

### **Peer Review - Mandatory Review Stage Two Report**

**Selection of the appropriate Business System Option plus a check on the adequacy of detailed plans and associated Management Infrastructure.**

**(To be completed before any procurement is undertaken).**

**Project Title:           Biometrics In Irish Passports**

**Project Sponsor:       Mr Ray Bassett**

**Sponsor Contact:      Mr Joe Nugent**

**Project Team:           Peter Ryan                                   Margaret Doherty**  
**Liam Kidd**

#### **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. Planning and Scheduling

1.1. Does the review team consider the project plan to be realistic and achievable?

Yes

No

N/A

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*See comments at 4.7 of Stage 1 Report*

1.2. Does the review team believe that there has been an adequate level of project team involvement in the project plan and schedule?

Yes

No

N/A

☒☐☐

1.3. Does the review team believe that there has been an adequate level of stakeholder involvement in the project plan and schedule?

Yes

No

N/A

☐☐☒

*The Group notes that the Department has identified the various stakeholders. See comment at 3.5 of Stage 1 Report*

1.4. Are the review team satisfied with the adequacy and coherence of the project plans in terms of the stage 1 review statements?

Yes

No

N/A

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*The Group is satisfied that the high level plan is appropriate for this stage of the project but see comments at 3.5*

1.5. Are the review team satisfied with the project timescale?

Yes

No

N/A

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*See comments at 4.7 of Stage 1 Report*

1.6. Does the review team consider the project timescale to be too long to plan at an acceptable level of accuracy?

Yes

No

N/A

☐☒☐

1.7. Does the review team believe that the sponsoring organisation can have some level of confidence in the overall project estimate?

Yes

No

N/A

☒☐☐

***The Group has had regard to the overall quality of the summary description prepared for the review, the fact that there has been recent experience with a related project (APS) and the fact that the main project deliverables sit comfortably within the general context of the existing business processes. All of these support a high degree of confidence in the overall project estimate at this stage. The outcome of the procurement process, which will result in a fixed price contract, will eventually determine the project costs.***

1.8. Are the review team satisfied with the granularity of the planning milestones and whether this granularity is in line with the expected level of volatility for the project?

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

***The high level project plan is appropriate for this stage of the project. An expanded project plan can be considered at the next appropriate stage***

1.9. Are the review team satisfied that the project plan contains realistic and achievable deadlines with sufficient completion times?

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

1.10. Is there any evidence in the project plan of excessive schedule pressure being applied or unrealistic timeframes being adopted?

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

***1.9 and 1.10***

***See comments at 4.7 of Stage 1 Report. In summary the Group are not sure that the very aggressive timetable can be met but accept that it is driven by events outside the control of the Department. The Department will need to have a fallback strategy if the timetable cannot be met in practice.***

## **2. Project Management**

2.1. Is the review team satisfied that all the critical paths have been identified for:

Decision making?

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

Code writing?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Populating data?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
Building the required infrastructure?	Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>

***The Group is satisfied with identification of the critical paths for decision making (subject to added provision for the Peer Review process and CMOD approval(s)). The other matters are not applicable at this stage of the project.***

2.2. Does the review team believe that all the priorities have been identified for each of these areas?

Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	N/A <input type="checkbox"/>
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2.3. Is the review team satisfied with the approach being taken to benefits realisation and to checking that they have been achieved?

Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	N/A <input type="checkbox"/>
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2.4. Is the review team satisfied that the proposed decision structure for a request for change/variation is adequate?

Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
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***Change order control structures will presumably be addressed in the context of agreeing the contract and/or preparation of a detailed implementation plan. Effective operation of those structures will be critical in meeting timelines, as well as preventing escalation of costs.***

2.5. Is the review team satisfied that the arrangements are in place to ensure strong and responsive project tracking and problem reporting?

Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	N/A <input type="checkbox"/>
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### 3. Solution Options

3.1. Have all solution options been fully considered?

Yes <input type="checkbox"/>	No <input type="checkbox"/>	N/A <input checked="" type="checkbox"/>
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3.2. Does the review team consider the solution proposed to be the clear **best option** ?

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

### 3.1 and 3.2

*The Group would not have the detailed experience to form a view as to whether all possible options have been considered. It is satisfied that the Department has considered a variety of different options and international experience in deciding their approach. The Department's approach and reasons that have been articulated for it are credible.*

3.3. Does the solution being proposed cover:

All the business requirements?	Yes	No	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All the technical requirements?	Yes	No	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All the implementation requirements?	Yes	No	N/A
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

## 4. Cost Control

4.1. Does the review team consider the scheduling and costs estimating in the project plan to be in line with industry/public service norms?

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

4.2. Does the review team consider the forecasted project costs to be realistic?

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

### 4.1 and 4.2

*The estimated costs appear to be realistic but more specific information on costs will emerge from the procurement process, when the preferred fixed cost tender is chosen.*

## 5. Risk Management

5.1. Have the risks for each of the options identified been evaluated?

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

5.2. Have the risks for the preferred option been fully assessed?

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

5.3. Have the 'worst case' implications associated with these risks been assessed?

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

**5.1 to 5.3**

***A detailed risks register has been prepared and the Group believes that the types of risk generally associated with projects of this kind have been addressed, as well as risks specific to this project (such as public acceptance and engagement with the industry over photo quality).***

***The Group note the fallback contingency [withheld under Freedom of Information exemptions] on the deadlines.***

5.4. Are the costs and time implications of managing the risks included in the cost and time estimate?

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

***The approach of piloting, followed by prototyping, is built into the basic project cost and time estimate and addresses technical risks associated with the project.***

***By and large the cost of management of non-technical risks such as engagement with the industry and gaining public acceptance are not included. However, while they are critical to the success of the project, they sit outside it.***

5.5. Does the review team believe that the project should be broken down into a series of smaller more manageable components to reduce risk?

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

5.6. Does the review team believe that all the major risks have been identified, understood, financially evaluated and considered in determining the procurement strategy?

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

***See comment at 5.4***

5.7. Have all the issues raised in the previous review stage been satisfactorily resolved?

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

***The Group do not believe that this is relevant in the context of this particular project in view of the fact that the procurement process had already begun before the Peer Review process was introduced generally.***

## 6. Procurement Strategy

6.1. Is the review team satisfied that the business needs are clearly understood by the organisation and are likely to be understood by suppliers?

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

6.2. Is the review team satisfied that the project outputs/outcomes are accurately reflected in the requirement specification?

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

6.3. Is the approach being proposed in compliance with all national and EU procurement rules?

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

6.4. Is the review team satisfied that all options for the procurement route and the proposed procurement procedure have been fully evaluated?

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

6.5. Is the evaluation strategy properly explained in the RFT and compliant with all national and EU procurement rules?

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

### 6.3 to 6.5

***The Department is satisfied that it is in compliance. In view of the many complexities inherent in complying with procurement, the Group do not believe that it has the capacity to examine those in detail. The fact that the tender has been included on the OJ and placed on the Government Tenders website is taken by the Group as prima facie evidence of compliance.***

## 7. Readiness for next stage

7.1. Is the review team satisfied that all the mechanisms and processes are in place to proceed to the next stage?

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

***Not relevant in this instance as procurement has already commenced. However, the Group does not see any outstanding issues***

7.2. Is the review team satisfied that the organisation has drawn up its cost forecasts, project plan and project schedule at a sufficient level of detail to engender confidence?

Yes

No

N/A

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***See earlier comments about the aggressive timeline and about the need for a plan to gain public acceptance.***

7.3. What is the opinion of the review team on piloting or prototyping aspects of the project before a major implementation is attempted?  
(Review teams comments required here only)

***Provision for a pilot and a prototype are already included in the project plan***

Additional general comments/ suggestions/ recommendations of Peer Review Team: