



Date: May 24, 2007

Project: Social Safety Net (SSN) Phase II

## **Technical Proposal**



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## Revision History

Version	1	Author	R.H.	File Name	Technical Proposal.doc
Date	07/08/2006	Editor		Remarks	
Version	2	Author	E.A.	File Name	SSN Phase II - Technical Proposal.doc
Date	24/5/2007	Editor		Remarks	Proposal for SSN Phase II Solution
Version		Author		File Name	
Date		Editor		Remarks	
Version		Author		File Name	
Date		Editor		Remarks	
Version		Author		File Name	
Date		Editor		Remarks	
Version		Author		File Name	
Date		Editor		Remarks	



## Section 1: Executive Summary

Valuable newer technologies and approaches continue to emerge and attract enterprise investments. But most organizations also have a legacy of sometimes, outdated internally developed applications which prevents them from adopting new technologies. Nowadays, small and medium to the world's largest organizations and institutes use dozens of different applications. Therefore, a need for advanced and IT planning is becoming a necessity in this new emerging world of technology to provide complete successful Applications.

BearingPoint, on behalf of the Ministry of Labor and Social Affairs (MOLSA), is seeking the development and implementation of Phase II components of SSN System in conformance with MOLSA's business requirements. The proposed solution described later in more details will provide MOLSA with such solution. The solution will extend the current functionalities of SSN System developed during phase I to leverage

### Corporate Capability

For the successful implementation of this project, **PRIMUS** will undertake the full scope of the project and be responsible for the completion of the project.

### About Primus

Primus, a division of Computer Networking Services (CNS), was established in 1996 to meet the maturing needs of the Jordanian IT community, and has since become one of the leading web and Software development companies in Jordan.

Primus, meaning the best among equals, aims to live up to its name through providing reliable services and brilliant solutions that adhere to high quality international business standards.

A wide range of clients, with varied promotional needs, have selected CNS-Primus to develop their Software applications and websites. Our client base started in **Jordan**, but we have expanded to the **United States, Iraq, Saudi Arabia, Egypt, and Kuwait**. In addition, Primus works with a variety of clients including corporate entities, non-profit organizations and public institutions. We develop Internet, Intranet & extranet solutions for government agencies, business associations, hotels, airlines, information technology companies, the food industry, embassies, and hospitals, among others.

Primus has been a sub-contactor since 1999 for **Chemonics International**, for the USAID-Funded Achievement of Market-Friendly Initiatives and Results Program (**AMIR 1 Program**), and part of the bidding team for **Chemonics International**, for (**AMIR 2 Program**), which started in 2002.

In addition, Primus has become a subcontractor for **BearingPoint, Inc.**, working as part of their USAID-funded Iraq Economic Recovery, Reform and Sustained Growth Project, and a sub-contractor for **Creative Associates**, which is also working on USAID projects in Iraq.

Primus has also been awarded the **IQC** (Indefinite Quantity Contract) to perform the e-government projects in Jordan along with other reputable Jordanian IT companies. This contract's first outcome is the e-Government Portal. Moreover, several government agencies have selected Primus to implement their internet & intranet solutions such as the **Prime Ministry** ([www.pm.gov.jo](http://www.pm.gov.jo)),

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**Ministry of Planning** ([www.mop.gov.jo](http://www.mop.gov.jo)), **Customs Department** ([www.customs.gov.jo](http://www.customs.gov.jo)), **Ministry of Finance** ([www.mof.gov.jo](http://www.mof.gov.jo)) and many others.

CNS is also a member in several respected associations in Jordan, which are: Amman World Center (AWTC), Information Technology Association in Jordan (Intaj), Jordan American Business Association (JABA), Young Entrepreneurs Association (YEA), Jordan Intellectual Property Association (JIPA), Jordan Computer Society (JCS), and Jordan Exporters Associations (JEA). CNS is a certified Microsoft Gold Partner as well.

Primus' plan is to work in a wider around-the-globe market through depending on the harmonious cooperation of employees and management-an unbeatable team effort.

## **Mission**

To be the market leader in Software, web development, online solutions, consultancy, multimedia products as well as 24-hour PC repair and maintenance through distinctive solutions and services with total focus on customer satisfaction and quality workmanship.

We aim to build long-lasting partnerships with our clients, building trusts and providing high value.

To obtain wider-around-the-globe business where we can add our signature internationally.

CNS works on being the preferred employer in Jordan and maintains the loyalty of our team.

*PRIMUS' full corporate capabilities including services and references can be found in Appendix 5*



## **Section 2: Introduction**

This Technical Proposal document contains a detailed technical description of the application, including the proposed architecture, hardware platform and working environment. In addition, the Technical Proposal includes the proposed scope of work and methodology for executing the project.



## Section 3: Detailed Technical Description

### Introduction

This document provides a high-level design for SSN phase II. Based on the identified requirements of phase II, a suitable middleware solution would need to be implemented.

Following is a table describing terminology that will be used to refer to certain entities throughout the document.

<b>MOLSA Central</b>	It is the SSN project's root; head office if you will. Large amounts but carefully selected data originating nation wide will be pouring into MOLSA Central. Also, MOLSA central is responsible for updating national databases with any and all information deemed common between all governorates.
<b>SSN Office</b>	Referred to in the requirements document as (Region/Governorate Office); and is usually a larger more capable office that is able to fully process an application, or can complete what a Local Office has initiated in terms of a new application.
<b>Local Office</b>	It is a smaller less capable office usually performing initial application processing (Data Entry). A mechanism for such offices will exist to enable them to some how send/replicate/export initial application data to a larger office (SSN Office) to complete processing.  <b><i>This particular type of offices is out of Phase II scope.</i></b>

### Road Map

Implementation of phase II is going to take place in stages, the reason for this is to identify what could be realistically delivered and implemented by Sept 2007 and what needs to be carried on to later stages. The Road Map will keep in mind the must functionalities for the first stage and insure smooth integration/implementation of functionality infrastructure scheduled for later stages.

Emphasis in this document will be placed on what is involved in creating a fully self-contained solution consisting of an SSN office(s), and MOLSA Central; with both combined, they are capable of fully processing a given application from start to finish (Stage I). Stage I is going to have the ability to fully support the features and functionalities described below.

Each Office is to process applications related to claimants belonging only to that Office. Office implementation types (Office for specific districts in a governorate/Office for an entire governorate/Office for many governorates) will govern who belongs to each Office.



Stage II (*Out of scope for Phase II*) on the other hand, will address having a number of smaller less capable offices (Local Offices) providing partial application processing through having parts of the new solution implemented not all, while the reset of the application can be completed at an SSN office.

## Features & Functionalities that define the new system

### Functional

- Electronic Storage of Application Data
- Store electronic scanned images of justifying documentation
- Store application information and track history/changes
- Supporting the creation of new applications branching from existent ones (Dependent becoming a claimant)
- Change Address and File Application
- Multi-lingual Support (English/Arabic/Kurdish)
- Workflow Support (Possibly managing Application review and approval process)
- Record Management
- Reporting
- Supporting remote assistance
- ID Card Generation
- Data Archive

### User Experience

- Usability
- Performance and Robustness
- Learning for MOLSA Iraq Team

### Technical & Implementation

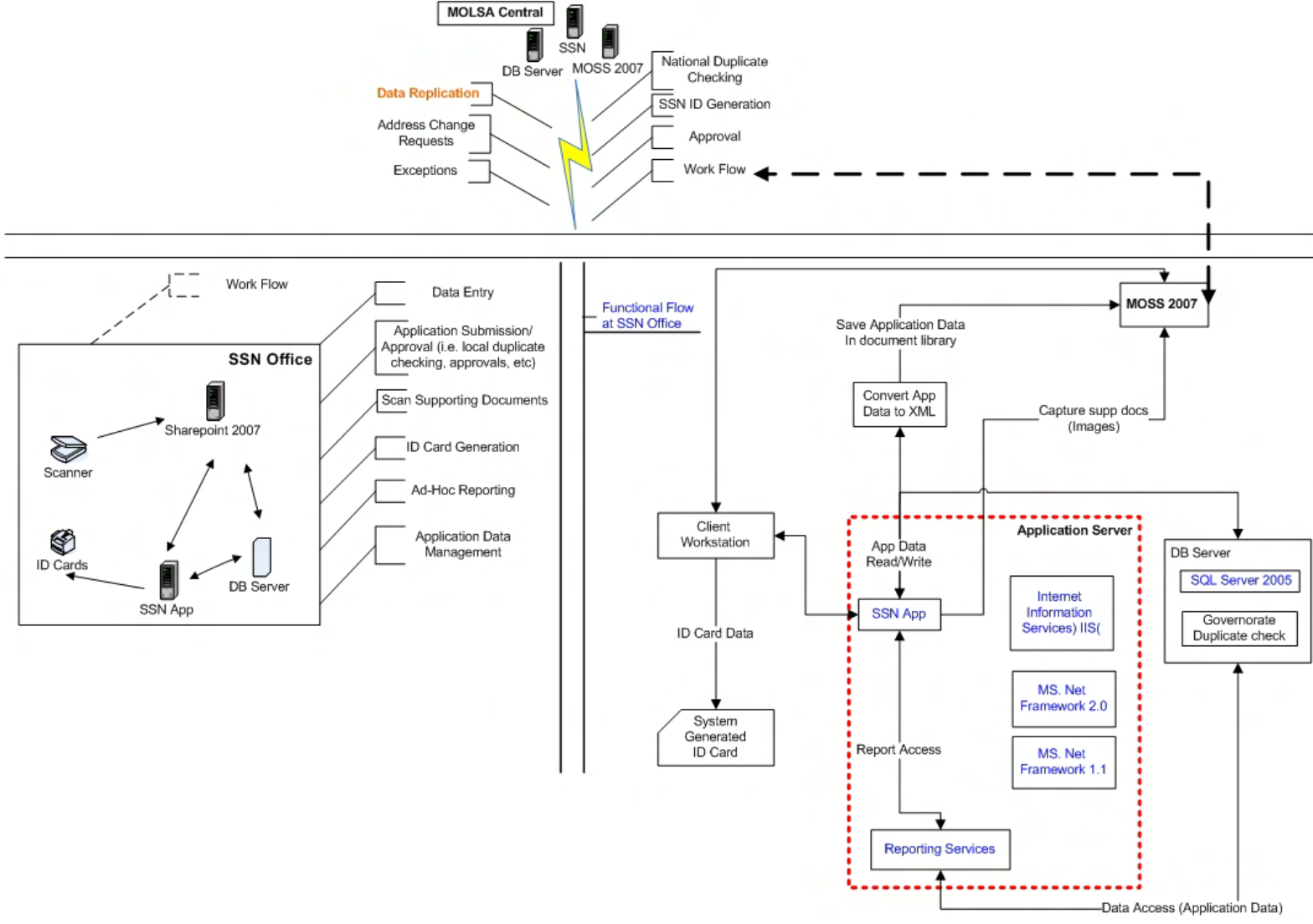
- Operating System
- Database Compatibility
- Development Environment
- Architecture
- Communications
- Data Storage Capacity
- Scalability
- Web-enabled
- Customization Challenges

Following is a detailed account of each of the above mentioned features.





**SSN App, Middleware & Infrastructure (SSN Office)**





## **Implementing New Features**

### **Functional Features**

#### **Electronic Storage of Application Data**

Upon the submission of an application; the application data goes through two processes; the first being that it would be sent to the database server for storage (Which is the case in Phase I). To make room for Phase II requirements application data goes through a second process. The process basically converts application data into a structured XML document. This conversion process allows the application data to take on a very well structured and yet very moldable format which will in turn enable ease of storage and display. This will enable application data and its history to be displayed either from within the middleware solution itself or outside of it.

Bearing in mind that even though application data is accessible from outside the middleware solution; the documents themselves are actually stored inside of the solution's document library, and the document structure itself is to follow a pattern where each application has its own folders and sub-folders.

#### **Store electronic scanned images of justifying documentation**

Ideally, the document and image capture module is going to be in the form of an interface which enables the user to simply enter a valid Application ID, and then to begin the image capture process.

The process is going to be user friendly; scanned images are going to be automatically pointed towards the appropriate folder for storage.

Supporting documents are not going to physically be stored along with Application Data, but are going to be logically linked to them. However the image folder structure is going to be exactly as its Application Data counter part only the earlier contains images (each application has its own image folders and sub-folders).

Images are going to be stored at each claimant's respective Office for reference and storage purposes. A copy of all images from all offices is to be stored at MOLSA Central as well.

#### **Store application information and track history/changes**

Shortly after application data is submitted and converted into an XML document, it is sent to the middleware's document library. Once stored, it is given a series of properties one of which would be a version number. Now each time an application is modified and saved, a subsequent version of this document is created. Overtime, a history of the changes that have taken place on this document is formed, and can be reviewed at anytime.

#### **Supporting the creation of new applications branching from existent ones (Dependent becoming a claimant)**

In the event that a dependent becomes a claimant, the system needs to go through a process to ensure that the transition from dependent to claimant is seamless.

When such an event takes place, a new application is created. The dependent will need to begin a new application process providing all required information and supporting documentation, which need to be scanned again.

If this operation happens in the same office, a reference on the new application will indicate which application this application branched out of. The dependent is also completely removed from his/her original application. If not in the same office, then the removal from original application should be done separately by the user before creating a new application in order to avoid failing duplicate check pass.

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### **Change Address and File Application**

After completing a change of address form, the claimant is required to submit this form at the new location. Seeing that data is already replicated to MOLSA central, the relocation process as far as the system is concerned and after approving the relocation is going to be as follows.

Seeing that under normal circumstances a database from one Office has no access to data that pertains to another office. A process to retrieve this particular record and its related documents from MOLSA Central is initiated; during this process data will be moved from one database to another then deleted from the old database. Following record retrieval from MOLSA Central, the record is updated with its new information. This process can be very effortless and requires almost no user feedback besides the new address information.

### **Multi-lingual Support (English/Arabic/Kurdish)**

Users are going to be able to specify what language their interaction with the system is going to be in. The middleware solution to be in place will support a multilingual environment (English/Arabic).

Regarding the Kurdish language environment; unfortunately none of the potential middleware providers support Kurdish (Including Microsoft), therefore a heavy investigation in coordination with Microsoft attempting to look into how such an issue could be addressed is underway; bearing in mind that interaction with the middleware solution is going to be minimal and mainly between the SSN Application and the middleware. The fact that supporting documents are scanned and saved as images without any OCR activities, eliminates the concern of scanning documents in Kurdish language.

With respect to SSN Application user interface and entered information such as names, this will be available in Kurdish language.

### **Workflow Support (Managing application review and approval)**

Application approvers are going to be primary users when the time comes to automate the application approval process. Approvers will ideally be receiving email alerts/tasks indicating that an application(s) is awaiting approval. The final approval is going to be part of an electronic predefined business workflow process.

Also, the following workflow processes has been identified and are going to need to be verified and refined:

- Mass approval workflow, when a common group of applications needs to be processed
- Workflow needs to be initiated in cases where MOLSA returns duplicate applications
- Workflow to be initiated for withheld payments (investigative)
- Committee approved and system disapproved applications require workflow to be initiated

To have workflow function properly within a disconnected environment may involve having workflow data temporarily stored in a database until a replication process is performed and any missing data essential to the workflow's completion becomes available.

### **Record Management**

When application data is stored in document form within the middleware's document library, they start being treated as records, where rules can be applied on document access, versioning and history. Properties such as the duration of record keeping, record disposal policies, and other record governance features can be customized to suit SSN.



## **MIS & Reporting**

Besides the standard reporting capabilities, a new reporting feature is going to be in the form of ad-hoc reporting. The end user/business user is going to be presented with a simplified form of the SSN database structure. This enables the user to generate any report he or she might have in mind on the fly through dragging and dropping table/view objects directly onto a report template.

The MIS module is going to act as a statistical hub, providing statistical information based on compiled data over time. Statistics are to be compiled at MOLSA Central and sent back to each governorate or office respectively. National statistical reports as well are to be generated at MOLSA Central as and when needed relayed to all governorate offices.

## **Supporting remote assistance**

System administrators and technical support personnel are able to remotely connect to provide technical assistance through VPN when needed. Implemented operating system will have appropriate pre-requisites to support such process. However, a stable connection needs to be in place for the duration of the trouble shooting session. Alternate t-shooting methods may include chat, and phone conversations.

## **ID card Generation**

Upon the submission of an application, and through a single interface based on the application ID number, a clerk can generate the required ID card(s). Cards can be printed in batches or individually. A check is performed to ensure that a card is printed only once.

## **Data Archive**

SSN's data archive system is going to be implemented at MOLSA Central. When a records are up for archival they are to be replicated over to MOLSA Central (if they aren't already), then from MOLSA Central's current database and middleware's libraries, records are moved over to the archiving system and deleted from any working databases.

No special archiving software is going to be used; a replica of both the database and the middleware solution is to be present fulfilling the role of an isolated archiving system. This keeps cost and accessibility at acceptable levels, and takes advantage of the middleware's available archiving features.

Generally, applications that have been closed for one year are up for archival.

## **User Experience Features**

### **Usability**

User interface features will constantly bear in mind ease of use and minimizing required user input to what is deemed necessary. The middleware solution to be in place will too be supportive of a user friendly environment.

### **Performance and Robustness**

Handling large amounts of data and carrying out complex transactions and processes seamlessly is what defines the new solution. Also stability and the ability to process data from variable sources are kept in mind as well.

### **Learning for MOLSA Iraq Team**

The newly implemented solution will allow for a reasonable learning curve that is not time consuming and simple to understand.



## **Technical & Implementation Features**

### **Operating System**

Windows Server 2003 will be the choice to run the adopted middleware.

### **Database Compatibility**

Seeing that SSN Phase I is successfully using SQL Server 2005. The same database solution is to be in place when it comes to implementing Phase II as well.

### **Development Environment**

In Phase I, .NET 2003 was the environment of choice. Updates in addition to the new modules will be carried out using .NET 2005. Overall, the .net Development environment has been proven as a very successful development methodology when it comes to projects of similar specifications.

### **Communications**

As it is known, connectivity is a major challenge; and so, special attention needs to be paid to this particular aspect of the project.

In similar cases usually, database replication is what is used in order to compensate for lack of connectivity. This will be the case in Phase II. Data is to be mass pushed back and forth when there is a need to do so.

The following data replication jobs have been identified:

- Application data transfer (i.e. scheduled replication/Duplicate check results/Returned SSN IDs)
- Supporting document images

Seeing that the above involves a large amount of records per job; ensuring that connectivity at least holds up for the duration of each job is going to be essential.

Also, using physical storage and transport may be used as a backup plan.

### **Data Storage Capacity**

Details explaining for example the lifespan of a record may need to be clarified in order to take that into account when considering storage.

With a high volume of images (photos and supporting documents) present, storage space might be quickly used up; therefore, implementing a smart storage plan is quite essential.

Images are to be stored only at locations where they are most needed, and un-necessary copies of those images are to be eliminated.

### **Architecture**

SSN Phase II application architecture will implement 3-tier architecture (Interface-Middle Tier-Data tier). With the introduction of the adopted middleware it is to be incorporated to function as a supplemental tier adjacent to the current architecture. Also accompanying the middleware solution are a few other modules that support the newly deployed SSN II.

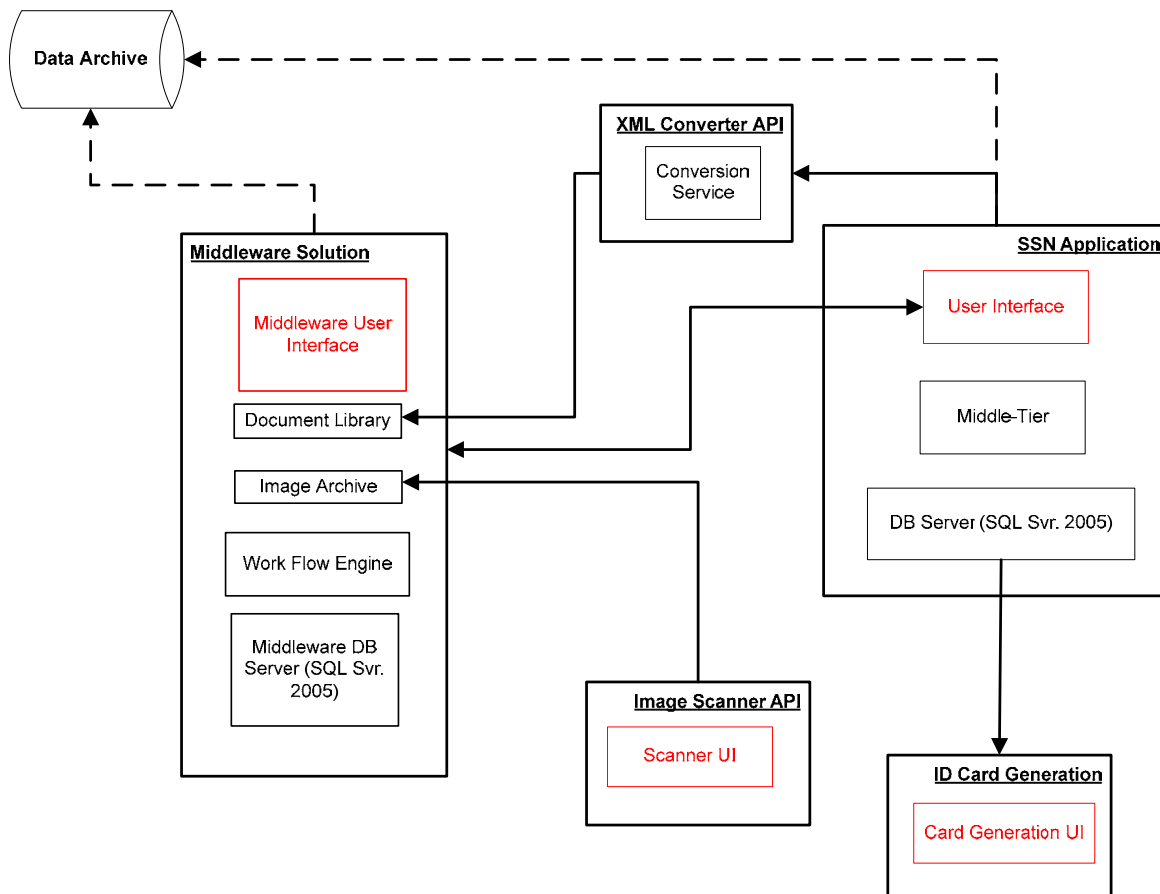
- **ID Card Generation** : Interface to prepare card template for printing (data population, card layout, etc)
- **Image Scanner APIs** : Module responsible for specifying scanned images' properties, as well as automatically directing scanned documents to their appropriate location

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- **XML Converter** : Converts application data to XML format for storage in the middleware solution
- **Data Archive** : Present at MOLSA Central its job is to archive both application info and any related documents



### Scalability

In terms of scalability, Phase II is going to allow for a highly scalable solution, especially with the introduction of the new middleware solution. As it stands, the SSN application is highly scalable seeing that it fulfills its functionality on a nationwide scale.

To take it a step further, the newly introduced middle ware will enable the SSN project as a whole to scale up to even a higher level at any given point in time. The middleware solution beside its ability to cater to the mentioned requirements can potentially be used in the future to centralize MOLSA's operations in a manner that it would make a nation such as Iraq feel like a small office very seamlessly.

A complete user base spanning nationwide could potentially belong to a single user forest processing pretty well anything from anywhere:

- Processing applications (G to C)
- Refining complex inter-governmental procedures (G to G) into a few clicks operation
- A foundation equipped to have numerous internal sub-systems branching out of it (i.e. Full HR management solution, Legal Department, Operations, Statistics, IT, PR and more – all interconnected all functioning under this one huge umbrella)

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A few notes to touch up on scaling down the offered solution deserve mentioning as well. As mentioned, smaller offices (Local Offices) may not be able to fully process an application thus implying that partial modules of functionality will be present. The remainder of any incomplete process initiated at a (Local Office) will automatically be carried on for completion at a main office (SSN Office).

A scaled down solution is what will allow a process to be partially complete at one place and then concluded at another, keeping in mind that such setup is out of Phase II's scope.

### **Web-enabled**

Both the SSN Phase II application and the newly added middleware are going to be web friendly, functioning as internet or intranet applications (i.e. running through a web browser).

### **Customization Challenges**

Worthy of mentioning in this part of the document regarding any adopted middleware solution are the features that need to be implemented using that particular solution.

Three of the new features required by Phase II are as follows:

- Image capture (Photos and supporting documents)
- Application data management (Change history, versioning, etc)
- Workflow

With image capture and application data management, things are to a certain extent contained and manageable given the connectivity challenges present at the site(s) of deployment.

Workflow however, poses an even greater implementation challenge than the above two features. With workflow having to be electronic and its cycle spanning to multiple physical locations coupled with poor connectivity it leaves us very little room for maneuvering. Two distinct solutions addressing workflow in a disconnected environment are available.

The first would be writing customized modules specifically present to manage workflow and the disconnected environment would be the solution. Those custom modules however are high in complexity, and consume a lot of the server's resources, especially if the volume of outstanding workflows initiated is high.

A second and much more stable method to address such an issue is that in reality workflow can actually begin and end at the Office, it only waits for certain records or conditions to be fulfilled at MOLSA Central's end. This means a workflow can be placed on hold for the duration of the delay time then reactivated and concluded as soon as its continuation conditions have been fulfilled.





## Section 4: Project Management Methodology

PRIMUS Project Management (PM) practices utilizes PMI (Project Management Institute) PMBOK (Project Management Book of Knowledge) Knowledge areas and processes. The degree of utilization depends on the project's scale and nature.

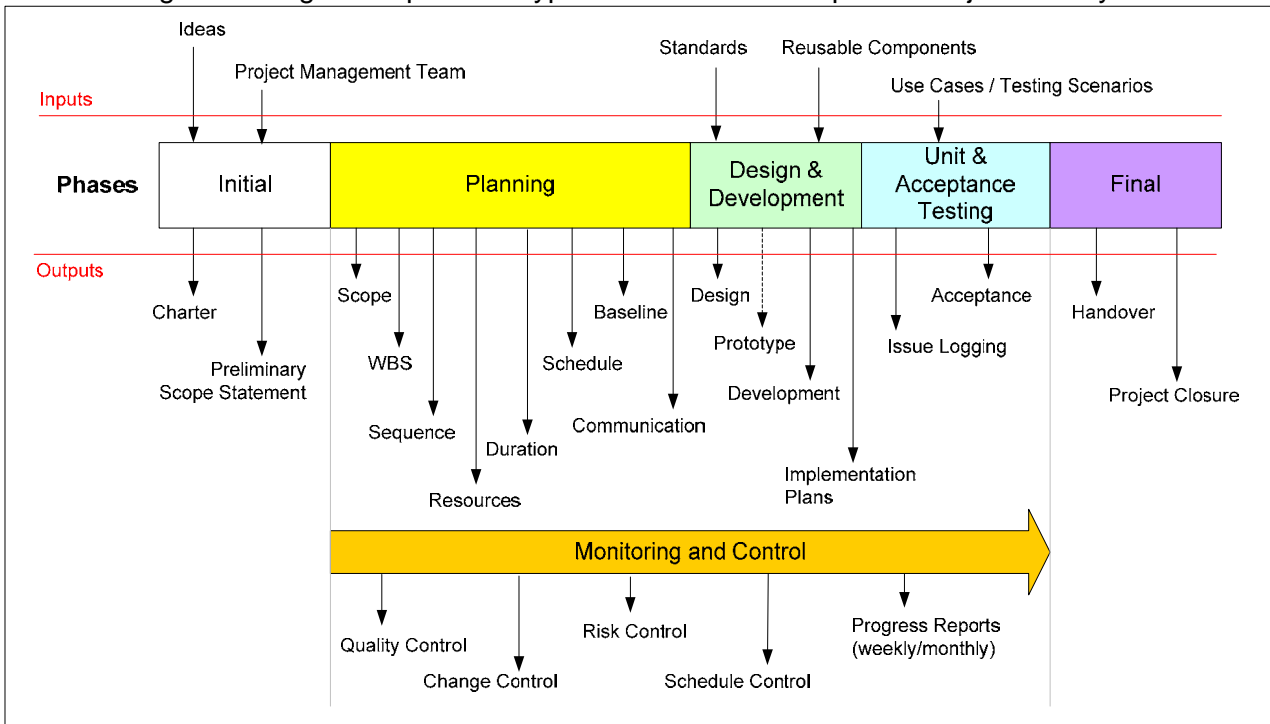
### Section 4.1: Implementation Approach

In the initial phases of the project a detailed work breakdown structure would be developed and presented outlining everyone's responsibilities and tasks in the project. A work plan would be drafted and followed up throughout the project.

A Communication plan will be developed to clearly identify stakeholders, responsibilities, communication channels and types. The communication plan will provide an effective and open communication among participant parties to allow issues to be identified, communicated, and resolved quickly

Additionally, the project management team would be responsible for making sure all required work is performed in accordance with the agreement. It would be responsible also for making sure all deliverables are delivered.

The following basic diagram depicts our typical Software Development Project Life Cycle:



In addition, we follow standard Project Management practices to ensure effective and efficient management of the project.





For the successful ongoing management and conclusion of this project, some procedures must be carried out and maintained throughout the life of the project. These procedures are intended for keeping the project on track, in terms of its schedule, and its functionality.

These procedures include weekly status reports, minutes of meetings, change control, and Risk Management.

## Section 4.2: Deliverables

Deliverables	Format and Structure
- A High-Level Work Plan and Project Plan	
o Requirements gathering and analysis Project Plan	MS Office Project 2003
o Design Phase Project Plan	
o Issues Log	MS Office Excel 2003
o Project Risk Assessment	
- Weekly Status Reports	MS Office Word 2003



## **Section 5: Project Plan**

PRIMUS will divide the implementation process into several stages. Each stage will have its own phases and maybe handled by different PRIMUS teams. PRIMUS project manager and BearingPoint project coordinator will be responsible for managing the whole project.

### **Section 5.1: Stage1 – Analysis/Software Requirements**

PRIMUS technical analyst and technical writer will carry out the documentation of SSN Requirements for Phase II and incorporate Phase I requirements as well. The document will be provided in English then reviewed for accuracy once translated to Arabic by BearingPoint.

### **Section 5.2: Stage2 – Design Specifications**

PRIMUS technical analyst will carry out all the tasks related to the analysis and design of the application, database, and required integration.

### **Section 5.3: Stage3 – Development / Implementation**

A team from PRIMUS will carry out the development and implementation of SSN Solutions in scope.

### **Section 5.4: Stage4 – Testing and Quality Assurance**

A team from PRIMUS will carry out the testing and Q.A. for each phase to insure that the finished product complies with MOLSA requirements.

### **Section 5.5: Stage5 – Testing/Deployment and Training**

- BearingPoint/MOLSA will test the solution
- BearingPoint will deploy the solution
- PRIMUS will train – four developers and four administrators on SSN solution.



## Section 6: Human Resources

### Section 6.1: PRIMUS

PRIMUS will dedicate the following personnel for the implementation of the project:

#### **Project Manager**

The Project Manager will be responsible for all aspects of project implementation, including discussions and agreements with BearingPoint/MOLSA. A team of dedicated analysts and programmers will assist the Project Manager.

#### **Team Leader**

The Team Leader will manage the whole project team.

#### **System Analyst**

The technical analyst will be responsible for analyzing and designing the application.

#### **Development / Maintenance Staff**

This staff will be responsible for the development of the application, including fixing any bugs identified during system testing, tackling any gaps, which BearingPoint/MOLSA may wish to address, and training MOLSA Developers and administrators on SSN application. A suitable team will be assigned to provide technical support BearingPoint/MOLSA.

### Section 6.2: BearingPoint

BearingPoint and on behalf of MOLSA will dedicate personnel to perform the following roles during the implementation (Design, build, and deploy phases) of the project:

- **Project Manager:** This person will have the authority to make decisions and resolve various implementation issues and will coordinate the efforts of the different parties involved in the system implementation.
- **Kurdish Translator:** This person(s) will be required to translate the user interface labels and lookup descriptions in order to allow using the SSN Application in Kurdish Language. It's advisable to have this person available at Primus Premises during the Support for Kurdish Language task.
- **Kurdish Tester:** This person will be needed during Testing and QA phase of the project and preferably at Primus Premises in order to test the application using the Kurdish User Interface.



## **Section 7: General Customer Responsibilities and Project Assumptions**

### **Section 7.1: General Customer Responsibilities**

Our delivery of the services are dependent on BearingPoint involvement in all aspects of the services, your ability to provide accurate and complete information as needed, the accuracy and completeness of the Assumptions, and timely decisions and approvals by MOLSA.

In performing our services under this SOW and the applicable WO, we will rely upon any instructions, authorizations, approvals or other information provided to us by your project Manager or by any other personnel identified by your Project Manager.

### **Section 7.2: Project Assumptions**

The Services, fees and delivery schedule for this project are based upon the following assumptions.

- BearingPoint, MOLSA & Primus will agree on a high level work plan at the start of the project
- BearingPoint will assign a counterpart who is authorized to represent the management, approve project deliverables and extend any required assistance during the project
- BearingPoint shall cooperate with the project team, facilitate the completion of the assignment to the greatest extent possible, and share with the project team all documentation relevant to the process
- BearingPoint will provide feedback on requests and reports in a timely manner (maximum 72 hours).
- All work will be performed in Amman, Jordan.
- MOLSA maintains two separate SSN Solution environments for Test and Production. The Cutover plan will assume no transition from testing mode to production mode on the same servers.