

REQUEST FOR TENDERS

RFT: 2026-034
File: AP_11/3
Date: 6 August, 2026
To: Interested consultants
From: SPPRD-PCU

Subject: Request for tenders (RFT): Establishment of a Project Management Information System (PMIS) for the Ministry of Environment and Climate Change (MECC) Fiji

1. Background

- 1.1. The Secretariat of the Pacific Regional Environment Programme (SPREP) is an intergovernmental organisation charged with promoting cooperation among Pacific islands countries and territories to protect and improve their environment and ensure sustainable development.
- 1.2. SPREP approaches the environmental challenges faced by the Pacific guided by four simple Values. These values guide all aspects of our work:
 - We value the Environment
 - We value our People
 - We value high quality and targeted Service Delivery
 - We value Integrity
- 1.3. For more information, see: www.sprep.org.

2. Specifications: statement of requirement

- 2.1. SPREP wishes to call for tenders from qualified and experienced consultants who can offer their services to design, configure, integrate, test, deploy and operationalize a secure, scalable and user-friendly Microsoft 365-based Project Management Information System (PMIS) that enables the Ministry of Environment and Climate Change (MECC) to effectively plan, implement, monitor, report on and oversee its environmental and climate change projects and programmes.
- 2.2. The Terms of Reference of the consultancy are set out in Annex A.
- 2.3. The successful consultant must supply the services to the extent applicable, in compliance with SPREP's Values and Code of Conduct: <https://library.sprep.org/sites/default/files/sprep-organisational-values-code-of-conduct.pdf>. Including SPREP's policy on Child Protection, Environmental Social Safeguards, Fraud Prevention & Whistleblower Protection and Gender and Social Inclusion.
- 2.4. SPREP Standard Contract Terms and Conditions are non-negotiable

3. Conditions: information for applicants

- 3.1. To be considered for this tender, interested consultants must meet the following conditions:
 - i. Submit a detailed Curriculum vitae detailing qualification and previous relevant experience for each proposed personnel;

- ii. Provide three referees relevant to this tender submission, including the most recent work completed;
 - iii. Complete the **tender application form** provided (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
Provide examples of past related work outputs
For the Technical and Financial proposals you may attach these separately.
 - iv. Must meet local registration requirements where the consultant is based.
- 3.2 Tenderers must declare any areas that may constitute conflict of interest related to this tender and sign the **conflict of interest form** provided.
- 3.3 **Tenderer is deemed ineligible due to association with exclusion criteria, including** bankruptcy, insolvency or winding up procedures, breach of obligations relating to the payment of taxes or social security contributions, fraudulent or negligent practice, violation of intellectual property rights, under a judgment by the court, grave professional misconduct including misrepresentation, corruption, participation in a criminal organisation, money laundering or terrorist financing, child labour and other trafficking in human beings, deficiency in capability in complying main obligations, creating a shell company, and being a shell company.
- 3.4 Tenderer must sign a declaration of **honour form** together with their application, certifying that they do not fall **into** any of the exclusion situations cited in 3.3 above and where applicable, that they have taken adequate measures to remedy the situation.

4. Submission guidelines

- 4.1. Tender documentation should demonstrate that the interested consultant satisfies the conditions stated above and in the Terms of Reference and is capable of meeting the specifications and timeframes. Documentation must also include supporting examples to address the evaluation criteria.
- 4.2. Tender documentation should be submitted in English and outline the interested consultant's complete proposal:
- a) **SPREP Tender Application form and conflict of interest form.** (*Please note you are required to complete in full all areas requested in the Form, particularly the Statements to demonstrate you meet the selection criteria – DO NOT refer us to your CV. Failure to do this will mean your application will **not** be considered*).
Provide examples of past related work outputs
For the Technical and Financial proposals you may attach these separately.
 - b) **Honour form**
 - c) **Curriculum Vitae** of the proposed personnel to demonstrate that they have the requisite skills and experience to carry out this contract successfully.
 - d) **Technical Proposal** which contains the details to achieve the tasks outlined in the Terms of Reference.
 - e) **Financial Proposal** – provide a detailed outline of the costs involved in successfully delivering this project submitted in United States Dollars (USD) and inclusive of all associated taxes.
 - f) Where relevant provide:
 - i. Business registration/license (For Entities/ Individual consultant's as per relevant national legislations)
 - ii. Tax Identification Number (TIN) Letter (If applicable for Individual consultant's as per relevant national legislations)

- 4.3. Provide three referees relevant to this tender submission, including the most recent work completed.
- 4.4. Tenderers/bidders shall bear all costs associated with preparing and submitting a proposal, including cost relating to contract award; SPREP will, in no case, be responsible or liable for those costs, regardless of the conduct or outcome of the bidding process.
- 4.5. The tenderer/bidder might be requested to provide additional information relating to their submitted proposal, if the Tender Evaluation Committee requests further information for the purposes of tender evaluation. SPREP may shortlist one or more Tenderers and seek further information from them.
- 4.6. The submitted tender proposal must be for the entirety of the Terms of Reference and not divided into portions which a potential tenderer/bidder can provide services for.
- 4.7. The Proposal must remain valid for 120 days from date of submission.
- 4.8. Tenderers must insist on an acknowledgement of receipt of tender.

5. Tender Clarification

- 5.1. a. Any clarification questions from applicants must be submitted by email to procurement@sprep.org before 12 August 2026. A summary of all questions received complete with an associated response posted on the SPREP website www.sprep.org/tender by 14 August 2026.
- b. The only point of contact for all matters relating to the RFT and the RFT process is the SPREP Procurement Officer.
- c. SPREP will determine what, if any, response should be given to a Tenderer question. SPREP will circulate Tenderer questions and SPREP's response to those questions to all other Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>) without disclosing the source of the questions or revealing any confidential information of a Tenderer.
- d. Tenderers should identify in their question what, if any, information in the question the Tenderer considers is confidential.
- e. If a Tenderer believes they have found a discrepancy, error, ambiguity, inconsistency or omission in this RFT or any other information given or made available by SPREP, the Tenderer should promptly notify the Procurement Officer setting out the error in sufficient detail so that SPREP may take the corrective action, if any, it considers appropriate.

6. Evaluation criteria

- 6.1. SPREP will select a preferred consultant on the basis of SPREP's evaluation of the extent to which the documentation demonstrates that the tenderer offers the best value for money, and that the tender satisfies the following criteria:
- 6.2. A proposal will be rejected if it fails to achieve 70% or more in the technical criteria and its accompanying financial proposal shall not be evaluated.

I. Technical Score – 80%

Criteria	Detail	Weighting
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Qualifications	a) Relevant degree in Information Systems, Computer Science, Software Engineering, Project Management, Business Information Systems or related discipline.	10%
Experience	a) Demonstrated experience in designing and implementing Project Management Information Systems. b) Minimum 5 years' experience in ICT systems development, configuration, implementation and support. c) Experience working with Microsoft 365 Government solutions, including: i.SharePoint; ii.Power Apps; iii.Power BI; iv.Power Automate; v.Microsoft Project integration.	20%
	d) The Consultant shall have proven experience in: i. Business process analysis and digital transformation; ii. Cloud-based information systems; iii. Database design and management; iv. Cybersecurity and access management; v. Data governance; vi. Dashboard and business intelligence development; vii. System integration; viii. User training and capacity building.	20%
	e) Experience working with Government agencies; Environmental or climate projects; Donor-funded programmes; GEF, UN agencies, World Bank, ADB or similar development partners.	10%
Technical Proposal / Methodology	Technical approach/strategy, including the workplan to achieve the tasks outlined in the Terms of Reference	20%

II. Financial Score – 20%

The following formula shall be used to calculate the financial score for ONLY the proposals which score 70% or more in the technical criteria:

$$\text{Financial Score} = a \times \frac{b}{c}$$

Where:

a = maximum number of points allocated for the Financial Score

b = Lowest bid amount

c = Total bidding amount of the proposal

7. Variation or Termination of the Request for Tender

- 7.1 a. SPREP may amend, suspend or terminate the RFT process at any time.
- b. In the event that SPREP amends the RFT or the conditions of tender, it will inform potential Tenderers using the SPREP Tenders page (<https://www.sprep.org/tenders>).
- c. Tenderers are responsible to regularly check the SPREP website Tenders page for any updates and downloading the relevant RFT documentation and addendum for the RFT if it is interested in providing a Tender Response.

- d. If SPREP determines that none of the Tenders submitted represents value for money, that it is otherwise in the public interest or SPREP's interest to do so, SPREP may terminate this RFT process at any time. In such cases SPREP will cancel the tender, issue a cancellation notice and inform unsuccessful bidders accordingly.

8. Deadline

- 8.1. **The due date for submission of the tender is: 21 August 2026, midnight (Apia, Samoa local time).**
- 8.2. Late submissions will be returned unopened to the sender.
- 8.3. Please send all tenders clearly marked 'RFT 2026-034: **Establishment of a Project Management Information System (PMIS) for the Ministry of Environment and Climate Change (MECC) Fiji**'

Mail: SPREP

Attention: Procurement Officer

PO Box 240

Apia, SAMOA

Email: tenders@sprep.org (MOST PREFERRED OPTION)

Fax: 685 20231

Person: Submit by hand in the tenders' box at SPREP reception,
Vailima, Samoa.

Note: Submissions made to the incorrect portal will not be considered by SPREP. If SPREP is made aware of the error in submission prior to the deadline, the applicant will be advised to resubmit their application to the correct portal. However, if SPREP is not made aware of the error in submission until after the deadline, then the application is considered late and will be returned unopened to the sender.

SPREP reserves the right to reject any or all tenders and the lowest or any tender will not necessarily be accepted.

SPREP reserves the right to enter into negotiation with respect to one or more proposals prior to the award of a contract, split an award/awards and to consider localised award/awards between any proposers in any combination, as it may deem appropriate without prior written acceptance of the proposers.

A binding contract is in effect, once signed by both SPREP and the successful tenderer. Any contractual discussion/work carried out/goods supplied prior to a contract being signed does not constitute a binding contract.

For any complaints regarding the Secretariat's tenders please refer to the Complaints section on the SPREP website <http://www.sprep.org/accountability/complaints>

Annex A: Terms of Reference

Consultancy Services on The Establishment of a Project Management Information System (PMIS) for the Ministry of Environment and Climate Change (MECC), Fiji

1. BACKGROUND

The Ministry of Environment and Climate Change (MECC) is responsible for coordinating and implementing Fiji's environmental management, biodiversity conservation, climate change, pollution control, waste management, and sustainable development initiatives. The Ministry manages an expanding portfolio of Government and donor-funded projects financed through national resources, multilateral environmental agreements, climate funds, and development partners.

As the Ministry's project portfolio continues to grow in size and complexity, there is an increasing need to strengthen project governance, coordination, monitoring, reporting, and knowledge management through a centralized Project Management Information System (PMIS). Currently, project information is managed across multiple spreadsheets, standalone systems, and manual reporting processes, resulting in fragmented information, inconsistent reporting, duplication of effort, and limited visibility of project performance.

Following technical advice from the Government Information Technology and Computing Services (ITC), the Ministry intends to leverage the Government of Fiji's Microsoft 365 E5 environment as the foundation for the PMIS. Instead of developing a custom software application, the proposed solution will utilize Microsoft 365 technologies, including Microsoft Power Apps, SharePoint Online, Power BI, Power Automate, Microsoft Teams, and other Microsoft 365 services, to provide an integrated, secure, and scalable platform aligned with Government ICT policies and standards.

The Ministry therefore seeks the services of a suitably qualified consultant or consulting firm to undertake the requirements validation, solution design, configuration, integration, testing, deployment, user training, and operationalization of a Microsoft 365-based PMIS tailored to the Ministry's business processes and project management requirements. The Consultant will work closely with the Ministry, Government ITC, and relevant stakeholders to ensure the solution supports effective project delivery, reporting, and long-term digital transformation.

2. CONSULTANCY OBJECTIVES

The overall objective of the consultancy is to design, configure, integrate, test, deploy and operationalize a secure, scalable and user-friendly Microsoft 365-based Project Management Information System (PMIS) that enables the Ministry of Environment and Climate Change (MECC) to effectively plan, implement, monitor, report on and oversee its environmental and climate change projects and programmes.

The PMIS shall leverage the Government of Fiji's Microsoft 365 E5 environment and utilise Microsoft Power Platform technologies to provide an integrated, sustainable and cost-effective solution that aligns with Government ICT policies, standards and security requirements.

Specific Objectives

The specific objectives of the consultancy are to:

1. Assess Business Requirements

- a) Undertake a comprehensive assessment of MECC's project management, monitoring and evaluation, financial tracking, reporting, document management and knowledge management requirements.
- b) Review existing business processes, workflows and information management practices to identify opportunities for improvement and digital transformation.

2. Validate Functional and Technical Requirements

- a) Validate and document the Ministry's functional, technical, operational and security requirements for the PMIS.
- b) Develop a solution architecture that aligns with the Government of Fiji's Microsoft 365 E5 environment and existing ICT infrastructure.

3. Configure and integrate a Microsoft 365-based PMIS

- a) Configure and integrate Microsoft Power Apps, SharePoint Online, Power BI, Power Automate, Microsoft Teams and other Microsoft 365 services, where appropriate, to deliver an integrated PMIS tailored to MECC's business processes.
- b) Maximise the use of standard Microsoft 365 capabilities while minimising custom development to improve long-term sustainability and maintainability.

4. Strengthen Project and Portfolio Management

- a) Establish an integrated platform that supports project planning, implementation, budgeting, monitoring, risk and issue management, portfolio oversight and performance reporting across the Ministry.
- b) Improve the quality, consistency and accessibility of project information to support evidence-based decision-making and executive oversight.

5. Improve Monitoring, Evaluation and Reporting

- a) Enhance the Ministry's ability to monitor project performance, track key performance indicators, generate automated reports and develop real-time management dashboards for senior management, Government stakeholders and development partners.

6. Strengthen Document and Knowledge Management

- a) Establish a centralized document and records management system using Microsoft 365 capabilities to improve document control, collaboration, version management, information retrieval and institutional knowledge retention.

7. Ensure Compliance with Government ICT Standards

- a) Configure the PMIS in accordance with Government ICT architecture, cybersecurity policies, identity and access management requirements, data governance standards and information management practices, in consultation with Government Information Technology and Computing Services (ITC).

8. Build Institutional Capacity

- a) Develop the Ministry's capacity to effectively administer, manage and utilise the PMIS through comprehensive user training, technical documentation, system administration guidance and post-deployment support.

9. Support Long-Term Sustainability

- a) Develop a sustainability and continuous improvement framework that supports the long-term operation, maintenance, governance and future enhancement of the PMIS, including recommendations for scalability as the Ministry's project portfolio expands.

10. Facilitate Digital Transformation

- a) Support MECC's broader digital transformation objectives by implementing a modern, integrated and collaborative project management platform that enhances organisational efficiency, transparency, accountability and service delivery while leveraging the Government's existing Microsoft 365 investment.

3. SCOPE OF WORK

The Consultant shall provide professional services to design, configure, develop, test, deploy, and operationalize a Project Management Information System (PMIS) for MECC's Project Management Unit (PMU). The PMIS shall support effective portfolio management, project monitoring, reporting, collaboration, data management, and decision-making across donor-funded and government-funded projects.

The Consultant shall ensure that the proposed PMIS solution aligns with the Government of Fiji's ICT policies, enterprise architecture standards, cybersecurity requirements, data protection obligations, and existing Microsoft 365 Government platform environment where applicable.

The Scope of Work shall include, but not be limited to, the following tasks:

Task 1: Requirements Assessment and PMIS Design

The Consultant shall:

- a) Conduct consultations with MECC PMU, relevant technical teams, project managers, and key stakeholders to understand current project management processes, reporting requirements, challenges, and future needs.
- b) Review existing project management tools, templates, reporting systems, workflows, and information management practices currently used by MECC.
- c) Undertake a business and functional requirements assessment covering:
 - i. Project portfolio management;
 - ii. Project planning and scheduling;
 - iii. Work breakdown structures;
 - iv. Gantt charts and milestone tracking;
 - v. Budget and expenditure monitoring;
 - vi. Procurement tracking;

- vii. Risk and issue management;
 - viii. Results-based monitoring and reporting;
 - ix. Document management;
 - x. Dashboard and visualization requirements;
 - xi. Donor reporting requirements.
- d) Develop a PMIS Functional Requirements Specification (FRS).
- Recommend an appropriate PMIS architecture and implementation approach, including consideration of Microsoft 365 Government capabilities such as:
 - i. SharePoint Online;
 - ii. Power Apps;
 - iii. Power BI;
 - iv. Power Automate;
 - v. Microsoft Project/Planner integration;
 - vi. Other compatible platforms where justified.

Task 2: Technical Architecture, Security and Data Governance Design

The Consultant shall:

- a. Develop a proposed technical architecture for the PMIS, ensuring compatibility with Government ICT standards.
- b. Assess and recommend:
 - i. Hosting arrangements;
 - ii. Cloud environment requirements;
 - iii. User access management;
 - iv. Authentication and permissions structure;
 - v. Integration requirements;
 - vi. Data storage and retention arrangements.
- c. Ensure compliance with cybersecurity and information security requirements, including:
 - i. Role-based access controls;
 - ii. Data protection measures;
 - iii. Secure authentication;
 - iv. Audit trails;
 - v. Backup and disaster recovery considerations;
 - vi. Business continuity arrangements.
- d. Develop a Data Governance Framework covering:
 - i. Data ownership;
 - ii. Data entry responsibilities;
 - iii. Data quality controls;
 - iv. Data validation;
 - v. Data lifecycle management.

Task 3: PMIS Development, Configuration and Integration

The Consultant shall:

- i. Configure and/or develop the PMIS based on the approved design and requirements.
- ii. Establish the PMIS database structure and workflows.
- iii. Develop project management modules, including:
 - a) **Project Portfolio Management**
 - i. Project registry;
 - ii. Project profiles;
 - iii. Project status tracking;
 - iv. Portfolio overview.
 - b) **Planning and Scheduling**
 - i. Workplans;
 - ii. Milestones;
 - iii. Activities;
 - iv. Dependencies;
 - v. Timelines.
 - c) **Financial and Budget Management**
 - i. Project budgets;
 - ii. Expenditure tracking;
 - iii. Financial forecasts;
 - iv. Budget variance monitoring.
 - d) **Risk and Issue Management**
 - i. Risk registers;
 - ii. Issue logs;
 - iii. Mitigation tracking;
 - iv. Escalation mechanisms.
 - e) **Monitoring, Evaluation and Reporting**
 - i. Indicator tracking;
 - ii. Results monitoring;
 - iii. Progress reporting;
 - iv. Donor reporting dashboards
 - f) **Document and Knowledge Management**
 - i. Project document repositories;
 - ii. Version control;
 - iii. Approval workflows;
 - iv. Records management.
 - v. Configure dashboards and reporting tools to support management decision-making.

Task 4: Testing, User Acceptance and System Refinement

The Consultant shall:

- a) Develop a comprehensive testing plan.
- b) Conduct:
 - i. Functional testing;
 - ii. User acceptance testing (UAT);
 - iii. Security testing;
 - iv. Performance testing;
 - v. Integration testing.
 - vi. Facilitate testing sessions with MECC users.
- c) Address identified issues and incorporate user feedback.
- d) Finalise system configuration following acceptance testing.

Task 5: Deployment, Training and Knowledge Transfer

The Consultant shall:

- a) Deploy the approved PMIS solution into the operational environment.
- b) Develop user manuals, administrator guides, and technical documentation.
- c) Conduct training sessions for:
 - i. PMU administrators;
 - ii. Project managers;
 - iii. General users.
- d) Provide knowledge transfer to ensure MECC can manage, maintain, and further develop the system.
- e) Develop standard operating procedures (SOPs) for PMIS usage.

Task 6: Operationalisation, Support and Sustainability Plan

The Consultant shall:

- a) Support the initial operationalisation of the PMIS.
- b) Monitor system performance during the initial implementation period.
- c) Provide recommendations for long-term sustainability.
- d) Develop:
 - i. System maintenance plan;
 - ii. Upgrade and enhancement roadmap;
 - iii. User management approach;
 - iv. Governance arrangements.
- e) Provide final recommendations on future scalability and expansion of the PMIS across MECC.

Cross-Cutting Considerations

Throughout the assignment, the Consultant shall ensure that the PMIS:

- i. Supports the management of nationally and internationally funded environmental and climate change projects and programmes
- ii. Strengthens transparency, accountability, and evidence-based decision-making;
- iii. Facilitates compliance with donor, Government, and international reporting requirements
- iv. Promotes institutional knowledge retention and learning
- v. Is user-friendly, secure, scalable, and sustainable
- vi. Incorporates appropriate data security, privacy, and business continuity measures consistent with Government standards and best international practices

4. DELIVERABLES

The following deliverables are expected:

Deliverable	Key Outputs
Deliverable 1 – Inception, Assessment, and System Design Report (30%)	i. Inception report ii. Methodology and work plan iii. Stakeholder engagement plan iv. Business and functional requirements assessment v. Gap analysis vi. PMIS Functional requirements specification vii. Technical architecture and security design/ Report viii. Data governance and integration framework
Deliverable 2 – PMIS Development, Testing, and Training and Report (50%)	i. Developed and configured PMIS platform ii. Dashboards, workflows, and reporting functions iii. System testing and user acceptance testing (UAT) iv. Resolution of identified issues v. Training materials, user manuals, and administrator guides vi. Completion of user training sessions
Deliverable 3 – Operationalisation, Sustainability, and Final Completion Report (20%)	i. Sustainability and maintenance plan ii. Long-term license support arrangements iii. Enhancement recommendations iv. Final completion report v. Lessons learned and final recommendations

Note: To streamline contract administration and minimise delays in payment processing and approval, the assignment shall be implemented through three consolidated deliverables. Payments shall be made upon the satisfactory completion and acceptance of each deliverable by the Ministry and SPREP.

5. QUALIFICATIONS AND COMPETENCIES

The Consultant/Consulting Firm shall demonstrate:

5.1 Minimum Qualifications

PO Box 240, Apia, Samoa T +685 21929 F +685 20231 sprep@sprep.org www.sprep.org

A resilient Pacific environment sustaining our livelihoods and natural heritage in harmony with our cultures.

- a) Relevant degree in Information Systems, Computer Science, Software Engineering, Project Management, Business Information Systems or related discipline.
- b) Demonstrated experience in designing and implementing Project Management Information Systems.
- c) Minimum 5 years' experience in ICT systems development, configuration, implementation and support.
- d) Experience working with Microsoft 365 Government solutions, including:
 - i. SharePoint;
 - ii. Power Apps;
 - iii. Power BI;
 - iv. Power Automate;
 - v. Microsoft Project integration.

5.2 Technical Competencies

The Consultant shall have proven experience in:

- a) Business process analysis and digital transformation;
- b) Cloud-based information systems;
- c) Database design and management;
- d) Cybersecurity and access management;
- e) Data governance;
- f) Dashboard and business intelligence development;
- g) System integration;
- h) User training and capacity building.

5.3 Desirable Experience

Experience working with:

- a. Government agencies;
- b. Environmental or climate projects;
- c. Donor-funded programmes;
- d. GEF, UN agencies, World Bank, ADB or similar development partners.

6. REPORTING REQUIREMENTS

The Consultant shall report to the designated MECC Project Management Unit representative.

Reporting requirements shall include:

- a) Submission of an inception report within the agreed timeframe;
- b) Regular progress updates during implementation;
- c) Documentation of key decisions and technical recommendations;
- d) Submission of draft deliverables for MECC review and approval;
- e) Incorporation of MECC and ITC feedback;
- f) Final completion report upon successful implementation.

The Consultant shall coordinate closely with MECC PMU and the relevant Government ICT stakeholders to ensure compliance with ICT governance requirements.

All deliverables shall be reviewed and approved by MECC before acceptance.

7. SCHEDULE OF ASSIGNMENT

The assignment will be undertaken over a period of approximately two (2) months from August to September 2026. The Consultant shall complete all deliverables in accordance with the indicative schedule below:

Deliverables	September 2026
(1) Inception Assessment and System Design Report	Week 1 (4 September 2026)
(2) PMIS Development, Testing and Training Report (this includes system development / configuration, testing, User Acceptance Testing (UAT) and Refinement, Deployment, User training and knowledge transfer)	Week 3 (18 September 2026)
(3) Operationalisation, Documentation and Finalisation	Weeks 5 (30 September 2026)

The Consultant shall submit a detailed implementation schedule, including key milestones, dependencies, resource requirements, and delivery timelines, as part of the Inception Report. The PMIS is expected to be fully developed, tested, deployed, and operational by **30 September 2026**.