THE GOVERNMENT OF THE DEMOCRATIC SOCIALIST REPUBLIC OF SRI LANKA

Ministry of Technology

BIDDING DOCUMENT – SCHEDULE OF REQUIREMENTS

Volume 02 of 03 - Annexure 7: Project Management and Governance

Single Stage Two Envelopes Bidding Procedure

FOR THE

PROCUREMENT OF A MASTER SYSTEM INTEGRATOR (MSI) FOR DESIGNING, DEVELOPING, SUPPLYING, DELIVERING, INSTALLATION, IMPLEMENTING, SUPPORT AND MAINTAINING THE SOFTWARE, HARDWARE AND INFRASTRUCTURE FOR SRI LANKA UNIQUE DIGITAL IDENTITY (SL-UDI) PROJECT OF GOVERNMENT OF SRI LANKA

INVITATION FOR BIDS No: **ICTA/SLUDI/IS/2022/01**
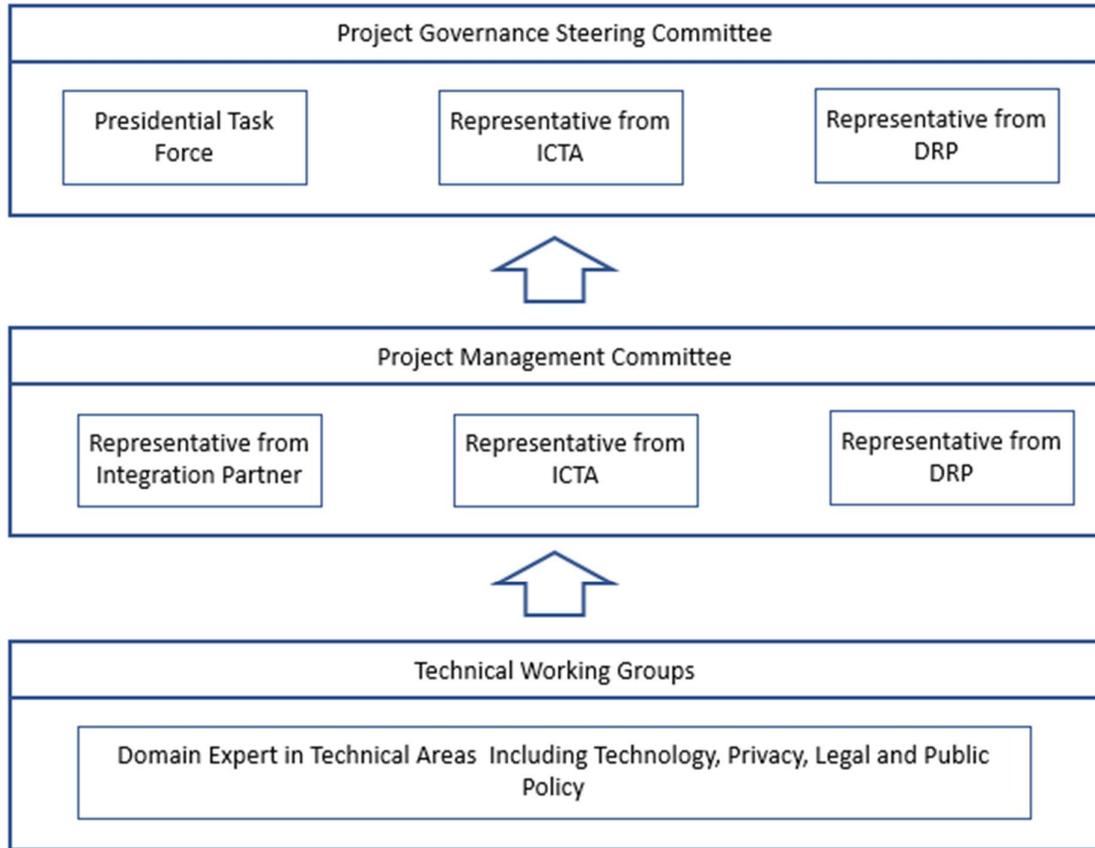
May 07, 2023

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7.1. Project Management and Governance

Implementation of the Foundational ID platform will be governed under the project governance framework outlined below.

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┌─────────────────────────────────────────────────────────────────┐
│              Project Governance Steering Committee                │
│  ┌──────────────┐  ┌──────────────────┐  ┌──────────────────┐   │
│  │ Presidential │  │ Representative    │  │ Representative    │   │
│  │ Task Force   │  │ from ICTA         │  │ from DRP          │   │
│  └──────────────┘  └──────────────────┘  └──────────────────┘   │
└─────────────────────────────────────────────────────────────────┘
                              ⬆
┌─────────────────────────────────────────────────────────────────┐
│                 Project Management Committee                      │
│  ┌──────────────────┐  ┌────────────────┐  ┌──────────────────┐ │
│  │ Representative    │  │ Representative  │  │ Representative    │ │
│  │ from Integration  │  │ from ICTA       │  │ from DRP          │ │
│  │ Partner           │  │                 │  │                   │ │
│  └──────────────────┘  └────────────────┘  └──────────────────┘ │
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                              ⬆
┌─────────────────────────────────────────────────────────────────┐
│                   Technical Working Groups                        │
│  ┌─────────────────────────────────────────────────────────────┐ │
│  │ Domain Expert in Technical Areas Including Technology,        │ │
│  │ Privacy, Legal and Public Policy                              │ │
│  └─────────────────────────────────────────────────────────────┘ │
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Figure 7.1: Project Governance Structure

7.1.1. *Key roles and responsibilities of Project Governance Steering Committee (PGSC)*

(i) The Project Governance Steering Committee's role is to provide advice and policy directions, ensure delivery of the project outputs and the achievement of project outcomes.

(ii) Provide overall guidance and advise for SL-UDI implementation and operational issues and risks.

(iii) Review SL-UDI project progress periodically and advise the PMC.

(iv) Resolve policy level issues and dependencies related to stakeholder organizations for the successful SL-UDI platform implementation and operation.

7.1.2. *Key roles and responsibilities of Project Management Committee (PMC)*

(i) Ensure the successful initiation, planning, execution and operations of the SL-UDI by the MSI.

(ii) During the SL-UDI implementation conduct regular reviews and monitoring of activities and deliverables as specified in the schedule of requirements.

(iii) Ensure successful implementation of the SL-UDI as intended in the schedule of requirements by carrying out reviews with management consultants appointed by ICTA.

(iv) Ensure the successful operational, governance and audit coverage by MSP.

(v) Provide required dispute resolution related to the project operation and implementation.

(vi) Assess risks which may impair progress towards the project objectives and suggest strategies to minimize risks whenever possible.

7.1.3. *Key roles and responsibilities of Technical Working Groups (TWG)*

(i) Technical working groups (TWG) consist of subject matter experts covering technology, information security, data privacy, Identity Management, legal & regulatory and public policy from MSI , MSP, ICTA and nominated parties to carry out regular reviews and specific tasks on demand basis.

(ii) These groups are formed on need basis with the participation of industry personal.

(iii) Technology working groups advises PMC and PGSC regarding specific tasks and issues.

7.2. Project Management

The MSI partner is responsible for the management of the project to complete the scope of work outlined in the schedule of requirements.

The MSI's Project Team needs to work on a day-to-day basis with the PMC on implementation, support and management, and with TWGs on specific technical issues.

The MSI needs to propose how their project management approach covering all but not limited to, the following project management and governance activities:

(i). Maintaining a project management office (PMO) .
(ii). Preparing the end-to-end project plan and proposing the project management tools to be used.
(iii). Project Status Monitoring and Reporting
(iv). Change Control Management
(v). Defining an Escalation Matrix
(vi). Project and Technical SLA Monitoring and Reporting
(vii). Risk and Issue Management
(viii). Activities undertaken and planned by the MSI
(ix). Project Delays, if any – Reasons thereof and ways to make-up lost time
(x). Issues and concerns
(xi). Performance and SLA compliance reports
(xii). Unresolved and escalated issues
(xiii). Discussion on submitted deliverable
(xiv). Any other issues that either party wishes to add to the agenda
(xv). Communication Strategy

The operational aspects of the PMO need to be handled by the MSI including maintaining weekly statuses, minutes of the meetings, weekly/monthly/project plans, etc. Bidder shall recommend PMO structure for the project implementation phase and operations and maintenance phase.

7.2.1. *Preparing the end-to-end project plan and proposing PM tools to be used*

Upon granting the contract, the MSI is required to prepare an end-to-end project plan and conduct the management of project activities using the digital tools and technologies. The MSI should propose the project management tools that they are planning to use during the program.

The ICTA needs to get the signoff for the project plan during the initiation phase. Project plan should cover the following areas at a minimum.

(i) The project breaks up into logical phases and subphases aligned with overall implementation timelines.
(ii) Activities making up the sub-phases and phases.
(iii) Components in each phase with milestones.
(iv) Start date and end date for each activity.
(v) The dependencies among activities.
(vi) Resources to be assigned to each activity.

MSI cannot change any of the milestone completion dates as agreed by the contract and subsequent timelines (if) as agreed by ICTA. MSI can only propose the internal task deadlines while keeping the overall end dates the same. MSI may suggest improvement in project dates

without changing the end dates of each activity. Key milestones and deliverables along with their dates including those related to delivery and installation of hardware and software.

7.2.2. Project Status Monitoring and Reporting

PMC shall convene on a weekly / fortnight basis and shall discuss the progress of the project to address or escalate any impediment for the project. The progress of the project shall be accessible in the online dashboard. The project status report shall be made available online in a dynamic manner, and a weekly snapshot of which shall be also made available online. MSI may use open-source tools or their solutions to report project status based on the above.

In addition, the MSI together with PMC shall supply written progress reports once a week to PGSC. The report shall contain Progress vis-à-vis the Project Plan, status of all risks and issues, exceptions, and issues along with recommended resolution etc. The report shall be discussed each week during the weekly project status meeting and PGSC will provide direction guidance and required assistance to overcome any hindrances affecting the project progress.

Apart from the planned meetings, special project status meetings may be called with sufficient notice to all parties concerned. PGSC reserves the right to ask the PMC and the MSI for the project review reports other than the weekly status review report. Apart from the bi-weekly project progress report the MSI may be required to report PGSC on various aspects of the project. The MSI should prepare a reporting plan indicating reporting area, type of reports, mode of circulation, and reporting frequency. PMC with the MSI will identify the recipient of these reports and the management and action plan in handling the reports.

7.2.3. Change Control Management

During the bidding process, the MSI required to review in detail the overall objective of implementing and operationalizing the SL-UDI to GOSL and propose any gaps , activities and functionalities that needs to be considered and incorporated to the overall comprehensive solution proposed. This to ensure minimal or no change requests entertained during the project implementation and operation.

As in the case of any complex national scale project, the nature of the project is expected to have evolving requirements to cater for emergent changes in the public policy, legal and economic environment governing the project. Thus, changes may be required before, during, and after rollout. These changes may span modification to the software, infrastructure, and underlying work flows and may thus have a financial impact

The MSI is required to work in a constructive manner with the PMC and PGSC to ensure that all changes are discussed, managed, and implemented. All the changes to the deploying environment and underlying infrastructure should be executed in a standardized and controlled manner in order to mitigate the risk of interruptions to the services. The MSI should

maintain an online repository of knowledge about the current and changed configurations, as well as the status of the deploying environments at all times.

One of the key requirements is that the MSI will be responsible for providing system availability according to defined service levels. This responsibility includes responsibility to implement upgrades, enhancements, extensions, and other changes to the SL-UDI solution in order to maintain and extend reliable information systems, services and service delivery mechanism.

The MSI together with PMC propose to PGSC change control procedures covering any proposed change to the scope of work and SLAs. The PGSC shall review and approve the proposed change control procedures.

The change control mechanism should cover all below scenarios. The list provided is non-exhaustive and should be treated as a minimum baseline.

(i)   Requests for requirements change (additions, deletions, modifications, deferrals) in Scope of Work (including software)
(ii)   Requests for resolving the problems in current production systems
(iii)   Requests for enhancements in current production systems.
(iv)   Requests for new development requirements.

All change control management requests and reports are required be made available online with proper access control.

The Change Management procedure applies to base-lined work products created or managed by the members of the SL-UDI project. The Change Control process excludes any work products that are still under development.

Refer Change Management Process Section 8 of Volume 2, The detail version change management policy will be provided to the selected bidder.

7.2.4. *Define Escalation Matrix*

The MSI needs to define and propose an escalation matrix for technical and operational issues that may arise over the course of the contract implementation. The bidder is required to submit this information for evaluation. The aim is to ensure that issues are escalated and promptly addressed.

7.2.5. *Project and Technical SLA Monitoring and Reporting*

MSI shall be responsible for delivering the services described in the schedule of requirements, as per the SLAs given. MSI is also responsible for periodic monitoring and reporting of the SLAs. MSI should submit an SLA compliance report each month. MSI shall also be responsible for providing early warning of any organizational, functional or technical

changes that might affect MSI's ability to deliver the services described in the SLA. Immediate actions should be taken to mitigate the risks or issues, if any.

To the extent possible, SLA reporting should be undertaken using automated tools and SLA reporting should be using the automated logs with minimal manual intervention. MSI shall define and implement a process for those SLAs that require manual intervention for measurement and reporting.

MSI shall prepare the reporting templates for SLA compliance reports and obtain sign-off from the ICTA. These reports should include "actual versus target" SLA performance, a variance analysis and discussion of appropriate issues or significant events, if any.

7.2.6. Risk and Issue Management

The MSI shall develop a Risk Management Plan and a risk register for the engagement. MSI shall identify project risks, analyse, and prioritize the risk, maintain a watch list, identify mitigation plans and document the risks and their mitigation strategy in the risk register.

The MSI must also prepare an issue management procedure to identify, track, and resolve all issues confronting the project. MSI must prepare an issue register to document all key project issues, their impact on the engagement and their resolution plans.

MSI should periodically update risk and issue register and present them as part of the weekly project review reports. The project risks and issues shall also be discussed with the PMC weekly PMO meetings in order to discuss and identify mitigation plans.

7.2.7. Project Documentation and Manuals

The MSI shall create and maintain all project documents that would be passed on to ICTA as deliverables as per the agreed timelines. The documents created by the MSI will be reviewed and approved by the ICTA. ICTA would also approve any changes required to these documents during the course of the project.

The project documents include but are not limited to the following:

(i). Inception Report containing the Detailed project plan

(ii). Roll Out Completion Report

(iii). SLA and Performance Monitoring Plan

(iv). Issue Logs

The MSI shall submit a list of deliverables that they would submit based on the methodology they propose. The MSI shall prepare the formats/templates for each of the deliverables upfront

based upon industry standards and the same will be approved by ICTA prior to its use for deliverables. All project documents are to be kept up to date during the course of the project.

7.2.8.   Role of Managed Service Provider (MSP) during SL-UDI Operation

(i)   The ICTA will assign a Managed a Service Provider (MSP) the responsibility of SL-UDI Administration, Access Control and Operations Management as specified in the schedule of requirements.

(ii)   The network operations center and the security operating center will be under the overall monitoring and observation of the MSP.

Refer Vol 2: Schedule Requirements – Section 4 - Project Scope section on MSP role.