WIB QUEUE MANAGEMENT SYSTEM SOLUTION

PROPOSAL

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1 Executive Summary

1.1 Background and Problem Statement

Many public hospitals face the challenge of overcrowding and poor patient bookings and queue management. This makes public hospitals prone to criticism and cannot effectively respond to the high demand in an orderly manner.

1.2 About Queue Management Systems

Managing patient' queue experience and waiting time is an essential part of delighting your patients. Queue management is the process of improving your business by managing customer's waiting experience.

A Queue Management System is primarily a system that makes sure that patients get served in the right order, but according to our renewed definition of Queue Management. A Queue Management System is then a system that manages the patients waiting experience throughout their entire journey, from pre-service to post-service.

A queue management system enables you to practically manage patients throughout their interactions with the public health facility and make that journey as comfortable and smooth as possible. It also helps management of the health facility understand how patients and employees engage, therefore providing the insights needed to improve both the patients experience and the operational efficiency.

Below are some benefits of a Queue Management System

Improve access to services with appointment scheduling

By offering patients to schedule appointments, management can estimate the expected number of patients

Decrease actual waiting time by better time management

The Queue Management System helps management identify how they can streamline the entire patient's journey.

Reduce customer uncertainty with notifications and messaging

With a Queue Management System, patients can get SMS or email notifications with reminders of their appointments, information about how to prepare for their appointment. With messaging through, for example digital signage, it is possible to share details such as the number of open counters, services offered, current waiting, and transaction times.

Keep patients informed with media solutions in the waiting area

By integrating media displays with a Queue Management System the waiting patients both entertained and informed, which in turn decreases their perceived waiting time. An information related to a specific campaign can be displayed on the media displays as patients wait.

Enable staff planning and increase staff mobility

Gathering real-time data, the Queue Management System can facilitate the manager's staff planning. It helps managers get a balanced and controlled waiting period and distribute staff where they are most needed.

Match the right competence to each case

A Queue Management System enables organizations to segment patients in different queues, rather than entering all patients in the same line.

Improve service delivery

A Queue Management System offers several opportunities for improved service delivery

In fulfilling its primary and secondary functions in alignment with its Strategic vision and objectives, your organisation will require the implementing a robust Queue management system to integrate it's business processes to increase the effectiveness and efficiency of these processes so as to support it's overall service delivery strategy.

The solution proposed by WIB Intellitech has been designed in line with the guiding principles as defined by global best practices and the practical imperatives in the context of our South African unique circumstances.

1.3 Who We Are:

1.3.1 WIB Intellitech

WIB Enterprise Systems is an accredited SAP Partner. WIB has been involved in SAP Implementations since 1998 in the public Sector, Government Sector and Private Sector.

We have vast experience in the implementation, integrating and support of SAP ERP system these sectors.

WIB Enterprise Systems complies with the requirements of a Black Empowered Entity. Previously disadvantaged individuals control the Board of Directors and we pride ourselves in the fact that we are a solution delivery Organization and not just a provider of previously disadvantaged resources. Our recruitment is based on skill and ability rather than ethnicity. Whilst doing so, our staff compliment reflects the society at large.

WIB Enterprise Systems received the Innovation Award for three consecutive years at the SAP Partner Awards in recognition of its innovative use of SAP's Products. To this end, WIB has been involved in strategic partnerships to deliver and support the SAP Solution to major organization in both private and public sector.

WIB is a 100% black owned company founded by seasoned black IT professionals. It is a broad based South African black economic empowerment Information Technology Company. WIB Intellitech's competitive advantage is a unique strategy, structure and skilled manpower backed by long standing reputation for excellence in delivery. Through our alliances and business partnerships we are able to provide innovative solutions for customer business challenges. WIB Intellitech provides the broad range of solutions in:

- Application and Maintenance and Support Outsourcing
- Systems development and implementation and support
- Enterprise IT Management
- Enterprise Security Solutions
- Enterprise Architecture Services; and
- Program and Project Management.

WIB Intellitech has over a number of years researched the challenges that public health facilities in South Africa encounter and the proposal seeks to provide insights and solutions to the following aspects:

1.4 PILOT Scope

1.4.1 General

The general scope of work consists of:

- Implementation of Queue Management System (with SA ID and Passport links)
- Implementation of Booking system via a user friendly App (with SA ID and passport links)
- Installation of Cameras at the entrance for Facial recognition
- Installation of finger print reader and facial photo camera to link prints the photo to the finger prints (Foreign Nationals with no documents)
- Installation of self-help kiosk for generating ticket numbers
- Development of a training strategy for Staff
- Run the pilot for 3 months
- Conduct patients/ staff surveys on the patience experience and measure improvements in processes and service delivery.
- Develop a consolidated report of the success/failure of the pilot.

1.5 Pilot Timelines

Based on the business requirements, the pilot is anticipated to take 6 Month to Go-live and then 1 month of intensive care support.

The duration is governed by the following critical requirements:

1. Mapping and documenting of the detailed AS IS business processes.
2. Mapping and documenting of the detailed TO BE business processes.
3. Re-engineering the TO BE to incorporate "Best Practice"

The outcome of this phase is a detailed Business Blueprint that outlines the functional aspects and how they will support the execution of the business process.

This phase is critical and forms the foundation for any successful System implementation.

This phase is anticipated to take 1 Month.

During the realization phase the system will be configured based on the approved Business Blueprints. The realization phase and deliverables are spelt out in the Deliverables section. This phase is anticipated to take 6 months due to the Data migration, the unit testing and the constant validation against Business requirements.

The success of the project is based on how well the business blue print has been translated into system functionality.

This approach is based on years of experience, especially where system implementations are concerned. WIB Intellitech does not propagate 'Template Solutions' as research has shown these templates, whilst being sold as cheap and quick to implement, will fail in the long run to address specific aspects of processes unique to your organisation. These templates lead to rework and become more expensive to support, increasing the TCO of the Implementation in the long run.

1.5.1 Governance

WIB Intellitech's leading, tried-and-tested practices are integrated with industry standards to define a flexible and comprehensive systems Implementation Framework incorporating both Core and Facilitating processes. This is used to accelerate the deployment of the PMO during the Project Preparation phase with processes, tools, templates and guidelines that are designed to facilitate communication, collaboration and knowledge transfer between the client and WIB Intellitech. The bespoke Framework is built into the Execution Platform and lays the foundation for multiple solution-specific methodologies, each tailored as appropriate for specific project activities with customized approaches, processes and deliverables.

The detailed roles and responsibilities of the Project Team and Stakeholders in each of the standardized work streams are also mandated into the Platform.

Based on the activities and decision factors determined during the Planning Phase, standard controls create a disciplined approach for management of Quality, Schedule, Risks and Issues. Project Managers are also encouraged to define additional standards that may be project specific. Stage gate entry and exit criteria for phase deliverables are defined allowing the Platform to intelligently understand the overall delivery 'health' of a project at any given point in time.

The elements critical to good governance are:

- Successful steering committee and governance forums
- Standardised Framework and methodologies
- Risk and issue management
- Relevant governance report and transparency
- Collaboration and crowdsourcing through the change life cycle
- Actionable Meeting outcomes
- Action tracking and closure reports

- Dependencies identification and management
- Transparency and compliance with the above

Transparency is a key driver of effective planning and project execution. The Execution Platform seamlessly and easily enables the management of project base data and project status updates and is a light touch interface through which all stakeholders in the value chain can monitor and manage Program Performance across resourcing, processes and systems. In addition, it is a catalyst for behavioral change through gamified metrics and reputation capital that supports the continuous improvement of the overall data quality and health of the Program.

1.6 WIB Intellitech Resources

Our resources are skilled in all role traits for which they have been deployed having both government and Public sector experience locally and internationally. The requirements of your organisation will be fully addressed by our team of skilled Consultants and developers. Their credentials speak for themselves as reflected in the CVs provided as part of this response.

We have deliberately selected these resources in line with our understanding of the Public Sector and the typical challenges characterizing this sector.

We believe that the combined skills of **WIB Intellitech** and **our partners** will provide an effective world-class solution for your organisation. **WIB Intellitech** has a proven track record in implementing, managing and supporting projects of this magnitude.

Our credentials and ability to perform the outlined scope of work is impeccable.

2 Proposed Solution

Organizations need dynamic processes that can change easily and adapt to external and internal forces. These processes must be supported and enabled by a comprehensive system that is inherently easy to use and readily adaptable for the ever-changing business, social, environmental and legislative imperatives.

2.1 Background on ELO QUEUE MANAGEMENT SYSTEM

ELO Digital Office GmbH is a leading provider of Enterprise Content Management (ECM) software. The Stuttgart-based company specializes in digital solutions for organizations of all sizes across every industry. ELO Digital Office has been in the market for more than 20 years. Available in 20 languages, ELO products and solutions are sold in over 40 countries worldwide through a close-knit international ELO Business Partner network of over 1,000 systems specialists. ELO operates through 24 office locations in 16 countries.

With business software for Enterprise Content Management (ECM), you can digitalize your business processes and all information management in your company.

Efficient processes, information on demand, and automated processing are key factors for business success. They require a powerful leading software solution – an intelligent ECM system that is as flexible and versatile as the companies, corporations, and administrative organizations using it.

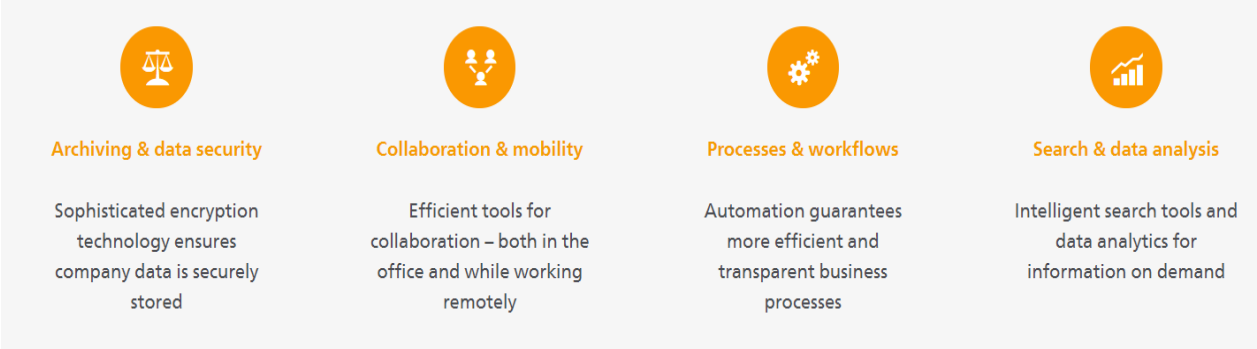
What ELO ECM Suite offers:

- Digitalised, optimised business processes
- Seamless integration with your IT infrastructure

- A safe place for your data and documents

This saves you valuable time and resources.

The benefits of the ELO ECM Suite:



2.2. ELO patient - Digital Patient Management

Business Solution ELO Patient covers the entire patient registration process, from planning a visit to the moment when the patient leaves the hospital.

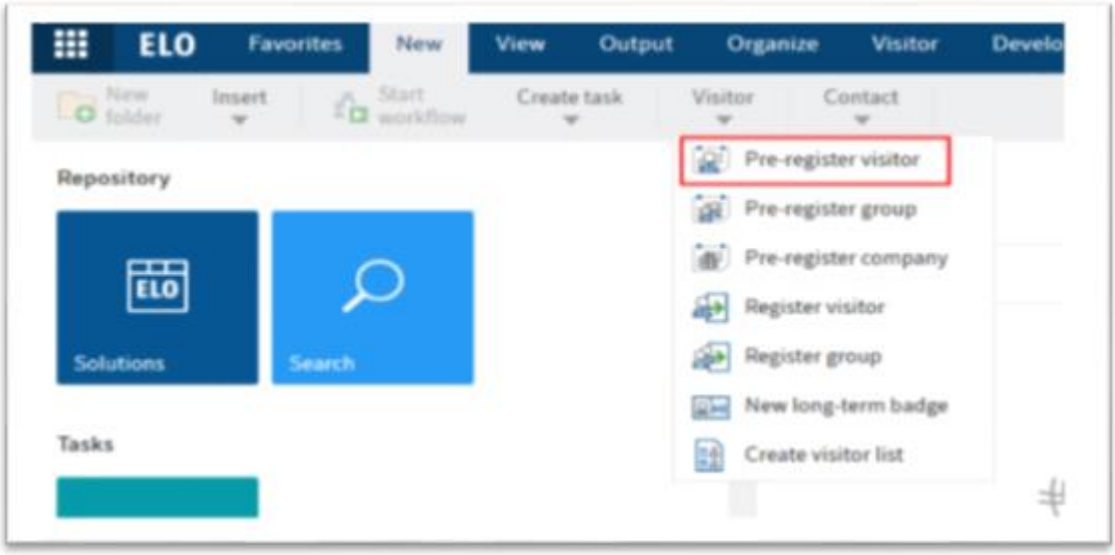
The basic principles of ***Patient management***, ***Patient monitoring***, and ***welcoming Patients*** were implemented.

Patient management implements basic concepts of creating and managing patients and groups within the hospital. This includes permissions concepts, as well as the processes and actions described above.

Patient monitoring provides tools for managing a greater number of patients. This is realized using dashboards as well as dynamic folders.

The solution to ***welcome patients*** provides tools to reinforce the company image while complying with regulations. An ELO app is available with a welcome screen that offers a solution for signing patient terms at the front desk.

Business Solution **ELO** Patient lets you digitally monitor and track the entire process from the time when the doctor's appointment is requested until the moment when the patient leaves the building. The stored data can also be used to get useful stats about the visits to your company, which you can view in the solution dashboard.



The following is a detailed breakdown of what can or cannot be achieved.

2.2.1. Preparation

- **Create a patient file**
  Automatically creates a patients file when you register a new patient. This file contains all of the relevant information about the patient and any required documents.
  This component will be linked to the HIS System that has been implemented.

- **Check in groups**
  The ability to check in individuals or whole groups of patients in one go helps you speed up the sign-in process. Patients who arrive earlier than others in the group can also check in and out separately.
- **Be a great host**
  To ensure that things go smoothly on the day patient booked the appointment, management can make certain organizational decisions ahead of time. Manage can better plan and notify security, or other departments that need to be informed. This guarantees the hospital are well-prepared for when patients arrive.

- **Repeat patients**
  Many hospitals have patients who come on a regular basis. Their information can be stored in a database, which saves time when they need to sign in again.

- **Check in**
  Registered patients can check in quickly and easily. All that needs to be done on their arrival is to identify them and, if necessary, verify that their information is correct.

- **Check out**
  The patients tickets includes a barcode to enable quick sign out. There is also an alert function if patients forget to do so.

- **Unregistered patients**
  When a patient arrives unannounced, the direct registration process is an essential time-saving tool. This is done by defining standard values in advance so that the person capturing the patient's details only needs to enter the bare essentials. Once the data has been entered, the guest can be immediately checked in.

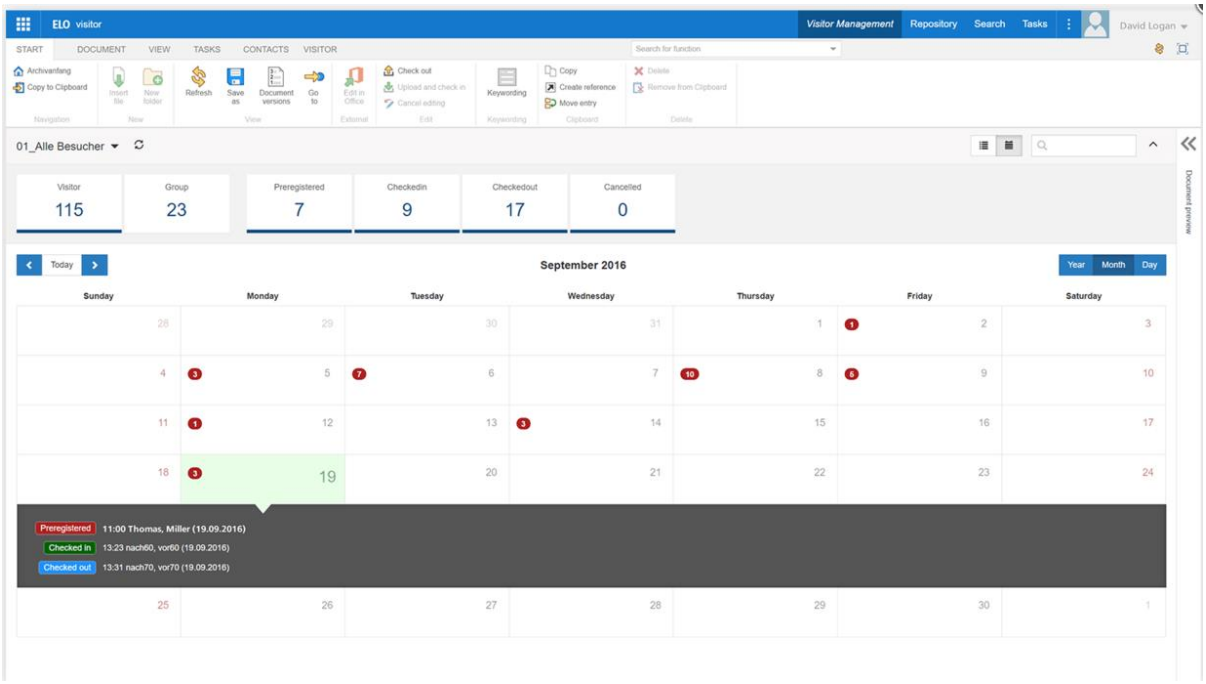
- **Keep Track of your patients**
  The patients management dashboard provides a list of all patients at your hospital. The list can be filtered by patients who pre-booked, those who are currently on site, and those who have already left your facility. Get important information about the scheduled appointments, the patients themselves, and the current status. You can also access the patient's data and add any relevant information.

- **Manage Calendar Appointments**
  The integrated calendar makes it simple to see all your patients in a daily overview or keep track of how many patients you have each month or each year. The appointment status is color coded in the calendar for quick reference.

- **Up-to-date patients Lists**
  You need to be able to react fast in an emergency. ELO Business Solution patients generates a one-click list of all patients on site, including their photo. That means you'll always know who is still in the building.

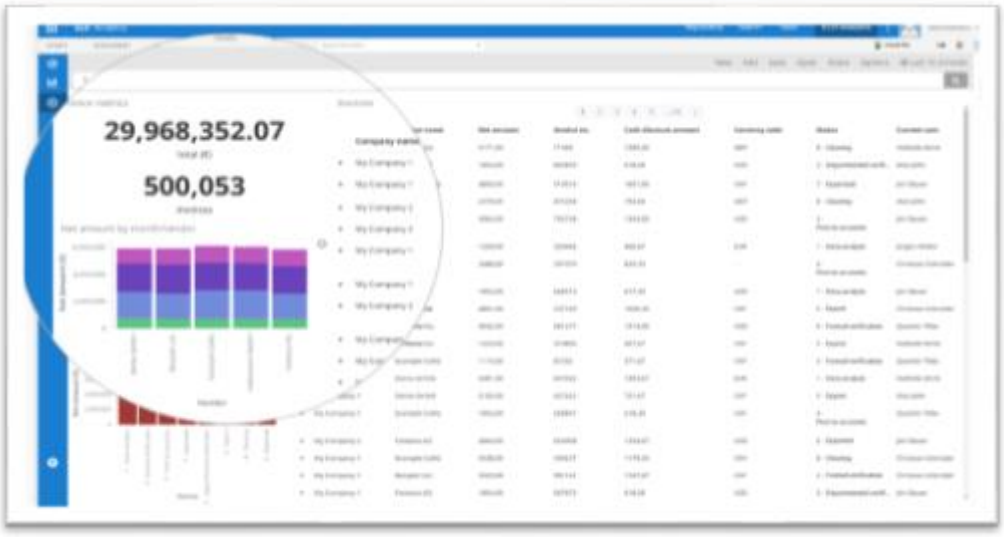
Keep track of who is on hospital premises.

- View key patients stats rolled into one convenient dashboard
- See information about patients, the purpose of their visit, and the current status in an instant
- Filter by patients you are still expecting, those who have signed in, or those who have already left
- View the daily, monthly, or annual patient schedule in the integrated calendar
- The status of each visit is color-coded
- Includes options for generating statistics and reports



Reports

- Create a custom dashboard for patient management reports with just a few mouse clicks.
- Benefit from global filter options.
- Locate information quickly



2.2.2. Self Help Kiosks

The self-help to be deployed at entrance points to allow the Patients to generate the queue number and move to the correct waiting place.

These will be integrated with SAP HIS so that the patient record is accessed and available for any of the doctor the hospital staff.

3 WIB Intellitech's Credentials

WIB Intellitech, is an accredited SAP Partner and is certified by SAP South Africa as having the necessary experience and skills to successfully implement and integrate SAP solutions for its customers.

WIB Intellitech has been implementing SAP ERP since 2004. WIB Intellitech has vast experience in the implementation, upgrading and support of various modules with the SAP ERP suite of products.

WIB Intellitech complies with the requirements of a Black Empowered Entity. Previously disadvantaged individuals control the Board of Directors. We pride ourselves on the fact that we are a holistic solution delivery partner and not just a provider of BEE resources. Our recruitment criterion is based on skill and ability rather than ethnicity with our staff compliment reflecting society at large.

Based on our understanding of the Public Sector, the drivers and the level of automation required during the first phase of the ERP Journey, WIB Intellitech will be able to provide the relevant SAP ERP Software required fulfilling business requirements and more. Our prioritization model will detail the various phases and the associated software components proposed.

WIB Intellitech has vast experience in utilizing SAP ERP reporting and analytics tools to convert the vast amount of data in the ERP system into information that supports the critical aspect of decision-making within the organization.

3.1. IB Intellitech– Key Differentiators

WIB Intellitech will ensure the successful implementation of the pilot solution through the following key enablers and strengths:

- Over 16 years of systems Implementations
- Extensive understanding of the Public Sector having Implemented and supported ICT Solutions for similar Organizations.
- Proven methodologies to business requirements alignment to IT system imperatives
- A robust approach to implementations that ensures the Organization and the users mature with the system and functionality available within the System.
- A robust governance structure involving key stakeholders
- An end-to-end traceability matrix from Business Process Definition (BPD) to User Acceptance Testing (UAT)
- Leveraging Public sector specific business knowledge wherever applicable
- Standard Operating Procedures (SOP) for 'Solution Monitoring' specific to Rahema Moosa functions
- Project accelerators comprising of pre-defined templates for project documentation, pre-defined standards and procedures for development activities customised to your organisation processes and requirements
- Check list based reviews, specific to your organisation processes, for artefacts like functional specifications, technical specifications and code
- Re-usable test case repository specific to your organisation business functions, compiled from previous experience in public Sector clients as well as other relevant public sector projects, to give robustness to the testing process
- Leveraging best practices in the Public Sector while retaining localised requirements specific to your organisation

- An approach to end user training that guarantees adoption and embedment of the new ERP system in the Organization. WIB Intellitech deploy e-Learning systems with material developed based on the system developed up for your organisation. This ensures that users can train from their desktops at any point in time and can refer back to the material when required.
- This approach has been successfully used in many Organizations. The Total costs of ownership where training and knowledge transfer is concerned are considerably reduced using this approach.
- Unique approach and capabilities in managing project governance and risk through a mix of technology, reputational insights, behavioural analytics and lead indicators ensuring full transparency and accountability throughout the project lifecycle. On-going evaluation and 'tweaking' of specific measures and metrics that are configured in the solution to constantly drive adoption and value (i.e. content focus as opposed to a enablement focus)
- Network Analysis and BPR approaches for assessing the people and processes in a highly contextualised way. Results in a networked view of the environment with insight into the comparative performance of each process and/or respective team allowing for improved accuracy and context on findings and highlighted opportunities for optimising delivery approaches.

3.2. WIB Intellitech Intellectual Assets

Configurable Repository of Test Cases

Testing is a key focus area for WIB Intellitech, our Testing CoE (Centre of Excellence) has built a repository of manual and automated test cases for system functions which are ready for use with minimal customization.

Understanding of control framework as laid down by SOX & ITGC

WIB Intellitech has extensive experience in the implementation of user authorization frameworks according to Segregation of Duties (SOD) principles; as well as system level security parameters (restricted access to sensitive transactions). Our in-depth understanding of the SOX control framework coupled with the ITGC framework, will ensure that the solution has the highest standards of quality and reliability.

Best-of-the-class Processes & Quality Assurance

Our quality assurance process is built around the SEI CMM (Software Engineering Institute's Capability Maturity Model) and ISO 9000 frameworks, covering all aspects of application development, maintenance and support. The quality assurance division of WIB Intellitech will deploy a Quality Assurance Manager to your organisation for the duration of the ERP Implementation Program, to closely monitor the deliverables ensuring reliability and usability. These quality control measures will help reduce risk of late delivery and effort overrun.

End-to-End Traceability Matrix

A library of best practice templates is available for a traceability matrix and can be used during different stages of the project:

- Business Processes Blueprint / Blueprint Review
- Business Blueprint Configuration

- Business Blueprint Custom Development
- Configuration Unit Test Scripts
- Business Blueprint System Integration Test Scripts
- Business Processes Blueprint User Acceptance Test Scripts

3.3. Public Sector Experience

WIB Intellitech brings unmatched capability to the implementation of the Implementation of systems:

1. Prior knowledge and experience in the public sector: Business processes, reporting requirements, controlling framework, re-usable repository of test scenarios – especially in the areas of financial accounting, management accounting, supply chain management, revenue management, human capital management, asset accounting and asset life cycle management

2. Prior experience in and a deep understanding of the public sector's business processes and public sector environment: the ability to bring global best practices into the project

3. Understanding of localisation requirements for South Africa (payroll schema, tax laws - SARS and accounting laws - GRAP conformity)

4. The ability to align with the vision of your organisation - appreciation of the solution approach

5. Leveraging the immense knowledge of our Business Process Analysis (BPA) team and super user community to streamline business processes:

    a. Minimising customisations to reduce complexity ensuring early and stronger adoption by users

    b. Focus on testing, training and knowledge transfer

    c. Use of strong project management skills

Through our work with Johannesburg Water, Mpumalanga Provincial Legislature and the Department of Labour, among others, our experience in both the public sector is extensive.

Public Sector CoE

Through our on-going involvement in public sector enterprises over the years (Department of Labour, Johannesburg Water, Mpumalanga Provincial Legislature, etc.) we identified a need for consolidating public sector domain knowledge and business opportunity into a single 'community of practice'. This led to the formation of a **Public Sector Centre of Excellence** that aims to create the capability necessary in assisting our clientele in public service to create industry and client specific solutions across the entire ERP value chain.

4. Proposed Approach to Fulfilling the Pilot

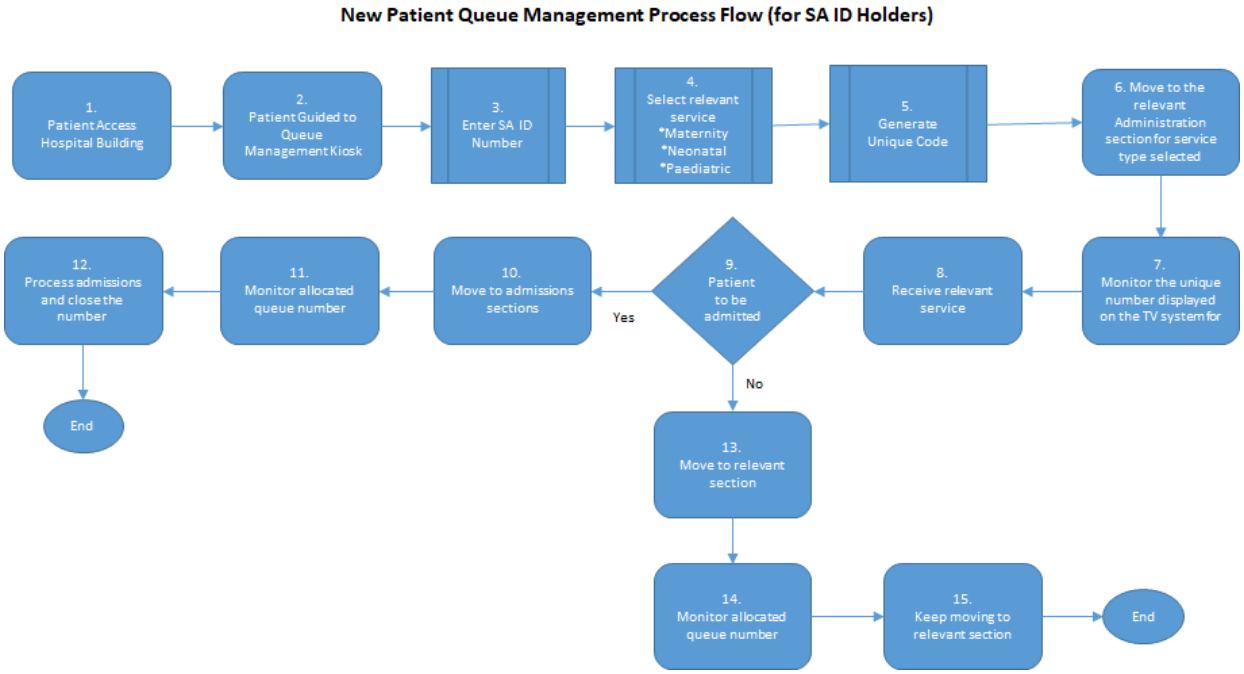
4.1. Queue Management Scenarios

There are various processes that will be set up to cater for the various Patients.

4.1.1. South Africa ID Holders

South African ID holders will be able to enter the ID number and the details validated with the department of Home Affairs. Once the validation is completed the Patient will select the service type that they require and generate a unique queue number.

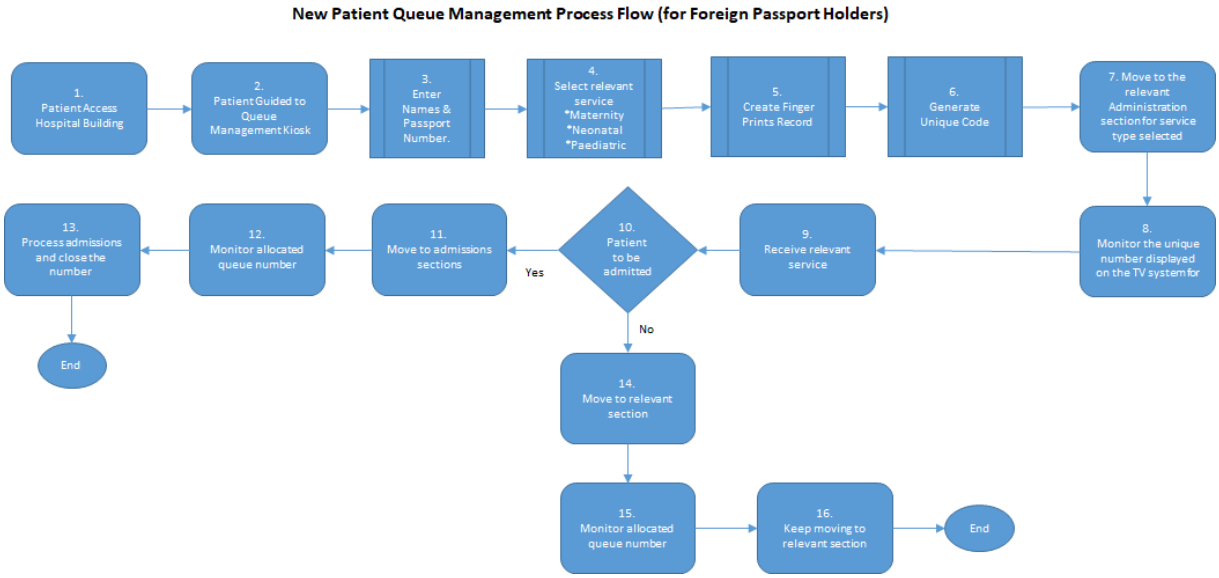
This will be used to track the patient through the patient visit to the hospital.



4.1.2. Foreign Passport Holders

Passport holders will be able to enter the passport number, names and address details as this information cannot be validated at the department of home affairs. The Patient will select the service type that they require, scan their finger prints and then generate a unique queue number.

This will be used to track the patient through the patient visit to the hospital.

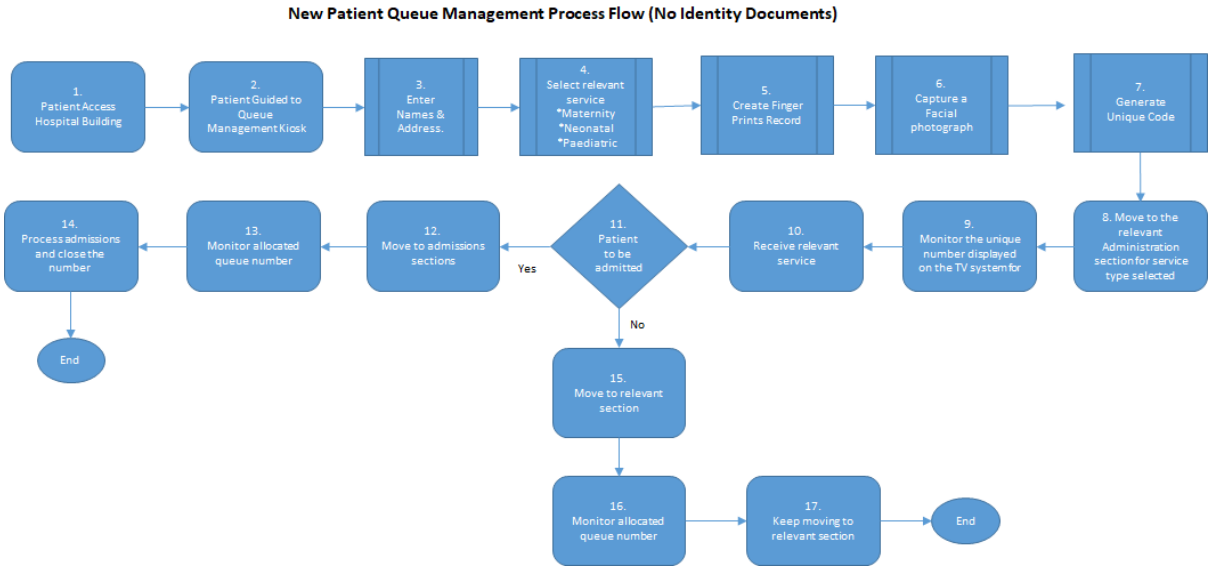


4.1.3. Patients With No Identity Documents

Undocumented Foreigners will/may not have any documentation at the time they visit the hospital. They will be required to select the option that stipulates NO DOCUMENTS.

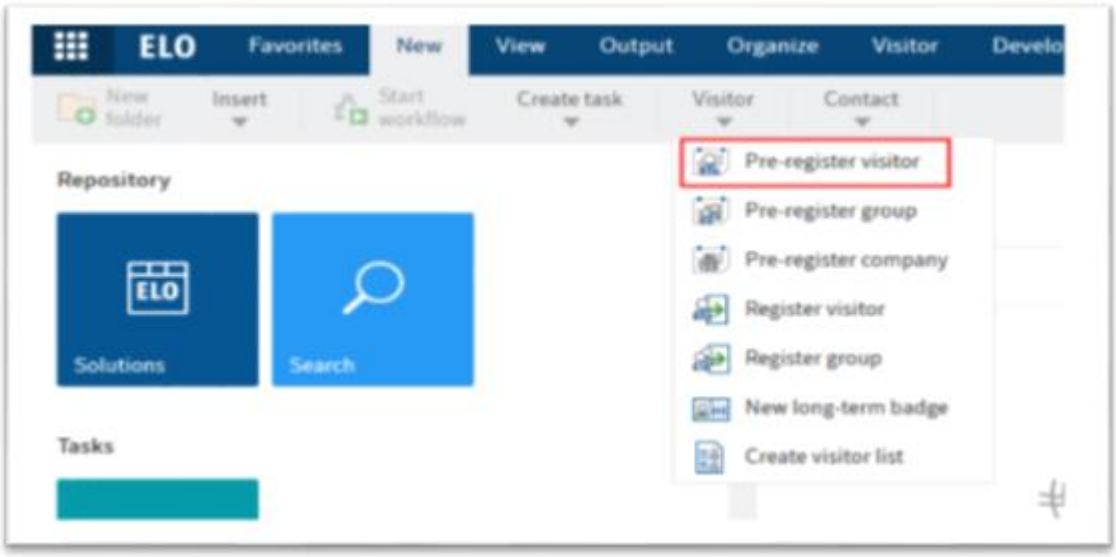
They will be required to enter a name, scan the finger prints and most important take a phot of the face that will be linked to the fingerprints.

This is to ensure that the patient can be positively identified should such an event occur.



4.2. Appointment Bookings

During pre-registration, a new patient is registered before a scheduled appointment. This is the booking of the appointment. After registration, the patient is registered in the system with the status PR - pre-registered. The patient can be checked in or pre-registration can be cancelled.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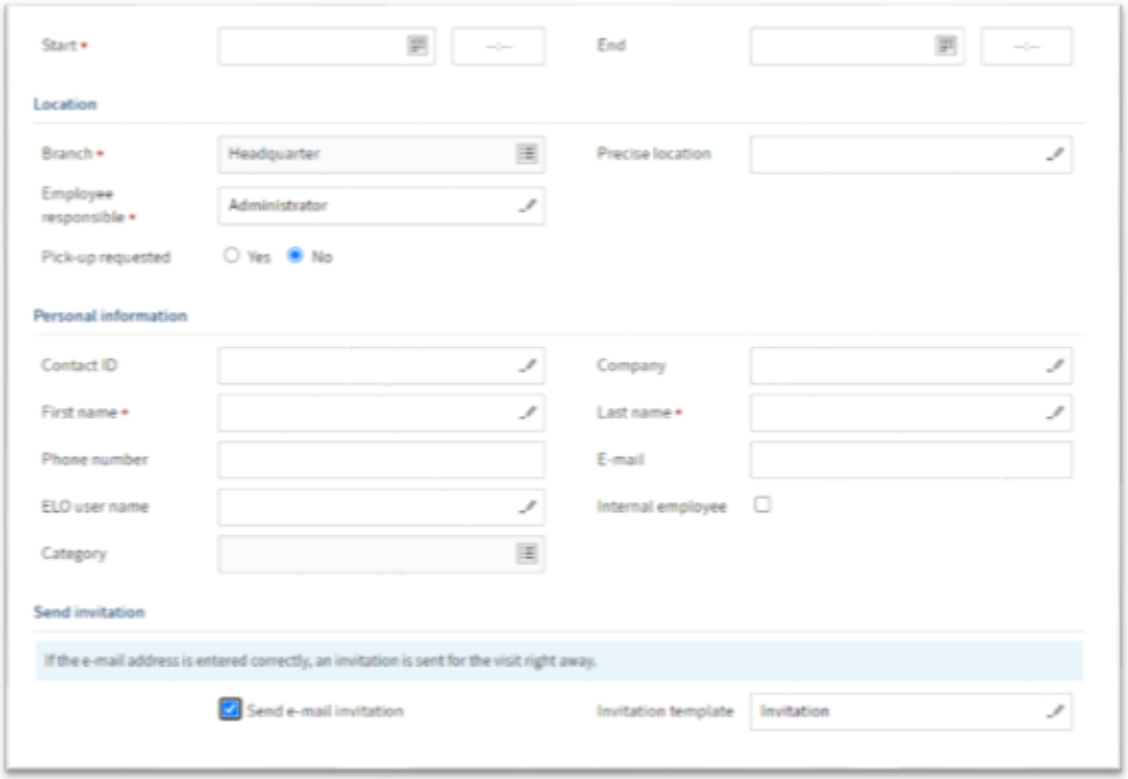
Pre-register group
Pre-register company
Register visitor
Register group
New long-term badge
Create visitor list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Administrator
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Category
Send invitation
If the e-mail address is entered correctly, an invitation is sent for the visit right away.
Send e-mail invitation
Invitation template
Invitation

ELO patients Management seamlessly integrates to 3rd party applications and legacy systems. Seamlessly integrate with third-party applications or access control devices such as boom gate or turnstile and enable information exchange between systems. Access control permissions from 3rd party devices can then be duplicated into the ELO system.

4.3. Integration To Sap And Other 3rd Party Systems

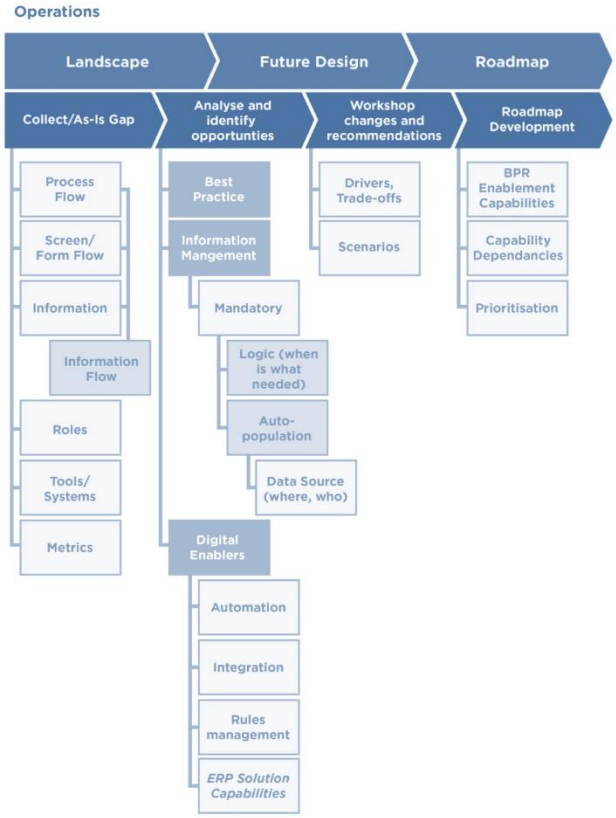
In addition the ELO ECM Suite system delivers value, extracting information from different sources and feeding it into a central system. Intelligent interfaces communicate seamlessly with your other programs, maximizing the potential of your business's success.

ELO ECM Suite works in synthesis with a wide range of systems and integrates with virtually every infrastructure.

If this patient is visiting for the 1st time the information from the Queue management system can be integrated with the SAP HIS and a basic patient record created. Other details can be completed when the ticket

4.4. Business Process Re-Allignment To Best Practice

The Business process realignment track will deliver streamlined processes with respect to each of the functional areas stipulated in the requirements. The realignment effort will ensure that processes are addressed end-to-end in order to provide higher degrees of automation, cross-functional integration, information reuse and cost reduction.



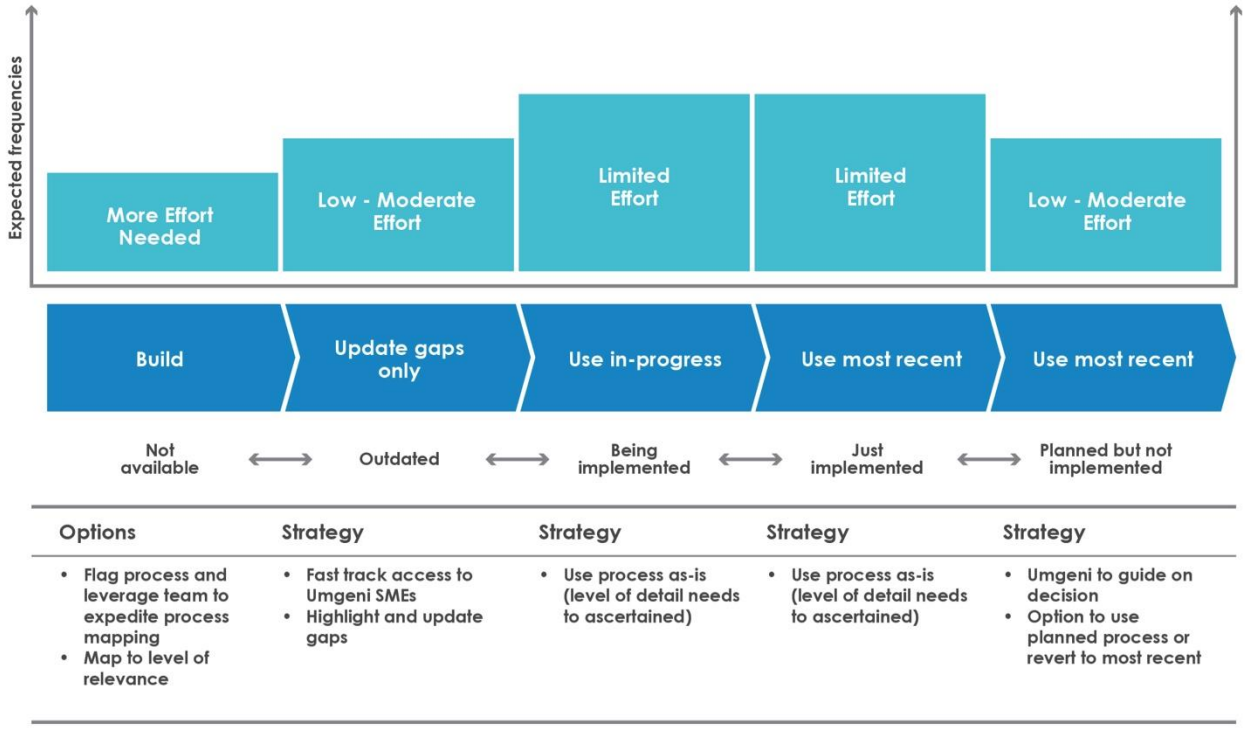
Elaborated BPR Approach

The scope of the Business Process Realignment (BPR) will involve the following core areas of activity:

4.4.1. Collect / As-Is Gap

Collect available metrics and collect or map existing as-is processes and. This involves:

- Processes and information flows will be established based on the level of availability. Relevant gaps will be closed once the level of processes completeness and relevant pertaining to system functional requirements are determined



- It is essential that the applicable roles and tools or systems are highlighted on the appropriate levels (e.g. level 3-5 using an Event-Process-Chain approach or similar methodologies)
- Process metrics (where available) will also be assessed to determine turn-around and volumes. The collection of this information can provide input into relevant change drivers

4.4.2. Opportunity Analysis

Draw upon best practice, simplification and logic in information needs and flow and where the addition of digital capabilities such as process management, integration, rules management and other relevant capabilities that enable the system.

4.4.3. Best Practices

A **best practice** is a method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. Best Practice refers to systems domain specific areas that need to be addressed (e.g. key processes needed to fulfill revenue management requirements). The practices will also directly incorporate your organisation's specific requirements for the specified system domain

4.4.4. Information Management

The governance and flow of information is the key to unlocking value in re-engineering. An information flow will be established to understand the flow of information between process functions, their sources, control mechanisms and outputs. This will assist in establishing the degree to which particular sets of information is required at any given stage of the process. Viable sources of information will be identified to enable automated population and reuse of information.

4.4.5. Digital enablers

Digital capabilities involving security, process, rules management and integration will be considered as mechanisms to identify additional opportunities for automation.

4.4.6. Testing Services

The objective of testing has been defined for the Implementation

- Ensure that the developed system and all changes required to other existing systems meets design specifications, business requirements and works as anticipated
- Ensure that all new processes including controls are tested and work as designed
- Ensure the delivery of the developed system has an acceptable impact on existing systems
- Plan, prepare, execute and complete testing as per industry standards and on time and budget
- Provide the Programme with sufficient information on the quality of the system in order to make informed go-live decisions

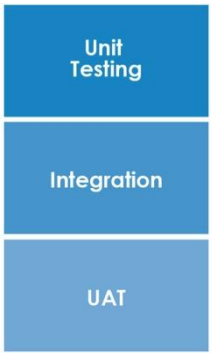
The following strategies will be applied to testing:

Test to mitigate business risk: Analyze the business risks associated with the delivery of the project, and use this analysis to prioritize the test effort, testing highest risk areas first.

Test early and continuously: Start testing as soon as possible, test throughout the development process, and continue testing through deployment.

Test visibly: Determine the success criteria, metrics and result data to be provided by testing at the start of the process, deliver these results constantly and review frequently

Testing as a function of service is an integral part of our methodology wherein we adhere to quality standards thereby ensuring quality solution to our customers. We will execute the following types of testing spanning across the service:



Functional and Performance Testing

Functional Testing

1. **Unit testing:** Verifies that individual configurations and programs execute, without error, perform within set-standards and are of good quality. Unit testing is an iterative process that occurs during the system development phase
2. **Integration testing:** Ensures that all the appropriate transactions, business processes, procedures, controls and systems are integrated and performing as expected
3. **User acceptance testing:** Provides an opportunity for the end-user community to test and take ownership of the designed system, processes and procedures. Power users and other identified end-users will conduct this testing so that they can ensure the transactions and business processes are supported

WIB Intellitech employs a method of continuous testing to ensure the system delivers according to specification. Test cycles will be aligned to business requirements and signed off by business users and the WIB Intellitech team on an on-going basis.

Overall objectives of the testing will be to:

- Validate Detailed Business Design Solution
    - Testing focuses on actual business scenarios and processes
    - Verifies system configuration and master data
    - Confirms new business policies and performance measures
- Systematically test interfaces, conversions, enhancements, forms and reports
    - Testing simulates “live usage” of development components
    - Verifies development design meets business requirements
    - Validates run timing and batch process
- Ensure proper controls
    - System security based on actual work roles
    - Test proper control criteria for each transaction
    - Verifies security compliance criteria

Functional Testing

Testing methodology

Our testing approach is organized in a manner that provides simultaneous identification of system defects and to verification of business and system requirements are met in the implementation. Testing is a process that seeks to confirm that the system being delivered to its customers meets all the business requirements determined to be in scope for the implementation.

The major objectives of testing are:

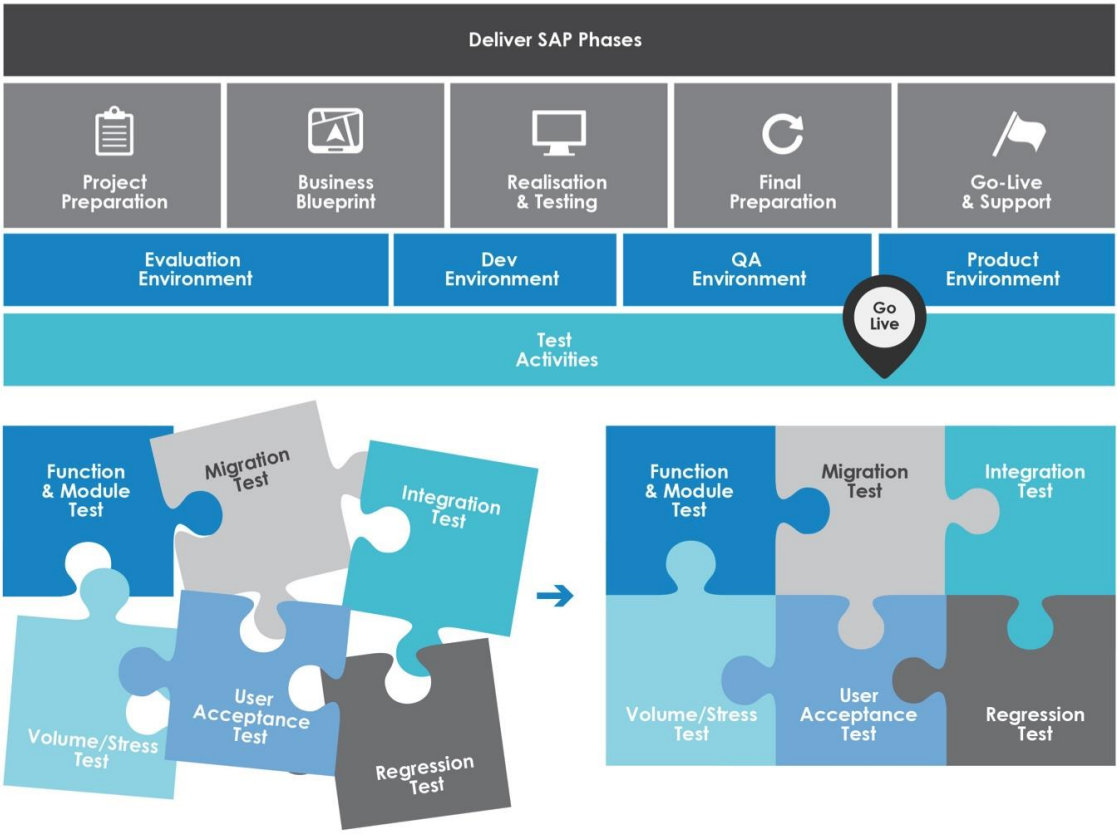
- Confirming that the system meets all the business requirements determined to be in scope
- Confirming the system meets technical requirements and service levels for application response time, throughput and infrastructure performance at typical production loads.

Several types of testing will be undertaken through the project lifespan. WIB testing methodology incorporates all the various types of tests to ensure that quality is maintained. The actual testing and the type of testing will be defined and detailed during Project Preparation. Based on the type of testing other aspects like the testing team, approach, tools and methodology for testing will be defined during the initial period of the project. Listed below are the various types of testing that the project would need to consider.

- **Basic Functionality Testing:** Provided by the functional team members in the Sandbox/development environment. This testing will be restricted only to a few key transactions in each module
- **Unit Testing:** Is a method of testing that verifies the individual units of source code are working properly. A unit is the smallest testable part of an application
- **Integration Testing:** To validate end-to-end business scenarios including interfaces

- **User Acceptance Testing:** To validate that the deliverables are as per the baseline requirements that have been defined. This is a role-based dress rehearsal of solution conformance, performance and acceptability by end users
- **Stress Testing:** This testing is used to determine the stability of a given application, system or entity. It involves testing beyond normal operational capacity, often to breaking point
- **Migration Testing:** Migration Testing is conducted to ensure the validity of data
- **Performance Testing:** This ensures that the systems and applications are performing as per the defined parameters as defined during the project preparation stage
- **Load Testing:** Load testing refers to the activity of simulating multiple users accessing the program concurrently

Testing activities are performed in various environments - unit testing is performed on development environment while integration and user acceptance testing is performed in quality environment.



The regression test and the baseline belong to later stages, but should be considered

Test Methodology

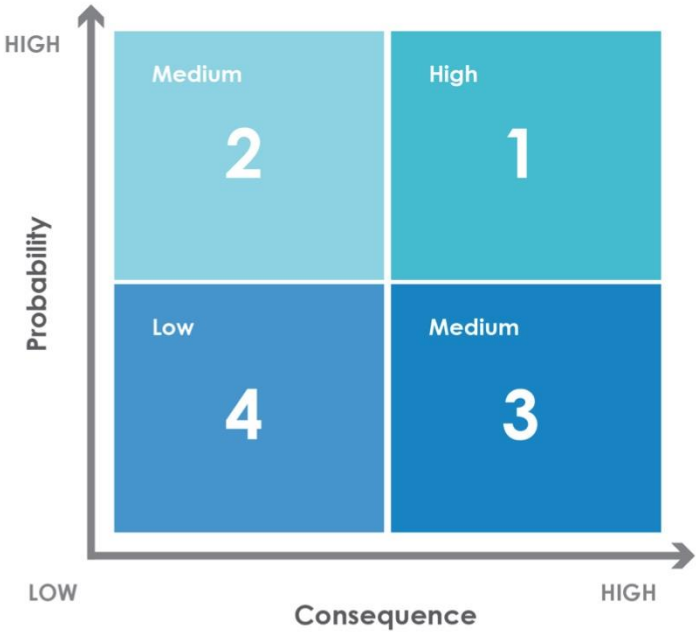
Testing risk mitigation

It is therefore important to prioritize testing activities according to those areas that carry the highest risk to the implementation and to the business.

The following factors impact risk:

- Importance of the function to the business
- Consequence of failure
- Frequency of use
- Technical Complexity and Maturity of Technology
- Complexity of defect removal after deployment
- Developer/Tester Experience

Areas will be evaluated in terms of the factors above using the Classification model shown below:



Test Risk Classification

4.5. Constraints

Constraints that emerge will be logged in the Risk and Issues log.

Specific risks that will be monitored include:

- The availability of QA environments for the systems
- Availability of users to assist with testing
- A development freeze to ensure that testing takes place in a controlled environment.
- Specification and Develop Builds are key dependencies for meeting Testing Timelines.

The success factors for testing are as follows:

- Exhaustiveness and completeness of business and test scenarios
- Exhaustiveness and completeness of test cases
- Ability to relate the test or business scenarios to test cases

- The entry and exit criteria for each testing phase are satisfied before the starting of the particular testing phase
- Adhering to timelines for various testing phases
- Successful execution of System Integration test cases and met the gating criteria
- Review and sign off of test results by project manager, development and Test Lead
- Code frozen: resolved defects fixed, deployed and retested
- All outstanding defects logged, reviewed and accepted.
- All interfaces working as per requirement specifications
- Inbound and Outbound systems are able to receive, provide and process interface data and files
- Code & environment configuration under strong release control

4.5.1. Training

During the course of the project the necessary training shall be provided to the Core Team and Power Users. Necessary guidance would be provided to the Power Users for further training of the End Users of the Queue management system.

User Training is tightly integrated with the Communication and Organizational Alignment and Readiness components of the project. Collectively they will help stakeholders analyze, prepare for and embrace the change. Training enables end users to fully adopt the new systems and processes with acquired capabilities and competencies.

End-user training is an important component in supporting the mobilization of people from experimentation to understanding to positive perception to adoption and finally to internalization and institutionalization.

This section addresses WIB Intellitech's proposed training solution and includes the following elements:

- Training Needs
- End-User Training Approach
- End-User Training Design
- End-User Training Development
- End-User Training Delivery
- End-User Performance Support
- Learning Team Roles

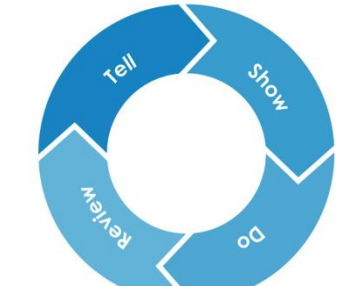
Understanding and Applying the Business Benefits of queue mangement system

The core objective of the training rollout is to ensure that the business users understand the new system both from a business and IT point of view, and most importantly that they can implement this knowledge in their daily work.

Training Methodology

The OCM Training delivery method may differ by your organisation pyramid or user group based on impact and risk of change. All end users however, will experience three basic phases:

- Preparation for training
- Delivery of training
- On-going performance support following training



Content for these phases will be developed and delivered with the Tell-Show-Do-Review approach in mind. Tell-Show-Do-Review is a tested approach that provides a framework grounded in adult learning principles and allows for support of differences in learning styles.

Tell: The learner is provided with basic information they need to know about the task and why it is important. Here is where to begin to integrate the process into the training of the system functionality

Show: The learner will see a demonstration of the task to see how it is done correctly

Do: The learner will perform the task to show that they are able to do it correctly

Review: After performing the task, the learner will be corrected for any errors and provided with feedback and additional information to facilitate understanding of the task

People learn effectively when the information is relevant to them, is repeated using three key sensory methods (sight, sound and touch) and is available to them when they need it in a form they can use. This training approach allows learners to get up to speed quickly and to retain what they learned for a longer period of time.

The combination of using the KnowHow Learning Platform with traditional classroom training – a "blended approach" to training – means that all aspects of this methodology can be handled. The classroom training allows for trainers to **show** and users to **do**, and the KnowHow Platform allows users to access to interactive training materials that present them with the core information they need – the **tell** – and also allow for assessments and dashboards that facilitate the **review** part of the process.

Desired Training Elements

There are desirable elements of a training program that will facilitate the implementation of Queue management processes and systems. The desired elements for end-user training are:

Training Methods and Tools

WIB has successfully delivered large-scale training programs across multiple workforces and geographies for a wide range of clients. The implementation is expected to impact the way many of your employees' approach and perform their work.

The training approach will be tailored in order to further accelerate the acceptance of the change during and after the project. It isn't enough to help the users become willing to change, we must work to make them able to change to perform their new duties well.

The goal of end-user training is to reduce the time needed to gain user adoption of the new system or process and to do so in a cost-effective manner without sacrificing quality.

End User Training

WIB Intellitech's experience indicates that an important success factor for system training is the business process experience of the instructors. For that reason, we recommend that some or all of the instructors be drawn from a pool of existing business process specialists.

4.5.2. Managing Go-Live Event

Before the go live event hardware procurement, purchase and deployment will have been completed; testing and training programs will also have been completed. The go live event will be dependent on the successful user acceptance Test sign off.

The following activities form part of the checklist that will be conducted by WIB Intellitech prior to go live to ensure that the all aspects are ready:

- A **Change Readiness Assessment** is done: This ensures that the users are ready and comfortable and positively anticipating the changes and the new system. The outcome of this is a readiness report that the steering committee will use to guide the GO / NO-GO decision.
- A Final test on the Productive Environment will be performed by WIB Intellitech to ensure that the system is ready to be activated
- User roles and system authorisations for all users have been updated in the production system
- The users have been trained and certified as competent to execute the relevant transactions in the new system.
- Network Stress Testing: A final stress tests for the network is done to ensure that the system will be able to deal with the traffic at hand at Go-live.
- The desktop/laptops and mobile device readiness:
- Confirm the set-up of printers, faxes and ensure all connected to the network
- Confirm that all the relevant master and transactional data as agreed on the migration strategy has been loaded
- Confirm that all relevant interfaces are connected and running
- Confirm that help desk processes and procedures have been defined and communicated to the user community. These processes and procedures can be uploaded as training courses to the KnowHow Learning Platform, and can be used to mandate all users have worked through the training to certify that they understand this content
- Confirm that call logging systems are up and running
- Confirm the support team is ready and briefed on the processes and procedures
- Confirm that quick reference cards are ready for distribution (with basic login and key transactions per functional area)
- Confirm all relevant communication related to the go live is ready for distribution (KnowHow can support this process through push email notifications and auto-messaging)
- Internal audit has reconciled, verified and signed off data loads
- Internal audit has signed off on the process controls and the related system controls
- The business contingency plan has been developed and agreed with the Business Units in case of any issues at Go-Live (also known as the system roll back plan)
- Master data maintenance procedure defined, agreed and communicated
- System Back up procedures have been defined and communicated

- Ensure that communication to all external stakeholders has been done, e.g. suppliers, informing them of new layout or the relevant changes to purchase order layout
- All the relevant change management and communications posters and go live awareness campaigns are in place or ready to be executed

4.5.3. Post Go-Live Support

With Go-Live, the implementation will move from project environment to operations environment. We understand that post Go-Live support is crucial for smooth and a stabilized operation after the system has moved into a production environment. To help the user community to adjust to the new ways of working necessary post Go-Live support structures will be established as part of change management.

As part of your organisation implementation one-month hyper care support will be provided to mitigate initial teething problems and provide instant user support until the users get familiarized with the system.

Project Closure and Handover to Support Team

We propose the following steps for smooth transition to support from to the identified AMS support team:

- Selection of the support team one months prior engagement end date
- We will conduct a knowledge transfer session to the identified support team. The objective of this exercise is to enable the support team to understand the implemented landscape and the functional and technical processes for your organisation. The major activities to be performed by the Knowledge Transfer process are:
    - Sharing the Business Blueprint, Configuration and Training documentation
    - Sharing the Landscape, Roles and Authorities and Functional and Technical spec documentation
    - Functional walkthrough of the system configuration and processes per-module
    - Technical walkthrough of the system landscape and development
    - Handover activities would be performed in last three weeks (before final closure)
    - In the last week project closure along with sign-off is performed

WIB follows a two-step approach for project closure;

- Administrative Closure
- Contract Closure

Both of the above steps have been explained in detail in the following table:

Closure	Activities	Output
Administrative Closure	Knowledge transfer to the support team Collating and formal handover of the project documents	Complete Project document Delivery acceptance
Contract Closure	Verification of all work done	Closed Contract

	Settling commercial terms and conditions of the project

4.5.4. Change Management

The purpose of the Change Management activity is to define change ownership, plan / develop / disseminate program communications, track and manage key stakeholder receptivity to change and manage change assimilation and knowledge transfer delivery. This Change is limited to Project changes and does not cover Organizational Change. Project specific changes are limited to Queue management Familiarization Training, Solution Training and End User training.

This activity is composed of the following tasks:

1. Plan the implementation of Change Communications (messages, audiences and media)
2. Identify key stakeholders, roles and influence
3. Conduct change planning and readiness assessments
4. Plan stakeholder management action plans
5. Develop end user training
6. Deliver and Monitor knowledge transfer to end-users as identified by your organisation
7. Support design / development of training and Knowledge Transfer plans
8. Deliver Change Management document consisting of change action and training plan

Drive the change processes to achieve standardization and adoption of the system across Organization.

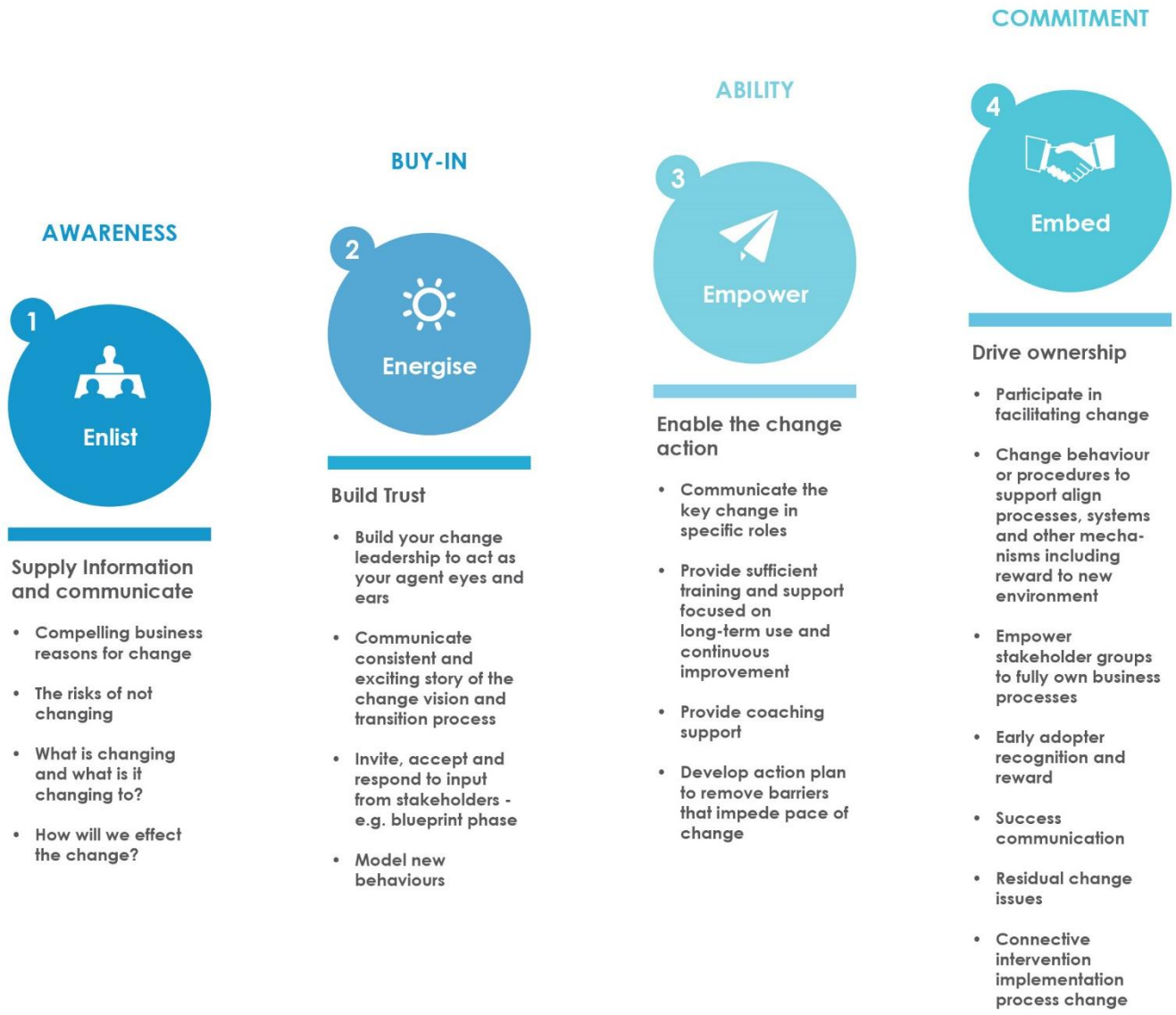
Change Management Methodology

Change management is a discipline that conforms to standards and methodologies. The preferred change methodology that we employ is the PROSCI Change Mode aligning to the functions methodology used to implement Systems.

Change risk in this project is high due to relatively low levels of readiness and disruptive nature of the project based on the documents provided, Below is a high level interpretation based on the type of change your organisation is embarking on. It is critical to note that we will be taking people on a journey that will change the way they do things. It is for this reason we have to take people through the commitment curve.

The commitment curve below illustrates how we will take end users on a journey for them to reach a point where they’re fully committed to the transition.

Our activities will support the end users up the Commitment curve during the 18-month period. Our strategy to drive change will be based on the 4 elements:



We use several primary change levers to drive the strategy and effect change. The change levers will be broken into 3 phases over the 17-month period.

WIB Business Transformation team will focus on the following change levers to get end users up the adoption curve:

- Set up and governance
- Stakeholder Management
- Communication Management
- Change Alignment
- Team performance management
- Change Monitoring

Setup & Governance

For the setting up of any new project governance structures will provide guidelines to the project channelling their success. This area will focus on the foundation on which WIB Intellitech systems are built. This will include the framework, structure and identification of all the activities and resources required to effectively support the Programme and the wider project team in support of the project goals.

Our role will be to:

- Co-create deliverable responsibility matrix for the delivery team
- Provide input into the flight plan
- Provide insight and advice on the extended network KPI's and milestones
- Provide input on the business transformation components of the project charter
- Review, align and integrate delivery flight plan

Based on best practice and experience we advise that your organisation set up an extended project network that will support the project in achieving their deliverables.

Extended Project network

- Creates ownership among impacted employees by giving them an opportunity to be involved, voice their opinions and shape the approach being used to deliver the solution
- Increases effectiveness and trustworthiness of communications through respected peer delivery
- Reduces change resistance by involving key influencers from the business
- Enables employees to take action and make the change effort successful
- Provides feedback of the change effort to the project team
- Enables a faster, better and more efficient implementation

The network comprises of the following groups that will come from the business:

Name	Responsibility
Business Unit Owners	Champions the solution design at a cluster level Creates the of governance to enable change Takes ownership of the cluster deployment and its success Advocates integration with other functional business areas Releases and supports the right people to drive the implementation at a cluster level Back fills resources and re-distributes workload to support the release of key resources

	Contracts project performance objectives across the cluster to drive project success Signs off business process designs
Business Unit Process Owners	Supports the Cluster Owners to design common processes and filter any deviations from the standard in line with the project principles Act as cluster change champion for all activities impacting their processes and data Co-ordinate, challenge and understand analyses and alternatives and provide solution recommendations Creates a community of practice and understanding for the functional area across the cluster Must ensure that the business blueprint reflects all legal and fiscal requirements
Change Management Subject Matter Experts	Provide change monitoring feedback Investigate impacts to roles within business area Attend and provide input into activity mapping sessions Provide feedback to Business Unit Owners regarding progress and decisions to be made Understand and assist in facilitating the activity mapping process Drive the execution of the business unit change action plans
Communication Subject Matter Experts	Attend the Blueprint comms kick-off session as well as communications meetings / campaign briefings Incorporate project campaigns and communications into existing business communications plans Roll-out all current communications campaigns using existing business unit comms channels where appropriate

	Keep Project Comms Team informed of all communications that have taken place and provide monthly feedback on progress against plan Ensure that any communication content developed by the business unit is approved by the Project Comms Team
Training Subject Matter Experts	Attend the Training Strategy Deep Dive sessions Assist in agreement in principle of Business Trainers for the Project Assist in agreement in principle of training schedulers to be mobilized from current resources within business (HR administrators) Ensure that any skills gaps with regards to computer literacy is identified within the business and an action plan rolled out to rectify Keep Project Training Team informed of any perceived risk or issue areas with regards the training initiatives Provide information on training infrastructure and users Co-ordinate the deployment of training interventions

Stakeholder Management

Stakeholder relationship management is the **proactive** process of identifying, understanding, soliciting supporting and influencing key individuals or groups to increase their **readiness** to carry out project initiatives and **facilitate** the ultimate **success** of these initiatives.

Stakeholder management facilitates the success and speed of implementing projects mandate by:

- Gaining the buy-in, commitment and consensus required from key stakeholders in order to make implementation successful;
- Establishing sponsorship and support networks and then leveraging on these as the solution is implemented;
- Laying the groundwork early for managing various aspects of implementation, thus reducing problems down the road;

- Minimising the impact of fearful or negative reactions; and
- Preparing key stakeholders for the changes taking place.

Our role as WIB Intellitech throughout the period is to focus on the following:

- Stakeholder identification

- Stakeholder analysis
- Highlight stakeholder engagement challenges and recommend interventions on an ongoing basis
- Capture and provide stakeholder engagement feedback as and when involved and as required

Communication Management

The communication management process for the Enterprise Resource system will compromise several aspects of the lifecycle over the 6 months period of the implementation.

The communications objectives of this rollout will be to:

- Play a significant role in ensuring all stakeholders reach the identified levels of not simply understanding the change, but accepting the change and living it as it is implemented. To do this we need to communicate the right and relevant information to the various stakeholders of your organisation.
- We plan to manage that the need (pull) for information is balanced with provision (push) of information
- Ensure stakeholders receive consistent messages which contain content that is appropriate to the project stage
- Evaluate and measure the communication effectiveness through the change readiness surveys, tracking on the intranet, feedback from staff
- All communication needs to be centrally planned and managed in conjunction with the business and project head. Given the large and diverse range of stakeholder groups, the size and complexity of the change particularly as the project moves closer to going live.

The role of communications:

- Establishes Communicates strategy
- Helps to provide a sense of direction
- Helps to focus the efforts of the Organization and specifically the project
- Guide the plans made and decisions taken
- Helps management to evaluate the progress

Change Alignment

Change alignment involves the facilitation of a smooth transition to new ways of working by identifying the areas of business that are impacted including the extent of the impact. During this process there might be a requirement to update roles grading scorecards, restructuring, redesign and redeployment.

During the blueprint phase the change team will develop an approach and design templates to facilitate the completion of the change impact assessment. The change team will then work closely with the process teams during the requirements specification/design workshops to ensure that the business impacts are captured at a cross unit level. The business owners will validate the results. This process will cater for role and process discrepancies or impacts on Organization structure i.e. changes that are specific to the business.

The above diagram gives an indication on how the change impact assessments are key in determining the role mapping and training of the end users.

Team Performance Management

During such a transformational change it is normal that the levels in the business and business will fluctuate, therefore the team performance management lever addresses the alignment of goals and incentive plans to ensure all employees and project team members are fully accountable to execute work consistent with the project objectives. Project leads and their WIB counterparts will be accountable to deliver interventions that facilitate knowledge transfer. The business transformation team will plan ad-hoc team building interventions, build team engagement and the celebration of the achievement of key project milestones and promote team collaboration.

Change Monitoring

A key component of managing the transition is being able to gauge how prepared each unit is, to accept and own change. Change monitoring underpins all of the focus areas discussed by managing their effectiveness. By monitoring change on a continuous basis area within the Organization that are most likely to resist change or have difficulty adjusting to it can be highlighted.

Activities that will occur with change monitoring at your organisation are Change readiness assessments, End user acceptance and pulse check.

During the project, achieving knowledge transfer to your organisation staff is an important goal. A knowledge transfer plan will be developed and measured on a regular basis. Project Leads will be accountable for their team's knowledge transfer plans and measurements of progress against plans.

4.6. Documentation

WIB has developed templates and methodologies, matured and refined over various projects. These templates will be used for the implementation as appropriate:

- Well defined entry and exit criteria along with identified deliverables from each project phase
- Document control, version management and issue tracking
- Standard templates and formats
- Project Charter
- Project Plan
- Business Process Blueprint
- Testing Strategy
- Training Plan
- Landscape and Transport Strategy
- Data Migration Strategy
- Authorisation Strategy
- Organization Change Management Plan
- Configuration document
- Functional Specification
- Technical Specification
- Unit test scripts and results
- Template for roles and authorisation
- System integration test scripts and results
- User acceptance test scripts and results
- Development standards

- Checklists for review of functional specifications, technical specifications and code review
- Checklist for “go live” preparation

5. Project Governance Structure

Senior stakeholders on change initiatives are often challenged in sifting through the project commentary presented to get a good understanding of what is actually happening and what they specifically need to solve for so they can move on.

Decision makers need as many lead indicators as possible, accurate and relevant reporting, and a mechanism through which they can get people to stick to what they said they are going to do – a transparency and accountability that goes with a person, no matter where they are, on the activity and actions that have been assigned to them.

5.1. Program Management Office

The Governance and Risk structures necessary to support effective delivery of the ERP Program are to be delivered through a Program Management Office (PMO) of unique approaches and capabilities. The PMO will provide the infrastructure through which project activities are orchestrated and optimized, overseeing successful deployment of outcomes and ensuring consistent alignment of projects with the Programs strategic objectives. The PMO offering supports real-time reporting ensuring full transparency and accountability through the project life cycle. The PMO will be made up of 2 separate, distinct and independent functions (administration and execution) and will serve as a single source of truth account of the modernization program status at any point in time, and is intended to be the backbone for program delivery across business and IT.

The Program Office will provide leadership expertise on Program Planning and risk mitigation, Control, Integration Management, Quality and Testing Management, Change Management and Technology Management; providing support and direction across all business process teams, as required, enabling project and program delivery success.

5.1.1. PMO Set-up

The Program Management Office will be set-up during the Preparation Phase of the Program. **The PMO will be delivered as a value-add approach at no cost to ensuring the successful delivery of the modernization Program.** The set-up of the PMO involves key streams:

Mobilise PMO

This stream will deliver the IYABUYA Execution Platform in support of the unique approach and capabilities:

- Research and Analysis
- Maturity assessment
- PMO Design
- Stakeholder identification and engagement
- Communication plan
- Change management
- Hardware set-up and vanilla platform installation.

PMO Delivery

Platform configuration and customization based on the 'Change By Design' approach agreed with your organisation

- Platform configuration, governance structures
- Define and document change practice
- Centre of Excellence for frameworks and methodologies
- Project Support Function
- Validation testing and issue resolution

PMO Embedment

- Platform enhancement
- User training
- Training videos
- User guides
- Maturity review

5.1.2. Change By Design

The successful delivery of the system Implementation depends on a structured, disciplined and well-defined project and program management capability. Project expectations, managing progress against plans, document completion, quality management and risk identification and mitigation processes must be agreed between all Stakeholders from the outset.

On assessment of the environment, the approach for running the modernization Program will be defined, designed and agreed with the client, specifically with regards to project escalation processes, controls, roles and activities. Escalation processes on Risks and Issues as well as the approach for addressing RED and AMBER RAG status will be formulated and documented as the agreed 'Path to Green'.

Processes and procedures that will be jointly established on a project-by-project basis will include one or all of the following:

- An agreed-upon baseline of scope, budget and schedule
- Process to monitor progress and deviance
- Communication / governance channels
- Approach for dealing with issues
- Objective change control procedure
- Process to recognise and manage risks
- Process for accepting project deliverables
- Process for accepting and managing dependencies
- Definition of what constitutes project completion and benefits realisation

All agreed standards of performance are overlaid in the Execution Platform with INSIGHT METRICS driving transparent and effective execution on the premise that 'what gets measured gets done'. Where performance is not in accordance with the agreed 'Change By Design' approach the insight metrics real-time reporting clearly indicates where and why deviations have occurred. Any Risks and Issues arising that fall outside of the specifically defined exception criteria agreed with the client are escalated to the SteerCo automatically and in 'real-time' to be addressed immediately.

Clients are also empowered through the use of:

- **Predictive Analytics:** Using data mining techniques and digital consolidation of information, automated predictive alerts and notifications can be generated 'intelligently'. Similarities between projects and systems can be mapped creating automated dependency notification and understanding.
- **Behavioural Analytics:** Community engagement can be actively measured with the insight necessary to design better mechanics that foster long-term engagement across execution communities.

This pro-active ability to identify problems earlier by exception, with quicker decision-making, gives the client a high level of assurance that impacts to project delivery are kept to a minimum.

5.1.3. Governance

Steering Committee

One of the most important and critical elements of WIB Intellitech's program management approach is to ensure that the Program Leadership team and Steering Committee is made up of equal decision-making quorum representation from both WIB Intellitech and the client. This single management team works as a cohesive unit allowing open communication for successful management of the Program. Not only will this approach facilitate quick responses to project and program issues, but it will also facilitate knowledge transfer to your organisation creating an inclusive environment for execution. Active knowledge transfer, seasoned consultants and structured mentorships and partnerships are an integral part of WIB Intellitech's culture and will be key to the progress of the implementation.

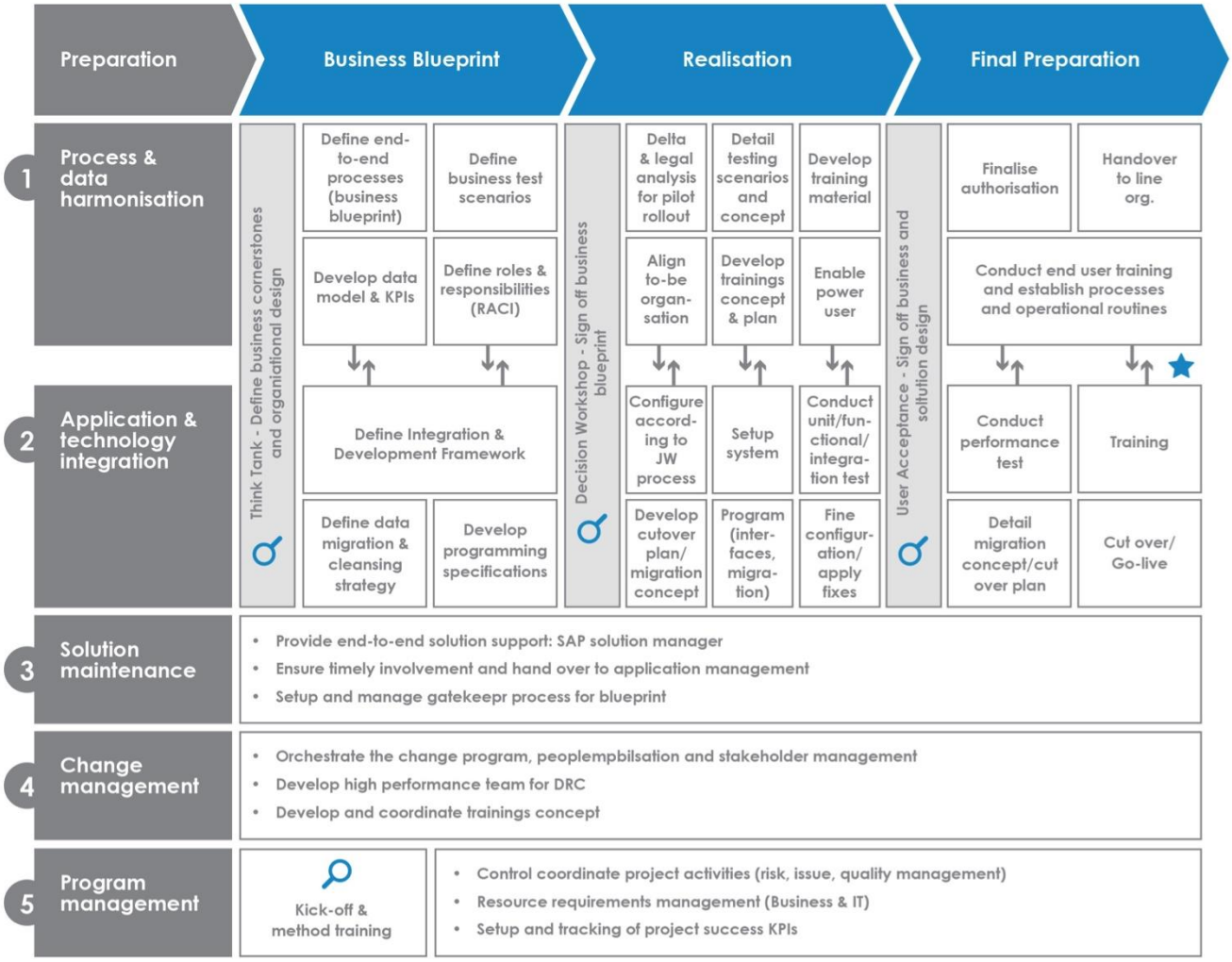
The way governance is managed tells a story. There is typically a 4 week reporting cycle with the story being built up from the weekly project status updates on the Platform, to the Working Groups, Stream Updates and then finally the Project SteerCo. Automated and standardized reporting assists in defining and articulating the 'story' to all Stakeholders for easy interpretation.

Framework

WIB Intellitech's leading, tried-and-tested practices are integrated with industry standards to define a flexible and comprehensive system Implementation Framework incorporating both Core and Facilitating processes. This is used to accelerate the deployment of the PMO during the Project Preparation phase with processes, tools, templates and guidelines that are designed to facilitate communication, collaboration and knowledge transfer between the client and WIB Intellitech. The bespoke Framework is built into the Execution Platform and lays the foundation for multiple solution-specific methodologies, each tailored as appropriate for specific project activities with customized approaches, processes and deliverables.

The detailed roles and responsibilities of the Project Team and Stakeholders in each of the standardized work streams are also mandated into the Platform.

Based on the activities and decision factors determined during the Planning Phase, standard controls create a disciplined approach for management of Quality, Schedule, Risks and Issues. Project Managers are also encouraged to define additional standards that may be project specific. Stage gate entry and exit criteria for phase deliverables are defined allowing the Platform to intelligently understand the overall delivery 'health' of a project at any given point in time.



Project Management Key Activities

Risk Management

"The term 'management of risk' incorporates all the activities required to identify and control the exposure to risk which may have an impact on the achievement of an Organization's business objectives." - Management of Risk: Guidance for Practitioners

For risk management to be effective, risks need to be:

- **Identified:** This involves considering uncertainties that would affect the achievement of the Program objectives and then describing them to ensure that there is a common understanding
- **Assessed:** This involves estimating the probability, impact and proximity of individual risks so they can be prioritised, and understanding the overall level of risk (risk exposure) associated with the Program
- **Controlled:** This involves planning appropriate responses to risks, assigning owners and action owners and then implementing, monitoring and controlling those responses

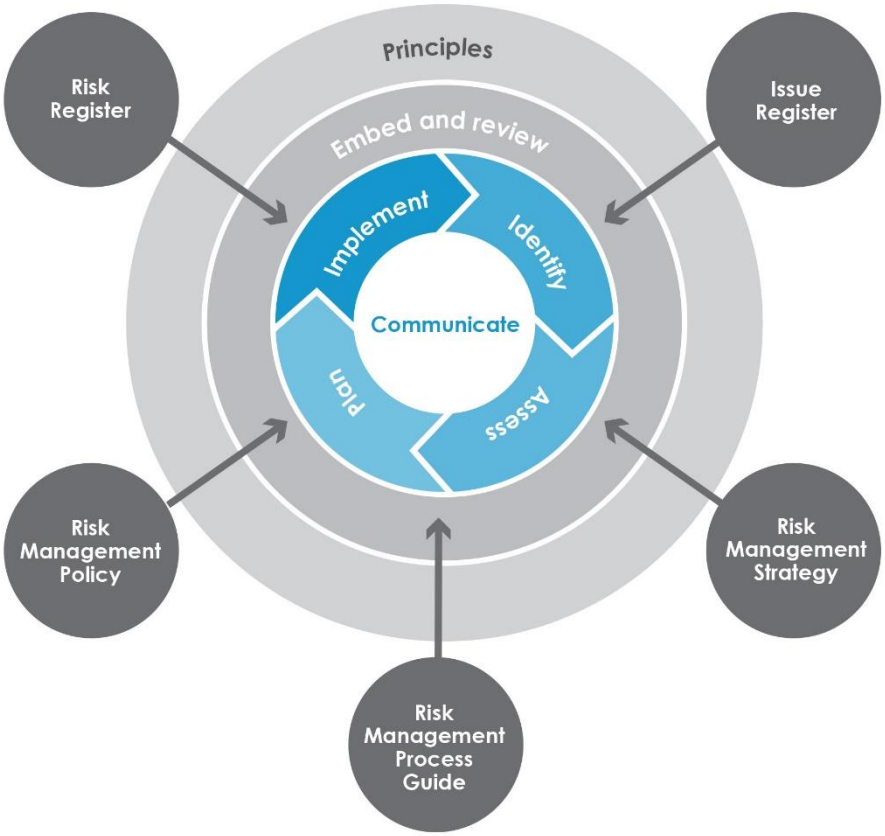
WIB Intellitech utilizes a framework for project risk, which is based on four core concepts:

Principles
Principles are essential for the development and maintenance of good risk management practice. They are informed by corporate governance principles and the international standard for risk management, ISO31000: 2009. They are high-level and universally applicable statements that will provide guidance on an appropriate approach to risk management as part of the modernization Programs internal controls.

Approach
Principles will need to be adapted and adopted to suit your organization.The approach to the principles needs to be agreed and defined within a risk management policy, process guide and strategies.

Process
The process is divided into four main steps: identify, assess, plan and implement. Each step describes the inputs, outputs, tasks and techniques involved to ensure that the overall process is effective.

Embedding/Reviewing
Having put in place an approach and process that satisfies the principles, Program Management and the PMO will ensure that they are consistently applied across the Program delivery streams and that their application undergoes continual improvement in order for them to be effective.



Risk Framework

Application of the above model ensures risk on the Program is managed in a visible, repeatable and consistent way. It improves internal control and supports effective decision-making by enabling a good understanding of individual risks and the overall risk exposure that exists at a particular time.

5.1.4. Reporting

All project and program information and status reporting is available on-line in real time. Project 'health' reporting also allows the tracking of compliance to the stipulated 'Change by Design' metrics so that outliers are quickly and easily identified with clear guidance on what needs to be done to bring the project back within defined tolerances.

5.1.5. Meetings

All Workshops, Working Group sessions, stream updates and SteerCo's meetings will be managed on-line. Actions, ideas, notes, decisions and agenda items are captured centrally. Preparation for the meeting, the meeting itself and post meeting activity are all tracked and managed through a single interface. Meetings are measured against predefined metrics to surface the 'health' of the meeting in its attendance, ability to assign actions and make appropriate decisions. On-line meetings allow any meeting member to dip into one of their meetings at any time for a view of how the meeting outputs are progressing or collaborate with the meeting via the chat function. All meeting activity is available and collaborative on-line and can be extracted and reported on as soon as it arises. This improves delivery and collaboration and provides greater context on what the issues actually are. Everyone remains informed and in the loop.

Actions can be assigned out of meetings to either an individual or to another meeting. By way of example, the SteerCO can assign an action to a Working Group, or a Workshop can assign an action to a Stream, etc. The assigning of actions to a recipient is immediate - it is not necessary to wait until the next meeting to get an outcome to an action.

5.1.6. Action Tracking

Managing and tracking tasks is complex, with multiple touch points and limited transparency. Action tracking provides full transparency of all assigned actions and activities within the Program ecosystem. Through the 'what gets measured gets done' approach stakeholders are able to look at the accountability of all the people who have to pull together to solve for a specific issue or problem. Insight metrics allow stakeholders to look at where people are tracking on assigned actions, surface bottlenecks and slippages, and have interventions to address/resolve. By leveraging Reputation Capital transparency and accountability on task completion is promoted in the community.

5.1.7. Dependencies

'Handshake' agreements are facilitated between dependencies with real-time reporting. When there is an issue or problem, mapped dependencies easily identify who needs to be involved in the solving for that particular issue. An organic eco-system of mapped dependencies grows and changes with the Program allowing significantly improved up and down stream impact analysis and pro-active mitigation.

5.1.8. Risk and Issue Management

Risks and Issues can be captured at a project or program level and escalated to program or senior stakeholder level. Insight feature-set includes customized metrics for route cause analysis on risks and issues and real-time lead indicators allowing pro-active up and down stream intervention and mitigation. Risks and Issues can be classified on configurable root causes or component RAG.