



The Islamic Corporation for the Insurance of Investment and Export Credit (ICIEC)

ICIEC Takaful System

Project Charter

ESKADENIA
SOFTWARE
Legal

Original

ESK/INS-19:0074 Uen

Prepared by

ESKADENIA
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1 INTRODUCTION

1.1 Executive Summary

ESKADENIA Software and ICIEC gladly decided to implement ESKADENIA Software packages as mentioned in the license agreement and the Statement of Work #1 (SoW#1).

Referring to the license agreement - Ref no. ESK/MS-18:171 Uen Rev. A and the SoW#1; **ESKADENIA** software packages will be provided according to the SoW #1 and the signed gap scope documents and is estimated to be closed by Jun 2020, where all project activities including project management, gap analysis, customization, integration [Swift, SAP, Reuters], data migration, systems deployment, setup configuration, training, go-live simulation test and go-live activities – commercial use - will take place.

The project schedule is based on ESKADENIA's working days for offsite activities and based on ICIEC's working days for on-site activities, any delays resulting from public holidays shall not be considered as delays to the project schedule and will not be considered as working days and must be communicated with all project stakeholders.

1.2 Purpose of Project Charter

This project charter provides a summary of the project, as well as the goals and objectives which this project will set out to achieve. It defines the high-level scope of the project and the overall approach for the work to be completed and establishes a baseline of expectations for the project. The project charter will also serve as the basis for a more detailed project plan for the implementation of **ESKADENIA** software packages; Credit Insurance, Financial System, Approval & Notifications, Agents Portal, Banc-assurance, Customer Portal, Wakala Module, Customer Relations Management (CRM), Workflow, Documents Management System (DMS), Business Intelligence (BI), Logging and Audit Trail.

The main purpose of this charter is to ensure a common understanding of the project scope and the implementation approach of this project and to ensure a common understanding of the project deliverables, due dates, risks, and assumptions & constraints.

The approval of this project charter will indicate a formal project commencement date to move forward with the project.

1.3 Business Need

The main business need of ICIEC in implementing ESKADENIA Software systems is to pave the way for ICIEC to digitize a greater share of its business processes by converting paper-based documents and their processing into automated transactions and workflows and therefore, to transform ICIEC into a highly efficient and effective

corporation that will improve the processing times and lower the financial costs, whilst enhancing quality of service and information available to its staff and beneficiaries. Significant focus will be given to business process optimization and reengineering as part of the project as well as implementing enhanced dashboard and reporting capabilities.

Also, the main objective of implementing the new Takaful System in ICIEC using ESKADENIA Software contracted systems is to enhance the institutional performance, capacity and responsiveness of ICIEC in pursuit of its strategic objectives outlined its 10-year Strategic Plan that aims to increase in the volume of intra-trade between member countries, attract investments and promoting Islamic Insurance Services and Solutions.

2 PROJECT & PRODUCT DEFINITION

2.1 Project Vision

The vision of this project is to implement the contracted **ESKADENIA's** software packages as mentioned in the scope below for the benefit of ICIEC.

2.2 Project Objectives

The following are the main objectives that will be achieved out the project:

- Facilitate & improve ICIEC daily operations through utilizing ESKADENIA's contracted systems; increase processes efficiency and real-time access to information.
- Implement the contracted systems according to the license agreement and SoW#1 taking advantage of the best practices of business processes.
- Seamlessly integrates business data and business processes.
- Enhance customer services by having the ability to meet their requirements and needs.
- Ability to provide the proper information to assist and make timely swift decisions.
- Assist the company to grow and expand with no added strain on existing resources.

2.3 Project and Product Scope

Based on the - License agreement & SoW#1 - between ESKADENIA Software and ICIEC, the contracted systems will be delivered according to the gap scope documents that will be approved by both parties - based on the requirements gathering sessions and the scope of the SoW#1- and will be parameterized to meet ICIEC needs.

The scope of the project includes the implementation of:

- ESKA® Insures – Credit Insurance.
- ESKA® Insures – Agents Portal.
- ESKA® Insures – Banc-assurance.
- ESKA® Insures – Approval & Notifications.
- ESKA® Insures – Wakala.
- ESKA® Insures – Customer Portal.
- ESKA® Business Manager – Financial System (GL, AR, AP, Cash Management, Fixed Assets, Collection, Shareholders, Investment)
- ESKA® Customer Relations Management

- ESKA® Workflow
- ESKA® Documents Management System
- ESKA® Audit Trail
- ESKA® Logging
- ESKA® Analytics (Business Intelligence)
- All services needed for systems customization, integration, data migration, installation, configuration, testing, usage and operation of all applications under the signed agreements including:
 - Customizing the contracted applications upon the approved/ signed gap scope documents and the scope of SoW#1.
 - Configuring the contracted applications to perform and support ICIEC business processes.
 - Training the End Users, administration and technical support groups
 - It's assumed that the total number of users who will attend the training sessions for all contracted systems is approx. 50 users.
 - ICIEC to sign off training documents; training plan and training syllabus in addition to the training/ trainer survey.
 - ICIEC's steering committee leader to sign off the acceptance forms – as listed in the project schedule.
- The contracted applications Software licenses shall include the right to use by ICIEC users based on the license agreement.
- The user manuals of the contracted systems will be provided post project closure.

Out of Scope: These are for the provision of software; hardware; infrastructures and services as required directly by, or in support of, this project, including:

- Any additional Gap required on the deliverables – out of the signed gap scope documents and the SoW#1 scope - will be considered as a change request and should not be linked with the systems provisional or project final acceptance.
- Servers & Databases required for the proposed solutions.
- Migrated data cleansing & conversion.
- Processing hardware and related operating systems.
- Communications infrastructure and services.
- Physical access control systems.
- Miscellaneous hardware.
- Backups for applications & Databases.

2.4 Deliverables

The following table summarizes the contracted systems that would be delivered throughout the project as per the License Agreement, the SoW#1 and the Appendix (A) to the Master Agreement:

ESKADENIA Contracted Systems:

PRODUCT	LIST OF THE MAIN MODULES
ESKA® Insures Credit Insurance	▪ Setup ▪ Sales Network ▪ Production ▪ Claims ▪ Reinsurance
ESKA® Insures Agents Portal	▪ Setup ▪ Production
ESKA® Insures Banc-assurance	▪ Setup ▪ Production
ESKA® Insures Wakala	▪ Setup ▪ Calculation & Distribution
ESKA® Insures Customer Portal	▪ Administration ▪ Portal
ESKA® Insures Approval & Notifications	▪ Data Setup. ▪ Approvals & Notifications process setup. ▪ Logs.
ESKA® Business Manager Financial System	▪ General Ledger. ▪ Accounts Receivable. ▪ Accounts Payable. ▪ Cash Management. ▪ Fixed Assets. ▪ Collection Module. ▪ Shareholders. ▪ Investments. ▪ Standard Reports
ESKA® CRM	▪ Accounts Management. ▪ Sales and Opportunities. ▪ Marketing. ▪ Integration Module (Insurance & ESKA Finance). ▪ Shared Services. ▪ CRM Setup & Security.
ESKA® Workflow	▪ User Side ▪ Workflow Monitor ▪ Workflow Designer ▪ Organization Structure ▪ Form Builder ▪ Menu Builder
ESKA® DMS	▪ Archive Search

PRODUCT	LIST OF THE MAIN MODULES
	▪ Cabinets ▪ Inward Mail ▪ Outward Mail ▪ Search Cabinets ▪ User Side ▪ User Setup
ESKA® Audit Trail	▪ Trail Setup ▪ Trail Query ▪ Database Setup
ESKA® Logging	▪ Dashboard ▪ Online Users ▪ Logging Query
ESKA® Analytics (Business Intelligent System)	▪ Importing ▪ Modelling ▪ Analysis & Visualization.

The delivery of the above products will include the gap requirements, online operational reports, integration requirements [SWIFT, SAP, Reuters] and data migration.

The user manuals of the above systems will be delivered post project closure.

Professional Services:

The project management methodology and processes will follow PMI and CMMI best practices & standards and as stated in the Appendix (A) to the Master Agreement.

PHASE	DESCRIPTION
Initiation Phase	▪ Kick-off Meeting ▪ Project Charter
Planning Phase	▪ Project management plans not limited to: - Project Schedule - Project Management Plan - Communications Plan - Stakeholder Matrix - Configuration Management Plan - Resources Plan
Definition Phase	▪ Gap Analysis (Onsite & offsite) ▪ Gap scope documents – as per the gap sessions conducted with ICIEC ▪ Approved and signed gap scope documents.
Design Phase	▪ Managing the requirements, tasks, test cases using ESKADENIA Team Foundation Server (TFS) ▪ Build Validation Plans ▪ Build Training Plan ▪ Build The Integration Plan [SAP, SWIFT, Reuters] ▪ Build Business Intelligence Architecture Landscape & Strategy

PHASE	DESCRIPTION
Development Phase	▪ Customization, testing & bugs fixing ▪ Integration with SWIFT, SAP & Reuters ▪ Data Migration
Pre-Production Deployment Phase	▪ Installation of the contracted systems at ICIEC's testing environment. ▪ Delivery and Acceptance of System Installation of all solutions in scope ▪ Configuring the systems setup and parameterization. ▪ Conducting gap verification sessions with ICIEC steering committee. ▪ Provisional Acceptance per product. ▪ Delivering administration and end user training on the contracted systems. ▪ Training Acceptance. ▪ Business go-live simulation @ ICIEC test environment. ▪ Acceptance of all solutions in scope.
Production Deployment Phase <i>[The commercial Use of the contracted systems will be activated in 3 phases]</i>	▪ Installation of the contracted systems at ICIEC's production environment. ▪ Going-live phase 1, launching [Credit Insurance, Approval & Notifications, Financial System, CRM] ▪ Going-live phase 2, launching [DMS, Workflow, Wakala, Banc - assurance & Agents Portal] ▪ Going-live phase 3, launching [BI, Audit Trail, Logging, Customer Portal]
Project Closure	▪ Sign-off Project Final Acceptance and conduct project closure meeting.

3 PROJECT ORGANIZATION

3.1 Project Parties

Parties	Representative
ICIEC	Mr. Oussama Kaissi Chief Executive Officer
ESKADENIA Software	Mr. Nael Salah Managing Director

3.2 Key Stakeholders

The following are the main stakeholders of the project so far, a process of stakeholder identification and assessment will take place after the approval of the project charter.

Stakeholder	Name	Interested in
Project Sponsors/ Steering Committee Chairmen	Mr. Nael Salah Mr. Oussama Kaissi	- Alignment with the company vision and strategy. - Sponsorship of the project - Chairing the Project Steering Committee from both ICIEC and ESKADENIA sides. - Project milestones. - Achievement of targets. - Critical issues and risks. - Approval of project deliverables by the CEO, ICIEC
ICIEC – Steering Committee Convener (IT Manager, Project Manager)	Mr. Mohamad El- Sayed	- Facilitate the project activities from ICIEC side. - Project status and progress. - Risks and issues. - Monitoring and controlling activities. - Facilitate the Provisional acceptance sign-off. - Facilitate Training sign-off. - Conflict Management. - Facilitate the Project final acceptance sign-off. - Follow up and lead the project activities and submission required from ICIEC side. - Sign-off the acceptance forms on-behalf of ICIEC after obtaining ICIEC's steering committee approvals / sign-offs on the deliverables internal to ICIEC
ICIEC – Steering Committee Member	Mr. Adil Awad Babiker Mr. Ahmed Arbee Mr. Bessem Soua	Internal to ICIEC: Provisional acceptance of Business Requirements Documents and Gap

(Business Process Owners)	Mr. Hussain Omar <u>Alloub</u> Mr. Lotfi Zairi Mr. Mahdi Abulhasana Mr. Mohamud Khalif Mr. Mourad Mizouri Mr. Mustafa Abulrub Mr. Rahmatnor Bin Mohamad Mr. Suleiman Abutayeh Mr. Yasser Alaki	Analysis documents related to their Business Areas - Provisional acceptance of data uploads to the ICIEC Takaful System related to their business areas - Provisional acceptance of Users Acceptance Testing Cases and Scenarios related to their business areas. - Provisional acceptance of all Users Acceptance Testing results related to their Business Areas.
ICIEC – IT Technical Lead	Mr. Reyaz Ahmed Wani	- Facilitate the project technical activities from ICIEC side. - Project status and progress. - Risks and issues.
ESKADENIA - Project Manager	Ms. Laisan Mobaideen	- Adhering to CMMI-L3 processes, project management plans & guidelines. - Control over scope, schedule, resource, budget & project activities. - Performance measurements, Risks and issues. - Acceptance sign-offs. - Monitoring and controlling activities. - Conflict Management.
ESKADENIA - Business Unit Managers	Mr. Mohammad Amoudi Mr. Mahmoud Issa Mr. Abdallah Abu Hazeem	- Achievement of project milestones. - Control over time, resources, and budget and project activities. - Provide the appropriate resources to fulfil the project different activities.
ESKADENIA - Product Managers	Mr. Radwan Al-Jundi Mr. Amer Kayyali Mr. Abdullah Abu Hazeem Mr. Maen Ameerah Ms. Sally Zreiqat	- Gap analysis & gap documentation - Products customization in scope, migration, and installation. - Product Quality and stability. - Setup parameterization. - Training and acceptance sign-offs. - Go-Live.
ESKADENIA - Quality Manager	Mr. Mohammad Abu Baker	- Auditing the products and project adherence to CMMI-L3 processes, project management plans & guidelines. - Monitor and control over products and project quality.

4 PROJECT PLAN

4.1 Approach

The proposed system will be delivered to meet ICIEC business needs. This section outlines the methodologies and techniques that will assist in balancing the varied needs.

The adopted deployment with customization methodology at ESKADENIA is an approach where the outputs from a specific stage serve as the initial inputs for the following stage but with high flexibility and careful implementation of change control.

The deployment with customization methodology of ESKADENIA software packages project should be aligned with ESKADENIA CMMI-L3 processes and stated in the Appendix (A) of the Master Agreement. The ESKADENIA Process Model describes the generic phases, processes and activities required to implement the deliverables of the project. It is a methodology that has evolved from experience and best practices of previous engagements.

4.2 Key Milestones

The following are significant events to be completed and critical to the project success:

Milestone	Due Date
Project Kick Off	07.04.2019
Project Charter Sign-off	10.04.2019
Sign-off Financial Gap Scope Document	23.05.2019
Sign-off Credit Insurance Gap Scope Document	10.06.2019
Sign-off Agents Portal Gap Scope Document	03.07.2019
Sign-off Banc-assurance Gap Scope Document	03.07.2019
Sign-off BI Gap Scope Document [Reports Required]	04.07.2019
Sign-off Customer Portal Gap Scope Document	23.05.2019
Delivery and Acceptance Gap Analysis of all solutions in scope	04.07.2019
Delivery and Acceptance of System Installation of all solutions in scope	03.10.2019
ICIEC Steering Committee Acceptance 1 (UAT)	25.11.2019
Delivery and Acceptance of Training of all solutions in scope	12.12.2019
Delivery and Acceptance of solutions in scope – Acceptance 2 [System Test Completion Certificate]	29.12.2019
Go-Live Announcement - Phase 1	02.02.2020
Go-Live Announcement - Phase 2	05.04.2020
Go-Live Announcement - Phase 3	01.06.2020
Project Final Acceptance Sign-off and Project Closure Announcement	28.06.2020

4.3 Dependencies

The following is a list of the main activities that:

- Will impact another activity internal or external to the project
- Will be impacted by another activity internal or external to the project.

Project Activity	Impacts on	Description	Severity	Due Date
Project Charter Approval	Officially authorise and Initiate the project	The approval of this project charter is a must to indicate a formal initiation to move forward with the project.	High	08.04.2019
Gap scope documents sign-off	Products customization phase [gap development].	The gap scope documents prepared upon the requirements gathering gap analysis sessions and the scope of Sow#1 must be approved and signed by ICIEC.	High	Per Product. <i>Check the milestone table above.</i>
The setup data must be prepared by ICIEC based on ESKADENIA Excel Templates and/or upon the migration approach agreed between both parties.	• Setup Configuration. • Gap Verification. • Training. • Data Migration phase.	Data to be migrated must be clean and provided based on ESKA templates.	High	Setup sheets to be provided – in Sep 2019 - prior the setup configuration phase.
Delivery and Acceptance of System Installation of all solutions in scope	Systems Setup Configuration	After installing the systems at ICIEC test environment, an official email must be sent to ICIEC informing them with the systems installation completion in order to start the setup configuration activities.	High	03.10.2019
Define Systems Setup Data.	• Data Migration. • Gap Verification. • Training phase. • Go-live Simulation Phase.	ICIEC cooperation in providing the systems needed setup data.	Medium	Best during Oct 2019
The data to be migrated must be prepared by ICIEC based on ESKADENIA Excel Templates and/or upon the migration approach agreed	Data Migration phase.	Data to be migrated must be clean and provided based on ESKA templates.	High	Migration sheets to be provided – in Sep 2019 - prior the onsite data

between both parties.				migration activities.
ICIEC Steering Committee Acceptance # 1 (UAT) - Provisional acceptance sign-off per product.	• Training activities. • Installation @ ICIEC production server.	At the end of the gap verification sessions at ICIEC test environment, ICIEC shall sign-off the provisional acceptance per system before conducting the training activities.	High	Per Product. Check the milestone table above
Delivery & acceptance of solutions in scope	• Go-live activities	The acceptance of all solutions in scope is needed prior commencing the commercial use of the systems.	High	29.12.2019

5 PROJECT CONSIDERATIONS

5.1 Risks

Risks are defined as "any event which may adversely affect the ability of the solution to produce the required deliverables". Risks might be Strategic, Environmental, Financial, Operational, Technical, Industrial, Competitive or Customer related.

It's necessary to undertake a formal Risk analysis and assessment to identify any potential risks to reduce the likelihood and the impact levels of each risk's. A Risk analysis will be conducted to follow the Risk Management Guidelines.

The charter development participants identified the initial (High Level) risks as of to date as the following:

Risk	Likelihood	Impact	Preventive Actions
Changing on the approved gap scope documents	Medium	High	- Any changes requested on the systems after signing the gap and not included in the scope of SoW#1 to be handled separately according to the change procedures followed at ESKA and to be implemented post going live. - Any changes requested shall not affect any acceptance under the project. - If a mandatory change is requested by ICIEC after approving the gap scope documents - not included in the scope of Sow#1 - and required to be implemented before going live; an official request must be sent by ICIEC to postpone the project go-live date. Taking in consideration that the payments shall not be affected by this change. Any extra charges/ additional cost on professional services related to the change - not included in the scope of Sow#1 - shall be charged on ICIEC.
Delay in issuing KSA invitation letters for ESKA resources which might impact the project on-site activities. Delay in issuing KSA visa for ESKADENIA employees.	Medium	High	- Prepare for the onsite activities ahead. - ESKADENIA will be fully responsible for obtaining visas for entry to and exit from the Kingdom of Saudi Arabia for the Personnel, and where applicable for their dependents, and such licenses and permits as may be necessary. Nevertheless, ICIEC shall, upon

			request by ESKADENIA, provide all reasonable assistance and support to facilitate obtaining of such visas and Find alternatives for the resource/ or the activities if can be done offsite.
Delay in getting ICIEC setup data ready	Low	High	Full cooperation from ICIEC side in terms of providing the setup data required for running the systems.
Delay in providing the needed data to be migrated based on ESKA templates.	Low	High	- Full cooperation from ICIEC side in terms of providing the needed data to be migrated based on ESKA templates. - ICIEC to keep ESKA teams updated with the progress of filling the sheets.
Not be able to meet the project Go-Live announcement date per each phase.	Medium	High	- Proper allocation of resources from both parties. - Full cooperation between ICIEC & ESKADENIA - After collecting the gap during the requirements gathering and gap analysis sessions, If the customization actual man-days is higher than the man-days set in the SoW#1 - 465 man-days. The impact on the project schedule must be communicated with ICIEC in order to re-schedule the going live dates. - Monitor project progress - If a mandatory change is requested by ICIEC after approving the gap scope documents - not included in the scope of SoW#1 - and required to be implemented before going live; an official request must be sent by ICIEC to postpone the project go-live date. - Any changes needed on the systems after signing the gap scope documents, not included in the scope of SoW#1, to be applied after project closure and upon the project change control board assessment and the evaluation of the change.

ICIEC key resource/ key player leaving the project without handing over the activities to another resource and without informing ESKA with the change might impact the activities due dates.	Medium	Medium	- Managing and monitoring the resources assigned to the projects. - Keep the resources aware ahead of time of the project activities agreed between both parties. - Keep the other party informed and aware ahead of the resource change and the handover plan.
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5.2 Issues

As the project evolves, issues will surface to the project. To ensure that issues are managed so that risk is appropriately prevented and a plan for resolution is completed within a short period of time, the following processes will be deployed.

- All identified issues will be captured via an Issues Log system Team Foundation Server (TFS) at ESKADENIA - or at the project share point library – and to be communicated with project stakeholders through the progress reports.
- As issues are raised, a new issue will be logged into the TFS and then it will be reviewed to ensure the issue is clearly named, concisely defined and accurate.
- A priority (high, medium, low) assessed.
- Responsible resource assigned.
- Estimated date for completion will be defined.

Team Foundation Server (TFS) Issue tracking capability will be used to manage issue proposed resolution. We will monitor the issues to ensure that they are worked to closure. When an issue is resolved, the Project manager will update the issue status and add a description of the solution and indicate the date resolved.

Issues that cannot be resolved by the project team will be documented and communicated to the project change control board (CCB). The objective of this process is to resolve all issues within a agreed short time of being escalated to the steering committee.

An issue log will be created as the project evolves to maintain and track all the project issues that may arise throughout the project lifecycle.

5.3 Assumptions

Because assumptions set expectations regarding the “ground rules” for the implementation, they will be communicated to all project participants.

The following assumptions have been identified using the definition that assumptions are known and may impact the project.

General ICIEC responsibilities:

- Acceptance cycle: for any deliverable submitted for ICIEC review & approval, except UAT deliverables, the response time shall not exceed 5 working days.

- ICIEC to approve and sign-off the gap scope documents based on the scope of SoW#1, requirements gathering and gap analysis sessions conducted before ESKADENIA commence the customization phase.
- ICIEC to provide all the needed - clean migrated data - using the data migration templates provided by ESKADENIA.
- The delivery of the contracted systems depends on ICIEC involvement in the different related aspects of the systems or services:
 - The ability to provide accurate and complete information as needed and on time.
 - Timely & effective completion of related responsibilities, decisions and approvals.
 - ICIEC resources commitment to the project activities.
- Appropriate and knowledgeable resources will be assigned to the project.
- Mr. Mohamad El-Sayed – ICIEC steering committee Convener – is responsible for the facilitation of signing/ approving any needed project documentation/ deliverable and will be leading the project activities from ICIEC side.
- Commitment from ICIEC to the planned and agreed ESKADENIA team onsite visits (dates).

Project Assumptions:

- ESKADENIA & ICIEC will ensure the availability of the resources to complete the project activities.
- Man-days effort consideration:
 - Man-day = 8 hours during normal working days.
 - Man-day = 6 hours during Ramadan
- The project commencement date is the project kick-off meeting having the charter signed. However, the charter might be signed after the kick-off in one-two days.
- The project initial schedule & timeline was built based on the man-days stated in the SoW#1.
- It's assumed that the schedule and project timeline might change based on the gap analysis results and the actual effort needed to deliver the requirements. *Ex. The customization effort might exceed 465 man-days which will impact the project timeline*
- Its assumed that the customization will be on the below systems:
 - Credit Insurance
 - Financial System
 - Agents Portal
 - Banc-assurance
 - Customer Portal
- Its assumed that no customization will be applied to the below systems, as these are considered tools and supporting systems; during the requirements gathering sessions, demo sessions –orientation sessions/ discussions- will be conducted to ICIEC on the systems below:
 - Approval & notifications || only the approvals and notification requirements will be under the gap but not the tool functionality/ behaviour itself.
 - DMS
 - CRM

- Audit Trail
- Logging
- Wakala
- Business Intelligence || only the required reporting will be under the gap.
- Its assumed that data migration will be done for the below systems only:
 - Credit Insurance
 - Financial System
 - Agents Portal
 - Banc-assurance
 - Customer Portal
- In case of any delay that exceeds the total project man days and is caused by ESKADENIA; ESKADENIA will continue the activation process without any extra charges on ICIEC.
 - Products Development;
 - Development effort took more time than the planned as stated in the gap scope document.
 - The gap wasn't developed as stated in the gap scope documents and the scope of SoW#1.
 - Products Deployment;
 - Deployment effort took more time than the planned and is caused by ESKADENIA
 - Data Migration
 - The data wasn't migrated correctly by ESKA team as per the migration sheets provided – considering the migration sheets were filled correctly by ICIEC.
 - ESKADENIA Consultants
 - Delays due to incompetency and poor performance of ESKADENIA consultants working in the project.
 - Delays or unavailability of ESKADENIA consultant in joining planned onsite activities and its caused by ESKADENIA.
 - Delays of ESKADENIA consultant visa processing in Amman – Jordan
- In case of any delay that exceeds the project total man days and is caused by ICIEC; ICIEC will be charged the agreed-upon amount of extra man-days as per the signed agreement.
 - Change Requests
 - Requesting changes on the approved gap scope documents.
 - Data Migration
 - Inaccurate data filled in the migration sheets
 - The migrated data wasn't clean and affects the desired data quality.
 - Setup Sheets
 - Wrong setup data logged
 - Re-structuring/ Re-defining the setup logged which might impact the gap verification, training and post training activities.

- Any new change requested during the project implementation and is out of the project scope shall not affect the system provisional acceptance and going live. Changes will be handled separately after going live.
- The project going-live shall not exceed the maximum duration period as defined in the master & license agreement; but if the project duration was estimated to exceed the maximum duration, the duration extension should be agreed by both parties; ESKADENIA Software and ICIEC.
- Some deliverables are dependent on other deliverables; therefore omitting a deliverable might not reduce the time/ cost. | taking in mind item (2) of License Agreement and item (4.1) of SoW#1.
- Any changes to the deliverables after approving the gap scope documents and not included in the scope of SoW#1 will be considered as a change request.
- Any delays in ICIEC approval or feedback on the deliverables will impact the project schedule.
- Upper & Mid management from both parties will support and foster the project goals and objectives.
- There are enough resources and adequate support to maintain the deliverables and conduct on-going processes.
- There are representatives in the functional team from each business/service area.
- The training approach will be end users training for the contracted systems where the total number of ICIEC users who will be using the systems assumed to be approx. 50 users.
- User manuals to be delivered post project implementation and project closure.
- ICIEC to have suitable training venues for conducting parallel training sessions.
- Training sessions to be conducted in parallel as per the project schedule.
- Any defect reported during the post-training business go-live simulation activities shall be classified as per the below table, and in order to obtain the systems provisional acceptance, critical/ showstopper and high-level bugs shall be resolved. Low/ medium bugs to be handled under the support period after going live and according to service level agreement (SLA) that will be agreed between both parties.

Severity Classification	Definition
Showstopper/ Critical	• A defect that completely blocks testing of the product/ feature. • A feature developed itself is missing from the build. • Any catastrophic system failures could lead the user to non-usability of the applications
High	Any Major feature implemented that is not meeting its requirements and behaves differently than stated in the approved gap scope documents or what was approved through emails. A major defect occurs when the functionality is functioning grossly away from what's approved in the gap scope documents or not doing what it should be doing.
Medium	Any feature implemented that is not meeting its requirements and behaves differently than stated in the approved gap scope documents, but the impact is negligible to some extent or it doesn't have a major impact on the application

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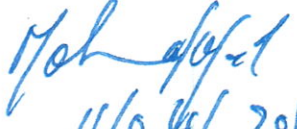
	A moderate defect occurs when the product or application doesn't meet certain criteria or still exhibits some unnatural behaviour; however, the functionality as a whole is not impacted.
Low	Any cosmetic defects including spelling mistakes or alignment issues, or font casing can be classified under Low Severity. A minor low severity bug occurs when there is almost no impact on the functionality, but it is still a valid defect that should be corrected.

5.4 Constraints

A list the major high-level constraints identified with the project to date:

- The customization shall adhere to the approved gap scope documents and the scope of the Sow#1.
- The implementation model must comply with CMMI-L3 processes and as stated in the Appendix (A) to the Master Agreement.
- Commitment from ESKADENIA and ICIEC to the license agreement & SoW#1 - Ref no. ESK/MS-18:171 Uen Rev. A - project activities and recommendations.
- Any changes to the provided systems (Functional & Non-Functional) after signing the gap scope documents and not the scope of SoW#1 will be considered as change requests and should not be linked with the systems final acceptance (project acceptance).
- The members of the project team will be allocated to the project with different responsibilities.
- If ESKADENIA delivered the contracted systems upon ICIEC requirements/ signed gap scope documents but ICIEC decided later to not activate a certain system/ or module, this shall not affect the project acceptance.

6 APPROVALS

Title/ Role	Organization	Name	Signature	Date
IT Manager - Steering Committee Convener (Project Manager)	ICIEC	Mr. Mohamad El- Sayed		11/04/2019
Project Manager	ESKADENIA	Ms. Laisan Mobaideen		11.04.2019
Insurance Department Manager	ESKADENIA	Mr. Mohammed Amoudi		11/4/2019
Enterprise Department Manager	ESKADENIA	Mr. Mahmoud Issa		09/04/2019
Security & Analytics Department Manager	ESKADENIA	Mr. Abdallah Abu Hazeem		09/04/2019