

Peer Review - Mandatory Review Stage Three Report

Governance, Capacity and Planning Review

(To be completed before any development commences or any contract is awarded).

Project Title: **Biometrics in Irish Passports**

Project Sponsor: **Mr. Ray Bassett**

Sponsor Contact: **Mr. Joe Nugent**

Project Team:	Peter Ryan	Margaret Doherty
	Liam Kidd	Tim Willoughby

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 general comments and overall findings in the spaces provided.

1. Business Case and stakeholders

1.1. Is the review team satisfied that the project is still required?

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

1.2 Is the review team satisfied that the business case has been updated to reflect current understanding?

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

1.3. Is the review team satisfied that the most appropriate option has been selected?

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

Review team are satisfied that a full tender process has been completed and that the solution chosen represents the most appropriate option.

1.4. Is the review team satisfied that the chosen option represents value for money?

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

Review team are satisfied that the tender process has identified the option that represents best value for money. The review team have no view on whether there may be alternative options given that the option to run a public procurement process had already been made before the review team was established.

1.5. Does the proposed solution still meet the needs of all stakeholders?

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

2. Assessment of the proposed solution

2.1. Does the review team believe that the proposed solution meets the business needs of the organisation?

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

2.2. Does the proposed solution affect the strategy for business change?

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

2.3. Does the proposed solution affect the expectations of business benefits?

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

2.4. Is the review team satisfied that the organisation is fully prepared for the development, implementation, transition and operation of any new systems, processes and services?

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

Review team are satisfied on the basis of assurances from DFA personnel that DFA organisation views this project as a top priority and will deploy appropriate resources accordingly.

2.5. Is the review team satisfied that the supplier is fully prepared for the development, implementation, transition and operation of any new systems, processes and services?

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

Review team are satisfied on the basis of discussions with DFA project team that supplier has previous experience and are satisfied that supplier will be able to deliver solution within agreed deadlines.

2.6. Are there plans/processes in place to address future business and technical issues?

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

2.7. Is the review team satisfied that there is a clear allocation and understanding of responsibilities between all parties?

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

3. Ongoing Contract

3.1. Is the review team satisfied that the contract reflects standard terms and conditions and (where applicable) the required level of risk transfer?

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

Review team are satisfied that there is a comprehensive contract and that external legal advice is being provided to DFA to support contract negotiations. Review team questions relating to warranty / penalties and Intellectual Property Rights were addressed by DFA project team.

3.2. Is the review team satisfied that the proposed contract, if properly executed within a standard lawful agreement, is likely to deliver the:

specified outputs/outcomes?

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

on time?

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

within budget?

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

and will provide value for money?

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

Review team would like to be assured that there is provision for all recurring costs associated with the project.

4. Governance

4.1. Is the review team satisfied that the project business case is supported by relevant and realistic information that provides a reliable basis for making authorisation decisions?

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

4.2. Does the review team believe that all of the project stakeholders are engaged at a level that is commensurate with their importance to the organisation and in a manner that fosters trust?

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

4.3. Are the roles, responsibilities and performance criteria for the governance of the project management clearly defined?

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

4.4. Is the review team satisfied that disciplined governance arrangements, supported by appropriate methods and controls for the life of the project are in place?

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

4.5. Does the project have an approved plan containing authorisation points at which the business case is reviewed and approved?

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

4.6. Are arrangements in place to ensure that all decisions made at authorisation points are recorded and communicated?

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

Overall, review team would like to see evidence of board meetings, minutes, actions and progress reports to confirm that rigorous governance is ongoing.

5. Performance Management

5.1. Have performance measures been put in place to cover all aspects of the contract?

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

5.2. Is the review team satisfied that realistic targets are being set by Project Management for continuous improvement?

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

Review team are very re-assured that DFA have completed procurement process within very tight deadline. Deadline for this project remains aggressive and will continue to be a concern.

[withheld under Freedom of Information exemptions

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6. Risk Management

6.1. Is there a comprehensive and detailed risk register, to identify likely failure modes and how/how quickly these might be avoided or minimized, in existence?

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

6.2. How often are these risks reviewed?

(Comments of Review Team only required here)

DFA project team have advised that risk register is reviewed weekly.

6.3. Does the review team believe that the organisation has properly identified the areas which present the greatest risk of impeding completion of the project in a timely and cost effective manner?

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

Review team suggest that risk register better reflects any mitigating actions that have been taken and also that register is sorted so that current or highest risks appear at top of list.

6.4. Is the risk register continually maintained with appropriate actions taken and recorded?

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

Review team would like to see evidence that risk register is updated to reflect risks that have been resolved are closed and removed to a closed register.

6.5. Is the review team satisfied that risk management strategies remain realistic?

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

6.6. Is the review team satisfied that there are arrangements in place to minimise the risks to the business in the event of major problems during implementation and roll-out?

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

7. Readiness for next stage

7.1. Is the review team satisfied with the approach being adopted to the management (including cost control) of consultants?

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

7.2. Is the review team satisfied with the approach being adopted to the management (including cost control) of a consortium?

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

Review team are satisfied that there is a prime contractor proposed.

7.3. Does the review team believe that mechanisms are in place to ensure that the experience and quality of the consultants assigned remains the same throughout the life of the project?

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

General comments of Peer Review Team:

Overall, peer review team are very satisfied with progress to date in completing public procurement process within very tight deadline.

Overall Findings of Peer Review Team:

Review team are satisfied that project can proceed to the next stage.

Review team will conduct a further review at end of pilot to see evidence of delivery.