

Bangladesh Insurance Sector Development Project (BISDP)

Terms of Reference

Consulting firm: Review of IT requirements and implementation support

Package no. S13-3-1

Background

The Government of Bangladesh (GOB) has undertaken the Bangladesh Insurance Sector Development Project (BISDP) to modernize and automate business processes of Insurance Development and Regulatory Authority (IDRA), to strengthen the Capacity of Bangladesh Insurance Academy (BIA) and also assist two Public sector Insurance corporations (Sadharan Bima Corporation – SBC and Jiban Bima Corporation – JBC) to implement Information and Communication Technologies to improve their overall efficiency and business practices including enterprise risk management, underwriting and risk transfer mechanism; strengthen policy and reinsurance mechanism and help develop and improve distribution channels to reach the untapped population thereby increasing the insurance coverage.

Prior to undertaking the project, Ernst & Young LLP Mumbai (E&Y) was engaged to (i) Review the existing Information Systems of the state owned financial institutions and produce a high quality Information Technology strategy and a comprehensive Systems Implementation plan in-line with international best practices; and (ii) Review the Business Processes of State-Owned Banks and Insurers in Bangladesh. The assignment covered a detailed review of the existing Information Systems in IDRA, 2 state-owned Insurance corporations (SBC and JBC), the BIA, six (6) state owned commercial banks and two (2) state-owned development financial institutions. Incepting in September 2016, the E&Y submitted their final report including recommendations in April 2017.

With a view to developing the insurance sector, the GOB is now implementing the BISDP with the technical and financial support of the International Development Association (IDA). The project development objective (PDO) is to strengthen the institutional capacity of the regulator and state-owned insurance corporations and increase the coverage of insurance in Bangladesh. This PDO will be achieved through strengthening the capacity of the regulator and the insurance academy, and modernizing and strengthening the capacity and operations of the state-owned insurance corporations.

The Development Project Proposal (DPP) was approved by the Executive Committee of the National Economic Council (ECNEC) of the GOB in February 2018. A project implementation unit (PIU), headed by the Project Director, was formed in August 2018 for carrying out tasks related to management and implementation of the project. The PIU has hired an individual IT Specialist to assist PIU on ICT-related procurement activities. In addition, the PIU plans to procure three other consultancy services (two individual positions, namely IT Specialist – Core Insurance Application and IT Specialist – Information/Cyber Security, and one IT firm) for acquisition and smooth implementation of complex Systems and IT infrastructures under the project.

Objectives

The main objective to engage a consulting firm is to provide support for effective and efficient implementation of modernize IT infrastructures and Systems in the beneficiaries' organizations (IDRA, SBC, JBC and BIA). The consulting firm will be required to quickly review and vet Ernst & Young's IT needs assessment report, strategy and implementation plan for all four



beneficiary organizations; develop required procurement documents including technical specification and bid packages/ RFP for all IT systems & infrastructures where necessary; and support the PIU in procurement processes and overall implementation.

Scope of work

The scope of work broadly covers the following:

- A. Conduct a quick review of Ernst & Young's IT needs assessment report, proposed IT strategy and implementation plan in consultation with all four beneficiary organizations;
- B. Work with the beneficiary organizations to finalize all IT-related procurement packages within the approved DPP of the project and in light of Ernst & Young's report;
- C. In conjunction with the functional and IT teams, the Project Management teams at the beneficiary organizations and PIU prepare procurement documents including appropriate technical specifications and associated training, provide progress report biweekly; any other IT related jobs for the necessities of PIU
- D. Provide support to the PIU and beneficiary organizations during the entire procurement process (invitation of bids, evaluation, contract drafting, negotiations and contract finalization and award);
- E. Work closely with other relevant consultants hired under the project the selected vendors and beneficiary organizations to ensure timely and smooth implementation of all IT systems and infrastructure packages through effective management and coordination with the concerned stakeholders;
- F. Assist all beneficiary organizations in effectively managing the change process during systems implementation and provide transfer of knowledge and appropriate training/ documentation from the vendors to technical teams of all agencies;
- G. Ensure that Information/ Cybersecurity aspects are fully covered during technology implementation in all agencies.

The scope of services includes the following activities:

A. Sequencing the procurement packages

1. Review the functional requirements of each agency in-light of E&Y's report and recommendations;
2. Review existing relevant business practices in order to automate and re-engineer business processes;
3. Develop final procurement packages as per approved DPP of the project incorporating all IT and information/ cyber security needs;
4. Regularly update procurement roadmap for all IT packages and report accordingly;
5. Propose an IT organization structure for all four organizations in-line with international best practices and Ernst & Young's recommendations.

B. Assist in preparing procurement documents

1. Coordinate with functional and IT teams of the agencies;
2. Coordinate with the stakeholders to prepare procurement documents (such as IFBs/RFQs as relevant, bidding/prequalification documents etc.) within stipulated time;
3. Provide necessary guidelines and assistance on hardware and software requirements;
4. Finalize technical specifications for required systems consulting with concerned PIU team;



5. Identify the training needs to operate the proposed IT systems, and incorporate these associated trainings in the bid documents;
6. Finalize bid packages for acquiring software and hardware across the four organizations.

C. Assist in managing the procurement process

1. Assist the PIU in inviting bids, organizing pre-bid meetings, preparing answers/ clarifications/ modifications after pre-bid meetings;
2. Assist the PIU to examine received bids/ proposals and ensure that the technical solution proposed in the bids meets all the requirements and are as per the specifications mentioned in the bid documents;
3. Assist the PIU, bid evaluation committees, and technical sub-committees on all technical matters where necessary;
4. Assist in preparing evaluation reports as per the World Bank procedures and other documents concerning evaluation;
5. Help the PIU in finalizing contract conditions and managing the contracts with selected vendors/suppliers.

D. Deployment of systems & related IT Infrastructure in each agency

1. Provide implementation support to the PIU and beneficiary organizations in light of finalized IT strategy and implementation plan;
2. Assist the PIU and stakeholders in receiving, installing, testing and commissioning of IT systems and infrastructure;
3. Monitor implementation of all packages as per plan and report on a periodic basis;
4. Track agreed milestones and evaluate project progress;
5. Coordinate with PIU, PMTs, suppliers of different IT packages and other stakeholders;
6. Work closely with other consultants engaged in different business areas under the project.

E. Key Deliverables for each agency

The key deliverable shall, at least (not limited to) include the following:

Key Deliverables:

1. Inception Report
2. System Requirement Study/Gap Analysis for IT Systems in addition to E & Y;
3. System Design Study Document (SDSD) for IDRA, JBC, SBC & BIA;
4. To Develop Secure Data exchange protocols to share relevant data among implementation agencies in a most secure environment ;
5. To Prepare an Information Security Policy for IDRA, JBC, SBC & BIA;
6. Provide Software Performance, Load Testing and Scalability Requirements for IT Packages;
7. Hardware Design Document for IT Goods Packages;
8. System Warranty and Maintenance Support Services Requirement for IT Goods Packages;
9. Supervision Report on IT Systems Installation and Configuration;
10. System Testing, Quality Assurance and Operational Acceptance Testing Requirements for IT Packages;
11. To Develop Grievance handling/case management system requirement for IDRA, JBC, SBC & BIA;



12. Technical Documentation for IDRA, JBC, SBC & BIA;
13. Monthly Progress Status report;
14. Submit realistic Implementation Schedule;
15. All the documentation deliverables must comply the following
 - 2 copies in English Language in hard copy
 - 2 copies in CD/DVD media as softcopy
 - Electronic submission

N.B: The winner of this contract (Consultant and their associates) shall not be allowed to bid for the IT Packages.

Key professional positions in the consulting team

The purpose of the consulting firm assignment is to ensure effective and efficient implementation of modernize IT infrastructure and systems in the beneficiaries' organization. Considering the nature and size of the project and complexity of the IT systems to be procured, it is essential that the firm shall propose a team consist of experienced members with the skill base necessary to support multiple sub-components.

The skill base to be supported by the team shall include IT project planning and management, review of business processes, expertise in preparing procurement documents, procurement management and deployment planning and roll out.

Indicative positions, number of resource, minimum number years of experience, specific expertise needed and principal responsibility are specified below. The Consultants are expected to make suggestions/recommendations for improvement, if any and propose their own team composition for the engagement. However, the CVs of key persons as mentioned below, will be considered for evaluation. The CVs of non-key experts (if any), will not be evaluated.



Position	Number and estimated man-months	Principal responsibility	Required qualification and specific expertise
Lead Project Manager	1 (one) person 30 months Full time On site	<ul style="list-style-type: none"> Develop general framework of implementation of scope of services Oversee the entire consultancy engagement Coordinate teamwork engaged in the beneficiaries' organization Ensure that all tasks under the assignment are smoothly completed 	<ul style="list-style-type: none"> Have 15 years extensive working experience in large scale IT infrastructures/projects management Have 5 years' experience in handling similar large scale IT projects especially in Insurance and financial sectors project leader Have the experience of working with public sector organization MBA/Master degree from a reputed University with thorough knowledge of ICT Should have PMP or equivalent certification. Experience of working in South Asia is a plus.
Project Managers for SBC, JBC & IDRA	3 (three) persons (3X30) =90 months	<ul style="list-style-type: none"> coordinate between different functional teams in the organization entrusted to them and steer the implementation mechanism responsible for handling projects in respective organizations 	<ul style="list-style-type: none"> MBA/Masters in Computer Science/Engineering/ICT Have 12 years extensive working experience in large scale IT infrastructures/projects management Have 3 years proven experience of handling large scale IT projects in insurance/ financial sector as project manager; Experience of working with public sector organizations is a plus; Should have PMP or equivalent certification.
Functional Expert/Business Analyst for IDRA	1 (one) person 18 months	<ul style="list-style-type: none"> analyze and specify the required business process modifications develop the necessary functionality on the chosen system. 	<ul style="list-style-type: none"> Masters in Mathematics/Statistics/Economics/BBA/ICT/Physics or B. Sc. in CSE ABIA or equivalent degree Thorough knowledge of Insurance regulatory regimes have experience in delivering and installing regulatory systems Have 10 years extensive experience in this field, ideally within the insurance sector
Functional Expert/Business	2 (two) persons (18x2)=36 months	<ul style="list-style-type: none"> help develop efficient and effective new work procedures. 	<ul style="list-style-type: none"> Masters in Mathematics/Statistics/Physics/Economics/BBA/ICT or B.Sc. in CSE

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Position	Number and estimated man-months	Principal responsibility	Required qualification and specific expertise
SS Analyst for SBC	Full time On site	<ul style="list-style-type: none"> help develop and execute the strategy for effective reinsurance and insurance business 	<ul style="list-style-type: none"> Have 10 years extensive experience in this field, ideally within the insurance sector basic insurance (non-life and reinsurance) business processes have experience in developing business strategy for financial institutions
Functional Expert/Business Analyst for JBC	2 (two) persons (2X18)= 36 months	<ul style="list-style-type: none"> help develop efficient and effective new work procedures. help develop and execute the strategy for effective reinsurance and insurance business 	<ul style="list-style-type: none"> Masters in Mathematics/Statistics/ Physics/ Economics/BBA/ICT or B.Sc. in CSE Have 10 years extensive experience in this field, ideally within the insurance sector basic insurance (life) business processes have experience in developing business strategy for financial institutions
IT Specialists (Software)	3 (three) persons (IDRA -1, SBC -1, JBC -1), 3X12=36 (3X6 months for requirement analysis and 3X6 months implementation)	<ul style="list-style-type: none"> Work closely with beneficiary organizations, technical resources and other consultants on the project to analyze procedures and business processes of the beneficiaries to design & implement proper Core Insurance System (CIS) and ERP features of the applications for the respective automation; Support stakeholders in business process improvements, implementing best practices and fully utilizing CIS/ERP system capacities; Assist in integrating different business applications of the stakeholders; Recommend the appropriate core insurance system for SBC and JBC, and associated infrastructure for integration of multiple systems; Propose suitable ERP system with required modules as per business needs of the beneficiaries and ensure that the system fulfills all user requirements and business processes; 	<ul style="list-style-type: none"> Bachelors/Masters degree in Computer Science/ Engineering/ICT Six Years' in software development experience with .Net/Java including 2 years in supervising; Through understanding and knowledge of Core Insurance systems, Web portals, ERP, HRMIS, etc. Have worked on similar projects Proven track record of implementing similar large scale systems deployment projects Extensive knowledge of software development lifecycle.





Position	Number and estimated man-months	Principal responsibility	Required qualification and specific expertise
IT Specialists (Network/Hardware)	3 (three) persons (one for each beneficiary) 18(3X6) months during implementations	<ul style="list-style-type: none"> Assist in need assessment, designing, implementing and administering electronic document processing, retrieval, and distribution systems; Ensure technical method and testing of the software to ensure fixing of bugs reported by the end users and testing team; Support formulating policies and developing business analytics solution for analysis on insurance business market and overall risk analysis; Help in content development, designing, other related tasks for a comprehensive interactive portal supporting online submission of regulatory data/information; Prepare Service Level Agreement (SLA) with the suppliers and ensure value for money, audit and check for system vulnerabilities & take appropriate mitigation measures; Conduct associated knowledge transfer training sessions to concerned officials in the beneficiary organizations. 	<ul style="list-style-type: none"> Bachelors/ Masters degree in Computer Science/ Engineering/ICT Proven track record of working with LAN/WAN, data center operations and information security appliances like firewalls etc. 5 years experienced in designing and implementing networks especially in large financial/ insurance sector proven experience of implementing Tier III data centers and DR sites for large financial institutions is a plus Relevant certifications on networking/hardware are required





Position	Number and estimated man-months	Principal responsibility	Required qualification and specific expertise
Procurement Specialist	3 (three) persons (one for each beneficiary) 36(3X12) months	<p>the issue and walk the caller through the steps required to solve it.</p> <ul style="list-style-type: none"> Assist with installing software, maintaining computer systems, and repairing computer hardware. Asset inventory management 	<ul style="list-style-type: none"> B. Sc. Engineering or Masters in relevant subject Seven (7) years' work experience in the field of procurement Have sound understanding of principles underlying good procurement practices Specialized knowledge of and significant experience in similar ICT procurement
Information/ Cyber Security experts	3 (three) persons 18 (3X6) months during implementations	<ul style="list-style-type: none"> work on all information security related issues in the project implement industry standard information/ cybersecurity policy in all organizations ensure necessary controls to protect information and assets in SBC, JBC and IDRA 	<ul style="list-style-type: none"> Bachelors/Masters degree in Computer Science/ Engineering/ICT Seven (7)years' IT professional experience with LAN/WAN deployment & management with active Directory, email server, Secure VPN for large organizations; Experience with security technologies including: Vulnerability Scanning, Firewalls & Log Analysis, Host-based detection tools, Security Event and Incident Management (SEIM), Antivirus, Network Packet Analyzers, malware analysis and forensics tools etc proven track record of formulating and implementing information/ cybersecurity strategies and policies in large financial institutions CISSP/CISM/ISO27001/CISA or other relevant industry standard certifications are a must

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- **Facilities will be provided by the client**

- (1) A per diem allowance, including hotel, for experts for every day of absence from the home office for the purposes of the Services;
- (2) Cost of travel by the most appropriate means of transport and the most direct practicable route;
- (3) cost of office accommodation, including overheads and back-stop support;
- (4) Communications costs;
- (5) Cost of purchase or rent or freight of any equipment required to be provided by the Consultants;
- (6) Cost of reports production (including printing) and delivering to the Client;
- (7) Other allowances where applicable and provisional or fixed sums (if any)

- Duration of the assignment-30 months

