



**BANK OF PAPUA NEW GUINEA**

Terms of Reference

Post Implementation Review

Retail Electronic Payments System

## **Introduction**

In July 2019, the Bank of Papua New Guinea (BPNG) commissioned its Retail Electronic Payments System (REPS).

REPS is designed to allow the major Commercial Banks, microfinance companies and microbanks, Savings and Loans Societies and other smaller financial institutions entry into the NPS to offer plastic card and mobile payment services to their customers, so that more people and businesses will have access to financial services throughout PNG, particularly among the rural areas.

The system has now been successfully operating for 24 months and a decision has been made that it is now time to undertake a formal and independent Post Implementation Review of the project and to extract the lessons to be learned before moving to the next phase of this very important program of work.

## **Objectives**

The objectives of this review are:

- Assess the original objectives, scope and deliverables of REPS based on the requirements as identified and accepted by BPNG
- Assess the degree to which the benefits as stated in the various project documents (Project Brief or Mandate, Charter, Business Case, etc.) have been realised
- Assess the thoroughness of the requirements specification, design, and development/deployment methods employed
- Assess the quality of the project management and progress reporting delivered
- Assess the quality and usefulness of the documentation produced
- Assess the methods, processes, practices and development techniques used to deliver REPS
- Assess the indicative value-for-money derived from the conduct of the project
- Determine whether the methods or techniques applied are consistent with industry accepted practices (including project management)
- Document post go-live activities and the stability of the implemented solution
- Document review findings and make recommendations to the BPNG Executive Committee as to the Lessons Learned

## **Assumptions**

The following assumptions can be made by the consultant engaged to undertake this review:

- All relevant project documentation will be made available in a timely and effective manner
- All requests for documentation approval will be provided in a reasonable timeframe
- Full cooperation from all stakeholders
- Administrative support will be provided
- Access to stakeholder will be provided

## Scope

The scope of this review is described in the following IS / IS NOT table:

<b>This review IS</b>	<b>This review IS NOT</b>
REPS	Any other BPNG application
High Level	Detailed
Based on existing REPS project documentation	Based on the creation of additional project documentation
An assessment as to the degree of compliance the project has with the BPNG Project Governance Framework	An assessment of the Project Governance Framework itself
An assessment of the performance of REPS from a stakeholder perspective	A review of the technology or architecture of REPS
Primarily focused on the lessons to be learned from REPS	Primarily focused on any other aspect of the National Payments System
A determination as to the degree to which the benefits as stated in the Business Case have been realised	An exercise in calculating the Total Cost of Ownership (TCO) for REPS
A commentary on the number of post-go-live incident and requests for change submitted	A review of the cause of post go-live incidents themselves

## Approach

It is expected that this review will be undertaken using the following broad framework:

### Stage 1 – Mobilisation

This stage will consist of the following activities:

- Reading all relevant documentation to undertake this review including:
  - Project Mandate
  - Project Impact Analysis
  - Feasibility Study
  - Business Case
  - Design Documentation
  - Steering Committee Meeting Minutes
  - Change Requests
  - Progress Reports
  - Risk & Issues Registers
  - Financial Plans
- Arranging all necessary interviews and meetings

### Stage 2 – Interviews and meetings

This stage will consist of the following activities:

- Meet and interview all identified stakeholders:
- Document interviews and meetings

### **Stage 3 – Analysis of Results**

This stage will consist of the following activities:

- Analysis of material arising from interviews and meetings
- Draft preparation of review report
- Final production of review report
- Preparation of a short presentation of the findings of this review

### **Stage 4 – Presentation of Review Results**

The consultant engaged is free to alter this approach providing the spirit and scope of the review are not materially compromised.

### **Deliverables**

By the completion of this review, BPNG will have received:

- Agreed Terms of Reference (this document)
- Weekly (e-mail) progress reports and meetings
- Draft, and then final, Review Report
- Presentation of PIR findings

### **Review Ownership & Oversight**

The Owner for this review is Elizabeth Genia, Assistant Governor, Corporate Services Group.

These Terms of Reference can only be altered by and in consultation with the Review Owner.

The Owner is responsible for the initiation of the review, agreeing the Terms of Reference, ensuring that the facilities and resources necessary to complete the review are available and for signing off the review as complete.

Day-to-day oversight of this review will rest with Mr Callum Holmes, FinTech Advisor, who will be responsible and accountable to Review Owner for all operational aspects of the conduct of this review.

All questions related to this Terms of reference should be addressed to: cholmes@bankpng.gov.pg.

### **Timetable**

This engagement will commence during August 2021. A draft report of the review findings is targeted to be completed within 4 – 5 weeks of engagement commencement. A final review report will be delivered not later than 2 weeks after receipts of comments and feedback on the draft report by BPNG.

### **Acceptance**

This Terms of Reference is accepted:

Elizabeth Genia  
Assistant Governor, Corporate Services Group  
Bank of Papua New Guinea

Consultant Name  
Title  
Company Name

Commercial-in-Confidence

Date: \_\_\_\_\_

Date: \_\_\_\_\_