



co-operative governance
& traditional affairs

MPUMALANGA PROVINCE
REPUBLIC OF SOUTH AFRICA

ICT PORTFOLIO/PROJECT MANAGEMENT POLICY FRAMEWORK

2018/19

TABLE OF CONTENT

1. PURPOSE OF THE POLICY FRAMEWORK	3
2. DEFINITIONS AND ABBREVIATIONS	3
3. AIM OF THE POLICY FRAMEWORK	4
4. REGULATORY FRAMEWORK.....	4
5. SCOPE OF APPLICATION	5
6. POLICY	5
7. ROLES AND RESPONSIBILITIES	6
8. MONITORING AND REPORTING	6
9. POLICY AWARENESS	6
10. EXCEPTIONS.....	6
11. REVIEW OF THE POLICY.....	6
12. CONTRAVENTIONS.....	7

1. PURPOSE OF THE POLICY FRAMEWORK

- 1.1 The ICT Portfolio/Project Management Policy Framework describes the Department's Policy Framework regarding the management of all Information Technology Projects that may be undertaken within the Department.
- 1.2 The **objectives** of this Policy Framework are therefore to ensure that:
 - 1.2.1 Projects are effectively managed within the limitations of Scope, Quality, Resources (Time and Budget) and Risk;
 - 1.2.2 Appropriate governance and control is established;
 - 1.2.3 Communication, quality and risk management plans are developed and executed throughout a project's life;
 - 1.2.4 Appropriate approvals and acceptance is established throughout the life of a project;
 - 1.2.5 Stakeholder communication is inclusive; and,
 - 1.2.6 Post implementation reviews are conducted and actively used to improve the conduct of project delivery.
- 1.3 In order to achieve these objectives the elements of this ICT Portfolio/Project Management Policy Framework must be included in the initiation, planning, and execution of all projects.

2. DEFINITIONS AND ABBREVIATIONS

2.1. Definitions

In this Policy Framework, unless the context otherwise indicates:-

"Accounting Officer" means Head of Department

"Business Case" means a Case based on an operational or strategic need that has been identified from within a business unit. A Business Case should detail and justify the baseline information about the project such as background, purpose, benefits, objectives and funding sources of the proposed project;

"Information Technology" means all aspects of technology that are used to manage and support the efficient gathering, processing, storing and dissemination of information as a strategic resource;

"IPECC" means five process groups within the management of the project: Initiation, Planning, Execution, Controlling & Monitoring and Closing;

"PMBok®" means a collection of processes and knowledge areas accepted as best practice within the project management discipline, worldwide;

"PRINCE-II®" means a structured approach to project management. It covers the management, control and organization of a project. It provides a method for managing projects within a clearly defined framework. PRINCE-II® describes procedures to coordinate people and activities in a project, how to design and supervise the project, and what to do if the project has to be adjusted if it doesn't develop as planned;

"Project" means a project is defined as a set 'body of work' with a defined start and end date, and with a pre-determined level of risk. The risk can be associated with human, government, financial/commercial, environmental, political, legal or business continuity factors. A project will be undertaken when the level of risk is considered 'Medium' or above, at an institutional level via Audit & Risk Committee and as defined as a risk in the Risk Management Policy;

"Project Charter" means the main purpose of the Project Charter is to formally acknowledge that a project has approval to begin. It is the authoritative document acknowledging the Project's Project Sponsor signoff to initiate the project and the Project Managers acceptance to commence;

“Project Owner” means the Directorate of the Department that is responsible for initiating the Business Case for a project. They identify the business needs further to develop the Business Case based on risk and Departmental requirements;

“Project Executive Sponsor” means the person given overall responsibility for ensuring that a project meets its objectives and delivers the expected benefits. They are considered the champion of the project and will have ongoing accountability for outcomes of the project;

“Project Manager” is the person responsible for the day to day management of the project objectives, tasks, progress and project team.

“ICT Portfolio Management Framework” is a Policy guideline and documented procedures for how projects are planned, executed and delivered based on proven project management methodologies, to ensure projects are completed on time and on budget.

“Project Office” (PO) is the office that defines and maintains the standards of processes related to project management. PO strives to standardize and introduce economies of repetition in the execution of projects. PO is the source of documentation, guidance and metrics on the practice of project management, project governance and execution.

“Project Proposal” is the initial formal document of the project. It specifies high level requirements of the project including background, purpose, benefits, objectives, scope, assumptions, constraints and costs of the project, from which an executive decision will be made to approve the project.

“Project Steering Committee” is a group of high-level stakeholders who are responsible for providing guidance on overall strategic direction and endorsing recommendations from the Project Manager.

“Project Team” is individuals, officials, groups and/or organizations, including all consultants, who are responsible for undertaking project tasks as directed by the Project Manager.

“Status Report” is a high level progress report indicating the current status of the project as tracked against budget, time and tasks.

2.2. Abbreviations

IPECC	:	Initiation, Planning, Execution, Controlling & Monitoring and Closing
ICT	:	Information and Communication Technology
ISO	:	International Organization for Standardization
ITB	:	Information Technology Bureau Provincial Treasury
MPG	:	Mpumalanga Provincial Government
MPT	:	Mpumalanga Provincial Treasury
PMBOK®	:	Project Management Body of Knowledge
PRINCE-II®	:	Projects in Controlled Environments, version 2
SITA	:	State Information Technology Agency

3. AIM OF THE POLICY FRAMEWORK

Project management provides a “roadmap” or guide that must be followed and that leads to project completion on time and within budget.

4. REGULATORY FRAMEWORK

This Policy Framework derives its mandate from the following Regulatory Framework:

- 4.1. Project Management Body of Knowledge (PMBOK®) guide;
- 4.2. Projects In Controlled Environments version 2 (PRINCE-II®) methodologies

- 4.3 Information Technology Infrastructure Library (ITIL);
- 4.4 Control Objectives for Information and Related Technology version 5 (COBIT5);
- 4.5 ISO standard 38500; and
- 4.6 Provincial and Departmental Policies, Procedures and Guidelines.
- 4.7 State Information Technology Agency Act, No 88 Of 1998

5. SCOPE OF APPLICATION

- 5.1 The ICT Portfolio Management Policy is a Departmental Policy, to be applied across all Directorates to comply with, regardless of monetary value and size.
- 5.2 All projects that are considered to be of 'Medium' or above risk level, at an institutional level via Audit and Risk Committees, as defined in the Risk Management Policy, are to comply with this Policy.
- 5.3 The ICT Portfolio Management Framework is based on the universal principles of the PMBOK® guide and PRINCE-II® methodology, in conjunction with other SITA/MPT Policies, procedures and guidelines. This framework for Project Management is based on the generic process flows of Initiating, Planning, Executing, Controlling & Monitoring and Closing (IPECC).

6. POLICY

Projects require a Business Case to be documented prior to project funding being approved. The Business Case must be prepared and completed by the Project Owner.

The completed Business Case for a project requires the approval from the Accounting Officer.

An approved Business Case will lead to the creation and development of a Project Proposal by Project Owner. This Project Proposal will then be submitted to the Head of Department for approval which is then approved with a Project Plan.

A Project Plan is to be endorsed by the Project Owner and approved by the Project Executive Sponsor, Head of Department and MUST be based on the availability of funds.

A Project Manager must be appointed by the Head of Department after the Project Plan is approved. Project Managers are required to have appropriate experience, skills and available time to manage the project and are funded from the operational funds of the project.

Projects require Senior Managers (Senior Managers, General Managers, Deputy Director Generals, and the Accounting Officer) as the Project Executive Sponsor for the duration of the project, from initiation through to project closure.

Projects require oversight by a Steering Committee and a project team under the guidance of the Project Manager at the planning phase.

Budget, Risk and Status reports must be sent to the Project Executive Sponsor and included at Steering Committee meetings. These reports will be tabled at the appropriate Management Committee meetings.

Project Management, Communication, Risk and Quality plans are to be endorsed by Steering Committee.

All projects will include a business/user acceptance phase.

The Steering Committee, on advice from the Project Manager will determine the project closure.

A Post Implementation Review is to be conducted by Project Owner to ensure quality standards were met throughout the project implementation.

The Project Owner will be responsible for all records and documentation to promote knowledge management and lessons learnt.

7. ROLES AND RESPONSIBILITIES

- 7.1 The Project Owner will be responsible for ensuring that the Project Management Framework and all the relating procedures are applied to all Projects that are risk rated at 'Medium' or above.
- 7.2 The Accounting Officer is responsible for the approval of a Business Case.
- 7.3 The Project Owner is responsible for the development of a Project Proposal.
- 7.4 The Accounting Officer is responsible for approving a Project Plan.
- 7.5 The Project Manager will be responsible for the project team from the initiation phase through to the closing phase. The Project Manager will be the point of contact for the project and will ensure that each phase of the project is managed in accordance with the Project Management Framework.
- 7.6 Project Steering Committees will be responsible for the oversight of each project, ensuring that the project is being executed in line with the Project Plan.
- 7.7 The Project Executive Sponsor will be accountable for the delivery of the project and the ongoing outcomes after project completion.

8. MONITORING AND REPORTING

Any project found in violation of this Policy Framework shall require immediate corrective action. Violations shall be noted in the Department and support teams shall be notified to remediate the issue.

9. POLICY AWARENESS

- 9.1 Awareness regarding the Project Management Policy Framework may be created in the Department through the following:
 - 9.1.1 Information sessions;
 - 9.1.2 Training sessions;
 - 9.1.3 The Departmental website; and
 - 9.1.4 Documentation distribution, e.g. pamphlets and circulars.

10. EXCEPTIONS

Exceptions to this ICT Portfolio Management Policy Framework require formally documented approval from the Head of Department. Any Projects that do not comply with this Policy Framework must have an approved exception on file with the Office of the Head of Department.

11. REVIEW OF THE POLICY

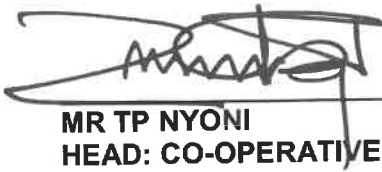
This Policy Framework shall be reviewed every three (3) years or as and when a need for review arises.

12. CONTRAVENTIONS

Any person who contravenes or fails to comply with any provision of this Policy Framework may be subjected to disciplinary action.

THUS DONE AND APPROVED BY THE ACCOUNTING OFFICER

APPROVED/NOT APPROVED



MR TP NYONI

HEAD: CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

DATE 29/03/2018