



JLOS' RESPONSE TO DRAFT 1.0 OF THE IJMIS¹ INCEPTION REPORT

Ref. MIS/TF-290111(D-1.0)

April 29, 2011

The IJMIS taskforce proposes that the following areas highlighted in this document be sufficiently pointed out in Draft 2.0 (or the final) IJMIS Inception report relating to all the IJMIS analysis, design, and development and deployment phases. The content in this document is derived from the “way forward” that was adopted by the congregation of the IJMIS inception workshop held on April 29 2011 in Kampala at Imperial Royale Hotel.

The Justice, Law and Order Sector acknowledges that M/S Realtech Systems has basically adopted the right model of going about the assignment. We however, would like that the areas outlined in this document be strongly emphasized (where they were not in Draft 1.0 of the IJMIS Inception Report) covering the following: Business assessment, Technology assessment, IJMIS roadmap and assessment of foundation activities, design, development, Deployment, operational ad post implementation phases. All assumptions being made by the consultant should be fully documented in the inception report.

PHASE 01: BUSINESS ASSESSMENT

In analyzing the current-state of JLOS across multiple facets/areas to identify the baseline, the following should be pointed out;

1. What are the current applications/systems at high level? What are the Suggested analysis techniques to be used?
2. What are the available Information flows? Documents high level flow of information. (Also suggest techniques to be employed in documenting information flows)
3. Analyze Information delivery (Combines application portfolio and functionality and information flow assessments)
4. Analyze Information and infrastructure maturity – that is maturity of JLOS as a whole - how deeply ingrained are information management “best practices” within the business (information maturity) and technical areas (infrastructure maturity) of the sector?

¹ Integrated Justice, Law and Order Sector Management Information System

5. Assess economic value of information. This provides current state value of JLOS information
6. Analyze Information Processes. This varies from information flow assessment by focusing specifically on business processes rather than high level information flow. Suggest analysis techniques.
7. Assess people skills in light of the overall JLOS organizational structure. People skills analysis assesses whether JLOS has appropriate skills to run the IJMIS. Organizational structure assesses whether the JLOS structure aligns with the IJMIS program goals at a high/policy level
8. Describe future-state of JLOS after IJMIS project or programme
9. What are the expected organizational changes to be brought about by the IJMIS?
10. Any new business processes to be expected?
11. What are the IJMIS strategic business requirements? (This establishes the overall set of strategic business requirements (business case) that translate into high level information requirements))
12. What is the IJMIS Strategic business vision? – defines what JLOS wishes to achieve in the future state.
13. Clearly define the IJMIS Critical Success Factors (CSFs) - that is high level business drivers or opportunities for the project
14. In light of the CSFs, what are the IJMIS Key Performance Indicators (KPIs)? (These define the statistics that need to be captured to measure and manage success or failure relating to the CSFs)
15. What are the Strategic Success Targets? These refine the KPIs.
16. What are the IJMIS strategic change drivers – (motivations for the organization to achieve the sector vision, including any current difficulties being experienced)
17. What are the IJMIS benefits (quantified in financial and financial benefits as well as non quantifiable or intangible benefits)

Other points worth of note

1. During this phase, the consultant should focus on business requirements not technology requirements
2. Identify immediate IJMIS implementation opportunities. Early emphasis should be focused on achieving one or more of the organization's vision statements
3. Identify benefits of Information sharing and access as a result of IJMIS implementation
4. Remember to do the following in their particular order: Assess people, assess organization and then assess technology!!

At the end of this phase (business assessment phase), we expect the consultant to come up with a business blueprint - a key deliverable of the proposed IJMIS implementation model. It provides the final strategic analysis and synthesis of the business assessment work.

PHASE 02: TECHNOLOGY ASSESSMENT

1. The Technology assessment phase should concentrate on the technical aspects of the IJMIS strategy
2. The technology blueprint ties the business requirements developed in Phase 01 to a logical and physical information architecture
3. In JLOS we believe that business drives technology (not the reverse!)
4. Proposed technology requirements methodology
 - Use the business blueprint (developed after the business assessment of JLOS) particularly the business vision, scope etc
 - Turn the business requirements into tangible technology requirements
 - Note that possible changes to the blueprint are expected
 - Obtain common understanding of terms through glossary/definitions. This is to eliminate any cases of ambiguity
 - Use findings from assessments to prepare draft business requirements
 - Use standards to prepare draft requirements
 - Use common language for easier and faster implementation
 - Gather and document stated requirements
 - Show analysis methodology to be used
 - Separate functional from non functional requirements
 - Prioritize and tag requirements (this is very important!). Use the following methods;
 - o MO/S/CO/W – Must have/should have/could have/would have if...
 - o M/HD/D – Mandatory/Highly desirable/Desirable
 - Leverage existing international standards. Particularly refer to the various ISO standards under JTC 1/SC 32 to simplify the production of the IJMIS technology requirements. Also refer to DOD 5015.2, ISO 15489, ISO 23081, MOREQ2, DCMI (Now ISO 15836) to mention the least.
5. Keep in mind an IJMIS Metadata driven architecture. Propose core reference model for IJMIS metadata management.
6. Provide scope for initial implementation (the Information flow assessment, CSF analysis etc earlier carried out will help provide high-level guidance in this case)
7. What should be JLOS' future-state architecture? (Maps the identified functional requirements to update the current state architecture to the desired future-state)
8. In light of the JLOs business requirements (ref. to business assessment), what are the proposed IJMIS Component technologies and functionalities? (Look at DM², ERM³, Workflow, Imaging, Collaboration, content security, business intelligence, search, browsing etc.)

² Document Management

³ Electronic Records Management

9. Prepare the technology blueprint at the end of the technology assessment. The technology blue print shall serve the following purpose;
 - Assemble final technology strategy and deliverables
 - Maps out tasks i.e. conduct gap analysis of current and future state, business and technology capability deployment time line, technology risks and constraints etc
10. Gap analysis – where will new technology capabilities be needed? What are those requirements?
11. Define major technology risks and constraints
 - Based on identified gaps what risks are associated with proposed IJMIS technology? E.g. Technical risks, their capability of occurring, probable cost, risk mitigation
 - Assess risk Impact on technology requirements
12. Define business and technology capability deployment timeline
 - Based on gap analysis, what capabilities can be built on top of the existing JLOS IT infrastructure? – Includes Hardware, software, network, databases and existing solutions

Note

Key deliverables of the business and technology assessment are;

- Business blueprint &
- Technology blue print

The Business and Technology blue prints shall together be combined to form the IJMIS Strategic Blueprint. The consultant must also document a detailed schedule for carrying out both business and technology assessment phases taking into account all the JLOS institutions within indicated time frames (this shall assist the secretariat in scheduling appointments)

PHASE 03: IJMIS ROADMAP AND FOUNDATION ACTIVITIES

Information Governance

1. Propose an information governance frame work (IGF) for the sector. This refers to a set of policies, procedures and rules that shall control how JLOS Content shall be managed across its entire life cycle. In proposing an IGF, assess existing Sector IM⁴ policies, standards, processes, people, tools and technology etc already done in phase 1 through 2 above)
2. Provide guiding principles for developing the JLOS information governance document
3. Develop the IG document
4. Propose Information governance communication/training plan

Project Roadmap

⁴ Information Management

1. Define overall release functionality (high level requirements for the IJMIS project to be undertaken)
2. Identify and prioritize project risks
3. Identify infrastructure dependencies
4. Identify IJMIS design dependencies
5. Clearly define acceptance procedures
6. Define detailed project plan (include a detailed project schedule)

IJMIS Foundation Activities

This should be done to ensure that the IJMIS environment is ready and that basic solution decisions have been made. Under this activity, do the following;

1. Develop IJMIS testing and development plan
2. Assess detailed business requirements
3. Assess software development readiness
4. Define IJMIS information architecture (IA) – define enterprise master data model to be used for storage and retrieval of key IJMIS data elements
5. Define Data governance metrics – define the information/data quality objectives JLOS plans to achieve
6. Design and develop IJMIS taxonomy by defining structures to be used for relating content to one another
7. Metadata development – define that metadata artefacts that shall describe data and content in the IJMIS (Ref. to metadata core reference model in technology assessment). Under this task, design and develop IJMIS Classification scheme
8. Define metadata management conceptual design
9. Define IJMIS Security conceptual design (this should be documented and maintained within the Information governance document)
10. Define infrastructure management conceptual design (backup and recovery, archiving, usage monitoring etc)
11. Prototype the proposed solution architecture. This is required to test the major technology risk areas i.e. how will the IJMIS Solution work before moving into formalized design process?)

PHASE 04: DESIGN PHASE

The following deliverables are required under this phase;

1. User support and operational procedures design. This shall create documentation and training programs for all IJMIS users and technical support staff)
2. Information security design (Refer to IJMIS Security conceptual design under “IJMIS foundation activities” above)

3. IJMIS Infrastructure management process design (refer to infrastructural management conceptual design)
4. Data integration logical and physical design
5. User collaboration design (Define collaborative technology environment in IJMIS)
6. User interface design (focus on the layout, information access and information presentation)

PHASE 05: DEVELOPMENT AND DEPLOYMENT PHASE

1. Under this phase, we expect that the IJMIS design phase deliverables (above) will be transformed into working modules that can be tested. This also includes development of operational documentation and training materials.
2. Testing should focus on testing the IJMIS environment at all levels from technical functionality through to end-to-end business processes
3. Deployment shall deliver the IJMIS into production. This includes setting up production environment, installing new system applications, interfaces and repositories, publishing system documentation, training users and initiating production operations
4. Also provide proposals for operation and continuous IJMIS improvements – focused on delivering incremental improvements to existing functionality
5. Place heavy emphasis on IJMIS continuous and systematic testing (functional testing, system integration testing, end-to-end testing, stress and volume testing etc)
6. Focus on user testing (UAT) using the pilot approach (IJMIS piloting). Define IJMIS piloting model and approach and document User Acceptance criteria to measure success of the pilot using actual system parameters such as time to retrieve content, performance and reliability of the IJMIS, conformance to classification scheme, user confidence, subject and frequency of support requested from users etc
7. Under UAT, document expected tests and methods (show severity scale)
8. Note that in the event that the IJMIS fails UAT, do not proceed to the final stage of testing (See PVT below)
9. How will staff be prepared for cut-over? Propose IJMIS change management plan for the sector
10. Address issues of data migration in detail
11. Create a place for IJMIS system/product verification testing (PVT)
12. What is the fallback plan in case the system fails the PVT??

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