THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE - PUBLIC SERVICE MANAGEMENT

e-GOVERNMENT AGENCY

Document Name

Government ICT Projects Review Criteria

Document Title

eGA/EXT/PRC/003

ICT Project Review Criteria

The Government ICT Projects will be reviewed using 11 Criteria. Under each criterion, there is list of items that will be reviewed. In front of each item, there is a guiding question or questions in italic, to the reviewer.

1.1. ICT Project Conceptualization

1.1.1. Reflection of Project/Investment to the Institution's vision, mission, and goals/objectives. – *Is the reflection evident? Does the reflection show that the project add value to the Institution?*

1.1.2. Consistence of the Project with Institution's Strategic Plan – *Is the consistency evident? Can the consistency show that the project is a valid institutional requirement and not vendor driven?*

1.1.3. Alignment of the Project/Investment with the Institution's ICT Policy/Strategy - *Is the project well aligned to the ICT Policy/Strategy? Can the alignment show that the project is important to the Institute's ICT initiatives?*

1.1.4. Completeness of important documents – *Is the completeness thorough? Is it possible to provide meaningful recommendations from submitted documents? Is there a need for eGA to visit the Institution physically? [More details on section 2.0 in this document]*

1.1.5. Authenticity of project documents – *Are the documents prepared and owned and by the Institution?*

1.1.6. Priority of the project at the Institution – *Is it documented as a project with priority? Can it be considered as a project with priority?*

1.1.7. Compliance with Government Policies, Standards, Guidelines, Procedures and circulars - *Is the compliance considered in all aspects and not only ICT?*

1.2. Business Process Improvement

1.2.1. The *"As Is"* Description – *Is it descriptive of current business and technical issues? What is the existing situation and problem?*

1.2.2. The *"To Be"* Description – *Does it address business and technology improvements? Does it consider or leverage Information on the current ICT environment of the Institution? (i.e. already available systems and their core functions). What are the proposed changes and objectives?*

1.2.3. Impacts to other Institutions operations – *Are they explained?*

1.2.4. Values to the Public – *Are they clearly stated? Are they valid values?*

1.2.5. Benefits to the Government – *Are they clearly identified? Are they valid benefits?*

1.2.6. Major Deliverables and Outcomes – *Are they identified, real, and tangible?*

1.3. Project Ownership

1.3.1. Roles and Responsibilities - *Are they identified and appropriate?*

1.3.2. Project/Investment Support and Sponsorship – *Is the support and sponsorship available from the Institution leadership and management?*

1.3.3. Appropriate business process owner – *Is it evident that the implementer is appropriate owner? Does the project seem to have more than one owner?*

1.4. Stakeholder Engagement

1.4.1. Key stakeholders - *Are they completely identified? (e.g. Users, user departments, other Institutions, etc). Are they involved from the beginning of the project?*

1.4.2. Stakeholder's requirements – *Are all requirements documented and considered?*

1.5. Relationship with other Similar Initiatives

1.5.1. Similar initiatives - *Were similar initiatives considered?*

1.5.2. Project duplication – *Are there duplication with other Project/systems already implemented or ongoing? What are the best ways to get the benefits of the project under such circumstances?*

1.6. Technology

1.6.1. Hardware and network infrastructure components – *Are they completely identified? Is there hosting plan? is end of life of the hardware considered? Is existing network able to support systems in the project? Is there need for network upgrade? Are they relevant technology for the project? (i.e. Proven good track record, availability of support).*

1.6.2. Infrastructure Connectivity Diagram – *Does it depict how the infrastructure will be connected?*

1.6.3. Software environment – *Is the software environment appropriate for the Institution and for the Government? Is it supportable? Is end of life of software considered? Will the software (Source code) be owned by the government? Is escrow agreement in planned where software is owned by the vendor?*

1.6.4. Open source software – *is the open source software relevant to the project?*

1.6.5. Scalability – *is scalability possible in hardware, software and infrastructure? What need to be improved if it is not possible?*

1.6.6. System Scope - *Is the scope specified clearly? (i.e. geographically separated offices/users).*

1.6.7. System modules/phases - *Are they stated clearly and completely? Are they relevant?*

1.6.8. Current and future plan deliverables - *Are they full exhausted?*

1.6.9. System Integration - *Are all integration and/or interoperability issues considered? (i.e. internally available/future systems/other stakeholders systems).*

1.6.10. Accessibility - *is the system to be developed going to be accessed with other Institutions/stakeholder?*

1.6.11. System Security - *Does the Project covers about security of the system at the onset of the project? Are all security requirements mentioned? Is there a need of having the security of the system vetted by Government security*

experts? Is there a need for management of security platform to be done by the Government?

1.6.12. System Reliability and Availability – *How is the System Business Continuity/Disaster Recovery (BSP/DR), backup, power cooling and power redundancy considered among the project/system deliverables after system implementation?   Is the design considering the existing BCP/DR architecture of the Institution?*

1.6.13. Technology Change - *Is the technology product roadmap provided as part of protecting the Institution from change of technology? (i.e. how long it will take to reach end of life of the technology and how it will be succeeded).*

1.7.   Project Timelines

1.7.1. Project milestones – *Are they clearly provided say in form of Gantt chart or project plan*?

1.7.2. Project completion duration - *it realistic?*

1.7.3. Modular/phases durations - *are they feasible or relevant to the project completion duration specified?*

1.7.4. Project Management Schedule – *Is it clearly included? Is its summary self-explanatory?*

1.8.   Project Sustainability

1.8.1. Building Human Resource Capacity and Capability of internal ICT Team - *Is the involvement of the team during the Project/system development cycle properly explained? Is the plan for knowledge transfer to the internal ICT Team described? Is the Gap Assessment done, of the ICT Team to be involvement in the Project /system development cycle*?

1.8.2. ICT Project/Investment Maintenance and Operations – *Has the Institution ensured that the technology can be maintained and day to day operations regarding the systems can be managed after deployment? Is there IT team*

with skills to operate the systems? (i.e. Database Administration, Application Administration, Systems Administration, Network Administration and Hardware & Datacenter Administration, ICT Security and ICT Services Management - Managing third parties, SLAs, Contracts)

1.8.3. User Training **-** *Is the user training adequate?*

1.9. Financial Considerations

1.9.1. Funding sources – *Are terms and conditions favorable?*

1.9.2. Summary of costs – *Does it reflect market value? Is it vetted and audited?*

1.9.3. Itemized list of costs - *Is it completed and documented? Is development cost included? Are operating/maintenance costs included?*

1.9.4. Maintenance and Operations costs – *Are the following system maintenance after implementation costs considered; Running costs, upgrade costs, operation cost, license costs? and the sources of these funds sustainable?*

1.10. Risk Management

1.10.1. Risk Assessment - *Are the following sections of the Risk Assessment considered – Risk identification, Risk Analysis, Risk Summary, Risk Evaluation, Strategic Risks, Management Risks, Operational Risks, Risk Scope and Requirements, Technology Competency Risk and Infrastructure Dependencies Risk?.*

1.10.2. Addressing the Risks – *Is it documented how potential risks will be treated as addressed in Risk Assessment?*

1.11. Other Alternatives

1.11.1. Other Alternatives - *Are alternative solutions considered in case it is not possible to continue with the project? Are they documented?*

2. Completeness of Project Documents

The reviewer reads submitted project documents to get an understanding of how the project is initiated, planned, executed, controlled, closed and maintained. The documents submitted must be complete [1.1.4], i.e. contain all information that will enable the reviewer to provide recommendation on the project according to Government ICT Project Review Criteria. The reviewer will receive three common documents, Project Proposal Document and/or Feasibility Study Document and/or Project Plan. These documents are described in details in this section. However, Public Institutions might submit more documents that are not described here if they find that some of information necessary for Government ICT Project Review Criteria cannot be provided by only these three documents.

2.1. ICT Project Proposal Document

2.1.1. An ICT project proposal document can be a concept note and/or project write-up, a business case or a project proposal.

2.1.2. An ICT project proposal document should be an ICT project portfolio fund and resources release request document which provides project overview/purpose, benefits/justifications and strategic alignment to Institution's strategic initiatives.

2.1.3. The following are important including but not limited to, for completeness of Government ICT Project Review: Public Institution Requirements, Situation Analysis; Conceptual Service Model and Business Processes; Objectives; Rationale; Options/Alternatives; Stakeholders; Customers; Users; Components; Assumptions; Constraints; Resources; Material; Manpower; Risks Management, Output/Deliverables; Impact, Sustainability Forecast; Financials/costs; and/or Source of Funds for Project and for Operations.

2.1.4. Sometimes, a project proposal document is prepared with a high level project plan. Together with the items in (2.1.3), the high level plan may include: Organization of project (Owner, Sponsor, Steering Committee, Manager, Leaders, Members etc.); Project Schedule and Project Milestones.

2.2. Feasibility Study Document

Following approval of the Project, it might be necessary to perform the feasibility study. The feasibility document should contain several outputs that are important for completeness of Government ICT Project Review including but not limited to:

2.2.1. **Project objectives -** Efficiency and effectiveness, financial impact and any other benefits. How they will be measured and what are the measures. Outputs products, services, new business or management processes that will be implemented.

2.2.2. **Scope of work –** In scope, out of scope, uncertainty, assumptions and constraints.

2.2.3. **Analysis of options/alternatives considered** – Identification of options, comparison and recommendations.

2.2.4. **Related projects and dependencies –** Includes relationship with similar initiatives.

2.2.5. **Legal & regulatory issues –** Internal Institution rules, relevant government policies, legislation, legal and regulatory framework considerations.

2.2.6. **Governance structure plan -** Project board members and roles, project sponsor, project proposer, project manager, project team, project review consultants, stakeholder reference groups, consultants, working parties/groups; Reporting requirements, project status reports and frequencies; Meeting schedule for various stakeholder groups

2.2.7. **Stakeholder management plan -** Identification, analysis, key issues, classification, communication and management, approach, strategies and milestones.

2.2.8. **Financial summary**

2.2.9. **Risk management plan -** Initial risk assessment, acceptance and review periods, issues and risk reporting.

2.2.10. **System design –** Functional and non-functional specification, Network Architecture, ER Diagrams, NW, HW and SW requirements, technical dependencies.

2.2.11. **Development/execution plan -** strategy and schedule.

2.2.12. **Quality management plan -** Methodologies and standards used; inspection, measuring and testing; development cycle; record keeping.

2.2.13. **Outcomes realization plan -** Transition Plan; Communication Plan; Training Plan and Maintenance Plan.

2.3.   Project Plan Document

Proper project execution and control, with proper project closure depends on adherence to procurement procedures (RFQ, tendering, selection of supplier, in house development, etc.) and proper Project Planning. An approved Project Plan Document will use inputs from Project Proposal Document (2.1.) and/or Feasibility Study Document (2.2.) and indicate how the following control mechanism on execution and closure are handled:

2.3.1. **Reporting Processes** - Important reporting processes that need to be in the project plan are project status reporting, project budget reporting, risk management reporting, issues reporting and operational matters reporting.

2.3.2. **Project Performance -** Detailed activities undertaken to close the project, Performance against objectives and outcomes.

2.3.3. **Lessons Learned -** Benefits Realization & ROI (Strategic Alignment, Business Value, Service/Process Efficiency and Effectiveness, Financial, Other).

2.3.4. **Accreditation & Handover** – description of when should the product, system or service delivered be reviewed. Detailed activities undertaken during the accreditation/review phase and handover including internal capacity development and operationalization funding and resources.