Technical Proposal

Core & Digital Banking Transformation – Lot 1

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Naman Jain

EVP & Head – Global Sales and Business Development
JMR Infotech
Email: naman.jain@jmrinfotech.com
Phone: +919916756108

Safe Harbour

Validity

This proposal is valid for 180 days from the date of submission. JMR Infotech (JMR) reserves the right to revise the proposal any time thereafter.

Confidentiality Clause

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Disclaimer

This Document has been prepared based on the initial understanding of the requirements. The information available and wherever proposed, the approach and/or services mentioned are based on the requirements defined and understood by us, based on discussions so far.

This Document has been written for the use of Bank, whilst every care has been taken to ensure that the contents of this Document are complete and realistic, JMR reserves the right to change or withdraw the document in the light of further information gained, based on the actual requirements.

Table of Content

1. Executive Summary

We are pleased to present this proposal in response to your bank's visionary initiative to modernize its **Core and Digital Banking landscape**. At **JMR Infotech**, we recognize the strategic importance of this transformation—not just as a technology upgrade, but as a foundational shift toward agility, innovation, and customer-centricity.

The tender is structured into two distinct lots: **Lot 1** focuses on the implementation of a **Core & Digital Banking System** to support banking operations, **encompassing licenses, implementation services, training, warranty, and integratio**n. **Lot 2** covers the implementation of an **Enterprise Resource Planning (ERP) solution addressing accounting, finance, procurement, and asset management**.

JMR is formally **proposing for Lot 1**, bringing its extensive expertise and proven track record in implementing robust, scalable, and regulatory-compliant Core & Digital Banking solutions tailored to the needs of central banks.

By implementing the **Oracle Banking stack**, your bank stands to gain:

- **Future-ready architecture** that supports rapid innovation and scalability
- **Seamless digital experiences** across channels, enhancing customer engagement
- **Robust risk and compliance frameworks** embedded into core operations
- **Open banking capabilities** to foster ecosystem partnerships and new revenue streams
- **Cloud-native deployment options** for operational efficiency and cost optimization
- **Fiorano ESB and API Manager** for secure integrations and ecosystem enablement

Our proposal is designed to help you unlock these benefits through a proven, intelligent, and collaborative transformation journey.

At **JMR Infotech**, we are at the forefront of enabling financial institutions to lead in the digital era. Our Core and Digital Banking Transformation services are built on a foundation of innovation, intelligence, and deep industry expertise—delivered through a uniquely collaborative model that ensures long-term success.

Our Unique Engagement Model: The 'Extended Arm' Advantage

JMR Infotech's **'Extended Arm' model** is more than a delivery approach—it's a strategic partnership. We embed our experts within your teams, ensuring:

- Seamless collaboration and faster decision-making
- Deep contextual understanding of your business
- Accelerated transformation with reduced risk
- Sustainable capability building within your organization

This model transforms vendor relationships into **value-driven partnerships**.

AI-Driven Delivery with SensAI

Our proprietary **SensAI platform** powers intelligent transformation through:

- real-time insights into Project with AI powered Project Knowledge Management
- AI-led automation and testing
- Continuous optimization of delivery processes
- Enhanced risk mitigation & AI powered Automation

With SensAI, we bring **speed, precision, and foresight** to every transformation initiative.

Centre of Excellence (CoE) for Core & Digital Banking

Our dedicated **Centre of Excellence (CoE)** is the innovation engine behind our success in Core and Digital Banking. The CoE:

- Develops best practices, frameworks, and accelerators
- Provides deep domain expertise and reusable assets
- Drives continuous innovation and capability enhancement
- Supports rapid deployment and post-implementation excellence

The CoE ensures that our clients benefit from **cutting-edge solutions, proven methodologies, and global insights**—tailored to their unique needs.

Proven Track Record of Excellence

With a global footprint and **two decade-long legacy**, JMR Infotech has delivered successful Core and Digital Banking transformations across diverse markets. Our expertise spans:

- Core banking modernization
- Digital channel enablement
- Risk and compliance automation
- Open banking and cloud-native platforms

Recognized by Industry Analysts and Awards

Our excellence is consistently recognized by global analysts and industry bodies:

🏆 **Best Banking Technology Solution Provider** – *Global Banking and Finance Review Awards, 2025*
🏆 **Best Provider in Enterprise-Wide Digital Transformation** – *11th* Africa Bank Summit, *2023*
🏆 **Best Core Banking and Risk Management Provider (UAE)** – *Financial Derivative, Europe, 2022*
🏆 **Top 10 Most Promising Banking Technology Solutions Providers** – *CIO Review Magazine, 2021*
🏆 **Top 10 Risk Management Solution Providers** – *CIO Insider, 2020*
🏆 **Global Banking and Finance Review (2020)** – *Decade of Excellence in Technology – MENA*
🏆 **10 Most Recommended Risk Management Solution Providers** - *CIO Insider (2020)*
🏆 **Top 20 Most Promising Banking Technology Solutions Providers** - *CIO Review (2019)*
🏆 **Best Innovation in Education Technology for Schools** - *World Education Summit (2016)*
🏆 **World Business Leader for innovation, knowledge leadership, and a systematic approach** – *World Confederation of Business (2015)*
🏆 **50 Fastest Growing Tech Companies for innovation, customer orientation, and domain expertise** - *Silicon Review (2015)*
🏆 **Best Core Banking Solution Provider in Middle East & Africa** – *Global Banking and Finance, 2014*
🏆 **Top 25 Core Banking Software Companies & Systems** – *Lucep Pte*

🏆 ***valU (powered by JMR's Genie de Banca)*** *– Winner of 3 prestigious Fintech Awards: Fintech Innovation of the Year – Terrapin's Seamless Awards 2019, Dubai - Payments Award – E-Commerce Summit 2019 and European Global Banking Award – 2020*

With our **Extended Arm model**, **SensAI-powered delivery**, and a world-class **Centre of Excellence**, JMR Infotech is your ideal partner for Core and Digital Banking Transformation. We don't just deliver solutions—we deliver outcomes

Let's Transform the Future of Banking—Together

2.Corporate Profile

2.1 About JMR Infotech

Empowering Global Banking through Innovation and Trust

Since its inception in 2007, JMR Infotech has emerged as a formidable force in the global technology landscape, with a presence spanning five continents—Africa, APAC, the Middle East, and the Americas—and delivering transformative services across 75+ countries. Driven by a bold vision to become the most trusted & respected global technology partner for banks worldwide.

18 years in business

600+ BFSI Experts

Quality

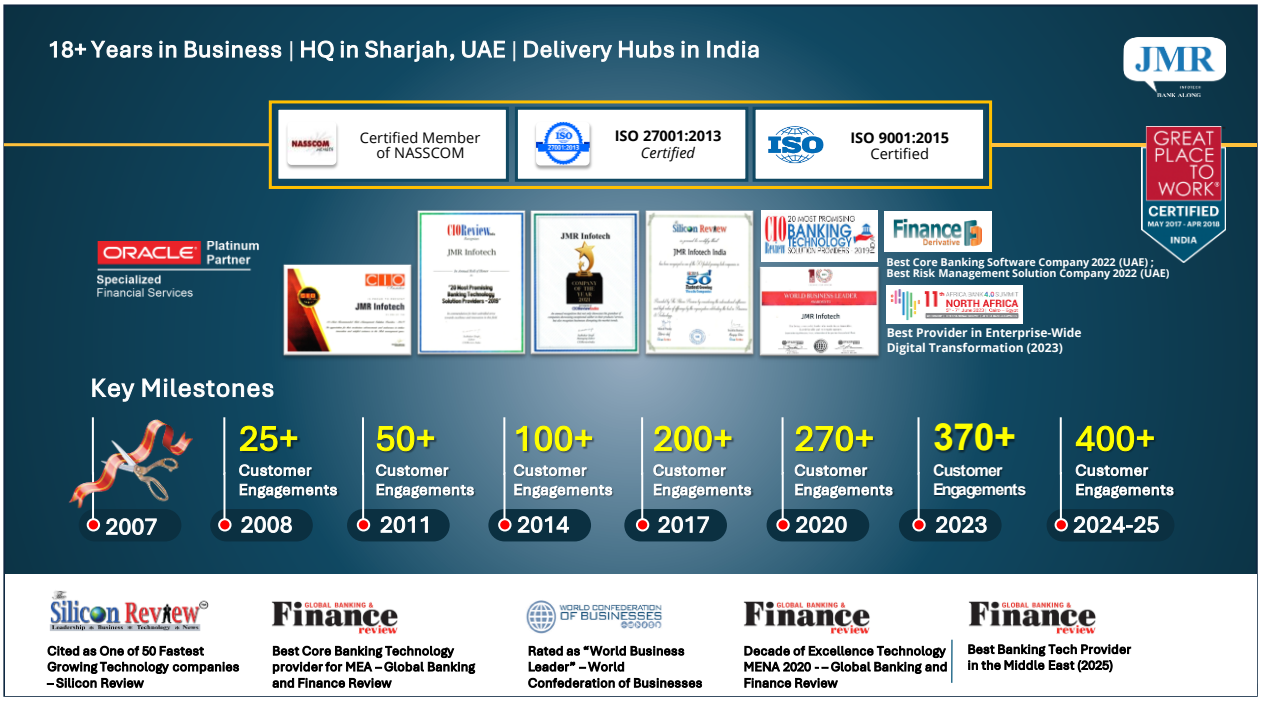
ISO 27001:2013 ISO 9001:2015

ORACLE Platinum Partner
Specialized
Financial Services Industry

400+ Projects delivered for Banking and Financial Institution across 75 countries

Great Place To Work. Certificado OCT 2020-SEP 2021 COL

2.2 Evolution of JMR



2.3 Oracle Banking Suite Specialist & System Integrator

JMR is one of **earliest Oracle's Platinum Partner** for financial services. During the last **18 years**, JMR has executed **400+ Banking engagements, 8000 Person years' experience** with respect to Oracle suits of applications. JMR is amongst the very few Oracle partners who have the implementation experience on entire financial service stack be it **Implementation**, **Upgrades** or **Managed Services**.

Some of our customer across geographies.

UNIONBANK	NB	Housing Finance Bank	BSP	EFGHERMES	EWF
بنك أبوظبي التجاري ADCB	بنك مصر BANQUE MISR	Groupe cofina	waafiBank	SBM bank	zanaco
بنك التضامن Tadhamon Bank	FIRST ALLIANCE BANK (Z) LTD	NMB	البنك الأهلي المصري NATIONAL BANK OF EGYPT	FamilyBank	POSTEFINANCES
مصرف الإمارات العربية المتحدة المركزي CENTRAL BANK OF THE U.A.E.	Stingee	EASTERN CARIBBEAN CENTRAL BANK	الخليج للتمويل GULF FINANCE	كريدي أجريكول مصر CRÉDIT AGRICOLE EGYPT	Salaam African Bank
بنك القاهرة Banque du Caire	مصرف الأمان AMAN BANK	Dashen Bank	المشرق mashreq	Reserve Bank of Malawi	مصرف ليبيا المركزي CENTRAL BANK OF LIBYA
The First MicroFinanceBank	GCB	BancABC part of atlasmara	bankmed	SEYCHELLES COMMERCIAL BANK	SATHAPANA BANK
AFGHAN UNITED BANK	access	FBC Holdings Limited	بنك عوده Bank Audi	CORONATION	Amret

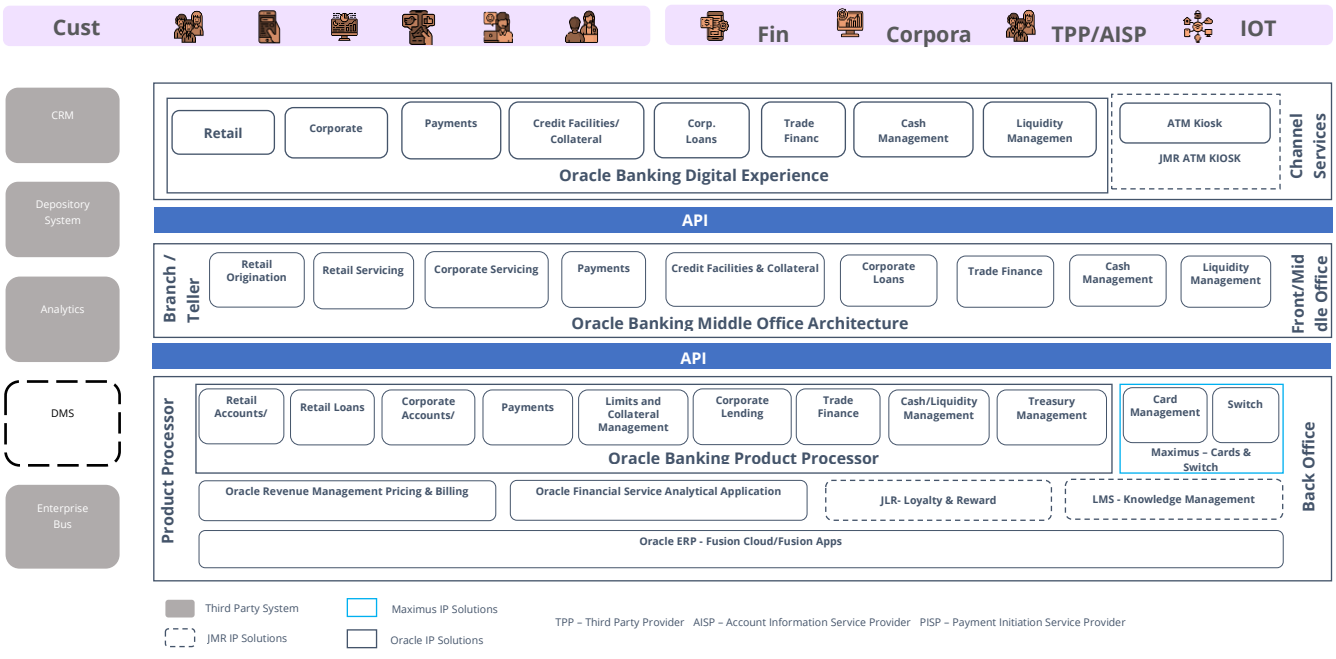
Some of the recent projects (FLEXCUBE 14.x and OBDX 25.x) of similar nature executed or in execution across geographies.

	Customer	Region/ Country	FLEXCUBE	OBDX
1	Union Bank	Europe	✓	✓
2	St. Kitts-Nevis-Anguilla National Bank	Caribbean	✓	✓
3	Zanaco	Southern Africa (Zambia)	✓	
4	First Alliance Bank (Z) Ltd.	Southern Africa (Zambia)	✓	✓
5	Housing Finance Bank	Eastern Africa (Uganda)	✓	
6	Bank of Uganda	Eastern Africa (Uganda)	✓	
7	Siinqee Bank	Eastern Africa (Ethiopia)	✓	✓
8	NBE Egypt (Sudan)	Eastern Africa	✓	✓
9	Seychelles Commercial Bank	Eastern Africa	✓	✓
10	Employees Welfare Fund	Eastern Africa	✓	✓
11	Aman Bank	North Africa	✓	✓
12	Tadhamun Bank (formerly ACB)	North Africa	✓	✓
13	Daman Islamic Bank	North Africa	✓	✓
14	Cofina Group (Multi-country)	West Africa	✓	✓
15	Access Bank PLC	West Africa (Nigeria)	✓	✓
16	Poste Finance	West Africa	✓	✓
17	Bank South Pacific	Oceania	✓	✓
18	Abu Dhabi Fund for Development	Middle East	✓	
19	Banque MISR	Middle East	✓	
20	NBE Egypt (Saudi)	Middle East	✓	✓
21	ST Bank Limited	Asia	✓	✓
22	Waafi Islamic Digital Bank	Asia	✓	✓

3.Solution Stack & Overview

JMR Infotech, in strategic partnership with **Oracle**, a robust ecosystem of technology providers, offers a **comprehensive and integrated solution stack** for Core and Digital Banking Modernization. This synergy brings together the best of global platforms, domain expertise, and innovation accelerators to deliver unmatched value to financial institutions.

Reference comprehensive & immersive, composable, API first and microservice based architecture.



3.1 Oracle Banking/FLEXCUBE: A Differentiator in the Modern Core Banking Arena

In an era where agility, customer-centricity, and ecosystem readiness define banking success, **Oracle FLEXCUBE** stands out as a **next-generation core banking platform** that empowers financial institutions to lead with innovation and resilience.

1. Composable and Cloud-Native Architecture

Oracle FLEXCUBE is built on a **modular, microservices-based architecture** that supports:

- **Composable banking**: Banks can deploy only the components they need, enabling faster time-to-market.
- **Cloud-native deployment**: Optimized for public, private, and hybrid cloud environments, reducing infrastructure costs and enhancing scalability.
- **DevOps and CI/CD readiness**: Accelerates innovation cycles and reduces deployment risks.

2. Embedded Intelligence and Automation

FLEXCUBE integrates **AI/ML-driven insights** and **process automation** across the banking lifecycle:

- **Predictive analytics** for customer behaviour, risk, and operations
- **Automated workflows** for onboarding, lending, and compliance
- **Real-time decisioning** for personalized customer experiences

This intelligence layer enables banks to move from reactive to **proactive and predictive banking**.

3. API-First and Open Banking Ready

With over **1,500+ RESTful APIs**, FLEXCUBE is designed for **ecosystem integration**:

- Seamless connectivity with fintech ecosystem, partners, and third-party services
- Support for **Open Banking standards** (PSD2, UPI, etc.)
- Enables **Banking-as-a-Service (BaaS)** and embedded finance models

This positions banks to **monetize APIs** and create new revenue streams.

4. Global Compliance and Localization

FLEXCUBE supports **multi-currency, multi-entity, and multi-language** operations across 140+ countries, with:

- Pre-configured compliance for global and regional regulations (e.g., FATCA, AML, GDPR)
- Rapid localization capabilities for new markets
- Built-in risk and audit frameworks

This makes it ideal for **global banks and regional leaders** alike.

5. Customer-Centric Design

FLEXCUBE enables banks to deliver **hyper-personalized experiences** through:

- Unified customer views across products and channels
- Real-time product bundling and pricing
- Contextual engagement and lifecycle management

It transforms the core into a **customer engagement engine**, not just a transaction processor.

6. Proven Scalability and Performance

With successful deployments in **Tier-1 banks, digital-only challengers, and regional institutions**, FLEXCUBE has demonstrated:

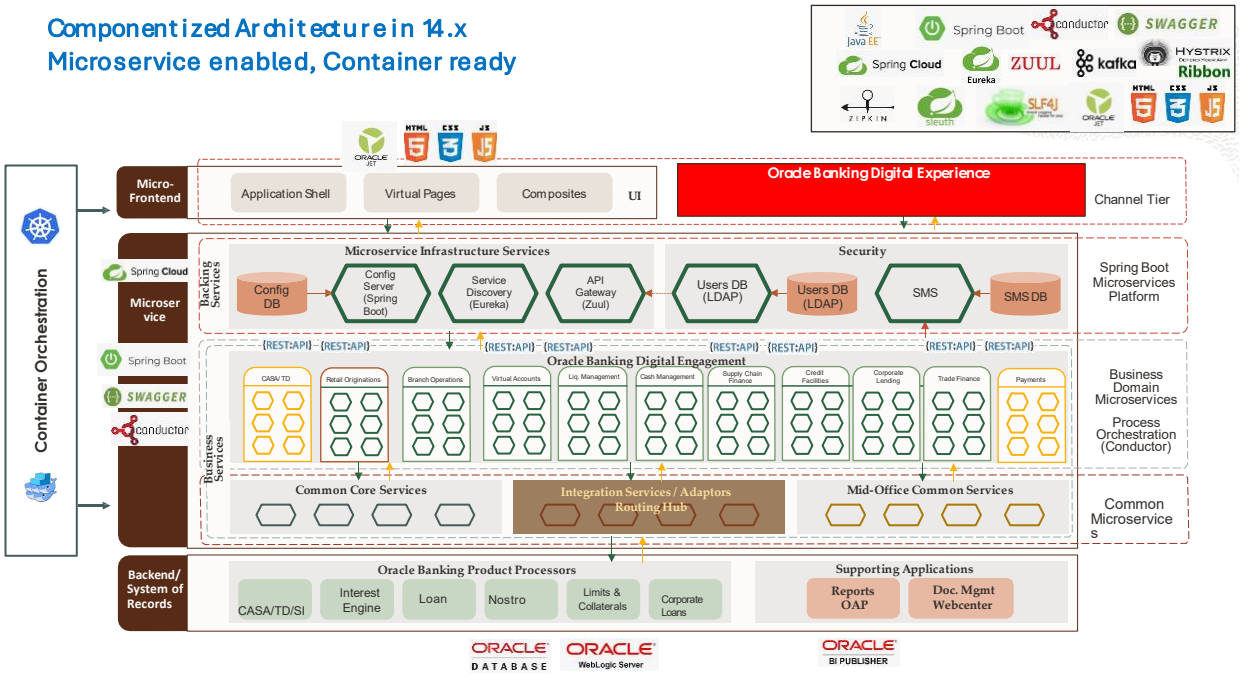
- High-volume transaction processing
- 24x7 availability with zero downtime upgrades
- Resilience under regulatory and operational stress

Why Oracle Banking/FLEXCUBE is the ultimate solution for Core Transformation.

In a crowded core banking market, Oracle FLEXCUBE differentiates itself through:

- **Technology maturity** backed by Oracle's global R&D
- **Ecosystem extensibility** via open APIs and cloud-native design
- **Operational intelligence** embedded into every layer
- **Global trust** with 600+ banks across 140+ countries

Oracle Banking/Flexcube Product Processor Technology Architecture



3.2 Oracle Banking Digital Experience (OBDX): Redefining Digital Banking Engagement

In today's hyper-connected, customer-first world, banks must deliver seamless, secure, and personalized digital experiences across every channel. **Oracle Banking Digital Experience (OBDX)** is engineered to meet this demand—offering a unified, scalable, and intelligent digital banking platform that empowers banks to lead in the digital economy.

1. Omnichannel Experience Engine

OBDX provides a **truly omnichannel platform** that ensures consistent and contextual experiences across:

- Mobile, web, tablet, and wearable devices
- Retail, corporate, SME, and agent banking segments
- Assisted and self-service channels

This enables banks to deliver **anytime, anywhere banking** with a unified customer journey.

2. API-First and Microservices-Based Architecture

Built on a **cloud-native, microservices architecture**, OBDX is:

- **API-first** with 1,200+ RESTful APIs for rapid integration and innovation
- **Composable and extensible**, allowing banks to plug in new services and fintech capabilities
- **DevOps-ready**, supporting continuous delivery and agile innovation

This makes OBDX ideal for banks embracing **Open Banking and Banking-as-a-Service (BaaS)** models.

3. Pre-Built Digital Journeys

OBDX comes with a rich library of **pre-configured digital journeys** for:

- Onboarding, account opening, and loan origination
- Payments, transfers, and trade finance
- Customer service, alerts, and self-care

These journeys are **configurable and reusable**, accelerating time-to-market and reducing development effort.

4. Embedded Security and Compliance

Security is built into the core of OBDX with:

- Multi-factor authentication and biometric support
- Role-based access control and transaction limits
- Compliance with global standards (e.g., PSD2, GDPR, ISO 20022)

This ensures **secure and compliant digital banking** at scale.

5. Personalization and Engagement

OBDX enables banks to deliver **hyper-personalized experiences** through:

- Real-time customer insights and behavioural analytics
- Dynamic UI/UX customization based on user profiles
- Targeted offers, nudges, and contextual marketing

This transforms digital banking into a **relationship-driven engagement platform**.

6. Seamless Integration with Oracle FLEXCUBE and Beyond

When deployed alongside **Oracle FLEXCUBE**, OBDX offers:

- Deep integration with core banking processes
- Real-time data synchronization and transaction visibility
- Unified customer and product views across channels

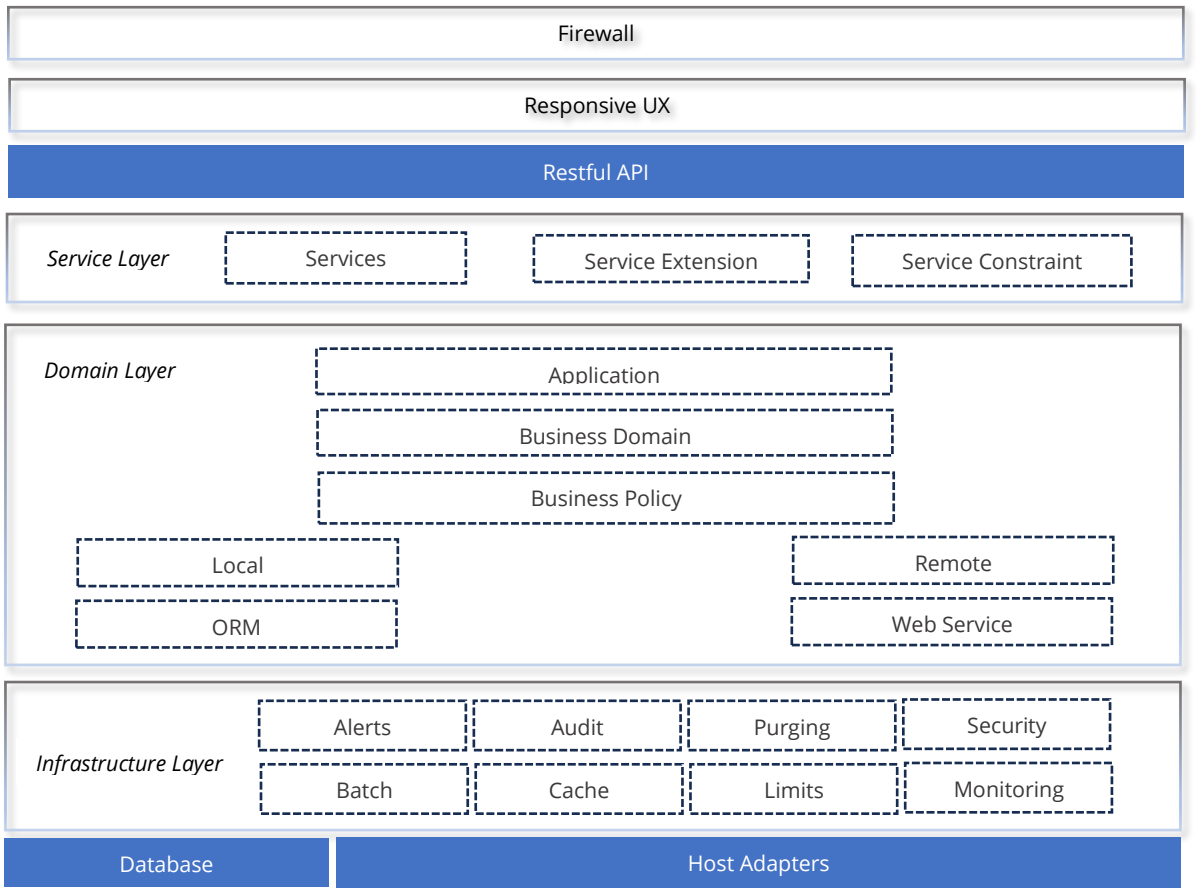
It also integrates easily with third-party systems, CRMs, and analytics platforms—making it a **central hub for digital innovation**.

Why OBDX is the best fit for Digital Banking transformation.

- **Unified platform** for retail, corporate, and SME banking
- **Cloud-native and scalable** for rapid growth and innovation
- **Open and extensible** for fintech collaboration and ecosystem play

Proven globally with deployments across 80+ countries

Oracle Banking Digital Experience Technology Architecture



- Domain Driven Design
- Modern & Responsive UX
- REST as a first-class citizen
- Extensible Business Services
- Adapter to Host System with prebuilt integration with Oracle Core Banking/FLEXCUBE

3.3 Fiorano ESB & API Manager

3.3.1 Cloud Native Integration

Note: Cloud Native Integration (HIP) is a middleware platform that includes all the capabilities of Hybrid Integration Platforms (HIP), Enterprise Service Buses (ESB), Service Oriented Architecture (SOA), Integration Platform as a Service (iPaaS), eiPaaS, and Super iPaaS – but delivers more than any of them. It works on-premises, in private data centers, in private clouds, public clouds, across multiple clouds (multi-cloud), in hybrid environments (cloud and on-premises), and across distributed geographies.
The most confusing aspect of cloud native computing is that it's not specific to the cloud. In fact, you don't need a cloud at all to follow the cloud native approach – you simply need to adopt an architecture that exploits the advantages of the cloud delivery model, even if it is on-premises.

Fiorano Cloud Native Integration (HIP) is a platform to integrate heterogenous applications, data, devices, APIs, and events across diverse computing environments. Fiorano HIP is a completely unified, self-contained platform that eliminates dependency on any external or third-party software infrastructure platforms or services.

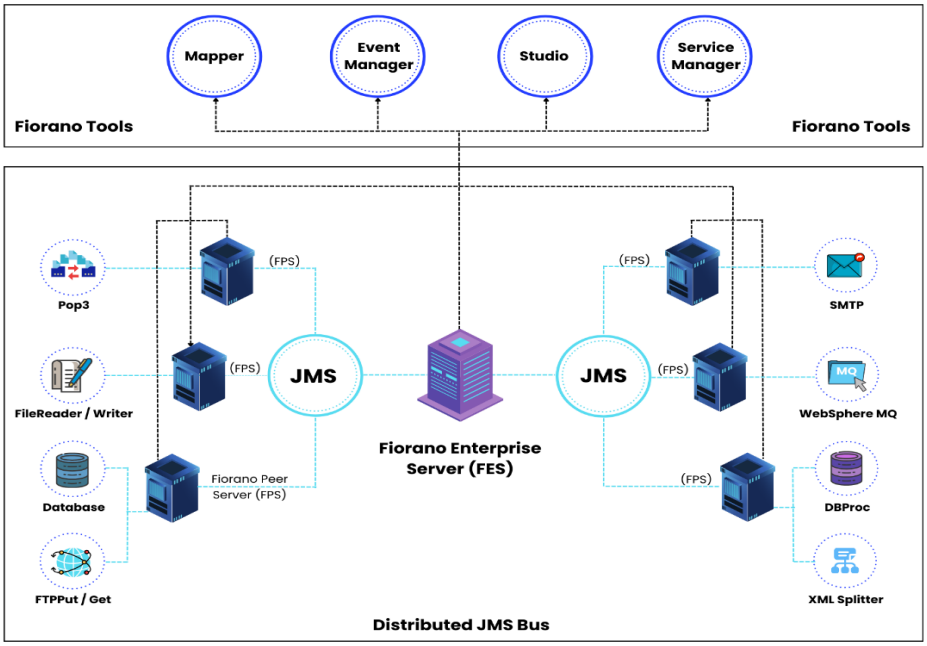
BUSINESS BENEFITS:

- **Increase Productivity:** Fiorano's no-code drag-and-drop interface allows developers to build integrations and applications with exceptional speed. The visual representation maps directly to physical implementation, so what you see is what you get – no programming required. Fiorano also abstracts technologically diverse endpoints, reducing complexity and enabling developers to work in any desired format or language, regardless of endpoint technology. This ease-of-use makes the platform accessible to all levels of your IT department, increasing efficiency and therefore the productivity of each developer.
- **Reduce Time-to-Market for New Products and Services:** With increased workforce productivity, enterprises can expedite the development and deployment of new products, services, and offers, increasing customer satisfaction and retention.
- **Scalability and Flexibility:** Fiorano's architecture enables enterprises to become nimbler. As businesses grow and encounter changes from volatile market conditions, Fiorano can scale to handle varying workloads while allowing developers to seamlessly make changes dynamically without downtime.
- **High Availability**: Fiorano's automated failover mechanisms and load balancing capabilities minimize downtime by swiftly redirecting workloads to healthy servers in the event of disruptions.
- **Data Sovereignty**: Fiorano's centrally managed and distributed architecture allows enterprises to control where data is processed and seamlessly move data from one place to another to comply with regional data laws and regulations.
- **Data Gravity**: Fiorano's architecture enables the development of applications with low latency and event-driven messaging capabilities which allow enterprises to effectively bring computing resources close to large data sets, wherever they may be.
- **Security**: Fiorano includes comprehensive security features to safeguard sensitive data, ensure compliance with regulatory requirements, and protect against cyber threats.

TECHNICAL DIFFERENTIATORS:

- **Distributed Peer-to-Peer Architecture:** A fully distributed and massively scalable peer-to-peer architecture with centralized control and support for containerization. Peer servers can be deployed in any environment (private or public cloud) and automatically route messages amongst themselves based on custom configured event streams. The Fiorano Enterprise Server is the single point of control which dynamically deploys microservices to each server.

Below is a visual representation of Fiorano's centrally managed distributed peer-to-peer architecture:



- **Distributed State Management:** Fiorano has no centralized state store. Instead, state information is maintained in the messages or event streams themselves. Therefore, any peer server can freely exchange information with any other server or integration endpoint in the network without losing the corresponding state information.
- **Dynamic Deployment of Microservices:** Automated agent-based dynamic deployment of microservices to any endpoint across the network, whether in multiple public clouds, on premises, or private data centers.
- **Automated Event-Driven Microservices:** Automate the creation, configuration, management, and service interaction of messages (topics and queues) and application code between distributed microservices from a central location with zero programming. Simply select and connect your microservices in the event process composer, define the data model, and deploy the microservices to your Kubernetes clusters, and the rest handles itself.
- **Real-Time Configurable Event Streams:** Developers can make configurations to event streams or debug on the fly with initiating downtime.

GLOBAL HYBRID MULTI-CLOUD APPLICATIONS (GHMAs)

Global Hybrid Multi-Cloud Application (GHMA) is a new kind of enterprise application that is cloud native and event driven, running on hybrid multi-cloud architectures across different geographies.

What distinguishes GHMAs from other types of applications is how they comply with 6 core principles:

- Global: The infrastructure is globally scalable by nature while still respecting region-specific data sovereignty, data gravity, and privacy requirements in addition to latency and user experience considerations.
- Hybrid: The applications use a mix of on-premises, cloud-based, and edge-based technologies to connect legacy systems that can't be overhauled and manage security concerns mandating private data centers.
- Multi-cloud: GHMAs may leverage multiple cloud environments, both public and private, across geographies, to enjoy the best resources and features of each cloud provider while avoiding vendor lock-in.
- Dynamic: Flexible and adaptable applications allow enterprises to adapt at scale to volatile market conditions, fast-changing customer demands, and technological innovations.
- Real-time: Applications operate live to meet customer expectations for always available and up-to-date services and features.
- Distributed: Applications are strategically allocated to avoid single points of failure, aligning with modern enterprise requirements, and leveraging assets and capabilities from across environments.

Cloud native computing struggles to support GHMAs. Fiorano addresses its shortcoming, empowering enterprises to build such applications on a scale.

The well-understood challenges of building global applications apply to GHMAs, including dealing with latency, data consistency, and performance issues. The cloud native context for GHMAs raises this bar, as such applications must support dynamic behavior at scale.

Fiorano provides a solution to such challenges. Fiorano's infrastructure depends upon distributed peer servers running on local Kubernetes deployments. These peer servers automatically interact with each other on a peer-to-peer basis, abstracting all the underlying networking and integration details while supporting distributed autoscaling.

In other words, with Fiorano, Kubernetes handles container and pod autoscaling while the Fiorano infrastructure auto scales the peers across global Kubernetes deployments. Fiorano also scales individual microservices on a single instance or across multiple instances, providing both vertical and horizontal autoscaling at the peer level.

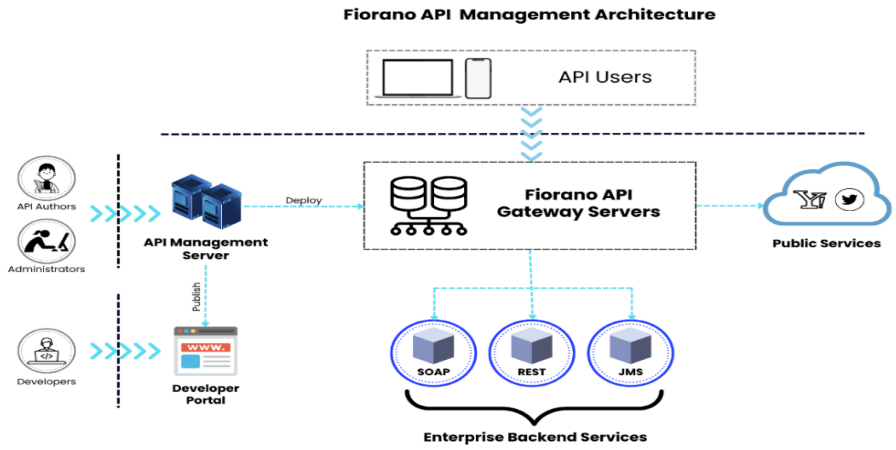
Fiorano peers interact with each other via queuing technology that maintains state information within the queued messages, thus enabling microservices to remain stateless across both local and distributed autoscaling. Meanwhile, the peer servers scale up and down as necessary to avoid overloaded queues or memory and CPU bottlenecks on the servers.

From the perspective of the GHMAs running on the Fiorano infrastructure, the peer server's abstract endpoints across the globally distributed environment, as the peers automatically route messages as per the configurations and policies in place at the time.

The result is an extension of the abstractions necessary for cloud native integration to global applications, combining the best of iPaaS and cloud native integration in a massively scalable, dynamic infrastructure solution.

3.3.2 API Management

Fiorano API Management is a full life cycle API management platform to securely build, run, expose, and govern APIs. Enterprises can publish, manage, and monetize APIs while monitoring and analyzing their performance.



API Management Components

API Management Server: This is the central server which acts as the repository for the API Projects created by users and deploys them to API Gateway Servers.

- Hosts the API dashboard.
- Incorporates an Analytics engine and performs various aggregation/ingestion functions.
- Manages Role Based Access Control.

API Gateway Server:

- Acts as a reverse proxy server for the backend REST/SOAP based web services that are to be exposed as APIs.
- Receives client requests and performs Caching, Traffic Control, Quota Management, Authentication and Authorization before letting the request pass to a back-end server.
- Provides load balancing capabilities in case the target service is hosted on multiple servers.

API Dashboard:

The dashboard, hosted in the API Management server, provides interfaces to:

- Create API projects with zero coding.
- Define various API products, Developers and Subscriptions.
- Analyze API trends, investigate spikes, define various roles, environments, partners and more.

Developer Portal: The developer portal allows enterprises to publish and socialize their APIs. Support is included for:

- Self-signup of developers, allowing automatic subscription to public APIs.
- Viewing API documentation related to various public and protected APIs.

Fiorano API Management platform comprises server technology that provides:

Security: Security descriptors provide the enterprise fine-grained control over which end- users and user-groups can access an API.

Metering: For each API, a count is maintained of the number of times the API has been called, together with a list of which applications have made the calls. IT is possible to set metering limits as well as charges on a per-call (or other) basis for all API calls.

Monitoring: This allows system administrators to track which APIs are using the most resources (CPU, memory etc.) and to graph the related information to identify hotspots and contention. Using this information, system administrators may decide, for instance, to split API call-load over multiple API Management servers (provided the underlying solution allows for this scaling-out process).

Management: A high-level view of the overall implement of API Management across the enterprise, including a synopsis of the security, metering and monitoring processes running across multiple servers within and outside the enterprise firewall.

Developer Support and Socialization: Exposed APIs need to be marketed or socialized to third-party developers; this is typically done via developer portals, either within or external to the API management platform, where available APIs are published.

API Management Key Features:

- **API Gateway**: Fiorano provides a linearly scalable, agent-based API gateway. Agents (i.e. exposed APIs) have the inbuilt capability to handle policies to detect threshold overruns and exceptions/error conditions, with the generated events being monitored via a central Fiorano Enterprise Server that may be hosted either in the cloud or within the Enterprise firewall.
- **API Development**: The Fiorano platform allows developers to create APIs using a visual drag-drop-configure approach. Fiorano supports Webservice and REST-based API development.
- **Mediation**: The platform includes a powerful set of prebuilt mediation components for data transformation, routing, protocol transformation and more.
- **API Repository**: Fiorano includes an API Repository allowing developers to manage and test deployed APIs from a web-based console.
- **Monitoring**: Deployed APIs can be monitored for performance throughput, errors and overloads. Alerts can be configured for these conditions.
- **API Security**: Deployed APIs can be secured using WS-Security standards for web service- based APIs and HTTP-based authentication for REST based APIs.

3.3.3 Messaging Queue (MQ)

Fiorano MQ is an enterprise-grade messaging middleware designed to streamline and optimize communication within complex and distributed environments. Serving as a robust message-oriented middleware (MOM) solution, Fiorano MQ facilitates seamless and secure data exchange between disparate applications, systems, and services.

BUSINESS BENEFITS:

- **Enhanced Operational Efficiency:** Fiorano MQ empowers organizations to achieve operational excellence by ensuring reliable and real-time communication between diverse applications. This reduces manual intervention, accelerates data flow, and enhances overall business efficiency
- **Reduced Time-to-Market:** The platform's agility allows businesses to swiftly implement and deploy messaging solutions, reducing development cycles and accelerating time-to-market for new applications and services
- **Scalability for Business Growth:** Fiorano MQ's scalable architecture accommodates evolving business needs, enabling organizations to seamlessly expand their messaging infrastructure in alignment with growth and increased workloads.

TECHNICAL FEATURES

- **Message Queuing Protocol (MQP) Support:** Fiorano MQ supports industry-standard message queuing protocols, ensuring seamless interoperability and communication across diverse applications and platforms.
- **Reliable Messaging Patterns:** The platform supports various reliable messaging patterns, including point-to-point and publish/subscribe, ensuring the secure and guaranteed delivery of messages in various scenarios.
- **Guaranteed Message Delivery:** Fiorano MQ provides mechanisms for guaranteed message delivery, ensuring that messages are reliably transmitted even in the face of network failures or system disruptions.
- **Message Filtering and Routing:** Fiorano MQ offers sophisticated message filtering and routing capabilities, allowing organizations to intelligently route messages based on content, ensuring that data reaches the right destination.
- **Multi-Protocol Support:** The platform supports multiple communication protocols, including JMS, MQTT, AMQP, and HTTP, providing flexibility in integration and enabling connectivity across diverse applications.
- **Security and Encryption:** Fiorano MQ prioritizes security with robust encryption mechanisms, safeguarding data during transmission and at rest. It ensures the confidentiality and integrity of messages exchanged within the messaging infrastructure.

Monitoring and Management: Fiorano MQ provides comprehensive monitoring and management tools, offering real-time visibility into the messaging infrastructure. This enables proactive issue identification, leading to swift resolutions and minimizing downtime.

4.Scope Definition

4.1 Solutions in Scope

Based on the study of the business requirements provided in the RFP document, JMR proposes following set of modules which comprehensively covers the business requirements and sets up the foundation for future business scaling.

- ***Oracle Banking Product Processor (FLEXCUBE)*** *as the centralized Core Banking platform*
- ***Oracle Banking Digital Experience (OBDX)*** *for omni-channel digital engagement*
- ***Fiorano ESB & API Manager*** *for centralized enterprise service bus (middleware)*

Following table lists down detailed Bill of Material (BOM) for the modules that needs to be licensed to enable above stated solutions.

Modules	Metric	Quantity
FLEXCUBE CORE MODULES		
Oracle FLEXCUBE Development Workbench	Application Users	1
Oracle FLEXCUBE Universal Banking Base	Account	5,000
Oracle FLEXCUBE Universal Banking Current Accounts and Savings Accounts	Account	5,000
Oracle FLEXCUBE Universal Banking Retail and Small and Medium Enterprise Loans	Account	5,000
Oracle Banking Branch	Branch Account	5,000
Oracle FLEXCUBE Universal Banking Term Deposits	Account	5,000
Oracle FLEXCUBE Universal Banking Standing Instructions	Account	5,000
Oracle FLEXCUBE Universal Banking Nostro Reconciliation	Account	5,000
Oracle FLEXCUBE Integration Gateway	Account	5,000
Oracle Banking Treasury Management	$M in Total Assets	100
Oracle Banking Extensibility Workbench	Application Users	1
Oracle Banking Enterprise Limits Management	$M in Collaterals or Limits Under Management	100
Oracle Banking Enterprise Collateral Management	$M in Collaterals or Limits Under Management	100

Modules	Metric	Quantity
Oracle Banking Corporate Lending Bilateral Loans	$ Million in Loan Book Size Perpetual	100
ORACLE BANKING PAYMENTS		
Oracle Banking Payments Cross Border	10K Transactions	1
Banking Payments ACH	10K Transactions	1
Banking Payments Book Transfers	10K Transactions	10
Banking Payments RTGS	10K Transactions	1
Oracle Banking Digital Experience (OBDX)		
Banking Digital Experience Base	Instance Perpetual	1
Oracle Banking Digital Experience UX Extension Kit	Application User Perpetual	1
Banking Digital Experience Corporate Servicing	Financial Services Subscriber Perpetual	30

4.2 Services In Scope

Services in scope entails implementation of the above listed modules in scope, which includes typically

- Requirements study
- Solution Design
- Business Configuration
- System Integration
- Custom Development
- Migration
- Integration & User Acceptance Test
- Production Ready

Macro level Scope of Work is summarized and classified below

4.2.1 Oracle Banking Processor (FLEXCUBE)

1. **Installation** of database and WebLogic.
2. **Install** FLEXCUBE as per the modules listed above.
3. Carrying out **Product Walkthrough** and Preparation of Business Parameterization Documentation.
4. **Parameterization and Configurations** of Business Products in the system.
5. Deliver Data Migration Strategy & Plan, Build Migration Scripts, execute mock runs, upload the data extracted by the Bank and provide the migrated data to the Bank for verification.
6. Deployment of the **patch set** released during the implementation.
7. **Enabling integration,** the following interfaces with FLEXCUBE using integration gateways as per the Interfaces list shared by the Bank.

System Type	Description/System Name
Transactional Systems	ERP
	Cash Management System
	R001 - Management of mandatory reserves
	O002 - Market Operations (SOP)
HR Management Systems	HR & Talent Management System
	Payroll
Auctions Platforms	Bloomberg
Payment and Settlement Systems	Swift Alliance Entry
	Automated Inter banking Payment System (SAPI)
	Instant Payments (MIA)
	Automated Domestic Payment system (ADPS)
Web Portals	W005 - SGED
	W003 - Corporate Internal Portal
	W002 NBM's official web page
Other Internal Information Providers / Consumers	SIRBNM
	Balance of Payments Statistical System
	Exchange Rate Calculation System
External Systems	CSD - Central Securities Depository
	Digital signature
Shared Corporate Services	Microsoft AD&SSO Services
	Email services
	PKI Infrastructure services
	SIEM Services
	Back-up services
	Archiving Services

8. Development and enablement of up to **75 customized reports**, with finalization to be carried out during the product walkthrough phase.
9. A provision of **2000 man-hours for customization**, with scope and finalization to be determined during the product walkthrough phase.
10. **User Training** for the Core users using "Train the Trainer" Methodology.
11. **Support System Integration Testing and User acceptance testing**
    a. Guide SIT & UAT users with Application Functionality and Execution during the UAT.
    b. Maintain the incident logs during SIT & UAT ensuring timely resolution of Defects raised.
    c. Report the progress of all incidents (defects) and solutions encountered during UAT.
12. Dress rehearsal and Mock runs.
13. Provide necessary guidance for Preparation activities of Go Live.
14. **Three (3) months of Post Go-Live support** from the date of Go-Live.
15. **One (1) year warranty support** from the date of Go live.

4.2.2 Oracle Banking Digital Experience (OBDX)

1. **Install** OBDX as per the modules listed above.
2. Carrying out **Product Walkthrough** and Preparation of Business Parameterization Documentation.
3. **Parameterization and Configurations** of Business Products in the system.
4. Deployment of the **patch set** released during the implementation.
5. Integrate OBDX with Oracle FLEXCUBE and the following interfaces.
    a. SMS
    b. E-sign
6. **User Training** for the Core users using "Train the Trainer" Methodology.
7. **Support system Integration Testing and User acceptance testing**
    a. Guide SIT & UAT users with Application Functionality and Execution during the UAT.
    b. Maintain the incident logs during SIT & UAT ensuring timely resolution of Defects raised.
    c. Report the progress of all incidents (defects) and solutions encountered during UAT.
8. Dress rehearsal and Mock Runs.
9. Provide necessary guidance for Preparation activities of Go Live.
10. **Three (3) months of Post Go-Live support** from the date of Go-Live.
11. **One (1) year warranty support** from the date of Go live.

4.2.3 Fiorano ESB and API Manager

1. Requirements Phase
    a) Understand existing IT application landscape and architecture and various interface mechanisms available for each of the applications
    b) Discuss technical performance requirements and thresholds
    c) Identify the required Fiorano adaptors and infrastructure requirements
    d) Discuss project implementation plan and requirements sign-off
2. Design Phase
    a) Design system architecture to deploy Fiorano
    b) Create test plan
    c) Deployment architecture and test plan sign-off
3. Development Phase
    a) Create custom components to address specific requirements
    b) Create event processes (integration flows) based on Fiorano best practices
    c) Document event processes
    d) Unit testing of event processes
4. Integration Phase
    a) Exposed interface – an API (Application Programming Interface) made available by the system for external users.
    b) Needed interface – an API that an application requires to interact with another system's exposed interface.
5. Testing Phase
    a) Functionality testing of event processes
    b) Load testing of event processes

6. Go LIVE Phase
    a) Run User Acceptance Tests (UAT)
    b) User Training
7. Maintenance Phase
    a) Provide maintenance and support services for the deployed event processes
    b) Provide ongoing monitoring services of event processes
    c) Conduct quarterly optimization, review/audit of event processes.
    d) **Three (3) months of Post Go-Live support** from the date of Go-Live.
    e) **One (1) year warranty support** from the date of Go live.

4.3 Proposed Timelines

JMR believes based on current information and understanding and modules proposed in scope, FLEXCUBE, OBDX and ESB can be tentatively implemented in **eleven (11) months go live followed by three (3) month hyper care period along with warranty support for a year**. The final time plan and roll out approach can be firmed up in mutual discussions with the Bank.

Activities	M1	M2	M3	M4	M5	M6	M7	M8	M9	M10	M11	M12-M22
Inception/Discovery/PWT												
Installations (all Dev, Mig, testing, Prod & DR)												
Product Parameterization												
Migrations (Multiple Runs for refinement)												
Integrations												
Customisations												
Prepare for SIT												
SIT Execution												
SIT Support												
Prepare for UAT												
UAT Execution												
UAT Support												
Final Migration Prep & Go Live												
Warranty & Post Go Live Support												

4.4 Key Project Team & Task Assignment

JMR has carefully assigned the following team to take up the planned transformation project. The CV's provided as part of Annex 18 are based on current visibility into availability and Bank's timelines as outlined. We will firm up these CVs and provide equivalent profiles in case of change in availability status.

Sl. No.	Roles	Role on the project Responsibilities
1	Project Director	• Coordinate Project Managers for regular updates on project status. • Develop a timeline that captures milestones for projects.

Sl. No.	Roles	Role on the project Responsibilities
		• Create budget and monitor finances to ensure you keep to the budget. • Recommend changes to keep projects on track. • Make alternative plans if initial project planning is inadequate. • Present to investors, business partners and company executives. • Review, approve or deny proposals. • Contract with outside agencies as needed. • Track planned effort against actual effort and make changes as needed.
2	Project Manager	• Project Manager will be responsible for the entire Project including articulating the project plan a with the team and managing the team's performance of project tasks. • Secures acceptance and approval of deliverables from the Project Sponsor and Stakeholders. • Responsible for communication including stakeholder management including status reporting, Risk management, escalation of issues that cannot be resolved in the team.
3	Senior Technical Expert	• Senior Technical Specialist has strong knowledge of solution architecture. • Has Required technical skills to understand the requirements and propose technical design specification document. • He/she is responsible for taking corrective measures on technical issues related to the solution. • Provide guidance for all technical members of the team when it comes to solution design, solution implementation and conducting technical trainings.
4	Techno-Functional Consultant	• Responsible for implementing projects by understanding requirements and performing necessary parameterizations. • Link between business teams and technical teams. • Manage customer expectations & translate business and functional requirements into application solutions. • Closely work with the Project Manager and support overall delivery of the solution. • Follow up on testing and guarantee quality of the solution. • Take ownership of the assigned modules in the project and interact with other team members. • Participate in project progress meetings and proactively identify areas of potential risk. • Continuously develop and extend knowledge by conducting training sessions.

Sl. No.	Roles	Role on the project Responsibilities
5	Technical Consultant	• As a professional he/she is determined to ensure that items produced are in line with the technical designs and specification of clients. • A competent technical team member possesses a combination of both problem-solving and innovation skills to attend to several technical production challenges. • His/her role in the organization also includes implementing changes to previously designed software to meet client demands and specifications. • Prepare technical documentation and present it to the stakeholders.
6	Senior Functional Consultant	• Expert in business systems analysis and apply the knowledge in performing required parameterization and launch new products in the system. • Articulate the business requirements document into functional specification documents. • Translate business requirements into IT application impacts and business functions impacts & aware of end-to-end process in system to Business Analysis Process.

Resource Requirement from Bank

Bank needs to provision dedicated resources during the implementation of proposed solution. This is critical for the success of the project. An indicative list of team members from Bank's side is as follows:

- Business/ domain experts for requirements definition, solution alignment, test plan, test case, test data and test execution
- Source system owners / technical experts /IT team for infrastructure support and integrations
- Project coordinator/project manager
- Sign off for Go – Live Production Movement/Sign Off Document
- The team will be effectively complemented by an offshore team, as required, which will work in close co-ordination with the consultants to ensure timely deliverables.

4.5 Scope Exclusion

- Any activity not defined in the Scope.
- Any customizations in the proposed Oracle applications or application modules, other than those specifically stated in Scope section.
- Changes, if any, in the "Kernel layer" of the application, however JMR would co-ordinate with Oracle's product engineering team to get the required fixes or changes.
- Extraction & Transformation of Data from Source/Legacy Systems.
- Changes in third party systems needed for the integration.
- Requirement Document Creation.
- Test Plan, Design, Test Cases and Test Data Preparation.

4.6 Prerequisites

The following high-level infrastructure level activities are to be completed by Bank before commencement of the Oracle technology software implementation.

- Infrastructure Readiness (Hardware, software, database and operating system, storage, Load Balancing etc. setups for all the environments prior to the commencement of the project).
- Separate VPN access for the implementation team.
- Procure all software licenses & access to jump box for downloading software binaries and patches.
- Procure and install Oracle Analytical Publisher/Server as part of technology software.
- Business Requirement Documents.

4.7 Assumptions

1. A lead time of two (2) to three (3) weeks is required for JMR Infotech to on-board the Project Resources after Contract signing /PO issuance.
2. Project would be delivered in a hybrid model (onshore/nearshore/offshore). Bank to provide good quality VPN access to deliver the services under scope. However, upon the request from Bank and need, resources can be deployed onsite.
3. Procure valid Google Developer account and Apple Developer account (as an organization) to avail Mobile app on Play store and App Store respectively.
4. Procure valid SSL certificate for availing public access to OBDX URL.
5. Avail and provide access to Oracle CSI (Customer Support Identifier)
6. Following environments would be needed during the implementation.
    a. Development
    b. Migration
    c. SIT & UAT
    d. DR and PROD

    We also suggest additional environment for stress testing.
7. Macro level Project Plan and Timelines are indicated in this proposal; however, this plan would be modified during the inception phase of the project in consultation with the Bank, which will serve as a baseline plan throughout the project. Any Change on the signed of baseline plan would go through change control process, so that accountability can be fixed for the delays caused, and corresponding CR can be approved by the bank.
8. If these delays are not attributable to JMR and the delay caused cannot be recovered with the planned effort, additional effort and cost would be estimated and submitted to the Bank as CR, so that the Bank can review and approve the same before making a formal adjustment to plan in execution.
9. The proposed plan is based on five (5) working days a week, Saturdays and Sundays as holidays, however during the inception the project plan would also incorporate actual holidays as well to determine precise timeline.
10. All Project related communication including Project Plan, Status Reports etc. will be in English.
11. The current estimates have been arrived based on high level requirements furnished in the RFP. However, while doing the inception detailed study of the requirement would be done which may

have impact on estimated timelines, efforts and cost. This change will be discussed with the Bank and will be mutually agreed upon.

12. Once the detailed Scope is defined and signed off during the inception, any change in scope thereafter would attract a CR which may or may not have cost & time implications, depending on the nature of addition to the scope.
13. The Software shall be deemed Live /accepted by the Bank, and the project is complete, if – Software is used in a production environment or in a production like manner by Bank, including pre- production pilot or similar exercises post User Acceptance Testing completion.
14. Proactive Monitoring of Patch sets Versions: JMR will actively monitor the project's progress from the finalization of the project plan to ensure that Bank remains on the latest (N) or latest-1 (N-1) Patch sets version. In the event of significant project delays, such as SIT/UAT infrastructure unavailability or timeline slippage beyond 12 months, JMR will advise the Bank when there is a risk of falling to N-2 Patch sets or beyond.
15. Assessment of Patch sets Updates: If the project timeline slips and the initial Patch sets version is outdated (N-1/N-2 to the latest version), JMR will assess the additional effort required to upgrade to the latest (N) or latest-1 (N-1) Patch sets. This will be done in collaboration with the client to minimize any disruption to the project.
16. Impact of Patch sets Updates on Project: If a Patch sets upgrade is required during any phase of the project, it will be communicated to the client, and any additional effort, costs, or changes to the project schedule will be mutually agreed upon through a formal Change Request (CR) process
17. Bank will assigned required team with expertise on the systems that needs to be integrated with the new Core or Digital banking.

4.8 Banks Obligations

Please find below the list of activities which need to be taken care of by Bank with respect to the implementation services to be delivered by JMR.

1. Designate a SPC (single point of contact) who shall be the focal point for JMR communications relating to this engagement and shall have the authority to act on behalf of Bank in all matters regarding to the engagement.
2. To form a dedicated Core Team consisting of Technical & function staff to exclusively work in the implementation project.
3. Designated SPC shall be responsible for co-coordinating with other third-party vendors engaged by the Bank directly.
4. Make necessary approvals required from the relevant authority for JMR's consultants to deliver services under the stated "In Scope" Section of this engagement.
5. The JMR team should be provided with appropriate remote/VPN connectivity and sufficient access rights to the Development, UAT, and Production environments. This will enable effective offshore support when needed.
6. Bank shall extract and provide the required data from source system to the proposed applications.
7. Bank will ensure timely availability of all environments with necessary hardware resources & refresh production data during various stages of mock migration. Any delay in the data availability from the core system will impact the overall project timeline.

8. Business and Technical stakeholders from Bank shall be available for discussions as per the schedule and the relevant systems documents shall be shared with JMR consultants for review.
9. Preparation of SIT/UAT Test Cases, Scenarios, scripts and execution of SIT/UAT will be done by Bank users and JMR Resources will provide technical and business support during the execution of the UAT.
10. Provide the answers to the questions/queries raised by JMR team within two (2) business days, to ensure that the project schedule will not be impacted.
11. Sign-off to be provided within two business days from the date of submitting the deliverables. In case of any delay beyond two (2) business days, such deliverables shall be deemed accepted to ensure project schedule is not impacted.
12. Bank shall seek/provide appropriate access to Bank's data/information pertinent to the application development during the tenure of the engagement. This includes all documentation pertaining to the current system implemented at Bank.

5.Execution Methodology

At **JMR Infotech**, we adopt a **hybrid execution methodology** that blends the **discipline of Waterfall** with the **flexibility of Agile**, ensuring structured delivery while remaining adaptive to evolving business needs. This approach is further strengthened by our **Centre of Excellence (CoE)**, **AI-powered execution tools**, and **world-class Risk and Quality Assurance frameworks**.

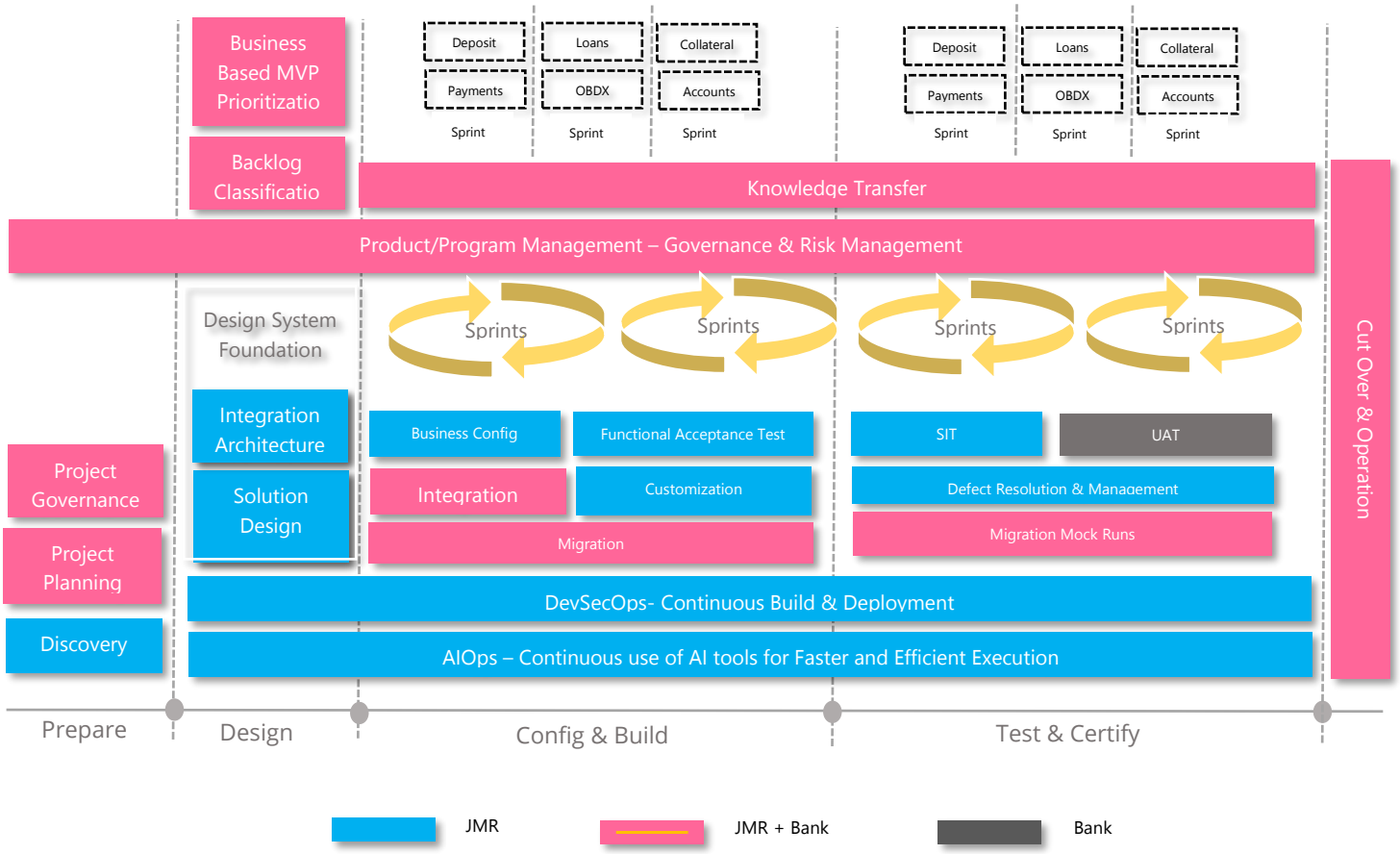
Our execution methodology is anchored on five foundational pillars that drive precision and excellence.

1. **Hybrid execution methodology (Best of Agile and Waterfall)**
   Structured and sequential phases to tightly manage scope in a fixed cost execution model, however, intelligently blends MVP and sprints in each phase of the project for agile delivery and early detection of anomaly in the deliverables.
2. **CoE (Centre of Excellence) provides vertebral support to the project team**. Provide permanency in domain expertise, reusable assets and accelerators. It also prescribes and monitors continuously standardized execution frameworks, enabling agile onboarding of right team and knowledge transfer, thereby providing **consistency, speed and quality.**
3. **AI powered Execution with our SensAI Enterprise Platform**. Its harnesses capabilities of generative AI, and open source LLM to fuel agility in all the important phases of the project, right from solution designing, customizations and quality assurance, **thereby bringing agility by 25%-30%** without compromising quality.
4. **Risk and Quality Assurance: Built-In, Not Bolted On,** we embed **Risk and Quality Assurance (QA)** throughout the lifecycle.
   a. **Shift-left testing** and continuous integration for early defect detection
   b. **Regulatory compliance validation** and audit readiness
   c. **Automated test suites** for regression, performance, and security
   d. **Risk heatmaps and mitigation plans** powered by AI insights

   This ensures **optimum delivery**, **regulatory alignment**, and **operational resilience**

5. **Governance and Transparency.** It includes **a joint steering committee** for strategic alignment and transparency right from the start of the project. The content discussed in these committees is fed by **project management dashboards**, which keep track of the day-to-day execution. These dashboards also include a dedicated section which monitors ever evolving **risk scenarios along with mitigation strategy**.

Execution Methodology



This **strategic blend of structure and agility**, powered by **AI**, anchored by a **Centre of Excellence**, and governed by **rigorous quality and risk controls** helps us ensure that Core and Digital Banking transformations are not only delivered on time and within budget—but also with **innovation, resilience, and long-term value.**

A standardized RACI Matrix has been defined to clearly outline roles and responsibilities, ensuring accountability and smooth execution across all project phases.

Task	Responsible	Accountable	Consulted	Informed
Project Setup & Project Management (Tracking & Reporting)	JMR /Bank	JMR /Bank		
Gather Requirements	JMR	JMR	Bank	Bank
Demonstrate/ Training the trainer Product	JMR / Bank	JMR / Bank	Bank	Bank
Identify gaps and estimate effort to resolve	JMR /Bank	JMR	Bank	Bank
Installation and setup of hardware, operating system, database etc. (required for Oracle Applications)	Bank	Bank	JMR	JMR

Task	Responsible	Accountable	Consulted	Informed
Installation of Oracle Applications	JMR	JMR	Bank	Bank
Project Training (Train the trainer)	JMR	JMR	Bank	Bank
Parameterization Design	JMR /Bank	JMR	Bank	Bank
Parameterization Build	JMR	JMR	Bank	Bank
Mass Parameterization Upload	JMR	JMR	Bank	Bank
Migrate Out of box reports in BIP	JMR	JMR	Bank	Bank
Migration approach & data format	JMR	JMR	Bank	Bank
Extract migration data from Legacy System	Bank	Bank	JMR	JMR
Upload data to Oracle applications in respective environments	JMR	JMR	Bank	Bank
Upload data to Oracle Applications (conversion tests)	JMR	JMR	Bank	Bank
Reconciliation of conversion	JMR /Bank	JMR /Bank	Bank	Bank
Create test cases and scenarios	Bank	Bank	JMR	JMR
Review UAT test cases and scenarios for fit to product	Bank	Bank	JMR	JMR
Execute UAT test cases	Bank	Bank	JMR	JMR
Bug fixing of Oracle Applications	JMR	JMR	Bank	Bank
All other bug fixing	JMR	JMR	Bank	Bank
Interface error analysis	JMR	JMR	Bank	Bank
Deployment	JMR	JMR	Bank	Bank
Production installation	JMR /Bank	JMR /Bank	JMR	JMR
Execute Mock Conversion (As per final data migration)	JMR	JMR	Bank	Bank
Post Go Live Support/Warranty Support	JMR	JMR	Bank	Bank

Adhering to the best practices, the execution methodology prescribes project execution in following stages, each with focused objectives and deliverables associated. All these deliverables and execution responsibility would play out during the project execution as depicted in the above diagram.

1. Inception

Objectives:

- Establish project vision, scope, and governance.
- Gather and analyse detailed business requirements.
- Define high-level architecture and implementation roadmap.

Key Activities:

- Stakeholder identification and engagement.
- Requirements workshops and interviews.
- Scope definition and prioritization.
- Risk assessment and mitigation planning.

Deliverables:

- Project Charter
- Business Requirements Document (BRD)
- Detailed Scope Statement including FIT/GAP matrix
- Detailed Project Plan
- Risk Register
- Communication Plan

2. Business Configuration

Objectives:

- Configure the software product to align with business processes.
- Customize parameters, rules, and workflows.

Key Activities:

- Fit-gap analysis
- System configuration based on BRD

Deliverables:

- Configuration Design Document
- Parameterization Workbook
- Updated BRD with configuration mapping
- Prototype/Demo environment

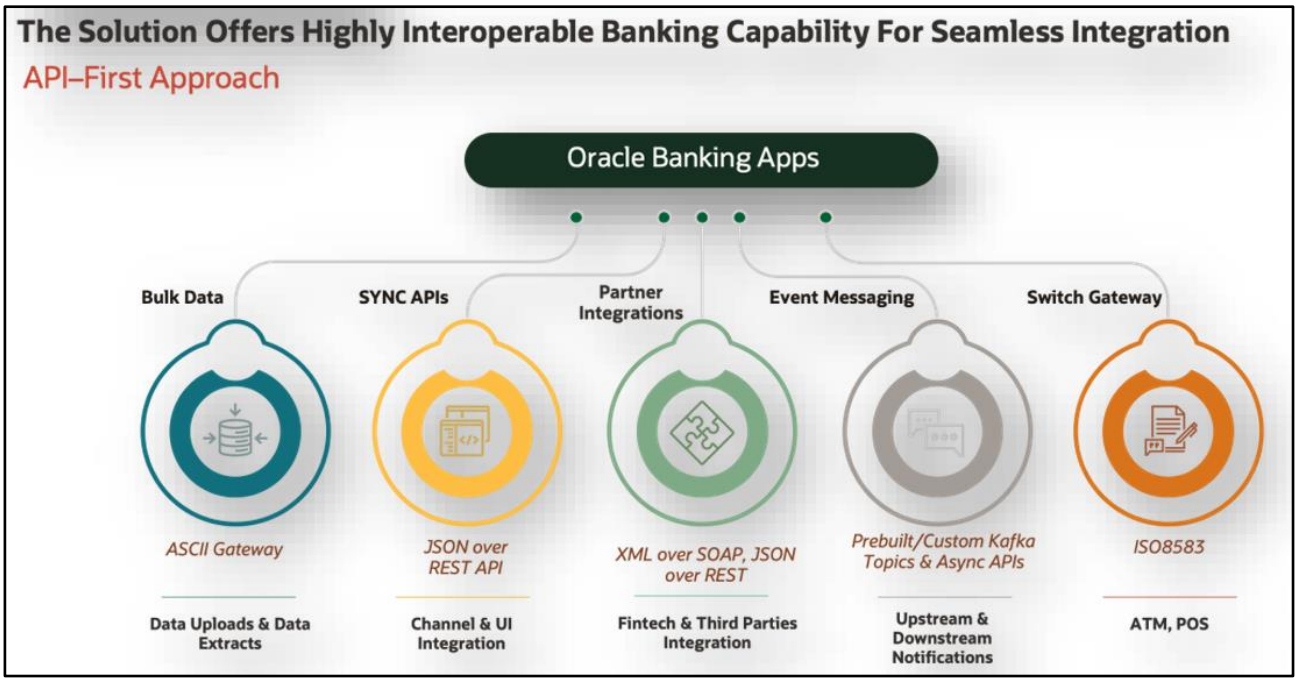
3. Integration

Objectives:

- Ensure seamless data and process flow between the new system and existing systems.

Key Activities:

- Define integration points and data exchange formats
- Develop and test APIs/interfaces
- Set up middleware or integration platforms



Deliverables:

- Integration Architecture Document
- Interface Control Document (ICD)
- Working Interfaces/APIs

4. Migration Phase

Objectives:

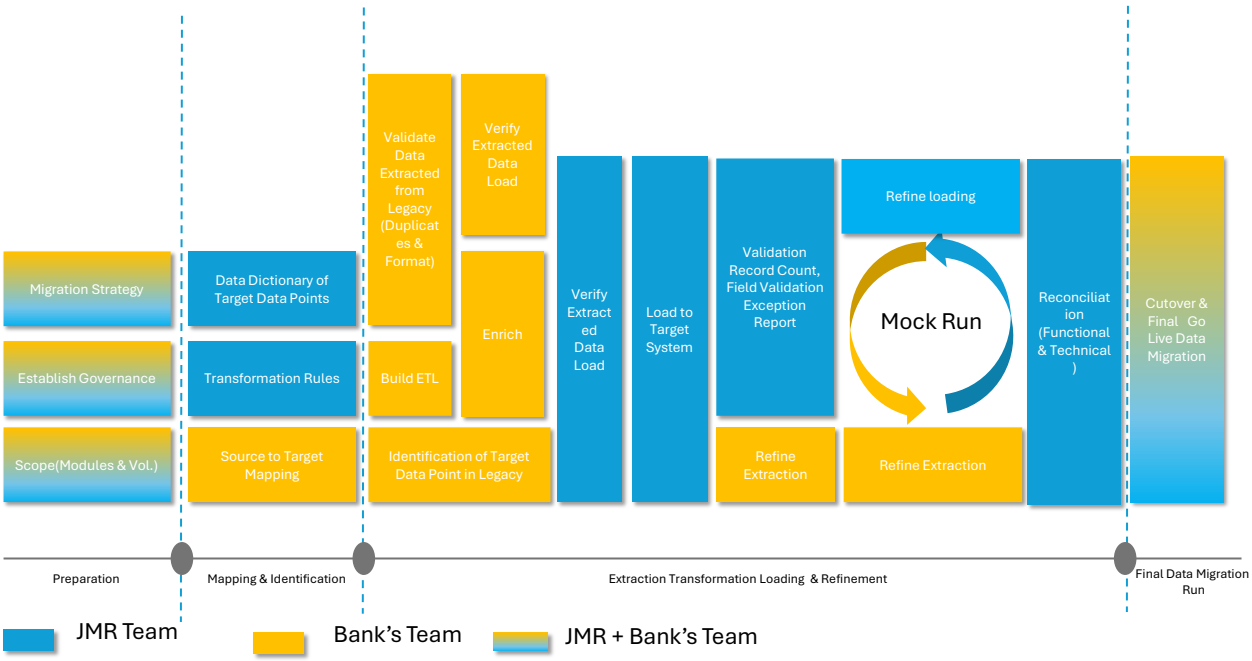
- Migrate legacy data to the new system with accuracy and integrity.

Key Activities:

- Data mapping and cleansing
- Develop migration scripts/tools
- Perform trial migrations and validations

Deliverables:

- Data Migration Strategy
- Data Mapping Document
- Migration Scripts
- Migration Validation Report



5. Training Phase

Objectives:

- Equip Core users and administrators with the knowledge to effectively use and manage the system.
- Ensure smooth adoption of the new system across all business units.

Key Activities:

- Develop Training Materials
- Conduct Train-the-Trainer Sessions
- Organize End-User Training Workshops
- Provide Hands-on Practice Sessions

Deliverables:

- Training Strategy and Plan
- Presentation Materials that would aid the trainer in imparting training.
- User Manuals and Quick Reference Guides
- Training Completion Reports and Feedback Analysis

Methodology:

JMR ensures that the Bank staff are fully equipped to adopt and use the new Core Banking solution. Our training program is designed to combine structured knowledge transfer with hands-on practice, ensuring both technical and functional users gain confidence in the system.

- **Training Material** – JMR trainers will prepare tailored course materials aligned with Bank's requirements to ensure effective knowledge transfer.
- **Blended Delivery Approach** – Training will combine classroom/online sessions with hands-on exercises and application-based practice.

- **Train-the-Trainer Model** – Core users will be trained first, enabling them to cascade knowledge across the wider user base.
- **Comprehensive Coverage** – Both functional and technical areas will be addressed to build end-to-end proficiency.
- Collaborative Scheduling – The final training plan will be developed jointly with the Bank's core team at project initiation, with a tentative schedule provided upfront.

A tentative schedule for the train-the-trainers program is given in the table below.

Product	Module	Content	Duration (Days)	Audience
JMR Profitto	Base, Core Banking (CASA, Deposits, Loans, General Ledger)	Functional Architecture, Solution Architecture, System Maintenance and Parameter Setup User Maintenance GL Maintenance Workflow Maintenance Collaterals, Document Category, Product Group Definition, Fee and Charges, Account Status Product Limit Transaction Code Liquidation sequence Tax, Interest, Commission Core Entities and Core Services, Transactions Limit Batch Processing	10 days	Project Manager and Core Team
	CASA	Saving Accounts Term Deposit Fund Transactions	2 days	Project Manager and Core Team
	Loan Management	Accounts Disbursement Payments Request & Cancellation	2 days	Project Manager and Core Team
	ELCM	Product creation Limits Collaterals	2 days	Project Manager and Core Team
	End of Day	Mandatory Programs setup, Cut off and EOD processing flow, EOD Milestones, Monitoring, EOD Reports	2 days	Project Manager and Core Team
	Technical	Architecture Interfaces overview Application administration and monitoring	2 days	Project Manager and Core Team
	Reporting	Interactive dashboards Data visualization Generate templates Reports	2 days	Project Manager and Core Team

6. Testing Phase

Objectives:

- Validate the system against requirements and ensure it is defect-free.

Key Activities:

- System Integration Testing (SIT)
- User Acceptance Testing (UAT)
- Performance and Security Testing

Deliverables:

- Test Strategy and Plan
- Defect Logs and Resolution Reports
- UAT Sign-off

6. Cutover Phase

Objectives:

- Prepare for and execute the transition from legacy to the new system.

Key Activities:

- Final testing data
- System freeze and backup
- Cutover rehearsal and checklist execution

Deliverables:

- Cutover Plan
- Final testing Report
- Go/No-Go Decision Document
- Rollback Plan

7. Go-Live & Hyper Care

Objectives:

- Launch the system in the live environment and ensure stability.

Key Activities:

- System monitoring
- Hypercare support
- Issue resolution and performance tuning

Deliverables:

- Go-Live Report

- Support Handover Document
- Post-Implementation Review

8. Warranty Support Phase

Objectives:

- Ensure system stability and address post-go-live issues promptly.
- Provide continuous support to maintain smooth business operations.

Key Activities:

- Monitor system performance and resolve reported issues
- Apply necessary patches and minor enhancements
- Provide knowledge transfer to the Bank's support team
- Track and close support tickets within agreed timelines

Deliverables:

- Warranty Support Plan
- Issue Logs and Resolution Reports
- Knowledge Transfer Documentation
- Warranty Support Closure Report

Service Level Agreements for Issue Resolution

JMR will comply with the following SLAs for turnaround time for issue response and resolution.

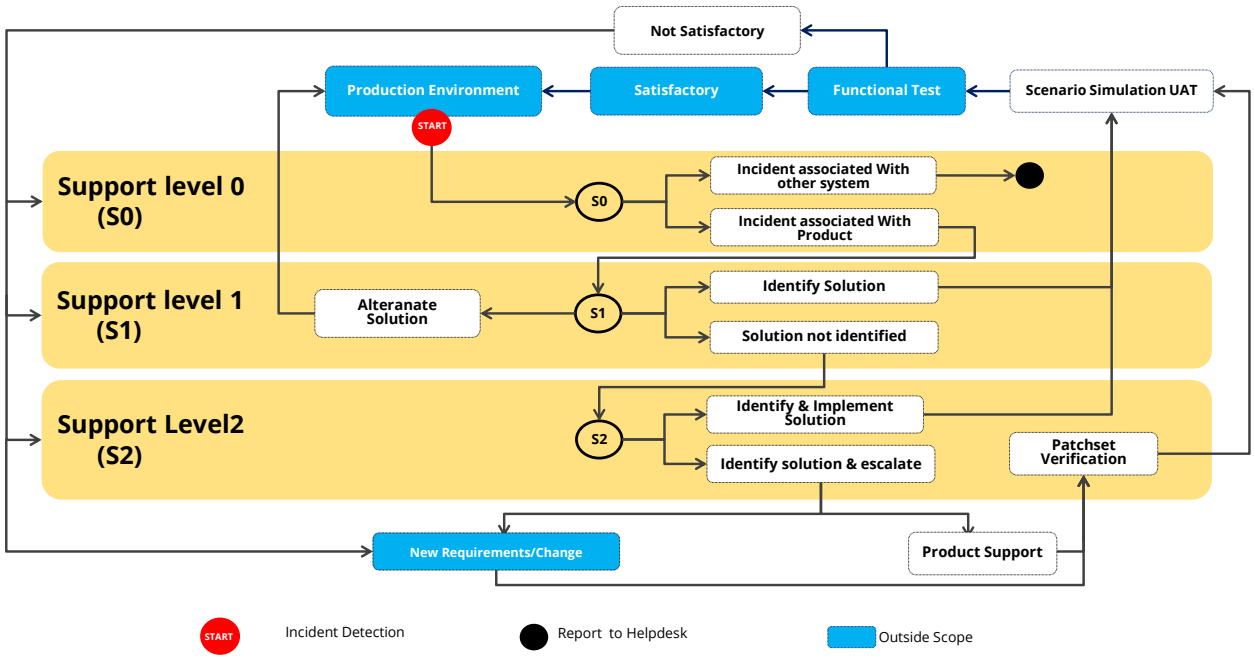
- JMR will comply with the following SLAs for turnaround time for issue response.
- JMR shall provide the Services in accordance with the below service level depending on the criticality of the Problem as determined jointly with the Bank and JMR while reporting the Problem.
- The table below describes the issues with respect to the level of severity of the issue and the urgency of the issue.

Priority	Low	Medium	High	Critical
Severity	• The issue or problem causes a minor loss of service • No hindrance to the client's business operations. • Workaround is available	• Interruption to the client's work but Bank's work has no major loss of Operating Capability • Workaround likely available	• Interruption to critical processes affecting individual user. • Any specific feature or module not working causing business impact • No workaround available	• Interruption to critical business processes affecting several users • An incident leading to 100% outage of the application • No workaround available

Priority	Low	Medium	High	Critical
SLA Targets				
Response Time	Within 48 Hours	Within 24 Hours	Within 12 Hours	Within 2 hours
Resolution Time	The timelines for this will be determined in consultation with the Bank on case-to-case basis	Workaround within 48 Business hours from receipt of requested Initial information from the Bank	Workaround within 16 Business hours from receipt of requested information from the Bank	Workaround for 95% of reported problems in 6 hours from receipt of Initial information requested from the Bank and for 5% within 8 hours from receipt of requested information from the Bank

Note: Response time is defined as the time taken by a JMR staff to begin troubleshooting from the time the issue is reported.

Defect Management – Postproduction.



6.Project Governance

Solid project governance is the cornerstone of successful transformation initiatives. At JMR Infotech, we implement a structured governance framework that ensures strategic alignment, accountability, and transparency across all project phases. This includes clearly defined roles and responsibilities, robust escalation mechanisms, regular steering committee reviews, and real-time reporting through dashboards. Our governance model fosters proactive risk management, timely decision-making, and continuous stakeholder engagement—ensuring that projects stay on track, within scope, and deliver measurable business value.

Governance Layer	Participants	Responsibilities
Executive Leadership (Monthly / Bi-Monthly)	- 🔴 Bank Sponsor - 🔴 Bank Management Nominee - 🔴 Bank Technology Leadership - 🔵 JMR Management - 🔵 JMR Project Advisor	- Establishes vision - Sets overall objectives and priorities - Resolves significant conflicts - Provides continuous leadership
Steering Committee (Fortnightly / Monthly)	- 🟢 Bank Project Director - 🟢 Bank Biz / Tech Leads - 🔵 JMR Project Advisor - 🔵 JMR Project Manager	- Bank Program Oversight - Resolves key program-level issues - Financial Management - Roadmap / Scope / Change Management
Project Management (Daily stand-up and Weekly Milestones)	- 👤 Project Manager(s) - 👤 Functional & Technical Consultants - 👤 SMEs - 👤 Bank Participants	- Conducts daily program management - Project management - Scope / Change management (Project) - Quality assurance (Project) - Resource management (Project) - Risk management (Project)

🔴 Red - Bank Sponsor / Bank Management

🟢 Green - Bank Project Director / Bank Senior Leads

🔵 Blue - JMR Management / JMR Project Manager

👤 Light Blue / Green - Bank Project Team / JMR Project Team

7.Risk Management

Robust risk management is embedded across every phase of our delivery lifecycle, enabling early identification, mitigation, and control of potential issues. This proactive approach ensures project stability, regulatory compliance, and uninterrupted progress toward business goals.

Category	Scenarios
Scope Risks	Vague requirements, change requests post-signoff.
Design Risks	Complex or unvalidated design, poorly structured requirement
Technical Risks	Over Customization
Timeline Risks	Integration & Migration delays
Cost Risks	Resource churn, change rework, extended UAT feedback cycles
Stakeholder Risks	Delayed feedback, excessive revisions, unclear ownership

Phase	Risk Focus	Mitigation Approach
Requirements	Scope Creep, Ambiguity	- Freeze Requirements specs early via inception - Guide & Educate team on importance of inception - Baseline Mutually agreed Execution right at the onset
Design	Rework, Usability Failure	- Design Solution with minimum invasive change - Conduct early stakeholder validation - FAT testing for key flows
Development	Overengineering, Integration issues	- Design Signoff for expectation alignment - Design with minimum invasive change - Unit Test Plan should be constructed based on design.
Testing & UAT	Delayed feedback, Last-minute defects	- Post Unit Test, run a workshop - Promote Change Awareness - Keep Customer appraised of IUT findings.
Go-Live & Warranty	Regression, Hotfix risks	- Canary or phased releases - Predefined rollback plan - Warranty support for post-live issues

Along with risk mitigation, its also imperative to adop risk governance throughout the project life cycle, to promote transparency and avoid last minute unpleasant surprises.

Control Area	Practice
Scope Control	- Change Request Register with impact analysis and approval workflows
Cost Containment	- Effort variance tracking (Planned vs Actual) - Weekly budget burn reviews
Time Management	- Milestone-based reviews - Continuous Accountability establishment
Quality Assurance	- Deliverable Quality checklists - Code quality gates
Stakeholder Management	- RACI matrix - Milestone & Accountability tracking & signoffs - Escalation matrix

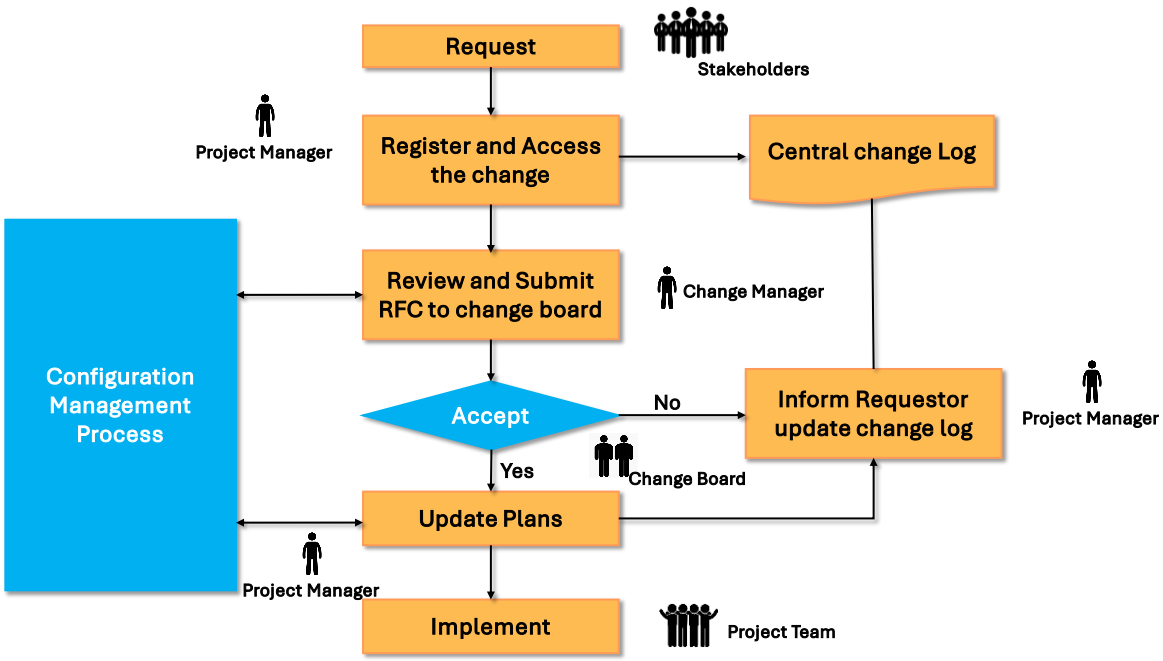
8.Change Management

Framework for Change Requests

The Change Request Process is designed to manage changes to the project goals, deliverables, timeline, or design specifications. A change request does not necessarily mean a monetary impact to the Bank – that depends on the degree to which the scope is changed – however all changes, large and small, are made via the Change Request process. The Change Approval Process could be used to implement any permanent change in the scope of the overall program, or for any one-time or out-of-scope work associated with a specific project.

The Change Approval Process provides the mechanism to accept and formalize the change requests. Specific procedures associated with the Change Approval Processes are triggered upon submission of a Change Request Form to the JMR Project Manager. These could be fresh approvals for additional resources or funds, revisions to plans, schedules, among other parameters.

Below diagram depicts the flow of change request.



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Head Office

P.O Box 120894 Q3-219 Sharjah Airport International Free Zone Sharjah, UAE

Phone - + 971 655 789 30 India - +080 46645111

Egypt: +20223806689

Ghana: +233553161881

Kenya: +254203601666

Ethiopia: +251 911222159

Nigeria: +2349024841928

Mauritius: +2304034449|

Myanmar: +959 43020712

Cambodia/Vietnam: +65-9422-9695

UAE: +97165578930/+971505230824

Kuwait: +96566013056