

October, 2021

TERMS OF REFERENCE –PROJECT MANAGER FOR INTEGRATED  
IT SYSTEM

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**RFT 04/2022**

**TERMS OF REFERENCE**

**Request for Tender - PROJECT  
MANAGER FOR  
INTEGRATED IT SYSTEM**

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**LAND TRANSPORT AUTHORITY**

P.O. Box 6677, Nasinu, Fiji.

**DATES : 23/10/2021 & 30/10/2021**

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## 1. Principal

The Principal (and Client) for the Project is the Land Transport Authority. The Principal's representative for the Project based at Land Transport Authority HQ at Valelevu, Nasinu or other person/s as may be nominated by the Principal will be working closely with the Project Manager during the entire duration (estimated duration of 3 years) of the project management exercise.

The Client if required will offer:

- I. Office Space
- II. Printing Facilities (excluding laptops and desktops)
- III. Electricity and utilities
- IV. Internet

## 2. Background

The Land Transport Authority (LTA) is striving to integrate and improve all its existing IT Systems in order to deliver high quality customer services, improve staff productivity and efficiency towards customer service and also provide a safe working environment for both its customers and staff.

## 3. Project Objectives

- 3.1 Improve overall efficiency and effectiveness of operational processes and procedures.
- 3.2 Improve external and internal communications as well as customer response management.
- 3.3 Full proof the IT Infrastructure to meet the Authorities digitization initiatives.
- 3.4 LTA seeks the services of a qualified, experienced Project Manager for the above project.

## 4. Project Scope for Project Manager

- 4.1 The firm or individual will coordinate and carry the overall responsibility for the quality; work and performance of all project related activities for the effective delivery of their services and towards the successful Project completion. Overseas firms are expected to form partnership with local companies with valid FNPF, Tax, Company & Business Registration compliance and other by-laws. This must be provided in their letter of intent.
- 4.2 The scope of services will generally involve some or all of the following items and activities listed below but it is not intended to be exhaustive:

- i. Project Management.
- ii. Risk Management
- iii. Cost Management
- iv. Vendor Management
- v. Contract Management

#### 4.3 Detailed Analysis and Documentation Phase

The detailed design and documentation phase shall include but not limited to the following items and activities:

- 4.3.1 The Firm or Individual is required to analyse and review the current systems and processes with LTA management.
- 4.3.2 The Firm or Individual to executive the authority's vision, concept, intention and expected outcome of the Integrated IT System which shall be provided upon on boarding.
- 4.3.3 The Firm or Individual to carry out necessary due diligence on the legal provisions to execute the concepts.
- 4.3.4 The Firm or Individual to ensure the development of the project plan which at least must contain the:
  - project phases
  - timelines
  - resources
  - Costs
  - Key project deliverables.
- 4.3.5 The Firm or Individual is required to prepare a project initiation report.
- 4.3.6 The Firm or Individual to liaise with internal business units and respective vendors/stakeholders and prepare Terms of Reference for Tender for Integrated IT System which needs to be forwarded to LTA prior to advertisement.
- 4.3.7 The Firm or Individual to liaise with Telecom and other communication providers for necessary bandwidth and communication channels.
- 4.3.8 The Firm or Individual to ensure there are to and fro integrations amongst the systems.
- 4.3.9 The Firm or Individual is to Update and prepare final Tender Specifications based on the final specifications and comments received.
- 4.3.10 Make allocation in the submission for any addendums that is submitted during the bidding process.
- 4.3.11 Liaise and submit necessary applications and documentation with the respective regulatory authorities and agencies for permits and approvals.
- 4.3.12 Attend to any tender clarifications by the bidders in a timely manner and issue appropriate Notice to Tenderers [NTT] through Land Transport Authority when necessary.

#### 4.4 Tender Evaluation and Contract Phase

- 4.4.1 The Firm or Individual to carryout Tender Evaluation with assistance of LTA.
- 4.4.2 Prepare and send tender clarifications to Land Transport Authority prior for onward submission to respective bidders and re-assess tender upon receiving the clarifications.
- 4.4.3 Prepare the value for money assessment report aimed at summarizing the comparative findings on the financial bids revived with respect to the projects budget taking into consideration any contractor exclusions and assessing the comparative cost benefit of any alternatives offered by bidders.
- 4.4.4 Prepare tender assessment report and present the same to the Tender Evaluation Committee.
- 4.4.5 Be prepared to appear before the Land Transport Authority Board for further deliberations if required.
- 4.4.6 Prepare draft contract for Development of the Integrated System and submit to LTA for Principal's Vetting.
- 4.4.7 Upon receiving the clearance from LTA, prepare final set of contract documents with all relevant annexure.
- 4.4.8 Administer contract thoroughly to ensure the conditions stipulated are fully met by the approved bidder.

#### 4.5 Development & Testing Phase

The firm or individual shall carry on the responsibility of providing and facilitation for all Project management services including development and testing. Testing and Development Supervision will include some or all of the listed tasks and activities but are not limited to the following:

- 4.5.1 Revise the Test Cases as and when required. Submit to LTA within 14 business days, if there is a significant change in the work plan.
- 4.5.2 Monitor project mobilization and user acceptance testing.
- 4.5.3 Keep record of test reports and submit test data as required in confirming the capability of the systems and processes.
- 4.5.4 Review and approve test cases derived by business units and other stakeholders.
- 4.5.5 Develop system acceptance report for testing the quality of system integration for compliance with the relevant LTA systems.
- 4.5.6 Ensure all project deliverables are met.

- 4.5.7 Maintain a record of the progress of works and the results of inspection and tests and keep the client updated. Record daily progress and submit on a monthly basis.
- 4.5.8 Follow issued instructions from client with the regards to specialized work, inspection or testing and development
- 4.5.9 Monitor actual progress with the Work Programme and advise the client in advance of any development that could delay Project completion.
- 4.5.10 Recommend any necessary action that could be taken by them, Vendor and business units to facilitate timely completion.
- 4.5.11 Note development conditions and forecast any modification and appropriate actions for the works because of unknown /uncertainty conditions.
  
- 4.5.12 Anticipate and prepare any necessary development changes and facilitating actions with advanced approval of the Client.
  
- 4.5.13 Observe and monitor testing of all Systems e.g. Infrastructure and telecommunication including ensuring the receipt of commissioning reports for the same.
  
- 4.5.14 Undertake evaluation of variations claims, propose other feasible options where possible, and submit recommendations as appropriate to LTA for agreement with bidder.
- 4.5.15 Response to request for information within 24 hrs.
- 4.5.16 Maintain register of Variations, both issued under consideration, including details of approval status and estimated or agreed cost
- 4.5.17 Conduct monthly and final inspection and adjust final accounts as necessary including final payments to the bidder and release of retention monies.

#### 4.6 Project Closure Phase

The firm or Individual will be responsible for submitting all relevant documents required for project closure and will include some or all of the listed tasks and activities but are not limited to the following:

- 4.6.1 Prepare preliminary project closure document with relevant documents.
- 4.6.2 Agree to a project closure date.
- 4.6.3 Provide final project report including financial status of the project.
- 4.6.4 Prepare Final Completion Certificate to the LTA for onward submission to the bidder with final payment certificate and final project finance report.

## 5. Reports and Documents to be submitted

The firm or individual shall prepare and submit the following documents:

- 5.1 Prepare/adapt the following plans for approval by the Project Board: Project Initiation Documentation; Stage/Exception Plans and relevant product descriptions.
- 5.2 Prepare highlight reports, end stage reports, operational closure checklist, project closure report and handover report.
- 5.3 Monthly Physical and Financial Progress Reports and Milestones achieved.
- 5.4 Forecasted Delays and recommended actions to mitigate delays.
- 5.5 Any other matter of note, clarification etc.
- 5.6 Where Draft and Final Progress Reports are required, the firm or individual shall obtain client comments on the Draft and incorporate those comments in the Final version of the document.
- 5.7 All documentation produced under the consultancy for the project shall be the property of the LTA.

## 6. Membership – roles and responsibilities

- 6.1 A brief description of the roles and responsibilities of the Project Steering Committee members are as follows:
  - a) Project Principal [*Land Transport Authority*]
    - ultimately responsible for the project, ‘owns’ the Project and has nominated authority to represent the organisation undertaking the Project
    - Reassures the Project Committee board that the project is being managed effectively and delivering the desired outcomes and products by providing required technical support and guidance.
    - Provides a focal point for the project by co-ordinating information and communications to ensure that the entire project meets the required standards and structurally safe for public and client to occupy and render services.
    - Ensures that the project is continuously funded in all aspects and the interests of the Principal and firm is protected.
  - b) Project Executive (– Land Transport Authority – LTA Project Committee)
    - directly accountable for the success of the project and must be empowered to direct the project effectively
    - Reassures the Project Committee board that the project is being managed effectively and delivering the desired outcomes and products by providing required technical support and guidance.
    - Provides a focal point for the project by co-ordinating information and communications to ensure that the entire project meets the required standards.

- accountable for the quality of all products and services delivered by the supplier, ensuring project administration and compliance from Client, delivery to plan, quality and cost (e.g. training/communication/marketing)
- c) Senior Users [*Business Units/ Admin Support Staffs*],
  - accountable for specifying the needs of department in terms of quality, functionality and ease of use

In addition, the following roles will provide support to the Project Steering Committee:

- d) Project Firm/Individual [*name*] – *to be confirmed later*
  - manages the project on a day-to-day basis and ensures the project produces the required products, to the required standards and within the specified time and budget
- e) All Project Management Firms or Individual including LTA Staff, during the duration of the project are to comply with the Authorities:
  - i. Procurement policy and procedures
  - ii. Human Resource Policy and Code of Ethics
  - iii. Finance Policy
  - iv. LTA Acts & Regulations and other laws of Fiji
  - v. IT Administrator and End User policy

*Note: as the project gets implemented and should the above named project manager get transferred or are no longer in that particular position, this Terms of Reference binds the Position and the Designation of all or any person or position affected herein and thereafter. It is the responsibility of the Client to ensure that consistency of members nominated as Senior Users be maintained.*

## 7. Quorum

Monthly Committee meetings should include the Project Executive and Project Steering Committee which reflects the different roles of the management structure in order to make decisions.

This is inclusive of the following representation:

- a) Project Executive (Chair or Vice Chair)
- b) Project Principal ( Land Transport Authority)
- c) Senior Users- Business Units /Admin Support
- d) Project Management Firm/Individual



## 8. Budget (Cost & Time)

- 8.1 The estimated **cost** of the project is yet to be established, since the Project scope is yet to be defined into detail and appropriate time scales inserted with space planning, for the purpose of project bid submission and ballpark figure of \$8,000,000 is to taken into consideration.
- 8.2 The firm or individual will provide a cost breakdown of project management services costs for the required tasks and in addition proposed work plan to cover the required works as detailed in the scope of works.
- 8.3 The firm or individual to adhere to the LTA procurement policy and code of ethics.
- 8.4 In accordance with the business case, the Project Proposal will detail the budgetary breakdown and if applicable any agreed cost-tolerance (permissible deviation above and below the plan's estimate). The Project Steering Committee will have the authority to authorise expenditure and the firm will work within any cost-tolerance that has been set. Any cost related project decisions should not be made in the absence of budgetary information.
- 8.5 The Project Plan will identify key milestones for each stage and the Project Brief will detail a time-tolerance to ensure deliverables meet this target.
- 8.6 When a stage plan is forecasted to exceed either cost or time tolerances, an 'Exception Plan' will be submitted to the Project Steering Committee by the Firm or Individual.
- 8.7 The Principal carries the overall responsibility/ authority for expenditure and timelines.
- 8.8 The Principal will have one standard form of contract that will be collectively discussed with the firm for consistency prior to contracting.

## 9. Expectations of the Chairperson and Committee Members

- 9.1 It is important that all parties of the relevant business areas are represented with a commitment to the role you have agreed to do both in terms of your time (attendance at board meetings and responsiveness to out of meeting activity) and also giving the project the priority it requires to be successful.
- 9.2 Treat people with respect and listen to each other.
- 9.3 Be prepared to challenge anything unrealistic or unachievable.
- 9.4 The Chairperson must ensure that members have had the opportunity to voice their opinions, to be able to challenge and to have their questions answered.
- 9.5 All meetings should have minutes taken and be summed up at the end with decisions, actions to be taken by whom and any other feedback required. Draft minutes of the meeting are to be circulated to all members whether present or

not via email and the final minutes to be ready and circulated with comments incorporated within seventy two (72) hours after any such meeting.

- 9.6 Minutes of the monthly meetings are to be recorded by the Project Manager.

## 10. Probity and Declaration of Interest

At the onset of the Project, the Committee members and firm should verify if they have any other interests to declare that may be in conflict with any aspect of the Project.

## 11. Decision Making

- 11.1 A consensus should be reached wherever possible in the event of any disagreements occurring. The Project Executive will sum up and explain why a decision has been reached. The Project Steering Committee will be accountable to the Principal for their decisions. If the Committee are unable to reach an agreement they will refer the issue to the Principal.
- 11.2 Decision-making will be inclusive as far as possible and timescales will be considered/ taken into account. Where necessary there will be an out-of-committee process for urgent decisions, which will require either the Project Executive plus one other committee member.

## 12. Key Relationships & Accountabilities

*[Firms/Individual upon submitting the proposal must insert organisational chart of governance arrangements beyond the boundaries of the project committee]*

## 13. Review

This Terms of Reference has been reviewed and finalised by the executive management of Principal. Any further amendments must be reviewed and if acceptable, it will be approved by the project board as required. This document must be protected against unauthorised changes and should carry the Version Control status. The document belongs to the Principal and any amendments and redrafting by other agencies or Client for any other project shall be authorized the LTA Board.

## 14. Management and Administration

- 14.1 Committee paper documentation (e.g. agenda, minutes, brief project progress reports highlighting all major milestones and activities) will be distributed [3] working days prior to the Committee meetings taking place.
- 14.2 The minutes will be sent to all members within seventy two [72] hours of the meeting taking place.

- 14.3 The Project Steering Committee will meet on a fortnightly basis and progress will provide feedback to the Principal. The frequency of the Project Steering Committee meetings may be subject to change by Project committee members as the project plan progresses.
- 14.4 Project documentation will be coordinated with information, communications, monitoring and reporting held securely in a shared file stored on LTA ITC by the Secretariat to ensure a clear audit and paper trail is maintained.
- 14.5 Project Logs will be regularly maintained and updated by the firm e.g. Risks and Issues, Lessons Learned etc.

## 15. Professional Indemnity

- 15.1 The firm/Individual is to indemnify the Principal, its employees and agents against any loss (including legal cost and expense on a solicitor/client basis) or liability reasonably incurred or suffered by any of those indemnified arising from any claim, suit, demand, action, or proceedings by any person against the those indemnified where such loss or liability was caused by any wilful, unlawful or negligent act or omission of the firm/Individual in connection with this engagement.
- 15.2 The indemnity referred to in Clause 15.1 shall survive the expiration of termination of the engagement.

### 15.2.1 Confidentiality

- (a) The Firm/Individual shall not at any time disclose to any third party knowledge, information, data whatsoever provided to the Firm/Individual by or on behalf of the Client/Principal under this engagement, unless authorised in writing by the Client/Principal to do so.
- (b) The Firm/Individual's obligation under this clause shall continue despite the termination or expiry of this engagement.

## 16. Special Conditions and Requirements

- 16.1 The form of contract proposed to be used for the firm/Individual selected for the Project will be drafted. The Land Transport Authority with the assistance of the Solicitor General's Office will be concurrently preparing the necessary amendments to the standard form of contract to adapt it to suit the Project and Firms' needs in the context of this project.
- 16.2 The Sub-Consultancy Agreements (if any) with all sub-consultants shall be made between the Firm or Individual and the particular sub-consultant providing any part of the service.

- 16.3 The project manager is notified that all works are subject to peer reviews.

## 17. Expenses Disbursements

- 17.1 The firm/individual is to provide with its submission, a proposed schedule of visits to the project site as per the appended list. Any required visits shall also be considered. The firm or individual/ shall also advise of any periods in which they propose to maintain a full time resource on site.
- 17.2 The proposed schedule of visitation shall be included in the Project Management Agreement and will form the basis for expenses and disbursements.
- 17.3 All other expenses and disbursements, including but not limited to the cost of phone calls, facsimile messages, printing, photocopying and travel shall be included in the firms' schedule of quantities and prices. Acquittals for such expenses must be provided to the Principal.

## 18. Partnership

- 18.1 For any Joint Venture (JV) or sub-consultancy arrangements, written confirmation by all JV or sub-consultant(s) is required to be submitted with the Proposal. For locally based firms, written confirmation and consent from JV partner(s) is required to be submitted with the proposal.
- 18.2 In the case of the successful firm, further details of the proposed arrangements will be required at the point of entering into the Project Management Contract. This will likely include evidence of “back to back” agreements between the individual entities.

## 19. Insurances & Professional Indemnity

The firm or Individual shall provide the following;

- (a) Maximum Professional Indemnity Cover (PI) of FJD \$2,000,000 minimum.

## 20. Liquidated Damages

The firm or individual will be liable for liquidated damages amounting to \$550 VEP per day, should there be any unapproved and undocumented delay under delegated duties in the execution and completion of the project. The firm or individual shall not be held liable for delays outside of the professional scope of the firm's team such as

delays attributed to Statutory Authorities, Client Approvals, Latent Conditions, Inclement Weather and Political Climate. The payment of \$550 VEP per day for every day of delay by the Firm/Individual is a reasonable estimation of the Client /Principal's loss.

## 21. Work Program

- 21.1 The firm shall submit a Proposed Work Programme detailing all phases of activities from award including all phases of works covering but not limited to the ordering of materials, plant and equipment to complete the works.
- 21.2 The successful firm shall be required to submit a detailed Work Programme within fourteen [14] days from the date of the award of the Contract. The Work Programme must be submitted in Microsoft Project Format showing all tasks and activities and Critical Path and hard copy. It needs to be continuously updated to reflect the progress of the project during contract period.

## 22. Project Schedule, fees and payments

- 22.1 The following are **indicative milestones** for each of the listed project Components of review, design, documentation and development of preliminary assessment needs to be filled by the firm/individual. Depending on the number of resources a particular firm/individual has assigned towards this project, the firm can submit an alternative work programme to suit the resources and project on hand.

Item	Phase/Activity to be completed	Percentage of fees claimable against project cost [max]
1.0	Detailed Analytical Review, Tender Documentation, Project Plan & Project Initiation Documentation (Refer to Appendix 1)	15%
2.0	Tender Evaluation Report	10%
3.0	Mobilisation Report of the Developer (contain work plan, staffing schedule, reconnaissance survey and activity)	5%
4.0	Developer's supervision and Contract administration Period with monthly reports, highlight and end stage reports	30% [Progressive monthly claims]

	<b><u>*Progressive payment based on phase/module completion for the project duration.</u></b>	
5.0	User Acceptance Testing and Compliance certification <b><u>*Progressive payment based on phase/module completion for the project duration.</u></b>	30%
6.0	Defect Liability Period with Final Completion Certificate. Project Closure and Handover report (Defect liability % will be deducted progressively from each phase)	10%
7.0	<b><i>Total Duration for Project Implementation</i></b>	<b><i>100%</i></b>

## 23. Fees and Payments

- 23.1 The firm or individual shall submit payment claim supported by evidence upon the completion of the stages of the work for this project (VEP in \$FJD). Any variations to the Terms and Conditions of Engagement including Fees between the firm and the Principal are to be mutually and formally agreed between both parties. The lump sum is to be broken down and progressively paid at the completion of the identified phases listed in the Summary of Prices.
- 23.2 There is to be progressive reporting made by the firm to the project Steering Committee on the completion of certain phases as identified summary of prices on an equivalent basis as proposed. Progressive Fee Claims are also required to be submitted at the end of each report.
- 23.3 Further Progress Claims during the development phase are to be submitted at equal time intervals during this phase over the project duration with the second last claim to be submitted upon reaching the practical completion and handover milestone at the end of the project. The final claim is to be submitted at the end of the Defects Liability Period with the submission of a post construction evaluation report.
- 23.4 Should any project involve other contractual requirements, which will incur additional costs on the part of the firm, this shall be negotiated with the Principal.
- 23.5 A performance bank guarantee of 20% of the project cost shall be provided by the individual or firm and will be released upon completion of defect liability period.

## 24. Evaluation Criteria

### Basic Submissions Compulsory Requirement

- I. Company Profile/Individual CV.
- II. Valid Business Registration.
- III. Valid OHS Compliance Certificate
- IV. Valid Tax Compliance Certificate
- V. Valid FPNP Compliance Certificate

*It is mandatory for the local bidder to provide all the requirements listed under (I–V) above in order for their bid to be considered for further assessment. Any bidder who does not meet the 100% requirement as per the above list their submission would NOT BE CONSIDERED for further assessment.*

24.1 Tenderers are to be assessed on the basis of best value for money consistent with the procurement policies and guidelines applicable to this Tender. In Particular, Tenderers will be assessed against the following evaluation criteria (in no particular order):

- |   |          |
|---|----------|
| • Task Appreciation   | 15%;     |
| • Projects related to Integration of IT Systems with references | 15%;     |
| • Tender Compliance and completeness                            | 10%;     |
| • Methodology & Approach  | 20%;     |
| • Local Resources / Project Personnel                           | 10%; and |
| • Project Cost  | 30%.     |

## 25. Detailed Submission Requirements [Key Points]

### 25.1 Task Appreciation

Detail understanding of the task and particular issues and constraints associated with the project based on the documents provided. Provide particular comments regarding the project program and cost constraints. Site visitation and ability to deliver the project within specified time. Due to the short timeframe of tender advertisement duration, bullet points will suffice. It is the level of commitment shown by the tenderer that will be the key assessment factor for this category.

### 25.2 Suitable Projects related to Integration of IT Systems

Outline your company's relevant project experience, with particular reference to local/international experience in project management of Integration of IT Systems related projects whereby advance level of software development and integration have been carried out. Multi-Disciplinary works on various projects with complete written references are also required. The Principal with the Client representative may visit the

completed or ongoing projects or arrange for face-to-face interview with the Tenderer during Evaluation and complying with the Client's procurement policies and procedures.

### 25.3 Project Management Team composition

The Individual or firm to specifically state the:

- Team composition
- Relevant qualifications in Information Technology, Project Management, Business process reengineering and other related disciplines.
- Related and years of experiences in System integration projects

### 25.4 Tender Compliance & Completeness

The Tenderer is to ensure that duly certified valid documents such as Business License, FRCS Compliance, FNPF Compliance and other Statutory Forms as per the Request for Tender [RFT] Document are submitted. Correct details of cost breakdowns and totals to be re-checked with exclusions clearly marked. The submission must be neatly typed, bound with various dividers for ease of assessment.

### 25.5 Proposed Approach & Design Methodology

Outline the proposed approach & design methodology to conduct this Project and address any issues or constraints. Indicate in this section any value adding that your firm might bring to the Project. Due to the short timeframe of tender advertisement duration, bullet points will suffice, together with key examples of cost and time control tools used on similar projects.

### 25.6 Proposed Personnel

Provide relevant details of (and attach CVs for):

- a) Proposed Sub-Consultant/s [if required] letter of intent to be provided
- b) Proposed Director in active charge who will be acting as Project Manager.
- c) Proposed Technical support personnel.
- d) Proposed support personnel.

Details should include relevant experience, proposed role statements and an organizational chart for the firm showing links to the Client via the Project Manager and Developers. Please concentrate on relevancy of information and be concise.

## 26. Vaccination Status

All Firms (including staff) or Individuals working in this Project are to be 100% fully vaccinated.



## 27. Remuneration Platform

Provide relative figure fee (percentage fee of the total project cost is preferable or the percentage fee is part of the total proposed remuneration) for proposal listing on various stages of claims from project initiation stage to Final Completion date (after Defects Liability Period) and disbursements keeping in mind the stages set in clause 22.0 as guideline; Proposed remuneration must also clearly indicate conditions where it might change.

## 28. Submission of Tenders

Proposals are to be submitted on the enclosed FORM OF TENDER fully completed. The hard copies of the Proposal are required to be submitted no later than **4pm on 8<sup>th</sup> November, 2021**, in a sealed envelope.

This shall be submitted in a plain sealed envelope, marked:

**Management Tender Committee  
RFT – [Tender No & Name]  
Land Transport Authority  
P.O. Box 6677  
Lot 1 Daniva Road, Valelevu,  
Nasinu, Fiji**

- 28.1 Tenders may deposit three (3) hard copies in the tender box placed in Level 1, Head Quarters in Valelevu, Nasinu, Fiji. The original is to be marked ‘Original’ and the remaining two (2) copies to be marked ‘copy 1’ and so on respectively. The original and the copies should include all supporting material.
- 28.2 Tenderers may also upload their submission electronically to the tender site – <https://www.tenderlink.com/ltafj/> by the above-mentioned timeline.

## 29. Contact

All contact, queries and the like regarding this TOR shall be submitted in writing and emailed to:

Ranjita Prasad  
Acting Manager IT,  
Land Transport Authority,  
Building B, Valelevu Head Quarters  
Office + (679) 3392166  
Office fax + (679) 3398925  
Mobile + (679) 9905583  
Email: ranjitap@lta.com.fj

## APPENDIX 1

The following shall be the contents of the Project Initiation Document:

- Project definition** -Explaining what the project needs to achieve. It should include:
  - Background
  - Project objectives and desired outcomes
  - Project scope and exclusions
  - *Constraints* and assumptions
  - The user(s) and any other known interested parties
  - Interfaces
  
- Project approach** -To define the choice of solution that will be used in the project to deliver the business option selected from the business case, taking into consideration the operational environment into which the solution must fit
- Business case**- Describing the justification for the project based on estimated costs, risks and benefits
- Project management team structure** -A chart showing who will be involved with the project
- Role descriptions** -For the project management team and any other key resources
- Quality management strategy** -Describing the quality techniques and standards to be applied, and the responsibilities for achieving the required quality levels
- Configuration management strategy** - Describing how and by whom the project's products will be controlled and protected
- Risk management strategy** - Describing the specific risk management techniques and standards to be applied, and the responsibilities for achieving an effective risk management procedure
- Communication management strategy** - To define the parties interested in the project and the means and frequency of communication between them and the project
- Project plan** - Describing how and when the project's objectives are to be achieved, by showing the major products, activities and resources required on the project. It provides a *baseline* against which to monitor the project's progress stage by stage
- Project controls** -Summarizing the project-level controls such as stage boundaries, agreed tolerances, monitoring and reporting