THE UNITED REPUBLIC OF TANZANIA

PRESIDENT'S OFFICE, PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE

e-GOVERNMENT AUTHORITY

Document Title

Standards and Guidelines for Government ICT Project Implementation

Document Number

eGA/EXT/BSA/008

APPROVAL	Name	Job Title/ Role	Signature	Date
Approved by	Dr. Jabiri Kuwe Bakari	Director General: **e-GA**		12/2020

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PREFACE

In the last few decades, the use of ICT as enabler for improving Government operations and service delivery to citizens has not only become rampant, but also inevitable prerequisite for enhancing efficiency and effectiveness. In the quest of reaping the benefits brought about by the use of ICT, public institutions in Tanzania have vigorously been striving to take its advantage but in an uncontrolled manner that resulted into emergence of a number of challenges relating to duplication of efforts, silo initiatives, high cost and security vulnerabilities.

However, if.ICT is appropriately used by public institutions, it would effectively contribute to the improvement of their internal operations as well as public service delivery, which are expedient, ease to access and affordable. Therefore, in order to achieve these objectives, it was apparent for enactment of the e-Government Act No. 10 of 2019 and its General Regulations which provide guidance on proper approach for implementing e-government and caused establishment of e-Government Authority with mandate of coordinating, promoting and overseeing e-government implementations as well as enforcing compliance with laws, regulations, standards and guidelines related to e-Government implementations in public institutions.

In this context, Section 5(2) (c) and 24(1) and (2) of the Act requires and empowers e-Government Authority to ensure that public institutions are implementing ICT projects in a manner that ensures the anticipated benefits are achieved as well as risks are optimized. Pursuant to these provisions, the Authority has prepared the Standards and Guidelines for Government ICT Project Implementation. The Authority, therefore calls for all public institutions to effectively observe the prescribed standards and guidelines when embarking on projects related to e-Government.

Dr. Jabiri Kuwe Bakari
DIRECTOR GENERAL

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1 OVERVIEW

1.1 Introduction

e-Government Authority also known as "e-GA" is a Government 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 standards and guidelines to be used by public institutions during implementation of Government ICT projects in line with the requirement of Section 24(1) and (2) of e-Government Act No.10 of 2019.

1.2 Purpose

e-Government Act No.10 of 2019 and its General Regulations, directs on how and what to do with regard to efficient and effective e-Government implementation in the public sector, in adhering to that, the Authority has prepared these standards and guidelines to be used by public institutions. In managing projects to ensure successful implementation, not vendor driven, no duplication of efforts, risks are managed at an acceptable level, benefits are realized and resources are optimized.

1.3 Rationale

Government ICT projects implementation, including developing, acquiring, sourcing or improving ICT infrastructure or information system were being undertaken in an uncontrolled environment that resulted into duplications of efforts, silos, unsustainable as well as unreliable initiatives, lack of systems integration, high cost of acquisition, operations and security concerns.

1.4 Scope

This document will be used by all public institutions during implementation of Government ICT project from initiation, planning, execution, monitoring and controlling and closure.

2 GOVERNMENT ICT PROJECT IMPLEMENTATION: STANDARDS AND GUIDELINES

2.1 Overview of e-Government Project Life Cycle

Government ICT Project Life Cycle is a sequence of phases that any Government ICT project should follow from its initiation to closure. The lifecycle provides the basic foundation of the actions that has to be performed in the project, irrespective of the specific work involved. Generally, Government ICT projects implementation has five phases as adapted from a combination of widely used project management frameworks namely PRINCE2 and PMI. These phases should be followed to enable systematic implementation of ICT projects and management of the risks.

Fig 1: Government ICT Project Life Cycle
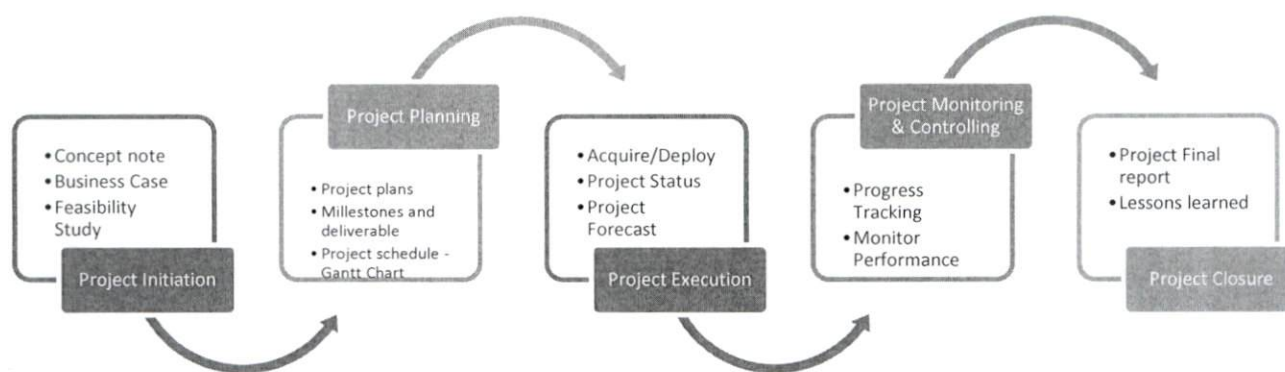
2.2 General Standards for Government ICT Project Implementation

A public institution intending to undertake project implementation shall: -

i. Follow the basic five phases that include; project initiation; project planning, project execution, project controlling and monitoring, and project closure.

ii. Ensure that it uses PRINCE2 or PMI framework for project management.

2.3 General Guidelines for Government ICT Project Implementation

2.3.1 Project Initiation

The project initiation phase marks the beginning of a project and it is the first phase of the e-Government project life cycle. In this phase, decisions are made to decide whether or not the project is sufficiently aligned with institution strategic objectives as well as criteria for project implementation. Upon the project initiation, a public institution shall: -

  i.   define project vision, purpose and mission in alignment to the institutional vision, mission, strategic goals, and objectives.

  ii.   develop a business case for the ICT project.

  iii. define institutional structures, including roles and responsibilities for implementation of the project.

  iv.   identify key stakeholders and document their roles and responsibilities.

  v.   identify funding requirement source and requirements for the project.

  vi.   define risk assessment and mitigation measures for the project.

  vii. perform a feasibility study to determine the viability of an idea, such as ensuring a project is legally and technically feasible as well as economically justifiable. For a large Government ICT project with a cost of equal to or more than two hundred Million Tanzanian shillings (TZS 200,000,000/=).

  viii. prepare **Project Concept Note** as described in *Appendix I* on any ICT project whose value is below fifty million shillings, **or Project Proposal** as specified in *Appendix II* on ICT project whose value is of or above fifty million shillings **or Feasibility Study** as specified in vii above and submit it to e-Government Authority for clearance through Government ICT Services Portal (GISP).

2.3.2 Project Planning

The Project Planning is the second phase of the Government ICT project life cycle, which shows the direction of where you are going and how to get there in order to meet projects objectives, which were gathered during the initiation phase. It is when the project plans are documented, milestones and deliverables are defined, and a project schedule is created.

Generally, the implementation of Government ICT projects requiring careful planning to ensure that implementation proceeds in comprehensive, cost-effective and timely ways. This involves a range of activities including establishment of the governance structure, budgeting, development of project implementation work plan. Upon project planning, a public institution shall: -

i. describe scope of the project in order to ensure that all stakeholders, including project teams, sponsors, vendors, and users, have a clear understanding of their roles and expectations.

ii. describe the project budget and it should be documented in itemized form to each specified milestone and deliverable.

iii. clearly define project milestones and deliverables and their expected completion dates.

iv. formulate human resource plan for the project by describing their roles and responsibilities whereby members of the internal ICT team should be part.

v. develop Risk management plan for the project whereby risks associated with the project shall be defined and their mitigation measures.

vi. develop Quality management plan for the project which includes quality assurance and quality control activities.

vii. define the communication plan for the project whereby it will include how the project progress/ milestones will be communicated to different audiences and how project issues will be communicated and resolved.

viii. establish stakeholders' management plan and define how they will participate in the project.

ix. define the change management plan for the project in order which will provide protocols and processes to be followed when changes in the project occurs.

x. describe project procurement management plan in line with Public procurement Act of 2011.

xi. prepare and submit a project plan through as an essential tool in guiding stakeholders, sponsors, and project team through the entire project phases.

2.3.3 Project Execution

The project execution phase is the third phase of the Government ICT Project Life Cycle and it is a vital and the most demanding phase of the project management. At

this phase, all of the project plans are put in motion, and any change must be reflected back in a revised project plan. Generally, it is in this phase where you will perform the project scope of works and activities in accordance with agreed plans to satisfy specifications and contractual requirements. Upon project execution, a public institution shall: -

i.   perform the activities needed to meet the defined project objectives

ii.   define the implementation approach, whether outsourced, in-house or both.

iii.   acquire, develop and manage the team who will work on the project.

iv.   communicate information related to progress of the project to all key stakeholders, sponsors and team members.

v.   conduct change management and implementing approved changes in case of a proposed change.

vi.   perform quality assurance check, to measure the quality of the output of the project

vii.   submit project deliverables and milestones to the e-Government Authority through the Government ICT service portal after each milestone

viii.   develop a progress project report as specified in **Appendix III** and submit it to the e-Government Authority through the Government ICT service portal as described in appendix ii.

2.3.4 Project Monitoring and Controlling

The project monitoring and controlling phase deals with monitoring project execution so that potential problems can be identified in a timely manner and corrective action taken as necessary. The Monitoring and controlling process includes measuring the ongoing project activities and the project variables (cost, effort, scope, etc.) against the project plan and the project performance baseline. It then identifies what needs to be done in order to get the project back on track, on budget, and on time. Generally, as the project progresses, it monitors carefully to check whether it is progressing well, having warning signs or in trouble.

Upon project monitoring and controlling, a public institution shall: -

i.   monitor and evaluate ICT project in compliance to Government ICT Projects M&E Framework developed by the Authority;

ii. gain understanding if the project is within budget and scope, project is meeting schedule and milestones.

iii. continually track, review, adjust and report on the project performance.

iv. measure planned performance vs actual performance.

v. perform issue management, risk management, cost management as well as quality management

vi. perform ongoing assessment of the project's performance as well as check the quality of the delivered output to identify any preventive or corrective actions needed.

vii. monitor the implementation of any approved changes or schedule amendments.

viii. submit accurate, timely information based on the project's output and associated documentation through Government ICT Services Portal.

2.3.5 Project Closure

The project closure is the final phase as per the Government ICT project life cycle. In the project closure, or completion phase, the emphasis is on releasing the final deliverables, handing over project documentation to the business, terminating supplier contracts, releasing project resources, and communicating the closure of the project to all stakeholders. A public institution shall: -

i. ensure that all deliverables have been handed off and signed by stakeholders, getting their approval and satisfaction.

ii. ensure that project documents must also be signed by the appropriate stakeholders, this includes any outstanding contracts and agreements with vendors and other contractors and finally close out any project-related contracts.

iii. make sure that capacity building/ knowledge transfer is appropriately being done to the users and administrators after completion of the project.

iv. finalize all project reports, then organize and archive them as historical data to be used for future reference.

v. document the lessons learned from the project which can be used as a reference for future projects

vi.   develop and submit a project final report to the e-Government Authority after the completion of the project through the Government ICT service portal as specified in *Appendix IV.*

3 IMPLEMENTATION, ENFORCEMENT AND REVIEW

This document shall be:

3.1 Effective upon being signed by Director General on its first page.

3.2 Subjected to review at least once every three years or whenever necessary changes are needed.

3.3 Continually complied to, any exceptions to its application must be duly authorized.

4 GLOSSARY AND ACRONYMS

4.1 Glossary

Term	Description
ICT Project	An information communication technology endeavor with an established beginning and end time which may involve the development, acquisition or enhancement of e-Government application, IT infrastructure and ICT management document.
Large ICT Project	Total financial resources available = from TZS 200,000,000/= and above
	Number of project team members involved = from 10 persons and above
	Number of business processes to be addressed= from 5 and above
	Timeframes involved in delivery = from 6 months and above
	Number of potential system users accessing the application concurrently= above 30 persons
	Number of external systems integrated= 1+
	Number of internal systems integrated=1+

Medium ICT Project	Total financial resources available = from TZS 50,000,000 to less than TZS 200,000,000/=
	Number of project team members involved = from 5 to 10 persons
	Number of business processes to be addressed= from 2 to 4
	Timeframes involved in delivery = from 30 days to 6 months
	Number of potential system users accessing the application concurrently=10 to 30 persons
	Number of external systems integrated=1
	Number of internal systems integrated=1
Small ICT Project	Total financial resources available = less than TZS 50,000,000/=
	Number of project team members involved = from 2 to 4 persons
	Number of core business processes to be addressed=1
	Timeframes involved in delivery = from 1 day to 30 days
	Number of potential system users accessing the application concurrently= 1 to 10 persons
	Number of external systems integrated=0
	Number of internal systems integrated=0
Critical ICT Project	Key areas of national interest addressed by the solution

4.2 Acronyms

Acronym	Explanation
e-GA	e-Government Authority

5 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)*

6   DOCUMENT CONTROL

Version	Name	Comment	Date
Ver. 1.0	eGA	Creation of the document	December 2020

APPENDICES

Appendix I: Project Concept Note Template

This template for Project Concept Note shall be used by public institutions as guided in 2.3.1 (viii)

Project Title:			
State the alignment of the project with the Institutional strategy			
Problem/opportunity statement:			
Project Benefits:	An outline of what the benefits are to the organization, individuals or stakeholders in delivering the project		
Project Objectives:	The specific objectives for the project. **NOTE**: the objectives can be one line or more detailed text.		
Project Deliverables:	1.		
	2.		

Project scope

This project will include:	This project will not include:
This section defines the boundaries of the project. 1.	Planning details should <u>not</u> be included at this stage. 1.

Success Criteria:	How you will measure the success of the project. NOTE: the success criteria must be measurable.
Constraints:	Examples here can be specific (a skill which the project team must have) resources, or a legal deadline – NOTE: only include time and money if you can quantify them.

Key Assumptions:	
Break down Initial	**Break down ongoing Costs:**

Total costs (attach a breakdown of the overall budget)
- VAT*– ....

Planned Start Date:		**Planned Completion Date:**	
Signature of Project Manager:		**Date:**	
Accounting officer Approval		**Date:**	

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Appendix II: Project Proposal Template

This template for Project Proposal shall be used by public institutions as guided in 2.3.1 (viii).

NOTE: The template will be used by Public Institution intending to implement medium and large project.

UNITED REPUBLIC OF TANZANIA <<insert institutuon logo>>

<<Insert your Institution's Name>>

Document Title

<<INSERT PROJECT NAME>> PROJECT PROPOSAL

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1. Introduction

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

<<Provide a short general overview of the proposed project by describing the relationship between the project and institution strategy (vision, mission and objectives)>>.

2. Objectives

<<Insert the name of the project>> is desired to achieve <<Provide the objectives of the project to be accomplished, the objectives should be SMART>>

<<Insert objective 1>>

<<Insert objective 2>>

<<Insert objective 3>>

3. Project Rationale

The drive for conducting <<insert the name of the project>> is <<Provide a clear statement of why the projects need to be undertaken and how the project 'came to be' >>. <<Provide a detailed explanation of why the project is required in the Public institution>><< Explain the reasons behind the project, why is there a need for this particular of a project? Why should the institution go ahead with this project?>>

4. Project Scope

<<Insert name of the project>> will involve the following boundaries;

<<Project scope include defined features and functions of a product, or the scope of work needed to finish a project. Scope involves getting information required to start a project, and the features the product would have that would meet its stakeholders' requirements>>

5. Problem/Opportunity Statement

<<Provide the description of the existing problem, issues or gap that needs to be addressed by implementing the proposed project and explanation why it's a problem

what the ideal state would be>>. This section should Clearly state *"As- Is"* Business Processes and *"To-Be"* Business Processes.

6. Project Implementation Mode

<<Provide details of project implementation mode if in-house, out-sourced or both.

For in house project clearly describe the implementation team

For the Out Sourced project implementation mode, explain in details if the vendor how you will obtain a vendor. And if that vendor is local or foreign, and clearly articulate the reasons for out sourcing foreign vendor.

7. Project Benefits

Outline the benefits of the project to Government as whole

S/NO	Benefits	Description

8. Project Milestones and Deliverables

Outline milestones and deliverables of the project with their expected start and end date.

S/NO	Milestone	Deliverable	Expected Start Date	Expected End Date

9. Success Criteria

Outline the success criteria. (The criteria describe how the success of the project will be measured and accepted by the end user or key stakeholder)

S/NO	Criteria Name	Description

10.   Constraints

Describe the limitations associated with the implementation of the project

S/NO	Constraint Name	Description
	Budget	
	Resources (Hr)	
	Timeline	

	etc		

11. Key Assumptions

Mention key assumptions associated with the proposed project.

S/NO	Assumption Name	Description
	Budget assumption	
	Resource assumption	
	Scope assumption	
	Availability of devices/tools	
	Maintenance	

12. Project Financial Details

Provide financial details of the project by specifying the source of funds and the breakdown cost include development/ Acquisition/ Implementation cost, license cost, hardware cost, maintenance and support cost, hosting cost, training cost etc.

12.1 Project Fund Sources

S/NO	Source Name	Description
	Government Fund	
	Development Partner	

12.2 Project Breakdown Cost

S/NO	Type	Cost (TZS)	
		Initial	Ongoing
	Development/Implementation		
	License cost		
	Maintenance cost		
	Operation cost		
	Hardware cost		
	Training cost		
	Hosting cost		
	Total Cost		
	VAT * (X%)		
	Grand Total Cost (Total cost + VAT)		

13. Project Stakeholders Analysis

Provide a list of participating stakeholders with their roles and responsibilities

S/NO	Stakeholder's Name	Roles	Responsibilities	Project requirement	Perceived attitudes and/ or risks

14.   Project Risk Form

Outline the list of risk associated with the project by describing their mitigation measures, impact and responsible institution/personnel

S/NO	Risk Description	Likelihood of occurrence (H, M or L)	Impact If the risk occurs (H, M or L)	Risk Owner (Person manages the risk)	Mitigation Action

15.   Project Sustainability

Outline the following aspects on project sustainability.

S/NO	Item	Description
1.	Involvement of internal ICT team during project/system development cycle	
2.	ICT Project maintenance and operations	
3.	User training	

16.   Project Implementation Timeline

	Time [in weeks & months]											
Milestones	Deliverables (as per the project plan)											

17.   Approval Details

Planned start date			<<dd/mm/yy>>
Planned end date			<<dd/mm/yy>>
APPROVAL			
Name	Job Title	Signature	Date
<<Full name of the Accounting Officer>>	<<Tittle e.g. DG, CEO>>		<<dd/mm/yy>>
<<Full name of the Project Manager>>	<<Tittle>>		<<dd/mm/yy>>

Appendix III: Project Progress Report Template

This template for Project Progress Report shall be used by public institutions as guided in 2.3.3 (viii).

UNITED REPUBLIC OF TANZANIA <<insert institutuon logo>>

<<Insert your Institution's Name>>

Document Title

<<INSERT PROJECT NAME>> PROJECT PROGRESS REPORT

Project Name		
Project Manager		
Project Duration	Start Date:	End date:
Date Prepared		
Status	On track	
	Delayed	Reasons for Delay:

Key deliverables completed . , . this period	List of Deliverable completed			
	No.	**Deliverable**	**Delivery Date**	**Completion Date**

Key Deliverable Outstanding	**No.**	**Deliverable**	**Delivery Date**	**Completion Date**

Key Deliverables for next reporting period	**No.**	**Deliverable**	**Delivery Date**	**Completion Date**

Risk Management	**List of Project Risks and Action Taken**		
	No.	**Risk**	**Action**

Issue Management	**List of Project Challenges and Resolution Taken**		
	No	**Issue Name**	**Action**

Change Management	List of Projects Changes			
	No	**Details**	**Approved**	**Rejected**

Prepared By: ....

Designation: ....

Signature: ....

Date: ....

Approved By: ....

Designation: ....

Signature: ....

Date: ....

APPROVAL	Name	Job Title/ Role	Signature	Date
Approved by				

Appendix IV: Final Project Report Template

This template for Final Project Report shall be used by public institutions as guided in 2.3.4 (vi).

UNITED REPUBLIC OF TANZANIA <<insert institution logo>>

<<Insert your Institution's Name>>

Document Title

<<INSERT PROJECT NAME>> FINAL PROJECT REPORT

1. Introduction

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

<<Provide a short general overview of the project by describing the relationship between the project and institution strategy (vision, mission and objectives)>>.

2. Project Details

S/No		
i..	Public Institution Name	
ii.	Project Name	
iii.	Project Type	
iv.	Project Category	
v.	Implementation Mode	

3. Reason for ICT Project Closure

Provide reasons for closing the ICT project

S/No	Type of Project Closure	Please mark (√)	Reason for Project Closure	Attachments
1.	Normal Closure- End of project as stated in the Project Implementation Timeline			
2.	Premature Closure- Before end of the project as specified in the Project Implementation Timeline			Related Attachments in PDF (if any)

4. Project Deliverables

Provide project deliverables details

S/No	Planned Deliverables	Actual Deliverables	Summary/Remarks
1.			
2.			
3.			

5. Project Timeline

Provide Actual time consumed to deliver the ICT Project

S/No	Actual Start Date	Actual End Date
1.	Fetch expected start date (Date picker)	Fetch expected end date (Date picker)
2.		
3.		
	Display total number of times in (days, weeks, months & years)	

6. Financial Details

Provide actual cost (in TZS) incurred to deliver the Project

S/No	Item Description	Budgeted Cost	Actual Cost	Comments/Remarks
1.	Implementation Cost			
2.	Support & Maintenance Cost			
3.	License Cost			

7. Issues Management

Identify any outstanding issue and who will continue to progress the issues.

S/No	Category	Issue Description	Impact	Mitigation/Recommendation
1.				
2.				
3.				

8. Lessons Learned

Briefly summarize at least one lesson learned during implementation the project

S/No	Lessons Learned	Priority
1.		Must
2.		Option
3.		

9. Project Resource Management

Identify what arrangements have been put in place for the storage, security and backup of hard copy and soft copy (electronic) records and project documents. Identify who is responsible for these activities.

S/No	Resource Description	Responsible personnel
1.		
2.		
3.		

10. Post Project Responsibilities

List any matters that are outstanding, what actions are required to address them and who is responsible.

This should include things that are outstanding or have not been formally agreed prior to this stage such as outcomes yet to be achieved, outputs not yet delivered, maintenance of the PROJECT PRODUCT and the product owners who will manage operational matters such as meeting future training requirements.

S/No	Responsibilities	personnel
1.		
2.		
3.		

11. Recommendations

List any recommendation that arise from this Project Report. This includes any recommendation for the continued operation by the Business Process Owner.

S/No	Recommendations
1.	
2.	
3.	
4.	
5.	
6.	

APPROVAL	Name	Job Title/ Role	Signature	Date
Approved by				