Terms of Reference
Philippines Customs Processing System Implementation Project Supervision and Quality Assurance Services

Background

The Philippines Customs Modernisation and Trade Facilitation Project aims to support the Bureau of Customs (BOC) and key border management agencies to reform and modernize their systems, procedures and operational activities to achieve: improved transparency, accountability and predictability; streamlined and harmonized business processes in line with accepted international standards; reduced time to process imports and exports; lower trade transaction costs facing the trading community; and improved revenue collection performance, while strengthening controls associated with meeting community protection and national security objectives.

The Government of the Philippines has requested assistance from World Bank for the programme of work consisting of three main components:

Component 1. Modernization of Customs Operations. This component will support the modernization of BOC's core Customs Processing System (CPS), related technical infrastructure and internal capacity to manage and operate a sophisticated ICT operation to ensure it contributes to improving operational effectiveness, integrity, accountability, and organizational performance.

The adoption of a Risk-Based Compliance Management environment will be the cornerstone of the new operating model with the new CPS. Risk management underpins almost all elements of modern customs administration. In recent times, the increasing complexity, speed, and volume of international trade, fueled by technological advances that have revolutionized global trading practices, have significantly affected the way in which customs authorities implement regulatory controls. Therefore, as part of the modernization efforts, this component will support the adoption of a more sophisticated risk management and cargo targeting capacity, together with modernized non-intrusive inspection services that provide the necessary detection and control capacity, as well as the efficiency and trade facilitation that is expected from a modern Customs administration.

Subcomponent 1.1. Customs Processing System. This subcomponent will include the development and implementation of a core CPS by appointing a turn-key supplier. The CPS system will be largely built on commercial off-the-shelf software (COTS) solutions to provide a robust platform on which to develop the core functionality customized to the specific operating environment in the Philippines. The CPS will include, but not be limited to, the following features: trade management and registration; declaration creation, submission and processing; cargo inspection; duty suspense regimes; duty payment and accounting; clearance & release; integrated tariff management; risk management, including the use of big data analytics; and periodic and on-demand reporting. The development of the CPS will include the ability to receive, process and reconcile information (e.g. licenses and permits) from other agencies. Lastly, throughout the implementation of the CPS, this component will

especially support the operationalization of modern compliance management functions. This will include areas such as risk management development, post clearance audit, authorized economic operators, advanced rulings, administrative appeals, and goods classification and valuation support. The Customs Processing System shall have the capability to integrate or be inter-operable with other relevant ICT systems participating in the processing of international trade transactions and cargo clearance such as the payment system, or terminal operator system, existing or may be developed during the implementation of the Project.

Subcomponent 1.2. Non-Intrusive Inspection Modernization. This subcomponent will enhance fraud and contraband detection capabilities, eliminate waiting time for scanning, streamline overall inspection processes, reduce time to release legitimate trade, modernize BOC inspection processes, and improve trader perception of BOC business processes. This will be achieved by setting up two remote image analysis centers (RIAC) in existing facilities. The RIACs are a combination of hardware and software, which will allow BOC to receive and interpret radioscopic images sent from operational scanner sites in real time. The RIACs will be fully integrated into the CPS, allowing BOC to leverage its modern risk management functions for more effective targeting. In addition, this subcomponent will provide technical assistance to: (i) define a scanning usage policy to optimize the use of existing scanning equipment as well as forthcoming technology deployment already decided by BOC; (ii) optimize BOC's scanners deployment program; and (iii) strengthen BOC's capacity to effectively manage and operate its modern non-intrusive inspection technology and processes.

Subcomponent 1.3. Data Centers and Network Connectivity. This subcomponent will provide the necessary space, equipment and connectivity required to run BOC's CPS, RIAC, and Back-Office systems (see Component 2). This subcomponent will upgrade the necessary equipment and connectivity for BOC offices to effectively link to the new ICT systems. Moreover, the subcomponent will support the rental of space in two separate data centers. Given the country's increasing vulnerability to natural disasters due to climate change, the data centers will be in seismic and typhoon proof areas. Furthermore, in order to ensure business continuity, the data centers will serve as disaster recovery centers and will have structural features that can withstand earthquakes and flooding.

Component 2. Organizational Development. The project will support BOC's modernization initiative to move to a modern customs administration. The new CPS will bring in the implementation of modern customs procedures, which will create new responsibilities and demands for BOC's workforce. Therefore, this component will upgrade BOC's back-office Admin System [also referred to the ICT system for enterprise resource planning (ERP) and Human Resources Management (HRMS), support an organizational and structural review, develop human resources (HR) management and development strategies and tools, and prepare a new customs training curriculum.

Subcomponent 2.1. Administrative Systems /Enterprise Resource Planning System. BOC is expected to undergo substantial growth from its current staff strength of about 3,000 to about 6,000 personnel during the next decade. This rapid growth will put additional

pressure on all the back-office and administrative systems of BOC, which are largely manual. Therefore, this subcomponent will also appoint a turn-key supplier to develop a back-office Administration System. The system will include key administrative systems for: financial management (expenditure management) systems that can integrate with the CPS and the national treasury systems; staff payroll for regular payment of salaries; human resources management for career planning of a large professional workforce; and an assets management solution that can support all core productive assets of BOC across the country.

Subcomponent 2.2. Organizational Modernization. This subcomponent will support reforms in the institutional structure to ensure that the organizational model and staffing requirements are aligned with the functional responsibilities enhanced under Component 1. This will start by developing an organizational model and staffing requirements that appropriately reflect the priorities and functional responsibilities being enhanced under the project. Thereafter, the subcomponent will support the development of a competency-based HR strategy together with a competency-based job catalogue expected under the new modern administration. This will include the inclusion of anti-corruption and integrity information into BOC's human resource strategy. Lastly, the subcomponent will develop a training program to build the competencies required for the modern organization.

Component 3. Project Supervision and Implementation Support. The implementation of the CPS and the Admin System (ERP) will be complex ICT implementations requiring BOC to exercise a strong methodology-based project supervision approach to ensure the successful and timely delivery of the ICT solutions. In order to support BOC in managing the modernization agenda, this component will also finance a Project Supervision and Quality Assurance (PSQA) consultancy to work together with BOC to manage and provide quality assure support during project implementation. The PSQA will support BOC's fiduciary, monitoring and evaluation roles, together with change management and communication. It will also deliver a number of customs related capacity development activities described under components 1 and 2. This component will also support SME and gender-related data analytical activities, and several citizen engagement mechanisms, including: (i) participatory planning and policy-making with regards to the CPS design and implementation; (ii) annual multi-stakeholder dialogues; (iii) an online grievance redress mechanism embedded in the CPS.

Objectives of the Assignment

The objective of this assignment is to assist BOC with all aspects of the execution and implementation of the Philippines Customs Modernisation Project, as outlined in the component and sub-component descriptions above.

Assistance is to include, but not be limited to managerial and technical assistance and guidance through the various phases of implementation to ensure projects are procured (in line with procurement standards and processes of World Bank), structured, managed and executed following international standards of project management and supervision and quality assurance. In addition, assistance will include support for the organizational

development aspects of the project and to strengthen the BOC's capacity to manage its enhanced ICT capabilities in a sustainable manner.

The assignment includes two broad task clusters:
   i)   the first and largest covers project supervision and quality assurance services associated with ICT modernization including procurement and implementation of the CPS, Admin Systems (ERP) and RIAC systems and related infrastructure; and
   ii)   organizational support to ensure new ICT capabilities effectively translate into business practices that conform with international standards and accepted good practice principles and deliver maximum operational impact.

The assignment also involves delivering support to BOC in carrying out gender-related data analytical activities. The Consultant is expected carry out activities to engage the citizens and businesses in multiple formats and mechanisms, including: (i) participatory planning and policy-making with regards to the CPS design and implementation; (ii) annual multi-stakeholder dialogues; and (iii) an online grievance redress mechanism embedded in the CPS.

Assistance to be provided encompasses services in support of CPS, Admin System (ERP) and RIAC implementation, strengthening of ICT operations within the BOC (as may be required to support automation implementation and maintenance across the Bureau) and the ICT tools and techniques for a collaborative environment to be utilized for both the monitoring of the implementation, as well as aggregating all outputs and deliverables from all parties and project teams involved with the implementation; and effectively building and managing a knowledge base of all knowledge objects pertaining to the implementation of the CPS.

As part of the activities within the project as described above, BOC will separately appoint turn-key suppliers for delivery of a core customs system, implementation of Admin Systems (ERP) and RIAC solutions. It is anticipated that suppliers of these solutions will also deliver new business processes based upon international best practices (completely new business and operational processes). However initial review of core processes and opportunities for streamlining in accordance with global good practice and international standards should be completed under the PSQA assignment in order to fast track CPS system development and implementation.

BOC now needs to identify a suitable international consultancy to assist it with all aspects of Project Supervision and Quality Assurance (PSQA). The consultancy will include support for BOC to procure and manage the key turn-key engagements as well as the delivery of high quality capacity development in key areas to build BOC's capacity to manage the overall change and business transformation process and ensure new ICT capabilities deliver significantly improved performance and results in all areas of BOC's mandate. These Terms of Reference have been developed to facilitate the identification of the most suitable team for this key role.

Expected Timeline for Services

PSQA consulting engagement is expected to commence in early 2021 and continue to December 2025 with various full time and part time consultancy inputs provided as and when needed throughout the duration of the contract period.

Scope of Services

The consultancy services will cover both task clusters and encompass all phases of the Customs Modernization Project including procurement, implementation planning, installation of infrastructure, development (configuration, enhancement, integration of software & migration of existing data) & acceptance, testing during pilot implementation, roll-out of solution (including Post-Implementation review) and overall monitoring and quality assurance of all outputs. In addition, the services will include providing direct consultancy inputs to support implementation of complementary non-ICT related international standards. The following elements should be considered in the scope of the required services within each of the phases as appropriate:

a. **Project Management Discipline:** to assist in introducing internationally accepted standards, methodologies, and good practices for overall project management of the full lifecycle of all projects and activities; and to ensure their delivery meets agreed timelines, desired quality of outputs and expected outcomes;

b. **Risk & Issue Management:** to advise and assist the BOC Teams in being prepared throughout the project life-cycle through identification of potential risks, preparation of risk mitigation plans, monitoring of risk mitigation activities as well as in the preparation and monitoring of open issues such that necessary decisions and corrective actions are taken in a timely manner;

c. **Business Process Reengineering:** to assist BOC teams to review and reengineer business practices to inform the final technical and functional specifications of the CPS and increase its impact on Customs operational effectiveness;

d. **Legal and regulatory support:** to assist BOC teams to develop and implement appropriate implementing rules and regulations consistent with the CMTA and new business practices to be implemented as part of the CPS, ERP and RIACs;

e. **Change Management and Communication:** to assist BOC Teams to effectively manage the change process and ensure appropriate internal and external stakeholder participation, consultation, communication, and information sharing throughout all stages of the project;

f. **Contract Management:** to assist the BOC Teams to monitor that contract terms are fully met by all project vendors and that disputes, should they arise, are handled according to the agreed procedures;

g. **Scope Management:** to assist the supplier(s) and BOC Teams identify and agree to the changes to the defined scope of the project and finalize change requests to be included within the contract, ensuring compliance with procurement standards and processes as required by the World Bank;

h. **Quality Assurance & Acceptance:** to assist BOC Teams in the review of all outputs and deliverables as well as testing of all equipment and software at time of acceptance

i. **Capacity development:** to assist BOC to implement practices and procedures consistent with international standards and global good practice with a particular focus on leveraging automation investments to achieve full and effective implementation of the WTO TFA;

j. **Human Resource Development:** to assist BOC Team to develop a comprehensive training and staff development curriculum, appropriate training modules, and training of trainers in the new curriculum. This includes analytical work concerning improvement in the quality of working environment and for women and raising the levels of participation of women customs officers;

k. **Transitioning BOC to a modern Admin/ERP system:** to assist the BOC Team in transitioning from a legacy environment for human resources management, asset management, accounting and other administrative systems. The current environment consists of a combination of legacy ICT-based solutions and manual record keeping. BOC seeks to introduce a state-of-the-art automated Admin Systems (ERP/HRMS solution);

l. **Knowledge Management:** to provide a knowledge management solution (hardware and software) and operate it throughout the project duration such that all knowledge collateral from project components and/or suppliers are collected in a single repository and can be easily shared by all project staff and provide a basis for project audit as and when needed. This includes but is not limited to meeting minutes, decisions taken, issue and risk resolution logs, version control for all documentation, record of all testing outcomes etc; and

m. **MISTG capacity development:** to assist the MISTG team to develop the capacity to manage ICT Governance, including the long-term sustainable operation and maintenance of BOC's ICT systems and infrastructure.

Given the nature of this assignment, the BOC is looking for a Consulting Firm to provide innovative approaches as well as to provide a team of international and local consultants, on an "as and when required basis", and to assist in the full project life-cycle for all projects such that issues are addressed in a timely manner, risks are overcome effectively and uncertainties are reduced as much as possible, resulting in successful and timely completion of all projects. In the interest of building and enhancing local capacity through knowledge transfer and retention, eligible international consulting firms are encouraged to have technical cooperation agreements with national consulting firms and/or consultants.

The Customs Modernization component consists of the following primary activities:
- Philippines Customs Processing System (CPS) Implementation including back-office automation. This activity will include Business Process simplification, software development and Information Communications and Technology (ICT) infrastructure to support the CPS implementation.
- Strengthening the BOC's MISTG Unit, through the Implementation of a new Operating Model. This activity will include alignment of the structure of MISTG in support of the new CPS and back office systems and strengthening the capacity of MISTG to manage its internal, external stakeholders and service providers.
- Strengthening Customs Modernization through: i) Implementation of a Risk Management Software Module and capacity building support; ii) Implementation of a

Valuation database and capacity building support; and iii) Customs business process harmonization and simplification through business process re-engineering and implementing the new processes in the BOC.

- ICT Infrastructure for all Customs sites including hardware, communications infrastructure.

The Organizational Development component consists of the following primary activities:
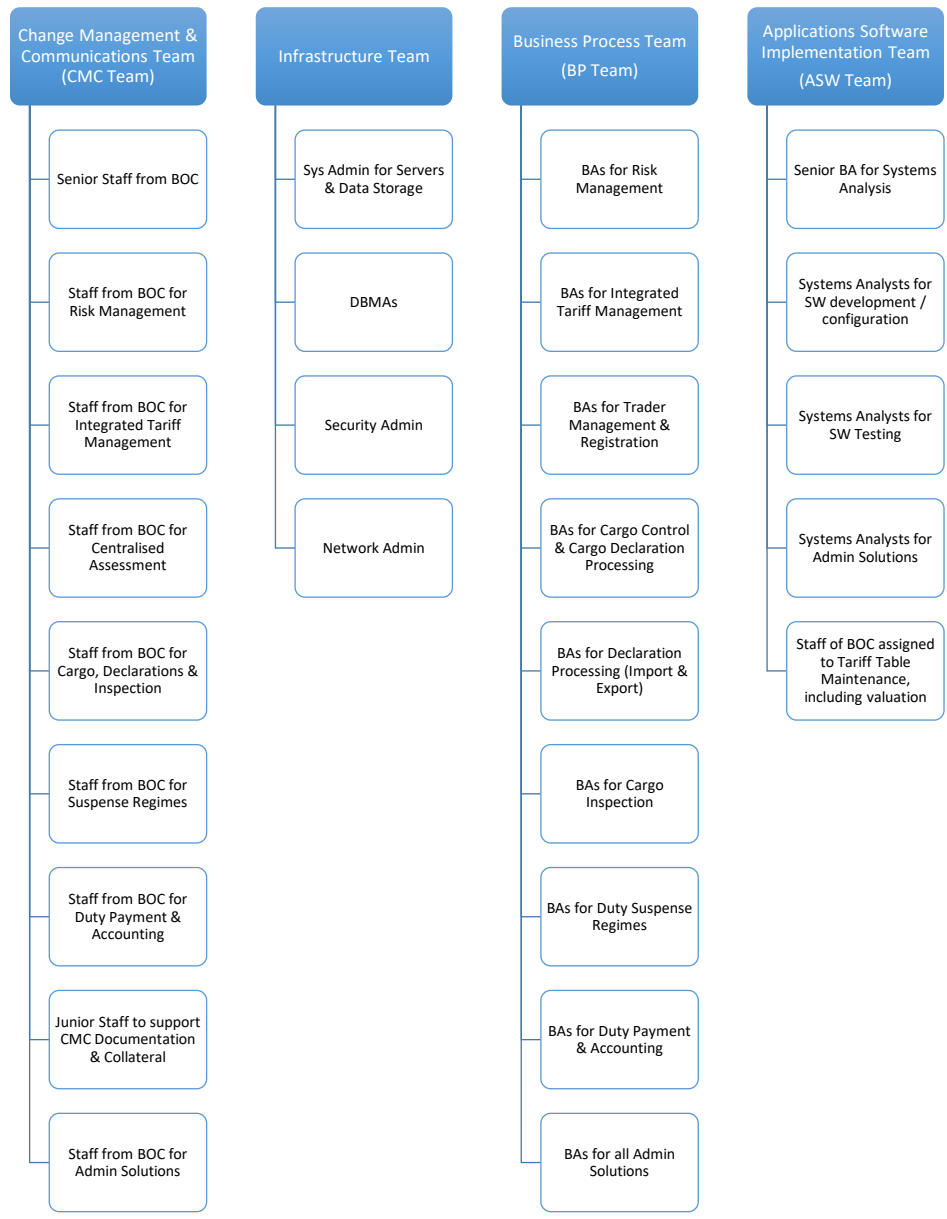
- Capacity building
- Organizational development
- Change management and communications
- Integrity enhancement
- Legal and regulatory support
- Support to gender inclusion and development

The details for these primary activities are contained in the Annex.
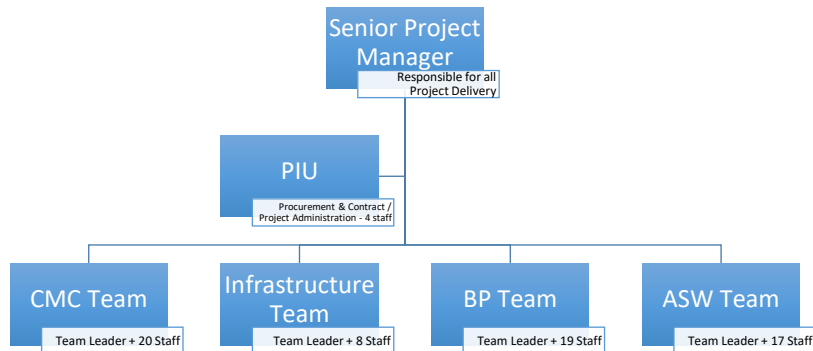
Project Organization and Reporting

The overall project and all its activities will be governed by a Project Steering Committee to be established by the BOC. This Project Steering Committee will be chaired by the Commissioner of BOC, and shall be responsible, inter alia, for overseeing and facilitating coordination of the project implementation.

A full-time Project Management Unit (PMU) will be established for regular project supervision and administration. There will be 4 additional teams, as indicated in the diagram below, which will make up the BOC Counterpart Team, and will collaborate with all supplier activities and be the primary recipient of all knowledge transfer from supplier to BOC.

Change Management & Communications Team (CMC Team)

- Senior Staff from BOC
- Staff from BOC for Risk Management
- Staff from BOC for Integrated Tariff Management
- Staff from BOC for Centralised Assessment
- Staff from BOC for Cargo, Declarations & Inspection
- Staff from BOC for Suspense Regimes
- Staff from BOC for Duty Payment & Accounting
- Junior Staff to support CMC Documentation & Collateral
- Staff from BOC for Admin Solutions

Infrastructure Team

- Sys Admin for Servers & Data Storage
- DBMAs
- Security Admin
- Network Admin

Business Process Team (BP Team)

- BAs for Risk Management
- BAs for Integrated Tariff Management
- BAs for Trader Management & Registration
- BAs for Cargo Control & Cargo Declaration Processing
- BAs for Declaration Processing (Import & Export)
- BAs for Cargo Inspection
- BAs for Duty Suspense Regimes
- BAs for Duty Payment & Accounting
- BAs for all Admin Solutions

Applications Software Implementation Team (ASW Team)

- Senior BA for Systems Analysis
- Systems Analysts for SW development / configuration
- Systems Analysts for SW Testing
- Systems Analysts for Admin Solutions
- Staff of BOC assigned to Tariff Table Maintenance, including valuation

A Senior Project Manager will be assigned by BOC to lead its Counterpart Team during project execution and implementation. The following diagram depicts the Project Management Team that will be assigned by the BOC to oversee project implementation and monitor progress on a regular basis

Senior Project Manager
Responsible for all Project Delivery

PIU
Procurement & Contract / Project Administration - 4 staff

- **CMC Team** — Team Leader + 20 Staff
- **Infrastructure Team** — Team Leader + 8 Staff
- **BP Team** — Team Leader + 19 Staff
- **ASW Team** — Team Leader + 17 Staff

TOR: BOC Customs Processing Implementation PSQA Services

The PSQA team will work in close collaboration with the BOC Project Management Team and will receive copies of all outputs from the project as well as copies of all communications and project progress reports. The PSQA team will review all outputs and guide the BOC Project Management Team on acceptance and approval of outputs and milestones achieved during the project. The overall reporting structure will be as depicted.

The PSQA Team and the BOC Project Management Team will each report independently to the BOC Steering Committee on a regular basis as may be governed by project standards and procedures to be established.
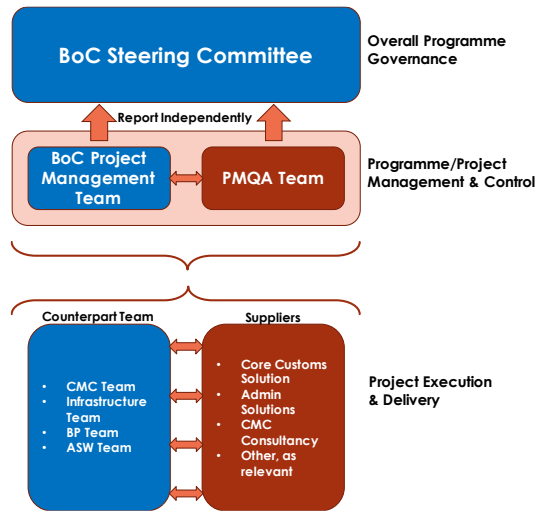
Duration and Estimate of Services

The duration of this assignment is estimated to be 42 calendar months to commence on or about middle of 2021, as indicated earlier. Duration of the contract may be extended if required, along with all services being provided by the Consultant e.g. office space, internet access etc.

The Consultants are free to propose their own level of effort and it is expected that this team will be comprised of a combination of international and local staff based on the needs of the assignment as per this Terms of Reference; the innovations proposed by the Consultants; and the Consultants Key Qualifications below.

Expected Qualifications of Consulting Firm and Key Professionals

Consulting Firm (International)

For the expected qualification, please refer to the Request for Expression of Interest document.

Key Professionals:

The consulting firm is free to propose team and skill compositions appropriate to their proposed work plan. However, the Consultant's Team will comprise of, at least, the following key roles. It is possible that a single individual may perform more than one of the described roles; in such a situation the person must have demonstrable skills and experience and integration of roles into a single individual must be clearly described.

Project Manager/Program Manager

The prime responsibility for this role is to provide thought leadership to the whole team, to assign work, provide guidance, monitor outputs and ensure that the whole team is responding effectively to the needs of the Purchaser and is able to maintain necessary control over all project activities outlined in the scope of the assignment. Key requirements and qualifications are described below:

- o A post graduate Degree in Management/Computer engineering/IT or related discipline or relevant experience that demonstrates acceptable level of skills and expertise;
- o Extensive international professional experience in ICT project supervision as Project Manager/Team Leader in projects of a similar nature;
- o Knowledge of development issues facing Philippines or other developing countries particularly related to implementation of a Customs Processing System for trade;
- o Experience with the working procedures and policies of the Public-sector is desirable;
- o Knowledge of customs system and other trade related agencies is preferable;
- o Excellent inter-personal and communication skills;
- o Possesses international knowledge and experience in successful delivery of large and complex ICT projects in a Government environment; and
- o Experience in implementing national single window and/or trade related ICT solutions would be an advantage.

ICT Expert

The prime responsibility of this role is to bring the necessary ICT skills to the team in the areas of methodologies and structured disciplines, knowledge about ICT projects and project stages, how to transition between ICT project stages, how to build quality into ICT project activities such that rework is minimized. This role will effectively provide the necessary ICT technical oversight for all ICT related outputs from various suppliers. Key requirements and qualifications are described below:

- o A post graduate degree in Computer Engineering/IT or related discipline, or relevant experience that demonstrates acceptable level of skills and expertise;
- o Extensive professional experience, preferably international, as an IT expert in projects of similar nature and scale as this consultancy; must have prior experience of web development and provisioning/implementation of web-based solutions;
- o At least 5 years of experience in architecting enterprise solutions, with certifications in enterprise architecture (obtained in the last 5 years);
- o Knowledge of development issues facing Philippines or other similar developing countries desirable. Prior experience in developing or implementing strategic information systems plans for trade facilitation, complex enterprise software

systems implementation, extensive knowledge in informatics management and current technology trends desirable;

o Relevant experience of Single Window development, while not essential would be highly desirable.

Change Management Experts

This role ensures that change management requirements are considered during all aspects of project initiation, design and delivery and appropriate strategies implemented. The role also oversees all stakeholder communication, consultation and feedback as well as all capacity building activities. The expert will also confirm the extent of readiness of target environments to ensure that they are ready to take on planned improvements in business processes and/or automated systems. Key requirements and qualifications are described below:

o A post graduate degree in Human Resources or a related discipline, or relevant experience that demonstrates acceptable level of skills and expertise;
o Extensive professional experience, preferably international, as a Change Management expert in projects of similar nature and scale as this consultancy; must have prior experience of designing and transitioning to new organisation structures;
o Knowledge of development issues facing Philippines or other similar developing countries desirable. Prior experience in developing or implementing strategic information systems plans for trade facilitation, complex enterprise software systems implementation, extensive knowledge in informatics management and current technology trends desirable.

Expert on Customs-related Business Process Re-engineering (International) for the CPS

o A post graduate degree in a relevant Management or ICT related discipline;
o Extensive international experience in simplifying or harmonizing business processes;
o Extensive international experience of working with customs or trader facilitation business areas; and
o Prior experience in business process reengineering activities related to the implementation of international standards and global good practice in Customs procedures is essential.

Expert on Non-Intrusive Inspection and RIAC

o Relevant post graduate qualifications and extensive experience in the implementation of non-intrusive inspection systems and related technology;
o Extensive international experience working with Customs authorities and/or other trade and enforcement related agencies;

- Prior experience in non-intrusive inspection operations with specific experience in the development and implementation of NII policy, as well as a sound knowledge of global good practice in Customs inspections and examinations is essential;
- Familiarity with the 'Global Standard for Unified X-Ray Imaging File Format' and techniques for ICT integration of NIIs and the associated field devices is required; and
- Experience in the preparation of technical and functional specifications and procurement processes for NII equipment and related systems and physical infrastructure including support and maintenance requirements.

Expert on Business Process Re-engineering for COTS (ERP/admin system solutions)

- A post graduate degree in a relevant Management or ICT related discipline;
- Extensive international experience in simplifying or harmonizing business processes;
- Extensive international experience in business process reengineering activities related to the implementation of Enterprise Resource Planning systems and/or administrative support financial and HR support systems is essential.

Office & Facilities Supervisor & Administrator (required after procurement of additional office space has been completed)

- At least a degree in a suitable discipline;
- Experience of managing and providing serviced offices or real estate or as a hotel concierge;
- Must be fluent in Tagalog and English and be fully conversant with local conditions and circumstances; and
- Relevant experience of Single Window development, while not essential, will be highly desirable.

Project Coordinator (for purpose of maintaining project records, coordinating activities and dependencies and managing the project collaboration environment)

- A degree in ICT related discipline (equipped with professional training) or relevant experience that demonstrates acceptable level of skills and expertise;
- Extensive professional experience in ICT related projects;
- Prior experience in managing and coordinating large ICT projects and knowledge of managing and configuring collaboration environments like MS SharePoint; and
- Prior experience in developing or implementing strategic information systems plans for trade facilitation, is desirable.

Database Administrator & Web Development Experts (1 for CPS and 1 for COTS)

- o At least with a Masters Degree in ICT related discipline (equipped with professional training) or relevant experience that demonstrates acceptable level of skills and expertise;
- o Extensive professional experience in ICT related projects;
- o Prior experience in developing or implementing strategic information systems plans for complex enterprise software systems implementation, knowledge in informatics management and current technology trends is essential; and
- o Prior experience in database administration of large and complicated databases and web-based development of large and complex solutions.

Procurement Specialist (International)

- o A post graduate degree in a relevant discipline or relevant experience that demonstrates acceptable level of skills and expertise;
- o Extensive international experience in the procurement of ICT related services and equipment;
- o Experience in preparing specifications for and testing and commissioning of specialized ICT systems;
- o Familiarity with Philippine Government Procurement Law and Procedures is desirable; and
- o Experience on procurement of ICT systems under World Bank Procurement Guidelines is mandatory.

Admin (ERP/HRM) Systems Specialist

- o A Masters degree in a relevant discipline or relevant experience that demonstrates acceptable level of skills and expertise;
- o Extensive professional experience in ERP/ HRMS solutions. Specific work experience in managing the introduction of ERP and HRM solutions is required;
- o Industry knowledge on the state of the art in running ERP and HRMS solutions is expected, along with contributions to the specifications and management of requirements;
- o Should be able to supervise the transition into ERP and HRMS suite implementation and the planned onboarding of ICT enabled ERP and HRMS services; and
- o Excellent oral/written and communication skills in English and Tagalog and the ability to work with the organizational culture of the BOC in an interactive and participatory manner is essential

Philippine Customs Procedure Expert

- o At least Masters degree in a relevant discipline or relevant experience that demonstrates acceptable level of skills and expertise;

- Extensive experience of Customs processing and trade in the Philippines; and
- Working experience for Philippines Bureau of Customs is desirable.

Gender Specialist

- Extensive relevant work experience related to engaging women in customs and trade;
- Master of Arts in Economics, Social Sciences, International Development, or other relevant discipline;
- Excellent knowledge of trade supply chain processes, including those of customs administration and other border agencies, and the private sector, particularly in developing country contexts;
- Experience in multilateral funding agencies related to gender-inclusiveness;
- Experience in gender training, the ability to develop appropriate training strategies and to facilitate dynamic gender trainings to a diverse audience;
- Excellent communication skills (written and oral) and the ability to work across organizational cultures in an interactive and participatory manner; and
- Previous field experience in the Philippines is required

Consultant is free to propose the most appropriate team composition and may include additional team members as may be required to handle project scope and scale – could be in additional roles or same roles as described above.

Facilities and Support Services

The Client (Philippines Bureau of Customs) will provide the following inputs and facilities:

a. Orientation to key professionals regarding working approach of CPS;
b. All relevant reports, studies and information pertaining to trade facilitation in Philippines and the CPS;
c. Overview of the current Admin Systems (ERP/HRMS) environment consisting of manual and automated systems;
d. Introduction to source material on regulations concerning HR/ administration, accounting, asset management, material management, financial management and other admin systems;
e. Laws, regulations and decrees related to import/export activities; and
f. Initial coordination and liaison with all appropriate government agencies, the community, and other stakeholder of the CPS.

The Consultant is expected to provide (and cost in their Financial proposal as appropriate) the following:

- Cost for providing physical office space and its regular maintenance for use by all CPS/Admin System Project Team members, not exceeding 100 people, inclusive of all utilities and services e.g. power, water, cleaning services etc.

- Costs of providing ongoing internet and voice access for all CPS/Admin System project team members on site, not exceeding 100 people, including all Wi-Fi or LAN services to be used for connectivity
- Cost of providing and maintaining a collaboration environment to be used by all suppliers and project team members working on the CPS/Admin System project
- For the PSQA Consultants own team:
  - Cost of office space at start of engagement while BOC progresses the finalisation of office space for all Project Teams;
  - Cost of administering the office space as procured by BOC and provision of common services to all project teams such as voice services, LAN/WAN access, access to internet, facilities support services like security, cleaning, provision of kitchen consumables etc. (on actuals after office facilities have been finalised);
  - Cost for other office equipment to be used by the Consultant on site e.g. printers, photocopiers, scanners etc. and any other equipment as may be required by the Consultant. These assets shall be turned over to BOC;
  - Software for project management including all data related to Project Management shall be turned over to BOC;
  - Cost of any secretarial and/or administrative support services to be used by the Consultant on site;
  - Cost of any secretarial and/or administrative support services to be applied as a shared resource for benefit of all Project Teams;
  - A per diem allowance with respect to international personnel of the Consultant for every day in which the Personnel shall be in country;
  - International flights including the cost of necessary travel and transportation of the personnel by the most appropriate means of transport and the most direct practicable route, including any visa fees (all international staff working on this engagement must be in possession of suitable work permits always when on site);
  - Applicable international or local communications such as the use of internet, telephone and facsimile required for the Services;
  - Printing and dispatching of the reports to be produced for the services;
  - Usage of all professional services like Cloud-services, Hosted services, Wide Area Networks etc;
  - Local transportation within Philippines;
  - Administrative support;
  - Workshops and other participatory services in support of project activities including reference materials and refreshments as appropriate;
  - Laptops, PC's and Printers as appropriate for Consultants' staff;
  - Fax and copy machines as needed by Consultants' staff;
  - Tax responsibilities;
  - Insurance responsibilities;
  - Any other inputs necessary to complete the assignment; and
  - Turnover of all data owned by BOC.

In case of travel restrictions imposed due to the COVID-19 pandemic or any other pandemic, the consultant shall, based on BOC's approval and advice, provide virtual support to the BOC and other agencies.

Selection Method

A consulting firm will be selected in accordance with the procedures set out in the World Bank's Procurement Regulations for IPF Borrowers July 2016, Revised November 2017 and August 2018 for Quality Cost Based Selection (QCBS) method.

Annex 1

BOC currently does not have sufficient office space to allocate to all project teams that will be involved with the wider customs modernization programme. PSQA will need to provide office space and then take on the overall administration and maintenance of this office space along with provision of LAN services for knowledge management as well as voice services to all project teams and access to internet for all project team members. The scope of these facilities and services includes, but is not limited to:

i. Air-conditioned office space and suitable ergonomic working desks and chairs for up to 100 team members from the PSQA and their project counterparts from the Bureau of Customs PMU.
ii. The Office space provided must allow for open plan seating for each of the groups mentioned above plus an executive office for their project manager(s)/leader(s) on site PSQA.
iii. Open plan seating must also allow for location of office equipment that will be brought in by each of the groups e.g. printers, photocopiers, scanners etc.
iv. Each group will also need to have suitable meeting room for their purposes.
v. Common facilities to be used by all groups must include
    a. A common kitchen and informal dining area for breaks equipped with drinking water supplies, refrigerator, and microwave oven
    b. Informal seating area for up to 30 people within the kitchen or other common breakout area
    c. Regular Availability of kitchen towels, dish cleaners, toilet paper etc.
    d. Sufficient toilet facilities for use by 100 people (gender specific)
    e. Daily kitchen, office space and toilet cleaning facilities
    f. Secured after-hours access for all project team members
    g. Common access and welcoming area, staffed during regular office hours

Other services to be provided/made available are:

i. Shared telephone lines – perhaps 1 outside line for each group with internal extension numbers;
ii. Capability to make internal or external phone calls from any workspace – toll calls to be barred;

iii.   Internet access to all project team members either through a LAN facility or Wi-Fi facility (must have sufficient capacity for up to 4 devices per team member);

iv.   If a LAN facility is provided for all project team members, then sufficient Wi-Fi facilities must also be provided for smart devices – allow 2 devices per project team member;

v.   Wi-Fi infrastructure should be able to support "guest" access as may be authorized from time to time and allow up to 20 guests at peak;

vi.   Availability of elevators;

vii.   Availability of generators for continuous power supply to the building where the office space is located;

viii.   Existing utilities and telecommunications connections;

ix.   Access to office should preferably be secured and monitored using bio-metric access methods; and

x.   7*24 physical security for the building and office is essential.

During the initial period when PSQA is assisting with 2-stage procurement of key solutions, PSQA will need to operate out of its own office space and facilities – costs of using such own facilities will be paid on actuals based upon submission of actual and accurate invoices.

Once the wider scoped office facilities are procured and operational, PSQA can move into such facilities as convenient.

Task Cluster 1. Customs Modernization

The Consultant shall supervise the firms involved in the build, supply and installation of the CPS in such manner as to ensure that the final products are compatible and interfaced with CPS and any other solutions that may be required to be integrated with the CPS solution e.g. Admin System (ERP/HRMS), RIAC and/or NSW or other similar platform. The BOC believes that inter alia, the following Tasks would be required for this consultancy. However, as indicated earlier, the BOC is prepared for alternative approaches, suggestions for improvement to the TOR as well as scope expansions that the consultants may deem necessary to achieve the objectives of this consultancy.

The Consultant is required to use appropriate enterprise-level project management software to assist the BOC and PSQA teams collaborate and meet goals on time while managing resources and cost. The project management software should support processes and tasks outlined in industry standards such as those of the Project Management Institute. Consideration is given to open source solutions however preference is provided for proprietary enterprise solutions.

Software should be licensed to BOC for the duration of the project and the data will be transmitted to BOC.

a. **Establishment Phase**

Install and configure necessary ICT assets and software in support of knowledge management throughout project duration and which will be used by all project teams associated with implementation of CPS and admin systems. These assets must include but are not limited to:

i. Necessary servers for a collaborative environment e.g. MS SharePoint
ii. Sufficient disk space to allow storage of all knowledge objects created during the project by all Project Teams (e.g. CPS Supplier, Admin System Supplier, PSQA, Change Management Consultancy, BOC Capacity Building Consultancy, CPS/ Admin System Counterpart Team and any other teams as required)
iii. The solution must have a capacity to handle up to 100 users to be connected to the system and at least 50 concurrent users
iv. The LAN or Wi-Fi environment for connectivity will be provided by the Consultant
v. The collaborative environment must also allow internet connectivity – internet access being provided by the Consultant
vi. The collaborative environment must be able to be installed in an office environment without any special facilities – no data Centre is available for this. It will need to be housed in a secure rack within an office environment
vii. It must have sufficient redundancy of components to allow for uninterrupted operation except in case of major failure
viii. Its regular operations and maintenance will be the responsibility of PSQA and must ensure frequent and periodic backups to protect the data and information

held on the system. Though there is no requirement for a disaster recovery facility, the infrastructure and operations procedures and standards must guard against any data loss

The Consultant shall be responsible for providing access to and regular operations of the installed collaborative environment (including regular backups and any off-site storage of such backups), as well as its ongoing maintenance and cost of all consumables

The Consultant will be responsible for building and managing the knowledge base of all outputs and objects of the project which include but are not limited to:
   i.   Contracts (with all suppliers and consultants engaged by BOC)
   ii.   Periodic progress reports
   iii.   Minutes of meetings
   iv.   Recording of specific decisions of the CPS Steering Committee
   v.   Issue logs & open items
   vi.   Risk logs and mitigation actions
   vii.   Test plans and results of all structured and disciplined testing
   viii. Statistics of testing results
   ix.   Progress plans, milestones and progress against project baselines
   x.   State of readiness for various milestones as necessary
   xi.   Monitoring progress of integration and acceptance testing and associated open items
   xii.   Business Process Flow Diagrams
   xiii. Standard Operating Procedures
   xiv.   ICT Operations Procedures
   xv.   Organization Structures
   xvi.   Training Materials
   xvii. Project Documentation as output and which may not have been listed specifically in this list

The Consultant is responsible for designing and implementing the overall collaborative environment and providing support for it as well as providing training for its use by other project team members. Procedures and standards for the use of the collaborative environment will need to be developed and published on the knowledge base for ease of access by all users.

b. **Project Preparation Phase**

The effort in this phase is aimed at preparing BOC Project Teams for tasks that will arise during the subsequent phases listed below. With the Consultant's preparatory work and inputs, the BOC Project Teams are expected to be able to respond rapidly to the requests of the turnkey vendors for CPS, ERP, RIAC and NSW or other similar platform integration aspects and avoid a scramble for information in the project runtime, when turnkey Vendors are in position and are fully resourced to deliver. These include but are not limited to:

- Training the key BOC Team on the project governance aspects. BOC and PSQA core teams will be initiated on the project supervision lifecycle tasks, program deliverables, tools to be used, methodologies, working methods, communication platforms and the knowledge base that consultant is required to build (refer to details mentioned in the Establishment Phase)
- The Consultant is expected to provide inputs to sensitize and prepare the relevant BOC Teams regarding the tasks on ICT governance that BOC will likely be called upon to handle in the life-span of the project. This is also to set expectations concerning the roles of the Consultant and of the BOC. The Consultant shall prepare a recommendation of steps that the BOC Team needs to take to strengthen its capacities for ICT governance.
- Managing vendor conferences to help BOC gather data and analyze market offerings.
- Supporting BOC Team in defining and fine-tuning the functional and technical specifications of the CPS, Admin/ERP System, RIAC and tasks concerning NSW or other similar platform integration. The Consultant will facilitate meetings held in this regard and provide the necessary secretarial assistance.
- Preparing and assisting BOC Teams in carrying out advance work to document business processes, data modelling and metadata definition, reference databases and business rules regarding the various systems (CPS, Admin/ERP System, RIAC and NSW or other similar platform integration aspects);
    - With regard to business processes, the Consultant is expected to outline high-level business process models describing the key processes governing the various systems;
    - Data Model refers to the modelling of business data that are inputted into, and outputted from the CPS and the NSW or other similar platform. CPS/NSW or other similar platform are expected to fully adhere to the latest available versions of the World Customs Organization Data Model, the ASEAN Customs Data requirements and UN/CEFACT reference data models where applicable. The Consultant is expected to define the approach that all vendors will follow regarding metadata management;
    - With regard to reference databases, the consultant will assist BOC in compiling list of reference data required for the operation of CPS, Admin/ERP Systems, RIAC and NSW or other similar platform integration tasks. The consultant will document the sources of reference data and providing comments on the current state of data quality.
    - The CPS is likely to be developed by building and/or configuring a software solution to BOC's business requirements expressed in the requirement documents, the principles enshrined in the CMTA, the government's policy goals, the implementing rules and regulations and the standing instructions issued by the government of Philippines from time to time.
    - Likewise, the Admin System /ERP will also be built by configuring reputed ready to use software, based on government of Philippines administrative law, as well as HR and administrative policies of the Bureau of Customs. With regard to Admin/ERP System, the consultant is expected to provide

timely guidance to ensure readiness of Admin/ERP counterpart teams of BOC to provide relevant inputs to the Admin System Turnkey Vendor.

c. Procurement Phase:

Technical, Management and Procurement Support to the BOC Teams during the procurement of the firms for the development and implementation of the key activities under the Customs Modernization Project (covering the CPS, Admin/ERP System, RIAC and NSW or other similar platform integration components) which include but are not limited to the following procedures-

- Liaise with the World Bank procurement specialists with respect to ICT procurements;
- Facilitate the BOC Procurement Team for the procurements under the components;
- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Advise and review for the preparation of technical specifications/terms of reference for procurement of goods, and services;
- Prepare Terms of Reference (ToR), cost estimates and bid documents for the ICT procurements on goods and services under the components;
- Preparation and finalization of tender notices and invitations for bids;
- Assist and review in preparing clarifications for the pre-bid conference, if proposed for the packages;
- Review the Minutes of pre-bid conference and circulate the same to all the bidders who have purchased the bid documents;
- Facilitate two-stage bidding as per World Bank standards as and when required
- Prepare and issue addendum to the bid documents, if required;
- Arrange the reply of queries, if received from potential bidders before the deadline for submission of bids;
- Assist in bid evaluation and contract negotiations.
- All documents shall be completed in accordance with the standard procurement requirements of the World Bank.

d. Planning Phase:

- Confirmation and adjustment of project management methodology to be adopted for structured and disciplined approach to project management – such methodology with adjustments will be applied for all subsequent project management standards and procedures as may be described within the Project Management Plan (PMP) or Charter
- Support the BOC Teams to review, adjust and finalize the vendor proposed implementation plans;
- Assist the BOC Teams to re-arrange its own work plans, approaches, timelines, milestones and resource requirements to fit with the overall Project

Implementation Plans and any related initiatives;

- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Ensure that a comprehensive PMP or Charter is developed and agreed between BOC and turn-key supplier for CPS and Admin systems which should include, but is not limited to, detailed project schedules, milestones and related outputs, issue and risk management plans, scope management plans, quality assurance plans. Such a project charter must also help BOC Team understand its full set of roles and responsibilities for each activity/task as well as overall for the project;
- Ensure that a review and quality assurance plan is fully developed and agreed by all parties through which monitoring guidelines and standards will be established against which all down-stream assessment will be carried out for all outputs/deliverables and outcomes (e.g. state of readiness etc.);
- Provide expert services in specific area such as business management, information technology, software development, business process engineering etc.;
- Coordinate to maintain effective working relationships among concerned stakeholders;
- Provide guidance and support service related to software, hardware, databases, web resources, networks and enterprise systems;
- Assess the effectiveness of technical resources in use and identify the necessary resources to be implemented; and
- Keep abreast of emerging technologies and potential effectiveness of those advancements in their system to arrive at the most appropriate system and integration of multiple systems.

e. **Development Phase:** Assist the BOC Teams to:

- Conduct or participate in project status meetings;
- Assess the progress against work plans;
- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Facilitate communication with all other initiatives that impact implementation;
- Prepare regular communications that document project status, milestones achieved, budget utilization, risks, and issues that may jeopardize project progress and success;
- Manage the procedures put in place during Planning for management of issues, escalation, and change control over scope;
- Establish rigorous testing and acceptance processes;
- Develop and implement a capacity building program that includes all BOC agencies and private sector stakeholders involved in the CPS, Admin System (also referred to as ERP/HRMS), RIAC and NSW or other similar platform integration tasks;

- Monitor and supervise the development of the CPS, Admin System, and RIAC systems as well as the NSW or other similar platform integration components per the design documents;
- Define business requirements and recommend technical approaches to meet the required goals;
- Review outputs of business process re-engineering as may be generated by the turn-key Supplier of the CPS, Admin System, and RIAC solution and ensure that these reflect international good practices and are viable for institutionalisation by the BOC;
- Ensure that the handover of collateral and artefacts with respect to business processes reflect the responsibilities of the respective stakeholders (turn-key supplier, CMC consulting engagement and the CMC counterpart team from BOC;
- Ensure that each of the above stakeholder effectively develops and progresses the business process collateral as required for desired outcome for BOC;
- Assist in finalizing a data migration strategy and approach that the CPS and Admin System suppliers will need to work to – this must include BOC teams understanding as to how trade statistics will be extracted during and immediately after the implementation since timely completion of the NSW or other similar platform solution is not yet certain;
- Review the technical documentation such as user guides, training manuals and system specifications prepared by the developer;
- Ensure the development, testing and implementation of the system and validate the final product satisfies the defined requirements;
- Collect project component implementation data by identifying sources of information and process it;
- Establish and revise database by conferring with analysts and programmers to code and retrieve data;
- Ensure readiness of all documentation and compliance with structured and disciplined project management practices – key dependencies should not be compromised; and
- Milestone achievement must be scrutinized ensuring readiness of the target environment to utilize the outputs from the milestone in an effective and timely manner.
- Facilitate workshops and seminars as may be required to improve the understanding of the BOC team and/or to gain acceptance and approval for completion of key outputs and/or milestones.

f. **Acceptance Testing Phase:**

- The Consultant will assist to and work with the BOC Teams and relevant stakeholders to ensure that a suitable representative group from BOC is able to successfully complete a detailed and comprehensive acceptance test of all solutions implemented. This includes, but is not limited to:

i. Preparation of acceptance testing plans that will ensure highest level of reliability of installed and/or implemented infrastructure and solution(s)

ii. Ensure suitable security controls are effectively tested and are working as expected

iii. All data migration has been completed successfully and all data cleansing matters have been addressed suitably to the satisfaction of stakeholders

iv. Reports generated are accurate and reliable

v. Capacity utilization and response times are within expected standards as required for and agreed through contractual obligations

vi. Standard Operations Procedures (SOPs) work effectively with automated solutions and are properly documented in their entirety

vii. Assess readiness of users and target environment to work effectively with the new infrastructure and solutions being implemented

viii. Technical support and administrative personnel are fully knowledgeable and been trained to take on independent responsibility for daily operations and maintenance of the new infrastructure and solutions

g. **Pilot Phase:**

- The Consultant will assist to and work with the BOC Teams and relevant stakeholders :
  - To ensure the selected pilot sites are properly outfitted and prepared to conduct the pilot testing;
  - To assess the progress of the piloting;
  - To ensure issues (technical, procedural and training) are collected and resolved; and
  - To assess the serviceability and acceptability of the outcomes.
- Develop a capacity building plan for all relevant stakeholders involved in this phase of the project;
- Provide technical support on training to the concerned staff of the government and relevant stakeholders; and
- Maintain project component implementation database by entering relevant data.

h. **Rollout Phase (including Post-Implementation Assessment):** The Consultant will work with the BOC Teams, Vendors and other contributing teams to establish a "template" to guide the planning and execution of all rollouts subsequent to the Pilot. During the rollout phase, the Consultant will assist in monitoring progress, issues and issue resolution, and acceptance of the Projects deliverables at each site. The consultants will also develop a capacity building plan for all relevant stakeholders involved in this phase of the project. Once the CPS, Admin System and RIAC roll-outs have been completed, the Consultant will conduct a Post-Implementation Assessment in each of the solutions.

Throughout the project duration and in parallel with the above phases of implementation, the Consultant must also apply resources and effort to develop ICT capability and maturity within the BOC as may be required for implementation and operation of the CPS and other solutions covered under the project. This must include but is not limited to:

a. ICT procedures and standards
b. User engagement procedures and standards
c. Help Desk operations and integration of these with CPS solutions
d. ICT Governance and service level agreements
e. Structured methodologies and associated procedures
f. ICT issue management
g. ICT risk management
h. Information Technology Infrastructure Library (ITIL) procedure standards and application of these for operation of CPS solution – as may be simplified for purposes of the CPS

The Consultant must make an initial assessment of overall ICT capability within BOC and monitor it periodically to determine extent of improvement achieved, identify causes if progress is not satisfactory and take necessary corrective action or advise changes to BOC as may be necessary. Efforts for capacity building of MISTG must be coordinated with similar efforts from the turn-key supplier for the CPS.

Deliverables

All technical deliverables shall be prepared by the consulting firm and the team of consultants. The consulting firm shall assure that all deliverables follow recognized industry standards.

The Consultant will produce the following:

a. **Inception Report:** An Inception Report within four (4) weeks of project start which will include a detailed work-plan produced in coordination with the relevant BOC Teams covering all the tasks to be undertaken by the Consultant in relation to the CPS/modernization work, Admin Systems ERP and RIAC. The inception report would be used in part to guide the conduct of a validation workshop where the broad functional vision for the future under the modernization project is discussed.
b. **Collaboration Environment:** A collaboration environment fully configured and documented for use by all suppliers and project team members to share a project knowledge base that will be maintained by the Consultant
c. **Project Management Plan (PMP):** A comprehensive PMP or Charter, at start of project, for each project undertaken by the BOC for Customs Modernization and CPS. Such a PMP or Charter must be agreed by all parties and must include, but is not limited to:

      i.   Detailed work plan with key milestones and project completion dates – as may be discussed and agreed between BOC and the supplier with suitable input resulting from this consulting engagement

     ii.   Desired and/or expected outputs for each milestone and state of readiness required from BOC on completion of each milestone (prior to commencement of activities and tasks for subsequent milestone(s)) – as may be discussed and agreed between BOC and the supplier with suitable input resulting from this consulting engagement

   iii.   Detailed resource plan for BOC Teams and their associated roles and responsibilities

    iv.   Review and confirmation of suppliers' resource plans

     v.   Issue management plans, standards and procedures

    vi.   Risk management plans, standards and procedures

   vii.   Project progress monitoring standards and processes

  viii.   Quality assurance plans, standards and procedures

    ix.   Change Management and communication (scope) plans, standards and procedures

     x.   Comments on organizational change management and communications plans (as prepared by supplier(s)) to assist the BOC Teams on their roles and responsibilities for driving change and acceptance through their respective organizations

d. **Periodic Reports:** Project progress reports at each of the following events:
      i.   Monthly report to be submitted within 5 working days of the succeeding month
     ii.   On completion of a milestone, within three (3) working days from completion of said milestone

e. **Project Organization Plan:** A Project organization plan for its own consulting engagement (resulting from this ToR) with well-defined roles and responsibilities and for the duration of the work plan, to establish a team of local experts and a Project Support Team to assist the respective government teams in management and procurement support.

f. **Project Monitoring Mechanism:** A comprehensive monitoring regime that will describe outputs and deliverables to be reviewed and establish standards required – these to be agreed with BOC Teams prior to completion of Project Charter(s) for execution of Customs Modernization and CPS projects.

g. **System and Environment Sustainability Plan:** Assistance in Coordination across the Customs Modernization and CPS and Admin System projects and any other related activities

h. Standard project management processes, tools, techniques, and templates, including but not limited to:
      i.   Project Methodology

    ii.   Monthly Project status report
    iii.   Project Issue logs and resolution statements
    iv.   Risk assessment templates and mitigation forms
    v.   Change control documentation and Impact assessment forms
    vi.   Test script formats and test results documentation
    vii.   Readiness reports for progressing beyond milestone successfully completed

i. Assistance with:
    i.   Project monitoring and decision making
    ii.   Risk identification, management and mitigation (including impact assessment)
    iii.   Issue management and resolution
    iv.   Scope and change control management
    v.   Project meetings and communications to all stakeholders
    vi.   Acceptance of all outputs and deliverables from supplier(s) to Customs Modernization and CPS, Admin Systems initiatives as may be engaged by BOC
    vii.   Capacity Building and Change Management Programs for the relevant stakeholders.

j. Submission of the following reports for activities under Task Cluster 2.
    i.   Reports for Organizational Development & Capacity Building covering the following:
        a.   A review of the existing organizational structure and recommendations on options/changes that may be required to better align it to the needs of a modern and fully automated Customs environment and to improve managerial oversight and control, accountability, and functional cooperation between units
        b.   Competency framework for the key operational positions within BOC establishing the parameters of performance excellence, behaviours that will be valued, recognized and rewarded, knowledge and competencies that the staff is expected to possess and the benchmark against which staff are assessed.
        c.   Comprehensive training curriculum, (including learning material) for those key positions, covering learning objectives, learning outcomes, appropriate learning sequences, subject module outlines as well as monitoring and evaluation methodologies and the most appropriate delivery vehicles;
        d.   a summary of the assessment of capacity building required to implement key reforms related to trade facilitation, and capacity building activities carried out under this engagement to support the reforms and key recommendations for the sustainability of reforms.

ii. Reports on Change Management & Communications outlining a structured change management and communication strategy and action plan bearing in mind the implementation challenges faced by the Bureau of Customs.

iii. A two-part report for Integrity Enhancement on:

a. assessing the level of compliance with the revised Arusha Declaration concerning good governance and integrity in Customs, along with recommendations on the most appropriate means of closing any identified gaps

b. A comprehensive anti-corruption strategy along with a model code of conduct for officials.

iv. A report on Legal and Regulatory Support covering the legal, regulatory and procedural gaps to support the full and effective implementation of the envisioned business processes under the Customs Processing System, the Customs & Tariff Modernization Act (CMTA) and its implementing Rules and Regulations, along with recommendations on how to bridge those gaps.

k. Gender Inclusion Study Reports:
(i) A draft practical, easy-to-use guidelines and action plan on gender mainstreaming in the project cycle;
(ii) A report on outcomes and outputs, and indicators of gender mainstreaming (along with examples that can be used by BOC, and stakeholders of the project.) The report should include suggested actions to improve gender integration as part of the HRM strategy and future staffing plans
(iii) Assistance to BOC in carrying out relevant data analytics, meetings and round tables on the gender dimension, including sex-disaggregated data collection;
(iv) A gender-informed training curriculum (with relevant stakeholders such as WCO.)

Capacity building program as determined by agreed Capacity Building Plans related to each phase of the project within the scope of work of this assignment. The Capacity Building Plans may include additional elements or recommendations outside the scope of this assignment and these activities will be undertaken independent of this assignment

Task Cluster 2. Organizational Development Support

The overall focus of Task Cluster 2 is to support the BOC to leverage new ICT capabilities to adopt and fully implement a range of new and improved practices and procedures in line with international standards and accepted good practice approaches. As the PSQA assignment will commence approximately 12 months before the CPS/Admin/RIAC systems are procured, attention should be directed toward reviewing existing procedures to identify opportunities for procedural simplification that can be specified in and delivered through

the automated solutions. In particular, the systems should enable full and effective support for modern approaches to risk management and targeting, compliance management, trusted trader regimes, administrative appeals, client service standards, and significantly enhance transparency, accountability and eliminate opportunities for corruption and inappropriate use of officer discretion.   Task Cluster 2 will also focus on assisting the BOC to prepare for the business process changes that will accompany implementation of the new automated systems. Activities will include, but not be limited to, the following areas of support.

Capacity Building

As the move to a fully automated processing environment will require new skills and competencies it is important for the BOC to adequately prepare officials for the changes. The consultant will assist this process by conducting a competency/training needs assessment to identify any gaps between current competency levels and future competency requirements and the most appropriate means of closing the gaps. Using the information obtained from the assessment, the consultants will prepare a comprehensive training curriculum. In preparing the curriculum the consultant should make use of the WCO's professional competencies matrix and professional standards. The curriculum will describe learning objectives, learning outcomes, appropriate learning sequences, subject module outlines as well as monitoring and evaluation methodologies and the most appropriate delivery vehicles[3].   The curriculum should address the development needs of new staff joining the BOC as well as officials who are already serving in the Bureau and should include management and leadership development needs, general ICT skills, as well as pure technical training requirements.

Once agreement is reached with the BOC on the content of the curriculum the consultant will then develop a series of comprehensive learning materials covering content areas outlined in the curriculum. Preferably course content could be modularized to enhance flexibility. Materials should also be scalable to ensure they meet the needs of different groups in terms of the depth of content coverage. If pre-existing education materials are employed as the basis for the training, they should be customized to meet the development needs and operating environment in the BOC. Following preparation of the training materials the consultant will ensure full and effective transfer of learning through a structured train the trainer program to ensure BOC officials can deploy the curriculum and training modules in a sustainable manner.

In addition to developing the curriculum and training materials the consultant will review BOC progress on implementing or improving the effectiveness of key TFA related measures including risk management, compliance management/improvement, the Authorized Economic Operator regime, administrative appeals, and client service standards and, as required, provide direct capacity building support to the BOC to enhance effectiveness in these areas.

---

[3] Taking into account the suite of e-learning modules currently available through the WCO.

Organizational Development

In addition to new competencies required by BOC officials it may be necessary to modify the organizational structure and staffing requirements to better align resources and command and control structures to support the overall modernization effort, with a particular focus on ensuring the long term sustainability of the ICT systems and related infrastructure and appropriate prominence is given to supporting value added functions such as intelligence, risk management, and organizational integrity. As such, the consultant will assist BOC officials to review the existing organizational structure and recommend any options/changes including harmonization of all existing initiatives that may be required to better align it to the needs of a modern and fully automated Customs environment and to improve managerial oversight and control, accountability, and functional cooperation between units. Likewise, and linked to the staffing competence assessment described above, the consultant will identify and make recommendations on any human resource management issues that impact on organizational effectiveness.

Change Management and Communication

In recent years the BOC has undertaken a number of major reforms including the implementation of the CMTA and the implementation of significant changes to systems and procedures in order to meet WTO and WCO requirements. These changes have had a major impact on Customs staff and the trading community and further reforms to be implemented as part of the project are expected to have an even larger impact. While the changes have been successfully managed to date, it is acknowledged that a more structured and formalized process for internal and external communication and change management is needed for the future.

The consultant will therefore develop and support implementation of a formal and structured change management and communication strategy to ensure the implementation of expected reforms are communicated effectively to all internal and external stakeholders and that any changes are well managed and implemented in a way that is appropriate for local circumstances and capabilities. Where appropriate, the communication strategy should take advantage of social media to deliver key messages. In addition, the change management and communication strategy must include structured mechanisms for public/private dialogue and feedback during all stages of project implementation.

Integrity Enhancement

It is vitally important that high levels of integrity be established and maintained, given the important role the BOC plays in revenue collection, trade facilitation, national security and the protection of society. While the implementation of the CPS will significantly reduce opportunities for corruption it will not, on its own eliminate, all avenues of potential corruption. As such, as part of the project significant attention will be directed to developing and implementing a comprehensive anti-corruption strategy designed to tackle both opportunity and motive. To assist member customs administrations to establish and maintain a culture of integrity and to deal effectively with corruption the WCO has developed

the Revised Arusha Declaration on Integrity in Customs. The Declaration consists of ten distinct, but interrelated elements considered essential for the development and implementation of a comprehensive and sustainable anticorruption and integrity enhancement program.

Working closely with the BOC the consultant is expected to undertake a review to assess the Bureau's current level of compliance with the provisions of the Revised Arusha Declaration and make recommendations on the most appropriate means of closing any identified gaps. The outcome of this work should be the design and implementation of an agreed Anti-Corruption Strategy addressing each of the 10 elements of the Revised Arusha Declaration. It is also expected that the consultant would review and make recommendations on the BOC's Code of Conduct. The consultant will also provide ongoing advice and support during implementation of the strategy. The consultant will give particular attention to identifying any opportunities for the CPS to be designed to close any corruption vulnerabilities.

Legal and Regulatory Support

The CMTA entered into force in 2016 and is broadly consistent with international standards and WTO/WCO requirements. Much work has already been done to prepare and appropriate implementing regulations, however, there may be particular requirements that need to be considered to facilitate full and effective implementation of the CPS and revised procedures that will accompany its implementation. The consultant is therefore expected to provide legal advice and guidance to BOC teams to identify and resolve any legal issues that may negatively impact on CPS implementation and overall project effectiveness. It is envisaged that this activity would be completed during the first year of the contract assignment, however, additional support may be required on a part time basis in future years.

Support to Gender Inclusion & Development

The project aims at promote gender equality by supporting BOC in generating gender disaggregated data and in developing gender integrating policies and training. The objective of the assignment is to ensure that gender issues are appropriately considered during the project preparation, design, implementation and operation phases through collection of data, review of documents, and activities; recommending and preparing gender-sensitive guidelines and an action plan. The consultant is required to assess the status of gender mainstreaming in the project appraisal as well as conduct review of gender strategy documents of the BOC and the World Bank Group. Based on the outcomes together with desk findings; the consultant will –

(i)   Develop draft practical, easy-to-use guidelines and action plan on gender mainstreaming in the project cycle;
(ii) Identify and compile examples of outcomes and outputs, and indicators that can be used by BOC, and stakeholders of the project.
(iii) Suggest actions to improve gender integration as part of the HRM strategy and future staffing plans

(iv) Assist the BOC in carrying out relevant data analytics, meetings and round tables on the gender dimension, including sex-disaggregated data collection;

(v) Together with relevant stakeholders such as WCO develop-gender-informed training for BOC.

Confidentiality of Data

1. The consultant and its entire staff shall be required to execute a Non-Disclosure Agreement in favour and in such form as required by the Bureau of Customs.

2. The BOC system, its components, parts and all product samples and specifications, data, ideas, technology, and technical and non-technical materials, all or any of which may be derived from any of the foregoing (all of which, individually and collectively, referred to as "Proprietary Information") are confidential and shall be held in strict confidence by the Consultant.

3. The Consultant agrees not to reproduce, transcribe or disclose the Proprietary Information to third parties without prior written approval of the Bureau of Customs.