

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**Jordan E-Government Scope Management Plan**

Final Report

:

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*This report was prepared by EDS, Tariq Mahmood, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

## 0 Document Control

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## 0.1 Document History

Version	Status	Date
0.1	Draft	14 May 2002
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2.0	Approved	16 July 2002
2.1	Draft	14 August 2002

## 0.2 Changes From Last Issue

Version	Status	Reviewer	Date
0.1	Draft	Dave Arthur	20 May 2002
1.0	Final version		
2.0	e-Government logo and copyright changes	Kendall Lott	16 July 2002
2.1	Description of CCB	Kendall	14 August 2002

## 0.3 Acknowledgements

N/A

## 0.4 Distribution List

Allan Gormley	EDS
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Reginald Miller	AMIR
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## 0.5 Referenced Documents

Number	Title	Reference	Note
	N/A		

## 0.6 Abbreviations

AMIR 2.0	Achievement of Market-Friendly Initiatives and Results Program
GOJ	Jordan E-Government Programme
MoICT	Ministry of Information, Technology and Communications (previously MoPC).
PMO	Programme Management Office
PO	Project Office
CCB	Change Control Board

## 0.7 Glossary

N/A

# 1 Introduction

One of the major deliverables of Scope Management is a programme charter. The programme charter is a dynamic document that describes the programme's benefits and the projects that will support the achievement of these benefits. It is a shared understanding and agreement among all stakeholders as to what will be delivered, how it will be completed, and the commitment required. The charter will change over time and will be the impetus for the start-up of new projects and the closedown of former projects. Project scope statements will be created from the programme charter.

A programme charter addresses key questions that include the following:

- What are the programme objectives and corresponding benefits?
- Are the risks identified and understood? What strategies should be used to proactively manage risk?
- What project deliverables are needed and expected for delivery?
- What are the criteria for success?

A programme charter relies on critical success factors that include the following:

- Sponsorship and authority - Ideally, the programme sponsor is a senior executive who has initiated and fully endorsed the programme charter and has the authority to do the following:
  - Control the allocation and retention of required resources
  - Enforce the priority established for the programme
  - Obtain the timely cooperation of all participants
- Formal communication - All stakeholders and participants receive a written announcement that clearly communicates the programme's scope and priority, high-level objectives, expected benefits, and the need for timely and effective participation.
- Informal communication - The benefits and purpose of the programme is communicated to the leadership in informal meetings and discussions.
- Funding - A programme manager is assigned with the budget authority to acquire space and equipment and to assemble a team.

Within Scope Management, the programme office will assess scope changes that occur at the programme level, are cross-project in nature, cross-programme, or that significantly impact the programme and/or project agreements. In addition, the programme office will perform client contract and requirements oversight.

To successfully monitor and manage scope changes, the programme office considers a number of information sources internal to the programme and also regularly seeks out, monitors, and identifies material shifts in corporate strategy, key project reports and issues, new opportunities, and other relevant information.

The principal objectives of scope change control include the following:

- Obtain and analyse all the information to assess whether a potential realignment might be required
- Facilitate coordination of changes that affect programme scope
- Facilitate synchronization of solution delivery across sectors
- Provide a clear understanding of the approved and released changes together with the impact of these changes
- Establish that the agreed programme scope is carefully observed for the integrity of the overall programme objectives
- Involve the appropriate decision-makers
- Determine if client contract amendments are required
- Ensure that the high-level and detail requirements reflect approved scope changes.

## **2 Roles and Responsibilities Matrix**

Refer to Appendix B for Roles and Responsibilities Matrix.

### 3 Scope Management Process Flow Diagram

Refer to Appendix A for Process Flow Diagram.

#### 3.1 Establish Scope Management Strategy

At the start-up phase of the programme, Programme Manager determines programme's scope management strategy and then documents it in the Scope Management section of the Quality Management Plan. All the necessary inputs for this activity are taken from the programme and project client contract(s).

##### 3.1.1 Process

1. Obtain the programme and/or constituent project client contracts from the appropriate ministry executive(s) and determine the types of contracts involved; i.e., fixed price, cost plus, time and materials, etc.
2. Ensure that all contracts have been formally approved and signed off by the appropriate stakeholders. If formal approvals and signoffs have not been obtained, document this as an issue and/or risk.
3. Determine how the programme will ensure the product or service being delivered to the client meets the high-level and detailed programme and project requirements. Review the client contract for specific deliverables, milestones or stated objectives needed for managing scope.
4. Determine how the programme and its constituent projects will generate and/or maintain scope change documentation.
5. Determine and document scope management roles and responsibilities.
6. Determine how the client will be required to manage and communicate scope changes.
7. If applicable, determine how suppliers will be required to manage and communicate changes in scope.
8. Determine and document the scope change reporting requirements for the programme's constituent projects.
9. Determine how project and programme changes in scope should be communicated to the programme office, steering committee, client or supplier. Document in the programme's communication plan and include escalation criteria.
10. Determine how the programme and its constituent projects will generate new client contracts or amendments to the current client contract(s) when scope change is required.
11. In the quality management plan, document the programme's scope management strategy and approach for monitoring quality.

#### 3.2 Develop Programme Charter

At the start-up phase of the programme, PMO develops the programme charter. All the necessary inputs to develop the charter are taken from programme and client contract(s), strategic documentation, e.g., strategy documents – Strategic Value Selling (SVS) documentation, Value Review Board (VRB) documentation, and programme charter template.

### 3.2.1 Process

1. Obtain the programme and project client contracts and VRB/SVS Confirm documentation from the programme manager or ministry executive.
2. Develop the business landscape portion of the programme charter. Discuss the business context of the programme. Describe issues and risks associated with the programme. Describe situations resulting in the initiation of the programme.
3. Develop the objectives portion of the programme charter. Describe high-level statements of intent. Convey the attributes or the vision of the programme through the statements of intent.
4. Develop the benefits portion of the programme charter. Describe what the benefits of the programme are for both the client and PMO. Describe how the benefits will be measured. Describe when the benefits will be achieved. Link the benefits to the client's and PMO's strategic business plans.
5. Develop the constraints portion of the programme charter. Include known factors that set requirements for the programme such as time, resources, technology, PMO and client benefits, external environment, and other limitations.
6. Develop the scope and definition of the programme portion of the programme charter. Set specific boundaries around what the programme is intending to achieve in terms of organizational impact/involvement, geographic impact/coverage, logical scope coverage (processes, products, and services). The programme's activities are organized in multiple work streams that deliver a series of critical results called key programme milestones. These milestones are work-stream specific but often interdependent. It is critical to identify key programme milestone interdependencies.
7. Develop the critical success factors portion of the programme charter. Describe stipulations that must be accomplished or occur to achieve the programme goals and objectives.
8. Develop criteria for the programme success portion of the programme charter. Determine measurable results that confirm the achievement of goals and objectives.
9. Develop the relation of the programme to other ongoing programmes and initiatives. Identify and describe the known interdependencies with other existing programmes and initiatives.
10. Develop the constituent projects portion of the programme charter. List the name of each constituent project and its project manager.
11. Develop the work breakdown structure portion of the programme charter. Include a graphical representation of the major milestones of work to be completed by the programme.
12. Allocate high-level requirements to appropriate constituent projects.
13. Develop the programme governance structure portion of the programme charter. Include a graphical representation of the programme governance structure. Be sure to include the names of individuals associated with governance.
14. Review the programme charter with appropriate programme stakeholders. Document any requested changes. If changes are requested, update the programme charter as deemed appropriate.
15. Obtain formal sign-off on the programme charter from CIO and the client programme manager.
16. Distribute the programme charter per the programme's communication plan.

### **3.3 Clarify client requirements and contract(s)**

Programme manager clarifies any contract ambiguities and contractual requirements with the client. As a result, requirement documentation is updated and/or scope change request created. New risk and/or issues may be identified from this activity. All the necessary inputs for this activity are taken from the programme and project contract(s) and programme charter.

#### **3.3.1 Process**

1. Identify contract ambiguities and clarify all ambiguities with the client.
2. Determine that the contract describes in sufficient detail the product or service being delivered to the client in order to facilitate the definition of programme and project requirements. If necessary, document (scope changes) and obtain appropriate approvals for any contract amendments.
3. Document any risks and/or issues that result from this task.
4. Communicate to the programme team members the nature and impact of the contracts relative to the team member's specific programme and project activities.

### **3.4 Perform client contract and requirements oversight**

PMO reviews current status of programme/project contracts and programme/project requirements. All the necessary inputs for these tasks are taken from programme and project client contracts, and programme/project requirements documentation.

#### **3.4.1 Process**

1. Review the status of current programme/project client contracts. Ensure that the programme and its constituent projects are achieving contract commitments.
2. Validate that all contract amendments have been approved through formal change control, including client signoffs where appropriate.
3. Ensure that the expenditures are in sync with the budgets. Follow the Financial Management discipline for getting budgeted and actual figures to determine budget variance.
4. Confirm that contracted schedule dates are being achieved. Follow the Performance Monitoring discipline for gathering schedule actuals and addressing schedule variances.
5. Confirm that contracted metrics are being collected and achieved. Follow the Quality Management discipline for gathering metrics and addressing variances.
6. Review the status of programme/project requirements documentation (this may be done in conjunction with Steps 1 and 2 above). Depending on what phase of development the requirements are in, ensure that the high-level or detail requirements are in sync with the programme/project contract and that any scope changes are approved through formal change control, including client signoffs where appropriate.
7. Ensure that the client has formally signed off on high-level and/or detail requirements.
8. Document any risks and/or issues that result from this task

### 3.5 Prepare or obtain programme scope change requests

PMO documents programme scope change requests and updates Scope Change Log. All the necessary inputs for this task are: programme scope change requests generated by projects, programme manager and programme office, programme scope change request template, and programme scope change log.

#### 3.5.1 Process

1. Projects will submit programme scope change requests to the programme office under the following circumstances:
  - Scope changes that are cross-project in nature
  - Scope change relative to a significant project schedule variance (baseline vs. actual)
  - Scope change relative to significant project revenue or cost variance (baseline vs. actual)
  - Scope changes relative to significant resource variances (baseline vs. actual)
  - Scope change relative to potentially missed project schedule milestones
  - Scope change that has significant impact on the project or programme scope
  - Scope change relative to significant requirements volatility
  - Scope change relative to the potential non-achievement of programme benefits at the project level
  - Scope changes relative to significant technology considerations
  - Scope changes that have significant impact on the programme contract

The programme manager must establish what is considered significant for all of the above items. It should be noted that some of these scope changes may be generated by project issues or project risks. Project personnel should complete the Requester Information and Change Information portions of the programme scope change request.
2. The programme manager or programme office will generate programme scope change requests under the following circumstances:
  - Scope changes that are cross-programme in nature
  - Requested changes to the programme contract
  - Requested changes to the programme milestone schedule
  - Requested changes to the programme charter (includes programme scope changes)
  - Requested changes to the programme financials (revenue and/or cost)
  - Requested changes to the programme benefits
  - Requested changes to the programme office resources

It should be noted that programme issues or programme risks might generate some of these scope changes. Complete the Requester Information and Change Information portions of the programme scope change request.
3. Assign a tracking identification number to the programme scope change request.

4. Record a short description on the programme scope change request.
5. Complete the assignment information on the programme scope change request.
6. Record summary information for each programme scope change request in the programme scope change log.
7. Determine if the programme scope change request is a duplicate. If so, cancel the request and inform the submitter that it has already been received and documented. Update the programme scope change request and programme scope change log for a cancelled request.
8. Document any risks or issues that result from this task

### **3.6 Assess scope change requests**

PMO assess impact of scope change request to existing programme and/or project deliverables and commitments. The inputs for the task are programme scope change request and programme scope change log.

#### **3.6.1 Process**

1. Determine if any scope change requests that have a status of "On Hold" should be reactivated.
2. Assess the impact of the scope change request to existing programme and/or project deliverables or commitments such as, the programme charter, programme milestone schedule, programme benefits, programme costs, programme revenues, programme resources, project scopes, project resources, project revenues, project costs, and project schedules. Obtain assessment assistance from all impacted individuals; the programme manager, client programme manager, and project managers. If appropriate, include the impact upon programme and project baselines (schedules, budgets, resources, benefits).
3. Obtain or prepare supporting documentation as required.
4. Update the programme scope change request and programme scope change log.
5. Submit the scope change request assessment to the programme manager for review.
6. Update assessment documentation if required.
7. Document any risks or issues that result from this task

### **3.7 Review scope change request**

Programme change control board (CCB) reviews scope change requests to determine disposition of the scope change request. See Appendix G for the CCB description. The only input needed for this task is the scope change request.

#### **3.7.1 Process**

1. Present scope change requests to the programme CCB.
2. Obtain approved, rejected, on hold, or rework decision from the programme CCB. Obtain appropriate signatures.
3. Update the programme scope change request and programme scope change log as appropriate.
4. Document any risks or issues that result from this task.

5. If the scope change request decision is to rework, go to Prepare or obtain Programme Scope Change Request task.
6. If the scope change request decision is approved, go to Integrate Approved Scope Changes task.
7. If the scope change request decision is rejected or on hold, go to Communicate Scope Changes task.

### **3.8 Integrate Approved Scope Changes**

PMO updates all programme and project related documentation to reflect approved scope change requests. All the necessary input for the task are taken from programme scope change request and programme scope change log.

#### **3.8.1 Process**

1. Determine which programme and project documents must be updated relative to the approved scope change request.
2. Update appropriate programme documentation. Ensure that the programme CCB approved all baseline modifications. Where appropriate, indicate revision date for history purposes.
3. Where appropriate, ensure that document history (versions) is retained.
4. Assist the appropriate individuals (project managers) in updating appropriate project documentation. Ensure that all baseline modifications were approved by the programme CCB.
5. Update the programme scope change request and programme scope change log as appropriate.
6. Document any risks or issues that result from this task.

### **3.9 Communicate the changes**

PMO sends Notice of Decisions to inform all impacted individuals of completed, approved, on hold, and rejected change control requests. The only input needed for this task is programme scope change requests.

#### **3.9.1 Process**

1. Determine if any approved scope change requests have been completed. If so, update the programme scope change request and the programme scope change log as appropriate.
2. Inform all impacted individuals of completed, approved, on hold, and rejected scope change requests. Use a Notice of Decision (Appendix C) or similar communication format for disseminating information. Include any updated documentation as deemed appropriate.
3. Update the programme scope change requests and programme scope change log if appropriate.

## **4 Appendix A – Scope Management Process Flow Diagram**

## 5 Appendix B – Roles and Responsibilities Matrix

	<b>Programme Manager</b>	<b>Client Programme Manager</b>	<b>Programme Office (PgO)</b>	<b>Project Manager</b>	<b>Steering Committee</b>	<b>e-Gov CIO</b>
<b>Establish Scope Management Strategy</b>	R	S	S	S	C	C
<b>Develop Programme Charter</b>	R	A	S	S		A
<b>Clarify Client Requirements and Contract(s)</b>	R	A	S	S	A	A
<b>Perform Client Contract and Requirements Oversight</b>	S	S	R	S		C
<b>Prepare or obtain Programme Scope Change Requests</b>	S		R	S		
<b>Assess Scope Change Requests</b>	S	S	R	S		
<b>Review Programme Scope Change Requests</b>	R	S			A	
<b>Integrate Approved Scope Changes</b>	S		R	S		
<b>Communicate Scope Changes</b>	I	I	R	I	I	I
<b>R=Responsible A=Approve S=Support I=Information C=Consult</b>						

## 6 Appendix C – Programme Charter document

Details of the Programme Charter are:

File name: GOJ Programme Charter v0.1.doc  
File location: //Poweredge\_nt/eds/pmo/polc/approved

## 7 Appendix D - Scope Change Request template

One form will be used for scope change request and other change requests that do not affect scope. Details of the change request form are:

File name: GOJ Change Request Form.doc  
File location: //Poweredge\_nt/eds/pmo/tmp/draft



# Change Request Form

*To be completed by originator and/or programme/project manager*

*(includes information to open, recommend, close)*

<b>Change Request</b>	
Change Request #:	Release:
Initiator:	Date Submitted:
Change Type:	
Brief Description:	
Requested Implementation Date:	Associated Issue No.:
Operations/Development/Infrastructure:	
Change Description:	
Reason for Change/Benefits:	
Priority:	
Status:	Date:
Status:	Date:
Status:	Date:
<b>Change Impact Analysis</b>	
Analyst Assigned:	Preliminary: Detailed:
Deliverable(s) Affected (include training & documentation):	
Other Area(s) Affected:	
Estimated Resources:	
Estimated Schedule Impact:	
Estimated Budget Impact:	
Business Process Impact:	
Technical Impact:	
Date Impact:	
Assumptions:	
Risks:	
Recommendation:	
Comments/Attachments:	
<b>Final Disposition/Reason (Include Target Date for Implementation)</b>	
Disposition:	Date:
Disposition:	Date:
Disposition:	Date:

Document ID:	Document Owner:	Document Approver:	Date Effective:	Version:	Retention Period:	Archive Location:
				1.00		

## 8 Appendix E – Scope Change Log template

One template will be used for both scope change requests and other change requests. Details of the change request log template are:

File name: GOJ Change Request Log.doc  
File location: //Poweredge\_nt/eds/pmo/tmp/draft



## 9 Appendix F – Notice of Decision

Details of the Notice of Decision are:

File name: GOJ Notice of Decision.doc  
File location: //Poweredge\_nt/eds/pmo/tmp/draft



## Notice of Decision

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The purpose of this document is to inform affected groups of key decisions, policies, and new processes.

**Decision ID:**

**Notice Date:**

**Effective Date:**

**Affected Group(s):**

**Decision:**

**Basis for Decision:**

**Impact/Actions:**

**Contact:**

Name of the person/group that  
approved the decision:

Approved by Name:

Approval date:

Approved Date:



## Change Control Process

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### Notes:

<b>Decision ID:</b>	Tracking number
<b>Notice Date:</b>	Date the NOD is published
<b>Effective Date:</b>	Effective date for the decision
<b>Affected Group(s):</b>	Group(s) impacted by the decision
<b>Decision:</b>	Description of decision
<b>Basis for Decision:</b>	Reasoning behind decision
<b>Impact/Actions:</b>	Impact of the decision / actions as a result of the decision
<b>Contact:</b>	Who to contact for more information

## 10 Appendix G – Change Control Board

CCB is a high-level project committee consisting of project leadership that is responsible for project scope control. The Project Manager is responsible to provide change request documentation to the CCB prior to the meeting. The documentation provided to the CCB should include technical justification for the changes being requested. CCB is the ultimate project authority that is owner and responsible for the project deliverables, progress, scope management, and project risks and issues. Authority in some areas may be delegated to the project manager or other project stakeholders on behalf of CCB if circumstances permit.

Following is a suggested composition (membership) of the CCB on the e-Government projects:

### 10.1 CCB Membership

Chairperson – Secretary General/General Manager  
Project Manager  
Project sponsor – maybe from funding agency or government institution

Following are the roles of the CCB:

### 10.2 CCB Role

- Owner of the project
- Manages project progress
- Responsible to deliver the project
- Sign-off on the deliverables
- Responsible for the project scope management
- Deals with the project scope changes
- Enforces project management standards as defined by the PMO
- Manages risks and their mitigation plans
- Addresses project issues including resource issues