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e-GOVERNMENT AUTHORITY

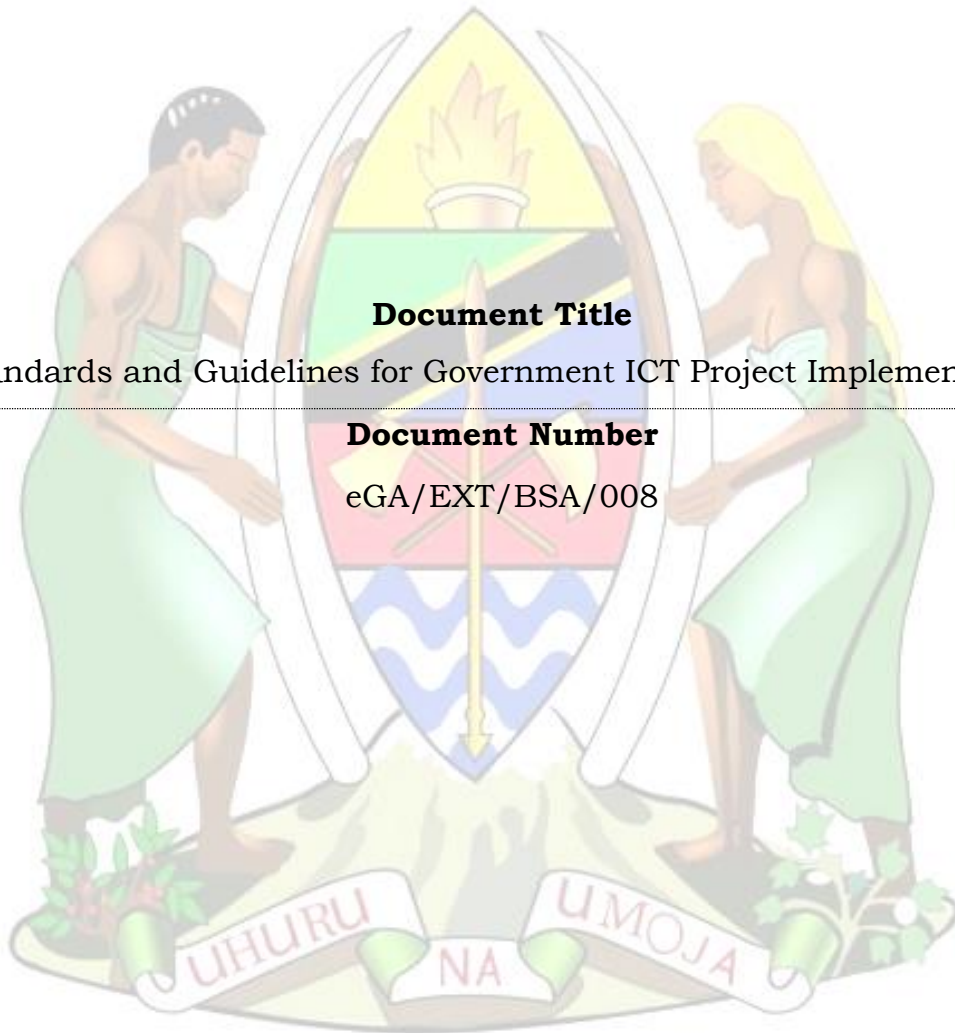
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Document Title

Standards and Guidelines for Government ICT Project Implementation

Document Number

eGA/EXT/BSA/008



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

PREFACE

Information and Communication Technologies (ICT) is increasingly used globally as an enabler for improving Government operations and service delivery to citizens. It has become both rampant and inevitable prerequisite for enhancing efficiency and effectiveness. Public institutions in Tanzania are vigorously adopting the use of ICT in digitalization of business processes, strengthening communication, improving service delivery and modernising operations. These commendable efforts have resulted into emergence of several challenges relating to duplication of efforts, siloed initiatives, high implementation cost and security vulnerabilities for implemented ICT solutions.

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) and 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 prepared Standards and Guidelines for Government ICT Project Implementation.

Therefore, the Authority calls for all public institutions to effectively adhere to the prescribed standards and guidelines when embarking on implementation of ICT projects.



Dr. Mussa M Kisaka
BOARD CHAIRMAN

GLOSSARY

Term

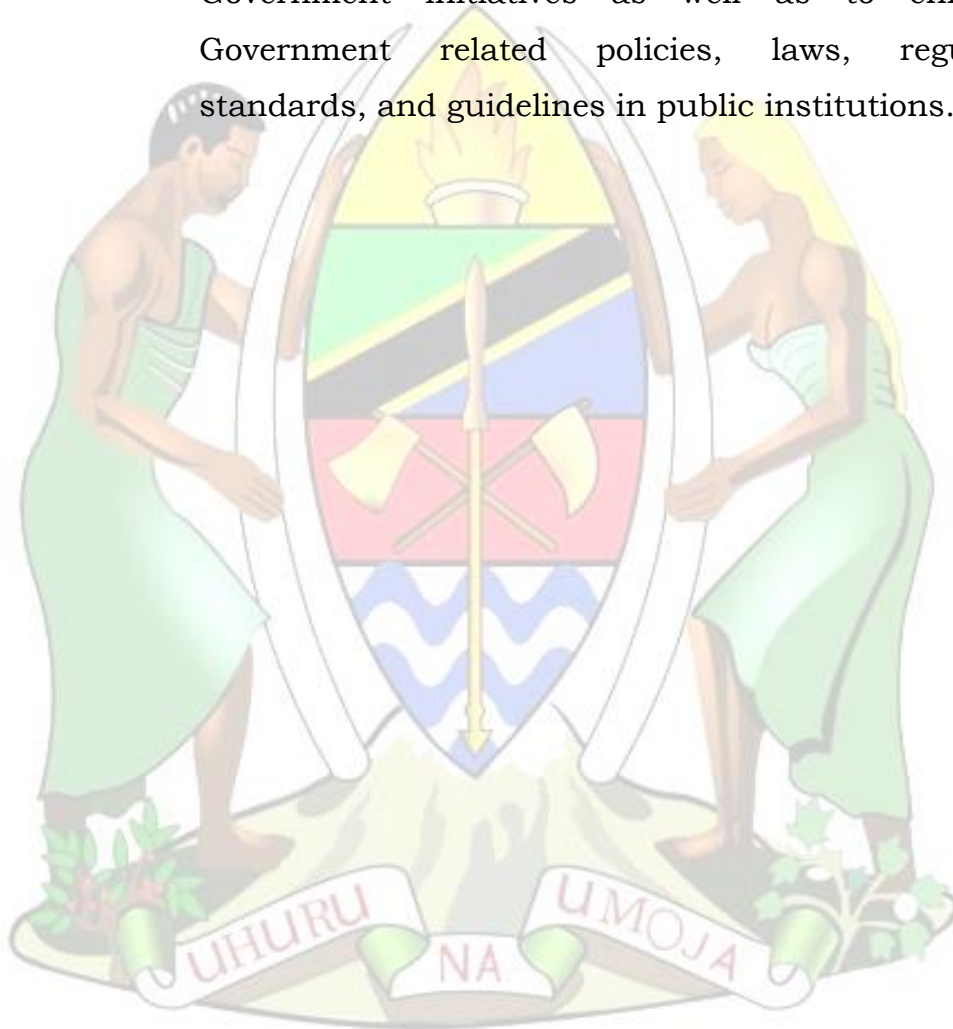
Description

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
GISP	Government ICT Services Portal
ICT	Information and Communication Technologies
ICTPLC	ICT Project Life Cycle
IS	Information Systems
IT	Information Technology
PMI	Project Management Institute
PRINCE2	Projects IN Controlled Environments
PO-PSM	President Office Public Service Management
SMART	Specific, Measurable, Achievable, Relevant and Time-Bound



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1 OVERVIEW

1.1 Introduction

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 standards and guidelines to be adhered by public institutions when undertaking Government ICT projects throughout the project life cycle in line with the requirement of Section 24(1) and (2) of the e-Government Act No.10 of 2019.

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 those provisions, the Authority has prepared these standards and guidelines to be used by public institutions, in implementation of Government ICT projects to ensure the initiatives are managed in such a way that duplication of efforts is avoided, resources are optimised, benefits are realised, risks are managed at an acceptable level to ensure successful implementation.

1.3 Rationale

The implementation of Government ICT projects was being undertaken in uncontrolled environment delineating misalignment with institutional strategic plan, mismanagement of resources and inadequate engagement of stakeholders. The latter resulted into duplications of efforts, adoption of silos, unsustainable, unintegrated and unreliable ICT initiatives, high cost of systems acquisition as well as operations and security concerns.

1.4 Scope

This document shall be adhered by all public institutions during implementation of Government ICT project(s) or ICT components found in non-ICT project/program throughout its lifecycle.



2 STANDARDS AND GUIDELINES FOR GOVERNMENT ICT PROJECT IMPLEMENTATION

2.1 e-Government Project Lifecycle

e-Government ICT Project Lifecycle outlines the essential phases and mechanism required for implementing government ICT projects. 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 for government operations and integrates best practices from a combination of global widely used project management frameworks.

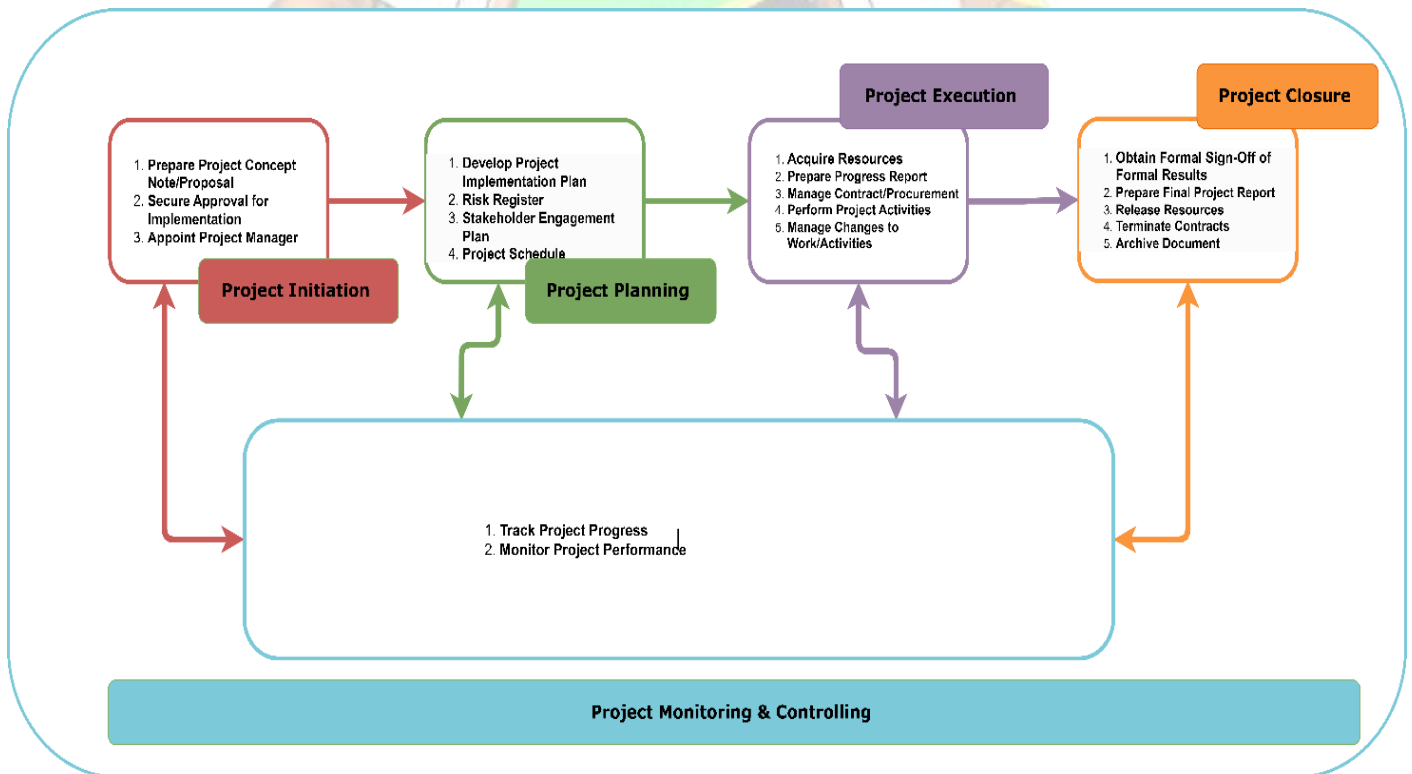


Figure 1: Government ICT Project Life Cycle

2.1.1 Project Initiation – Starting the Project

This 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.

2.1.2 Project Planning – Organizing and Preparing the Project

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 implementation 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.

2.1.3 Project Execution – Carrying out the Project Work

The execution phase is the third phase of the e-Government ICT Project Life Cycle that comes after project initiation and project planning. This phase focuses on executing the strategies outlined in the project plan. Project manager should monitor project progress, manage changes to the project plan, allocate resources, communicate with key stakeholders and ensures that deliverables meet quality standards.

2.1.4 Project Closure – Ending the Project

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' 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.

2.1.5 Project Monitoring and Controlling – Controlling the Project

The monitoring and controlling should not be regarded as phase during execution phase but as 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.

2.2 Standards for Government ICT Project Implementation

2.2.1 General Standards

A public institution intending to undertake ICT project implementation shall ensure that: -

- i. ICT projects are implemented based on the defined e-Government project life cycle;
- ii. The Institutional ICT Management Unit leads and maintains accountability of tasks or activities undertaken throughout the e-Government project life cycle;
- iii. The Institutional ICT Steering committee is fully involved throughout the e-Government project life cycle;
- iv. Project information and its associated documents (artifacts) are kept in a manner specified by the Authority and maintained through Government ICT Services Portal- GISP managed by the Authority;
- v. Existing global project management practices are referenced where applicable;
- vi. ICT related national project management practices specified in e-Government Act, its Regulations, Standards and Guidelines, and Institutional Strategic Plan, ICT Policy, ICT Strategy, Enterprise Architecture and other relevant resources are referenced;
- vii. A competent project team is formulated with the appropriate competencies as per project requirement for implementation of the ICT project;
- viii. Project technical recommendations shall be issued by the Authority not later than fourteen days from receipt of ICT project concept note.

2.2.2 Specific Standards

2.2.2.1 Standards for Project Initiation

A public institution implementing ICT project, during initiation phase shall: -

- i. Use Institutional ICT Management Unit to serve as an Institutional Project Management Office (PMO) for supporting ICT projects;
- ii. Develop a project concept note detailing information about the ICT project or ICT components found in non-ICT project/program to be implemented from the next financial year that among other things should consider the timeline of government budget (before issuance of government budget guidelines and submission to the parliament);
- iii. Describe the alignment between the intended ICT project with the Government priorities and Institutional vision, mission, and strategic plan;
- iv. Appoint a Project Manager for the implementation of the project, and define responsibilities, and authority levels of the Project Management;
- v. Secure approval for implementation of ICT project from the relevant approving authorities both inside and outside the organization as prescribed by the Authority.

2.2.2.2 Standards for Project Planning

A public institution implementing ICT project, during the planning phase shall: -

- i. Make use of Institutional lessons learned repository to obtain knowledge gained or historical information gathered during implementation of previous ICT projects that can contribute in improvement/effectiveness of planning process;
- ii. Develop the project implementation plan which defines the basis of all the project work and guiding the different course of actions to be taken to attain the project objectives;
- iii. Secure approval for ICT project implementation plan from the relevant approving authorities both inside and outside the organization as prescribed by the Authority.

2.2.2.3 Standards for Project Execution

A public institution implementing ICT project, during the execution phase shall: -

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- i. Acquire project resources needed to carry out the tasks/activities described in the project implementation plan to attain the defined project requirements and objectives;
- ii. Manage contracting or procurement of resources and vendors in collaboration with the Institutional Procurement Management Unit in line with Public Procurement Policies, Acts, Regulations and procedures;
- iii. Perform the work defined in the project implementation plan to attain the defined project requirements and objectives;
- iv. Ensure internal ICT team leads and maintains accountability throughout the project life cycle, when assistance has been obtained from either other public institutions or vendor/consultant;
- v. Gather project performance data to assist in obtaining an understanding of the status of the project implementation, progress measurement, forecasting and facilitate project decision making;
- vi. Make payment based on the defined payment schedule established in the project implementation plan;
- vii. Manage changes to work/activities defined in the project implementation plan as the project progresses in line with the Institutional Change Management Procedures; and
- viii. Prepare and submit quarterly ICT project implementation progress report to the Authority through GISP for review and necessary technical guidance.

2.2.2.4 Standards for Project Closure

A Public Institution implementing ICT project, during the closure phase shall: -

- i. Obtain a formal sign-off of acceptance of final results of the work on the project from the designated stakeholders to get assurance that the project's activities have been completed;
- ii. Develop a list of post project activities that are being handed over/transferred to post closure activities;
- iii. Develop project final report that details the final results of the work performed on the project;
- iv. Ensure that training or capacity building or knowledge transfer is appropriate being done to the end users and administrators after completion of the project;

- v. Review contract's terms and conditions for closure requirements;
- vi. Formally release project resources, if any, that were used by the project implementation team or contractors;
- vii. Document lessons learned so that improvements obtained during execution of the project or innovation initiatives activities can be shared and applied to the next round of work or future projects;
- viii. Confirm that all project related documents such as technical and user manuals, contracts, and hand over note have been prepared, approved by the project stakeholders, and archived for future reference;
- ix. Conduct post implementation review some weeks or months post project closure to determine whether projects or innovation initiative attained expected results and stakeholder's needs have been achieved.

2.2.2.5 Standards for Project Monitoring and Controlling

A public institution implementing ICT project, during the monitoring and controlling phase shall: -

- i. Assess project performance to obtain an understanding of the status of the project and take timely and appropriate actions to maintain the acceptable project performance;
- ii. Manage changes to work/activities in line with the Institutional Change Management Procedures for actions taken in response to addressing any noted project performance issues.

2.3 Guidelines for Government ICT Project Implementation

2.3.1 General Guidelines

- i. Project documents for different project phases are prepared using samples and templates found in the Authority website <https://www.ega.go.tz/standards/samples-and-templates>;
- ii. Project documents are submitted to the Institutional ICT Steering Committee for review and approval;
- iii. The approved project documents are submitted to the Authority through Government ICT Services Portal- GISP managed by the Authority;
- iv. A competent project implementation team is formulated. Where applicable the following factors may be considered while formulation of the team: -
 - a) Availability: Verify that the team member is available to work on the project within the time period with undivided attention;
 - b) Ability: Verify that the team member provides the capability needed by the project;
 - c) Experience: Verify that the team member has relevant experience that will contribute to the project success;
 - d) Knowledge: Consider if the team member has relevant knowledge of the similar implemented projects;
 - e) Skills: Determine if the team member has the relevant skills including technical, interpersonal and team skills in line with the project requirements;
 - f) Attitude: Determine if the team member has the ability to work with others as a cohesive team.
- v. Submission of a project concept note detailing information about the ICT project or ICT components found in non-ICT project/program should consider the timeline of government budget (before issuance of government budget guidelines and submission to the parliament);
- vi. Submission of an intention to undertake an ICT project should be done before solicitation of the funds.

2.3.2 Specific Guidelines

2.3.2.1 Guidelines for Project Initiation

- i. Institutional ICT Management Unit shall be used to coordinate development of initial project management documents where: -
 - a) For cases Project Manager has not been appointed, the Unit will take lead in development of the initial project documents until the Project Manager is appointed;
 - b) For cases Project Manager has been appointed, the Project Manager will take lead in development of the initial project documents in collaboration/consultation with the Unit.
- ii. A project concept note should be developed with inclusion of information with regard to: -
 - a) General overview of the proposed project by describing the relationship between the project and Institution strategy (vision, mission and objectives);
 - b) Indicate clearly how the proposed project aligns to the institutional objectives and the value it will add;
 - c) Identified needs/opportunities providing the reasons/basis for undertaking the project;
 - d) 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;
 - e) Identify, analyse, and document key stakeholders for the project;
 - f) Scope for the intended project, which include the description of the features and functions of a product, or the scope of work needed to finish a project;
 - g) Outline the benefits of the project to the Institution and the Government as whole;
 - h) Provide details of project implementation mode if in-house, out-sourced or both;
 - i) Outline project implementation timelines, milestones and deliverables of the project with their expected start and end date;

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- j) Provide financial details of the project by specifying the source of funds and the breakdown cost;
 - k) Describe how the success of the project will be measured and accepted by the end user or key stakeholder;
 - l) Mention key assumptions associated with the proposed project.
 - m) Outline the limitations associated with the implementation of the project;
 - n) Describe risks associated with the project by describing their mitigation measures, impact and responsible institution/personnel.
- iii. A comparative feature analysis is performed between the business needs and other related similar initiatives within the same institution, other public institutions, and the Government as a whole to avoid duplication of efforts of having multiple ICT products serving similar purpose;
- iv. Each ICT project is assigned a Project Manager with relevant competence and skills as the project requires. The project manager will be responsible for planning, overseeing the project and making sure that the project achieves its intended outcomes;
- v. ICT project concept note is submitted to the Institutional ICT Steering Committee for review and approval;
- vi. The approved ICT project concept note is submitted for the Authority's advice and technical recommendations through a central system administered by the Authority;
- vii. A clearance and/or technical advice for ICT project implementation from the Authority should be received before starting planning and execution of the project.

2.3.2.2 Guidelines for Project Planning

- i. Lessons learned repository is reviewed to leverage historical information related to planning;
- ii. A project implementation plan should be developed with inclusion of information with regard to: -
 - a) Project scope aspects including list of activities with their implementation timeline, milestones, deliverables and their expected completion dates;

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- b) Project budget aspects documented in itemized form to each specified milestone and deliverables;
 - c) Document contingency level ranging from 5% to 15% of the total budget subjected to the nature of the project. The proposed percentage should reflect the nature of risk identified in the risk management section of the plan;
 - d) Stakeholder management aspects describing how they will participate with their interest, influence/linkage to the project, roles and responsibilities;
 - e) Resource management aspects describing physical resources management and project team members roles and responsibilities;
 - f) Quality management aspects describing quality assurance and quality control activities;
 - g) Communication management aspects describing how the project progress/milestones will be communicated to different audiences and how project issues will be communicated and resolved;
 - h) Change management aspects describing protocols and processes to be followed when changes in the project occurs;
 - i) Risk management aspects describing the risks associated with the project and their mitigation;
 - j) Procurement management aspects describing contracting or procurement related process of resources and vendors for the project;
 - k) Payment management aspects describing the schedules and related criteria for making payment;
- iii. ICT project implementation plan is submitted to the Institutional ICT Steering Committee for review and approval;
- iv. The approved ICT project implementation plan is submitted for the Authority to be informed and further provision of technical recommendations.

2.3.2.3 Guidelines for Project Execution:

- i. A kick-off meeting is held with key stakeholders to communicate the commencement of execution process as well as ensure they have a clear understanding of the project requirements and what is expected from them;
- ii. The project implementation plan shall guide the conduct of the activities needed to attain the project's requirements and objectives;
- iii. For sustainability of the project and product, capacity building should be conducted to ICT technical team with relevant technical skills;
- iv. Project performance criteria (time, cost, deliverables, risk, quality, human resources, contract, and subcontracts) are tracked and recorded continuously as project is progressing with the implementation;
- v. Quality assurance check is performed to assess the quality of the deliverables of the project to ensure adherence to the set quality requirements;
- vi. Risk management is performed continuously and the project risk register is kept updated;
- vii. All changes are instituted as per established change management procedures;
- viii. All issues or challenges occurred during the project implementation, action taken, and effects of the actions taken are properly documented;
- ix. A project implementation progress report should be developed quarterly with inclusion of information with regard to:
 - a) Project general information describing project name, project manager, project duration and project status;
 - b) Key deliverables completed during the reporting period detailing deliverable description, delivery date and completion date;
 - c) Key deliverables outstanding as at the time of reporting the progress detailing deliverable description, delivery date and completion date;
 - d) Risk management aspects describing information related to risks and action to mitigate the risk;
 - e) Issue management aspects describing information related to issues and action taken to resolve the issues;
 - f) Change management aspects describing information related to change details;

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- x. Regular meetings are conducted with team members and stakeholders to ascertain whether the project is on track in meeting the project objectives;
- xi. ICT project progress is submitted to the Institutional ICT Steering Committee on quarterly basis and as defined in the project implementation plan timeline for review and approval;
- xii. Accurate information related to the project execution process is communicated to key stakeholders, sponsors, and team members as provided in project stakeholder engagement plan;
- xiii. The approved quarterly ICT project implementation progress report is submitted for the Authority to be informed and further provision of technical recommendations.

2.3.2.4 Guidelines for Project Closure

- i. Deliver the specified project deliverables and obtain formal acceptance of them. The acceptance shall be based on agreed performance of project performance criteria/parameters;
- ii. Formally release project resources, if any, that were used by the project implementation team or contractors;
- iii. Document lessons learned from the project which can be used to inform similar projects to be implemented in future or in other public institutions;
- iv. A final project implementation report should be developed with inclusion of information with regard to:
 - a) Project details describing general project information, project details including project name, project type, project category and project implementation mode;
 - b) Reasons for ICT project closure;
 - c) Project deliverables describing planned deliverables description, actual deliverables description and summary/remarks;
 - d) Project timeline describing actual time required to deliver the project;
 - e) Financial aspects describing actual costs incurred for project items;
 - f) Issue management aspects describing information related to issues and action taken to resolve the issues;

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- g) Lessons learned aspects describing list of lesson learned during implementation of the project;
 - h) Project resource management describing arrangements put in place for project resources;
 - i) Post project responsibilities describing matters that are outstanding, actions required to address them and responsible, outputs not yet delivered, maintenance of the project product;
 - j) Recommendation that arises from the final report.
- v. All project related documents such as technical and user manuals, contracts, and hand over note should be present, approved by appropriate project stakeholders, and archived for future reference;
- xiv. ICT project final report is submitted to the Institutional ICT Steering Committee for review and approval;
- vi. The approved ICT project final report is submitted for the Authority to be informed and further provision of technical recommendations
- vii. Post project implementation review is conducted within a period of six months after the submission of the final deliverable;
- viii. Subject to the nature of the project, another authority/institution/external consultant/evaluator may be involved in the post-implementation evaluation, either solely or as part of the evaluation team;
- ix. A plan for post project activities and capacity building for ICT technical team should be established;
- x. Appropriate knowledge transfer and training to be done to relevant end users and administrators of the project.

2.3.2.5 Guidelines for Project Monitoring and Controlling

- i. Identify the project performance criteria/parameters that shall be tracked throughout the project implementation;
- ii. Record project performance data based on project performance criteria/parameters;
- iii. A comparative analysis is performed between the performance data collected against the baseline/initial established project performance criteria;

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- iv. Identify deviations from the established performance criteria with analysis of reasons and effects of them;
- v. Advise based on established project performance criteria on a go- or no-go or adjustments decisions for the next project phase;
- vi. Document, review and approve all changes to the project baseline arising from monitoring and controlling activities in line with Institutional Change Management procedures.

3 IMPLEMENTATION, ENFORCEMENT AND REVIEW

This document shall be:

- 3.1 Effective once 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

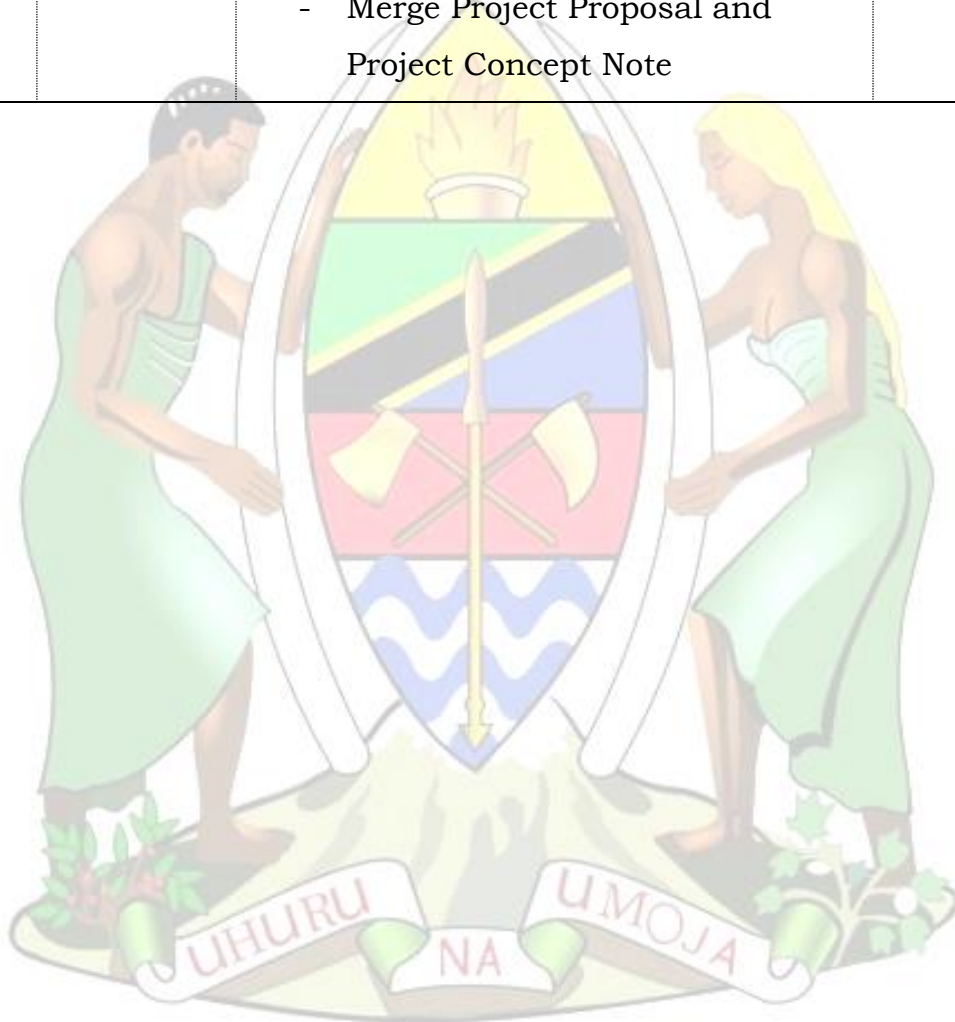
- i. e-Government Guidelines **(PO-PSM, 2017)**.
- ii. e-Government Application Architecture – Standards and Technical Guidelines **(eGA/EXT/APA/001)**.
- iii. Standards for Development, Acquisition, Operation and Maintenance of e-Government Applications **(eGA/EXT/APA/005)**.
- iv. Guidelines for Development, 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	December, 2020

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Ver 2.0	e-GA	<ul style="list-style-type: none"> - Restructuring of Chapter 2 of the document - Separation of Standards and Guidelines into General and Specific Standards - Added Standards as per Project Life Cycle - Merge Project Proposal and Project Concept Note 	December, 2024
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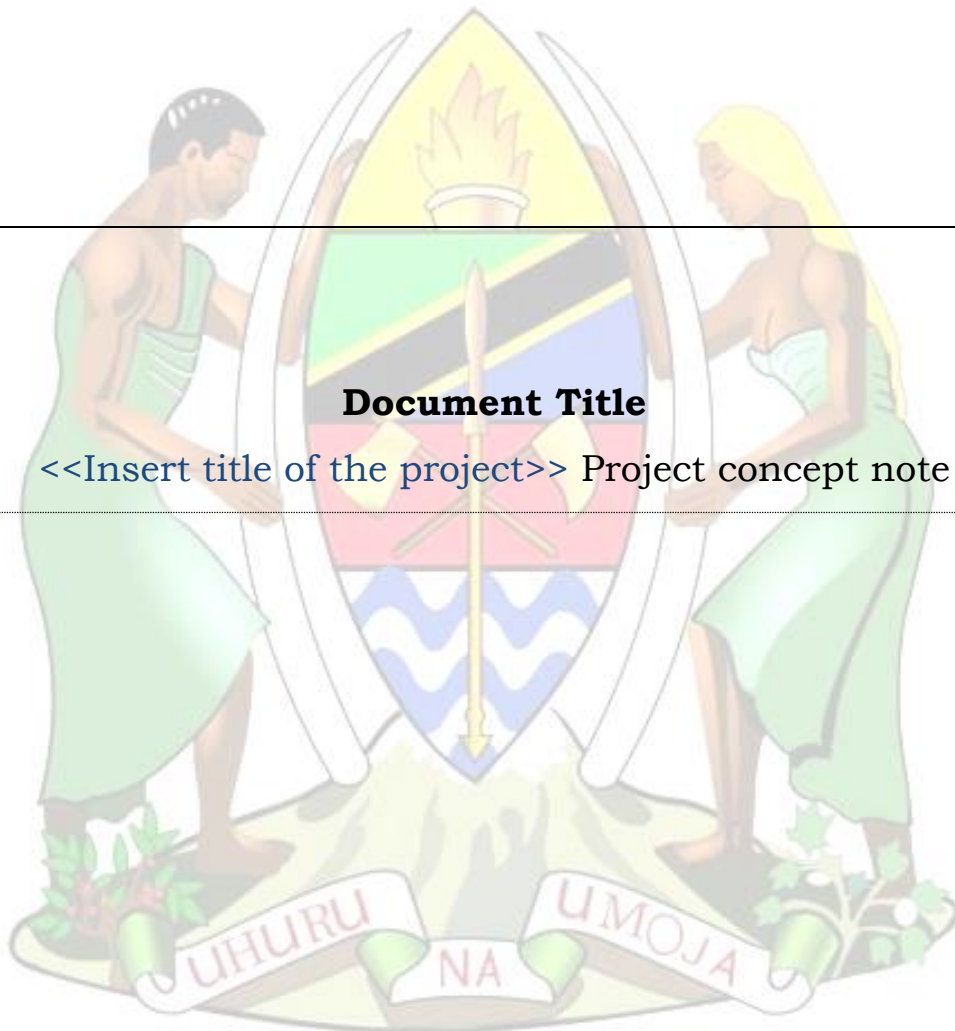
APPENDICES

Appendix I: Project Concept Note Template





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Document Title

<<Insert title of the project>> Project concept note

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1. Introduction

<<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>>.

<<Provide a short general overview of the proposed project by describing the motivation of the proposed project, its expected benefits, its relationship with the institution strategy (vision, mission and objectives) and government priorities>>.

2. Objectives

<<Insert the name of the project>> is desired to achieve <<Provide the main goal and the specific 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 your institution>><< Explain the reasons or motivation behind the project, why should the institution implement this project?>><<And what value (competitive advantage) the project will add to the institutions in terms of the of type and quality of products or services it provides and means used to provide such services. It can so be qualified in terms of income (increasing revenue or serving operational costs)>>

4. Project Scope

<<Insert name of the project>> will involve/include the following aspects;

<<Project scope include defined features and functions of the product, or the set of activities needed to successfully implement the project. Scope involves getting information required to start a project, executes it, and the features the product or service would have to meet stakeholders' requirements>><< Also, the scope should

identify what will not be included as part of the project and the service or product to be produced>>

5. Problem/Opportunity Statement

<<Provide the description of the existing problem, issues or gap that needs to be addressed by implementing the proposed project. Clearly explain why this is a problem, to who, to what extent, and what the ideal state would be once the project is implemented>>. This section should Clearly state “As- Is” Business Processes and “To-Be” Business Processes.

6. Project Implementation Mode

<<Provide details of project implementation mode, whether in-house, out-sourced, sub-contracting, or a blended approach of in-sourcing and outsourcing. For in-house project clearly describe the implementation team and its formation. For the Out-sourced project, explain in detail how you will obtain a vendor/contractor/consultant; whether the vendor is a local or foreign firm/consultant, and clearly articulate the reasons for type of vendor you are proposing.

7. Project Benefits

Outline the benefits of the project to the instructions, its stakeholders, and to Government as whole.

S/NO	Benefits	Description

8. Project Milestones and Deliverables

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

S/NO	Milestone	Deliverable	Expected Start Date	Expected End Date

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9. Success Criteria

Outline the success criteria of the project as whole. *(The criteria describe how the success of the project will be measured and accepted by users or key stakeholder)*

S/NO	Criteria Name	Description

10. Constraints

Describe the anticipated limitations associated with implementing the proposed project.

S/NO	Constraint Name	Description
	Budget	
	Resources (Hr)	
	Timeline	
	Technology	
	Skills	
	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 key cost components and the budget breakdown. Subject to the nature of the project, the latter might include the cost of aspects such as development/ acquisition/ implementation, license, hardware, maintenance and support, hosting, events, and training. Also, explain the potential source of funds to support the project; whether from the institution/government budget or funded by external sources/development partners.

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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		
	Etc		
	Taxes (VAT or Withholding Tax)		
	Grand Total Cost (Total cost + Tax)		

13. Project Stakeholders Analysis

Provide a list of participating stakeholders with their roles and responsibilities and how they will be systematically engaged in the execution of the project.

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

14. Project Risk Management Plan

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

S/NO	Risk Name	Mitigation	Impact	Risk Owner (Responsible)

15. Project Sustainability

Outline the project sustainability strategy by focusing on the following aspects on project.

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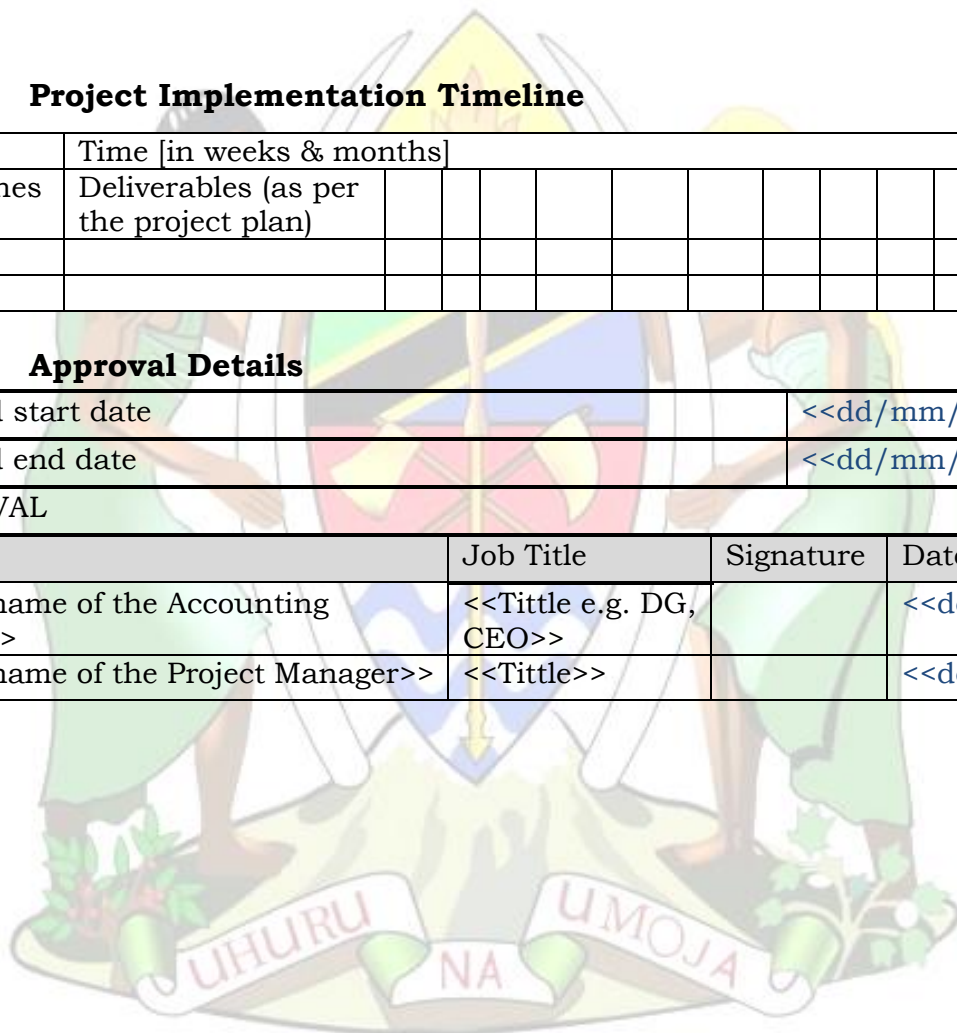
S/NO	Item	Description
1.	Involvement of internal ICT team during project/system development cycle	
2.	ICT Project maintenance and operations	
3.	Skills and User training	
4.	Technology and the need for technological transfer	
5.	Financial resources	

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>>



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Appendix II: Project Progress Report Template

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:	

Appendix III: Final Project Implementation Report Template

1. ICT Project Details

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

2. Reason for ICT Project Closure

Provide reasons for closing the ICT project

S/No	Type of 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 <ul style="list-style-type: none"> Reasons for closure 	Related Attachments in PDF (if any)

3. Project Deliverables

Provide project deliverables details

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

4. 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)

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2.		
3.		
Display total number of times in (days, weeks, months & years)		

5. 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			

6. Issues Management

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

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

7. Lessons Learned

Briefly summarize at least one lessons learned during implementation the project

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

8. 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.

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

9. Post Project Implementation Responsibilities

List all matters that are outstanding, what actions are required to address them, and who will be responsible.

Outstanding issues may include aspects that have not been formally agreed prior to this stage such as pending or delayed outcomes, 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.		
4.		

10. 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.	