FMIS IMPLEMENTATION: PROJECT MANAGEMENT. PROJECT E – DELTA

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DELTA STATE IS ONE OF THE 36 STATES THAT MAKE UP THE FEDERAL REPUBLIC OF NIGERIA

CREATED IN AUGUST 27TH 1991, IT IS POPULARLY KNOWN AS THE BIG HEART

SUBSEQUENT BUDGETS FOR YEARS 2000 – 2006

<table>
<thead>
<tr>
<th>Year</th>
<th>Amount (Million)</th>
<th>Value (Million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2001</td>
<td>$359.24</td>
<td>MILLION</td>
</tr>
<tr>
<td>2002</td>
<td>$491.6</td>
<td>MILLION</td>
</tr>
<tr>
<td>2003</td>
<td>$519.41</td>
<td>MILLION</td>
</tr>
<tr>
<td>2004</td>
<td>$622.69</td>
<td>MILLION</td>
</tr>
<tr>
<td>2005</td>
<td>$1,305.80</td>
<td>MILLION</td>
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</tbody>
</table>
The State has an estimated population of **four million people**.

It has a total area of about 18,000 square kilometers, of which over 50% is mangrove swamp with about 160km long coast line.

It is generally characterized by **difficult geographic terrain** especially the central and southern part.
THE STORY OF PROJECT E-DELTA

When the civilian administration of the State led by the immediate past Governor, Chief James Ibori took over the mantle of leadership in May 1999, the payment and accounting system of the State was largely manual.
Worrisome areas that posed serious challenges to the government at inception of the Administration were weaknesses and leakages in the manual system, annual budget preparation, monthly cash budget and payment processing/approval (warrant preparation), annual statutory accounts, management report, project accounting etc.
The initial effort to automate the system was characterized by deployment of different types of bespoke software, decentralized systems (various Ministries/Extra Ministerial Agencies had multifaceted systems) with attendant duplication of resources, both hard and software.
Above all, the State relied on intensive use of **Microsoft office application packages** such as word, excel etc. Although significant improvements were achieved, the achievements were far cries from the desired productivity and efficiency level.
THE STRATEGY ADOPTED FOR FMIS.

To cope with the above challenges and also instill best practices into the public service, the State Government in 2000, embarked on a systematic and phased computerization of her operation beginning with the then Ministry of Finance and Economic Planning, now Ministries of Finance, and Economic Planning.
The Journey started with Ministry of Finance employing the services of Deloitte and Touché, an International ICT consulting firm to advice on the full computerization of the then Ministry of Finance and Economic Planning.
On recommendation by Deloitte & Touche, after receiving responses from carefully prepared request for proposals from over 20 software vendors, seven (7) solution providers were invited to demonstrate the efficiency of their solutions namely Peoplesoft, Oracle, Magic, SAP, Sage, BSSL and two other vendors.
After the exercise, three (3) of the vendors **Peoplesoft, Magic and SAP** were short listed for final selection.
SAP’s mySAPsolution version 4.6C finally emerged as the preferred ERP solution. Subsequently, contracts for the installation of necessary communication and network infrastructure and branded computers were awarded to renowned ICT companies (HP, Iteco etc) who also passed through the above rigorous vendor selection process.
THE PROJECT IMPLEMENTATION
The computerization and business transactions automation effort of the Delta State Government (DTSG) is code-named Project e-Delta. The Project is two-sided:
Technical (computerization infrastructure and hardware supply and deployment) and Business (ERP solution Implementation).

At the apex of management and implementation is the steering committee
STEERING COMMITTEE: Has overall powers of management and policy decisions on the project – subject to ratification and approval by the Governor.

PROJECT MANAGEMENT TEAM: Daily management of the project and headed by the administrative manager.

CHANGE MANAGEMENT TEAM: Consists of the Chief Change Agent and representatives from the MDAs and acts as an interface between the MDAs and management.

CLEARING HOUSE: Ad hoc and virtual structure that inputs data into system for MDAs while awaiting the roll out.

INFORMATION SYSTEMS UNIT: Provides technical support to the project and manages hardware including the fibre backbone network, servers, computers, data storage, connectivity and access etc.
Suffice to mention here that the accelerated SAP implementation guide was religiously adhered to during the implementation of the above solution.
The stages are:

Project preparation
Business blueprint
Realization
Final preparation
Go-live And Support
PRELIMINARY CHALLENGES:

The implementation had hiccups especially during the blue print and Go-live stages

Major challenges posed by the implementation:

- Change Management
- Training Costs
- Business Process Issues
- Online Support Service (OSS) Link
- Power Outages
SOME BENEFITS ALREADY REALISED FROM PROJECT E-DELTA

- Internet facilities
- Accuracy and timeliness of overall business process
- Increased convenience in discharging official duties
- Budgetary control
- Improved Audit Trail
- Flexible reporting tool
- Authorization and Access Control
- Standard Due Process
UPGRADE AND ROLL OUT

After a review and evaluation of the Project implementation by the PMT and SAP in Johannesburg-South Africa in May 2005, it became obvious that there was the need to upgrade the SAP’s software from 4.6C to ERP 2004 as a prelude to the second phase (Roll-Out) of the project. The upgrade became necessary to increase the flexibility of the version 4.6C.
To achieve paperless office, implementation of documentary management system is also contemplated and would commence soon. It is worthy of mention here that the SAP ERP solution is web enabled and currently we are building a portal to link our server with the internet. Once achieved any of the State’s business associates and more importantly its citizens can reach the State Government from any where in the world without necessarily visiting Asaba, the State Capital.
DECEMBER 2007 - THE JOURNEY SO FAR
IMF WORKING PAPER: Introducing Financial Management systems in Developing Countries - 2005 by Jack Diamond and Pokar Khemani
REPORT OF THE VISIT TO DELTA STATE, JULY 23 - 27, 2006 BY CHINEDUM NWOKO, CONSULTANT WORLD BANK
EXCERPT FROM REPORT: “Certainly the Delta pilot is by far, more advanced and more concrete than what exists elsewhere in Nigeria’s public administration, including at the Federal level”
CIRCULAR LETTER FOR THE ROLL OUT TO PHASE 3 AND 4 MDAs ISSUED IN NOVEMBER 2007

WITH THIS ROLL OUT TO THE REMAINING MDAS, THE CIVIL SERVANTS ARE NOW TAKING POSSESSION OF THE PROJECT IN SPITE OF ALL CONSIDERATIONS AND HICCUPS.