ICT Services

Project Evaluation Board

Terms of Reference

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Contents

1. Abbreviations

ARB………………………………………………………………………………………………………Architecture Review Board

CoM……………………………………………………………………………………………………….Committee(s) of ManCo

DRB………………………………………………………………………………………………………Disaster Recovery Board

DRI…………………………………………………………………………………………………Dedicated Responsible Individual

ICT Services…………Information and Communication Technology Services at the University of the Free State

ICT…………………………………………………………………………………Information and Communication Technology

ManCo………………………………………………………………………………… ICT Services Management Committee

OCC……………………………………………………………………………………….……… Operational Change Committee

PEB……………………………………………………………………………………….…………….Project Evaluation Board

PMO……………………………………………………………………………………………………Project Management Office

RMC……………………………………………………………………………………………….Risk Management Committee

SMC……………………………………………………………………………………………Services Management Committee

UFS…………………………………………………………………………………………………University of the Free State

UAT……………………………………………………………………………………………………User Acceptance Test plan

2. Definitions

Business Requirements: these are higher-level statements of the goals, objectives, or needs of the enterprise. They describe the reasons why a project has been initiated, the objectives that the project will achieve, and the metrics that will be used to measure its success. Business requirements describe the needs of the organisation as a whole, and not groups or stakeholders within it. They are developed and defined through enterprise analysis.

Stakeholder: a person, group, organisation or other party that affects or can be affected by one or more of an organisation's activities in a business process.

Phase 1 Project: the initial project proposal plus the scope and requirements document, which have not progressed past Project Board approval.

3. Objectives

The purpose of the Board is to ensure alignment, prioritisation, resourcing and effectiveness of the organisation-wide information systems (administrative, academic and technical) developments.

The PEB should be guided, formally or informally, by the organisation's business, vision, mission, goals and performance objectives. Any decisions made by the PEB will serve as a reference point for the ICT Services ManCo and the IT PMO to help with further prioritisation of dependent tasks.

The PEB should use the organisation's business policies and business rules to guide its decisions. The incentives and motivation of all human resources associated with the business process should reinforce the desired outcomes of the business process. All decisions made by the PEB should be supportive of the organisational culture of the UFS.

4. Mandate

The PEB was created under the directive of the ICT ManCo as an ICT independent board serving as a supporting structure to the ICT ManCo and Business in reviewing and approving priority projects.

The PEB has the mandate to defer any project for further analysis and/or clarification to any one or more of the following parties:

The parties are:

- ICT Project Management office (PMO)
- ICT ManCo for referral to any CoM
- The Business owner or requester (e.g. Dean or Head of Department)
- The Project Sponsor (Vice-Rector/Registrar)
- The ICT Champion (ICT Head)

5. Scope

It is in the scope of the PEB to prioritise and categorise all ICT-related tasks and projects in terms of their possible relation to one another, the adequacy that the UFS currently possesses, and the strategic importance of implementation.

6. Membership

The PEB is a board consisting of staff members of the UFS representing the Support and Academic Communities. The PEB is comprised of the following members:

- The Heads/Leads representing the academic environment
- The Heads/Leads representing the support services environment
- The Heads/Leads of the involved ICT committees of ManCo
- The Chairpersons of the PEB (if not yet represented in the foregoing groups)
- The Secretariat
- Advisory members (based on a special need of the RMC)

7. Roles and Responsibilities

7.1 Board

- Prioritisation of projects that make up the University's ICT Development Programme.
- Approving project objectives and agreeing on the timetable for preparation of project definitions and business cases.
- Approving project definitions and business cases to proceed to project delivery.
- Commitment to reflect the recurrent impact of developments in core budgets in the annual planning round.
- Approving or cancelling significant variations of scope/cost/time/benefit where projects will breach agreed tolerances.
- Addressing major issues and risks to the ICT Development Programme.
- Monitoring the programme and budget performance.
- Maintaining an overview of the realisation of projected benefits.
- Assessing suitability or source of funding against agreed priorities.

7.2 PEB Chairperson

The Vice-Rector Academic or a person appointed by the Vice-Rector Academic chairs the PEB and provides input on strategic matters as they occur. The PEB Chairperson may convene a special meeting of the PEB. Referral and/or objection to a decision or decisions made during a PEB meeting should be raised to the PEB Chairperson via the PEB Manager. The chairperson is a permanent non-voting member of the PEB.

7.3 PEB Manager

The PEB Manager is advisory to the Board and provides input on operational matters as they occur. He/she can convene a special meeting of the PEB on request of the Chairperson and is required to oversee that the agenda and items for discussion are in place before every sitting of the PEB. Referral and/or objection to a decision or decisions should be directed to the PEB Manager. The PEB Manager is a permanent non-voting member of the PEB. The PEB Manager does not have a vote in the PEB but does have the right to escalate a decision to the ICT ManCo.

7.4 Sponsor

The Sponsor provides strategic input on subject matter and should assign a system owner where undecided. The Sponsor furthermore represents the PEB at management level and controls the budget for the initiative. The Sponsor has the right to escalate a decision to the PEB for re-evaluation, if needed. The Project Sponsor may in consultation with the PEB Manager convene a special meeting of the PEB. The Sponsor is a permanent voting member of the PEB.

7.5 Business Owner(s)

The Business Owner assigns a Dedicated Responsible Individual (DRI) and on initial request decides whether it is worth doing a computerised system development project and to invest resources in a detailed analysis. The owner in most cases will be the dean or head of department. He/she has the mandate from the Project Sponsor to oversee the project analysis and solution architecture phase and sign off on project and risk documentation. A project request must be initiated by or be signed off by the System Owner before a project may be escalated to the PEB. The owner must, on approval of a project, build a project team composed of, but not limited to, the DRI, the System Owner (Self), a member of ICT Services, and one member of each technical area of the affected process.

The owner becomes a project team member on the basis that he/she takes responsibility for the adaptation or creation of standard operating procedures, sees to anticipated changes in the business process, and gives final approval on the project finalisation phase. The System Owner must initiate the system design phase based on his/her acceptance of the proposed solution after conceptual approval by the PEB. The System Owner is a permanent voting member of the PEB.

7.6 Dedicated Responsible Individual (DRI)

The DRI is responsible for gathering and documenting the current business process and high-level business requirements for a computerised system that addresses the identified business need(s).

The requirements encompass at least:

- The scope of a system to be implemented (e.g. expected benefits, number of users, operating environment)
- The regulatory context of the process and the data that the system processes
- The relationships and interfaces to other systems
- The key functionalities that the system needs to provide

- Assistance to the System Owner, assessing and completing the regulatory risk and the business risk of the requested project

The DRI, in consultation with the System Owner, may stop or request a scaled-down version of the requirements activities, if there is no regulatory risk and no high business risk associated with the intended solution. After the user requirements, and the risk management and additional evaluation phases have been completed, the UAT must be reviewed and approved by the DRI and relevant System Owner.

The DRI can be called upon to clarify a project request. The DRI becomes an automatic member of the project team on the basis that he/she takes responsibility for the implementation of standard operating procedures and changes in the business process and functions as the direct link to the System Owner. The DRI, if not already a permanent member, will fulfil an advisory role and serve as a non-voting member.

7.7 Senior Director: ICT

The Senior Director: ICT serves as a permanent member of the PEB to provide technical advice (where needed) and input on current capacity in consultation with the ICT Project Management Office. The ICT Head is a permanent non-voting member.

7.8 Project Management Office (PMO)

The PMO should advise the Project Board and Project Sponsors on the appropriate level of project management required according to the scale of the project. To maintain an accurate and comprehensive portfolio of all IT-related projects at every stage, from initial proposal to closure/completion, the PMO is a permanent non-voting member.

7.9 Other Members

The PEB can invite certain individuals, internal or external, to join a PEB meeting due to their expertise or knowledge regarding a certain project or technology. These individuals will then serve as advisory members to the PEB. Other members, who are not already permanent members, will serve as non-voting members.

8. Meeting Types and Schedules

The PEB in subsequent years will meet:

- In middle to late January (in order to prioritise projects to be completed no later than April);
- At the end of March (in order to prioritise projects to be completed no later than September); and
- In early September (in order to prioritise projects to be completed no later than January).

The day on which the meeting will be held will be decided on and approved by the PEB at the initial meeting of that year. A PEB meeting may be convened by the Sponsor and/or PEB Manager should the need arise for a meeting that is not already scheduled.

9. Agenda

The agenda of the PEB will be structured around a pre-defined, standardised agenda.

10. Decision Register

All decisions in the PEB meetings should be documented and stored on a central workspace for access by any of the permanent PEB members.

11. Action List

All related action items noted during a PEB meeting need to be assigned to a responsible party; should a responsible party not be assigned during the PEB meeting the PEB Manager may assign the responsibility to either the System Owner or DRI of that system for follow up.

12. Communication

All related parties affected by a decision taken should be communicated to via one or all of the following methods: automated workflow, email, or any other traceable communication method decided on. Any acknowledgement of communication regarded as priority that has not been acknowledged by the receiver needs to be followed up in person or telephonically by the sender.

13. Governance

13.1 Principles

- The PEB is required to adhere to policies and procedures set by the UFS
- The PEB has to take into consideration all principles and operational procedures created for self-governance and measurement.
- The roles and responsibilities described in Section 7 should be adhered to.
- The PEB operates as part of an ICT Services management structure, referred to as ManCo.
- A quorum of two-thirds is required to mandate meetings.
- Democratic decision making applies. Although all opinions are heard and considered, the formal decision must be supported by all, irrespective of individual opinion.
- Decisions require a two-thirds majority of the total voting membership.
- The decision of the PEB is final and can only be overruled by a formal written appeal to the PEB for reconsideration.
- The PEB must ratify the minutes and submissions from the User Community.
- The roles and responsibilities described in Section 7 should be adhered to.

13.2 Policy

All principles, rules and regulations as stipulated within this document should be adhered to.

13.3 Procedures

All procedures related to the governance of the PEB are defined, revised and approved by the PEB and ratified by ManCo. These procedures are added as Appendixes to this document.

13.4 Standards and Guidelines

Standards and guidelines in terms of Higher Education, state and technological advancement should be listed as a reference modal at the start of each project.

Where specific regulations, policies and procedures are applicable, e.g. POPI (Projection of Personal Information), these needs are to be listed as reference models in the specific project.

14. Engagement Model

The figure below illustrates the relationship between the PEB and the other Committees of ManCo: