

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



**AT THE INCEPTION OF THE CIVILIAN
ADMINISTRATION IN 1999, THE STATE ANNUAL
BUDGET WAS N8.58 BILLION OR THE EQUIVALENT
OF 72 MILLION US DOLLARS AT THE RATE OF \$1 =
N119**

SUBSEQUENT BUDGETS FOR YEARS 2000 – 2006

2001	\$359.24	MILLION
2002	\$491.6	MILLION
2003	\$519.41	MILLION
2004	\$622.69	MILLION
2005	\$1,305.80	MILLION

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

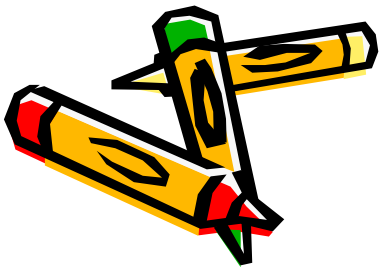


THE STORY OF PROJECT E- DELTA

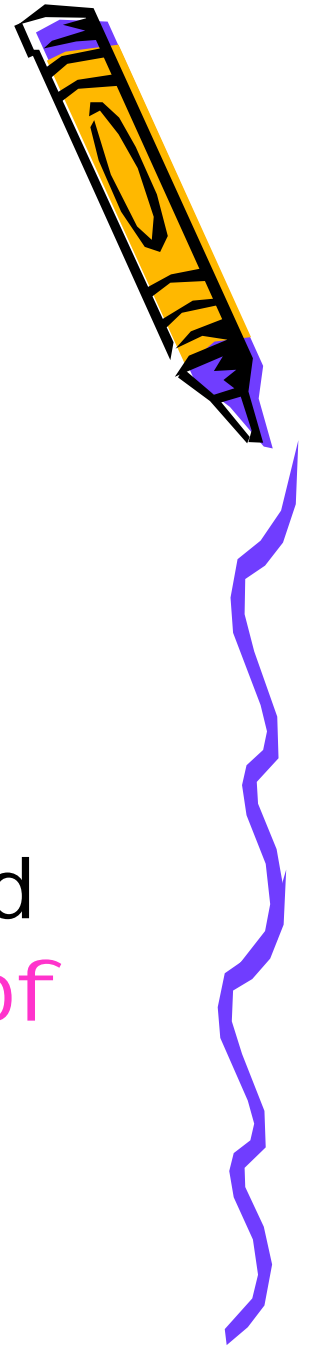
When the civilian administration of the State led by the immediate past Governor, Chief James Ibori took over the mantle of leadership in **May 1999**, the payment and accounting system of the State was largely manual.



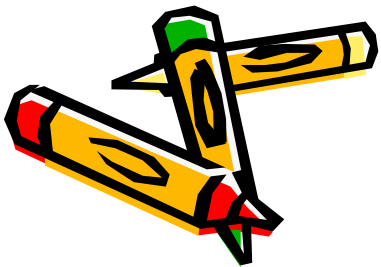
Worrisome areas that posed serious challenges to the government at inception of the Administration were weaknesses and leakages in the **manual** system, annual **budget** preparation, **monthly cash budget** and **payment** processing/approval (warrant preparation), **annual statutory accounts**, **management 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.

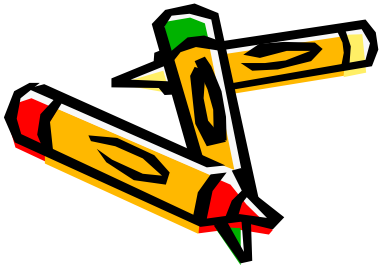
To cope with the above challenges and also instill **best practices** into the public service, the State Government in 2000, embarked on a systematic and **phased computerization** of her operation beginning with the then Ministry of Finance and Economic Planning, now Ministries of Finance, and Economic Planning.



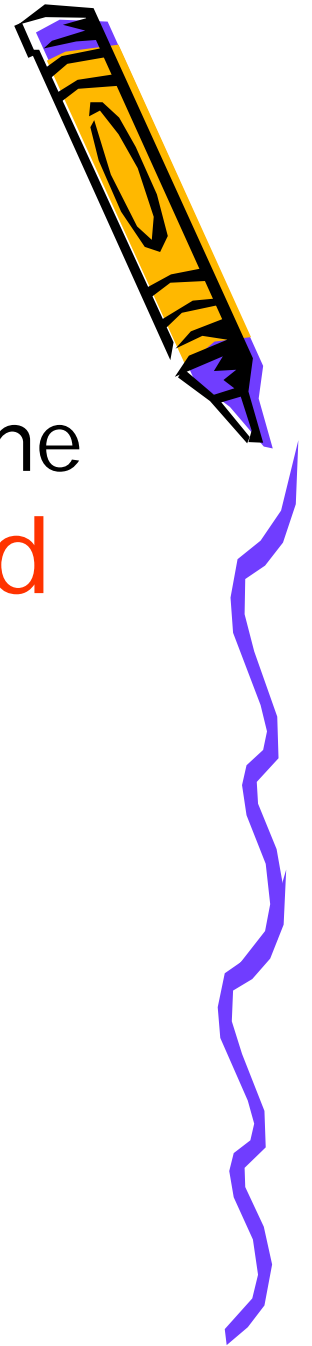
The Journey started with Ministry of Finance employing the services of **Deloitte and Touché**, an International ICT consulting firm to advice on the full computerization of the then Ministry of Finance and Economic Planning



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

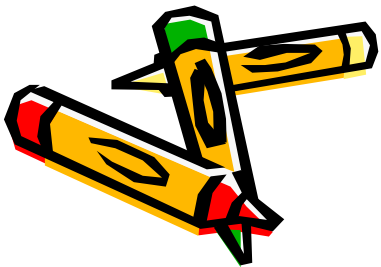
The computerization and business transactions automation effort of the Delta State Government (DTSG) is code-named **Project e-Delta**. The Project is two-sided:





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



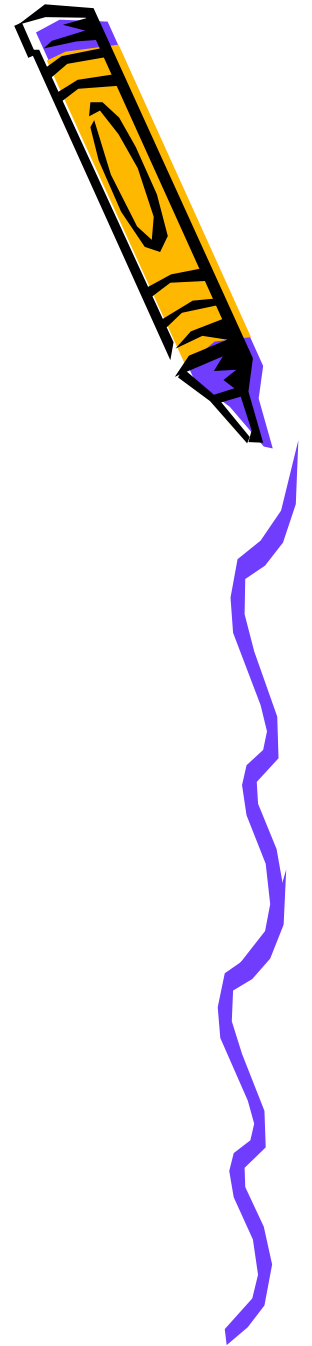
ERP SOLUTION

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:

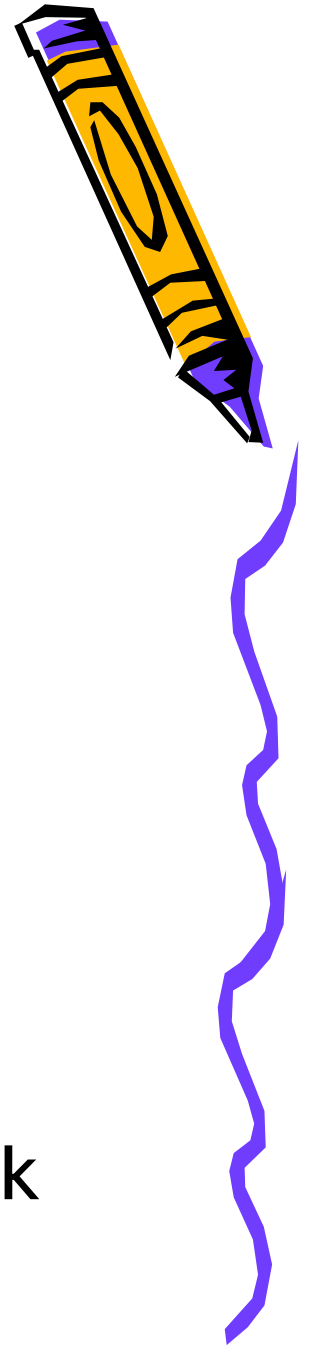
Change Management

Training Costs

Business Process Issues

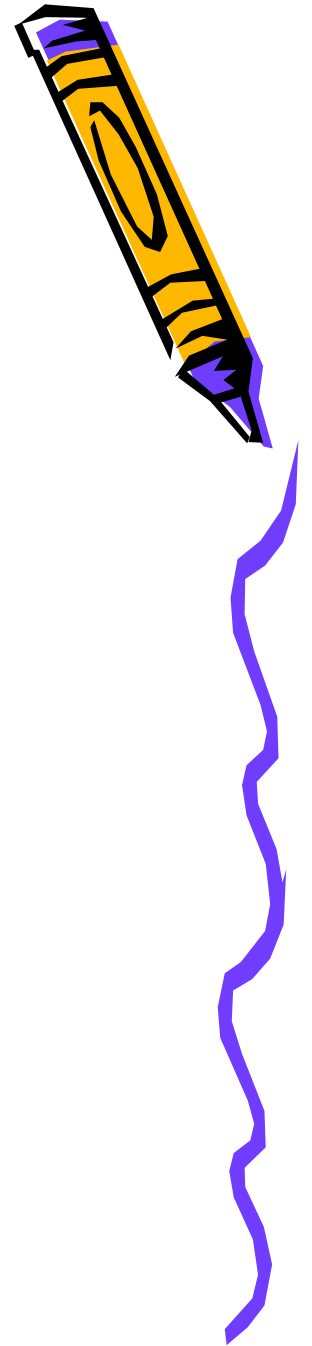
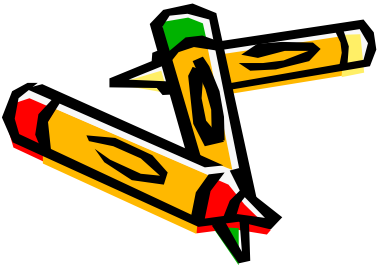
Online Support Service (OSS) Link

Power Outages



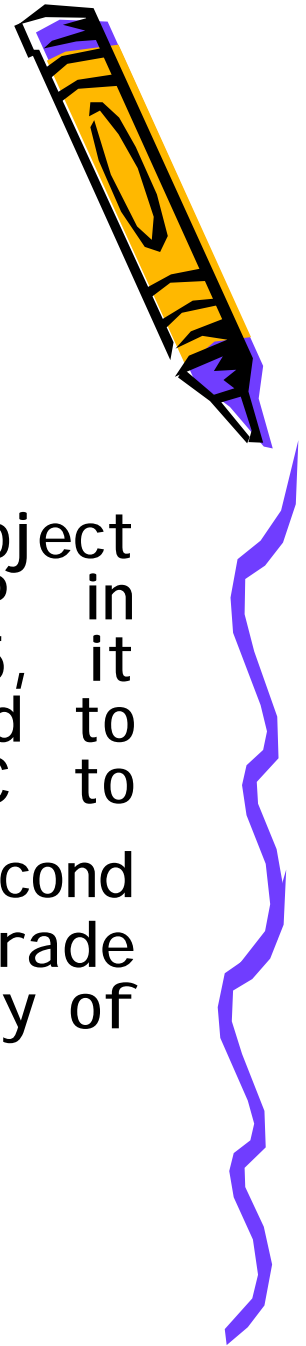
SOME BENEFITS ALREADY REALISED FROM PROJECT E-DELTA

- 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



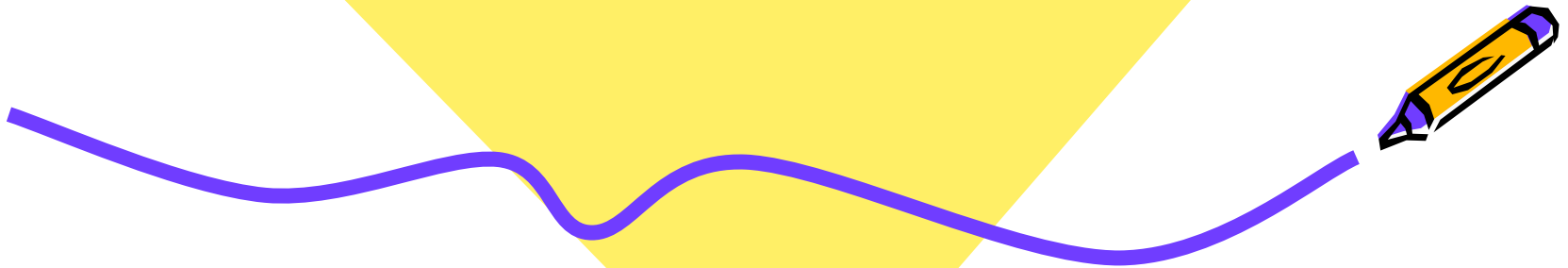
PATH AHEAD AND ROUTE TO FULL E-GOVERNANCE

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

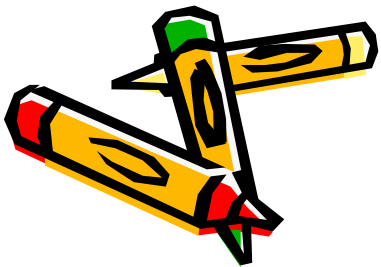
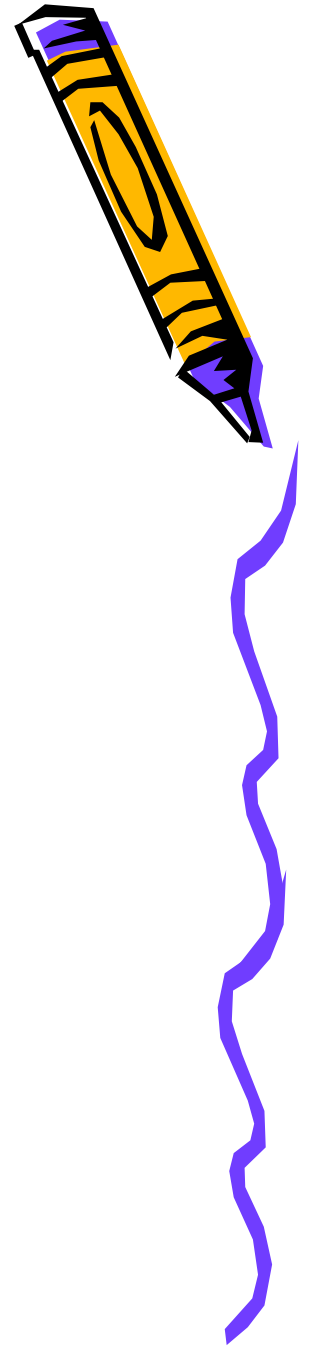




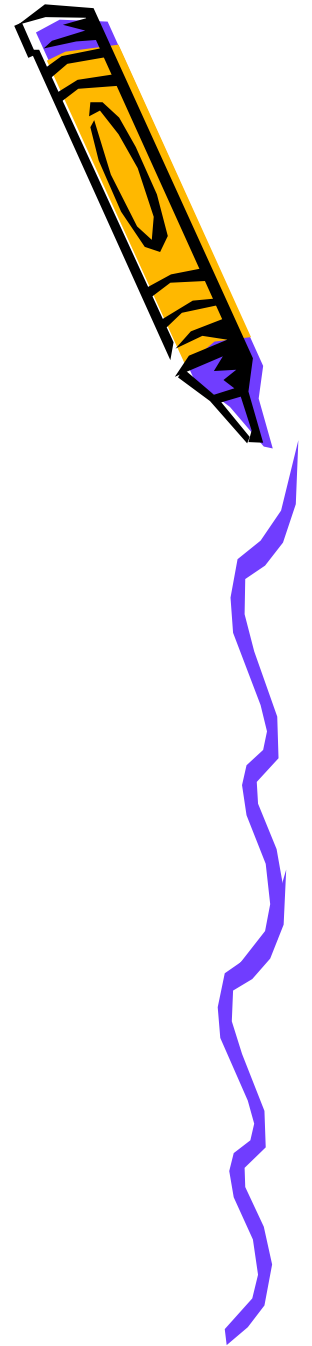
DECEMBER 2007 -THE
JOURNEY SO FAR



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.

