



EVOSYS TECHNO –COMMERCIAL PROPOSAL

*Implementation of Oracle EPM
Applications Cloud for*

*Bangladesh Rural & Advancement
Committee (BRAC)*

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Oracle's Global
Partner of the Year

(2017, 2019)

Featured in Gartner
MQ for Oracle Cloud

(2019, 2020)

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The contents are not to be disclosed, duplicated or used, in whole or in part, for any purpose other than the evaluation of Evosys qualifications or participation in the scope of work identified within this document.

This specific proposal is our response to the requirement provided by **BRAC** and is legally and contractually binding. If selected, this proposal will form an integral part of the contract signed between **Evosys** and **BRAC**.

Acknowledgement

We would like to thank **BRAC** for allowing Evosys to submit this proposal.

We would also like to take this opportunity to thank the members at **BRAC** for their inputs relating to the requirements and the company's operations, enabling the preparation of this proposal.

Disclaimer

The obligation of the parties to perform the effort identified in this document is subject to the execution of a written agreement between the parties under the terms and conditions contained herein.

The information included in this proposal has been prepared and included for this document only and shall not be construed as a precedent in any other situation outside this proposal and context.

Date of the Submission

This proposal is being submitted to **BRAC** in the month of June 2021.

Validity

This proposal shall be valid for **30** days from the date of the submission, unless anything that affects materially the proposal and its commitments thereof, which shall be informed, at the earliest.

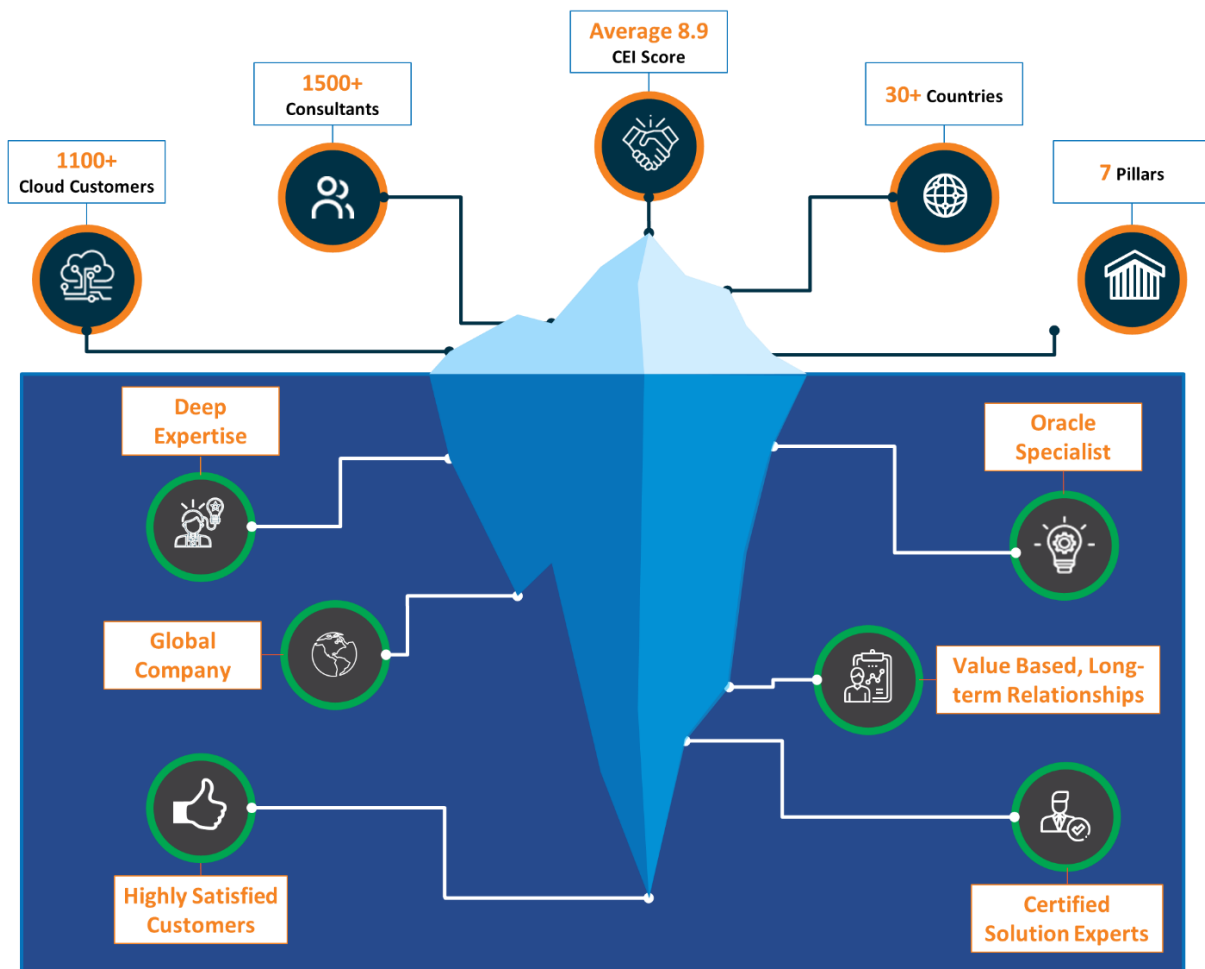
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Table of contents

1	Executive Summary	5
2	Chapter 1: Consolidation	13
2.1	Project Scope	13
2.1.1	<i>Project Summary</i>	13
2.1.2	<i>Modules in Scope</i>	14
2.1.3	<i>Key Scope points</i>	14
2.1.4	<i>Data Migration Approach & Scope</i>	14
2.1.5	<i>Third-Party Integration Approach & Scope</i>	16
2.1.6	<i>Reports Scope</i>	17
2.1.7	<i>Training Scope</i>	18
2.1.8	<i>Project Deliverables Scope</i>	19
2.1.9	<i>Assumptions</i>	20
2.1.10	<i>High-Level Plan</i>	22
2.1.11	<i>Project Resourcing</i>	23
3	Chapter 2: Planning and Budgeting	28
3.1	Project Scope	28
3.1.1	<i>Project Summary</i>	28
3.1.2	<i>Modules in Scope</i>	28
3.1.3	<i>Key Scope points</i>	28
3.1.4	<i>Data Migration Approach & Scope</i>	32
3.1.5	<i>Third-Party Integration Approach & Scope</i>	34
3.1.6	<i>Reports Scope</i>	34
3.1.7	<i>Training Scope</i>	35
3.1.8	<i>Project Deliverables Scope</i>	36
3.1.9	<i>Assumptions</i>	37
3.1.10	<i>Scope Exclusions</i>	39
3.1.11	<i>High-Level Plan</i>	40
3.1.12	<i>Project Resourcing</i>	41
4	Implementation Methodology	46
4.1	Advisory	47
4.2	Design	48
4.3	Orchestrate	49
4.4	Prepare	50
4.5	Transition	50
5	Project Management	51

1 EXECUTIVE SUMMARY

Evolutionary Systems Singapore Pte. Ltd. (hereafter as Evosys), a leading implementation partner for Oracle Solution, is pleased to provide our proposal to “Bangladesh Rural & Advancement Committee” (henceforth as BRAC). In providing the consulting services to ‘BRAC,’ we commit to adding through our role as a business implementation partner. We share with you our implementation and business experience for our proposed solution as well our promise to realize a system, which meets the goals and objectives of this organization



We have implemented 1000+ Oracle cloud projects. Setting new benchmarks every year, we are best known for on time and on budget project implementation with more than 90%+ client retention rate. This reflects not only on our technical abilities but also our professionalism and the effort we put into our long-term client relationships.

Customer Centricity and Focus

Evosys' approach is to nurture and develop a long-term partnership with our customers and, as a result, our customers find us both easy to work with and very flexible. Our vision is to have **100% customer satisfaction in delivering the maximum return on investment**.

Evosys consulting team will work closely with your business teams to take them through each phase of the implementation, ensuring they understand the modern best practices related to various processes and consider the positive change and value it will bring to the business. Evosys recognizes the challenges the organization shall face during the change management process and hence through our

previous learning we will work closely with the business users to identify the changes required in the business to enable the organization to adapt to the modern best practice processes while being respectful of the internal process flow of the organization.

Our unrivalled global experience has taught us that, particularly when following a strict “best practice” implementation approach, a successful implementation is dependent upon effective “collaboration.” It is, therefore, essential that all parties work together as one project team, building trust and working as a partnership, with each bringing their expertise and knowledge to the project.



Alongside the key ingredients, each partner must embark upon delivering with the following essential characteristics, with a clear understanding and acceptance of the shared vision, common goals and always agreed governance:

- Trust
- Honesty
- Respect
- Transparency
- Flexibility
- One team – one purpose
- Solution and outcome-based resolution
- Creative and collaborative thinking

Evosys understands the importance of “real” partnership working and the continuous delivery of the critical characteristics described above at all times by all employees. Evidence of this is demonstrated through the number of long-term customers who we have worked with us for many years and who see us as their trusted advisor and go-to partner.

Consulting Skills

In addition to the functional consulting team, Evosys also provides our customers with access to technical consulting **teams with skills in integration, data migration, and reporting**. Each of the respective professional consulting teams is highly skilled in their specific business area, thus providing

faster and more cost-effective outcomes in particular regions. More importantly, they provide certainty that crucial risk areas in projects will be managed successfully.

Long Term Relationship

At Evosys, we believe in a long-term partnership approach to business and are proud that our clients find us to be very flexible and easy to work. Our goal is to achieve 100% client satisfaction while delivering maximum return on investment. Evosys is pleased to have an opportunity to work alongside your esteemed organization, and we consider it to be one of our key strategic accounts. We shall ensure adequate sponsorship and support from our CEO's office to build a strong partnership for successful delivery and to become a trusted advisor for many years to come.

We believe not just selling our services, but we sell our experience. Evosys has achieved tremendous success in the delivery of Oracle Cloud globally, contributing to around 5% of Oracle Cloud customers globally, which has led to us engaging proactively with Oracle product development team to input into future releases.

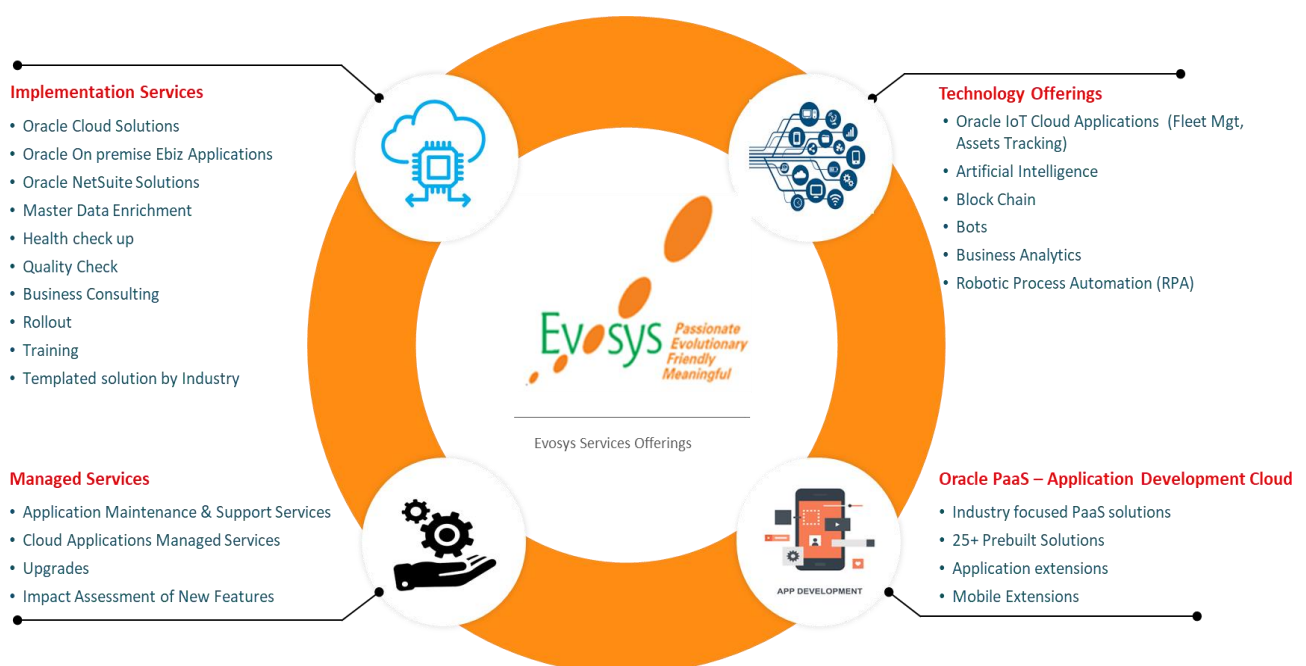
Summary

Evosys, through its expertise, believes that it can offer a world-class solution that shall meet your current and future needs. An experienced consulting team will deliver it at a cost-effective price. As mentioned above, Evosys prides itself on customer service and our ability to provide excellent outcomes for our customers. We, therefore, look forward to having the opportunity of presenting these capabilities and further discussing in more detail at the appropriate time.

Our Capabilities:

Evosys is one of Oracle's leading global Cloud Premier Partner and focuses exclusively on the Oracle application and technology. Our portfolio consists of 4 main areas - the **implementation & consultancy services** for Oracle applications, **Innovative Technology offerings**, **Managed Services offerings** for Oracle applications, and **Custom Solutions** offerings built on Oracle technology.

Below diagram represents the details of our Core Service offerings:



We also provide services such as application extensions and mobile app development. While it's possible to tailor, personalize and configure the Oracle SaaS products, customization in the traditional sense (i.e., making changes to the underlying code or database) is not possible. Although it's uncommon, customers sometimes have a requirement peculiar to their business. In such cases, the answer is to develop an application "extension," which sits on the same platform as and works alongside the Oracle SaaS product. This platform is also offered by Oracle and is termed "PaaS" or Platform-as-a-Service. We have developed more than 20 application extensions on Oracle PaaS. Similarly, we also provide mobile app development – i.e., mobile apps designed to work in conjunction with the Oracle SaaS products.

Our Market Strength:

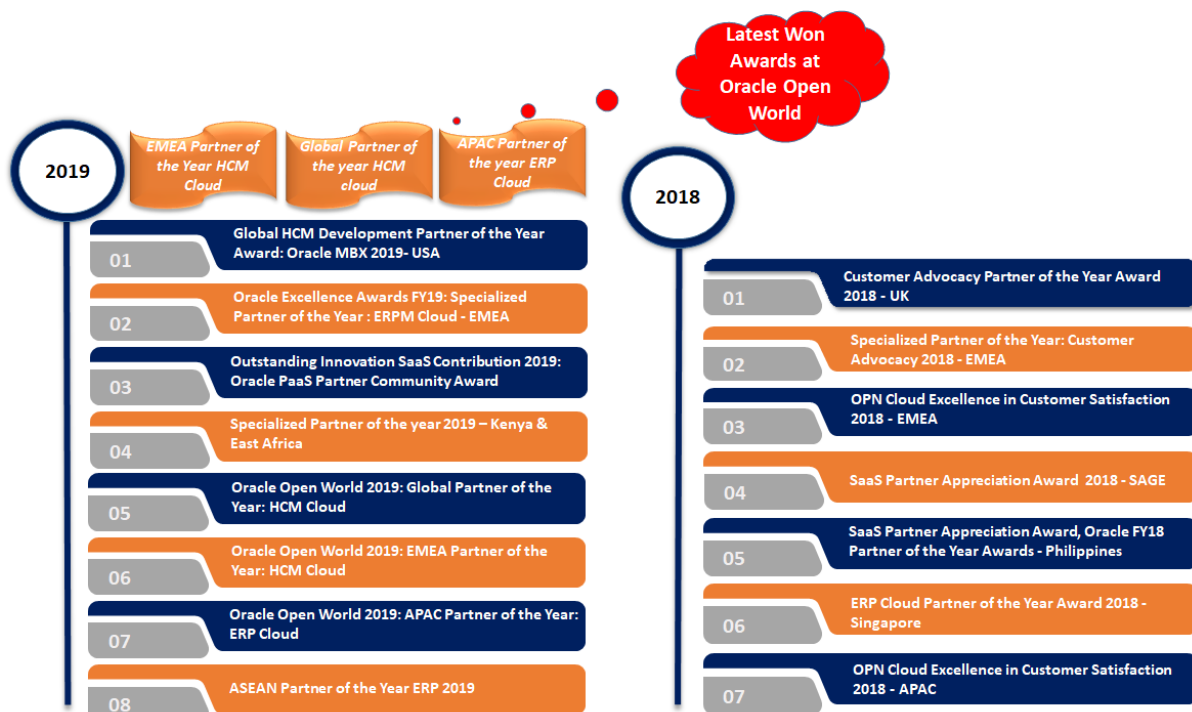
Evosys is one of the leading **global partners**, providing implementation and support services to clients across the globe. We are amongst the **Top 3 Oracle Cloud Partner** globally. We compete with industry leaders and Tier-1 companies and has achieved successful track records of numerous implementations.

Our Global Presence:



Long-term stability:

Evosys received many awards, both regional and globally. Today we are the most successful Oracle partner worldwide. It is extremely successful, 100% dedicated to Oracle and privately-owned business that is experiencing tremendous success. With an Oracle/Evosys partnership, you can be confident of its long-term stability.



Evosys has recently been awarded Specialized ERPM partner of the year – EMEA, Oracle Excellence Award 2019 - Partner of the Year: HCM Cloud – EMEA, Oracle HCM Development Partner of the Year at MBX, 2019 (USA) and ERP Cloud Partner of the Year 2019 – ASEAN

Oracle Cloud Customers Asia-Pacific



Evosys Prominent Clientele for Non-Profit Organisations Vertical Globally:



Oracle Enterprise Performance Management Clientele - ASEAN



Evosys Prominent Clientele for Oracle Financial Consolidation (Global)



Evosys Prominent Clientele for Banking and Financial customers specific to have Performance management solution (Global)



PHASE 1: Consolidation

1.1 Project Scope

1.1.1 Project Summary

Project Summary	
Project Type	Implementation of Oracle Enterprise Cloud Service (Financial Consolidation)
Number of Legal Entities	15 Entities BRAC International (Refer to ToR Appendix 1: Current SBI Countrywide details)
Implementation Approach	Nearshore [India] – Virtual Implementation
Solution Approach	Big Bang approach, as mentioned in <i>Section 2.1.2, “Modules in Scope.”</i>
Project Duration	Phase 1 22 weeks of the Implementation period for financial consolidation and close
Project Language	All documentation and communication will be done in the English language

1.1.2 Modules in Scope

MODULES		
SR no.	Oracle Subscription Services Name	Modules to be Implemented
1	Oracle Enterprise Performance Management Enterprise Cloud Service	<ul style="list-style-type: none"> Oracle Financial Consolidation

1.1.3 Key Scope points

1.1.3.1 For Financial consolidation and close

- Organization structure of BRAC international group and hierarchy set up will be configured in the system.
- Multiple currencies set up for translations.
- Application will cater intercompany eliminations at account balance level.
- Configuration for minority interest calculations and its effects (if any) as per accounting standards will be done if required.
- Approximately 20 ratios will be created. *(Please refer Annexure A for more details attached separately)*
- 2 months consolidation cycle would be done as a part of UAT.
- Only 1 consolidation application will be created.
- Close manager will be configured only limited to cover basic tasks which will help in tracking data loading at each legal entity level only.
- Single schedule of Close Manager shall be configured as part of the project scope.

1.1.4 Data Migration Approach & Scope

Data migration is a vital component of the project and one that requires a lot of effort from the business at various stages in the migration process, and depending on the approach to extraction, support may also be required from third parties. Two of the common risks in this area are data quality and migration of too much history. To support the management of these, we suggest that the areas below are considered before any activities or strategies are produced on data migration, these include:

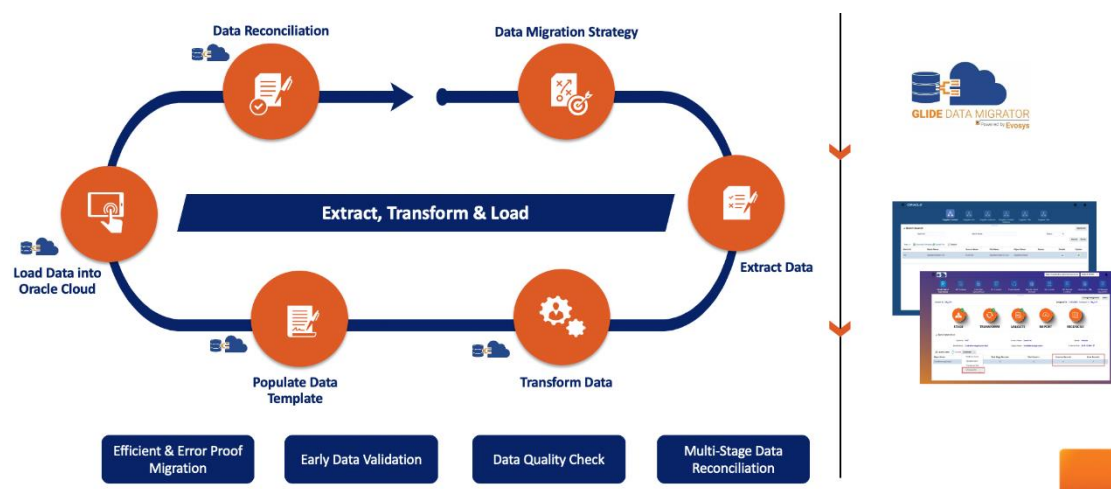
Volume of History	Future Reporting Needs	Preparation is Key <ul style="list-style-type: none"> Consider Activities that can start in advance. Review existing solution and validation rules in place to gauge potential data quality. Establish the data model in the design phase. Data Cleansing – involve line managers and employees. Identify reconciliation tools.
Archiving/ Decommissioning		
Only migrate key data required		
Who/ How will data be maintained		
Data Owners/ Data Master		

1.1.4.1 Data Migration Approach

We have a proven approach to data migration which utilizes **simplified and pre-validating data templates**. A key emphasis is placed on agreeing on the migration strategy, roles, and responsibilities and understanding the data migration templates at the earliest stage.

The data migration strategy will then be developed with the business during the Advisory stage; this will ensure that any specific build requirements and data dependencies established in the design are reflected in the data migration.

Below outlines the Data Migration approach and high-level responsibilities assumed. Each data migration trial run will provide the Project Team with the ability to identify and fix data quality issues, data mapping rules, and where appropriate amendments to the configuration before the live transition. A sample set of data will be requested to support the Design phase, which will provide early insight on quality and mapping needs.



The Data Migration strategy will clearly define the following areas:

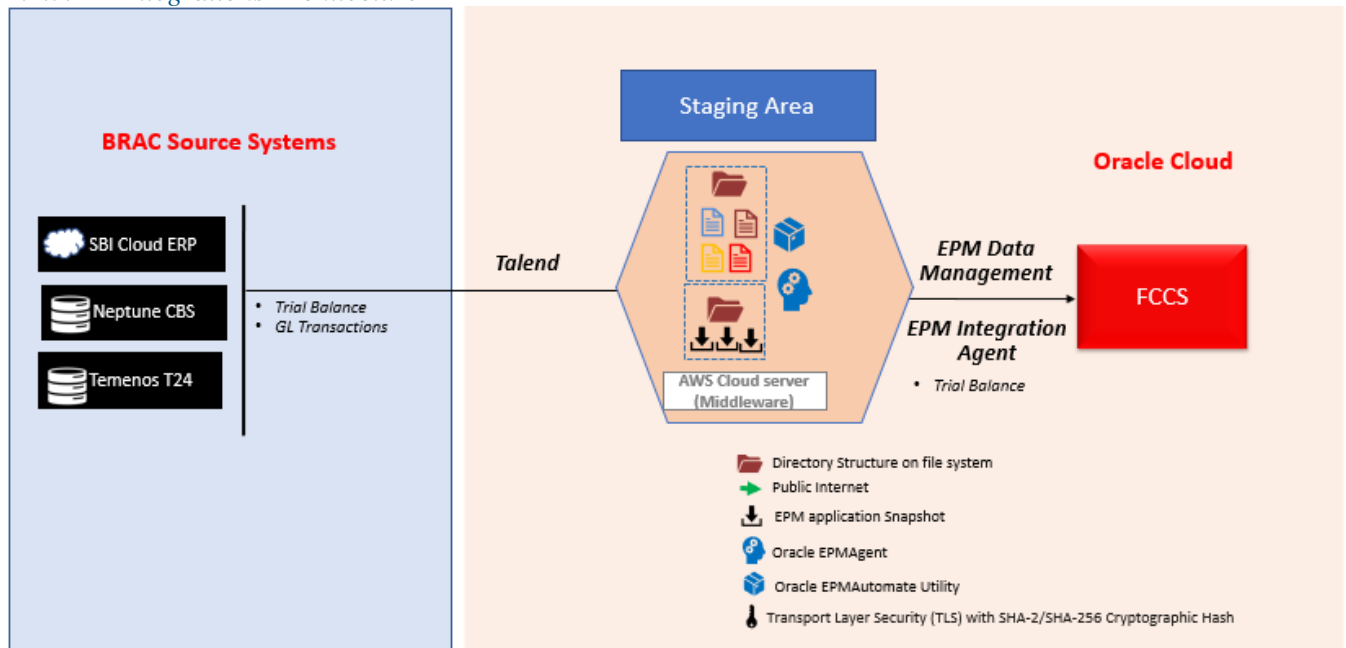
- Roles and responsibilities for each stage of the migration process
- The data items to be migrated
- The number of trial data migration loads and the dates
- Reconciliation activities
- Reference to the testing strategy for the management of defects

1.1.4.2 Data Migration Scope

- Financial Data (Trial Balance) Data Management / Smart View
- 1 Year Historical Data will be uploaded as a part of Data Migration.
- For further historical data migration in addition to 1-year, user training will be provided to BRAC

1.1.5 Third-Party Integration Approach & Scope

1.1.5.1 Integrations Architecture



1.1.5.2 Third-Party Integrations in Scope

Interface ID - 1	
Description of Interface	Data Integration with Neptune CBS
Number of Outbound Interface	-
Number of Inbound Interface	1
Integration Touch Points	From Neptune CBS, To Financial Consolidation
Technology for Interface	Data Management and EPM Automate

Interface ID - 2	
Description of Interface	Data Integration with SBI Cloud ERP
Number of Outbound Interface	-
Number of Inbound Interface	1
Integration Touch Points	From SBI Cloud ERP, To Financial Consolidation
Technology for Interface	Data Management and EPM Automate

Interface ID - 3	
Description of Interface	Data Integration with Temenos T24
Number of Outbound Interface	-
Number of Inbound Interface	1

Integration Touch Points	From Temenos T24, To Financial Consolidation
Technology for Interface	Data Management and EPM Automate

1.1.5.3 Third-Party Integrations Scope Details

- Design and develop ETL between up to 3 source system and 1 target system using Talend Open Source
- Up to 60 tables will be integrated as part of ETL Scope for Trial Balance and Fixed Assets.

Note: In an unlikely scenario; if there are more than 60 tables then we would recommend your technical team to combine the data in a single table for the ETL to extract the information.

- Schedule it on regular interval as per client's requirement
- Data integration using data management and EPM automate scripts:
 - direct integration with Neptune CBS source system
 - direct integration with SBI cloud ERP source system
 - direct integration with Temenos T24 source system

1.1.5.4 Third-Party Integrations Scope Assumptions

- It is assumed that client will provide required technical help to extract data from source systems
- It is assumed that client will provide data transformation logic
- Installation of Talend and MYSQL (Target) is not considered as part of scope
- Any changes in source system database are not part of the scope
- If Chart of Accounts (depending on the source systems) may differ across entities. BRAC International will provide the mapping of subsidiary Chart of Accounts (CoAs) with the Parent.
- In case of additional scope item will be added in Integration with any other source system then it will be done using excel spreadsheets.
- For Future year Oracle data will be integrated using Data Management and others using Excel.
- Mapping will be provided by BRAC team and mapping configuration will be done by Evosys team.
- Currency Exchanges rates such as Average Rates, Closing Rates and Historical Rates has to be through integration through staging table into the application
- GL balances to be loaded automatically using Data Management. Fixed Assets Data from 1 source (CBS-Neptune) will be brought through integration and is considered within the integration scope above. Apart from Fixed Assets Data, integration with sub-ledger will not be a part of scope of work.
- If there are file-based integrations, SFTP server will have to be provided by Client
- Integration will be done using standard functionalities. Client team needs to provide data in the format provided by Evosys during the implementation.
- Integration will be done with existing system and all the document related to integration will be shared with BRAC team to accommodate with future changes.
- BRAC Team will help in understanding the table structure of source system.
- FCCS will connect to one staging area which will have common format for TB data.

1.1.6 Reports Scope

In addition to the standard Oracle reports available “out of the box,” Evosys has developed an **extensive library of reports** tailored to meet customer's requirements. The business may have access to the comprehensive selection of custom reports already written and proved. Below highlights the total

number of custom reports that are offered by Evosys. In addition to the library of the report provided by Oracle, *we shall develop 40 additional custom reports.*

*Approximate 40 Reports & 20 Ratios will be created but BRAC Intl team can produce additional ratio based on the data exists in the FCCS. (Please refer **Annexure A** for more details attached separately)*

1.1.7 Training Scope

1.1.7.1 Key User Training Scope

- One batch of training will be provided; Training is for a maximum of 25 key users.
- Key Users will be trained on how to use specific functionalities related to their business areas, and this may cover some key configurations which might be required for business users.

1.1.7.2 IT Training Scope

- One batch of training will be provided; training is for a maximum of 10 users, and the training will be delivered from offshore.
- IT Users will be trained on administrating the application, such as managing security-related aspects (e.g., roles and responsibilities of the users), creating OTBI reports, and some key configurations business users are likely to request.

1.1.8 Project Deliverables Scope

Sr. No.	Project Stage	Key Stage	Deliverable Name	Deliverable Description
1	Planning	Readiness	BT.030 - Stakeholder Identification	Project kick-off presentations
2	Planning	Planning	WM.010 - Develop Project Plan	Detailed project work plan
3	Planning	Planning	SMT.050 - Project Kick-Off Presentation	Project kick-off presentations
4	Advisory	Design Structure	MC.010 - Define Business Requirements Specifications	Enterprise structure setup listing key flex-field system structures in their respective tracks and modules and all business requirements
5	Design	Design Process	RD.011 - Develop Future Business Process Model	Solution design document highlighting future business process flows BRAC international specific Solution model will be prepared by Evosys.
6	Design	Prioritise Requirements	RD.045 - Prioritise Requirements (MoSCoW)	Prioritizing the list of reports, integrations, and processes required by the business (must have/ should have/could have/would have documents)
7	Orchestrate	Training	DO.070 - Publish User Guides	Lists each step required for performing each process in the designed solution BRAC international specific User Manual will be prepared by Evosys.
8	Prepare	UAT Configuration	Define Application Setup	Extract of setups performed in the UAT environment
9	Prepare	User Acceptance Testing	TE.025 - Validation Scripts	Evosys will provide standard test scripts. Additional business cases to be added by the business
10	Transition	Production Configuration	Production Configuration	Configuration of the Production environment

1.1.9 Assumptions

1.1.9.1 General Assumptions

- Scope limited only to Group and Subsidiary companies.
- Language of implementation, documentations and training will be in English.
- Organization change management will be customer's responsibility & need to be planned for by Group Co.
- Application bug repairs are the responsibility of Oracle Support and are not included in the project scope and estimates.
- Implementation is Offshore Model.
- Chart of Accounts for is standard across all the entities (Group and all its Subsidiaries and Joint Ventures). If Different, Mapping of Chart of Accounts with any other system for loading actual data and consolidation needs to be provided by Group Co.
- Data migration for historic data is subject to data provided in the templates provided by Evosys.
- Data load will be a mix of Automated & Manual based on the type & availability of Data.
- 1 Years of consolidation Period Historical Data of Subsidiaries as well as Holding Company (Standalone) will be loaded in to the FCCS.
- All key users will be available at common location for all project execution activities including Requirement gathering, Training and UAT.
- Consolidation currently is for Entity and Account segment. The lowest level TB will be generated for one branch one project and one product.
- Train the Trainer Approach will be followed.
- Group Co. to ensure the availability of business users during the requirement gathering, design discussion, Training and Testing. Evosys will not be responsible for any delay due to the non-availability of business users or delay in making decision to finalize requirements/design or signoff of documents. All such delays will be documented and presented to Group Co. to be charged at the standard daily consulting rates.
- Application will be configured on 2 instances - Test, Production. Both will be provided by Oracle corporation
- Data Reconciliation and validation will be the responsibility of Group Co. However, Evosys will support them during the activity.
- Formats for financial statements are same across all entities.
- Intercompany Eliminations will be done only at balances level and not at transaction level.
- List of all accounts involved as well as Categories of Intercompany transactions to be provided by Group Co.
- Categorization of Intercompany Transactions will be discussed with Group Co. and will be finalized for automated intercompany eliminations
- Single Consolidation application will be built for all the subsidiaries, joint venture as well as associates.
- Customization to the cloud environment is not possible hence it is not covered in the scope
- BRAC team needs to provide Historical data in the format provided by Evosys during the implementation.
- The scope will be limited to the achievable with standard functionalities of the products in scope.
- Integrations won't be setup with any of the systems with the close manager.
- The basic tasks in close manager won't be created at the branch level.
- Users will have to mark each of the basic tasks as completed to reflect the correct status.

1.1.9.2 Reporting Assumptions

- The requirements are identified well in advance.
- BRAC will provide the report samples with report columns, parameters, conditions as part of the requirement. Any clarifications that shall be required will be sought by Evosys.
- Data (setup and conversion and input on report layout) will be delivered by Client in the layout required by Evosys.
- Training will be provided to BRAC key user to create reports & report packs to accommodate any reporting requirement exceeding the report scope.

1.1.9.3 Training Assumptions

- Key Users identified for training will not be changed before training completion.
- Evosys will deliver training to Key Users before User Acceptance Testing. Train the trainer approach will be delivered. This training will be underpinned by 'Train the Trainer' up-skill course.
- Master data management and Data quality will be covered in admin training
- For New source system Integration will be done with existing system and all the document related to integration will be shared with BRAC team to accommodate with future changes.

1.1.9.4 User Acceptance Testing Assumptions

- The business will own the creation and execution of test scripts. However, Evosys will share the standard template.
- Business Users will perform user Acceptance Testing.

1.1.9.5 Scope Exclusions

Items Not Included in the scope	Description
Application License	Application License is to be purchased separately from Oracle
Third-Party Integrations	Integrations with a third-party (inbound /outbound) apart from what is mentioned in scope is not included in the current scope of work. Any interfacing mechanism other than file-based or web service based is out of scope.
Hardware Procurement	Any hardware/infrastructure requirement needs are considered as Out of Scope.
New/Other Modules	Implementation of any new modules other than mentioned in the Scope of Work is not a part of this Project such as Budget / Forecast Consolidation.
Customizations	Out of the box, functionalities would be delivered with no customizations. Custom configuration within the standard system will be performed

1.1.10 High-Level Plan 1

Based on the high-level understanding of the business requirements, we are proposing to implement the Oracle Consolidation Cloud solution in 22 Weeks. We will provide a more detailed project plan during the project planning phase.

Oracle EPM (Financial Consolidation)		WEEKS																					
Project Activities (High Level) / Calendar Weeks		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22
Business Readiness	Kick Off and Prepare Project Plan																						
	Identify Resources and Share Templates																						
Advisory	Advisory & Requirement Gathering - Consolidation																						
	Advisory & Requirement Gathering - Integration																						
	CRP - 1 Preparation																						
	CRP - 1 Sessions & Sign Off-																						
	Requirement Document - Preparation & Sign Off																						
Design	Application Design and Configuration																						
	Application Development																						
	Integration Development																						
	Data Migration																						
	Sanity Testing																						
	CRP - 2 Sessions & Sign Off (FCCS)																						
Orchestrate & Prepare	SIT Preparation and SIT																						
	Training Preparation (FCCS)																						
	Key User Training & User Acceptance Testing Preparation (FCCS)																						
	User Acceptance Testing - (FCCS)																						
	Issue Resolution																						
Transition	Production Configuration																						

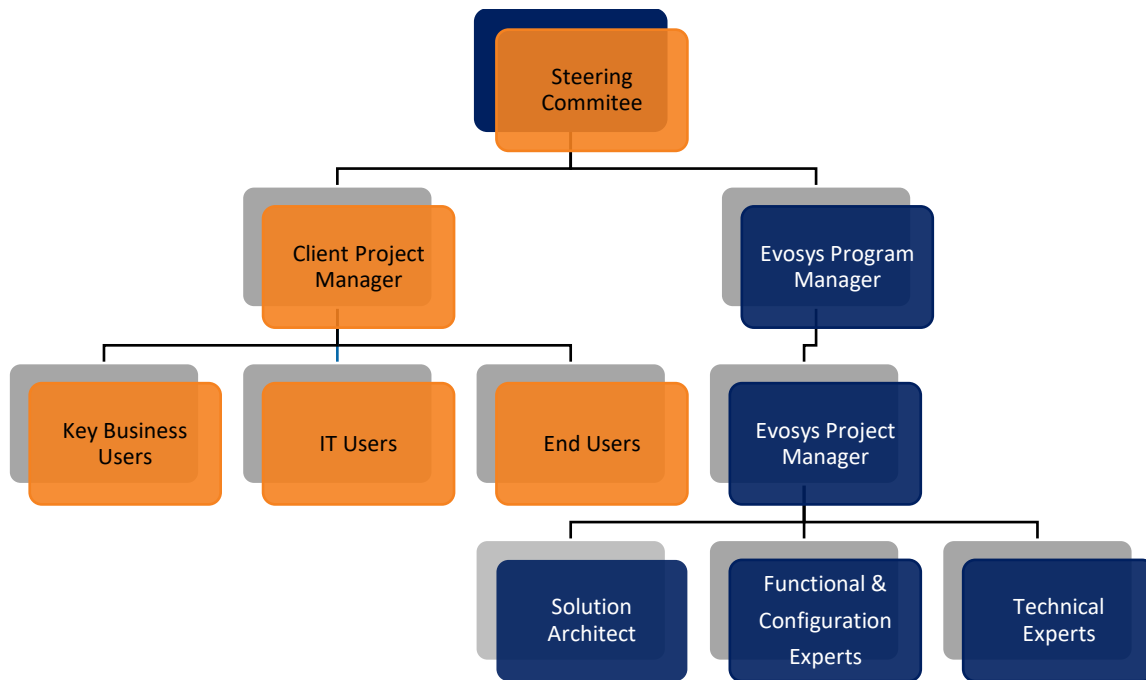
Total Number of CRP Workhops	2
Total Number of Testing Iterations	1
Total Number of Training Sessions	1

1.1.11 Project Resourcing

1.1.11.1 Project Governance

Evosys projects are delivered in partnership with our clients. We recommend a governance structure that will help to ensure the project runs smoothly from start to finish.

It is Evosys' experience that successful projects are delivered by people who are empowered to make decisions on time and are supported by a project sponsor who will provide clear guidance and leadership throughout the project cycle. Below is a diagram of the proposed project structure.



1.1.11.2 Project Team

The Delivery Team will be staffed with a combination of full and part-time resources, who will work both on and off-site. Resource details will be provided during Project Kick-Off. Below is an estimate of the implementation resources for this project.

Track	Role	Location
Project Management	Project Manager	Nearshore
Financial Consolidation and Close	Solution Architect	Nearshore
	Business Analyst	Nearshore
	Data Integration consultant	Nearshore
	Report Developer	Nearshore
	Report Reviewer	Nearshore

We structure our teams, so that collaboration and skills transfer is a natural consequence of our ways of working, with clearly defined roles and responsibilities for both Evosys and the business resources. Our 'two in a box' approach to project delivery reinforces our ways of working and provides natural mechanisms to promote collaboration between Evosys and Business and fosters knowledge transfer and solution sustainment.

The Business project will be managed by a program manager providing comfort to the client that the project is being well directed. Evosys Program Manager will be in regular contact with the business Project Manager to ensure that the scope and delivery are progressing in line with expectations. Evosys Program Manager will participate in the program board and be the single point of escalation.

The business would be dealing with a Functional Expert who would be front face and responsible for the overall solution and would be closely working with the client project team on a day to day basis.

The Functional Experts are supported by technical specialists (Data Migration Expert, Integration Expert, Report Developer, etc.) who are co-located in our offsite office. Evosys has a separate technical team based on activities to maintain specialization, faster delivery, and, more importantly, ensuring quality. As a client, you would be dealing only with Functional Experts, and there is no requirement for you to deal directly with these technical specialists.

Using our offsite delivery model, we provide maximum benefit at an optimum cost to the business.



1.1.11.3 Resource Definitions

The final project team will be reviewed in Project kick-off. The above breakdown shows a general representation of a standard project team.

Roles and Responsibilities of the Client Project Team

Role	Responsibilities
Steering Committee	<ul style="list-style-type: none"> Reviewing and approving the project plan, and thus authorizing the initiation of the project Delegating the authority for approval/acceptance of deliverables to selected individuals from the Core Project Team or Process Leads. Resolving major issues related to priorities, requirements, and procedures Approving and prioritizing, or deferring, significant change requests arising during the project Resolving trade-offs in cost versus schedule versus business benefit
Customer Project Manager	<ul style="list-style-type: none"> Customer Project Manager (CPM) will be the single point of contact for Evosys team CPM is responsible for coordinating with core team members from the Client CPM is responsible for scheduling the availability of the Process Leads and End-Users etc. and to make sure the timeline for the project is not stretched. CPM should have at least one Application Implementation Experience, and PM can either have an IT or Business background.
Process Leads	<ul style="list-style-type: none"> Process Leads are responsible for explaining all the business process during the Inception phase of the project Process Leads are responsible for finalizing the business structures and providing the data on time. Closely work with the consulting team when the solution is delivered. Validate the solution and provide sign off and acceptance of various phases in the project.
End Users	<ul style="list-style-type: none"> Responsible for supporting the Key Users and for preparing and providing the required data on time. Highlight current issues and pain areas to the Process Leads.
Technical Lead	<ul style="list-style-type: none"> Technical Lead is responsible for supporting Evosys Team and be available for all workshops along with business users, so they gain an understanding of the application and hence can act as the first level of support once the application is live Technical Lead is responsible for providing - IT Admin, access to the instance, Oracle Support Services, etc.,
Data Specialist	<ul style="list-style-type: none"> Client Data Specialist will be responsible for producing all extracts and working with Evosys to understand mappings and formats

Roles and Responsibilities of Evosys Project Team

Role	Responsibilities
Evosys Program Manager	<ul style="list-style-type: none"> Program Manager has the sole responsibility for all agreed project deliverables. We are resolving major issues related to priorities, requirements, and procedures. Approving and prioritizing, or deferring, significant change requests arising during the project. Providing Support to the Consulting team and assist them if any issues arise.
Evosys Project Manager	<ul style="list-style-type: none"> Evosys Project Manager (EPM) will lead the Evosys delivery team, along with a team of Module Leaders on this project EPM will coordinate with the Customer Project Manager regularly
Solution Architect	<ul style="list-style-type: none"> Evosys Solution Experts will closely work with the Client project team on a day to day basis for obtaining information and documents and joint review and development of processes. They are responsible for the overall Solution of the project. Evosys Solution Experts will provide strategic guidance to the Delivery Team on approach and delivery.
Functional & Configuration Experts	<ul style="list-style-type: none"> Configuration Experts are responsible for configuring Test and Production applications as per best practices and business needs Configuration Experts will work from offsite and coordinate with Functional Experts from Evosys Provide functional expertise on Cloud functionalities related to their specific module tracks. Work with users to ensure the project meets business needs Conduct Detail design workshops of Business process flow model and flow script thro' pre-built business process video. Identify business process high-level gaps Setup CRP Perform Unit Testing Conduct CRP and resolve the issue. Validation of Business Process & Application Changes Conduct Key User training Setup UAT& Production environment, Assist in UAT Prepare for Cutover and PROD Transition Issue Identification and Logging SR's and Issue resolution Provide post-implementation support

**Technical
Expertise**

- Work with functional leads to ensure the project meets business needs
- Identification and mapping of information needs
- Development and migration of custom components and integrations
- Unit Testing of Custom Components
- Issue Identification and Logging
- SR's and Issue resolution
- Coordinate with Functional consultants for Custom Component verification and testing
- Provide post-implementation support.
- Evosys has a specialist pool of Data Migration Experts, who are responsible for performing a data migration.
- Since these consultants have performed data migration tasks multiple times across multiple projects and countries, they are experts in migrating error-free data
- Report Consultant gather and understand business requirements to set functional specifications for Oracle reporting applications
- Convey the key insights or "story" the data reveals in a visual format that is grouped, summarised, or formatted to be easily understood and actionable

PHASE 2: Planning and Budgeting

1.2 Project Scope

1.2.1 Project Summary

Project Summary	
Project Type	Implementation of Planning Solution
Number of Legal Entities	15 Entities BRAC International (Refer to ToR Appendix 1: Current SBI Countrywide details)
Implementation Approach	Nearshore [India] – Virtual Implementation
Solution Approach	Big Bang approach, as mentioned in <i>Section 2.2, “Modules in Scope.”</i>
Project Duration	29 weeks of the Implementation period for Planning and 02 weeks of Hypercare support post Go Live
Project Language	All documentation and communication will be done in the English language

1.2.2 Modules in Scope

MODULES		
SR no.	Oracle Subscription Services Name	Modules to be Implemented
1	Oracle Enterprise Performance Management Enterprise Cloud Service	<ul style="list-style-type: none"> Oracle Planning

1.2.3 Key points Considered in scope

BRAC International budgeting process business process is divided into four categories.

Budgeting process span across multiple countries, entities, projects, products and branches. Work scope specific to individual budgeting process are in the following sections:

1.2.3.1 Microfinance Entities (Reporting to BIHBV)

- Build product creation and customization features (Ability to create new products and edit existing products). Product will vary between entities; however, the method of calculation may remain same across entities, but input variable can be changed. For example, some countries use flat based interest and some use reducing balance method (RBM).
- Setup driver-based revenue planning (e.g., Age of the branch, Number of borrowers, operational efficiency, number of loans, number of disbursements and write-offs to arrive at Interest income for the organization).
- Options to build and manage funding consists of, debt funding (existing and new), Internal borrowing, grants, Equity (Preferred and common) funding.
- Calculate interest income using the percentage method. Interest income on deposits is entered manually as a percentage.

- Calculate compulsory deposits and voluntary deposits for loan disbursed using a percentage entered manually. (Product definition should be in source system or in EPM). In case definition in source system, then its need to be systematically integrated with EPM).
- Manage employee expenses at employee level for branch office, area office, regional office, and country office. Other expenses are direct entry to individual account line items (Such as staff training, travel, rent etc.) based on logic.
- Setup capital expenditure budget at asset category level as unit * cost. Straight line depreciation will be calculated in the system for each asset categories.
- Create interface for intercompany revenue and expense allocation from subsidiaries to parent company. Calculate entity wise and group corporate tax based on predetermined logics.
- Prepare trend-based Budget Summary, Budgeted P&L statement, Budgeted Balance sheet, Budgeted Cashflow and notes as like FCCS template with last 3/5 (should be configurable) years actual. Calculate cashflow using indirect cashflow method.
- Formulate project wise budget under each entity and consolidated to group level hierarchy for BIHBV and SBI. Support multi-year projection with a quarterly breakdown of the budget year.
- Prior year or prior quarter or prior month actual should be automatically taken from the FCCS as the opening balance and prior year comparative figures.
- Number of financial KPIs should be 45 and will be calculated in the system for reporting
- Flexibility to carry out budgeting by branch, projects, and products. system should allow users to add and manage lenders or investors for reporting purposes.

1.2.3.2 Donor Projects budgeting

- Facilitate Donor Projects budgets creation as per donor specified period. All future periods to be open for the entire budget period for revaluation/revision/reallocation. For the non-standard budget period (i.e. quarterly) system will have the capabilities to segregate this period by months.
- Setup Projects with currency different than local and group reporting (e.g. NOK, GBP, BDT etc.) as per donor reporting requirement.
- Income/Funding consists of Grants and contributions. Both are manually entered by source with logical calculation. Except revenue line items, the rest of the processes remains the same as microfinance entities.
- Prepare Balance sheet, P&L and cashflow budget following similar procedures in microfinance entities.
- Interface project/program information from financial consolidation module. Each program, project and donor will be captured in the system for reporting purpose only.
- Facility for systematic revision and extension of budget (including no cost extension). System should allow users to add/delete donors or sponsors for reporting purposes. System allows build budget for both approved and non-approved projects.
- Manage employee expenses at employee level by project for branch office, area office, regional office and country office. Other expenses are direct entry to individual account line items (Such as staff training, travel, rent etc.) based on logic.
- Setup capital expenditure budget at asset category level as unit * cost. Straight line depreciation will be calculated in the system for each asset categories.
- Prepare trend-based Budget Summary, Budgeted P&L statement, Budgeted Balance sheet, Budgeted cashflow and notes as like FCCS template with last 3/5 (should be configurable) years actual. Calculate cashflow using indirect cashflow method.

- Formulate a project wise budget under each entity and consolidate to group level hierarchy for Sighting BRAC International.
- Create interface for intercompany revenue and expense allocation from subsidiaries to parent company.
- Support multi-year projection with a quarterly breakdown of the budget year.
- Prior year or prior quarter or prior month actual should be automatically taken from the FCCS as the opening balance and prior year comparative figures.
- Facilitate customs fields for project master information (e.g., overhead budget, Donor name).

1.2.3.3 Social enterprises

- Revenue building facility by product, based on drivers for each line items. Revenue will be calculated based on predetermined logical calculation.
- Production cost of each product will be entered based on expense drivers and ratios. All other production cost (i.e., printing, packaging, loading) will be based on the ratio of revenue. The ratio will be entered manually in the system).
- Opening, purchases, distribution of inventory at product level will be captured and the cost of inventory will be calculated using the “Cost” field entered the system All import, production cost / volume will be calculated to arrive at per unit cost of each product in the system.
- Other SG&A and promotional cost will be entered at account level based on logic. Calculate corporate tax based on predetermined logics. Manage employee expenses at employee level by project for branch office, area office, regional office and country office.
- Other expenses are direct entry to individual account line items (Such as staff training, travel, rent etc.) based on logic.
- Setup capital expenditure budget at asset category level as unit * cost. Straight line depreciation will be calculated in the system for each asset categories.
- Prepare trend-based Budget Summary, Budgeted P&L statement, Budgeted Balance sheet, Budgeted Cashflow and notes as like FCCS template with last 3/5 (should be configurable) years actual. Calculate cashflow using indirect cashflow method.

1.2.3.4 Head Office & Departmental budgeting:

- Configure drivers for planning purposes on expenses. All operating expense line items are budgeted either by driver or direct data entry as like the process for Microfinance and Social Development budget.
- Operating expenses + capital expenditure will form funding requirements. Expenses – funding will form the funding gap report. Prepare unit wise budget and consolidate to HO budget.
- Balance sheet & P&L will follow same methodology as microfinance entities. Facilitate both Incremental and zero-based budgeting for HO Budget.
- Provide budget summary based on units/projects and also by geography.
- Prepare trend-based Budget Summary, Budgeted P&L statement, Budgeted Balance sheet, Budgeted Cashflow and notes as like FCCS template with last 3/5 (should be configurable) years actual. Calculate cashflow using indirect cashflow method.

1.2.3.5 General Requirements for the Entire SBI Planning and Budgeting

- Forecasting and budgeting will follow the same process, methodology, and drivers. Budget and forecast cost allocation process based on drivers with ability to add drivers on the fly for each GL Account. All projections will be done at yearly level.

- Projection will be done for the next 2-10 years. All entities will be configured at the monthly level. Budget will be enabled for the user specified period. Number of years should be configurable. Group reporting currency will be USD, but all other reports should be local currency/donor currency /USD.
- A common COA will be used in planning system for all the entities.
- Unique logics for direct revenue and direct expenses for different lines of businesses. For example, In Microfinance business the drivers and logics will be different as compared to Social enterprise business.
- Different segments may be used to capture the detailed budgeting requirements. For example, Microfinance might use 8. segments but social enterprise business can use 11 segments for which solution will have to be built differently.
- Common cost will be allocated using single stage allocation based on ratio entered in the system to cover transfer pricing policy (driver-based logics & formulas).
- Consolidation of budget data after elimination of the intercompany data.
- Elimination of Budget data for consolidation purpose for both profit and loss statement and Balance sheet. Accounts will be pre-defined that will be considered as elimination accounts and logic need to be configured to eliminate the balances of those accounts.
- Workforce budgeting (By Position & Employee) with ability to budget new employees pay and budget existing employees pay. Automated integration for workforce budgeting and projected depreciation using staging environment. Employee transfer, promotion, employee termination not included in scope.
- Single integration between financial consolidation and budgeting will be built using native data management tool at COA level System in built reporting tool to build P&L, Income Statement, Balance sheet, Cashflow, budget variance report, different level summary report for management and KPI report.
- System should have the ability to capture versions of each budget to facilitate variance analysis.
- Allow users to declare a budget cycle for budget preparation exercise.
- Task list will be configured for the budgeting process.
- Entity wise budget approval flow (Table of Authority).
- Planning system will hold in total 15 drivers that will be used across all line of businesses.
- 5 Dashboards will be configured for revenue and expense line items and role based.
- Report tool will be utilized to build P&L, Income Statement, Balance sheet, Cash flow, budget variance report, different level summary report for management and KPI report. In total 20 reports considered in scope. Each report will consist of 1 Grid.
- 23 notes to accounts have been considered in scope which will be prepared based on Budget data available in system.
- Bottom-up approach budget preparation for branch level user based on field level data collection and combine to master spreadsheet for system input.
- Financials, Projects, workforce, capital modules and scenario modelling are in the project scope. 3 What-if Scenarios using multiple scenarios and versions. Financial module will be enabled to leverage drivers, trend to the maximum extent.

1.2.4 Data Migration Approach & Scope

Data migration is a vital component of the project and one that requires a lot of effort from the business at various stages in the migration process, and depending on the approach to extraction, support may also be required from third parties. Two of the common risks in this area are data quality and migration of too much history. To support the management of these, we suggest that the areas below are considered before any activities or strategies are produced on data migration, these include:

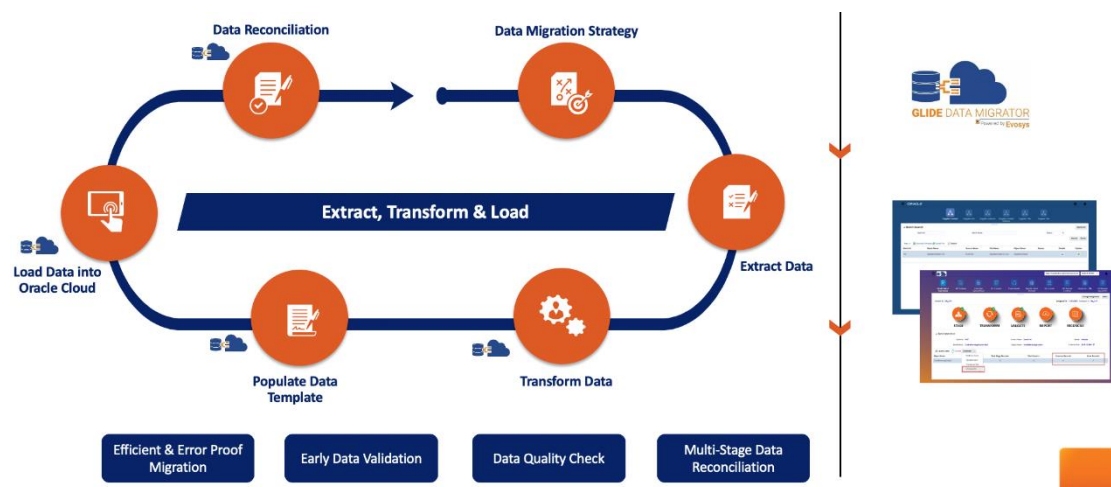
Volume of History	Future Reporting Needs	Preparation is Key <ul style="list-style-type: none"> Consider Activities that can start in advance. Review existing solution and validation rules in place to gauge potential data quality. Establish the data model in the design phase. Data Cleansing – involve line managers and employees. Identify reconciliation tools.
Archiving/ Decommissioning		
Only migrate key data required		
Who/ How will data be maintained		
Data Owners/ Data Master		

1.2.4.1 Data Migration Approach

We have a proven approach to data migration which utilizes **simplified and pre-validating data templates**. A key emphasis is placed on agreeing on the migration strategy, roles, and responsibilities and understanding the data migration templates at the earliest stage.

The data migration strategy will then be developed with the business during the Advisory stage; this will ensure that any specific build requirements and data dependencies established in the design are reflected in the data migration.

Below outlines the Data Migration approach and high-level responsibilities assumed. Each data migration trial run will provide the Project Team with the ability to identify and fix data quality issues, data mapping rules, and where appropriate amendments to the configuration before the live transition. A sample set of data will be requested to support the Design phase, which will provide early insight on quality and mapping needs.



The Data Migration strategy will clearly define the following areas:

- Roles and responsibilities for each stage of the migration process

- The data items to be migrated
- The number of trial data migration loads and the dates
- Reconciliation activities
- Reference to the testing strategy for the management of defects

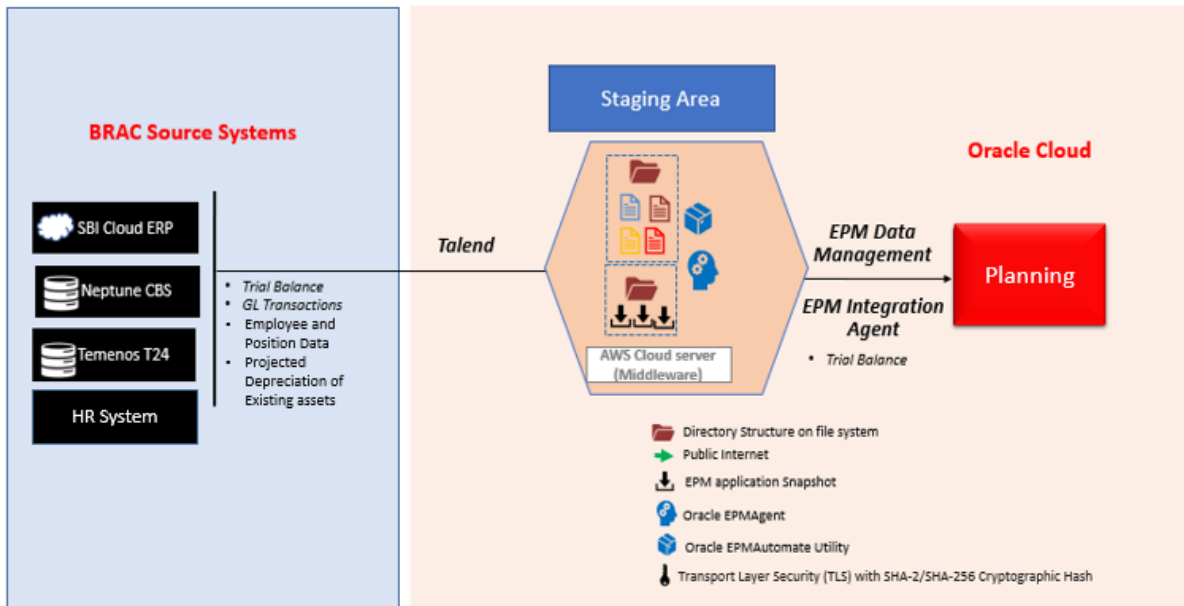
1.2.4.2 Data Migration Scope

- One Year Budget and Actual Data
- Two Migration Iterations i.e., one in TEST instance and one in Production

1.2.5 Third-Party Integration Approach & Scope

1.2.5.1 Integrations Architecture

Financial Integration in Oracle EPM:



1.2.5.2 Third-Party Integrations touch points

Sr No	Source System	Destination Systems	Data
1	Consolidation	Planning System	Actual Data
2	Staging Table	Planning System	Projected depreciation of Existing Assets
3	Staging Table	Planning System	Employees and Position Data
4	Third Party System	Planning System	To be decided later during implementation

1.2.6 Reports Scope

Below highlights the total number of custom reports that are offered by Evosys.

20 Financial Reports in Scope (Each report will consist of 1 Grid), **5 Dashboards** (Each dashboard can have maximum 6 graphs), **45 KPI's** and **1 Infolet** in scope.

1.2.7 Training Scope

1.2.7.1 Key User Training Scope

- One batch of training will be provided; Training is for a maximum of 25 key users.
- Key Users will be trained on how to use specific functionalities related to their business areas, and this may cover some key configurations which might be required for business users.

1.2.7.2 IT Training Scope

- One batch of training will be provided; training is for a maximum of 10 users, and the training will be delivered from offshore.
- IT Users will be trained on administrating the application, such as managing security-related aspects (e.g., roles and responsibilities of the users), creating OTBI reports, and some key configurations business users are likely to request.
- 5 days of Product Overview training for IT users.

1.2.8 Project Deliverables Scope

Sr. No.	Project Stage	Key Stage	Deliverable Name	Deliverable Description
11	Planning	Readiness	BT.030 - Stakeholder Identification	Project kick-off presentations
12	Planning	Planning	WM.010 - Develop Project Plan	Detailed project work plan
13	Planning	Planning	SMT.050 - Project Kick-Off Presentation	Project kick-off presentations
14	Advisory	Design Structure	MC.010 - Define Business Requirements Specifications	Enterprise structure setup listing key flex-field system structures in their respective tracks and modules and all business requirements
15	Design	Design Process	RD.011 - Develop Future Business Process Model	Solution design document highlighting future business process flows BRAC international specific Solution model will be prepared by Evosys.
16	Design	Prioritise Requirements	RD.045 - Prioritise Requirements (MoSCoW)	Prioritizing the list of reports, integrations, and processes required by the business (must have/ should have/could have/would have documents)
17	Orchestrate	Training	DO.070 - Publish User Guides	Lists each step required for performing each process in the designed solution BRAC international specific User Manual will be prepared by Evosys.
18	Prepare	UAT Configuration	Define Application Setup	Extract of setups performed in the UAT environment
19	Prepare	User Acceptance Testing	TE.025 - Validation Scripts	Evosys will provide standard test scripts. Additional business cases to be added by the business
20	Transition	Production Configuration	Production Configuration	Configuration of the Production environment

1.2.9 Assumptions

1.2.9.1 General Assumptions

- Language of implementation, documentations and training will be in English.
- Organization change management will be customer's responsibility & need to be planned for by Group Co.
- Application bug repairs are the responsibility of Oracle Support and are not included in the project scope and estimates.
- A single budgeting process will be implemented for all the companies of Client.
- Since this is a cloud solution, application-level customization is not possible. Hence only those requirements will be delivered which is achievable through the standard functionalities of EPBCS module.
- Data migration for historic data is subject to data provided in the templates provided by Evosys.
- Common process will be implemented for all Social Entities using requirements defined during requirement gathering sessions.
- Integration will be done using standard functionalities of EPBCS
- All key users will be available at common location for all project execution activities including Requirement gathering, Training and UAT.
- A window 64-bit machine may be required to automate the integration with the source systems
- The documentation and implementation language will be English
- The requirement gathering, KUT, UAT, CRPs, etc. will happen at central location
- Client team needs to provide the data in the format specified by Evosys. Evosys will provide these templates during the implementation
- Master data (Metadata) integration with ERP or any other source system is not part of the scope
- Train the Trainer Approach will be followed.
- Group Co. to ensure the availability of business users during the requirement gathering, design discussion, Training and Testing. Evosys will not be responsible for any delay due to the non-availability of business users or delay in making decision to finalize requirements/design or signoff of documents. All such delays will be documented and presented to Group Co. to be charged at the standard daily consulting rates.
- Application will be configured on 2 instances - Test, Production. Both will be provided by Oracle corporation
- Data Reconciliation and validation will be the responsibility of Group Co. However, Evosys will support them during the activity.
- Formats for financial statements are same across all entities.
- BRAC team needs to provide Historical data in the format provided by Evosys during the implementation.
- Micro Finance Budgeting segments would cover the segments for all other entities.
- Train the Trainer Approach will be followed.
- BRAC team needs to provide Historical data for Budget in the format provided by Evosys during the implementation.

1.2.9.2 Reporting Assumptions

- The requirements are identified well in advance.
- BRAC will provide the report samples with report columns, parameters, conditions as part of the requirement. Any clarifications that shall be required will be sought by Evosys.

- Data (setup and conversion and input on report layout) will be delivered by Client in the layout required by Evosys.
- Training will be provided to BRAC key user to create reports & report packs to accommodate any reporting requirement exceeding the report scope.

1.2.9.3 Training Assumptions

- Key Users identified for training will not be changed before training completion.
- Evosys will deliver training to Key Users before User Acceptance Testing. Train the trainer approach will be delivered. This training will be underpinned by 'Train the Trainer' up-skill course.
- Master data management and Data quality will be covered in admin training
- For New source system Integration will be done with existing system and all the document related to integration will be shared with BRAC team to accommodate with future changes.

1.2.9.4 User Acceptance Testing Assumptions

- The business will own the creation and execution of test scripts. However, Evosys will share the standard template.
- Business Users will perform user Acceptance Testing.

1.2.10 Scope Exclusions

Items Not Included in the scope	Description
Application License	Application License is to be purchased separately from Oracle
Third-Party Integrations	Creation of custom tables in the database for direct integration. Integrations with a third-party (inbound /outbound) apart from what is mentioned in scope is not included in the current scope of work. Any interfacing mechanism other than file-based or web service based is out of scope.
Hardware Procurement	Any hardware/infrastructure requirement needs are considered as Out of Scope.
New/Other Modules	Implementation of any new modules other than mentioned in the Scope of Work is not a part of this Project such as Close Manager, Budget / Forecast Consolidation.
Customizations	Out of the box, functionalities would be delivered with no customizations. Custom configuration within the standard system will be performed

1.2.11 High-Level Plan 2

Based on the high-level understanding of the business requirements, right after Consolidation plan mention under **section 1.1.10** we are proposing to implement the Oracle Planning Cloud solution in 29 Weeks with 2 weeks of Hypercare support. We will provide a more detailed project plan during the project planning phase.

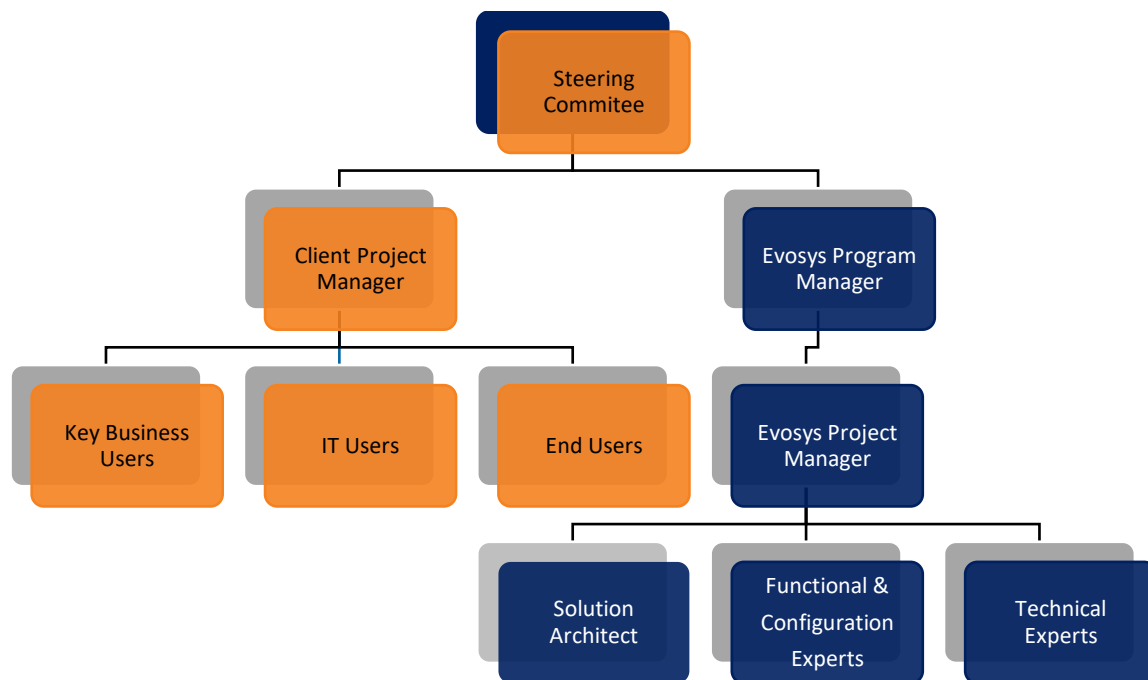
Oracle EPM Project Activities (High Level)	Weeks																															
	2	2	2	2	2	2	2	3	3	3	3	3	3	3	3	3	3	4	4	4	4	4	4	4	4	4	5	5	5	5		
	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3	4	5	6	7	8	9	0	1	2	3	
High-Level Analysis																																
CRP Configuration																																
Conduct Conference Room Pilot [CRP-1]																																
Re Configuration																																
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Fit Gap & Preparation for Key User Training																																
Key User Training																																
User Acceptance Testing																																
Fit Gap - User Acceptance Testing																																
Transition and Go Live																																
Hypercare Support																																

1.2.12 Project Resourcing

1.2.12.1 Project Governance

Evosys projects are delivered in partnership with our clients. We recommend a governance structure that will help to ensure the project runs smoothly from start to finish.

It is Evosys' experience that successful projects are delivered by people who are empowered to make decisions on time and are supported by a project sponsor who will provide clear guidance and leadership throughout the project cycle. Below is a diagram of the proposed project structure.



1.2.12.2 Project Team

The Delivery Team will be staffed with a combination of full and part-time resources, who will work both on and off-site. Resource details will be provided during Project Kick-Off. Below is an estimate of the implementation resources for this project.

Track	Role	Location
Project Management	Project Manager	Nearshore
Planning	Solution Architect	Nearshore
	Senior Consultant	Nearshore
	Data Integration consultant	Nearshore
	Report Developer	Nearshore
	Technical Consultant	Nearshore

We structure our teams, so that collaboration and skills transfer is a natural consequence of our ways of working, with clearly defined roles and responsibilities for both Evosys and the business resources. Our 'two in a box' approach to project delivery reinforces our ways of working and provides natural mechanisms to promote collaboration between Evosys and Business and fosters knowledge transfer and solution sustainment.

The Business project will be managed by a program manager providing comfort to the client that the project is being well directed. Evosys Program Manager will be in regular contact with the business Project Manager to ensure that the scope and delivery are progressing in line with expectations. Evosys Program Manager will participate in the program board and be the single point of escalation.

The business would be dealing with a Functional Expert who would be front face and responsible for the overall solution and would be closely working with the client project team on a day-to-day basis.

The Functional Experts are supported by technical specialists (Data Migration Expert, Integration Expert, Report Developer, etc.) who are co-located in our offsite office. Evosys has a separate technical team based on activities to maintain specialization, faster delivery, and, more importantly, ensuring quality. As a client, you would be dealing only with Functional Experts, and there is no requirement for you to deal directly with these technical specialists.

Using our Offshore delivery model, we provide maximum benefit at an optimum cost to the business.



1.2.12.3 Resource Definitions

The final project team will be reviewed in Project kick-off. The above breakdown shows a general representation of a standard project team.

Roles and Responsibilities of the Client Project Team

Role	Responsibilities
Steering Committee	<ul style="list-style-type: none"> Reviewing and approving the project plan, and thus authorizing the initiation of the project Delegating the authority for approval/acceptance of deliverables to selected individuals from the Core Project Team or Process Leads. Resolving major issues related to priorities, requirements, and procedures Approving and prioritizing, or deferring, significant change requests arising during the project Resolving trade-offs in cost versus schedule versus business benefit
Customer Project Manager	<ul style="list-style-type: none"> Customer Project Manager (CPM) will be the single point of contact for Evosys team CPM is responsible for coordinating with core team members from the Client CPM is responsible for scheduling the availability of the Process Leads and End-Users etc. and to make sure the timeline for the project is not stretched. CPM should have at least one Application Implementation Experience, and PM can either have an IT or Business background.
Process Leads	<ul style="list-style-type: none"> Process Leads are responsible for explaining all the business process during the Inception phase of the project Process Leads are responsible for finalizing the business structures and providing the data on time. Closely work with the consulting team when the solution is delivered. Validate the solution and provide sign off and acceptance of various phases in the project.
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Technical Expertise	<ul style="list-style-type: none">• Work with functional leads to ensure the project meets business needs• Identification and mapping of information needs• Development and migration of custom components and integrations• Unit Testing of Custom Components• Issue Identification and Logging• SR's and Issue resolution• Coordinate with Functional consultants for Custom Component verification and testing• Provide post-implementation support.• Evosys has a specialist pool of Data Migration Experts, who are responsible for performing a data migration.• Since these consultants have performed data migration tasks multiple times across multiple projects and countries, they are experts in migrating error-free data• Report Consultant gather and understand business requirements to set functional specifications for Oracle reporting applications• Convey the key insights or "story" the data reveals in a visual format that is grouped, summarised, or formatted to be easily understood and actionable
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2 IMPLEMENTATION METHODOLOGY

Evosys has a proven methodology called Evosys ADOPT; this focuses on working with our clients to adopt Oracle standard modern best practices and to identify any potential deviations to this approach at the earliest stage in the process.

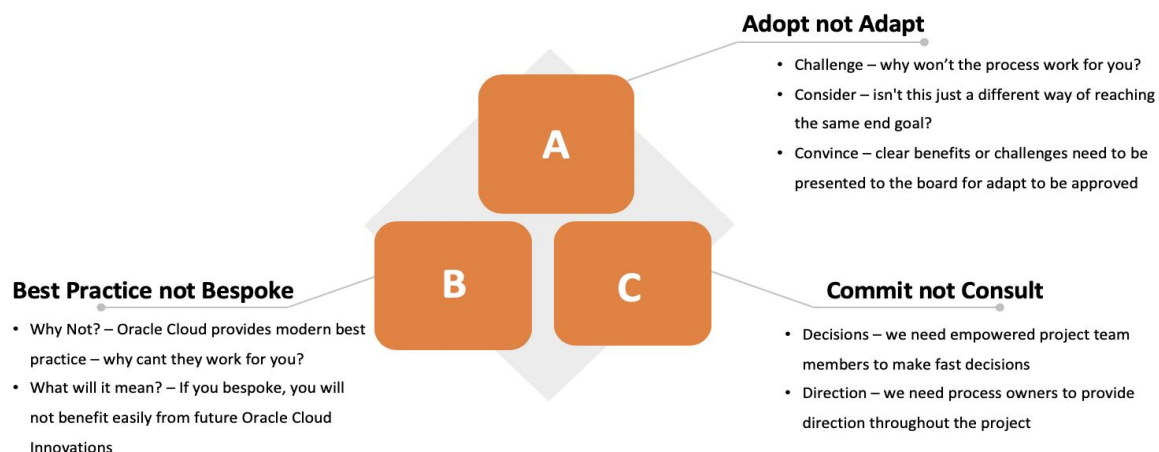
Years of implementation experience have enabled us to derive our ADOPT delivery framework, which we have used in the successful delivery of many Oracle Cloud implementations. Our ADOPT implementation framework is derived based on Oracle Unified Model (OUM v6.4) and tailored as per our experience on how customers can adopt to modern best practices.



We initiate using ADOPT, our process to drive conversations, workshops, and design principles that all focus on the need for the organization to embrace the adoption of Oracle Cloud processes.

We will be able to guide the users on how other organizations have adopted the Cloud approach and the considerations applied to areas. While our Cloud Consultants will use this as a start point to aid a new understanding of Oracle Cloud, we also believe in many cases this we will meet the business requirements; however, it is important to note that this does not restrict the user in any way.

The fundamental design principles we are using with our clients is simple:



At all times, we will challenge the business users to adhere to the above principles.

Evosys ADOPT Approach

The key components to ensuring the successful delivery of each stage of our ADOPT approach is early engagement, collaboration, transparency, and project governance that supports an Agile implementation and effective project management.



In the initial planning stage, our Project Manager will work closely with the business to:

- Agree on the project governance
- Produce a project charter and a detailed project plan
- Assess the readiness of the organization to start implementation

2.1 Advisory

The most important part of the Advisory stage is **“We Advising the business”** on Oracle Cloud modern best practice and our experience of deploying these across other customers and **“The business Advising the Evosys”** on their long term vision, existing challenges, business drivers and providing an understanding of “as is” processes.

The key objectives of the Advisory phase will cover critical areas such as:

- Project objective – Business’s vision and benefits case
- Identifying various User Personas across business processes
- Identifying Moments that Matter, and capturing the critical path processes
- Demonstrate modern best practices
- High-Level Process Design
- Enterprise Structures
- Discuss key strategies and requirements such as
 - Data migration strategy and requirements
 - Reporting strategy and requirements
 - Integration strategy and requirements
- Training needs analysis
- Identify key business scenarios
- All gaps and observations will be logged

2.2 Design

It is a reiterative design and builds phase where we will work side-by-side with Business's Key Users to develop an end to end on system solution. It is split into two key conference room pilot (CRP) stages.

Process owners involved in the advisory stage must be present at all workshops. They will work closely with the Evosys team, who will ensure they can provide continuous access and support to other key business users, empowering them to make decisions and undertake specific processes.

CRP1 – Build Review

- An environment built using the completed configuration questionnaires, the knowledge gained during the advisory stage, and a migrated set of the business data.
- Each process will be walked through end to end on the system – is estimated to demonstrate 80% of the final on system solution. During this stage, off-system actions will start to be captured.
- During this stage integration and reporting requirements should start to become apparent and the key business users should provide requirement specifications for the agreed developments
- Key business users and workshop delegates will be given access to the CRP1 environment and encouraged to familiarise themselves with the Oracle Cloud system and its capability. They should be hands-on alongside our Consultants.
- First data migration load
- All gaps and observations will be logged
- Updated key strategies issued for sign off
- The business will need to develop business scenarios to support the build phase

CRP2 – Review and Playback

- Walkthrough each process with the business's data and scenarios provided by the key business users. Illustrate areas that have been updated from CRP1 and delve deeper to clarify and confirm configurations across all processes.
- Demonstrate key integrations and reports that are integral to the business processes – it is estimated to cover 80-85% of the final solution.
- The key business user will be given access to the CRP2 environment and encouraged to familiarise themselves with the Oracle Cloud system and its capability. They should be hands-on alongside our Consultants.
- We will update the business process maps as appropriate
- CRP2 is the final stage to raise any changes to the core build.
- Updated process maps
- First draft cutover plan

2.3 Orchestrate

Through-out the Advisory and Design stages, we will have worked closely alongside the business key users shaping the solution together. It is now that we will take a crucial role to “Orchestrate” users and to guide them through the first controlled phase of testing and controlled training.

E2E Testing

It is the first stage in which all of the components of the solution come together (process, build, reports and integration), and we need to ensure that they meet the requirements of the business end to end, including all other third-party solutions.

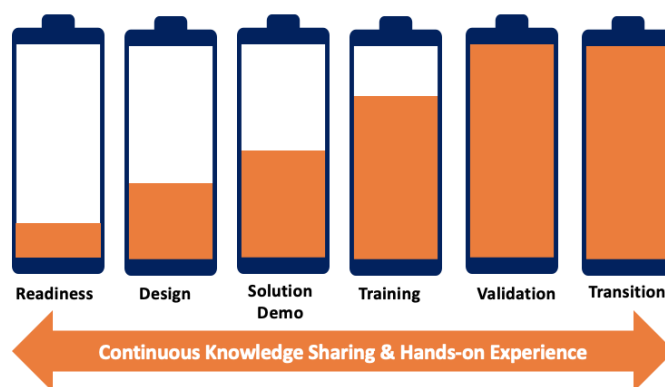
We will test key components in line with the Testing Strategy using the agreed scenarios. The business users will need to support the end to end testing of integrations and or reports. At this stage, the business users will also have the ability to run through scenarios and gain a level of confidence in the solution before User Acceptance Testing.

Training

We have an iterative approach to knowledge sharing, which forms part of the training for key business users; this enables them to play a critical role in the deployment of training to the broader audience. Our approach is paramount to ensure knowledge sharing and build up a core team of business users to become self-sufficient for the future.

In addition to the “on the job” training and knowledge gained during the implementation approach, dedicated classroom training will be delivered, utilizing traditional training aids that are tailored to the business solution and appropriate for each of the three key user groups. These include:

Key Business User Knowledge Gauge



Training Approach



Understanding that various training approaches are dependent on the role that users undertake, we have classified these into two categories and the approach for each; however, this will be expanded upon as we work through with the business to produce a training needs analysis and plan.

Knowledge sharing is present at every stage of our approach as our consultants work alongside business SME's, allowing time for questions and hands-on experience that will build up their confidence in the solution.

2.4 Prepare

Preparing the business for “go live” and checking that the system is working as expected is a critical stage in the project. Where our Consultants and the key business users have been working closely together over the key stages, this should mean that there are no surprises in UAT, as we have been building and shaping together.

This next stage of controlled testing will only commence once the agreed entry criteria have been met, as defined in the testing strategy.

User cases developed during CRP2 will have been enhanced by the business process users to form controlled end to end test scripts. In execution of these, any defects or issues should be logged and managed together to prioritize and resolve in line with the testing strategy.

During User acceptance testing, a detailed cutover plan will be agreed with all parties, clearly highlighting roles and responsibilities of all parties during the transition phase and ensuring that all communications for the cut off point for transactions, approvals, overtime, etc. have been identified.

2.5 Transition

By this stage, key business users will be familiar with the solution which has been tested, deemed fit for purpose, data cleansed, data transformed, and ready for migration. During the Prepare stage, the agreed cutover plan and suitable approach to end-user rollout will have been determined to reflect the business demands. The entry criteria to commence transition will have been met, and cutover activities will commence.

The cutover plan will clearly outline activities to be undertaken. The cutover approach will have determined vital factors such as:

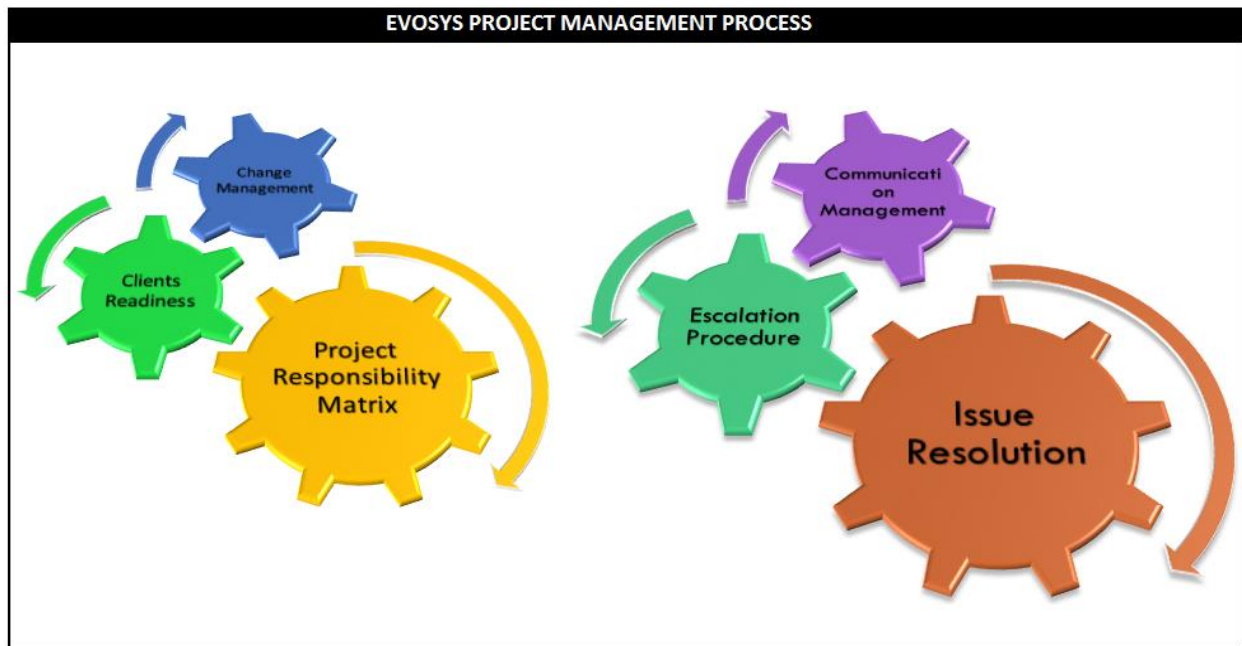
- Any manual processes that need to be followed up on the legacy system leading up to cutover
- Legacy system outage period.
- Roles and responsibilities of all resources at each phase.
- Checkpoints and sample testing activities.
- Identified business decision-makers and escalation points.

We will configure the production environment; once agreed tests had been carried out, the system will be deemed “go live,” and users will be allocated access.

Hyper-Care

Key business users will have been with us at every step and will have built up an extensive knowledge of their Oracle Cloud solution. However, there will inevitably be some niggles as we go live. We need to ensure that they are still present on-site to manage and resolve any defects. Also, there may be agreed on low priority defects from UAT that still require resolution post cutover.

3 PROJECT MANAGEMENT



Project Management is essentially a Relationship Management job at Evosys, wherein its Project Manager manages relationships and liaisons with the various project stakeholders, namely, Project Implementation Team, Client Project manager, Client Key users, Client Top Management and any other stakeholders identified during the Proposal Negotiation Phase.

3.1 Project Management Software

Evosys proposes to use Microsoft Projects 2010 / 2013 as its Project Management Software.

3.2 Project Responsibility Matrix

Successful completion of engagement of this nature is dependent on the co-operation and participation of both Evosys' project team and the business personnel. The specific responsibilities for both parties are highlighted in the following table:

Responsibility	Evosys	Client
Lead the Project team	Prime	Support
Lead Change Management	Support	Prime
Designate a management-level dedicated client sponsor	-	Prime
Demo best practices and conduct interviews with business representatives	Prime	Support
Provide timely response to the preliminary document	Support	Prime
Develop and agree on the business requirements	Prime	Support
Finalization of Business Process/ Policies	Support	Prime
Implement agreed design on identified Oracle Application modules	Prime	Support

Prepare data for upload to live environment	Prime	Prime
Preparing business cases for UAT (User Acceptance Testing)	Support	Prime
Train core team members	Prime	Support
Undertake UAT	Support	Prime
Train key users	Prime	Support
Prepare production environment and assist in data migration	Prime	Support
Provide post-implementation support	Prime	Support
Communication	Support	Prime

3.3 Issue Resolution

- All issues raised either by the business implementation team or Evosys implementation team will be forwarded to the Project Managers, who will be responsible for resolving the same. These issues will also be discussed in the Steering Committee meetings. Corrective and preventive actions will be taken as decided by the Project Managers.
- Project Managers will be responsible for creating Project Status Reports weekly. It will include project updates, activities completed, per cent complete status on deliverables.
- The Project Working Committee comprising of Project Managers, the business implementation team, and the Evosys Implementation team would meet weekly to review the tasks on hand, milestones, and activities status.
- The Steering Committee meetings will be conducted at regular intervals (biweekly / monthly) during the project. The co-ordination for this meeting would be taken up by the business Project Manager.

3.4 Escalation Procedure

In case of any issues coming up during implementation, the same has to be identified immediately. If the problem remains unresolved, the same can be escalated for its resolution. The escalation procedure will be as given below.

- Team Members will escalate the problem to the Project Manager.
- The Project Manager can escalate the problem to the Project Management Team.
- The Project Management Team can escalate the problem to the Project Steering Committee or Oracle.
- The time frame for the escalation of minor issues will be three business days.
- The time frame for the escalation of major issues will be two business days.
- The time frame for escalation of issues, by which the project progress comes to a standstill, will be 3 hours.

3.5 Quality Assurance

This section defines how the quality of the project processes is to be determined (audits) and how the quality of deliverables produced during the project is to be determined (reviews). This section also defines how deliverables will be physically assessed for functionality (testing), and what measurements will be collected during the project.

Quality Management Standards and Procedures

The following standards and procedures are extensions to the Project Management Plan for this project:

- The Project team members will internally review all the documents.
- Evosys specialist resources will do the QA of key deliverables under the guidance of the Quality Manager.
- The process of QA would be done regularly.
- Project Audit would be conducted as per Evosys standards.
- Technical Standards and Procedures.
- Evosys Technical standards will be followed for installation, conversion, and customizations of application software.

Quality Reviewing

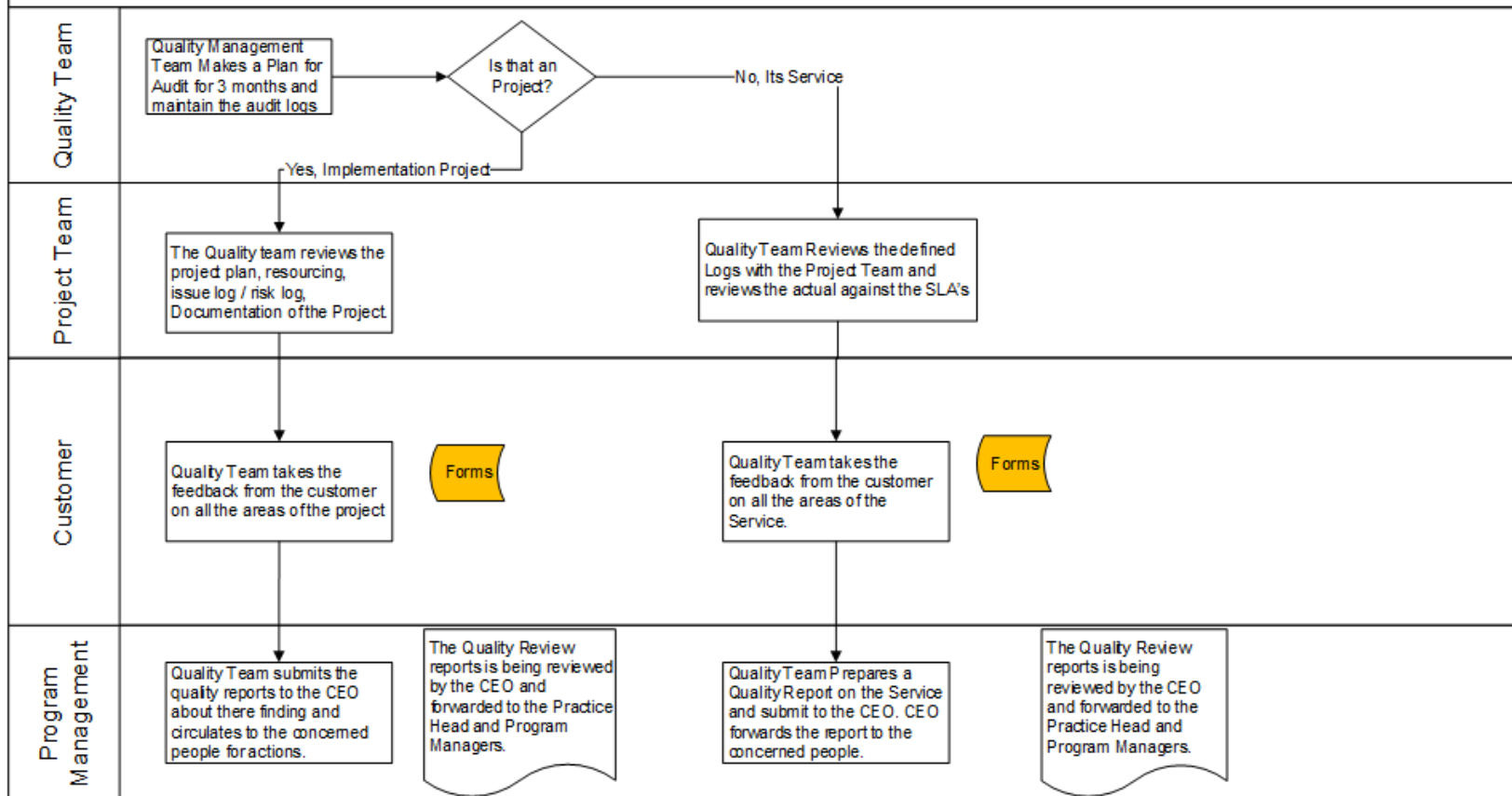
Reviews will be carried out for each deliverable. A record of all deliverable reviews will be kept as an audit trail for resolution action. Techniques and responsibilities are as defined below:

A Technical Review focuses not just on looking for errors and incompleteness (as is the purpose of any Review). Still, it evaluates the technical aspects of a deliverable, e.g., elegance of code, functionality, etc. A Technical Design Review is a particular type of Technical Review (see below). A Technical Review is usually conducted as part of a Walkthrough or an Inspection.

A Walkthrough (individual or group) is a review whereby the reviewer(s) step through a deliverable to check for errors, inconsistencies, incompleteness, etc. The findings and actions of the Walkthrough must be documented. For group Walkthroughs, someone should lead the review.

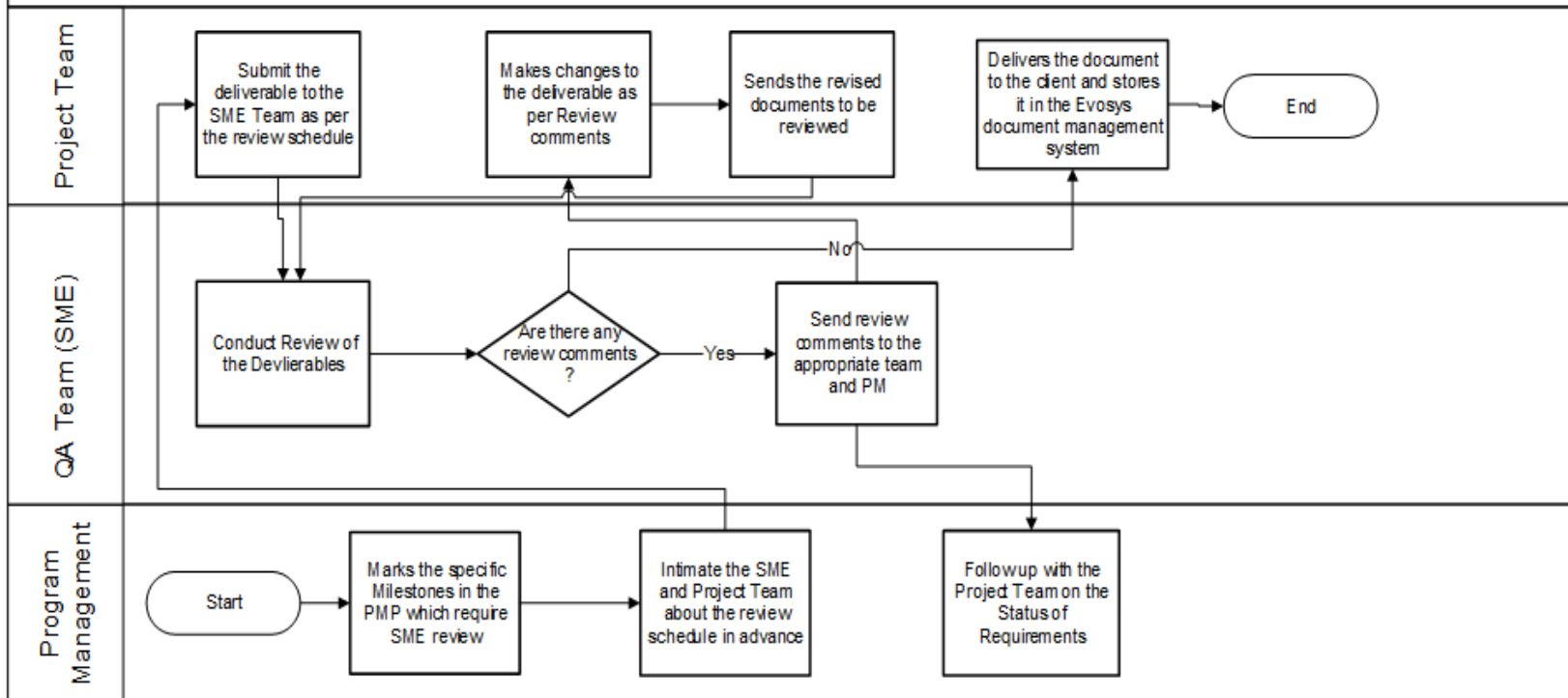
Project Management – QA Process

Quality Review Procedures



Project Deliverable – QA Process

Quality Review Procedures



3.6 Communication Management

This section describes the plan for communications between all of the stakeholders involved in project delivery.

For each type of communication, this plan describes:

1. The name or type of communication
2. The intent of the communication
3. The responsibility for that communication
4. The audience/distribution for that communication
5. The communication media (e.g., meeting, conference call, e-mail) for that communication
6. The timing/frequency that this communication item is delivered

3.7 Project Reporting Plan

Project reporting will be done through weekly status meetings between the Project managers from both sides. It would result in the identification of delays & risks & ways to manage them.

Sample Weekly Status Report

Client	Client, Project Manager,			Month	June 2020
EVOSYS				Week	01/06/2020 12/06/2020
Indicator	Legend/Key		GREEN I	YELLOW I	RED I
Overall Health			I		
Data					
Resources				I	
Functionality					
Scope			I		
Others					
Key Issues and Decisions		I I I	Status / Action pending from Client, if any		
Software		I			
External dependencies					
Key Activities for the reporting period					
▪					

System Issues			
▪			
Other Issues			
▪			
Key Activities planned for the next reporting period			
▪			
Major Deliverables	Completion Date	Major Deliverables	Completion Date
▪		▪	▪

4 ACCEPTANCE & APPROVAL PROCEDURE (WALKTHROUGH APPROACH)

The following procedure shall be followed for approval of deliverables from Evosys. General – Business project manager shall be the single point of contact for all the points below.

Project Milestone	Approval procedure
Requirement Definition	The Requirement Definition Document shall be submitted to the business for review. There will be a walkthrough of the same with the Key Users of the business. It is expected that the same will be either approved or any clarification on the same shall be raised within five working days from the date of the walkthrough. Once the clarifications have been addressed, the document needs to be approved within one working day. In case any communication is not received during these stipulated times, it will be assumed to be deemed approval of the document for all purposes of the project.
Solution Configuration	The Solution Configuration Document shall be submitted to the business for review. There will be a walkthrough of the same with the Key Users of business. It is expected that the same will be either approved or any clarification on the same shall be raised within Five working days from the date of completion of the walkthrough. Once the clarifications have been addressed, the document needs to be approved within one working day. In case any communication is not received during these stipulated times, it will be assumed to be deemed approval of the document for all purposes of the project.
CRP	Completion of the CRP session shall be deemed to be the completion of this milestone.
Solution Testing	Evosys shall help the key users in defining the test script for the testing of the solution. Evosys shall be responsible on the part of the solution configured/developed by them. There shall be a stipulated time frame (as per the final project plan) for the users to complete the testing based on the test scripts provided. It is expected that the same will be either approved or any clarification on the same shall be raised within Five working days from the date of completion of the testing time frame. Once the clarifications have been addressed, the document needs to be approved within one working day. In case any communication is not received during these stipulated times, it will be assumed to be deemed approval of the document for all purposes of the project.
Go Live	Go will be defined as the 1 st live transaction on the production environment.

4.1 Handover Approach

To ensure satisfactory off-boarding of these services, Evosys will close the project by carrying out a combination of the following activities:

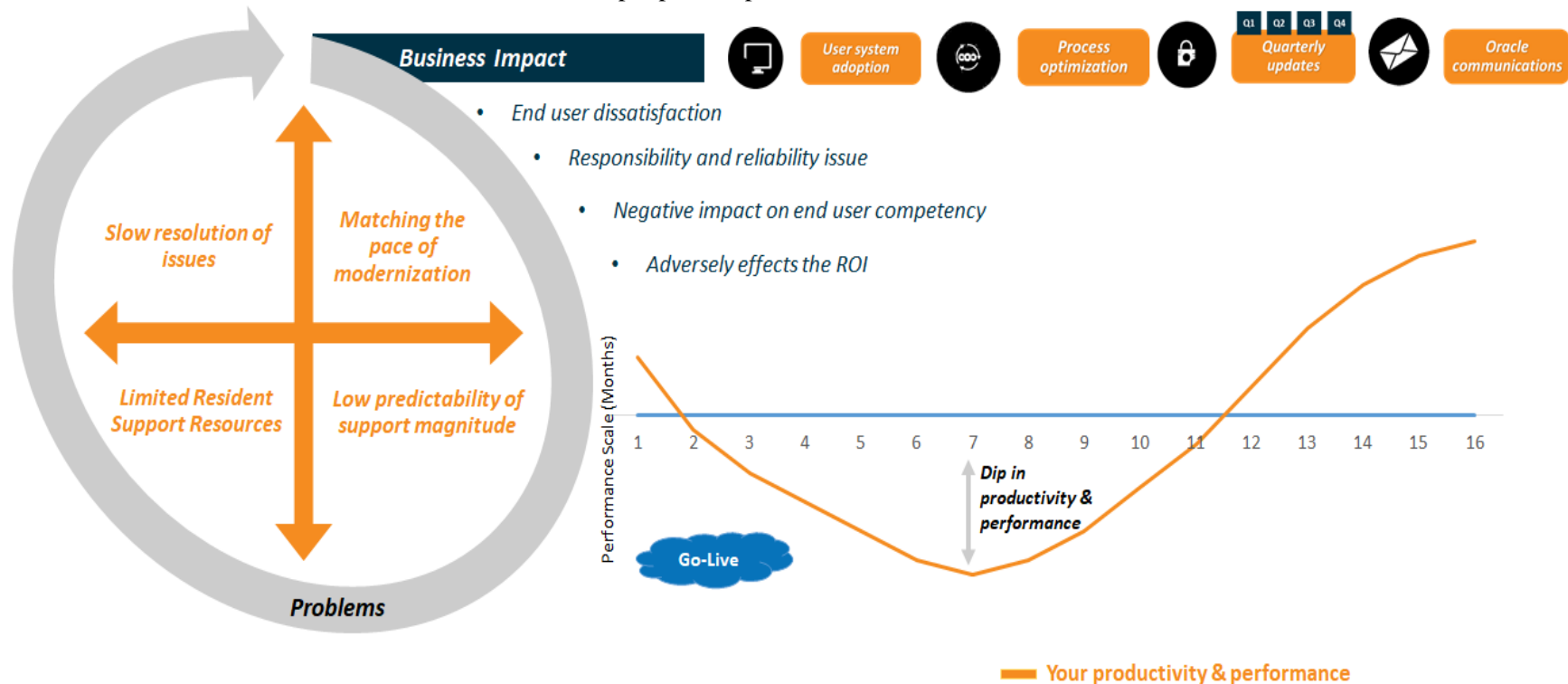
- Return any client data and documentation supplied during the project.
- Delete client data held by Evosys

- Return any client equipment.
- Delete/deactivate all accesses given to project/support resources related to all environments (including applications, databases, servers, and service management tools) and submitting a report to the client confirming deletion/deactivation and get a sign-off from relevant authorities.
- Complete the support handover document and get a sign-off from relevant authorities.
- Complete the administrative closure of the project.
- Complete the lessons learned document and hand it over to the client.
- Complete skills and knowledge transfer and obtain sign-off from the client or the new vendor.
- Document the backlogs related to all areas (i.e., Incident, request Problem, Change, etc.) and hand it over to the client and new vendor.
- Complete performance reviews.
- Request client satisfaction feedback

5 APPLICATION MANAGED SERVICE

Realize the true potential of Oracle Cloud Transformation

Go-live is just the beginning of a digital transformation journey, our aim is to work with BRAC through this journey and put you in the path of continuous innovation. Post go-live support provided with implementation is more from stabilization perspective, there are certain aspects after this stabilization which, if not taken care of will lead to a steep dip in the performance.



Evosys enhancement services' proposition for BRAC is to **minimize this dip**, **accelerate** and **maximize the ROI** by:

- Not just keep the lights on – deriving **business value**
- Meaningful **proactive maintenance** with **value-dashboards** in turn aligning with **ITIL 4.0 value stream**
- Drive **Self-sufficiency & Innovation**
- **KPI driven** support (**factual work**)

Below are the key stats of Evosys AMS:



Figure 1: Keys AMS Stats

Leveraging this expertise of being an efficient AMS partner for over 120 customers, we have identified the below as the top three key performance indicators for IT application enhancement services:

- **Customer Satisfaction (Delighted, Neutral, Not Happy)**
- **Adherence to Service Level Commitments**
- **Value Realization**

Evosys has delivered numerous projects for Oracle Cloud and understands the support areas required by BRAC to make sure clients gain the desirable outcome from their cloud implementation. Based on the number of support projects carried out and considering the Industry Best Practices, we have structured our support proposition to match the BRAC expectations.



We have structured our support proposition into two categories. This allows BRAC to select the best feasible option based on their current requirements and allocated budget. The proposed options are as follows:

Cloud Application Support Services (CASS):

We have clubbed some of the regular activities where clients require support from Implementation Partner or Support Partner for the smooth operation of their implemented cloud-based solution. Below mentioned are the events to be covered as part of CASS Support:

- **Functional User Support** - Evosys shall provide regular support to client users upon user requests through the service request portal. Evosys consultant shall get in touch with the client user in case additional details are required. Evosys consultant may resolve the bug or raise Oracle service request if further assistance is needed from Oracle.
- **Issue Resolution** - We have a well-structured process to allow the **BRAC** team to raise the issues faced in the existing solution. Evosys will provide **Fix-to-Fail support** for all such issues raised by the **BRAC** team using the Evosys Ticketing Portal and, if required, forward to the Oracle team for appropriate actions. These issues will also be discussed in the steering committee meetings. Corrective and preventive measures will be taken as decided by the project managers.
- **Fix-to-Fail Support** - Fix on Fail support is crucial to ensure there are no further issues while applying fixes for one. To ensure this does not happen, Evosys follows the code development process using SVN, where different solutions are developed, creating separate builds. After completion of testing by Evosys, build to be deployed on the test environment, and once tested successfully, the same build is provided for production. This way, Evosys ensures one solution does not affect others and which will, in turn, reduce maintenance efforts.
- **Problem Management** – Evosys will provide a detailed analysis of tickets raised every quarter and identify the Issue types that are frequently increased. We will then provide recommendations to the client for ways to reduce such frequent issues (through training, workarounds, etc.). This will not only help the client to improve their internal operation but will also reduce the number of tickets raised, thus decreasing support cost and providing ROI over the period.

- **Service Request Management with Oracle** - Evosys consultant will identify the need for raising Oracle Service Request after understanding the issue from the User and build Oracle SR. BRAC needs to provide Evosys My Oracle Application credential. Evosys consultant will follow up with Oracle to get the proper resolution. Service request priority shall be set as per Oracle guidelines. Evosys Consultant may request client users if additional details are required from production instance. BRAC users may need to join Oracle Web conference sessions if required. If adequate response is not received from Oracle with stipulated time, Evosys consultant will escalate SR and still delay in response is observed, Evosys may highlight it to CSM. BRAC needs to provide CSM details to Evosys when starting the project.
- **Cloud Patching Assistance** - Evosys team will be working with Oracle closely on patching sessions. We will identify the frequency and schedules for any new patches and updates and will be periodically shared with the **BRAC** team for planning. On the release of a fresh piece, it will be applied to the test environment by Oracle. It is tested by Evosys and based on the satisfactory outcome; we will request the **BRAC** team to perform UAT. Based on the **BRAC** team's confirmation, Evosys confirms further to Oracle for the patch to be applied to the production environment. As a part of the unit testing process, Evosys ensure all the tested results are logged against the incident.
- **Functionality enhancements**
 - Evosys shall help the **BRAC** proposing the "**How-To**" advisory for enhancing functionalities and optimize application usability. Based on extensive experience in both implementing and providing managed support for customers globally, we work with the Customer and focus on enhancing the functionalities of the Oracle cloud application with every new release and also deploying solutions that have worked or benefited other organizations based on our global experience.
 - Evosys shall help the **BRAC** in developing new reports. The **BRAC** needs to provide requirements in the format consultant would share along with scenario listing. Evosys consultant shall provide estimated effort once Evosys receives requirements in detail. Upon effort agreement with the **BRAC** team, Evosys shall develop reports and deliver.
 - Evosys follows quarterly (Frequency can be changed based on client need) incident analysis process with its root cause and solution details. Based on incident analysis outcome, Evosys will suggest improvement areas for the users, which can be the training of the specific regions, improvement in solution, documentation, etc. All how to queries can be addressed in this activity suggested by Evosys. As this would be a critical activity, details of enhancement are to be documented and agreed upon, and an estimated effort is proposed

6 INVESTMENT SUMMARY

6.1 Oracle Cloud Implementation Fees for Consolidation

Particular	Implementation Cost (USD)
Fees for Oracle Cloud Implementation of Financial consolidation and close (including Close Manager)	\$ 105,000.00
Fees for Data Extraction into Custom Tables (including Fixed Assets)	\$ 22,500.00
Implementation Fee's for Consolidation Total	\$ 127,500.00
Strategic Management Discount (Valid till 30th June 2021)	\$ 17,500.00
Grand Total	\$ 110,000.00

Note:

Evosys are delighted to offer a fixed price proposal. Our fixed price will only be amended where any of the critical elements below impact our cost base; these include:

- Changes to the agreed scope and assumptions outlined above
- Changes to the agreed dates for delivery of key project dependencies, i.e., data migration/reconciliation/solution sign off
- Changes to the agreed timescales (number of weeks) outlined in the Project Plan.
- Changes to the optimized delivery approach (i.e., a request for more on-site presence)

6.2 Oracle Cloud Implementation Fees for Planning [Price Valid till 31st December 2021]

Particular	Implementation Cost (USD)
Fees for Oracle Cloud Implementation of Planning Cloud for 29 weeks with 2 weeks of Hypercare Post Go Live Support	\$ 170,000.00
Grand Total	\$ 170,000.00

6.3 Oracle Cloud Implementation Fees for Planning (Optional Items) [Price Valid till 31st December 2021]

Particular	Implementation Cost (USD)
Workforce Budgeting and Workforce Integration	\$ 23,000
23 Budgeted Notes to Accounts	\$ 12,500
Grand Total	\$ 35,500.00

6.4 Application Managed Service Pricing

Particular	Annual Maintenance Cost (USD)
Fees for Oracle Cloud Application Managed Services 480 hours/Annual Support [Remote]	\$ 28,800.00

6.5 Resource Man-Days Rates

Resource Role	Remote Man-Days Rates (USD)
Project Manager	\$500.00
Solution Architect	\$450.00
Functional Consultant	\$350.00
Technical Consultant	\$275.00

6.6 Implementation Payment Terms

Payment milestone	Project Deliverables	Percentage of implementation fees
Contract Signing	BRAC Purchase Order	25%
Process Playback [CRP]	System Demonstration Workshop	20%
Solution design	Solution Design Document Delivery	20%
Key user training	Key User Training Attendance Sheet	20%
Production Configuration	Production Config Document Delivery	15%
	Total	100%

6.7 Other Terms

- All prices are in **USD** excl. local applicable taxes
- Payment needs to be made via Wire Transfer within two weeks of submission of the invoice. A copy of the remittance advice shall be emailed to Evosys as soon as the payment is made.
- In case any milestone of the project is split into multiple phases during the project, the payment milestone will also be split between the phases in the proportion of the effort estimate provided by Evosys.
- All Deliverables except for Final Payment would require to be accepted for payment with the Open Points section.

7 SIGNATURE PAGE

IN WITNESS of whom, the parties hereto have caused this proposal to be executed by their authorized representatives signed below

**For Evolutionary Systems Singapore
Pte Ltd., Singapore**

**For Bangladesh Rural & Advancement
Committee**

Signature: _____

Signature: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

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