

EXIT REPORT

To: Alan Morley, Component Lead
Cc: Richard Laliberte COP , Emmanuel Sigler
From: Barry Garman
Component: A
Date: Thursday, January 17, 2008
Subject: Exit Report for the Period of <15 Jan, 2007- 31 Jan, 2008>

Accomplishments

1.

Crosscutting

- EISA:
 1. Identified and recommended resource for EISA Web Portal development and submitted a TOR to Activity Manager;
 2. Worked with EISA IT department's staff to complete the wiring of the access racks, data migration, and training which they haven't completed yet.
 3. Oversaw network and security modernization of EISA
 4. Implemented Arabic OCR (Arabdox) for EISA and Government Fund departments
 5. Oversaw training for EISA and ensured compliance with the training schedule
 6. Drafted job description for IT manager position to work with Mrs. Omayma (IT General Manager)
 7. Worked with EISA portal development team to identify resources
 8. Short listed resources from more than 100 CVs received from the Ministry of Investment
 9. Scheduled interviews and once a manageable number of qualified candidates were identified, engaged EISA IT General Manager for the final rounds of the selection
 10. Successfully identified two qualified developers for the EISA Web Portal project and made the recommendations to EISA chairman with final result being that these two developers are now working on the project

- CPA:
 1. Drafted RFP and submitted for publishing for the CPA Call Center network and security infrastructure
 2. Reviewed bids and selected vendors

3. Drafted exemption documents for the local procurement of the Call Center equipment as IT vendors did not make any bids
 4. Worked on IRM for Consumer Protection Agency Call Center
 5. Followed up with the procurement of the equipment and ensured delivery of the consignment of the network infrastructure equipment and software as per RFP
- **GOEIC:**
 1. Analyzed GOEIC security posture and developed and submitted “Report on GOEIC Network Security Report and Recommendations for Improving that Security”
 2. Developed RFP for procurement of required equipment and software
 3. Presented the report to USAID and is awaiting approval to go forward with publishing of the RFP
 - **TSA:**
 2. Worked with the Trade Sector Agreement MIS Manager to facilitate retrieval of the data elements list submitted to the Trade Facilitation Working Group. As this data is to be provided through ECA Data Warehouse application followed up with the ECA IT Advisor for Data Warehouse implementation. Access to the data on the list is pending completion and launch of the ECA Data Warehouse.
 - **GFMIS:**
 1. Analyzed requirements and drafted and submitted Gap Analysis report to the MoF Minister Advisor for Treasury and Public Debt
 2. Developed high level implementation plans for the CFO pilot project and submitted to the component lead for review.
 3. Worked with the GFMIS functional team and prepared a summary of the GFMIS Gap Analysis and implementation strategy for H.E. The Minister.
 - **ETA:**
 1. Worked with ETA on IRM for new Sales Tax System to ensure adequate security and networking needs.

ECA

1. Worked with MoF Minister Advisor for IT on network bandwidth and capacity analysis in line with RAYA’s proposed work on increasing bandwidth for the remote sites

2. Visited Logistic and Data Center in Alexandria Port to investigate reported problems with network outages, video conferencing and scanning. Submitted a report to a joint ECA and Ports Authority committee.
3. Identified various stakeholders for data integration between ECA, other governmental agencies, and the private sector
4. Identified areas for hardening the security layer with respect to the GOEIC access to the CIS
5. Developed and submitted draft Post CIS Implementation Audit Plan
6. Developed and submitted IT Training Plan for ECA staff
7. Developed and submitted Non Disclosure Agreement to be used by the CIS vendors to protect ECA's rights to the information
8. Managed training activities for training of ECA and MoF staff in MCSE, Microsoft Dot Net 2.0.
9. Participated in meetings and supported activities related to CIS implementation
10. Presented TAPR II IT department in ECA IT Workshop and supported the workshop related activities

Issues

3.

- CIS implementation has been hampered by a myriad of contractual issues.
- Raya CIS Project Manager Sherif Taher is on two distinct projects (CIS and Sales Tax System) despite RFP requirements for a dedicated project manager.
- Furthermore, he is heavily bogged down with contract/insurance/bond issues, which should be handled by Raya's legal team, COO, and or another administrative function within Raya to free up him and allow him to focus on the CIS implementation.
- CIS vendor (Raya) is delinquent in delivering required documents listed below:

Deliverable	% Completed
Work Plan	75 (one that was given by ICS at kick off meeting in September 2007)
Communication Plan	80
Scope Management Plan	0

Resource Management Plan	0
Quality Management Plan	0

- SRSD submitted by CIS vendor (ICS Agility) does not reflect specifications/confirmations agreed upon during the confirmation meetings with the Vendors, ECA functional staff and BE Customs Advisor for the following module, which requires significant customization

1. Intelligence

- Implementing changes in IT has proven to be especially difficult in ECA, as there seems to be a troubling amount of mistrust between the IT Operations side in the Customs and the MoF technical and executive advisors to the Minister who act collectively, as the CIO office.
- Minister Advisor Dr. Saudi has expressed his concerns about the data migration, hardware and software installations, as there has not been any significant activity on these items since the kick off meeting in September 2007. He has reservations that the vendor Raya would be able to finish these three very crucial tasks on time. More than anything he is concerned about the data migration, though. He also has mentioned that at some point of time there is a need to set up back up operations in Tayran. The decision on the back up site that was originally considered in the technical specifications was postponed due to logistical reasons, i.e. building couldn't be ready in time for CIS implementation.

Risks

- 4.

- Data migration and data cleansing activity if not carried out promptly and accurately will result in data not being ready and erroneous data in the system
- ECA implementation may not be completed by close of TAPR II project
- CIS implementation team must ensure that Network and Infrastructure modernization activities are on track, as any delay will affect the project adversely.
- Required decrees to facilitate exchange of data between the governmental agencies and ECA if not in place will hamper data exchanged capability of the CIS. To this day, there has been very little progress on this important matter.

Counterpart Contacts

- 5.

- MoF Minister Advisors:
 - Mohammed Nabih Hamza

- Imran Elkouni
- Dr. Saudi
- Dr. Ahab Ayada
- Dr. Raggai Hassan (EISA)
- Omayma Nasr (EISA)

Documents Received

6.

- CIS RFP Documents
- RAYA BAFO
- GFMIS Gap Analysis (drafted by Larry Sargent)
- ECA Customs Declaration/Clearance Forms
- Process Map for Logistics Centers from Samer Shokri
- ECA Network and Security RFP

Reports Delivered

7.

- GFMIS Gap Analysis and Implementation Plan
- GOIEC Security Report and Recommendations to Improve that Security
- Post CIS Implementation Audit Plan
- Findings on Logistic Centers
- ECA IT Staff Training Plan
- BearingPoint CIO Training Program

Lessons Learned

8.

- Engage BE contract and legal groups from the beginning and during drafting the RFP and subsequent contract negotiations
- Beware of issues surrounding the business environment and account for them in the planning process e.g., clashes between ECA and Ports Authority, prior ECA vendor issues that are likely to hamper the work going forward, e.g. ECA's past non/stop payments will likely affect efforts for data migration and data exchange where close cooperation with the existing system vendors are needed

Next Steps

9.

- Be more direct with Raya to make good on the deliverables, as Raya PM has a tendency to shift responsibility of their deliverable to their subcontractor ICS Agility.
- Harness the support from the MoF Advisors and in a unison voice convey to Raya that Sherif Taher (Raya) has so far delivered very little substance to the CIS implementation and collectively pressure Raya to change course.
- Commence data migration and cleansing activities as early as possible to identify tools, methods, and processes required to cleanse data and affect the data migration.
- Work closely with Dr. Saudi to ensure that Network and Infrastructure modernization activities are on track, as any delay will affect the project adversely.
- Work with relevant governmental bodies to bring to fruition decrees necessary to facilitate exchange of data between the governmental agencies and ECA.