Work Plan for Business Requirements for ORACLE ERP System in Aqaba Special Economic Zone Authority SOW-102-2010 – RFTOP-021-2010

AQABA COMMUNITY and ECONOMIC DEVELOPMENT (ACED) PROGRAM

7th of June 2010

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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
AIIE	Aqaba International Industrial Estate
ANREPCO	National Real Estate Projects Company
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
CAI	Changi Airports International
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
FTZ	Free Trade Zone
FZ	Free Zone
FZC	Free Zones Corporation
GCC	Gulf Cooperation Council
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)
KSA	Kingdom of Saudi Arabia
LCDD	Local Community Development Directorate (ASEZA)
LCL	Less than Container Load
LECP	Local Employee Compensation Plan
LOE	Level of Effort
LTTA	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)
SEO	Search Engine Optimization
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
USD	United States Dollar
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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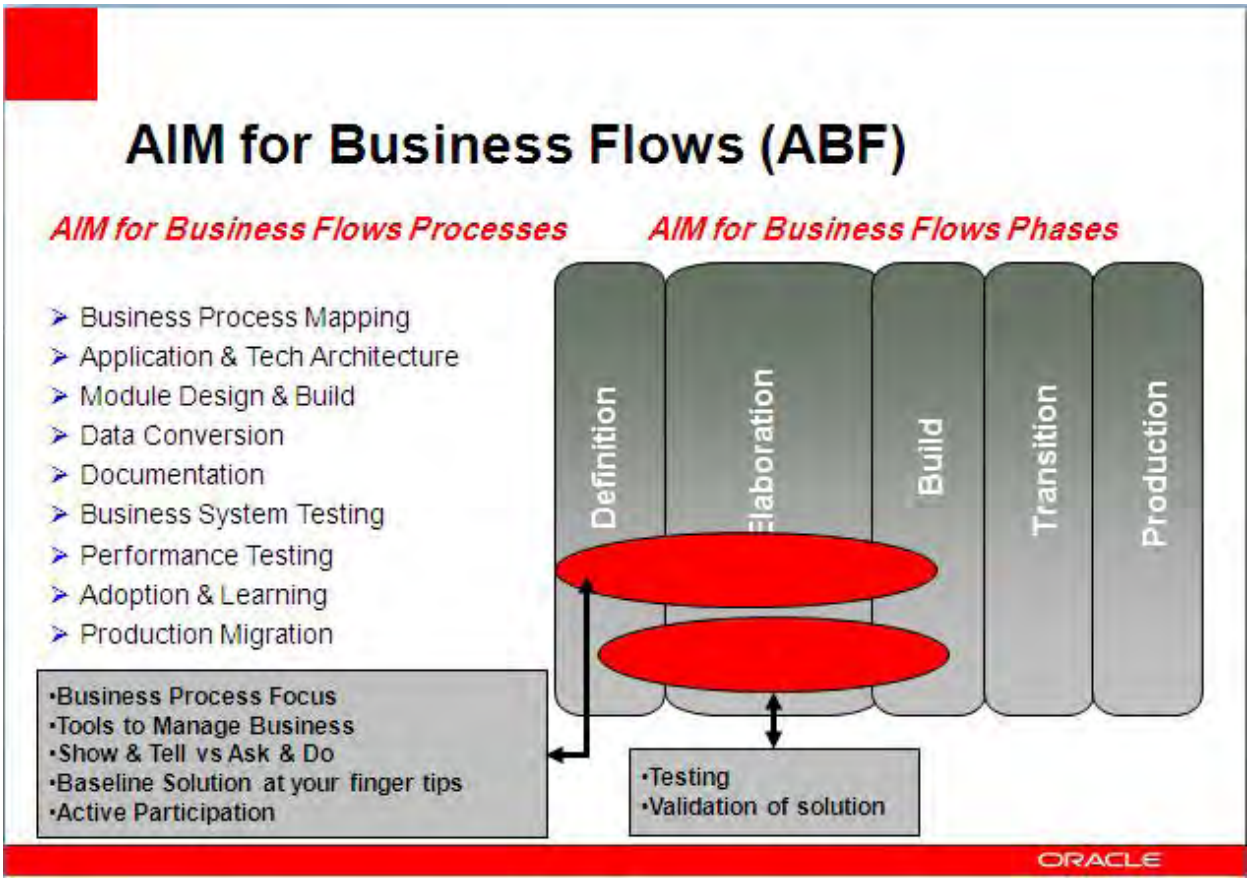
I. Oracle ABF (AIM for Business Flows)

ABF tasks are organized into processes. Each process represents a related set of objectives, resource skill requirements, inputs, and deliverable outputs. A task can belong to only one process. Project team members are usually assigned to a process according to their specialization and background.

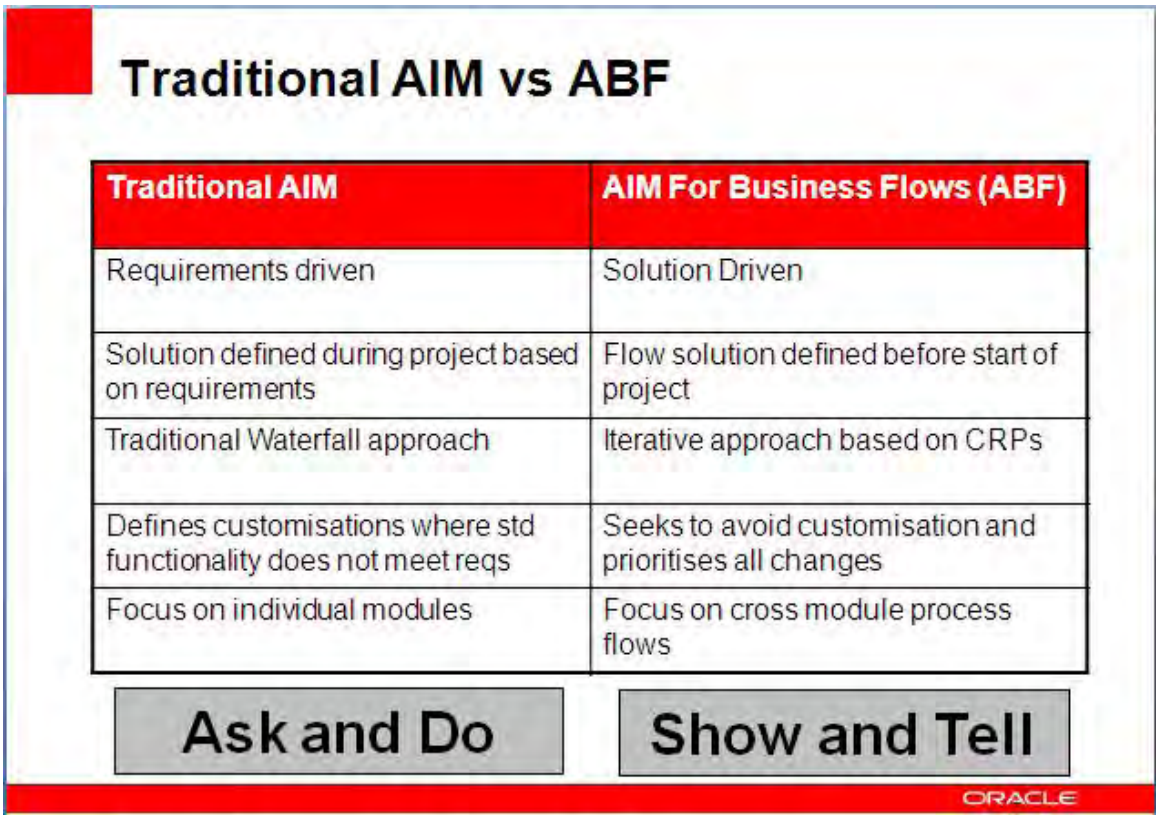
The main purpose of using ABF at this assignment is not to follow the full methodology as it's an implementation methodology, but by utilizing ABF Assets such as Templates, Business Flows and Best Practices in order to map it to ASEZA's current business and future business requirements.



The advantage of using ABF instead of classical AIM is to save more time and provide best quality. Instead of spending around six weeks collecting requirements and capture current business process, Oracle has done this homework by providing us best business practices over the world and drilled down to specific localizations and legislations. As such, it's better to start exploring system functionalities and Oracle's assets rather than collecting

requirements, going into loops by drafting "as-is" for six weeks, then writing "to-be" (which is similar to as-is) for another three to four weeks.

With this new methodology, we will start telling you what Oracle provides for your industry and then check the fit of your current business processes, and how you might change your business in order to follow Oracle's best practices.



ABF focuses more on client understanding of Oracle standard business flows, and maps it to their requirements. In order to achieve these goals, the implementation approach of ERP applications has been changed to have more conference room pilots (CRPs), which familiarize the key-users and business manager with Oracle Products, and keeps them aware of the new setups have been applied to their system with proper presentation and hands-on implementation.

II. ABF at ASEZA

Following standard Oracle ABF procedures, we will be executing the following:

a. ASEZA As-Is Reviews

Usually, Oracle ABF does not recommend spending much time asking and documenting As-Is processes because ERP implementation is considered as a whole business process re-engineering exercise.

Oracle recommends using standard Oracle techniques instead of spending much time as people know how they work and how they perform transactions where this is used to be the classical implementation and health check methodology (ask-and-do) where the trend now expects consultants to understand standard work flows and business procedures and then present the right practice to the customer (show-and-tell).

Main activities with this exercise will be by meeting with business owners at each function (finance, HR, maintenance, services, etc…), and:

1) Collect current business flows
2) Collect current challenges
3) Collect current risks and pitfalls
4) Identify business integration issues i.e. payroll with GL, AP with GL; Payroll with cash management, etc…
5) Identify required integration with other systems

Approach:

1) Meeting with Business Stakeholders to understand the following:
    a. Current Business Status
    b. Current System Status
    c. Strategy and Future Plans
2) Meeting with Key Users and End Users to understand the following:
    a. Current Business Requirements
    b. Current System Challenges
    c. Requirements and enhancement requests
3) Meeting with MIS Coordinators to understand the following:
    a. Current load and business requirements
    b. Available tools and processes
    c. Hardware and Software status
4) Oracle Standard ABF Templates will be utilized to fill this assignment by delivered
    - ABF – RD020 Document for each track
    - ABF – BP080 Document for each track

b. ASEZA To-Be Drafting

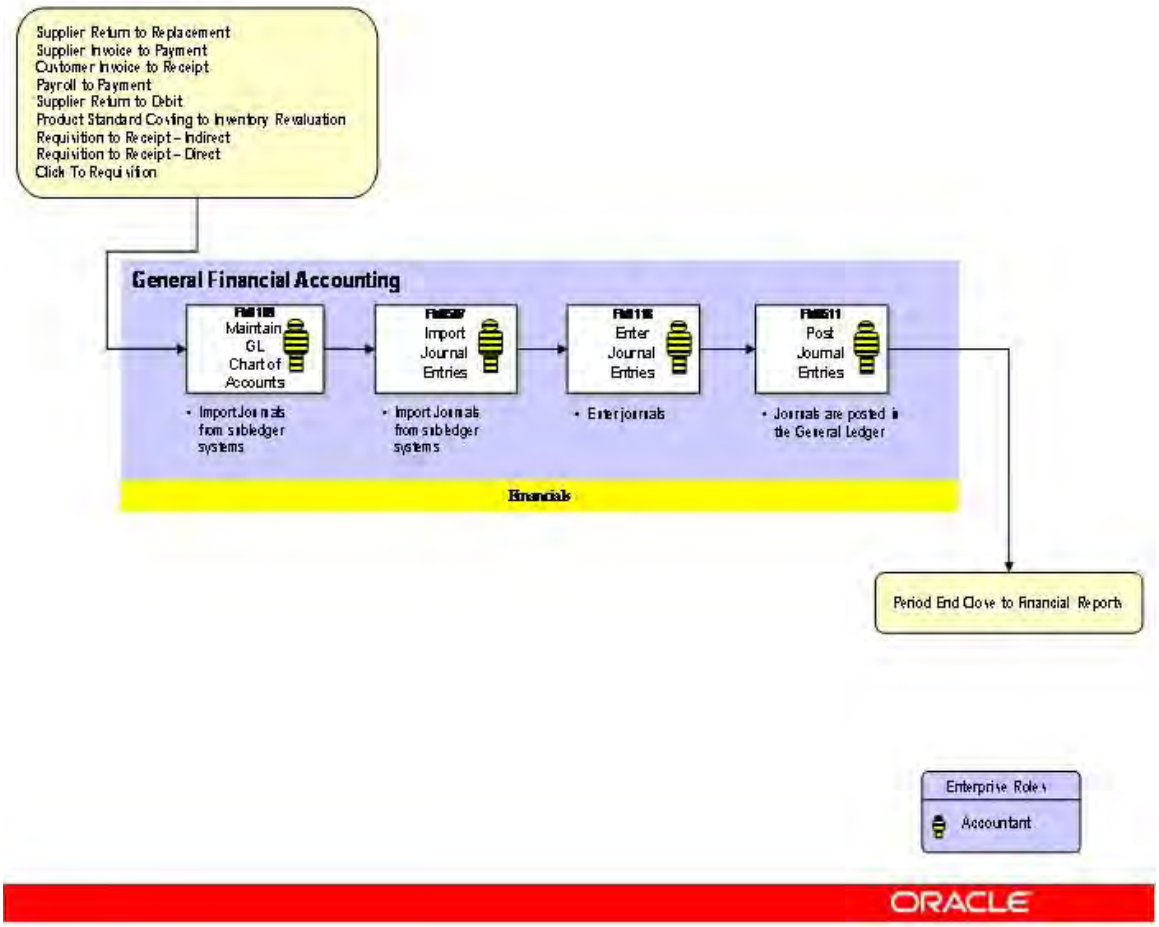
By using standard ABF procedures (business flows), we will be able to compare between the current situation and what is recommended for better performance and utilization for resources whether people or applications.

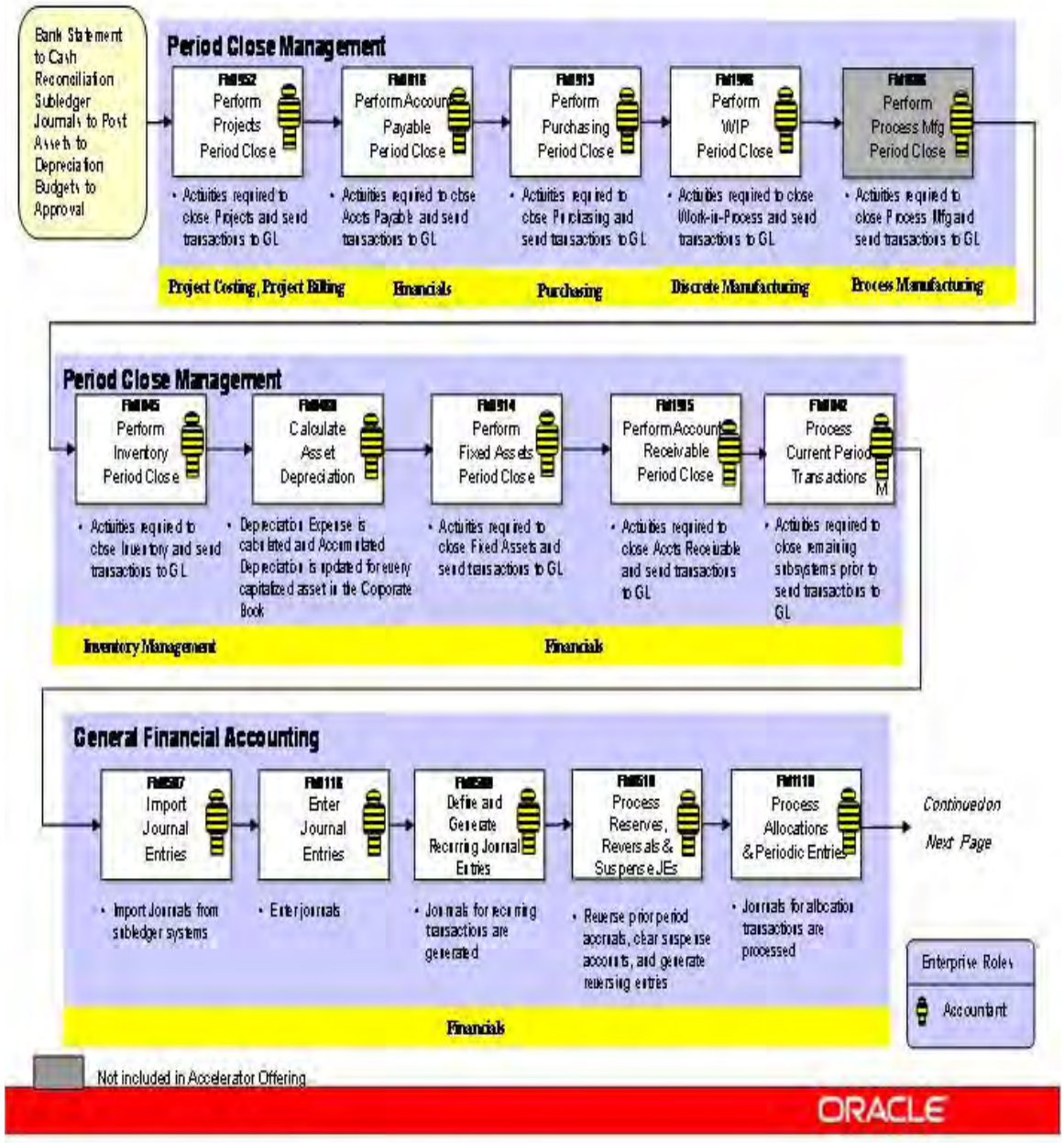
To-be drafting will be based on standard Oracle ABF business flows and a sample attached below, with some tweaks that fits the special fingerprint of ASEZA's policies and procedure.

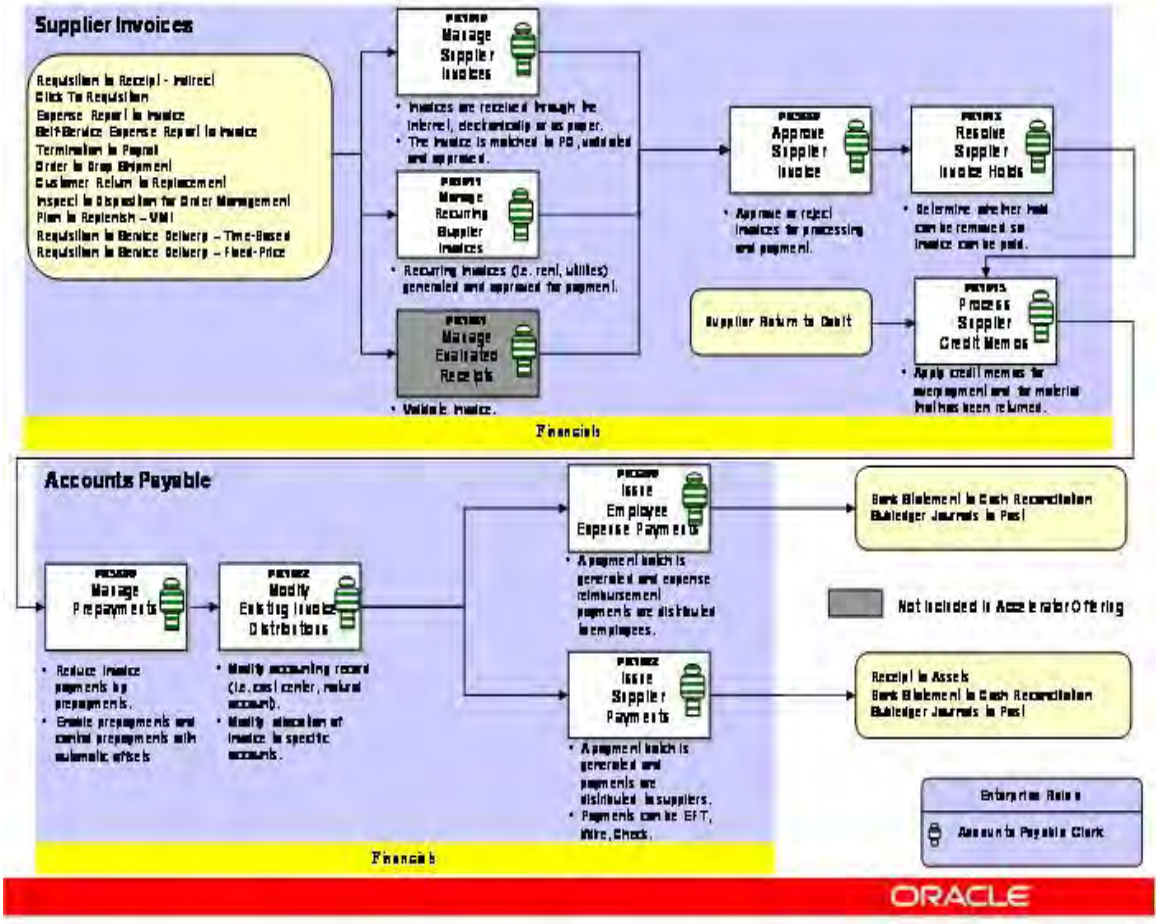
Oracle has created such business flow based on international standards and best practices; nevertheless, we do expect some deviations from these in no harmless way!

Approach:

1) Meeting with business stakeholders and describing standard business flows and how they are mapped to ASEZA business and collect approval on it's readiness to be used.
2) Meeting with end users and key users to ensure that ABF Flows match current flow of Data Entry, Validation, Compliance, Load of Transactions, etc…
3) Meet with MIS Coordinators to make sure that current applications, hardware and capacity meets the new procedures requirements
4) Draft To-Be Document (ABF – BP080 Document) with all required business flows and narration that comply as a policy of governance.
5) While conducting this exercise the team will capture existing business flows and recommend whatever enhancements are required in order to meet international standards and best practices for the sake of optimizing ASEZA's business processes and work flows. On a high level, the team will ping point processes pitfalls and recommend solutions and enhancements.


Supplier Return to Replacement
Supplier Invoice to Payment
Customer Invoice to Receipt
Payroll to Payment
Supplier Return to Debit
Product Standard Costing to Inventory Revaluation
Requisition to Receipt – Indirect
Requisition to Receipt – Direct
Click To Requisition
General Financial Accounting
Maintain GL Chart of Accounts
Import Journal Entries
Enter Journal Entries
Post Journal Entries
• Import Journals from subledger systems
• Import Journals from subledger systems
• Enter journals
• Journals are posted in the General Ledger
Financials
Period End Close to Financial Reports
Enterprise Roles
Accountant
ORACLE


Bank Statement to Cash Reconciliation
Subledger Journals to Post
Assets to Depreciation
Budgets to Approval
Period Close Management
Perform Projects Period Close
Perform Account Payable Period Close
Perform Purchasing Period Close
Perform WIP Period Close
Perform Process Mfg Period Close
Activities required to close Projects and send transactions to GL
Activities required to close Accts Payable and send transactions to GL
Activities required to close Purchasing and send transactions to GL
Activities required to close Work-in-Process and send transactions to GL
Activities required to close Process Mfg and send transactions to GL
Project Costing, Project Billing
Financials
Purchasing
Discrete Manufacturing
Process Manufacturing
Period Close Management
Perform Inventory Period Close
Calculate Asset Depreciation
Perform Fixed Assets Period Close
Perform Account Receivable Period Close
Process Current Period Transactions
Activities required to close Inventory and send transactions to GL
Depreciation Expense is calculated and Accumulated Depreciation is updated for every capitalized asset in the Corporate Book
Activities required to close Fixed Assets and send transactions to GL
Activities required to close Accts Receivable and send transactions to GL
Activities required to close remaining subsystems prior to send transactions to GL
Inventory Management
Financials
General Financial Accounting
Import Journal Entries
Enter Journal Entries
Define and Generate Recurring Journal Entries
Process Reserves, Reversals & Suspense JEs
Process Allocations & Periodic Entries
Import Journals from subledger systems
Enter journals
Journals for recurring transactions are generated
Reverse prior period accruals, clear suspense accounts, and generate reversing entries
Journals for allocation transactions are processed
Continued on Next Page
Enterprise Roles
Accountant
Financials
Not included in Accelerator Offering
ORACLE


Supplier Invoices
Manage Supplier Invoices
Manage Recurring Supplier Invoices
Manage Evaluated Receipts
Approve Supplier Invoice
Resolve Supplier Invoice Holds
Supplier Return to Debit
Process Supplier Credit Memos
Financials
Accounts Payable
Manage Prepayments
Modify Existing Invoice Distributions
Issue Employee Expense Payments
Issue Supplier Payments
Not Included in Accelerator Offering
Enterprise Roles
Accounts Payable Clerk
Financials
ORACLE

III. Oracle eBusiness Suite – System Health Check

After understanding business flows and procedures within ASEZA and comparing them with as-is and to-be flows, then our Functional Application's Consultants will review current setups and configuration in order to assess percentage of mapping between requirements and existing setups. A fit-gap analysis report will result in setup GAPs that affects business requirements and flow of procedures.

The health check will include the following:

1) Chart of Account and its mapping to ASEZA line of business
2) Sub-ledgers integration and mapping to GL
3) Sub-Ledgers functionalities and accuracy of information
4) Assets recording and depreciation methods
5) HR organization and position structures and mapping to ASEZA's situation
6) HR data quality
7) Finance data quality
8) Balance and their feeds
9) Integration with legacy systems

IV. Draft Assignment Documentation

After finalizing all required sessions, we will start documenting project deliverables depending on the data and information collected from the above mentioned tasks, which are:

1) Business Requirements Document
2) GAP Analysis Reports
3) Answers to previous RFP bidders questions
4) Amendments to the old RFP.

All document description and milestones above are described and followed by the scope of work to this assignment.

V. Action Plan

The project is divided into three phases

a. Business Analysis and Requirements Gathering Phase

This phase consist of meeting with stakeholders, key users, end users in order to understand current and future business requirements as mentioned above. This phase will work in parallel with all tracks as two consultants will be handling all division involved in this project at the same time.

Task Name	Start Date	End Date	Duration
Human Resources Dept.	8th June 2010	10th June 2010	9 A.M – 12 P.M
Finance Dept.	8th June 2010	10th June 2010	9 A.M – 12P.M
Property Management	8th June 2010	9th June 2010	1 P.M – 4 P.M
City Services	8th June 2010	9th June 2010	1 P.M – 4 P.M
IT Directorate	10th June	10th June 2010	12 P.M – 2 P.M

b. System Health Check and Data Quality Check

This phase consist of meeting with key users and end users in order to simulate some data entry points and validate the data flows and procedures and mapping business setups to business requirements.

Task Name	Start Date	End Date	Duration
Human Resources Dept.	13thJune 2010	17thJune 2010	9 A.M – 12 P.M
Finance Dept.	13thJune 2010	17thJune 2010	9 A.M – 12P.M
Property Management	13thJune 2010	17thJune 2010	1 P.M – 4 P.M
City Services	13thJune 2010	17thJune 2010	1 P.M – 4 P.M

- It's highly recommended that a MIS representative exist at each track where minimal availability required from business users and most of effort will consist of setups and data entry exercises
- Business users (key users and end users) should be available for any inquiry in order to answer any question or simulate some data entries when required for any track. Minimum engagement will be required

c. *Finalize project deliverables and draft final versions*

When Phase 1 and Phase 2 are finalized, a documentation processes will be kicked-off in order to cover all the mentioned functions and phases as the following:

Task Name	Start Date	End Date	Duration
Business Requirements Report	20th June 2010	24th June 2010	9 A.M – 4:00 P.M
RFP Amendments Report	27th June 2010	29th June 2010	9 A.M – 4:00 P.M
Previous BID Q&A Replies	30th June 2010	4th July 2010	9 A.M – 4:00 P.M
Final Findings and Presentation	11th July 2010	11th July 2010	1 P.M – 3 P.M

VI. Scope of Work – Modules

The health check exercise and all related project tasks will include the following modules:

- Accounts payable
- Accounts receivables
- Fixed assets
- Cash management
- General ledger
- Purchasing
- Property management
- HR
- Payroll
- HR intelligence

Part of the discussions, health checks and reviews will consider the following modules to be implemented in the future:

- Inventory
- Online payment
- i-Recruitment
- i-Procurement

Nevertheless, the draft of the Business Requirements will not be limited to the above mentioned modules and will list all modules required to have a full cycle in proper format coping with Oracle best practices and international standards.