

THE PROJECT MANAGEMENT METHODOLOGY

1. INTRODUCTION

ICTA as the apex ICT institution of the government for providing consultancy services for among others, to conceptualize and implement e-government solutions for the government institutes, is engaged in a variety of software and systems infrastructure development projects.

These ICT development projects can be broadly categorized as below;

- (a) Solutions implemented for a given government organization (as the owner) which will be used optimizing their internal operations and to service their clients in an efficient manner. These applications may have G2G integrations with government and private institutions and may also have interfaces offering online services i.e. G2C.
- (b) Solutions implemented to offer targeted /selected services online to their clients i.e. G2C only.
- (c) Systems infrastructure projects (i.e. Network, hosting), which are focused on developing ICT infrastructure that can be used by multiple government institutions to offer their services.
- (d) Software middleware solutions or common systems (i.e. Common payment service), which can be used by multiple government institutions to offer their services.

2. PROJECT CYCLE

Initiating projects belonging to any of the above categories requires adopting a stringent process for project conceptualization and obtaining approval for the proposed projects /initiative, which entails among others, stakeholder consultation, detailed planning and estimations, and project /funding approvals for GoSL.

Upon receiving the necessary approvals, the respective project teams are required to carry out detailed planning for the execution of the projects. Usually, each project consists of a number of subprojects formed specific purpose i.e. BPR, software development, equipment, change management, training, awareness.

All projects implemented by ICTA are carried to carry out through external suppliers. This requires carrying out public procurements in accordance with the respective GOSL guidelines. The execution of the projects commences upon engaging the supplier.

The above process demands that the Requirement Specifications OR the Terms of Reference for any engagement should be given upfront during the procurement phase. Also the process and related guidelines and tender/contract conditions demands to ensure the supplier delivers goods/services which they signed up for during the procurement process.

As a result of the above, there is possibility for little or no deviation from the specifications/ service scope signed-up by the supplier. However, many of the software development and consultancy assignments only describes the objective and the overall requirement/scope of the assignment at a level adequate for the supplier to propose their solution and implementation methodology.

Once a sub-project execution is initiated with a supplier, the ICTA Project Manager (PM) is required to manage the respective contract efficiently, by ensuring timely delivery of goods/services adopting the committed implementation methodology/ delivery approach. The PM is responsible to ensuring successful delivery of not only the given contract, but also the entire project, which entails among others, procurement and execution of other contracts related to the project, relationship management with GOSL stakeholders, adhering to the overall project management, Monitoring and evaluation and governance framework of ICTA and compliance to related regulations and guidelines.

No project would be successful without the adoption by the project owner and related stakeholders. This is a critical aspect especially for government development projects. Therefore the PM is responsible for ensuring the above during the project implementation and post-implementation phases (Operations/ S&M). Currently the operation phase, including the rollout (If applicable) is overseen by the respective PM assigned during the project implementation.

Therefore with the current operational model, an ICTA PM is usually engaged with a given project from its conceptualization and planning, throughout procurement, business process improvement, solution implementation, training, awareness and operations management. The above demands the PM to be equipped with multiple skills including intense project management capability.

3. PROJECT MANAGEMENT METHODOLOGY

3.1 Framework

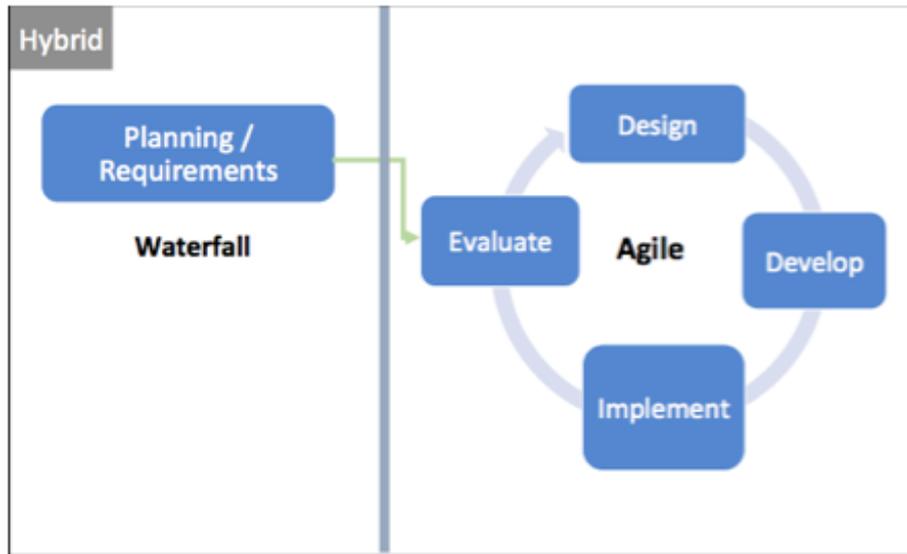
The Project Management Methodology adopted by ICTA is in-line with the Project Management Body of Knowledge (PMBOK) formulated by the Project Management Institute (PMI). PMBOK provides a set of terminology, standards and guidelines for project management, which is used as the overall project management framework for ICTA projects, which are complex and diverse as elaborated above. The Five process groups adopted are as indicated below;

Initiating:	Planning:	Executing:	Monitoring & Controlling:	Closing:
Defining the start of a new project or new phase of an existing project	Where the scope of the project, objectives, and how the objectives will be achieved	Actually doing the work defined in the project management plan.	To track, review, and regulate the progress and performance.	Concluding all activities across all Process Groups to formally close the project or phrase.



Hybrid Approach having Waterfall Methodology and Agile Methodology Flavors:

ICTA adopts a hybrid methodology /approach for the execution of projects. The hybrid methodology encapsulates benefits from both the waterfall methodology and the agile methodology. The planning/requirements phase is in-line with waterfall, while the design, develop, implement, and evaluate phases are in-line with the agile.



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