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PROJECT MONITORING and QUALITY MANAGEMENT for IT SYSTEM INSTALLATION (AWAD) for AQABA SPECIAL ZONE ECONOMIC ZONE AUTHORITY (ASEZA)-INTRACOM INCEPTION REPORT

**AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED)
PROGRAM**

30th April 2009

This publication was produced for review by the United States Agency for International Development. It was prepared by Intracom Jordan a subcontractor for AECOM International Development under the Aqaba Community and Economic Development (ACED) Program.

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development, AECOM International Development or the ACED Program.

ACED Program Frequently-Used Acronyms and Abbreviations

(Not all of the following will appear in every ACED Program document)

ACED Program	Aqaba Community and Economic Development Program (USAID)
ACT	Aqaba Container Terminal
ADC	Aqaba Development Corporation
ADS	Automated Directive Systems
AIDAR	USAID Acquisition Regulation
AIIIE	Aqaba International Industrial Estate
APC	Aqaba Ports Corporation
ASEZ	Aqaba Special Economic Zone
ASEZA	Aqaba Special Economic Zone Authority
ASRI	Aqaba Skills Readiness Index
ASYCUDA	Automated System for Customs Data
ATASP	Aqaba Technical Assistance Support Program (USAID)
AUC	Aqaba University College
AZEM	Aqaba Zone Economic Mobilization Project (USAID)
AGDTF	Aqaba Garment Development Task Force
BAFO	Best and Final Offer
BDC	Business Development Center
BDS	Business Development Services
CBO	Community-Based Organization
CEDAW	Convention on the Elimination of All Forms of Discrimination Against Women
CMT	Cut-Make-Trim
CO	Contracting/Contracts Officer
COB	Close of Business
COP	Chief of Party
CP	Cost Proposal
CRM	Customer Relationship Management
CSO	Civil Society Organization
CSR	Corporate Social Responsibility
CTO	Cognizant Technical Officer
D&G	Democracy and Governance
DCA	Development Credit Authority
EG	Economic Growth
EGRA	Early Grade Reading Assessment
EO	Economic Opportunities
EOI	Expression of Interest
EPC	Executive Privatization Commission
ERfKE	Education Reform for a Knowledge Economy (USAID)
EU	European Union
ETF	European Training Foundation
FAR	Federal Acquisition Regulation
FDI	Foreign Direct Investment
FDR	Fixed Daily Rate
FHR	Fixed Hourly Rate
FTA	Free Trade Agreement
FZC	Free Zones Corporation

GDA	Global Development Alliance
GDP	Gross Domestic Product
GEM	Gender Entrepreneurship Markets
GIS	Geographic Information System
GOJ	Government of Jordan (the central governing entity of Jordan)
GPS	Global Positioning System
HR	Human Resources
ICDL	International Computer Driving License
ICT	Information and Communications Technology
INJAZ	Economic Opportunities for Jordanian Youth Program
IPR	Intellectual Property Rights
IQC	Indefinite Quantity Contract
ISP	Internet Service Provider
IS-ASEZA	Institutional Support to ASEZA (EU funded project)
IT	Information Technology
JD	Jordanian Dinar
JITOA	Jordan Inbound Tour Operators Association
JIB	Jordan Investment Board
JNA	Jordan National Agenda
JNCW	Jordanian National Commission for Women
JSCED	Jordan Standard Classifications of Education
JUSBP	Jordan-United States Business Partnership
JUSFTA	Jordan-United States Free Trade Agreement
KOJ	Kingdom of Jordan (the country within its physical boundaries)
LCDD	Local Community Development Directorate (ASEZA)
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LTТА	Long-Term Technical Assistance
M&E	Monitoring and Evaluation
MENA	Middle East and North Africa
MFI	Microfinance Institution
MIS	Management Information System
MOF	Ministry of Finance
MOL	Ministry of Labor
MOPIC	Ministry of Planning and International Cooperation
MOTA	Ministry of Tourism and Antiquities
MOU	Memorandum of Understanding
MSME	Micro, Small & Medium Enterprises
NCHRD	National Center for Human Resources Development
NDA	Neighborhood Development Activity
NDC	Neighborhood Development Committee
NET	Neighborhood Enhancement Team
NICRA	Negotiable Indirect Cost Rate
NGO	Non-Governmental Organization
NTS	National Tourism Strategy
PACE	Participatory Action for Community Enhancement
PMP	Performance Management Plan
PPP	Public Private Partnership
PR	Public Relations

PSD	Private Sector Development
R&D	Research and Development
QA	Quality Assurance
QC	Quality Control
RFP	Request for Proposal
RFQ	Request for Quotation
SABEQ	Sustainable Achievement of Business Expansion and Quality (USAID)
SIYAHA	The Tourism Project (USAID)
SFU	Satellite Factory Unit
SME	Small and Medium Enterprises
SOW	Scope of Work
STTA	Short-Term Technical Assistance
SWOT	Strength, Weakness, Opportunities and Threads
TA	Technical Assistance
TBD	To Be Determined
TO	Task Order
TOT	Training of Trainers
TP	Technical Proposal
TRIDE	Trilateral Industrial Development
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
VTC	Vocational Training Center
WAEDAT	Women's Access to Entrepreneurial Development and Training
WEPIA	Water Education and Public Information for Action
WTO	World Trade Organization
WTTP	Workforce Technical Transformation Program

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1. EXECUTIVE SUMMARY

As part of the project between INTRACOM and ACED program,, to provide monitoring and advisory services for ASEZA Workflow Automation, Document Management with a Portal interface (AWAD) project, this Inception report is considered the first deliverable submitted to ACED as part of the project.

This report is delivered after studying the project management and technical areas in AWAD project; it consists of four sections, executive summary, project management assessment, project technical and business assessment, next steps and actions.

In addition, four annexes are attached which are April progress report, communication plan, minutes of meeting and profile schedule.

2. PROJECT MANAGEMENT ASSESSMENT, RECOMMENDATIONS and ACTIONS

The activities of the contract started on 26th March 2009 by mobilizing INTRACOM PM to be located at ASEZA premises.

Man Efforts	Major issues/tasks
22 man days in total by INTRACOM PM	E-Tech Proposal for AWAD project has been reviewed by INTRACOM PM and noticed the absence of clear Project Schedule/Timeline showing clear phases dates, deliverables and milestones, on 29 th initial schedule were submitted and reviewed by INTRACOM PM and provided his comments.
	Absence of review period by ASEZA for the deliverables have been noticed that it's not mentioned clearly in e-Tech proposal, INTRACOM PM escalated this issue and advised AWAD Project Manager to Request e-Tech Program Manager to define the review durations for each deliverable, the review period is officially defined in e-Tech communication to be 5 days.
	Absence of deliverables number of iterations is not defined in e-Tech proposal; this issue has been communicated and discussed with AWAD Project Manager and advised him to define it with e-Tech program manager, Email to be sent by AWAD project manager to e-Tech program manager.
	Following up on several issues like scanners space, Communication between intracom and Etech and its subcontractors were discussed and agreed upon based on the communication plan, Servers procurement, IFS computers upgrade, setting backlog environment and Etech Team Mobilization.

2.1 Risk Management

Risk logging, tracking, and solving process, INTRACOM PM shall provide AWAD PM with the risk log process, template, and provide the needed support to proactively define AWAD project risks, and track them.

Risk template is provided, and shall be filled by INTRACOM PM and submit it to AWAD PM to be updated on weekly bases during the project managers weekly meeting with assistance from INTRACOM PM, the template shall include mainly the following :

- Risk Category (Scope, resource, equipment, etc.)
- Risk Description
- Possible Impact
- Suggested Solution
- Possibility, Severity, Responsible party
- Start and Closing date
- Status

2.2 *Issue Management*

Issue logging, tracking, and solving process, INTRACOM PM shall provide AWAD PM with the Issue log process, template, and provide the needed support to proactively define AWAD project issues, and proper following up them.

Issue template is provided, and shall be filled by INTRACOM PM and submit it to AWAD PM to be updated on weekly bases during the project managers weekly meeting with assistance from INTRACOM PM, the template shall include mainly the following :

- Issue Type and description
- suggested solutions and actions
- Issue priority from the project manager perspective
- issue responsibility and assigned resource to follow up
- issue start date, targeted and actual closing dates
- Percent of completion and its status

2.3 *Deliverables Management*

Project Deliverables tracking, INTRACOM PM shall provide AWAD PM with the deliverables filled log, and provide the needed support/explanation to track AWAD project deliverables status on weekly bases through the project manager's weekly meeting. Deliverables Log mainly includes the following:

- Planned and Actual delivery Date
- Planned and Actual Feedback Date
- percent of completion and its status

Project deliverables approval process, INTRACOM PM discussed and agreed on the process verbally with AWAD PM and INTRACOM PM shall submit written project approval process, and chain of approval(s) for AWAD deliverables.

2.4 *Change Management (Scope)*

Change Management process, INTRACOM PM shall provide AWAD project manager with change management process and provide the needed support to control AWAD project scope changes.

Change Request (CR) form, INTRACOM PM provided AWAD project manager with Change Request (CR) form, and shall provide the needed support when needed, the form mainly include the following:

- Investigation on the change
- Estimated cost and Impact
- Actual/Billable Cost and Impact
- Payment terms
- penalties on delays
- Attachments (if Any)

2.5 *Change management (People)*

AWAD PM shall agree with e-Tech team to provide awareness sessions, to enhance End Users acceptance of the new systems.

Arrangements have been done between AWAD project manager and e-Tech program manager in coordination with INTRACOM PM to conduct the awareness sessions on Wednesday 6th May 2009.

2.6 *Mobilization Management*

Etech and their subcontractors team structure and their mobilization Onsite through the next phases on monthly basis, this practice is useful to coordinate the work with ASEZA key users and users to get the most benefit out of the implementation duration.

INTRACOM PM defined and communicated this issue with AWAD PM, and AWAD PM escalated this issue with e-Tech program manager and asked to be clearly defined in the initial project schedule.

2.7 *Communication Management*

E-Tech Communication plan has been submitted and revised jointly with AWAD PM and comments sent to e-Tech program manager for amending.

INTRACOM Communication Plan has been submitted and revised with AWAD PM jointly, updates to include roles and responsibilities for INTRACOM and ASEZA in addition to INTRACOM deliverables review process.

Email communication within ASEZA and with Etech, creating email groups to enhance the communication and easy use of it, in addition, including INTRACOM PM in all ASEZA internal communication related to AWAD project to assist AWAD PM to track the work internally, the need of adding INTRACOM PM in ASEZA internal communication will be based on AWAD PM decision where he find suitable.

2.8 *Project Reporting*

INTRACOM PM reviewed the provided progress report from e-Tech and advised additional components to be added to meet the needs of AWAD project; INTRACOM PM shall review progress report and provide his feedback to AWAD.

3. PROJECT TECHNICAL and BUSINESS ASSESSMENT, RECOMMENDATIONS and ACTIONS

3.1 Portal

Defining the scope of portal implementation, portal scope is very huge as it's considered the only interface to access AWAD systems with the integration with other systems; INTRACOM and its expertise are willing to assist in the review of the scope/vision documents in the coming period to have the best portal fulfilling ASEZA requirements and needs.

3.2 Servers

INTRACOM PM discussed the servers issue with AWAD PM and escalated the importance of having the servers specification as soon as possible to start with the procurement process as this might have a risk on the project duration due to some delays in delivering the servers.

Actions have been made by AWAD PM by requesting the needed specs from e-Tech and to start with the procurement.

3.3 Scanners

Scanners space was a major issue and it's been escalated and discussed with AWAD PM to locate a space, actions have been done and location is allocated on 16th April 2009.

INTRACOM PM supported and monitored the proper delivery and installation of the scanners from ASEZA warehouse to ASEZA premises.

3.4 INTRACOM Technical efforts

INTRACOM DMS and Workflow advisory consultant didn't start the work yet, he shall start the work within the next phase mainly by providing assessment of the design documents and test plans in addition to providing the needed support to ensure the proper implementation and success of AWAD project.

INTRACOM Technical advisors Team shall start their work within the next phase mainly by Reviewing the specifications, design, work plans and schedules, proposed hardware specs, software versions and hardware/software requirements, business requirements and verifying proposed components against the business requirements.

4. NEXT STEPS AND ACTIONS

The next steps will be monitoring AWAD Planning activities, define any issues/risks, provide continuous feedback to AWAD project, review planning approach and methodology and define any risks to AWAD PM, review AWAD project management plan.

In addition to reviewing business requirements, proposed hardware specs, software versions, verifying proposed components against business requirements, deliver Scope advisory report, review Screen Mockups and deliver Architecture design Advisory.

**ANNEX A: ASEZA AWAD PROGRESS REPORT APR
2009**

ANNEX B: COMMUNICATION PLAN

ANNEX C: MINUTES OF MEETING

ANNEX D: PROJECT SCHEDULE

ANNEX A: ASEZA AWAD PROGRESS REPORT APR 2009

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I. INTRODUCTION

ASEZA Workflow Automation, Document Management with a Portal interface (AWAD) is considered phase one to implement an Oracle-platform installation during 2009. As defined by ASEZA, Phase one will be for two directorates within the Infrastructure Commission—Permitting/Building Control and Planning & Studies. In addition to Automated Processes including the Processes of DIWAN, Phase I will develop an integrated set of Workflows, GIS inputs, and database application technologies.

- “Workflow Automation will comprise automation of all ASEZA processes.
- “Document Management” will automate the capturing and entry of documents into archiving and storage, and it will allow the retrieval of imaged and other documents such as official correspondence and legal contracts.
- “DIWAN” which is responsible for all incoming and outgoing correspondences in ASEZA.
- “Portal” which will be the gate for AWAD system, the system will be only accessed through the portal.
- “GIS”, a new web based Geo Web application will be developed to manage all Geo data within ASEZA.

This project is the largest, most important endeavor undertaken by ASEZA to achieve its IT goals as outlined in its strategic plan.

2. OVERALL STATUS OF THE PROJECT

The agreement between Etech and ASEZA was that Etech will get 30 days notification period to mobilize then they will start the work onsite.

Etech got the notification letter on 26th Jan 2009 to start the work as agreed after a month from the letter date which is set on 26th Feb 2009, Etech team were mobilized and were onsite in ASEZA premises on 1st Mar 2009.

As per the feedback from Etech and AWAD PM MR. SAED AL MASOUD, some meetings were scheduled to gather the requirements related to DMS and Workflow only starting March 1st 2009.

These sessions were scheduled during March 2009 for DMS and Workflow only as Etech subcontractors were not yet mobilized due to the lack of office space which lasted for 2 weeks till 16th Mar and some departments refused to give information as they were not officially notified that the project started as stated by Etech Program Manager Ahmad Dabbah, in addition, the official kick off date was postponed from 26th Feb till 26th Mar 2009 due to some reasons related to ASEZA.

The Official Kickoff meeting was on Thursday 26th March 2009 attended by the ASEZA Project Sponsor Dr. Taha the commissioner of Infrastructure in addition to the rest of the steering committee members, by then INTRACOM as a Consulting company joined the project.

Etech Portal subcontractor (Savvytek) started their work on ground on 29th March by requirement gathering and meetings with key users.

Etech GIS Subcontractor (Infograph) started the work onsite during March 2009.

Etech Program Manager Ahmad Dabbah sent a letter on 5th April to ASEZA asking to set the starting date of the project to be 26th March 2009 to the below reason and been accepted verbally not through change request.

- Kick off date was on 26th March 2009.
- No office space was provided until 16th March 2009.
- Project consultant joined the project on 26th March 2009.
- Some department refused to give information because they were not officially notified the start of the project.

No clear schedule showing the exact date for each phase but the envisioning phase is expected to finish by 26th April 2009 as stated verbally by Etech Program manager Ahmad Dabbah.

Functional and technical committees were structured to follow up on the project progress and deliverables

AWAD Functional Committee

- AWAD Project Director – Omar Odeibat
- AWAD Project Manager – Saed Al Masoud
- Geographic information Division Manager – Ahmad Ashour

AWAD Technical Team Members

- AWAD Project Manager – Saed Masoud
- AWAD System Analyst -
- AWAD Database Administrator – Mohammad Radwan

3. PROGRESS OF WORK

3.1 *Invoicing and Payments*

One payment was released for the amount of <around 200,000 JD> covering the ORACLE Licenses.

Second payment will be released for the amount of <around 129,500 JD> covering 70% of the Scanners cost.

3.2 *Infrastructure Management <Procurement and Installation>*

As stated in the Etech proposal regarding the Hardware, they proposed the following:

1. Single Server deployment, configured of the following:
 - UCM Server
 - SOA Server
 - portal Server
 - Oracle Distributed Capture Server
2. Scanners for daily and Backlog Archiving.
3. Laptops as optional

From the list above, ASEZA bought the Scanner only through Etech and at later stage ASEZA will buy the servers on their own as they have an agreement with other company, a date should be set to place the servers order as the Etech proposal stated that they should be available before the planning phase.

Based on the Vision/Scope document that expected to be delivered on 7th May 2009, it will contain the detailed Hardware specifications and needed requirements, which then can assist ASEZA to start with the procurement process.

On 15th March 2009, the scanners acceptance committee were structured, on 8th April 2009, the scanners initial acceptance was conducted, the initial acceptance was for 27 Scanner in total and later on the installation and operation acceptance will be conducted (Expected late April 2009)

The scanners space issue was raised many times and especially in the kick off meeting on 26th Mar 2009, were its considered one of the delays in the project.

A suitable space was cleared on Thursday 16th April and the scanners were installed the week next (20th April 2009).

Installation, training for users on the scanning process will be fully conducted in the week of 19th April 2009.

Laptops upgrade issue was raised by Etech to upgrade the computers in ASEZA to operate effectively with the archiving and back log process, 10 computers are needed with minimum 2 Giga RAM.

3.3 *Business Solution*

Etech started working onsite since 1st March 2009 with requirement gathering and defining the processes to be automated, the processes are 30 processes.

The number of systems available within ASEZA is 20 systems

The work during March 2009 was only for Document Management System and Workflow in addition to DIWAN processes.

GIS and Portal subcontractors joined early April for requirement Gathering during the envisioning phase.

As communicated verbally by Etech PM, Envisioning phase will finish by 26th April 2009 and vision/scope document to be submitted on 7th May 2009 for review and sign off based on the Bi weekly report submitted by Etech.

The issue of three missing processes maps and forms was raised, AWAD PM MR. SAED AL MASOUD followed up on this issue, some processes had different names and they are gathered and will be provided to Etech to complete their work, expected to provide the needed by 26th April 2009.

3.4 (People) Change Management

There is full cooperation and good understanding within ASEZA management level about the importance of the project and the great benefit out of it.

ASEZA Key users are very cooperative and showing full support and giving the needed information.

Some awareness sessions (AWAD – GIS- -Portal) should be conducted for the users for each division to give more information and clear the image and understanding of the key users and what should they give and what they should expect from implementing this project.

These sessions is expected to be on the week starting 26th April 2009.

Within the week of 19th April, Etech will provide AWAD PM MR. SAED AL MASOUD with the Agenda of the sessions and durations, and then AWAD PM MR. SAED AL MASOUD will schedule the needed with the concerned divisions and attendees.

3.5 Project Management

The project duration is planned to be 10 calendar months and till now at the end of envisioning phase there is still no clear project schedule showing the clear dates for each project phase.

Based on Etech proposal which is considered the official contract for Etech as AWAD PM MR. SAED AL MASOUD Stated, the planned duration is 10 calendar months to implement the project but the proposed plans were 10 man months, this will be clear after receiving the initial MS schedule during the envisioning phase.

INTRACOM joined the project on 26th March 2009, all emails regarding AWAD project was forwarded by AWAD PM and not being in the CC line, INTRACOM asked formally to be in the CC line in all communication between Etech and ASEZA, on 16th April 2009 Etech started CC'ing INTRACOM in all communication as agreed on in the communication schema.

Based on the communication schema provided to INTRACOM earlier during the bidding process, INTRACOM can ask directly for deliverables from Etech through CC'ing AWAD PM MR. SAED AL MASOUD, but as INTRACOM PM was informed recently, this approach will be discussed with ACED sponsor Mr. Samer Tarawneh as soon as possible, there

should be no direct emails between INTRACOM and Etech, any request should be sent to AWAD PM MR. SAED AL MASOUD then forwarded to Etech PM.

Throughout the early stages of AWAD project, the project is not working on a clear timeline/schedule, the only one submitted from Etech was the high level schedule within their proposal (4 separate schedules, one for each track), some durations were in days and some were in weeks which is not compatible.

The project schedule is one of the main management tools to monitor the project from the project early stages, on 15th April 2009, it was officially requested from Etech PM to submit the initial MS project schedule and it's expected to be delivered on 16th April 2009 but nothing received till the moment.

This schedule is expected to show the exact starting and end dates for each phase in addition to clear deliverables and milestones. Later on and according to Etech initial proposed deliverable, Etech will submit their master plan during the planning phase which is expected to start on 27th April for two months approximately as stated verbally by Etech PM.

Communication plan which is very important to have at the beginning of the project to manage the communication between all parties, escalate and solving issues, Etech submitted their draft communication plan on Wednesday 8th April 2009, comments provided on 13th April and final one was submitted on 15th April 2009 and its waiting ASEZA for approval and signing.

Clear deliverables list and milestones are still not clear; Etech submitted their deliverables list within their proposal but it need more clarification and dates as some are documents, milestones and stages.

Based on the Biweekly progress report submitted by Etech on 15th April 2009 mentioning that the vision/scope document will be submitted on 7th May 2009, considering the verbal communication on the end date of the envisioning phase to be 26th April, based on no clear schedule provided and considering the scope document as one of the envisioning phase deliverables therefore this deliverables submission is a delay and this issue has been raised and discussed with AWAD PM MR. SAED AL MASOUD.

Vision/scope document table of content was sent to AWAD PM MR. SAED AL MASOUD on 15th April 2009 for review and approval, INTRACOM PM suggested adding the training plan to be included in the document.

Deliverables review period is one week (5 working days), AWAD PM Mr. Saed Al Masoud is suggesting to have more time, to be discussed with Etech PM in some cases.

The number of iterations is not set yet, this need to be decided between Etech and ASEZA for both sides benefit, mails has been sent to AWAD PM MR. SAED AL MASOUD and working on it, INTRACOM PM suggested being limited to two iterations only.

All deliverables language is English except for the MOM to be in Arabic.

Progress report template was provided to AWAD PM MR. SAED AL MASOUD to assist him and provide an idea about the progress report and what should it consist off.

Issues log and risk log templates were provided to AWAD PM MR. SAED AL MASOUD to have an idea on how to monitor and track the issues, this task will be done jointly with full cooperation from INTRACOM PM.

Emails are considered one of the main official communication media in the project and it should be always followed by documenting any formal request or any verbal communication between Etech and ASEZA.

INTRACOM PM stressed on this issue and urged AWAD PM MR. SAED AL MASOUD to document everything through emails and willing to help in any mean in this issue.

Project Team Structure, Etech provided there initial team structure but not including their subcontractor, Team structure and their responsibilities should be clear.

Resources allocation for the next periods showing the onsite and offsite days in order to let AWAD PM allocate his resources accordingly.

As stated by Etech PM, project structure and responsibilities will be within the vision/ scope document.

Training Plan should be within the content of the vision/scope document (attendees' qualifications, needed logistics, course description and durations).

4. OUTSTANDING ISSUES

- Scanners space
- No clear project schedule
- Deliverables list
- Deliverables number of iterations
- Project start date
- Shifting project duration by 2 months through CR.
- Communication between intracom and Etech and its subcontractors were discussed and agreed upon based on the communication plan.
- Servers procurement
- Laptops upgrade and setting backlog environment
- Missing forms for 3 process
- Defining a standardized format for the architect designs received form Architect offices.
- Orientation sessions (AWAD, GIS, Portal) for users to get familiar about the project.
- Training users on scanning
- Etech Team Structure.
- Etech Team Mobilization.

ANNEX B <COMMUNICATION PLAN>

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I. INTRODUCTION

The purpose of this project communication plan is to provide an overall framework for managing and coordinating the wide variety of communication channels that will directly or indirectly take place as part of the project between ASEZA/ACED, Etech and INTRACOM.

The agreement of all parties to this plan will facilitate proper flow of information through all project stakeholders.

This document will detail the following areas:

- Project stakeholders. The individuals from both parties that are actively involved in the project, or who may also exert influence over the project and its results.
- Communication methods. Detailing the technologies, formats and distribution list of the communication messages to be sent by the key stakeholders.
- Project reports. Detailing the distribution of the reports and their rotation.
- Project escalations. Defining the project escalation and describes the procedures and rules governing the escalation.

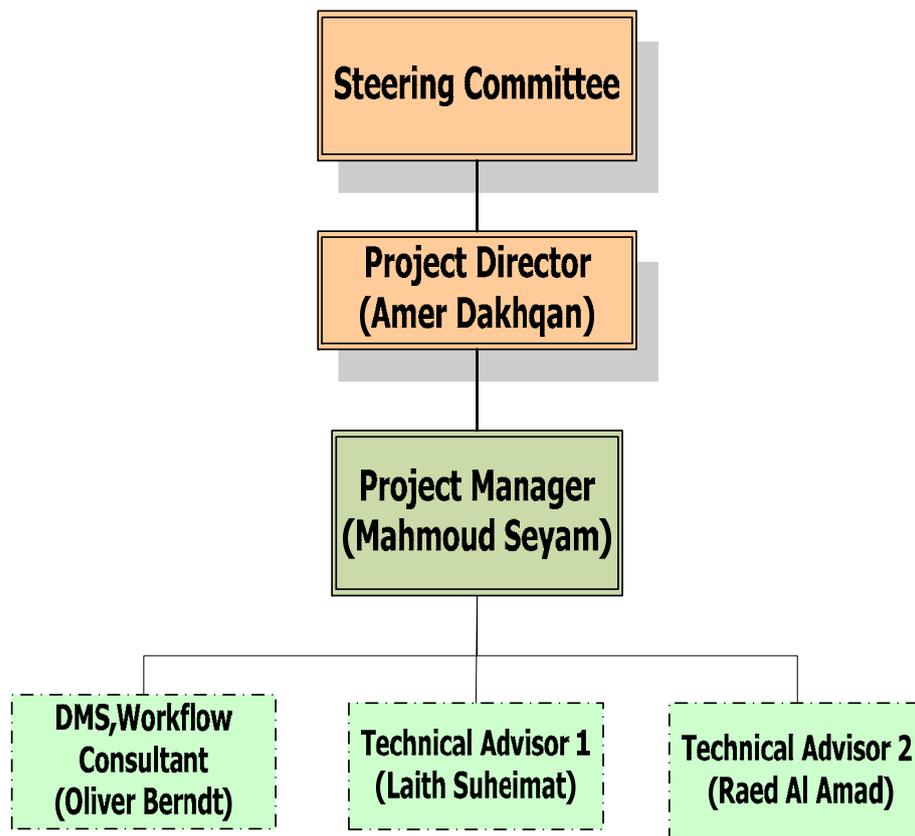
2. OBJECTIVES

The Project Communication Plan is set to serve AWAD project in the following manner:

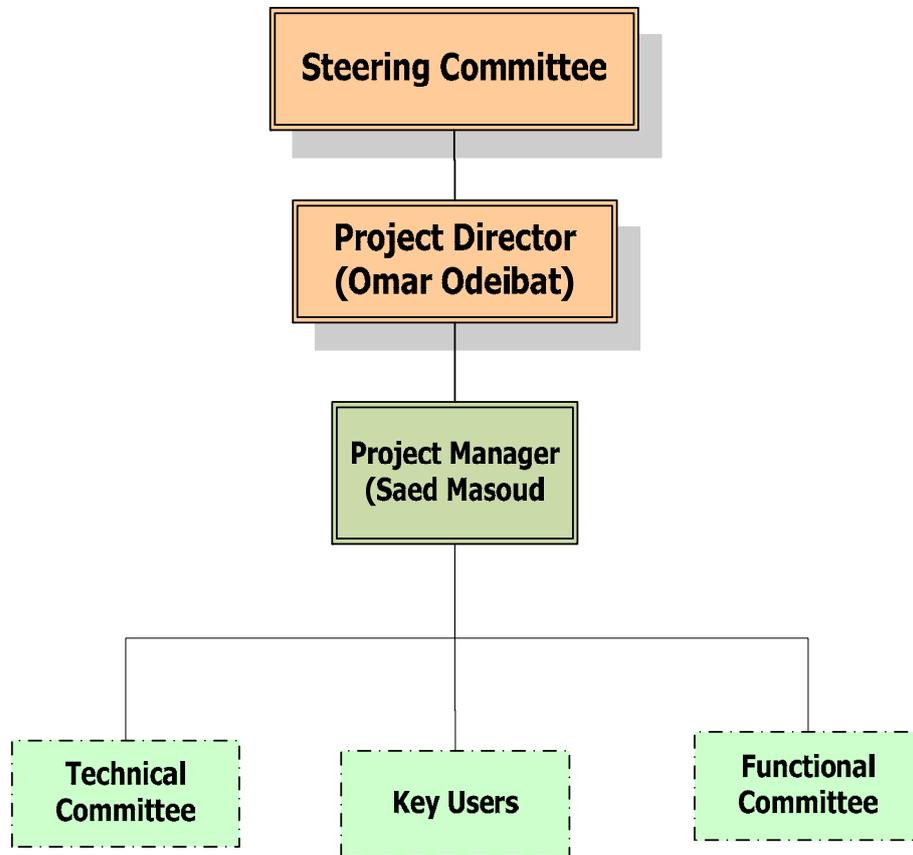
- Defining the project communications strategy upon which all teams and parties abide to for reporting purposes and for keeping in synch with the rest of the project teams.
- Facilitate the implementation of the project by informing stakeholders of the relevant changes to take place and by communicating to them the project progress.
- Raise the project issues and risks in properly and to the relevant parties to seek prompt resolution in order to keep the project at smooth base.
- Ensuring that proper feedback is transmitted in an orderly and timely manner.
- Increasing productivity and performance among teams.
- Identifying the best communications methods to be used throughout the project.
- Controlling and following up with the completion and signoff of different project documentation.
- Providing accurate and up to date information.
- Improving the overall project's quality.

3. PROJECT TEAM

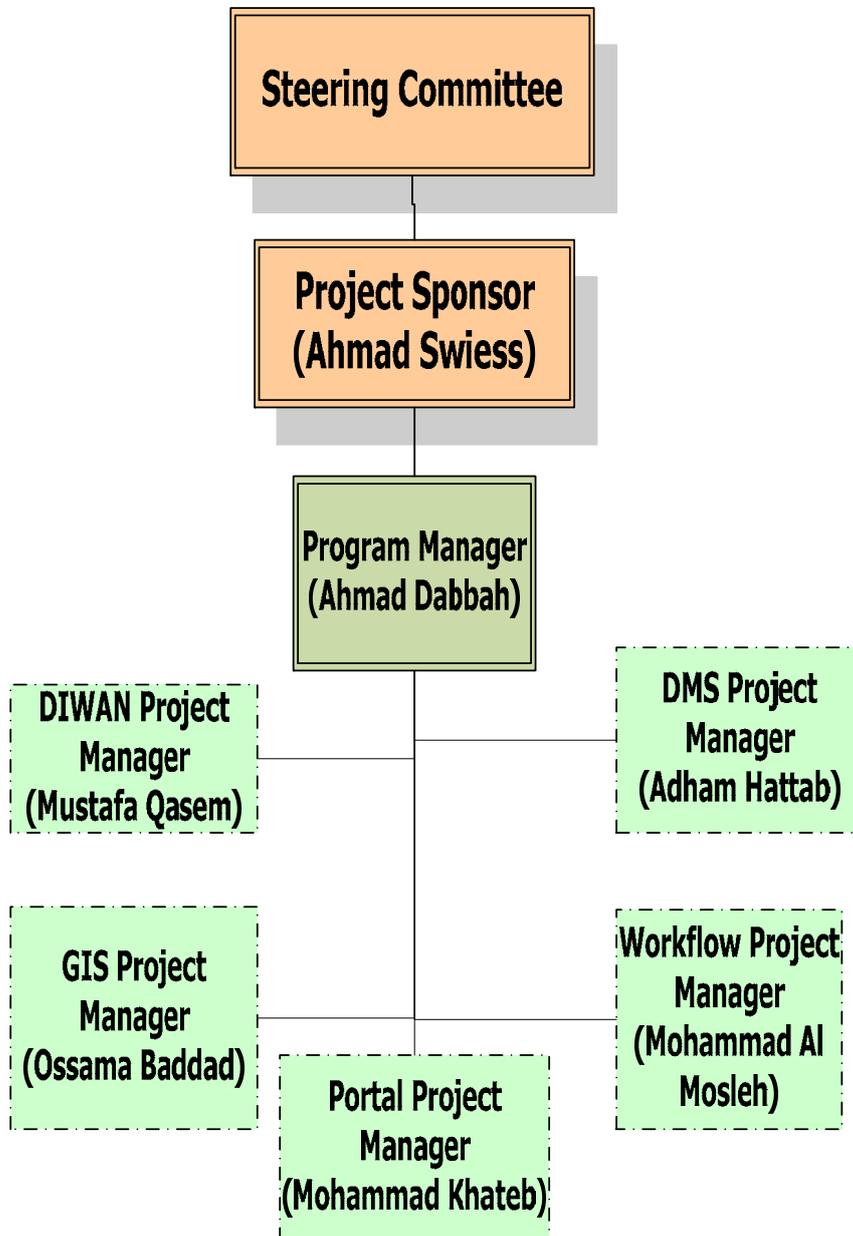
3.1 INTRACOM Project Team Structure



3.2 ASEZA Project Team Structure



3.3 Etech Project Team Structure



3.4 Project Stakeholders

➤ INTRACOM Project Stakeholders

Role	Name
Project Director	Amer Dakhqan
Project Manager	Mahmoud Seyam
DMS and Workflow Consultant	Oliver Brendt
Technical Advisor 1	Laith Suheimat
Technical Advisor 2	Raed Al Amad
Role	Name
ASEZA Infrastructure Commissioner	
Planning & Studies directorate Manager	Adnan Abu Shareiah
Permitting/Building Control directorate Manager	Jibreel AL Bdour
Project Director	Omer Odeibat
Project Manager	Saed Al Masoud
GIS Manager	Ahmad Ashoor
Project Coordinator	Rasha Dabboury
Contract and evaluation division head	Hatem Hamarsheh
Committees division head	Karam Al Dabet
Customer care division head	Mohammad Al zoubi
Licensing division head	Mureed Al Momani
Property records division head	Mahmoud Maree
Archiving division head	Mohammad Salameh
Planning division head	Khalid Abu Eisheh
DIWAN division head	Raad Al Mahameed
Treasury division head	Hasan Qtaishat
ACED Project Sponsor	Samer Tarawneh

➤ Etech and Subcontractors Project Stakeholders

Role	Name
------	------

ETech CEO	Ahmad Swiess
Program Manager	Ahmad Dabbah
Workflow Project Manager	Mohammad Al-Mosleh
DMS Project Manager	Adham Hattab
DIWAN Project Manager	Mustafa Qasem
Infograph CEO	Mazen jouaneh
InfoGraph – Project Manager	Osama Baddad
GEO Database Analyst	Abdellateef Ahmad Ziad
Savitech President	Mohammad Tahboub
Account Manager	Essam Masalmeh
Project Manager	Mohamed Khatib
Chief Architect	Tarek Kiblawi
Senior Business Analyst	Zoraiq Manasra

➤ Steering Committee

1. ASEZA Infrastructure Commissioner (Head of Committee)
2. ASEZA Planning & Studies Manager
3. ASEZA Building & permitting Manager
4. ASEZA Information System Manager
5. ASEZA Project Manager
6. e-Tech CEO/GM
7. e-Tech Program Manager
8. INTRACOM Project Director
9. INTRACOM Project Manager

➤ AWAD Functional Committee

1. AWAD Project Director
2. AWAD Project Manager
3. Geographic information System Division Head

➤ AWAD Technical Committee

1. AWAD Project Manager
2. AWAD System Analyst
3. AWAD Database Administrator

One Team

The diagram below shows the interaction points between the various roles in the project. As shown all the main roles have a corresponding person among all; INTRACOM, Etech and ASEZA/ACED. This emphasizes the one-team approach because each major role in the project involves a person from either company being represented. Each person must work very closely with their counterpart in order for the tasks to be completed.

INTRACOM

ASEZA/ ACED

ETech

Project Strategic Direction

Project Director

Project Sponsor

Project Sponsor

Project Director

Project Director

Project Management

Project Manager

Project Manager

Program Manager

Functional Team Leading

DMS & Workflow Consultant

Functional Committee

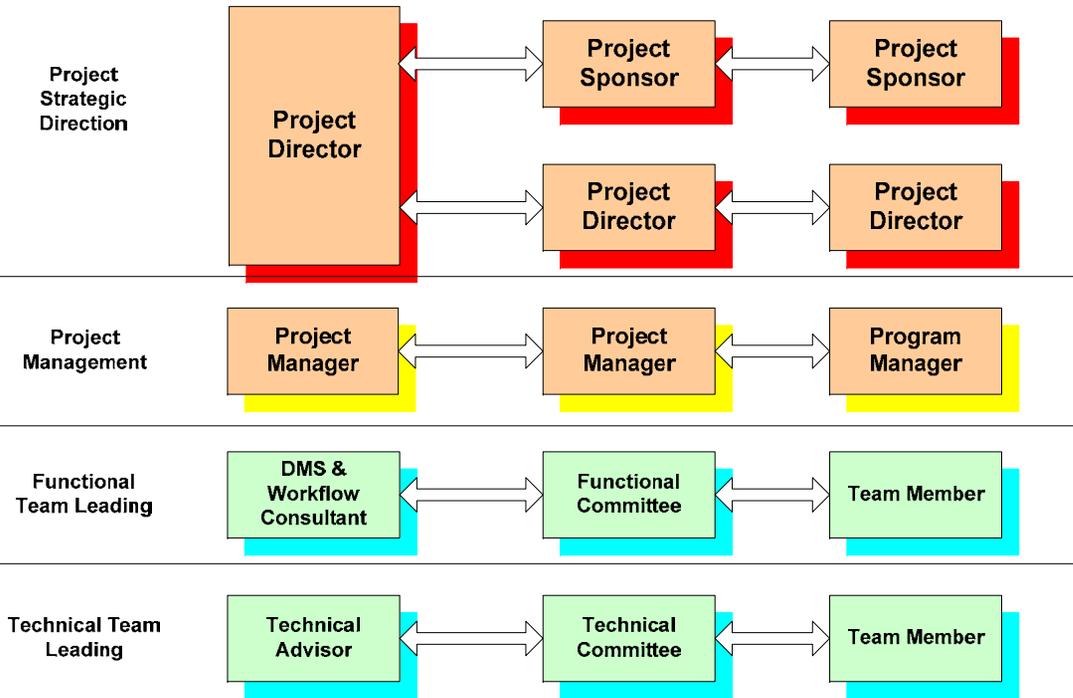
Team Member

Technical Team Leading

Technical Advisor

Technical Committee

Team Member



3.5 Project Roles and Responsibilities

Description	Project Steering Committee
Count	
Experience Level	Collective Experiences of the committee members.
Key Skills	Collective Skills of the committee members.
Key Responsibilities	<p>This is the project committee that consists of all Project Directors, Project managers, Infrastructure managers and commissioner. The committee works collectively to Monitor the overall progress of the project including the following key responsibilities:</p> <ul style="list-style-type: none"> • Meeting on request to discuss the project status and any pending issues such as project progress, pending issues, needed business and IT actions, needed changes on the operational and business sides. • Review/asses and approve any changes required for AWAD Project.

	Project Functional Committee
	Senior Experience in ASEZA Business processes and systems
	Good Knowledge of various ASEZA Business Processes.

	<ul style="list-style-type: none"> • Follow up on the functional side of AWAD project. • Ensure that the overall functional inputs are collectively accurate, consistent and serves the overall project requirements. • Facilitates decision making processes as appropriate, serving as liaison between project managers, and Key Users to ensure the maintenance of an integrated, institutional focus for the overall project. • Provides timely project status updates to the project's manager; identifies, submits and escalates any problems and issues that cannot be resolved at lower levels. • Reviews, provide feedbacks, testing, acceptance and sign-offs activities for AWAD Functional Documents. • Monitor the Functional side of AWAD project and ensure that all ASEZA functional obligations are met. • Present to the steering committee on a monthly basis the overall progress of the project
--	---

	Project Technical Committee
	Senior Experience Level in the ASEZA IT Information Systems
	Good Knowledge of the ASEZA existing transactional systems, technical architectures, database systems, data structures, and systems operations.
	<ul style="list-style-type: none"> • Coordinates among the different project IT resources for any needed technical inputs, responsibilities and project activities including any needed technical information about the existing transactional systems, systems operations, existing databases, and all related technical and functional details about systems and sub-systems. • Ensure that the overall technical inputs are collectively accurate, consistent and serves the overall project technical requirements in a timely and efficient manner. • Facilitates decision making processes as appropriate, serving as liaison between project managers, and technical resources to ensure the maintenance of an integrated, institutional focus for the overall project. • Provides timely project status updates to the project's manager; identifies, submits and escalates any problems and issues that cannot be resolved at lower levels. • Reviews, provide feedbacks, testing, acceptance and sign-offs activities for AWAD Technical Documents.

	Project Director
	One from ASEZA side and One from INTRACOM side
	Senior Experience Level in Project Management

Project Management Skills

- Acting as major role in Project escalations and solving issue for the benefit of the project.
- Assist in Project Risk Planning, monitoring and risks response and mitigation planning.
- Review and Sign-offs on the project deliverables and major milestones concerning INTRACOM Deliverables.
- Perform monthly/on request meetings with project managers to discuss project status, progress, issues, risks and any needed actions or support from the project sponsor to resolve or facilitate possible project issues.
- Serves as a member of the Project Management Steering Committee.

	Project Manager
	One from ASEZA side and One from INTRACOM side
	Senior Experience Level in Project Management
	Project Management Skills
	<ul style="list-style-type: none"> • Project planning, executing, monitoring and controlling • Project Risk Planning, monitoring and risks response and mitigation planning. • Follow-up all project tasks and coordinate with designated project resources to ensure that each task in the project plan is progressing on a timely and efficient manners. • Arrange for project progress and review meetings with the project stakeholders, as well as INTRACOM project manager. • Follow-up with the key users for needed information, review feedbacks, and any needed decisions. • Follow-up needed Sign-offs on the project deliverables and major milestones. • Reviews, provide feedbacks, acceptance and sign-offs activities for AWAD Documents. • Reviews, provide feedbacks, acceptance and sign-offs activities for INTRACOM Documents. • Planning and controlling needed resources and ensure their availability and timely response per the agreed on detailed project plan. • Workshops planning and coordinating with the needed participants according to the project plan. • Attend all major analysis workshops and testing activities to get awareness of the project knowledge areas and ensure effectiveness of such activities. • Serves as a member of the Project Management Steering Committee.

4. COMMUNICATION METHODS

4.1 *Regular and ad-hoc meetings*

➤ **Weekly Progress Meeting**

The weekly progress meeting will be held every Thursday of each week.

Meeting Attendance:

- INTRACOM Project Manager
- ASEZA Project Manager
- Etech Program Manager

Meeting Agenda:

- Project Status
- Accomplishments and Status
- Activities planned for NEXT week
- Project Issues
- Project Risks

Meeting Location:

ASEZA premises

Meeting Called By:

ASEZA and/or INTRACOM Project Managers

Minutes of Meeting:

INTRACOM Project Manager should submit the Meeting Minutes for ASEZA.

ASEZA Project Manager must submit his/her notes (if any) on the MOM and confirm within 3 working days. Otherwise the MOM contents will be considered undisputed and will mandate actions from both parties.

➤ **Weekly Progress Meeting**

The weekly progress meeting will be held every Sunday of each week.

Meeting Attendance:

- INTRACOM Project Manager
- ACED Project Sponsor

Meeting Agenda:

- Project Status
- Accomplishments and Status
- Project Issues
- Project Risks

Meeting Location:

ACED premises

Meeting Called By:

ACED Project Sponsor and/or INTRACOM Project Manager

Minutes of Meeting:

INTRACOM Project Manager should submit the Meeting Minutes for ACED.

ACED Project Sponsor must submit his/her notes (if any) on the MOM and confirm within 3 working days. Otherwise the MOM contents will be considered undisputed and will mandate actions from both parties.

➤ **Bi - Weekly Progress Meeting (I)**

This Bi-weekly Progress Meeting is conducted every two weeks.

Meeting Attendance:

- ACED Project Sponsor
- ASEZA Project Manager.
- ASEZA Project Director.
- INTRACOM Project Director
- INTRACOM Project Manager.
- Other attendees can attend upon request of any of the above stakeholder.

Meeting Agenda:

- Follow up on previous action items.
- Present status of the project.
- Discuss issues and risks.
- Discuss changes and new business.
- Next Action Items (If Any)

Meeting Location:

ACED premises

Meeting Called By:

ACED, ASEZA or INTRACOM Project Manager

➤ Bi - Weekly Progress Meeting (2)

This Bi-weekly Progress Meeting is called by Etech Program Manager every two weeks.

Meeting Attendance:

- E-Tech Systems Program Manager.
- E-Tech related Project Managers.
- Sub-Contractors Project Managers (If needed)
- ASEZA Project Manager.
- ASEZA Project Director.
- Functional Committee Members.
- ASEZA Project Coordinator.
- INTRACOM Project Manager.

- Other attendees can attend upon request of any of the above stakeholder.

Meeting Agenda:

- Follow up on previous action items.
- Present status of the project.
- Discuss issues and risks.
- Discuss changes and new business.
- Next Action Items (If Any)

Meeting Location:

ASEZA premises

Meeting Called By:

Etech Program Manager

➤ **Steering Committee Meeting**

The steering committee meeting will be held upon request.

Meeting Attendance:

- Steering Committee Members

Meeting Agenda:

The agenda for this meeting will be prepared by the INTRACOM and ASEZA project managers and it can include the following:

- A preview of the project status.
- A preview of the potential risks.
- Any pending issues.

Meeting Location:

ASEZA Premises

Meeting Called By:

ASEZA and/or INTRACOM and/or Etech Project Managers

Minutes of Meeting:

The minutes of the meeting will be recorded by the INTRACOM project manager and distributed to all attendees.

Comments on the MOM should be sent directly to the INTRACOM project manager, at which point the original minutes will be modified and sent back to all attendees for confirmation.

After its acceptance by all attendees the MOM will be considered official and stored in the project's archives.

4.2 *Electronic Mail*

E-mail is the formal media to carry out the project's communication messages including the project reports, minutes of meeting, documents and deliverables confirmation.

It is advised for project stakeholders to follow the peer-to-peer level when sending messages.

Additionally ASEZA and INTRACOM will create mail groups containing the Project team/groups.

- INTRACOM and ASEZA Project Managers shall be in the CC line in all project's communication messages between INTRACOM, ASEZA and Etech Teams.
- ACED Sponsor shall be in the CC line in all communication regarding monthly progress reports, Inception, Interim and Final reports

Please refer to "Contact information" for the project stakeholders email address.

4.3 *Telephone*

Direct phone conversations can be utilized anytime in favor of the project's work. It is strongly suggested however to document the agreed on details during the phone conversation with an e-mail.

Please refer to "Contact information" for the project stakeholders telephone details.

4.4 *Oral Communications*

These communication methods imply face-to-face communications and will take place in the following manner:

- One-on-one meetings
- Group meetings (discussion groups, or specialized meetings)
- Workshops
- Presentations and project briefings.

4.5 Deliverables Language

All project deliverables shall be in English Language only where it shall be considered the official deliverable language.

5. PROJECT REPORTS

The table below illustrates the project reports agreed upon:

Project Report	Submitted By	Submitted To	Submission Frequency
Progress Report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Monthly
Inception Report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Once within a month from signing the contract
Interim Report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Three times, after 5 months, 7 months and 9 months of signing the contract
Technical advisory Report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Once after 9 months
PM Advisory Report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Once after 9 months
Final recommendation report	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Once After 10 months
Final recommendation report presentation	INTRACOM Project Manager	<ul style="list-style-type: none"> ACED, AWAD PM, INTRACOM PMO, and any stakeholders defined by the project manager 	Once after 10 months

INTRACOM deliverables review process:

All INTRACOM Deliverables shall be submitted to ACED Sponsor for review, then it shall be forwarded to AWAD PM for review and signoff, then it shall be forwarded to AWAD Director for review and sign off.

After AWAD Director Approval and Signoff, it shall be forwarded back to ACED Sponsor for last review and sign off, by then, the deliverable is considered officially approved.

In case of comments, the deliverable shall be sent back to INTRACOM PM for modification.

The review period for all Reports mentioned above will be five days, if no comment received within five days it will be deemed accepted and maximum number of iterations is two iterations.

AWAD Deliverables review process:

All AWAD deliverables are submitted by Etech Program Manager Ahmad Dabbah to AWAD PM Saed Al Masoud and INTRACOM PM in the CC line, incase INTRACOM PM is not in the CC line, AWAD PM shall forward the deliverable to INTRACOM PM.

INTRACOM PM shall forward the deliverable for INTRACOM technical team for their review and feedback.

INTRACOM technical team shall submit their comments within three working days to INTRACOM PM, and then INTRACOM PM shall consolidate the comments and submit one official report to AWAD PM within three working days.

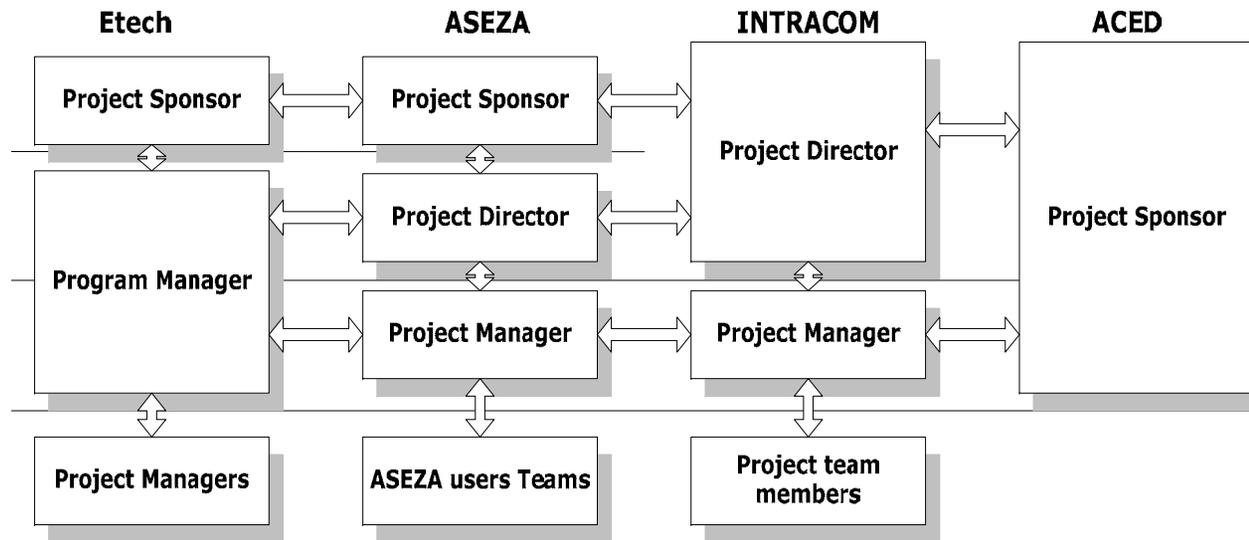
If INTRACOM team is onsite, discussions with ASEZA will be held after the three days review.

Note:

You can find the Advisory Report template in Reporting templates below.

6. PROJECT ESCALLATIONS

All project issues and reports should follow peer to peer escalation and project communication levels as detailed in the following diagram.



The communication message must clearly end with the action needed from the recipient (Example: Waiting for your feedback).

Email is considered the formal communication media for escalations.

If the sender does not get any feedback within two business days, he can escalate and resend the message through email to the higher level in the above diagram.

The sender will wait for another two days and then escalate and resend the message to the higher level and so on until the escalation reaches the project sponsor level.

If no response was received the sender's project sponsor can call for an ad-hoc steering committee meeting to address the escalation.

7. Reporting Templates

Minutes of Meeting

Date		
Time		
Meeting Subject		
Meeting location		
Attendees		

Discussions and Actions

#	Items	Actions
1		
2		

Advisory Report

Table of Contents

1 EXECUTIVE SUMMARY.....24
2 INTRACOM TEAM COMMENTS AND FEEDBACK.....24
3 INTRACOM TEAM CONCLUSION AND RECOMMENDATIONS.....24

- 1 Executive Summary**
- 2 INTRACOM Team Comments and Feedback**

#	Page #	INTRACOM Team Comment	e-Tech Response*	INTRACOM Response*

* If applicable

- 3 INTRACOM Team Conclusion and Recommendations**

8. CONTACT INFORMATION

Role	Name	Email	Phone	Mobile
INTRACOM Project Team				
Project Director	Amer Dakhqan	Amer.Dakhqan@intracom.jo	407	0777603395
Project Manager	Mahmoud Seyam	Mahmoud.Seyam@intracom.jo	415	0799993377
DMS and Workflow Consultant	Oliver Brendt	berndt@bul-consulting.de		+49-(0)173-380 9192
Technical Advisor 1	Laith Suheimat	Laith.Suheimat@intracom.jo	341	0777603319
Technical Advisor 2	Raed Al Amad	Raad.Amad@intracom.jo	408	0795858892
ASEZA/ACED Project Team				
Project Sponsor	Infrastructure Commissioner			
Planning & Studies directorate Manager	Adnan Abu Shareiah			
Permitting/Building Control directorate Manager	Jibreel AL Bdour			
Project Director	Omer Odeibat	oouibat@aseza.jo		0795144441
Project Manager	Saed Al Masoud	smasoud@aseza.jo	2088	0795888117
GIS Manager	Ahmad Ashoor	aashur@aseza.jo	2160	0795808833
Project Coordinator	Rasha Dabboury			

Contract and evaluation division head	Hatem Hamarsheh			
Committees division head	Karam Al Dabet			
Customer care division head	Mohammad Al zoubi			
Licensing division head	Mureed Al Momani			
Property records division head	Mahmoud Maree			
Archiving division head	Mohammad Salameh			
Planning division head	Khalid Abu Eishah			
DIWAN division head	Raad Al Mahameed			
Treasury division head	Hasan Qtaishat			
Etech and Subcontractors Project Team				
Etech CEO	Ahmad Swiess			
Program Manager	Ahmad Dabbah	adabbah@etech-systems.com		
Workflow Project Manager	Mohammad Al-Mosleh			
DMS Project Manager	Adham Hattab			
DIWAN Project Manager	Mustafa Qasem			
Infograph CEO	Mazen jouaneh			

InfroGraph – Project Manager	Osama Baddad			
GEO Database Analyst	Abdellateef Ahmad Ziad			
Savvytek President	Mohammad Tahboub			
Account Manager	Essam Masalmeh			
Project Manager	Mohamed Khatib			
Chief Architect	Tarek Kiblawi			

ANNEX C <MINUTES OF MEETINGS>

MEETING (I)

Kickoff Meeting

Date	26 th March 2009	
Time	11am – 12:30pm	
Meeting Subject	Kickoff Meeting	
Meeting location	ASEZA	
Attendees		
ASEZA	Dr. Taha	Infrastructure Commissioner
ASEZA	Omar M. Odaibat	IT Director
ASEZA	Saed Masoud	AWAD PM
ASEZA	Khawlah Fakhoury	INF Technical Expert

ASEZA	Adnan M. Abu-Shariah	Planning Department Manager
ASEZA	Jebril M. Bdour	Building/permitting Manager
ACED	Samer Tarawneh	Deputy Chief of Party
Etech	Ahmad Sweis	General Manager
Etech	Ahmad Dabbah	Executive Director
Etech	Mohammad Al Mosleh	BPM Projects Manager
Intracom	Amer Dakhqan	Chief Projects Officer
Intracom	Mahmoud Seyam	Project Manager

The meeting lasted for 1.5 hours; the following were the items that have been discussed:

Discussions and Actions

#	Items	Actions
1	<p>Doctor Taha welcomed the attendees and stressed on the following:</p> <ol style="list-style-type: none"> 1. Assured his full support, availability and assistance to the project. 2. AWAD project is an important project for ASEZA. 3. Stressed on INTRACOM role in monitoring the project progress and demonstrating the progress through monthly report to the steering committee in addition to escalating issues. 	
2	<p>Mr. Samer Tarawneh from ACED program emphasized on the importance of the project and showed his full support in addition to the following:</p>	

	<ol style="list-style-type: none"> 1. Full support from all parties to INTRACOM mission in the project. 2. Stressed on having a clear communication plan and schema as soon as possible. 3. Focused on the Key experts sheet in INTRACOM contract and any changes in the structure or employees should be addressed through the proper channels. 4. Delivering the Interim report on monthly bases to show the status of the project. 	
3	<p>Mr. Saed Masoud the project Manager from ASEZA stressed on the importance of the project for ASEZA and IT Department, he thanked all department heads for there support during the past period.</p> <p>He raised the following issues:</p> <ol style="list-style-type: none"> 1. Space for the Hardware (Scanners that arrived already). 2. Data Entry efforts: to hire staff for this purpose. 3. Office space. 	3. Mr. Saed to escalate this issue (Office and Hardware space) and Dr. Taha order to rent or find suitable area in ASEZA ASAP.
4	<p>Mr. Omar Odeibat the project Director from ASEZA raised some risks regarding the resources/users rejection to change and using the new system to be solved through change management and orientation sessions/presentation.</p> <p>In addition, he raised the importance of the communication between ASEZA-Etech and INTRACOM</p>	
5	<p>Mr. Ahmad Dabbah the Project Director from Etech side, thanked Aseza for there trusts in choosing them to implement AWAD project and there support they received from the concerned people.</p> <p>But he stressed on the HW and office space.</p> <p>There are 5 Project Managers each on his track from Etech side.</p>	

MEETING (2)

Status Meeting

Date	26 th April 2009	
Time	12pm – 2:00pm	
Meeting Subject	Status Meeting	
Meeting location	ACED premises	
Attendees		
ACED	Samer Tarawneh	ACED Project Sponsor
ASEZA	Omar Odaibat	ASEZA Project Director
ASEZA	Saed Al Masoud	ASEZA Project Manager
ASEZA	Rasha Dabboury	ASEZA Project Coordinator
INTRACOM	Amer Dakhqan	INTRACOM Project Director
INTRACOM	Mahmoud Seyam	INTRACOM Project Manager
INTRACOM	Wael Abu gharbieh	INTRACOM Project Manager/Quality Assurance

The meeting lasted for two hours; the following were the items that have been discussed:

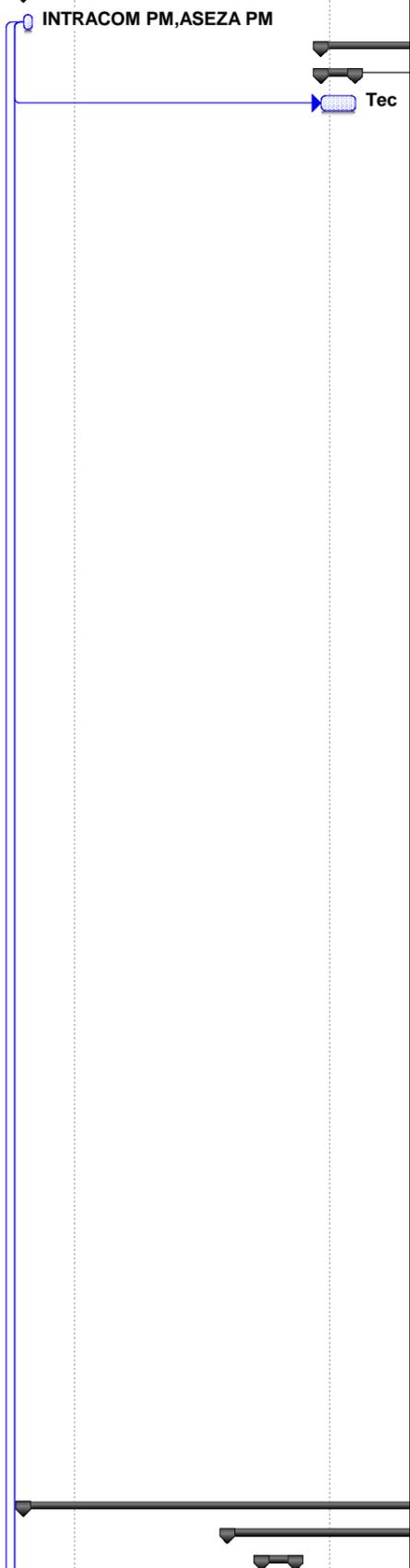
Discussions and Actions

#	Items	Actions
1	Inception report must focus on INTRACOM engagements and support services with/to AWAD PM; and specific to AWAD project requirement	
2	Inception report should focus on highlighted issues at AWAD project as well as the recommendations and actions recommended by intracom PM to solve and overcome those issues	
3	After approving the recommendations by AWAD PM and ASEZA Project Director as well as ACED project sponsor, intracom consultant will provide all the support needed to AWAD PM to implement those actions and recommendations.	
4	Recommended actions and implemented results shall be summarized and presented in the interim report submitted to ACED project Sponsor.	
5	All attendees have agreed that AWAD PM will have the leading role and responsibility in managing AWAD project. And INTRACOM PM role will be to provide the services, support and advice to AWAD PM about AWAD project.	
6	Defining INTRACOM consulting role activities during each phase of AWAD project. Defining the specific activities at the envisioning and planning phases shall be defined at this stage. The rest of phases activities shall be defined generally at this stage, and detailed activities shall be defined once the detailed project plan is submitted by e-Tech.	After receiving and studying e-Tech initial project plan, INTRACOM team shall provide a detailed plan

7	INTRACOM PM communication plan	Earlier submitted communication plan must be revised by INTRACOM PM, and ensure to list the roles and responsibilities of the project committees and stakeholders, steering committee occurrences within the communication plan.
8	e-Tech Project management templates and tools	AWAD PM shall request e-Tech to provide their PM templates and tools. INTRACOM PM role is to advise AWAD PM if those templates and tool satisfies the AWAD project needs and requirements.
9	Documents branding	<p>-All INTRACOM deliverables; concerning AWAD project are to be USAID branded.</p> <p>-Samer Tarawneh shall secure branding guidelines to INTRACOM PM.</p>
10	INTRACOM knowledge and access to all AWAD project communication and information. This will enable INTRACOM to give full support for AWAD PM.	AWAD PM shall secure the access and information to INTRACOM PM
11	Communication via email and verbal agreements	Considering the emails as the formal communication and stressing on documenting everything through emails.

12	Several issues have been defined within the meeting of those are:	
12.1	Project starting date has not been formally documented nor approved	Go through change request process, to be provided to AWAD PM end of this week.
12.2	e-Tech request for two months extension	Go through change request process, to be provided to AWAD PM end of this week.
12.3	e-Tech initial plan	<p>e-Tech initial plan must be submitted by e-Tech, while showing:</p> <ul style="list-style-type: none"> - project phases - phases durations - list of deliverables of each phase - estimated dates (start and end dates) <p>The initial plan shall be submitted before the end of the 26th of April. PMs should follow up on it actively.</p>
12.4	e-Tech planning approach	Both ASEZA and INTRACOM PMs are to make a session with e-Tech to investigate and discuss e-Tech project plan approach, this meeting suggested to be Sunday 2 nd May 2009.

ID	Task Name	Text2	% Complete	Duration	Start	Finish	Predecessors	Apr '09							May '09			
								8	15	22	29	5	12	19	26	3		
1	ASEZA AWAD Project		0%	214 days	Thu 3/26/09	Wed 1/27/10												
2	Kick Off Meeting		0%	1 day	Thu 3/26/09	Thu 3/26/09												
3	Technical Advisory		0%	162.5 days	Thu 4/30/09	Tue 12/22/09												
4	Envisioning Phase		0%	2 days	Thu 4/30/09	Sun 5/3/09												
5	Review overall Project Plan & verify task sequence, dependencies, priorities & milestones		0%	2 days	Thu 4/30/09	Sun 5/3/09	2SS											
6	Planning Phase		0%	54.5 days	Thu 5/14/09	Wed 7/29/09												
7	Review specifications, design, work plans and schedules		0%	0.25 days	Thu 5/14/09	Thu 5/14/09	4FS+8 days											
8	Review Business Requirements analysis		0%	0.25 days	Thu 5/14/09	Thu 5/14/09	7											
9	Review proposed hardware specs		0%	0.25 days	Thu 5/14/09	Thu 5/14/09	8											
10	Review software versions and hardware/software requirements		0%	0.25 days	Thu 5/14/09	Thu 5/14/09	9											
11	Verify proposed components against business requirements		0%	0.25 days	Sun 5/17/09	Sun 5/17/09	10											
12	Prepare and deliver Scope Document Assessment Report	Deliverable	0%	2 days	Sun 5/17/09	Tue 5/19/09	11											
13	Review Architecture design Document and submit assessment report	Deliverable	0%	2 days	Sun 7/19/09	Mon 7/20/09												
14	Discuss Architecture design Assessment Report with ASEZA and review ASEZA Comments		0%	2 days	Wed 7/22/09	Thu 7/23/09	13FS+1 day											
15	Review, discuss Test Cases and Submit Assessment Report	Deliverable	0%	3 days	Sun 7/26/09	Tue 7/28/09	14											
16	Prepare and deliver Site Visit Report	Deliverable	0%	0.5 days	Wed 7/29/09	Wed 7/29/09	15											
17	System Developing Phase		0%	2 days	Sun 8/2/09	Mon 8/3/09												
18	Monitor development progress		0%	0.5 days	Sun 8/2/09	Sun 8/2/09												
19	Receive & review status & progress reports		0%	0.5 days	Sun 8/2/09	Sun 8/2/09	18											
20	Assist with resolving technical issues if required		0%	0.5 days	Mon 8/3/09	Mon 8/3/09	19											
21	Prepare & deliver System Developing Phase report		0%	0.5 days	Mon 8/3/09	Mon 8/3/09	20											
22	System Stabilizing Phase		0%	22 days	Mon 11/16/09	Sun 12/20/09												
23	Review System Deployment		0%	2 days	Mon 11/16/09	Tue 11/17/09												
24	Monitor system deployment		0%	1 day	Wed 11/18/09	Wed 11/18/09	23											
25	Review backup, maintenance and change control procedures		0%	1 day	Thu 11/19/09	Thu 11/19/09	24											
26	Prepare and deliver Site Visit Report	Delliverable	0%	0.5 days	Sun 11/22/09	Sun 11/22/09	25											
27	Monitor and verify system implementation		0%	2 days	Sun 12/13/09	Mon 12/14/09												
28	Review end-user interface and operations		0%	1 day	Tue 12/15/09	Tue 12/15/09	27											
29	Review system security and test results		0%	2 days	Wed 12/16/09	Thu 12/17/09	28											
30	Prepare and deliver Site Visit Report	Deliverable	0%	0.5 days	Sun 12/20/09	Sun 12/20/09	29											
31	Prepare and Deliver Testing Advisory Report	Deliverable	0%	0.5 days	Sun 12/20/09	Sun 12/20/09	30											
32	Review Full and Updated Technical Documentation and deliver assessment report	Deliverable	0%	1 day	Sun 11/22/09	Sun 11/22/09												
33	Review User Guides and deliver assessment report	Deliverable	0%	1 day	Tue 12/15/09	Tue 12/15/09												
34	System Deployment and Training Phase		0%	0.5 days	Tue 12/22/09	Tue 12/22/09												
35	Receive & review status & progress reports		0%	0.5 days	Tue 12/22/09	Tue 12/22/09												
36	Portal Advisory		0%	105.5 days	Sun 7/19/09	Mon 12/21/09												
37	Review Architecture design Document and submit assessment report		0%	2 days	Sun 7/19/09	Mon 7/20/09	13SS											
38	Discuss Architecture design Assessment Report with ASEZA and review ASEZA Comments		0%	2 days	Wed 7/22/09	Thu 7/23/09	37FS+1 day											
39	Review, discuss Test Cases and Submit Assessment Report		0%	3 days	Sun 7/26/09	Tue 7/28/09	38											
40	Prepare Site Visit Report		0%	0.5 days	Wed 7/29/09	Wed 7/29/09	39											
41	Monitor testing activities and ensure proper testing, Review User Guides and Provide assessment report		0%	5 days	Sun 12/13/09	Thu 12/17/09	50SS											
42	Prepare and deliver Site Visit Report		0%	0.5 days	Sun 12/20/09	Sun 12/20/09	41											
43	Prepare and Deliver Testing Advisory Report		0%	1 day	Sun 12/20/09	Mon 12/21/09	42											
44	Review Full and Updated Technical Documentation and deliver assessment report	Deliverable	0%	1 day	Sun 11/22/09	Sun 11/22/09	32SS											
45	DMS Advisory		0%	105.75 days	Sun 7/19/09	Mon 12/21/09												
46	Review Archeitecture design Document and submit assessment report	Deliverable	0%	1 day	Sun 7/19/09	Sun 7/19/09												
47	Discuss Archeitecture design Assessment Report		0%	2 days	Wed 7/22/09	Thu 7/23/09	46FS+2 days											
48	Review, discuss Test Cases and Submit Assessment Report	Deliverable	0%	3 days	Sun 7/26/09	Tue 7/28/09	47											
49	Prepare Site Visit Report		0%	0.25 days	Wed 7/29/09	Wed 7/29/09	48											
50	Monitor the testing activities for the conducted solution(s), and ensure that testing has been implemented properly		0%	2 days	Sun 12/13/09	Mon 12/14/09												
51	Random Testing for standard and customized modules to ensure their proper implementation and integration		0%	3 days	Tue 12/15/09	Thu 12/17/09	50											
52	Prepare and deliver Site Visit Report		0%	0.25 days	Sun 12/20/09	Sun 12/20/09	51											
53	Prepare and Deliver Testing Advisory Report		0%	1 day	Sun 12/20/09	Mon 12/21/09	52											
54	Review and confirm on AWAD Monthly Progress Reports related technical subjects.		0%	0.5 days	Mon 12/21/09	Mon 12/21/09	53											
55	Review Full and Updated Technical Documentation and deliver assessment report	Deliverable	0%	1 day	Sun 11/22/09	Sun 11/22/09	32SS											
56	Review User Guides and deliver assessment report	Deliverable	0%	1 day	Tue 12/15/09	Tue 12/15/09	55											
57	Project Management Advisory		0%	214 days	Thu 3/26/09	Wed 1/27/10												
58	Project Reporting		0%	198 days	Sun 4/19/09	Wed 1/27/10												
59	Progress Report 1 (1st Month)		0%	2 days	Thu 4/23/09	Sun 4/26/09												

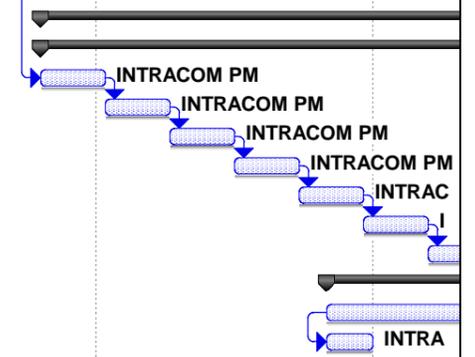


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Task Progress Summary External Tasks Split

Split Milestone Project Summary External MileTask

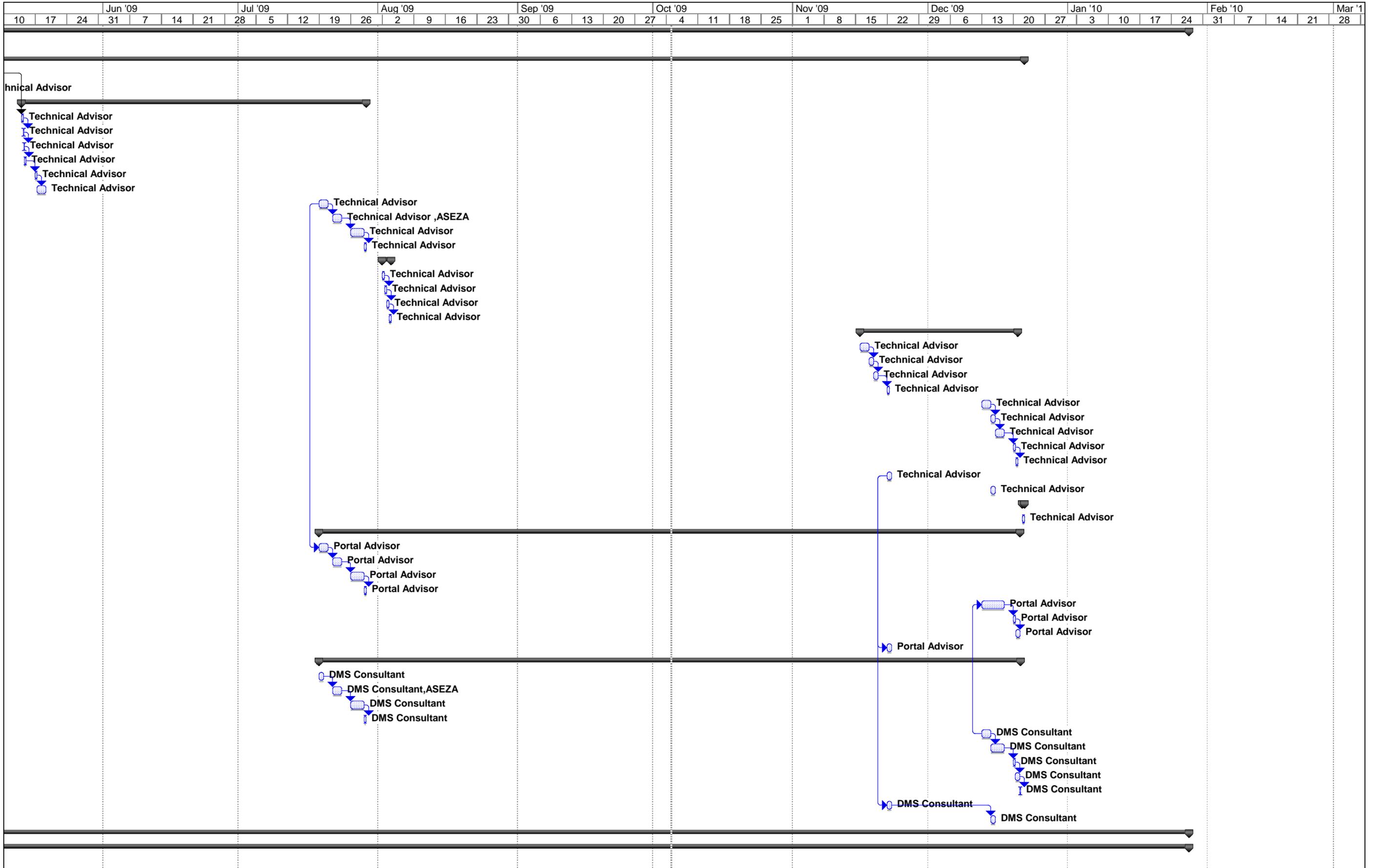
ID	Task Name	Text2	% Complete	Duration	Start	Finish	Predecessors	Apr '09							May '09		
								8	15	22	29	5	12	19	26	3	
119	Final Recommendation Report		0%	4 days	Mon 1/18/10	Thu 1/21/10											
120	Prepare Final Recommendation Report		0%	3 days	Mon 1/18/10	Wed 1/20/10	117FS+3 days										
121	Submit Final Recommendation Report	Deliverable	0%	1 day	Thu 1/21/10	Thu 1/21/10	120										
122	Sign off Final Recommendation Report		0%	0 days	Thu 1/21/10	Thu 1/21/10	121										
123	Final Recommendation Presentation		0%	4 days	Sun 1/24/10	Wed 1/27/10											
124	Prepare Final Recommendation Presentation		0%	3 days	Sun 1/24/10	Tue 1/26/10	121										
125	Submit Final Recommendation Presentation	Deliverable	0%	1 day	Wed 1/27/10	Wed 1/27/10	124										
126	Sign off Final Recommendation Presentation		0%	0 days	Wed 1/27/10	Wed 1/27/10	125										
127	Project Monitory		0%	190 days	Thu 3/26/09	Thu 12/24/09											
128	Envisioning Phase		0%	35 days	Thu 3/26/09	Wed 5/13/09											
129	Review the project documents (proposal, contract and initial plans) submitted by e-Tech, and provide AWAD PM with		0%	5 days	Thu 3/26/09	Wed 4/1/09	2SS										
130	Asses Risk Management and provide process, template and support to AWAD PM		0%	5 days	Thu 4/2/09	Wed 4/8/09	129										
131	Asses Issue Management and provide process, template and support to AWAD PM		0%	5 days	Thu 4/9/09	Wed 4/15/09	130										
132	Asses Change Management(Scope) and provide process, template and support to AWAD PM		0%	5 days	Thu 4/16/09	Wed 4/22/09	131										
133	Review e-Tech Status Report component and provide feedback if it meets their needs and suggest additional compo		0%	5 days	Thu 4/23/09	Wed 4/29/09	132										
134	Review and provide Deliverables review and approval process		0%	5 days	Thu 4/30/09	Wed 5/6/09	133										
135	Asses Change management (People) and suggest corrective actions		0%	5 days	Thu 5/7/09	Wed 5/13/09	134										
136	Planning Phase		0%	72 days	Sun 4/26/09	Mon 8/3/09											
137	Monitor AWAD project Planning phase activities, define any issues/risks and provide continuous feedback to AWAD		0%	72 days	Sun 4/26/09	Mon 8/3/09											
138	Review e-Tech Project Planning Approach and Methodology and define any risks to AWAD PM		0%	5 days	Sun 4/26/09	Thu 4/30/09	137SS										
139	Review AWAD Project Test Plan and provide comments		0%	2 days	Mon 5/25/09	Tue 5/26/09											
140	Review AWAD Project Mater Schedule		0%	2 days	Sun 5/17/09	Mon 5/18/09											
141	Review AWAD Risk Management Plan and provide comments		0%	2 days	Tue 6/2/09	Wed 6/3/09											
142	Review AWAD Project Charter		0%	2 days	Sun 5/24/09	Mon 5/25/09											
143	Preparing Change Management Methodology		0%	5 days	Sun 6/14/09	Thu 6/18/09											
144	System Developing Phase		0%	78 days	Sun 8/2/09	Sun 11/22/09											
145	Monitor AWAD project developments phase activities, define any issues/risks and provide continuous feedback to A		0%	78 days	Sun 8/2/09	Sun 11/22/09											
146	Reviewing AWAD project status report and define if it truly reflect the actual project status, report any gaps to AWAD		0%	5 days	Sun 8/2/09	Thu 8/6/09	145SS										
147	Ensuring that AWAD PM is systematically/ periodically maintaining an updated/valid Risk log, as well as escalating p		0%	78 days	Sun 8/2/09	Sun 11/22/09	145SS										
148	Ensuring that AWAD PM is systematically/ periodically maintaining an updated/valid Issue log, as well as escalating		0%	78 days	Sun 8/2/09	Sun 11/22/09	145SS										
149	Monitor AWAD PM compliance with Deliverables Review/Approve process, and provide the support needed to succe		0%	78 days	Sun 8/2/09	Sun 11/22/09	145SS										
150	Ensureing that AWAD PM is receiving all the support, review and reporting he needs form INTRACOM technical tear		0%	78 days	Sun 8/2/09	Sun 11/22/09	145SS										
151	Stabilizing Phase		0%	35 days	Sun 11/1/09	Tue 12/22/09											
152	Monitor AWAD project stabilizing phase activities, define any issues/risks and provide continuous feedback to AWAD		0%	35 days	Sun 11/1/09	Tue 12/22/09											
153	Ensureing that AWAD PM is receiving all the support, review and reporting he needs form INTRACOM technical tear		0%	5 days	Sun 11/1/09	Thu 11/5/09	152SS										
154	Ensureing that INTRACOM team is providing AWAD PM with their review and verification of AWAD testing results (s		0%	5 days	Sun 11/1/09	Thu 11/5/09	152SS										
155	Deployment and Training Phase		0%	10 days	Sun 12/13/09	Thu 12/24/09											
156	Monitor AWAD project deployment and training phase activities, define any issues/risks and provide continuous feed		0%	10 days	Sun 12/13/09	Thu 12/24/09											
157	Review the training schedule, and provide comments to AWAD PM		0%	2 days	Sun 12/13/09	Mon 12/14/09	156SS										
158	Review the training materials (General review) and provide comments to AWAD PM		0%	2 days	Tue 12/15/09	Wed 12/16/09	157										
159	Support AWAD PM in securing the Users traning evaluation and training feedback, providing AWAD PM with a traini		0%	1 day	Thu 12/17/09	Thu 12/17/09	158										
160	Discussing with AWAD PM the project closure process, and how they will systematically ensure that all deliverables		0%	2 days	Sun 12/20/09	Mon 12/21/09	159										
161	Reviewing the Project Closure Report submitted by e-Tech and providing comments to AWAD PM		0%	3 days	Tue 12/22/09	Thu 12/24/09	160										



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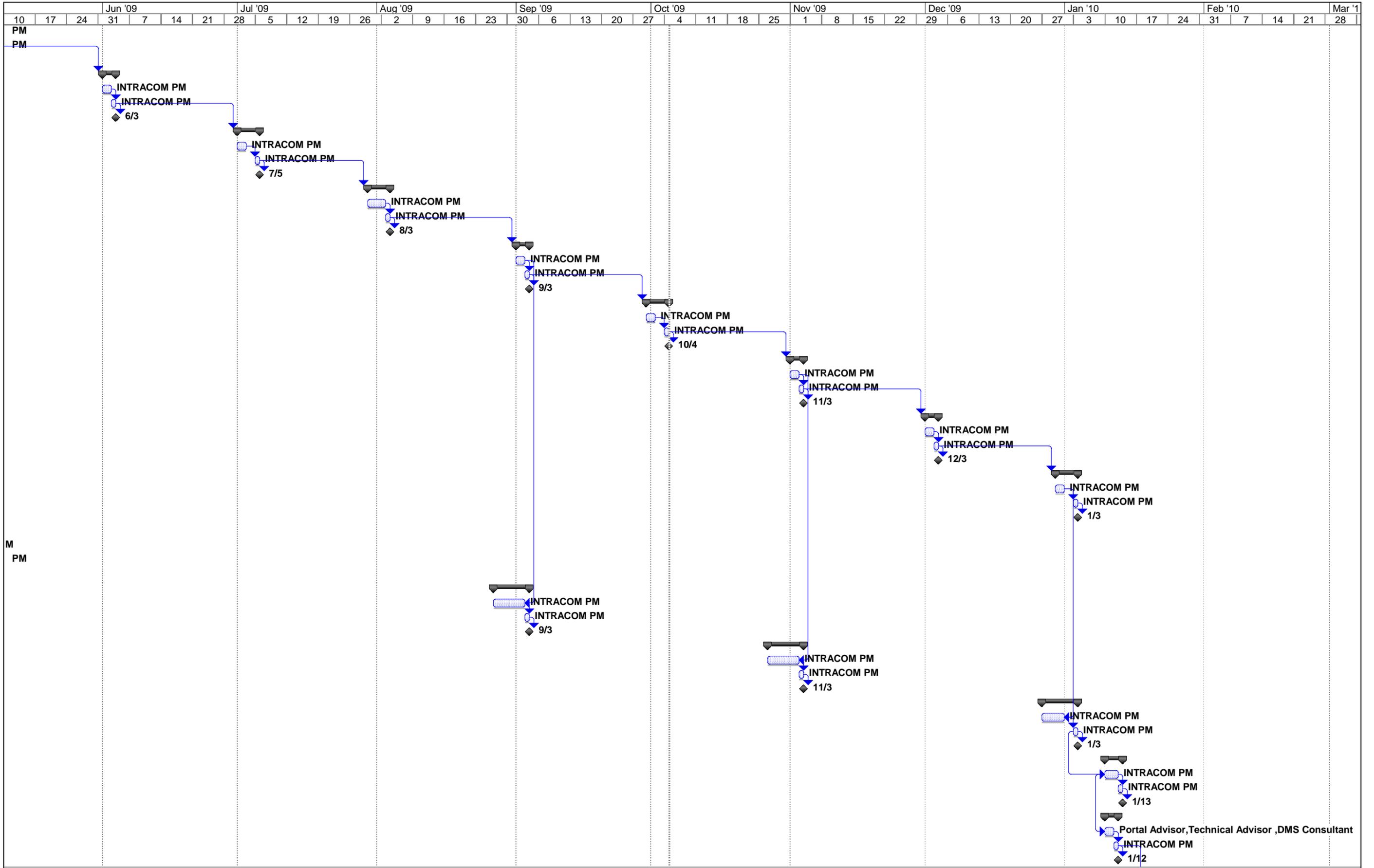
Task Progress Summary External Tasks Split

Split Milestone Project Summary External MileTask



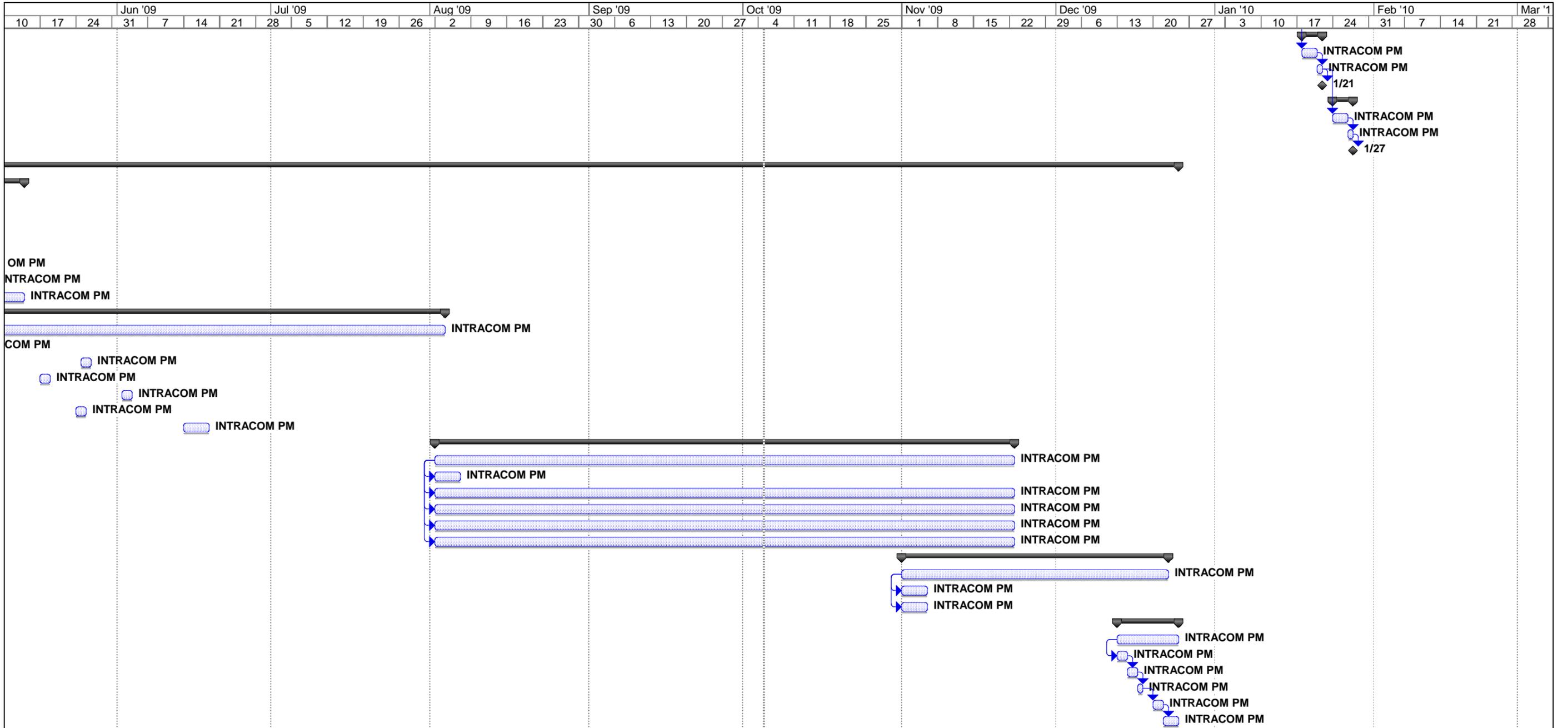
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Date: Mon 10/5/09

Task		Progress		Summary		External Tasks		Split	
Split		Milestone		Project Summary		External MileTask			



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Date: Mon 10/5/09

Task		Progress		Summary		External Tasks		Split	
Split		Milestone		Project Summary		External MileTask			



Project: Project1
Date: Mon 10/5/09

Task		Progress		Summary		External Tasks		Split	
Split		Milestone		Project Summary		External MileTask			