Project Initiation Document (PID)

Applications Connect Enterprise Deployment

*Powered by IBM Applications Connect Enterprise*

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Kenac Computer Systems

109 Enterprise Road, Highlands

Harare, Zimbabwe  
Tel: +263 4 495 612/20

Steward Bank Pvt Ltd

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Contributors

| Organization | Individuals | Comments |
| --- | --- | --- |
| Kenac Computer Systems | Nyasha G Kwenda | Review |
| IBM | Simon M Magumo | IBM Review |
| Kenac Computer Systems | Kennedy Ntini | Sponsor |
| Steward Bank |  |  |
| Steward Bank |  |  |
| Steward Bank |  |  |
| Steward Bank |  |  |

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**Contents**

[Introduction 1](#_Toc27390476)

[Objectives 1](#_Toc27390477)

[Scope 2](#_Toc27390478)

[Exclusions from in scope 2](#_Toc27390479)

[Project Deliverables 3](#_Toc27390480)

[Approach, dependencies and critical success factors 3](#_Toc27390481)

[Critical success factors 3](#_Toc27390482)

[Service delivery approach 3](#_Toc27390483)

[Dependencies and assumptions 4](#_Toc27390484)

[Critical success factors 5](#_Toc27390485)

[Project Protocols 5](#_Toc27390486)

[Project Governance Structure 8](#_Toc27390487)

[Roles and responsibilities 8](#_Toc27390488)

[Project Steering Committee 9](#_Toc27390489)

[Project Sponsor 9](#_Toc27390490)

[Project Manager 9](#_Toc27390491)

[Key contacts 10](#_Toc27390492)

[Project risk factors 10](#_Toc27390493)

[Change management 11](#_Toc27390494)

[Status reporting 13](#_Toc27390495)

[Communications Plan 13](#_Toc27390496)

# Introduction

This Project Initiation Document supports the project by providing a tool to help manage project delivery risk. It defines the Project Objectives, Scope, Roles, Responsibilities and Key Milestones associated with the project. As part of Kenac Computer Systems’ project methodology (PRINCE II), this document is produced to capture and record the information needed to correctly direct and manage the Applications Connect Enterprise project (ESB).

When approved by the Project Board this PID will provide the “Baseline” for the project and will become “frozen”. It will also serve as the official start of the project. The PID will be referred to whenever a major decision is taken about the project and used at the conclusion of the project to measure / assess how the project has performed against the original baseline.

In summary, this Project Initiation Document provides a basis to improve understanding of the following:

* Scope and Objectives of the Project.
* Critical Success Factors / constraints surrounding the execution of the Project.
* Approach to Service Delivery and Project Protocols.
* Project Roles and Responsibilities.
* Project Timeline and Key Milestones.
* Project Governance Structure, the Primary Stakeholders, and individuals / groups impacted in the course of service delivery.
* Risk Management Structure.
* Quality Management Structure.

## Objectives

The main objectives of the ACE Project are to:

1. To eliminate balance mismatch
2. Remove duplicate transactions
3. To comply with regulatory requirements of business continuity and disaster recovery
4. To eliminate failed transaction caused by capacity constraints on ESB.
5. Reduced cost of maintenance
6. Reduced turnaround time to launch new channels

## Scope

The high-level scope of the project involve the following key aspects:

* 1. Training of Steward Bank Team Members
  2. Deployment of Virtual Machines/ Logical Partitions to Host the IBM ACE Application Servers.
  3. Requirements gathering exercise to understand business and technical requirements.
  4. Identifications of Key Stakeholders both Technical, Functional and Business.
  5. Development of message flow for the various defined Protocols and standards defined in the RFP.
  6. Project Management from Agreed Kick Off Date to Actual Completion Date.
  7. Change Management Procedures.
  8. Steward Bank 3rd part Vendor Management
  9. Supply of Hardware for the environment
  10. Backing up of ACE Environment during Project Execution with coordination with Steward Bank Administrators.

# Exclusions from in scope

The following activities are beyond the scope of this project:

1. Supply of any Licenses other than ACE Packages and components
2. Any other channel not defined in the List of Digital Channels Ref Section
3. Conducting Change Management Session/Program for Steward Bank.
4. Supply of Computing Environment for the ACE Environment.

# Project Deliverables

The key deliverables from this project are as follows:

|  |
| --- |
| Activity 1 : Project Initiation and Planning |
| Activity 2 : ACE Virtual Machines and Environment Deployment |
| Activity 3 : ESB Developer 1 Training |
| Activity 4 : Requirements Gathering |
| Activity 5 : Solution Design |
| Activity 6 : Interfaces Development and Unit Testing |
| Activity 7 : ESB Developer 2 Training |
| Activity 8 : Support and Integration Test |
| Activity 9 : Support for UAT |
| Activity 10 : Support for cut-over to Production |
| Activity 11 : Post Deployment Support |
| Activity 11 : Project Completion |

# Approach, dependencies and critical success factors

# Critical success factors

* Clear definition of requirements and successful implementation of the solution to meet those requirements.
* The timely availability of required information to progress with setting up the solution.
* Availability of qualified human resources capable of executing project tasks.
* A clear and unambiguous project charter.
* Buy-in by select key project stakeholders.

# Service delivery approach

The service delivery approach is based on STEWARD BANK providing a dedicated team of knowledge area experts from various sections under Information Services and other business units that are affected by the deployment of the Applications Connect Enterprise Solution. These individuals will assist in determining all current issues being experienced by STEWARD BANK within the different departments of the bank and also to determine the business requirements for the banking arm.

A combination of the PRINCE II and Agile PMI project management methodologies will be used in conducting the project. Various information gathering techniques will be used to capture information during requirements gathering sessions, Kenac PM will specify specific personals required for each session.

Table below outlines the work products from this engagement and planned delivery dates.

|  |  |
| --- | --- |
| Project Milestones | Target Start Date |
| ESB Project | MM/DD/YY |
| Activity 1 : Project Initiation and Planning | 27 January 2020 (1 Week) |
| Activity 2 : ACE Virtual Machines and Environment Deployment | 10 February 2020 (2 Weeks) |
| Activity 3 : ESB Introductory Training | 17 February 2020 (1 Week) |
| Activity 4 : Requirements Gathering Workshop | 17 February (3 Weeks) |
| Activity 5 : Solution Design Document (Workshop) | 09/03/2020 (2 Weeks) |
| Activity 6 : ESB Developer 1 Training | 23/03/2020 (1 Week) |
| Activity 7 : Interfaces Development and Unit Testing | 30/03/2020 (TBA) |
| Activity 8 : ESB Developer 2 Training | (1 Week) |
| Activity 9 : Support and Integration Test | TBA |
| Activity 9 : Support for UAT | TBA |
| Activity 10 : Support for cut-over to Production | TBA |
| Activity 11 : Post Deployment Support | TBA |
| Activity 11 : Project Completion | TBA |

# 

# Dependencies and assumptions

1. 100 % Prepayment for Services to start unless or otherwise agreed in Purchase Agreement.
2. Availability of computing resources from Steward Bank.
3. Software Download to be timely through Passport Advantage, Portal will only be active after payment has been placed with IBM. : Ensure licenses readiness Payments to be done as per Invoice Due Date
4. Turnaround times: Responses should not take more than 8hrs from raised date especially during the time of requirements gathering.
5. Training to be done and completed as per defined time slots.
6. Availability of Steward Bank Project resources in a timely manner : Availability of client Key stakeholders and their leaves planning are to be shared
7. Remote access to be open in a timely manner : Make sure appropriate access is given and tested Prior
8. Office Space with below requirements
   1. Desks, Chairs and Tables for 6 People from Kenac.
   2. A Local Phone to reach out to local resources within the same office Premise
   3. Internet Connectivity
   4. LAN Access to Computing Resources
   5. Projectors, White Board and Markers

# Critical success factors

The success of the project is dependent of the following factors

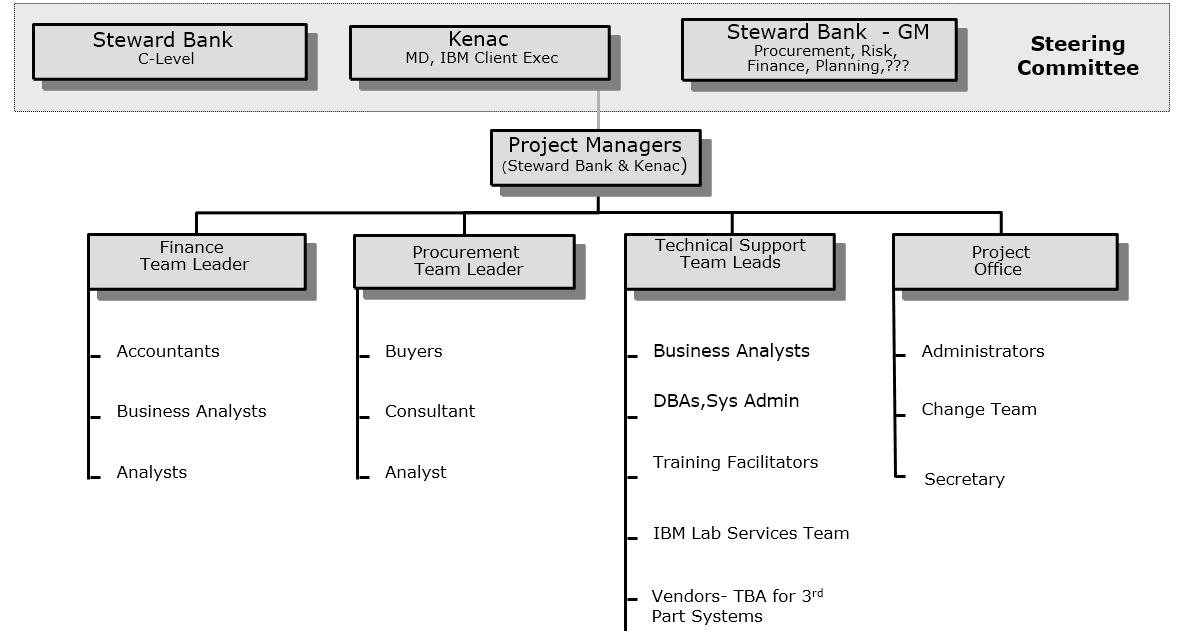
* Agreed and Signed Off Scope Baseline (Project Scope)
* Agreed and Signed Off Data Gathering Sheets. ( Requirements Gathering Templates)
* Regular communication between Project Managers (Steward bank, Kenac).
* Quick resolution of conflicts between all stakeholders involved in the project.
* Effective coordination of respective Project team members.
* Agreement on performance, roles and responsibilities (RACI).
* Compliance within all applicable laws, including statutes and regulations.
* Timely delivery of accurate data and information through formal communication channels, (Emails, Content Management Platforms).
* Coordinated approach to minimize disruption to the client’s day-to-day business operations.
* Full commitment by the project team members.
* Identification and timely mitigation of project risk.
* Setting up realistic project timelines.

# Project Protocols

The following table defines the protocols surrounding the execution of the engagement:

|  |  |  |
| --- | --- | --- |
| Ref. | Protocol | Comments |
| 1 | The purpose of this table is to document the protocols that the engagement team and client personnel will follow throughout the engagement. | Specific comments are documented regarding the protocol. The intent is that the comments identify the guidelines, rules and/or agreement with regards to the protocol. |
| 2 | Management of change request  All change requests to the project or product specification shall be submitted to the STEWARD BANK and Kenac project manager. The project manager shall first evaluate the impact of the requested change before submitting the changes to Change Control board for approval or rejection. | Meeting and Changes to be documented and socialized to Key project team members. |
| 3 | Progress updates  The Project Managers or Director shall formally communicate to management and stakeholders the achievement of major milestones. | Weekly or Bi-Weekly Meeting to be held and meetings shared, signed off and filed. |
| 4 | Quality Control team  The team shall assist the project manager in defining the baselines for measuring performance at each project stage. The baselines will cover;   * Scope baseline * Schedule baseline * Cost baseline |  |
| 5 | Access to Group procedures & historical information  Up until a Central unit is appointed to administer and access the documents, the documents shall be under the control of Group Risk. A formal request will have to be lodged with the Group Head of Risk to access any such documentation. |  |
| 6 | Project staffing  The project manager shall have full control of all staff members assigned to the project. The withdrawal of the project members will be with consent from the Project Manager | All Key Project team members to provide means of communication and contact numbers. |
| 7 | Issues Log  The Project Manager shall keep a log of all issues to be resolved on the project, and facilitate their timely resolution so that they do not impact the project | Raid Log to be shared on weekly basis and all over due issues mitigated and decisions passed. |
| 8 | Conflict resolution  Project Managers from both STEWARD BANK and Kenac shall resolve conflicts. Where he/she has authority over those in conflict or the issues in conflict. If not, the Sponsor or PSC will be called in to assist. | All Conflicts to be channeled through agreed communication media and Key Stake Holders appraised. |

# Project Governance Structure



# Project Resource Names

# The following table defines the Kenac Project Team Members

|  |  |  |
| --- | --- | --- |
| Project Role | Name | Phone Number |
| Project Sponsor | Kennedy Ntini | +263772 282 069 |
| Project Manager | Nyasha G Kwenda | +263 773 836 664 |
| Project Stakeholder | Srinivas Maggari | + 91 97054-37557 |
| IBM CSE | Simon M Magumo | +27741 037 164 |
| Lab Services Project Manager | Upender Kuncham | + 91 97054-37557 |
| ESB Snr Developer | Praveen Kumar Guda | + 91 97054-37557 |
| ESB Snr Developer | Ratan Siripurapu | + 91 97054-37557 |
| ESB Snr Developer | Roshini Ethiraj | + 91 97054-37557 |
| ESB Developer | Nyasha Nyawo | +263 773 460 229 |
| ESB Developer | Tapiwanashe Mbizvo | +263 775 719 881 |
| ESB Developer | OliFrank Nyambuya | +263 773 235 654 |

# Project Resource Names

# Scrum Groups

|  |  |  |
| --- | --- | --- |
| Scrum Group | Team Leader | Escalation Point |
| Group A | Praveen Kumar Guda | Nyasha G Kwenda |
| Group B | Ratan Siripurapu | Nyasha G Kwenda |

Notes: Our approach is to start with 2 Scrum groups and then scale out once the requirements have been fine tuned. The Scrum team will have single point of contact and an escalation.

# Roles and responsibilities

The following table defines the roles and responsibilities associated with the Project:

| Stages: | Owner: | Specific Responsibilities: |
| --- | --- | --- |
| Project Initiation | Project Sponsor  Project Manager | Drawing of the Project Charter  Project Establishment |
| Project Approval | PSC | Approval of project & notifying the Board on the need for the project |
| PSC | Acceptance of the project charter |
| Project Sponsor | Funding for the Project |
| Project Mobilization | Project Manager | Provision of External Resources |
| Project Sponsor | Provision of Internal Resources |
| Project Execution | Project Manager | Directing & executing the project |
| Team Members | Development and progression of all project tasks |
| Project Monitoring & Control | Project Manager(s) | Monitoring of the project |
| Change Control Board | Approval of change requests |

# Project Steering Committee

The Project Steering Committee (PSC) is responsible for all policy decisions in relation to the Project. The project status, major issues and risks will be reported on a regular basis to the Steering Committee, which meets to the schedule defined in the Project Communication Plan.

Every stakeholder is represented at the PSC by one person with executive authority to make commitments of resource, time and agreements to the proposed business scope. Added additional PSC members as appropriate may supplement these participants.

The chairman of the PSC is the Project Sponsor. The Project Sponsor is responsible for setting up the PSC, agreeing its Terms of Reference\* and agreeing its membership.

Terms of Reference

* Approval of project scope and plans and subsequent changes to scope and plans.
* Regular reviews of project progress and risks.
* Approval of key project deliverables.
* Resolution of outstanding issues and agreement of resolution actions.
* Project Sign-Off and final endorsement of the project to operations.
* On-going, consistent public and private support for the project.

# Project Sponsor

The project sponsor champions and provides the financial resources for the project. This role includes:

* Key stakeholder management,
* Advocates for the project at conception,
* Serves as the spokesperson to executive management,
* Gathers the appropriate support for the project,
* Ensure buy-in throughout the project,
* Approves the final project management plan,
* Protects the project from outside influence and changes, and
* Provides formal acceptance of deliverables.

# Project Manager

The Project Managers (Kenac, Steward Bank) are the Single point of contact (SPOC) for STEWARD BANK for this project. Project Managers are accountable for the successful delivery of the project. Specifically, to:

* Develop the project scope, plan, budget and timetable in accordance with the methods, tools and documentation templates set out in the Project Management Standards.
* Work with the Stakeholders to appoint the Project team and supporting resources.
* Continually assess and manage project execution and risks to manage issues, quality and resources.
* Review project progress, report to the PSC, and ensure their support for actions beyond the authority of the Project Manager.
* Ensure proper processes are in place to ensure the quality of the project deliverables (quality control) and support independent quality assurance reviews.

# Key contacts

|  |  |
| --- | --- |
| **Role** | **Incumbent** |
| Project Sponsor | Kennedy Ntini |
| Project Director & Manager | Nyasha G Kwenda |
| Technical Lead | Srinivas |

# Project risk factors

The following risks need to be considered on the project

1. Visa Lead-time to mobilize delivery resource on site for IBM Team (3 Weeks’ Notice Period after Payment Confirmation). Take Note during festive seasons Period might be longer Formally Start 19th January 2020 assuming also that Prepayment is done during this side of the year.
2. Software Download to be timely through Passport Advantage, Portal will only be active after payment has been placed with IBM. : Ensure licenses readiness Payments to be done as per Invoice Due Date
3. Turnaround times: Responses should not take more than 8hrs form date of issues especially during the time of requirements gathering.
4. Training to be done and completed as per defined time slots.
5. Availability of Steward Bank Project resources in a timely manner : Availability of client Key stakeholders and their leaves planning are to be shared
6. Remote access to be open in a timely manner : Make sure appropriate access is given and tested Prior

# Change management

All change requests will be documented, submitted to, and assessed by the Project Manager (PM) and Team Leader for impact analysis and project necessity prior to PM approval. If a change is approved, the project schedule, scope and budget will be updated accordingly and communicated to appropriate stakeholders in accordance with the Communications Plan. The PM/project team will communicate the approved change and updated schedule to the technical leads responsible for implementing the change.



1. Kenac and Steward Bank may determine that it is necessary to exceed the number of estimated days for the Services as stated in the “Charges” section. In such event, you may authorize additional days and funding by the written request. The request must reference the SOW number. Through the end of the calendar year (i.e., December 31) during which SOW is originally executed, additional days, funding, and End Date extension may be requested in writing, at the originally contracted daily rate, specified in the “Charges” section. If accepted or initiated by Kenac, such letter or e-mail will act as a change authorization to this SOW. All other requested changes will require execution of a Project Change Request as discussed below.
2. A Project Change Request (PCR) will be the vehicle for communicating change. The PCR must describe the change, the rationale for the change and the effect the change will have on the project.
3. The designated Project Manager of the requesting party will review the proposed change and determine whether to submit the request to the other party.
4. Both Project Managers will review the proposed change and agree to implement it, recommend it for further investigation, or reject it.
5. A PCR must be signed by authorized representatives from both parties. Kenac will invoice you for any such changes that may have not been clearly defined within scope. These Changes include new additions, new requirements and new expectations outside of the terms of this SOW and the Agreement. The investigation will determine the effect that the implementation of the PCR will have on schedule and other terms and conditions of the SOW and the Agreement. If there is need for Kenac to invest in additional resources the impact of the cost of the change will be communicated to the teams and PCR signed off with the additions.
6. A PCR must be accepted by authorized representatives from both parties to authorize implementation of any agreed changes to the SOW and the Agreement. Until a change is agreed to, both parties will continue to act in accordance with the latest agreed version of the SOW.
7. A PCR that has been signed by authorized representatives from both parties constitutes a change authorization for purposes of the SOW and the Agreement.

# Status reporting

Project progress will be reported weekly using a Status Report. Daily communication for status checks will be shared on email as well to appraise team members. The information provided in the Weekly Report will include the Progress to plan and information on project delivery risks and issues.

# Communications Plan

Communication will follow the Communications Plan outlined in the Project Management Plan.

* Status reports will be circulated to all key stakeholders weekly.
* Milestone reports will be shared with Project Stakeholders.
* Communications among the Project Team members will be weekly initially, and as needed as the project progresses.
* All project communication will be done by the Project Manager who will then select other parties to inform.