EXECUTIVE SUMMARY

The Information and Communication Technology Agency (ICTA) of Sri Lanka is the apex ICT institution of the Government, which has been mandated to take all necessary measures to implement the Government's Policy and Action Plan in relation to ICT. ICTA is considered as the ICT Project Management Office (PMO) for the government; it started in 2003 as a small organization with 20 staff members and currently handles more than 50 projects and having more than 40 staff members.

In this light, the project management operations of ICTA had become complex and unmanageable and in turn ICTA became inefficient and ineffective at times. This study was conducted to find a solution using an Action Research approach. An Action Research consists of five phases, which is often identified as; Diagnosing, Action planning, Action taking, Evaluating, and Specifying learning. Due to the time constrains the scope of project had to limit to the first three phases, which are Diagnosing, Action planning, and Action taking.

In the diagnosing stage two main problems were identified; (1) that, there is no standard project management practices and guidelines, and (2) isolated approaches from all functional units of ICTA. This problem trigger to conceptualize and implement a proper Project Management System and defining project management Standards and processes for ICTA.

Via a research and development effort with support of a technical team, has selected a technique with tool support called JIRA was selected. JIRA is a proprietary software product, developed by a company named Atlassian Inc. JIRA provides project management functions as well as bug tracking and issue tracking functions. The JIRA system has being configured to fulfil the requirements of ICTA project management initiatives. In addition to that, a team to define project management Standards and processes for ICTA was also appointed. That team has created a Process Definition Manual. Nearly 40 staff members were trained on the using of the Project Management System and Process Definition Manual.

Anticipated outcomes of this project were achieving standard project management practices for ICTA, standardised guidelines for project management, having a centralized project view, and proper work and resource allocation mechanisms put in place.