

Peer Review - Mandatory Review Stage One Report

Up Front Check on the Business Case and the Adequacy of Arrangements.

(To be completed before any market exercise).

Project Title: Automated Fingerprint Identification System (AFIS)
Project Sponsor: An Garda Síochána

Sponsor Contact: Michael Kirrane (DoJELR)

Project Team: Vera Dervan David O Callaghan
John O Sullivan Billy Noone

Guide to completing Report:

This report should be completed in electronic form only. All questions should be answered by the review team by providing a tick in the appropriate box. In the event of a negative response the comments/suggestions of the review team should be included directly beneath that question. While the review teams comments/suggestions are also welcome in the event of a positive response it is not necessary for all questions covered.

For some questions, no answer boxes will be provided. In such instances the comments of the review team are essential. The review team is also asked to include any additional general comments/suggestions/recommendations etc. in the space provided.

1. Policy and Organisational Context: preconditions for success

1.1. Does the project reflect the current policy and organisational environment?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.2. Is there commitment to key roles and responsibilities for this project within current corporate priorities and is there clear accountability?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.3. Does the review team feel that the strength of governance structures being proposed for the project under review is adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.4. Are the review team satisfied that there is a clarity of vision in terms of policy, business or customer needs that will be met?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.5. Does the review team believe that the project may be too big and beyond the organisations current development or operational capacity?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

1.6. Does the review team consider that the project fits with other projects and with existing cultures and architectures?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

1.7. Does the review team consider that the new processes will fit with other projects and existing cultures?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. The Business Case: scope and stakeholders

2.1. Does the scope of the project fit with the Department's business strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.2. Is there a clear understanding within the organization of the scope of the project to ensure successful delivery?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.3. Does the review team consider the project objectives and requirement specifications to be complete?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

* [Subject to Detailed Design](#)

2.4. Is there a clear and agreed understanding of business goals and how the project will deliver these?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.5. Is the Business Case presented acceptable in terms of its contribution to customer service?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.6. Is the Business Case presented acceptable in terms of its contribution to fulfilling the organisations ICT strategy?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.7. Have all the relevant stakeholders who will be impacted by the development and implementation of the project been identified?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.8. Have all likely stakeholders needs been clearly understood?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.9. Are all relevant stakeholders bought-in to the project?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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2.10. Does the review team consider the project requirements to be stable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.11. Is there any evidence in the business case presented of:

ambiguity/incomplete specification?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

creeping user requirements?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

changing user requirement?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.12. Does the review team believe that each of the following has been identified?

All critical success factors

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All major constraints

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

All major dependencies

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.13. Have all the resources needed for long term support been factored in?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.14. Will they have any implications for existing arrangements?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

2.15. Does the review team agree with the conclusions reached in the business plan on cost effectiveness, value for money and the adequacy of the financial case, including affordability? (Review Teams Comments required here)

	Yes	No	N/A
The Review Team considers that the Business Case has adequately addressed this issue	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.16. Does the review team consider the outline implementation plan and associated schedule including expected costs to be adequate? (Details on how these costs were derived should also be provided here).

	Yes	No	N/A
Page 20 of the Business Case sets out how the expected costs have been derived	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2.17. How and how often will these expected costs be monitored when they occur? (Comments of Review Team only required here)

This is addressed in Section 6.3 of the Project Management Plan

3. Management of intended outcomes

3.1. Does the review team believe that there is a clear understanding of the outcomes needed from the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.2. Does the review team feel that these are soundly based?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.3. Have the main outcomes been identified?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.4. Does the review team believe that the planned outcomes are achievable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.5. Is there a plan for achieving the required outcomes?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.6. Are the principal stakeholders confident that outcomes will be achieved when expected?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. Project Management, Leadership and support

4.1. Does the review team believe that Senior Management is committed to and willing to accept and lead the necessary change?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.2. Is there any evidence of a lack of user involvement or executive support?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

4.3. Has the team and its leadership a history of making things happen and achieving results?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

4.4. Have the individual responsibilities of the project stakeholder roles, owner, key project board members and other essential roles been clearly defined?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.5. Does the review team consider that all financial, time, HR, IR or legal constraints have been adequately addressed?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Review Team notes, in particular, that the Communications Plan appears to address the HR/IR issues with all parties to the project, internal and external. The Review Team have been assured that there are no legal constraints to operation of scheme.

4.6. Does the review team consider that the proposed project management arrangements are adequate?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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4.7. Does the review team believe that the proposed project plans and timescales are achievable?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.8. Does the review team believe that the target business area has the ability to implement and run the solution in a live operational environment?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.9. Is the review team satisfied with the numbers and experience levels of the in-house team, its resilience to staff losses, staff transfers, promotions or more urgent work?

** To the extent that this is within the control of the Agencies concerned*

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.10. Does the review team believe that there is proper and effective communication and co-ordination of activities between the various internal authorities associated with the project?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5. Risk Management

5.1. Does the review team feel that sufficient emphasis has been placed on the identification of risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.2. Does the review team consider the project risk and contingency plans, allowances and fallback plans to be adequate?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

5.3. Are there processes to identify, assess, allocate and monitor current, anticipated and emerging risks?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6. Readiness for next stage – procurement strategy

6.1. Does the project require external procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.2. Is the review team satisfied with the expected approach to this procurement?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

6.3. Is a draft tender document (RFT) currently available?

Yes	No	N/A
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

* The Procurement Stage is now nearing completion

6.4. Is the review team satisfied that there is a clear understanding within the organisation of the scope of what is being proposed in terms of its magnitude, forecasted cost and difficulty?

Yes	No	N/A
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

(Review teams comments also required here)

The document provided by An Garda Síochána, together with the information sessions, indicate a clear understanding of the magnitude, scale of costs and challenges.

6.5. Does the review team believe that the project being proposed is too ambitious, too big, too complex and too reliant on new technologies? (Review teams comments only required here)

Not applicable

6.6. Does the review team believe that the project should be re-phased as a programme of smaller related projects that are individually less risky?

Yes	No	N/A
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

(Review teams comments also required here)

The project has been partitioned into four distinct phases, each with clear deliverables. This is designed to reduce risks.

General comments of Peer Review Team:

Comments have been provided under individual headings, where appropriate

Overall Findings of Peer Review Team:

The Review Team is of the view that the AFIS Project has been properly established and the subject of a sound business case. We recommend that this project proceeds to the next Review Stage.