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*IDRC GRANT / SUBVENTION DU CRDI : - STRENGTHENING THE CAPACITY OF AFRICA'S SCIENCE GRANTING COUNCILS IN THE USE OF EVIDENCE IN POLICY AND DECISION-MAKING*

## Reference

This tool is freely downloaded and curated as part of an Evi-Pol toolkit for use by science granting councils to inform the development of a digital transformation roadmap. This Digital Transformation (Project) Prioritisation <https://www.dpc.sa.gov.au/responsibilities/ict-digital-cyber-security/toolkits/digital-transformation-toolkit> (accessed 9 June 2023).

Refer to this Evi-Pol resource for more information on why, when and how to use this tool/template: Davids, M., and Petersen, I. 2023. Digital transformation roadmap. South Africa: CeSTII-HSRC.

# Digital Transformation (Project) Prioritisation Tool

Selection criteria	Criteria Weight
<b>Mandatory</b>	
The project delivers a new or transformed service	
The project has high alignment with our business strategy	
The project has high alignment with our Digital Strategy	
The project has high alignment with the Premier's Digital by Default Declaration	
<b>Cost</b>	
The level of capital expenditure required to develop the project	1
The level of recurrent expenditure required to maintain the project	1
<b>Benefits</b>	
Degree to which it meets customers' expectations and needs	3
Degree to which it improves organisational productivity	3
Degree to which it reduces the cost to serve	2
Level of benefit to our agency and staff - well being/satisfaction/retention,	1
<b>Ease of execution</b>	
Complexity of the business process re-engineering or creation required	3
Ease of securing budget and resources to enable the transformation	2
Ease of securing appropriate staff levels and skills	2
Change management required to ensure staff buy-in	2
Supporting ICT systems and infrastructure readiness	3
Ease of dealing with interdependent projects, service offerings and collaboration	2
<b>Risk</b>	
Operational - negative impact on day-to-day operations	2
Project outcomes - uncertain consequences, difficult to measure success	1
Reputational - likelihood project is unpopular, fails or doesn't meet its KPIs	3
Financial - capital cost or operational expense blow-out	3
Organisational - risk to good governance and management	2
<b>Mandatory test</b>	

Costs
Benefits
Ease of execution
Level of risk
<b>Total Project Score = (cost+benefit+ease) - risk</b>

**Notes:**

Relative importance assigns the relative importance of the key categories to each other. 1 = least importance 2= medium relative importance 3=most important

Mandatory: If any one of the mandatory criteria is rated NO, the entire project fails and is not plotted on the chart. The criteria weighting therefore does not apply - all are equally vital.

Project Titles

(Enter names on 'Project Description' workbook sheet)

Project 1	Project 2	Project 3	Project 4	Project 5	Project 6	Project 7
0	0	0	0	0	0	0
Yes	Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	Yes
Yes	Yes	Yes	Yes	Yes	Yes	Yes
Medium	High	Medium	Medium	medium	High	High
Low	Medium	Low	Low	medium	Medium	High
High	High	High	Medium	High	High	Medium
High	High	High	High	Medium	High	High
High	High	Low	High	Medium	High	High
High	High	High	Medium	Medium	High	High
Medium	Medium	Easy	Easy	Easy	Hard	Hard
Medium	Easy	Easy	Easy	Medium	Medium	Hard
Easy	Easy	Easy	Easy	Easy	Medium	Medium
Easy	Medium	Easy	Easy	Medium	Easy	Hard
Easy	Medium	Medium	Medium	Medium	Medium	Medium
Medium	Hard	Medium	Easy	Easy	Hard	Hard
High	Low	High	Low	Low	High	High
Medium	Low	Medium	Low	High	Low	High
Medium	medium	High	medium	High	High	Medium
Low	Low	Low	Low	Low	Low	Medium
Low	Low	Low	Low	Low	Medium	Medium
Pass	Pass	Pass	Pass	Pass	Pass	Pass

1.5	-1.5	1.5	1.5	0	-1.5	-3
13.5	13.5	7.5	7.5	4.5	13.5	9
10.5	3	13.5	16.5	10.5	-4.5	-13.5
9.5	7	11	7	9.5	11.5	12.5
16	8	11.5	18.5	5.5	-4	-20

st relative

he project



Project 8	Project 9	Project 10				
0	0	0				
Yes	Yes	Yes				
Yes	Yes	Yes				
Yes	Yes	Yes				
Yes	Yes	Yes				
medium	Medium	Medium				
Medium	Low	Low				
medium	High	High				
low	Medium	Medium				
medium	High	Medium				
low	Medium	Medium				
easy	Medium	Hard				
medium	Easy	Medium				
easy	Medium	Easy				
easy	Medium	Medium				
easy	Easy	Medium				
easy	Easy	Medium				
low	Low	Medium				
low	Low	Medium				
medium	Low	Low				
low	Low	Low				
low	Medium	Medium				
Pass	Pass	Pass	Pass	Pass	Pass	Pass

0	1.5	1.5	0	0	0	0
-6	7.5	4.5	0	0	0	0
18	10.5	-1.5	0	0	0	0
7	6.5	8	0	0	0	0
5	13	-3.5	0	0	0	0



[illegible]

0	0	0	0	0	0	0
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0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

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0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

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0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

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0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0



[illegible]

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0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

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0	0	0	0	0	0	0

[illegible]

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0	0	0	0	0	0	0
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0	0	0	0	0	0	0

[illegible]

0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0



[illegible]

0	0	0	0	0	0	0
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0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

0	0	0	0	0	0	0
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0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

0	0	0	0	0	0	0
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0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0
0	0	0	0	0	0	0

[illegible]

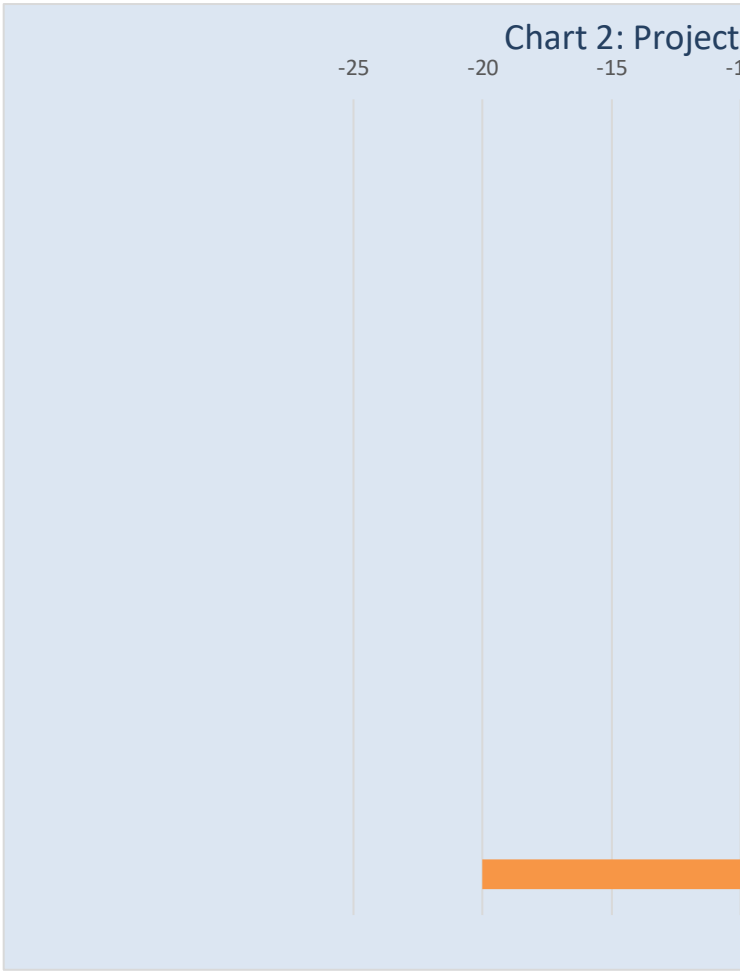
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0	0	0	0	0	0
0	0	0	0	0	0
0	0	0	0	0	0



category	Id	Projects	Description	Notes
	1	Project 1		
	2	Project 2		
	3	Project 3		
	4	Project 4		
	5	Project 5		
	6	Project 6		
	7	Project 7		
	8	Project 8		
	9	Project 9		
	10	Project 10		

Project	total score
Project 4	18.5
Project 1	16
Project 9	13
Project 3	11.5
Project 2	8
Project 5	5.5
Project 8	5
Project 10	-3.5
Project 6	-4
Project 7	-20



Selection criteria	Cost	Benefits	Ease of executio	Level of risk	Total Project Score = (cost+benefit+ease) - risk
Project 4	1.5	7.5	16.5	7	18.5
Project 1	1.5	13.5	10.5	9.5	16
Project 9	1.5	7.5	10.5	6.5	13
Project 3	1.5	7.5	13.5	11	11.5
Project 2	-1.5	13.5	3	7	8
Project 5	0	4.5	10.5	9.5	5.5
Project 8	0	-6	18	7	5
Project 10	1.5	4.5	-1.5	8	-3.5
Project 6	-1.5	13.5	-4.5	11.5	-4
Project 7	-3	9	-13.5	12.5	-20



ed by total score

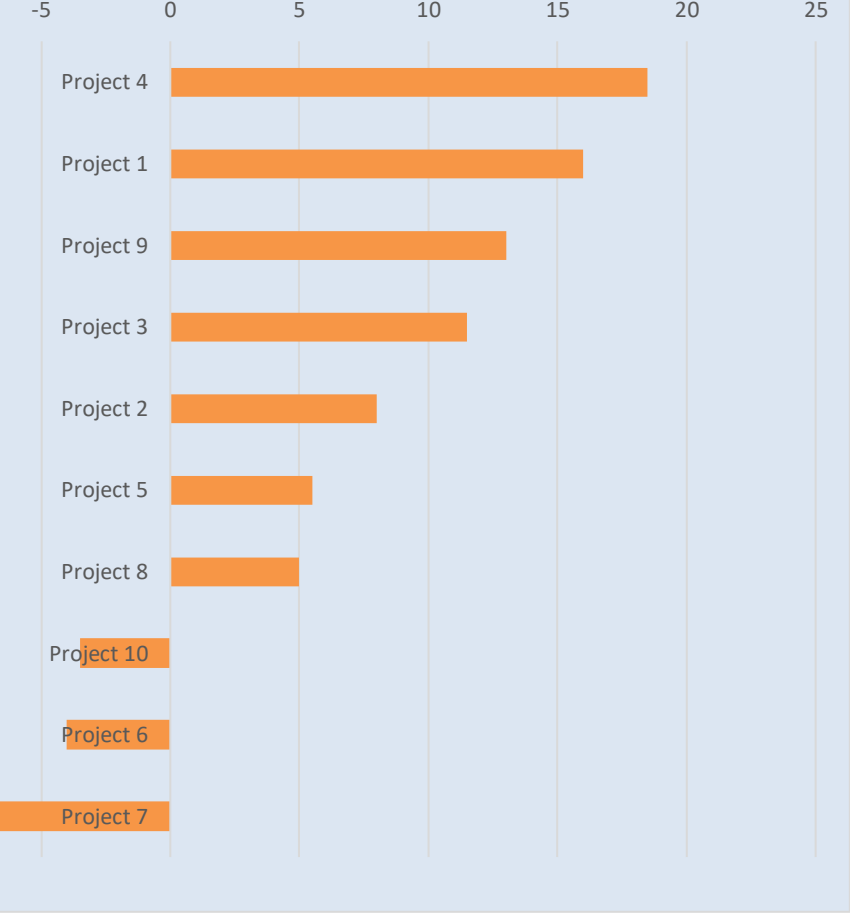
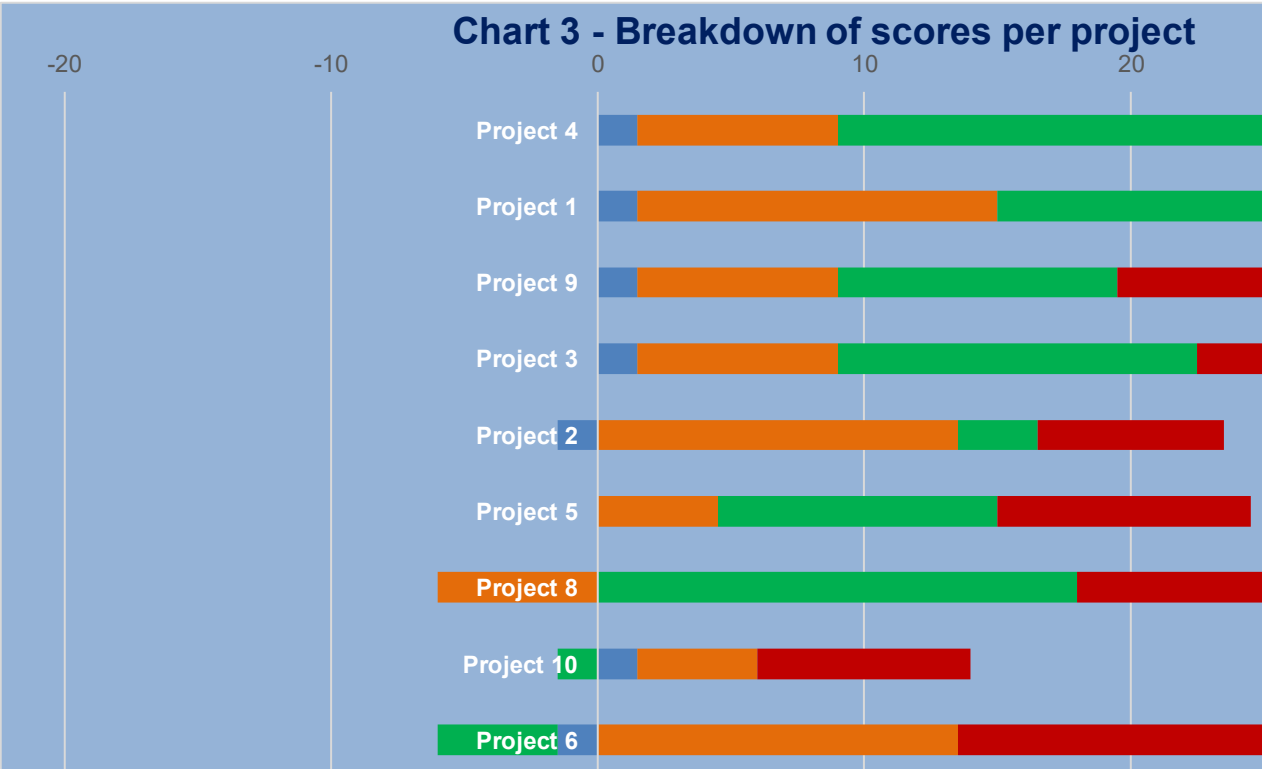
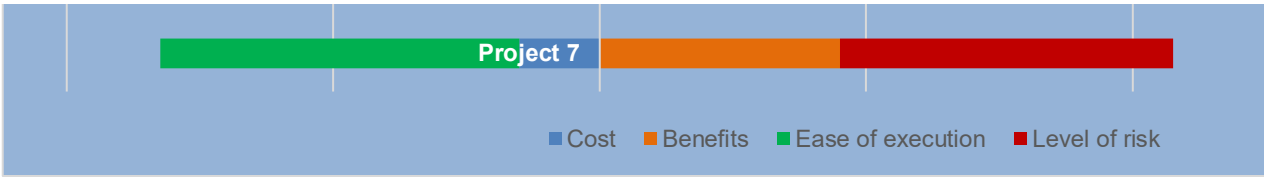
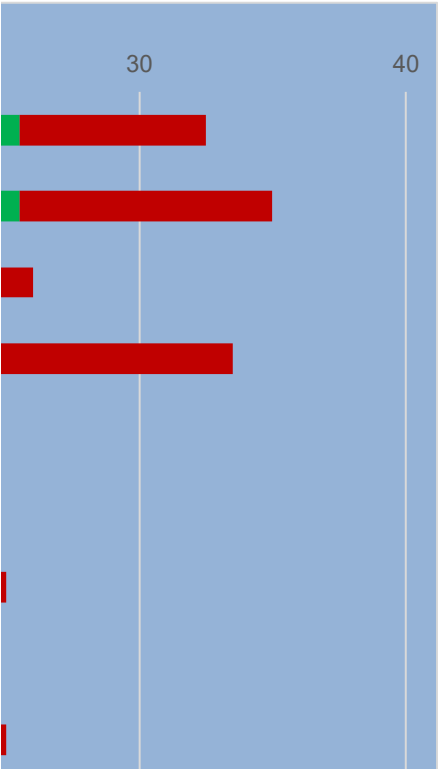


Chart 3 - Breakdown of scores per project









<b>Selection criteria</b>
<b>Mandatory</b>
The project delivers a new or transformed service
The project has high alignment with our business strategy
The project has high alignment with our Digital Strategy
The project has high alignment with the Premier's Digital by Default Declaration
<b>Cost</b>
The level of capital expenditure required to develop the project
The level of recurrent expenditure required to maintain the project
<b>Benefits</b>
Degree to which it meets customers' expectations and needs
Degree to which it improves organisational productivity
Degree to which it reduces the cost to serve
Level of benefit to our agency and staff - well being/satisfaction/retention,
<b>Ease of execution</b>
Complexity of the business process re-engineering or creation required
Ease of securing budget and resources to enable the transformation
Ease of securing appropriate staff levels and skills
Change management required to ensure staff buy-in
Supporting ICT systems and infrastructure readiness
Ease of dealing with interdependent projects, service offerings and collaboration
<b>Risk</b>
Operational - negative impact on day-to-day operations
Reputational - likelihood project is unpopular, fails or doesn't meet its KPIs
Financial - capital cost or operational expense blow-out
Organisational - risk to good governance and management
Project outcomes - uncertain consequences, difficult to measure success
<b>Costs</b>
<b>Benefits</b>
<b>Ease of execution</b>
<b>Level of risk</b>



**Total Project Score = (cost+benefit+ease) - risk**

0	4	5	6	7	8	9
Criteria Weight	Project 1	Project 2	Project 3	Project 4	Project 5	Project 6
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
	0	0	0	0	0	0
1	0	-1.5	0	0	0	-1.5
1	1.5	0	1.5	1.5	0	0
0						
3	4.5	4.5	4.5	0	4.5	4.5
3	4.5	4.5	4.5	4.5	0	4.5
2	3	3	-3	3	0	3
1	1.5	1.5	1.5	0	0	1.5
3	0	0	4.5	4.5	4.5	-4.5
2	0	3	3	3	0	0
2	3	3	3	3	3	0
2	3	0	3	3	0	3
3	4.5	0	0	0	0	0
2	0	-3	0	3	3	-3
2	3	1	3	1	1	3
3	3	3	4.5	3	4.5	4.5
3	1.5	1.5	1.5	1.5	1.5	1.5
2	1	1	1	1	1	2
1	1	0.5	1	0.5	1.5	0.5
	0	0	0	0	0	0
	1.5	-1.5	1.5	1.5	0	-1.5
	13.5	13.5	7.5	7.5	4.5	13.5
	10.5	3	13.5	16.5	10.5	-4.5
	9.5	7	11	7	9.5	11.5

	16	8	11.5	18.5	5.5	-4
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10	11	12	13	0	0	0
Project 7	Project 8	Project 9	Project 10	0	0	0
0	0	0	0			
0	0	0	0			
0	0	0	0			
0	0	0	0			
-1.5	0	0	0			
-1.5	0	1.5	1.5			
0	0	4.5	4.5			
4.5	-4.5	0	0			
3	0	3	0			
1.5	-1.5	0	0			
-4.5	4.5	0	-4.5			
-3	0	3	0			
0	3	0	3			
-3	3	0	0			
0	4.5	4.5	0			
-3	3	3	0			
3	1	1	2			
3	3	1.5	1.5			
3	1.5	1.5	1.5			
2	1	2	2			
1.5	0.5	0.5	1			
0	0	0	0	0	0	0
-3	0	1.5	1.5	0	0	0
9	-6	7.5	4.5	0	0	0
-13.5	18	10.5	-1.5	0	0	0
12.5	7	6.5	8	0	0	0

-20	5	13	-3.5	0	0	0
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0	0	0				0
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[illegible]



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[illegible]

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[illegible]

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[illegible]

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[illegible]



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[illegible]

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[illegible]

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[illegible]

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[illegible]



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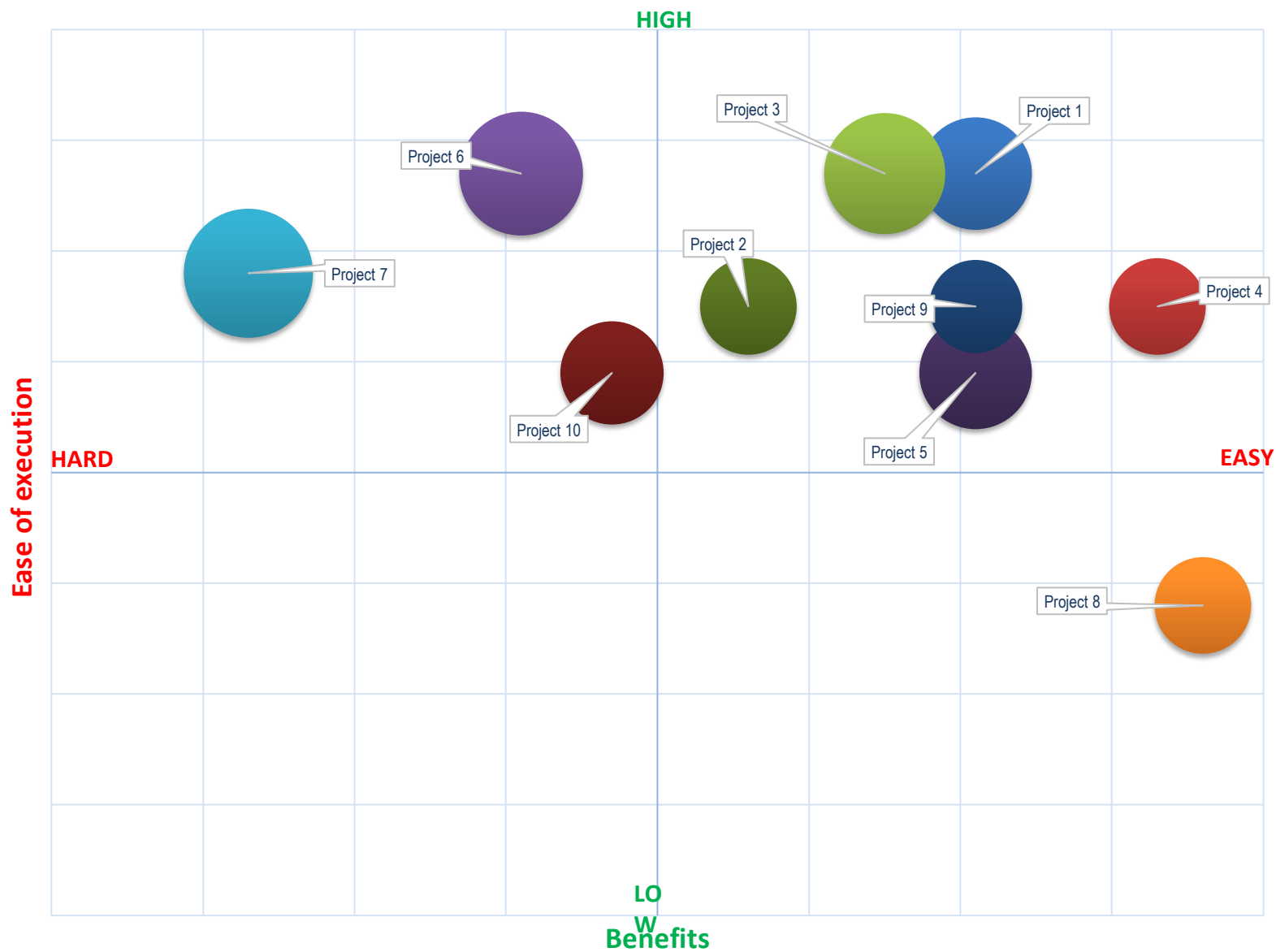
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0	0	0	0	0	0	0
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Chart 1: Digital Transformation Projects Prioritised



Assesment group	Label	value
<b>Mandatory</b> pick_man	1 <b>NO</b>	1
	2 Yes	0
	3	
	4	
	5	
	6	
	7	
	8	
<b>Cost</b> pick_cost	1 Low	1.5
	2 Medium	0
	3 High	-1.5
	4	
	5	
	6	
	7	
	8	
<b>Benefits</b> pick_benefits	1 Low	-1.5
	2 Medium	0
	3 High	1.5
	4	
	5	
	6	
	7	
	8	
<b>Ease of execution</b> pick_ease	1 Easy	1.5
	2 Medium	0
	3 Hard	-1.5
	4	
	5	
	6	
	7	
	8	
<b>Risk</b> pick_risk	1 High	1.5
	2 Medium	1
	3 Low	0.5
	4	
	5	
	6	





Initiative	Project 1	Project 2	Project 3	Project 4	Project 5	Project 6	Project 7
category	0	0	0	0	0	0	0
Costs	1.5	-1.5	1.5	1.5	0	-1.5	-3
Benefits	13.5	13.5	7.5	7.5	4.5	13.5	9
Ease of execution	10.5	3	13.5	16.5	10.5	-4.5	-13.5
Level of risk	9.5	7	11	7	9.5	11.5	12.5
Total Project Score = (	16	8	11.5	18.5	5.5	-4	-20

Project 8	Project 9	Project 10	0	0	0	0	0	0	0
0	0	0	0	0	0	0	0	0	0
0	1.5	1.5	0	0	0	0	0	0	0
-6	7.5	4.5	0	0	0	0	0	0	0
18	10.5	-1.5	0	0	0	0	0	0	0
7	6.5	8	0	0	0	0	0	0	0
5	13	-3.5	0	0	0	0	0	0	0

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