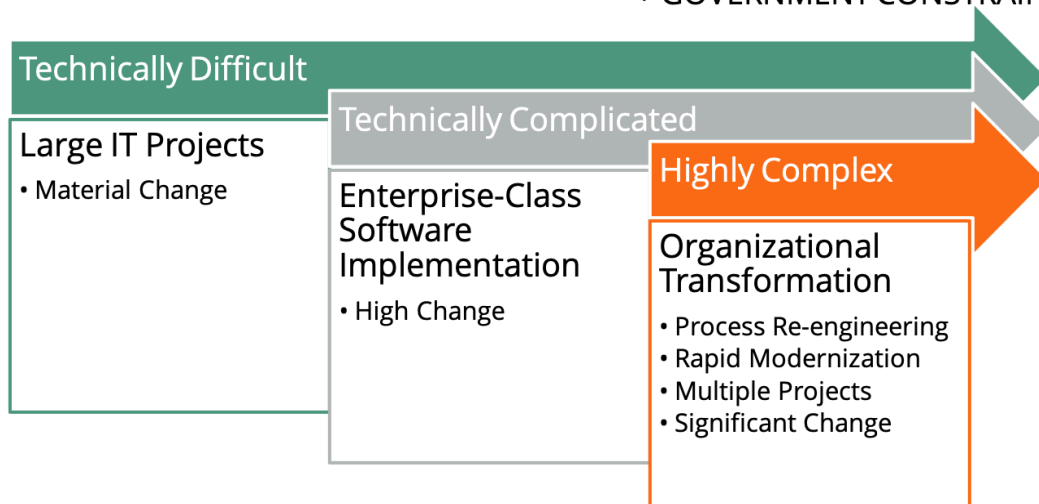# Government Project Management: Common Project Understanding

Situation

- Implementing complex IT projects, such as Financial Management Information Systems (FMIS), is often mistakenly seen as merely technological upgrades.
- FMIS project are transformational involving many stakeholders

FMIS is Transformational + **POLITICAL INTERVENTIONS** + GOVERNMENT CONSTRAINTS

Technically Difficult

Large IT Projects
- Material Change

Technically Complicated

Enterprise-Class Software Implementation
- High Change

Highly Complex

Organizational Transformation
- Process Re-engineering
- Rapid Modernization
- Multiple Projects
- Significant Change

Complication

Stakeholders, including finance and line ministries, users, oversight bodies, parliaments, political parties, development partners, businesses, and civil society, often have divergent objectives. This diversity of aims introduces project risks due to a lack of shared understanding.
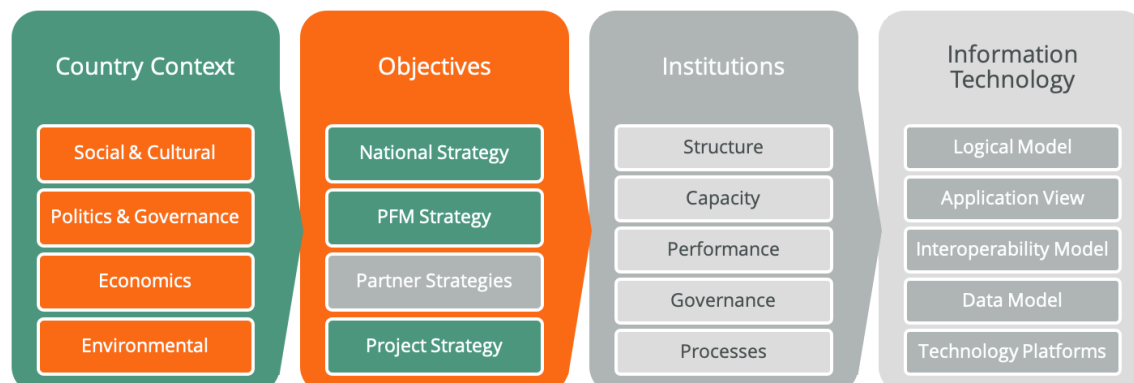
Question

How can FMIS project teams cultivate a common understanding among all stakeholders to mitigate project risks?

Solution

Solutions Architecture

FreeBalance leverages a solutions architecture template to foster shared project comprehension. Solutions architectures integrate business and technology architectures. The FreeBalance A-i^3+q**M**^{TM} solutions architecture spreadsheet template includes:

- Country context information
- Government and development partner strategies
- Stakeholder and project objectives
- Information technology characteristics

Country Context	Objectives	Institutions	Information Technology
Social & Cultural	National Strategy	Structure	Logical Model
Politics & Governance	PFM Strategy	Capacity	Application View
Economics	Partner Strategies	Performance	Interoperability Model
Environmental	Project Strategy	Governance	Data Model
		Processes	Technology Platforms

Benefits

- **Alignment with Objectives**: Demonstrates project consonance with stakeholder goals, including national and partner strategies, and indices like the Open Budget Index.
- **Stakeholder Engagement:** Facilitates broader stakeholder involvement to refine project design and set priorities.
- **Future PFM Reform Opportunities**: Unveils additional stakeholder objectives for future reforms.
- **Integration Scope**: Clarifies the extent of technological integration.
- **Success Factors Identification:** Pinpoints project success determinants.
- **Change Resistance Mitigation**: Illustrates how the project supports overarching government objectives, aiding in overcoming resistance.

Appendix: Supporting Material

Definitions

In general, organizational architectures include:

- **Business Architecture**: entire organization business structure, objectives, business model, performance structure that informs IT
- **Enterprise Architecture**: entire organizational IT infrastructure and architecture aligned with the business architecture
- **Solutions Architecture**: project purpose, contribution to organizational goals, stakeholders, and integration with technical logical model for a single or set of projects
- **Technical Architecture**: project or solution technology logical, data, and IT architecture

FreeBalance blog entries

- Government FMIS Solutions Architecture
- The Value of a Government FMIS Solutions Architecture
- Practical Advice on Optimizing your GRP Project