



Technical Proposal for the

Supply and Implementation of the

Microfinance Transaction Processing Hub

(MFI HUB) Systems Upgrades – Back

Office Operations Enterprise Resource

Planning (ERP) Systems Lot 3

Reference No: MOF/DFIC/G08 – VOLUME 1

Purchaser: Ministry of Finance and Economic Affairs through the
DFIC Project

Submitted by:



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Executive Summary

Counterhouse Consultants Ltd would like to thank the **Ministry of Finance and Economic Affairs, (MOF)** for this opportunity to present our bid proposal for the Supply and Implementation of the Microfinance Transaction Processing Hub (MFI HUB) Systems Upgrades- Back Office Operations Enterprise Resource Planning (ERP) systems Lot 3.

We understand that The Ministry of Finance And Economic Affairs needs operational efficiency, regulatory compliance, and management excellence while improving workforce knowledge and skills, enabling stakeholders have visibility and control of daily operations while presenting a holistic and consolidated view to executive management, all from a single source of truth.

As The Ministry Of Finance And Economic Affairs embarks on this major digital transformations reform initiative, we also can appreciate the need for the technology to move lock step with the necessary change management in order to facilitate the necessary buy in and early adoption at all levels of the impacted departments within the organization.

Therefore, we bring a range of experience along with and other service capabilities that allow us to support everything from coordinated planning to operational execution. With end-to-end support, you will have the pieces in place to move ahead with speed.

We are offering **Oracle Core Human Resource (HR), Oracle Payroll, Oracle Self-Service, Oracle iRecruitment, Oracle Performance Management, Oracle Financials (General Ledger, Account Payables, Account Receivables, Cash Management, and Fixed Asset), Oracle Hyperion Planning & Budgeting, Oracle Inventory Management, Oracle iSupplier, Oracle Financials Data Quality Management, Oracle Procurement Contracts, Oracle Order Management, Oracle Purchasing Sourcing, Oracle iProcurement, Oracle Purchasing.** Our offering also include **Oracle Technologies Solution** including Oracle Database Enterprise Edition, Oracle WebLogic Suite, Oracle SOA Suite – for maximum efficiency and reliability.

Oracle has a long-standing reputation in providing solutions that helps businesses:

- To source right.
- Collaborate with local and foreign suppliers.
- Manage inventory and control costs.
- Manage its working capital.
- Maintain its assets.
- Provide quality services to the customer in an environmentally responsible manner.

Oracle is complete, open and integrated suite of business applications; server and storage solutions are engineered to work together to optimize every aspect of your business. Oracle solutions provide superior experiences your stakeholders are demanding and align them with smarter internal decisions and processes to build an experience platform tuned to your specific business strategy and growth objectives and help you fuel profitable growth across traditional, mobile and online commerce channels. **The Ministry of Finance And Economic Affairs** can dramatically reduce costs and increase profitability by using Oracle E-Business Suite solution to enable operational efficiencies across your enterprise.

Getting the Right Solution for the MOF for Quick Return on Investment

We have carefully designed a solution for **The Ministry of Finance And Economic Affairs**, aimed at improving technological infrastructure, which will result in enhancing the processing of information, with a focus on delivering a solid ERP platform for The Ministry of Finance. Our approach ensures ease of implementation, avoiding unnecessary complications or excessive costs, while addressing the MFI Hub systems upgrade as identified in the Gap Analysis Report. This upgrade, part of the Government of Malawi's Digitalization, Financial Inclusion, and Competitiveness (DFIC) Project, will support the Ministry's objectives of enhancing collaboration, operational efficiency, and compliance with robust security protocols.

The specific objectives of the project are:

- a. Develop a pervasive digital payment ecosystem that will improve financial inclusion, accountability, efficiency, and transparency of the payments system and reduce costs associated with a cash-based system.
- b. Strengthen mechanisms to support the competitiveness of the private sector, improve access to national, and export markets.
- c. Improve access to financial services among the general population with a particular focus on Small and Medium Scale Enterprises (SMEs), women, youth, people with disabilities, internally displaced, financially illiterate and rural populations.

Counterhouse is eager to work with The Ministry Of Finance And Economic Affairs to structure a phased approach for implementation, minimizing burdens and maximizing project benefits. A well-planned phasing strategy will ensure the project's success, aligning with The Ministry of Finance And Economic Affairs' goals while ensuring the sustainability and effectiveness of the system in the long term.

Solution Components

Counterhouse proposes a set of modules that are part of the Oracle E-Business Suite as well as other applications. The proposed solution to The Ministry of Finance And Economic Affairs consists of the following components:

Stream	Modules
➡ Oracle Financials	Oracle General Ledger, Oracle Account Receivables, Oracle Account Payables, Oracle Fixed Asset, and Oracle Cash Management.
➡ Oracle Supply Chain Management	Oracle Inventory Management, Oracle Purchasing, iProcurement, Oracle Sourcing, Oracle Procurement Contracts, Oracle iSupplier
➡ Oracle Enterprise Performance Management	Oracle Hyperion Planning and Budgeting, Oracle Financial Data Quality Management Enterprise Edition, Oracle Financial Data Quality Management Adapter Suite.
➡ Oracle Human Capital Management (HCM)	Oracle Human Resources, Oracle Self-Service, Oracle Payroll, Oracle iRecruitment, Oracle Performance Management.
➡ Technologies	Oracle Database Enterprise Edition, Oracle WebLogic Suite, Oracle SOA Suite.

The solution we have proposed for The Ministry of Finance combines applications for providing specific vertical solutions for its operations.

In selecting our solution footprint, we have carefully weighed each solution component to ensure there is full justification for their inclusion in order to achieve quick return on investment. Consequently, we have taken care to exclude peripheral components whose inclusion cannot be justified based on their net value to the business requirements of The Ministry of Finance.

Critical Success Factors

The ability of Counterhouse to provide an application and technology platform to enable and support a global deployment for the Ministry of Finance will be a critical success element. This goes beyond system feature/function and drives to the core of the Counterhouse's underlying architecture as well as the Counterhouse's strategic vision. The Ministry Of Finance is already aware that selected vendor's architecture can support and scale to the global requirements and vision that The Ministry of Finance has.

Oracle's **global architecture** and **global presence** enable Oracle to address these critical success elements for The Ministry of Finance. Like building a house, a strong, solid foundation is critical. Oracle delivers a strong, proven, and integrated global application foundation combined with best practices- based business processes. With Oracle, The Ministry of Finance can focus on configuring and deploying a global solution instead of identifying work around to compensate for limitations in other vendors' application architectures.

**Intelligent Enterprise 2009
Editors' Choice Awards**

In January 2009, Oracle was named one of "The Dozen" most influential vendors in enterprise IT.

Agility and the ability to generate real business insights are key to a company's performance, making it more adaptable to market changes and improving the chances that it will gain market share. Counterhouse can help The Ministry of Finance achieve its goals by simplifying its software portfolio, unifying its enterprise, and tapping into the continual competitive advantage that comes from Oracle products and services.

We understand that, the successful implementation of an Oracle Application is a COMPLEX exercise that does require technical competency, BUT more importantly requires the management of scope and problem solving – both cornerstones of effective management and leadership. Our continued success in delivering ERP implementation stems from understanding and mitigating these and potential causes through discipline project management and a mature implementation methodology coupled with experienced resources.

Critical success factors are	Common Reasons for Failure
<ol style="list-style-type: none">1. Executive Leadership to drive and effect change in organizational behaviour.2. A full-time Client Project Manager	<ol style="list-style-type: none">1. Limited Executive Representation and Sponsorship.2. OVER DESIGN – Trying to implement too much. This is not a technical or resource constraint –

<ul style="list-style-type: none">2.1. Engaged for the entire duration of the engagement.2.2. Given the required authority2.3. Responsible for Client Communication and2.4. Driving & Managing Organizational Change Management.3. Empowered and Enabled Super User or Key User – Please see note below.4. Clear definition of scope with limited Variability in scope.	<ul style="list-style-type: none">rather driven by constraints on HOW much Change can the Organization undertake.3. Incompetent Oracle Partner – This is not about technical capability – it is with the ability to manage complexity.4. Poor Project Management.5. Insufficient User Training.6. Change Management neglected.7. Data Migration not scoped well.8. Change of Personnel / Team Dissonance.9. Unnecessary Customizations.10. Limited understanding of Business Domain.
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The **Super User or Key User** team is the primary force of action during the implementation. The team is represented by personnel from different departments having intrinsic functional knowledge. For each organizational part or functional area, at least one Super User must be identified as part of the team. The selected individual should assess the possible problems in their respective functional area that may arise from the implementation / support and together with End Users capable of making decisions on solutions. The responsibilities of this team include but not limited to:

- 1. Serve as 1st Line of Support for the End Users include:**
- 2. Guide and assist End Users with Knowledge Transfer and Ad-Hoc Reporting.**
 - 2.1. Ad-Hoc Training.
 - 2.2. Transactional processing – sitting with users in submitting transactions via the system correcting any issues live.
 - 2.3. Business process understanding – Super Users can transfer knowledge of the respective processes through existing flow diagrams.
 - 2.4. Continuing online communication and collaboration about tips and tricks.
- 3. Receive the training in the software product**
- 4. Implementation & Support**
 - 4.1. Guide and assist consultants during the designing of the system.
 - 4.2. Assist in document preparation.
 - 4.3. Identifying end-user groups in the functional areas.
 - 4.4. Mapping the business process into proposed product functionality.
- 5. Testing**
 - 5.1. Prepare acceptance test plans and test data with assistance from Consultants.
 - 5.2. Arrange acceptance testing of software.
 - 5.3. Executing the test runs with the end-users.
 - 5.4. Recommend acceptance of deliverables.

Why Oracle?

Based upon our understanding of the ERP Project's requirements, we can present a strong business case for the implementation of Oracle E-Business Suite. Oracle provides the following advantages to The Ministry of Finance:

- Complete, open, and integrated products.
- Accelerated business growth.
- Lower total cost of ownership.

COMPLETE, OPEN, AND INTEGRATED PRODUCTS

Oracle products provide flexibility and choice to customers across their IT infrastructure. Oracle offers the industry's most complete, open and integrated full-scale infrastructure solutions.

- **Complete:** Oracle's complete industry solutions offer more value with less complexity because Oracle has assembled best-in-class industry portfolios and it is Oracle's job to make them work together on an open platform. Oracle's acquisition of market leaders such as Siebel, PeopleSoft, Hyperion, BEA, and Sun, coupled with major investments in research and development, offer The Ministry of Finance best-of-breed products, services, and skills from a single vendor.
- **Open:** It is not enough to just deliver complete solutions. Those solutions must be delivered on open and standards-based architecture. They need to be flexible to change and enable customers to differentiate themselves. Standards-based architecture offers more choice at less risk, allowing easier interactions within and across enterprises. Oracle's commitment to open standards provides The Ministry of Finance with flexibility and options.
- **Integrated Products:** Integration is one of the most important aspects of Oracle's strategy. In the past, a large portion of an IT budget was spent on integrating and maintaining disparate applications from multiple vendors. Often the integration was only partial, addressing only the business process level, for example, not the user experience or the business intelligence. Oracle wants to relieve customers of the burden of integration, providing flexible integration (so it fits your business) at a



dramatically lower cost, so that you can focus instead on making your business unique, more competitive and more efficient. This enterprise-wide approach enables The Ministry of Finance collaboration and alignment while lowering business risk.

ACCELERATED BUSINESS GROWTH

Oracle is equipped to provide a highly scalable and flexible technology to accelerate The Ministry of Finance And Economic Affairs' business growth and expansion of service offerings to your customers, without disruption to your operations. The Ministry Of Finance will benefit from proven best-in-class functionality with better business operations, lower administrative costs, high scalability, and the backing of an industry leader. Oracle's approach represents not only best business practices but also open standards built upon modern architecture. This enables The Ministry of Finance entire organization to adapt to business changes, and flexibly configure and reconfigure its applications to meet those changes. This capability is a critical success factor to The Ministry of Finance as the organization continues to drive increased revenue, growth, and expansion of its offerings.

LOWER TOTAL COST OF OWNERSHIP

Your total cost of ownership is reduced as Oracle's products drive efficiency within business units and take up fewer human and financial resources to maintain, update, and support.

- Oracle customers have leveraged their integrated suites of software to drive value and efficiency from their businesses.
- More than 90 percent of Oracle customers are using the current releases of Oracle productsuites compared with significantly lower percentages for most of Oracle's major competitors. This speaks to the ability of Oracle customers to implementation to current releases – and the value those current releases deliver.
- Oracle software provides a single, logical view of all enterprise data and a centralized access point to manage user security and visibility. This lower total cost of ownership and facilitates a single source of truth.

Conclusion

Counterhouse will be very happy to strike a long-term partnership with The Ministry of Finance for mutual benefit.

The Ministry of Finance is desirous of operational efficiency, regulatory compliance and management excellence while improving workforce knowledge and skills, enabling line managers have visibility and control of daily operations while presenting a holistic and consolidated view to executive management, all from a single source of truth. Counterhouse will be very happy to strike a long-term partnership with the Ministry Of Finance And Economic Affairs for mutual benefit. The Ministry of Finance will continue to gain business efficiency from Oracle's complete, open, and integrated solutions combined with award-winning support



services. Oracle's commitment to a superior ownership experience can maximize the value of The Ministry of Finance And Economic Affairs enterprise software investment.

This proposal reflects the objectives identified by The Ministry of Finance' requirements and we are fully committed to providing The Ministry of Finance nd Economic Affairs with a total approach to addressing your business objectives while reducing risk. In doing that, we have leveraged on our experience and public sector knowledge. We look forward to demonstrating the reliable strengths and innovative technology of Oracle E-Business Suite and to further discussions with The Ministry of Finance to help determine the most optimum deployment approach for this current project initiative upon submission of the proposal.

Solution Components

Counterhouse's proposal to The Ministry of Finance And Economic Affairs is based on a clear understanding of The Ministry of Finance' requirements, as well as current trends, business objectives and successful solutions. Oracle offers an integrated Financials Suite of applications built on world best and leading Oracle database foundation.

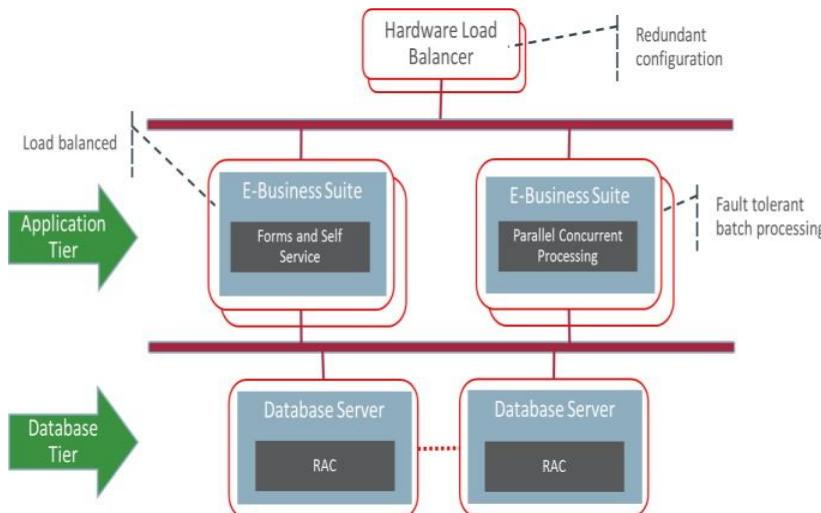


The proposed Oracle Applications R12 is based upon proven database, application server, and tools technology. Oracle was the first ERP vendor to offer a 100% web-enabled client interface. They are now in their fifth generation, while warranty their competitors are still working on their first true Web releases. The web interface will allow key employees to deploy the new system to virtually any existing PC with a web browser. This greatly reduces The Ministry of Finance And Economic Affairs' time associated with implementation and ongoing support. Changes and implementations can be made centrally and then made available immediately to users when they next log on to the system.

Oracle E-Business Suite Release 12.2 High Availability

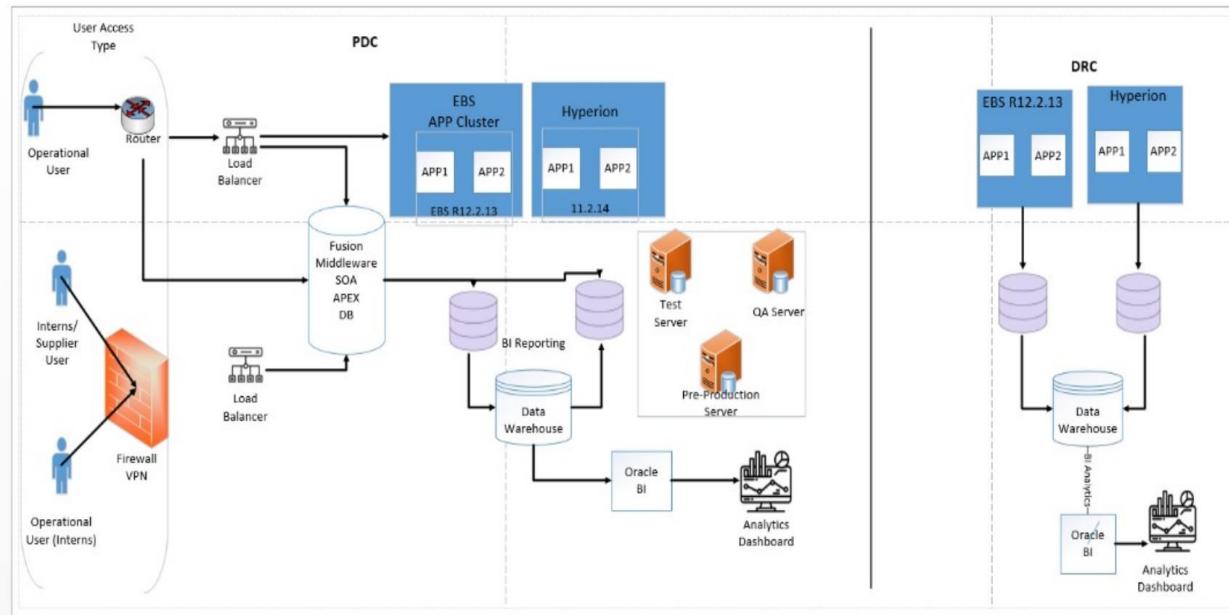
The distribution of Oracle E-Business Suite managed services across multiple applications nodes enables application-level Oracle E-Business Suite high availability. To accomplish this, you can add application tier nodes to scale up the application tier. The additional Oracle E-Business Suite instances are typically located on dedicated machines to increase the availability and flexibility of the system. The Oracle E-Business Suite application tier availability features include:

- Parallel Concurrent Processing.
- Multiple load balanced application tier services.
- Oracle E-Business Suite Release 12.2 Online Patching.
- Logical host names (new with AD/TXK Delta 9).
- Fusion MiddleWare Administration Server configuration.



Oracle Applications leverage the power of its industry-leading database. The scalability, security, and flexibility of its Enterprise database allowed Oracle to develop its applications suite to run on a single database – an Oracle exclusive. This simplifies the integration and sharing of information between applications. If the data is in the system, you can get to it.

The solution footprint, i.e. Oracle E-Business Suite Solution R12 to be implemented for THE MINISTRY OF FINANCE is presented as follows:

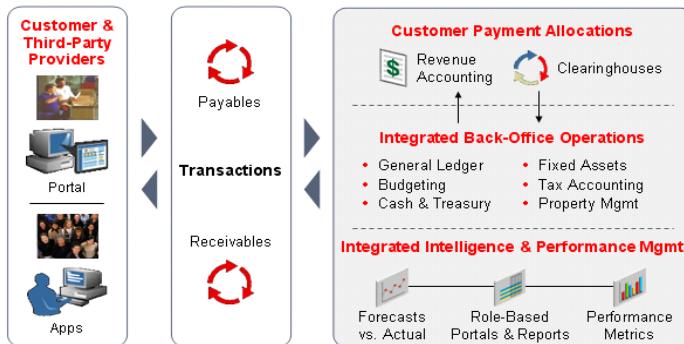


Oracle Financial Management Solution

Oracle Financials is a part of Oracle E – Business suite, is fully integrated with all modules of Oracle E-business suite, and supports integration with other solutions.

Oracle Financial Management

Provide Complete Solution for All Financial Processes



Oracle Financials will help financial officers create an information-driven enterprise that synchronizes data centrally from all systems—including third-party systems—so financial information is consistently collected, calculated, analyzed, and stored, ensuring data integrity while reducing costs. This approach improves visibility

into business, financial, and compliance performance across the enterprise; strengthens your control to enforce compliance with company and regulatory policy; and increases operational efficiency.

The applications in Oracle Financials use a unified data model that allows you to store information—including transactions, business intelligence, and financial assets—in one place. Those applications include General Ledger, Accounts Receivable, Accounts Payable,

Cash Management, and Fixed Assets.

Oracle General Ledger

Oracle General Ledger provides highly automated financial processing. It can import and post 42 million journal lines per hour, making it the fastest and most scalable general ledger on the market today. It also provides tools for effective management control and real-time visibility to financial results — everything you need to meet financial compliance and improve your bottom line. Recent benchmarks demonstrate Oracle General Ledger's unprecedented transaction processing performance that meets the capacity requirements of companies of all sizes.

- Oracle General Ledger allows you to define your **Chart of Accounts**, which comprises of 3 Cs. Including Currency, Calendar, and Accounting Convention.
- **Sub-Ledger Accounting** – Oracle Sub-ledger Accounting is a powerful, rules-based accounting solution that provides consistent accounting treatment to transactions created across Oracle E-Business Suite applications. Configurable accounting rules enable compliance with multiple legislative, industry, or geographic requirements concurrently in a single instance. As a common data model and repository for all subsystem accounting activity, Oracle Sub ledger Accounting increases transparency and enables full auditability of transaction and accounting information. A universal posting engine streamlines the close process, so that all sub ledger modules can transfer data to the general ledger using a standard, auditable, reviewable process.
- **Encumbrance Accounting** – With General Ledger, you can record pre-expenditures commonly known as encumbrances. The primary purpose of tracking encumbrances is to avoid overspending a budget. Encumbrances can also be used to predict cash outflow and as a general planning tool. To use the full capabilities of encumbrance accounting, you must enable the budgetary control flag for your primary ledger.
- **Budgetary Control** – Budgetary control refers to the process of recording budget data and tracking encumbrance and actual data against a budget. You can track budget or encumbrance data using one of two methods: encumbrance accounting or budgetary accounts. Funds checking is the feature of budgetary control that helps prevent overspending budgets by verifying available funds online before processing a transaction.
- With **Fund check functionality** within the Oracle General Ledger, you can verify transactions online against available budget, immediately update funds available for approved transactions, and control expenditures at the detail or summary level.
- **Advanced Global Intercompany** – This is a functionality within General ledger that

serves as a forum for subsidiaries to exchange intercompany transactions. The accounting is automatically generated centrally to ensure Intercompany transactions are never out-of- balance.

- Oracle General Ledger supports multi-company, multi-currency functionality. Organizations can set it up in such a way that meets your reporting needs and anticipates the way you run your organization in the future.
- Oracle General Ledger supports simultaneous accounting for multiple reporting requirements. Oracle understands that service-offering companies are now global in nature. This is why they have to comply with local accounting rules (for their local reporting) as well as International Accounting Standards such as IAS (for the shareholder reporting).
- The journal entries in Oracle General Ledger journal entry can be: manual, reversing, recurring.
- General Ledger is equipped to consolidate your subsidiaries and create actual closing journals for year-end and other closing periods.
- You can use Oracle's inquiry functionality to drill from summary account balances to detail balances, and to complete journal entries.
- With Oracle General Ledger, you can create a cross validation rule to control the combination of value entered for your key flexfields.
- With its more than 500 reports, Oracle General Ledger offers a great deal of visibility to your organization.

Components	Description
Enterprise Structure	<ul style="list-style-type: none">• One Business Group with Location.• One Chart of Accounts (CoA) Structure.• Deploy one CoA Structure Instance.• One Primary Ledger.• One Legal Entity.• Operating Units.
Other GL Configuration	<ul style="list-style-type: none">• One Accounting Calendar.• Define Cross Validation Rules (CVR) between COA Segments.• Define and assign Document Sequences (Voucher Numbering).
Data Migration	Opening Trial balances.
Train Business Users on using the GL features	<ul style="list-style-type: none">• Entering Journal.• Posting Journal.• Reversing Journals.• Uploading Journals using Oracle ADF Desktop Integration.• Inquiring into account balances.• Drill down to the transactional data.

	<ul style="list-style-type: none"> • Creating accounting in sub ledgers, resolving accounting issues, transferring to General Ledger, and closing sub-ledger periods. • Creating period-end standard journal entries, reconciling accounts, and closing General Ledger periods. • Generating standard reports. • Overview of available seeded and BI Reports.
Assumptions	<ul style="list-style-type: none"> • Chart of Account (COA) is to be reviewed by The Ministry of Finance and a final/signed copy to be submitted by The Ministry of Finance before commencing implementation. The COA is expected to be received by Counterhouse immediately after the project kick meeting. • CVRs (Cross Validation Rule) to be provided by Business Users. • Opening Trial balance shall be mapped with Chart of Account by the Business Users.

Oracle Account Receivables

Oracle understands that The Ministry of Finance wants to streamline invoicing, receipt, and customer deduction processing while improving cash flow, optimizing customer relationships, and providing strategic information. Oracle Receivables provides the flexibility to meet the demands of a global market with strong financial controls to assist in instilling corporate and fiscal discipline. After implementing Oracle Receivables, The Ministry of Finance will be able to shorten the **credit-to-cash** cycle, while dramatically reducing the time and effort required to process customer payments and resolve disputes.

- Oracle Receivables automates your invoice processing through the integration with Oracle Order Management.
- With the Auto lockbox feature, Oracle Receivables automates and thus accelerates the way you handle your receipts.
- Oracle Receivables supports credit/ debit memo on your invoices.
- Oracle Receivables lets you enter and track future-dated payments. Either these types of payments can be a post-dated check or a formal document called a promissory note.
- Oracle Receivables calculates the gain and loss resulting from change in currency exchange rate.

Components	Description
Receivables Common Configuration	<ul style="list-style-type: none"> • Configure Common Receivable System Options. • Define Receivable Activities. • Define Auto accounting Rules. • Define Receivable Bank Accounts. • Define Receipt Classes and Methods.

	<ul style="list-style-type: none">• Define Transaction Types.• Setting up Document Sequences (voucher numbers) for Invoices and Receipts.
Data Migration	<ul style="list-style-type: none">• Customer Master Data.• Open Invoices Data.
Training	<ul style="list-style-type: none">• Managing Customer Information.• Recording, Reviewing & Validating Invoices, Accounting Invoices, Transferring to GL• Recording Receipts & Processing Refunds Accounting Payments, Transferring to GL• Generating Standard reports like Aging Reports and Overview of available seeded and BI Reports.
Assumptions	<ul style="list-style-type: none">• Customer Master & Open Invoices data has to be provided and validated by Business Users in the specified format.• Seeded Sub-ledger Accounting rules will be used for Receivables.

- With Oracle Receivables, The Ministry of Finance policies will be transformed into solutions necessary to ensure compliance with accounting standards and practices while improving business processes throughout the receivables lifecycle.
- Oracle Receivables will allow The Ministry of Finance to maintain accurate customer information with our Data Quality Management solution to significantly enhance customer searches and reduce duplicates with sophisticated identification capabilities.
- Oracle Receivables will provide The Ministry of Finance with the necessary reporting capabilities that will enable you to analyse your receivables and revenue policies.
- Oracle receivables allows you to create receipts, apply receipts to transactions and reverse a receipt.
- Oracle Receivables provides three integrated workbenches that you can use to perform most of your day-to-day Accounts Receivable operations. You can use the **Receipts Workbench** to perform most of your receipt-related tasks and the **Transactions Workbench** to process your invoices, debit memos, credit memos, on-account credits, chargebacks, and adjustments. The **Bills Receivable Workbench** lets you create, update, remit, and manage your bills receivables.

Oracle Account Payables

Oracle Accounts Payable will lower the purchasing costs and optimize business relationships for Organizations. Oracle understands that organizations such as The Ministry of Finance are trying to improve their margins by lowering the cost of doing business. One way they are achieving this goal is by automating and integrating internal processes. Oracle Payables offers an unprecedented variety of tools to this end.

- Oracle Payables will allow users to enter, adjust, validate, approve, and review invoices and invoice batches.
- Oracle Payables will allow users to import invoices from sources Oracle Purchasing, Oracle Assets, and external systems.
- With Oracle Payables, users will be able to create, adjust, and review all kinds of payments and payment batches; along with reconciling your payments using Oracle Cash Management.
- Oracle Payables will automate The Ministry of Finance payments; which allows Organizations to pay to supplier just in time. This will provide The Ministry of Finance with the ultimate balance of not paying too early (which will affect your cash position) and not paying too late (which will affect your relation and thus your credibility with your suppliers)
- Oracle Payables will give The Ministry of Finance the ability to manage and maintain its supplier information by entering, adjusting, and identifying duplicate suppliers and merging them. You can divide your suppliers and assign payment methods and priorities to each group.
- The centralization of payment processing in the Oracle Payments engine offers many benefits. Organizations are able to efficiently centralize the payment process across multiple subsidiaries, currencies, and regions. A full audit trail and control is supported through a single point of payment administration.
- Oracle Payables allows you to manage Vendor Information, Recurring payment and Automatic Interest Invoices.
- With Oracle payables, you can initiate payment instructions, view status of payment, void payments, schedule pay runs, create payment process request template by specifying invoice selection criteria and use the template to select the invoices to pay that meet the payment criteria.
- Oracle payables allow you to create prepayment invoice, validate invoices, initiate invoice and send it approval and also generate expense report.
- With Oracle Payables, you can use petty cash fund to reimburse employees for small expenses which will save you administrative costs of processing and paying expense

reports as the case may be.

Components	Description
Common Payables Configuration	<ul style="list-style-type: none">Configure Common options of Payables and ProcurementConfigure Invoicing OptionsConfigure Payment OptionsDefine Payable Bank AccountsDesign payment format (Cheque Print Programs)Setting up Document Sequences (voucher numbers) for Invoices and Payments
Data Migration	<ul style="list-style-type: none">Supplier Master Data.Open Invoices Data.
Training	<ul style="list-style-type: none">Managing Supplier InformationRecording, Reviewing & Validating Invoices, Accounting Invoices, Transferring to GL.Recording single and Batch Payments (PPR), Accounting Payments, Transferring to GL.Generating Standard reports like Accounts Payable Trial Balance and Overview of available seeded and BI Reports.
Assumptions	<ul style="list-style-type: none">Supplier Master & Open Invoices data has to be provided and validated by Business Users in the specified format.Invoice Imaging and Upload from third party systems is not contemplated.Seeded standard Sub-ledger Accounting rules will be used for Payables.

Oracle Cash Management

Oracle Cash Management is an enterprise wide solution for managing liquidity and controlling cash. Cash Management gives you direct access to expected cash flows from your operational systems. You can quickly analyze enterprise wide cash management requirements and currency exposures, ensuring liquidity and optimal use of cash resources. Organizations need an intuitive cash management solution that allows them to reduce costs associated with reconciliation and forecasting their cash positions. Oracle Cash Management is the right solution that allows those organizations to optimize liquidity and control cash. Indeed, it is an open, integrated solution for managing the enterprise-wide cash cycle. It also offers unprecedented integration within the Oracle E-Business Suite including with Oracle General Ledger, Oracle Receivables, Oracle Order Management, Oracle Payables, Oracle Payroll, Oracle Projects, Oracle Purchasing, Oracle Sales, and Oracle Treasury. Additionally, it offers open interfaces that allow you to easily integrate with external systems, giving you timely

access to your global cash information via the corporate intranet.

- Oracle Cash Management will give users direct access to expected cash flows from your operational systems. You can quickly analyze enterprise-wide cash requirements and currency exposures, ensuring liquidity and optimal use of cash resources.
- Oracle Cash Management supports forecasting in any currency, across different organizations, for multiple time periods.
- Oracle Cash Management bases Organization's forecast on future transactions, such as orders and invoices, or historical transactions, such as payments in Oracle Payables and receipts in Oracle Receivables.
- Oracle Cash Management gives you direct access to daily cash flows from your operational systems as well as those reported by your bank. You can quickly analyse your daily cash position by currency or by bank account, allowing you to project your daily cash needs and evaluate your company's liquidity position.
- Timely bank reconciliation is crucial to protecting organizations' cash. Oracle Cash Management offers comprehensive bank reconciliation capabilities, enabling you to maintain accurate cash balances, identify and resolve exceptions, manage bank errors, and monitor fraud. Indeed, Oracle Cash Management offers extensive reconciliation integration with Oracle Payables and Oracle Receivables for effective cash management.
- Oracle Cash Management provides a single access point for defining and managing internal bank accounts for Oracle Payables, Oracle Receivables, Oracle Payroll, and Oracle Cash Management. Hence, the set-up, maintenance, and control of all internal bank account information is easy and reliable.
- Account Transfers, cash forecasting, cash positioning, account balances and online inquiry are all unique features within Oracle Cash management module.

Components	Description
Cash Management Configuration	<ul style="list-style-type: none">• Configure system parameters.• Define required Internal Banks used in Payables and Receivables.
Data Migration	<ul style="list-style-type: none">• Not Applicable
Training	<ul style="list-style-type: none">• Clearing Receipts and Payments.• Viewing Available transactions for Reconciliation.• Entering Bank Statements, Lines and manually Reconciling Receipt and Payments.• Generating Reports and Overview of available seeded and BI Reports.

Oracle Fixed Asset Management

The main objective behind implementing a fixed assets management system is to simplify asset management and accounting complexities, automate the business process through integration with other modules such as Oracle Projects and Oracle Payables, and decrease occurrence of errors while improving reporting, analysis capabilities and responsiveness. Oracle Assets not only lowers the cost of doing business, but it also improves the accuracy of fixed asset transactions and accounting.

- Oracle Assets streamlines your operations and simplifies the management of your largest capital investments. It integrates with external feeder systems to complete massive processing of asset transfers, disposals, reclassifications, financial adjustments and tax legacy data conversions.
- Oracle Asset Management allows The Ministry of Finance to add an asset either directly into Oracle FixedAsset or by importing it from Oracle Payables.
- Oracle Fixed Assets allows you to maintain your asset through the transfer of an asset from one place to another and from an employee to another.
- Organizations will also be able to revalue and reclassify an asset and change its financial information such as costs and depreciation method.
- Oracle Fixed Assets will enable The Ministry of Finance to build its own depreciation method and link it to an asset or to a group of asset for automation of the depreciation process.
- Using Oracle Fixed Assets, you can easily forecast and calculate your depreciation.
- Oracle allow you to perform assets mass addition through the mass addition workbench
- You can transfer assets between employees, depreciation expense accounts, and locations using Oracle Asset.
- You can categories and revalue your assets using the Oracle Assets.
- Asset retirement, Disposal as well as depreciation are also some of the unique features of Oracle Assets.

Components	Description
Assets Common Configuration	<ul style="list-style-type: none">• Configure single structure for Asset key, Asset category and LocationFlex fields• Define flex field values for the above Structures• Configure one asset calendar and prorate convention & Configure oneCorporate book• Configure setup components, such as asset categories and depreciation methods
Data Migration	<ul style="list-style-type: none">• Active Assets Data.

Training	<ul style="list-style-type: none">• Manually entering or uploading assets via Oracle ADF Desktop Integration.• Adding assets from supplier invoice distributions• Tracking asset location and assignments & Managing asset financialand reporting attributes• Depreciating assets & Recording retirements and reinstatements• Generating accounting entries for asset additions and transferring toGeneral Ledger• Overview of available seeded and BI Reports
Assumptions	<ul style="list-style-type: none">• Asset Categories along with useful life have to be provided byBusiness users• Active Assets data has to be provided by Business Users in theSpecified Format.• Seeded sub-ledger accounting rules will be used for Fusion Assets

Oracle Supply Chain Management Solution

Oracle E-Business Suite (EBS) Supply Chain Management (SCM) provides a robust, integrated solution that streamlines the entire supply chain process, from procurement to production, logistics, and order fulfilment. Built on a highly flexible architecture, Oracle EBS SCM enables businesses to automate processes, reduce costs, and enhance visibility across their supply chain operations. The solution is designed to support complex, global supply chains, providing real-time insights that help businesses adapt to changing market conditions and demands.



Oracle EBS SCM integrates seamlessly with other EBS modules, including Financials, Human Capital Management (HCM), and Project Management, providing a comprehensive, scalable solution for managing all aspects of the business. Its flexibility and configurability allow businesses to tailor the solution to their specific needs, ensuring they can efficiently meet supply chain demands while maintaining operational excellence.

Oracle Purchasing

Procurement is vital to The Ministry of Finance' procurement efficiency making effective purchasing systems key strategic assets. Nevertheless, to keep saving you money every year, those systems must efficiently handle all purchasing needs and adapt to changing business requirements. Oracle Purchasing does just that. Oracle Procurement streamlines purchasing to make buyers more productive improves management of the supply base and may be configured to support any procurement process.

As the heart of the Oracle Advanced Procurement suite, Oracle Purchasing will provide The Ministry of Finance a rich store of policy and supplier information, a robust workbench for buying professionals, and consolidated visibility into all spending. Oracle Purchasing

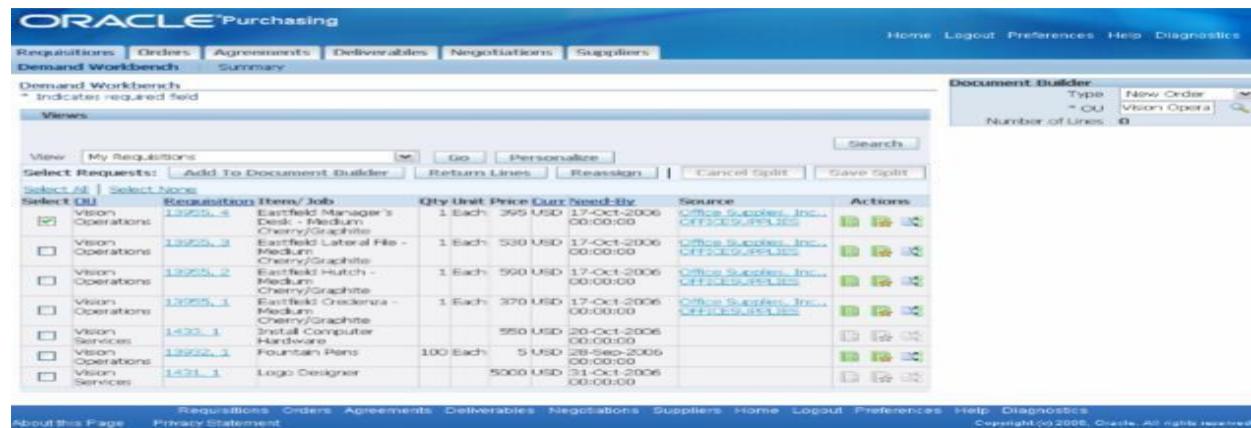
streamlines the procurement by executing routine transactions without intervention, making buyers more productive while enforcing compliance at every step. Therefore, procurement professionals spend less time processing paper, and more time discovering and exploiting new savings opportunities.

Oracle Purchasing allows you to have different types of Purchase Order including:

Planned Purchase Order – a long-term agreement committing to buy items or services from a single source. You must specify tentative delivery schedules and all details for goods or services that you want to buy, including charge account, quantities, and estimated cost.

Blanket Purchase Agreement – You create blanket purchase agreements when you know the details of goods or services you plan to buy from a specific supplier in a period, but you do not yet know the detail of your delivery schedules.

Contract Purchase Agreement – No lines and Services. You create a contract purchase agreement with your supplier to agree on specific terms and conditions without indicating services that you will be purchasing.



The screenshot shows the Oracle Purchasing software interface. At the top, there's a navigation bar with links for Requisitions, Orders, Agreements, Deliverables, Negotiations, and Suppliers. Below the navigation bar is a sub-menu for 'Demand Workbench' with a note that it indicates required fields. The main area displays a table of requisitions. The columns include Requisition Item/Job, Description, Qty/Unit, Price/Curr, Need-By, Source, and Actions. There are 10 rows of data, each with a checkbox next to it. The first row is selected, showing details for a 'Larchfield Manager's Desk - Medium Cherry/Graphite'. The last row shows a 'Logo Designer' with a quantity of 100 each and a price of \$500 USD. On the right side of the screen, there's a 'Document Builder' panel with tabs for 'New Order', 'Vison Opera', and a search bar. At the bottom, there's a footer with links for Home, Logout, Preferences, Help, and Diagnostics, along with a copyright notice for Oracle.

Oracle Purchasing:

- **Automates the entire procure-to-pay cycle** – Define suppliers and agreements; then automate your entire purchasing cycle from purchase order to settlement.
- **Improves supply base management** – Take central control of all supplier and item master information with an application that tightly integrate suppliers into your organization by leveraging advanced supply management capabilities.
- **Adapts to any purchasing practices** – Adapt the application to your organization's purchasing

practices with uniquely configurable policies and an open architecture that integrates legacy and supplier systems.

- You create a contract purchase agreement with your supplier to agree on specific terms and conditions without indicating the services that you will be purchasing.
- Perform online funds checking before creating requisitions. You should always know how your planned expenses compare to your budget.
- Provide attachments as notes on requisition headers and lines.
- Forward all requisitions awaiting approval from one approver to an alternate approver. Within your security and approval constraints, you should be able to reroute requisitions from one approver to another whenever you want
- Cancel requisition or purchase order if the requisition line or purchase order is no longer needed for ordering.
- Auto requisition or quotation into a Standard Purchase Order.
- Review the status and history of your purchase orders at any time for all the information you need.
- Purchasing lets, you control the items you order through receiving, inspection, transfer, and internal delivery. You can use these features to control the quantity, quality, and internal delivery of the items you receive.

Components	Description
Purchasing Configuration	<ul style="list-style-type: none">• Configuration of Requisition Business Function• Configuration of Procurement Business Function• Configuration of Purchasing Categories• Configuration of Procurement Document Numbering• Configuration of Procurement Agent (Buyer)• Configure of Purchase requisition/Purchase order hierarchies(Supervisor Hierarchy/Position Tree/Approval Group)• Configuration of Trade Operation Charge Types• Configuration of Trade Operation Reference• The purchase order lay-out (Report) will be updated so that the document displays the organizations logo only
Data Migration	<ul style="list-style-type: none">• Open Requisitions.
Training	<ul style="list-style-type: none">• Managing Supplier Information, Managing Purchasing Agreements• Managing Procurement Catalog (Categories)

	<ul style="list-style-type: none"> Entry, approval and amendment of requisitions, manage and track requisition lifecycle, processing of requisitions Entry, approval and amendment of purchase orders, communicate/dispatch purchase orders, manage purchase order lifecycle
Assumption	<ul style="list-style-type: none"> Requisition and Purchase order will be in same Operating Unit & No Inter-Company Process considered. Open Requisitions and Purchase Order data has to be provided and validated by Business Users in the Specified format. Charge and accrual account will be generated by seeded rules and No Modifications Considered. One Item Master Organization & One Procurement Catalog. Approvers based on standard employee/supervisory hierarchy.

Oracle Sourcing

Oracle Sourcing greatly simplifies the process by guiding you step-by-step through a negotiation. As a result, you can reduce the negotiation cycle time and realize savings more quickly. You can tailor the negotiation to your organization's needs, leverage information from past events, and use social collaboration tools with individuals from across your organization. Sourcing excellence requires combining the specialized skills of procurement professionals and subject matter experts by leveraging their expertise and gathering feedback. Online collaboration makes it easy for experts in specific areas to lend their expertise to the sourcing process.

Components	Description
Sourcing Configuration	<ul style="list-style-type: none"> Configuration of Procurement Business Function Configuration of Negotiation Style Configuration of Supplier Negotiation Approval Configuration of Supplier Award Approval Configuration of Notification Control Configuration of Procurement Document Numbering Configuration of Procurement Agent Configuration of Cost Factor and Attribute List Configuration of Sourcing Lookups
Training	<ul style="list-style-type: none"> Create/Maintain Negotiation Create/Maintain Requirement Create/Maintain Template & Styles Create/Maintain Supplier & Surrogate Response

Assumption	<ul style="list-style-type: none">• One Item Master Organization & One Procurement Catalog• Approvers based on standard employee/supervisory hierarchy.
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KEY BUSINESS BENEFITS

- Lower Costs
- Collaborate for better results
- Enhance negotiation strategies
- Streamline supplier negotiation process
- Drive competitive behaviour from suppliers
- Minimise training and ongoing support
- Determine best award decisions.

KEY FEATURES

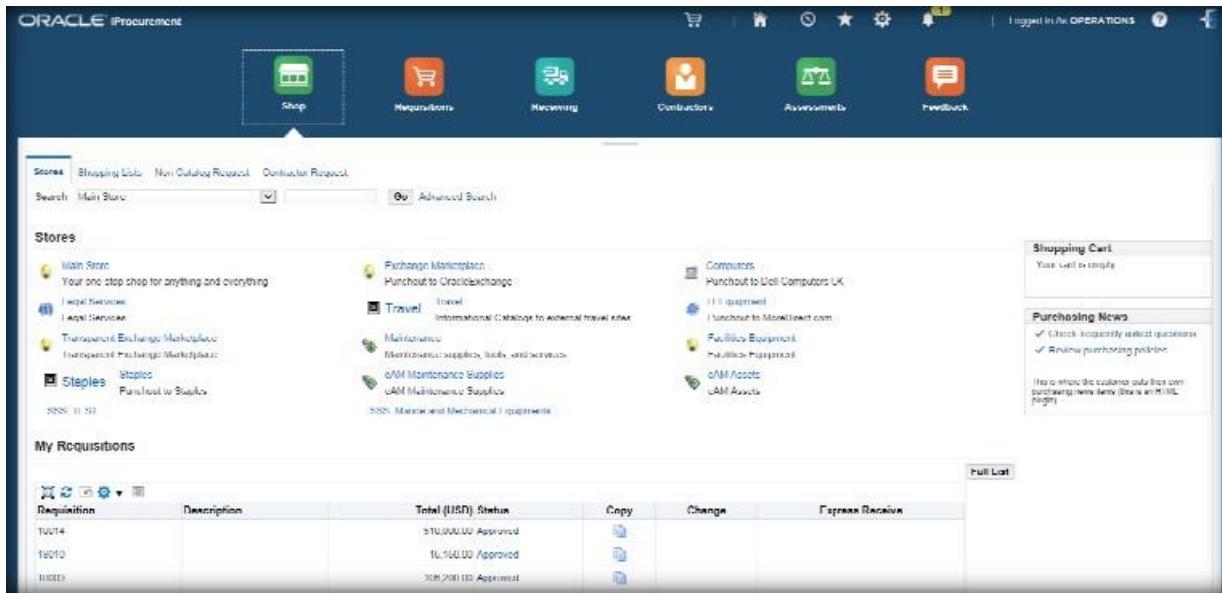
- Guided negotiation creation
- Online supplier negotiations
- Re-usable negotiation styles and templates
- Question library for requirements
- Multiple question types
- Alternate lines and proposals
- Two-stage RFQ
- Team scoring
- Sourcing programs
- Abstracts to publish to external website
- Negotiation landing page with key activities and metrics
- Negotiation and award approvals
- Surrogate bidding.

Oracle iProcurement

With Oracle, iProcurement is a Self-Service requisitioning application that influences employee purchasing. It is a key component of Oracle Advanced Procurement, the integrated suite that dramatically cuts all supply management costs.

With Oracle iProcurement you can:

- Streamline employee ordering.
- Enforce spending policy.
- Slash procurement costs.



The screenshot shows the Oracle iProcurement web interface. At the top, there's a navigation bar with icons for Shop, Requisitions, Recovery, Contractors, Assessments, and Feedback. Below the bar, a banner displays links for Shipping Lists, Non-Catalog Requests, and Contractor Requests. A search bar is present, along with a button to go to the Advanced Board. The main content area is divided into sections: 'Stores' (listing Main Store, Hotel Services, Travel Exchange Marketplace, Staples, and others), 'My Requisitions' (listing three items: TU014, 18010, and H0003), and a 'Shopping Cart' section which is currently empty. On the right side, there's a sidebar with 'Purchasing News' and a link to view catalog data from purchasing news feeds.

Key Features:

- Advanced approval capability.
- Position hierarchy support.
- Parallel approvals.
- FYI notifications for viewers.
- Graphical display of approval path.
- Requester driven procurement.

- Change management for internal requisitions.

The screenshot shows the Oracle iProcurement web interface. At the top, there's a navigation bar with icons for Shop, Requisitions, Receiving, Contractors, Assessments, and Feedback. The main content area has a sidebar on the left with links like Stores, Shopping Lists, Non-Catalog Request, Contractor Request, and Search (set to Main Store). The main panel displays a search result for 'Markers' with two items listed:

Item Name	Supplier	Supplier Item Number	Category	Unit	Price	Action Buttons
Marker Pen - Red	CHC	100-00000000000000000000000000000000	Markers	EA	2.16 USD	Add to Cart Add to Compare
Marker Pen - Blue	CHC	100-00000000000000000000000000000000	Markers	EA	2.16 USD	Add to Cart Add to Compare

At the bottom of the page, there's a copyright notice: "Copyright (c) 1996, 2015, Oracle and/or its affiliates. All rights reserved." and links for "About this Page" and "Privacy Statement".

Web-Shopping Interface

- Familiar interface leverages user experience with consumer sites.
- Automated step-through requisition process.
- Online stores organize content.
- Powerful search engine.
- Smart forms for non-catalog requests.
- Information templates.

Next Generation Catalog Engine

- Multiple catalog search.
- Parametric search
- Advanced sorting and filtering.
- Categorization.
- Ranked list support for matching items and major categories.
- Simultaneous local and remote content search.
- Inline item images.
- Multiple item comparisons.

Complete Catalog & Content Management

- Content access from Oracle Purchasing.
- Blanket purchase agreements.
- Item master.
- Web-based supplier catalog loading.
- Punchout to external web stores or content hubs.
- Transparent Punchout to remote web stores without leaving iProcurement.

- Non-catalog buying.
- Pre-built Oracle Supplier content.

Key Benefits

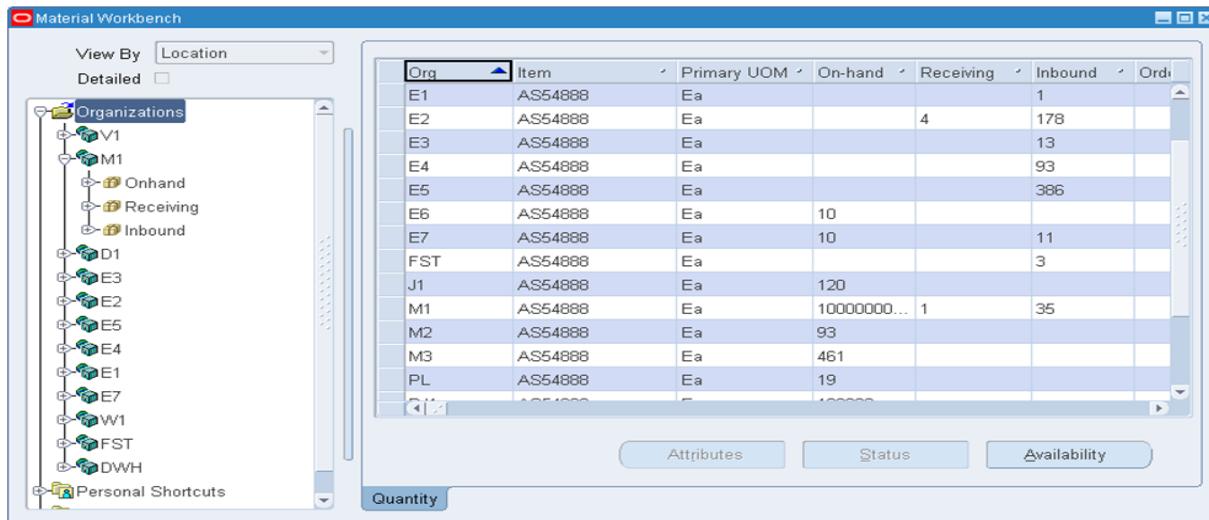
- Streamline employee ordering.
- Enforce purchasing policies.
- Slash procurement costs for goods and services purchasing.
- Delivers measurable savings.
- Reduced maverick spend.
- Greatly simplified process for purchasing goods and services.
- Requesters can quickly purchase the items they need with an easy to use interface that provides all the information they require to make purchases while directing them to preferred vendors and pricing.
- For purchasing managers iProcurement provides powerful tools for managing catalogs in real time, stores and Content Zones.

Oracle Inventory Management

With Oracle Inventory Management, you can improve inventory visibility, reduce inventory levels and control inventory operations. All of your material in each line of business and stage of the inventory lifecycle can be tracked in a single system. Increased transparency will reduce the need for local buffer stocks, and inventory will be located where it previously was not known to exist.

Oracle Inventory enables you to:

- Track global inventory balances and availability in multiple units of measure;
- Track product genealogy and transaction history;
- Leverage flexible replenishment mechanisms;
- Reconcile inventory balances with cycle counting and physical inventory;
- Restrict material transactions using user-defined status controls;
- Flexibly define, capture and maintain lot and serial attributes.

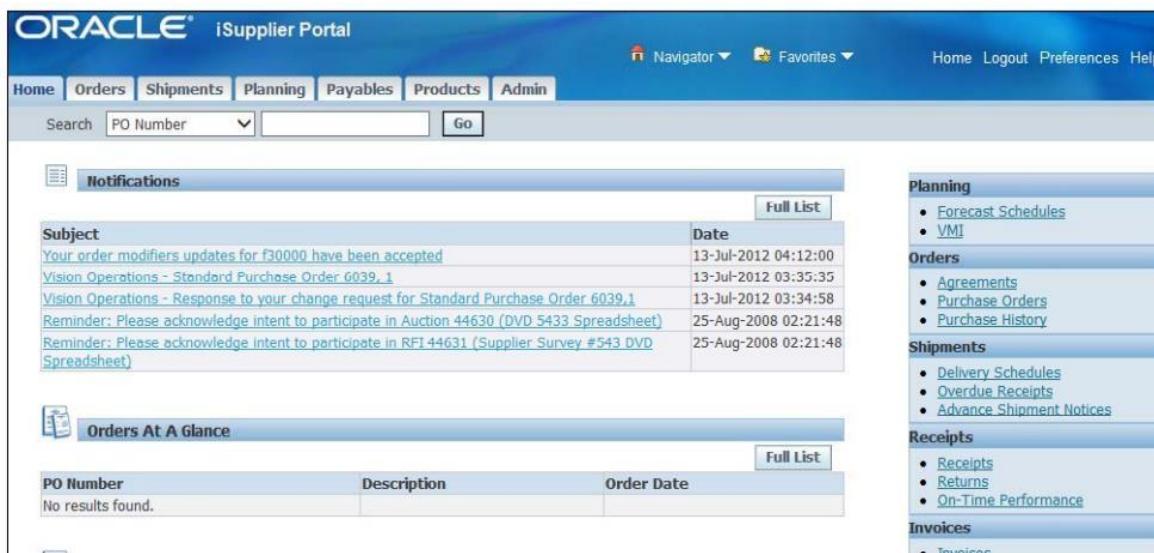


Components	Description
Inventory Configuration	<ul style="list-style-type: none">• Configuration of Inventory Locations, Inventory Organizations, Sub-inventories.• Configuration of Item Master, Unit of Measures, Functional Area Catalog• Configuration of Locations.• Configuration of Receiving Parameters for Inventory Organizations.• Configuration of Shipping Parameter for Inventory Organizations.• Configuration of Inter-Organization Parameter.• Configuration of Item Class.• Configuration of New Item Request/Type Details.• Configuration of Material Status.• Configuration of Item Template.

	<ul style="list-style-type: none">• Configuration of Operational Attributes.
Data Migration	<ul style="list-style-type: none">• Item Master, Item Categories.• Open Inventory Balances as on Cut-off Date.
Training	<ul style="list-style-type: none">• Manage Item Categories.• Create/ Maintain Item Master.• Create Purchase Order Receipts/ Misc. Transactions.• Running Reports/Inquiry Item on-hand Quantity/Inquiry transactions.
Assumption	<ul style="list-style-type: none">• Open Item Master & Open Inventory balances data has to be provided and validated by Business Users in the Specified format.• Charge and accrual account will be generated by seeded rules and No Modifications Considered.• One Item Master Organization is considered.• Transactions accounting will be generated by seeded rules and no modifications are considered.

Oracle iSupplier

Oracle Supplier Portal improves the way you interact and collaborate with suppliers. This dynamic, secure solution provides superior management and performance tools that significantly lower costs. It is a cloud based self-service solution that brings a holistic approach to supplier management by removing communication barriers between you and your suppliers. The supplier work area provides a summary of activity and transactions that require attention. Suppliers can access agreements, purchase orders, advance shipment notifications, invoices, and negotiations allowing suppliers to respond to your business needs. Oracle iSupplier Portal makes you and your supplier more efficient with a powerful platform for online collaboration. Suppliers access the latest information including purchase orders (POs), delivery information, and payment status. The two-way collaboration enables suppliers to submit change requests, process ship notices, review payments and update profile data. They can also submit work confirmations and use purchase order details to create online invoices.



The screenshot shows the Oracle iSupplier Portal homepage. The top navigation bar includes links for Home, Orders, Shipments, Planning, Payables, Products, Admin, Navigator, Favorites, Home, Logout, Preferences, and Help. Below the navigation is a search bar with dropdown options for PO Number, a search input field, and a Go button. The main content area features two primary sections: 'Notifications' and 'Orders At A Glance'. The 'Notifications' section displays a table of recent messages with columns for Subject and Date. The 'Orders At A Glance' section shows a table with columns for PO Number, Description, and Order Date, indicating 'No results found.' To the right of these sections is a sidebar containing links for various management tasks under categories like Planning, Orders, Shipments, Receipts, and Invoices.

Subject	Date
Your order modifiers updates for f30000 have been accepted	13-Jul-2012 04:12:00
Vision Operations - Standard Purchase Order 6039_1	13-Jul-2012 03:35:35
Vision Operations - Response to your change request for Standard Purchase Order 6039_1	13-Jul-2012 03:34:58
Reminder: Please acknowledge intent to participate in Auction 44630 (DVD 5433 Spreadsheet)	25-Aug-2008 02:21:48
Reminder: Please acknowledge intent to participate in RFI 44631 (Supplier Survey #543 DVD Spreadsheet)	25-Aug-2008 02:21:48

PO Number	Description	Order Date
No results found.		

Planning

- Forecast Schedules
- VMI

Orders

- Agreements
- Purchase Orders
- Purchase History

Shipments

- Delivery Schedules
- Overdue Receipts
- Advance Shipment Notices

Receipts

- Receipts
- Returns
- On-Time Performance

Invoices

- Invoices

Key Features and Benefits:

1. Improved Order, receipt, invoice and payment inquiry.
2. Non-PO supplier initiated invoicing.
3. Catalog authoring for suppliers.
4. Supplier setup and user management tools.
5. Summary view of purchase order status
6. Supplier change order approvals, including multi-order request.
7. New supplier registration and supplier data management
8. Supplier catalog authoring for agreements.
9. Complex work management via work orders.
10. Supplier collaboration for complex Ministry of Finance services.

11. Advanced supplier change order management.
12. Invoice dispute resolution.
13. Supplier setup user interface incorporating enhanced profile management tools.
14. Supplier-managed user maintenance.
15. Supplier scorecard integration.
16. Enabling closed-loop collaboration with your suppliers for all types of business documents
17. The fulfillment process is simplified and the administrative cost of invoice management greatly reduced.
18. The burden of on boarding and maintaining supplier details is also reduced, freeing staff to focus on more strategic activities.



Oracle Procurement Contracts

Oracle® Procurement Contracts is the enterprise application that creates and enforces better purchasing contracts. It is a key component of Oracle Advanced Procurement, the integrated suite that dramatically cuts all supply management costs. Oracle Procurement Contracts allows you to take control of your contract lifecycle, from authoring and negotiation through implementation, enforcement, evaluation and closeout. Procurement and legal professionals can quickly author contracts that comply with corporate standards, and measure compliance to ensure that negotiated savings reach the bottom line. With Oracle Procurement Contracts, The Ministry of Finance can:

- Standardize Contract Processes
- Reduce Time-to-Contract
- Drive Contract Compliance

Standardize Contract Processes

Oracle Procurement Contract, create quality contracts faster and reduce risk with enterprise standards, policies that govern their use, and tools to allow flexible administration. Oracle Procurement Contracts enables buying organizations to establish enterprise standards and implement them globally with a library of standard contract terms and pre-approved templates. Clauses, templates and deliverables may be created for reuse throughout the organization.

Regional administrators may tailor standards for local or country-specific regulations or translate them to a local language. The result is best practices being consistently used throughout the organization. Templates also provide consistent style and layout. Completed contracts may be output in PDF, hardcopy, or Microsoft Word format for consistent printing or email transmission.

Reduce Time-to-Contract

Oracle Procurement Contract helps you to cut negotiation cycle times with a flexible workflow and revision process that makes legal and commercial terms immediately visible to selected parties. Oracle Procurement Contracts routes the contract through a streamlined approval workflow that fast-tracks standard terms while flagging non-standard clauses for special approval. Contracts that have cleared all internal approvals can be routed for the supplier's signature via mail, fax or email.

By using Oracle Procurement Contract, legal and procurement groups can work together to ensure coordinated action and seamless handoffs. Experts from legal departments can use structured terms authoring to create contract drafts- without logging into procurement applications. These drafts are automatically made available to procurement organizations so that legal terms can be negotiated in coordination with prices, dates and other commercial terms. Post-award redlining is dramatically reduced because default contract terms were established at the beginning of the RFQ process, allowing suppliers to bid with

full knowledge of both commercial and legal terms.

Drive Contract Compliance

Throughout the contract lifecycle, stakeholders can review the contract details and track compliance Oracle Procurement. Because Oracle Procurement Contracts is an integral part of Oracle Advanced Procurement, contracts are consistently executed through Oracle Purchasing, Payables and other E-Business Suite applications. Contract terms negotiated through Oracle Sourcing automatically generate the resulting contracts for execution. Once signed, users can immediately receive the goods or services against these contracts. Contract administrators may associate the contracts with projects tracked in Oracle Projects and monitor overall project cost. Supplier invoices are validated against the negotiated pricing before making a payment. With Oracle Procurement Contracts, users can easily implement and execute their contracts throughout the organization.

Key Benefits:

- Create standard contract clauses and templates to implement best practices.
- Enforce contract-authoring policies through rich clause logic covering mandatory, incompatible and alternate clauses, plus text locking and variables.
- Add contract clauses, deliverables and supporting documents to long-term agreements, RFQ and other purchasing and sourcing document.
- Implement role based access to authoring capabilities for contract quality assurance.
- Route contracts with non-standard terms for special approval.
- Track supplier commitment through manual signatures or electronic signatures (FDA 21 CFR Part 11 compliant).
- Generate contract document in Microsoft® Word or Adobe® PDF format,
- Approve amendments to signed contracts based on configurable workflow hierarchy.

Oracle Human Capital Management (HCM) Solution

Oracle is a global leader in Human Capital Management (HCM) solutions addressing the hire to retire cycle for employees. Our commitment is to lead organizations to success with a combination of our best-in-class solutions and strong HCM project expertise: There are various modular components of our solution that integrate to give business owners/executives, HR managers, employees and HR IT technologists the ideal platform to manage employees. Oracle's solution approach can be depicted in the diagram below.

Oracle's Complete HCM Lifecycle Offering



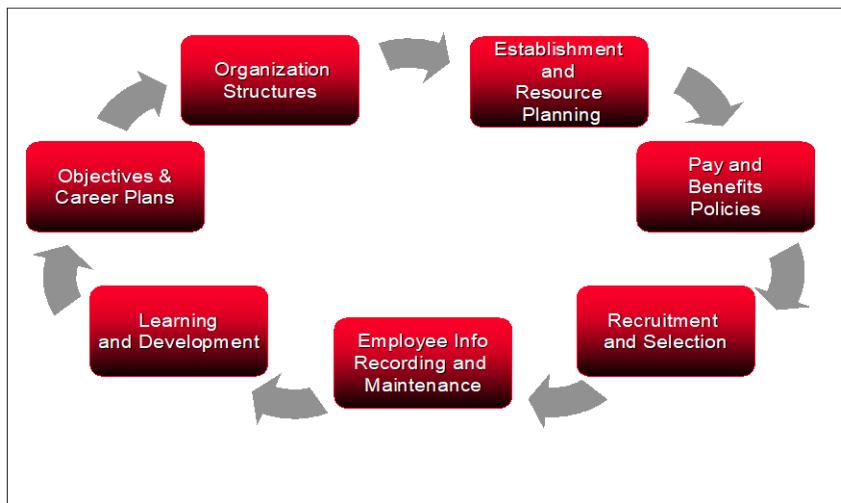
For many Public Institutions the answer lies in an integrated Human Resource Management Solution that caters for talent management from Hire to Retire. Oracle age-old experience without only HR systems but also public-sector industries has built just the solution.

Oracle Global Human Resources

Oracle Human Resources can be a powerful tool for optimizing the use of the human assets of The Ministry of Finance ERP Project. It allows The Ministry of Finance to adopt structured approaches to attracting, retaining, developing and using the critical skills and knowledge needed to improve the capability of your business to meet new challenges in the revenue collection industry.

The Human resources processes covered in Oracle Global HR are as shown in the diagram below:

HRM Processes



The Oracle E-Business Suite Human Resources Management family of applications automates the entire recruit-to-retire process, so you can align your workforce with strategic objectives. A unified data model provides a single, accurate view of human resources-related activities, including recruiting, performance management, learning, compensation, and real-time analytics. In addition, when Oracle Human Resources Management runs on Oracle technology, you speed implementation, optimize performance, streamline support and maximize ROI.

Among many features, Oracle Human Resources makes it possible to:

- Optimize your use of Human Assets – this end-to-end internet strategy ensures that everyone who needs to work with human capital can do so on-line as part of a single, coherent system of people management throughout the enterprise;
- Attract and retain people cost-effectively – by enabling innovation in offering compensation packages which meet the many and varying needs of the people you are trying to attract and retain, while at the same time exerting strong control over compensation costs;
- Locate and manage talent globally - manage recruitment, hiring and deployment on a global basis to ensure that you can hire the right talent no matter where they are located;
- A structured approach to competency-based performance management – by offering a complete framework for developing the skills and knowledge of your workforce, and a systematic method for assessing and rewarding their use in meeting business objectives;
- Control workforce costs with flexible work structure management - optionally perform position management by defining and recording required skills, competencies,

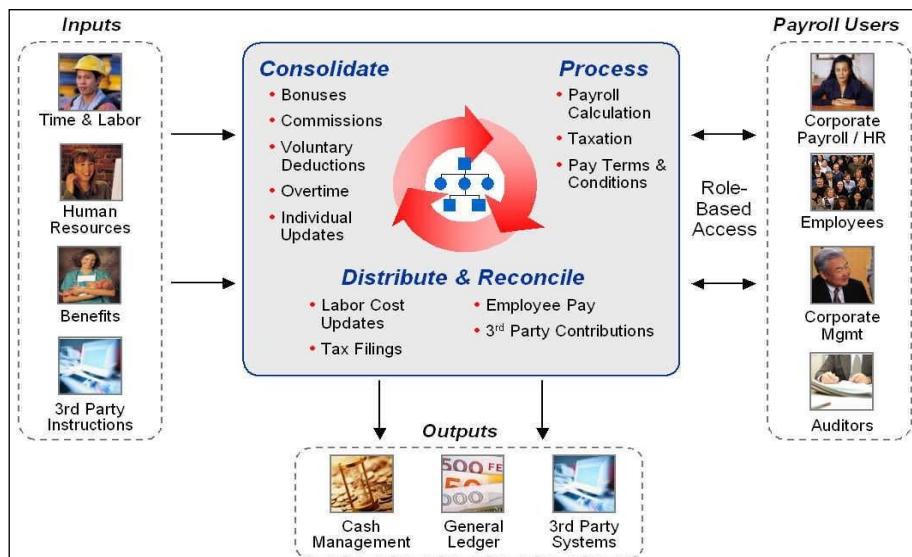
experience, and qualifications for positions, jobs, and organizations.

Oracle Payroll

Oracle Payroll is a high-performance; graphical, rules-based payroll management system that isdesigned to keep pace with the changing needs of your enterprise and workforce in order to reduce set-up costs, administrative time and processing errors.

Oracle Payroll is a key component of the Oracle HRMS suite of applications that are engineered to work together. Oracle Payroll also operates globally and consistently in every country we support, using a highly scalable processing engine designed to make use of the features of the Oracle database for parallel

processing, resulting in optimal performance.



Using Oracle HRMS, you can run a payroll; perform post-processing on a successful payroll, andmake changes and corrections for a payroll that has not completed successfully. These adjustments are made for adding late entries that were not included in the initial run, correction to details that were wrongly entered and retrospective distribution of current payments to the period in which they were earned.

Among its many capabilities, Oracle Payroll delivers the power to:

- User driven process of rules definition with the ability to link user defined formulas to calculate any type of payroll element (payment, deduction, tax, benefit).
- Process many payrolls quickly and easily in a single day;
- Create innovative compensation plans – from salary, overtime and union deductions tocompany cars, health insurance, and company pension contributions;
- Administer wage attachments such as tax levies, garnishments and other involuntary deductions;
- Make retroactive adjustments to employee past earnings or deductions based on changes to pay rates, contribution table values, or other information;

- Examine employee payment history at any time;
- Track and monitor employee costs via online access to payroll data; and
- Support multinational workforces, with support for payroll calculations in each worker's base currency

With Oracle payroll, you can perform all the necessary post processing to generate payment for your employees once you are satisfied that your payroll run results are correct:

- The Prepayments Process enables you to allocate employee payments between the payment methods that you have defined.
- The Payments Processes enable you to make automated payments to a bank account, generate Cheque/checks and report on the amounts paid to your employees. You can also verify that Cheque/checks have been cashed.
- The External/Manual Payments Process enables you to make cash payments or to pay employees from external sources.

Oracle Self-Service Human Resource

To compete in an increasingly demanding marketplace, an enterprise must optimize the use of its human assets. Oracle® Self Service enables your workforce to manage information through interfaces personalized to their roles, on-line experience, work content, language, and information needs. Oracle® Self Service is designed for the novice user, with intuitive navigation and graphics as well as on-line help for each field. It is part of the Oracle E-Business Suite, an integrated set of applications that are engineered to work together.

The screenshot displays the Oracle Self-Service Human Resource application. At the top, there are three tabs: 'Organization Chart', 'Talent Profile', and 'Manager Actions'. The 'Manager Actions' tab is active, showing a sub-section titled 'Promotion : Assignment'. This section includes fields for 'Employee Name' (Bennett, Terry), 'Organization Email Address' (Palmer, Blair), 'Manager Position' (MGRS19.Recruiting Manager), and 'Assignment Category Context' (Fulltime-Regular). A note indicates that changes should take effect on the effective date (14-May-2013). Below this, another note says changes should take effect as soon as final approval is made. A required field indicator (*) is shown next to the note. The interface then transitions to a 'Department' section, where a department named 'Corporate Human Resources' is selected. This section includes fields for 'Address Line 1' (90 Fifth Avenue), 'City' (New York), 'State' (NY), 'Zip Code' (10022-3422), 'County' (New York), and 'Country' (United States). Finally, the 'Job' section shows a job title 'CON600.Consultant'.

- With HR Self Service, employees can take paid and unpaid time off from work for a variety of purposes such as illness or injury, vacation, labour or trade union representation or professional activities.
- The Ministry of Finance can maintain information on employee absences for reporting and analysis as an important of the human resource management system.
- With Oracle HRMS, The Ministry of Finance can define as many absence types, as you need to track employee time off and you can group these types into categories and define absence reasons to provide further information for absence reporting.
- Oracle HR Self Service allows you to associate each absence type with a recurring or non-recurring absence element where each element has an input value with either hours or days as its unit of measure.
- Oracle HRMS allows users to set up absence benefits plans so that the participation process checks employee eligibility for the plan when it processes absence life events.
- With Oracle HRMS, you can set up any number of accruals plans, each with its own units of accrued time (hours or days) and its own rules. For example, you can setup rules for the frequency of accruals, maximum carryovers to new accrual years, accrual band, eligibility rules for enrolling in a plan, and accrual start rules for new hires.

Oracle iRecruitment

Oracle iRecruitment is a full-cycle recruiting solution focused on the manager-recruiter-candidate hiring relationship that fully automates the entire recruitment process. Oracle iRecruitment works seamlessly with the Oracle Human Capital Management (HCM) systems to manage the entire workforce lifecycle. Oracle iRecruitment is part of the Oracle E-Business Suite, an integrated set of applications that are engineered to work together. Oracle iRecruitment is also an integral part of an organization's Talent Management process and strategy. Oracle iRecruitment enables your enterprise to manage all recruitment activities using a single, intuitive self-service interface for job seekers. Oracle iRecruitment provides a personalized experience for each group of iRecruitment users: site visitors, registered users, managers, recruiters, and agency users. The homepages provide direct access to the iRecruitment functions available for each user.

Manage Recruiting Process for Hiring Managers and Recruiters

Both recruiters as well as hiring managers are directly involved in the recruitment process. With hiring managers taking on more involvement in recruitment, recruiting tools must be simplified and easy to use without sacrificing functionality. Using Oracle iRecruitment, the hiring manager or recruiter can create/copy/update vacancies, create job descriptions for those vacancies as well as post job descriptions for internal and/or external review. Oracle iRecruitment has adopted HR-XML standards so managers and recruiters can promote vacancies by posting jobs to other external job boards.

Provide Easy-to-Use Interface for Job Seekers

When job seekers come to your company's job site, Oracle iRecruitment provides the freedom of searching for job openings without having to provide personal information. "Site visitors" (those who don't register or login to the job site) can search for jobs, subscribe to RSS Feeds, add jobs to a temporary job basket, refer jobs to other individuals, and evaluate the company. Site visitors can also register for an account. Once job seekers register and establish an account, they can manage the entire recruitment process online. Using Oracle iRecruitment, registered users can search and apply for jobs as well as add them to a personal job basket. Registered users can also upload resumes into a profile and save personal information, skills, educational background and employment history. Oracle iRecruitment can even create a resume for the applicant if they do not have one ready.

Invite and Manage Employee Referrals

Employee referrals offer a cost effective means of attracting best talent and quality applicants. Employee Referral functionality enables recruiters or hiring managers to mark vacancies, inviting referrals from employees. Employees can create candidate profiles, refer candidates to vacancies or refer them to a manager who can then pursue the candidate for a

suitable vacancy.

The screenshot shows a web-based application interface for creating personal details. At the top, there are tabs for Home, Vacancies, and Candidates. Below these are sections for Personal Details, Education, Qualification and Employment Details, and Preferences. A note indicates that certain fields are required. The main area is titled 'Personal Details' and contains fields for Family Name (James), First Name (Kattich), and Email Address (jameskattich@yahoo.com). Below this is a 'Referral Details' section with a Source Name (Sarma, Mr. Balantrapu) and a Referral Comment (Good Candidate, has vast experience in Java technology along with good implementation experience). Buttons for Cancel, Apply for Job, and Save are at the bottom right.

Schedule and Manage the Interview Process

Time and Labor costs are minimized for managers when performing recruiting and hiring activities by reducing and automating previously manual tasks. Using Interview Management, recruiters and hiring managers can schedule job interviews for applicants for vacancies. They can select members of the interview team and maintain interview information such as the interview schedule, contact information and details about the interviewers.

Track Recruitment Activity

The Dashboard on the Oracle iRecruitment home page provides ready to use recruitment information for hiring managers and recruiters to get started and manage the recruitment process without having to perform multiple searches. It provides hiring managers and recruiters direct access to recent vacancies, new applications for vacancies, scheduled interviews, and recently created or updated offers.

Key Features and Benefits:

- Dashboards and Recruitment Summary track and manage recruitment activities.
- Employees can refer friends and acquaintances to open vacancies.
- Third party agencies can carry out the recruitment process, helping to increase candidate pool depth.
- Ensure the right candidate is matched with the right job with Assessments
- Use Interview Management to schedule and manage the entire interview process
- Enable communication between applicants and employers online
- Automate the entire job offer process from initiating to closing an offer
- Enterprise Search for Vacancies, Candidates and Jobs offers advanced search capabilities
- Analyze various measures of the recruitment process using intelligence reports to enable better decision making and streamline complicated processes

- Track applicant data for compliance.

Oracle Performance Management

Oracle Performance Management is designed to support workers, managers, and business leaders with point-in-time evaluation of worker performance. Organizations can configure the performance process to match their business practice. An industry-leading user experience enables workers and managers to easily see where they are and move smoothly through the process. Guidance and decision support is provided to users in context to help them easily and intelligently complete evaluations. Embedded intelligence supports managers and HR administrators in efficiently monitoring and managing the overall performance management process, enabling them to take action at the point it is needed.

In traditional HR systems, managers and executives have little insight into how performance ratings are distributed, without generating paper reports or Excel graphs. Oracle Performance Management delivers real-time embedded business intelligence providing deep and meaningful insight into the performance process.



The screenshot shows a web-based application interface for Oracle Performance Management. At the top, there's a blue header bar with tabs for "Performance Management" and "Appraisals". Below the header, a message states: "On this page, you can access your development functions and view Performance management notification messages." Underneath, a section titled "Performance Management Task List" includes "Expand All" and "Collapse All" buttons. A small icon of a magnifying glass is also present. The main content is a table with the following columns: Focus Task, Process, Start Date, End Date, and Go to Task. The table lists several tasks under the "Performance Management Plan-2008-2009" node:

Focus Task	Process	Start Date	End Date	Go to Task
Performance Management Plan-2008-2009		01-Sep-2008	31-Mar-2009	
Set objectives	Objective Setting	01-Sep-2008	28-Feb-2009	
Align objectives	Objective Setting	01-Sep-2008	28-Feb-2009	
Share objectives	Objective Setting	01-Sep-2008	28-Feb-2009	
Finish objective setting	Objective Setting	01-Sep-2008	28-Feb-2009	
View and Track objective progress	Objective Tracking	01-Sep-2008	31-Mar-2009	
Manage appraisal: WPM Global Year End Appraisal	Appraisal	05-Mar-2009	31-Mar-2009	

- Oracle Performance Management allows for easy viewing of any current or historical performance documents in an easy to read PDF format.
- Intuitive task list and navigation easily directs users to the next step to take.
- Informational region within comparison of worker to manager ratings (for managers).
- Oracle Performance Management provides organizations the flexibility to choose a top down or bottom-up model for setting individual objectives. Managers can mass cascade one or more objectives to a single or multiple employee, either by duplicating their objectives or creating new ones that are associated or linked to their own objectives.
- Oracle Performance management ensure that corporate objectives are successfully met,

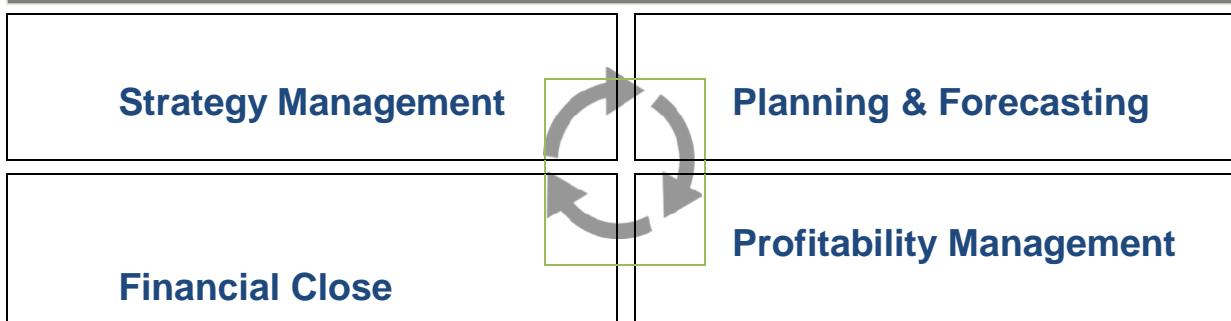
enterprises must track their objectives through the entire workforce hierarchy from the boardroom, and encourage their workforce to complete their necessary tasks. Oracle Performance Management will help THE MINISTRY OF FINANCE to use online appraisals to measure achievement against objectives, evaluate proficiency in competencies, and assess advancement potential, and also obtain feedback from multiple participants

- With Oracle Performance Management, Managers can monitor appraisal progress using the Appraisal Rating Summary Report.
- performance document provides helpful supporting information for evaluating competencies and goals.
- Manager Overview provides executive view into performance task completion, tracking to target rating distribution, quick view of employee ratings and easy access to performance details.
- Performance tab of the Manager Dashboard displays ratings, comments and indicators for High Performer, High Potential, and High Risk of Loss, for all workers in the organization.
- Summary within performance document provides quick overview of all ratings and

Oracle Enterprise Performance Management Solution

Oracle Hyperion Enterprise Performance Management combines market-leading performance management applications with powerful analytics to align financial close, planning, reporting, analysis, and modelling and unlock business potential. It helps customers leverage their ERP investments through seamless data and process integration with Oracle E-Business Suite, PeopleSoft, JD Edwards, Fusion, SAP and other ERP applications. Flexible deployment options include on premise, cloud, or on engineered systems designed for high performance and scalability.

Common Reporting & Interaction



Common Integration & Analysis

Data Quality and Consistent Dimensions

Oracle EPM Connects Management Processes

Oracle Hyperion Planning & Budgeting

Oracle Hyperion Planning & Budgeting is a flexible Web and Microsoft Office based planning application that supports enterprise wide planning, budgeting, and forecasting. Oracle Hyperion Planning provides a rich planning and modelling framework that will support driver-based planning to help connect operational assumptions to financial outcomes. It supports a hierarchical planning process that encompassing both corporate finance and the lines of business within an enterprise. With Oracle Hyperion Planning & Budgeting, THE MINISTRY OF FINANCE will meet immediate financial planning, budgeting and forecasting needs while enabling a platform for future cross-functional expansion and automated process integration.

Reduce Cost of Ownership by Leveraging Packaged Budgeting Functionality

Public sector organizations are faced with increasingly complex planning and budgeting processin light of reduced funding for new and existing programs, increased compliance and regulatory pressures, an increased need for transparency and accountability to the public, internal pressure to do more with smaller IT budgets, In this environment organizations look

to adopt a buy “buy versus build” approach that helps them reduce implementation time and cost by using packages planning and budgeting applications built for the public sector.

Oracle **Hyperion Planning & Budgeting** provides:

- Decision packages and budget requests for requesting incremental funding.
- Narrative justification and multiple public and private notes and attachment in funding requests.
- Individual or collaborative budget proposals with shared funding requests.
- Rich position and employee budgeting with calculation logic and rules to support processes such as allocation of position of budget to general ledger accounts.
- Pre-built budgeting task lists to guide users through the budgeting process flows.
- Configurable budgetary review and approval hierarchies and process flows.

Streamline the Enterprise wide Planning and Budgeting process

The planning and budgeting process is a resource and time intensive one in most organizations. The process tends to be dominated by manual tasks typically involving several hundreds of spreadsheets being exchanged across cost centre managers, line of business finance managers and corporate finance personnel. Changes to business assumptions and strategies mid-way through the process cause extensive rework and often result in spreadsheet errors that sometimes go undetected until after the budget has been finalized. Oracle Hyperion Planning enables a planning environment that streamlines the planning process in an enterprise by aligning plans created across the enterprise along common dimensions such as cost centres, business entities and chart of accounts.

Cost centre plans can be linked to line of business plans, which in turn can be linked to a corporate level plan. The impact of changes to key plan assumptions can be evaluated instantaneously and the revised plan can be made immediately available to all stakeholders without a time lag or risk of manual error.

Powerful calculation and business rules engine

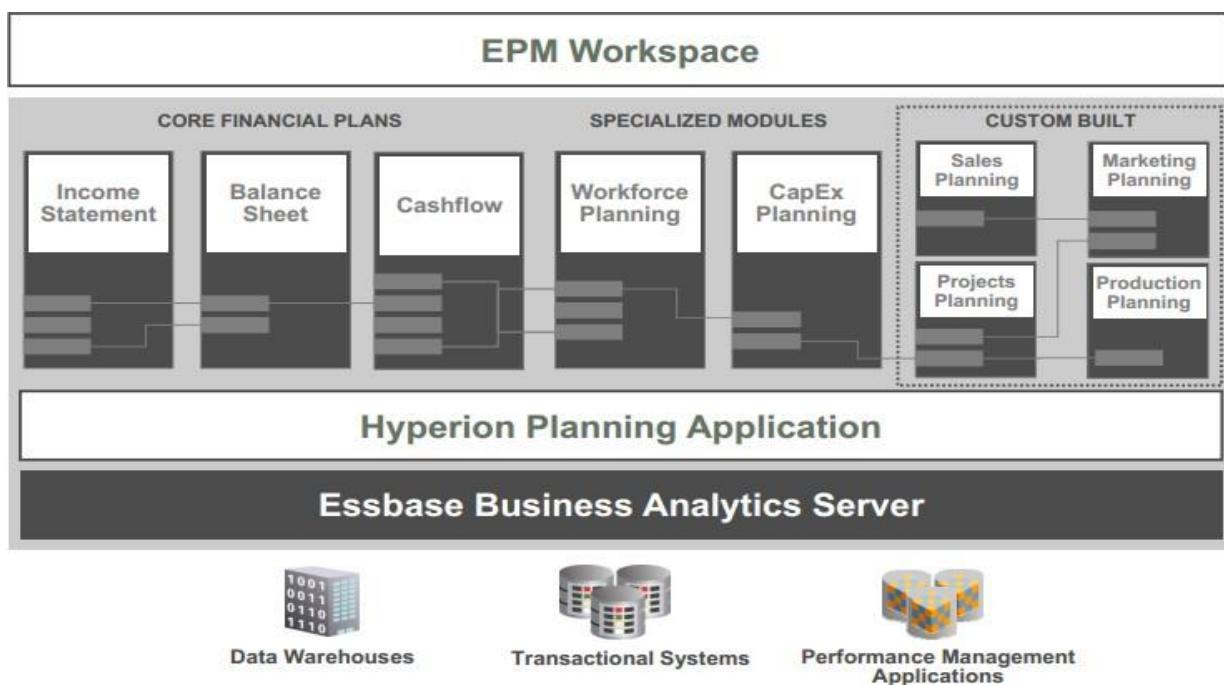
Oracle Hyperion Planning provides a powerful calculation and business rules engine that can be used to express a range of business logic from simple arithmetic formulae to complex procedural multi-dimensional allocation rules. Oracle Hyperion Planning provides a simple web interface along with a guided task flow for planners to create their plans and supports both bottoms up and top down planning processes. It provides tools for budget administrators to monitor the progress of various participants towards submitting their plans and provides workflow and plan management capabilities to support the plan review and approval process.

Improve Forecast Accuracy with Integrated Analytical Capabilities

Companies today are faced with a rapidly changing business environment. Demand for goods and services is very volatile, impacted by changing consumer and customer behavior. Input costs fluctuate and the supplier landscape is constantly changing. These external factors also require that the company have the right capacity and skill sets within its workforce and the appropriate investments in capital and technology to stay competitive in this market. A key requirement to stay ahead of the competition is to understand and quantify variability arising from all of the above and forecast financial and operational performance accurately.

Oracle Hyperion Planning and the included business intelligence tools enable a sophisticated forecasting process that is driven by an analysis of the root causes of variance between plans and actual in the prior fiscal periods. This analysis leads to identification of key areas for course correction.

Oracle Hyperion Planning provides unlimited scenario analysis for planners to assess the impact of various combinations of business assumptions on key financial outcomes and commit to one of these scenarios as the go forward forecast. Oracle Hyperion Planning can also be used to implement a rolling forecast process in which the forecasting time horizon rolls forwards with the passage of time.



SINGLE CENTRALIZED PLANNING PLATFORM

Connect a Wide User Community with an intuitive Web Interface

Oracle Hyperion Planning will enable users to easily view plans and reports on the web and does not require users to have specialized computer skills. A standard web form in Hyperion Planning allows a user to interact with plan, budget, forecast and/or actuals data in the context of a set of page filters and a Microsoft Excel-like grid of rows and columns. The application provides a useful menu of tools to manipulate and adjust the plan data in the form either directly in a cell, through changing related data such as The Ministry of Finance or driver types or through performing allocations and spreads across multiple cells within a data grid.

It also guides your less-frequent users step by step through the planning process using a wizard called Task List, allowing you to reduce cycle times while ensuring that your plans are complete and reliable. For users that are more sophisticated Oracle Hyperion Planning supports ad hoc analysis of the data in the web form through supporting alternate configurations of page, row and column dimensions.

The screenshot shows the Oracle Hyperion Planning workspace in Fusion Edition. The title bar reads "ORACLE Enterprise Performance Management System Workspace, Fusion Edition". The top menu includes "Navigate", "File", "Edit", "View", "Tools", "Administration", and "Help". On the right, it says "Logged in as Henry | Help | Logout".

The main window is titled "TotPlan - Task 3 of 15 - Plan Revenue". It features a "TaskList" sidebar on the left with tasks like "Department Expenses and R...", "Product Expenses and Revenue...", "Purchase Manager", "Sales Manager", "Review Guidelines", "Review Revenue Plan", "Plan Revenue", "Operating Expenses", "Department Expenses", "Compensation Plan", "Enter Compensation ...", "Capital Plan", "Review Existing Assets", "Add New Assets", "Review Capital Spen...", "Review Financial Statement...", "Review Reports", and "Submit Plan for Approval".

The central area has tabs for "Revenue Plan", "Revenue Drivers", "Product Mix", and "Product Revenue". It shows a grid for "Revenue Plan" with columns for Month (Jan, Feb, Mar, Apr, May, Jun, Jul) and various percentage values for different products like Bookshelf Audio System and Home Theater Audio System.

Below the grid is a "Revenue Targets" section with a table:

Page	FY10	Go	
Initial	Target	Variance	Variance (%)
Operating Revenue	290,015,626	300,015,626	+3.44%

At the bottom, there's a "Complete" button and navigation links for "Previous Incomplete", "Previous", "Next", and "Next Incomplete".

The intuitive Web interface of Oracle Hyperion Planning allows financial and business users to quickly update key business The Ministry of Finance and see their related impact on financials.

Leverage Existing User Competencies with Microsoft Office Integration

Oracle Hyperion Planning offers comprehensive integration with Microsoft Office tools such as Microsoft Outlook, Excel, Word and PowerPoint. Users can access their planning tasks and due dates within Microsoft Outlook Task List and Calendar as well as within Microsoft Excel. Users can also view planning data forms from within Microsoft Excel with the same functionality as the web-based interface. Users can also perform drill ups and drill downs on rows and columns

in an identical manner in both interfaces. Both interfaces also support ad hoc analysis of data where rows, column and page dimensions can be pivoted differently to create different views of the same data. Common planning actions such as spreading and allocation are available as context sensitive right click menus on planning data forms rendered within Microsoft Excel.

Oracle Hyperion Planning also lets one take his/her plans offline, and at his/her own convenience, change assumptions, perform calculations, analyse results, and connect back to the central database to synchronize updates. Additionally, you can directly integrate data from Oracle Hyperion Planning into Microsoft PowerPoint and Microsoft Word. This allows you to quickly create highly customized reports with accurate information and automatically refresh the report when the underlying data changes. The end result: reduced manual intervention, improved data integrity, and increased reporting accuracy.

The screenshot shows a Microsoft Excel spreadsheet titled "POV Compensation Plan - PlanDev2_TotPlan /Forms/Workforce_2". The data includes columns for Position, FTE, Grade, Employee Type, Tax Region, Health Plan, Start Month, Differential %, Pay Type, and Salary. Row 9 is highlighted in yellow and contains a warning message: "Warning : hiring more than 3 FTE will require Cell: D9". The ribbon at the top has the "Planning" tab selected. On the right, a "Smart View" pane displays a "Task List" for a "Compensation Plan" under "Sales Manager [3]". The task list includes items like "4.0 Compensation Plan" and "6.0 Review Financial Statements". Below the task list, there are sections for "Task Details" (with a progress bar showing 33% complete) and "Data Validation".

The built-in Microsoft Office integration in Oracle Hyperion Planning allows users to update and report plans in Microsoft Excel, PowerPoint, and Word.

Integrate Planning and Management Reporting seamlessly

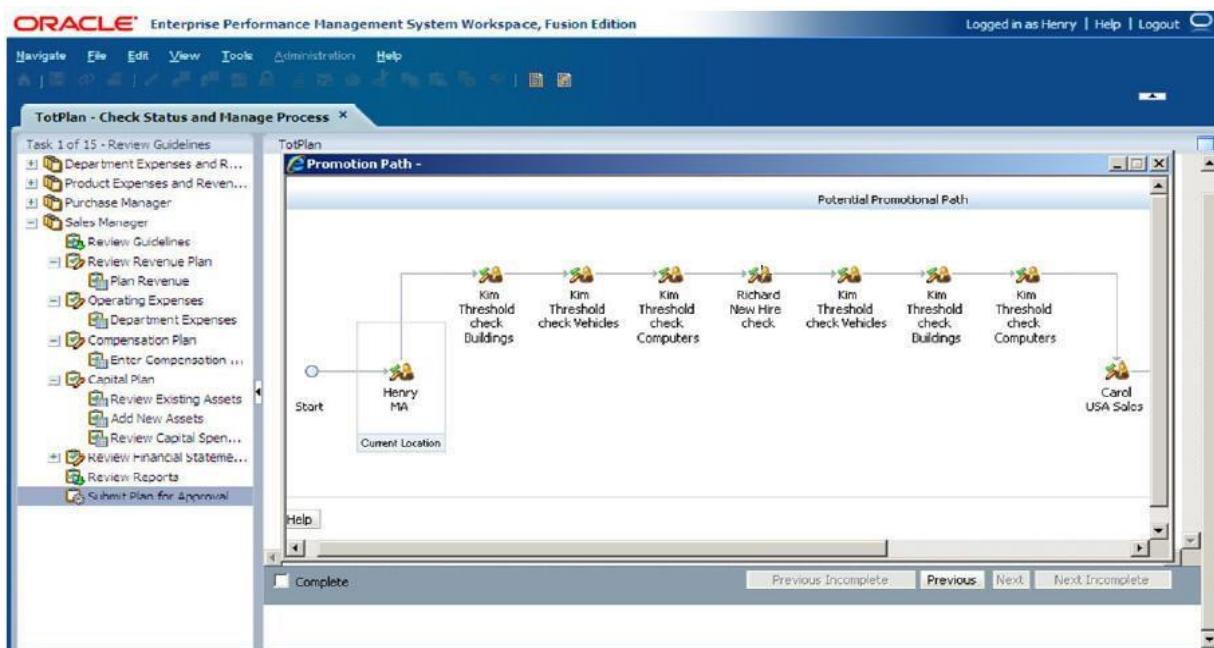
Oracle provides native business intelligence and planning capabilities in a single environment. Reports and dashboards that display plan and actual data can be created in minutes and any change made to the plans in Oracle Hyperion Planning can be instantaneously reflected in the content of the reports and dashboards. Using a web interface called the Oracle Enterprise Performance Management Workspace; you can access user-friendly dashboards, interactive analytics, and richly formatted financial reports while

interacting with the planning system.

Ease Collaboration and Maintain Control with Powerful Plan Management and Workflow

Oracle Hyperion Planning's powerful plan management and workflow functionality — including e-mail notifications, alerts, and task lists — empowers users to track and communicate the progress of plans and budgets. Ownership of plans can be designated based on a specified intersection of key plan dimensions. The approval path can be specified for each slice of the plan. When a planner “promotes” a plan for approval, the system can automatically identify the nextapprover. Plan promotion paths can me made conditional on meeting certain criteria. For example, if the expenditure on building improvements is budgeted to be less than 5% of the overall expense budget, the system could require that a facilities manager approve this plan prior to further progressing it along the approval chain.

All of the above processes can also be performed in conjunction with what-if analysis and scenario testing that allows users to compare and contrast multiple scenarios prior to promoting the selected scenario for approval up the management chain.



Flexible and powerful planning process management and workflow capability allows the implementation of sophisticated review and approval processes.

Support Large Deployment with Scalable Architecture at low cost of ownership

Oracle Hyperion Planning is built on a scalable architecture, which allows you to, if appropriate, start with an initially small deployment before rolling it out to hundreds or

thousands of users in the organization. The architecture allows for flexible data entry, analysis, and frequent real-time updates from anywhere, in a safe and secure environment using a standard Web browser. Moreover, Oracle Hyperion Planning provides collaborative planning processes and dependable, centralized application security and data management, significantly reducing your maintenance and distribution costs. Oracle Hyperion Planning interoperates with existing security mechanisms to help ensure maintenance and security consistency.

Minimize use of Email, phone calls and offline spreadsheets by fully leveraging the workflow and approval features

Lack of effective workflow capabilities if often cited as the single largest contributors to the increase in overall planning and budgeting cycle times. Oracle Hyperion will provide The Ministry of Finance a powerful workflow and plan management framework that supports a range budgetary process – from the simple to the very complex – including e-mail notifications, alerts, and task list – that empowers users to track and communication the progress of plans and budget. Ownership of plans can be designated based on specified intersection of key plan dimensions. The approval path can be specified for each slide of the plan with the system automatically identifying the next approver. All of the above process can be performed in conjunction with what-if analysis and scenario testing that allows users to compare and contrast multiple scenario prior to promoting the selected scenario for the further approval.

Item Workspace, Fusion Edition

Logged in as demoadmin | Help | Logout

Search Advanced

Positions PBISB

Current Scenario: Budget | Current Stage: Governor | Current Year of Work: 2010

You must enter a Position Number.

Data Validation Messages

Department of Public Safety

Position Name	Position Number	Position Type	Job	Location Code	Union Code	Salary Basis
Public Buildings Director	273945	Single Incumbent	Director	Massachusetts	NON-UNION	Annual
Gas & Plumbing Inspector (PT)	256340	Single Incumbent	Inspector	Massachusetts	NON-UNION	Hourly
Wiring Inspector (PT)	128434	Single Incumbent	Inspector	Massachusetts	NON-UNION	Hourly
Traffic Supervisors	145264	Single Incumbent	Supervisor	Massachusetts	NON-UNION	Annual
Special Police Matrons	74214	Single Incumbent	Supervisor	Massachusetts	NON-UNION	Hourly
Call Firefighters	25982	Single Incumbent	Firefighter	Massachusetts	NON-UNION	Hourly
Police Custodian (PT)	129125	Single Incumbent	Intern	Massachusetts	NON-UNION	Hourly
Pool Lifeguard		Single Incumbent	Lifeguard	Massachusetts	NON-UNION	Hourly

Exclude Position from Budget
Edit Position Details
Add Position
Duplicate Position
Copy Position Data
Terminate Position

Planning Unit: General

Start: Exclude

Process Status: Under Review

SubStatus: No Owner

Current Owner: Chief Medical Examiner

Location: Massachusetts

Action: Details

Chief Medical Examiner

Start: Exclude

Process Status: Under Review

SubStatus: Maria

Current Owner: Criminal History Systems Board

Location: Massachusetts

Action: Details

Criminal History Systems Board

Start: Exclude

Process Status: Under Review

SubStatus: William

Current Owner: Department of Correction

Location: Massachusetts

Action: Details

Department of Correction

Start: Exclude

Process Status: Under Review

SubStatus: Maria

Current Owner: Department of Fire Services

Location: Massachusetts

Action: Details

Department of Fire Services

Start: Exclude

Process Status: Under Review

SubStatus: Henry

Current Owner: Department of Public Safety

Location: Massachusetts

Action: Details

Department of Public Safety

Start: Exclude

Process Status: Under Review

SubStatus: Henry

Current Owner: Department of State Police

Location: Massachusetts

Action: Details

Department of State Police

Start: Exclude

Process Status: Under Review

SubStatus: Henry

Current Owner: Executive Office of Public Safety and Security

Location: Massachusetts

Action: Details

Executive Office of Public Safety and Security

Start: Exclude

Process Status: Under Review

SubStatus: Maria

Current Owner: State Emergency Management Agency

Location: Massachusetts

Action: Details

State Emergency Management Agency

Start: Exclude

Process Status: Under Review

SubStatus: Carol

Current Owner: Public Safety

Location: Massachusetts

Action: Details

Mental Rating Board

Start: Exclude

Process Status: Under Review

SubStatus: Frank

Current Owner: Department of Public Safety

Location: Massachusetts

Action: Details

Military Division / State NAPOL

Start: Exclude

Process Status: Under Review

SubStatus: Maria

Current Owner: Department of Public Safety

Location: Massachusetts

Action: Details

Municipal Police Training Com.

Start: Exclude

Process Status: Under Review

SubStatus: Carol

Current Owner: Public Safety

Location: Massachusetts

Action: Details

Parole Board

Start: Exclude

Process Status: Under Review

SubStatus: Carol

Current Owner: Public Safety

Location: Massachusetts

Action: Details

Sex Offender Registry

Start: Exclude

Process Status: Under Review

SubStatus: Carol

Current Owner: Public Safety

Location: Massachusetts

Action: Details

Current Location: Start

Flowchart:

```

graph LR
    Start((Start)) --> Henry[Henry  
Department of Public Safety]
    Henry --> Frank[Frank  
Department of Public Safety]
    Frank --> Maria[Maria  
Department of Public Safety]
    Maria --> Carol[Carol  
Public Safety]
    Carol --> End((End))
    
```

Ensure Data Quality with Robust Data Integration

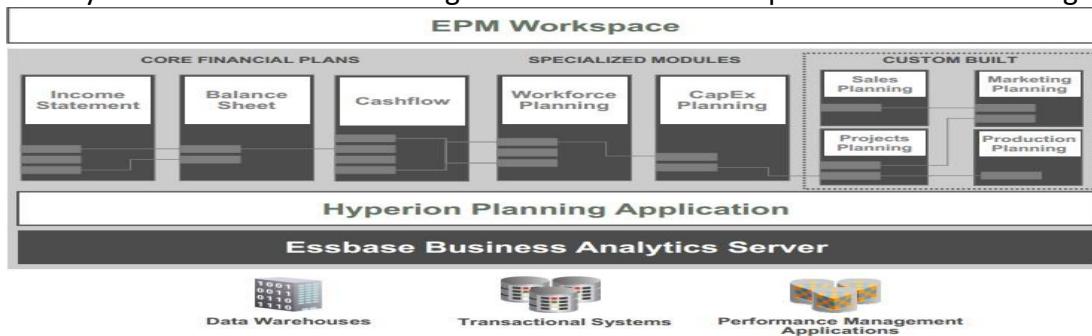
Oracle Hyperion Planning facilitates bidirectional data integration with MIS systems, legacy applications, data warehouses, and other enterprise data sources. It is an open and extensible system that leverages data that was previously “locked” in silos and other systems.

KEY FEATURES

- Multi-dimensional / multi user planning with a powerful business rules engine
- Flexible workflow and plan management capabilities
- Comprehensive Microsoft Office integration
- Easy to use Web interface
- Seamless creation of reports and dashboards
- Proven and scalable architecture
- Robust integration with ERP systems and other sources
- Full set of administrative tools for application management

KEY BENEFITS

- Reduce budgeting and planning cycles by weeks or months
- Improve forecast accuracy
- Appeal to a wider user community through an intuitive Web user interface
- Shrink the learning curve for users by leveraging Microsoft Office products as an interface into Oracle Hyperion Planning
- Eliminate time lag between when plans are updated and reports are refreshed
- Reduce cost of ownership thought superior application deployment, management toolsand packaged data integration.
- Lay the foundation for making the transition to Enterprise Business Planning.



KEY FEATURES

With Workforce Planning, all decision-makers and front-line managers can communicate which course of action to take and get budget holders to collaborate so that the headcount process is optimized and efficient. When a material event occurs that causes a change in direction, planners have the flexibility to adapt rapidly, ensuring that plans are relevant and useful.

More specifically, Workforce Planning:

- Calculates such workforce-related expenses as headcount, payroll, salary, taxes, and healthcare benefits
- Includes transfer functionality to facilitate the management of headcount across dynamic organizations
- Provides a framework for customizing the planning process to meet the needs of global enterprises
- Provides ease of use through the Web with drill-through capability from summary values to the underlying detailed data
- Includes event-based activities, such as new hires that can trigger expenses for space allocation, equipment, and hiring bonus.
- Integrates with actual Oracle's Hyperion Planning data for reconciliation, forecasting, and reporting purposes.
- Integrates with other systems to load information: with flat files for Oracle's Enterprise Performance Management Architect applications, and typically with Oracle's Hyperion DataRelationship Management Adapter for Planning.

Supports working with Workforce Planning data forms using Oracle's Hyperion Smart view for Office, including taking them offline. Workforce planning allows actions on employees, such as transferring them to another department, planning for their departure, and placing them on maternity or leave of absence. Corporate planners, operational managers, or department managers prepare the workforce plans, sometimes including multiple scenarios. They submit them to senior financial and HumanResource managers for review and approval. A corporate planner typically consolidates the plan and prepares reports on the workforce. Organizations can iterate plans as often as needed to respond to changing conditions.

KEY BENEFITS

Oracle's Enterprise Workforce Planning and Analytics will make it easier for organizations to:

- Simplify implementation and reduce maintenance requirements with prebuilt functionality
- Address all workforce planning requirements with a fully flexible and open architecture
- Achieve greater accuracy, predictability, and accountability

- Assess real-time impact of salaries and associated workforce expenses
- Reduce workforce planning cycle time
- Strategically plan and respond faster to changing external, technological, and/or company initiatives
- Integrate workforce planning with financial and business planning, resulting in a holistic approach for creating a business strategy
- Drive workforce planning efforts to all levels within the organization to uncover and address additional workforce considerations that affect business outcomes

The prebuilt functionality for head count and expense management in Oracle Hyperion Workforce Planning allows organizations to:

- Modify the title, grade, rate, and other information for existing and future employees
- Add, edit, and delete to-be-hired employees
- Easily manage head count by using selections from smart lists to plan for an employee's departure or leave of absence
- Transfer employees from one cost centre to another either directly or using a two-step 'transfer out/transfer in' process
- Plan salaries and other compensation, including bonuses, fringe benefits, and other expenses for existing and to-be-hired employees

Summary

Oracle Hyperion Workforce Planning is part of a comprehensive planning solution that addresses both workforce and general expense plans, allowing the automation of the workforce planning process and improvement of plan accuracy and predictability. By helping eliminate manual steps, duplication and unnecessary reconciliations, organizations are able to streamline workforce- planning process, reduce planning cycle time, and spend more time on analyses.

Oracle Hyperion Workforce Planning includes prebuilt, best-practice functionality, such as account structures, calculations, smart lists, menus, data forms, and dimensions. Developing the same functionality in-house typically involves costly and time-consuming customization efforts. By using Oracle Hyperion Workforce Planning, organizations have a framework to start the workforce planning process so that they do not have to build from scratch.

With Oracle Hyperion Workforce Planning, organizations can securely control which employees or departments have access to the appropriate views—a critical requirement for managing sensitive and confidential employee compensation information. Oracle Hyperion Workforce Planning ensures maximum protection of employee information by allowing only the appropriate planners to view, add, delete, and define merit increases as well as manage bonuses and salary changes at the global, departmental, or employee levels.

Oracle Hyperion Financial Data Quality Management, Enterprise Edition

Organizations need to enhance the quality of internal controls and reporting processes. To meet these goals, you need a source-to-report view of financial data. Oracle Hyperion Financial Data Quality Management Enterprise Edition allows business analysts to develop standardized financial data management processes and validate data from any source system—all while reducing costs and complexity. Fully integrated with Oracle Enterprise Performance Management applications, Oracle Hyperion Financial Data Quality Management Enterprise Edition is the only enterprise-class system of its kind for managing the quality of financial data.

Increase Your Confidence in the Numbers

Oracle Hyperion Financial Data Quality Management Enterprise Edition eliminates the data integrity risks associated with collecting, mapping, verifying, and moving critical financial data. With it, you can build standardized, repeatable processes and avoid the typical inefficiencies of collecting financial data. These transparent processes give you greater assurance of clean data and accurate results:

- End-to-end automation of the collection, mapping, verification, and movement of financial data creates a standard process that eliminates variability.
- Data validations and quality checks allow you to inspect data at each step to identify errors, generate notifications, and reconcile discrepancies.
- Robust reporting in Oracle Hyperion Financial Data Quality Management Enterprise Edition provides prebuilt audit, log, system, and process management reports which can be easily amended to create user specific versions and additional reports.

Lower the Cost of Compliance

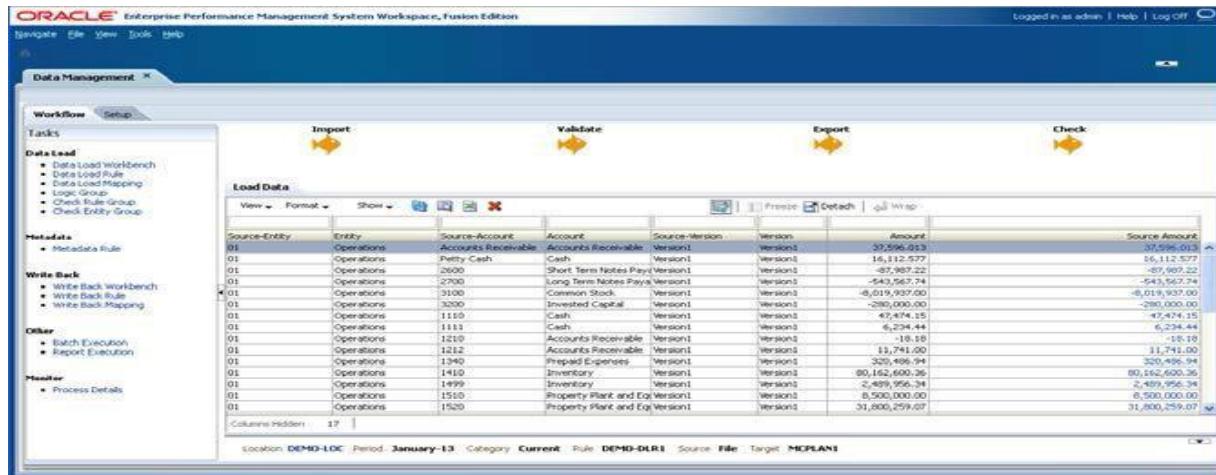
Annual audit fees can be reduced with Oracle Hyperion Financial Data Quality Management Enterprise Edition. This integrated solution for tracking the movement and preparation of financial data includes:

- Instant error checking that enables you to identify errors and notify stakeholders in a timely fashion.
- Audit reviewing that tracks evaluations, gap analysis, and action plans, and lets you trace consolidated financial results back to original sources.

Simplify Financial Data Collection and Transformation

Oracle Hyperion Financial Data Quality Management Enterprise Edition eliminates data bottlenecks and manual file manipulation by efficiently importing data from a range of financial data sources. These features allow ERP to collect clean data from multiple sources;

- A data preparation engine integrates, transforms, and validates data from any source system.
- Unique “push” integration verifies mapping and intersection, retrieves data for verification, and helps meet quality requirements of Oracle’s Hyperion enterprise performance management target systems.
- Oracle’s pre-packaged source adapters allow financial managers to seamlessly link Oracle’s Hyperion enterprise performance management applications to transaction systems further reducing integration costs and data mapping complexities.
- The process can be configured to import standard data files or connect to source transaction systems, validate data, and export it to its final target system. Administrators can set up predefined mappings and “wildcards” for any unmapped items in the data import file or underlying transaction system.



Source-Entity	Entity	Source-Account	Account	Source-Version	Version	Amount	Source-Amount
01	Operations	Accounts Receivable	Accounts Receivable	Version1	Version1	59,496,913	59,496,913
01	Operations	Petty Cash	Cash	Version1	Version1	16,112,577	16,112,577
01	Operations	2600	Short Term Notes Payable	Version1	Version1	-87,987,22	-87,987,22
01	Operations	2700	Long Term Notes Payable	Version1	Version1	-543,567,74	-543,567,74
01	Operations	3100	Common Stock	Version1	Version1	-8,019,937,00	-8,019,937,00
01	Operations	3200	Retained Earnings	Version1	Version1	-2,986,00	-2,986,00
01	Operations	1110	Cash	Version1	Version1	47,474,45	47,474,45
01	Operations	1111	Cash	Version1	Version1	6,234,44	6,234,44
01	Operations	1210	Accounts Receivable	Version1	Version1	-18,18	-18,18
01	Operations	1212	Accounts Receivable	Version1	Version1	13,741,00	13,741,00
01	Operations	1390	Interest Expenses	Version1	Version1	-2,000,00	-2,000,00
01	Operations	1410	Inventory	Version1	Version1	80,162,600,39	80,162,600,39
01	Operations	1499	Inventory	Version1	Version1	2,459,956,34	2,459,956,34
01	Operations	1510	Property Plant and Eq	Version1	Version1	8,500,000,00	8,500,000,00
01	Operations	1520	Property Plant and Eq	Version1	Version1	31,800,259,07	31,800,259,07

Oracle Hyperion Financial Data Quality Management Enterprise Edition streamlines the time-consuming task of manual data reconciliation by automating and verifying data submissions.

- Complete audit trails from trial balance to report give users a transparent, intuitive view of data and processes.
- A Web-based user interface enables business users to load, review, and verify data for any target system.
- Guided workflow helps users create sophisticated data mappings and repeatable processes.

Connect Source Data to Oracle’s Hyperion Enterprise Performance Management System

Along with a data preparation engine, Oracle Hyperion Financial Data Quality Management Enterprise Edition delivers pre-packaged adapters that make it easy to integrate and map data. These adapters connect directly to applications within the Oracle enterprise performance management system, and can connect directly to many transaction systems as well, enabling you to save time and reduce IT costs while managing the integrity of your data.

Oracle Hyperion Financial Data Quality Management Adapter Suite

Oracle Hyperion Financial Data Quality Management Adapter Suite for Oracle Hyperion Financial Management, Oracle Hyperion Planning, Oracle Essbase, Oracle Hyperion Financial Close Manager and others helps you eliminate the risk and variability typically associated with data integration by providing the following features:

- Business analyst “Guided Workflow” process.
- Available “Lights Out” batch processing.
- Audit trail visibility to data and process.
- Direct drill-through from Oracle enterprise performance management applications to Oracle E-Business Suite, Oracle Fusion Financials, PeopleSoft, JD Edwards and SAP transaction systems and write-back of Oracle Hyperion Planning data to Oracle E-Business Suite and PeopleSoft Financials.
- Live integration that delivers only valid input dimensions for mapping.
- Immediate visibility to mapping and intersection validation errors.
- Automatic execution of calculations, consolidations, and data retrieves.
- Retrieval of data and provision of data quality checking against rules.
- The ability to automatically change entity hierarchies or the chart of accounts based on changes sourced from ERP systems.

Source Adapters for Standard File Formats and Transaction Systems

The Oracle Hyperion Financial Data Quality Management Enterprise Edition source adapters make it easy to load data from any data file or connect directly to a variety of transaction systems. File formats supported include:

- ASCII/text

Transaction system source adapters include:

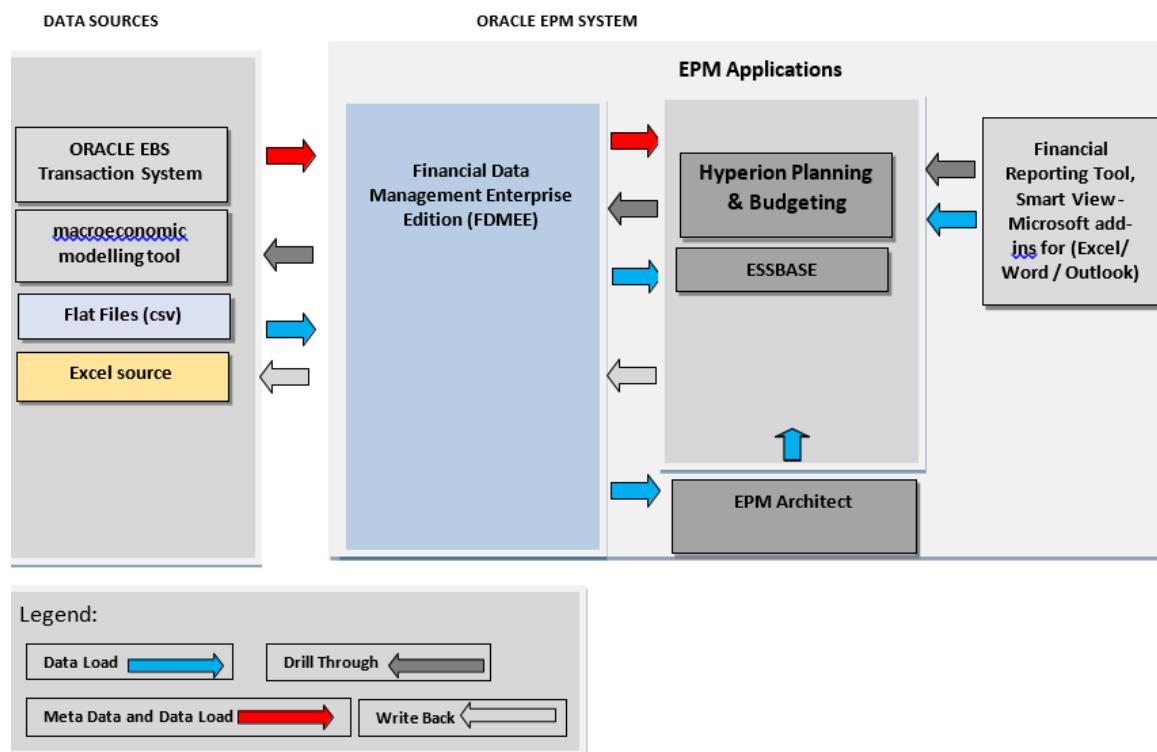
- Oracle E-Business Suite Financials.
- Oracle Fusion Financials.
- PeopleSoft Financials.
- PeopleSoft Human Resources for Oracle Hyperion Public Sector Planning and Budgeting.
- JD Edwards Enterprise One General Ledger.
- SAP Financials.
- Open Interface Adapter.

A business user-friendly web interface, part of the Oracle Enterprise Performance Management Workspace, is available to connect the source adapters and to create and run metadata and data extraction rules.

Source Systems

We understand that the source data for the Financial Planning Automation Solution will be from macroeconomic modelling tool. Detailed study will be conducted to understand the table and structures of the custom source application for data required for Budgeting Process during project initiation phase. In the event of compatibility issue during integration with source system, support is required from users and IT team to provide the data in the defined format to upload data in to Hyperion Planning & Budgeting application. This will be further discussed during project initiation phase.

High Level Architecture – Oracle Hyperion Planning & Budgeting



Description of Scope and Methodology – Hyperion

The Scope of the Service is presented below sub points:

Implementation of:

- Oracle Hyperion Planning & Budgeting Ver. 11.1.2.4
- Financial Data Management Enterprise Edition (FDMEE)
- Financial Reporting
- Smart View (Microsoft add-inn).

The core objective of implementation of above applications is to ease the **Planning & Budgeting** process, expenses monitoring and control, plan for disbursement of funds and effective reporting to stakeholders of The Ministry of Finance.

- Installation & Configuration of RDBMS from the perspective of Hyperion Planning & Budgeting
- Integration of Hyperion Planning application with source application (macroeconomic modelling tool)
- Prepare and sharing necessary data collection templates to capture various data for Planning & Budgeting process
- Based on requirement calculation logics will be defined in Hyperion planning application.
- Based on license procurement, necessary security grants will be defined in Hyperion planning solution
- Define user group task list and approval process as per business requirement.
- Oracle Hyperion planning is capable to capture and analyse both qualitative and quantitative data and any textual information related to budget will also be captured and will be part of the budget process.
- Historical data actual and budget data will be loaded in proposed Hyperion solution, upon solution design, Counterhouse will provide template and expect data in same format to upload in Hyperion.
- Conduct unit testing and end to end system integration testing.
- Conduct training
 - Key user training.
 - Administrator training.
 - Training will be conducted at once.
- Application migration from
 - Development to Test during Training and UAT.
 - UAT to Production upon UAT sing off.
- User Acceptance Testing - This will begin once all the development and System

Integration Testing (SIT) of the solutions are completed. This is a key period for users to become close to the system and understand all the components and functionality thoroughly. Therefore, Counterhouse will provide support for User Acceptance Testing (UAT) and ensure that once UAT complete the users are comfortable with the developed applications.

- Final Rollout/production migration will be completed upon successful User Acceptance Testing (UAT) sign-off.

Hyperion Key Activities

Following are the Key activities, which will be taken place as a part of scope.

- Requirement gathering through predefined template / workshops.
- Installation & Configuration of Hyperion planning & budgeting components.
- Solution designing, building and testing will be done by Counterhouse
 - Including data / web from design for data collection.
 - Calculation logic building.
 - Reports building.
 - Security fixes.
- Conduct Close room pilot of solution prior to Training.
- Conduct Key User Training (KUT).
- Conduct Administrator training.

Key Documentation deliverables:

- Future Process Document.
- Solution migration from Pre-production to Production environment for Cloud or migration from Development to Test and Test to Production.
- User, Admin Training Document.
- Administrator Training.
- Key User Training.

Oracle Database Enterprise Edition

Oracle Database Enterprise Edition (19c)

Oracle Database 19c, representing the latest iteration in Oracle's ongoing commitment to database innovation, builds upon the successes of its predecessor, Oracle Database 12c. Released with a focus on addressing contemporary challenges faced by IT professionals, Oracle Database 19c empowers organizations to enhance their data management capabilities, thereby delivering a higher quality of service, optimizing budgetary allocations, and mitigating risks associated with changes in data centers:

Advantages of Oracle Database 19c

Cost Reduction and Operational Efficiency:

Oracle Database 19c introduces innovative features designed to optimize resource utilization, potentially resulting in a substantial reduction in server costs. Operational efficiency is a key focus, allowing organizations to achieve more with their existing infrastructure budgets.

Performance Enhancement:

Acknowledging the ever-growing demands of modern applications, Oracle Database 19c prioritizes the enhancement of mission-critical system performance. Through optimizations and advanced features, it seeks to provide a responsive and scalable database environment.

Storage Optimization and Scalability:

Addressing the challenge of exploding data volumes, Oracle Database 19c aims to reduce storage requirements significantly. This not only leads to potential cost savings but also ensures more efficient use of storage resources. With Oracle Real Application Clusters (RAC) as a standard feature, the database can seamlessly scale on both single and clustered servers, adapting to evolving business needs.

Productivity Boost for DBAs and Developers:

Building upon the foundation of Oracle Database 12c, version 19c endeavors to further increase the productivity of database administrators (DBAs) and developers. This includes streamlined workflows, enhanced development tools, and features that reduce the time and effort required for routine tasks.

Maximizing Availability and Fortifying Security:

Oracle Database 19c places a continued emphasis on maximizing system availability, eliminating idle redundancy, and ensuring robust security measures. The database is designed to meet stringent compliance requirements, providing a secure foundation for

critical business data.

Simplified IT Software Portfolio:

In response to the need for streamlined IT operations, Oracle Database 19c aims to simplify the overall software portfolio for organizations. By offering a cohesive and integrated solution for various data management needs, it contributes to a more efficient and manageable IT environment.

Oracle Database 19c is available in a variety of editions tailored to scale from small to large single servers and clusters of servers. In addition, several Oracle Database 19c Enterprise Edition only options are available for specific business and IT requirements. Oracle Database 19c is available in three editions:

Oracle Database 19c Standard Edition One:

Tailored for smaller-scale deployments, this edition delivers an unprecedented balance of ease-of-use, power, and price/performance. It is optimized for database applications on single servers with a maximum of two sockets.

Oracle Database 19c Standard Edition:

Positioned for mid-range deployments, this edition is available on single or clustered servers with a maximum capacity of four sockets. It includes Oracle Real Application Clusters (RAC) as a standard feature, enhancing scalability and availability.

Oracle Database 19c Enterprise Edition:

Unleashing the full capabilities of Oracle Database 19c, this edition is suitable for both single and clustered servers without socket limitations. It caters to the diverse needs of mission-critical transactional applications, query-intensive big data warehouses, and mixed workloads.

All editions of Oracle Database 19c share a common code base, ensuring seamless compatibility. The upgrade process is designed to be straightforward, with no application changes required. Organizations can easily transition from one edition to another based on evolving business requirements, facilitating scalability and adaptability. Oracle Database 19c is available on a choice of operating systems and includes a common set of application development tools and programming interfaces. Customers can start out with Standard Edition One, and as business grows or depending on changing requirements, easily upgrade to Standard Edition or Enterprise Edition. It is simple to upgrade; no application changes are required to get the performance, scalability, reliability, security and manageability for which Oracle is renowned.

Efficient system management is crucial for maintaining a robust database environment. Oracle recommends the use of tools such as Putty, an open-source utility, and WinSCP, a secure file transfer utility, for centralized management of connections to both the database and

application servers. Additionally, the utilization of remote Windows desktops is advocated for effective management of the Windows server operating system.

Key Features and Functionalities:

Scalability without Limits:

Oracle Database 19c Enterprise Edition is tailored for both single and clustered servers, and it imposes no limitations on the number of sockets. This allows organizations to scale their database infrastructure seamlessly as their data and transactional demands grow.

Performance Optimization:

Building on the reputation of Oracle Database for performance, version 19c continues to optimize system performance for high-throughput and low-latency requirements. This includes enhancements to query optimization, in-memory processing, and other features aimed at delivering superior performance across diverse workloads.

Advanced Security Measures:

Security is a paramount concern for any enterprise, and Oracle Database 19c Enterprise Edition addresses this with a comprehensive set of security features. This includes data encryption, advanced access controls, and robust auditing capabilities. These measures not only protect sensitive information but also help organizations achieve compliance with regulatory standards.

Comprehensive Data Management:

From OLTP to data warehousing and mixed workloads, Oracle Database 19c Enterprise Edition provides efficient and reliable data management capabilities. It supports a wide array of data types, data structures, and data processing techniques, making it versatile for various business scenarios.

In-Memory Processing:

Oracle Database 19c introduces powerful in-memory processing capabilities that significantly accelerate query performance. By keeping frequently accessed data in memory, organizations can experience faster response times and improved overall system efficiency.

Multitenant Architecture:

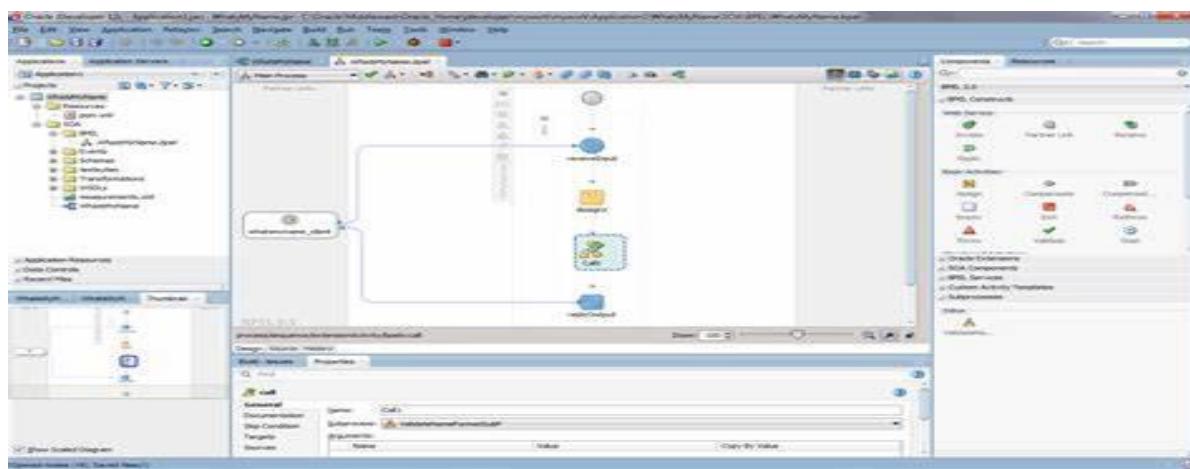
The multitenant architecture, introduced in Oracle Database 12c and continued in 19c, allows organizations to manage multiple databases as a single container database (CDB). This brings benefits in terms of resource consolidation, simplified management, and reduced overhead.

Real Application Clusters (RAC):

RAC is a standard feature in Oracle Database 19c Enterprise Edition, providing high availability and scalability by allowing multiple instances to access a single database. This ensures continuous access to data even in the event of hardware or software failures.

Oracle SOA Suite for Oracle Middleware

In today's fast-paced business environment, organizations require robust solutions to integrate diverse applications, automate business processes, and provide real-time insights. Oracle SOA Suite is a comprehensive, standards-based software suite designed to address these needs by enabling the development, deployment, and management of service-oriented architecture (SOA). This proposal outlines the implementation of Oracle SOA Suite to enhance business integration, streamline operations, and drive efficiency.



Key Components of Oracle SOA Suite

- **BPEL Process Manager**
 - Facilitates the design, execution, and monitoring of business processes based on the Business Process Execution Language (BPEL).
 - Enables the orchestration of various services and applications into cohesive business processes.
- **Oracle Service Bus (OSB)**
 - Provides a lightweight, scalable enterprise service bus for managing and integrating services.
 - Ensures message routing, protocol transformation, and service virtualization for seamless integration.
- **Oracle Business Rules**
 - Allows the externalization of business logic from application code, enabling

easier updates to business policies.

- Supports dynamic decision-making by evaluating business rules at runtime.
- **Human Workflow**
 - Manages human-centric workflows where human interactions are required for tasks such as approvals and reviews.
 - Supports task routing, escalation, and notifications to ensure timely task completion.
- **Adapters**
 - Provide connectivity to various backend applications, databases, messaging systems, and more.
 - Include pre-built adapters for ERP systems, databases, cloud applications, and other enterprise systems.
- **Oracle BAM (Business Activity Monitoring)**
 - Offers real-time visibility into business processes and activities.
 - Provides dashboards and alerts for monitoring key performance indicators (KPIs) and process performance.
- **Event Processing**
 - Supports event-driven architecture by capturing, filtering, correlating, and processing events.
 - Enables real-time responses to business events and conditions.

Features and Advantages

- **Service Composition:** Oracle SOA Suite enables the orchestration of multiple services into composite applications, enhancing reuse and flexibility.
- **Integration:** Facilitates the integration of heterogeneous applications and systems, ensuring cohesive IT operations.
- **Monitoring and Management:** Provides comprehensive tools for monitoring and managing SOA composite applications and services, ensuring optimal performance.
- **Scalability and Performance:** Designed to handle high transaction volumes with low latency, supporting business growth and peak demand.
- **Security:** Ensures secure service interactions with robust security policies and governance frameworks.

Oracle WebLogic Suite

Oracle WebLogic Server is the #1 Java application server, offering standards based APIs and tooling for application innovation on a proven mission critical runtime. Oracle WebLogic Server applications may be deployed on physical systems, VMs or cloud native Kubernetes environments hosted on-premises or in public clouds.

Oracle WebLogic Server is integrated with Oracle's full product and cloud service portfolio, and is available in multiple editions. Oracle WebLogic Server Standard Edition combines full Java EE 8 support and high performance, reliability and manageability features. Java SE support is included. A range of IDEs and CI/CD, testing, monitoring, and diagnostic tools are available to support application development and management.

Oracle WebLogic Server Enterprise Edition includes all Standard Edition features, plus clustering and integrated Java SE Advanced features. Configured clusters provide high performance and high availability with advanced messaging and transaction management support. Dynamic clusters add simplified configuration and automated, policy-based elastic scaling.

Oracle WebLogic Suite is an application infrastructure that spans web server, application server, and data grid technology tiers. It includes all of Oracle WebLogic Server Enterprise Edition plus Oracle Coherence Enterprise Edition for performance and scalability, Active GridLink for RAC for connectivity with Oracle Database RAC and all of IAS Enterprise Edition. Oracle provides Dockerfiles and Docker images, and supports Kubernetes tools, including the Oracle WebLogic Server Operator, Deploy Tooling, Monitoring Exporter, Image Tool, and Logging Exporter, for cloud native Kubernetes deployments, with all Oracle WebLogic Server editions.

Oracle WebLogic Server Standard Edition provides developers with the tools and technologies for building enterprise applications quickly. In production, Oracle WebLogic Server Standard Edition delivers high performance, reliability and administration capabilities to keep enterprise applications and services up and running.

Oracle WebLogic Server provides a modern development platform for building applications, a runtime platform for high performance and availability, and rich management tooling for efficient and low cost operations. It offers flexible choice of deployment options on physical systems, VMs or cloud native Kubernetes environments hosted on-premises or in public clouds. It is a critical foundation technology for Oracle's middleware, applications and cloud services offerings. No other application server in the industry has the same breadth of capabilities and strategic vendor commitment.

Hardware Proposal

S/N	#Description	# cores	# RAM (GB)	#Disk (GB) in Storage	Quantity	Environment
1	Production Server - DB	32	512	2000	1	Production
2	Production Server - Apps	32	512	2000	1	Production
3	Test	32	256	1000	1	Test
4	QA	32	256	1000	1	QA
5	Pre-Production	32	256	1000	1	Pre-production
6	Backup/DR	32	512	1000	1	DR
7	Storage PROD			20000	1	Backup
8	Storage DR			10000	1	Production
9	Oracle Linux 7					
10	Window Server 2019					

Proposed Application Architecture

The Oracle E-Business Suite Architecture is a framework for multi-tiered, distributed computing that supports Oracle E-Business Suite products. In this model, various *servers* or *services* are distributed among three levels, or *tiers*.

A server (or services) is a process or group of processes that run on a single machine and provides a particular functionality. For example, *Web services* process HTTP requests, and *Forms services* process requests for activities related to Oracle Forms. The *Concurrent Processing server* supports data-intensive programs that run in the background.

Important: The term *server*, in the sense of a single process, is less appropriate in the Release 12 architecture. Where applicable, replacement terms such as *services* are used.

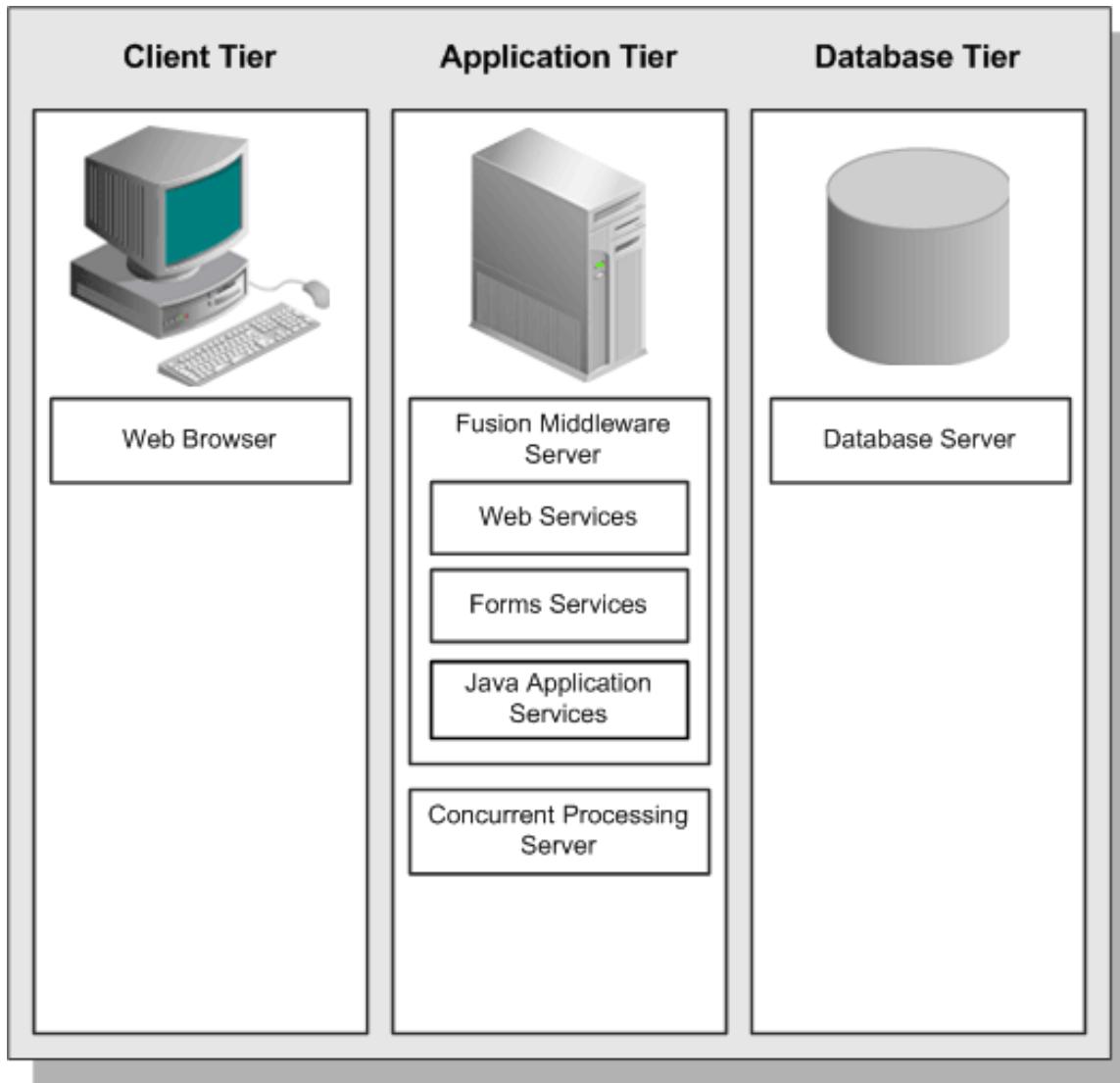
A tier is a logical grouping of services, potentially spread across more than one physical machine. The three-tier architecture that comprises an Oracle E-Business Suite installation is made up of the *database tier*, which supports and manages the Oracle database; the *application tier*, which supports and manages the various Oracle E-Business Suite components and is sometimes known as the middle tier; and the *client (desktop) tier*, which provides the user interface via an add-on component to a standard web browser.

A machine may be referred to as a *node*, particularly in the context of a group of computers that work closely together in a *cluster*. Each tier may consist of one or more nodes, and each node can potentially accommodate more than one tier. For example, the database can reside on the same node as one or more application tier components. Note, however, that a node is also a software concept, referring to a logical grouping of servers.

Centralizing the Oracle E-Business Suite software on the application tier eliminates the need to install and maintain application software on each client PC, and also enables Oracle E-Business Suite to scale well with an increasing load. Extending this concept further, one of the key benefits of using the *Shared Application Tier File System* model (originally *Shared APPL_TOP*) is the need to maintain only a single copy of the relevant Oracle E-Business Suite code, instead of a copy for every application tier machine.

On the database tier, there is increasing use of *Oracle Real Application Clusters* (Oracle RAC), where multiple nodes support a single database instance to give greater availability and scalability.

Oracle E-Business Suite Three-Tier Architecture



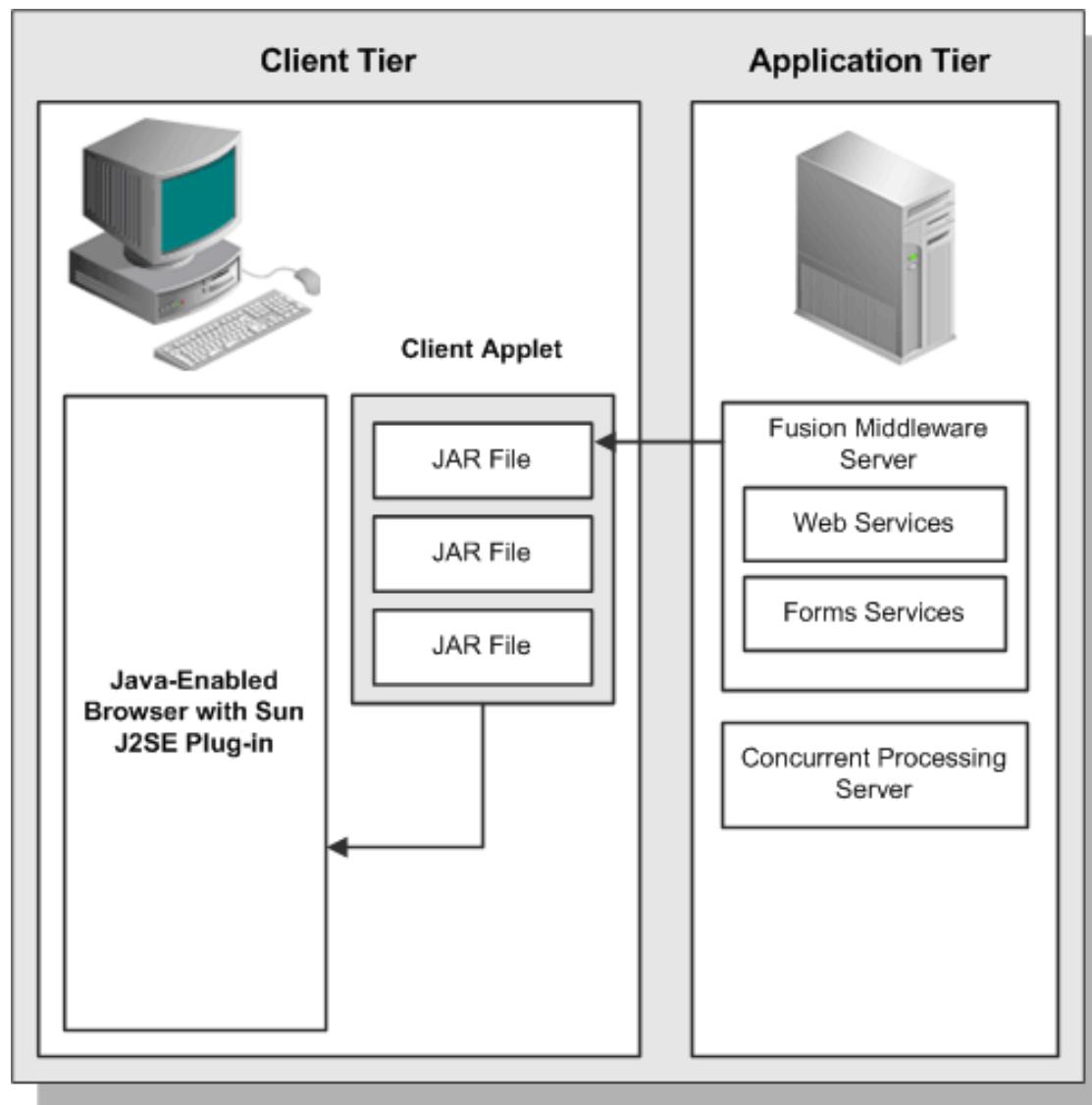
The connection between the application tier and the client tier can operate successfully over a Wide Area Network (WAN). This is because the client and application tiers exchange a minimum amount of information, for example only field values that have changed. In a global operation with users at diverse locations, requiring less network traffic reduces telecommunications costs and improves response times.

The Client Tier

The client interface is provided through HTML for a large number of HTML-based applications, and via a Java applet in a Web browser for the smaller number of Forms-based applications. A browser is used for all client access to Oracle E-Business Suite, whichever of these types of application is in use.

Note: The client tier is sometimes referred to as the *desktop tier*.

Client Tier and Application Tier Components



You log in via the Oracle E-Business Suite Home Page on a desktop client web browser. The Home Page provides a single point of access to HTML-based applications, Forms-based applications, and Business Intelligence applications.

Once successfully logged in via the E-Business Suite Home Page, you are not prompted for your user name and password again, even if you navigate to other tools and products. Oracle E-Business Suite also retains preferences as you navigate through the system. For example, if you registered in the Home Page that German is your preferred language, this preference carries over whether you access Forms-based or HTML-based applications.

Oracle E-Business Suite Home Page

The screenshot shows the Oracle E-Business Suite Home Page. At the top, there's a blue header bar with the 'ORACLE E-Business Suite' logo on the left and navigation links for 'Diagnostics', 'Logout', 'Preferences', and 'Help' on the right. Below the header, it says 'Logged In As OPERATIONS'. The main content area has a 'Navigator' sidebar on the left containing a list of responsibilities like 'Advanced Planning Administrator', 'Advanced Supply Chain Planner', etc. A central panel displays a message 'Please select a responsibility.' and a 'Personalize' button. To the right is a 'Favorites' sidebar listing various application modules such as 'Home', 'Documents', 'Administration', 'Profitability Manager', etc.

Forms Client Applet

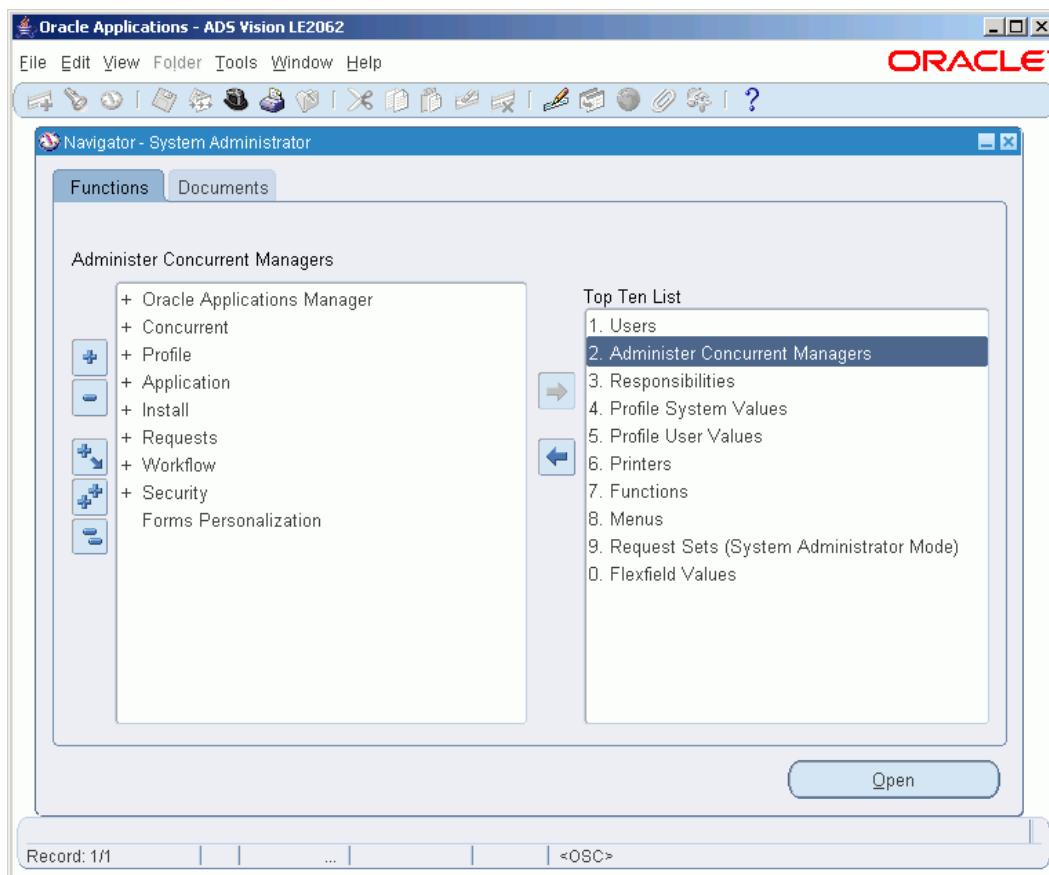
The *Forms client applet* is a general-purpose presentation applet that supports all Oracle E-Business Suite Forms-based products, including those with customizations and extensions. The Forms client applet is packaged as a collection of *Java Archive (JAR)* files. The JAR files contain all Java classes required to run the presentation layer of Oracle E-Business Suite forms.

Desktop Java Client

The Forms client applet must run within a *Java Virtual Machine (COUNTERHOUSEM)* on the desktop client. The *Sun JRE Plug-in* component allows use of the Oracle COUNTERHOUSEM on web clients, instead of the browser's own COUNTERHOUSEM. This component is implemented as a standard browser plug-in.

In the traditional, Forms-based Oracle E-Business Suite environment, the COUNTERHOUSEM was run as part of the standard Oracle E-Business Suite sign-on process. Now, the JRE Plug-in is only invoked when a user chooses to access functions that require it, such as running a form. If the JRE Plug-in has not been installed, the browser prompts the user to download the required installation executable.

Forms-based Oracle E-Business Suite interface



The Forms client applet and commonly used JAR files are downloaded from the Web server at the beginning of the client's first session. Less commonly used JAR files are downloaded

as needed. All downloaded JAR files are cached locally on the client, ready for future sessions. This eliminates the network traffic that would be involved in downloading them whenever they were required.

The Application Tier

The *application tier* has a dual role: hosting the various servers and service groups that process the business logic and managing communication between the desktop tier and the database tier. This tier is sometimes still referred to as the *middle tier*.

Several service groups or servers comprise the basic Oracle E-Business Suite application tier:

- HTTP services
- Java services
- Forms services
- Concurrent Processing server

As well as these, some less visible application tier services provide further infrastructure support.

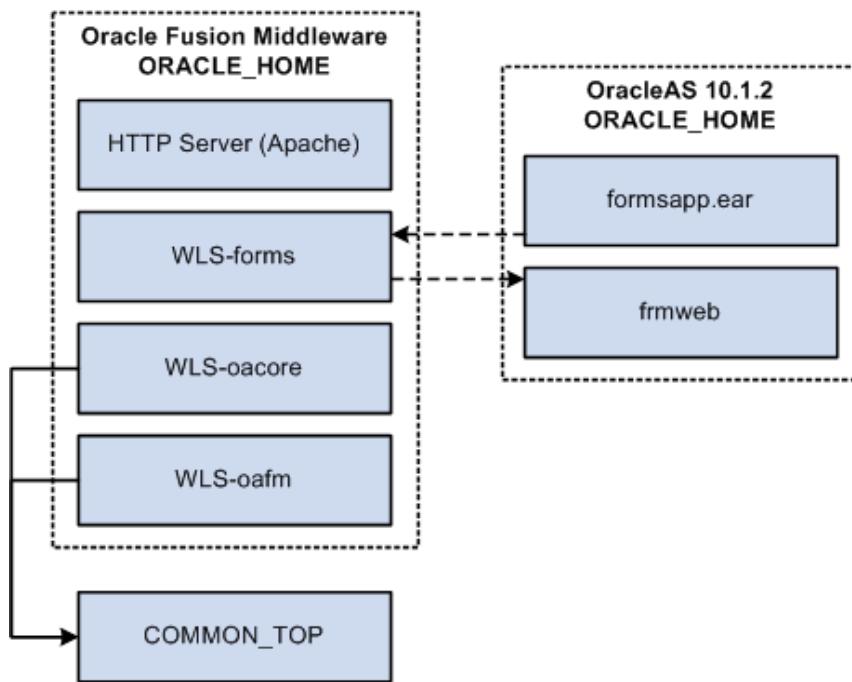
In Release 12.2, Web and Forms services are provided by *Oracle Application Server* and Oracle Fusion Middleware. They are no longer servers in the sense of being a single process, as was the case in previous releases.

Load Balancing

The application tier supports load balancing among many of its servers and services to help provide higher availability, fault tolerance, reliability, and optimal scalability. If you have more than one of any of the following types of server, load balancing can be employed:

- Web services
- Forms services
- Concurrent Processing server

Application Tier Structure



Web Services

The Web services component of Oracle Application Server processes requests received over the network from the desktop clients, and includes the following major components:

- Web Listener (Oracle HTTP Server powered by Apache)
- Java Servlet Engine (Oracle WebLogic Server, WLS)

The Web listener component of the Oracle HTTP server accepts incoming HTTP requests (for particular URLs) from client browsers, and routes the requests to WLS.

HTML-Based Applications and the Oracle Application Framework

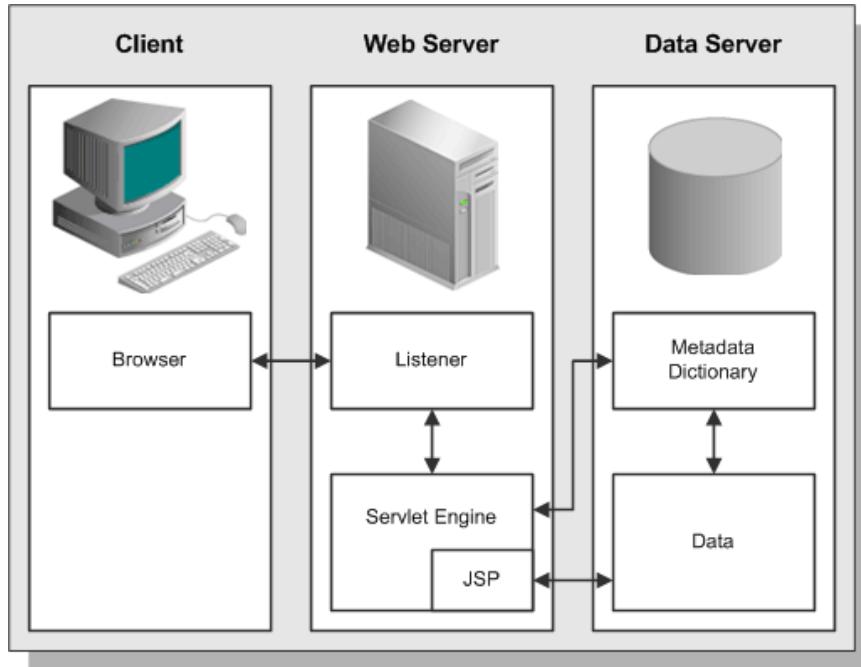
The Oracle HTML-based applications (originally known as Self-Service applications) add a browser-based, walk-up-and-use functionality to Oracle E-Business Suite. They include numerous products such as Self-Service Expenses, Self-Service Human Resources, Internet Procurement, Internet Receivables, Self-Service Time, Web Suppliers, iStore, iPayment, iSupport, and iMarketing, etc.

The Oracle HTML-based applications can be either inquiry or transactional. Inquiry modules only read the Oracle E-Business Suite database. In contrast, transactional modules both read and update the database.

The *Oracle Application Framework* is the development platform for HTML-based applications. It consists of a Java-based application tier framework and associated services, designed to facilitate the rapid deployment of HTML-based applications.

The Framework-based applications logic is controlled by procedures that execute through the Java servlet engine, which is provided by the Apache JServ module. The servlet engine uses the metadata dictionary in constructing the Framework UI.

HTML-Based Applications Architecture



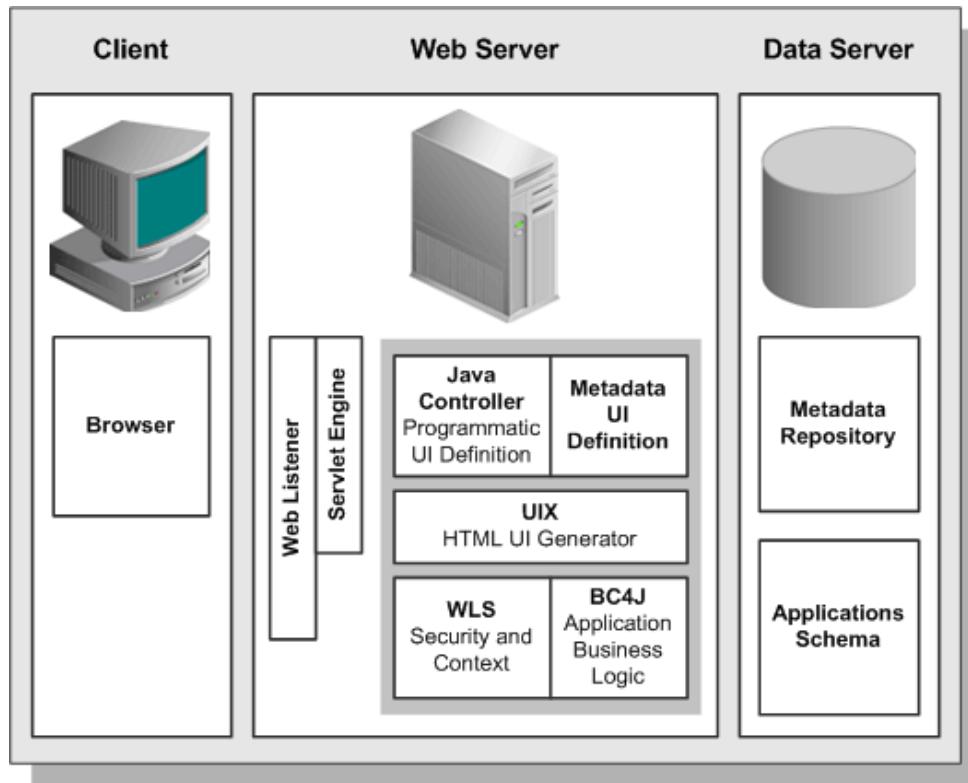
Java Servlet Access with HTML-Based Applications

An HTML-based Applications module uses the following access path:

1. The user clicks the hyperlink of a function from a browser.
2. The browser makes a URL request to the Web listener.
3. The Web listener contacts the Servlet engine (Oracle WebLogic Server), where it runs a JSP.

4. The JSP obtains the content from the Oracle E-Business Suite tables and uses information from the metadata dictionary to construct the HTML page.
5. The resulting HTML page is passed back to the browser, via the Web server.

Oracle Application Framework Architecture



Oracle Application Framework Processing Details

The following is a more detailed explanation of how the JSP obtains the content from the Oracle E-Business Suite tables and uses information from the metadata dictionary to construct the HTML page.

1. Oracle WebLogic Server validates user access to the page.
2. The page definition (metadata UI definition) is loaded from the metadata repository on the database tier into the application tier.
3. The BC4J objects that contain the application logic and access the database are instantiated.
4. The Java Controller programmatically manipulates the page definition as necessary, based on dynamic UI rules.

5. UIX (HTML UI Generator) interprets the page definition, creates the corresponding HTML in accordance with UI standards, and sends the page to the browser.

Forms Services

By default, Forms services in Oracle E-Business Suite Release 12.2 are provided by the *Forms listener servlet*, which, as described further below, facilitates the use of firewalls, load balancing, proxies, and other networking options.

Benefits of using the Forms listener servlet include:

- Ability to re-establish dropped network connections
- Fewer machines and ports need to be exposed at the firewall
- Easier firewall/proxy server configuration
- More robust and secure deployment over the Internet

Forms Listener Servlet Architecture

The Forms listener servlet is a Java servlet that delivers the ability to run Oracle Forms applications over HTTP or HTTPS connections. It hosts the Oracle E-Business Suite forms and associated runtime engine, mediating the communication between the desktop client and the Oracle database server, displaying client screens, and initiating changes in the database according to user actions.

The Forms listener servlet caches data and provides it to the client as needed, for example when scrolling through multiple order lines that exceed the limitations of a single screen.

The Forms listener servlet can communicate with the desktop client using either a standard HTTP network connection or secure HTTPS network connection. In contrast, Forms services (formerly known as Forms server) communicates with the desktop client using the TCP/IP network protocol, on top of which it layers its own protocol.

The Forms listener servlet communicates with the Oracle database server using the *Oracle Net* networking infrastructure.

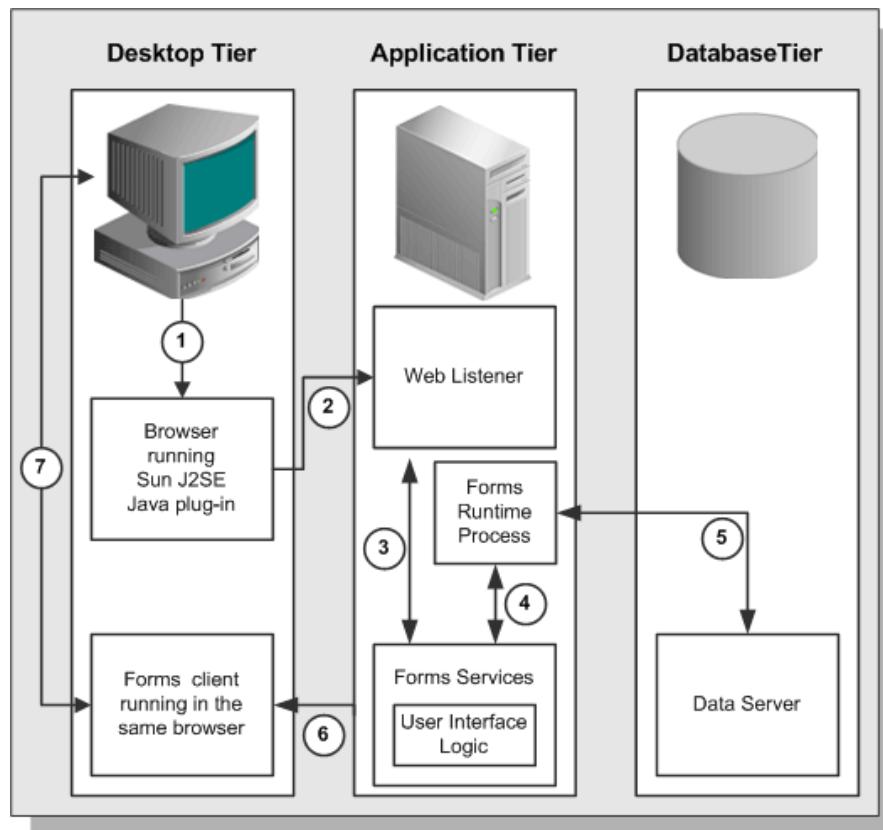
The Forms listener servlet manages the creation of a Forms runtime process for each client, as well as network communications between the client and its associated Forms runtime process. The client sends HTTP requests and receives HTTP responses from the Web services,

which acts as the network endpoint for the client.

Forms Socket Mode Architecture

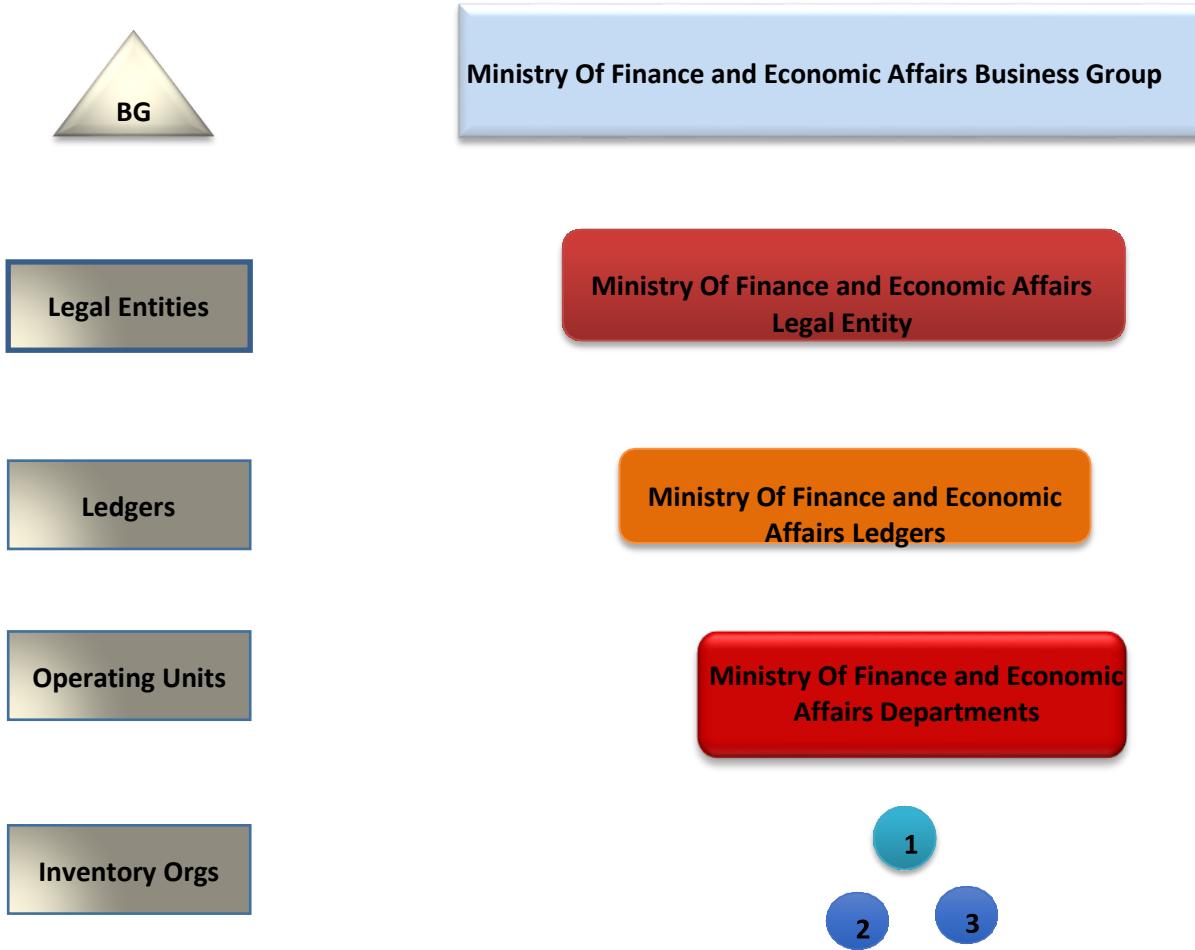
In the traditional Forms server *socket mode* architecture, when a user initiates an action in the Forms client applet (such as entering data into a field or clicking a button), data is passed to a Forms server on the application tier. The user interface logic runs in the Forms server, and determines the appropriate user interface effect based on the user's action. For example, a window may open, or another field value may be populated. If necessary, the database tier is contacted for any data not already cached on the application tier, or for data-intensive processing.

Forms Socket Mode Architecture



Once a connection has been made, many operations can be performed with little or no further interaction with the Forms server. For example, when a few field values change in response to a user action, there is no need to update the entire screen. In this scenario, only the changed fields are updated with the new values.

Proposed Ministry Of Finance and Economic Affairs Financial Organization Structure



Business Group: The Highest level of Security with an overall control perspective as a corporate / Government.

Legal Entities: The Internal Divisions and organizations legally established under the law of the Government and require submitting the Income statement and Balance sheet by its own name.

Ledgers: Individual books of account by entity where the complete financials are consolidatedand presented with a secured access by ledger to respective authority.

Operating Units: Level of Sub-ledgers like Creditors, Debtors, Assets, Inventory transactions and other detailed information storage, which provides a summary to the General Ledger.

Inventory Organizations: Specific to handle and maintain the inventory transactions attached to a specific Operating Unit.

General Applications Assumptions

Implementation:

- Installation, Implementation and setting up of the Oracle E-Business Suite Application for three instances including Production, Development and Training Instance at one time.
- Product and business functionality will be provided as per signed off specification documentation.
- Any changes in the scope will be considered as a change and will pass through the Change Management Process.
- Dedicated Project Manager to be provided from The Ministry of Finance side.
- The Ministry of Finance will ensure availability of key resources for data from legacy systems/manual record.
- The Ministry of Finance will have to ensure that key users are accessible to the implementation team during entire implementation of the project.
- Resource allocation will be the sole responsibility of Counterhouse based on project needs.

Reports

- Reports requirements and design should be finalized before UAT session.
- Reports – Iterations on reports after signoff will warrant CR (Change Request).
- After UAT signoff, any deviation in report design and requirement will warrant CR or mutually discussed and agreed.
- Reports testing ownership will be with Counterhouse and The Ministry of Finance.

Data Migration

- The Ministry of Finance shall deliver electronic data in Microsoft Excel document format.
- Counterhouse will provide support to The Ministry of Finance for Data extracting in its completeness from existing instance.
- Data Cleansing in the required data in templates will be Counterhouse responsibility
- Counterhouse will migrate the data only after the approval from The Ministry of Finance.
- All data and test cases/Scenarios required for acceptance testing and production would be provided by The Ministry of Finance.

Implementation Approach and Project Plan

As per the expectation and the options stated in the Request for Proposal (RFP) document, Counterhouse will like to implement the **ERP** project in **365 days plus 90 days for Operational Acceptance Period** and **14 days for Final Acceptance Period** after which a 365-day period for Warranty will kick in. The idea behind this approach is to save time and make sure that the base foundation for the **ERP** project is built logically and strongly to support the technology transformation and enablement of The Ministry of Finance for better reporting and performance monitoring are implemented subsequently.

Project Plan including Implementation timelines

The Project plan is designed in a way provide to flexibility and foundational strength to make sure the objectives are met as per the requirements catalogue along with the technology enablement and transformation. Keeping in mind of these, Counterhouse has made the project plan within a timeline of 365 days for the entire project implementation:

The Implementation Project plan for THE MINISTRY OF FINANCE ERP is derived based on the Global Accepted Best practices and the application implementation methodologies proven across all implementations. The project Plan is designed to monitor activities as per the **set phases of the OUM, Inception, Elaboration, Construction, Transition and Production.**

The Following Milestones are set at each stage to ensure clarity to the project execution and clear-cut responsibilities laid to ensure commitment from Counterhouse as well as The Ministry of Finance to validate set objectives at each stages of the Project.

Proposed Project Plan is based on tested and successful implementation approach leveraging the Key Project Implementation Tasks and Milestones. The Project plan is developed using the bestpractice approach deployed by **Oracle Unified Methodology (OUM)** to ensure the tasks are executed per the expected timeline, within Budget without compromising the quality and objectives of the Project. The project plan is developed focusing on the deliverables and milestones required. Planned Tasks and dependency are built within the plan to ensure clear timeline and control on project execution with deliverable tied with each task.

- **Blueprint/Software Requirements Specification (SRS) Design** is a document that describes the design of software system. It outlines the functional and non-functional requirements, as well as any constraints or assumptions. The SRS first describes the overall purpose of the system and its scope. It includes the overview of the system's functionality, the environment in which it will operate, and the users it will serve.
- **Solution Customization and Testing** the steps involves are:

- Define the Requirements – it's important to have a clear understanding of what the solution needs to do. This involves gathering information from stakeholders and users, and outlining the goals and objectives of the project.
- Design and Plan – Once the requirements are known, the next step is to design and plan the solution. This involves designing the architecture, creating a timeline, and laying out the development process.
- Develop and Test – After the design and plan are in place, the solution can be developed and tested. This involves coding the solution, testing it for functionality, and ensuring that it meets the requirements.
- Customize and Test – Once the solution is built and tested, it can be customized to fit the specific needs of the user. This involves making adjustments to the code and running additional tests to ensure the solution meets the desired outcomes.
- Deploy and Monitor – Once the solution is ready to go, it needs to be deployed to the target environment and monitored for performance. This is to ensure the solution is running smoothly and that any issues are quickly identified and addressed.
- **Data Migration, Pilot, and Roll-Out** As part of Production Go-Live, all the master and open transaction data will be migrated as of agreed “Cut-off” date with the existing balances from; the Legacy system will be handed over as on the go live date. Data Conversion will be carried out based on the business requirements. However, as a rule, no transactional data will be migrated and only the opening balances as on the cutover date will be migrated. This is also essential to ensure that no efforts are spent in transforming massive amount of historical data lying in disparate systems to the standards as required by the proposed solution.
- **Capacity Building and Change Management** Capacity building involves the identification of needs, the development of strategies, and the implementation of plans to meet those needs. Change management involves the process of planning, implementing, and monitoring changes within an organization. Together, these two approaches are integral to organizations' ability to stay competitive and achieve desired outcomes. Capacity building involves developing the skills and knowledge of personnel, as well as the organization's infrastructure, to meet organizational goals. This includes training, coaching, mentoring, and other forms of professional development. It also includes the development of new resources, such as technology and processes, to support the organization's operations. Change management is the process of understanding, planning, and managing change within an organization. It involves analyzing the impact of change on the organization, the ability of personnel to adapt to the changes, and the resources

needed to facilitate the changes. Change management also involves identifying the potential risks and rewards of the changes, as well as developing strategies to ensure successful implementation of the changes.

- **Quality Assurance** process will help to ensure that deliverables produced actually meets the customer requirements specifying the quality criteria for each deliverable. Quality Assurance process is an integral part of Counterhouse implementation and project management model.
- **Escalation Management (Internal & External)** involves resolving service requests or handling an organization complaints in a timely and efficient manner. It involves escalating organization issues to a higher level of support when necessary and managing organization expectations throughout the process. Internal escalation management is the process of escalating an organization issues to the appropriate level of support within the organization. External escalation management involves escalating organization issues to an external service provider or partner.
- **ERP Implementation Methodology** is the systematic approach to the ERP system. It includes the following steps required to successfully implement the system, from business requirements gathering to post-implementation support.
 - Planning: This is the first step to assess the Ministry of Finance' needs, analyse the current system, and create a plan for the implementation.
 - Business Requirements Gathering: This involves gathering the business requirements from all stakeholders, including users, business owners, and IT personnel.
 - Design and Development: This phase involves the design of the ERP system and the development of the customizations and integrations required to meet the organization's needs.
 - Testing and Training: This phase involves testing the system to ensure it meets the organization's needs and providing training to all users to ensure they are able to use the system effectively.
 - Implementation: This is the phase when the ERP system is deployed and all users begin using it.
 - Post-Implementation Support: This phase involves providing ongoing support to users and resolving any issues.
- **Work Plan and Staffing** Work plan and staffing involve defining and scheduling work activities, assigning tasks, and allocating resources to ensure the successful completion of a project. The work plan outlines the scope of the project, details the tasks needed to complete it, and assigns responsibilities and timelines. The staffing component involves

recruiting, training, and retaining personnel who are qualified to carry out the tasks in the work plan. The goal of work plan and staffing is to ensure that all necessary resources are in place and ready to carry out the project in an efficient and effective manner.

Understanding of Project Objectives and Scope of Work

The Government of Malawi (GoM), with support from the African Development Fund (ADF), is implementing the Support to Digitalization, Financial Inclusion and Competitiveness (DFIC) Project. The DFIC project is a grant of UA10 million to the Government of Malawi (GoM) whose ultimate goal is to promote digital financial inclusion and develop an enabling environment for digital trade by building a robust and harmonized e-payments policy so as to enhance economic competitiveness and social resilience.

The specific objectives of the project are to:

- (a) Develop a pervasive digital payment ecosystem that will improve financial inclusion, accountability, efficiency, and transparency of the payments system and reduce costs associated with a cash-based system.
- (b) Strengthen mechanisms to support the competitiveness of the private sector, improve access to national, and export markets.
- (c) Improve access to financial services among the general population with a particular focus on Small and Medium Scale Enterprises (SMEs), women, youth, people with disabilities, internally displaced, financially illiterate and rural populations.

The DFIC project is aligned with the Malawi long-term 2063 vision and the medium-term national strategies including the Malawi Digital Economy Strategy (2021-2026), which is critical to achieving the country's inclusive wealth creation objectives in Agriculture, Industrialization, and Urbanization. The DFIC project therefore aims to achieve a structural transformation of the Malawian economy by way of digitalization. This goal is based on the assumption that the digitalization of payments and trade, both local and regional, allows for a greater economic participation of the population. This would result into the long-term effect of increasing the Malawian Gross Domestic Product (GDP) and competitiveness.

Agile Methodology

The processed solution will follow an **Agile Methodology** for the Software development and testing plan. The agile software development process is light-weight that:

- a. Employs short iteration circles.
- b. Actively involve users to establish, prioritize and verify requirements.
- c. Relies on tacit knowledge within a team as opposed to documentation.



The **Agile Methodology** is one of the simplest and effective process to turn a vision for a business need into software solutions. Agile is a term used to describe software development approaches that employ continual planning, learning, improvement, team collaboration, evolutionary development, and early delivery. It encourages flexible responses to change. With Agile methodology, continuous iteration of the development and testing throughout the ERP software development lifecycle is promoted which gives The Ministry of Finance the edge to arrive at a better solution capturing in details its business processes. Agile methodologies aim to deliver the right product, with incremental and frequent delivery of small chunks of functionality, through small cross - functional self-organizing teams, enabling frequent customer feedback and course correction as needed. The process takes into account the realization that most users do not have a fully formed idea about their needs and the problem missing and changing requirements, recognizing that most changes in requirements occur within a project's life span. The sequences of steps/phases/components in the agile approach consists of the following:

a. Blueprint/System Requirement Study (SRS) & Analysis

At this phase, the software requirements specification documents for the modules shall be

prepared, review and discussed into details in order to arrive at a comprehensive description of the business processes for The Ministry of Finance as well as the functionalities of the Information Systems.

The process often begins from existing high-level requirements and scope documents; however, it is possible to begin from an agreed-on scope and objectives if the requirements have not yet been defined. We shall conduct extensive meeting/interviews with the client's executive or decision makers or key users at the initial stage of the project both at the Headquarters and field offices to determine and understand all the requirements of The Ministry of Finance Information System.

b. System Design

In the design phase or process, we shall prepare and submit the system design architecture document for review, discussed and approval before proceeding to the implementation. In this phase, the system will be shaped and formed to meet all functional and supplemental requirements. This form is based on the architecture created and stabilized during the Analysis process. Design is the focus during the end of Elaboration phase and the beginning of Construction iterations. The major work products created in this process ultimately combine to form the Design Model that is used during the Implementation process. The Design Model can will be used to visualize the implementation of the system.

c. System Prototype Demonstration

The goal of the phase is to perform the system demonstration in form or a Conference Room Pilot (CRP) sessions after requirement gathering and system design have been finalized. This session will allows users to give constructive criticism on the application and possibly make some further amendments as the case may be to the implemented or configured modules. The CRP sessions and go on for multiple times say CRP 1 and 2 after which The Ministry of Finance and Counterhouse can now finalize on the configurations done on each of the module as per the signed off software requirement gathering documents.

d. System Installation, Integration, Configuration, Customization and Testing

At this phase, the system is installed in the Production environment while configuration as well any customization and integration with third party applications will also commence. Internal testing of each stint or iteration by the consultants will also be done in parallel with the configuration, customization and integration before the User Acceptance Testing (UAT) sessions will be conducted by government team/users.

e. System user training and implementation Support team

The objectives of the Training process are to make sure that the project team is adequately trained to begin the tasks necessary to start the project and the users are adequately trained to take on the tasks of running the Information System. Counterhouse shall train the people that

will make use of the system (e.g. data entry operators, clerical and administrative personnel) and the system administers. Those that will use the system's output must be educated about their role in the system.

f. User Testing/Acceptance testing/Go-LIVE

The Testing process is an integrated approach to testing the quality and conformance of all elements of the new system. It addresses mainly functional testing; however, it also includes systems integration testing for projects with requirements for interfaces to external systems. Testing activities are a shared responsibility of developers, quality assurance engineers, and system operators, working together as an integrated project team. The Testing process presupposes that there is a highly visible user interface from which system events can be driven and results validated. The higher proportion of artefacts that are visible to the system operators users (for example, user interfaces and reports) the more they will be able to participate in the Testing process. We shall test run software module by module by the staff of the Ministry of Finance while Counterhouse provide guidance when needed. After this exercise, any new request or additional observation will be addressed in the software then the Go-Live of the system.

g. System Warranty and Maintenance support services

The goals of the Warranty and Support process are to monitor and respond to system problems; implementation the application to fix errors and performance problems; evaluate the system inproduction; improved performance, and tighter security. The development project does not come to an abrupt end when the team installs the application system into production. In fact, the months following that milestone can determine the real success or failure of the project. Any defect found during warranty period shall be repaired or replaced with no additional cost to THE MINISTRY OF FINANCE.

The implementation timeline/plan for the project under this phase is provided below:

ERP Preliminary Implementation Plan/Timelines – The Ministry of Finance ERP System

Note: A more detailed project plan shall be drawn and presented to THE MINISTRY OF FINANCE for review and approval before the commencement of the project and instance/environment provisioning by the Vendor. This will be done using Gantt chart with specified dates.

*****Contract Signing, T= 0**

****Implementation Period = T+12.**

****OAP – Operational Acceptance Period= 90 Days.**

*****FAP – Final Acceptance Period= 14 Days.***

****Warranty Period= T+12.**

Key Notes covering the Project Plan

- Counterhouse propose to implement the proposed modules as per scope within a timeframe of 365 days.
- We will be adopting the Conference Room Pilot (CRP) model in order to arrive at the final “To-Be” process. Through this approach, there will be multiple rounds of CRPs to validate the solution with the objective of getting the best out of the product but at the same time meeting The Ministry of Finance ERP project requirement.
- Requirement Analysis will be used for business process analysis and demonstrate the flavour of the product capabilities to The Ministry of Finance user team.
- Design Phase will be used to demonstrate much of the standard process solution in the system based on the requirement iteration from CRP sessions.
- Build Phase will be used to demonstrate the complete end to end process along with the custom components that is built to meet The Ministry of Finance requirements.
- User Acceptance Testing to ensure the solution deployed for The Ministry of Finance is tested and validated by the Key Users.
- The proposed modules will be licensed based on critical business needs of the individual modules, number of users requiring for such application business operations and in agreement with the government.
- The system will be made as a single “source of truth” with not only inter-modular integration but also with expected internal and external systems. The requirement of external module integration will be studied and finalized during the inception phase of the Project.
- Highly scalable to have additional modules at any time extending the capabilities and functionalities and highly secured with the world class Database being installed with high security.
- Training to Key Users to leverage the Product Functionalities from the start of the project to encourage users to get the ownership and commitment.
- High quality documentation on standards and templates as per the Global ImplementationMethodology.

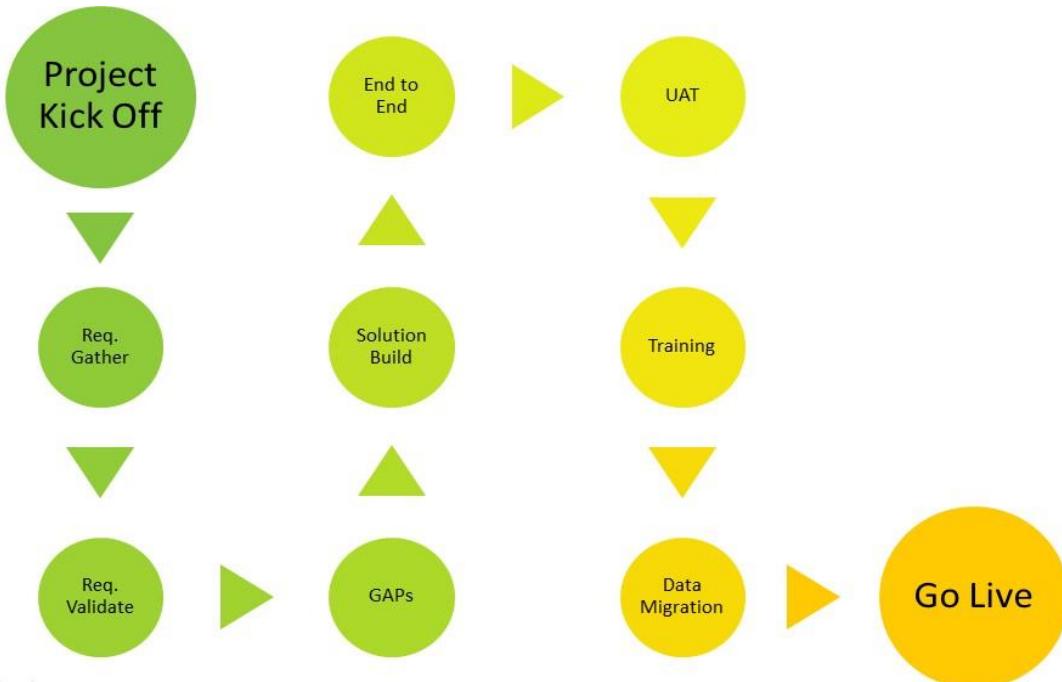
Oracle Implementation Methodology (OUM)

This section describes the key tasks in a typical Oracle Unified Methodology (OUM) implementation. The Implement focus area provides a framework to develop and implement Oracle-based business solutions. OUM uses project phases and processes to include quality, control checkpoints, and allow coordination of project activities throughout the project. During a project phase, the project team executes tasks in several processes.

Implementation Approach

The expected project delivery will follow a phased approach inbuilt with in the project plan covering the essential modules. While implementing the project the industry Best Practices in the Project Execution methodologies will be used to ensure maximum success at each of the phases by setting the objectives at the beginning of each phase and validating the same at the end of these phases.

Approach to the project execution will mandatorily follow the key activities below:



 The project execution to have key objectives covering

- Application Orientation
- Requirement Gathering and Solution Framework
- Solution Validation through CRP sessions
- Solution design and GAP Identification

- Solution Build
 - End to End Testing
 - User Acceptance Testing
 - Train the Trainers (Key User Training)
 - End User Training
 - Data Migration
 - System Go Live
 - Production Support
- **Application Orientation:** An Early session during the Project kick off to bring in the Business Users to have a high-level overview of the application modules and expose them to map the business process to the application functionality. This will help the users to relate the Application Best Practices with the Business Scenarios and Processes and come up with the areas of where adoption to best practices is needed.
- Inputs** – Standard Business Best Practices
- Output** – Users exposed to the e-Business Suite Application terminologies and expectation with respect to the Business Processes
- **Requirement Gathering:** During the Early Application Adoption program, high level business requirements will be understood from the Key Users. During the same session, the application process level maturities, User Skill levels, Business Process understanding, Mapping skills and areas where focus is needed more will be studied.
- Inputs** – High Level Processes adopted in the existing Business
- Output** – Understanding of the Process Levels, Maturity, User Skills and Focus
- **Solution Validation:** With this high-level requirement Gathering, a Business Specific Application Configuration (CRP) will be done to discuss the specific business scenarios with the same business user team where a deep dive of the business process will be discussed. A conference room Pilot(CRP) will be conducted with the configured processes and show the functionalities with this configuration and how the application would perform based on the business process. The Business Users will get next level of exposure with respect to specific mapping on the process based on the requirement gathered during the initial requirement gathering sessions. The CRP sessions will be iterative with definite inputs and outputs to the Future Process Documentation. **Inputs** – Key inputs from the Orientation Sessions with respect to Business Processes Adopted **Output** – Future Process Document First Draft, Open Issues needs solutions, High Level GAPs, Additional requirements needs configurations

- **Solution Design and GAP Identification:** Being an iterative session to the Conference Room Pilot session-1, a continued CRP 2.0 will be conducted with more configurations covering the Issues raised during CRP 1.0 expected additional configurations on the functionalities and processes and a similar detailed session will be held with the Key Users with more insights and specifics given to the processes. By these sessions, the key users will get exposed to the end to end process having a more detailed level of understanding in the applications

EBS Data Sources → Extraction → Staging → Data Warehouse

Getting exposure to the inter modular processes, the Key Users would be able to identify and debate the functionalities that are not available or need to be available as a part of the application Functionality which will be recorded as GAPs.

Inputs – Additional Configuration Needs, Issues Logs from CRP 1.0

Output – Update to Future process module, Updates to Issue Logs, identification of the functional GAPs

- **Solution Build:** Identified GAPs are discussed in detail within the scope of the contract. GAPs are grouped and prioritized based on MoSCoW (Must Do, Should Do, Could Do, and Won't Do). Based on the agreement on the development of the GAPs considering the Business needs and criticality, components would be developed as per the agreed contract scope. Any additional required components could also be developed based on Cost estimation and change request procedure towards additional scope. During this phase, extensions to the existing eBusiness suite product is built along with the expected additional reports, Interfaces and integrations to internal and 3rd party systems.

Inputs – Agreed in Scope GAPs, Additional GAPs on Change Requests

Output – Completed Component Development, Interfaces and Integrations, Complete End to End Solution.

- **End to End Solution testing:** On Completion of the Solution Build, the application will be made ready with the expected custom built and solutions in place. The Business Users will be expected to participate in the next iteration of the Conference room pilot session to discuss and see the complete solution built. During CRP 3.0, focus will be made especially to the new developed customizations considering that the standard processes are already exposed during multiple iterations. During this session, the key users will be exposed to the End to End processes (E2E) starting in one module cutting across other modules and the customization built. This will give a complete overview to the Key Users how the system will function going forward having clear updates to the Future Process Documents, Closed Issues, Completed Component Designs and the GAP status leaving the Business fully satisfied with the

application being implemented with the validation to the set objectives. By this time, the Key Users will also be ready to absorb the application terminologies and fulfilled with the application functionalities.

Inputs – Completed Custom Components, Interfaces and Integrations, Reports and Alerts

Output – Complete end-to-end solution, Finalized Future Process Document, Closed Issues, Frozen GAPs, Clear Test Scenarios, and Skilled Key Users to own the application.

- **User Acceptance testing:** User Acceptance Testing is a stage where a fresh configured instance with all configured objects migrated to enable Users to test complete end to end functionality and provide acceptance on the solution built so far. This is the phase where the users gain confidence over the complete solution extended with the expected integrations, underlying data, information extracts from the systems, reporting, accounting, analysis, drill down, data transfers between modules etc.

A Test Scenarios document with the complete testing steps and business scenarios will be provided to the users as a base to test the application. Users are expected to update the Test Scenarios with the result of each such scenario and this will ensure that the complete application functionalities mapped with the business needs are tested including the developed custom objects, alerts and reports to give a complete 360-degree view of the product. The following types of testing will be considered during System testing:

- Graphical user interface testing
- Usability testing
- Compatibility testing
- Exception handling
- Load testing
- Volume testing
- Stress testing
- Security testing
- Scalability testing

Inputs – Completed CRP 3.0 Sessions, Closed GAPs, Closed Issue Logs, Developed Components, Frozen Processes and Functionalities

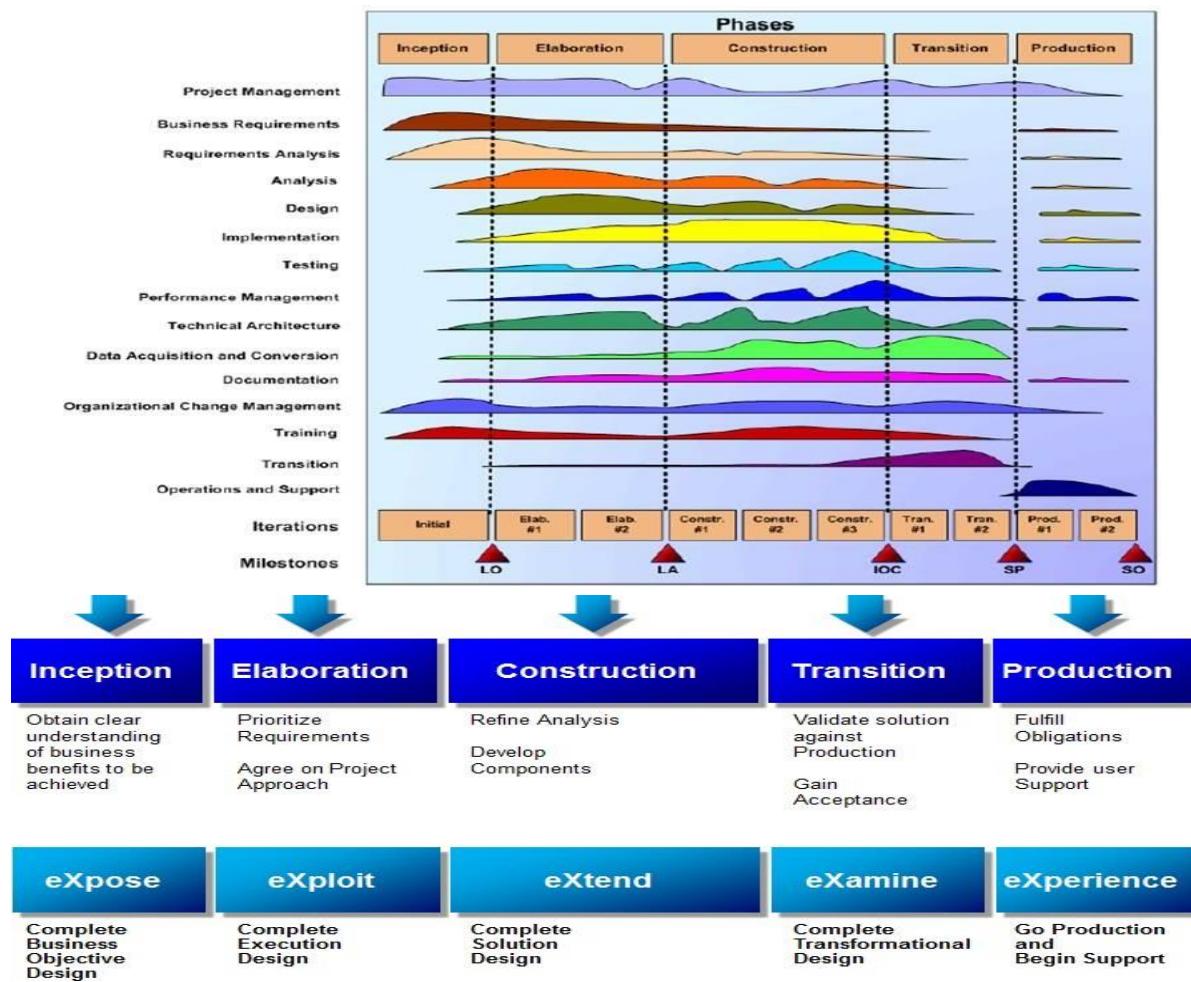
Output – Complete Solution Build with all Custom Objects, Alerts, Reports and integrations

- **Key User Training (Training of the Trainer):** Post the User Acceptance Testing; The Key Users will be trained on specific application roles to ensure knowledge transfer to the End Users. Apart from the Complete Application Training, Role based training will be provided to Key Users to transfer the knowledge to the End Users who will be engaged in the day to day activities. The End User Training Program will enable the everyday end user to get an

exposure to the application.

- **End User Training:** Key Users are equipped to train their business users transferring the knowledge that they have acquired all these days. Key Users will be supported during this training by the Consultants to ensure that expected level of knowledge is being transferred.
- **Data Migration:** Data will be collected based on the templates issued to the business during various phases as on the Cut-off date. Incremental Data will be loaded into the configured production instance and complete migration of the custom objects will be made. Now the system is ready to be the system of record.
- **Go Live:** Once the complete system is made ready, Go Live will be announced and the system access will be extended to respective users with the required functions and controls.
- **Production Support:** Based on Final Acceptance, the production support will be kick started monitoring the system vital signs and support for everyday business routine issues.

Oracle Unified Methodology (OUM)



5x Methodology Mapping with OUM

Project Phases

The key themes of the above stages are described below. The implementation, which would be executed by adopting the Rapid deployment approach, would adopt the activities as depicted above and each of the phases is mapped to Counterhouse unique “FIVE STAGES” model.

Inception

This stage focuses on.

- Familiarizing the client organizations and the consulting team with each other,
- Exposing the business application to the Key Users in the form of Overview Training.
- Exposing the business processes to the Consulting team thru Process Walk-thru sessions.

- Base lining the Architecture and Business requirements. The Business requirements are validated/built based on the product walk through (Conference Room Pilot 1).
- Installation of the Application.

Output: This stage will result in firming up the business processes and requirements gathering documentation besides facilitating early knowledge acquisition by the business users.

Elaboration

One of the key success factors for a smooth and successful ERP Implementation is the adoption of Standardized business processes and solutions offered by the ERP System.

This stage of the implementation model focuses on.

- Exploiting the standard functionalities of the system to address business requirements.
- Finalize the solution design.
- Solution Walk thru and confirmation (Conference Room Pilot 2).
- Finalization of Gaps and customization needs.
- Firm up Data Conversion/Migration requirements and design.
- Firm up System Test plans.

The consulting team would support the Key Users in acquiring the Solution knowledge that would facilitate the Key Users in taking ownership of the functional solution post this stage.

Output: This stage will result in finalization and sign-off of the Solution Design, finalization of the Gaps and the key configuration parameters.

Construction

Having finalized the gaps and Custom Objects requirements in the earlier stage, the eXtend stage focuses on designing and building the components that extend the applications from just the standard functions to a comprehensive and complete solution.

The key activities covered during this stage.

- Design for Custom Objects – Reports, Forms, Integrations/Interfaces and Custom Extensions/Bolt-on modules.
- Develop the custom objects.
- Unit Test these objects.
- Develop any other custom scripts to cover data migration and integrations.
- External system integrations if any.

Output: The custom components are developed in this stage and are unit tested for their appropriateness. The other scripts such as Data Migration, external system integrations are also carried out during this stage.

Transition

This stage is a precursor to the final deployment phase and aims to ensure that the system and its functionalities are tested and validated for its results and fitness for the purpose.

The key activities that would be covered during this stage of the project.

- Acceptance testing of the system by the key users.
- Data Conversion/Migration Testing and validation.
- End User training plans finalization and progress.

Output: This stage will result in a tested system validated by the business users for its results and signed-off for deployment in Production environment.

Production

This stage is fruition of all the efforts put in by the consulting organization and the client and launches the tested and accepted system in the production environment. This will allow the end users to experience the applications and start focusing on the benefits of the application.

The key activities to be carried out here are

- Production System configuration.
- Data Conversion/Migration.
- End User Training completion and Launch of the System.
- Production Support.

Output: The critical outputs of this stage are – Go Live Sign-off, Operating Procedures Manual and the Final Closure sign-off.

Project Organization and Management

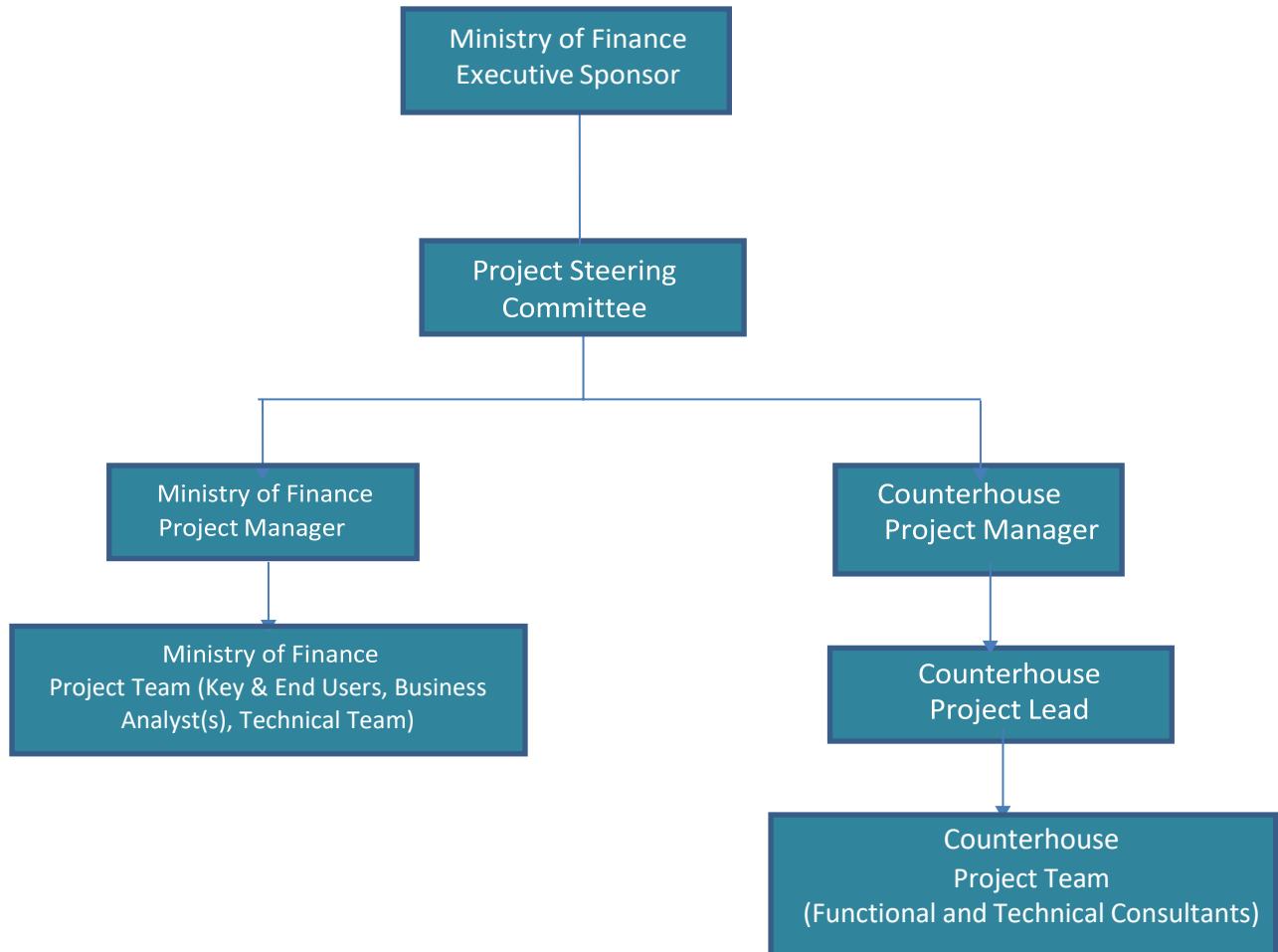
Project Organization

We strongly believe that joint Consultant/Client is imperative for the success of any project. Furthermore, client's active participation enables us to share lasting skills and knowledge to facilitate successful transfer of our work to your changing business environment.

We believe that the best way to create ownership of the process is to dedicate individuals to the project team. We facilitate ownership through structuring working relationships and assignments to assure user participation in key activities, particularly those related to project planning and Application configuration.

Whilst the project team structure may vary from time to time, efforts would be made to ensure stability in the tenure of the project team on both sides. However, where any change would be initiated, reasonable prior notice (at least one month) shall be given to the State and it shall be based upon due consultation and approval of the State. The implementation teams shall comprise of at least the following personnel as shown in the project organogram:

Proposed Project Organisation Structure



The Ministry of Finance Executive Sponsor

This is the Executive Champion whose unit stands to gain most from the successful implementation of the project. Counterhouse would expect this to be from The Ministry of Finance top management. The responsibilities of the executive sponsor are:

- State the business case and/or state the strategy it would support.
- Identify the benefits in measurable terms.
- Justify the costs associated with the project.
- Ensure top management 'buy-in'.
- Issue the mandate and approval for the project start.
- Ensure the availability of funds.
- Delegate the authority required to ensure the necessary resources are available for the projects successful completion.
- Act as Change Manager at the senior management level.

The Ministry of Finance Steering Committee (SC)

The responsibilities of the committee are:

- Conduct regular project progress reviews.
- Ratify the decisions of the Project Management team.
- Report to Executive Sponsor on critical issues as they affect the project.
- Ensure that the deadlines and budget constraints are met.

The Ministry of Finance Project Manager

The overall project management, co-ordination and control are vested in the person whose responsibilities are:

- Elect, document, co-ordinate, communicate all planning and resource requirements and ensure that project deadlines and budget are provided.
- Provide all required hardware, software and human resources required for the successful execution of the project.
- Be accountable for each component of the project development life cycle to be performed within the planned timescales and resource availability.
- Co-ordinate all sub-projects with Counterhouse Project Manager and The Ministry of Finance Project Manager.
- Monitor and report project team progress to the Steering Committee and to the interested parties within The Ministry of Finance.

The Ministry of Finance Key End Users

The Ministry of Finance key end users will be the ultimate users of the system. Their primary responsibility is to understand the life cycle of the project, and where their involvement lies. They should have an open, inquiring mind and look for practical solutions when functionality

is discussed. End users must undertake to attend and contribute in the training offered by the project, and to provide input to the procedure writer in the production of the on-going The Ministry of Finance business procedures.

The Ministry of Finance DBA/System Support

The Ministry of Finance should be providing at least one skilled person to act as database Administrator from the beginning of the project.

The Ministry of Finance Business Analyst(s)

The Ministry of Finance should be providing at least two skilled persons having thorough understanding of The Ministry of Finance' business process and they should act as Functional Experts of The Ministry of Finance from the beginning of the project. Their responsibilities include:

- Ensure that The Ministry of Finance Key Users interact with Counterhouse Functional Consultants and help Counterhouse Functional Consultants in developing the Requirement Gathering Document.
- Assist Counterhouse Functional Consultant in the Test Environment Setup.
- Develop Data Gathering templates with the guidance of Counterhouse Functional Consultants.
- Arrange for End users training sessions in conjunction with Counterhouse Technologies.

The Ministry of Finance Technical Team/Technical Consultant

The Ministry of Finance should be providing at least one skilled person having Oracle Applications administration and development background to act as Technical Consultant from the beginning of the project. His responsibilities include:

- Shadow Counterhouse Technical Consultant in Demo and Test Environment Installation
- Master Data Conversion and migration
- Install Production Environment under guidance/advice from Counterhouse Technical Consultants.
- Act as first line support for Counterhouse during the Project Time Frame.
- Handling of all project related issues, activities and deliverables with respect to the non-Oracle applications.
- Managing the daily running of the hardware and the software configurations and to manage communications of the links involved.
- Performing regular system backups and housekeeping that optimizes use of the system resources and enables saved data and software to be recovered.

COUNTERHOUSE Project Manager

Counterhouse Project Manager/Project Lead shall assist The Ministry of Finance with the implementation of ERP Applications within the scope of work described in this proposal. Counterhouse Project Manager/Project Lead shall be responsible for:

- Monitor and Control time schedule, technical issues, and project priorities and ensure that corrective actions are taken where necessary.
- Ensure that the project stays within scope.
- Prepare regular, formal management reporting.
- Ensure clear and regular project team communication.
- Conduct formal issue reporting, escalation and resolution procedures.
- Ensure formal procedure for submission, review and approval of deliverable.

Counterhouse Functional Consultant(s)

Counterhouse Functional Consultants responsibilities are:

- Document The Ministry of Finance Current/Future Business Requirement.
- Evaluating the redefined business requirements and recommending how each can be incorporated in ERP Applications.
- Configure/Set up ERP Applications.
- Reviewing refined business processes and recommending modifications and/or enhancements that enable the client to derive maximum benefits from the products.
- Assisting with the specification of representative data sets and business scenarios for acceptance testing.
- Helping Functional Consultants and The Ministry of Finance' project team members to gain the appropriate applications skills.
- Conduct Walkthrough Sessions/Workshops for Project Team.
- Assist The Ministry of Finance in Preparing the Testing Scenarios.
- Project Implementation deliverable preparation.
- Interview Key End Users with The Ministry of Finance Functional Consultants and assist The Ministry of Finance Functional Consultants in developing the Requirement Gathering Document.
- Assist The Ministry of Finance Functional Consultant in the Test Environment Setup.
- Develop Data Gathering templates with the assistance of The Ministry of Finance Functional Consultants.
- Conduct End users training sessions and develop End User Guide.

Counterhouse Technical Consultant(s)

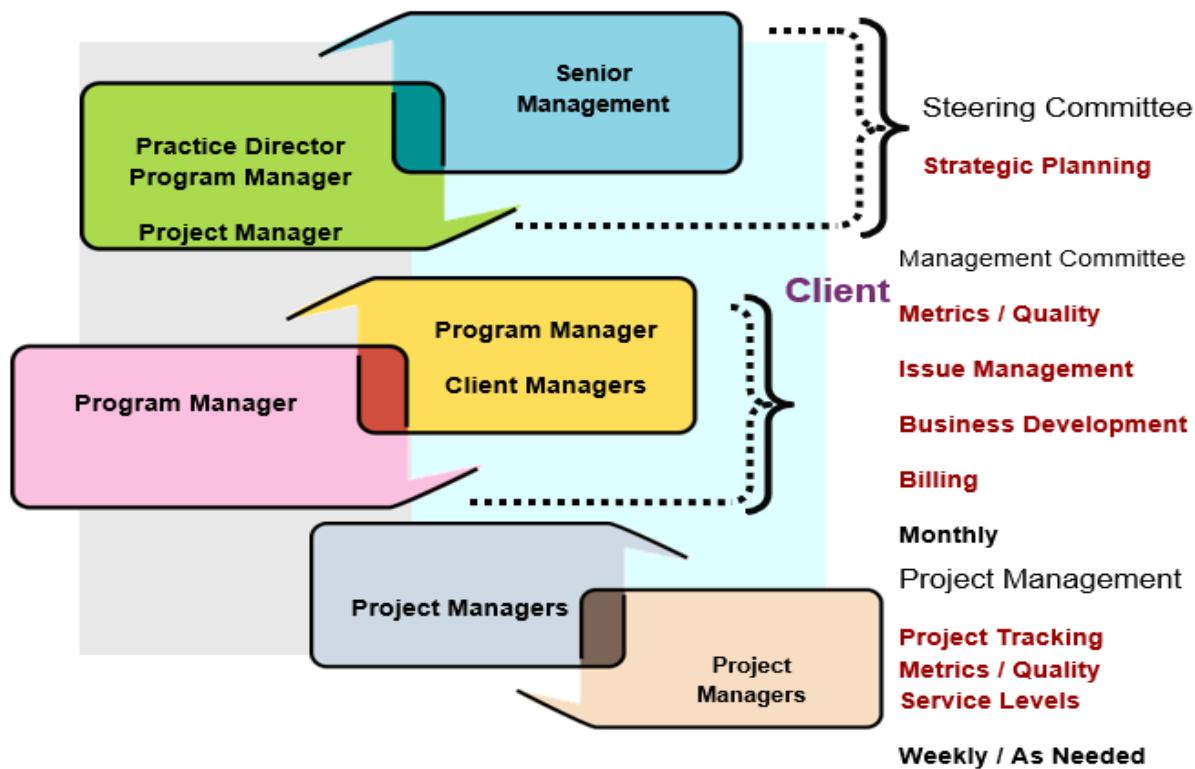
Counterhouse Technical responsibilities are:

- Install ERP Applications.
- Ensure The Ministry of Finance Technical Team acquire the required Technical Skills to assist in developing required Scripts.
- Assist The Ministry of Finance Technical Team in defining the required interfaces using ERP standard APIs.
- Assisting The Ministry of Finance Technical Team to acquire the required skills.
- Providing Technical documentation.
- Installation of ERP Applications in conjunction with The Ministry of Finance Technical Consultants.
- Applying Patches, Applications Administration, and trouble-shooting in conjunction with The Ministry of Finance.

Project Management

The key to any successful project is not only the technical and functional knowledge of the team, but also how the team is organized and led to produce the expected benefits. In brief, Counterhouse knows from experience that a successful project management approach must incorporate the following key principles:

- Collaborating with The Ministry of Finance at each step in the project.
- Managing both upward and downward communication.
- Ensuring quality through ongoing monitoring and team review sessions.
- Communicating frequently through meetings, status reports and issue tracking.
- Incorporating knowledge transfer at informal and formal meetings and working sessions with client stakeholders to provide an understanding of the work process, findings and develop solutions.
- Proactively managing risks by identifying potential issues early in the project, highlighting concerns within the consulting team throughout the project lifespan.
- Delivering results on time and within budget.

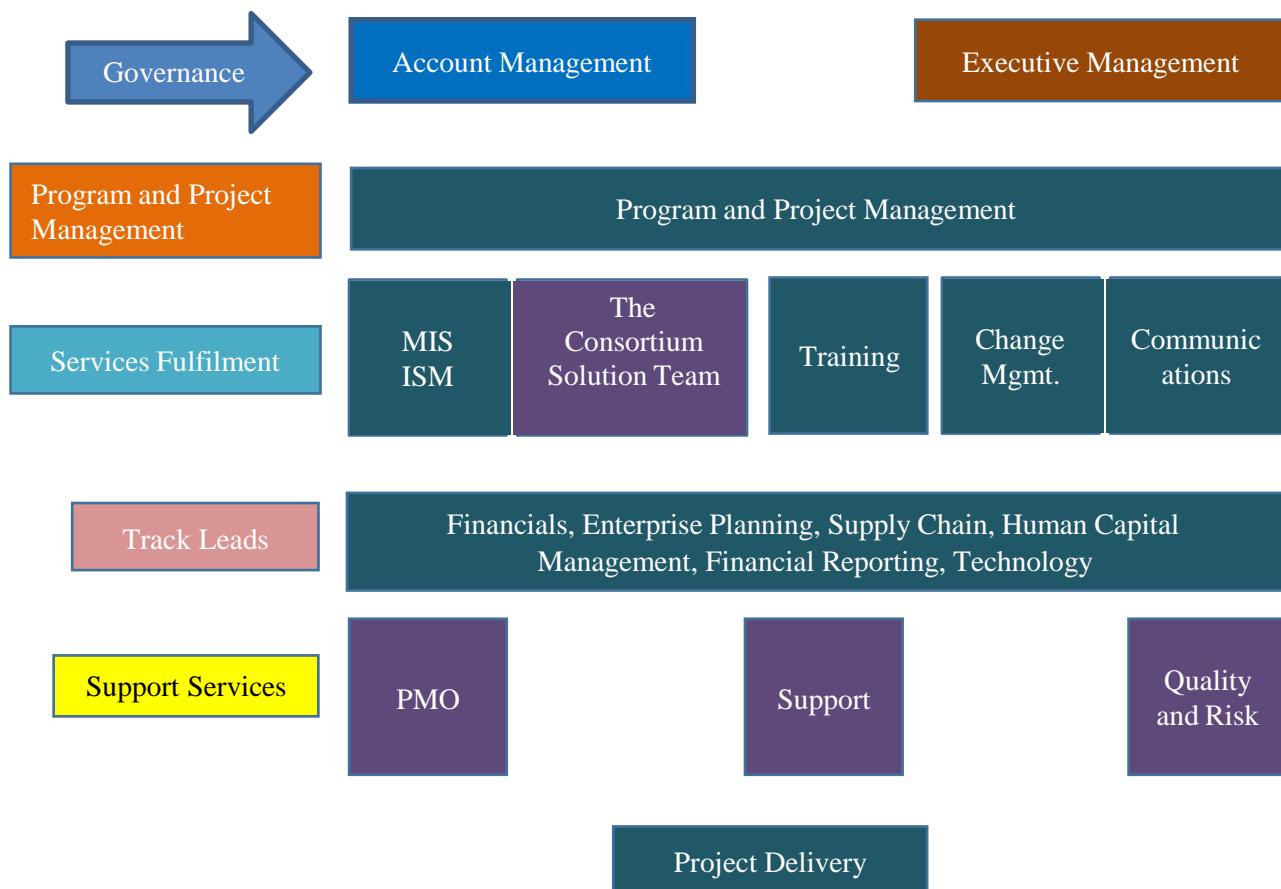


Project Organization and Management Sub-Plan, Roles, Responsibilities, and Counterpart Requirements

The project will be executed by Counterhouse members as follows:

Activities	Responsibility
Supply, Delivery, Installation, Implementation, Commissioning and Support of the Ministry of Finance Integrated Management System (ERP)	Counterhouse Consultants (Kenya) Limited (Sole Contractor –Oracle Application Support and Enhancement).

Implementation, Organization Structure and Roles and Responsibilities



Roles and Responsibilities

The roles and responsibilities of different groups are given below. It is important for each member of the group to understand their role and responsibilities in the overall project execution.

- **Executive Group:** The executing leadership of THE MINISTRY OF FINANCE and Counterhouse will constitute “Steering Committee” of the project. It is essential for the executive leadership team to give their support and commitment for the success of the project. The steering committee group is expected to:
 - ✓ Provide overall guidance and direction to the project.
 - ✓ Set the project goals and objectives and communicate the same to the relevant stakeholders and project team.
 - ✓ Ensure that any escalated issues and risks are given high priority for necessary resolution.
 - ✓ Act as a final approving authority for any additional resource requirements, significant schedule and scope changes.
 - ✓ Participate in the steering committee meeting and monitor the progress.
- **Project Management Group:** Counterhouse Project Manager / Project Lead and THE MINISTRY OF FINANCE Project Manager, Project coordinator will form part of this Project Management group. This group will be responsible for day-to-day management of the project. The Project Management group is expected to:
 - ✓ Develop and track project plan and allocate resources against each activity
 - ✓ Responsible for conducting the steering committee meeting and appraise the steering committee members about the project status.
 - ✓ Escalate any issues and risk as appropriate to the steering committee for resolution
 - ✓ Conduct weekly project status review and track all issues and risks to the project
 - ✓ Ensure that all Quality Management processes are followed and all deliverables meet the Quality standards.
 - ✓ Monitor the project budgets and ensure that project is delivered within the budget
 - ✓ Ensure that any scope changes are managed as per the agreed process.
- **Services Fulfilment Group:** Services Fulfilment group will be aligned towards business functions and Project Execution. These functions could be ERP ISM (Implementation Success Manager), Change Management, Training and Corporate Communication etc., whose areas will highly impact by the success of the ERP project. This group is expected to:
 - ✓ Prepare a detailed project review plan and conduct Project Milestone Reviews

- Responsible for the overall design of the system and solution as expected as per the scope defined
- Monitor and track the issues and risks related to their functional area
- Update the Project Management group on the progress made in relation to their tasks / activities as an external member from the project
- Escalate any issues or highlight risks to the Project Management group for further action.
- **Project Team:** The Project team is responsible for the execution of most of the project activities. The success of the project depends on this group, which comprises of Counterhouse Functional, Technical consultants, DBA and THE MINISTRY OF FINANCE core team users, IT analyst. The responsibility of this group is to:
 - Complete the project deliverables as per the timelines.
 - Execute the tasks to them and provide regular updates to the Project Manager / Project Lead.
 - Responsible for the design, development, test and deployment of the solution related to their individual modules.
 - Escalate any issues or highlight risks to their Project Manager or Project Lead.

Technical Resources and Task Assignments

Position	Task
Delivery Head	<ul style="list-style-type: none"> ▪ Delivery Ownership ▪ Solution Review and Assurance ▪ Review, validate and track project timelines and milestones ▪ Perform regular audits of the project with regard to project progress, adherence to scope, budget and time line ▪ Timely identification and resolution to potential project issues ▪ Risk monitoring and mitigation ▪ Manage Scope and Change requests
Project Manager	<ul style="list-style-type: none"> ▪ Develop and Maintain Project Plans ▪ Liaise between the implementation team and Client ▪ Progress reporting and Performance monitoring of the Project team ▪ Take Necessary steps to ensure the Customer's interest is addressed at all stages ▪ Evaluate Custom Development needs ▪ Work closely with Program Management in providing Project status updates ▪ Participate in critical solution reviews and design plans to overcome issues ▪ Notify stakeholders with anticipated risks and delays time to time ▪ Training, Data Migration, Testing
Finance Track Lead	<ul style="list-style-type: none"> ▪ Solution delivery for Finance Modules, liaising with the Key Users, Requirement Gathering, Validation Finance Stream Monitoring and Control, Documenting and Reviews, Status Updates, Training, Data Migration, Testing.

Hyperion Track Lead	<ul style="list-style-type: none"> ▪ Solution delivery for Hyperion Module, liaising with the Key Users, Requirement Gathering, Validation Finance Stream Monitoring and Control, Documenting and Reviews, Status Updates, Training, Data Migration, Testing.
Human Resources Track Lead	<ul style="list-style-type: none"> ▪ Solution delivery for HCM Module, liaising with the Key Users, Requirement Gathering, Validation Finance Stream Monitoring and Control, Documenting and Reviews, Status Updates, Training, Data Migration, Testing.
Supply Chain and Procure to Pay (P2P) Track Lead	<ul style="list-style-type: none"> ▪ Solution delivery for Supply Chain (P2P) Modules, liaising with the Key Users, Requirement Gathering, Validation Supply Chain Stream Monitoring and Control, Documenting and Reviews, Status Updates, Training, Data Migration, Testing.
Technical Stream Lead	<ul style="list-style-type: none"> ▪ Technical Solution Owner, Development, Documentation, testing, Deployment, Migration.
Data Model Architect	<ul style="list-style-type: none"> ▪ Data modeller for creating the complete warehouse model for the MIS Systems.
ETL Architect	<ul style="list-style-type: none"> ▪ Solution Architect for ETL, extract and transform and load the data into data warehouse from the sources.

Support Staff

Name	Position	Task
Functional Support	Functional Consultant	Solution Design, Testing, Documentation, Support Onsite team on set-up and functional testing
Technical Support	Technical Consultants	Technical Component Development, Unit Testing, Bug Fixing, Deployment, Documentation and Delivery
Database Admin	DBA	Technical Architecture, Database installation and support, Patching, Performance Monitoring, Clone, Sizing
PMO	Project Management Office	Project Monitoring, Status Monitoring, Deliverable Monitoring, Customer Satisfaction
Quality Management Team	QMS	Project Quality Management, Document Reviews, Status Reviews, Code Reviews, Test and Deployment Reviews

On Counterpart Staff and Facilities

Counterpart Staff

For any new systems to be successfully implemented, it is very much essential to have significant contribution from the Client team to participate in the Implementation. Ownership of the product should be imbibed from the starting stage till the Go Live to feel that the system is implemented to bring in transformation not only to the organization but also to them. Such a strong confidence and commitment can be brought in only with a full commitment of the Key Users from THE MINISTRY OF FINANCE side. At a minimum, it is expected that government would provide the following number of people dedicated to the project to ensure smooth transition towards the transformational journey.

- Steering Committee – Participation from Senior Management and Sponsors.
- Sponsor – Highest Level of Project Monitoring with respect to Timeline, Scope, Budget and Solutions
- Project Manager – One Full time dedicated project Manager to liaise with THE MINISTRY OF FINANCE Management, Key Users and Counterhouse Project Manager with respect to Project Management Activities
- Process Owners – One per Module or one per stream to provide the expected business process related decisions and Knowledge to the Project Team
- Key Users – One per module to ensure and share the business practices and to work along with the project team to ensure the business processes are transformed as per the best practice. The Key Users will ensure testing, first level acceptance and participate in transferring the knowledge to the End Users as well. Key users will turn into the First Level Support Members, Trainers, Process owners, IT users once the system has gone live.
- Change Management Expert – At least one Change Management Champion to carry on the activities at specific times to keep the information and progress passed on to entire government users.
- IT Support Team – Largely technical support team who participate in Network Support, Connectivity, Database Administration and Maintenance of the Application with respect to Administering users, components, Concurrent, performance, Patching etc. Users of IT Support Team will be involved in parting the knowledge for the extensions that are built for e-Business Suite solution.
- At a high level the Participation percentage of the above team during the project activities are as follows:

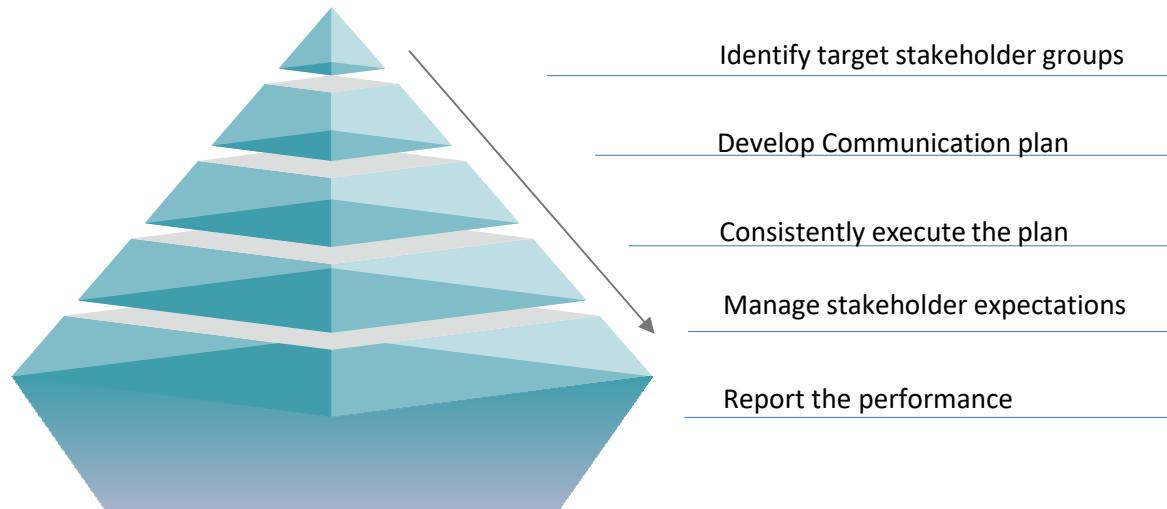
S. No .	Phase	Key Activities	Counterho use Time (%)	Ministry of Finance (%)	The Ministry of Finance User Community
1.	Project Planning	Project Initiation and kick off	100	100	Project Mgr., Dept. Heads, Functional /Process Owners
		Finalize Project Work Schedule		100	Project Mgr., Dept. Heads, Functional /Process Owners
		Software Installation	100		
2.	Inception	Review current configurations and baseline additional requirements	100	75	Dept. Heads/ Functional / Process Owners / Key Users
		First Cut Training	100	100	Process Owners / Key Users
3	Elaborati on	Map Business Process with the Proposed System – Future State Process Design	100	25	Process Owners/Key Users
		Configure Set ups	100	100	Process Owners/Key Users
		Analyse GAPS and Solution feasibility	100	100	Process Owners/Key Users
		Finalize Future State Process Design	100	100	Process Owners/Key Users
		Conduct CRP 1	100	100	Process Owners / Key Users
		Document Functional Design	100	50	Process Owners/Key Users
4.	Construc tion	Document Technical Design	100		
		Integration testing	100		Key Users
		CRP II	100	70	Process Owners/Key Users
5.	Transitio n	Perform Acceptance testing	100	100	Process Owners/Key Users
		Finalize Product Configuration	100	100	Process Owners/Key Users
6.	Producti on	End User Training	25	100	Process Owners/Key Users and End Users
		Configure Production System	100		
		Load and Validate Data	100	100	Process Owners/Key Users and The Ministry of Finance DBA
		User Acceptance Testing	100	100	Process Owners/ Key Users
		Execute Cut-over plan	100	100	Process Owners/Key Users
		Setup Production and Prepare to go live	100	80	The Ministry of Finance - DBA/Process Owners/Key users
		Product Support and System Hand over	50	100	The Ministry of Finance - DBA/Process Owners/Key users
		Project Retro	100		

Communication Plan/Approach

The primary goal of the communications strategy is to provide timely, accurate, and essential project-related information and reports to all stakeholders, including the leadership of The Ministry of Finance team, the project management team, the project team and all those who are impacted by the project. The common purpose of project communication plan is to ensure that all project stakeholders are informed about the project status according to their role and interest in the project. The key objectives, based on which the communication plan is formulated are:

- Appropriate communication process is one of the critical components that contribute vitally towards effective project management.
- The objective of the communication plan would be to facilitate seamless dissemination of information between government teams and Counterhouse team. This would also help detect issues (if any) in their infancy and enable quick resolution to ensure solution delivery within the agreed periods and as per customer expectations.
- Counterhouse firmly believe that a collaborative approach towards communication planning leads to a successful engagement and better service to the business.

The entire communication process consists of the following steps.



Counterhouse Project Manager will work with The Ministry of Finance Project Manager in driving the appropriate communication strategy for the project. The suggested project communication model is described in the following table:

Description	Frequency
The Ministry of Finance Sponsor	Completion of every phase
Project Steering Committee Meeting	Completion of every phase
The Ministry of Finance Business Owners	Completion of every phase
Project Management Team (PMT)	Completion of every phase
Change Management Meeting	On Need Basis
Project Status Review Meeting	Weekly
Project Progress Status Report	Weekly & Monthly
Project Initiation Workshop – Steering Committee	Project Start
Project Initiation Workshop – Project Team	Project Start
Phase Exit/Milestone Closure Reviews	Completion of every phase
Weekly Project Calendar	Weekly

Communication Approach:

Counterhouse with leverage its global delivery centers in designing and building solutions for Clients to optimize their ERP implementation budget. Counterhouse will use the following tools for developing various documents for communicating during the project implementation. Project provides all project deliverables only in English language in softcopy format.

Tool	Usage
MS Outlook/ Similar commonly used E-mail Client	For e-mailing
MS Project	For Project Schedule preparation
MS Word	For developing design documents, project status report etc.
MS Excel	For preparing Calendar, reconciliation working etc.
MS Visio	For designing process flows
MS PowerPoint	For presentation

Risk Management Procedures

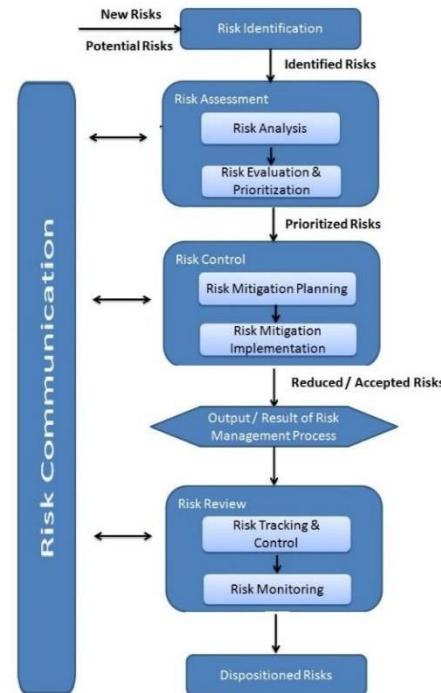
Risk management is a continuous process in a project, which is concerned with identifying risks and drawing up plans to minimize their effect on a successful completion of the project within the planned timelines. The Risk management process involves identifying, analyzing, mitigating and monitoring the risks. The diagram here describes the process steps involved in Risk Management. Counterhouse Project Management model includes continuous review of project risks and the action plans to mitigate or control it throughout the project life cycle.

The major components of Counterhouse Risk Management model are:

- Risk Identification – identify events that could possibly affect the success of the project
- Risk Assessment – Analysis and Evaluation of those Risks that is more serious threat to the success of the project
- Risk Control – Plan an action plan to eliminate or mitigate the impact of risk. Contingency plan to be in place on need basis.
- Risk Review – continuous tracking and monitoring of Risks. This is an integral part of project progress review.

Communication – Regular updates on the Risks to the project operational group and to steering committee. The common purpose of project communication plan is to ensure that all project stakeholders are informed about the project.

Communication – Regular updates on the Risks to the project operational group and to steering committee. The common purpose of project communication plan is to ensure that all project stakeholders are informed about the project.



Risk	Area of Impact	Risk Mitigation
Scope Creep	Time/Cost/Quality	<ul style="list-style-type: none"> • Create and formally approve detailed scope document • Implement formal change management process • Develop well defined project plans with continuous review • Achieve senior management consensus on initial and final scope
Schedule Slippage	Time/Cost/Quality	<ul style="list-style-type: none"> • Use detailed project planning with continuous review to identify and address delays as soon as possible • Conduct project quality reviews on a regular basis and resolve issues quickly • Maintain project team continuity
Project Budget	Cost and Quality	<ul style="list-style-type: none"> • Employ experienced and successful project manager • Use detailed project plans
Resources	Overall project	<ul style="list-style-type: none"> • Assemble dedicated teams with the right mix of management, technical and functional skills • Include required skills training as part of the project plan • Cross train team members
Accountability	Time/Cost/Quality	<ul style="list-style-type: none"> • Identify 'owners' for all the project components • Empower the team to resolve issues • Communicate responsibilities and progress on a regular basis
Performance Measures	Quality	<ul style="list-style-type: none"> • Build, report and publish performance measures and act upon them
User involvement	Entire Project	<ul style="list-style-type: none"> • Communicate to users (and all associates) through multiple channels • Publicise early all key successes • Maintain continuing user involvement
System Performance	Time/Cost/Quality	<ul style="list-style-type: none"> • Assemble support team dedicated to identification and resolution of performance-related issues • Leverage lessons learned from partner • Develop technical blueprint and employ pre-production testing • Plan for growth roll-out; low volume processes first

The risk register template and issue log shown below shall be used and adopted for this project as well as for the weekly project progress report.

Risk Register template

#	Risk	Activity No. (If from Work plan)	Date raised	Risk Cause	Risk rating	Potential Impact	Responsibility	Suggested Mitigation Measures	Status
1.									
2.									
3.									

Issue log template

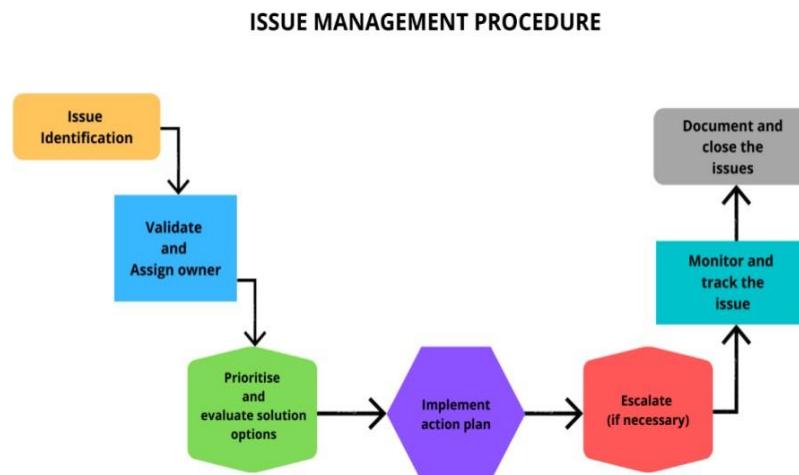
#	Minute no.	Action/Minute	Date Raised	Responsibility	Expected Date	Status	Date Closed	Status
1.								
2.								
3.								

Issues are unplanned or unexpected problems during the course of the project, which are always associated with some degree of impact to the project and therefore need to be assessed and resolved. Counterhouse's issue management procedure shall include:

Issue identification

- i. Validate and Assign owner
- ii. Prioritise and evaluate solution options
- iii. Implement action plan
- iv. Escalate (if necessary)
- v. Monitor and track the issue and finally,
- vi. Document and close the issues.

The above procedures are represented below:



Issues that cannot be resolved by project team members shall be escalated to the next appropriate level. In such cases, Counterhouse project manager or The Ministry of Finance project manager will report the issue to the Engagement Manager or Counterhouse Director/CEO with full details of the issue for resolution.

Solution Customization and Testing

Counterhouse shall install, configure, customized and test the Solution to meet The Ministry of Finance unique requirements. To ensure that the Information System performs as expected. This process will involve adding, extending and/or changing functionality in line with International best practice while making sure that the ERP system function as expected and that The Ministry of Finance derives value for money. The ERP to be deployed is customizable to allow the Counterhouse's to configure all kinds of form-based personalization, workflow modifications, concurrent managers, third-party integration/interfaces according to the different region needs of The Ministry of Finance. In addition, customized profiles for individual users can be created through the creation of menu and responsibility assignment within the ERP system such that only those items/responsibilities, which the users have, access to can be displayed. Agile methodology shall be adopted in software development for this project.

The process for the Customization and testing involves developing a detailed project plan

- Counterhouse will customize and test the ERP by creating a thorough project strategy, goals, scope, schedule, budget, and responsibilities, gather requirements once the project is in place.
- The next stage is to compile the specifications for testing and customization. Together with any unique specifications for the testing phase, this should include the features and functionality needed for the ERP and the customization design.
- This stage covers the system modifications as well as the creation of any scripts or other tools required for the customizations.
- This stage involves both coding the necessary changes and writing any scripts or other tools required for the customization.
- Testing the customization of the ERP is the last stage. This happens by Running the tests to confirm that the customizations are functional as required as well as reviewing any necessary documentation or other materials for the testing phase.

Training and Capacity Building Plan

The objective of training and capacity building within The Ministry of Finance is to empower the organization to independently manage, operate, and maintain the system post-implementation. This involves ensuring that the Ministry of Finance has the necessary skills, knowledge, and resources to handle all aspects of the system without relying on external support. To achieve this, Counterhouse will provide a comprehensive strategy that addresses the following key areas:

Training Plan

In any successful Business process, oriented project implementation, understanding and adoption of the solution and system plays a vital role in reaping the success and meet the objectives of the project as well as the Management. To ensure that change management has very less impact on such magnitude of the projects, Counterhouse always focus on providing intense orientation and training to the project team to make them owners of the product and support application post go-live. Keeping that thought process in consideration, Counterhouse proposes the following Trainings to the identified Key Users who will be available throughout the project implementation time frame. A detailed training plan/schedule will also be submitted as part of the project plan for joint review by the Consultants and government officials.

System Administration & Technical Training

A Technical training would be provided to The Ministry of Finance IT team (both support staff and technicians – Database administrator and system administrator) that will be assigned the role and responsibility to administer and manage the application and infrastructure day-to-day support service. . The training will cover hands-on on all equipment and services supplied as well as on the development and deployment of custom components SQL Administration and Support during the User Acceptance Sessions. This will ensure the knowledge transfer with respect to the development of Form based personalization, Reports, Alerts, Workflow modifications, Concurrent Manager Management etc.

Functional Super User Training/Orientation Training

Shortly after project kick off, identified Key User team (IT Team/Key Users/Project Team) will undergo functional overview Super users training in relevant ERP Application modules being implemented who shall in turn provide train the trainer services to their counterparts in public services and MDAs. This training will focus on providing a feel and stepping criteria for the team to understand the integrated processes, the architecture and the interlinked

functions of ERP and how ERP is going to make change in the existing business processes. This will also set the platform for the users to see the screens, fields and controls and map the relevancy with respect to their functions/business tasks covering both the setup as well as functionalities for the system as that they perform and contribute and participate more during the solution design stage.

Functional End-User (Handholding) Training

After all detailed discussion sessions on requirement gathering and solution mapping, end-users who shall be using the system to record daily transaction and generating report will have an access to the application to work around and make the users familiar and accustomed to the application navigation and work method. By making themselves work along with the application, they gain confidence over the application and on them as they validate the expected requirement over the system with functionalities.

ICT & Infrastructure Training

Training on all ICT and Infrastructure component (including Optical Fibre, Wireless Technologies, Copper Cabling, Networking, LAN Switching, Routing, LAN Services, Security, Monitoring and WAN Technologies) as well as information security, data replication, storage management, administering clustering and all related systems and infrastructure equipment. Backup and recovery, Application maintenance and Application Object Library will be planned during the handover phase of the project. The Training will help The Ministry of Finance support staff to identify major implementation, implement routing, wireless, LAN, WAN technologies and optimizing network.

Train the Trainer (TTT)

After the complete solution design, typically after CRP 2.0 Sessions, A Key User Training session will be conducted to help them handle the end user training. This training will focus predominantly on how role-based training will be conducted, what are the key areas of interest to the end users, the depth of the functionalities etc. will be exposed to the Key Users who would become the trainers for The Ministry of Finance from that point onwards. It is very vital that among the Key Users a set of top notch trainers are identified throughout the course of the execution of the project to ensure knowledge transfer to the next level of users within the Organization.

Key users from various departments and locations in addition to the core team will undergo these training programs as outlined above. The training will be provided during the Business Process Analysis, Prototyping and Go-Live phase. All these trainings will be provided to the identified key users on Train the Trainer (Tot) basis and the key users will be able to impart

the knowledge to the end users with the assistance of Counterhouse consultants monitoring the End User Training.

Counterhouse will follow the approach below to manage and conduct Training related activities. All training materials (in English Language) shall be submitted (2 weeks) prior to the training for the State review/approval. In addition, certificates/result/report shall as well be issued at the end of the training. The duration of the end user, training will be finalized after UAT phase considering the actual number of users for different business processes.

Outcomes	Solution Approach
Methodology, Document Options, and Communication Plan for the Training (training material and the method of delivery)	<p><u><i>Training Strategy Formulation</i></u></p> <p>The Information gathered during the Need Assessment stage will be examined to arrive at the following:</p> <ul style="list-style-type: none"> a. Training Methodology (viz. Instructor led Training / Computer-based training / Self-study materials / Distance learning / Virtual Training in light of COVID-19 situation). b. Training Considerations: <ul style="list-style-type: none"> i. Do the materials need to be accessed online? ii. What is the estimated duration of training? iii. Does the training need to be hands-on? iv. Documentation Options c. Communication Plan <p>The recommendations with respect to Training Methodology, Document Options, and Communication Plan will be discussed with The Ministry of Finance and finalised.</p>
Developing training material (including any on-line help that may be required).	<p><u><i>Training Package Development</i></u></p> <p>The following training package components will be developed/ finalised:</p> <ul style="list-style-type: none"> a. Business Process Flows b. System Procedures by way of Test Scripts c. Material Storage Location d. Training Instance e. Communication Plan <p>The training documentation will also include development and maintenance of "How to" guides.</p>

In respect of End User Training, Counterhouse will follow the “Train the Trainer” approach where by some of Key Business Users will be identified as the “Trainers”.

1. The Key Business Users who form the core project team will be imparted complete training on the usage of the system and how the business processes are carried out using the ERP.
2. In discussions with the key Business Users from the respective area or department, the list of End Users who will be using the system will be identified. They will be classified as “Transactional”, “View only” and “Approvers” as the nature of training will vary based on the type of users.
3. Training instance for carrying out the training will be finalized and agreed upon. This training instance will be a copy of UAT instance to make sure that all the business processes are configured and works in that instance.
4. Then training plan will be prepared for each type of the users and for each department / area of work. The finalized training plan will then be communicated in advance to the relevant user group.
5. Developing training material is another key activity in the End User Training process. In the case of The Ministry of Finance ERP project, the training material will be prepared in English and it will have all the details of how each of the business process will be performed in the system.
6. After completion of End User Training, feedback will be obtained from the participants to make sure that any gaps in the training execution are addressed immediately. The success of any ERP implementation depends on how the system is effectively used by the users and for that End User Training play a very important role.
7. Logistics for the capacity building and training activities shall be solely provided by The Ministry of Finance. In addition, The Ministry of Finance shall ensure that resources (both key business user and end-users) are well mobilised as at when due for any training activities.

Data Migration Plan

As part of Production Go-Live, all the master and open transaction data will be migrated as of agreed “Cut-off” date with the existing balances from; the Legacy system will be handed over as on the go live date. Data Conversion will be carried out based on the business requirements. However, as a rule, no transactional data will be migrated and only the opening balances as on the cutover date will be migrated. This is also essential to ensure that no efforts are spent in transforming massive amount of historical data lying in disparate systems to the standards as required by the proposed solution.

- Counterhouse will provide data conversion templates to extract relevant master data and open transaction data as of an agreed cut-off date in accordance with data conversion strategy.
- Counterhouse would provide the format in which data is required for performing data loading in sufficient advance (upon completion of the Solution Design Phase). This would provide sufficient time for The Ministry of Finance IT team to obtain and compile data in the specified format and migrate data.
- Data extraction (from legacy systems), cleansing and transformation of the data as required by ERP will be The Ministry of Finance IT team’s responsibility.
- Wherever possible and based on data volume, the data will be loaded programmatically through data migration scripts. In other cases, the data will be loaded either manually or using data loader tool.

Definitions

Master Data: Data that are mandatory to perform the transactional Data. Example – Suppliers, Customer, Banks, Inventory Items, Employees etc.

Historical Data: Data that are entered in the Legacy system from the date of inception based on the originating transactions – Example Liabilities, Payments, Revenues, Assets Booked and other transactional data available in the Legacy systems

Transactional Data: Data that are of day-to-day basis to influence the balances for the financial statements using the master data. Example – Daily Invoices, Expense Bills, Revenue related transactions, Payroll transactions etc.

Open Data: Data that are not settled during the Cut-off Date. For example – Invoices that are unpaid during the year-end or Month End.

Cut-off Date: The Date in which the Cumulative Data and Balances to be migrated from the legacy system to ERP System.

A separate (more detailed) data migration plan shall be submitted to The Ministry of Finance where each of the data migration step below shall be further expounded.

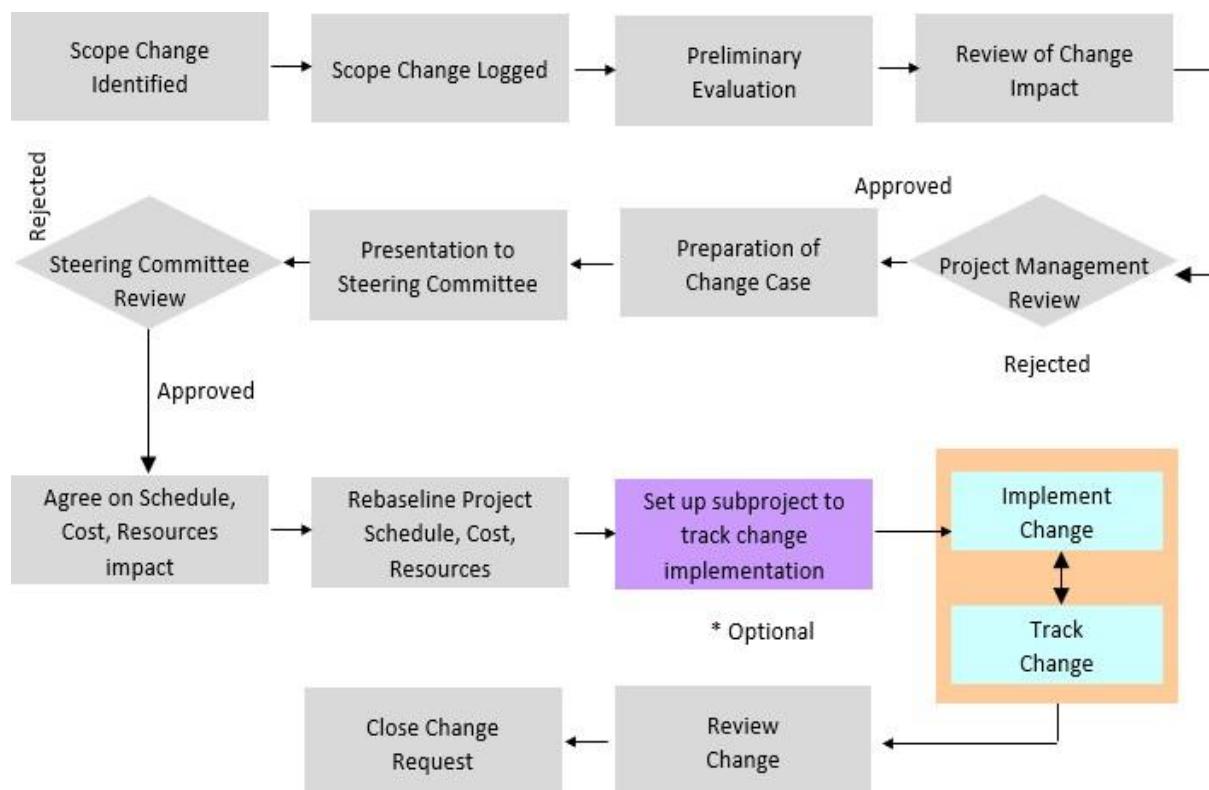
Data Migration Steps

Sl. No.	Steps	Description
Data Migration Methodology		
1	Data Identification	Requirements in which all legacy systems and data fields to be converted to Oracle are identified.
2	Data Mapping	Each data field in the legacy system is assigned a corresponding field in the ERP system.
3	Data Gap Analysis	In some cases, specific data fields do not exist in both the legacy and the ERP systems.
4	Data Acquisition	<ul style="list-style-type: none"> Some data do exist in electronic form on legacy system Effort is required to collect such data
5	Data Cleansing/Transformation	<ul style="list-style-type: none"> Identify data inconsistencies Correct the data using spreadsheets
6	Data Extraction	<ul style="list-style-type: none"> Pull data from Legacy system in electronic form as per the required format
7	Data Migration Sequencing	<ul style="list-style-type: none"> Defines the order in which data is to be migrated, which is critical because there are significant data dependencies in such an integrated system.
8	Trial Data Uploads	<ul style="list-style-type: none"> Unit Testing System Integration testing – Upload higher volume of data and test relevant transactions Stress and Volume testing – note the system and upload programs performance and take corrective actions if required Data Reconciliation between ERP and Legacy System.
9	Execution Plan for Final Uploads	<ul style="list-style-type: none"> This plan gives an indication of the feasibility of the final conversion into the production system in the available time frame and specifies the data sequencing as well as the appropriate time to freeze the legacy system(s), for extracting information for the final uploads.
10	Final Data Migration into Production System	<ul style="list-style-type: none"> During the conversion window, the legacy system is frozen and data extracted. Downtime is minimized as much as possible.
11	Decommissioning of Legacy Systems	<ul style="list-style-type: none"> As a final step in the migration effort, a detailed plan to decommission the legacy systems is to be developed. This ensures that the legacy systems, which hold critical information, are not shut down until the new system.

Change Management Plan

Project Scope Change Management critical process, which is a critical process that is necessary to control the scope of the project. Historically, uncontrolled scope creep has been a primary cause of a project failure to meet its intended goals and success criteria, in particular, schedule and budget targets.

Changes to the scope could occur during the course of the project starting from the ConferenceRoom Pilot session until Go Live. Key Users have the rights to request for the functionality that they expect from the system at the same time, managing such a scope change is important for the success of the project considering timeline and budget. Counterhouse will implement a formal scope change management process for such a scope change during the course of the project. The purpose of this process is to appraise the customer on the Changes that are brought in apart from the Scope Agreed and for the customer to analyse the cost/benefit of requested change and to take informed decisions. Any impact of the scope change on the cost, schedule, deliverable milestones etc., will be mutually discussed and agreed between Counterhouse Project Management team and the Ministry of Finance Project Manager. Further, stakeholders are involved for key decisions on such scope changes when required.



Organisational Change Management

When an organisation undertakes projects or initiatives to improve performance, seize opportunities or address key issues, they often require changes; changes to processes, job roles, organisational structures and types and uses of technology. However, the employees of the organisation have to ultimately change how they do their jobs. If these individuals are unsuccessful in their personal transitions, if they do not embrace and learn a new way of working, the initiative will fail. If employees embrace and adopt changes required by the initiative, it will deliver the expected results. Change management in this case is a structured approach for ensuring that changes are thoroughly and smoothly implemented, and that the lasting benefits of change are achieved.

The focus is on the wider impacts of change, particularly on people and how they, as individuals and teams, move from the current situation to the new one. The change in question could range from a simple process change, to major changes in policy or strategy needed if the organisation is to achieve its potential. For The Ministry of Finance to manage the expected and inevitable change occasioned by this project there is need for the executive to make adequate plan that will cover the following:

1. **Sponsorship:** Ensuring there is active sponsorship for the change at senior executive level within the Organisation, and engaging this sponsorship to achieve the desired results.
2. **Buy-in:** Gaining buy-in for the changes from those involved and affected, directly or indirectly.
3. **Involvement:** Involving the right people in the design and implementation of changes, to make sure that right changes are made.
4. **Impact:** Assessing and addressing how the changes will affect the people.
5. **Communication:** Informing everyone affected about the changes.
6. **Readiness:** Getting people ready to adapt to the changes, by ensuring they have the right information, training and help.

Counterhouse Change Management team shall provide support to The Ministry of Finance change management team by advising on requested changes, assisting in the assessment and prioritisation of changes. The Change Advisory Board (CAB) members of the Counterhouse includes the following representatives:

Counterhouse CAB Members	Functions of CAB team
▪ Service Desk Analyst	
▪ Operation Managers/Team Lead	<ul style="list-style-type: none"> • Ensuring that project schedule doesn't conflict with other business
▪ Functional/Technical Consultant	<ul style="list-style-type: none"> • Meeting implementation standards
▪ Middleware & DBA Consultant	<ul style="list-style-type: none"> • Ensuring that Change management process ownership is retained
	<ul style="list-style-type: none"> • Ensuring quality implementation delivery as expected by the client • Advising business leaders on change management process • Supporting the review and approval process

Change Management Activities

As The Ministry of Finance executives are making plans to ensure a successive change management, there is also the need to simultaneously identify the specific tasks that are necessary to give the change the greatest chance of success. Coming from this, the activities involved in managing change include:

1. Ensuring there is clear expression of the reasons for change, and helping the sponsor communicate this.
2. Identifying "change agents" and other people that need to be involved in specific change activities, such as design, testing, and problem solving, and who can then act as ambassadors for change.
3. Assessing all the stakeholders and defining the nature of sponsorship, involvement and communication that will be required.
4. Planning the involvement and project activities of the change sponsor(s).
5. Planning how and when the changes will be communicated, and organising and/or delivering the communications messages.
6. Assessing the impact of the changes on people and the organisation's structure.
7. Planning activities needed to address the impacts of the change.
8. Ensuring that people involved and affected by the change understand the process change.
9. Making sure, those involved or affected receive help and support during times of uncertainty and unintended events.
10. Assessing training needs driven by the change, and planning when and how this will be implemented.
11. Identifying and agreeing success indicators for change, and ensure they are regularly measured and reported on.

Change Request Form

<p>Customer name:</p> <p>Date Raised:</p> <p>Date Resolution Required:</p> <p>Functional Area: XX – New requirements</p> <p>Project Number:</p> <p>Ordering Document Number:</p> <p>Phase/Process:</p> <p>Priority: (Check one)</p> <p><input type="checkbox"/> High <input checked="" type="checkbox"/> Medium <input type="checkbox"/> Low</p>	<p>Customer Request? (Check one):</p> <p><input checked="" type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Requested by (Customer):</p> <p>Prepared by:</p>
<p>Status (check one):</p> <p><input checked="" type="checkbox"/> Open <input type="checkbox"/> Assigned <input type="checkbox"/> Investigated <input type="checkbox"/> Resolved <input type="checkbox"/> Deferred <input type="checkbox"/> Approved <input type="checkbox"/> No action required <input type="checkbox"/> Expired</p>	
<p>Reason for Change:</p> <p>New requirement</p>	
<p>Investigation and Findings:</p> <p>XX New requirements as follows:</p>	
<p>Details of Change:</p> <p>Scope of Work XXX New requirements as stated above</p> <p>Deliverables/Milestones [fixed price only]:</p> <p>Customer Obligations/ Assumptions Customer needs to approve the CR</p>	
<p>Impact of Change:</p> <p>Impact on Detailed Implementation Plan (including timescales where applicable) XX Days required for development, unit testing & functional testing</p> <p>Impact on Services:</p> <p>Impact on Funding? <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> None at this point</p> <p>If Yes, estimated cost impact: USDXXX.00</p>	
<p>Recommendation:</p> <p><input type="checkbox"/> Agreed – Ordering document amendment required</p> <p><input type="checkbox"/> Agreed – no ordering document amendment required</p> <p><input type="checkbox"/> Rejected – no further action required</p> <p>Recommendation acknowledged by: _____ (Customer) _____ (Consortium)</p>	
<p><i>Note: This change request form is intended merely to document offers for proposed changes and is not intended to amend the ordering document (in case if it doesn't impact on funding)</i></p>	
<p>Associated Problem Report:</p>	<p>Associated Risk and Issue Form:</p>

Quality Assurance and Management

Quality Management process is a critical process as it helps to ensure that deliverables produced actually meets the customer requirements specifying the quality criteria for each deliverable.

Quality Management process is an integral part of Counterhouse implementation and project management model. Quality Assurance is included in all the phases of Counterhouse's unique 5x implementation methodology to ensure adherence to standards, processes and procedures. Compliance with the agreed standards, process

and procedures are done through process monitoring, peer reviews, status reviews, entry & exit criteria's in each phase and internal audits.

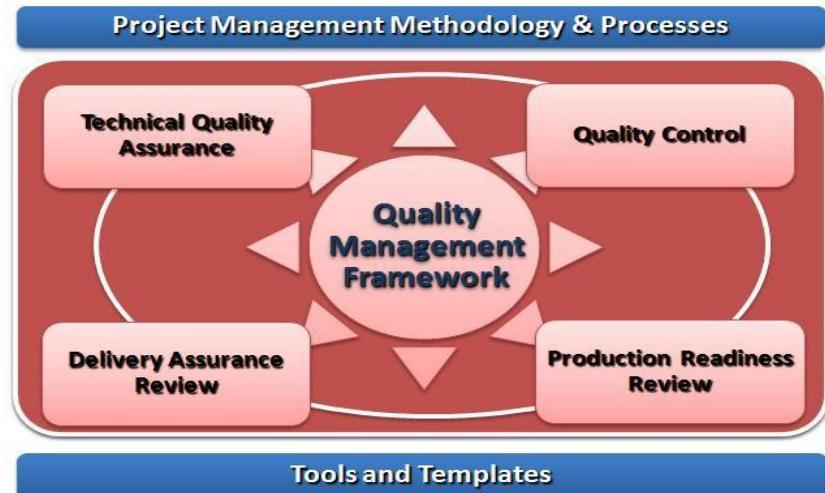
- The value expected from Quality Management is to make the project implementation processes much more efficient while ensuring that the end results meet the customer objectives.

Translated into measurable terms, it means preventing scope creeps, schedule over-run, reducing re-work in design & technical development, efficient discovery & elimination of defects— in short, making sure that all processes and procedures are followed in delivering the end product to the customer.

Within our Quality Assurance plan for The Ministry of Finance ERP Implementation, we have identified four (4) broad activities in line with OUM methodology that includes **Review, Validation/Verification, Reporting and Advisory (RVRA)** services. These are:

- Project Management
- Change Management
- Solution Management and;
- Service Management

A. Project Management:



The project management components that require/need QA RVRA include:

- i. **Program management:** through providing effective monitoring and controlling in order to ensure that the project is progressing according to schedule and products while satisfying the acceptance criteria.
- ii. **Staff Assessment:** We shall engage and assess The Ministry of Finance staff (SMEs) deployed to the projectin terms of thorough understanding of the business process. This will assist us in defining the scope of training to be conducted for them in addition to the normal Key User Training that will enable them take ownership of the project after go live.
- iii. **Risk Management:** The Quality assurance activities (RVRA) activities that we will perform under risk management includes but not limited to the following:
 - a. Identify and flag any risk on the project when noticed.
 - b. Review, evaluate and advise on risk assessment and mitigation plan, which will form partof our weekly and monthly progress report.
- iv. **Status Reporting:** We shall through our status reporting present project status to PM team.

B. Change Management:

The Ministry of Finance ERP Implementation involves a transformation journey from as-Is state to To-Be state. The to-be or the desired structure is accomplished through the implementation of changes in areas that span vertical and horizontal territories, and on multiple fronts including people, processes and systems. Our planned quality assurance activities (RVRA) to be undertaken with respect to Change Management (CM) are:

- a. Develop Review CM strategy, check alignment with business strategy and advise improvement where applicable.
- b. Contribute to the development of change management plan with The MOF
- c. Review change communications and awareness campaigns plans with The MOF and checkfor alignment with the change management strategy and report findings.
- d. Review the feedback received as a result of change communication and present findingsto the PM team.
- e. Co-ordinate with relevant teams to prepare deployment and operations readiness plans
- f. Evaluate the execution of change management plan and recommend improvement whennecessary.

C. Solution Management:

We shall consider as part of our quality assurance activities in the area of solution managementas follows:

- I. **Solution Design:** Our Quality assurance activities for the solution design will cover thefollowing:
 - a. Internally review application specifications and design documents along with other deliverables.

- b. Internally validate the solution against THE MINISTRY OF FINANCE business requirements and provide recommendations where necessary.
- c. Internally validate and review the solution architecture
- d. Validate and review the implementation of security profiles provided by The MOF
- e. Internally validate functional setup for both HR and Payroll modules.

II. *Application Customisation:* Our Quality assurance activities for the application customisation design will cover the following:

- a. Internally review application extension design
- b. Validate any customization against clarity of code, the fulfilment of the requirements, and the usage of the recommended application APIs, database packages, and applications packages.
- c. Internally review the proposed and implemented interface solution, and provide better solution in case of any glitches.
- d. Carry out functional test and validation against any customization, interface, or application extension.

III. *System Test:* Our Quality assurance activities for system test will cover the following:

- a. Internally review test plans developed with The MOF to ensure conformance with the business requirements, quality policies, procedures, and standards. Because of their critical nature, special attention will be given to the system integration, performance, security and user acceptance plans.
- b. Internally review the outcome of system tests conducted before engaging government key users for testing.
- c. Perform comprehensive tests against application functional set up and security setup before engaging government key users or SMEs.

IV. *Data Migration:* Our Quality assurance activities for data migration will cover the following:

- a. Internally review and validate data conversion strategy, standards and programs with The MOF.
- b. Validate with The MOF the completion of data migration and full data load.

D. *Services Management:*

Here, we shall ensure the readiness for the rollout of The MOF ERP implementation, smooth Go-Live and an assessment of post Go-Live operations.

I. *Pre Go-Live health Check:* Here, we shall ensure or ascertain the full readiness of the Information System for production operations using a 360-degree audit to check if the associated environment and products are ready and that processes and people are in place to manage, operate and maintain the new Information System. The review shall cover the following:

- a. Site readiness*
- b. IT Infrastructure readiness*
- c. Data readiness*
- d. User accounts and security rights*
- e. End-user training and user support structure*
- f. Fall back options in the event of unforeseen system issues*

II. Post Implementation Assessment: Our post implementation health check will cover three (3)categories: Health, Availability and Usage monitoring. Health monitoring covers those parameters that indicate the quality of service; Availability monitoring provides information onthe availability of resources while Usage provides information on system usage. Together they provide an efficient mechanism to determine the performance of the system.

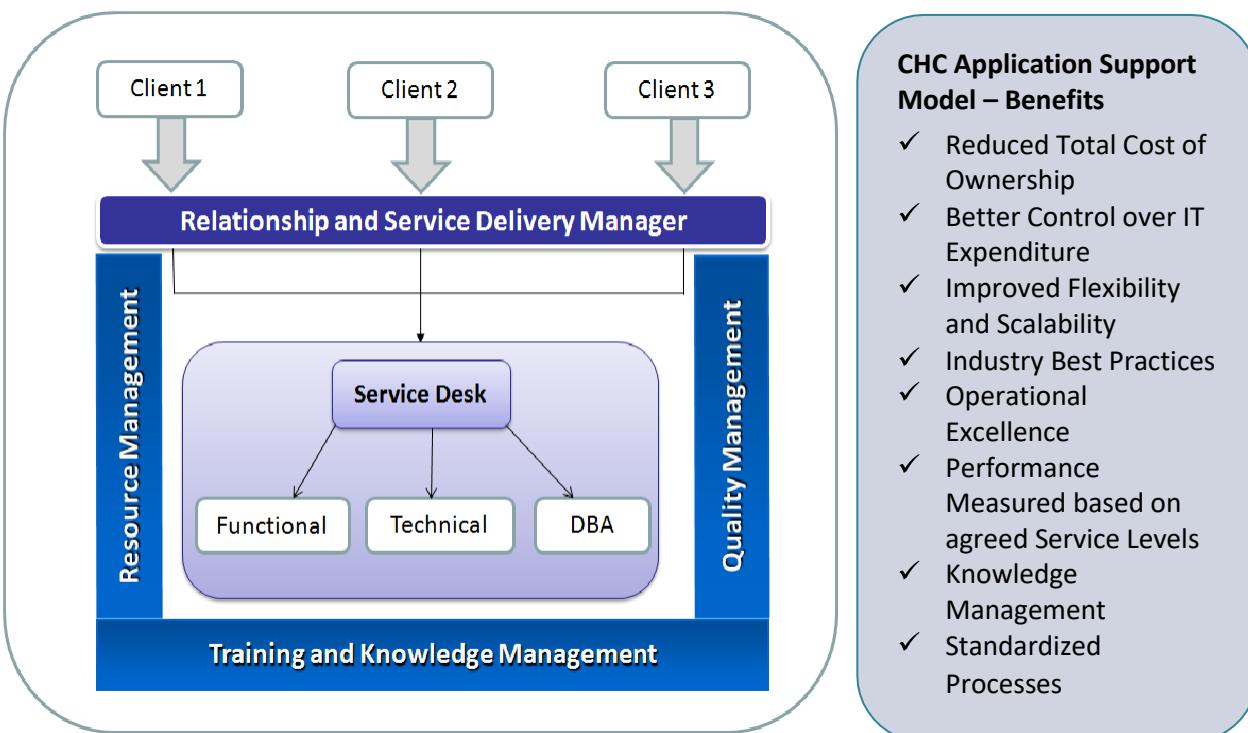
Requirements Analysis, Design, Development, Delivery and Installation Plan

All The Ministry of Finance applications shall be deployed as off the shelf (standard application) to meet the requirements of The Ministry of Finance without any form of customization. However, the deployed ERP solution is customizable to allow The Ministry of Finance to configure all kinds of form-based personalizations, workflow modifications, concurrent managers, third-party integration/interfaces according to the different needs. In addition, customized profiles for individual users can be created through the creation of menu and responsibility assignment within the ERP system such only those items/responsibilities, which the users have, access to are displayed.

Counterhouse shall provide and transport all the Information Technologies, Materials as well as provide services (support and maintenance) through local delivery resources on-site at The Ministry of Finance ERP Project location. Counterhouse delivery operations model is flexible and scalable based on years of experience in managing such engagements. Our delivery plan shall in line with our Oracle Unified Method (OUM) focuses on the following **phases** including:

Project Inception and Scoping	This stage is meant to organization and Counterhouse team with each other expose the business application to the key users in forma of overview training/orientation to help them map the business process to the application functionality.
Requirement Study & Design	During the Early Application Adoption program, high-level business requirements will be understood from the Key Users, which will form the basis for the application design.
Application Configuration Blue Print & Custom Reports	With this high-level requirement Gathering, a Business Specific Application Configuration (CRP) will be done to discuss the specific business scenarios with the same business user team where a deep dive of the business process as well as all custom reports (across modules) will be discussed.
Configuration & Integration	Following the CRP 1.0 – Conference Rom Pilot conducted, the application shall be configured in line with business specific scenarios covering the issues raised during CRP 1.0 to expose users with more insights and specific given to the process.
User Acceptance Test (UAT)	At this stage, a fresh configured instance with all configured objects is migrated to enable Users to test complete end-to-end functionality and provide acceptance on the solution built so far which will allow users to further gain confidence of the system.

Training & Capacity Building	In any successful Business process, oriented project implementation, understanding and adoption of the solution and system plays a vital role in reaping the success and meet the objectives of the project as well as the Management.
Quality Review	Quality Assurance forms an integral part of Counterhouse implementation and project management model. Quality Assurance is included in all the phases of Counterhouse's unique 5x implementation methodology to ensure adherence to standards, processes and procedures. Compliance with the agreed standards, process and procedures are done through process monitoring, peer reviews, status reviews, entry & exit criteria's in each phase and internal audits.
Support/Maintenance Licencing (SLA)	Support is a significant part of the Application usage and sustained success. There are defined methods of Support Methodologies, but yet, an integral part of the participation from the Key Users is mandatory to support the system within the internal organization.



Installation of the system or any sub system shall commence immediately after the system is being delivered and pre-commissioned. Prior Installation, we shall provide The Ministry of Finance with the required technical and environment specification required for the installation and operation of the proposed system. The estimated project plan for the project is 12 months (52 weeks). The Implementation Project plan is derived based on the Global Accepted Best practices and the application implementation methodologies proven across

all implementations. The project Planis designed to monitor the overall activities as per the set phases of the OUM,

Inception, Elaboration, Construction, Transition and Production.

Counterhouse shall not be responsible for network connections or for issues, problems or conditions arising from or related to network connections, such as bandwidth issues, excessive latency, network outages, and/or any other conditions that are caused by an internet service provider, or the network connection. Services will be delivered during business days and hours (Monday – Friday), excluding local public holidays. Services are not available during non-business hours unless otherwise specified in this exhibit. Service Level agreements (SLAs) can be finalized in mutual discussion based on specific needs of The Ministry of Finance. Counterhouse will document the business impact matrix and come up with the agreed timelines to Respond, Restore and Resolvefor different Severity levels of incidents and problems.

System Integration Plan

The implementation of the new system would include possible integration with the minimum of the following third-party applications:

1. MFI CBS.

This section of the proposal describe the roadmap to be used for the integration of the solutions. Counterhouse shall be responsible for identifying the detailed interface requirements for integrating the ERP to external systems. Counterhouse will present to The Ministry of Finance its list of interface requirements for review. During the business process definition and system specification requirement stage, Counterhouse will freeze the list of interfaces to be implemented and obtain sign-off from The Ministry of Finance.

Assignment Description

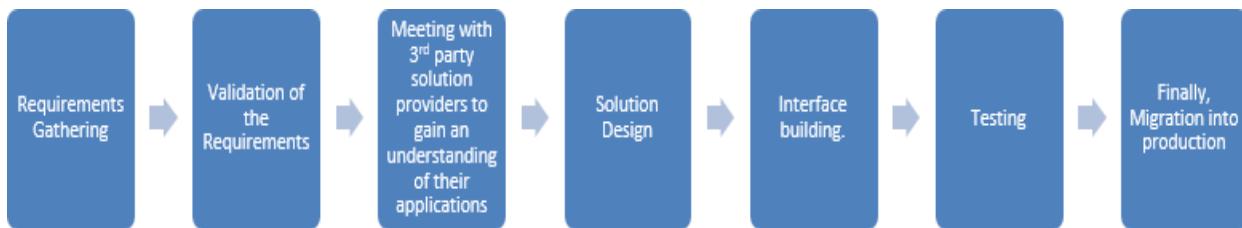
The majority of the integration work will be conducted in close collaboration with the government team and systems vendors, our team is well equipped and prepared to:

1. Supply and install the ERP Application and Database.
2. Design, development and implementation of integration system components from ERP up to the end points.
3. Implementation of training programs for key users of the integration system.
4. Test the Integration solution before and after implementation.
5. Provide after sales support service over the warranty period and provide continuous support to the operation of the system.

Procedure for Integration

The system integration procedure will encapsulate the followings:

- a. Requirements Gathering.
- b. Validation of the Requirements
- c. Meetings with 3rd party solution providers to gain an understanding of their applications
- d. Solution Design.
- e. Interface building – This will start after the design has been approved.
- f. Testing.
- g. Finally, Migration into production.



Activity	Description	Format
Requirements Gathering.	Counterhouse will develop requirements gathering plan and engage the Ministry Of Finance's team and integration systems vendor's team at each Requirement gathering session. Information obtained during these meetings will be translated into case documents.	Microsoft Word document.
Validation of the Requirements.	Walkthrough of information obtained to confirm the understanding reached by all the parties.	Microsoft Word document.
Meetings with 3 rd party solution providers to gain an understanding of their applications.	Hold multiple meeting sessions with stakeholders to deliberate on the modalities for the integration of ERP System and other systems.	Zoom meetings, Microsoft Teams.
Solution Design.	This will be documented approach to performing the integration process as agreed during the requirement gathering. It will contain the required inputs and validations up to the end points.	Microsoft Word document.
Interface building	This will start after the solution design has been approved. It is the actual development work of the system integration.	API, Web services
Testing	This will be: <ol style="list-style-type: none"> Unit testing by developers System testing by both parties of the integration systems end-to-end Users acceptance testing by client and stakeholders 	Zoom meetings, running trial integration process
Migration into Production	This is the actual deployment of integration solution to production system and go live process.	Technical

Documentation Plan/Deliverables

The following are the Key Deliverables of the Project which will be delivered during the implementation Phases.

Project Tracking

SL No	Report	Date
1	Detailed Project Plan	Within 14 Days of Project Commencement.
2	Project Status Reports:	
	Weekly Status Report	Every Week based on the Meeting Conducted.
	Monthly Progress Status Report	Every Month on a fixed date, consolidation from weekly status reports summarizing result accomplished during the prior period, any deviations to the date from schedule of progress milestones, corrective actions for restoration as planned, any other issues/outstanding problems & proposed actions to be taken, Resources to actions and any other foresee issues which could impact the project progress.
	Quarterly Progress Status Report	Summarizing the results accomplished during the quarter, Issues, risks, risk mitigations, and Planned Activities for the next quarter.
	Steering Committee Report	As and when as per the Steering Committee Decides
3	Minutes of Meetings	For all Meetings held.
4	Issue and Risk Logs	Weekly update of Issue and Risk logs.
5	Quality Assurance Report	After each milestone is completed.
6	Training Results/Reports	Post Training the Key Users of THE MINISTRY OF FINANCE Team.
7	Milestone Status Report	After Completion of Each Milestone as per the Project Plan Schedule.

8	Project Closure/Completion Report	After Go-Live, summarising result accomplished during the project implementation cycle, any issue(s) for the attention of the Government that will ensure system sustainability and effective use.
9	Monthly Service Log Details	During Post Production Support.

Other Deliverables of the Project:

Stage / Task	Deliverables
Define preliminary Implementation Work Plan	Work Plan – Project plan in Microsoft Project (MPP)/Gantt Chart
Project Status Reviews	Weekly Status Reports, Minutes of Meetings, Risk and Issue Logs
Inception	
Application Exposure to Key Users	Solution Orientation/Conference Room Pilot
Base Requirement Gathering	Base level Business Process requirement gathering
Software Installation	Installation / Patch application/ Draft Application Architecture document
Elaboration	
Develop Future Process Model	Sign off Data Model
Conduct Gap/Fit Analysis	Sign off High-Level Gap Analysis
Configured Solution Walk thru	Conference Room Pilot 2 on Standard Solution
Construction	
Functional & Technical Design	Design Documents, Functional and Technical specs
Develop Application Extension	
Build, Unit Test and deliver Customization	Unit Tested Work Product
Transition	
Conduct System Acceptance Test	Sign off User Acceptance Testing
Acceptance Testing Sign-off	Sign-off of Application acceptance / Test Report

Production

End User Training	Facilitate end user training by key Users
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Prepare Production Environment	Production Environment
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Set Up Applications Configured	Configured Applications
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Implement Infrastructure	Production	Support	Production Support Infrastructure
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Verify Production Readiness	Production – Ready System
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Log, Track and resolve Issues	Issues Log
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System Hand-Over

Prepare System hand-over report and hand-over system	System Hand-over Report
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Prepare Project Closure Certificate	Project Closure Document
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Pre-Commissioning and User Acceptance Testing Plan

Pre-commissioning includes Site Acceptance Tests (SAT) activities as well as other similar activities relating to both functional and technical requirements. The Pre-commissioning tests shall be carried out jointly with The Ministry of Finance team on the entire system at all sites, in accordance to implementation schedule and the Agreed and finalized Project plan. The Pre-commissioning shall commence immediately in the context of a Functional and System Requirements while any deficiencies detected during the pre-commissioning shall be duly rectified at no extra cost by Counterhouse.

We shall in addition to the standard check-out and set up tests and with the assistant of THE MINISTRY OF FINANCE prepare the pre-commissioning tests checklist covering pre-visit information, **User Acceptance Test (UAT) scripts**, test case scenarios which shall form part of the validation of each module, sub-module, interface, integration etc. needed for successful commissioning. The checklist will also include information or documentation necessary to fully define the on-site work requirements during the commissioning engagement.

The objectives of Testing Strategy are to:

- Identify testing requirements.
- Support the business objectives for the new project.
- Create a new, integrated testing that includes both existing applications and the new implementation of software system like Implementation of ERP Applications, new module implementation.
- Build testing that allows for expandability, flexibility, and support of future business requirements.
- Determine that all applications extensions and interfaces comply with required standards and the requirements.

Testing Strategy is prepared when any new system or any major application Implementation or major project is implemented. As part of any implementation or Implementation process, the new system will have to be thoroughly tested. Testing will provide the required assurance that,

- the system being implemented or changed is in accordance with the business processes for various functions.
- the system works as per the initial design and fulfils the requirements.

Test strategy will cover the entire testing process including the number of test cycles and what will be tested in each of those cycles. Test strategy will include the below test sub-streams. Within the Testing Work stream, a number of different sub-streams will be identified.

Test Sub Stream	Description
Functional or Unit Testing	Confirms that the specific Standard functions of the individual module or Custom developments operate as expected.
Integration Testing	Confirms that the individual module interacts with the required components of other modules.
System Acceptance Testing Standard functionalities Custom Components like Interfaces, Reports etc.	Confirms that the system is ready to be implemented to the production environment and satisfies all documented requirements. The following types of testing shall be considered during System testing: Graphical User interface testing, Usability testing, Compatibility testing, Exception handling, Load testing, Volume testing, Stress testing, Security testing and Scalability testing.
Performance Testing	Confirms that the performance of the system is acceptable in all locations.
PC Testing	Confirms that the new system works on each individual PC configurations.
Final Acceptance Testing	Tests both planned and unplanned downtime processes like start up, shut down, patch application, backup and recovery process, physical, functional, technical and performance characteristics of the system, period of un-interruptible system continuous running, level of knowledge transfer, proper functioning of modules & reports as per THE MINISTRY OF FINANCE Technical Requirements.

The following framework is recommended for any Test Sub-stream.

- **Test Plan:** The Sub-Stream Owner creates a Test Plan.
- **Test Scripts:** The Sub-Stream Owner or Testing team creates the Test Scripts.
- **Test Data:** The Sub-Stream Owner or Testing team creates data for testing the TestScripts.
- **Testing Execution:** The testing is performed.
- **Rework:** Based on defects encountered, rework is completed.
- **Sign-off:** The Test element is signed-off.

Final Acceptance Testing Plan

Final Acceptance Testing shall commence immediately after the completion of 90 days Operational Acceptance Period and before which period was the Go-Live period. Final Acceptance Period shall be 14 days after which 365-day Warranty period will kick in. The plan shall include among other things, tests to be carried out during the Final Acceptance period to determine the overall performance of the system. Consequently, the system shall be tested with production volume workloads in production environment to determine the overall performance in terms of:

- i. Throughput
- ii. Response time
- iii. Run time
- iv. Complete data migration

Other tests include:

- v. Licensing of software components
- vi. Application integration
- vii. Operating System (OS) installation
- viii. Backup and recovery
- ix. Resource utilization.

During this period, Final Acceptance Certificate is being issued. The final acceptance testing is to confirm that all issues identified in the course of testing have been addressed. If there are any issues arising from final acceptance testing, Counterhouse shall address the issue accordingly without any delay. In addition, the system shall be tested for complete data migration, OS (Operating System) and other software installations, application migration, backups and recovery as well as complete documentation on the entire implementation.

Go-Live & Roll-Out of ERP Solution

Counterhouse shall follow a phase-wise approach for project Rollout in batches across all the locations. We shall ensure that coexistence of legacy system is ensured during the rollout until the completion of the Information System. During pilot implementation, we shall run full functional ERP at the selected locations and support the users in entering at least three months transactions and generate monthly-required reports by management. All bugs and defects identified shall be fixed during the pilot implementation phase itself before going for roll out of ERP. At the end of the pilot phase, Counterhouse shall submit a Pilot Implementation report including feedback from the users, problems identified and resolution as well as lesson learnt.

The Final Acceptance test shall be conducted by The Ministry of Finance or any other person nominated by the Ministry of Finance. Counterhouse shall maintain necessary log in respect of the results of the tests to establish a complete satisfaction to The Ministry of Finance for the successful completion of the test specified. After successful pilot completion, necessary changes in the System, ERP application shall be rolled out in The Ministry of Finance Head Office, all budgetary bodies and regional treasuries offices. Counterhouse shall submit the Rollout Report to The Ministry of Finance.

We will perform the following activities to ensure readiness of the ERP Rollout.

Roll-out Strategy & Plan

A detailed roll-out strategy will be developed to ensure readiness of the sites and a phase-wise plan of roll-out with timelines, activities and roles and responsibilities.

Pre-commissioning & Acceptance Testing

Acceptance test will be performed for each location to be rolled out, to ensure readiness of network, connectivity, workstations, configuration of user Access rights and application workflows before roll-out.

Data Conversion & Migration

Development of required templates will be carried out for gathering information from the locations for roll-out. Data Conversion and Migration will be performed for roll-out.

Capacity Building

A detailed Capacity Building & End-user training program will be planned and executed prior to roll-out to the locations.

Roll-out Completion Report

A detailed roll-out completion report will be developed covering the scope, lessons learned and findings of the roll-out activity for all the locations.

Counterhouse Consultants Limited – Overview

Counterhouse Consultants Ltd (CHC) is a multi-solution consulting firm with a passion for quality, honesty and excellence. CHC brings together a blend of certified, experienced and knowledgeable specialists with backgrounds in Information Technology, Systems Architecture, Engineering, Management, Human Resources, Finance and Support to create uniquely intelligent world-class solutions for businesses. We believe in relationship building and earning the trust of our clients through rendering a unique and rewarding service that differentiates us from our competitors. By complimenting or completing their teams, we also help our clients to create a competitive advantage and to optimize the business performance in all areas of the services we offer.

We cherish associations and **alliances** that add value to our existence and also assist in achieving our set objectives. To this end, CHC is in partnership with the following:

1. Oracle Corporation – Oracle Gold Partner
2. Oracle University – Reseller/Delivery Partner
3. Member of Oracle Partner Network
4. eprendise Oracle Transformation Software - Partner
5. Ideagen Pentana Audit & Risk Solution – Sole Reseller Partner for Nigeria
6. School Management Software/Solution – Reseller Partner



Our Core Competencies

ERP IMPLEMENTATION

Enterprise resource planning (ERP) solutions integrate key business and management processes, providing a high-level view to an organization's business. ERP integrates fragmented business operations, often replacing multiplicity of legacy systems in the process. The ERP opportunity for an organization lies in a fundamental change in business operations focused on the guts of an enterprise: channel management, supply chain optimization, demand forecasting and other operations that can maximize customer service levels, minimize inventory levels and control other costs. These guts applications can be dramatically changed by examining overall business processes, rethinking organizational authority and responsibilities, and selecting and implementing appropriate ERP applications to focus on these areas. CHC is an **Oracle Partner** with the ability, skills and experience to deliver implementation, development and support Oracle projects on time and within budget.

ERP is a business-critical issue for many companies. Getting it right is fundamental to their on-going success and profitability. Getting it wrong has far-reaching implications. Getting it wrong means missed due dates, cost overrun, and/or reduced scope or specifications. But among the failures are some cases of stopping implementations or complete abandonment of implementations. At CHC, we recognize that every project is different and requires a variety of dedicated skills and support as the case for THE MINISTRY OF FINANCE project. Our industry expertise cuts across all sectors of the economy. We help clients build, integrate and support mission-critical systems for real-time enterprises. We also implement custom developed applications.

Our capabilities include:

- Functional and technical knowledge of leading ERP Applications and especially in the following Oracle Applications:
 - Oracle Financials
 - Assets
 - Payable
 - General Ledger
 - Receivables
 - Cash Management
 - Oracle Human Capital Management
 - Human Resources
 - Payroll
 - Self Service
 - iRecruitment, etc.
 - Oracle Supply Chain Management
 - iProcurement
 - Purchasing
 - Inventory
 - Oracle Governance, Risk and Compliance (GRC)
 - Applications Access Control Governor (AACG)
 - Transactions Control Governor (TCG)

- Configurations Control Governor (CCG)
- Preventive Control Governor (PCG)
- Expertise in all types of projects (Implementations, Upgrades, Customizations, Integrations)
- Project Managers with 10+ years' experience in managing IT projects and with full-life-cycle ERP implementations in multifaceted engagements and complex environments
- Consultants with rich functional experience with one or more ERP implementations
- Proven implementation, customization, interfacing, migration and integration methodology
- Vertical industry specific services
- Industry-wide reputation for cost-effective and high-quality Production support and Maintenance

ORACLE QUALITY ASSURANCE

“Quality assurance” is an integrated system of management Quality assurance, or QA for short, is also known as ‘peer review’, ‘quality improvement’, ‘quality activities’ and ‘quality studies. It is the process of verifying or determining whether products or services meet or exceed customer expectations. In an attempt to ensure our QA for THE MINISTRY OF FINANCE implementation is fit for purpose and in line with contractual agreement, right first time, investment justifiable and complies with best practice will involve activities in planning, implementation, documentation, and assessment, reporting and quality improvement. In specific terms, CHC, as a QA Consultant will perform the following functions on any project:

- Drafting the Terms of Reference (TOR) and Request for Proposal (RFP) for the prospective contractors
- Coordinate the selection of successful firms for the implementation of the various components of the project
- Promoting quality achievement and performance improvement throughout the contract period;
- Setting QA compliance objectives and ensuring that targets are achieved;
- Assessing contractor's deliverables and comparing with contractual agreement;
- Ensuring compliance with national and international standards and legislation as well as best practice;
- Setting up and maintaining controls and documentation procedures;
- Collating and analysing performance data and charts against defined parameters;
- Liaising with contractors and ensuring the execution of corrective action when necessary and compliance with contractual agreements;
- Establishing standards of service for contractors in conjunction with client's stakeholders;
- Monitoring performance by gathering relevant data and producing periodic reports.

ORACLE TRAINING

Enterprise Resource Planning (ERP) holds a promising future in terms of employment and training. ERP has been the preferred and still continues to be favourite choices among other applications. At CHC, our partnership with Oracle University gives us the leverage to offer both Oracle Functional and Technical Training for End Users, Super Users and Implementation Consultants to meet the ever-

increasing demand for these resources. Our training curriculum focuses on how to setup, implement, administer, customize and extend ERP applications which will help THE MINISTRY OF FINANCE achieve quick return on investment. Our training highlights are:

- Well-designed curriculum
- Teaching by professionals with implementation and training experience around the globe
- Small batch for better one on one interaction
- Flexible timings for working people
- Real time projects with practical case studies from the industry

ePrentise ORACLE TRANSFORMATION

With ePrentise, whether the entities are charts of accounts, calendars, legal entities, business groups, other operating units, or entire EBS instances, ePrentise determines the gaps between the source and the target through its proprietary mining process and then automatically generates the code to resolve the differences by adding or changing database objects, reconciling duplicates, changing configuration data (Flexfield, organization units, product IDs, etc.), standardizing using a built-in rules-based knowledge repository, or filtering data based on any number of criteria. Because the software understands the data relationships, changes are permeated throughout the database. Companies do not have to do a time-consuming, resource-intensive reimplementation to accommodate business changes like mergers, acquisitions, or divestitures to adapt to new technologies (such as subledger accounting or Multi Org Access Control), or to change EBS setups that the company has outgrown. ePrentise software enables changes to take place in months with very few technical resources. It increases efficiency reducing project timelines, costs, and improving accuracy of outcomes. Its rules-based system with comprehensive knowledge repository.

Why Counterhouse?

Our combined experience of implementing enterprise-wide projects in large complex organizations has afforded us the opportunity to develop and refine our project management and quality assurance approach, methodologies and tools. Our experience has shown that organizations face unique challenges, obstacles, and constraints that limit options and hinder successful implementation. With this in mind, our approach has been tailored to meet the specific needs of The Ministry of Finance.

As a multi-solution firm with subject matter experts from various disciplines, CHC is particularly well suited to assist The Ministry of Finance on this engagement for the following key reasons:

Vision – CHC is a local company founded on the belief that Nigeria can become a net producer of Information & Communications Technology (ICT) products, services and talent in direct competition with erstwhile preferred destinations for high technology outsourcing jobs such as India, China and the Philippines. This belief is the primary reason why CHC was engaged to provide Quality Assurance consulting service for Bayelsa SEEFOR and Edo SEEFOR Oracle R12 Implementation project and the preferred Oracle implementation partner for State of Osun as well as Cross River State Government

Proven Experience – Our firm of professionals and partners have extensive experience in providing consulting and systems integration services. Our international experience combines with our in-depth understanding of the local environment to provide The Ministry of Finance with a credible partner to

assist in its digital transformation.

Verifiable Track Record – As a firm, we have an unrivalled track record or successful delivery on similar engagements for Government of Lesotho, Government of Ghana, Osun State Government, Cross River State Government, Kogi State, Bayelsa State Government, Edo State Government, PenCom, Rainoil and many more.

True Professionalism – Our people will partner with The Ministry of Finance to deliver solutions and results within the set time frame. Our consultants are true professionals who recognize the important role that client service plays in the successful delivery of complex multi-faceted engagements such as The Ministry of Finance project.

CHC is differentiated from other consulting firms by our international experience and expertise, our local knowledge, our in-depth understanding of the Nigerian environment, our track record of successful delivery on similar engagements, our proven approach, our skilled professionals and our ability to truly partner with The Ministry of Finance to deliver results.

ISO 27001:

The global digital landscape is changing. New business practices, such as remote working, cloud computing to name a few, and core business practices are increasingly digitally reliant. At CHC, we recognize this challenge and have taken measures to be proactive in this regard by being certified by ISO/IEC:2022 Information Security Management Standards.

CHC is differentiated from other consulting firms by our international experience and expertise, our local knowledge, our in-depth understanding of the African environment, our track record of successful delivery on similar engagements, our proven approach, our skilled professionals and our ability to truly partner with the Ministry of Finance.

Awards



FY20 Partner of the Year (Oracle Cx)



CRSG Project Completion Sign-Off



Osun ERP Contract Award

Job References

Name of Client	Project description	Start Date	End Date
 AFRICAN DEVELOPMENT BANK GROUP	Business Intelligence Enterprise Edition (OBIEE) DataMart Migration from Bank Premises to Oracle Analytics Cloud (OAC).	April 2024	Till Date
 Ministry of Public Service – Oracle Application and Database Upgrade for Ministry of Public Service Lesotho.	Oracle Application Upgrade from 12.2.7 to 12.2.12 and Oracle Database Upgrade from 12c to 19c.	Feb 2024	March 2024
 Sultanate of Oman Ministry of Finance	Design, Supply, Installation, Commissioning, Implementation, and Warranty of Government Financial System (Maliyah) for Sultanate of Oman.	April 2023	Till Date
 Lagos State Government Office of the State Auditor-General Oracle E-Business Suite Audit Training	Oracle E-Business Suite Audit Training. (Introduction to Oracle EBS Audit, System Administrator (Sys Admin), Oracle EBS General Navigation, Oracle EBS Audit on the following modules: Oracle General Ledger, Oracle Cash Management, Oracle Human Resource, and Oracle Payroll.	Dec 2022	Dec 2022
 Ministry of Finance – Public Financial Management Reform Project, Government of Ghana, Accra (GoG)	Implementation of OBIEE with Data Warehouse and Ensure all Interfaces to the GIFMIS modules can prepare and produce the required reports.	June 2022	Till Date
 Ministry of Finance - Human Resource Information System (HRMIS) for Government of Lesotho (GoL).	Supply, Implementation, Commissioning and Support of an Oracle Human Resource Management Information System (HRMIS) – Core Human Resource, Payroll, iRecruitment, Self-Service, Learning Management and Performance Management, Only Office Document and Task Management System.	Jan 2021	Nov 2021

 Ministry of Finance – Public Financial Management Reform Project, Government of Ghana (GoG).	Supply, Implementation, Commissioning and Support of an Oracle Human Resource Management Information System (HRMIS) – Core Human Resource, iRecruitment, Absence & Leave Management, Learning Management, Performance Management and Succession Planning	Feb 2020	Till Date
 STATE OF OSUN Osun State and Local Government Reform (SLOGOR) Project.	Supply, Installation, Integration, Testing, Training & Commissioning and Technical Support of an ERP solution (Public Sector) for an Integrated Financial Management Information System (SIFMIS), and its related Hardware and Network Infrastructure – Oracle Financials (General Ledger, Account Receivables, Account Payables, Cash Management and Fixed Assets), Oracle Hyperion Planning & Budgeting, Purchasing, Business Intelligence and HelpMaster Helpdesk Help Desk solution.	Jan 2020	Feb 2021
 Cross River State and Local Government Reform (SLOGOR) Project.	Upgrade and Re-Implementation of State Integrated Financial Management System (SIFMIS) and Upgrade of Infrastructure to Support the State Integrated Financial Management Information System (SIFMIS) on the following modules; Oracle Financials (General Ledger, Receivables, Payables, Cash Management & Fixed Assets) Oracle Purchasing, Oracle Hyperion Planning & Budgeting and Inventory, Oracle Project, Portfolio Management, Oracle Business Intelligence and Oracle Customer Experience (Cx) Help Desk solution	April 2019	July 2020
 Kogi State Public Sector Governance Reform and Development Project (PSGRDP), Lokoja, Kogi State	Supply, Installation, Integration, Training and Technical Support of Oracle EBS Financials (General Ledger, Payables, Receivables, Fixed Asset and Cash Management), Oracle Hyperion Planning and Budgeting, Human Resource (HR) & Payroll Solution and its related Hardware and Network Infrastructure	April 2018	Oct 2018
 Pension Commission of Nigeria, Abuja.	Implementation and Fixes of Oracle Solutions (Financials – General Ledger, Payables, Receivables, Fixed Asset & Cash Management, Inventory, Purchasing, Sourcing, HRMS – (Human Resource, Payroll, Learning Management & Performance Management), Customer Experience and Legal Case Management).	April 2018	Oct 2018
 Eroton Exploration and Production	Implementation of Oracle Fusion Financials (General Ledger, Receivables, Payables, Fixed Asset & Cash Management), Purchasing, Human Resource Cloud and Payroll.	May 2016	Dec 2016
 Rainoil Limited	Implementation of Oracle Human Resources (HR) & Oracle Payroll modules.	Jan 2013	Feb 2013

 International Institute of Tropical Agriculture (IITA)	Implementation of Oracle Financials (General Ledger, Payables, Receivables, Fixed Asset and Cash Management) Inventory and Purchasing modules.	May 2014	Mar 2015
 Union Bank of Nigeria Plc.	Implementation of Oracle Financials (General Ledger, Receivables, Payables, Fixed Asset & Cash Management), Inventory, Purchasing, iProcurement and i-Expense.	April 2014	Jan 2015
 Nigerian College of Aviation Technology, Zaria.	Implementation of Oracle Financials (General Ledger, Receivables, Payables, Fixed Asset & Cash Management) and Inventory.	Feb 2012	Aug 2012
 Bayelsa State Govt. (SEEFOR)	Quality Assurance for Bayelsa State Integrated Financial Management Information System (SIFMIS) for the following modules; HRMIS – Softsuite Human Resource & Payroll, Financials – (General Ledger, Receivables, Payables, Fixed Asset & Cash Management), Purchasing, Payroll & Hyperion Planning & Budgeting.	Oct 2019	April 2020
 Edo State Govt. (SEEFOR)	Consultancy for the Review of the Configured Chart of Accounts, Correction of Configuration Errors and Configuration of Reports in the Chart of Accounts.	Aug 2020	Sep 2020
 LASACO Assurance Plc	Consultancy Service for the conduct of Security Awareness Programme, Security Assessment and IS (Information System) Audit.	Nov 2015	April 2016
 Edo State Govt. (SEEFOR)	Quality Assurance for Edo State Integrated Financial Management Information System (SIFMIS) for the following modules; HCM – Human Resource & Payroll, Financials – General Ledger, Receivables, Payables, Cash Management & Fixed Asset, Purchasing, Payroll & Hyperion Planning & Budgeting.	Nov 2014	Oct 2015
 Lagos State Ministry of Science & Technology	Quality Assurance Service for Oracle E-Business Suite Release 12 Upgrade for Lagos State Government.	Jan 2011	April 2011
 Office of Lagos State Auditor General, Lagos, Nigeria	Quality Assurance on Capacity Building for the Staff of Office Lagos State Auditor General.	Sept 2010	Dec 2010