

香港特別行政區政府
The Government of the Hong Kong Special Administrative Region

政府總部
發展局
工務科

香港添馬添美道 2 號
政府總部西翼 18 樓



Works Branch
Development Bureau
Government Secretariat

18/F, West Wing,
Central Government Offices,
2 Tim Mei Avenue, Tamar,
Hong Kong

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Development Bureau
Technical Circular (Works) No. 2/2025

Digital Project Delivery System

Scope

This Circular sets out the policy and requirements on the adoption of the Digital Project Delivery System (DPDS) in consultancies under the Capital Works Programme, with pre-tender estimate **exceeding \$15 million** and Expressions of Interest (EOI) submission (or Technical & Fee (T&F) Proposal for one-stage process) to be invited on or after **1 April 2025**.

2. Consultancies invited prior to 1 April 2025 shall implement the DPDS stipulated in this Circular as far as practicable.

Effective Date

3. This Circular takes immediate effect.

Effect on Existing Circulars and Circular Memoranda

4. This Circular has no effect on existing circulars.

Background

5. The Government is leading the construction industry to make change by implementing “Construction 2.0” advocating “Innovation”, “Professionalisation” and “Revitalisation” to uplift the capacity and sustainability of the industry, increase productivity, enhance regulation and quality assurance, improve site safety and reduce environmental impact.

6. As a component of the innovation initiative, the Government is actively driving digitalisation of public works throughout the whole project life cycle, covering the planning and design, construction as well as operation and maintenance stages.

7. Leveraging the success of the Digital Works Supervision System (DWSS) for capital works contracts in the construction stage, the DPDS was introduced and piloted in some consultancies of capital works projects in year 2023-24 with an aim to enhance the delivery and efficiency of the consultancy services.

8. With overwhelming support from the industry and successful trials in pilot projects, the Government plans to promote the wider adoption of the DPDS in consultancies under the Capital Works Programme.

Policy

9. Consultancies under Capital Works Programme with pre-tender estimate exceeding \$15 million, shall adopt the DPDS. Bureaux/Departments should adopt as far as practicable the DPDS in other consultancies with a view to boosting efficiency and strengthening quality assurance of the consultancy services.

Adoption of DPDS

10. The DPDS is a web-based and workflow-enabled application providing online services¹ to enhance consultancy delivery and management in capital works projects. The main functions include online submission and approval workflow with tracking on response time and status monitoring of deliverables/tasks, expenditure and payment management as well as document management with document version and access controls.

11. The DPDS shall provide data analytics capabilities, which include but are not limited to dashboards, reports, statistics, and visualisations, aiding in timely and informed decision-making for the employer/client.

Tender Stage

12. The requirements on the DPDS shall form part of the consultancy brief. In preparing the consultancy brief, the employer/client shall refer to the reference specifications at **Annex A** which sets out the basic requirements of the DPDS. Apart from the three mandatory modules as stipulated in the reference specifications, additional provisions or modification to the reference specifications may be imposed to address specific requirements of individual works contract if justified.

13. The employer/client shall review and evaluate consultant's DPDS proposal against the requirements on the DPDS in consultancy brief/specifications prior to acceptance.

Implementation and Delivery Stage

14. The employer/client shall supervise and manage the appointed consultant, ensuring that the implementation and delivery of the DPDS are in

¹ Bureaux/Departments should comply with the requirements associated with online services detailed in 7th paragraph of Part (h) of Section 15.1 of IT Security Guidelines [G3] version 10.1 dated July 2024, and the subsequent updates published by Digital Policy Office.

conformity with the requirements on the DPDS in consultancy brief/specifications.

Completion of Consultancy

15. Upon completion of the consultancy, the DPDS shall be handed over to the employer/client to serve as a record for future retrieval.

Technical Audit

16. As DPDS is of high importance to the delivery of consultancies, the proper adoption and use of the DPDS shall be reviewed in the technical audits of consultancies.

Interface with Integrated Capital Works Platform

17. The Development Bureau is strategically developing the Integrated Capital Works Platform (iCWP) in phases to collect and consolidate data from capital works, thereby facilitating continuous monitoring and data analysis to strengthen the overall performance and management of capital works. Similar to the DWSS, selected data from the DPDS shall be standardized and transferred to the iCWP in accordance with the Data Standardisation Report for the DPDS², which is a living document subject to future updates by the Development Bureau as deemed appropriate.

Exemption

18. On exceptional grounds, such as substantial impact on project delivery, the Head of the department concerned may exempt the adoption of the DPDS as required under this Circular.

² The Report is accessible at the DEVB website.

Enquiries

19. Enquiries on this Circular shall be addressed to Chief Assistant Secretary (Works) 1.

(Ricky C K LAU)
Permanent Secretary for Development (Works)

Reference Specifications for DPDS

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System Requirements for DPDS

1. General

1.1 System Description

1.1.1 The Digital Project Delivery System (DPDS) is a web-based and workflow-enabled application providing online services aimed to enhance consultancy delivery and record management. The primary objectives of the DPDS are to:

- i. Enhance consultancy delivery – By digitalizing and streamlining workflows, ensuring precise financial oversight, and bolstering document control, the system enhances consultancy delivery;
- ii. Improve traceability and efficiency – With automated tracking, timestamping, and version control, the system offers detailed monitoring and efficient data handling; and
- iii. Provide data analytics capabilities – By compiling and analyzing data, the system supports informed decision-making for senior management through comprehensive reporting, including dashboards, reports, statistics, and visualizations of contract information.

1.1.2 The DPDS shall oversee and manage workflow processes for project management, financial management, and document management throughout the consultancy period.

1.1.3 The DPDS shall include at least three mandatory functional modules:

- i. Project Management System (PMS) Module;
- ii. Financial Management System (FMS) Module; and
- iii. Document Management System (DMS) Module.

1.1.4 The functional requirements of the DPDS and the abovementioned mandatory functional/system modules are outlined and detailed in Section 3.

1.2 System Access and Privilege

- 1.2.1 The employer/client's representative or other parties approved by the employer/client's representative shall be granted dedicated privileges of the DPDS to manage and assign access rights, authorities and functional modules, etc. to members of their project teams or additional staff(s) from their organisations.
- 1.2.2 The employer/client's representative shall have the rights and authority to suspend and revoke any granted access rights, authorities and functional modules, etc. of any parties and members with the DPDS.

1.3 System Date and Time

- 1.3.1 The DPDS shall refer to Hong Kong time and synchronize its system clock with a trusted Network Time Service/Server (e.g. Hong Kong Observatory)

1.4 Accessibility and Compatibility

- 1.4.1 The DPDS shall be fully accessible via computers, tablets and smartphones with a web browser and a secure internet connection (HTTPS), without any physical or geographical limitations. No additional software or licenses shall be required to access the DPDS.
- 1.4.2 The DPDS shall make its data accessible to third-party applications, including but not limited to Integrated Capital Works Platform (iCWP), through Application Programming Interfaces (APIs) or Web Services (e.g., RESTful) within 24 hours. Dataset transferred from DPDS to iCWP shall be standardised according to the Data Standardisation Report of DPDS as referred in paragraph 17 of the Technical Circular
- 1.4.3 The DPDS shall have dedicated database and file storages either physically or virtually to securely accommodate and store all relevant data and documents under the Contract.
- 1.4.4 The DPDS shall store all collected data and documents in their original format (including but not limited to textual and numerical) in its dedicated database and file storages.

- 1.4.5 The DPDS shall properly support, process, capture, and display data, including but not limited to user inputs, files and deliverables, containing English and Chinese characters in accordance with the Unicode Standard, and shall ensure these characters are properly displayed and captured on the forms and database fields.

1.5 Mobile Friendly User Interface

- 1.5.1 The DPDS shall adopt responsive design for its user interfaces and webpages to ensure friendly access and browsing across various smart devices, including but not limited to desktop and laptop computers, tablets and smartphones, equipping with web browser(s) and secure internet connection(s).

1.6 Data Exchange with Authorized Parties

- 1.6.1 The DPDS shall provide secure Application Programming Interfaces (APIs) along with comprehensive technical documents and supports, including but not limited to system manuals, interface specifications, software libraries, and technical advice, to any authorized parties designated by the employer/client's representative for accessing required data in the DPDS.
- 1.6.2 All of the published or committed APIs after the commissioning of the DPDS shall be preserved and maintained for backward compatibility following any system changes, updates or maintenances.
- 1.6.3 All relevant technical documents and supports, including but not limited to system manuals, interface specifications, software libraries, and technical specifications, of the APIs shall keep up-to-date immediately following any system changes, updates or maintenances. All historical changes of the relevant technical documents and supports shall be fully tracked and recorded.
- 1.6.4 The Consultant shall support and collaborate with any Government bureaux, departments or authorized agents designated by the employer/client's representative to facilitate the exchange of the DPDS data with any third-party applications upon the request of the employer/client's representative.

- 1.6.5 The Consultant is responsible for arranging uploading of the required data automatically to the dedicated server/location such as iCWP at a daily interval. The detailed requirements of the data for each module shall refer to the Data Standardisation Report for DPDS, which is a living document to be updated regularly. The latest report shall be made available on the DEVB website.

1.7 Availability and Recoverability

- 1.7.1 The DPDS shall always be accessible through an internet connection, enabling users to access the DPDS via internet browsers and perform daily operations without physical and geographical limitations.
- 1.7.2 The DPDS shall guarantee and maintain service availability and system uptime of a least 99.9% during the working hours under the Contract, after the commissioning and the nursing and tuning period of the DPDS.
- 1.7.3 The DPDS shall incorporate system redundancy and redundant infrastructure, including but not limited to hardware, software and network connection, as a measure of system failover to ensure its system stability and accessibility.
- 1.7.4 The DPDS shall undergo regular or planned maintenance to ensure its system reliability and performance. These regular and planned maintenances for the DPDS shall be performed outside the working hours under the Contract or as agreed with the employer/client's representative. A full system backup must be performed and completed before conducting any major system maintenance.
- 1.7.5 The DPDS shall have a disaster recovery plan and necessary redundant infrastructures to ensure full system availability and accessibility within 12 hours of a major disaster at the hosting site. Any data loss in the event of a system disaster shall be limited to less than 24 hours. Disaster recovery drills shall be conducted at intervals agreed upon with the employer/client's representative and according to the disaster recovery plan.

1.8 Licensing and Data Ownership

- 1.8.1 The DPDS shall be licensed under "HKSAR Government". The Consultant shall secure, obtain and maintain throughout the contract period all approvals, permits or licences, which may be required or necessary in connection with the use of

the DPDS, and bear all costs, charges and expenses, that incurred in obtaining and maintaining these approvals, permits and licences. All data in the DPDS shall become the property of the HKSAR Government.

- 1.8.2 The ownership and all intellectual property rights, including without limitation any patent, copyright, registered design or trademark, in all reports, plans, models or other particulars or things prepared by the Consultant or received by the Consultant in the course of the Contract shall be vested in and belong to the employer/client and the Consultant shall not use any such documents, particulars or things or disclose the contents thereof to any third person, in any manner outside the course of the Contract without the prior approval in writing of the employer/client.
- 1.8.3 The Consultant shall not infringe any of the said intellectual property right of any publications and shall in any event indemnify and keep indemnified the employer/client against all actions, claims, losses, damages and costs which may be sustained by the employer/client consequent upon any such infringement.

1.9 Confidentiality

- 1.9.1 The Consultant shall treat as confidential all information contained or embodied in the Deliverables and any corrected, modified or enhanced versions thereof or other things prepared or received by the Consultant in the course of this Contract and shall not disclose the whole or any part of such information to any third person without prior written consent of the employer/client.
- 1.9.2 The Consultant shall establish and maintains such security measures and procedures as are reasonably practicable to provide the safe custody of the employer/client's information and data in his possession and to prevent unauthorised access thereto or use thereof.
- 1.9.3 The Consultant shall ensure that personnel engaged in this Contract comply with these Clauses.

2. System Security and Compliance Requirements

2.1 General

- 2.1.1 The Consultant shall implement measures and conduct IT security audits to ensure the security of the DPDS in accordance with Chapter IX of the Security Regulations, Core Security Principles of the Baseline IT Security Policy promulgated by the Digital Policy Office (DPO) and the relevant parts of the derived employer/client's IT Security Policy that complies with the Security Regulations and the Baseline IT Security Policy.
- 2.1.2 The Consultant shall prepare and submit a comprehensive System Security Assurance Plan, outlining the measures and audits as specified in Clause 2.1.1 of this Annex.
- 2.1.3 The DPDS shall encrypt all data stored within the system under any circumstances, including both in transit and at rest. The DPDS shall incorporate appropriate security measures and arrangements to prevent any unauthorized access to the DPDS and its data.
- 2.1.4 The DPDS shall utilize secure connections with a minimum of 256-bit encryption for all network communications, transactions and data feeds.
- 2.1.5 The DPDS shall have adequate flexibility and compatibility to be capable of installing and operating on any contemporary and mainstream physical servers, virtual machines, Government Cloud services and public cloud services without major changes.
- 2.1.6 For the avoidance of doubt, all costs, charges, and expenses incurred during the Contract Period related to the hosting of the DPDS and any associated activities should be deemed included in the tendered total of the Prices.
- 2.1.7 In addition to Clause 1.4.1 of this Annex, the DPDS shall be mobile-friendly, allowing access and browsing across various electronic devices, including desktop and laptop computers, tablets, and smartphones, in accordance with the "Common Look and Feel Guidelines and Design Specifications".

2.2 Physical and Environmental Security

- 2.2.1 The Consultant shall design and provide adequate protection for the DPDS servers, whether they are accommodated at the Consultant's office(s), any data centre(s), or cloud-based environment(s).
- 2.2.2 For the DPDS servers accommodated at Consultant's office(s), the DPDS servers shall be protected and separated from other systems by firewall (e.g. trusted zone, DM zone, etc.) and/or Virtual Private Network (VPN). The Consultant shall ensure the hosting environment meets the requirements of data confidentiality, system integrity, system availability/accessibility, and data privacy aspect as agreed with the employer/client's representative.
- 2.2.3 For the DPDS servers accommodated in data centre(s) or cloud-based environment(s), the Consultant shall ensure that the selected hosting solution is configured, deployed and managed to meet the data confidentiality, integrity, availability and privacy aspects in compliance with globally recognised industrial security standard, e.g. TIA-942 certified Tier 3 data centre and, ISO/IEC 27001. The Consultant shall provide an up-to-date independent auditor report for achieving international recognised certification, e.g. ISO/IEC 20000 or ISO/IEC 27017 to demonstrate the cloud service provider has required capability in security and risk management.

2.3 Electronic Authentication and User Access Management

- 2.3.1 Upon new users are registered in the DPDS by authorized users (i.e. Project Management Teams of employer/client and Consultant), the DPDS shall notify the new users via their registered email, providing appropriate user credentials and login guidelines. The registered email addresses of the new users shall serve as their unique login IDs for the DPDS. Depending on the authentication method, the DPDS shall guide the new users to setup their security credentials (i.e. Passwords, Certificates, Tokens, Multi-Factor Authentication) accordingly.
- 2.3.2 Single-factor authentication (SFA) shall be adopted for relevant users approved by the employer/client's representative as Reviewers in deliverable review process within the DPDS. To enhance security and prevent users repeatedly typing and exposing their own password, the DPDS shall issue a one-time password (OTP) or time-sensitive hyperlink (TSH) as agreed upon with the

employer/client's representative during user login and authentication. This OTP or TSH shall be sent to the user's registered email and shall expire after a single use or a designated time period. The OTP shall consist of at least six-digits.

- 2.3.3 For deliverable reviews, Reviewers shall have access only to assigned deliverables and shall be allowed (a) to download and comment assigned deliverables, and (b) to invite and assign additional and relevant Reviewers to provide comments for their assigned deliverables.
- 2.3.4 For any operations beyond deliverable reviews, multi-factor authentication (MFA) shall be adopted for users to log on to the DPDS. This MFA shall require users to provide two or more authentication factors. For example, this may include a login ID with a strong password, combined with biometric authentication (i.e. facial or fingerprint recognition), and/or other authentication during offline mode as agreed with the employer/client's representative.
- 2.3.5 Except for OTP, all passwords within the DPDS must comprise a minimum of eight characters, incorporating a combination of uppercase and lowercase alphabetic characters, numerals, and special characters. New users are required to change their password upon their initial login. The DPDS shall enforce mandatory password changes for all users every three months or at a frequency determined in consultation with the employer/client's representative.
- 2.3.6 The DPDS shall allow users to securely reset their passwords and user credentials using their registered email.
- 2.3.7 The DPDS shall temporarily suspend a user account after five invalid login attempts and keep all logs. Only System Administrators and Project Management Teams of employer/client and Consultant shall be allowed to unlock and configure user accounts.
- 2.3.8 The DPDS shall allow System Administrators and Project Management Teams of employer/client and Consultant to assigned specific access rights for each application and dashboard to individual users. Different roles and access rights can be allocated to each user, tailored to their required functions within the DPDS.
- 2.3.9 The access control shall be fine-grained down to individual screen display and every function of the DPDS. In each function, access right should be defined for

the operations of viewing, updating, deleting, uploading, downloading, printing, backing up and restoring of any files, templates or database records related to the DPDS. This shall form a matrix control of access rights with respect to the roles of each user, where a user-friendly graphical user interface shall be provided to System Administrator and Project Management Teams of employer/client and Consultant for configurations.

2.3.10 The DPDS shall provide a user management portal to facilitate System Administrators and Project Management Teams of employer/client and Consultant in granting, changing, and/or revoking user access rights and assigning functional modules to users.

2.3.11 The DPDS shall provide a group management portal to facilitate System Administrators and Project Management Teams of employer/client and Consultant to assign users to different user groups, manage and assign different access rights to different users or user groups, etc.

2.3.12 The DPDS shall manage user access rights for authorized users or user groups from the employer/client's representative, the Consultant, and any relevant parties, including but not limited to subcontractors as accepted by the employer/client's representative.

2.3.13 System Administrators shall not have right to access any projects, folders or documents within the System unless such access was explicitly assigned to them.

2.3.14 System Administrators could be assigned to each organisation. They shall not perform any administrative tasks for an organisation to which they do not have assigned administrator rights.

2.3.15 System Administrators shall have the exclusive rights and responsibilities for System maintenance, including system backups, disaster recovery, and system audits.

2.4 System Backup and Recovery

2.4.1 The DPDS shall perform scheduled incremental backup on a daily, weekly and monthly interval automatically. An off-site backup of full system data, including audit trails and system logs, shall be undertaken every month or at a frequency

as agreed with the employer/client's representative to minimise the impact of system failure and any possible virus or ransomware attacks.

- 2.4.2 The Consultant shall keep at least three versions of backup of the DPDS for at least 12 months. For System hosted at the Consultant's office, the backup copies shall be stored on at least two different media types. At least one of those copies shall be kept offsite, or locations as agreed with the employer/client's representative.
- 2.4.3 The Consultant shall provide necessary infrastructure, including hardware, software, backup media, etc., to support the backup exercise.
- 2.4.4 The Consultant shall carry out system backup restoration tests during User Acceptance Testing (UAT) of the DPDS and every 12 months thereafter.
- 2.4.5 The DPDS shall download and replicate a local copy of the application data automatically to the server(s) on a daily basis if the DPDS is cloud-based Software as a Service (SaaS) application. The Consultant shall set up failover server(s) if the DPDS server(s) are hosted on-site.

2.5 Logging and Monitoring

- 2.5.1 The DPDS shall maintain and keep the audit trails and system logs for a minimum period of six months to track the activities of users using the System.
- 2.5.2 The Consultant's system administrator shall submit the log records every three months for review by the employer/client's representative to ensure system security and integrity.

3. Functional Requirements

3.1 General

- 3.1.1 The DPDS shall oversee and manage workflow processes for project management, financial management, and document management throughout the Contract.

- 3.1.2 The Consultant shall design and develop at least three mandatory functional modules along with any necessary sub-modules for the DPDS. These three mandatory functional modules include but are not limited to:
- i. Project Management System Module;
 - ii. Financial Management System Module; and
 - iii. Document Management System Module.
- 3.1.3 The Consultant shall prepare and submit a comprehensive report outlining the DPDS design of each mandatory functional module and necessary sub-module of the DPDS for acceptance by the employer/client's representative.
- 3.1.4 The Consultant shall prepare and submit a comprehensive report outlining the user interface design of the forms and/or screen display for each function of the DPDS. This report shall include the format and data fields for the forms, selection lists and checkboxes whenever possible to minimise the "free-text" entry, etc. for acceptance by the employer/client's representative.
- 3.1.5 The DPDS shall store all captured data in database in form of textural, numerical, date and time or other formats, to support direct indexing, searching, filtering and reporting purpose. The textural data stored in the database fields of the forms or records shall be in English and/or Chinese.
- 3.1.6 The DPDS shall automatically and sequentially assign a unique identifier to each form or record at the time of its creation. The DPDS shall allow the System Administrator to correct mistakenly assigned numbers and file reference numbers. The DPDS must provide a function to revert the status during the creation of folio numbers.
- 3.1.7 The DPDS shall allow users to create and store draft records using web browsers as temporary records in the backend servers of the DPDS. The DPDS shall allow user to edit temporary records before submission, review or approval.
- 3.1.8 The DPDS shall ensure that each submission and approval is timestamped with the associated issuers or approvers, and all these submissions and approvals, including the timestamp and the associated issuers or approvers, shall be kept in the database of the DPDS.

3.1.9 The DPDS shall make all capture data and workflow processes in the DPDS accessible through Application Programming Interfaces (APIs) or Web Services (e.g., RESTful).

3.2 Project Management System (PMS) Module

3.2.1 The PMS Module shall facilitate project management and execution of all the key tasks of the Contract as stipulated in the Scope. It shall record information of all the key tasks and shall be delivered through easy-to-deploy reports and dashboards. The Module shall include, but not limited to, the following functions:

- i. **Real Time Task Status** – To show the programme, progress and status of the key tasks and automatically generate status reports such as Deliverable submission and completion status, status on the gazette process, EIAO process, funding application, etc.
- ii. **Register Meetings, Innovative Design Package and Relevant Attendance Records** – To register proposals on meetings and staff who will be attending the proposed meetings, proposals on innovative design package and input the relevant attendance records for agreement.
- iii. **Online Submission Platform** – To allow the Consultant to submit Deliverables and to receive and respond to comments.
- iv. **Deliverable Management** – To track and evaluate response time from the employer/client's representative, the Consultant and others to monitor their performances.
- v. **Notification** – To provide auto-alert to the employer/client's representative and the Consultant for outstanding comments and submissions.

3.2.2 The PMS Module shall comply with the following requirements:

- i. Maintain Access Control List (ACL) on all tasks saved in the PMS Module in such a way that only authorised personnel and/or authorised role(s) could get access to and/or update the contract information; and

- ii. Data Analytics including but not limited to, Dashboard, Reports, Statistics and Visualisations to illustrate the contract information.

3.3 Financial Management System (FMS) Module

3.3.1 The FMS Module shall record key financial information of this contract including, but not limited to, payment milestones, payment status, compensation events, information as stated in the Scope, etc. The Module shall include the following functions:

- i. **Expenditure Management** – To show the expected and actual expenditure of this contract in the dashboard, including the expenditure related to attendance at meetings and innovative design package.
- ii. **Payment Management** – To show the payment status of this contract.
- iii. **Compensation event status** – To show the compensation event status of this contract.

3.3.2 The FMS Module shall comply with the following requirements:

- i. ACL on all tasks hosted/saved in the FMS Module in such a way that only authorised personnel and/or authorised role(s) could get access to financial information; and
- ii. Data Analytics including but not limited to, Dashboard, Reports, Statistics and Visualisations to illustrate the contract information.
- iii. Import function for batch updates and export function for data extraction, allowing users to verify or store the information.

3.4 Document Management System (DMS) Module

3.4.1 The DMS Module shall be implemented for pursuing effective management of electronic files / documents / reports / drawings as carried out in the contexts of DPDS. The entire suite of the document management functions shall be user-friendly, dynamic and flexible such that they shall expedite the accomplishment of efficient and effective document management processes as well as activities.

Accordingly, the document management functions shall be implemented in various aspects including, but not limited to, the following:

- i. **Document Management** – Organises, distributes, and shares files on a single, connected document management platform, ensuring all team members have access to the information they need.
- ii. **Document Control** – A structured document control process ensures the right information is in the right hands, keeping project teams in sync and on track.
- iii. **Document Traceability** – Version of and changes in the documents are tracked.

3.4.2 The DMS Module shall comply with the following requirements:

- i. Save, store, index, search and archive the electronic files / documents / reports / drawings uploaded by authorised users on an ad hoc basis;
- ii. All electronic files / documents / reports / drawings shall be traceable via version control;
- iii. **Workflow Capability** – Support process activities to facilitate documents stored in DMS Module that are passed to the next activity along with the associated data;
 - a. Maintain approval hierarchy and sequence of each Deliverable; and
 - b. For each Deliverable, alert and notifications shall reach the designated party for action (e.g. approve, reject, informed with no action needed, etc.); and
- iv. ACL on all electronic file(s) / document(s) / report(s) / drawing(s) hosted/saved in the DMS Module in such a way that only authorised personnel and/or authorised role(s) could get access.

3.5 Workflow Design and Management

- 3.5.1 The Consultant shall prepare and submit a comprehensive report outlining details of the proposed workflows, data formats, and data fields of all required records within six weeks from the Starting Date of the Contract for acceptance by the employer/client's representative.
- 3.5.2 The Consultant shall define workflows as time-based electronic processes for key tasks stipulated in the Scope, including but not limited to those related to the mandatory functional modules stated in Clause 3 of this Annex.
- 3.5.3 The DPDS shall be capable of registering and digitizing all workflows and actions, capturing the submission and approval history of records for all workflows as required under the contract.
- 3.5.4 The DPDS shall enable the creation of forms and subsequent submission, reception, approval, rejection, and response to requests via web browsers. The DPDS shall record and log every event (e.g., user assignment) and timestamp along the delivery workflow to support delivery process time analysis.
- 3.5.5 The DPDS shall be capable of issuing notifications to designated users according to the workflow assignment.
- 3.5.6 The DPDS shall provide interfaces for System Administrators to edit workflows when necessary.
- 3.5.7 The DPDS shall maintain all records and their relationships created in previous workflow processes when changes to the workflow are made. Users shall be able to retrieve all records in the DPDS according to the hierarchy and relationships created from workflow processes.
- 3.5.8 The Consultant shall prepare and submit a comprehensive report outlining the criteria and workflows for generating alert notifications via email or push notifications to designated users for overdue actions and poor performance, etc. for acceptance by the employer/client's representative.

3.6 Email Processing and Management

3.6.1 The DPDS shall possess a dedicated system email address for sending and receiving emails, facilitating the following functions:

- i. **Process Received Emails** – Integrate incoming emails directly into the DPDS for streamlined processing and response.
- ii. **Collect Comments and Attachments** – Extract and compile comments and attachments from received emails for review and action.
- iii. **Maintain Email Records** – Archive all relevant email communications to ensure a comprehensive record for auditing and reference purposes.
- iv. **Send Email Notifications** – Utilize the system email to dispatch notifications, including late reminders and acknowledgments of receipt, enhancing communication and accountability.

3.7 Deliverable Review Process Optimization

3.7.1 The DPDS shall invite and notify assigned Reviewers to engage in deliverable reviews via email. This reviewer invitation email should contain a hyperlink for Reviewers to access and download the assigned deliverable. The name and contact of a subject officer in the government should also be provided in the email for verification against phishing risk. For the avoidance of doubt, access to the deliverable through the hyperlink shall be granted only after the user has been authenticated by the DPDS. The hyperlink shall not be used for user authentication or to bypass any user authentication process. A sample of the reviewer invitation email is provided in Clause A1.1 of this Annex.

3.7.2 The DPDS shall provide user-friendly, intuitive, and interactive user interfaces / portals (i.e. dashboards, forms, or tables) for Reviewers to submit their comments on assigned deliverables to the Consultant. The user interface shall be as simple and neat as possible. For example, only three buttons of “Download”, “Comment” and “Assign” are shown on the main page of the DPDS portal as shown in Clause A1.2 of this Annex.

- 3.7.3 In addition, the DPDS shall accept comments on assigned deliverables from Reviewers submitted through email clients (e.g., Outlook, HCL Notes) by replying directly to the reviewer invitation email mentioned in Clause 3.7.1 of this Annex. For Reviewers who submit their comments on DPDS portal, the DPDS shall send an email of acknowledgment of comments with the copy of the comments captured to the Reviewer for record. A sample of the email of acknowledgement of comments is provided in Clause A1.3 of this Annex.
- 3.7.4 The DPDS shall allow Reviewers to submit comments on the assigned deliverable after the due date and continuing until a new revision of the assigned deliverable is provided by the Consultant.
- 3.7.5 The DPDS shall allow Reviewers to provide comments in form of digital files (i.e. CAD drawings, Word documents) via email attachments and directly through the DPDS portal. The system shall support upload capacities of no less than 1024 megabytes per file through the DPDS portal and shall allow a cumulative attachment size of no less than 20 megabytes per email. Furthermore, it is incumbent upon the Consultant to ensure adequate data storage on the DPDS to enable uninterrupted and efficient uploads of comment files. This obligation includes the continuous monitoring and regular evaluation of the DPDS's storage capacity to preclude service interruptions and mitigate disputes.
- 3.7.6 The DPDS shall allow Reviewers to access and read their own previously submitted comments on all deliverables assigned to them under the consultancy.
- 3.7.7 The DPDS shall allow Reviewers to selectively hide their comments from other reviewers, facilitating more focused discussions on specific topics among designated groups or individuals.
- 3.7.8 The DPDS shall provide user-friendly and intuitive user interfaces / portals (e.g. dashboard, form, or table) for Reviewers acting as Review Assignors to invite and assign additional Reviewers to collaboratively comment on their assigned deliverables. Furthermore, the DPDS shall allow the Review Assignors to include supplementary text messages, such as instructions or remarks, within the invitation emails sent to additional Reviewers.
- 3.7.9 In addition, the DPDS shall provide user-friendly, intuitive, and interactive user interfaces / portals (i.e. dashboards, forms, or tables) for the Review Assignors

or authorized coordinators to manage, consolidate, and submit comments from the additional Reviewers they have assigned. Comments from additional Reviewers shall not be revealed directly to the Consultant. Instead, their comments must be consolidated and approved by the Review Assignors or authorized coordinators before being submitted and revealed to the Consultant.

3.7.10 The DPDS shall provide user-friendly and intuitive user interfaces / portals (e.g. message boxes) for the Consultant to response comments from Reviewers to streamline the response process.

3.7.11 The key DPDS functional requirements for the deliverable review processes are outlined in the table below-

Key Items	Functional Requirements
Authentication method for Reviewers to log in to the DPDS	Single-factor authentication (SFA) – One-Time Password (OTP) via email.
Access rights for Reviewer to operate within the DPDS	(a) Access only to assigned deliverable(s); (b) Download and comment assigned deliverable(s); and (c) Invite and assign additional and relevant Reviewers to provide comments for their assigned deliverables.
Methods for Reviewer to submit comments on deliverable(s)	(a) Reply to reviewer invitation email (Refer to Clauses 3.7.1 & 3.7.3 of this Annex); and (b) Enter directly in the DPDS (e.g. through web browsers).
User interface design for Reviewers to operate within the DPDS	(a) Simple, neat, modern and intuitive design is recommended.

	(b) Only essential information should be displayed and required for input.
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3.8 Graphical User Interface and Dashboard

- 3.8.1 The Consultant shall prepare and submit a comprehensive report outlining details of the proposed dashboard for acceptance by the employer/client's representative.
- 3.8.2 The DPDS shall provide a near real-time abstract, summary, and analytics of the collected data and workflow processes through the proposed dashboard.
- 3.8.3 The DPDS shall ensure the dashboard is accessible only by authorized users or user groups with designated authority.
- 3.8.4 The DPDS shall provide dashboard pages on all input data, usage statistics of all proposed functional modules, including but not limited to submissions and approvals, meeting schedules, late submission analysis, etc., in the form of charts, graphical, and/or tabular formats. The Consultant shall propose and submit a comprehensive report outlining details on the content and presentation of the dashboard pages for acceptance by the employer/client's representative within six weeks from the Starting Date of the Contract.
- 3.8.5 The DPDS shall be capable of generating and/or visualizing near real-time statistics of the captured data/information on desktop and laptop computers.
- 3.8.6 The DPDS shall support search, filter, sort, and re-arrange functions in descending/ascending order for all displayed fields on the dashboard. By selecting the fields, users shall be capable of viewing and extracting detailed information of the selected fields.
- 3.8.7 The dashboard results shall be shown on web-browser without any additional software. All the reports shall be printable directly by the web-browser.
- 3.8.8 The dashboard results shall be downloadable in the form of PDF, tabular (e.g. XLS, CSV) or other format as agreed with the employer/client's representative without any additional software.

3.9 Search Functionality and Capabilities

- 3.9.1 The DPDS shall provide search functionality and capabilities that allow users to locate records and files by task numbers, keywords, issuance and response dates, tags, versions, users, and other pertinent data.
- 3.9.2 The DPDS shall enable and support the search of relevant and applicable records across various workflows and functional modules

3.10 Reporting, Alerts, and Notifications

- 3.10.1 The DPDS shall ensure that overdue action, including reports and alerts, are accessible only by authorized users or user groups with designated authorities.
- 3.10.2 The DPDS shall allow authorized users to generate printable reports for reports and dashboards in PDF format, enabling grouping and filtering by selected period, task, creation/submission/response date/time, users, and/or user groups without installing any additional software.
- 3.10.3 The DPDS shall allow authorized users to generate printable reports of workflow progress, such as process time, dead-locked processes, assignation tracks, etc., grouped and filtered by selected period, task, creation/submission/response date/time, users, and/or user groups without installing any additional software.
- 3.10.4 The DPDS shall support the export of records into PDF, tabular (e.g., XLS or CSV), or other formats as agreed with the employer/client's representative. The output format shall be configurable according to the Contract requirements and proposed by the Consultant for acceptance by the employer/client's representative.
- 3.10.5 The DPDS shall generate alerts and reminders via emails and/or push notifications for events including but not limited to overdue/outstanding actions, incomplete tasks, incomplete forms/records, incomplete workflow processes, poor performance, and/or other events as agreed with the employer/client's representative. The DPDS shall send alerts and reminders to the designated users by email and/or SMS as agreed with the employer/client's representative.

4. System Analysis, Design, and Delivery Requirements

4.1 General

4.1.1 For effectiveness and quality assurance, the delivery of the DPDS shall be divided into the following stages, including:

- i. Requirements, Analysis and Design Stage
- ii. Development, Testing and Acceptance Stage
- iii. Nursing and Tuning Stage
- iv. Monitoring, Operation and Maintenance Stage
- v. System Archive and Handover Stage

4.1.2 The Consultant shall manage, operate, and maintain the proper functioning and performance of the DPDS throughout the course of the Contract. For the avoidance of doubt, all the costs associated with the management, operation, and maintenance of the DPDS are deemed included in the total tendered price. Upon Completion of the Contract, or at an earlier date agreed upon with the employer/client's representative, the DPDS and the machine-readable digital data hosted in the DPDS shall be handed over to the employer/client.

4.2 Requirements, Analysis and Design Stage

4.2.1 The Consultant is responsible for identifying the requirements for the DPDS and conducting a thorough system analysis and design. This encompasses a range of services, including but not limited to:

- i. Review the existing environment and system to understand the current setup and identify areas for improvement;
- ii. Collect, coordinate, and analyse user requirements to ensure the new system meets the needs of all stakeholders;
- iii. Design the system architecture, ensuring it is robust, scalable, and meets the project's requirements;

- iv. Study, identify, and document all information and relationships related to business processes, procedures, activities, tasks, and deliverables within the Scope;
- v. Perform a detailed business process analysis with emphasis on:
 - a. **Process definition** – Identifying the activities of the process, the rules to follow and the control data used to manage a workflow when a process is being carried out or enacted;
 - b. **Process validation** – Ensuring the process definitions are accurate and feasible;
 - c. **Process animation** – Presenting the process in a graphical form to visualize the workflow; and
 - d. **Critical path analysis** – Determining the critical path and recovery path for the process to identify potential bottlenecks and optimize workflow efficiency.
- vi. Propose a list of business processes to be automated, accompanied by a process flow model. This model should include:
 - a. A computerized definition of the process, detailing how it can be created and controlled within a workflow system;
 - b. Information about activities, users, criteria for starting and stopping the process, rules that outline progress from one step to the next, and references to sub-processes;
 - c. Both textual and graphical representations of the process flow model.
- vii. Design an integrated workflow system with the following tentative requirements, to be confirmed with the employer/client's representative:
 - a. **Centralized Workflow Engine** – Supporting sequential, rule-based, role-based, and ad-hoc routing, group assignments, role definitions,

nesting of roles, groups, and procedures, deadline alerts, and case priorities.

- b. **Visual Interface** – Providing a visual interface for designing and managing processes, creating roles and groups, and defining routing rules;
- c. **Workflow Execution** – Executing workflow processes according to a graphical map;
- d. **Status Viewer** – Offering a viewer to monitor the status of workflow instances and track tasks in the processes;
- e. **Electronic Form Management** – Enhancing the system with electronic form management capabilities;
- f. **Active Process Monitoring** – Providing interfaces to monitor active processes and tasks;
- g. **Task Escalation and Deadline Tracking** – Escalating overdue tasks and tracking deadlines;
- h. **Exception Handling** – Handling exceptions such as reassignment of work or restarting processes;
- i. **Document Integration** – Allowing direct opening of typical document applications like PDF and Microsoft Office within the DPDS;
- j. **Statistics Generation** – Generating statistics for analysis and improvement, such as resource utilization of workflow processes and average time to complete processes; and
- k. **Security and Access Control** – Providing security levels, settings, and monitoring of access rights.

viii. Design the database structure and tables required for the DPDS;

- ix. Define and provide the network hierarchy and technical infrastructure necessary to support the integrated workflow system;

4.3 Development, Testing and Acceptance Stage

4.3.1 The Consultant is responsible for the development and testing of the DPDS. This encompasses a range of services, including but not limited to:

- i. Provide detailed implementation work plans outlining the steps and timelines for the project;
- ii. Build and customize the workflow processes to ensure they meet the specific needs of the project;
- iii. Install and deploy the DPDS, ensuring that appropriate security measures and access levels are set;
- iv. Demonstrate the prototype of the DPDS to the users to gather feedback and make necessary adjustments;
- v. Customize reports to align with the requirements of the users;
- vi. Setup the User Acceptance Test (UAT) environment and provide ongoing support during the UAT phase;
- vii. Provide comprehensive training for both users and administrators to ensure they are proficient in using the DPDS;
- viii. Prepare and provide detailed system documentation, including user manuals and technical guides; and
- ix. Commission the DPDS, ensuring it is fully operational and meets all specified requirements;

4.4 User Acceptance Test

4.4.1 Before commencement of the User Acceptance Test (UAT), the Consultant shall prepare and submit a UAT Plan for acceptance by the employer/client's

representative. This UAT Plan should include detailed instructions for testing all functions and facilities of the completed DPDS and provide details of all test scenarios to be executed during the UAT.

4.4.2 During the UAT, the Consultant shall conduct the UAT using its own test data to validate the DPDS's functionality. Furthermore, the Consultant shall run additional test scenarios provided by the users to ensure the DPDS meets their requirements.

4.4.3 The Consultant shall document all test cases and their results in a comprehensive system test plan and compile a report detailing the outcomes of the UAT, highlighting any issues encountered and the steps taken to resolve them

4.5 Nursing and Tuning Stage

4.5.1 The Consultant shall fine tune the DPDS. This includes, but is not limited to, the following services:

- i. Conduct 2-month system nursing and tuning after commissioning of the DPDS;
- ii. Rectify any errors found, provide detailed problems/incidents log and update documentation during system production and the 2-month nursery period;
- iii. Provide standby on-site monitoring in the agreed schedule during the initial stage of system production to ensure that the integrated workflow system is in smooth operation;

4.6 Monitoring, Operation and Maintenance Stage

4.6.1 The Consultant shall monitor, operate and maintain the proper functioning and performance of the DPDS until Completion of the Contract.

4.6.2 The Consultant shall submit monthly reports detailing system performance, availability, maintenance activities, usage statistics, etc. of the DPDS.

4.7 System Archive and Handover Stage

- 4.7.1 Upon Completion of the Contract, or at an earlier date agreed upon with the employer/client's representative, the DPDS shall be handed over to the employer/client in the form of an offline, encrypted and password-protected copy.
- 4.7.2 The DPDS databases should be exported into open-source database formats (such as SQLite) with encrypted and password-protected. It shall be handed over with the database catalogue document to describe the definition of the database fields.
- 4.7.3 All documents, images and files shall be organised in folders named with the unique identifier number. These records shall be handed over with a document register spreadsheet that lists the unique identifier, workflow modules/type of record, project number, works/tasks description, association keywords, as well as creation and completion date.
- 4.7.4 The handover copy shall be self-contained and in the form of an offline, encrypted and password-protected extractable package which can be accessed without the need of handover the physical hardware provided in the contract.
- 4.7.5 The handover copy shall provide the same features and functions as the original DPDS except the function of editing or updating of the captured information without acquiring any additional software. The offline, encrypted and password-protected copy of the DPDS shall enable the employer/client's representative to search or retrieve all the records, history of issue and acceptance of the Deliverables and other relevant records and data based on the relationship of the information as in the original DPDS and shall provide the same dashboard, searching, viewing, report generating, printing and other features and functions as the original DPDS used in the course of the Contract.

4.8 Milestone and Delivery Timeline

- 4.8.1 The Consultant shall complete the implementation of the DPDS in accordance with the below milestones and the payment should be in two stages – “DPDS – on submission” and “DPDS – on acceptance”. For the avoidance of doubt, “DPDS – on submission” should include completion of Milestone Nos. 1 to 11

while “DPDS – on acceptance” should include completion of Milestone Nos. 12 and 13.

No	Milestones	Required Completion Date (See Note 1)
1	Complete business process analysis and workflow system design and study on the current system and network architecture (Clause 4.2.1 of this Annex)	6 weeks
2	Prepare and demonstrate the system prototype (Clause 4.2.1 of this Annex)	6 weeks
3	Complete system design and develop programs (including submission of report on the system design of the proposed functional modules of the DPDS and their functions) (Clauses 4.2.1 and 3.1.3 of this Annex)	8 weeks
4	Submit a system security assurance plan (Clause 2.1.3 of this Annex)	8 weeks
5	Submit a disaster recovery plan (Clause 1.7.5 of this Annex)	8 weeks
6	Submit UAT plan (Clause 4.3.2 of this Annex)	8 weeks
7	Complete and pass the UAT (Clauses 4.3.3 and 4.3.4 of this Annex)	9 weeks

No	Milestones	Required Completion Date (See Note 1)
8	Submit system documentation comprising: <ul style="list-style-type: none"> i. General User Manual; ii. System Administrator Manual; iii. System Architecture and Design Manual; and iv. Functional and Data Specification. (Clause 5.2.1 of this Annex)	10 weeks
9	Provide manuals, documentations on any relevant API Specifications, Web Services and database / data schemas (Clause 5.2.2 of this Annex)	10 weeks
10	Complete system administrator training and user training (Clause 5.1 of this Annex)	10 weeks
11	Complete commissioning of the System (Clause 4.2.1 of this Annex)	3 months
12	Complete system nursing and tuning after commissioning of the system (Clause 4.2.1 of this Annex)	5 months
13	Submit monthly reports on the system performance, system availability, maintenance carried out, statistics on the usage, etc. (Clause 4.5.2 of this Annex)	5 th of each month after milestone no. 12 until 12 months from Starting Date

No	Milestones	Required Completion Date (See Note 1)
14	Hand over the System and all data hosted in DPDS (Clause 4.1.2 and 4.6 of this Annex)	Upon Completion of the Contract or at an earlier date as agreed with the employer/client's representative

Note:

1. Required completion date is the stated number of weeks/months after the Starting Date of the Contract for the milestone and/or submission of the draft version of the Deliverable(s).

5. Training and Documentation Requirements

5.1 User Training and Support

- 5.1.1 The Consultant shall deploy qualified trainers to provide system administrator training and user training for assigned personnel of the employer/client's representative, the Consultant and others as required by the employer/client's representative.
- 5.1.2 The system administrator training shall cover all necessary system administration and management activities, including but not limited to user management, workflow management, and system backup.
- 5.1.3 The training courses shall cover all levels or grades available, and the training schedule and materials must be submitted for approval by the employer/client's representative.
- 5.1.4 The Consultant shall provide necessary documents (e.g. user manuals and training manuals) for the trainees and the users of the DPDS.

5.2 System Documentation and Manuals

5.2.1 Within one week after the DPDS has successfully passed the UAT and before commissioning of the DPDS, the Consultant shall submit a set of system documentations for acceptance by the employer/client's representative, comprising:

- i. General User Manual;
- ii. System Administrator Manual;
- iii. System Architecture and Design Manual; and
- iv. Functional and Data Specification;

5.2.2 The Consultant shall submit for acceptance by the employer/client's representative a set of APIs specifications, Web Services manuals, and any relevant database / data schema (e.g. Entity-Relation Diagrams and Data Dictionary).

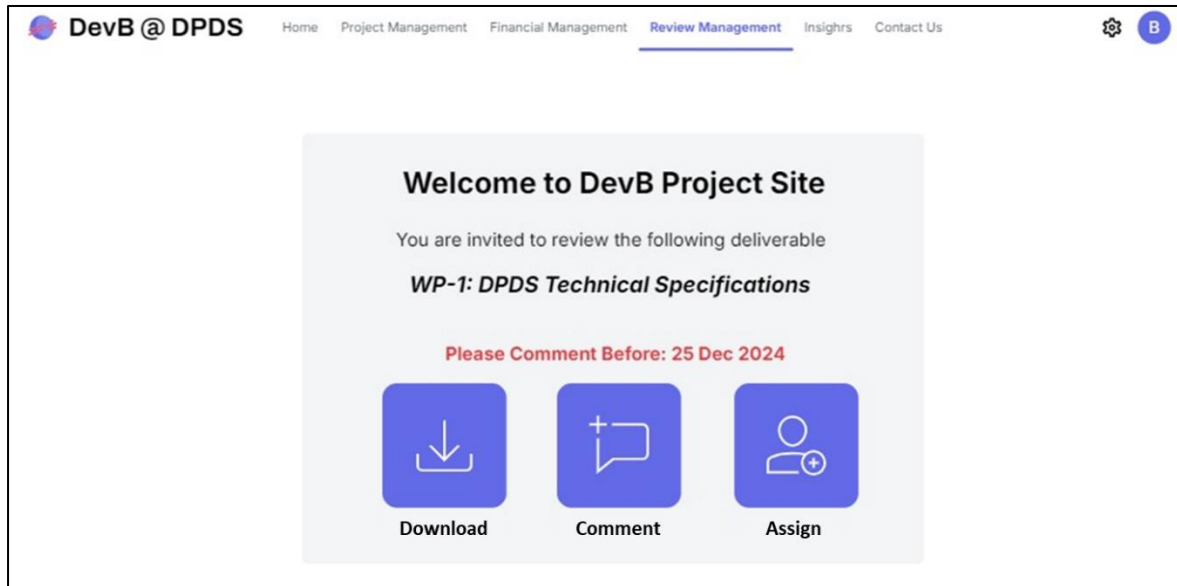
A.1 Recommended Email and Page Templates for the DPDS

The email and page templates provided in this section are samples only and are subjected to be customized to meet the specific needs of the project, as deemed necessary by the employer/client's representative.

A.1.1 Template of Invitation Email for Reviewers to Comment

From	[DPDS's Dedicated Email Address]
To	[Reviewer's Email]
Subject	Request for Review of [Deliverable Title] of [Project Name]
Message	<p><i>[This is an automatic email generated by the DPDS of [Project Name]]</i></p> <p>Dear [Reviewer's Name],</p> <p>You are invited to review the following deliverable:</p> <p>Project: [Project Name] Title: [Deliverable Title] Description: [Brief description of the deliverable] Due Date for Comments: [Specify the deadline]</p> <p>To access the deliverable, please log in to our project portal using the following link: [Portal URL]. Once logged in, you can download the document from the [specific section or folder name] section.</p> <p>You can provide your comments by (a) replying directly to this email or (b) entering your comments in the portal under the [specific section or folder name] section.</p> <p>If you encounter any issues accessing the portal or need additional information, please do not hesitate to contact us. You may also contact [subject government officer(s)] at [contact(s)] for verifying this email.</p> <p>Best regards,</p> <p>[Name of Project Team/Manager] [Contact Information of Project Team/Manager] [Company/Organization of Project Team/Manager]</p>

A.1.2 Sample Page of DPDS Portal for Reviewer



A.1.3 Template of Acknowledgement Email for Reviewers

From	[DPDS's Dedicated Email Address]
To	[Reviewer's Email]
Subject	Acknowledgment of Comments for [Deliverable Title] of [Project Name]
Message	<p><i>[This is an automatic email generated by the DPDS of [Project Name]]</i></p> <p>Dear [Reviewer's Name],</p> <p>I write to confirm that your comments on the following deliverable are received:</p> <p>Project: [Project Name] Title: [Deliverable Title] Description: [Brief description of the deliverable] Access link: [Portal URL] Comments provided: [Copy of comments provided]</p> <p>If you encounter any issues accessing the portal or need additional information, please do not hesitate to contact us. You may also contact [subject government officer(s)] at [contact(s)] for verifying this email.</p> <p>Best regards,</p> <p>[Name of Project Team/Manager] [Contact Information of Project Team/Manager] [Company/Organization of Project Team/Manager]</p>