

TERMS OF REFERENCE



ON CHANGE MANAGEMENT, COMMUNICATIONS AND CAPACITY BUILDING

FOR THE SUCCESSFUL IMPLEMENTATION OF THE
TRADE NATIONAL SINGLE WINDOW SYSTEM PROJECT (TNSWSP)

SUBMITTED BY

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1. Introduction to the Document Purpose

This document focuses on the overall requirement and criteria to Select a Consultancy Firm to undertake the end-to-end execution of the Change Management, Communications and Capacity Building component of the Trade National Single Window System Project (TNSWSP).

2. Background to TNSWS

The Government of Sri Lanka (GoSL) is in the process of implementing the Trade National Single Window System (TNSWS) to streamline cross-border trade processes, enabling traders to submit standardized information and documentation through a single-entry digital gateway to fulfill all import, export and transshipment regulatory requirements. The TNSWS will therefore consolidate the issuance of Certificates, Licenses, Permits and Recommendations (CLPRs) enabling the traders to interact with multiple agencies through a single platform.

This digital reform aligns with the Government's obligations under Article 10.4 of the World Trade Organization's Trade Facilitation Agreement (WTO-TFA), in accordance with UN/CEFACT recommendation No. 35. It seeks to address current inefficiencies characterized by manual, fragmented workflows, paper-based applications and significant time and cost overheads across Government Agencies (GAs/ OGAs).

The system development scope for the TNSWSP focuses exclusively on front office capabilities. These encompass the lifecycle from initial application acceptance and requests for information through to the final Issuance of CLPRs or rejections. The back-office capabilities, including assessments, inspections and testing, are explicitly designated as out of scope and will remain under the governance of the respective agencies' existing operational frameworks.

To operationalize this initiative, the Trade National Single Window System Project (TNSWSP) has been established within the Department of Trade and Investment Policy (DTIP), Ministry of Finance, Planning and Economic Development, serving as the Project Implementation Unit (PIU). The World Bank's TNSWS Blueprint (2018) provided the architectural foundation, outlining twelve (12) key pillars that include Change Management, Capacity Building and Communication Strategy.

While the technical build focuses on system architecture and integration, the success of TNSWS hinges on the collective transformation of processes, stakeholder attitudes, institutional culture and human capabilities. Therefore, the PIU seeks a specialized Consultancy Firm to design and deliver an end-to-end program on Change Management, Communications and Capacity Building, ensuring smooth adoption, risk mitigation and sustainable operation of TNSWS across all key stakeholder groups.

3. Introduction to the Consultancy

3.1) Introduction

The implementation of the Trade National Single Window System (TNSWS) represents a profound paradigm shift for Sri Lanka's trade ecosystem, moving beyond mere technological deployment to a total digital and customer-centric transformation. Currently spanning 20+ critical Government Agencies (GAs/ OGAs) and various private sector chambers, it was identified that this initiative fundamentally shall alter the long-standing operational landscapes. A specialized consultancy firm is vital to navigate this complexity since the transition cannot succeed on IT infrastructure alone. It demands a rigorous, in-depth execution of change management, strategic communication and capacity building to address deep-seated organizational silos, diverse cultural mindsets and the behavioral inertia typical of legacy public sector environments.

By actively engaging distinct people segments across these GAs/ OGAs, the consultancy will bridge the gap between current baseline capabilities - as identified in the preliminary needs assessment surveys and the future digital state. Tailored communication strategies will demystify the TNSWS, mitigating resistance and fostering buy-in from stakeholders accustomed to traditional paper-based processes. Concurrently, targeted capacity building will equip personnel with the digital competencies required to sustain the new system. Ultimately, the consultant's role is to manage the human dynamics of this intricate transition, ensuring that organizational culture of this ecosystem evolves alongside the technology to deliver a seamless, effective, efficient and genuinely customer-centric trade experience.

3.2) Consulting Service Profile

- i) Consultant Type: National Consultancy Firm
- ii) Selection Title: Implementation of Change Management, Communications and Capacity Building Programs for TNSWSP
- iii) Engagement Period: 12 months (with a possibility of the period being altered / extended)
- iv) Type of Contract: Lump Sum
- v) Consultancy Payments: Linked to deliverables under QCBS method.

4. Objectives of the Consultancy

4.1) Overall Objective

The overall objective of this consultancy is to design, develop and deliver a comprehensive and a context – specific actionable implementation plan for Change Management, Communications and Capacity Building. The plan will be based on the initial assessments conducted by World Bank Blueprint, ADB Scoping study, Broad Need assessment findings, comprehensive need assessment conducted by the Project Implementation Unit (PIU) and further requirement analysis that may be carried out as and when required.

The programs will be designed to support the effective and seamless transition from manual, fragmented trade operations to enable effective adoption and sustainable operation of the Trade National Single Window System across all participating agencies, users and traders in Sri Lanka. The consultancy aims to build institutional and technical capacity for the effective and efficient use of the system, enhance awareness and adoption among government and private stakeholders and strengthen coordination among trade-related agencies.

A core focus will be on celebrating excellence and rewarding adoption through a formal recognition framework, while ensuring sustainability through knowledge transfer and digital learning tools.

4.2) Specific Objectives:

i) Change Management: Design and Implementation

To develop a detailed, context-specific change management framework and implementation plan to guide the stakeholders: Government Agencies (GA's/ OGA's), Traders and Custom House Agents (CHA)) and support transition, during TNSWS adoption, with aim of:

- a) Tactfully addressing resistance and identifying change risks.
- b) Streamlining communication flows in order to foster transparent, effective and efficient workflows.
- c) Strengthen coordination within and among the GAs to ensure a harmonized shift to the new digital ecosystem and to provide CLPRs with efficient and effective customer centricity.

ii) Capacity Building and Skill Development

To identify and define specific training needs for different stakeholder groups and tiers/ levels and develop a structured curriculum framework for capacity building, to enable the stakeholders and the project champions involved, to:

- a) Build institutional and technical capacity for long-term system proficiency.
- b) Enhance technical, functional and soft-skill readiness.
- c) Ensure that both public officials and private sector users possess the requisite skills to navigate the unified system effectively.
- d) Provide specialized training and exposure.

iii) Communications: Branding, Awareness and Recognition

To develop and implement a robust branding and communications plan that:

- a) Creates a unified voice for the TNSWS, promoting its benefits to the wider trading community.
- b) Enhances awareness and adoption among public and private stakeholders.
- c) Promotes system adoption, celebrate key milestones across agencies and traders to maintain momentum and buy-in.

iv) Sustainability and Empowerment

To establish an empowered and sustainable institutional arrangement for long-term success by:

- a) Implementing digital learning tools, self-support mechanisms to facilitate ongoing learning and self-sustaining support.
- b) Ensuring sustainability through knowledge transfer, repository of institutional memory that survives personnel changes.
- c) Implementing a performance monitoring framework with governance protocols.

5. Scope of the Consultancy

The Consultancy Firm will build upon the existing Needs Assessment Reports: namely the TNSWS Blueprint, ADB Scoping report, Broad Need assessment findings, Specific Needs Identified and further need assessments carried out as and when required. The consultancy firm shall, as per the current project framework design, deliver and monitor the integrated programs that complement the identified needs of the stakeholders.

The scope of the consultancy work covers four (4) thematic pillars:

5.1) Change Management Strategy and Implementation Plan

- i) Conduct targeted Pre-Training Assessments using a mix of quantitative and qualitative tools to evaluate participants' Change Readiness including, but not limited to, digital, managerial, and behavioral dimensions, establishing a baseline for pre- and post-training measurement and integrated risk management, thereby;
 - a) Identify key change drivers, bottlenecks and readiness levels - develop a change management risk register with mitigation tactics.
 - b) Design the strategic change management framework, aligning organizational objectives, people readiness, process transformation and technology adoption.
 - c) Develop the TNSWS strategic change roadmap, demonstrating transition phases ("as-is" to "to-be") and stakeholder engagement milestones.
 - d) Implement the change enablement process, through structured workshops, interactive sessions and decision-support briefings.
 - e) Establish clear KPIs to measure adoption, behavioral shift and organizational readiness over time.
- ii) Articulate the defined roles and responsibilities for change sponsors, champions and special points of contact (SPOC) across agencies and stakeholder groups for inculcation.
- iii) Identify required programs to facilitate program delivery to respective stakeholder groups (Project Champions and User Touchpoints).
 - a) Strategic level (decision makers)
 - b) Managerial level (either at decision maker level or operational level)
 - c) Operational level (agency staff)
 - d) End-user level (traders, brokers, chambers)
- iv) Conduct briefing session/s to respective stakeholder cohorts to Launch the series of programs.

5.2) Capacity Building and Skill Development

- i) Develop a comprehensive curriculum organized around the identified tiers encompassing different stakeholder groups:
- ii) Develop training resources, including User manuals, Standard Operating Procedures Visual Job aids and e-learning modules to help facilitate the system adoption.
- iii) Establish a central resource and knowledge portal for real time support - a unified repository for all TNSWS training materials for system users for self-support.
- iv) Facilitate and deliver required Trainings together with other Stakeholders:
 - a) Technical - TNSWS web application usage, data management, cybersecurity awareness, workflow systems
 - b) Functional - agency-specific trade procedures (CLPRs processes), inspection modules, e-documentation.
 - c) Soft skills - change leadership, customer-centric service, communication, problem-solving and adaptability.
- v) Deliver “train-the-trainer (TOT)” programs for agency focal points and project champions.
- vi) Implement onsite and online training sessions with performance tracking through pre- and post-assessments.
- vi) Conduct Project Champion Certification and Accreditation Framework with plan
- vii) Conduct awareness sessions for trader communities on selected areas - webapp interfaces, e-payment systems and support portals etc

5.3) Communications: Branding, Awareness and Recognition

- i) Develop a Branding and Positioning Strategic Plan: collectively design and execute a comprehensive communication, awareness and recognition plan to establish the ‘Voice of TNSW,’ ensuring that the TNSWS is positioned as “one digital trade gateway”, promoting transparency, collaboration and efficiency.
- ii) Formulate key communication messages, visual identity and internal/external communication toolkits.
- iii) Design and conduct National, Provincial and District level visibility events (Road shows) with the support of National Chambers, Traders Associations, Regional Chambers, Business associations and Small and Medium Enterprises (SMEs).
- iv) Develop multi-channel engagement strategies across digital, print and field platforms for all stakeholder tiers:
 - a) Strategic level (decision makers)
 - b) Managerial Level (either at decision maker level or operational level)
 - c) Operational level (agency staff)
 - d) End-user level (traders, brokers, chambers)

- v) For project visibility, collectively organize a National level project awareness and winding up sessions with round table conferences inviting International NSW experts from other countries (physical/ online) to share experience and lessons learn with the support of PIU.
- vi) Introduce a recognition and reward programs, celebrating early adopters and project milestones.

5.4) Sustainability and Support Mechanisms

- i) Establish a helpline/helpdesk for real-time operational support during and post-go-live.
- ii) Maintain a structure for continuous capacity building, integrating lessons learned into subsequent training cycles by setting up a centralized resource and knowledge portal with updated Standard Operating Procedures, User Manuals, FAQ scripts and visual guides for users.
- iii) Establish feedback channels and change communication dashboards to continuously track adoption and sentiment with satisfaction surveys.
- iv) Implement a performance monitoring framework to measure efficiency gains, training impact and change indicators.
- v) Develop internal governance protocols to manage ongoing risks with process audits of turnaround times (TATs) as per established service level agreements (SLA) and other required functions post-project roll out.

6. Target Audience:

6.1) Stakeholder Groups

Refer Annexure 01 for the detailed Target Stakeholder Groups. This is not an exhaustive list and is liable to change based on the High-Level Ministerial Direction.

6.2) The Target Population and Tiers

- i) The Overall Target population may involve approximately eight thousand five hundred to about ten thousand (8500 – 10,000) participants across different tiers namely:
 - a) Strategic level (decision makers)
 - b) Managerial level (either at decision maker level or operational level)
 - c) Operational level (GA staff)
 - d) End-user level (traders, brokers, chambers)
- ii) Refer Annexure 02 for detailed descriptors for the Target Tiers and Personnel that shall involve in the respective tiers.
- iii) More specific levels of individual users shall be provided at the time of signing the contract/agreement. These may be liable to change from time to time as per government policies and internal organizational changes

6.3) Program Areas for the Stakeholder Groups

- i) Refer 7.2.ii and Annexure 03 for a reference of the broader target program areas and approximate estimation of programs to support the deliverables aimed at the specific tiers of the stakeholder groups.
- ii) This is only a reference guideline to carve the scope and the number of activities together with the support of PIU and its other stakeholders, therefore the consultancy firm is expected to and responsible to provide a detailed list of specific programs under the specific categories.

7. Expected Timeline, Deliverables, Outputs and Outcomes

7.1) Allocated Timeline for the Assignment

The allocated timeline for the assignment is twelve months (12) which is 48 weeks upon the signing of agreement with the possibility of altering or extending the timeline basis the high-level direction and approval for the project implementation and closure. The segments and programs mentioned below needs to be managed parallelly during the said timeframe.

7.2) Thematic Pillars: Program Deliverables and Level of Effort

i) a) Table 1 Program Deliverables and Level of Effort

#	Thematic Pillars	Macro Deliverables (Refer <u>5. Scope of the Consultancy and Annexure 03</u> for detailed program areas and program examples)	Cumulative Level of Effort	Weight %
1	Strategic Roadmap and Component Deliverables Outlining the comprehensive phased milestones and specific deliverables dedicated to driving throughout the assignment lifecycle.	Deliverable 1: Deliver an Inception Report with a Comprehensive Strategic Roadmap encompassing the full scope of this assignment with deliverables.	4 weeks	6%
2	Change Management Strategy and Implementation Plan Foundational documents incorporating change readiness, guide to implement the transition from the current to the future state and prepost evaluation mechanisms and launch of programs delivery.	Deliverable 2: Prepare and conduct a Pre-Training Assessment to evaluate Change Readiness establishing a baseline for pre and post training measurement and document GA and Tier wise. Deliverable 3: Identify and list out required programs to facilitate delivery to support organizational readiness and transition. Deliverable 4: Conduct briefing session/s to respective stakeholder cohorts to launch the series of change management and capacity building programs.	6 weeks - 8 weeks	14%

#	Thematic Pillars	Macro Deliverables (Refer <u>5. Scope of the Consultancy and Annexure 03</u> for detailed program areas and program examples)	Cumulative Level of Effort	Weight %
3	Capacity Building and Skill Development Establish an integrated TNSWS Capacity Building Platform: Develop a comprehensive module wise curriculum for delivery and complete programs facilitation with subject matter experts.	Deliverable 5: Develop a Training Curriculum and Module wise Content with schedule timelines for delivery (with user resource material).	8 weeks - 36 weeks	25%
		Deliverable 6: Establish a central resource and knowledge portal with documented repository for real time support for users (GA's and Traders/ CHAs).		
		Deliverable 7: Training and Awareness Execution and Delivery.		
		Deliverable 8: Design and Deliver Project Champion Certification and Accreditation Program with milestones for Stakeholder Recognition.		
4	Communications: Branding, Awareness and Recognition Integrated Branding and Strategic Communication Suite: A comprehensive ecosystem designed to establish the 'Voice of TNSW,' ensuring nationwide brand resonance and a formalized culture of stakeholder recognition	Deliverable 9: Develop a Branding, Communications and Positioning Strategy and Execute.	8 weeks - 40 weeks	24%
		Deliverable 10: Delivery of Communication Awareness and Outreach programs for relevant stakeholders.		
		Deliverable 11: Establish, Facilitate and Conduct Strategic Recognition Platform for Project Visibility		
5	Sustainability and Empowerment Setting of a TNSWS Sustainability and Empowerment Infrastructure: A self-sustaining support ecosystem comprising an automated helpdesk service, a centralized knowledge repository with an accredited internal training team to ensure long-term operational autonomy.	Deliverable 12: Establish, Launch and Ensure a smooth functioning Helpdesk facility with a Digital Support System together with the support of other stakeholders.	12 weeks – 20 weeks	16%
		Deliverable 13: Institutionalize Train the Trainer Facility with a Sustainability Framework for self-operation with governance framework.		
		Deliverable 14: Implement a performance monitoring framework with governance protocols requiring periodic audits of Turnaround Times and active GA integration support to guarantee CLPRS delivery within agreed TATs.		
6	Project Closure	Deliverable 15: Submission of the Final Project Handover/Closure Report with Presentation.	44 weeks- 48 weeks	10%

Note: The contingency amount is 5% of the total value.

ii) Program Areas to Support the Deliverables

- a) A list of Broad Possible Program Areas to support the deliverables as per the Thematic Pillars are indicated in Annexure 03.
- b) Please note that this is not an exhaustive list, therefore would require the consultancy firm to submit the specific identified programs with expected levels of effort (LOE) for delivery.

iii) Delivery Language: Programs and Documentation

The delivery language of programs (verbal and written) shall be delivered all Three (3) National Languages (English, Sinhala, Tamil) as per the requirements and as necessity arises.

iv) Categorization: Program Budgetary Framework for Payment Schedule:

a) Budgetary Agreement:

The Consultant shall formally agree to and provide pricing anchored at two distinct levels:

- 1. A macro-level budget defined by each Thematic Pillar (at the time of Contract Agreement signing).
- 2. A micro-level budget itemized for each Individual Programs identified. (Ideally at the time of contract agreement signing and / or with a provision to incorporate amendments as per Clause 11.5.i. Post Signing Adaptability).

b) Activity Pricing:

Every constituent sub-activity and deliverable must be explicitly specified with its corresponding cost within the Price and Delivery Schedule prior to execution of programs at thematic level.

c) Programs Adjustments:

Any programs substitution or modification and /or swaps must strictly conform to the framework stipulated under Clause 11.5.i. Post Signing Adaptability.

d) Modes of Delivery:

All programs and events under this assignment shall be executed and delivered by the Consultancy Firm through the following approved modalities:

- i) In-person workshops
- ii) E-learning modules
- iii) Interactive webinars
- iv) Simulation-based sessions
- v) Field visits

7.3) Expected Outputs and Outcomes

The Expected Outputs and Outcomes from the deliverables as per the identified thematic pillars are listed as follows in *Table 2* for holistic understanding as per the TNSWSP Results Framework.

a) Table 2 – Outputs and Outcomes

#	Thematic Pillar	Outputs (immediate result/ achievements generated from deliverables)	Outcome (Changes that happen because of the outputs)
1	Change Management Design	GA and segment wise: a) Change readiness and organizational needs are systematically assessed and documented. b) A comprehensive change management strategy and an active risk mitigation framework developed. c) Stakeholder impacts and engagement requirements are identified and analyzed mapping specific interventions to the distinct needs of different people segments (Training needs and competency gaps across stakeholder groups are systematically assessed and documented). d) Successfully executed Orientation and Alignment Briefings across designated stakeholder cohorts.	a) Reduced resistance to change through evidence-based interventions and targeted support mechanisms. b) Improved organizational preparedness and effective risk management during TNSWS implementation. c) Targeted Institutional Alignment with Increased stakeholder engagement, coordination across institutions. d) Cultivated Stakeholder Buy-In with enhanced operational readiness and smoother transition to the digital trade ecosystem with minimal disruptions.

#	Thematic Pillar	Outputs (immediate result/ achievements generated from deliverables)	Outcome (Changes that happen because of the outputs)
2	Capacity Building and Skill Development	a. A structured curriculum and standardized training toolkit developed for different user categories. b. Multi-modal training programs and learning platforms are implemented across stakeholder groups. c. Project champions are trained, certified, equipped and recognized to continually support system transition and knowledge transfer. d. Certified internal trainers (Project Champions) are developed through structured accreditation and exposure programs.	a. Improved technical, functional, and behavioral competencies among stakeholders for effective use of TNSWS. b. Increased institutional capacity and readiness to support long-term system implementation and sustainability. c. Enhanced knowledge retention, adaptability, and stakeholder confidence in navigating the digital ecosystem. d. Strengthened internal expertise and sustainable knowledge transfer mechanisms through certified project champions.
3	Communications: Branding, Awareness and Recognition	a) National Brand Resonance and Value Clarity with the 'Voice of TNSW' is developed. b) National awareness and outreach campaigns are implemented across digital and physical platforms. c) A recognition and visibility mechanism for agencies and stakeholders is established and operational.	a. Clarity on the TNSWS value proposition among key stakeholder segments, eliminating misinformation and establishing the project as the definitive national standard for trade facilitation. b. Accelerated transition timelines and high user-adoption rates (as stakeholders move from passive awareness to active participation based on the data provided in the Reach and Impact Reports driving a measurable increase in engagement and early system enrollment. c. Enhanced Institutional Motivation and Competitive Excellence.

#	Thematic Pillar	Outputs (immediate result/ achievements generated from deliverables)	Outcome (Changes that happen because of the outputs)
4	Sustainability and Empowerment	a) A fully functional digital helpdesk system is established to provide continuous user support across all stakeholder groups. b) A centralized knowledge management system is developed and populated with manuals, tutorials, and technical documentation. c) Train-the-Trainer (TOT) structures and internal training toolkits are developed and institutionalized within agencies. d) Inter-agency coordination mechanisms and operational alignment implemented to improve system efficiency.	a) Increased stakeholder operational independence through access to continuous digital and technical support systems. b) Strong institutional knowledge retention through a centralized digital repository, reducing risks from staff transfers or turnover. c) A sustainable internal training ecosystem established through certified trainers and TOT systems, ensuring continuous capacity renewal. d) Improved inter-agency coordination and reduced operational bottlenecks.

8. **Consultancy Firm and Team Expertise - Criteria for Eligibility**

8.1) **Consultancy Firm's Profile and Eligibility**

The Consulting Firm must demonstrate a robust institutional background to manage a project of national significance and should be having a

- i) **Local Presence**: The firm must be based in Sri Lanka with valid legal registration.
- ii) **Track Record**: A minimum of ten (10) years of experience in consultancy services of a similar nature.
- iii) **Program Expertise**: Proven expertise in handling projects involving any type of trade and regulatory requirements for imports and exports / customer centricity / process streamlining is a definite advantage.
- iv) **Sectoral Experience**: Extensive experience working with both public and private sector stakeholders, demonstrating strong communication, interpretational and time-management skills.

- v) Evidence of Proficiency: Submission of documentary evidence proving technical proficiency. A minimum of three (3) references of similar projects handled in the recent five (5) years with a cumulative value of Lankan Rupees Thirty Million (LKR30Mn).
- vi) Specialized Competencies:
 - a) Implementing large-scale, multi-agency digital transformation and Change Management, Capacity Building programs for Continued Business Sustainability.
 - b) Ability to integrate inputs from multiple stakeholders handling different project components to seamlessly navigate the change management and capacity building programs as per identified needs and deliverables.
 - c) Expertise in driving Branding and Recognition Strategies.
 - d) Familiarity with WTO-TFA, trade IT ecosystems and interagency coordination is advantageous but not mandatory.

8.2) Key Personnel Requirements

The overall requirements of team members required for this assignment is documented in *Table 3* with the relevant and expected qualification and experience (Refer *Table 3*).

- i) This is an outcomes-based contract/ agreement and consultant shall submit a resource plan covering necessary and appropriate manpower resources to perform the required services in a productive manner within the given timelines.
- ii) Details must be provided to explain why the proposed resources are necessary/adequate for the required services.
- iii) Consultant should provide the curriculum vitae (CV) of professionals and team of the organization as per the given format/s of which the validity and the accuracy of the CV's is regarded with significant importance.
- iv) The team must consist of the following specialists:
 - a) Led by a Team Leader with at least 10 years of leadership experience in having navigated teams. This role shall be the main focal point to deal with PIU and the Higher authorities.
 - b) Other Key Staff must have a minimum of 8 years of experience in their respective domains.
 - c) The Operational Support Team needs to be a team of experts to bring in tactical and technical experience to seamlessly support core subject matter experts in their operations.
 - d) Expert Facilitators shall be the team of Key Facilitators who will be the subject matter experts leading focused target program delivery.
 - e) For the Operational Support Team and the Key Facilitators - the number of resource persons can be specified by the consultant firm with their applicable roles.

- v) Either of the above Team members, apart from the Team Leader can be appointed as the supporting focal point for communication and coordination with the respective stakeholders. This person should have excellent communication skills with a high emotional quotient (EQ) to understand the environment dynamics.
- vi) The Team should mandatory be able to have or adapt to having
 - a) A solid understanding of the domain context: trade facilitation, agency procedures and cross-border regulatory environments.
 - b) An Excellent understanding of the Institutional Dynamics of the state/government working environment, protocols and culture within government sectors and multi-agency coordination.
 - c) An understanding of the differences of the private and public sector protocols and therefore to empathize in supporting to drive the digital transformation in a timely manner.
- vii) Composition of Team Members and the required backgrounds
 - a) Evaluation Criteria and Academic Thresholds

While the specified academic and professional qualifications will be utilized to evaluate the overall caliber and competence of the proposed team for project delivery, no additional or incremental marks will be awarded for possessing qualifications exceeding the stated baseline requirements.

Accordingly, candidates must possess qualifications in fields directly relevant or related to the core subject matter.

b) The following Table 3 outlines the composition of required background and expertise comprising the consultancy firm's team members.

b) Table 3 Team Member Roles and Require Attributes

#	Position	Key Responsibility / Specific Role	Qualifications (Either/ OR) in relevant fields to the subject matter	Required Attributes, Background and Experience (in years)
A) Strategic Leadership:				
1	Team Leader	Lead and drive the overall supervision on design and program delivery of the digital transformation rollout and high-level stakeholder consensus-building	Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification is advantageous - Bachelor's Degree - PHD/ Doctorate is advantageous	i) A seasoned and visionary Team Leader possessing over 10+ years of executive leadership, change management, organizational development and restructuring experience in successfully navigating cross-functional teams through high-stakes national level digital/technological or results-based organizational transformation or roll out projects. ii) Should have strong leadership, stakeholder engagement, consensus-building and conflict-resolution skills. iii) Should be able to delivers high-impact presentations tailored to the audience's needs and understanding.
B) Core Subject Matter Expertise: This is the composition of Key Staff and Specialists who command a minimum of 8 years of robust, verifiable and deep domain experience within their respective professional fields. Experience in implementing large-scale, multi-agency transformation programs is advantageous. Possessing demonstrated experience working with public /private sector agencies, managing transition processes, mitigating stakeholder resistance and driving user adoption in similar national-level projects is advantages.				
2	Capacity Building and Training Expert	Lead and drive the training need analysis (TNA), curriculum design, and management of the Champion Certification Programs and Delivery specifically focused on the digital front.	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification / Certification is advantageous - Bachelor's Degree	i) Min 8 yrs involvement in capacity-building initiatives, development of curriculum and module wise learning programs and /or with experience in end-to-end training delivery. ii) ideally having handled projects in the digital technological or related space for transformation. iii) Should be able to deliver high-impact presentations to cater to the audience's understanding.

#	Position	Key Responsibility / Specific Role	Qualifications (Either/ OR) in relevant fields to the subject matter	Required Attributes, Background and Experience (in years)
3	Branding, Communication and Recognition	Lead, curate and drive the branding, communication, positioning and National Recognition Framework with impeccable coordination and delivery specifically with exposure to digital and technology communications.	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification / Certification is advantageous - Bachelor's Degree	i) Min 8 yrs involvement in Strategic Communications with experience in developing public /private sector branding, corporate communications, PR campaigns, and executing multi-channel awareness and recognition strategies. ii) An overall Marketing, Branding Communications and handling Recognition platforms and dealing, managing and driving related stakeholders is important. iii) ideally having handled projects in the space of transformation.
4	Organizational Development (People, Culture and Transformation) Specialist	Lead and drive Institutional strengthening and inter-agency and programs coordination.	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification is advantageous - Bachelor's Degree	i) Min 8 yrs involvement in People, Processes and Culture Transformation. ii) Ideally having handled projects in leading or driving Change Management, Human Resource / Organizational Development and Restructuring to transform towards a large-scale digital transformation. iii) Involvement in ICT-based reform projects in advantageous.
5	Documentation Specialist	Lead and drive all TNSWSP related IT and other User Manuals, Video Tutorials and Standard Operating Procedures (SOPs).	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification is advantageous - Bachelor's Degree	i) Min 8 years of experience leading document transformation initiatives, from authoring Standard Operating Procedures (SOPs) and user manuals to developing highly accessible, user-centric static guides and leveraging multimedia tools to script, guide and produce step-by-step video tutorials for micro-learning modules.

#	Position	Key Responsibility / Specific Role	Qualifications (Either/ OR) in relevant fields to the subject matter	Required Attributes, Background and Experience (in years)
6	Monitoring and Evaluation Specialist	Lead and drive results-based framework, technical and behavioral shift tracking, and adoption audits.	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification/ Certification is advantageous - Bachelor's Degree	i) Min 8 years of experience of developing and implementing structured evaluation frameworks using relevant tools to measure training effectiveness, tracking attendee knowledge retention and post-programs workplace performance. ii) Experience in having partnered with respective leaders to translate participant feedback and statistical performance trends into actionable training modifications, boosting overall programs satisfaction. iii) Should have a proven ability to design and utilize evaluation tools, such as field data collection, user adoption surveys, Focus Group Discussions (FGDs) and Key Informant Interviews (KIs) to measure system adoption and behavioral shifts.
7	Audit and Governance Specialist	Lead and drive internal governance protocols to manage risks with process audits as per established service level agreements (SLA), training and executing the governance teams to report on a monthly basis and monitoring on quarterly basis.	- Master's Degree / a Postgraduate Qualification is Mandatory - A related Professional Qualification / Certification - Bachelor's Degree is advantageous	i) Min 8 years of experience in designing and embedding robust internal governance protocols, risk frameworks, and data-driven process audits to proactively mitigate risks and optimize Turnaround Times (TATs) against established Service Level Agreements (SLAs). ii) Proven track record of planning and executing comprehensive process audits establishing structured reporting cadences (monthly reporting and quarterly monitoring), and delivery of high-impact monthly governance reports, while partnering with cross-functional leaders to align SLA benchmarks with business objectives and drive organizational accountability. iii) Demonstrated expertise and hands on facilitation in training, mentoring and upskilling governance personnel on compliance metrics, while leveraging strong analytical and investigative acumen to track compliance trends, predict SLA breaches and execute corrective actions.

#	Position	Key Responsibility / Specific Role	Qualifications (Either/ OR) in relevant fields to the subject matter	Required Attributes, Background and Experience (in years)
C) Operational Support Ecosystem				
	Operational Support Team (The Number can be specified by the consultant firm with their roles)	This team of experts bring in tactical and technical experience to seamlessly support core subject matter experts in their operations.	- Bachelor's Degree - A related Professional Qualification / Certification	i) This Team shall be of exemplary professional standing, who bring a reputable track record of tactical and technical experience to seamlessly reinforce core operations and augment the Key Staff in their roles.
D) Program Facilitation and Delivery by Subject Matter Experts				
	Programs Facilitators The Core Team members could also play dual / multiple roles as Subject Matter Experts in Program Delivery, provided the quality and the content of delivery is not compromised.	This team of Key Facilitators shall be the subject matter experts who will lead focused target programs delivery.	Either/ or/and - Doctoral Qualification - Postgraduate/ Master's Qualification - Bachelor's Degree - Related Professional Qualification / Certification/ Licenses	This Team of Key Facilitators shall comprise of i) Subject matter experts who will deliver the identified programs. ii) Strong leadership profiles with High PR for stakeholder engagement, consensus-building and conflict-resolution. iii) Facilitators possessing excellent communication, negotiation and public relations skills that can command high and mid-level public and private sector officials. iv) Persons conversant and fluent in English / Sinhala / Tamil to ensure program delivery is understood by all stakeholders. v) Persons with strong analytical, problem-solving skills, with the ability to present complex transitional data in a clear, precise and concise manner. vi) Senior, accredited facilitators from both the public and private sectors. vii) Persons with a combination of strategic acumen, doctoral scholars and profiles with institutional credibility of high-ranking former government executives with exceptional public relations. Persons bound by deep professional integrity; this elite group shall leverage their collective experience to ensure high-impact programs delivery.

9. Reference Documents and Facilities

- 9.1) The PIU will provide all relevant documentation, including:
- i) World Bank TNSWS Blueprint (2018)
 - ii) ADB Scoping Study report (2024-2025)
 - iii) Needs Assessment Report (2025)
 - iv) Concept Note on CM, CB, Communication and Awareness (2025)
 - v) Functional and Technical Specifications report (2026)
 - vi) BPR and Data Harmonization Reports (upon availability from time to time in 2026 /2027)
 - vii) Legal Gap Analysis Report (2026)
- 9.2) The Consultant will also have access to GA focal points and PIU support for coordination with stakeholder/s for workshops as and when necessary.

10. Allocated Budget

This assignment involves a total budget of Sri Lankan Rupees Sixty-Four Million (64,000,000/=) without tax.

11. Deliverable Acceptance Criteria and Special Conditions

To ensure high-quality execution and robust governance, all deliverables submitted by the selected consultancy firm must satisfy the following strict acceptance criteria and operational conditions:

11.1) Scope and Technical Compliance

i) Alignment with ToR:

Every deliverable must comprehensively fulfill the objectives, tasks and outputs specified in the scope of this Terms of Reference.

ii) Actionable Frameworks:

Conceptual plans alone will not be accepted. All strategies and programs must be accompanied by actionable frameworks and detailed implementation checklists, finalized and agreed upon by both parties before execution. This shall be used for monitoring, evaluation during disbursement of payments as per schedule prescribed in 12.2.iv.

11.2) Performance Standards and Quality Assurance:

i) Program Quality:

All programs delivered under this assignment must meet stringent quality benchmarks. The Consultant shall ensure the highest professional standards of execution, encompassing both the operational logistics of event delivery and the technical quality of all instructional materials provided. The Consultant shall ensure that all materials are tailored, comprehensive, and professionally presented to ensure maximum stakeholder engagement and knowledge transfer.

ii) Logistical Excellence:

The Consultant is expected to manage and execute all delivery logistics seamlessly, including venue coordination, participant engagement, technical setup and scheduling to ensure an optimal learning environment.

iii) Schedule Management and Calendar Reservation:

To guarantee high participation rates and prevent operational conflicts, the Consultant shall proactively coordinate with the PIU to ensure that the calendars of all target audiences, trainees, and key stakeholders are formally blocked on a quarterly or bi-monthly basis well in advance of the scheduled programs.

11.3) Joint Venture Arrangements and Ultimate Liability

i) Single Point of Responsibility:

To facilitate the delivery of specialized tasks, the submission of proposals as a Joint Venture is encouraged. However, the selected consultancy firm must execute the contract as the Lead Partner (Prime Consultant). Full contractual obligation and liability shall rest exclusively with the Prime Consultant. The PIU shall recognize no separate contractual or direct operational relationship with other individual members of the Joint Venture.

ii) Ultimate Accountability:

The Lead Partner / Prime Consultant retains sole and absolute responsibility for the quality, timely delivery, and ultimate success of all contractual outcomes, regardless of the internal division of labour within the Joint Venture.

11.4) Procurement Governance

i) Prior Approval:

Any activity within the agreed scope that may require specialized design, development or implementation must be mutually agreed upon and receive formal approval from the Project Implementation Unit (PIU) prior to execution.

ii) Financial Discipline:

Unauthorized external expenditures will not be reimbursed. Furthermore, any project delays resulting from unauthorized actions shall not be eligible for a cost or time extension.

11.5) Contractual Execution

i) Binding Agreement:

No deliverable execution or programs roll-out shall commence until a formal contract agreement and any subsequent program execution is signed by authorized representatives of both the consultancy firm and the PIU, formalizing the agreed tasks, milestones and budget.

11.6) Adaptability and Managing Unforeseen Circumstances

i) Post-Signing Adaptability:

Both parties acknowledge that unforeseen external factors may arise after contract/agreement signing. Both parties reserve the right to request structural changes, modifications to the number of programs, or shifts/swaps in the delivery schedule or programs as per the need arises within the agreed scope and budget. This shall be discussed and agreed upon mutually before signing off the execution of the required programs respectively.

ii) Formal Scope and Budget Modifications:

In the event of any unforeseeable circumstances or unknown factors, any adjustments to the programs scope, timelines or budget must be mutually discussed, agreed upon, and will strictly require formal written approval from the higher reporting Ministry or Oversight Authority as required by state procurement governance at that time.

12. Payment Terms

12.1) Advance Payment and Performance Bonds

i) Mobilization Advance:

A mobilization advance of up to a ten percent (10%) of the total agreed contract value shall be released to the selected consultancy firm upon contract/agreement signing. This is subject to the submission of an unconditional, irrevocable Bank Guarantee which must remain valid until the advance payment is fully recovered against project deliverables and as mentioned in 12.1.iv.

ii) Performance Security:

The selected consultancy firm shall, within fourteen (14) days of the signing the contract/agreement, furnish a Performance Security-Bond equivalent to a ten percent (10%) of the Agreed Contract Value. The Performance Security shall remain valid until twenty-eight (28) days beyond the intended completion date of the assignment. In the event of any extensions or amendments to the assignment timeline (as per Clause 7.1), the Consultant shall promptly renew and extend the validity of the Performance Security accordingly.

iii) Approved Authority:

The Bank Guarantee and the Performance Bond must be issued by a Commercial Bank accepted and approved by the Central Bank of Sri Lanka.

iv) Recovery of Mobilization Advance:

The mobilization advance shall be fully recovered in successive installments from progress payments prior to the total progress reaching a fifty percent (50%) of the Total Agreed Sum of the Value of the Contract/ Agreement.

12.2) Payment Time Schedule for programs

i) Output-Based Payments:

Payments under this contract/agreement shall be strictly tied to the verification of deliverables as per the agreed programs categories, that the consultancy firm shall submit and the PIU shall agree upon, at the time of contract/agreement signing Refer 7.2.d.

ii) Completion-Based Release of Payments:

- a) Payment Condition: Milestone payments for change management, communication, and capacity-building activities shall only be processed upon 100% completion of each specified program.
- b) Basis of Payment: Disbursement will be made on an individual programs basis as agreed between the consultancy firm and the Project Implementation Unit (PIU), and not on the delivery of cluster of programs.
- c) Approval: Programs must be submitted by the Consultancy Firm and formally agreed upon by the Project Implementation Unit (PIU) at least between one (1) to two (2) months prior to execution.

iii) Programs Substitutions:

Any substitution or swapping of scheduled programs must strictly align with Clause 11.5.i - Post-Signing Adaptability.

iv) Verification Checklist to Sign off Payments:

To trigger a payment, the consultancy firm must submit a completion dossier for each program, which must include:

- a) Pre - agreed and Signed Off - Specific Programs Plan for Delivery
- b) The final delivered programs materials and frameworks.
- c) Attendance logs and stakeholder sign-offs.
- d) Completion Report (A Post-Programs Evaluation/Feedback/ Lessons Learned) in point form as per the given template
- e) A formal delivery acceptance letter signed by the PIU (confirming that PIU has reviewed this specific deliverable and accepts it to have met the expected standards of delivery, hence confirmation of its formal acceptance).

12.3) Final Project Closure

A ten percent (10%) of the total agreed contract value shall be due at project closure and will be released upon:

- a) Successful completion and PIU acceptance of all final project deliverables.
- b) Submission of the Final Project Handover/Closure Report and Presentation.
- c) Formal discharge and release of the Performance Security Bond by the PIU, confirming no outstanding defects, liabilities or negligence of duties remain.

12.4) Compliance with Government Procurement Guidelines

All provisions, terms of reference and contractual obligations detailed in this document shall be interpreted and executed in strict conformity with the *Guidelines: Selection and Employment of Consultants (August 2007)* issued by the National Procurement Agency under the authority of the Government of the Democratic Socialist Republic of Sri Lanka.

13. Client's Input

The Client will:

- i) Provide access to documents and stakeholders.
- ii) Facilitate coordination as and when required.
- iii) Review deliverables.
- iv) Approve completed deliverables to be accepted prior to approving payout.

14. Performance Indicators

- i) Timely delivery.
- ii) Quality of delivery outputs.
- iii) Achievement of programs targets in the respective thematic pillars.
- iv) Participant satisfaction.
- v) Functionality of the established platforms.

15. Confidentiality and Data Protection

- i) All materials remain property of the Client.s
- ii) The Consultant Firm shall:
 - a) Treat all TNSWS related data and documents as confidential.
 - b) Sign a Non-Disclosure Agreement (NDA) where necessary.
 - c) Adhere to Sri Lanka's Data Protection Act and maintain strict confidentiality protocols regarding sensitive trade information.

16. Conflict of Interest

Consultant Firm must comply with applicable guidelines.

17. Ethics and Anti-Corruption

Consultant shall adhere to the relevant anti-corruption guidelines stipulated as per the governing authorities of the Client.

18. Governance and Reporting

- i) The Consultant Firm shall report to the Project Director, PIU – TNSWSP, whilst working closely with the PIU focal point - Change Management and Capacity Building Specialist under the Department of Trade and Investment Policy, Ministry of Finance, Planning and Economic Development.
- ii) Regular progress updates shall be submitted bi -weekly, monthly, with deliverable reviews conducted at agreed milestones.
- iii) Critical issues or delays must be communicated immediately to PIU focal points.

19. Annexures

Annexure 01- Target Stakeholder Groups

- i) The identification of the following stakeholder groups has been expanded over the years since 2018 Up- To -Date to encompass the requirements of the TNSWSP.
- ii) This is not an exhaustive list and is liable to change based on the High-Level Ministerial Direction. Therefore, if there are to be any future additions, these shall be notified to the consultancy firm to ensure there shall not be any barriers to programs facilitation and delivery pertaining to the number of target participants and the planned programs.

a) Table 4 – List of Ministries, Government Agencies, Chambers, Trade Associations

b) Ministries	
1. Ministry of Finance, Planning and Economic Development	
2. Ministry of Agriculture, Livestock and Irrigation	
3. Ministry of Digital Economy	
4. Ministry of Aquatic and Ocean Resources	
5. Ministry of Health and Mass Media	
6. Ministry of Industry and Entrepreneurship Development	
7. Ministry of Science and Technology	
8. Ministry of Transport, Highways, Ports and Civil Aviation	
9. Ministry of Commerce, Food Security and Cooperative Development	
10. Ministry of Plantation and Estate Infrastructure	
<i>Note: Other Ministries shall be included as and when the other GA's/OGAs will be added as per direction of High-Level authorities.</i>	
c) i) Government Agencies (Issuing CLPRs)	
1. Department of Imports and Exports Control (DEIC)	
2. Animal Quarantine Office/Department of Animal Production and Health	
3. National Plant Quarantine Service (NPQS)	
4. Food Control Administrative Unit (FCA)	
5. Sri Lanka Standard Institution (SLSI)	
6. Department of Commerce	
7. Telecommunication Regulatory Commission (TRC)	
8. National Medicine Regulatory Authority (NMRA)	
9. Department of Fisheries and Aquatic Resources/Ministry of Fisheries	
10. Sri Lanka Gem and Jewellery Authority	
11. Department of Export Agriculture	
12. Department of Fiscal Policy and	
13. Department of Trade and Investment Policy	
14. Department of Inland Revenue	
15. Department of Excise	

▪ Government Agencies contd.

16. Coconut Development Authority (CDA)
17. Sri Lanka Tea Board (SLTB)
18. Department of Wildlife Conservation
19. Department of Forest Conservation
20. Central Environmental Authority
21. Geological Survey and Mines Bureau

Note: The rest of the GA's that'll be included in succession shall be specified as per direction of High-Level Authorities.

▪ c) ii) Government Agencies contd. Clearing Agencies

22. Sri Lanka Ports Authority and Terminal Operators
23. Sri Lanka Cargo (Air Cargo Termina)
24. Department of Customs (as the Lead Agency)

a) Key Chambers

1. The Ceylon Chamber of Commerce
2. The National Chamber of Commerce Sri Lanka
3. The National Chamber of Exporters Sri Lanka
4. Federation of Chamber of Commerce and Industry Sri Lanka (FCCISL)
5. The International Chamber of Commerce Sri Lanka

Note: The rest of the other Chambers shall be participants at different junctures to cover the required Traders / Custom House Agents

b) Trade Associations

1. Association of Inland Container Depot Operators (ACDO)
2. Association of Clearing and Forwarding Agents (ACFA)
3. Association of Container Transporters (ACT)
4. Association of NVOCC Agents (SLANA)
5. Ceylon Association of Shipping Agents (CASA)
6. Ceylon Freight and Logistics Association (CEYFFA)
7. Exporters Association of Sri Lanka (EASL)
8. Essential Food Commodities Importers and Traders Association
9. Import Section, The Ceylon Chamber of Commerce
10. Joint Apparel Association Forum (JAAF)
11. Sri Lanka Shippers' Council (SLSC)
12. Sri Lanka Logistics and Freight Forwarders' Association (SLFFA)
13. Sri Lanka Logistics Providers' Association
14. Sri Lanka Association of Vessel Operators (SLAVO)
15. Sri Lanka Apparel Exporters Association
16. United Lanka Container Transport Owners Association

Annexure 02 - Target Tiers

a) Personnel: Committees and Roles

- i) High Level Steering Committee (HLSC)
- ii) Project Implementation Committee (PIC)
- iii) Legal and Technical Subcommittees
- iv) Agency-level Focal Points: Heads of Organizations, Main Focal Points, LandR, BPR, IT
- v) System End Users: System End-User Personnel, Traders, Custom House Agents/ Brokers

b) Table 5 - Tier Segregation for Program Delivery:

	Tiers	Personnel	Programs Examples
i)	Strategic level (Decision Makers)	Project Champions: SPOCs Tier 1 - Focal points, Heads of the Organizations, Higher level committees	Awareness programs, Policy awareness, Leadership Decision-Making level Support Risk and Governance
ii)	Managerial level (Senior and Mid-Level at decision making levels for the operational levels)	Project Champions SPOCs Tier 2 Focal Points, Senior and Mid-Level Staff	Combination of Awareness and Specific functional operational Risk and Governance
iii)	Operational level	Project Champions SPOCs Tier 3 System End-User Agency Personnel	Awareness programs, Operational and functional training on TNSW Web platforms and digital system related processes usage, role-based system operation, customer centricity, risk and governance, helpdesk support
iv)	End-user level (chambers: traders and brokers)	Trader Community Custom House Agents/Brokers	Awareness programs, hands-on sessions and support materials on system usage, helpdesk support

Annexure 03 - Target Program Areas

- i) The selected Consultancy Firm shall design, develop and execute a comprehensive curriculum for delivery of change management, capacity building, communications, sustainability components and execute the same together with the support of PIU and other stakeholders. This curriculum must directly address the institutional, operational and technological risks inherent in a National Single Window (NSW) implementation lifecycle.
- ii) This list is not exhaustive therefore the consultancy firm is given the autonomy to be more specific by identification of requirements and suggesting specific programs for the respective stakeholder groups and tiers.
- iii) The approximated number of interventions is only an estimate to gauge the requirement. The consultancy firm is expected to suggest the number of specific interventions as per the delivery plan.
- iv) This table consists of mapping of Thematic Pillars against the Macro Deliverables, Scope of Work, Possible Program Areas with an estimated number of interventions for 48 weeks for Change Management, Communications, Capacity Building. The consultancy firm is expected to use their creativity to be specific with the programs focusing on the required needs of the stakeholders' groups.

a) Table 6 Mapping: Thematic Pillars, Macro Deliverables, Scope of Work, Possible Program Areas and Estimated Interventions

Thematic Pillar	Macro Deliverable	Scope of work	Possible Program Areas	Approx Estimation of Required Number of Interventions	Cumulative Level of Effort
Strategic Roadmap and Component Deliverables	Deliverable 1: Deliver an Inception Report with a Comprehensive Strategic Roadmap encompassing the full scope of this assignment with deliverables.			1	4 weeks
Change Management	Deliverable 2: Prepare and conduct a Pre-Training Assessment to evaluate Change Readiness establishing a baseline for pre and post training measurement and document GA and Tier wise.	i) Conduct targeted Pre-Training Assessments using a mix of quantitative and qualitative tools to evaluate participants' Change Readiness including, but not limited to, digital, managerial, and behavioral dimensions, establishing a baseline for pre- and post-training measurement and integrated risk management, thereby; a) Identify key change drivers, bottlenecks and readiness levels - develop a change management risk register with mitigation tactics. b) Design the strategic change management framework, aligning organizational objectives, people readiness, process transformation and technology adoption. c) Develop the TNSWS strategic change roadmap, demonstrating transition phases ("as-is" to "to-be") and stakeholder engagement milestones. d) Implement the change enablement process, through structured workshops, interactive sessions and decision-support briefings. e) Establish clear KPIs to measure adoption, behavioral shift and organizational readiness over time.	- Change Readiness Audit and Assessments - Integrated Risk Register with Risk Management and Mitigation tactics for each GA & NSW with - Streamlined GA Processes for Quick Wins - Simplified Compliance Procedures - Post Stakeholder Impact Analysis via surveys - Strategic Change Management Plan addressing Lack of Time for existing staff to adapt to new processes and High Willingness and Attitudinal Readiness to embrace TNSWS with - Modernization to remain competitive - Transformative Initiatives that align with WTO TFA & International Best Practices - Program Alignment with the Vision/ Mission of TNSWS & the respective GAs	4	6 weeks - 8 weeks
	Deliverable 3: Identify and list out required programs to facilitate delivery to support organizational readiness and transition.	ii) Articulate the defined roles and responsibilities for change sponsors, champions and special points of contact (SPOC) across agencies and stakeholder groups for inculcation. iii) Identify required programs to facilitate program delivery to respective stakeholder groups (Project Champions and User Touchpoints). a) Strategic level (decision makers) b) Managerial level (either at decision maker level or operational level) c) Operational level (agency staff) d) End-user level (traders, brokers, chambers)	High level framework and Roadmap for managing change thru NSW lifecycle	4	
	Deliverable 4: Conduct briefing session/s to respective stakeholder cohorts to launch the series of change management and capacity building programs.	iv) Conduct briefing session/s to respective stakeholder cohorts to Launch the series of programs.			

Thematic Pillar	Macro Deliverable	Scope of work	Possible Program Areas	Approx Estimation of Required Number of Interventions	Cumulative Level of Effort
Capacity Building and Skill Development	Deliverable 5: Develop a Training Curriculum and Module wise Content with schedule timelines for delivery (with user resource material).	i) Develop a comprehensive curriculum organized around the identified tiers encompassing different stakeholder groups:	Comprehensive Curriculum Framework	1	8 weeks - 36 weeks
	Deliverable 6: Establish a central resource and knowledge portal with documented repository for real time support for users (GA's and Traders/ CHAs).	ii) Develop training resources, including User manuals, Standard Operating Procedures Visual Job aids and e-learning modules to help facilitate the system adoption. iii) Establish a central resource and knowledge portal for real time support - a unified repository for all TNSWS training materials for system users for self-support.	Establish a functioning, user friendly & easily comprehensible Knowledge Management Repository	2	
	Deliverable 7: Training and Awareness Execution and Delivery.	iv) Facilitate and deliver required Trainings together with other Stakeholders: a) Technical - TNSWS web application usage, data management, cybersecurity awareness, workflow systems	For GA IT Teams: - Basic trouble shooting - Data storage / backup/ archiving - IT - Interoperability Standards, Data Standards, Security Protocols, - Data governance: Privacy & security - Legislative provisions for electronic data management For GA end users addressing Operational bottlenecks and IT literacy on: - System Access, Navigation for system usage, Data entry, System usage, Downloading & uploading - Awareness on IT Governance within the NSW Legal and Regulatory Framework - Cyber security awareness	10	
		b) Functional - agency-specific trade procedures (CLPRs processes), inspection modules, e-documentation.	- GA wise – domain related - CLPRS processes awareness & Workflow Systems - Risk based inspections - Guide GAs to have phased follow up for short term action plan to streamline CLPRs - Clarify responsibility and shared authority - Staff Engagement & Institutional Coordination	6	
		c) Soft skills - change leadership, customer-centric service, communication, problem-solving and adaptability.	- Organizational Change, Behaviour and Development - Customer Centricity	8	
		v) Deliver “train-the-trainer (TOT)” programs for agency focal points and project champions. vi) Implement onsite and online training sessions with performance tracking through pre- and post-assessments.	TOTs	10	
	Deliverable 8: Design and Deliver Project Champion Certification and Accreditation Program with milestones for Stakeholder Recognition.	vii) Conduct Project Champion Certification and Accreditation Framework with plan	Project Champion Certification and Accreditation Programs	8	
		viii) Conduct awareness sessions for trader communities on selected areas - webapp interfaces, e-payment systems and support portals etc	- Avoid fake documentation - Avoid incomplete documentation - End User System Access and Payment Portals	14	

Thematic Pillar	Macro Deliverable	Scope of work	Possible Program Areas	Approx Estimation of Required Number of Interventions	Cumulative Level of Effort
Communications: Branding Awareness and Recognition	Deliverable 9: Develop a Branding, Communications and Positioning Strategy and Execute.	i) Develop a Branding and Positioning Strategic Plan: collectively design and execute a comprehensive communication, awareness and recognition plan to establish the ‘Voice of TNSW,’ ensuring that the TNSWS is positioned as “one digital trade gateway”, promoting transparency, collaboration and efficiency.	TNSWS Branding, Positioning, Communication Awareness: Campaigns and Outreach Programmes	25	8 weeks - 40 weeks
	Deliverable 10: Delivery of Communication Awareness and Outreach programs for relevant stakeholders.	ii) Formulate key communication messages, visual identity and internal/external communication toolkits.	Digital Marketing and Media Engagement via Communications Channels	40	
		iii)Design and conduct National, Provincial and District level visibility events (Road shows) with the support of National Chambers, Traders Associations, Regional Chambers, Business associations and Small and Medium Enterprises (SMEs).			
	iv) Develop multi-channel engagement strategies across digital, print and field platforms for all stakeholder tiers: a) Strategic level (decision makers) b) Managerial Level (either at decision maker level or operational level) c) Operational level (agency staff) d) End-user level (traders, brokers, chambers)	Stakeholder Awareness Agency level sessions	20		
	Deliverable 11: Establish, Facilitate and Conduct Strategic Recognition Platform for Project Visibility.	v) For project visibility, collectively organize a National level project awareness and winding up sessions with round table conferences inviting International NSW experts from other countries (physical/ online) to share experience and lessons learn with the support of PIU. vi) Introduce a recognition and reward programs, celebrating early adopters and project milestones.	- Round Table Discussions - Recognition Programs for - Contributors to project Objectives - Promoting early adopters via Employee Engagement	6	

Thematic Pillar	Macro Deliverable	Scope of work	Possible Program Areas	Approx Estimation of Required Number of Interventions	Cumulative Level of Effort
Sustainability and Empowerment	Deliverable 12: Establish, Launch and Ensure a smooth functioning Helpdesk facility with a Digital Support System together with the support of other stakeholders.	i) Establish a helpline/helpdesk for real-time operational support during and post-go-live.	Helpdesk Setting and Support Interventions	8	12 weeks – 20 weeks
	Deliverable 13: Institutionalize Train the Trainer Facility with a Sustainability Framework for self-operation with governance framework.	ii) Maintain a structure for continuous capacity building, integrating lessons learned into subsequent training cycles by setting up a centralized resource and knowledge portal with updated Standard Operating Procedures, User Manuals, FAQ scripts and visual guides for users. vi) Establish feedback channels and change communication dashboards to continuously track adoption and sentiment with satisfaction surveys.	- KPIs – clear timelines - Digital adoption rates - Effective monitoring of NSW progress - Independent audits - Satisfaction surveys - Public dashboards - User manuals	8	
	Deliverable 14: Implement a performance monitoring framework with governance protocols requiring periodic audits of Turnaround Times and active GA integration support to guarantee CLPRS delivery within agreed TATs.	iv) Implement a performance monitoring framework to measure efficiency gains, training impact and change indicators. v) Develop internal governance protocols to manage ongoing risks with process audits of turnaround times (TATs) as per established service level agreements (SLA) and other required functions post-project roll out.	- Performance Monitoring and Evaluation - Strategic Governance and Protocols within an Audit Framework including Institutional Coordination	8	
Project Closure	Deliverable 15: Submission of the Final Project Handover/Closure Report with Presentation.			1	44 weeks- 48 weeks
Total Number of Programs				184	