

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

Funded By U.S. Agency for International Development

Jordan e-Government Programme Management Charter

Final Report

Deliverable for ICTI Component, Task No. 431.3.2
Contract No. 278-C-00-02-00201-00

May 2002

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0 Document Control

Table of Contents

0	DOCUMENT CONTROL	3
0.1	Document History	6
0.2	Changes From Last Issue.....	6
0.3	Acknowledgements	6
0.4	Distribution List.....	6
0.5	Referenced Documents.....	6
0.6	Abbreviations	6
0.7	Glossary.....	6
1	BUSINESS LANDSCAPE	7
2	OVERVIEW	8
2.1	What is a PMO	8
2.2	Why a PMO.....	9
2.3	Mission	9
2.4	Goals and Objectives	10
2.5	The Composition of the Programme Management Infrastructure	11
2.6	Constraints Facing the PMO.....	11
2.7	Scope	11
2.7.1	Quality Management.....	11
2.7.2	Governance	11
2.7.3	Progress and Performance Reporting.....	11
2.7.4	Process Management	12
2.7.5	Relationship Management	12
2.7.6	Competency Management	12
2.8	Business Benefits of the PMO.....	12
2.9	PMO Critical Success Factors	13
2.10	Approach.....	13
2.10.1	Collaboration and Programme Management Tools	13
2.10.2	Functional Organisation and Structure	13
2.10.3	Structure and Planning.....	15
3	JORDAN E-GOVERNMENT PMO REQUIREMENTS	21
3.1	Organisation Roles and Responsibilities	22
3.1.1	Director of e-Government.....	22
3.1.2	Executive Assistant.....	22
3.1.3	Programme Manager.....	23
3.1.4	Change Manager	23
3.1.5	Administrative Manager	24
3.1.6	Technology Manager	24
3.1.7	Business Case and Resource Manager.....	25
3.1.8	Quality Risk and Reporting Manager	25
3.1.9	Project Coordinator	26
3.1.10	Financial Manager	26
3.1.11	Contracts Manager	27

3.1.12	Logistics Manager.....	27
3.1.13	Security Manager.....	28
3.1.14	Infrastructure Manager.....	28
3.1.15	Contact Manager.....	28
3.1.16	Architect.....	29
3.1.17	Content Manager.....	29
3.2	PMO Resourcing.....	29
3.3	Change Management Board.....	29
4	APPENDIX A – E-GOV PMO GUIDELINES	30
4.1	Guidelines.....	30
4.1.1	Project Requirements.....	30
4.1.2	Tools and Templates.....	30
4.1.3	Baselined Project Schedule.....	30
4.1.4	Weekly Status Report.....	30
4.1.5	Value Assurance Reviews.....	30
4.1.6	Monthly Management Summary Report.....	30
4.2	Reporting Functionality.....	30
4.3	Reporting Approach.....	31
5	APPENDIX B – THE VALUE ASSURANCE REVIEW PROCESS	32
5.1	Programme Management Office View.....	32

Table of Figures

Figure 1 - PMO Program Elements	8
Figure 2 - PMO Functional Areas	10
Figure 3 – Standard PMO Functional Areas	14
Figure 4 - Jordan e-Government PMO Organisational Structure	21
Figure 5 – Communication Plan Essentials	31

0.1 Document History

Version	Status	Date
0.1	Draft	17 March 2002
0.2	Draft	01 April 2002
0.3	Draft	03 April 2002
0.4	Draft	28 April 2002
1.0	Approved	01 May 2002

0.2 Changes From Last Issue

Version	Status	Reviewer	Date
0.1	Draft	Tariq Mamood (EDS)	28 March 2002
0.2	Incorporate Changes from review of v0.1	Tariq Mamood	02 April 2002
0.3	Addition of e-Gov Specific PMO Requirements	Deema Annani Rula Barghouty Oraib Toukan	23 April 2002
0.4	Incorporate Changes from review of v0.3	Deema Annani Rula Barghouty	29 April 2002

0.3 Acknowledgements

N/A

0.4 Distribution List

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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
E-Gov	E-Government Programme for Jordan
MoICT	Ministry of Information, Technology and Communications (previously MoPC).
PMO	Programme Management Office
PO	Project Office

0.7 Glossary

PMO Automation	The use of software to automate the PMO processes.
Configuration Management	Control of output's from the PMO for example the versioning, check out, and check in of documents and source code.

1 Business Landscape

The Hashemite Kingdom of Jordan has empowered MoICT to act as a focal point for developing an E-Government strategy, programmes to build on that strategy, and the infrastructure to support the programmes. EDS has been sub-contracted for a portion of this enterprise working under the remit of the AMIR 2.0 programme.

As a result of this contract and the need to add business value through process improvement, E-Government has assigned a high priority to performing process improvement activities. The improvement programme has been set up to develop, maintain, and deploy a common process asset, and to oversee and provide support in terms of guidance and monitoring to all E-Government Programme Delivery projects involved with this initiative.

The focus of this charter is on those projects that fall within the scope of the E-Government component but should be totally transferable to any other Ministry initiatives. Some of the critical success factors for the e-Gov programme include:

- Making e-Gov Programme Management Office (PMO) the best guarantor of results for our initiatives by providing hands on support to the projects;
- Improving productivity of the project teams by placing greater emphasis on project management, tools and techniques; and
- Increasing e-Government PMO's credibility by strengthening partnerships with other e-Government project team initiatives.

The e-Gov PMO establishes the Project Management Governance structure, formal review processes, and formalizes the Programme Management Office function.

This is a living document and will continue to be updated during the life cycle of the e-Gov PMO.

2 Overview

2.1 What is a PMO

A Programme Management Office is an entity that provides a structure to act as a co-ordinator of a programme of projects; as a creator and watchdog of standards; as a supplier of information to Steering Committees and Change Management Boards. To give an example;

Each project would have a Business and Benefits case; the job of the PMO is NOT to specifically write the Business Case, but to evaluate and validate it based upon the parameters set by the CIO, CTO or CFO etc.... This might be the number of resources available; the total programme budget or any other previously agreed criteria used to measure the TOTAL benefit to, say, MoICT.

Another responsibility it would have is to monitor the agreed business case to ensure that the statements being made are realised. Obviously every function in a PMO can be re-structured to fit the organisation, to continue the business case example; Management may want PMO staff to act as mentors to Project Officers who have previously never written a business case.

The PMO will only have **authority** over projects in respect of the application of programme and project management methods, procedures and support tools. The Change Management Board via the Senior Responsible Owners and Programme/Project Boards will provide **direction** of the Projects for each sub-programme and their associated projects.

However the functions are allocated; it is important to remember that the PMO must have an independence from individual projects and that its' decisions should be based upon the wider picture of the total programme. The following figure is a pictorial representation of the Program Elements that go together to form a PMO.

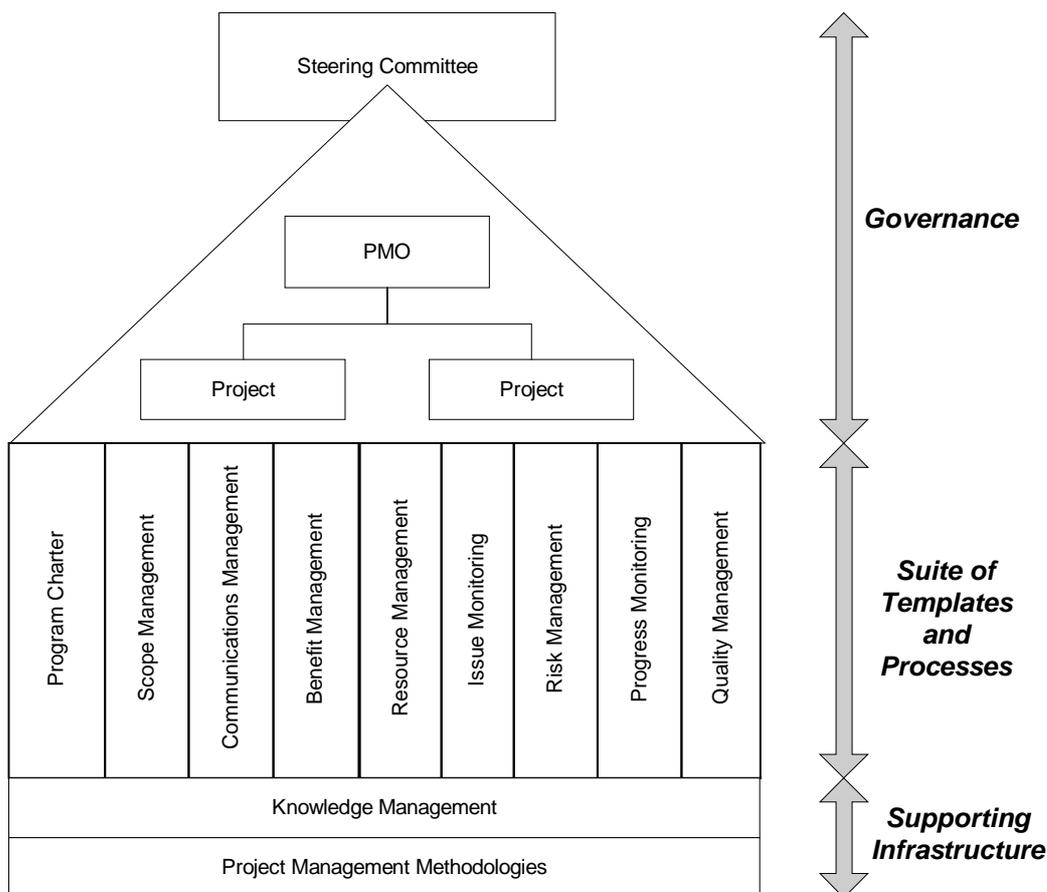


Figure 1 - PMO Program Elements

Governance is the key to the Program Management approach and is supported by common processes and tools to ensure program success.

The Steering committee is the driving force behind the PMO. The make-up is dependant on the power that the PMO is intended to have. It would include the PMO Director and ideally include at least one e-Gov Minister.

This committee must have the power to make decisions.

EDS suggests that the initial representatives are as follows:

- MoICT Minister (Chairman)
- MoICT Secretary General
- A N Other Ministry Secretary General
- Director of e-Government (PMO Director)

Other representatives can be co-opted as required.

2.2 Why a PMO

The basic reason that all organisations need a PMO is to provide stability to its development programme. Further reasons are outlined in 2.1 above.

The size of a PMO is limited to the business case justification for its existence. There are no set boundaries. In the case of the e-Gov PMO it is the entirety of the e-Government organisation, as shown in Figure 4 - Jordan e-Government PMO Organisational Structure, and therefore the Director of e-Government is de facto the PMO Director.

2.3 Mission

The mission of the e-Gov PMO is to improve the business performance of e-Government project initiatives by improving project delivery effectiveness.

The scope of the e-Gov PMO is managed work by internal projects, consistent with EDS project management direction.

The PMO functional areas are shown in Figure 2 - PMO Functional Areas, with further detail provided in the Scope section.

The Program Charter provides a shared understanding and agreement between all stakeholders & participants about deliverables, methodologies and commitment required.

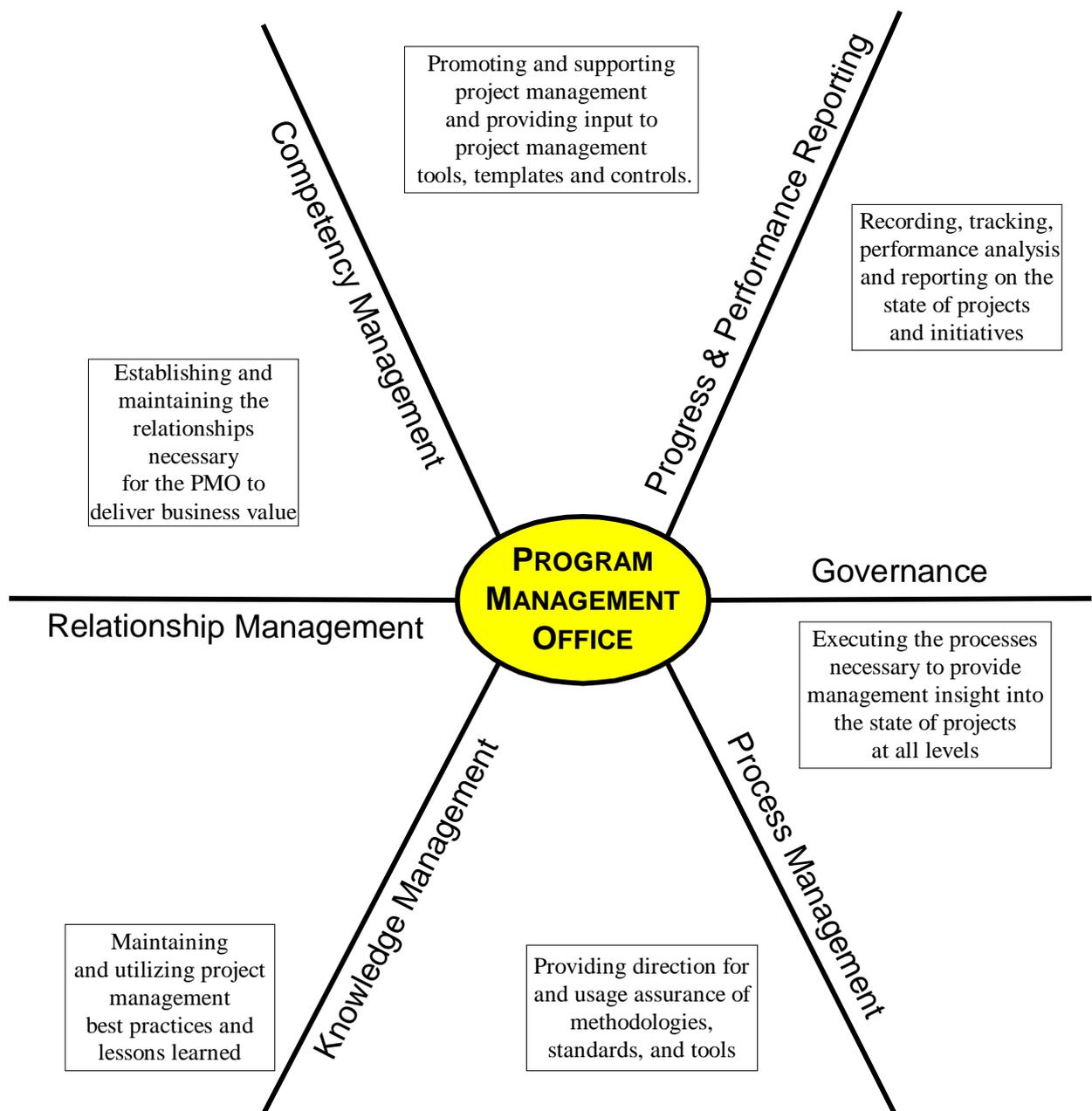


Figure 2 - PMO Functional Areas

2.4 Goals and Objectives

The goal of the e-Gov Programme Management Office is to improve the business performance of e-Gov initiatives by improving the project delivery effectiveness of project teams.

The e-Gov Programme Management Office (PMO) will:

- Monitor project progress and produce performance analyses to provide leadership with significant insight into the state of all projects
- Ensure the usage of standard project management processes
- Implement and maintain project office standards, tools, and processes
- Establish risk assessment guidelines
- Enable the sharing of knowledge and best practices amongst project managers
- Maintain existing and develop new relationships, both inside and outside of the e-Gov initiatives, that will reinforce the ability of the PMO to deliver 'business value'

- Act as the single point of contact for requests of project teams to provide information to other Government entities.
- Maintain the efficiency of the PMO.

2.5 The Composition of the Programme Management Infrastructure

The Programme Management Infrastructure will comprise a structured environment to support the implementation of the E-Government initiatives, monitoring of progress of and the means to administer metrics related to the measurement of performance against objectives as part of the change process.

The Programme Management Infrastructure will include:

- A Programme Management Office managed and resourced to support the nature and extent of any change programme Plan.
- A programme management method and supporting standards, procedures and tools.
- A programme assurance function.
- The necessary automation to ensure that the office can be run efficiently.

2.6 Constraints Facing the PMO

- Lack of a consistent programme management culture across the-Government
- Time frame in which to plan and integrate the Programme Management Office into the overall process management efforts
- Insufficient Architecture (Hardware, Software and Communications) to support an integrated programme management information system
- Lack of staff to carry out the detail required to support the PMO
- Inconsistent collection of clearly delineated metrics as part of the programme management activities
- Lack of a universal programme registration system i.e. the PMO needs to be aware of all programmes that are being initiated across the Government.
- Lack of enforcement powers to ensure that the PMO has the authority necessary to succeed in its objectives.

2.7 Scope

The scope of the e-Gov PMO is to manage work and internal and external projects (initiatives), consistent with project management direction.

2.7.1 Quality Management

The PMO is custodian of standards and will ensure that each project produces a quality plan describing the standards to be followed and how compliance will be ensured; responsibilities should include configuration management.

2.7.2 Governance

Governance is executing the processes necessary to provide management at all levels of e-Government, with insight into the state of both external and internal projects. This area includes:

- Categorizing of projects to define management review levels
- Involving appropriate level of e-Gov management in the oversight of projects
- Escalating and resolving project issues
- Establishing periodic, comprehensive, in-depth reviews of 'key' e-Gov projects
- Ensuring that projects in a red or yellow status have action plans to return to green status
- Ensuring that projects have a risk plan that meets or exceeds the risk assessment guidelines of the e-Gov PMO

2.7.3 Progress and Performance Reporting

Progress and Performance Reporting records, tracks, produces performance analyses, and reports the state of e-Gov projects. Functions included are:

- Project recording and tracking
- Status reports
- Metrics Analysis
- Risk assessment

- Identification of high profile projects
- Project reviews
- Report distribution

2.7.4 Process Management

This area provides direction for, and assurance of, project management processes, and includes:

- Ensure the usage of standard project management methodologies, standards and tools
- Provide performance oversight of e-Gov project management processes including supporting Value Assurance reviews
- Identifying improvements to project management processes and standards
- Document process for initiating and monitoring internal projects
- Define issue management process including escalation process
- Define risk management process including escalation process
- Act as the focal point for tracking Change Requests (CR) through the review process and maintain the CR Repository

2.7.5 Relationship Management

Relationship Management involves the need to maintain existing, and establish new relationships, both inside and outside of the e-Gov initiatives, that will reinforce the ability of the PMO to deliver business value. These relationships include, but are not limited to:

- Initiatives external to E-Government but within MoICT
- Ministries other than MoICT
- Sub-Contractors
- Project Management Delivery
- Funding Agencies

2.7.6 Competency Management

Project management is a critical capability. The e-Gov PMO will provide input to project management thought leadership for the development of programmes throughout e-Government.

2.8 Business Benefits of the PMO

- Improve delivery of internal projects
- Accurate, revealing, and usable metrics on the state of e-Gov projects as a business management insight tool for e-Gov management
- Improved organizational maturity around the project management discipline
- Vehicle for issue escalation and resolution
- Vehicle for risk assessment and mitigation
- Consistent data and central repository for oversight of project activities at all levels
- Summary of project information that can be leveraged into higher level reporting (i.e. Service Excellence)
- Identification of 'high risk' projects before they become problem situations
- Trending and common causes analyses so that management can make sound decisions based upon 'actual data'
- Elimination of redundancies by integrating with other PMOs
- Sharing of lessons learned
- Evolution of common standards and tools
- Single focal point for e-Gov project support related activities:
 - Project Plans/Schedules
 - Status reports
 - Management Summary reporting
 - CR Repository
 - Value Assurance Review:
 - Coordination
 - Preparation
 - Coaching/Mentoring
 - Templates
 - Review criteria and Leverage
 - Action for support

2.9 PMO Critical Success Factors

- **Resources and budget** to support the PMO implementation and on going operations must be obtained
- **e-Gov Management** will actively participate in the success of projects
- **The business value** of the PMO's products and services to all of e-Gov must be successfully communicated
- **Project management processes** must be flexible enough to accommodate end customer demands and rigorous enough to drive discipline
- **Roles and responsibilities** must be clearly defined
- **Consistent reporting** requirements from leadership
- **Accuracy and timeliness** of project reporting
- **Participation** of all project teams
- **Processes, reports, and work products** from existing project offices will be leveraged

2.10 Approach

The direction of the PMO will evolve based on 'lessons learned' and continuing business management insight requirements from e-Gov Leadership.

2.10.1 Collaboration and Programme Management Tools

A Management Information System (MIS) enables complex programmes, to manage the flood of information. It ensures the effective collation of data and information, sorts the critical information required to assist Executives to achieve timely and effective decision-making and reproduces it in an easily digestible form. The PMO will conduct a study with e-Gov on a range of software solutions for programme management for e-Government. Summaries of the benefits of implementing a Management Information System are:

- Making interaction across the programme and project units more efficient, even when geographically dispersed
- Tying the Programme firmly in with Government knowledge management and learning systems
- Simplifying the locating and sharing of documents and data
- Providing the right version of reports / documents and ensuring configuration control

EDS can work with e-Gov in assessing the information needs of the E-Government initiatives, and the business cases.

2.10.2 Functional Organisation and Structure

The standard functional areas of a PMO are described below:

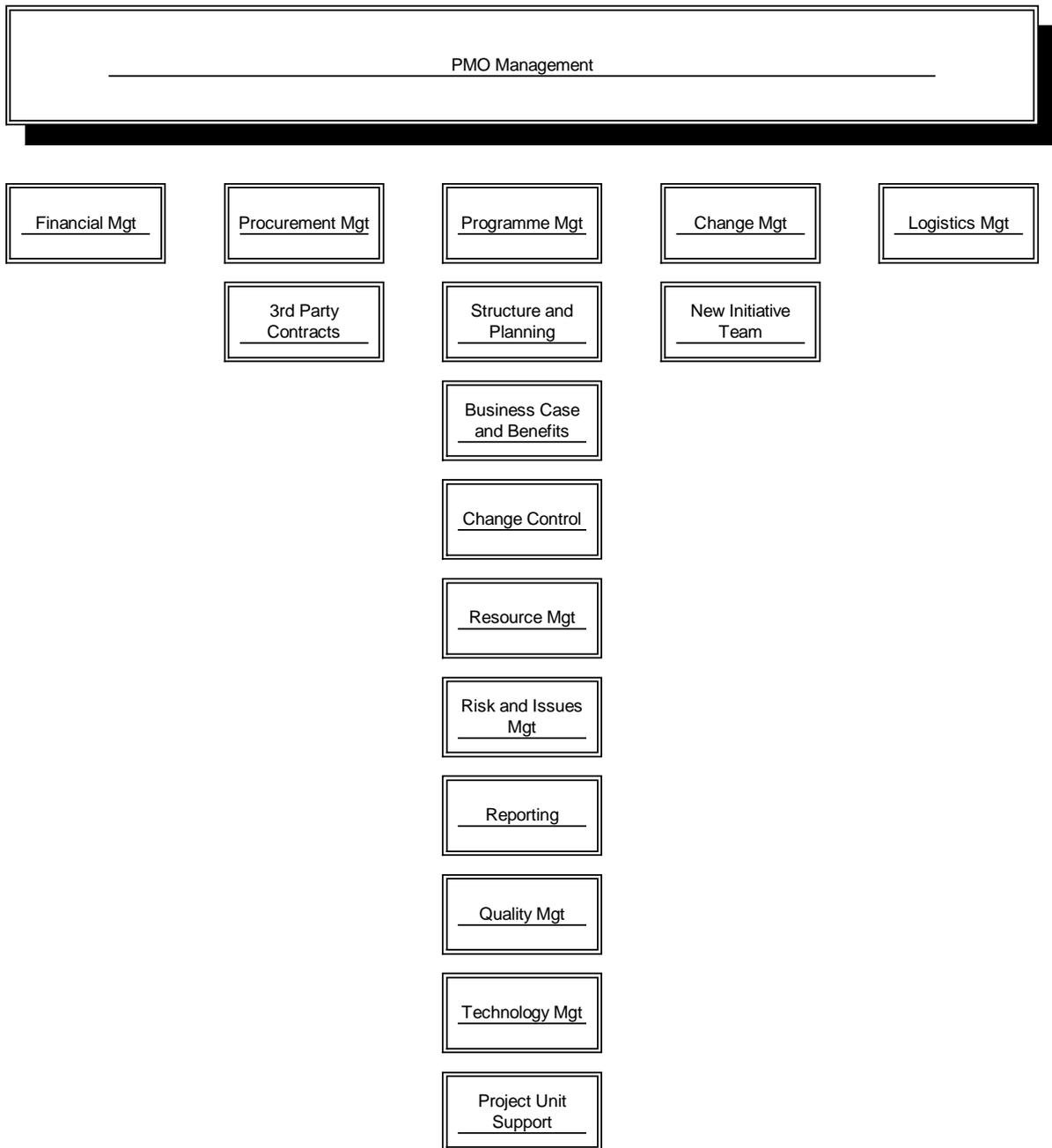


Figure 3 – Standard PMO Functional Areas

The resource and skill levels of the PMO will be the subject of review from time to time to ensure that the composition of the PMO reflects the nature and extent of the Change Programme. The PMO may also need to be revised from time to time in response to the interfaces it is required to support.

PMO Managers – The PMO Manager will have responsibility for the efficient running of the PMO, taking ownership of the programme management processes, and act as custodian of project management processes. He will also take part in Management Team meetings, providing the information and analysis generated by the PMO to facilitate Programme decision-making.

Other Key Roles - Structure & Planning; Transition Management; Business Cases and Business Management; Change Control; Resource Management; Risk & Issue Management; Reporting; Quality Management; Project Support Unit; Logistics; Financial Management; Procurement Management; New Initiative Team: *(all described below)*.

2.10.3 Structure and Planning

2.10.3.1 Programme Management

1. Role

- The PMO will ensure that initiatives are scheduled and implemented in the most efficient manner to realise their benefits given the constraining resource needs and dependencies, and that detailed plans are produced in a consistent manner to support integration and progress reporting.

2. Responsibilities

- To define and communicate planning principles and standards, in order to ensure the creation of consistent and integrated project plans
- To review all plans as produced against the standards, and to ensure that quality plans are maintained during the life of the project (with revisions, progress reports)
- To identify and manage all internal and external dependencies and overlaps based on the creation of a Programme level plan and dependency database, and to define the Programme critical path
- To identify potential slippage in both time and budget, and to report the impact on other dependencies
- To work with risk management to ensure risks and milestones have been linked and are monitored, and that mitigation actions being agreed take into account the dependencies
- To work with project and programme management to agree the appropriate levelling at all planning levels
- To facilitate the obtaining of agreement and commitment to the programme plan including the critical path from any Change Programme
- To release at the beginning of each Programme stage the programme plan for that stage, along with routine planning reports

3. Tools and Deliverables

- Tools and deliverables employed include the Programme Plan, Project Planning Standards and Templates

2.10.3.2 Change Management

1. Role

- The Change Manager will ensure that the PMO and all E-Government initiatives are implemented with an emphasis on aligning the strategy, people, process and technology to provide for efficient and effective Project management and initiative implementation.

2. Responsibilities

- Responsible for establishing the standards to be used for all Change Management and Business Process Reengineering components of the e-Government initiatives/projects.
- Responsible for ensuring that all e-Government projects/initiatives perform radical, controlled reengineering of business processes in collaboration with the end client and to the standards of the PMO
- Responsible for ensuring that all e-Government projects/initiatives perform Change Management to the standards of the PMO.
- Responsible for assisting the PMO with creating new organizational structures and addressing gaps between the current state and vision and the future state and vision the e-Government (PMO) organisation, through the evaluation of the structure, people, processes and culture. And by considering development strategies and change drivers to create and implement a transition plan to align all affected elements of the organisation.
- Responsible for ensuring adequate and controlled communication between the PMO and the field staff. Responsible for providing strong communications and facilitation where appropriate.
- Responsible for assessing all RFPs to be let by the PMO/e-Government initiatives to ensure the correctness and completeness of the requirements for the Change Management and Business Process Reengineering. Also responsible for reviewing the responses to the RFPs from potential vendors to ensure the completeness and correctness of methodologies to be used for Change Management (including training) and Business Process Reengineering.
- Responsible for identifying training needs throughout the PMO and its field staff. Outlining the structure of training to be provided for PMO staff and training given as part of the e-Government initiatives.

3. Tools and Deliverables

- TBD

2.10.3.3 Business Case and Benefits Management

1. Role

- The PMO will ensure that all business cases are produced in a consistent and robust manner; that the benefits of change initiatives are identified and aligned with Programme objectives; and that realisation of these benefits is monitored.

2. Responsibilities

- To develop and implement a business case method for Operational and Process Improvement Initiatives and for New Business Initiatives
 - To develop and implement a Business Case/Prioritisation Framework for new and enhanced applications
 - To ensure articulation of Programme benefits, and the production and presentation of the Programme business case
 - To ensure that Project Managers carry out regular benefit reviews, including an explicit benefits realisability statement as part of project closure, and that business sponsors confirm benefits realisation through a Post-Implementation Review process
 - To ensure that programme management is aware of benefit realisation performance, through the production of routine benefits reports.
- #### 3. Tools and Deliverables
- Tools and deliverables deployed by the team include Business Case Templates, Project Authorisation Proforma, Initiative Prioritisation Matrix and Scoring Frameworks, Benefits Realisation Plan and the Benefits Tracking Report.

2.10.3.4 Change Control

1. Role

- The PMO will ensure the integrity of the scope of projects with reference to requirements, design and implementation, and will ensure that baseline documents are protected (scope control). Additionally, it will manage the evaluation and implementation of changes to Infrastructure and Systems (change control).

2. Responsibilities

Scope Control

- To clearly identify the scope of the Programme
- To determine and implement a process for change requests relating to projects
- To control change through the use of baseline documents, and to create and maintain a log of all Programme-level changes
- To carry out initial impact analyses of all Programme-level changes, and to escalate potential changes for impact analysis to the appropriate levels
- To facilitate the evaluation and authorisation process for change requests, including organising and attending regular Change Control Board meetings where necessary
- To ensure changes are implemented and quality reviewed if they are accepted, through the change log

Change Control

- To determine and implement a process for change requests (CCNs) for Infrastructure and Systems
- To maintain the CCN Change Log
- To assist users in completing CCNs, based on drawing inputs from the various groups
- To facilitate the evaluation and authorisation process for change requests, including organising and attending regular Change Control Board meetings where necessary
- To ensure changes are implemented and quality reviewed if they are accepted, through the change log

3. Tools and Deliverables

- Tools and deliverables employed by the team include Baseline Documents, Change Request Templates (CCNs) and Change Logs.

2.10.3.5 Resource Management

1. Role

- The PMO will identify, plan and manage the human and infrastructure resource requirements of the Programme in order to minimise risk and maximise change efficiency.

2. Responsibilities

3. Tools and Deliverables

- Tools and deliverables employed by the team include the Project Reporting Schedule, Project Reporting Templates, and Programme Reports and Dashboard.

2.10.3.8 Quality Management

1. Role

- The PMO will ensure that the documentation and products from projects conform to the needs of Programme management, sponsors and stakeholders, and are maintained in a central configuration library. This function interfaces with the Quality Assurance roles in both e-Government and e-Gov organisations, which quality assure and audit work processes.

2. Responsibilities

- To clearly document and communicate the characteristics that are required from a product before it is produced, ensuring adherence to Government quality standards
- To agree and document final and interim review processes, and ensure time for these reviews is included in all planning
- To ensure clear identification and definition of Programme products and their owners and approvers, and to maintain a record of these, such as a linear responsibility chart
- To ensure that key stakeholders are identified, involved during product development, quality review and sign off on all products to certify that they meet the requirements of the Programme
- To define and ensure adherence to documentation standards in the Programme which conform to Government quality standards
- To manage and control the Programme library, ensuring that projects provide electronic copies of all approved product descriptions and products
- To establish and manage the configuration management system for products produced within the Programme
- To identify any additional controls necessary to ensure that the Programme conforms to the processes required to meet relevant quality accreditations, e.g. ISO9001, and to ensure that all relevant processes are followed

3. Tools and Deliverables

- Tools and deliverables employed by the team include Product Descriptions, Product Assessments, Product Sign-offs, Documentation Guidelines and Standards, and Documentation Review.

2.10.3.9 Procurement (Contracts)

1. Role

- The PMO will ensure that third party and sub-contractor contracts are designed and managed in an efficient manner

2. Responsibilities

- To manage procurement and contract negotiations with sub-contractors
- To monitor, assess and manage sub-contractor services

2.10.3.10 Financial Management

1. Role

- The PMO maintains and manages the financial control processes for the Programme and investigates and reports on any foreseen or actual variances.

2. Responsibilities

- To document the budgeting process and administer it, including ensuring that all requisite cost centre and work package codes and descriptions are available for use and kept current
- To ensure budgets are adhered to and help individuals within the Programme to understand the process
- To produce monthly reports on budgets (actual spend to date) and adherence to them (under and over-spends)
- To investigate variances, including reasons, implications and plans for recovery where appropriate

- To update, or at least provide input to, the relevant Ministerial and Government Financial Accounting systems

3. Tools and Deliverables

- Tools and deliverables employed by the team include Revenue and Cost Baselines, Reports and Variance Analyses.

2.10.3.11 Logistics and Secretariat

1. Role

- Logistics and Secretariat will provide the administration and logistics support necessary to maintain effective day-to-day working.

2. Responsibilities

- To plan accommodation and equipment requirements and manage moves as necessary; manage Programme Assets.
- To provide secretariat functions to the various Programme governance and management groups and meetings
- To maintain the Programme diary, team lists, initiation packs and contact information
- To assist with the organisation of critical design reviews, product selection reviews, technical and operational reviews
- To provide day-to-day support to Programme Managers and Project Managers

3. Tools and Deliverables

- Various

2.10.3.12 Technology Management

1. Role

- Technology Management is positioned alongside the standard PMO structure and will support generic technical functions necessary to aid specific projects. This could include Security, Data Centre Management processes and Technical Architects.

2. Responsibilities

- To offer the following services and staff to Project Managers, ensuring alignment to PMO processes (list will be tailored to needs):
 - Security
 - Infrastructure Planning
 - Data Centre Management Processes
 - Specialist Technical Advice
 - Enterprise Architects
 - Technology Standards.

3. Tools and Deliverables

- Various

2.10.3.13 Project Support Unit

1. Role

- The Project Support Unit will sit alongside the other PMO functions, and provide project and programme management expertise and specialist resource to Project Managers as needed. Services include internal consultancy, training, coaching, sharing best practice, staffing, etc.

2. Responsibilities

- To offer the following services and staff to Project Managers, ensuring alignment to PMO processes (list will be tailored to needs):
 - Developing Business Cases and Impact Assessments
 - Planning

- Defining Resource and Financial requirements
- Risk and Issue Management
- General Project Management.

3 Jordan e-Government PMO Requirements

As a consequence of work sessions; to build an organisation that matches the requirements of the Jordan E-Government work plan, it has been agreed that all of the required technical management areas will be within the scope of the PMO.

An organisation chart, based on the result of these meetings is below and the additional roles and responsibilities that align with these are also included.

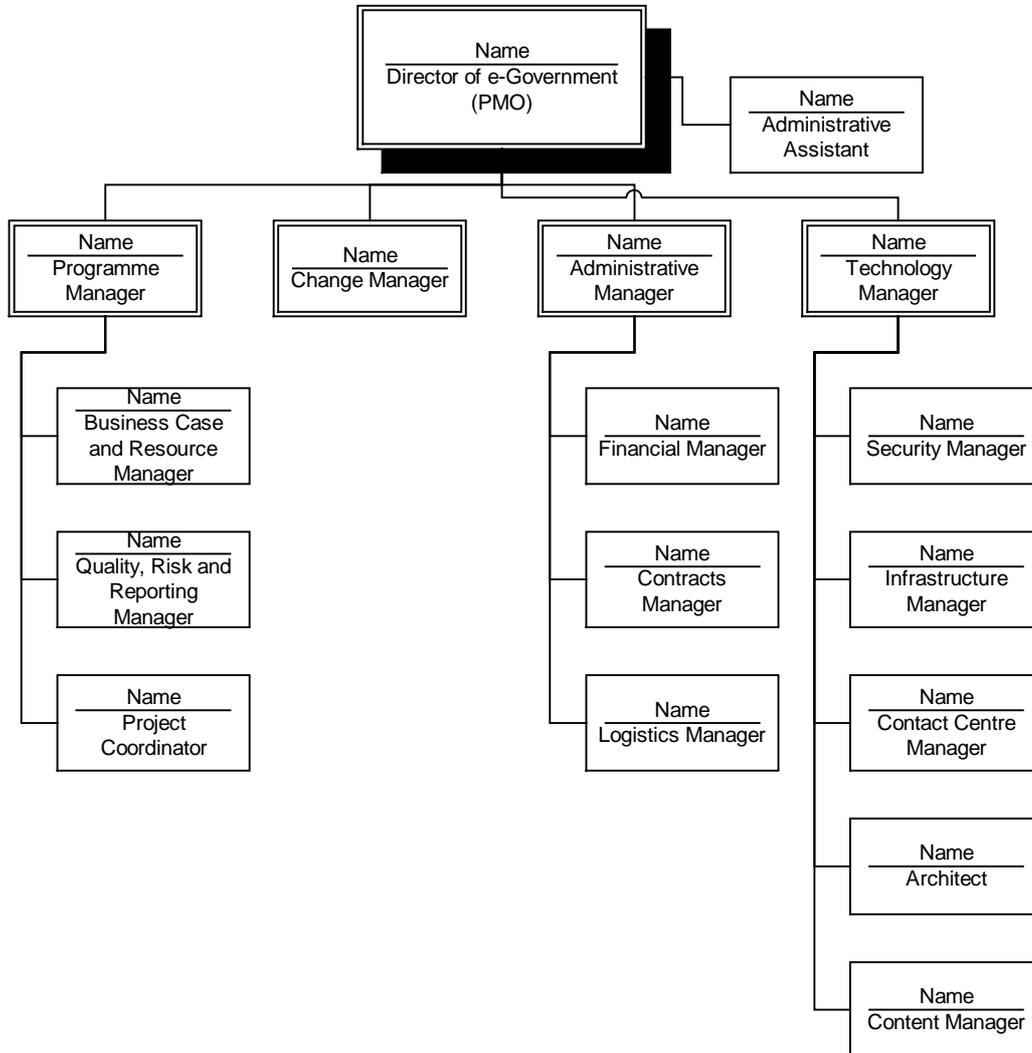


Figure 4 - Jordan e-Government PMO Organisational Structure

3.1 Organisation Roles and Responsibilities

3.1.1 Director of e-Government

Job Title:	Director of e-Government (it is envisaged that this role will be shared with CIO initially)
Reports to:	Secretary General
Direct reports	Head of Programme Management, Head of Change management, Head of Administration, Head of Technology Services.
<p>Duties and Responsibilities:</p> <p>Establish and maintain the vision and objectives for e-Government within the e-Gov</p> <p>Provide leadership for the e-Government program through effective project management, support and pro-active engagement with government decision-makers and Information Technology units.</p> <p>Direct, manage and supervise the work of all members of the e-Government unit within MoICT.</p> <p>Provide group management for the resources within the PMO (to include activities such as morale and team building).</p> <p>As head of the national e-Government Programme Management Organisation (PMO), oversee group coordination and development, activities, budgets, tools, equipment and other resources devoted to the adoption and exploitation of e-Government in Jordan.</p> <p>Collaborate with the National e-Government Task Force to ensure timely adoption and use of e-Government nationally.</p> <p>Monitor the development and implementation of e-Government processes and introduce appropriate and timely corrective action where required.</p> <p>Forge strong links with key individuals within the government and maintain effective communication links on all issues relating to e-Government.</p> <p>Be the focal point for expertise, information and advice on all aspects of e-Government including engineering, computerization installation, support and impact on customers and staff.</p> <p>Structure work streams to meet agreed project deliverables and milestones.</p> <p>Provide leadership for cross-functional teams, which may include: analysts, designers, developers and suppliers of equipment and software.</p> <p>Establish, maintain and make use of risk and impact analysis.</p> <p>Ensure that the Minister is briefed and kept fully up-to-date on all issues related to development and implementation of an effective e-Government program to enable him to maintain his leading role in this field.</p> <p>Evaluate and monitor programs and report on their performance in respect of savings in time and money and improvement of quality.</p> <p>Liase with CIO and Directors of other departments within MOICT on all issues related to e-Government.</p>	

3.1.2 Executive Assistant

Job Title:	Executive Assistant to the e-Government Programme Office
Reports to:	Director of e-Government
Direct reports	None

Duties and Responsibilities:

Create and maintain filing systems; physical and electronic using office automation tools.
 Provide interface for the Head of e-Government, as well as the entire e-Government team; manage visitors, filter telephone calls, etc.
 Provide secretarial services in English and Arabic; prepare correspondence letters and e-mails, formal government letters, etc.
 Assist in preparation of documents and presentations in English and Arabic.
 Assist in research using the Internet and/or other resources
 Arrange team calendar and assist in time management; schedule meetings, event organization, etc.
 Handle travel arrangements, flights, approval, budget requirements, etc.
 Coordinate between the e-Government team and all other departments in the ministry.
 Provide follow-up and project management support on an as-needed basis; follow up on tasks, assist in building plans and produce reports.
 As needs dictate, the Head of e-Government may assign ad hoc special tasks and duties as required to ensure the overall efficient implementation of the program activities

3.1.3 Programme Manager

Job Title:	Head of Programme Management
Reports to:	Director of e-Government
Direct reports	Business Case and Resource Manager Quality, Risk and Reporting Manager Electronic Services Manager Government Relations Manager
Scope of work: (Purpose of job)	Overall responsibilities for efficiently running the PMO, taking ownership of the programme management processes and acting as the custodian of project management processes.
Duties and Responsibilities:	
<p>Define and communicate project planning principles and standards. Review project plans against principles and standards and ensure quality plans are created, maintained and revised when necessary. Create programme level plans to identify and manage internal and external dependencies and overlaps and to define the critical path. Identify potential slippage in both time and budget and report the impact on other dependencies. Oversee the identification, linking and monitoring of risks and milestones and the agreement of mitigating actions. Agree detail level alignment with Project Managers. Release programme stage plans and routine planning reports.</p>	

3.1.4 Change Manager

Job Title:	Head of Change Management
Reports to:	Director of e-Government
Direct reports	None at present
Scope of work: (Purpose of job)	Ensure effective project management and initiative implementation through alignment of strategy, process, technology and people.

Duties and Responsibilities:

Ensure that BPR and Change Management is specified and carried out to PMO standards.
 Monitor, and update where necessary, PMO standards and norms for BPR and Change Management.
 Write, update and complete BPR and Change Management requirements for all e-Government RFP's. Review vendors' responses to ensure compliance with BPR and Change Management standards.
 Assist with future development of the organisation of PMO continuously evaluate the PMO organisation (structure, people, process, culture, and technology) and considering development strategies and change drivers, create and implement a transition plan to align the affected elements of the organisation
 Monitoring and assuring optimum communication between PMO, field staff and clients.

3.1.5 Administrative Manager

Job Title:	Head of Programme Administration
Reports to:	Director of e-Government
Direct reports	Contracts Manager Financial Manager Logistics Manager
Scope of work: (Purpose of job)	Overall responsibility for administration and support services within e-Government including finance contracts and logistics.
Duties and Responsibilities: Overall responsibility: To ensure that realistic budgets are prepared and adhered to, bills paid, internal audits carried out effectively and financial statements prepared. For assembling teams: To create and release RFP's for e-Government services. To review responses received and assess all submissions. For preparing contracts for e-Government services and for procurement of services and materials. For creation of programme financial estimates and reviews of financial elements of all RFP's. For the physical security and maintenance of the e-Government offices, for document preparation, internal communications and for ancillary staff.	

3.1.6 Technology Manager

Job Title:	Head of Technology Services
Reports to:	Director of e-Government
Direct reports:	Security Manager Infrastructure Manager Contact Centre Manager Architect
Scope of Work Overall responsibility for monitoring technological trends, standards and infrastructure and for project feasibility, architecture and data security.	

Duties and Responsibilities:

Direct, manage and supervise the work of all members of the Technology department
 Monitor the implementation of e-Government technology.
 Review and report on the status of technology implementation; make recommendations to improve effectiveness.
 In close collaboration with the Director of e-Government, investigate development and trends in new technologies, evaluate feasibility and make recommendations.
 Record, disseminate and monitor implementation of national and international IT and telecommunications policies, standards and agreements.
 Ensure that a modern ICT infrastructure is available and accessible across the country for e-Government initiatives. Work closely with telecommunications and information service providers to ensure that this goal is met and maintained.
 Monitor, record and maintain standards for e-Government and supporting infrastructure.
 Own the Programme Architecture Plan.

3.1.7 Business Case and Resource Manager

Job Title:	Business Case and Resource Manager
Reports to:	Head of Programme Management
Direct reports	
Scope of work: (Purpose of job)	Ensure all business cases are produced in a consistent and effective manner to facilitate decision-making; and manage the human and infrastructure resource requirements to minimise risk in the PMO.
Duties and Responsibilities: Develop and implement a business case/prioritisation framework for new and enhanced e-Government applications using various tools, such as Cost Benefit Analysis and Return on Investment. Work with Deputy Director and Director of e-Government to select future e-Government initiatives. Develop and implement a business case method for: Operational and Process Improvement Initiatives. New Proposed e-Government Initiatives. Create and present the programme business case and articulate the benefits Ensure that: Project Managers carry out regular benefit reviews. Project Managers prepare an explicit benefits realisability statement as part of project closure. The business sponsors confirm benefits realisation through a post-implementation review process. Project and Programme Managers are aware of benefit realisation performance through production of routine benefits reports. Ensure that Project Managers consistently articulate resource requirements within the initiation and planning documents of the PMO and the Project Management Standards. Develop a Programme Resource Plan and liaise with the Programme Management and the client to obtain commitment of resources. Regularly review and revise Resource Plan and identify resource issues through production of regular resource reports.	

3.1.8 Quality Risk and Reporting Manager

Job Title:	Quality, Risk and Reporting Manager
Reports to:	Head of Programme Management

Direct reports	None at present
Scope of work: (Purpose of job)	To ensure that all project documents and deliverables conform to PMO and government standards. Identify and prioritise risks to ensure the integrity of the scope of e-Government projects. Develop and implement an effective reporting cycle.
<p>Duties and Responsibilities:</p> <p>Establish and maintain programme library.</p> <p>Define, record, communicate and implement a clear document review process and documentation standards</p> <p>Establish and maintain the configuration management system for products produced within the programme</p> <p>Define and implement a risk management and reporting process to ensure identification, classification and communicating assumptions of risk associated with e-Government projects.</p> <p>Define and implement and monitor mitigating and contingency actions for identified risks.</p> <p>Cost the exposure to risk and include estimates in financial plans.</p> <p>Produce when required, Programme risk reports, present to management and ensure escalation of risk issues that can not be resolved at the project level</p> <p>Identify stakeholders and reporting requirements. Prepare and maintain a communication strategy and plan.</p> <p>Prepare regular, concise, comprehensive, accurate and timely programme status reports showing progress against agreed milestones and budgets as well as deviations and remedial actions.</p> <p>Clearly define the scope of the programme, control changes to scope through the creation of change request process, establish a change control board and maintain a change control log</p>	

3.1.9 Project Coordinator

Job Title:	Projects Coordinator
Reports to:	Head of Programme Management
Direct reports	Project Managers
Scope of work: (Purpose of job)	Provide programme and project management expertise, guidance and mentoring for Project Managers.
<p>Duties and Responsibilities:</p> <p>Overall responsibility for:</p> <p>Delivering the programme and individual projects that comply with PMO standards and norms.</p> <p>Maintaining performance measures and assessment of individual projects against the measures.</p> <p>Ensuring the quality of work performed by the Project Managers on e-Government initiatives</p> <p>Ensuring close collaboration between Directors of e-Government, Head of Programme Management and field Project Managers.</p> <p>Providing support, guidance, encouragement, advice and mentoring for field Project Managers.</p> <p>Escalating key issues when required to expedite project implementation and/or ensure client satisfaction.</p> <p>Continuously monitor and evaluate the organisational structure of the Project Managers for effective and efficient management of e-Government initiatives</p>	

3.1.10 Financial Manager

Job Title:	Financial Manager (PMO)
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Reports to:	Head of Administration
Direct reports	None at present
Scope of work: (Purpose of job)	Manage the financial control process for the PMO and investigate and report on any foreseen or actual variances.
<p>Duties and Responsibilities:</p> <p>Document and administer the budgeting process for the whole programme. Establish, maintain and update the cost-centre work package codes and descriptions. Ensure that all members of the PMO understand the budget process and adhere to budgets. Prepare reports showing degree of adherence to budgets and any over or under spend. Investigate any variances; list reasons, implications and plans for recover where appropriate. Provide structured input to the relevant Government Accounting system.</p>	

3.1.11 Contracts Manager

Job Title:	Contracts Manager
Reports to:	Head of Administration
Direct reports:	None
<p>Duties and Responsibilities:</p> <p>Discuss and clarify with the client all contract requirements to ensure comprehension and compliance Obtain written agreement to major delays and changes to the project contract deliverables to document contract variances Ensure contract changes are written and agreed upon by both parties Establish a customer partnership and manages the customer relationship to establish roles and responsibilities on customer supplied contract deliverables Develop and manage subcontracts as part of the contract to monitor requirements Assists with the creation and releasing of RFPs and the evaluation of the responses</p>	

3.1.12 Logistics Manager

Job Title:	Logistics Manager
Reports to:	Head of Administration
Direct reports	None at present
Scope of work: (Purpose of job)	Provide the administrative and logistics support necessary to maintain effective day-to-day operation of the PMO.

Duties and Responsibilities:

Plan and manage accommodation and equipment; manage programme assets.
 Provide or arrange secretarial functions for all members of the PMO.
 Maintain the programme diary to include projects lists, team lists, orientation packs and contact information.
 Assist with organisation of critical design, product selection, technical and operational reviews.
 Provide day-to-day support to Programme and Project Managers.
 Handles administrative items across the functions of the PMO.

3.1.13 Security Manager

Job Title:	Security Manager
Reports to:	Head of Technology Services
Direct reports:	N/A
Scope of Work	
Duties and Responsibilities: Produce and operate the e-Government IT Security Policy for the Government of Jordan. Ensure security policy and standards are in existence for all e-Government systems both operational and under development Liase with the developers and administrators of the Government's IT systems to ensure that security issues are given due weight in the overall system architecture and management. Minimise the impact of security measures on the operational efficiency of the systems and staff.	

3.1.14 Infrastructure Manager

Job Title:	Infrastructure Manager
Reports to:	Head of Technology Services
Direct reports:	N/A
Duties and Responsibilities: Defines communication requirements to share enterprise wide information including legacy systems Applies knowledge of various communication services to communication services to design and develop networking solutions in support of information sharing Defines and integrates services such as access, file transfer, messaging, mail, directory and naming services to provide communication capability access across heterogeneous platform and network environments Evaluates and selects services and products that are compliant with open system standards to ensure interoperability between diverse systems. Identifies hardware, software and firmware components and operating services to enable communication Applies knowledge of relationships for diverse protocols and network services to integrate the components into a total solution Applies knowledge of vendor products and industry standards to evaluate, select and recommend products and services to meet customer needs	

3.1.15 Contact Manager

TBD

3.1.16 Architect

Job Title:	Architect
Reports to:	Head of Technology Services
Direct reports:	N/A
<p>Duties and Responsibilities:</p> <p>Provides the ultimate authority for establishing the baseline of the "total" architecture plan and for reviewing the various technical solutions that will conform to the e-Government architecture.</p> <p>Applies advanced principals, theories and concepts, as well as expertise in related work that supports strategic directions</p> <p>Develops new principals and concepts and innovative solutions for the enterprise</p> <p>Works as a subject matter expert to Develop/improve strategic processes and directions, and serves as subject matter expert, counsels, consults, mentors, recommends and transfers knowledge.</p> <p>Anticipates and resolves issues and advocates change</p> <p>Advices PMO leadership and clients on strategic technical/business direction, issues and needs</p> <p>Develops long term technology relationships with other Ministries</p> <p>Evaluates and recommends improvements to appropriate lifecycle and other methodologies</p> <p>Develops technology plan</p> <p>Provides expertise in strategic emerging technologies</p> <p>Promotes the use of the PMO technology policy across e-Government</p>	

3.1.17 Content Manager

TBD – Not required until end of July 2002

3.2 PMO Resourcing

PMO resourcing will be in line with the needs of the programme. The PMO will start with a core of 4-5 people. EDS anticipate this will grow to a total PMO size of approximately 15-20 staff, excluding the Project Co-ordination Unit. This number would vary based on resource needs. All staff would be co-located and have access to the same infrastructure, encouraging team working across the Government. Project Co-ordination Unit staff would be located with projects where relevant.

All above job descriptions will be filled as requirements are defined, and names will be inserted as this document is updated.

3.3 Change Management Board

The PMO will be required to interact regularly with the Change Management Board, and where appropriate the Government Ministry with responsibility for implementing change, on matters related to the Change Programme. This interaction will include the provision of expert support and advice in the development of plans and requirements of the delivery of the objectives of e-Government.

The PMO will be aware of and support the development of new propositions in a consistent manner. In addition, the PMO will ensure that any significant revisions to existing requirements or the further development over time of identified new services and new business opportunities i.e. Incremental Changes are planned appropriately.

The Change Management Board will initially consist of the e-Government Director and the four heads of streams directly reporting to the Director.

The escalation will be to the Steering Committee suggested earlier in this document

4 Appendix A – e-Gov PMO Guidelines

4.1 Guidelines

The following requirements apply to all projects and/or initiatives being implemented under the direction of the e-Gov PMO, regardless of the methodology being followed. This could apply to outside agencies who have successfully tendered to deliver an e-Government project or to other Government agencies who are delivering a “non e-Government” project but want to utilise e-Gov PMO resources¹.

4.1.1 Project Requirements

Project Management practices and professional project management guidelines dictate the following elements as a minimum requirement for project management and control. In addition, they represent the backbone of the documentation required by the Value Assurance and Audit teams. All projects are subject to these review practices. Templates, with guidelines, are provided for each of the following:

- Issues List
- Risks and Mitigation Plan
- Action Items
- Project Schedule
- Resource Plan
- Change Control Plan
- Communication Plan
- Project Organization Chart

4.1.2 Tools and Templates

Tools, Templates and examples for all documentation are available from the PMO. The primary tools supported by the e-Gov PMO include Microsoft Office 2000 (Professional), Visio, and Microsoft Project 2000. The e-Gov PMO will not supply other tools required for a specific project. However, they must be registered with the e-Gov PMO for coordination purposes. Templates based on the PMO methodology will be maintained on the e-Gov PMO server at MoICT, “\$V\PMO\Project Tools & Templates\Templates (actual area on server TBA). Other tools and/or templates require prior approval from the e-Gov PMO for any e-Gov project.

4.1.3 Baselined Project Schedule

If the project has no PMO personnel directly assigned as team members, a copy of the project schedule, in MS Project 2000 format, is supplied to the PMO. Once the plan is baselined, an updated schedule will need to be sent to the PMO on a weekly or monthly basis dependant on the importance of the project. If the project has PMO personnel assigned, they will create the project schedule with the aid of the project team leadership and will be responsible for its maintenance.

4.1.4 Weekly Status Report

This report is due every Thursday, by 9:00 am local time, to coincide with Thursday Progress meetings. The report can be deposited directly into the PMO Status Report sub folder, (area on Server – TBA). Access permission to this server will be granted to the Project Manager and delegates as requested. Alternatively, the status report can be sent directly to the Programme Management Office for placement within the proper folder.

4.1.5 Value Assurance Reviews

Each project will be assessed for the need to be subject to periodic reviews, under the Value Assurance Review programme. The PMO will be the project's focal point in preparing for the reviews that are conducted by a special team sponsored by the CIO.

4.1.6 Monthly Management Summary Report

This report is required each month by the Project Co-ordinator.

4.2 Reporting Functionality

To expand on the Communication Plan functionality in 4.1.1 the following figure demonstrates the **absolute minimum requirements** from a reporting perspective. Other areas of the Communication plan will be the subjects of a process that is described and published elsewhere within the PMO methodology.

¹ Resources can mean either people or infrastructure

Via the Communication Plan, e-Gov PMO Reporting will provide direction, guidelines, and templates to the different entities, and will coordinate what detail, and how the detail is to be reported, reflecting both the on-going, as well as any dynamic requirements of e-Gov. e-Gov PMO reporting will assist the project teams, as necessary, in producing / assembling the required detail.

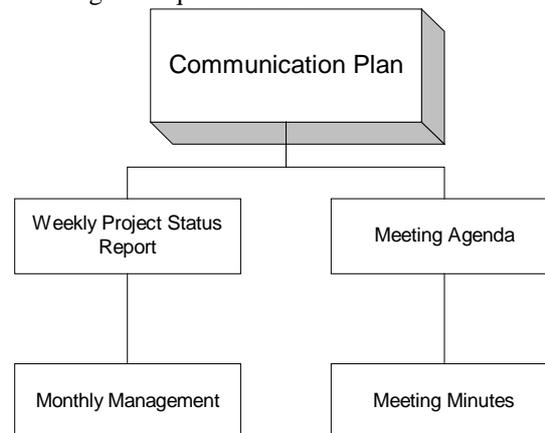


Figure 5 – Communication Plan Essentials

The e-Gov PMO Reporting product will be shared with the respective contributing project teams to effectively maintain a ‘closed-loop’ positive working relationship. Overall, general, and other e-Gov performance reporting will be shared with any other interested parties (for example; a Ministry that is participating in delivery of a project) as determined by e-Gov leadership direction.

4.3 Reporting Approach

A constituent of the Communication Plan is the approach to reporting. However the following list gives a basic guide to the elements required to produce a successful reporting structure.

1. Determine the actual “reporting” areas and item requirements to be included, based on the interests of e-Gov leadership, and the e-Gov PMO recommended areas / topics, previously indicated.
2. Determine optimal and reasonable frequencies of reporting and scheduled updates.
3. Communicate and socialize this “reporting” initiative throughout the e-Gov. Include an e-Gov leadership sponsorship ‘tag’ to emphasize the importance and strategic benefits to the entire e-Gov, and to “encourage” active participation.
4. Determine what metric data exists today and how it is being utilized and reported.
5. Determine what additional data will need to be gathered to meet the total e-Gov leadership reporting interest requirements.
6. Review and determine specific detail reporting formats to accommodate deliverables.
7. Produce representative ‘drafts’ as examples of reporting deliverable for evaluation.
8. Based on the findings from items four and five above, determine a reasonable project time-line for incremental deliverable production.
9. Utilize and report existing data, while additional data is being gathered.
10. Encourage e-Gov-wide comments, suggestions, recommendations, criticisms, etc.

5 Appendix B – The Value Assurance Review Process

5.1 Programme Management Office View

1 The e-Gov PMO schedules an orientation meeting with the Project Team Manager(s) to cover the following:

- Awareness of the Value Assurance Review (VAR) process and its role in validating the project design and readiness for production
- Introduction to the types of reviews and when and how they affect a project
- PMO role in supporting the project team in the review process
- Location of review materials and contact points
- Determination of the VAR process applicable to the project

2 The VAR process is composed of the following review gates:

- Concept Review (CR)
- Value Proposition Review (VPR)
- Preliminary Design Review (PDR)
- Product Selection Review (PSR)
- Critical Design Review (CDR)
- Verification Readiness Review (VRR)
- Operational Readiness Review (ORR)
- Post Implementation Review (PIR)
- Performance Review (PR)

These gates provide control and integration checkpoints at each key phase in the life cycle of the process. They are designed to ensure the effectiveness of e-Gov's investment in process improvement. This is achieved through review and confirmation of Phase deliverables against the published checklists within the descriptive section of the review gates.

The Project Team Managers schedule all reviews, as individual project needs are determined. Once the required reviews are identified and scheduled, the PMO will assist the project team in incorporating them into their project schedule, understanding each review requirement and what level of response will satisfy that requirement. Use of templates, examples and lessons learned are elements for understanding the VAR process.

3 The Value Assurance Team conducts the review

- The Value Assurance Team is comprised of business and technical leaders from the CIO/CTO organization.
- The PMO will assist the Project Manager at the review session
- The PMO will document the Action Items out of the review session
- The PMO will work with the Project Team to resolve/respond to the recommendations provided by the Value Assurance Team.

4 Typical Review Process

- Scheduled by the Project Manager based on the project's schedule
- Conducted by the Value Assurance Team, with the Project Team and the PMO
- Project Team and the PMO assess the Recommendations from the Value Assurance Team's review
- PMO assists in resolving recommendations and in developing the response back to the Value Assurance Team
- PMO assembles the, "Review Recommendations" binder
- Project Manager confirms readiness to proceed to the next appropriate review gate.