



Broadcast Control System (BCS)

NRK 2023-1264

SSA-T Appendix 6 – Administrative Provisions

[Contractor name]

[Contractor logo]

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Table of Contents

1	INTRODUCTION	3
2	THE REPRESENTATIVES OF THE PARTIES (CLAUSE 1.4)	3
3	GOVERNANCE AND ENGAGEMENT MODEL	3
3.1	RESPONSIBILITY ASSIGNMENT MATRIX (RACI)	4
4	ADMINISTRATIVE REQUIREMENTS	8
4.1	QUALITY MANAGEMENT	8
4.2	CHANGE MANAGEMENT	8
4.3	RISK MANAGEMENT	9
5	PROJECT ORGANISATION (CLAUSE 2.1.2)	10
6	PROJECT DOCUMENTATION (CLAUSE 2.1.3)	10
7	AUDITS (CLAUSE 2.3.5)	10
8	TRAINING (CLAUSE 2.3.7)	10
9	CHANGE ESTIMATE (CLAUSE 3.2)	11
10	REQUIREMENTS AS TO THE RESOURCES AND EXPERTISE OF THE CONTRACTOR (CLAUSE 5.2) 11	
11	USE OF SUBCONTRACTORS (CLAUSE 5.3)	11
12	COOPERATION WITH THIRD PARTIES (CLAUSE 5.4)	12
13	WAGES AND WORKING CONDITIONS (CLAUSE 5.5)	12
14	USE OF A THIRD PARTY BY THE CUSTOMER (CLAUSE 6.2)	12
15	MEETINGS (CLAUSE 7.1)	12
16	FORM OF COMMUNICATION - IN WRITING (CLAUSE 7.4)	13
17	PERSONAL DATA (CLAUSE 9.3)	13
18	INDEPENDENT EXPERT (CLAUSE 16.3)	13

1 INTRODUCTION

This Appendix is used to list all of the routines for the contractual relationship and cooperation between the parties.

The Contractor should respond to the requirements at the bottom of each section. If some of the requirements cannot be met, explain why and alternative solution(s).

Text inserted by the Contractor should be marked in blue font.

Note: the remaining descriptions of this Appendix will be clarified during the negotiation phase.

2 THE REPRESENTATIVES OF THE PARTIES (CLAUSE 1.4)

Authorised representatives of the parties:

NRK representatives

Representative name	Position	Role
		Project owner: the representative who is authorised to act on behalf of the party in matters relating to this Agreement
		Contact person for technical matters
		Contact person for contractual matters
		[Other, if relevant]

[NRK information to be filled in upon the conclusion of the Agreement]

Contractor/BCS supplier representatives

Representative name	Position	Role
[Name]	[Position]	The representative who is authorised to act on behalf of the party in matters relating to this Agreement
[Name]	[Position]	Contact person for technical matters
[Name]	[Position]	Contact person for contractual matters
[Name]	[Position]	[Other, if relevant]

Changes of authorised representatives of the Contractor shall be notified one month in advance in writing. The Contractor should ensure transfer of knowledge and competence.

3 GOVERNANCE AND ENGAGEMENT MODEL

This section describes the governance and engagement model expected between NRK, Contractor (BCS supplier), and potential other third parties (e.g., System Integrator).

The Contractor, as BCS supplier, shall primarily be responsible for ensuring that the BCS product feature sets are available as per the Agreement or are developed to an agreed roadmap. The BCS supplier's obligations during the implementation phase is described below.

- 1) NRK acknowledges that delivering BCS and implementing them is the primary business for the Contractor, while for NRK, implementing such systems is an occasional endeavour that although critical, is nevertheless not the NRK's technology department's primary value proposition to NRK. Thus, NRK expects to benefit from the BCS supplier's specialization, scale, proven industrialized methodology and deep competence pool for IT and product implementations. Consequently, the Contractor will have a leading role in its product design, development, implementation, and testing - alongside NRK's selected System Integrator (SI).
- 2) The Contractor shall mobilize knowledgeable, experienced, and relevant resources as required throughout the lifecycle of the BCS project.
- 3) The Contractor shall ensure that NRK is informed with respect to different stages of the product implementation as per this Agreement and governance regime.
- 4) The Contractor along with NRK and NRK's selected SI shall design, plan, organize, manage, resource, execute, document, and report all aspects of the implementation phase as per this Agreement.
- 5) The Contractor shall sign underpinning contracts or Operation Level Agreement (OLA) with other vendors (SI's subcontractors or NRK's other vendors) whose products or services shall be integrated to the BCS solution.
- 6) NRK has incumbent vendors apart from the selected System Integrator. The Contractor shall take proactive actions to identify, describe and plan required activities with the SI, incumbent vendors via SI, so that all such obligations are fully considered by the SI and NRK's incumbent vendors.
- 7) The Contractor shall:
 - a) be sole responsible for core product development
 - b) apply modern software development practice as defined in this Agreement
 - c) implement effective governance for the implementation phase and operations phase
 - d) collaborate with NRK and NRK's selected SI to co-develop detailed RACI, detailed agenda for meeting forums, report progress of product feature development, ensure availability of NRK's project resources, and share visibility of BCS product roadmap
 - e) commit to developing NRK's requested feature set within agreed timescales
 - f) identify any major upgrades and likely service impact
 - g) commit to NRK's engagement and collaboration model for the implementation phase
 - h) Implement effective governance to prepare for operations post go-live including all strategic, tactical, operational, and commercial governance
 - i) provide adequate and timely training to NRK and NRK's vendors in all relevant areas for end users and service recipients to receive and fully use services during the regular operations

The System Integrator (SI) role which can be performed by NRK or a selected third party shall be responsible for;

- 1) Planning the platform implementation which will incorporate planning of product deployment with the BCS supplier
- 2) Designing the detailed plan for platform implementation of which BCS will be a core component
- 3) Procuring and staging other relevant products for the implementation of the BCS
- 4) Building the platform by providing support in product deployment, configuration, integration, unit testing, etc. of the platform
- 5) Testing the platform by organising and set up testing for integrations, regression, and ensure acceptance testing, etc.
- 6) Fixing bugs during the test of the platform
- 7) Migrating the platform

3.1 Responsibility assignment matrix (RACI)

NRK will have multiple roles, such as MPP program owner, NRK product team and as end-user. These NRK roles along with SI and BCS supplier's role is illustrated below in an initial RACI

matrix which will have to be finalised and detailed during the planning/design phase of the implementation project.

Table 1 - RACI definition

RACI	Description
R = Responsible	<ul style="list-style-type: none"> Those who work to complete the specific task Often collaborates with “consulted” party to complete work There can be multiple stakeholders or individuals working on a task
A = Accountable	<ul style="list-style-type: none"> The “owner” or ultimate authority who approves all work and is the recipient of any consequences There must be one and only one individual identified as accountable for each task Ensures that all stakeholders are appropriately involved based on their role Group roles should not be assigned to an “A” In some cases, the “accountable” can also be the “responsible” role of a specific task and/or deliverable, resulting in the role “A/R” in the chart
C = Consulted	<ul style="list-style-type: none"> Those who have expertise, experience or are potentially impacted by the outcome of a specific task Can provide insight or opinions that will influence work by the “R” role and decisions made by the “A” role Two-way communication between the “R” and “A” roles is critical
I = Informed	<ul style="list-style-type: none"> Those who need to be notified of progress or status of task, key decisions, and deliverables by the “responsible” or “accountable” party but do not have decision-making authority Typically, one-way communication from the project team to the “I” roles

1. Recommended RACI for project planning phase and deliverables

#	Activity	MPP	NRK product team	SI	BCS supplier	SI vendors	NRK end-users
1.1	Establish governance	A, R	I	R	C	C	I
1.2	Produce project governance plan	A, R	I	C	C	C	I
1.3	Confirm SI and BCS supplier project start-up complete	A, R	I	R	R	C	I

Expected deliverables after planning phase would be updated RACI included the definition of governance roles in the project team from BCS supplier, planning documented, and kick off the project has been completed.

2. Recommended RACI for design

NRK will allocate dedicated resources to user interface (UI) design in addition to core product and integration design. The BCS supplier should explain how dedicated developers and designer(s) will engage with the NRK user interface design representatives to optimise user interfaces and design tools (e.g., tool kit for building control panels). The user interface design process should be iterative, where prototypes are created, user tested and improved, based on user roles and target interfaces defined by NRK for each release. This should be the basis for creating the detailed design.

#	Activity	MPP	NRK Product Team	NRK UX Team	SI	BCS supplier	SI vendors	NRK end-users
2.1	Review HLD with NRK	A	R	R	R	R	C	C

2.2	Workflow design is completed	A	R	R	R	R	C	C
2.3	Requirements analysis is completed	A	R	R	R	R	C	C
2.4	UI specific: Define target user roles and interfaces for each release	A	C	R	R	C	C	C
2.5	UI specific: Create prototype(s)	A	C	R	R	R	I	R
2.6	UI specific: User test prototype(s)	A	C	R	R	C	I	R
2.7	UI specific: Improve design based on outcome from user test, and user test again if necessary	A	C	R	R	R	I	R
2.8	Refines the design creating detailed design	A	C	R	R	R	C	C

Expected deliverables for the product and integration design phase for each release is a detailed design document including technical drawings, configuration models for installations in DC and other locations, roadmap for common feature development, and request for new features submitted to the BCS supplier. Expected deliverables for UX design include UI and design tool prototypes for continuous improvement throughout each phase.

3. Recommended RACI for installation, build and configuration

#	Activity	MPP	NRK product team	SI	BCS supplier	SI vendors	NRK end-users
3.1	Check physical environment is ready before installation (space, racks, power, cabling, etc.)	C	C	A, R	C	C	I
3.2	Assemble and register components; <ul style="list-style-type: none"> – Register serial numbers of all components (put information in NRK CMDB) – Physically check components – Assemble all components – Test assembled components (DoA, etc.) – Order replacement components if necessary – Check connectivity with / availability of (external) services 	C	C	A, R	C	C	I
3.3	Configure hardware and software	R	R	A, R	R	C	I
3.4	Verify configuration with design	R	R	A, R	R	C	C
3.5	NRK team shadowing in install and configuration steps or install components/SW that NRK is providing	R	R	A	C	C	I
3.6	BCS supplier installs and configure various components if they are part of the install process	R	R	A	R	C	I
3.7	Coordinate different parties and coordinate dependencies to get installation completed	R	R	A	R	R	C
3.8	Develop test scripts	C	R	A	C	C	C
3.9	Develop UAT scripts	C	R	A	C	C	R

3.10	Updated design and documentation	R	R	A	R	R	C
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Expected deliverable at the end of the phase is installation and build for the relevant phase project completed, test scripts for user acceptance testing, and test environment ready for testing phase.

4. Recommended RACI for testing

#	Activity	MPP	NRK product team	SI	BCS supplier	SI vendors	NRK end-users
4.1	Perform functional testing (technical and operational)	A	R	R	R, C	C	C
4.2	User acceptance testing	A	R	R	C	C	C
4.3	Accessibility testing	C	R	A, R	R	C	C
4.4	Defects fixes	R	C	A, R	R, C	C	C
4.5	Business continuity planning	A	R	R	R, C	C	C
4.6	Prepare for service operations	A	R	R, C	R, C	C	C

Expected deliverable at the end of the phase are that testing of installed functionality has successfully completed and any critical bug or defect before the service operations has been fixed.

5. Recommended RACI for training and cutover

#	Activity	MPP	NRK product team	SI	BCS supplier	SI vendors	NRK end-users
5.1	Training planning	A, R	R	R	C	C	C
5.2	Training delivered (coordinated training with help of SI's vendors, NRK vendors and other entities involved in the product set up)	R	R	A, R	R	C	C
5.3	Operational and organisational readiness for the cutover	A, R	R	R	R	C	C
5.4	Dual running and migration planning is completed	A	R	R	R	C	C
5.5	The deployment and cutover plans are created using NRK's change, release and deployment processes	A	R	R	C	C	C
5.6	Create fallback or rollback plan depending on migration scenarios	A, R	R	R	C	C	R
5.7	Communication plan is executed including service organisation is prepared to handle major incidents	A, R	R	R	C	C	C
5.8	The migration is performed based on the steps in the migration planning, migration scenarios and the acquired business information	A	C	R	C	C	C
5.9	Support organisation is ready for cutover	R	A	R	C	R	C
5.10	Migration planning could include the following steps; – Dry run/support	A, R	R	R	R	C	C

	- Dual run/support						
	- Switch over/support						

Expected deliverables for this phase are production environment is ready for release, operation readiness tests have successfully completed, and the service operations team and governance is ready.

4 ADMINISTRATIVE REQUIREMENTS

4.1 Quality management

Quality management deals with expectation management between the Customer, the SI and the BCS supplier, regarding the expected quality of a delivery.

The quality management process will ensure:

- That NRK's quality expectations are readily available in the projects
- That an overall project quality plan is in place including all major quality requirements to the implementation phase of the project
- A coherent, standardized approach/method concerning quality management for all projects
- Quality management is done continuously by the project itself, both internally and in relation to the other vendors
- Quality management/quality review, separate and independent from the project organization
- Specifically, the control process must ensure that agreed quality standards are met

SI responsibilities

- Establishing an overall quality management process meeting the above-described expectations
- Ensuring that all quality requirements are defined in all vendor project plans
- Continuous monitor and coordinate quality across projects
- Propose actions to the Customer in case of major quality discrepancies

BCS supplier responsibilities

- Establishing a quality management process meeting the expectations set above
- Responsible for all quality requirements within own project plans
- Completing quality plan per transition phase
- Overseeing quality on own deliveries

4.2 Change management

During the implementation phase, all parties have the right to request changes to the implementation plan. Requests for changes shall be in writing and must be signed by an authorised representative of each party. The change management process used in the implementation phase shall be according to the change management process set out in the Agreement.

NRK responsibilities

- Approve or reject change

SI responsibilities

- Assessing change impact with respect to the whole implementation involving all affected projects

- Preparing an overall consequence analysis
- Preparing a recommendation to the Customer
- Informing parties after the Customer's decision
- Updating the common change catalogue

If an approved change affects the entire time schedule for the implementation project, the SI shall adjust the implementation plan according to the nature of the change within 5 (five) calendar days.

BCS supplier responsibilities

- Description of the change and related consequences for all parties
- Description of the work to be conducted as a consequence of the change
- Impact analysis on solution specification/detailed specification
- Impact analysis on implementation project's price with details of calculation
- Impact analysis on the project progress plan
- Changes in test plans or test criteria
- Updating own change catalogue

If an approved change affects the time schedule, the Contractor shall adjust the progress plan according to the nature of the change within 5 (five) calendar days after the change approval.

4.3 Risk management

Risk management deals with improving the probability that the project results are met on content, goals, security requirements, time plan and budget. Additionally, risk management deals with being able to consider and prioritize costs connected with risks compared to probabilities and consequences across projects.

The risk management process shall assure:

- Access to reliable and current information on risks
- A coherent, standardized approach to risk management for all vendor projects, to ensure standardized description and treatment of risks
- That risk can be coordinated across projects

NRK responsibilities

- Making decisions for actions mitigating risks which influence the implementation plan

SI responsibilities

- To ensure that risk management is implemented in the individual projects in accordance with the requirement specified below
- Continuous coordination of risks across projects
- Continuous update of the total risk scenario
- Prepare recommendation to the Customer about actions to mitigate risk

BCS supplier responsibilities

- To ensure that risk management is implemented in the individual projects in accordance with the requirement specified above
- Creating a risk analysis covering the activities (the analysis shall be performed in the beginning of each implementation phase)
- Propose solutions and actions to a stated risk, including acquiring resources to fulfil the actions
- Cost shall be covered in the risk analysis, and what cost consequences the risk will involve
- Continuously update the risk analysis, the risk log and keep SI informed

- Keeping the team leaders and other project participants informed about risks
- Escalating major ad-hoc risks to the SI at once
- Following instructions from the SI related to risks

5 PROJECT ORGANISATION (CLAUSE 2.1.2)

The Contractor shall outline a proposed project organisation structure, governance model, collaboration model and plan for quality assurance for the implementation project based upon the requirements provided in the tender documentation (especially section 3 and 4 in this Appendix). The Contractor shall propose competency profiles and roles needed at NRK for the implementation project.

The Contractor shall assume that the NRK headquarter in Oslo is project headquarter and outline the need for on-site or off-site collaboration. The Contractor's proposed governance model and work plan must be adapted to secure involvement of key personnel and minimize time and cost for travel. All personnel intended to perform work under this Agreement shall sign an NDA.

Contractor's response:

6 PROJECT DOCUMENTATION (CLAUSE 2.1.3)

The Contractor shall specify relevant project documentation, routines for status reporting, and routines for the registration and follow-up of non-conformance, additions and agreed amendments, etc. Project documentation and reports should be prepared comprehensively and made available in a format and at a frequency decided on during the planning and design phase.

The following documentation and reports shall be generated and distributed appropriately by the Contractor:

- Progress and status reports
- Forecast reports
- Completion status of deliverables
- Quality control reports
- Change reports (approved and request)
- Risk and issue analysis report
- Cost reports (if appropriate)
- Meeting minutes
- Organizational reports (e.g., change of key personnel)
- Design documents updates
- Test reports

Contractor's response:

7 AUDITS (CLAUSE 2.3.5)

NRK reserves the right to perform audits according to General Contract Terms with a prior notice of two (2) days.

8 TRAINING (CLAUSE 2.3.7)

If training forms part of the deliverables, the Contractor must insert the names of those who will be responsible for the training here.

9 CHANGE ESTIMATE (CLAUSE 3.2)

If routines or deadlines other than those stipulated in the Agreement shall be used for change estimates, the Customer shall specify this here or in the individual change estimate.

10 REQUIREMENTS AS TO THE RESOURCES AND EXPERTISE OF THE CONTRACTOR (CLAUSE 5.2)

A CV of the key qualifications for the Contractor's project manager and other key personnel for the performances under this Agreement (including those who will be responsible for training), shall be listed the table below. The Contractor shall present a CV for all personnel, adapted specifically for their prospected role in this project, where relevant competency (education, certifications, etc.) and experience is documented.

Name	Position/role	Competence/experience	CV #
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]

11 USE OF SUBCONTRACTORS (CLAUSE 5.3)

If applicable, the Contractor's approved subcontractors shall be listed here.

Company	Organisation number	Delivery area
[Company name]	[organisation number]	[Delivery area]
[Company name]	[organisation number]	[Delivery area]

In addition, the Contractor shall provide an overview of key personnel from the subcontractor(s) in the table below. The Contractor shall present a CV for all personnel, adapted specifically for their prospected role in this project, where relevant competency (education, certifications, etc.) and experience is documented.

Name	Position/role	Competence/experience	CV #
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]
[Name]	[Position/role]	[Competence/experience]	[CV #]

12 COOPERATION WITH THIRD PARTIES (CLAUSE 5.4)

If the Customer finds it necessary to have the Contractor to cooperate with the Customer's third-party vendors to fulfil the Agreement, this will be handled case by case.

Based on the Contractor solution and as part of the negotiations, the Customer may add third parties in the table below before the conclusion of the Agreement.

Company	Organisation number	Delivery area
[Company name]	[organisation number]	[Delivery area]
[Company name]	[organisation number]	[Delivery area]

13 WAGES AND WORKING CONDITIONS (CLAUSE 5.5)

The Contractor shall confirm compliance with the Contractor's obligations as stipulated in clause 5.5 of the Agreement (Wages and working conditions).

[Contractor's response:](#)

14 USE OF A THIRD PARTY BY THE CUSTOMER (CLAUSE 6.2)

If the Customer will allow itself to be assisted by a third party in connection with its tasks under the Agreement, the Customer shall list the third parties here.

15 MEETINGS (CLAUSE 7.1)

The meetings and governance forums during the implementation phase shall include;

Meeting	Frequency	Purpose	Participants from NRK	Participants from BCS supplier
Project status governance (NRK, SI, and BCS supplier)	Monthly	Review the status of the different phase of the project; <ul style="list-style-type: none"> Review the health of the project, risks, issues, etc. Agree on actions and deliverables for the next status meeting Tracking progress against product roadmap (agreed through architecture forum) Agree additional support needed from each organisation for issue resolution Need for decisions or escalations 	Example: <ul style="list-style-type: none"> NRK's program governance team NRK's line organisations (future MOC role) Architect(s) Relevant service manager(s) Others as needed 	Example: <ul style="list-style-type: none"> Project sponsor Project manager Product manager Tech lead or similar Customer success manager/customer service manager
Multi-vendor coordination (NRK, SI, BCS supplier, and subcontractors)	Bi-monthly	Review the status of the different phase of the project; <ul style="list-style-type: none"> Project status Governance status and commitment to a common plan Collaboration assessment 	Example: <ul style="list-style-type: none"> NRK's program governance team NRK's vendor management team Architect(s) 	Example: <ul style="list-style-type: none"> Project sponsor Key account manager Product manager Customer success manager/customer service manager

		<ul style="list-style-type: none"> Commercial status (incentives, penalties, common commercial approach, etc.) Risks and issues reviews 	<ul style="list-style-type: none"> Procurement and financials representative(s) 	
Technical architecture forum	Monthly	<p>Monitoring and evaluation of innovations and market trends as well as definition of architecture standards, plans, strategies, and technology selection, including;</p> <ul style="list-style-type: none"> Forum to discuss matters relating to design authority and implementation of IT roadmap Communicate program and technology objectives and direction to the BCS supplier at the IT architecture level Prioritize and make decisions on new opportunities related to enterprise architecture Promote appropriate opportunities to improve business delivery through innovation and use of technology 	<p>Example:</p> <ul style="list-style-type: none"> Architecture solution manager System Integrator (SI) Architect(s) Relevant service manager(s) Others as needed 	<p>Example:</p> <ul style="list-style-type: none"> IT Architect/CTO Solution architect(s) Others as needed
Governance of product roadmap	Quarterly	<p>Monitoring and evaluation of innovations and market trends as well as definition of architecture standards, plans, strategies, and technology selection, including;</p> <ul style="list-style-type: none"> Forum to discuss matters relating to implementation of product roadmap Discuss the status of the project, risks and review of product roadmap Plan for launch of new or changed feature set Escalation or call for action to different project roles 	<p>Example:</p> <ul style="list-style-type: none"> Architecture solution manager System Integrator (SI) Architect(s) Relevant service manager(s) Others as needed 	<p>Example:</p> <ul style="list-style-type: none"> IT Architect/CTO Solution architect(s) Others as needed

16 FORM OF COMMUNICATION - IN WRITING (CLAUSE 7.4)

If it has been agreed that notices, requirements or other enquiries associated with this Agreement must be provided in a manner other than in writing and sent to the postal address or electronic address provided on the first page of the Agreement, the Customer shall specify this here.

17 PERSONAL DATA (CLAUSE 9.3)

Subcontractors that are approved by the Customer shall be named here.

18 INDEPENDENT EXPERT (CLAUSE 16.3)

Should there be a need for an independent expert, the nature of this expert will be determined based upon the issues that need resolving.