

BH-L1033: CITIZEN SECURITY AND JUSTICE PROGRAMME (CSJP)

TERMS OF REFERENCE

CONSULTANCY:

Digitization and Migration for Court Modernization

1. Background

The Ministry of Finance of The Commonwealth of The Bahamas has received from the Inter-American Development Bank (IADB) (Loan BH-L1033), to implement a Citizen Security and Justice Programme. The overall objectives of this program are to: (i) improve behaviours for non-violent conflict resolution in New Providence; (ii) increase employability and employment of the at-risk youth population in New Providence; (iii) strengthen institutional capabilities of justice services; and (iv) reduce the recidivism rate among persons within the juvenile system. In order to reach the third of the loan's objectives, the Ministry of National Security intends to apply part of the proceeds of this Loan to contract a Consulting Firm for the Digitization and Migration for Court Modernization.

1.1. Context:

Currently, the work of the judiciary is almost completely paper-based. Data is entered into a word processing program (i.e. MS Word) and then printed to be used for a court case and to be filed.

Further, under the current filing system, physical documents and filing cabinets full of paper line the hallways of the Magistrate court. This court is where a vast majority of cases originate and where all criminal cases have their start. Converting paper into digital format should begin at the Magistrates court. This is a key component to the success of court modernization is the elimination of paper through the digitalization of current physical files and transforming all incoming correspondence into digital format, for use in the Integrated Case Management System (ICMS).

The use of paper will need to be cut off at the door, through the establishment of a Digitization Unit at the court registry, which will scan all inbound mail and paper-based documents. Many documents to be filed are still in paper-format and need to be transformed into digital format.

Strategies must be developed to ensure that courts embrace opportunities and minimize new risks not present in the paper-based world and are unique to the digital environment.

Digitization is an important step toward a paperless court. The process must be based on clear policy goals and followed by well-developed procedures. Once documents are digitized/scanned the court will need to begin examining its Court rules, practice directives and policies surrounding management of court information need to focus increasingly on information rather than documents.

To accomplish the task of digitization/scanning of court documents and dockets, it is important to establish guidelines. Drivers for digitization include the increased need for transparency and accessibility to information, the desire for enhanced mobility and the preservation of data. Other drivers for digitization include the recent modernization efforts of the Chief Justice to support a paperless court.

1.2. Benefits of Digitizing/Scanning:

- i. Productivity improvement due to enhanced access to case dockets records/documents;
- ii. Reduction in the time and effort required to search for documents and records needed for a variety of data analysis;
- iii. Decrease in the number of filing errors and the volume of duplicate content;
- iv. Easier data sharing among information systems across the enterprise;
- v. The system will improve information management and document handling across the organization with easy access, data archive and retrieve with ease;

2. Objective(s) of the Assignment:

The main objective of this consultancy is to modernize the court through the digitization and migration of court documents and dockets, which will subsequently result in the reduction in and better management of the overall volume of hard-copy (paper) information.

More specific objectives are to:

- i. Digitize/scan hard copy court documents, along with necessary metadata according to agreed categories and standards;
- ii. Adherence to scanning and migration standards and protocols;
- iii. Indexing of documents during capture process;
- iv. Migration of existing electronic files into the Case Management System (CMS);
- v. Cataloging and categorizing of all scanned documents for metadata indexing.

3. Specific tasks to be performed by the Firm:

Under the overall supervision of the Ministry of National Security's Citizen Security and Justice Programme, the Firm will answer to the Project Manager and work with an assigned Coordinator to digitize and migrate court documents and dockets. This will also be done through the collaborative process with the Supreme Court, and other dedicated contact staff.

The firm will provision services for:

- i. Digitization of hard copy court documents and dockets
- ii. Accurate assessment of volumes to be scanned;
- iii. Migration of existing electronic documents into the CMS;
- iv. Cataloging and categorizing of scanned files for metadata indexing;
- v. Proper hard copy document handling;
- vi. Documented digitization process;
- vii. Assure proper monitoring and review;
- viii. Quality Assurance and Quality Control (QA & QC), on a periodic basis, to prevent data loss, and foster accountability while performing scanning;
- ix. Establishment of a task force to deal with damaged or fragile files, to repair and protect them from further damage;
- x. Data exportation from data sources;
- xi. Provision of all equipment necessary for the digitization of hard copy documents, and of some for the migration process;
- xii. Perform Knowledge Transfer to the Court Staff, during digitizing and migration process;
- xiii. Documented strategy for managing the project.

4. FUNCTIONAL REQUIREMENTS

REQUIREMENT	
Digitization (Scanning) Preparation & Grooming	
DPG01	Firm should conduct assessment of hard copy documents, through site visits, interviews, and by utilizing other information gather techniques;
DPG02	Firm should provide a work plan for the detailing all aspects involved with the scanning;
DPG03	Firm should meet scanning target, as prescribed by the courts
DPG04	Firm should work along with the dedicated courts staff during the life of the scanning process;
DPG05	The firm should provide and setup all of the equipment such as scanners, computers, etc. that will be used for the duration of this project, in the location provided by the courts;
DPG06	The firm along with the court staff shall retrieve the hardcopy documents to prepare for scanning;
DPG07	The firm should remove staples, wires, clips, and other objects that may affect the scanning process;
DPG08	Should arrange the documents to be scanned in correct order based on the specifications that will be agreed;
DPG09	Should ensure that delicate or fragile media other documents can be safely and accurately scanned without problems.
Scanning Process - Capture	
SPC01	Should be able to handle variety of different paper weight and types;
SPC02	Scanned documents must be at a minimum of 300 dpi for images and a minimum of 200 dpi for text;
SPC03	Should be able to scan documents into various formats such as .pdf, .jpeg, .gif, .tiff, etc...;
SPC04	All documents should be content indexed during the digitization/capture process;
SPC05	Content indexing should be accomplished using an Enterprise Capture software;

SPC06	Should have quality-enhancing production software, or alternatively, an Image Quality Checks feature;
SPC07	Should be able to produce high quality scans at high speed;
SPC08	Should be able to scan high-volume, large batch jobs, with a minimum throughput of 1,000 page/hour;
SPC09	Must have the ability to scan single page or multiple pages at a time;
SPC10	Scanner should be networkable;
SPC11	Scanner must have Optical/Intelligent Character Recognition (OCR, ICR) capability;
SPC12	Scanner must be ISS and Twain-driver compatible;
SPC13	Scanner should have duplexing (2-side scanning) capability;
SPC14	Scanner must have color, gray-scale and monochrome capability;
SPC15	Scanned document must be saved electronically in the prescribed format as by agreed standards.
Quality Assurance and Quality Control (QA & QC)	
QAC01	The firm should have a dedicated team for QA (during capture) & QC (after capture) of scanning process.
QAC02	Images must be aligned properly within the image environment.
QAC03	Images/content must not be skewed or distorted more than +/-3 degrees. (Skew Standard setting should be applied to the quality-enhancing production software, or alternatively, the Image Quality Checks feature);
QAC04	Paper skew tolerances must fall within the range of less than +/-0.1%. (Skew Standard setting should be applied to the quality-enhancing production software, or alternatively, the Image Quality Checks feature);
QAC05	Speckling tolerance should be five percent (5%) or less. (Speckling Standard setting should be applied to the quality-enhancing production software, or alternatively, the Image Quality Checks feature);
QAC06	Substandard images shall be re-scanned, double feeds shall be corrected and unnecessary images shall be deleted. Indices shall be checked against the scanned images.
Cataloguing and Categorizing (Metadata Indexing)	
CCM01	Should be able to associate metadata with scanned file;

CCM02	Should be able to catalogue scanned files, to allow for proper searching/retrieval of digitized files;
CCM03	Should allow digitized documents to be catalogued using the Information Standard, Enterprise Information Management (EIM), the Minimum Metadata Standard, or, using other appropriate metadata standards.
Return of Hard Copy Document	
RHD01	The Firm shall be responsible for the return of documents to its location with the assistance of the designated court staff.
Migration of Digital Files	
MDF01	Firm should conduct assessment of data sources for migration, as well as the data and system architecture, through site visits, interviews, system analysis, and by utilizing other information gather techniques;
MDF02	Firm should provide a work plan for the detailing all aspects involved with the migration process;
MDF03	Firm should work along with the dedicated courts staff during the life of the migration process;
MDF04	The firm should provide and setup all of the computers, etc. that will be used during the migration process. (Network setup assistance will provided by the courts);
MDF05	The firm will be assisted by the court staff for access to data sources;
MDF06	The firm should move the data from the various data sources (to be provided by the courts) into a central data store, the CMS;
MDF07	The firm should ensure scripts will be compiled and executed;
MDF08	The firm shall to do basic data cleaning via SQL algorithms;
MDF09	The firm must include a staging area for data cleaning, validation, and other quality checks to be done;
MDF10	The firm must migrate clean, validated and approved data into the CMS environment;
MDF11	The firm must ensure knowledge transfer of full migration process to court staff.

5. NON-FUNCTIONAL REQUIREMENTS

5.1. Service Level Requirements

Requirement

Security

The firm should agree to hold the Propriety Information in strict confidence;

The firm should agree not to reproduce, transcribe, or disclosure the Proprietary Information to third parties without prior written approval of the courts;

All project staff of firm shall be required to sign a non-disclosure agreement;

The firm shall document detailed procedures/techniques in identifying system security risks and breach and how such shall be handled;

In the case of digitizing/scanning process, the firm should implement a security model and mechanisms which provide identification and authentication of users;

In the case of digitizing/scanning process, the firm should implement a security model and mechanisms which provide prevention of unauthorized access to resources and the use of a resource in an authorized manner;

The firm should implement a security model and mechanisms which provide protection of the confidentiality and integrity of information throughout its entire lifecycle;

The firm should implement a security model and mechanisms which provide encryption of information during transmission over unsecured communication channels;

The firm will need to consult the Supreme Court management on the most appropriate cyber security framework (e.g.: NIST Cybersecurity Framework Vs. ISO 27002 Vs. NIST 800-53).

Requirement**Reliability**

The firm should ensure that any set of inputs should consistently produce the same correct results under different system operating conditions and loads.

Requirement**Availability**

In the case of data migration, the firm must provide for replication and backup activities for staging environment.

Requirement**Configurability**

The behavior of the solution should be controlled through configuration.

Changes to configuration should not require the modification of source code or redeployment of any packages or compiled objects.

Database tables should be used to store the configuration that controls the solution behavior. This configuration should be loaded automatically at runtime.

Requirement**Configuration Management**

All of the source (i.e. software program codes, database object codes, configuration files, operating system scripts, and system documents) for the solution must be maintained under version control software.

Requirement	
Technical Standard	
Domain	Standard
Network Level Protocol	TCP/IP
Transport Protocol	HTTP and HTTPS
Structured Documents and Messages	Extensible Markup Language (XML) and XML based Standards
Directory and Discovery	Universal Directory, Discovery and Integration (UDDI)
Web Services Definition	Web Services Definition Language (WSDL)
Workflow	Web Services Workflow Language (BEPL)
Remote Object Access and Activation	Simple Object Access Protocol (SOAP)
Programming Model	<p>Specific J2EE Technologies:</p> <ul style="list-style-type: none"> • Java Portlets • Java Server Pages (JSP) • Servlets as controllers in an MVC architecture • Java Naming and Directory Interface (JNDI) for directory access • Enterprise Java Beans (EJB) components (These should be used judiciously and not be used in high-volume situations) • Java Database Connectivity (JDBC) for database access • Java Message Service (JMS) for messaging • HyperText Markup Language (HTML). <p>Cascading Style Sheets (CSS) for appearance and formatting.</p>

Requirement		
Technical Standard (On Premise Data Center)		
Functionality	Product	Ver.
Application Server	WebSphere Application Server or Compatible Java EE Server	7.0
Database	DB2	9.7
	SQL Server	2008
Directory Service (intranet users)	Lotus Domino LDAP	8.5.2
Operating System	AIX	6.2
	Windows Server	2008
	Linux	Kernel 2.6
	IBM System i	V7R1
Software Configuration Management	Rational Team Concert	7.0

Requirement	
Technical Standard (Off Premise Data Center) - gCloud	
Functionality	Product
Application Server	<p>All major application servers (currently supported by vendor) are available upon request (x86):</p> <p>Java-based (RedHat JBoss, Oracle J2EE, ASF Tomcat, Oracle WebLogic, IBM WebSphere Application Server, RedHat WildFly)</p> <p>Javascript-based (Node.js, Wakanda, Phusion, and more)</p> <p>Microsoft-based (IIS-Internet Information Services, Windows Server AppFabric, .NET Framework)</p> <p>Python-based (mod_python, Zope, etc)</p> <p>Perl-based (Catalyst, Plack, mod_perl, etc)</p> <p>PHP-based (Zend Server, PHP-FPM, etc)</p> <p>Ruby-based (Phusion Passenger, Iodine, etc)</p>
Database	<p>All major releases of <i>Relational</i> and <i>NoSQL</i> databases (currently supported by vendor) are available upon request (x86):</p>
Structured Documents and Messages	<p>Relational: Apache Derby, IBM DB2, MariaDB, Microsoft SQL Server, MySQL, Oracle, PostgreSQL, SQLite, SAP HANA (taken from https://en.wikipedia.org/wiki/Relational_database_management_system)</p> <p>NoSQL (classified below by data model), taken from https://en.wikipedia.org/wiki/NoSQL#Types_and_examples_of_NoSQL_databases</p> <ul style="list-style-type: none"> • Column: Accumulo, Cassandra, Druid, HBase, Vertica. • Document: Apache CouchDB, ArangoDB, BaseX, Clusterpoint, Couchbase, Cosmos DB, IBM Domino, MarkLogic, MongoDB, OrientDB, Qizx, RethinkDB • Key-value: Aerospike, Apache Ignite, ArangoDB, Berkeley DB, Couchbase, Dynamo, FairCom c-treeACE, FoundationDB, InfinityDB, MemcacheDB, MUMPS, Oracle NoSQL Database, OrientDB, Redis, Riak, SciDB, SDBM/Flat File dbm, ZooKeeper • Graph: AllegroGraph, ArangoDB, InfiniteGraph, Apache Giraph, MarkLogic, Neo4J, OrientDB, Virtuoso
Directory Service (intranet users)	<p>Deployed in production (current): Microsoft Active Directory 2012 R2, Domino</p> <p>Available upon request: Apache Directory, OpenLDAP, Red Hat Directory Services, Oracle Directory Server Enterprise Edition</p>
Operating System	<p>212 supported operating systems available upon request, including all variants of Windows/ Linux. Details in attached list (downloaded for ESXi 6.5 U2 from https://www.vmware.com/resources/compatibility/search.php?deviceCategory=software&details=1&releases=408&productNames=15&page=1&display_interval=10&sortColumn=Partner&sortOrder=Asc&testConfig=16)</p>
Software Configuration Management	<p>Available upon request: VMware vRealize Configuration Manager, Chef, Puppet, Ansible Tower, Microsoft System Center Configuration Manager (formerly Systems Management Server).</p>

Requirement**Human Factors**

The firm should ensure that the scanning and migration processes are easy to learn and should allow users to efficiently complete tasks once they have learned the process of scanning and migration.

The scanning and migration software should be designed to limit the quantity and severity of user errors and should provide the user with clear error messages and instructions on error recovery.

Requirement**Language and Localization**

The language for the all software is English and the solution should be adapted to the locale of The Bahamas.

Requirement**Audit Trail**

The audit trail should include user activities, access to data, login attempts, administrator activities, or automated system activities.

Audit records will contain elements which include:

- What the event was
- What user, system or application launched the event (this information should include IP address and device type)
- The date and time the event occurred

Requirement**Data Retention**

The Supreme Court will draft a data retention policy in line with National Legislation and International requirements to ensure that captured data is properly stored and disposed.

Requirement**Knowledge Transfer (Training) Requirements**

The firm, along with the courts shall ensure that designated users are adequately trained in the digitization/scanning process as well as migration process;

The users must be able to understand the purpose and the proper use of each of the above;

They must also be able to understand and interpret error messages and instructions displayed / popped up on the screen;

The firm shall provide a description of their knowledge transfer approach.

Requirement

Documents and Manuals

The firm shall be responsible for developing manuals listed, but not limited to the below:
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- | |
|---|
| <ul style="list-style-type: none">• Administration, configuration, and operational guides• User Manuals• Configuration Document |
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Requirement

Maintenance, Support and Warranty Requirements

The firm should provide the courts with three (3) months warranty coverage, from the date of final acceptance, by the courts.

6. The Firm will answer to the Project Manager and work with an assigned Coordinator to:

6.1. Analysis:

- i) Conduct a comprehensive analysis of the functional and non-functional requirements of Supreme Court;
- ii) Use data from the "Preparation of a Roadmap for the Design and Implementation of an Integrated Justice Information System for Case Management (IJIS)" document on current practices/protocols/approaches, as well as country context, and other country specific issues related to the deliverables;
- iii) Determine further requirements, using data system analysis, site visits, surveys, interviews, observations, tests, etc...);
- iv) Create a Work Plan for the digitization process as well as the migration process aligned with all requirements, and specifying how requirements will be satisfied.

6.2. Digitization (Scanning):

- i) Setup and install all necessary equipment needed for the scanning process;
- ii) Include as part of the team, staff from the courts for knowledge transfer;
- iii) Follow best practices, standards and protocols when scanning the hard copies, and align them with the requirements;
- iv) Meet relevant set targets, as prescribed by the courts;
- v) Ensure proper retrieval and handling of documents are performed;
- vi) Perform scan indexing at capture stage to allow for metadata search and retrieval;
- vii) Perform Quality Assurance during scanning process, and conduct Quality Control after the scanning process;
- viii) Perform cataloging of scanned files using appropriate standards and protocols;
- ix) Break down equipment, and assist with document return;
- x) Prepare and submit reports on work progress on a regular basis;
- xi) Prepare final report of the scanning process.

6.3. Migration of Existing Electronic Data

- i) Setup and install all necessary equipment, and connectivity needed for the migration process;
- ii) Include as part of the team, staff from the courts for knowledge transfer;
- iii) Obtain all data from data sources (with the assistance of the courts), to be migrated;

- iv) Create a staging area for migrated data;
- v) Perform minor data cleaning;
- vi) Migrate the data from the data sources into the staging area, in accordance with best practices and standards;
- vii) Perform any quality checks, data validation, etc... in the staging area;
- viii) Perform final migration from the staging environment, into the Case Management System;
- ix) Prepare final report of the migration process.
- x) Provide any implementation support and maintenance, if applicable.

7. Qualifications/expertise sought (required educational background, years of relevant work experience, other special skills or knowledge required):

Team Composition & Qualification Requirements for the Key Experts

7.1. Consulting firm Overarching Qualifications and Experience:

- 7.1.1.** At least ten (10) years professional experience with demonstrated competence in Digitization, and in Migration of data and/or systems within large organizations that includes and is not limited to Public Sector organizations, in particularly working with the Judicial System. Such demonstrated competence and proven success record will include and is not limited to providing advice and recommendation on System hardware and software, and all relevant protocols/standards;
- 7.1.2.** A minimum of three (3) professional references who will verify the firm and product's competence and, professionalism, based on previous contractual relationships;
- 7.1.3.** Demonstrated knowledge and skill in Digitization and Migration Projects requiring experience working with a wide range of interagency stakeholders and Focal Point team members representing requisite Ministries, Departments and Agencies;
- 7.1.4.** Experience in working with large, diverse organizations, the Public Sector and small island nations are strong assets.

7.2. The Consulting firm should have expertise in the following:

- 7.2.1.** Strong ability to work with modeling, creating systems and processes that include data migration and organization in accordance with the needs and requirements of multiple stakeholder groups;
- 7.2.2.** Strong IT skills and technical competence in using standard PC applications including Access database, and Excel, etc...;
- 7.2.3.** Excellent skill in use and maintenance of the scanning hardware and software;
- 7.2.4.** Strong skills in data and systems analysis is also necessary;
- 7.2.5.** Understanding and working experience with Court Administration, Legal Documents, Lawyers, Court Personnel, Judges and Magistrates;
- 7.2.6.** Excellent in IT Infrastructure and Cloud Technologies;
- 7.2.7.** Skills in Computer database maintenance;
- 7.2.8.** Assessing technology hardware and software needs as well as present and future state requirements;

- 7.2.9. Strong skills in document preparation, scanning of records, use of naming conventions and metadata, quality control, and use of the trusted repository, including how to save or upload digitized records to the repository;
- 7.2.10. Strong skills in validating requirements in conjunction with stakeholders;
- 7.2.11. Knowledge of Data protection and security protocols;
- 7.2.12. Validating intermediate and final deliverables of the scanning and migration life cycle;
- 7.2.13. Extensive knowledge of project management standards, processes, procedures and guidelines;
- 7.2.14. Strong problem solving skills.

7.3. Team Composition should have the following expertise and skillset:

- 7.3.1. **Team Leader:** at least a Master's Degree in Law or Computer Science, or in related field from an accredited educational institution and at least 5 years' experience managing teams tasked with digitization and migration of data and/or systems, or similar solution. Project Management skills and experience would be an asset. High-level experience in methodologies and processes for managing large scale databases is essential. Excellent verbal and written communication skills is a must;
- 7.3.2. **Data/Systems Analyst:** at least Bachelor's Degree in Computer Science, or in related field from an accredited educational institution and at least 3 years' work experience as a data analyst or in related field. Ability to analyze existing tools and databases and provide solution recommendations is necessary. High-level verbal and written communication skills is a must;
- 7.3.3. **Subject Matter Experts:** at least a Law Degree, or in related field from an accredited educational institution and at least 3 years' work experience with Court Administration, Legal Documents, Lawyers, Court Personnel, Judges and Magistrates. High-level verbal and written communication skills is a must;
- 7.3.4. **QA & QC Specialist:** at least a Bachelor's degree level or equivalent in Computer Science from an accredited educational institution and at least 3 years' experience in QA & QC, while digitizing and migrating data and/or systems, or similar solutions, with demonstrated knowledge and skill in system analysis. Excellent verbal and written communication skills is an asset;
- 7.3.5. **Scanning Specialist:** at least an Associate's degree from an accredited educational institution, in Computer Science, or related field, with a minimum of 2 years prior experience in computer applications, and also in scanning Life Cycle with associated hardware and software;

7.4. Deliverables:

- i) Create a Work Plan and corresponding timeline will be submitted within the first four (4) weeks of the consultancy;
- ii) Produce a final report on the Scanning Process as well as the Migration Process;
- iii) Complete Digitization/Scanning of all hard copies of court documents;
- iv) Produce weekly Progress Status Reports;

- v) Create Systems Manuals/Operational Guides;
- vi) Complete migration of all existing data from data sources, into the Case Management System.

8. Payment Schedule:

This assignment should be completed during the period of **12 months**

- i) 20% on submission and acceptance of Work Plan and corresponding timeline;
- ii) 30% on submission and acceptance of Digitization of all hard copies of court documents and dockets;
- iii) 30% on submission and acceptance of Migration of all existing electronic court documents and dockets into the CMS;
- iv) 10% on submission and acceptance of Final Report on the Scanning and Migration Process;
- v) 5% on submission and acceptance of Progress Weekly Status Reports;
- vi) 5% on submission and acceptance of Systems Manuals/Operational Guides.

9. Performance Evaluation:

- Practical knowledge of and experience in the field
- Ability to adapt knowledge and experience to assigned tasks
- Initiative
- Productivity
- Ability to work with others
- Adherence to TOR and executing agency's working regulations
- Quality of work completed

10. Citizen Security & Justice Programme Recourse:

The Citizen Security and Justice Programme reserves the right to withhold all, or a portion of payment if performance is unsatisfactory, if work outputs are incomplete, not delivered, or for failure to meet deadlines.

11. Documents to be included when responding to the Expression of Interest:

Interested candidates shall submit the following documents/information to demonstrate their qualifications:

- i) Letter of interest (dated and signed), along with brochures, website URL, descriptions of similar assignment, experience in similar conditions, availability of appropriate skills among staff, etc.
- ii) Completed CVs updated on behalf of all team members
- iii) Include biographies and **relevant** experience of **key** staff and management personnel. List the **key** personnel who will work on this project along with their qualifications, relevant experience, as well as their specific role and responsibility

for this project. Affirm that no employees working on the engagement have ever been convicted of a criminal offence either inside or outside the Commonwealth of The Bahamas.

- iv) The nature of this project and solution is deemed a matter of national security and for due diligence, the following is required of the principles and partners of the company:
 - a. Copy of valid passport
 - b. Police Character Reference
 - c. Proper address (local and abroad)
 - d. (All of the above copies should be apostille)

12. Obligations of Citizen Security and Justice Programme, Project Implementation Unit:

The Citizen Security and Justice Programmes, Project Implementation Unit agrees to:

- i) Review and provide feedback on consultancy deliverables;
- ii) Provide the Firm with all necessary logistical support to ensure that the Firm undertakes the consultancy with reasonable efficiency;
- iii) Meet all the agreed cost related to the consultancy;
- iv) Provide relevant documents and make all necessary contacts that may be needed, and;
- v) Guide the consultancy as needed and necessary.

13. Intellectual Property Rights:

The Bahamas Government shall hold all property rights, such as copyright, patents and registered trademarks, on matters directly related to, or derived from, the work carried out through this contract. The Firm shall avoid copyright violations on all work related to this contract.

ANNEX 1

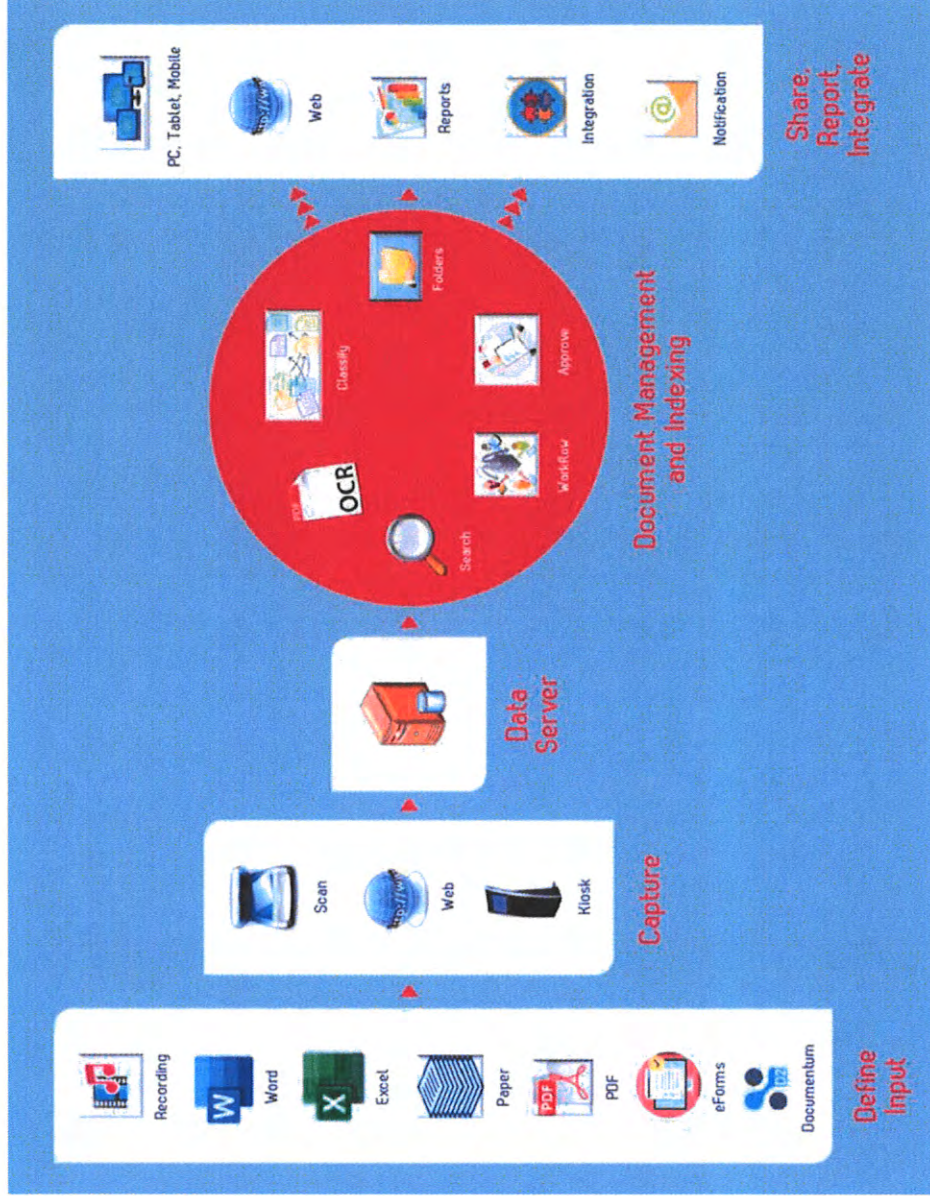


*Digitization
Unit Design*

Incoming
Data to ICMS

Document
flow process

Outgoing



DIGITIZATION UNIT DESIGN