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| **THE UNITED REPUBLIC OF TANZANIA** | |
| **<<insert the name of the Institution >>** | **Document Name:**  ICT Project Management Procedures |
| **Document Number:**  <<Insert your own document reference code>> |

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| **APPROVAL** | **NAME** | **JOB TITLE/ ROLE** | **SIGNATURE** | **DATE** |
| Approved by | <<Name of AO>> | <<Title e.g. DG, CEO>> | <<Signature>> | <<Date>> |

**Table of Contents**

[1. INTRODUCTION 2](#_Toc175921421)

[**1.1.** **Overview** 2](#_Toc175921422)

[**1.2.** **Purpose** 2](#_Toc175921423)

[**1.3.** **Rationale** 2](#_Toc175921424)

[**1.4.** **Scope** 3](#_Toc175921425)

[2. PROCEDURES 3](#_Toc175921426)

[**2.1.** **Government ICT Project Life Cycle** 3](#_Toc175921427)

[**2.1.1.** **Project Initiation** 5](#_Toc175921428)

[**2.1.2.** **Project Planning** 5](#_Toc175921429)

[**2.1.3.** **Project Execution** 6](#_Toc175921430)

[**2.1.4.** **Project Closure** 7](#_Toc175921431)

[**2.1.5.** **Project Monitoring and Controlling** 8](#_Toc175921432)

[**2.2.** **Project Governance** 9](#_Toc175921433)

[**2.2.1.** **ICT Steering Committee** 9](#_Toc175921434)

[**2.2.2.** **Project Manager** 9](#_Toc175921440)

[**2.2.3.** **Project Technical Team** 10](#_Toc175921441)

[**2.2.4.** **Project Quality Assurance Team** 10](#_Toc175921442)

[3. IMPLEMENTATION, ENFORCEMENT AND REVIEW 11](#_Toc175921444)

[4. GLOSSARY AND ACRONYMS 11](#_Toc175921445)

[4.1. Glossary 11](#_Toc175921446)

[4.2. Acronyms 11](#_Toc175921447)

[5. RELATED DOCUMENTS 12](#_Toc175921448)

[6. DOCUMENT CONTROL 12](#_Toc175921449)

# INTRODUCTION

## **Overview**

**<<Insert name of the public institution>>** is a public institution with the functions of **<< Provide background information and short description of the institution's legal status>>.**

The ICT Project Management Procedure includes a standardized, organization-wide approach to implementing projects involving application development, software procurement, and deployment. These project management practices can be applied to ICT projects of various types, that would benefit from efficient project management. The procedure has been developed by the **<< include the name of the institution >>** and is intended to be utilized when implementing **<< include the name of the institution >>’s** ICT initiatives in line with the requirement of e-Government Act No.10 of 2019, its General Regulations (2020), Standards and Guidelines as well as **<< include the name of the institution >>’s** ICT Policy.

## **Purpose**

The purpose of this document is to provide appropriate procedures that will be used when undertaking ICT initiatives at **<< include the name of the institution >>**, in a coordinated way based on defined project management approach so as to ensure quality of project deliverables and value realization towards achievement of **<< include the name of the institution>>’s** strategic objectives.

## **Rationale**

Pursuant to Section 2.3.3 of Creation of Government ICT Management Documents – Technical Guide that requires among other things development of ICT Project Management Procedures as well as having synergy between investment in utilization of ICT towards improvement of public service delivery during ICT project undertakings, **<< include the name of the institution >>** has developed ICT Project Management Procedures to provide guidance on ICT projects undertaken by its ICT Management Unit/Department/Section.

## **Scope**

This document will be utilized by **<< include the name of the institution >>** as the guiding set of internal procedures for managing implementation of its ICT projects.

# PROCEDURES

## **Government ICT Project Life Cycle**

Pursuant to Standards and Guidelines for Government ICT Project Implementation issued by e-Government Authority (e-GA), Government ICT project follows a sequence of phases that every **<< include the name of the institution >>’s** ICT project should adhere to enable the systematic implementation of ICT projects and effectively manage the risks associated with them, starting from its initiation to closure.

This lifecycle consists of four main phases: Project Initiation, Project Planning, Project Execution, and Project Closure. Additionally, monitoring and controlling mechanisms are applied throughout all these phases to ensure the project remains on track. This lifecycle is specifically designed based on the government operations and integrates best practices from a combination of widely used project management frameworks.

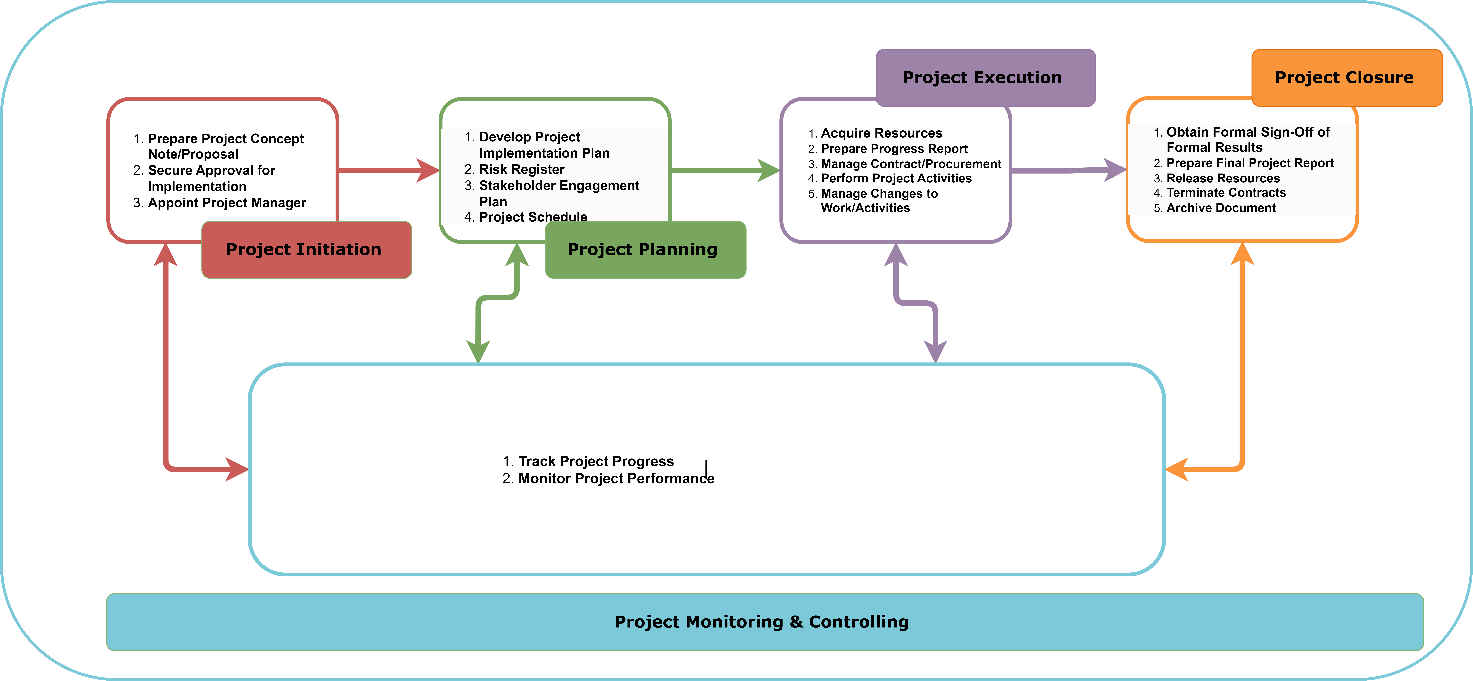


Figure 1: Government ICT Project Life Cycle

1. **Project Initiation**

The initiation phase is the first phase of the e-Government project life cycle which focuses on defining the proposed project and determining its alignment with institutional strategic objectives and whether it is feasible to successfully implement.

1. **Project Planning**

The planning phase is the second phase of the e-Government project life cycle which involves creating a detailed roadmap for the course of actions required to attain those objectives. This phase involves development of the components of the project management plan and the project documents used to carry out the project as well as the establishment of the project governance structure and the technical implementation team, identification of necessary implementation resources, and development of the implementation work plan.

1. **Project Execution**

The execution phase is the third phase of the e-Government ICT project life cycle which focuses on performing work according to the plan in order to meet the project requirements and objectives, implementing the project plan and deliverables as outlined. Any change of the original plan must be reflected back in a revised project implementation plan.

1. **Project Closure**

The closure phase is the fourth phase of the e-Government ICT project life cycle which focuses on releasing the final deliverables with reference to the defined project’s objectives handing over project documentation to the business, terminating contractors’/suppliers’ contracts, releasing project resources used by the project team, communicating the closure of the project to stakeholders, and ensuring the realisation of benefits of the project.

1. **Project Monitoring and Controlling**

The monitoring and controlling is a component of project implementation that deals with the project performance from the planning phase to the project closure. It is meant to ensure the project is implemented according to the plan, anticipated outcomes are realised, and potential problems are timely identified and corrective measures are taken as necessary. The monitoring and controlling mechanism include measuring the ongoing project activities and variables (cost, effort, scope, etc) against the project implementation plan and the performance baseline. In case of observed deviations from the plan or anticipated outcomes, actions to be taken are identified to get the project back on track, or a decision is made based on justifiable reasons as to whether the project implementation should proceed or stop. Generally, project implementation should be monitored carefully to establish whether it progresses well, has warning signs, or is in trouble and proactively suggest measures to be taken.

## **Project Initiation**

During project initiation phase of its ICT project **<< include the name of the institution >>’s** ICT Management Unit shall:

1. Make use of ICT related project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and **<< include the name of the institution >>’s** ICT Policy, ICT Strategy, Enterprise Architecture and other reference models;
2. Prepare a project concept note (using ICT project concept note template provided by e-GA available via <https://www.ega.go.tz/standards/samples-and-templates>) for any ICT project in collaboration with the Business Unit and other relevant stakeholders;
3. Submit the prepared project concept note to the **<< include the name of the institution >>’s** ICT Steering Committee for approval;
4. Submit the approved project concept note to e-GA for technical advice and clearance through Government ICT Service Portal (GISP);
5. Receive clearance of project implementation from e-GA via GISP before starting planning and execution of the project;
6. Assign a project manager for each project undertaken by the **<< include the name of the institution >>**;
7. **<<The Public Institution may list any additional procedures that are applicable/relevant/specific depending on the nature of its business operations/mandate bestowed upon or Standards Operating Procedures>>.**

## **Project Planning**

During project planning phase of its ICT project **<< include the name of the institution >>’s** ICT Management Unit shall:

1. Make use of ICT related project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and **<< include the name of the institution >>** ICT Strategy, ICT Policy, Enterprise Architecture and other reference models;
2. Confirm on clearance of project implementation from e-GA has been issued prior starting planning activities;
3. Formulate a competent project team through assembling the team by identifying the people with the appropriate competencies as per project requirement;
4. Prepare ICT project plan that contains details as prescribed in the Regulation 29 of e-Government General Regulations, 2020 and Section 2.3.2 of Standards and Guidelines for Government ICT Project Implementation;
5. Submit the ICT project plan to the **<< include the name of the institution >>’s** ICT Steering Committee for approval;
6. Keep the approved ICT project plan and upload soft copies of approved documents in the Government ICT Services Portal (GISP);
7. **<<The Public Institution may list any additional procedures that are applicable/relevant/specific depending on the nature of its business operations/mandate bestowed upon or Standards Operating Procedures>>.**

## **Project Execution**

During project execution phase of its ICT project **<< include the name of the institution >>’s** ICT Management Unit shall:

1. Make use of ICT related project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and **<< include the name of the institution >>** ICT Strategy, ICT Policy, Enterprise Architecture and other reference models;
2. Coordinate implementation of project as specified in schedule management plan in collaboration with the project technical team;
3. Maintain all necessary project documents that are deliverables or milestones resulting from project activities undertaken. The documents may include: -
   1. **ICT Systems Project:** Business Requirement Document (BRD), System Requirements Specification (SRS), System Design Documentation (SDD), evidence of Stakeholder Engagement, Factory Acceptance Test Report (FAT), User Acceptance Test Report (UAT), Test cases, User and Operation Manual;
   2. **ICT Infrastructure Project:** Technical Requirement Specification (TRS), Low Level Design Document (LLD), High Level Design Document (HLD), eevidence of Stakeholder Engagement, Site Acceptance Test (SAT).
4. Collaborate with Project Quality Assurance Team and subject the deliverables from the project activities into testing and quality assurance check to ensure conformance with the specified requirements as well as compliance to e-Government Act, its Regulations, Standards and Guidelines;
5. Keep an updated project risk register (using Form 012: Government ICT Project Risk Register Form found in the Second Schedule of e-Government General Regulations, 2020) in collaboration with Project Manager as the project execution progresses;
6. Institute project changes arising from project execution in line with the **<<include the name of the institution >>’s** change management procedures;
7. Prepare project progress report in collaboration with Project Manager (using project progress report template provided by e-GA available via <https://www.ega.go.tz/standards/samples-and-templates>) for all ICT projects implemented on quarterly basis;
8. Submit the project progress report to the **<< include the name of the institution >>’s** ICT Steering Committee for approval;
9. Maintain the progress report and soft copies of approved documents uploaded in the Government ICT Services Portal (GISP) as well as ensure relevant stakeholders are updated as per communication plan;
10. **<<The Public Institution may list any additional procedures that are applicable/relevant/specific depending on the nature of its business operations/mandate bestowed upon or Standards Operating Procedures>>.**

## **Project Closure**

During project closure phase of its ICT project **<< include the name of the institution >>’s** ICT Management Unit shall:-

1. Make use of ICT related project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and **<< include the name of the institution >>** ICT Strategy, ICT Policy, Enterprise Architecture and other reference models;
2. Confirm that all project related documents such as technical and user manuals, contracts, and hand over note are present, approved by the project stakeholders, and archived for future reference;
3. Ensure that all deliverables have been handed over as per the defined project acceptance criteria;
4. Ensure termination of Supplier contracts, if any;
5. Ensure formal release of project resources, if any, used by the project implementation team or contractors;
6. Document lessons learned so that improvements obtained during execution of the project activities can be shared and applied to the next round of work or future projects;
7. Prepare project final report (using final project report template provided by e-GA available via <https://www.ega.go.tz/standards/samples-and-templates>) for all ICT projects implemented;
8. Submit the project final report to the **<< include the name of the institution >>** ICT Steering Committee for approval;
9. Maintain projects final report and upload the approved documents onto the Government ICT Services Portal (GISP) as well as ensure relevant stakeholders are updated as per communication plan;
10. Conduct post implementation review some weeks or months post project closure to determine whether projects attained expected results and stakeholder’s needs have been achieved;
11. Prepare post implementation review for all ICT projects implemented;
12. Submit the project post implementation review to the **<< include the name of the institution >>** ICT Steering Committee for approval;
13. Maintain projects post implementation review and upload the approved document onto the Government ICT Services Portal (GISP) as well as ensure relevant stakeholders are updated as per communication plan;
14. **<<The Public Institution may list any additional procedures that are applicable/relevant/specific depending on the nature of its business operations/mandate bestowed upon or Standards Operating Procedures>>.**

## **Project Monitoring and Controlling**

During project monitoring and controlling of its ICT project **<< include the name of the institution >>’s** ICT Management Unit shall:

1. Make use of ICT related project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and **<< include the name of the institution >>** ICT Strategy, ICT Policy, Enterprise Architecture and other reference models;
2. Continuously collect project performance data (time, cost, deliverables, risk, quality, human resources, contract, and subcontracts), review, and produce the progress and performance of the project as well as take relevant actions in response to the project progress and performance results;
3. Control changes in the project to ensure alignment with the implementation plan and optimum realisation of benefits;
4. **<<The Public Institution may list any additional procedures that are applicable/relevant/specific depending on the nature of its business operations/mandate bestowed upon or Standards Operating Procedures>>.**

## **Project Governance**

## **ICT Steering Committee**

The Institutional ICT Steering Committees shall perform the following responsibilities: -

1. Review and provide advice on ICT investment portfolio and priorities;
2. Ensure alignment of ICT with the organization’s business needs;
3. Ensure continuous monitoring and evaluation of Institutional ICT projects.

## **Project Manager**

The Institutional Project Manager shall perform the following responsibilities: -

1. Identify and manage the project stakeholders;
2. Identify and manage the risks;
3. Allocate and secure resource commitments;
4. Monitoring and tracking the project progress;
5. Solving problem that interfere with progress;
6. Controlling cost;
7. Leading the project team;
8. Informing stakeholder of progress;
9. Delivering the project deliverables on time;
10. Manage the performance of the project team.

## **Project Technical Team**

The Institutional Project Technical team shall perform the following responsibilities: -

1. Helping the Project Manager to deliver the objectives;
2. Participate in the team meetings, visits and workshops;
3. Use their competencies to carry out the tasks they have been given;
4. Alerting the Project Manager to any risks that appear;
5. Provide information for project documentation as needed.

## **Project Quality Assurance Team**

The Institutional Project Quality Assurance team shall perform the following responsibilities: -

1. Ascertaining the quality of project deliverables, resources utilization and time-lapse;
2. Providing an independent opinion on the progress of the project;
3. Assessing the adequacy of the project risks management;
4. Assessing whether project deliverables are within agreed plan;
5. Conducting quality assurance on project change requests;
6. Providing advice to Steering Committee on Project matters.

# IMPLEMENTATION, ENFORCEMENT AND REVIEW

This document shall be: -

1. Effective once approved, and then it shall be considered mandatory for all **<< include the name of the institution >>** business operations;
2. Subjected to review at least once every three years or wherever necessary changes are needed;
3. Continually complied to any exceptions to its application must be duly authorized.

# GLOSSARY AND ACRONYMS

# Glossary

|  |  |
| --- | --- |
| **Term** | **Description** |
| **ICT Project** | A project for acquiring, sourcing or improving ICT infrastructure or systems for undertaking e-Government initiatives. |

# Acronyms

|  |  |
| --- | --- |
| **Term** | **Description** |
| **e-GA** | e-Government Authority |
| **GISP** | Government ICT Services Portal |
| **ICT** | Information & Communication Technology |
| **PO-PSM** | President’s Office Public Service Management |
| **PO-PSMGG** | President’s Office Public Service Management and Good Governance |

# RELATED DOCUMENTS

* 1. Standards and Guidelines for Government ICT Project Implementation(**e-GA/EXT/BSA/008**);
  2. e-Government Guideline (**PO-PSM, 2017**);
  3. ICT Project Management Guidebook (**PO-PSMGG, 2010**);
  4. e-Government Application Architecture – Standards and Technical Guidelines (**e-GA/EXT/APA/001**);
  5. Guidelines for Development, Acquisition, Operation and Maintenance of e-Government Applications (**e-GA/EXT/APA/006**);
  6. Standards for Development, Acquisition, Operation and Maintenance of e-Government Applications (**e-GA/EXT/APA/005**);and
  7. Government Software Application Quality Assurance Checklist (**e-GA/EXT/APA/002**).

# DOCUMENT CONTROL

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| Version | Name | Comment | Date |
| Ver. 1.0 | ICT Project Management Procedures | Creation of Document | <<MONTH, YEAR>> |