Soak period	20 days?	Fri 23-06-30	Thu 23-07-27
55	6.3. Final acceptance	8 days?	Fri 23-07-28	Tue 23-08-08
57	VII. Solution documentation	131 days?	Tue 22-10-25	Tue 23-04-25
61	VIII. Non-functional requirements implementation	331 days?	Mon 22-04-04	Mon 23-07-10

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 4 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 4 months.

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

Stream 1	(IPS core (7.1. Transfer Order, 7.2 Recalls, 7.3. Transaction status validation (Investigation), 7.4. General functional Requirements);
Stream 2	CAS (7.5. Central Alias Service);
Stream 3	Dispute Management (7.6. Dispute Management Module (IPS.DM.01));
Stream 4	Monitoring, unavailability management and pre-authorization (7.7. Statistics, monitoring, reporting, alerts (IPS.SM.01), 7.9. Participant "unreachable" function and pre-authorization facility);
Stream 5	RTP (7.8. Request to Pay and Payment Initiation Request (IPS.RTP));
Stream 6	Billing (7.10. Billing).

The streams are divided based on their functionality relationship and interdependencies. The first and the main stream is the IPS core, which will create a subsystem of transfers' management. Some other streams will be executed in parallel, as they do not have a direct relationship. Total phase duration is 7 months.

Testing Phase will start together with the design phase as some testing phase activities, like testing plan, need be prepared in the early development stage. Testing will be done in a couple of stages: the initial testing (performed by the developers), then the alfa testing (performed by the testing team, analysts), and finally, the UAT (user acceptance testing). On the UAT stage, both Bank and Supplier will take part. Total phase duration is almost 11 months.

Training Phase will start at the second part of Testing phase. It will ensure timely Bank key persons preparation for testing activities. There will be separated trainings session for IT administrators /super user, IT analyst and end users. Total phase duration is approximately 3 months.

Go-live and final acceptance phase will start after the Training and Testing phase are completed. The 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' acceptation 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 Supplier will subcontract the activities to obtain some deliverables, he will present Work Packages associated to these activities. The structure of a Work Package will comprise: date, responsible, description of the work package, quality inspection methods to be used, level of resources that will be allocated, begin and end date, constraints, method of reporting. The work packages will be signed by both the subcontractor and the prime Tenderer.**

For some activities, Supplier will subcontract additional team members. Below, there are listed responsibilities of the subcontracted members:

- **Test team leader** will lead the test team, own, drive, and improve the testing process; prepare the test strategy, delivery, and test plans; manage creation, prioritization, and execution of the test cases based on the business requirements; manage the test environment, prepare the requirements for the environment, propose improvements; prepare and present the test progress reports and evaluate the testing and development results. Specific Test team lead Work packages are listed in the IPS project plan placed above.
- **The person responsible for security** will perform vulnerability, penetration assessments; troubleshoot technical incidents of Web Application Firewalls, proxy, etc.; perform other activities, as needed.
- **The person responsible for quality assurance** will ensure that quality of the deliverables-products and services meet the Bank's expectations, create the detailed, comprehensive, and well-structured quality assurance plan to certify, audit, and monitor the activities and progress achieved.

c. **The project plan will clearly show the total planned duration of the IPS implementation project. The project plan will also include the activities such as review and coordination of deliverables and acceptance documents by the parties (Supplier and Bank), with the allocation of the necessary time terms.**

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

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

The holiday period is evaluated in the initial project plan. Programme plan start date is set at 03-01-2022. This date has been chosen as indicative and it can be changed by mutual agreement between Bank and Supplier.

e. **Supplier will present the tolerances for the overall project plan and for each of the major phases. Supplier will present the method by which the Project Manager will ensure the tolerance control at each stage and procedure that will be applied when these tolerances are exceeded. For this project, the cost tolerances are not permitted, the project budget being fixed.**

Project activities are estimated with 10-15 proc. buffer what will help to ensure timely project deliverables.

f. **Time tolerances for the entire lifetime of the project is plus 40 working days. The tolerances level phases/activities shall be distributed as needed throughout the project by mutual agreement of the Parties, at the project manager level of both Parties. If a stage is completed later from the time tolerance account, the next stage can be started later on account of this tolerance, but the tolerances for the whole project cannot exceed 40 working days.**

Project activities will be executed based on the above listed time tolerance requirements.

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 project" software will be used as the main software for plan preparation.

h. **During the contract execution, each stage of the project will be preceded by a review and update and, where appropriate, a further detail of the stage plan to ensure its optimal management.**

Project activities will be executed based on the above listed time tolerance requirements.

The initial detailed Programme plan with the critical path (activities in red color) is provided below:

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Work	Milestone
1	IPS implementatin plan	431 days?	Mon 22-01-03	Mon 23-08-28			1 824 d...	No
2	I. Business Analysis phase	85 days?	Mon 22-01-03	Fri 22-04-29			369 days	No
3	1. Detailed software requirements specificati	75 days?	Mon 22-01-03	Fri 22-04-15		Supplier	75 days	No
4	2. Detailed acceptance criteria	25 days?	Mon 22-03-14	Fri 22-04-15		Supplier	25 days	No
5	3. Concept of data model of the Solution	45 days?	Tue 22-02-01	Mon 22-04-04		Supplier	45 days	No
6	4. Conceptual architecture of the solution and infrastructure diagrams	50 days?	Mon 22-01-24	Fri 22-04-01		Supplier	50 days	No
7	5. Detailed and updated (within given timelines) project plan for the rest phases of	40 days?	Tue 22-02-22	Mon 22-04-18		Supplier	40 days	No
8	6. Detailed, accurate and up-to-date task/issu	30 days?	Mon 22-03-07	Fri 22-04-15		Supplier	30 days	No
9	7. Updated set of deliverables	22 days?	Wed 22-03-16	Thu 22-04-14		Supplier	22 days	No
10	8. Other documents according	22 days?	Wed 22-03-16	Thu 22-04-14		Supplier	40 days	No
11	Business Analysis phase documents alignmer	50 days?	Mon 22-02-21	Fri 22-04-29	3FS-55 days	Bank[60%];Suplier[40	42 days	No
12	Business Analysis phase documents aligned	0 days?	Fri 22-04-29	Fri 22-04-29	11		0 days	Yes
13	II. Design Phase	86 days?	Mon 22-03-07	Mon 22-07-04			125 days	No
14	Detailed design document	75 days?	Mon 22-03-07	Fri 22-06-17	3FS-30 days	Supplier	75 days	No
15	Solution configuration/setting up document	15 days?	Mon 22-05-30	Fri 22-06-17	14FS-15 day	Supplier	15 days	No
16	High Level Test Plan (HLTP) and test analysis	15 days?	Mon 22-05-30	Fri 22-06-17	14FS-15 day	Supplier	15 days	No
17	Design Phase documents alignment	20 days?	Mon 22-06-06	Fri 22-07-01	14FS-10 day	Bank[60%];Suplier[40	20 days	No
18	Design Phase documents aligned	1 day?	Mon 22-07-04	Mon 22-07-04	17		0 days	Yes
19	III. Build Phase	141 days?	Tue 22-07-05	Tue 23-01-17			223 days	No
20	Stream 1	80 days?	Tue 22-07-05	Mon 22-10-24			80 days	No
21	IPS core (7.1. Transfer Order, 7.2 Recalls, 7.3. Transaction status validation (Investigation), 7.4.General functional	80 days?	Tue 22-07-05	Mon 22-10-24	18	Supplier	80 days	No
22	Stream 2	25 days?	Tue 22-10-25	Mon 22-11-28			25 days	No
23	CAS (7.5. Central Alias Service)	25 days?	Tue 22-10-25	Mon 22-11-28	21	Supplier	25 days	No
24	Stream 3	18 days?	Tue 22-10-25	Thu 22-11-17			18 days	No
25	Dispute Management (7.6. Dispute Management Module (IPS.DM.01))	18 days?	Tue 22-10-25	Thu 22-11-17	21	Supplier	18 days	No
26	Stream 4	43 days?	Fri 22-11-18	Tue 23-01-17			43 days	No
27	Monitoring, unavailability management and pre-autorisation (7.7.Statistics, monitoring, reporting, alerts (IPS.SM.01), 7.9.Participant "unreachable" function and	43 days?	Fri 22-11-18	Tue 23-01-17	25	Supplier	43 days	No

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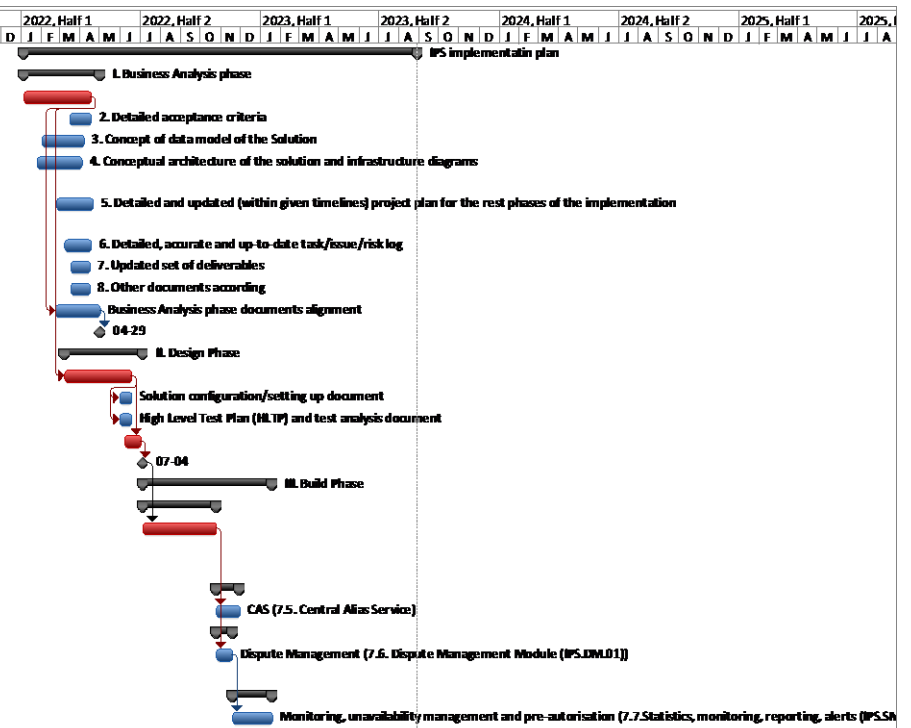
Continue the initial detailed Programme plan:

ID	Task Name	Duration	Start	Finish	Predecessors	Resource Names	Work	Milestone
28	Stream 5	22 days?	Tue 22-10-25	Wed 22-11-23			22 days	No
29	RTP (7.8.Request To Pay and Payment Initiation Request (IPS.RTP))	22 days	Tue 22-10-25	Wed 22-11-23	21	Supplier	22 days	No
30	Stream 6	35 days?	Tue 22-11-29	Mon 23-01-16			35 days	No
31	Billing (7.10. Biliing)	35 days?	Tue 22-11-29	Mon 23-01-16	23	Supplier	35 days	No
32	Build Phase end	1 day?	Tue 23-01-17	Tue 23-01-17	31		0 days	Yes
33	IV. Testing Phase	250 days?	Tue 22-07-05	Mon 23-06-19			247 days	No
34	Acceptance test plan	29,33 days?	Tue 22-07-05	Mon 22-08-15	18	Supplier[75%]	22 days	No
35	Acceptance test plan signed-off	0 days?	Mon 22-08-15	Mon 22-08-15	34	Supplier[50%] ;Bank[5	0 days	Yes
36	UAT documentation with test scripts and scer	45 days?	Tue 22-09-27	Mon 22-11-28	21FS-20 day	Supplier	45 days	No
37	UAT documentation with test scripts and scenarios signed-off	0 days?	Mon 22-11-28	Mon 22-11-28	36	Supplier[50%] ;Bank[5	0 days	Yes
38	Functionality testing	180 days?	Tue 22-10-11	Mon 23-06-19	21FS-10 day	Suplier	180 days	No
39	Test results documents	0 days?	Mon 23-06-19	Mon 23-06-19	38	Supplier	0 days	Yes
40	V. Training	52 days?	Tue 23-03-21	Wed 23-05-31			75 days	No
41	Training plan / program and training curriculu	10 days?	Tue 23-03-21	Mon 23-04-03	38FS-65 day	Supplier	10 days	No
42	Documentation of training by category	15 days?	Tue 23-04-04	Mon 23-04-24	41	Supplier	15 days	No
43	Training sessions	30 days?	Tue 23-04-04	Mon 23-05-15	41		30 days	No
44	Questionnaires for knowledge testing	10 days?	Thu 23-05-04	Wed 23-05-17	43FS-8 days	Supplier	10 days	No
45	Results of training quality assessment	10 days?	Thu 23-05-18	Wed 23-05-31	44	Supplier	10 days	No
46	VI. Go-live and final acceptance	63 days?	Thu 23-06-01	Mon 23-08-28			65 days	No
47	6.1. Go-live preparation phase	35 days?	Thu 23-06-01	Wed 23-07-19			17 days	No
48	Review and assess readiness from IT and Business readiness criterias - the solution instalation on production environment	5 days?	Tue 23-06-20	Mon 23-06-26	39	Supplier	5 days	No
49	Remediation plan for defects	5 days?	Thu 23-06-01	Wed 23-06-07	45	Supplier	5 days	No
50	Successful Tenderer's self-assessment report of business and technical	5 days?	Thu 23-06-01	Wed 23-06-07	45	Supplier	5 days	No
51	Go live	2 days?	Tue 23-07-18	Wed 23-07-19	39FS+20 day	Bank	2 days	Yes
52	6.2. Soak period	20 days?	Thu 23-07-20	Wed 23-08-16			40 days	No
53	Remediation plan execution, defects fixing	20 days?	Thu 23-07-20	Wed 23-08-16	51	Supplier	20 days	No
54	Status on remediation plan for defects occurred prior to and during soak period	20 days?	Thu 23-07-20	Wed 23-08-16	51	Supplier	20 days	No
55	6.3. Final acceptance	8 days?	Thu 23-08-17	Mon 23-08-28			8 days	No
56	Documentation/ deliverables for all phases acceptation by the NBM	8 days?	Thu 23-08-17	Mon 23-08-28	54	Supplier	8 days	No
57	VII. Solution documentation	121 days?	Tue 22-10-25	Tue 23-04-11			58 days	No
58	User instructions and users guide	100 days?	Tue 22-10-25	Mon 23-03-13	21	Supplier[25%]	25 days	No
59	System operating instructions - work instruct	15 days?	Tue 23-03-14	Mon 23-04-03	58	Supplier	15 days	No
60	Documentation relating to end users and ted	18 days?	Fri 23-03-17	Tue 23-04-11	41FS-12 day	Supplier	18 days	No
61	VIII. Non-functional requirements implementa	331 days?	Mon 22-04-04	Mon 23-07-10			662 days	No
62	Requirements for the main characteristics of	331 days?	Mon 22-04-04	Mon 23-07-10	6	Supplier	331 days	No
63	Infrastructure requirements	331 days?	Mon 22-04-04	Mon 23-07-10	6	Supplier	331 days	No
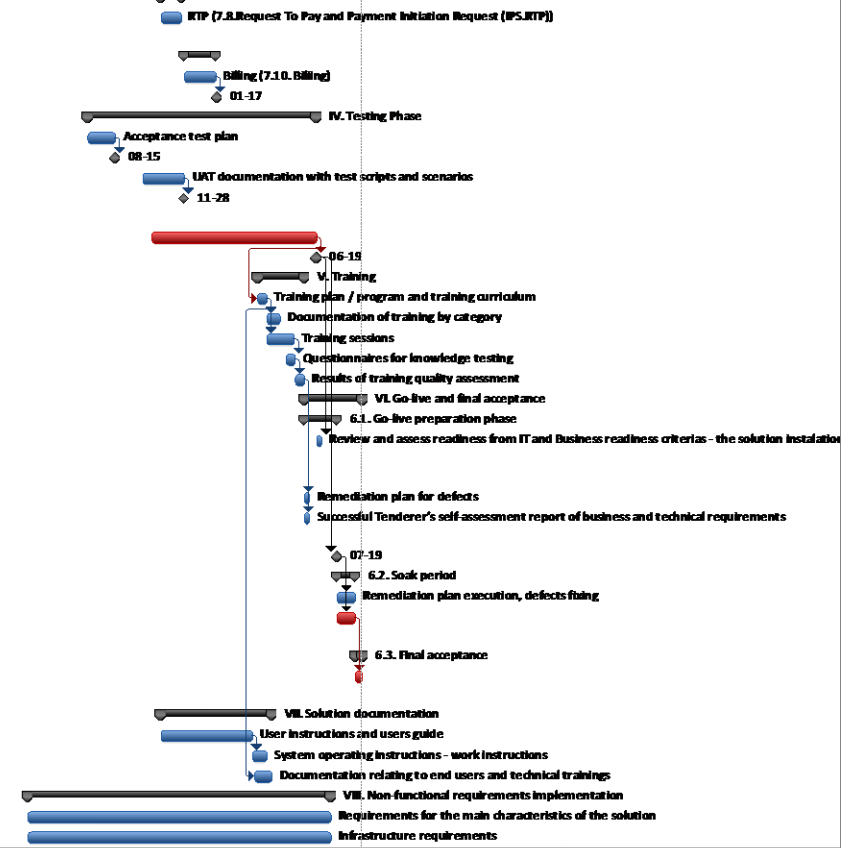
7. Quality management plan

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 correct 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. Phabricator used by Supplier supports post-commit auditing of the code: http://phabricator01.forbis.lt/

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 off-site, and number of persons by categories to be allocated.**

    See attached Resource Management Plan.xlsx template, tab "RPM Supplier".

b. **The resource allocation plan will also detail the reserve component mentioned in Chapter 4, section 1 "1.4. Financial tender and other costs".**

    See attached Resource Management Plan.xlsx template, tab "RPM 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 "RPM 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
2. • Risk registration and identification
3. • Risk assessment and analysis
4. • Risk monitoring and reporting
5. • Control, prevention and mitigation of the risk
6. • Evaluation and adaptation of the risk management processes

1. Risk management strategy - when identifying the risk management strategy it is necessary to define the nature of risk occurrence since the management method shall be oriented to risk specifics. Below is the list of possible 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

Risk characteristics	Standard risk management method
Interaction	To systematize risks
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 - Supplier will as an integrated part of all delivery processes and planning activities if applicable proactively identify and document specific Risks that (i) could likely occur and would adversely affect the provision of the Services and/or Deliverables or (ii) could likely have a materially adverse effect of the provision of the Services and/or Deliverables. Further, Supplier will record and manage any Risks notified by Bank to Supplier. Risk is identified in order to determine what kind of risk could impact Programme/Project and to finalize risk characteristics. Programme Manager, Project Managers, Work Stream Leads, all Programme/Projects team members, and outsourced experts should participate in the risk identification process and should keep PM informed on an ongoing basis about the potential risks, the efforts and measures undertaken by all the participants of Programme to prevent, reduce, or mitigate these potential risks. Risk identification is a constant iterative process, which is performed throughout Programme/Project. When identifying risks, it is necessary to document the main characteristics of a risk. It is recommended to identify risks at each stage of Programme based on an open principle through joint discussion by Programme/Project members.

3. Risk assessment and analysis - based on the Risks identified, Supplier will assess, analyse, and document the underlying causes that would lead to the risk materializing and the Risk Controls, contingency plans and actions required to prevent, reduce and/or mitigate the occurrence and effects of the Risk. Once a risk is identified, it shall be analysed and classified, that is the probability of its occurrence and its impact on Programme/Project shall be identified. Finally, all the risks shall be ranged and each risk shall be prioritized. The table below gives the types of risk classification:

Risk probability classification

Probability	Rating
Occurrence probability is very high or high	3 (High)
Occurrence is probable	2 (Medium)

Probability	Rating
Occurrence is of low probability	1 (Low)

4. Risk monitoring and reporting - for each Risk Supplier will identify and document measurable warning signals indicating the occurrence of the underlying causes that could lead to the Risk materializing. The warning signals will enable Supplier to monitor and track these underlying causes and determine the severity level of any materialised risks. Upon identifying warning signals for each Risk, Supplier will establish processes for monitoring and reporting on the occurrence of these warning signals. Monitoring and reporting should be integrated with Programme progress monitoring. Risks should not be closed unless approved by the risk originator and the closing statement is specified. The table below gives the types of risk impact:

Table 1. Risk impact descriptions and levels

Impact	Rating
Programme level: • Major changes in the scope of Programme. • Failure to achieve Programme goals. • Failure to meet critical deadlines, budget, scope of resources. Project level: • 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. Weekly work level: • Critical negative impact on work progress that leads to inability to continue these works.	**3 (High)**
Programme level: • Change in the scope of Programme. • Failure to reach a milestone on time. Project level: • Major change in the scope. • Failure to reach a milestone on time. Progress level: • Negative impact on work progress, which leads to a major deviation in quality, deadlines or cost.	**2 (Medium)**
Negligible minor impact.	**1 (Low)**

5. Control, prevention and mitigation of the risk - Supplier will on an ongoing basis control, prevent and mitigate the Risks identified in accordance with the above and documented in the Risk Log, including by implementing the Risk Controls and taking such actions that have been identified as relevant to the prevention or mitigation of the relevant risk in the Risk Log. All Programme team members on an ongoing basis control, prevent and mitigate risks identified and documented in the RAID register, taking such actions that have been identified as relevant to the prevention or mitigation of the relevant risk in the RAID register.

PM may require that any Programme team member without undue delay participates in an ad-hoc risk evaluation meeting in order to discuss and agree on the mitigating measures to be implemented by any Programme team member in relation to the relevant risk.

6. Evaluation and adaptation of the risk management processes - Supplier will at regular intervals evaluate its risk management processes and the individual Risks and Risk Controls in scope of the risk management processes in order to identify, document and implement improvements to the Risk Controls.

    b. **Supplier shall submit the initial Risk Register as part of project management plan. The Risk Register will be filled in with project specific risks and will contain for each identified risk, at least the following information: risk ID, type of risk, identification date, date of last revision, risk description, probability, impact, severity, counter-measures, the risk responsible, risk status (e.g. open, closed). The risk register will structure the risks identified based on categories, e.g. Project management/Resources/etc. and also based on project phases, e.g. Analysis/Design/etc.**

Supplier will on an ongoing basis maintain and update the Prior Risk Register with respect to all Prior Risks and the associated Risk Controls. The Prior Risk Register will with respect to each Risk identify at least 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 treat the situations that might appear due to scope change, inclusive scope extension based on reserved resources according to Chapter 4, section 1 "1.4. Financial tender and other costs".**

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 requests and submits them 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 request from additional 300 hours buffer can have shorter approval procedure but they anyway have to be approved by OSC.

b. **Supplier shall provide a change process map and also shall describe the process – the steps, roles involved and templates to be used, including the mechanism of**

52

identifying/monitoring/reporting/approving/rejecting change requests, responsibilities and escalation procedure.

Below please find a change process map with the steps, roles involved, mechanism of approving /rejecting:
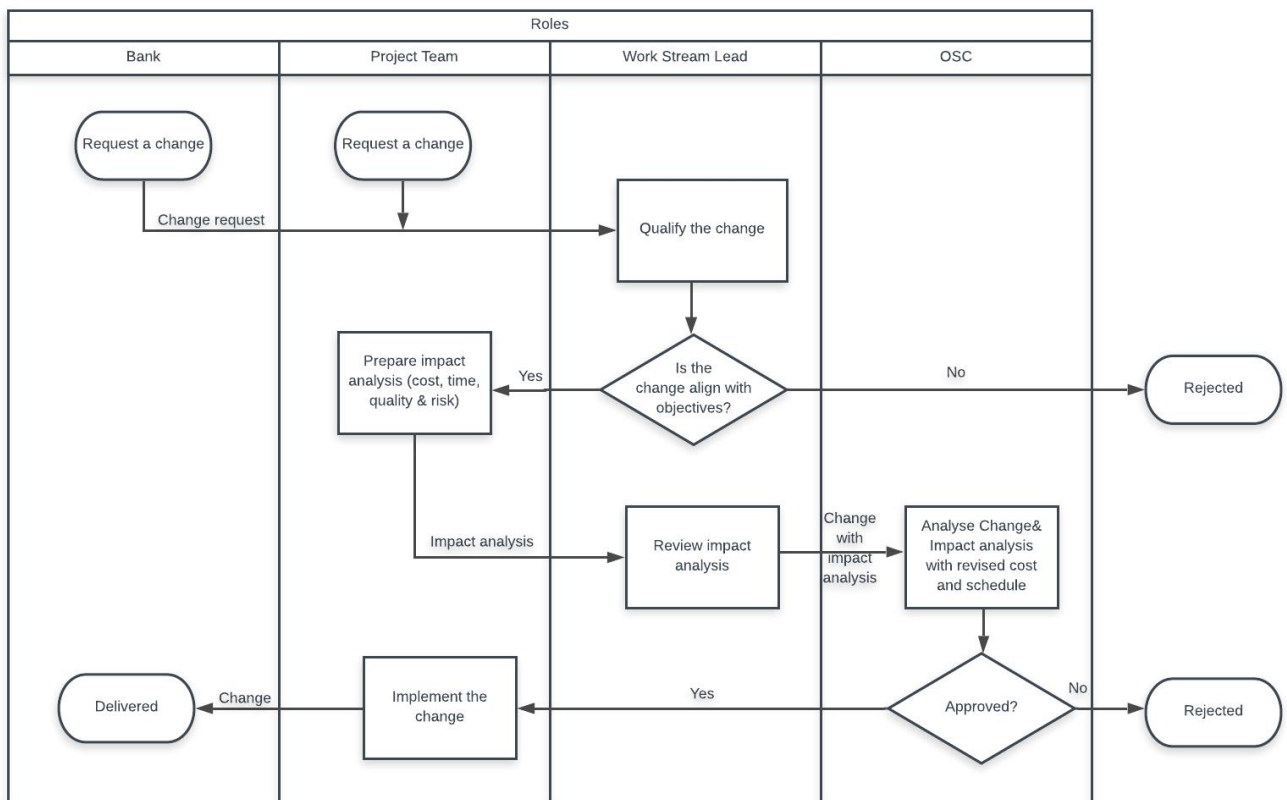
A change request can be identified either by Bank or the project team and has to go through all change request approval phases: Work stream lead evaluation and OSC approval. Only the change request approved by OSC can be implemented and delivered by the project team.

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 necessary to ensure that the information needs of the project and its stakeholders are met through entire Programme implementation.

a. The communication plan refers to the interactions between Bank's project manager, Supplier/project manager and other project stakeholders.

Project communications management will consist of two parts. The first part is developing a strategy to ensure communication is effective for stakeholders. The second part is carrying out the activities necessary to implement the communication strategy.

The Project Communications Management processes will be:

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

b. The communication plan will comprise:

i. Identifying the project stakeholders.

Stakeholders' identification process will be performed periodically throughout Programme/projects as needed. Various inputs, tools and techniques will be used to identifying 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. Information needed per each group of stakeholders.

After all stakeholders are listed in the Stakeholder register, they will be grouped according to the impact, decision making, expectations, and other criteria. Possible groups of Stakeholders and information needed per each group of stakeholders can be as follows:

Stakeholder group	Information needed
Bank CEO, others 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.

Stakeholders groups and information needs will be aligned during the entire IPS implementation Programme.

iii. Information source

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. The 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 the how the project monitoring & controlling will be performed during the project (e.g. Reporting mechanisms – weekly and monthly reporting, end of phase reporting, exception 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

Supplier shall prepare status reports and provide them to Bank on the following principles:
- Duration: Supplier status reports shall be prepared weekly.
- Deadline: Supplier status reports shall be provided every Friday (or other day, if mutually with Bank and/or defined in Programme Management Plan).
- Responsible: Supplier's Project manager.
- Recipients: Bank's Programme manager, other relevant stakeholders (e.g. work stream leads/project managers).

Status reporting meetings

Bank, as applicable, will monitor Supplier's progress against the Solution implementation plan and discuss it during the Status reporting meetings.

It is the responsibility of Supplier's Project Manager to schedule the meetings with Bank Project Managers and other team members, if needed. Supplier's status meeting shall be aimed at presenting current status of the activities being performed and planned to be performed and results achieved.

Frequency: Status reporting meetings shall be scheduled on a weekly basis, if Bank and Supplier's representatives agree and if in the particular meeting there is nothing to discuss, the particular weekly meeting can be cancelled.

Supplier's weekly status report should act as a base for the meeting facilitation. During status meeting Supplier should present the following topics:
- Weekly work plan/activities status and planned next activities for the next period overall and according to each Stream/Work Order.

- Related Solution implementation risks, issues and dependencies (e.g. escalation of the potential scope creeps, delays, etc.).
- Presentation of any actions agreed in previous status meetings.
- Other information/materials to share with Programme team members.

Status meetings meeting minutes are prepared only when the important decisions are taken. At the end of the meeting Programme Manager, PM and other participants agree whether the meeting minutes should be issued. PM is responsible for preparation of meeting minutes which should be sent by email to all participants.

b. Description of weekly/monthly reports comprising model.

Status report shall include:

a. Overall evaluation of Solution implementation status (which is consolidated according to all Stream/Work Orders status);
b. Solution implementation status according to each Stream/Work Order;
c. Information regarding completed and undergoing Solution implementation activities;
d. Information regarding actions agreed in previous meetings and fixed in meeting minutes.
e. Next actions/activities.
f. Update on main risks and issues.
g. Requests for approval, if any.

In addition, to identify the overall status of the project, three colours are used in the reporting templates. Each of which is 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 greater 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. The procedure for handling project deviations and exceptions.

If Supplier ascertains or foresees conditions, which may result in material problems, inexpediencies and/or may significantly reduce Bank's benefit of the Services and/or Deliverables, Supplier will immediately notify Bank on the ad-hoc basis. Likewise, if Bank ascertains or foresees such conditions, Bank will immediately notify Supplier. The problems should be escalated immediately when the issue/deviation from the work plan, budget, and scope or quality expectations is identified.

Escalation could be delivered by email or in oral format between Supplier's Project Manager and Programme manager in the first instance, and then, if agreed, to the Operational Steering Committee and Supplier's Sponsor.

Any Solution implementation issues will at first instance tried to be resolved by Supplier's Project Manager (-s) and Programme Manager, as applicable. If the issue cannot be resolved by Supplier's Project Manager (-s) and Programme Manager, as applicable, the issue will be escalated to Supplier's Sponsor and Operating Steering Committee. If the issue cannot be resolved by Supplier's Sponsor and/or Operational Steering Committee, the issues will be referred to the Group Steering Committee and Supplier's top management.

An escalation message should contain:
- Overview of the problem being escalated.
- Cause of the exception.
- Options to address the deviation.
- Recommendation, if any.

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

d. Contingency plans.

A contingency plan (or fall-back plan) shall be developed for implementation if the selected strategy turns out not to be fully effective or if an accepted risk occurs. During the Project Planning phase, thorough contingency plan has to be prepared and presented to Bank.

Contingency plan will contain the following information:

- Scenario (e.g. only one essential team member has the specific expertise in a particular software).
- Trigger (e.g. this team member unexpectedly leaves the company/is on a sick leave)
- Response (e.g. prepare and use instruction manual for the specific software)
- Whom to inform (e.g. Team Manager, Team Members)

Key responsibilities (e.g. Team Members will need to adapt workload to be able to take on additional tasks, and report their concerns to the Team Manager).

13. Approval plan, which will present in a condensed form each type of deliverable and how this deliverable is approved

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

Deliverable	Acceptance criteria
1. Detailed software requirements specification of the solution. 2. Solution architecture document, detailing all solution components and required interfaces.	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.
3. Ready-to-test Solution	Solution shall meet the requirements agreed in the above chapters and that shall include: 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.
4. Test scenarios/scripts/test results	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.

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

14. Project library – description of how the project documents and deliverables 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 Document Management System (DocMan). The document folder structure should be established according to all Projects/Work Orders. If needed, the structure can be changed. PM is responsible to ensure that the folder structure is maintained according to the agreed structure.

  In case DocMan does not work, documents are sent by Jira/e-mail and later on uploaded to DocMan. 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 DocMan. Supplier is responsible for providing the access rights.

  DocMan can be accessed via the following link: http://secure.forbis.lt/dm

  Bank representative, wishing to share the final version of the document with Supplier, should upload it into DocMan 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.lt/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 DocMan, 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
Initial project management plan	See attached Initial project management plan.mpp
Support Presentation for Kick-Off Meeting	See attached Support Presentation For Kick-off Meeting Template.pptx
Meeting Minutes	See attached Meeting Minutes Template.docx
Meeting Minutes Agreed Actions Log	See attached Meeting Minutes Agreed Actions Log Template.xlsx
Escalation, Questions, Decisions Request	See attached Escalation, Questions, Decisions Request Template.docx
Weekly Reporting	See attached Weekly Reporting Template.xlsx
End of Project Phase Report	See attached End Of Project Phase Report Template.docx
Monthly Project Portfolio Progress Report	See attached Monthly Project Portfolio Progress Report Template.xlsx
Exception Report	See attached Exception Report Template.docx
Quality Register	See attached Quality Register Template.xlsx
Resource Management Plan	See attached Resource Management Plan.xlsx
Risk Register	See attached Risk Register Template.xlsx
Change Request	See attached Change Request Template.xlsx
Change Register	See attached Change Register Template.xlsx
Stakeholder's Register	See attached Stakeholder Register Template.xlsx