

Mr. OUSSAMA AL KAISSI
Chief Executive Officer
The Islamic Corporation for the Insurance of Investment
& Export Credit (ICIEC)

Ref: ESK/MD 23:028
Date: 8th of Nov 2023

Subject: Credit Insurance Software Development Project at ICIEC

السلام عليكم ورحمة الله وبركاته

Dear Mr. KAISSI,

Thank you for your letter dated the 5th of November. The message unfortunately advises us to continue on the same path that has proven that it will result in further delays of the project.

The Agreement between ESKADENIA and ICIEC was signed on the 18th of February 2019 after a very long due diligence process by competent ICIEC evaluation staff and based on your personal knowledge and past experience with ESKADENIA Software. ESKADENIA prides itself in its proven competence in the Insurance area, Software Development, and Project Management. Our staff have indeed suggested and implemented a number of valuable features and industry best practices in the new Credit Insurance System for example in the Endorsement area.

ESKADENIA allocated a dedicated team to work on the development of the Credit Insurance System and had the system developed according to the agreed 2019 scope. ICIEC was closely involved in all stages of system specifications and development and gave an official Provisional Acceptance of the delivered system in July 2020. It is worthwhile to mention that the scope of the project was officially reviewed and approved by ICIEC on the 5th of March 2020.

The main impediment of this project is that ICIEC always requests additional requirements to be added to the delivered and accepted Credit Insurance System and unlawfully withholds the grant of the UAT on the original scope of the Credit Insurance System and the 3 Portals. This is to confirm that all systems have been delivered on ICIEC servers, training completed and accepted, and successful UAT has been given on 9 out of the 13 contracted systems.

The ICIEC staff discovered in the middle of 2020 that they missed additional requirements outside the agreed scope, and suspended the UAT and the going-live process. ESKADENIA developed these additional requirements, only to have another request for another list of requirements in 2021, which was also developed and delivered.

Yet again, in 2022 the ICIEC staff insisted on a third list of requirements which was also delivered by ESKADENIA. This cycle of continuous additional requirements and further development required intensive testing from ESKADENIA side on the whole systems.

During 2023, ICIEC and ESKADENIA went through an extensive and detailed End-to-End full cycle process verification of all delivered systems. This process resulted in a fourth huge list of additional

requirements that was partially developed and delivered by ESKADENIA. ICIEC insist yet again that all requested requirements should be delivered prior to the UAT and going live.

It is in our professional judgement that many of these newly requested requirements are ambiguous and need further sessions of clarifications. This will unfortunately open the door to at least another year of delay that will cost ESKADENIA dearly on top of the already incurred very high costs. This will demand huge efforts to repeat the project activities all over again (definition, design, analysis, development, quality assurance, deployment, updating the data migration templates, re-migration and reconciling the new data and the verification of the whole systems) and this is a practically a new contract.

It is obvious that the project is at this stage out of track. The immediate win-win solution is to go back and do the UAT on the originally agreed scope. We would then be able to accept further development after the UAT and Going Live as this project must be closed.

This project has in a nut shell been severely impacted by the lack of scope control from the ICIEC side.

The ESKADENIA position is firmly decided on a choice of either to take the decision to Go Live with the already developed scope of the project and as in the plan proposed in the ESKADENIA letter of the 26th of October, or to negotiate a new agreement to go forward.

With our best regards,



Nael Salah
Managing Director
ESKADENIA Software