

PROJECT MANAGEMENT REQUIREMENTS

Note: The Tenderer shall indicate to what extent its tender meets the requirements by filling in the cells in the "Tenderer's Response" column with one of the following options: <Yes - Tenderer's approach corresponds to

Requirement Code	Requirement	Level of obligation	of Lot I/II	Tenderer's Response	Tenderer's Comment
1. General project management requirements					
CMP.1	The purpose of project management is to ensure the necessary organizational and management capabilities for the project to successfully achieve the set objectives. During the project life cycle, effective planning and allocation of resources, control of progress during each phase, monitoring and evaluation of the quality of deliverables, etc. must be ensured.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	Project management will ensure structured governance through steering committee oversight, dedicated workstreams for core and digital banking, resource planning, progress monitoring, risk mitigation, quality assurance, and change control, ensuring timely, compliant, and high-quality delivery of NBM's objectives. Please refer section 6 for high level project governance structure.
CMP.2	The beneficiary is responsible for all procedural and administrative aspects related to the launch, contracting and financial management of the project (including payments) related to the project implementation and technical implementation activities.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	NBM, as the beneficiary, will retain responsibility for all procedural, contractual, and financial aspects, including approvals, payments, and overall oversight, while JMR ensures technical implementation, project execution, and compliance with agreed deliverables.
CMP.3	A well-known project management methodology, standards (e.g. PRINCE2, PMBOK, etc.) or an internally developed methodology based on these standards or methodologies will be used for the implementation of the project and will be specifically designated.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	The project will be executed using a structured project management methodology aligned with globally recognized standards. JMR's internally adapted methodology, based on these standards, will govern planning, execution, monitoring, and control throughout the implementation.
CMP.4	In order to organize the project, the Tenderer will appoint a Project Manager who will manage the project team.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will appoint a dedicated Project Manager responsible for leading and coordinating the project team, ensuring alignment with NBM's objectives, timely delivery, risk mitigation, and effective communication throughout the core and digital banking implementation.
CMP.5	A detailed project organization chart covering the main roles specified in Annex no. 7 "Qualification Requirements Form" to the Tender Notice and potential additional roles identified by the Tenderer will be provided as part of the tender. The Tenderer must describe the main responsibilities for each role. The members of the Steering Committee, the Project Management team, the functional teams, the technical experts, the support team, etc. will be clearly identified in the project organization chart.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will provide a detailed project organization chart covering all roles in Annex 7 and any additional roles deemed necessary. Responsibilities for each role, including Steering Committee, Project Management, functional, technical, and support teams, will be clearly defined.

CMP.6	The Tenderer's project manager has the authority and responsibility to coordinate the IT solution implementation project, so that the project objectives stipulated in Annex no. 5 "Requirements" of „The Specifications" are achieved. In this regard, he must understand the philosophy of the Transform NBM project and ensure alignment with it throughout the entire process of implementing the IT solution(s). His main responsibility is to ensure that all requested deliverables are submitted on time, meet the established acceptance criteria and comply with the established quality standards.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Project Manager will have full authority and responsibility to coordinate the IT solution implementation, ensuring alignment with the Transform NBM project philosophy. He will oversee timely delivery of all deliverables, meeting acceptance criteria and established quality standards.
CMP.7	The project manager will ensure adequate management of project risks, progress and deliverables control at each phase of the project. Control of the interdependencies between the project components will also be provided to minimize any risk of stagnation.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	The Project Manager will oversee effective risk management, monitor progress, and control deliverables at each project phase. Interdependencies between project components will be actively managed to ensure seamless execution and minimize the risk of delays or stagnation.
CMP.8	The project manager will ensure effective communication within the project, through weekly activity reports to the Beneficiary's project manager and monthly/or as needed to the Beneficiary's Coordination and Steering Committee, including reporting at the end of the phase. At the same time, the Tenderer must ensure an adequate level of transparency in the project management, by adequately documenting all aspects of project management.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	The Project Manager will ensure effective communication through weekly reports to NBM's Project Manager and monthly or ad-hoc updates to the Coordination and Steering Committee. All project management activities will be transparently documented to maintain full accountability.
CMP.9	The Tenderer's Project Manager has the authority and responsibility to manage the day-to-day activities of the project.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Project Manager will have full authority and responsibility to manage all day-to-day project activities, ensuring coordination across teams, timely progress, adherence to quality standards, and alignment with NBM's strategic objectives.
CMP.10	The Beneficiary's Project Manager is responsible for organizing the Beneficiary's resources so that they are useful to the project and available as needed to fulfill the project plan. The Beneficiary's Project Manager provides a formal interface for communicating day-to-day issues and reporting on project progress between the Tenderer's Project Manager and the Beneficiary.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	NBM's Project Manager will organize and make available the Beneficiary's resources as needed, serving as the formal interface with JMR's Project Manager for day-to-day issue resolution and progress reporting throughout the project.
CMP.11	The Tenderer may also appoint Team Leaders, who will act as intermediaries in the communication and control process. The Beneficiary will appoint one or more members of these teams formed by the Tenderer. This will facilitate communication between the parties and minimize formal points of contact between the teams. The main responsibility of a Team Leader is to ensure the delivery of the deliverables under the conditions established by the Tenderer's Project Manager.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR may appoint Team Leaders to act as intermediaries for communication and control. NBM may assign representatives to these teams. Team Leaders will ensure timely delivery of all assigned deliverables under the supervision of JMR's Project Manager.

CMP.12	The Tenderer is obliged to ensure the timely resolution of identified issues related to its direct responsibility and to include in its tender a description of the escalation/resolution mechanism for identified issues.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will ensure timely resolution of all issues under its responsibility. A structured escalation and resolution mechanism will be implemented, detailing roles, response times, and reporting procedures to guarantee effective issue management throughout the project.
CMP.13	In the event that the Tenderer is represented by an association, or the Tenderer has a subcontractor for the project, the role and responsibilities of the associated member/subcontractor and their interaction with the Project Manager shall be clearly described.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	In cases involving an association or subcontractor, JMR will clearly define the roles and responsibilities of each member, including their interaction with the Project Manager, ensuring coordinated execution, accountability, and seamless integration within the overall project governance framework.
2. Activities and deliverable requirements					
CMP.14	Main activities:				
CMP.14 a.	Develop an initial project management plan covering at least the following initial elements: project plan (phases, duration, responsibilities, resources, etc.), organizational chart, roles, quality management plan, risk management plan, resource management plan, change management plan, communication plan.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will develop an initial Project Management Plan covering project phases, duration, responsibilities, resources, organizational chart, roles, and plans for quality, risk, resource, change, and communication management, ensuring structured governance and effective execution throughout the implementation.
CMP.14 b.	Adjust the initial project management plan, in coordination with the NBM.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will review and adjust the initial Project Management Plan in close coordination with NBM, ensuring alignment with the Bank's priorities, requirements, and governance processes throughout the core and digital banking implementation.
CMP.14 c.	Adjust the project management plan as necessary throughout the project duration, in coordination with the NBM.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will continuously review and update the Project Management Plan throughout the project, in close coordination with NBM, to ensure alignment with evolving priorities, risks, and governance requirements during the core and digital banking implementation.
CMP.14 d.	Organize the kick-off meeting and other project meetings (e.g., Steering Committee meetings, etc.) together with the NBM.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will organize the project kick-off and subsequent meetings, including Steering Committee sessions, in close coordination with NBM, ensuring effective communication, alignment on objectives, and structured progress tracking throughout the core and digital banking implementation.
CMP.14 e.	Execute and monitor the project and submit a weekly project report in the format agreed by the parties.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will execute and monitor all project activities, ensuring progress against the plan, and will submit weekly project reports in the mutually agreed format to NBM, providing transparency and timely updates throughout the implementation.

CMP.14 f.	Close major project phases and submit acceptance documents in the draft version to the NBM before official acceptance.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will formally close each major project phase and submit draft acceptance documents to NBM prior to official approval, ensuring completeness, accuracy, and alignment with agreed deliverables and quality standards throughout the implementation.
CMP.14 g.	Prepare and submit the final phase report.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare and submit the final phase report to NBM, summarizing project outcomes, deliverables, lessons learned, and compliance with agreed quality and acceptance criteria.
CMP.14 h.	Presentation and preparation of the Progress Report on a monthly or as needed basis to the Beneficiary's Steering Committee.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare and present monthly or ad-hoc Progress Reports to NBM's Steering Committee, providing updates on project status, risks, milestones, and deliverables, ensuring informed decision-making and effective project governance.
CMP.15	Deliverables:				
CMP.15 a.	Initial Project Management Plan. Detailed requirements for the project management plan are presented in the subchapter "Project Management Plan Requirements" (below).	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will develop an initial Project Management Plan covering project phases, duration, responsibilities, resources, organizational chart, roles, and plans for quality, risk, resource, change, and communication management, ensuring structured governance and effective execution throughout the implementation.
CMP.15 b.	Updated Project Management Plan.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will develop an initial Project Management Plan covering project phases, duration, responsibilities, resources, organizational chart, roles, and plans for quality, risk, resource, change, and communication management, ensuring structured governance and effective execution throughout the implementation.
CMP.15 c.	Supporting presentation for the kick-off meeting and other project management meetings, such as those of the Steering Committee.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare and provide supporting presentations for the project kick-off and other management meetings, including Steering Committee sessions, ensuring clear communication of objectives, progress, risks, and key decisions throughout the implementation.
CMP.15 d.	Weekly reports will include at least the following: date, reporting period, status of the implementation schedule, activities performed, deliverables completed, problems and risks identified, deliverables to be completed during the next reporting period, change requests and their impact analysis, "to do" list. Accordingly, weekly reporting will represent, in fact, a report on the status of the project (including decisions to be taken at the project management level and/or at the level of the Steering Committee).	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's weekly reports will cover the reporting period, implementation schedule status, completed activities and deliverables, identified issues and risks, upcoming deliverables, change requests with impact analysis, and action items, providing a comprehensive project status overview for management and the Steering Committee.

CMP.15 e.	Monthly or as needed progress reports to the Steering Committee must reflect an overview of the project status at the time of reporting, completed phases, deliverables achieved, next project activities, deviations and deviations from the project plan, risks, problems and their remediation measures, change requests (if any) and other elements relevant to the beneficiaries of this report. Progress reports with a monthly frequency or as needed to the Steering Committee will be presented in the format agreed with the Beneficiary (usually in PPT format).	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare and present monthly or ad-hoc progress reports to NBM's Steering Committee, summarizing project status, completed phases, achieved deliverables, upcoming activities, deviations, risks, issues with remediation, and change requests, in the agreed format (typically PPT).
CMP.15 f.	The end-of-phase reports must include the following: overview of the completed phase, overview of the project plan for the next period, deviations and deviations from the project plan, accepted deliverables, risk analysis, status of project issues and remedial measures, project quality register. The end-of-phase reports will be presented in the format agreed with the Beneficiary.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare end-of-phase reports for NBM, detailing completed phase overview, upcoming project plan, deviations, accepted deliverables, risk analysis, status of issues with remedial actions, and the project quality register, in the format agreed with the Beneficiary.
CMP.15 g.	Exception reports must contain the following information: description of the causes of deviations, impact of these deviations, options for solving the problems and their impact on the overall tolerances of the project, the option recommended by the Tenderer's Project Manager.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare exception reports detailing the causes and impact of deviations, possible remediation options with their effect on overall project tolerances, and the recommendation of JMR's Project Manager, ensuring informed decision-making and timely resolution of issues.
CMP.15 h.	The Tenderer must include in its tender the models for each of the deliverables mentioned in the "Deliverables" section above.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will include in its tender the templates and models for all deliverables listed in the "Deliverables" section, ensuring clarity, standardization, and alignment with NBM's expectations and project governance requirements.
CMP.16	Acceptance criteria:				
CMP.16 a.	The deliverables are submitted to the NBM according to the agreed terms.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will submit all project deliverables to NBM in accordance with the agreed terms, ensuring timely delivery, compliance with quality standards, and alignment with the project plan and governance framework.
CMP.16 b.	The NBM has no objections regarding the integrity and correctness of the document prepared in accordance with the quality criteria and other agreed criteria.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will ensure that all documents are prepared in accordance with the agreed quality criteria and standards, and will submit them for NBM's review, ensuring integrity, correctness, and compliance with project requirements.
3. Project management plan requirements					

CMP.17	The Tenderer shall submit, as part of its tender, the initial version of the Initial Project Management Plan which shall also reflect the minimum terms set by the Beneficiary for the different phases of project implementation (e.g. the minimum term of 10 working days for acceptance of a deliverable, unless otherwise agreed by the Parties). The content of this document shall be as follows:	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will submit, as part of its tender, the initial version of the Project Management Plan, reflecting NBM's minimum phase terms and including an introduction covering the project context, objectives, scope, and high-level implementation approach.
CMP.17 a.	Introduction – project context	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b.	Project description:	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's initial Project Management Plan will include the project description, objectives, scope (in-scope and out-of-scope areas), methodology and tools, team composition including subcontracting, expected deliverables, constraints, and key success factors to ensure structured and successful project execution.
CMP.17 b. i.	Project objectives	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b. ii.	Areas within and outside the project scope	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b. iii.	General approach (methodology and tools used, own team and subcontracting, etc.)	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b. iv.	Project deliverables and other expected results	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b. v.	Constraints	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 b. vi.	Key success factors	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 c.	Project organization chart - organizational structure and description of roles and responsibilities	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's initial Project Management Plan will include a detailed project organization chart, clearly illustrating the organizational structure and defining roles and responsibilities for the Steering Committee, Project Management team, functional and technical teams, and support staff.
CMP.17 d.	Activity breakdown	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's initial Project Management Plan will include a detailed activity breakdown, outlining project phases, tasks, durations, dependencies, responsible teams, and milestones to ensure clear planning, tracking, and accountability throughout the implementation.
CMP.17 e.	Description of the main deliverables, which will include:				

CMP.17 e. i.	the name of the deliverable and/or its code, the purpose, content, format and presentation method, the deliverable owner, the quality criteria for the deliverable and the way in which the quality will be tested by the quality owner, the resources necessary for testing the quality of the deliverable.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's initial Project Management Plan will describe all main deliverables, including name/code, purpose, content, format, presentation method, owner, quality criteria, testing approach by the quality owner, and resources required to ensure deliverable quality and compliance
CMP.17 e. ii.	The quality criteria presented will contain measurable characteristics and will not be ambiguous.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will define quality criteria for all deliverables with clear, measurable characteristics, ensuring they are unambiguous and verifiable, enabling objective assessment and compliance with NBM's standards throughout the project.
CMP.17 e. iii.	The following will be considered as criteria for approving the deliverables:	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will ensure that all deliverables are approved based on compliance with established requirements, alignment with project objectives, and, where applicable, achievement of defined performance indicators, guaranteeing quality and relevance to NBM's expectations.
CMP.17 e. iv.	Compliance with the requirements established for the deliverable.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 e. v.	The extent to which it meets the project objectives.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 e. vi.	Performance indicators, as appropriate.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 f.	Project plan:				
CMP.17 f. i.	The initial project plan will list the most important phases and work packages, major activities, start and finish dates, duration, milestones, including responsibilities, interdependencies, external dependencies, and the critical path. The project plan must take into account the completion date of the phases stipulated in chap. "Implementation Requirements", Phases and Deliverables.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's initial project plan will outline key phases, work packages, major activities, milestones, start and finish dates, responsibilities, interdependencies, external dependencies, and the critical path, ensuring alignment with the completion dates defined in the "Implementation Requirements".
CMP.17 f. ii.	If the Tenderer will subcontract any activities to obtain deliverables, it will present the work packages related to these activities. The structure of a work package will include: date, responsible, description of the work package, quality control methods to be applied, level of resources to be allocated, start and finish dates, constraints, reporting method. The work packages will be signed by both the subcontractor and the Tenderer.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	If subcontracting is required, JMR will present the related work packages, detailing dates, responsibilities, descriptions, quality control methods, resource allocation, start/finish dates, constraints, and reporting. All work packages will be formally signed by both JMR and the subcontractor.

CMP.17 f. iii.	<p>The project plan will clearly reflect the total planned duration for the implementation of the solution. The project plan will also include activities for reviewing and coordinating the deliverables and acceptance documents by the parties (Tenderer and Beneficiary) with the allocation of the necessary terms (time). For the review/coordination of the deliverables by the Beneficiary, a term of at least 10 working days will be assigned, from the date of their submission, unless otherwise agreed by the Parties. The Tenderer will examine and consider the observations/proposals for modification of the deliverables submitted by the Beneficiary, and will deliver the modified version to the Beneficiary within 5 working days from the date of their receipt, unless the Parties agree otherwise. The Tenderer will take these terms into account when preparing the Project Plan. Exceptions to this term are the deliverables and acceptance documents for the analysis and design and testing phases, for which the Tenderer will allocate, on the part of the Beneficiary, periods ranging from a minimum of 15 - 25 working days, unless otherwise agreed by the Parties.</p>	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	<p>JMR's project plan will reflect the total implementation duration, including activities for review and coordination of deliverables and acceptance documents. Beneficiary review periods and Tenderer response times will be incorporated per agreed terms, with extended timelines for analysis, design, and testing phases.</p>
CMP.17 f. iv.	<p>The working assumptions that represented the basis for the development of 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 vacation period for the NBM team. At the same time, the project plan will be prepared according to the calendar of the Republic of Moldova, taking into account official holidays.</p>	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	<p>JMR will present the working assumptions underlying the initial project plan. The plan will consider NBM vacation periods (July–August) and the Republic of Moldova's official holidays, ensuring realistic scheduling and alignment with project timelines.</p>
CMP.17 f. v.	<p>The Tenderer will present the tolerances for the general project plan and for each of the important phases. The Tenderer will present the method by which the Project Manager will ensure the control of tolerances at each phase and the procedure that will be applied when these tolerances are exceeded. For this project, cost tolerances are not allowed, the project budget being a fixed one.</p>	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	<p>JMR will define tolerances for the overall project plan and each key phase. The Project Manager will monitor and control these tolerances and follow established procedures if exceeded. Cost tolerances are not applicable, as the budget is fixed.</p>
CMP.17 f. vi.	<p>For the implementation of the solution, the time tolerances per lot will constitute an additional 60 working days, distributed equally in 30 working days for both the Tenderer and the Beneficiary (unless the Parties have agreed otherwise regarding their distribution). The time tolerances at the activity level will be distributed as necessary during the implementation by mutual agreement of the Parties.</p>	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	<p>JMR acknowledges a total time tolerance of 60 working days per lot, equally allocated as 30 days for JMR and 30 days for NBM, with activity-level tolerances to be mutually agreed and applied as needed during implementation.</p>

CMP.17 f. vii.	If a phase is finished later due to the time tolerance, the next phase may be started later due to this tolerance, but the time tolerances for the entire implementation period cannot exceed 60 working days per project.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will manage phase schedules considering the allowed time tolerances. Delays in one phase may shift the start of subsequent phases, ensuring that the total time tolerance for the entire implementation does not exceed 60 working days.
CMP.17 f. viii.	In order to ensure efficient implementation (synchronization of dependencies related to the implementation of the two lots), the contracting authority reserves the right to postpone the implementation of any offered lot, with a total term of up to 3 months.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR acknowledges that NBM may postpone the implementation of any lot by up to three months to synchronize dependencies between lots. The project plan, cost and schedule will be adjusted accordingly to maintain alignment and delivery efficiency.
CMP.17 f. ix.	The project plan will contain the Gantt chart. During the project, the Project Manager must use a dedicated project management software/tool that will be indicated in the tender.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's project plan will include a Gantt chart. Throughout the project, the Project Manager will use the dedicated project management tool specified in the tender to monitor, track, and report progress effectively.
CMP.17 f. x.	Detailed project plans will be developed for each phase throughout the contract execution period.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will develop detailed project plans for each phase throughout the contract execution, ensuring clear scheduling, resource allocation, risk management, and alignment with NBM's objectives and project governance framework.
CMP.17 g.	Quality management plan				
CMP.17 g. i.	The quality management plan shall include:				
CMP.17 g. i.i.	Responsibilities for quality assurance.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Quality Management Plan will define responsibilities for quality assurance, reference applicable standards, identify key assessment criteria, describe control and audit methods for project management and technical deliverables, and include additional quality assurance tools to ensure compliance and high-quality outcomes.
CMP.17 g. i.ii.	References to standards to be met	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 g. i.iii.	Identification of key quality assessment criteria to be met.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 g. i.iv.	Control and audit methods used to attest the quality of project management deliverables and for specialized, technical deliverables	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 g. i.v.	Other quality assurance tools.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 g. ii.	In order to record the quality controls to be performed on the deliverables, the Tenderer shall maintain a Quality Register, which shall contain the following: the deliverable, the quality verification method, the verification results, the corrective actions, the planned and actual approval date.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will maintain a Quality Register to record all quality controls on deliverables, including deliverable details, verification methods, results, corrective actions, and planned versus actual approval dates, ensuring traceability and compliance with agreed standards.
CMP.17 h.	Resource management plan				

CMP.17 h. i.	The resource management plan will include for each proposed activity the amount of resources to be allocated by the Tenderer, on-site and remotely, as well as the number of people by category to be allocated to the project.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Resource Management Plan will specify, for each activity, the resources to be allocated on-site and remotely, including the number of personnel by category, ensuring adequate staffing and optimal utilization throughout the project.
CMP.17 h. ii.	The resource allocation plan will detail the reserve component mentioned in Annex no. 5 of „The Specifications“, point 1.2.4 “Requirements for the financial tender”.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Resource Allocation Plan will include the reserve component specified in Annex 5, point 1.2.4 of The Specifications, ensuring availability of additional resources as required to maintain project continuity and meet NBM's objectives.
CMP.17 h. iii.	The resource management plan will include for each proposed activity the resources necessary to be allocated by the Beneficiary, describing the functions and responsibilities of each member of the Beneficiary's team and the estimated workload for each task, for each category of personnel.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Resource Management Plan will outline the resources to be provided by NBM for each activity, detailing team members' roles, responsibilities, and estimated workload per task and personnel category, ensuring effective coordination and alignment with project execution.
CMP.17 i.	Risk management plan:				
CMP.17 i. i.	The Risk Management Plan will describe the risk management processes, risk management strategies, risk management responsibilities and specific procedures for identifying, reporting, escalating risks, etc.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Risk Management Plan will define risk management processes, strategies, and responsibilities, including procedures for identifying, reporting, monitoring, and escalating risks, ensuring proactive mitigation and continuous oversight throughout the core and digital banking implementation.
CMP.17 i. ii.	The Tenderer will present the Initial Risk Register, as part of the Project Management Plan. The Risk Register will be completed with the specific risks of the project and will contain for each identified risk, at least the following information: risk (identification) code, risk type, identification date, last review date, risk description, probability, impact, severity, countermeasures, risk owner, risk status (e.g. open, closed). The Risk Register will structure the identified risks based on categories, e.g. Project Management/ Resources/ etc. and also by project phases, e.g. Analysis/ Design/ etc.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will include the Initial Risk Register within the Project Management Plan, detailing all project-specific risks with identification code, type, dates, description, probability, impact, severity, countermeasures, owner, status, structured by risk category and project phase.
CMP.17 j.	Change management plan				

CMP.17 j. i.	The change management plan will address situations that may arise as a result of the change of the scope, including its expansion using the resources reserved for this purpose according to the requirements of Annex no. 5 of this Tender Document, point 1.2.4 "Requirements for the financial tender", p.5, or when the Tenderer proposes solutions for individual requirements that the NBM does not consider satisfactory. Any such reservation of the NBM shall be announced to the Tenderer and shall be subject to the governance and escalation process in accordance with the change control rules. To this end:	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Change Management Plan will address scope changes, including use of reserved resources per Annex 5, and situations where proposed solutions are not accepted by NBM, following defined governance, escalation, and change control procedures to ensure controlled and transparent management.
CMP.17 j. ii.	The Tenderer must present a change process map and also describe the process - the phases, the roles involved and the templates to be used, including the mechanism for identifying/monitoring/reporting/approving/rejecting change requests, the responsibilities and the escalation procedure.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will provide a change process map and describe the full process, detailing phases, roles, templates, procedures for identifying, monitoring, reporting, approving or rejecting change requests, responsibilities, and the escalation mechanism, ensuring transparent and controlled change management
CMP.17 j. iii.	The Tenderer must include an impact analysis in the change process.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will include a detailed impact analysis within the change management process, assessing the effects of proposed changes on schedule, resources, deliverables, and project objectives to support informed decision-making
CMP.17 j. iv.	The Tenderer must provide an example of a change request register.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will provide an example of a Change Request Register as part of the tender, illustrating the tracking, status, impact assessment, approvals, and escalation of proposed changes throughout the project.
CMP.17 k.	Communication plan				
CMP.17 k. i.	The communication plan refers to the interactions between the Beneficiary's Project Manager, the Tenderer's Project Manager and other involved parties.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Communication Plan will define structured interactions between NBM's Project Manager, JMR's Project Manager, and all other stakeholders, ensuring timely information exchange, coordination, and effective decision-making throughout the core and digital banking implementation.
CMP.17 k. ii.	The communication plan will include:				
CMP.17 k. ii.i.	identification of the parties involved	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR's Communication Plan will identify all parties involved, the information required for each group, information sources, communication frequency, content,
CMP.17 k. ii.ii.	the information needed for each group of parties involved	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 k. ii.iii.	the source of information	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	

CMP.17 k. ii.iv.	the frequency of communication	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	and responsibilities for preparation and dissemination, ensuring structured, transparent, and timely communication throughout the project.
CMP.17 k. ii.v.	the content of the communication	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 k. ii.vi.	who is responsible for developing and sending the communications.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	
CMP.17 l.	Project Control and Monitoring Mechanism				
CMP.17 l. i.	Description of how project monitoring and control will be carried out throughout the project duration (e.g. Reporting Mechanisms - weekly reporting, monthly/as needed reporting, end-of-phase reporting, exceptional reporting).	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will implement comprehensive project monitoring and control throughout the project, using weekly reports, monthly or ad-hoc progress reports, end-of-phase reports, and exception reports to track status, identify risks, and enable timely decision-making by NBM and project management.
CMP.17 l. ii.	Description of the weekly/monthly or as needed/end-of-phase reporting model.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will implement a structured reporting model, including weekly reports on activities and deliverables, monthly or ad-hoc reports for the Steering Committee, and end-of-phase reports, ensuring transparency, progress tracking, and informed decision-making throughout the project.
CMP.17 l. iii.	Procedure for managing project deviations and exceptions.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will implement a formal procedure to manage project deviations and exceptions, including identification, documentation, impact analysis, corrective actions, approval, and escalation, ensuring timely resolution and minimal impact on project objectives and schedule.
CMP.17 l. iv.	Emergency response plan.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will develop an Emergency Response Plan to address unforeseen events, ensuring rapid identification, assessment, mitigation, and communication of emergencies to maintain project continuity and safeguard NBM's objectives
CMP.17 m.	Approval Plan , which will present in a condensed form each type of deliverable and the method of its approval.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will prepare an Approval Plan summarizing each deliverable type, the corresponding approval method, responsible parties, and timelines, ensuring clarity, traceability, and timely acceptance of all project outputs by NBM.
CMP.17 n.	Project Library – description of how the documents and deliverables related to the project will be stored, found and retrieved.	Mandatory	Lot I	Yes - Tenderer's approach corresponds to the NBM requirement or approach	JMR will implement a Project Library to store, organize, and manage all project documents and deliverables, ensuring easy search, retrieval, version control, and secure access for both JMR and NBM throughout the project lifecycle.

<p>CMP.17 o.</p>	<p>Phase Plan - The Tenderer will present, as part of its tender, the Phase Plan corresponding to the first phase of the project (the one subsequent to the initiation of the project). The plan will have the same similar composition as the Project Plan, but will present at a much more detailed level the aspects corresponding to the first Phase of the Project.</p>	<p>Mandatory</p>	<p>Lot I</p>	<p>Yes - Tenderer's approach corresponds to the NBM requirement or approach</p>	<p>JMR will submit a detailed Phase Plan for the first project phase, following the structure of the overall Project Plan, providing in-depth scheduling, resource allocation, activities, milestones, responsibilities, and interdependencies specific to this initial phase.</p>
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