

African Development Bank Group



Corporate Information Technology Services (CHIS)

Program Management Office (PMO)

Requirements Specification

**Project and Program Management Tool for CHIS**

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# Introduction

## Project Overview

The Corporate IT Services Department (CHIS) is mandated by the Bank to deliver the best possible IT services for Bank staff and support the Bank's Departments to bring the Institution closer to achieving its development goals.

As part of the CHIS.0 division, the PMO has a clear mandate to establish a project management framework for its needs to act valuably and successfully on behalf of CHIS.

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To efficiently fulfil its mandate, the PMO needs a tool to streamline its processes, improve the collaboration within the PMO and with external partners, automate the reporting to CHIS Management and the ISSC.

## Purpose and Scope

This document details the required functionalities and processes the PPM tool will need to implement.

### In Scope

The scope includes the following:

1. Installation, configuration, and customization of the platform at the Bank's headquarters (HQ) in Abidjan that should meet the general, functional, technical and security requirements as specified in *8 Requirements*. Maintenance of customized developments required and Licenses and Standard maintenance is also in the scope of the work.
2. Develop and propose an implementation methodology with a roadmap and a detailed schedule of deliverables – including specific target deadlines - from the installation through the desired solution's effective deployment.
3. Provide a detailed work plan for the implementation services as stated in the proposed roadmap from installation, customization, integration, and final software deployment in Abidjan HQ.
4. Define and state the risk implications and interdependencies of the proposed implementation methodology.
5. Deliver training services for the solution during the implementation for technical and non-technical staff for knowledge transfer both on the functional and technical aspects.
6. Deliver documentation of the solution from the installation, and customization to deployment.

### Out of Scope

The definition of the project and program management processes is considered out of the current initiative's scope. The pre-defined processes will serve as an input for implementing the PPM Tool.

# Solution Description

## Product Context

The PPM should not be an isolated system. Information should be gathered and pushed to existing systems at the Bank:

|  |  |
| --- | --- |
| System | Information shared |
| Active Directory | User authentication and attribution of adequate access rights |
| SANKOFA (SharePoint/FileNet) | SANKOFA is the Bank documents central repository. Every demand and project document should be stored in this system. |
| SAP | SAP contains the information about approved budgets for projects. Project managers should be able to have an updated situation of the budget approved/consumed on their projects. |
| ATRS/Solemann | Current systems handling Staff timesheets. The PPM should get/push staff workloads and projects on which the staff is allocated. |
| Alfabet | Main EA tool. Alfabet should be able to get from the PPM the list of iniatives, their status, and implementation timeline. The Enterprise Architect will enrich this information with the architecture of the systems in implementation, and their links with existing modules. |
| ServiceNow | ServiceNow is the main ticketing System at the Bank. It should be possible to have a single entry point to request IT support and initiate new initiatives. |
| Azure Devops | Share Work Breakdown Structure (WBS) for projects and task completion status. |



## User Characteristics and System Actors

| **Role** | **Purpose** | **Responsibility/Interest in the project** |
| --- | --- | --- |
|  |
| Information Systems Steering Committee (ISSC) | Provide corporate level scope, cost and schedule governance and approval |        Establish, maintain, and publish a Corporate Strategic Plan and ensure IT programs and projects align with corporate outcomes |  |
|        Review the annual and longer-term IT budgets |  |
|        Review, evaluate, prioritize, and approve business cases and funding aligned with the Corporate Strategic Plan and Mission |  |
|        Conduct periodic reviews of project performance status to address risks, issues, and funding needs |  |
|        Review the annual and longer-term budgets of the Bank's information systems and technology; |  |
|        Ensure that IT priorities, strategies, plans, policies and procedures are consistent with the Bank's institutional priorities, strategies, plans, policies and procedures; |  |
|        Establish the performance measures and metrics used to oversee all IT programs and projects, including the thresholds and tolerances with which all programs or projects shall comply with. |  |
|        Review BAU metrics where these are highlighted as being outside the pre-defined tolerances and agree on remedial action; |  |
|        Act as the highest point of escalation for CHIS to enable the resolution of significant issues thwarting the successful delivery of expected results from approved programs or projects; |  |
|        Review and endorse all Information Security policies; |  |
|        Create subcommittees and working groups, per requirement, to review or monitor particular elements and situations relating to implementing the Bank's information systems strategy and plans; and investigate specific problems, needs, or opportunities associated with the use of information systems. |  |
| CHIS Director | Provide IT program-level scope, cost and schedule governance and approval |        Establish, maintain, and publish IT Strategic Plan aligned with the Bank Strategic Plan and ensure IT programs and projects align with IT Strategic Outcomes |  |
|        Accountable for CHIS budget |  |
|        Is the primary sponsor of the implementation and enforcement of the IT Solution Delivery framework |  |
|        Ensures that the Solution Delivery framework provides the necessary project performance transparency through life cycle reviews and stage-gate approvals |  |
|        Has full accountability for the IT management while mitigating the risk of unintended negative implications on day-to-day program operations within CHIS |  |
| Project Sponsor(s) | Provide primary sponsorship, guidance and governance of project scope, cost and schedule  Manage interdepartmental Business Impacts and Risks |        Define the overall business needs, vision, outcome, key success indicators, scope, cost and schedule for their project(s) |  |
|        Authorize project(s) by approving the Project Charter(s) |  |
|        Provide funding for the IT project. |  |
|        Coordinate funding and business issues with impacted Divisions and Department Directors |  |
|        Provide final approval of scope, cost and schedule changes or decisions |  |
|        Lead and designate project Steering Committee (SC) members, frequency of meetings, and decision-making process |  |
|        Designate Business User Representative(s) (BUR) for their project needs |  |
|        Provide approval of the change requests for their business area |  |
|        Approve change requests and business need request(s) for applications owned by the departments |  |
|        Advocate and ensure adoption of the changes implemented for their business or the organization |  |
|        Designate project Steering Committee member |  |
|        Coordinate with Project Sponsor to define interdepartmental scope, cost and schedule impacts |  |
|        Designate Business User Representative(s) |  |
|        Designate Champions for the change adoption at the Business side (organizational change coming with the project). |  |
| Project Steering Committee (SC) | Provide sustaining sponsorship, guidance and governance to the project. Has oversight of the project scope, cost and schedule   Meet periodically (weekly, every other week, monthly or quarterly (as appropriate) to review project progress |        Review and monitor project progress to address issues and risks and commit resources necessary for successful project completion |  |
|        Participate in the decision-making process for approving scope, cost and schedule changes, including change requests from the Change Control Board (CCB) |  |
|        Authorize project(s) to proceed or terminate project(s) based on their performance |  |
| •      Address interdepartmental coordination issues |  |
|        Endorse Memorandums Of Understanding and other agreements with other departments |  |
| Business Owner | The executive in charge of the organization, who serves as the primary customer and advocates for an IT project. Responsible for identifying the business needs and business performance measures to be satisfied by an IT project; |        Comply with Bank Budget and IT strategic plans to ensure alignment of projects with mission priorities before proceeding with the project. |  |
|        Allocate resources |  |
|        Approve changes to cost, schedule and performance goals for their projects. |  |
|        Identify the business needs and business performance measures to be fulfilled by the project. |  |
|        Actively participate throughout the project life cycle to ensure the project remains focused on high priority business needs. |  |
|        Participate in the prioritization of demands/projects within their business area (decision-making process) and for their specific projects when there are concurrent projects in which the internal teams are involved as the primary customers. |  |
|        Validate and endorse the business requirements specifications and other requirements documentation for their projects. |  |
|        Participate in Stage Gate Reviews. |  |
|        Provide timely sign-off (Approval/rejection) on deliverables requiring signature decisions |  |
|        Approve the baseline tailoring strategy for each project (as documented in the Project Process Agreement) and requesting IT Governance approval for subsequent changes to the baseline. |  |
|        Validate that the resulting IT solution meets business requirements and needs. |  |
|        Participate in user acceptance testing to validate system requirements. |  |
| Business User Representative | Represents individuals who will use the final product in their daily work  Manage business and user needs and impact. |        Responsible for the product vision |  |
|        Prepare and present the business case for a proposed initiative along with a designated Business Analyst and/or Project Manager |  |
|        Coordinate and manage impacts of project changes on stakeholders |  |
|        Provide subject matter expertise for defining Business requirements specifications (i.e., as-is/to-be) and participates in requirements gathering and elicitation process |  |
|        Prioritizes the requirements/backlog items for the development team |  |
|        Accepts or rejects the product features |  |
|        Coordinate participation in user acceptance testing (UAT) and provide final sign-off |  |
|        Lead the planning and delivery of user training and roll-out of the IT solution to users |  |
| Regional IT Coordinator | Coordinate all IT work activities and needs from the regional offices |        Coordinate and manage the IT needs of regional offices |  |
|        Ensure work activities performed in the regional office comply with the bank policies, procedures and standards |  |
|        Work in close coordination and collaboration with CHIS HQ to ensure proper implementation of CHIS processes |  |
|        Lead, manage, supervise, operate and ensure Continual improvement of the IT services & infrastructure in the respective regions |  |
|        Ensure process improvement suggestions and recommendations are collected and communicated to CHIS PMO for consideration |  |
|        Ensure that regional staff and contractors comply with the Solution delivery framework for day-to-day management and execution of their IT projects |  |
|        Ensure usage adoption of the processes and product delivered in their specific regions |  |
|        Be an ambassador of the changes coming from the projects in their specific regions. |  |
| Budget and Planning | Allocation and management of department Funds from the approved budget |        Have visibility of the overall budget |  |
|        Assist PMO in formulating Business cases and aligning the cost of the solution, and categorizing it (OPEX vs CAPEX) |  |
|        Planning – Conduct and coordinate the budget planning process end to end, from the expression of the need to the allocation |  |
|        Budget execution- monitor and control the budget committed to projects in the portfolio (i.e., Capital, administrative costs) |  |
|        Analyze and report on transactions against the budgets (weekly/monthly/ad hoc reports) |  |
|        Evaluate and analyze the budget execution status and project/portfolio performance for lessons learnt and corrective actions for improvements |  |
| Program Management Office (PMO) | Manage program scope, cost and schedule across multiple projects to achieve the program's strategic business objectives |        Operate according to an approved Term of Reference (ToR)/Charter |  |
|        Manage the IT Demand Management process and the project portfolios |  |
|        Work in close coordination and collaboration with the administration and planning to ensure proper alignment of the active project portfolio with the approved budget |  |
|        Ensure proper documentation of strong Business Cases and requirements for undertaking major projects and programs |  |
|        Ensure that IT projects are technically sound, follow established IT project management practices, and meet business needs. |  |
|        Establish, manage and maintain the IT Solution Delivery Lifecycle Framework |  |
|        Manage the Process Asset Library (PAL), supporting the project delivery Framework |  |
|        Work collaboratively with the process owners (i.e., EA, implementation, testing, release…) to ensure process guidelines are defined and communicated |  |
|        Provide process orientation and mentoring to stakeholders (Business, regional offices, contractors) to ensure proper understanding |  |
|        Ensure the IT Solution delivery framework is adequately tailored to project needs for scalability |  |
|        Establish a minimum set of core activities and deliverables for all IT projects. |  |
|        Collect and report metrics on the project, process performance and impact to stakeholders |  |
|        Ensure process improvement suggestions and recommendations are collected, evaluated and incorporated to increase performance |  |
|        Chair/conduct Stage Gate Reviews with project stakeholders to ensure key performance indicators and success factors are being met |  |
|        Provide project templates and tools to assist with project deliverable activities. |  |
|        Conduct periodic audits of IT Solution Delivery activities to ensure projects are managed and executed according to the approved CHIS Solution Delivery framework. |  |
|        Develop and share best practices for cost estimation, risk management, performance metrics and other areas of common interest to help assure successful outcomes of the IT project. |  |
|        Ensure PMs work closely with Division leadership, sponsors and business user representatives using governance processes aligned with their mission |  |
|        Coordinate and manage internal PMO resources and coordinate appropriate resource allocations for the execution of projects |  |
|        Coordinate scope, cost and schedule of activities between inter-related projects, including program risks, issues, and dependencies |  |
|        Support the project manager and BAs in the coordination with legal, procurement, acquisition and other entities/stakeholders |  |
|        Prepare and Deliver program level Steering Committee and other management reporting |  |
| Project and program managers | Project management, monitoring, controlling and reporting, Project Closure / Manage program scope, cost and schedule across multiple projects to achieve the program's strategic business objectives |        Manage project integration, scope, cost, time, quality, procurement, human resources (business and IT), stakeholders, communications, risks & issues |  |
|        Coordinate all tender and procurement activities in compliance with the bank policies, procedures and standards |  |
|        Ensure vendor services are delivered in conformance with the contract clauses and/or Terms of References |  |
|        Conduct vendor performance Evaluation |  |
|        Prepare and coordinate project reviews and Go/No-Go decision gates |  |
|        Applies/leverage their individual domain expertise on the project to ensure successful delivery |  |
|        Works to remove impediments to the progress of the project development |  |
|        Execute all project management life cycle activities from project initiation, planning, monitoring and control to close-out, in accordance with the approved framework |  |
|        Establish an approved Project Charter aligned with the business need |  |
|        Develops and monitors a Project Management Plan/Project Definition Document detailing the activities for managing, executing and controlling the successful implementation of the IT solution |  |
|        Develop and establish a project governance Plan tailored to their project types and size. |  |
|        Implements and monitors the project schedule to ensure timely delivery of the solutions |  |
|        Ensure project risks are identified and managed, and monitored through a risk register |  |
|        Plan and oversee activities and verify that quality deliverables are completed and approved in accordance with the project schedule |  |
|        Manage project resources in accordance with the project schedule. |  |
|        Ensure full collaboration and communication with IT solution delivery is in line with established Budget and Capital planning, IT Security policies, Enterprise Architecture (EA) Blueprint, Network Operation and Infrastructure policies, procedures, and standards |  |
|        Prepare and deliver project progress reports and metrics, including Steering Committee briefings and other management briefings |  |
|        Lead weekly/every other week (as appropriate) project team meetings to ensure coordination and completion of tasks and activities |  |
|        Facilitate the development process and help resolve impediments |  |
|        Keep the project development visible |  |
|        Ensure that project staff and contractors comply with the framework's requirements for the day-to-day management of the project. |  |
|        Ensure that all appropriate stakeholders, including the business, technical experts, and CHIS divisions, are involved in the project, and their input is effectively adjudicated throughout the project life cycle. |  |
|        Maintain information on project status, control, performance, issues, risks, and corrective action. |  |
|        Conduct formal Project Reviews at specified points in the life cycle. |  |
|        Report to the Program Management Office, CHIS Management Team, and Governance organization missed milestones and/or variances in project cost, schedule, or performance outside any defined acceptable ranges. |  |
|        Develop Corrective Action Plans and/or Baseline Change Requests, as appropriate. |  |
|        Ensure all project work products and deliverables are appropriately stored in the project repositories and kept in configuration control. |  |
|        Ensure smooth transition of the solution to production, operation and support teams. |  |
| Business Analyst(S) | Work as a liaison among stakeholders in order to understand and translate the business needs Interfaces with the customers to understand their requirements. |        Owns Business Analysis and Requirements Development functions. |  |
|        Works with key business stakeholders and users at all levels to gather and analyze business requirements and interpret needs; |  |
|        Works with project sponsors or business owners to develop a business case that highlights the costs and benefits of the proposed project for presentation to upper-level management (i.e., CMT and/or ISSC). |  |
|        Performs software surveys and/or cost-benefit analyses for new or modified applications resulting in the design or modification of systems. |  |
|        Identifies process and technology improvement opportunities that solve technical and/or business issues of varying complexity. |  |
|        Works with clients and project teams to gather, understand and translate business needs into functional specifications, i.e., requirements specifications, use cases, process diagrams, user stories. |  |
|        Develops project documentation to include system gap analysis, formal proposals, vendor software evaluations, feasibility studies. |  |
|        Assists Project Manager in planning and estimating efforts - providing input/clarity on business requirements, implementation options, phasing strategies, and level of effort estimates. |  |
|        Ensures selected alternatives align with the Bank's Enterprise Architecture blueprint. |  |
|        Presents evaluations of technology alternatives and recommendations to the Project Review Group (PRG) and business stakeholders to gain consensus on selecting the most viable solution. |  |
|        Coordinates with the business and the development team to decide which Requirements definition format (i.e., requirements, use cases, user stories) is appropriate for a particular initiative and its stakeholders. Requirements must be clear, concise, accurate, and in the proper level of detail. |  |
|        Consults with all CHIS divisions and PSEC to ensure all requirements are included and adequately captured. |  |
|        Works in close collaboration with the developer to ensure all requirements/use cases/user stories are entered into the approved repository, tracked, prioritized, and managed for changes |  |
|        Ensures success criteria is defined for each requirement/use case/user story. |  |
|        Ensures requirements are reviewed, prioritized and approved by the business (i.e., baselined) |  |
|        Identifies and communicates the impact of system changes on other projects or systems or areas throughout the Bank. |  |
|        Ensures requirements changes are captured, reviewed and agreed upon before being incorporated |  |
|        Ensures traceability of requirements/use cases/user stories to design and test cases as appropriate. |  |
|        Supports User Acceptance Testing (UAT) efforts, including planning and test cases development or reuse. |  |
|        Works with client personnel to identify required changes and communicates needed modifications to the development team. |  |
|        Participates in project meetings and training to gain knowledge of the project. |  |
|        Occasionally assigned to monitor Business as Usual (BAU) type projects |  |
|        Actively engages throughout the IT delivery process to ensure the project remains focused on high priority business needs. |  |
|        Provides weekly/monthly status reports of progress on assigned tasks to the PMO management. |  |
|        Participates in gate reviews. |  |
|        Adheres to the procedures and standards of the adopted IT Solution delivery framework. |  |
| PMO Assistant | Provide support to the PMO in management of the demands, portfolio reporting and other daily activities |        Supports the PMO in the day-to-day activities |  |
|        Assists in managing the PMO repository and project portfolio |  |
|        Provides support on PPM tool administration and updates |  |
|        Reviews the need statements/requests and coordinates proper capturing of the demand with the requester |  |
|        Works in close collaboration with EA to validate the request against the application catalogue |  |
|        Facilitates the Project Review Group (PRG) meeting |  |
|        Coordinates the Architecture Review and Design Authority (ARDA) gate meeting |  |
|        Support PMO Managers on portfolio tracking and reporting |  |
|        Ensures meeting agendas and minutes are appropriately documented, circulated and stored in the PMO repositories |  |
|        Circulates meeting agendas, minutes, reports and other relevant materials to PRG members |  |
|        Supports the PMO in tracking and recording gate review decisions, i.e., meeting outcomes for metrics reporting. |  |
|        Helps the PMs and BAs in preparing their deliverables when needed |  |
|        Contribute to the formal project quality Management by periodically verifying that the project artefacts have been copied into the appropriate project repositories |  |
|        Follows up with Technical Leads on agenda items |  |
|        Occasionally assigned to monitor Business as Usual (BAU) type projects |  |
|        Support PMO team new resources onboarding |  |
| Enterprise Architecture | Ensure strategic alignment between the AFDB Group business strategies/priorities and digital transformation initiatives, optimize technology investment decision making, prepare the Bank's technological future and anticipate change |        Models, manage and maintains the Bank's Future State (strategies and Metrics) |  |
|        Ensures IT initiatives are aligned with the Bank's strategic goals and business performance capabilities (measure the benefits realization) |  |
|        Manages Enterprise Application Catalog (Lifecycle and Roadmap) and Enterprise Architecture Repository |  |
|        Ensures proper synchronization of applications between the EA Application catalogue and the ITSM CMDB. |  |
|        Guides the project team on the established technology classification, roadmap, and coding standards |  |
|        Works collaboratively with the project teams to ensure EA guidelines are defined, communicated, and understood |  |
|        Ensures proper versioning of applications in the portfolio |  |
|        Chairs and leads the Architecture Review and Design Authority (ARDA) gate and other architecture review meetings |  |
|        Participates in other solution delivery gate reviews as necessary |  |
|        Reviews Solution Design options with Key Stakeholders and provide feedback |  |
|        Check the solution design alignment with EA Standards |  |
|        Understands the project scope, type and size to guide PM to ensure artefacts supporting compliance with Enterprise Architecture and Blueprint are included in the project |  |
|        Works collaboratively with the Technical Lead (Application Architect to ensure the solution architecture is aligned with the technical specs |  |
|        Ensures that all technical initiatives with a significant technological impact have High-Level Solution Designs that meet the needs of specified business requirements |  |
|        Works in coordination with the Development team's Application architect to ensure the Detailed Solution Designs match the intent of the High-Level Design |  |
|        Performs technical impact analysis of IT solutions (New Systems, System Upgrades, Technology Deployments, Technology Upgrades, Innovation Proof of Concepts, Innovation Pilot Projects) to determine whether these projects are going to ARDA or not |  |
|        Assists technical team so that the architectures presented to ARDA comply with the reference models and conform to technology standards |  |
| Development Team | Staff dedicated to the execution of project activities ( Application Architect, Developers, Technical Leads) |        Adhere to the Bank established Budget and Capital Planning, IT Security, EA, ITSM policies, procedures, and standards |  |
|        Execute and support the design, build, test and release management of the applications |  |
|        Provide support for Production & Continuity of Operations |  |
|        Participate in planning, monitoring, and execution of project activities; |  |
|        Perform all lifecycle activities in support of successful execution and completion of the project; |  |
|        Create, maintain, and publish quality project deliverables and meet project milestones; |  |
|        Provide product demonstrations to the client/business to communicate progress on commitments and ensure smooth solution acceptance. |  |
|        Identify and communicate project risks and issues to the Project Manager; |  |
|        Report actual work activities worked and completed; |  |
|        Coordinate and Communicate task dependencies |  |
|        Participate in project reviews and gate reviews as required by their role; |  |
|        Provide support for tailoring the project to the solution delivery framework based on the project type; |  |
|        Complete work activities in compliance with the approved IT solution delivery framework and the project governance agreement; |  |
|        Ensure all project work products and deliverables are appropriately stored in the project repositories and kept in configuration control; |  |
|        Ensure proper understanding of the customer requirements, priorities and acceptance criteria |  |
|        Create a detailed design of the applications based on the approved architecture and requirements |  |
|        Ensure the work activities are clearly and accurately entered into the application lifecycle management tool (i.e., Team Foundation Server) to allow proper resource planning, estimations and monitoring |  |
|        Develop a SW Development Plan outlining the development approach |  |
|        Prepare the Solution Architecture Document in close collaboration with the EA Solution Architect |  |
|        Prepare technical specifications for the solutions |  |
|        Develop, maintain and/or integrate code to meet the requirements |  |
|        Ensure quality and efficiency of the code through peer review/code review, unit testing coverage, static analysis and other quality activities |  |
|        Establish and maintain traceability of the design and code to the approved requirements specifications |  |
|        Ensure written codes are packaged accurately for a successful build and stored in the source control (GitLab) |  |
|        Responsible for writing clean, efficient and secure application codes in conformance to establish coding standards |  |
|        Work in close coordination with the BA, the business and PM to produce training materials, users guide, operations and support manual and help files for the user community and IT Support (CHIS 4) when needed |  |
|        Work in coordination with CHIS 2 to produce an operation and maintenance manual for the released applications. |  |
| SQA Team |  |        Owns the Software Testing, configuration, Build and Release Management functions |  |
|        Manage and refine a scalable, flexible, adaptable testing program to support all CHIS applications. |  |
|        Works in close collaboration with the BA and Development team |  |
|        Coordinates estimations, planning and scheduling effort for QA and test activities in coordination with the PM |  |
|        Prepares test cases and scripts for test executions |  |
|        Performs test execution and prepare test reports |  |
|        Identifies, documents, and prioritizes defects |  |
|        Tracks and coordinates defect resolutions |  |
|        Coordinates user acceptance testing (UAT) activities between the business users and the development, including support for test data and environment setup |  |
|        Provides regular status of test activities and metrics to management |  |
|        Coordinates test environment setup and refresh |  |
|        Sets up/prepares test data |  |
|        Ensures compliance testing is performed on application releases |  |
|        Escalates unresolved issues to management |  |
|        Ensures all SQA artefacts are kept under configuration and version control in the project repository |  |
|        Ensures SQA is fully integrated with other CHIS Functional areas (e.g., Business Analysis, Release Management, Change Management) as required by the approved IT Solution Delivery Framework. |  |
|        Develops and delivers SQA briefings and materials |  |
|        Provides consulting support as necessary to successfully implement the process |  |
|        Reports progress, status and effect of the SQA program and SQA tool adoption to CHIS Management as required |  |
|        Collects lessons learned and recommends improvements to the testing process, procedures and other SQA program elements as needed |  |
| Deployment / Release Representative |  |        Work in close collaboration with the development team to create an efficient and scalable continuous delivery process |  |
|        Transition IT solution to Operations and Maintenance (O&M) for IT service delivery and support |  |
|        When applicable, re-build the application in the test environment using the build documentation supplied by the application development team. |  |
|    Review release packages and associated artefacts to ensure that the release has been properly packaged, labelled, and had the applicable Change Requests linked according to the requirements identified in the procedures. |  |
|  |  |
|    Ensure proper segregation and access control to the solution release and Deployment environments (DEV, QA) |  |
|        Ensure that only approved work product items are included in the builds. |  |
|        Monitor and report the status of Release activities. |  |
|        Provide project teams with process coaching on release procedures as necessary. |  |
|        Collect and report metrics related to the build and Release activities. |  |
| Security Representative – InfoSec | Information Security and Information Assurance to ensure the Bank security posture is robust matter |        Understand the Project Scope, Type and Size to guide the PM and Technical Lead to ensure HW and SW requirements supporting the security posture of the solution are included in the Project |  |
|        Coordinate with the BA and the development team to ensure security requirements applicable to the IT solution are clearly defined |  |
|        Advocate and enforce security coding standards in the solution development process |  |
|        Provide support to the SQA team on testing application security requirements |  |
|        Participate in project meetings to gain knowledge of the project |  |
|        Provide an assessment review of the projects' security risks and mitigation plans |  |
|        Define and communicate the security policies and standards to be implemented in all IT solutions (built or purchased) |  |
|        Specify the security controls to be implemented by the project |  |
|        Conduct security scans to validate that projects meet the security requirements before deployment |  |
|        Participate in specified project Stage Gate reviews and provide feedback to ensure project adherence to IT Security policies, processes and procedures |  |
|        Review and provide approval on security-related materials (e.g., Security Plan, System Test & Evaluation (ST&E) plan, Security Risk assessment results, POA&M…) |  |
| CHIS 2 - System Administration and Engineering, Database Management, Web Maintenance and Support | System Administration and Engineering, Database Management, Handle Web hosting maintenance and migration of external sites |        Understand the Project Scope, Type and Size to guide Federal PM to ensure artefacts supporting the smooth operation and maintenance of the solution are included in the Project |  |
|        Participate in project meetings and training to gain knowledge of the project. |  |
|        Provide ongoing advice and guidance to the integrated project team on their processes |  |
|        Provide a review of the project's issues, risks and mitigation plans pertaining to their domain |  |
|        Participate in specified project Stage Gate reviews and provide feedback as needed |  |
|        Coordinate with the PM to ensure that projects meet their requirements |  |
|        Ensure their assigned projects comply with the solution delivery framework |  |
|        Review and provide approval on O&M related materials (e.g., Operations and support manuals, User guides, release notes…) |  |
|        Provision of the required environments (DEV, QA, PROD) for the solution delivery process |  |
|        Ensure Service Level Agreements (SLAs) and Operation Level Agreements (OLAs) for specific applications are followed |  |
| Networks – CHIS 3 | Infrastructure, Networks and Connectivity |        Understand the Project Scope, Type and Size to guide PM to ensure artefacts supporting the infrastructure of the solution are included in the project |  |
|        Provide ongoing advice and guidance to the integrated project team |  |
|        Provide review and feedback on the progress of IT projects and review risks and mitigation plans at specified stage gate |  |
|        Ensure their assigned projects comply with the Solution Delivery Framework |  |
|        Review to ensure that projects meet their requirements. |  |
|        Provide recommendations for improvement, continuation, termination, and reviewing risks and mitigation plans. |  |
|        Submit change requests and participate in CCB meetings as needed |  |
|        Contribute to requirement development, user acceptance testing and sign-off |  |
| IT Support- CHIS 4 | Help Desk service delivery and support, IT asset allocations (PCs, Printers...), cloud computing services |        Chair the Change Advisory Board (CAB) gate review |  |
|        Establish and maintain processes and procedures for the performance of Release Management activities. |  |
|        Establish and maintain the CAB meeting scheduled for IT Solutions. |  |
|        Review release packages and associated artefacts to ensure that the release has been properly packaged, labelled and has had the applicable Change Requests linked in accordance with their requirements. |  |
|        Ensure application reported incident (s) are clearly recorded, categorized |  |
|        Provision of assets necessary for the operation of the systems |  |
|        Monitor applications functions and incidents in the production environment |  |
|        Manage and provide tier 1 support to users on production applications incidents |  |
|        Gain an understanding of the production solutions functionalities through training, user guides etc. for better user support and incident escalation |  |
|        Produce reports that reflect the process KPIs Metrics |  |
|        Review risks and mitigation plans at specified Stage-Gate to ensure that projects meet their requirements |  |
|        Ensure their assigned projects comply with the solution delivery framework |  |
|        Provide recommendations for improvement, continuation, termination, and reviewing risks and mitigation plans. |  |
|        Submit change requests and participate in CCB meetings as needed |  |
|        Monitor and report the status of Release activities. |  |
|        Provide project teams with process coaching on release procedures as necessary (CAB Team). |  |
|        Collect and report metrics related to the Release activities and processes. |  |

## Assumptions

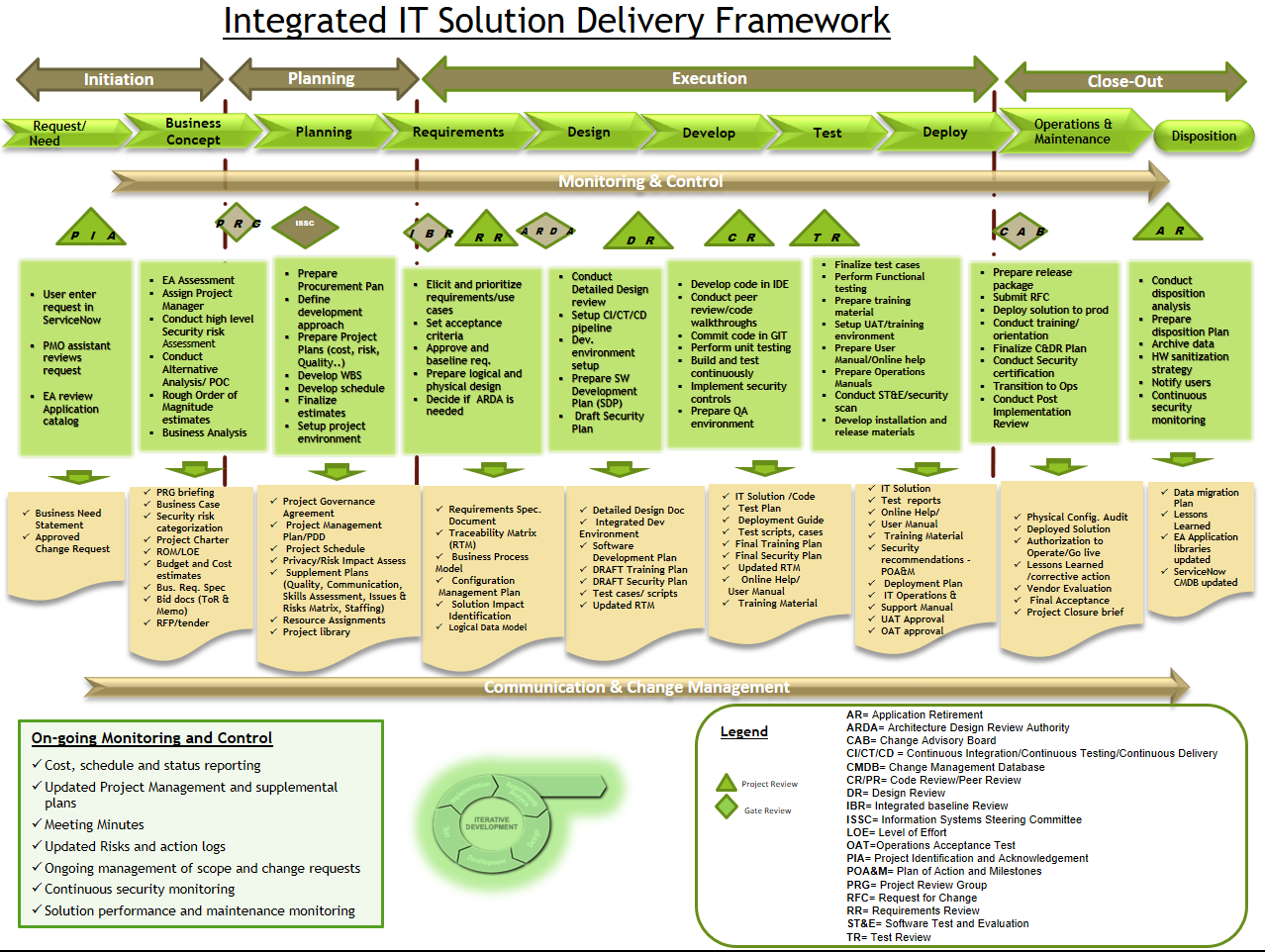
|  |  |
| --- | --- |
| 1 | It is assumed that the required technical experts (SANKOFA, SAP, Currency system) will be available at relevant steps of the project's implementation |
| 2 | It is assumed the business users, here CHIS.0 staff, will be available to test and validate the solution |

## Dependencies

|  |  |
| --- | --- |
| 1 | The PPM tool must be integrated with SANKOFA, the Bank document management application based on SharePoint and FileNet, to store and share all documents generated during the project management process |
| 2 | The PPM tool must be integrated with SAP to fetch information on the project's budget |
| 3 | The PPM tool must be integrated with ATRS, SOLEMANN, internal Systems of the Bank, to get the Bank Staff Timesheets. |
| 4 | The PPM tool must be integrated with the Bank EA Tool (Alfabet Fastlane) to share ongoing project information, their status, and their implementation timeline. |
| 5 | The PPM tool must be integrated with the Bank’s main IT support tool, so that the staff can use a single interface to initiate an IT project or request support. |
| 6 | The PPM tool must be integrated with the Bank’s currency system for the exchanges US Dollars, Euro, Units of Account (UA). |

# To-Be IT Solution Delivery Framework

The PPM tool should support the here defined process, and be flexible enough to accommodate updates on the workflow by the administrators:



# Requirements Specifications

## Functional Requirements

|  |  |  |
| --- | --- | --- |
| Req Id | Description | Priority |
| 0.0.1 | The tool should provide flexibility to easily adjust the workflow in case of change in the delivery model (adding/deleting a step to the workflow, merging 2 steps, etc) | Must Have |
| **1 Demand Management** | | |
| 1.1.1 | Easy to create, change, delete, and view requests | Must Have |
| 1.1.2 | Supports entry of annotative comments and appending documents, images, and links to document requests | Must Have |
| 1.1.3 | Allows for teams, groups, sub groups collaboration, chats within the tool | Should Have |
| 1.1.3.1 | Allows intergration with MS Teams for chats and meetings | Nice to Have |
| 1.1.4 | Provide search, filter and sort features | Must Have |
| 1.1.5 | Request management should follow the indicated process (Sheet Process - Demand Management) | Must Have |
| 1.1.6 | Able to classify and order requests based on adherence to the IT strategy, priority, date, contribution, urgency, impact level (bankwide, complex wide, department wide, division wide, unit wide), or other criteria | Should Have |
| 1.1.7 | Able to link with SAP CO Module (SNPB) to get Budget Informations about existing project | Nice to Have |
| 1.1.8 | Provides statistical analysis of requests (trend analysis of request types, response times, alignement with IT strategy) | Must Have |
| 1.1.9 | Able to quantify project value in UA (to allow direct comparison with project cost) | Should Have |
| 1.1.10 | Value estimation based on comparing doing vs. not doing project (not doing project can produce negative value) | Should Have |
| **2 Projects Management** | | |
| **2.1 Data Management** | | |
| 2.1.1 | should enable converting an approved request into a project once the analysis is completed (end of initiation) | Must Have |
| 2.1.2 | Easy to create, change, delete, and view projects and project data. | Must Have |
| 2.1.3 | Supports entry of annotative comments and appending documents, images, and links for project documentation | Must Have |
| 2.1.4 | Automatically create projects in TFS when created in PPM | Must Have |
| 2.1.5 | Supports data import (WBS) from existing systems and databases (TFS, SOLEMAN, Azure DevOps) | Must Have |
| 2.1.6 | Supports data export (WBS) to existing systems and databases (TFS, SOLEMAN, Azure DevOps) | Must Have |
| 2.1.7 | Support data export to extenal reporting technology (i.e. Microsoft Power BI) | Must Have |
| 2.1.8 | Supports dependency links among projects | Must Have |
| 2.1.9 | Provides data cut-and-paste, project cloning, and data roll-over | Must-Have |
| 2.1.10 | Allows multiple portfolios and portfolio hierarchies (parent-child links) | Must-Have |
| 2.1.10.1 | Allow the grouping of multiples projects (or programs) included in a single program (or portfolio) and provide the visibility by project or program or portfolio. | Should Have |
| 2.1.11 | Provides search, filter, and sort features | Must Have |
| **2.2 Decision Aid** | | |
| 2.2.1 | Evaluates real project choices (e.g., choice among alternative project versions, do project now vs. do next year) | Should Have |
| 2.2.2 | Accounts for choice dependencies (e.g., project B may be selected only if version 2 of project A is selected) | Should Have |
| **2.4 Risk Analysis** | | |
| 2.4.1 | Quantifies project risk based on defined criteria | Must Have |
| 2.4.2 | Quantifies project deferral risk (risks if the project is not conducted) based on defined criteria | Must Have |
| 2.4.3 | Support the use of the pre-built Risk Analysis template to assess and organize all the risks affecting a projectc (risk register; risk matrix, etc) | Must Have |
| **2.5 Project Evaluation** | | |
| 2.5.1 | Provides standards project evaluation metrics and "out-of-box" project evaluation metrics | Must Have |
| 2.5.2 | Supports customizable/user-defined metrics, scales, models, logic | Must Have |
| 2.5.4 | Able to address non-financial project benefits (e.g., impacts on corporate image, service quality, learning, safety) | Nice to Have |
| 2.5.5 | Able to capture and model alignment with strategy and/or strategic objectives | Must Have |
| **2.6 Project Valuation** | | |
| 2.6.1 | Has Earn Value Management capability | Must Have |
| 2.6.3 | Able to adjust project value based on risk and risk tolerance (risk-adjusted project value) | Nice to Have |
| **2.7 Prioritization and Portfolio Optimization** | | |
| 2.7.1 | Provides quantitative (cardinal) measure of project priority (not just project rank) | Must Have |
| 2.7.2 | Able to account for project urgency as well as cost and value when computing priorities | Should Have |
| 2.7.3 | Allows multiple constraints (e.g., multi-year costs, separate constraints for different org. units, resource constraints) | Nice to Have |
| 2.7.4 | Able to optimize/re-optimize portfolios with some projects being "forced in" | Should Have |
| 2.7.5 | Selects project versions based on budget (e.g., lower-cost project version may be optimal under tighter budget constraint) | Nice to Have |
| 2.7.6 | Supports tiered/staged portfolio optimization (to allow business unit priorities to be optimized/finalized prior to enterprise optimization) | Should Have |
| 2.7.7 | Allows setting performance goals/targets for a subset of portfolios | Should Have |
| 2.7.8 | Provides "sand box analysis" (local data entry/analysis prior to saving to central database) | Should Have |
| 2.7.9 | Able to provides real-time feedback to users on impact of project inputs | Nice to Have |
| 2.7.10 | Provide with a zoomed-out view of the project pipeline management and track the status of each proposal or current project to help regulate the flow throughout the Bank organization. | Should Have |
| **2.8 Project Planning** | | |
| 2.8.1 | Supports workplan development (via templates, etc.), controls plan creation/modification/deletion, and provides plan storage | Should Have |
| 2.8.2 | Provides project baseline tracking, version control, audit trail, and plan history | Nice to Have |
| 2.8.3 | Allows linking multi-level project and task plans | Should Have |
| 2.8.4 | Able to compute total project costs (e.g., via labor hours, rates, burden, materials and other expenses) | Must Have |
| 2.8.5 | Allows defining project-specific phases, gating processes, and milestones | Must Have |
|  | Definition of acceptance criteria/conditions to move from one stage of the process to the next stage | Must Have |
| 2.8.6 | Supports timing and scheduling (e.g., via Gantt charts and Pert charts) | Must Have |
| 2.8.7 | Supports project risk assessment and risk mitigation planning | Must Have |
|  | Supports the export and import of existing project planning and project schedule built from other tools (MS Excel, MS Project) in the PPM system. | Should Have |
| **2.9 Workflow Management** | | |
| 2.9.1 | Supports workflow management (generates individual task lists, reports status, routes action notifications, supports approvals, etc.) | Must Have |
| 2.9.2 | Provides template library for project tasks (charter, issues log, request forms, etc.) with ability to add, modify & save templates | Must Have |
| 2.9.3 | Supports issue tracking and management (e.g., issue definition, assigning to issue owners, converting issues to tasks) | Must Have |
| 2.9.4 | Provides change management (change reporting, approvals, change impact analysis) | Should Have |
| 2.9.5 | Provides analytics/models for project performance assessment, benefits measurement, and value realization management | Should Have |
| **2.10 Support for Accounting, Accual, Payroll, Billing, Etc. (WBS lien avec SAP)** | | |
| 2.10.1 | Able to use project status and project forecasts to update financial budget forecasts | Nice to Have |
| 2.10.2 | Able to capture and transmit project costs, expenses, commitments, etc. for accounting. | Nice to Have |
| 2.10.3 | Suppot preparation and generation fo work orders for project and accounting system integration | Nice to Have |
| 2.10.4 | Supports payroll and billing (e.g., expense reporting) | Nice to Have |
| **2.11 Project Close Out and Knowledge Management** | | |
| 2.11.1 | Supports verification of project deliverable acceptance criteria | Nice to Have |
| 2.11.1.2 | Support verification and validation of project deliverable acceptance criteria by project phase (initiation, planning, execution/build, testing/control, closure) and by workstream and by project component | Nice to Have |
| 2.11.1.3 | Support the uploading of UAT (user acceptance testing) signatures document into the system to confirm the user acceptance by business / users. | Should Have |
| 2.11.1.4 | Support the uploading of CAB (change advisory board) email validation into the system to help confirm the approval for the go live of the project | Should Have |
| 2.11.1.5 | Supports the uploading of the projetc closure document and minutes of the project closure meeting into the system to confirm the closure of the project or the program | Should Have |
| 2.11.2 | Provides project outcome performance monitoring/reporting (e.g., project payback, benefits tracking) | Should Have |
| 2.11.3 | Supports post-implementation reviews and lessons learned | Should Have |
| 2.11.4 | Supports project management knowledge database for storage and mining | Nice to Have |
| **2.12 Resource Management** | | |
| 2.12.1 | Captures all people resource categories and allows segmentation based on geography, organizationl unit, resource pool, etc. | Must Have |
| 2.12.2 | Captures necessary information for characterizing individual resources (e.g., skills, certifications, education, rates, interests) | Nice to Have |
| 2.12.3 | Provides dashboard view with drill down to individual resource availability (eg., by time, skill, location, assignments) | Should Have |
| 2.12.5 | Includes non-human resources (normal, consumable, perishable) for non-human resource management | Nice to Have |
| 2.12.6 | Supports resource queries (e.g., chargeable/non-chargeable hours) | Should Have |
| 2.12.7 | Supports obtaining time-to-complete estimates directly from individuals (which may provide more accurate availability estimates) | Should Have |
| 2.12.8 | Provide the possibility to (re)allocate resources based on project priority. | Should Have |
| 2.12.9 | Allow to add task dependencies and prioritize issues by resource, manage teams and individual members in each project and in the entire project pipeline and portfolio | Should Have |
| **2.13 Resource Assignment** | | |
| 2.13.1 | Supports top-down resource assignment (e.g., provides search and sort based on roll, skill, location) | Should Have |
| 2.13.2 | Supports bottom-up resource assignment (e.g., by allowing individuals to review and select from availability assignments) | Should Have |
| 2.13.3 | Provides automated resource assignment (based on availability and user defined criteria) | Nice to Have |
| 2.13.4 | Provides scheduling engine for assigning and scheduling resources | Should Have |
| 2.13.5 | Allows viewing resource assignments by individual and project | Should Have |
| 2.13.6 | Allows manual changes to resource assignments for individual projects after project initiation | Must Have |
| 2.13.7 | Supports approval processes for the assignment of resources | Should Have |
| 2.13.8 | Synchronization of availability schedules with personal calendars (to incorporte non-project commitments, planned absences) | Nice to Have |
| 2.13.9 | Supports non-human resource allocation management | Should Have |
| 2.13.10 | Suppors the reporting of the productivity of resources (how much completed by the resources compared to the total work to be completed) and the absence and delays of human resources in meeting the targeted work | Should Have |
| 2.13.11 | Forecast vs. actuals to maintain the project’s health based on resources utililzation in different projects | Nice to Have |
| **2.14 Supply-Demand** | | |
| 2.14.1 | Summarizes utilization levels by resource category and over time | Should Have |
| 2.14.2 | Compares resource supply-demand by resource category, identifies gaps, bottlenecks, and over-allocated resources | Nice to Have |
| 2.14.3 | Provides analytics to support planning for acquiring additional internal/external resources | Should Have |
| **3 Reporting** | | |
| 3.1.1 | Able to manually/auto load and selectively change project data (start/end dates, units of work required, etc.) | Should Have |
| 3.1.2 | Able to capture, compute, and report real-time actuals (e.g., costs, effort, and shedule status). Allow Real-time tracking to evaluate project progress to track the project’s performance and employee productivity at any time. | Should Have |
| 3.1.3 | Able to aggregate cost, effort, and schedule data across pojects (e.g., Gantt dta roll-up) | Must Have |
| 3.1.4 | Able to calculate performance ratios manually or automatically at specified points in time or at project milestones | Should Have |
| 3.1.5 | Provides dashboard view of status of all projects with ability to drill down | Must Have |
| 3.1.6 | Computes/displays estimates of remaining work (hours to completion, percent of wok completed, end-date forecasting, etc.) | Must Have |
| 3.1.7 | Provides comparison of actual vs. planned progress with variance analysis, alerts, and rule-based notification | Must Have |
| 3.1.8 | Supports risk monitoring and on-going multi-project risk management | Should Have |
| 3.1.9 | Provides dashboard views plus ability to drill down, manage views according to user preferences | Must Have |
| 3.1.10 | Allows users to configure/customize/format views, graphs, and reports | Must Have |
| 2.1.13 | Easy to generate useful, understandable, schedulable displays and reports | Must Have |
| 2.1.14 | Able to report and extract dashboard view by project, program, or portfolio levels | Must Have |
| 2.1.15 | Able to provide a project dashboard with all the key performance data : the percentage completion, summary status, and all project dimensions like cost performance, schedule performance, quality performance, scope performance, resourcing performance, risk & issues dimension, etc) | Must Have |
| 2.1.16 | Able to define and present the performance measurement baselines (cost, scope, quality, etc) by project, by program, and by portfolio/ | Must Have |
| 2.1.17 | Able to provide the percentage completion by scope item included in the WBS and by workstream among the different workstreams included in the project | Should Have |
| 2.1.18 | Th report module should provide the ability to summarize business-critical information using visual tools. This makes it easy for executives, managers and other stakeholders to look under the hood of a portfolio and drill down into specific KPIs such as ROI, CPI (cost performance index) and resource capacity. | Should Have |
| **4 Platform/Vendor** | | |
| 4.1.1 | AfDB requires a cloud solution | Must Have |
| 4.1.2 | The Tool supports the Bank workstations browsers (Firefox, Internet Explorer, Chrome) | Must Have |
| 4.1.3 | Vendor has expertise in PPM and Development Financial Institutions activities | Must Have |
| 4.1.4 | Tool delivered with training for installation and operation | Must Have |
| 4.1.5 | Vendor can be counted on to provide on-going support (maintenance, enhancements, warranties, escrow policy, etc.) | Must Have |
| 4.1.6 | Accommodates 50 licenses simultaneously | Must Have |
| 4.1.7 | Accommodates unlimited non-licensed simultaneous users | Must Have |
| 4.1.8 | Allows for a seamless integration with an email tool for notifications (i.e. Outlook) | Must Have |
| 4.1.9 | Allows for a seamless user autentication with AfDB authentication services | Must Have |
| 4.1.10 | Provides security (encryption), controlled access and change privileges, and audit trail (who changed what when) | Must Have |
| 4.1.11 | Ability to interface with Central Document Repository (IBM FileNet 5.2) to store documents, read, save-as, check-in, check-out, version control, history, etc. | Must Have |
| 4.1.12 | Supports multiple languages and currencies (Unit of account, dollar, Euro, etc) | Must Have |
| 4.1.13 | Integrate the PPM tool with the Bank's currency system | Should Have |
| 4.1.14 | For flexible project management, the platform should accommodate a range of development approaches, including Agile, traditional and hybrid methods. The platform should allow planning and setting projects according to the Agile, Waterfall, and hybrid project methodologies in which we can combie Agile approach (Agile planning) with the Waterfall approach | Must Have |
| 4.1.15 | The platform should integrate with mobile devices (mobile and tablets channels) and integrate with MS Outlook for email to provide even greater collaboration. | Should Have |
| 4.1.15 | The platform should allow the logging and follow-up of project change requests to manage all changes approved in the projects and programs | Should Have |
| 4.1.16 | For Strategic Portfolio Management, the PPM platform need to: • Facilitate and streamline the capture, rank and use of customer ideas, and enable team members to move seamlessly from ideas to roadmap planning. • Enable the community to suggest and vote on ideas. Then, team members should be able to seamlessly integrate ideas into a product backlog, for example, as a product requirement. • Equip managers with what-if analysis capabilities that make it easy to consider the impact of changes to the portfolio, helping expose potential interdependencies and prevent unintended results. | Should Have |
| 4.1.17 | For Application Portfolio Management, the platform should help decision makers determine which applications to optimize, update and retire. | Nice to Have |

## Non-Functional Requirements

### User Interface Requirements

The User interface should be intuitive and easy to use.

### Security

Security is an essential requirement for the tool. Sensitive information is stored and shared through the system, so the application must comply with all SECU requirements.

#### Protection

* Encryption of all internet connections via Https
* Activity logging, historical data sets
* Restrictions on inter-module communications
* Data integrity checks

#### Access, Authorization and Authentication

Access to the platform must be restricted to authenticated users only.

Access should be limited according to the profile and user connected, as described in the profile matrix.

### Usability

Learnability

* The user documentation and help should be complete
* The help should be context-sensitive and explain how to achieve everyday tasks

### Capacity

The system should accommodate at least 30 simultaneous connections without increasing the application's response time. The expected response time is <3s for each user's request.

### Availability

The system must be available 24h every working day. The application is used from different countries and time zones, mainly in African countries.

* 99% availability is requested, given the criticality of the platform. High availability is a **Must-Have**.
* Any forecasted or unplanned maintenance should be notified **ASAP** to CHIS.0 team
* Latency should be <3s to allow a smooth usage of the platform

### Manageability/Maintainability

**Maintenance** is critical for this application. The application should be available during all working hours, and incidents must be resolved swiftly. Backup and recovery processes must be available and documented

### Portability

The system should be usable on laptops but also on mobile devices.

# 

1. Definitions, Acronyms, and Abbreviations

The table below presents a shortlist of terms and acronyms used in this document.

| **Term /Acronym** | **Definition** |
| --- | --- |
| **Agile** | A project management approach based on delivering requirements iteratively and incrementally throughout the life cycle. Popular frameworks include Scrum, Lean, and eXtreme Programming (XP)… |
| **Application** | The aggregate of information technology that processes, stores, and/or transmits information to satisfy client requirements. Applications consist of one or more configuration items. Each application may be part of more than one IT Service. An application runs on one or more Servers or Clients or in the cloud |
| **Artefact** | A work product /output of the process.  Artefacts are produced in the course of performing activities. |
| **Backlog** | Prioritized work that needs to be completed (see Requirements) |
| **Baseline** | A reviewed and approved release of artefacts that constitutes an agreed basis for further evolution or development and that can be changed only through a formal procedure, such as change management and configuration control. |
| **Business need statement** | A specification of the business needs or wants. Expressed as an ideation or a request and may trigger the initiation of a solution delivery |
| **Business Process** | A group of logically related activities that use the organization's resources to provide defined results in support of the organization's objectives. |
| **Business case** | The Business Case presentation document validates the business problem, links to the corporate strategic plan and outcomes, provide proof of feasibility and viability with an acceptable level of risk and offers alternatives to solving the business problem, which allows the ISSC to select the best option to solve the business problem in the most cost-effective manner. Input for this document can be from Strategic Plan and LOE Document, market survey… The ISSC reviews business cases, guide improvement, evaluate against corporate mission, goals, and objectives, and determine the appropriate level of funding against the project scope |
| **Business As Usual (BAU)** | It is a type of project within the IT portfolio. assigned the day-to-day business operations of the Bank, including IT support and maintenance |
| **Business Requirement** | A specification of the business needs or wants instead of the specific functions the solution must perform. Design elements are not documented as part of the Business Requirements. |
| **Business User Representative (BUR)** | Individual or group of resources designated by the project sponsor to represent the business user. It is preferably someone who understands the business processes for which the solution is built, customized, and/or implemented. |
| **Functional Requirement** | The Functional Requirements describe what the system, process, or product/service must do to fulfil the business requirement(s). The business requirement can often be broken up into sub-business and many functional requirements.  In some cases, they are expressed in Use Cases or User Stories. |
| **Information Technology Solutions Delivery Framework** | Defines the approach for acquiring, developing, enhancing, and maintaining information systems and information technology at the Bank. |
| **Information Systems Steering Committee (ISSC)** | A decision-making body whose responsibility is to ensure that the Bank's Information Technology ("IT") programs and projects deliver expected results and that the various IT and business strategies of the Bank are aligned. |
| **IT Solution** | An Information Technology (IT) investment (custom-developed, COTS or infrastructure component) that is deployed into production to meet a business need. is the solution developed or acquired to meet the specified business and design requirements |
| **Lessons Learned** | Documents the outcome of a facilitated project closure session that captures project information, documents what worked well and what needs improvement, recommendations for what practices should continue to be followed and shared across projects and what should be changed in future projects. |
| **Change Control Board (CCB)** | A formal entity established, owned, led, and managed by the business unit (department users of the solution) with participating stakeholders to review, approve, or reject proposed change requests for incorporation into specified releases throughout the life cycle of an IT solution. |
| **CHIS** | Corporate Information Technology Services |
| **Functional Requirement** | The Functional Requirements describe what the system, process, or product/service must do to fulfil the business requirement(s). The business requirement can often be broken up into sub-business and many functional requirements.  In some cases, they are expressed in Use Cases or User Stories. |
| **Requirements Development** | The process for gathering, analyzing and validating business, user, functional, and operational requirements. |
| **Requirements Change Management (REQM)** | The process for managing requirements and establishing a change control process for accepting, rejecting, or deferring changes to approved requirements |
| **Rough Order of Magnitude** | It estimates a project's level of effort and cost to complete. A ROM estimate takes place very early in a project's life cycle — during the project selection and approval period and before project initiation. |
| **Sprint** | It is a timebox of one month or less during which the team produces a potentially shippable product Increment. |
| **Scrum** | a process framework used to manage product development and other knowledge work |
| **Sprint planning** | An event in the Scrum framework where the team determines the product backlog items they will work on during that sprint and discusses their initial plan for completing those product backlog items. Typically occurs in two parts. In the first part, the product owner and the team agree on which product backlog items will be included in the sprint. The team determines how they will successfully deliver the identified product backlog items as part of the potentially shippable product increment. |
| **Sprint backlog** | A list of the new features, changes to existing features, bug fixes, infrastructure changes or other activities that a team may deliver to achieve a specific outcome. It is the single authoritative source for things that a team works on. |
| **Stakeholders** | Anyone who is impacted by or contributes to a project. Stakeholders may include the project team, end-users, suppliers, etc.  Any Bank employee who has a business need and has a stake for a specific IT Solution, who may be positively or negatively impacted by the IT solution. |
| **Use Case** | The specification of tests that are conducted from the end-user perspective. Use cases tend to focus on operating software as the end-user would conduct their day-to-day activities.  Use Cases define realistic scenarios that describe interactions between Users and an IT Service or other System. |
| **User Story** | The smallest increment of value, typically less than a week. User stories are contained within a sprint. Breakdown of the work to be done into functional increments |
| **UAT** | User Acceptance Testing |