

Mandatory Reference: 577  
 File Name: 577mab\_030504\_cd35  
 Revision: 03/05/2004  
 Effective date: 03/01/2004

### Table 3. CPIC Decision Criteria and Score Sheet

Investment Title: \_\_\_\_\_

Executive Sponsor: \_\_\_\_\_

Reviewer name: \_\_\_\_\_

Review Date: \_\_\_\_\_

#### Scoring Guidance for Topics 1, 2, and 3 (Value, Risk, and Cost):

- Each reviewer must
  - Assign a score to each topic category or subcategory, per instructions in the column labeled “Recommended Score.”
  - Critically review each investment and assign subjective scores, reflecting his or her experience and business perspective.
  - Be prepared to explain his or her scores to other reviewers.
- A high score implies a better investment than a lower score.
- No Recommended Score may exceed the Total Possible Score for the category or subcategory.

The reviewer is urged to note on the scoring sheet and bring to the attention of the CPIC Subcommittee any factors outside the scoring criteria or business case that influence his or her Recommended Score.

Background: The CPIC Subcommittee has written the questions so that (1) they can be answered by “Yes”, “No,” and “Not Applicable”; and (2) the answers have consistent meanings. A “Yes” means that the business case is consistent with best practices, Federal policy, or the Subcommittee’s assumptions about conditions for the success of IT investments. A “No” means that the business case isn’t consistent with such practices, policies, or assumptions. “Not Applicable” means that the question isn’t applicable to the business case. Therefore, in general:

If the answer to a question is	The reviewer
Yes	Increases his or her recommended score up to the Total Possible Score for the category or subcategory.
No	Decreases his or her recommended score. However, the reviewer does not reduce the score to less than zero.
Not Applicable	Does not change his or her recommended score.

Each reviewer is ultimately responsible for his or her own assessment of the business case, including factors that might not be addressed in the scoring criteria or in the business case itself, and is, therefore, ultimately responsible for his or her own scores.

**Table 3. CPIC Decision Criteria and Score Sheet (contd.)**

<b>Topic</b>	<b>Definition</b>	<b>Total Possible Points for the Topic (out of 100)</b>	<b>Subcategories and Questions</b>	<b>Total Possible Score</b>	<b>Recommended Score</b> (to be completed by the reviewer)
<b>1. Value</b>	Demonstration of tangible or measurable benefits resulting from application of requested investment.	50	<p><i>Subcategory - Return on Investment:</i></p> <ol style="list-style-type: none"> <li>1. Has the sponsor identified specific measurable and sustainable efficiencies to be gained in the business process resulting from this investment?</li> <li>2. Is there an emphasis placed on reducing the overall cost of conducting the Agency's business?</li> </ol>	20 points for "Return on Investment" subcategory	Assign a score to the subcategory
			<p><i>Subcategory - Value to the Direct User:</i></p> <ol style="list-style-type: none"> <li>1. Are direct user efficiency goals evident within the justification for the investment?</li> <li>2. Is the business requirement clearly presented from a business perspective?</li> </ol>	20 points for the "Value to the Direct User" subcategory	Assign a score to the subcategory

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			<p><i>Subcategory - Ease of Use:</i></p> <ol style="list-style-type: none"> <li>1. Has the technology solution recommended for investment been assessed for Section 508 accessibility considerations?</li> <li>2. Is there evidence that the end user will be able to effectively leverage the capabilities of the solution with minimum effort?</li> <li>3. Is the solution integrated with other systems supporting the workflow of the business function?</li> </ol>	<p>10 points for the "Ease of Use" subcategory</p>	<p>Assign a score to the subcategory</p>
<b>2. Risk</b>	<p>Assessment of the risks:                      - to successful implementation;                      - to USAID of not implementing the initiative.</p>	25	<p><b>Risk Category 1</b></p> <p><i>Subcategory - Technical Risk:</i></p> <ol style="list-style-type: none"> <li>1. Does the project include the use of technology that is well known and that has been used before in USAID?</li> <li>2. Does the project include the use of commercial off-the-shelf (COTS) solutions? If not, does it minimize the use of custom-designed components to reduce technical risk?</li> <li>3. Is the proposed technology an appropriate solution to the business problem? Will it yield greater results than non-technical solutions?</li> </ol>	<p>8 points for all of Risk Category 1</p>	<p>Assign a single score for Risk Category 1</p>

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			<p>4. Would the investment be implemented in phased, successive chunks that are narrow in scope and brief in duration?</p> <p><i>Subcategory - Dependencies With Other Systems:</i></p> <p>Is the project a stand-alone? If not, is there evidence that risk has been mitigated if the project is dependent on other initiatives to succeed?</p> <p><i>Subcategory - Standards Risks:</i></p> <p>1. Do industry standards exist for the technology being considered for the project?</p> <p>2. Will the project be developed and implemented in accordance with USAID and/or Federal standards?</p> <p><i>Subcategory - Definitional Risk:</i></p> <p>1. Are the project requirements documented and clearly written?</p> <p>2. Are the project requirements highly predictable and defined with certainty?</p>		

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			<p><b>Risk Category 2</b></p> <p><i>Subcategory - Risk of Not Doing:</i></p> <p>Will the investment, if successfully implemented, establish USAID's credibility in managing IT capital improvement projects?</p> <hr/> <p><i>Subcategory - Change Management Risk:</i></p> <p>1. Does the proposal identify the business problem it would address? Do stakeholders and individuals affected by the project agree that the problem exists?</p> <hr/> <p>2. If so, do the affected groups have a common vision of the business solution? Does the investment provide a credible solution?</p> <hr/> <p>3. If the project will have a significant impact on the way most staff do their work, have the change management risks been sufficiently minimized?</p> <hr/> <p><i>Subcategory - Organizational Risk:</i></p> <p>Is USAID capable of carrying out the organizational changes required for the project to achieve its intended results (i.e., user and business requirements)?</p>	<p>10 points for all of Risk Category 2</p>	<p>Assign a single score for Risk Category 2</p>

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			<p><i>Subcategory - Personnel Risk:</i></p> <ol style="list-style-type: none"> <li data-bbox="915 423 1421 581">1. Does the success of the project depend on minimal implementation of new or untested skills, management capabilities, or experience among USAID staff?</li> <li data-bbox="915 586 1421 743">2. Does the proposal include credible steps to ensure that the new or untested skills, capabilities, or experience will be developed among USAID staff?</li> <li data-bbox="915 748 1421 1214">3. Does USAID have the project/program management staff available with the necessary skills to successfully manage the project? (An example would be that the manager has Project Management Professional (PMP) certification or demonstrated successful experience in requirements development, program and project management, contract management, change management, communications, risk management, and interpersonal skills, IT specifications development, and testing for a project whose value was greater than \$5 million.)</li> </ol> <p><i>Subcategory - Political Risk:</i></p> <ol style="list-style-type: none"> <li data-bbox="915 1279 1421 1391">1. If the project provides support to the Administrator or the Administrator's staff, have the risks been sufficiently minimized?</li> </ol>		

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			2. If the project supports national security-related or emergency task forces, teams or groups, have the risks been sufficiently minimized?		
			<p><b>Risk Category 3</b></p> <p><i>Subcategory - Schedule Risk:</i></p> <p>1. If the sponsor has identified factors that might prevent the project manager from completing project tasks on time, has the sponsor provided a credible plan for mitigating those risks?</p>	7 points for all of Risk Category 3	Assign a single score for Risk Category 3
		<p><i>Subcategory - Contract Risk:</i></p> <p>1. Is sufficient justification provided to support the need for more than one contractor?</p>			
		2. Is there sufficient evidence to support the period of performance for the contract in order to successfully complete the project requirements?			
		3. Is there evidence that the skill sets provided by the contractor are sufficient to deliver the project requirements?			
		<p><i>Subcategory - Costing Risks:</i></p> <p>1. Has funding for the project been</p>			

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
			<p>approved and allocated by OMB?</p> <p>2. Is there evidence that a comparative cost estimate has been prepared and that the estimated project costs are credible against market norms?</p> <p>3. Is there evidence to demonstrate a high probability of attaining the projected Return on Investment (ROI)?</p> <p>4. Is the estimated probability of attaining the projected ROI very high?</p> <p>5. Is there evidence to demonstrate a high probability of obtaining the estimated funding within the required time frame?</p>		
<b>3. Cost</b>	Assessment of the extent to which the initiative either saves money or resources and the extent to which key cost factors have been considered.	25	<p><i>Subcategory - Technology &amp; Software:</i></p> <p>Does the proposal include cost estimates for hardware, software, and telecommunications needed to develop and implement the system?</p>	4 points for the subcategory	Assign points for the subcategory
			<p><i>Subcategory - Personnel:</i></p> <p>Does the proposal include a cost estimate for in-house and contractor personnel required to develop, implement, and maintain the system?</p>	5 points for the subcategory	Assign points for the subcategory

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<b>Topic</b>	<b>Definition</b>	<b>Total Possible Points for the Topic (out of 100)</b>	<b>Subcategories and Questions</b>	<b>Total Possible Score</b>	<b>Recommended Score</b> (to be completed by the reviewer)
			<p><i>Subcategory - Change Management:</i></p> <p>Does the proposal include a plan for implementing changes needed to achieve the projected benefits of the system and a realistic cost estimate for implementing the plan?</p>	8 points for the subcategory	Assign points for the subcategory
			<p><i>Subcategory – Life-Cycle Costs:</i></p> <p>Does the proposal address the technology and software, personnel, facilities, and other costs across the system life cycle, including development, implementation, and maintenance?</p>	8 points for the subcategory	Assign points for the subcategory

<b>The following topics address mandatory policy requirements for USAID IT investments. In this section, the proposal is scored by indicators of applicability and compliance. Therefore, possible scores are Yes, No, and, where appropriate, Not Applicable.</b>					
<b>4. IT Security</b>	Indication of whether or not the appropriate officials have determined that the investment meets computer security and privacy protection requirements.	Y/N	<p><i>Subcategory - Policy Compliance:</i></p> <p>Does the proposal include an information system security risk assessment that has been reviewed for consistency with ADS 545 (Information Security) and been approved by the Information Systems Security Officer (ISSO)?</p>	Y/N	Indicate Yes or No

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<b>Topic</b>	<b>Definition</b>	<b>Total Possible Points for the Topic (out of 100)</b>	<b>Subcategories and Questions</b>	<b>Total Possible Score</b>	<b>Recommended Score</b> (to be completed by the reviewer)
		Y/N or N/A	<p><i>Subcategory - Privacy Impact Assessment:</i></p> <p>Has a Privacy Impact Assessment has been completed on the investment and been approved by the CIO? (See OMB Guidance for Implementing the Privacy Provisions of the E-Government Act of 2004, 9/23/04.)</p>	Y/N or N/A	<i>Indicate Yes, No, or Not Applicable</i>
<b>5. Alternatives</b>	Assessment of the potential investment against alternative methods to achieve the same functional need.	Y/N	<p><i>Subcategory - Viability of Alternatives:</i></p> <ol style="list-style-type: none"> <li>1. Have viable alternatives for E-Gov solutions been considered?</li> <li>2. Has each alternative been adequately considered in terms of USAID's performance requirements, priorities, and business needs?</li> </ol>	Y/N	<i>Indicate Yes or No</i>

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Topic	Definition	Total Possible Points for the Topic (out of 100)	Subcategories and Questions	Total Possible Score	Recommended Score (to be completed by the reviewer)
<b>6. EA Relationships</b>	Evidence that the Enterprise Architecture has been applied to inform the investment request.	Y/N	<ol style="list-style-type: none"> <li>1. Have enterprise (Agency-wide) business lines been identified which the solution will support?</li> <li>2. Has the Federal Enterprise Architecture (FEA) Performance Reference Model (PRM) been referenced? (See <a href="http://www.feapmo.gov">http://www.feapmo.gov</a>)</li> <li>3. Has a correlation to the EA service architecture been referenced in the solution?</li> <li>4. Has a correlation to the EA technical architecture been referenced in the solution?</li> </ol>	Y/N	<i>Indicate Yes or No</i>
<b>7. Government Function Consideration</b>	Determination of whether or not the proposed investment supports a core/priority mission function that needs to be performed by the Federal government and that no alternative private sector or governmental source can efficiently support the function.	Y/N or N/A	1. If another agency has an IT solution with the same functionality, is there adequate explanation as to why that solution is not being used?	Y/N or N/A	<i>Indicate Yes, No, or Not Applicable</i>
		Y/N	2. Is this investment part of a partnership with another agency to develop a cross-investment strategy to meet the need?	Y/N	<i>Indicate Yes or No</i>
		Y/N or N/A	3. If it is not part of a partnership, have partnering alternatives been adequately considered?	Y/N or N/A	<i>Indicate Yes, No, or Not Applicable</i>
		Y/N	4. Does the investment increase the Agency's internal effectiveness and efficiency or contribute to the Agency's ability to deliver better services to citizens, businesses, or other government agencies?	Y/N	<i>Indicate Yes or No</i>

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