



Government of Nepal
Ministry of Industries, Commerce and supplies
Nepal Intermodal Transport Development Board (NITDB)

REQUEST FOR EXPRESSIONS OF INTEREST

Accelerating Transport and Trade Connectivity in Eastern South Asia – Nepal Phase 1 (ACCESS)

Credit No.: 7159-NP

Date of Notice Publication: **12 September 2024**

Assignment Title: Preparation of TOR, Organization and Staffing Assessment of IBMS

Reference No. ACCESS/NITDB/CS-01/2081-82

The Government of Nepal has received financing from the World Bank toward the cost of the **Accelerating Transport and Trade Connectivity in Eastern South Asia – Nepal Phase 1 (ACCESS)**, and intends to apply part of the proceeds for consulting services.

The consulting services (“the Services”) include Preparation of TOR, Organization and Staffing Assessment of IBMS for NITDB. The consultancy service is estimated to have 120-man days of key experts. expected completion period is 3 months and the expected start date of the assignment is December 2024.

The detailed Terms of Reference (TOR) for the assignment *can be found at the following website: www.nitdb.gov.np or can be obtained from NITDB’s office, Chobhar, Kirtipur -6, Kathmandu during office hours.*

The Nepal Intermodal Transport Development Board now invites eligible consulting firms (“Consultants”) to indicate their interest in providing the Services. Interested Consultants should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. The shortlisting criteria are: *relevant qualifications and experience of the firm; such as core business and years in business, relevant experience, technical and managerial capability of the firm.* Key Experts will not be evaluated at the shortlisting stage.

The attention of interested Consultants is drawn to Section III, paragraphs 3.14, 3.16 and 3.17 of the World Bank’s “Procurement Regulations for IPF Borrowers”, July 2016 (5th Edition, September 2023) “Procurement Regulations”, setting forth the World Bank’s policy of conflict of interest.

Consultants may associate with other firms to enhance their qualifications, but should indicate clearly whether the association is in the form of a joint venture and/or a sub-consultancy. In the case of a joint venture, all the partners in the joint venture shall be jointly and severally liable for the entire contract, if selected.

A Consultant will be selected in accordance with the Consultants Qualification – Based Selection (CQS) method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours.

Expressions of interest must be delivered in a written form to the address below (in person, or by mail, or by e-mail) by 27th September 2024.

Executive Director

Nepal Intermodal Transport Development Board, Kirtipur-6, Kathmandu.

Phone No. 01-4332896, 4336178

Email: nitbktm@nitdb.gov.np



TERMS OF REFERENCE

FOR

Preparation of TOR, Organization and Staffing Assessment of IBMS

1. Introduction and Background:

A. Regional Context

Nepal has potential to increase the value and volume of *cross-border trade*. For that, improvements are needed in a wide range of areas, including development of digital and physical infrastructure for promoting trade. Among the present challenges identified, and those particularly relevant for the cross-border trade environment, are the existing complexities in trade processes and logistics services.

The deepening of relationships between Bangladesh, Bhutan, India, and Nepal (BBIN countries), as reflected by an increasing number of sub-regional and bilateral agreements, suggests there is momentum to advance the regional connectivity and trade facilitation agenda in the sub-region. Nepal's nearest seaport is Kolkata in India and transit trade through India provides important access to the rest of the world. The Treaty of Trade and Transit was signed in 1960 between the countries to provide transit facility to Nepal. While intra-BBIN trade has increased from US\$3bn in 2005 to over US\$14bn in 2017, opportunities for growth through regional trade remains largely untapped. Trade facilitation is essential for establishing a competitive environment for the export and import of goods. Trade facilitation relies heavily on efficient customs clearance activities with smooth, easy and simplified procedures on one hand, an efficient Terminal Management Company (TMC) procedures and infrastructural facilities, and collaborative management of cargo flows and information among all actors present at the border. Trade is paperwork-heavy, often requiring physical submission of paper documents to the various government agencies regulating trade. This adds complexity, frequently delays border clearance, and acts as a costly impediment to the private sector.

Addressing trade facilitation barriers in the sub-region has assumed even greater importance since the COVID-19 pandemic. In BBIN countries, the outbreak of the pandemic led to uncoordinated border closures and restrictions on freight transport operations. Preserving cross border connectivity is vital not only for post-pandemic recovery but also for building resilience



to future pandemics and crises. Global evidence suggests that technology has increased resilience in the system and particularly those sectors with a higher degree of digitalization have adapted more effectively and responded quicker to social distancing and lockdown requirements. The pandemic has demonstrated the importance of digitization and may act as a catalyst to make trade more resilient by adopting increasingly automated trade, transport, and logistics solutions.

This ToR is prepared to invite the consultancy service for the required job. The consultancy which can meet and fulfill the criteria mention in ToR can do this job at the best price.

B. Nepal Intermodal Transport Development Board

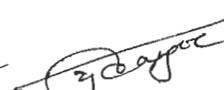
The Government of Nepal has established the 'Nepal Intermodal Transport Development Board (NITDB)' on 19 January 1998 in accordance with the provisions of the -sDevelopment Board Act 1956. The NITDB is chaired by the Secretary in the Ministry of Industry, Commerce & Supplies and comprised of members from public and private sector entities. The main objective of NITDB is to oversee the economical and efficient management of Inland Clearance Depots (ICDs), Integrated Check Points (ICPs) and dry port for facilitation of Nepal's foreign trade. NITDB is responsible for overseeing the implementation of integrated border management systems.

C. Project Context

The \$275 million World Bank ACCESS Project in Nepal will upgrade 69 km two-lane Butwal—Gorusinghe—Chanauta road along the East-West Highway to a climate-resilient four-lane highway. This is expected to reduce travel time by 30 percent, thus providing better access to India's western seaports. The project will construct market areas along the highway with dedicated spaces for women entrepreneurs and traders to ensure that women can benefit from the enhanced economic opportunities. It will also support capacity building and digital systems to enhance trade and customs processes at Birgunj and Bhairahawa border points in particular. The program will also help advance Nepal's preparedness and subsequent implementation of the Motor Vehicle Agreement (MVA).

C1. Integrated Border Management System (IBMS) concept

Program Phase 1 will help the respective governments address the key barriers to regional trade



– manual and paper-based trade processes, inadequate transport and trade infrastructure, and restrictive trade and transport regulations and processes.

The Phase 1 program will help replace lengthy manual and paper-based trade processes with digitized automated solutions in Nepal. The automation will enable faster border crossing times and install electronic tracking of truck entry and exit, electronic queuing, and enable smart parking. The program will also help improve selected road corridors and upgrade key land ports and custom infrastructure, while ensuring green and climate-resilient construction. This will help the integration of landlocked Nepal with the gateway countries of Bangladesh and India.

Government entities and logistics providers located at border checkpoints execute their individual responsibilities through distinct ICT systems. The Customs Department operates the NECAS, an automated system developed on the ASYCUDA platform. The Nepal National Single Window streamlines border processes by digitizing various trade-related documents. Similarly, terminal operators at these border stations manage their operations using dedicated Terminal Operating Systems. Presently, customs brokers, freight forwarders, and carriers must navigate a mix of several systems and traditional paper-based methods to process cargo, leading to prolonged clearance times and elevated transaction expenses.

Although some modern enhancements have been made in Nepal, there are still many manual and non-digitized processes that contribute to land port inefficiencies. Under Component 1 of the ACCESS Project, the government of Nepal proposes to assist NITDB in the implementation of a comprehensive digital solution called the Integrated Border Management System (IBMS), that links information systems and data soon-to-be digitized processes with the existing systems of other relevant border agencies/logistics operators to form an integrated land port community system. The IBMS will assist in the monitoring and management of border logistics and regulatory processing in the inland terminals as well as from border entry to border exit gate. The IBMS is to be piloted at selected border sites in Nepal, and provide in a standardized, scalable and flexible architecture so as can be replicated at land ports throughout Nepal.

C2: Architecture, Design, Preparation and Implementation Support for an IBMS

The NITDB intends to apply part of the IDA Credit for procuring services of a reputed international professional services (consulting) firm for “Architecture, Design, Preparation and Implementation Support for an Integrated Border Management System” – under component 1 of the NITDB project. The consultancy shall be assigned the following tasks:



- (i) Study the business-as-usual scenario at the ports and analyze the need for IBMS system for Nepal by gathering information on the redundant processes and gaps in the digitalization.
- (ii) Analyze and document the advantages of implementing the IBMS make suitable recommendations to NITDB about its functional features and requirements. Among other things, NITDB expects the IBMS to support:
 - a. Automation/ digitization of all functions of land ports (such as electronic queueing, traffic management, parking management etc) and including those of the Terminal Operator (e.g. Terminal Operator tariff calculation, warehouse management, container yard planning etc);
 - b. Support a digital workflow-based cross-border processing of people and cargo irrespective of cargo type - containerized, break-bulk and bulk operations and mode of transport – road and rail.
 - c. Real-time visual and data-based monitoring of movement of vehicles, cargo, personnel and passengers through cargo and passenger terminal operations, border processing and warehousing operations, including from entry to exit gate;
 - d. Elimination of redundant data entry for trade/entry documents, thereby expediting border throughput and improving data integrity and quality, and;
 - e. Monitoring of border operations (based on the ‘Integrated Command Center’ concept) to support expedient processing, security of operations, and the dynamic resource management required.

This Architecture, Design, Preparation and Implementation Support for an Integrated Border Management System component of the ACCESS project will involve:

- 1) Validation/cataloging of process engineering work completed relevant to the border & logistics management (BLM) for NITDB; This shall include the documentation of the ‘as-is’ and ‘to-be’ business processes, and the electronic messages that will flow between ICT systems that will be joined-up under IBMS.
- 2) Data modeling to ensure that IBMS adheres to international data definitions and standards, and can seamlessly integrated with other systems present at the border.
- 3) Engineering of any outstanding BLM processes essential to the IBMS scope;





- 4) Preparation of concept note of IBMS in Nepali Language
- 5) Preparation of a data-integration architecture, technical and functional requirements, and design for the integration of IBMS relevant systems, and a IBMS Dashboard;
- 6) Preparation of documentations to support a bid process for IBMS integration, development and testing of an IBMS dashboard, and procurement of supporting hardware;
- 7) Define the scope of the Project management, quality assurance (PMQA) firm, and overall governance related to the project lifecycle; PMQA oversight includes supervision, development, testing, deployment and operations phases of the IBMS. PMQA is also expected to establish a dashboard for the NITDB to monitor the progress of the project and support of enhanced trade facilitation between Nepal and India at vital land ports.

C3: NITDB as the Operating entity for IBMS

The development of a complex automated systems such as IBMS would involve a multidisciplinary team including IT specialists, project managers, logistics experts, ICT experts and other relevant staff. NITDB works on a lean staff strength and seeks to assess the adequacy of staff strength given the scale and complexity of the project. NITDB currently works Information technology resources are currently understaffed. Presently, numerous positions remain unfilled, which would have been pertinent had they been occupied.

To meet the needs of the envisioned IBMS, it is essential to ensure that operations are manned by skilled and informed BLM and IT personnel, capable of supporting border site operations round the clock in shifts. Current employees may need to undergo evaluation and receive training to bridge any skill deficiencies. Additionally, the recruitment, onboarding, and training of new staff will have be carried out to fulfill the staffing needs of IBMS operations. It is also crucial for the pertinent government human resources departments to be equipped to fill vacancies promptly, maintaining a reliable reserve of candidates who are almost prepared to step in when needed.

As described in this TOR, it is proposed to appoint a suitable consulting firm for the preparation of Terms of Reference and Organization and Staffing assessment of IBMS. The Consultant will be selected as per the Selection Based on Consultant's Qualification (COS) method.



2. Objectives:

The objectives of the proposed consulting activity are to prepare TOR, Organization and Staffing Assessment for NITDB, which is proposed to be the operating organization of IBMS.

3. Scope of Services:

This consultancy will begin with an assessment of the of the functional scope of IBMS and the human resource needs of its operating organization. It would then prepare an organogram for the staff that would be responsible for running IBMS and prepare the job descriptions for their roles based on a competency framework. The consulting firm would then assess the levels of existing staffing in NITDB and the extent to which the staff members are experienced to use, administer and manage the IBMS. For this “People” component, the Firm is therefore expected to:

- Assess the current staffing availability/capability for integrated border/logistics management;
- Based on the functional scope of IBMS and the role of NITDB as the operating organization, prepare a detailed document on staffing requirements. These requirements will be developed based not only on the job descriptions and competencies needed but consider NITDB’s organizational culture and ethos.
- Assess the current functions and staff strengths of NITDB , and work with key stakeholders and the project team to develop a plan to source, onboard and train key staff involved in administering, monitoring, maintaining and using the IBMS, and;
- Work with NITDB Human Resources department to ensure that a pipeline of staff is designed or in-place to support ongoing staffing requirements.

4. Deliverables: The deliverables have been divided into two parts A & B

A. Organization and Staffing Assessment of IBMS

1. **Establish the role of IBMS in the current context:** The ACCESS project proposes the IBMS based on several studies carried out by NITDB. It is crucial for all stakeholders to appreciate IBMS’s role and the need for the system in the current context. The Consultant shall prepare a report on the basic need of the IBMS and its role in the context of cross-border trade in Nepal. The report should be delivered both in Nepali and English Language, and also carry out Literature review of the implementation of other automated border management systems and solutions in other countries.



2. **Staffing Approach Presentation** – Using appropriate HR frameworks, the consulting firm shall outline the approach it will take in gathering requirements from stakeholders, understanding current relevant government/organizational staffing processes and regulations, assessing the capability levels of existing staff, and developing a strategy for sourcing, onboarding, and training key IBMS support staff.
3. **Staffing Requirements** – Explanation of staffing numbers required to support IBMS operation during border hours; staff competencies/qualifications (required and desired); anticipated turnover; etc.
4. **Staffing Assessment** – Assessment of existing staffing situation: sufficient number and quality of candidates, sufficient pipeline of candidates to fill or backfill, when necessary, technology and BLM competency levels; etc.
5. **Staff Sourcing-Onboarding-Training Plan** – Development of a plan to meet the staffing requirements of the IBMS Operation at a NITDB site with respect to BLM and IT expertise; how are staff to be sourced, onboarded, trained, and backfilled when necessary. The consulting firm shall consider existing hiring policies and remuneration structures of NITDB, and make suitable recommendation on suitable practices that NITDB may adopt for success in fulfilling staffing needs under IBMS.
6. **Report Inputs – Staff Testing** of IBMS System – General evaluation, recommendations for improvement, of staff performance as they participate in system testing
7. **Report Inputs – Staff Handling** of IBMS Deployment – General evaluation of staff performance with respect to deployment of IBMS at site
8. **Report Inputs – Assessment of Staff Competency** in IBMS Operation Phase – Professional recommendations towards continuous improvement of IBMS staffing.

B. Preparation of the Terms of Reference (TOR)

The NITDB intends to apply part of the IDA Credit for procuring services of a reputed professional services (consulting) firm for “Architecture, Design, Preparation and Implementation Support for an Integrated Border Management System” – under component 1 of the NITDB project. (Please refer to Section 1. C2 above for the details of the scope of the Consultant’s task.)

In addition to the scope provided in Section 1. C2, the Consulting firm is expected to prepare the TOR for consulting activity of the process review, engineering and re-engineering of IBMS. The goal is to ensure process optimization with respect to activities within the IBMS scope of management, the process component should include:






1. Inventory and evaluation of processes already mapped;
2. Mapping and re-engineering (for those processes not in inventory) of redundant, inefficient, or 'no-value' processes;
3. Re-engineered processes will then be taken to implementation, i.e., test and deployment phases in close collaboration with other project elements.

The TOR shall cover consulting activity of Technology Architecture and Design of IBMS. The task includes activities associated with the key preliminary stages of integrating systems for an IBMS, including:

1. Validation of Contributing Systems and Concept Architecture
2. Functional and Technical Requirements for an IBMS
3. Architecture for IBMS to include a flexible Data Integration Architecture
4. Design of the IBMS Dashboard Application
5. Professional Support in Bidding Process for Development & Implementation Contract
6. Professional Support & Collaboration in Testing, Deployment, and Operation of the IBMS

5. Team of Experts, Qualification and Responsibilities:

The project shall be assigned to put multidisciplinary and qualified team consulting firm organization with sound technical background, past experience in Software Development. Priority will be given for team with experience in working with various projects, good team composition and soundtrack record of quality output. Team Leader will be responsible to carry out the assignment.

Indicative Staffing Requirement

SN	Role	Number	Input (days)
1	Project Coordinator (IT Expert)	1	45
2	Human Resources Specialist	1	30
3	Trade Expert	1	45

Note:



The above staff composition along with the number and input months requirement is the client's suggestion. The consultants are advised to assess their own requirement and propose their own staff composition, number and input months requirement for efficient performance of their job as per the Terms of Reference. If the proposed consultant's team is found inadequate during the performance of services, then additional staff shall be provided by the consultant at their own cost.

a) Qualification of consulting firm:

- At least five year of relevant experience.
- At least obtained 3 related work experience.
- Experience on working with International organization / donor funded project will be an added advantage.

b) Experts Qualification and Responsibilities:

Personnel	Minimum Qualification
Team Leader (IT Expert)	At least Bachelor's in IT related discipline with 10 years of experience in related discipline. Higher Marks will be provided to the expert having training/ experience in IT System related to Customs/ Port Operation.
Human Resources Specialist	A master's degree in HR management with a minimum of 5 years of experience in HR. Professional Certifications like PHR or equivalent is essential. Analytical skills for workforce planning, proficiency in HR software, and excellent communication abilities in English and Nepali is essential. Knowledge of Nepal's labor laws and regulations as they apply to public sector entities is also necessary.
Trade Expert	At least Bachelor's in any discipline with minimum 10 years of experience in ports / Trade/ Customs Process domain. Higher Marks will be provided to the expert having training/ experience in IBMS.





 Government of Nepal
 Ministry of Industry, Commerce & Supplies
 Nepal Intermodal Transport
 Development Board
 2054



6. Responsibilities

i. Nepal Intermodal Transport Development Board (NITDB)

- Establish a point of contact for undertaking the study who will coordinate with the consultant. NITDB may assign expert/professional of officials to supervise and/or support the work on behalf of the government.
- Ensure that relevant staff within NITDB participate as required to complete the study.
- Provide necessary information, data and access to the ICD/ ICP's for the purpose of study.

ii. Consultant Firm

- Lead the undertaking of the study including requesting any required meetings, discussions, etc.
- Establish a workplan and timeline that are acceptable to NITDB.
- Shall be fully responsible for mobilizing the team and resources necessary including necessary support staff, transport, insurance, and logistics to complete the services as per TOR requirements.




Government of Nepal
Ministry of Industry, Commerce & Supplies
Nepal Intermodal Transport
Development Board
2054



7. Reporting, Duration and Timeline

The consultant will be required to submit reports as tabulated below:

S.N.	Report	No. of Copies	Due Date
1	Inception report including detailed plan of action with detailed framework of activities, methodology to be applied and schedule	2 + 1 soft copy	Within 15 days from the contract agreement
2	Draft Report incorporating all the objectives and the scopes.	2 + 1 soft copy	Within 2.5 months from the contract agreement
3	Submission of the final report	3 + 1 soft copy	Within 3 months from the contract agreement

8. Expected outcomes:

- All the deliverables specified in this ToR should be submitted. Along with detail report presenting Summary, Conclusion and Detailed Recommendation.

9. Submission Details:

Documents required: Following documents are necessary for submission.

- Legal documents of organization (Registration, VAT and Tax clearance of last fiscal year including updated information/renew certificate)

10. Budget and Payment:

The consultant should submit a financial proposal that includes detailed breakdown of total budget proposed including: fee, travel cost, communication costs, consultative meeting and reproduction of documents in Nepali Rupees. The payment is subject to tax deduction as per prevailing government rules. The payment will be made in installments as follows:

- After submission of Inception report: 25%
- Submission of Draft Report: 50%
- Submission and approval of Final Report: 25%

11. Consultant Selection Method:



Consultant will be selected in accordance with the World Bank's Procurement Regulation for IPF Borrowers, July 2016, revised August 2018. The Consultant will be selected as per the Selection Based on Consultant's Qualification (CQS) method. In this method, NITDB shall prepare the TOR, request expressions of interest and information on the consultants' experience and competence relevant to the assignment, establish a short list, and select the firm with the most appropriate qualifications and references. The selected firm shall be asked to submit a combined technical-financial proposal and then be invited to negotiate the contract.

For further information:

Nepal Intermodal Transport Development Board (NITDB)

Chobhar, Kathmandu

Nepal

Telephone: 01-4332896, email: nitbktm@nitdb.gov.np

www.nitdb.gov.np

