

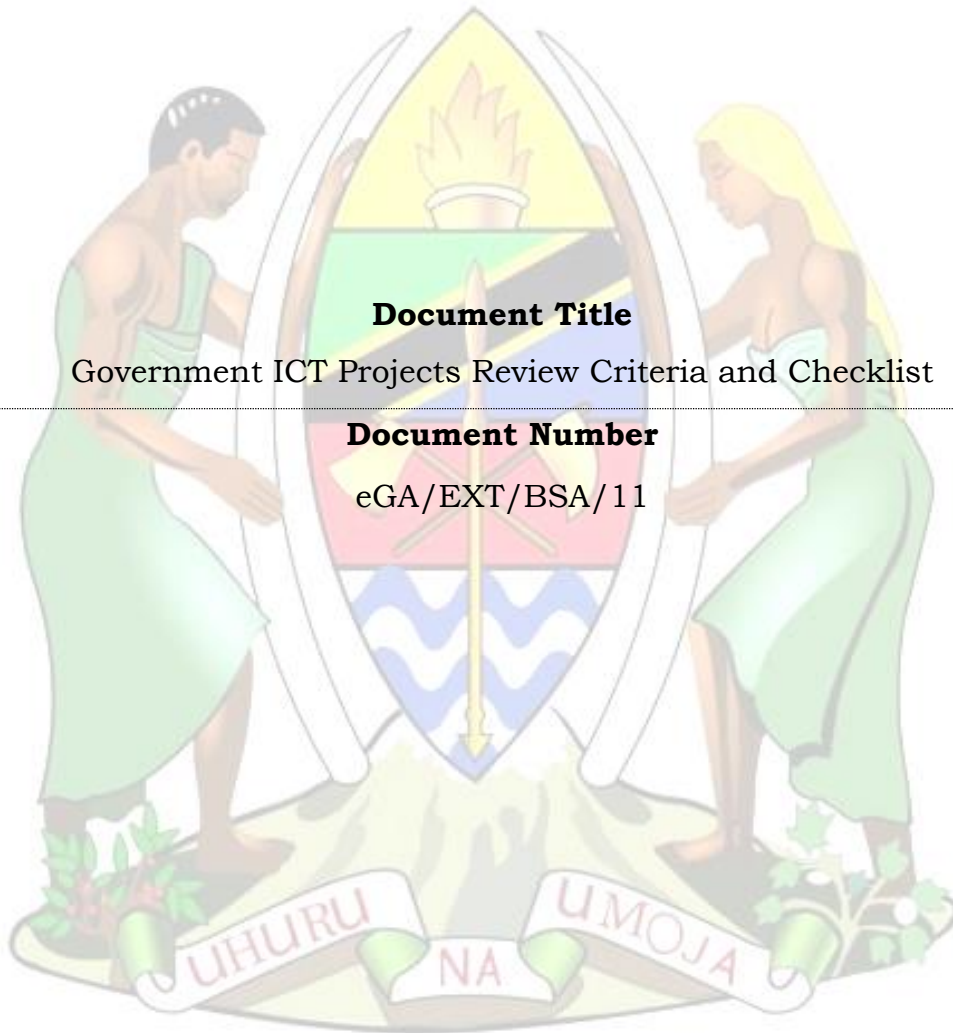


THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE

e-GOVERNMENT AUTHORITY

ISO 9001:2015



Document Title

Government ICT Projects Review Criteria and Checklist

Document Number

eGA/EXT/BSA/11

APPROVAL	Name	Job Title/ Role	Signature	Date
Approved by	Dr. Mussa M. Kisaka	Board Chairman		31/12/2024

PREFACE

Information and Communication Technology (ICT) projects are at the forefront of organizational transformation to enhance efficiency of service delivery and drive competitive advantages. The successful delivery of these projects for public institutions in Tanzania is paramount to achieving strategic business objectives, enhancing productivity, and fostering innovation. However, the complexity and dynamic nature of ICT projects present significant challenges in ensuring that they meet desired goals and deliver expected value.

Appropriate use of ICT by public institutions, can potentially contribute to the improvement of their internal operations and service delivery hence making them affordable and ease to access. To achieve these objectives, the Government enacted the e-Government Act No. 10 of 2019 and its General Regulations which provide, among other things, the guidance on proper approaches for implementing e-Government. The Act established e-Government Authority, which is mandated to coordinate, promote and oversee e-Government implementations, and enforce compliance with laws, regulations, standards and guidelines related to e-Government implementations in public institutions.

In this context, Section 5(2) (c), 24(1) and (2) of the Act, requires and empowers the e-Government Authority to ensure public institutions are implementing ICT projects in a manner that ensures achievement of anticipated benefits and optimisation of associated risks. Pursuant to these provisions, the Authority has developed Government ICT Project Review Criteria and Checklist, to provide a comprehensive framework for evaluating ICT projects. It serves as a vital tool for project managers, stakeholders, and review teams for assessing and ensuring the alignment of project outcomes with organizational objectives throughout the project implementation lifecycle.

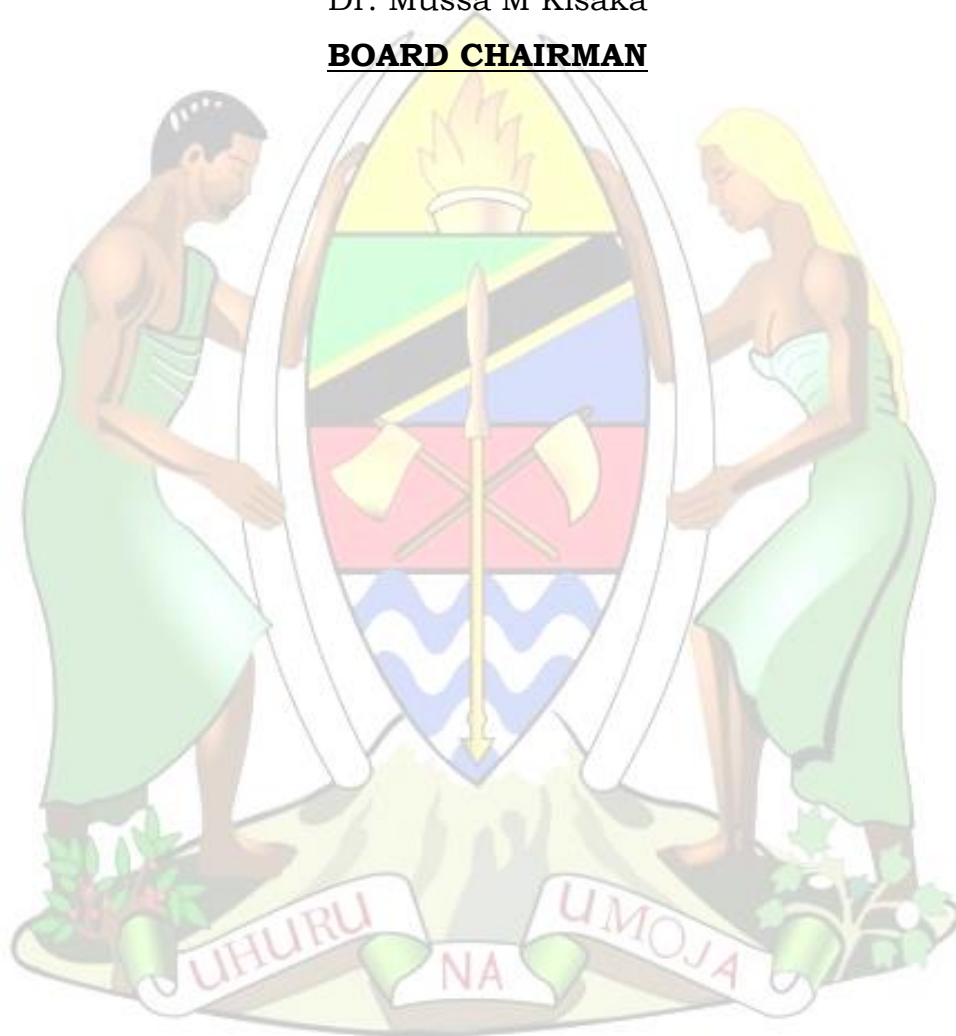
Therefore, the Authority calls for all public institutions to effectively adhere to the prescribed criteria and conduct self-assessment using the checklists when embarking on implementation of ICT projects.

In that regard, the Authority has prepared these review criteria against which ICT projects will be reviewed by the Authority and review checklist that Public Institutions shall use for self-assessment before submission of the ICT project to the Authority.



Dr. Mussa M Kisaka

BOARD CHAIRMAN



GLOSSARY

Term

Description

ICT Project

A project for acquiring, sourcing or improving ICT infrastructure or systems for undertaking e-Government initiatives.

Authority

e-Government Authority which is the public institution mandated to coordinate, oversee, and promote e-Government initiatives as well as to enforce e-Government related policies, laws, regulations, standards, and guidelines in public institutions.



ACRONYMS

Acronym	Explanation
e-GA	e-Government Authority
CPU	Central Processing Unit
ICT	Information and Communication Technologies
DRP	Disaster Recovery Plan
BCP	Business Continuity Plan
EOL	End of Life
EOS	End of Support
RAM	Random Access Memory
SLA	Service Level Agreement

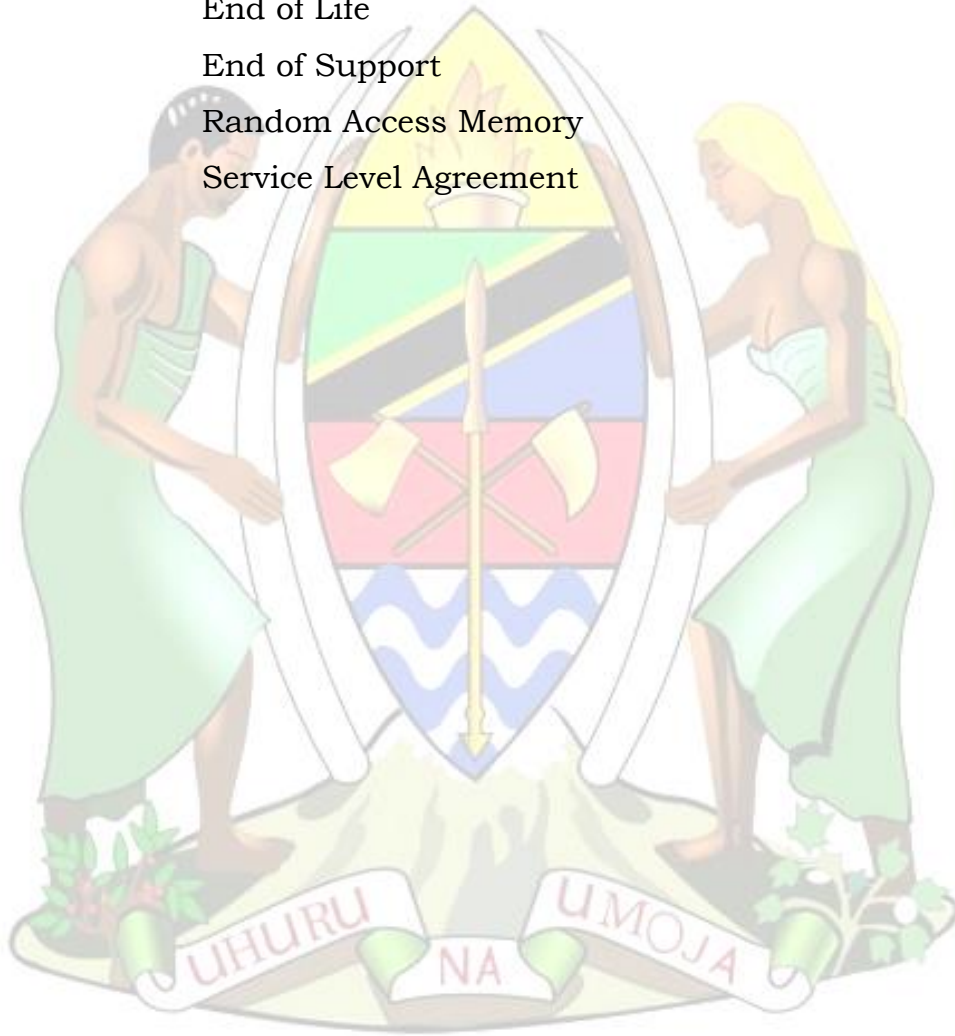
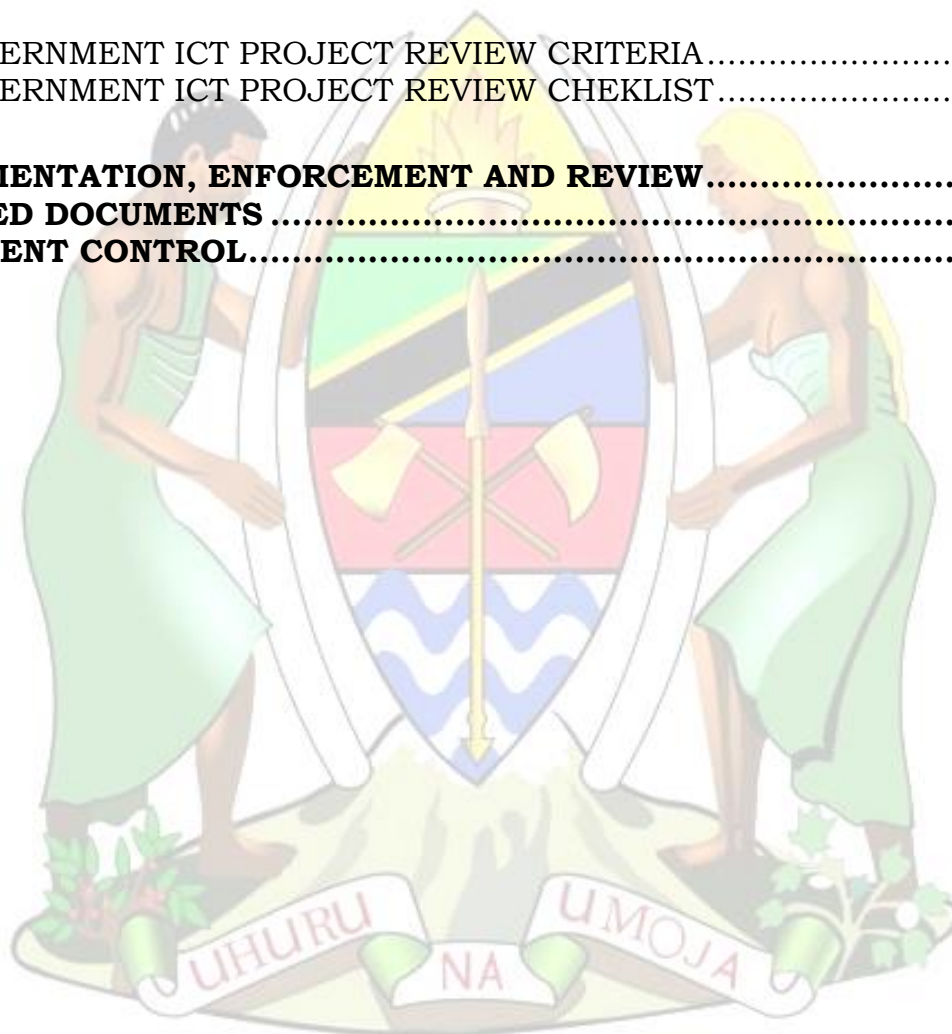


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1 INTRODUCTION

1.1 Overview

e-Government Authority (e-GA), is a public institution which is established by the e-Government Act No. 10 of 2019. The Authority is mandated to coordinate, oversee, and promote e-Government initiatives and enforce e-Government-related Policies, Laws, Regulations, Standards and Guidelines in public institutions. The Act empowers e-GA to effectively formulate, manage and enforce e-Government Act to public institutions.

This document establishes Government ICT Project Review Criteria against which ICT projects will be reviewed by the Authority and Government ICT Project Review Checklist that public institutions shall use for self-assessment before submission of the ICT project to the Authority.

1.2 Purpose

The e-Government Act No.10 of 2019 and its General Regulations, direct the how and what to do with regard to efficient and effective implementation of e-Government in the public sector, which include implementation of ICT Projects. In adhering to these provisions, the Authority has prepared these criteria and checklists with the following purpose:

- i. To offer clear and standardized criteria for reviewing ICT projects, ensuring consistency and objectivity across different projects and review teams.
- ii. To ensure that ICT projects deliver maximum value to the organization by aligning with business goals, optimizing resource utilization, managing risks effectively, and maintaining high-quality standards.

1.3 Rationale

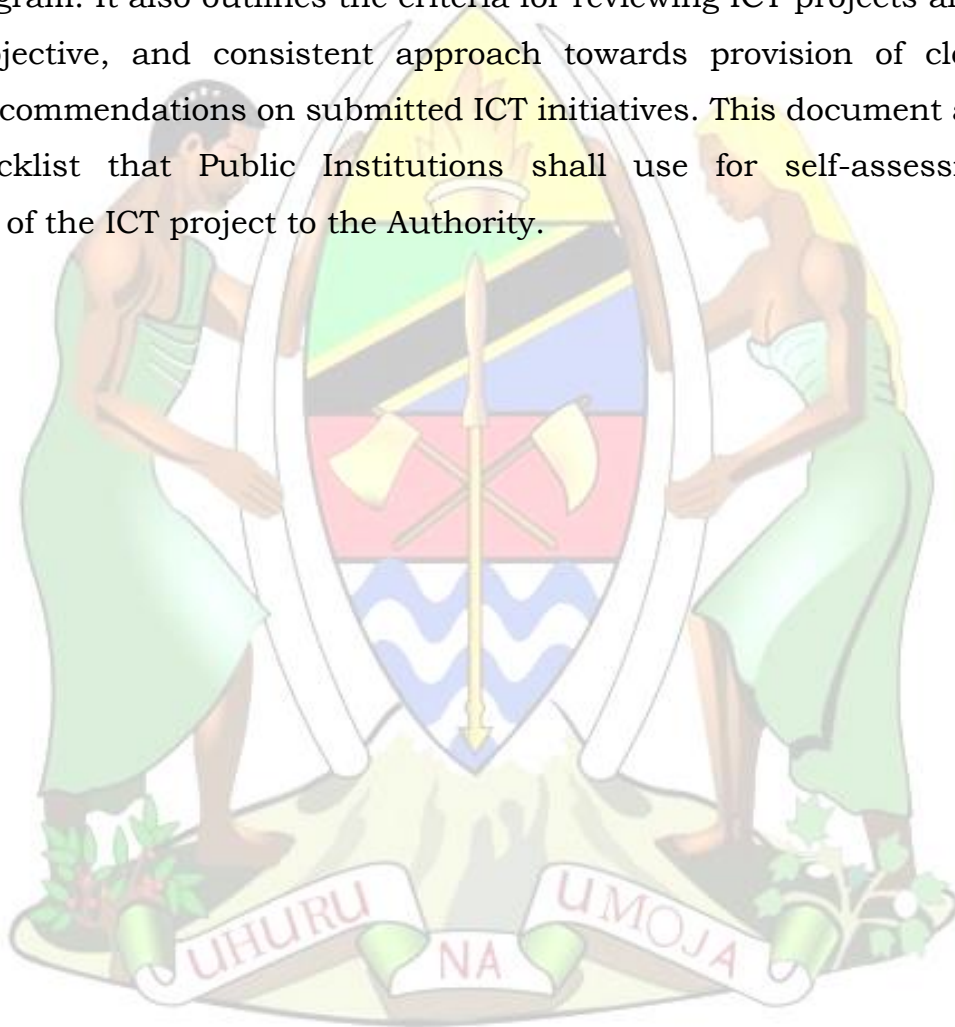
The continued shift of Government operations from the manual based to electronic means established a need for having a centralized coordination and management of ICT project implementation to reduce duplication of efforts, increase benefits realization and ensure availability of reusable solutions. To ensure the intended benefits are achieved, it is therefore necessary to have review criteria to be used by

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public institutions for self-assessment before submission of the ICT project to the Authority, as well as to be used by the Authority towards provision of clearance and technical recommendations on submitted ICT initiatives.

1.4 Scope

This document shall be adhered by all public institutions before, during and after implementation of Government ICT projects or ICT components found in non-ICT project/program. It also outlines the criteria for reviewing ICT projects aiming to offer a clear, objective, and consistent approach towards provision of clearance and technical recommendations on submitted ICT initiatives. This document also provides review checklist that Public Institutions shall use for self-assessment before submission of the ICT project to the Authority.



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2 GOVERNMENT ICT PROJECT REVIEW CRITERIA AND CHECKLIST

Government ICT project review criteria and checklist provides 12 subject areas based on which ICT projects will be reviewed by the Authority and Public Institutions shall use for self-assessment before submission of the ICT project to the Authority for clearance and technical recommendations.

2.1 GOVERNMENT ICT PROJECT REVIEW CRITERIA

Below table describes the 12 subject areas with respective criteria as well as description of what the reviewer will be looking for while reviewing the availed project information.

S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
2.1.1	ICT Project Conceptualization	
2.1.1.1	Reflection of Project/Investment to the Institution's vision, mission, and goals/objectives.	<ol style="list-style-type: none"> 1. Is the reflection evident? 2. Does the reflection show that the project add value to the Institution?
2.1.1.2	Consistence of the Project with Institution's Strategic Plan	<ol style="list-style-type: none"> 1. Is the consistency evident? 2. Can the consistency show that the project is a valid institutional requirement and not vendor driven?
2.1.1.3	Alignment of the Project/Investment with the Institution's ICT Policy/Strategy	<ol style="list-style-type: none"> 1. Is the project well aligned to the ICT Policy/Strategy? 2. Can the alignment show that the project is important to the Institute's ICT initiatives?
2.1.1.4	Completeness of important documents	<ol style="list-style-type: none"> 1. Is the completeness thorough?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		<ol style="list-style-type: none"> 2. Is it possible to provide meaningful recommendations from submitted documents? 3. Is the document signed by appropriate stakeholders? 4. Is there a need for e-GA to visit the Institution physically? 5. Is the document prepared based on the available samples? 6. Are all sections of the document correctly filled?
2.1.1.5	Authenticity of project documents	<ol style="list-style-type: none"> 1. Are the documents prepared and owned and by the Institution? 2. Are the documents signed by Appropriate Authorizing Officers?
2.1.1.6	Priority of the project at the Institution	<ol style="list-style-type: none"> 1. Is it documented as a project with priority? 2. Can it be considered as a project with priority?
2.1.1.7	Compliance with Government Policies, Standards, Guidelines, Procedures and circulars	<ol style="list-style-type: none"> 1. Is the compliance considered in all aspects and not only ICT?
2.1.2	Business Process Improvement	
2.1.2.1	The "As Is" Description	<ol style="list-style-type: none"> 1. Is it descriptive of current business and technical issues? 2. What is the existing situation and problem?

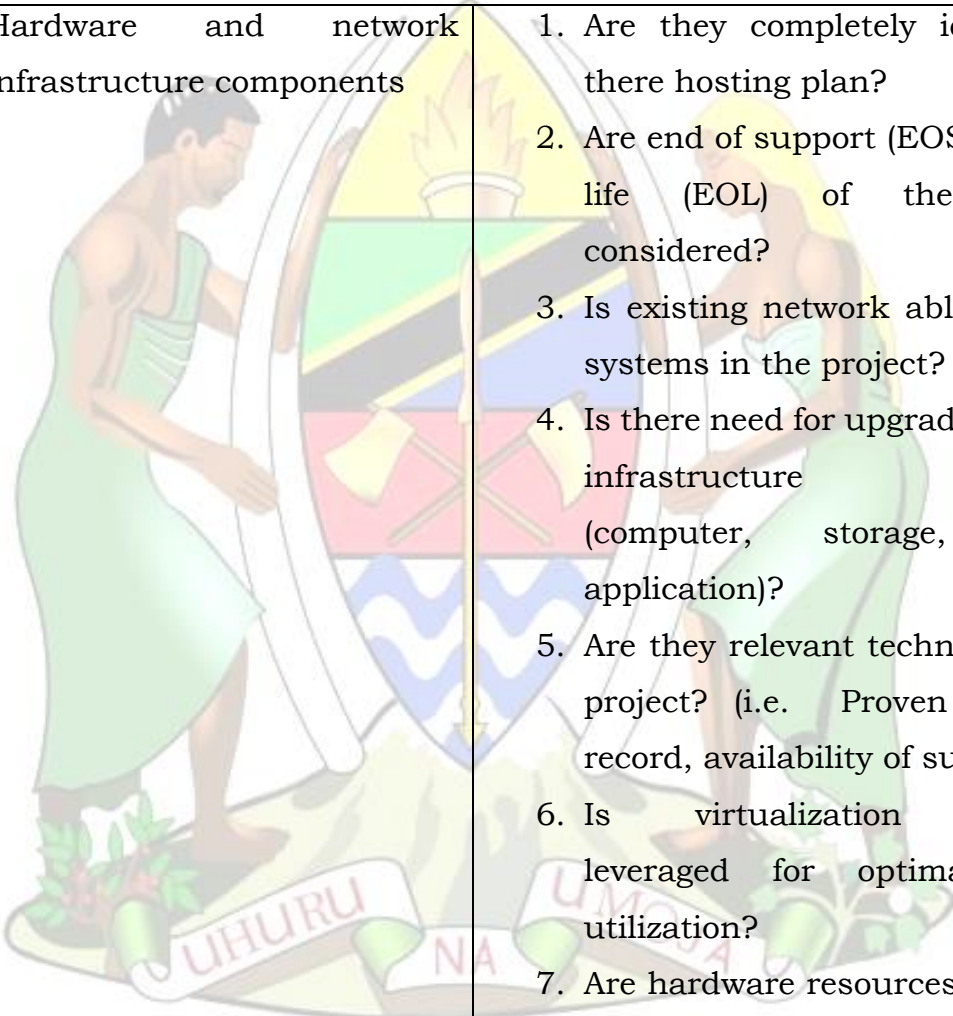
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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
2.1.2.2	The "To Be" Description	<ol style="list-style-type: none"> 1. Does it address business and technology improvements? 2. Does it consider or leverage Information on the current ICT environment of the Institution? (i.e. already available systems and their core functions). 3. What are the proposed changes and objectives?
2.1.2.3	Impacts to other Institutions operations	<ol style="list-style-type: none"> 1. Are they explained?
2.1.2.4	Values to the Public	<ol style="list-style-type: none"> 1. Are they clearly stated? 2. Are they valid values?
2.1.2.5	Benefits to the Government	<ol style="list-style-type: none"> 1. Are they clearly identified? 2. Are they valid benefits?
2.1.2.6	Major Deliverables and Outcomes	<ol style="list-style-type: none"> 1. Are they identified, real, and tangible?
2.1.3 Project Ownership		
2.1.3.1	Roles and Responsibilities	<ol style="list-style-type: none"> 1. Are they identified and appropriate?
2.1.3.2	Project/Investment Support and Sponsorship	<ol style="list-style-type: none"> 1. Is the support and sponsorship available from the Institution leadership and management?
2.1.3.3	Appropriate business process owner	<ol style="list-style-type: none"> 1. Is it evident that the implementer is the Appropriate business process owner? 2. Does the project seem to have more than one owner?

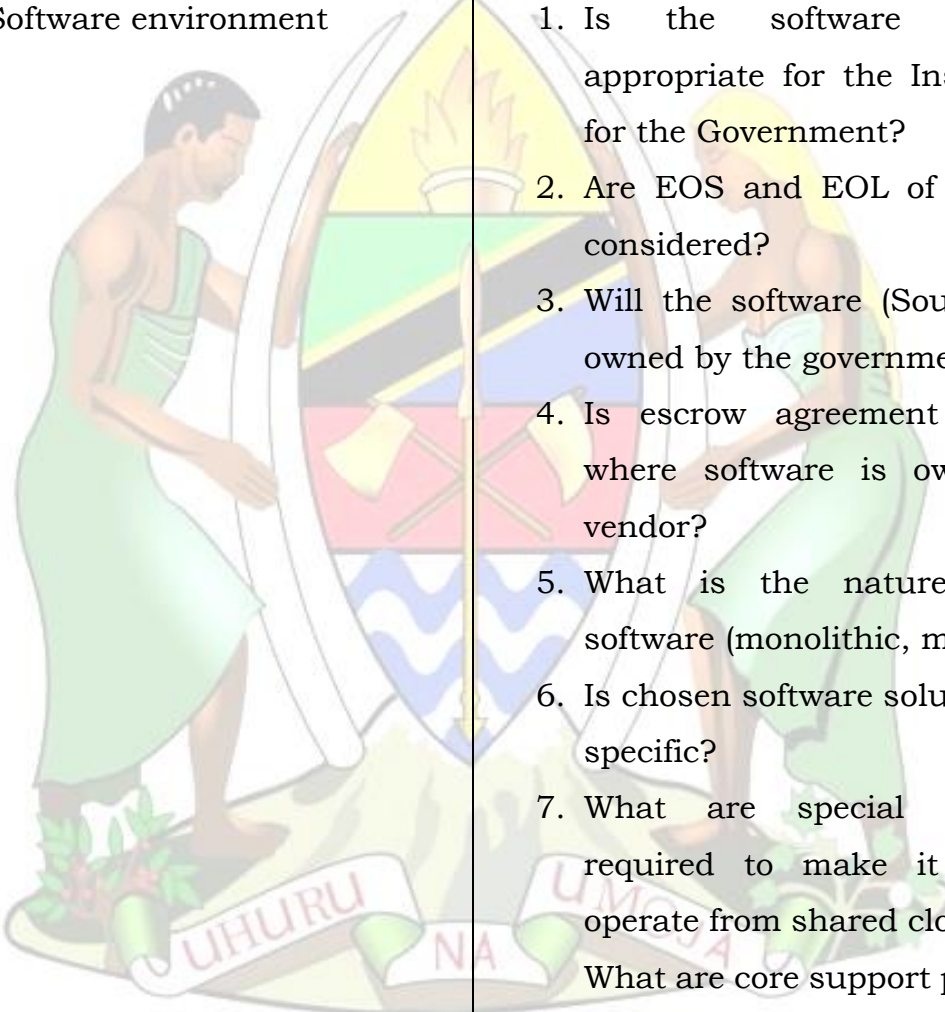
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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
2.1.3.4	Product Ownership	1. Is it evident on the ownership of the product resulting from the project implementation after completion?
2.1.3.5	Product Maintenance and Support	1. Are the requirements for post implementation maintenance and support defined? 2. Are the roles and responsibilities for post implementation activities described?
2.1.4	Stakeholder Engagement	
2.1.4.1	Key stakeholders	1. Are they completely identified? (e.g. Users, user departments, other Institutions, etc) 2. Are they involved from the beginning of the project? 3. Are their roles and responsibilities identified and documented? 4. Are they in support of the project?
2.1.4.2	Stakeholder's requirements	1. Are all requirements documented and considered?
2.1.5	Relationship with other Similar Initiatives	
2.1.5.1	Similar initiatives	1. Were similar initiatives considered? 2. Were the lessons learned from previous projects reviewed and adopted?
2.1.5.2	Possible project duplication	1. Is there duplication with other ICT initiatives/systems already implemented or ongoing?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		2. What are the best ways to get the benefits of the project under such circumstances?
2.1.6	Technology	
2.1.6.1	Hardware and network infrastructure components	 <ol style="list-style-type: none"> 1. Are they completely identified? Is there hosting plan? 2. Are end of support (EOS) and end of life (EOL) of the hardware considered? 3. Is existing network able to support systems in the project? 4. Is there need for upgrade in any core infrastructure components (computer, storage, network, application)? 5. Are they relevant technology for the project? (i.e. Proven good track record, availability of support). 6. Is virtualization technology leveraged for optimal resource utilization? 7. Are hardware resources (RAM, CPU, Storage) sufficient to support requirements? 8. Are chosen hardware support remote management?
2.1.6.2	Infrastructure Connectivity Diagram	1. Does it depict how the infrastructure core components will be connected?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		<ol style="list-style-type: none"> 2. Is the redundancy considered in the design for all core components? 3. Is as built infrastructure connectivity design in place?
2.1.6.3	Software environment 	<ol style="list-style-type: none"> 1. Is the software environment appropriate for the Institution and for the Government? 2. Are EOS and EOL of the software considered? 3. Will the software (Source code) be owned by the government? 4. Is escrow agreement in planned where software is owned by the vendor? 5. What is the nature of chosen software (monolithic, microservice)? 6. Is chosen software solution platform specific? 7. What are special requirements required to make it possible to operate from shared cloud platform? What are core support packages and plugins needed with their respective versions?
2.1.6.4	Open-source software	<ol style="list-style-type: none"> 1. Is the open-source software relevant to the project?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		<ul style="list-style-type: none"> 2. Is there a need to customize the open-source to meet the specific needs? 3. Is internal team capable to customize the chosen opensource software?
2.1.6.5	Scalability	<ul style="list-style-type: none"> 1. Is scalability possible in hardware, software and infrastructure? 2. What need to be improved if it is not possible?
2.1.6.6	System Scope	<ul style="list-style-type: none"> 1. Is the scope specified clearly? (i.e. geographically separated offices/users).
2.1.6.7	System modules/phases	<ul style="list-style-type: none"> 1. Are they stated clearly and completely? 2. Are they relevant?
2.1.6.8	Current and future plan deliverables	<ul style="list-style-type: none"> 1. Are they full exhausted?
2.1.6.9	System Integration and Interoperability	<ul style="list-style-type: none"> 1. Are all integration and/or interoperability issues considered? (i.e. internally available/future systems/other stakeholders' systems).
2.1.6.10	Accessibility	<ul style="list-style-type: none"> 1. Is the system to be developed going to be accessed with another Institutions/stakeholder?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		<ul style="list-style-type: none"> 2. What means of connections to other institutions/stakeholders (Private (VPN), Public)? 3. Are means of connections to other institutions/stakeholders in place?
2.1.6.11	System Reliability and Availability	<ul style="list-style-type: none"> 1. How is the System Business Continuity/Disaster Recovery (BCP/DR), backup, power cooling and power redundancy considered among the project/system deliverables after system implementation? 2. Is the design considering the existing BCP/DR architecture of the Institution? 3. Are backup mechanisms ready to facilitate data access, recovery, and migration plans?
2.1.6.12	Technology Change	<ul style="list-style-type: none"> 1. 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). 2. Is the use of emerging technologies relevant to the proposed project?
2.1.7	Project Timelines	

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
2.1.7.1	Project milestones	1. Are they clearly provided say in form of Gantt chart or project plan?
2.1.7.2	Project completion duration	1. Is it realistic?
2.1.7.3	Modular/phases durations	1. Are they feasible or relevant to the project completion duration specified?
2.1.7.4	Project Management Schedule	1. Is it clearly included? 2. Is its summary self-explanatory?
2.1.8	Project Sustainability	
2.1.8.1	Building Human Resource Capacity and Capability of internal ICT Team	1. Is the involvement of the team during the Project/system development cycle properly explained? 2. Is the plan for knowledge transfer to the internal ICT Team described? 3. Is the Gap Assessment done, of the ICT Team to be involvement in the Project /system development cycle? 4. Is internal team conversant of chosen solutions (hardware, software) for smooth operations?
2.1.8.2	ICT Project/Investment Maintenance and Operations	1. Has the Institution ensured that the technology can be maintained and day to day operations regarding the systems can be managed after deployment? 2. Is there IT team with skills to operate the systems? (i.e. Database

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		Administration, Application Administration, Systems Administration, Network Administration and Hardware & Data center Administration, ICT Security and ICT Services Management - Managing third parties, SLAs, Contracts)
2.1.8.3	User Training	1. Is the user training adequate?
2.1.9	Financial Considerations	
2.1.9.1	Funding sources	1. Are terms and conditions favourable? 2. Are there funding agreements or contracts?
2.1.9.2	Summary of costs	1. Does it reflect market value? Is it vetted and audited? 2. Is the solution to be acquired cost effective?
2.1.9.3	Itemized list of costs	1. Is it completed and documented? Is development cost included? 2. Are operating/maintenance costs included?
2.1.9.4	Maintenance and Operations costs	1. Is the following system maintenance after implementation costs considered; Running costs, upgrade costs, operation cost, license costs? 2. Are the sources of these funds sustainable?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
2.1.10	Risk Management	
2.1.10.1	Risk Assessment	1. Are the following sections of the Risk Assessment considered – Risk identification, Risk Classification, Risk Analysis, Risk Summary, Risk Evaluation, Strategic Risks, Management Risks, Operational Risks, Risk Scope and Requirements, Technology Competency Risk and Infrastructure Dependencies Risk?
2.1.10.2	Addressing the Risks	1. Is it documented how potential risks will be treated as addressed in Risk Assessment?
2.1.10.3	Risk Ownership	1. Are the risk owners for each risk identified?
2.1.11	Security Considerations	
2.1.11.1	Security Plans	1. Does the Project plan include security of the product at the onset of the project? 2. Are all security requirements mentioned? Is there a need of having the security of the system vetted by e-Government security experts?

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S. No	Criteria	Description of what the Reviewer will look for in the availed project documents
		<ul style="list-style-type: none"> 3. Is there a need for management of security platform to be done by the Government? 4. What are means for authorisation and authentication? 5. Are means for authorisation and authentication centralized and secured? 6. What are plans for data encryption?
2.1.11.2	Security Assessment	<ul style="list-style-type: none"> 1. Is there a plan for security assessment of the product before and after deployment?
2.1.12	General Considerations	
2.1.12.1	Documentation	<ul style="list-style-type: none"> 1. Is the minimum set of documentation based on the project output/milestone available? 2. Are the relevant documents (such as business case, minutes, audit report and circular) shared with appropriate stakeholders?

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2.2 GOVERNMENT ICT PROJECT REVIEW CHEKLIST

ICT Project Review Checklist Items					
1. Project Conceptualization		Yes	No	NA	Remarks (Ref. Doc & Page No)
1.1.	Is the Project/Investment reflecting the Institution vision, mission, and goals/objectives?				
1.2.	Is this Project/Investment consistent with the Institution's Strategic Plan?				
1.3.	Does the Project/Investment align with the Institution's ICT Policy/Strategy?				
1.4.	Completeness of important documents				
1.5.	Are the necessary documents submitted? (i.e. project concept note/project proposal/business case/project write-up; feasibility study; project plan, etc.)				
1.6.	Are the submitted documents approved by the Accounting Officer/Head of the Institution?				
1.7.	Is the Project the Institutional priority?				
1.8.	Does this Project comply with Government Policies, Standards, Guidelines, Procedures and circulars etc.?				

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1.9.	Have all options/alternatives solutions to the project been considered and documented?				
2. Business Process Improvement		Yes	No	NA	Remarks (Ref. Doc & Page No)
2.1.	Is the "As Is" descriptive included?				
2.2.	Is the "To Be" description included?				
2.3.	Are the impacts to other Institutions operations included?				
2.4.	Are Values to the Public stated?				
2.5.	Are Benefits to the Government included?				
2.6.	Are Major Deliverables and Outcomes clearly mentioned?				
3. Project Ownership					
3.1.	Are Roles and Responsibilities Mentioned?				
3.2.	Is the Project/Investment support and sponsorship mentioned in project documents?				
3.3.	Is the Project/Investment being implemented by the appropriate business process owner?				
4. Stakeholders Involvement		Yes	No	NA	Remarks (Ref. Doc & Page No)
4.1.	Are the all-key stakeholders identified and involved from the beginning of the project?				
4.2.	Are the stakeholders' requirements considered?				

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5. Relationship with Other Similar Initiatives		Yes	No	NA	Remarks (Ref. Doc & Page No)
5.1.	Is there a mention of other similar initiatives?				
5.2.	Is there consideration for possibility of project duplication?				
6. Technology		Yes	No	NA	Remarks (Ref. Doc & Page No)
6.1.	Have all hardware and network infrastructure components been identified?				
6.2.	Is Infrastructure connectivity diagram included in the documents or attached?				
6.3.	Does the Project tell anything about what kind of software environment will be used?				
6.4.	Is the use of open-source software considered?				
6.5.	Is the system future scalability considered?				
6.6.	Is the system scope specified?				
6.7.	Are all the modules/phases considered?				
6.8.	Are the current and future plans considered?				
6.9.	Are integration and/or interoperability issues with other systems considered?				
6.10.	Is it stated how the system will be accessed e.g. web based etc.?				

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6.11.	Does the Project tell anything about the System Reliability and Availability including Business Continuity/Disaster Recovery?				
6.12.	Is the change of technology considered in the Project?				
6.13.	Are hardware resources (RAM, CPU, Storage) sufficient to support requirements?				
7. Project Timeline		Yes	No	NA	Remarks (Ref. Doc & Page No)
7.1.	Is there in project documents a project plan or Gantt chart that provide appropriate milestones?				
7.2.	Is the Project completion duration specified?				
7.3.	Are the modular/phases durations documented?				
7.4.	Is a Summary Project Management Schedule included in the project documents?				
8. Project Timeline		Yes	No	NA	Remarks (Ref. Doc & Page No)
8.1.	Does the project state on the involvement of the internal ICT team during the Project/system development cycle?				
8.2.	Do the project documents state how the ICT Project/Investment will be Maintained and Operated?				

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8.3.	Does the project state about the user training?				
9. Financial Considerations					
9.1.	Are Funding Sources identified?				
9.2.	Itemized project expenditure?				
9.3.	Itemized project revenue estimation (if applicable)?				
9.4.	Estimated project maintenance costs?				
10. Risk Management					
10.1.	Have all required sections of the Risk Management been mentioned?				
10.2.	Have potential risks been addressed in the Risk Management?				
11. Security Consideration					
11.1.	Does the Project cover security of the system?				
11.2.	Are there plans for security assessments during and after the implementation?				
12. General Consideration					
12.1.	Are documentation based on the project output/milestone available?				

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3 IMPLEMENTATION, ENFORCEMENT AND REVIEW

This document shall be:

- 3.1 Effective upon being reviewed and approved by the Authority Board of Directors.
- 3.2 Subjected to review at least once every three years or whenever necessary changes are needed.
- 3.3 Continually complied to and any exception to its application must be duly authorised.

4 RELATED DOCUMENTS

- i. e-Government Guidelines **(PO-PSM, 2017)**
- ii. e-Government Application Architecture – Standards and Technical Guidelines **(eGA/EXT/APA/001)**
- iii. Standards for Development, Acquisition, Operation and Maintenance of e-Government Applications **(eGA/EXT/APA/005)**
- iv. Guidelines for Development, Acquisition, Operation and Maintenance of e-Government Applications **(eGA/EXT/APA/006)**

5 DOCUMENT CONTROL

Version	Name	Comment	Date
Ver. 1.0	e-GA	Creation of the document	August 2014
Ver 2.0	e-GA	Review and update on review criteria based on the current business operations and best practices, Added Security consideration as one among criteria, Changes in review criteria's presentation and format, and merge Review checklist items section,	December 2024