



ICT Portfolio Management Framework

Department of Social Development

Notice

© 2017 ECDS. All rights reserved.
No part of this document may be reproduced or transmitted in any form or by any means without the express written permission of Department of Social Development - Eastern Cape.

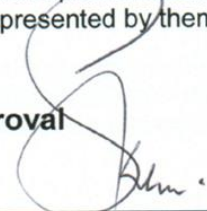
Document enquiries can be directed to: Office of the CIO, Department of Social Development and Special Programmes Eastern Cape, Beacon Hill Office park, corner of Hargreaves road and Hockley close, KWT

Enquiries: Information Security Manager: Lukhanyo Mahlangabeza:
Lukhanyo.Mahlangabeza@ecdsd.gov.za

Approval

The signatories hereof, being duly authorised thereto, by their signatures hereto authorise the execution of the work detailed herein, or confirm their acceptance of the contents hereof and authorise the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

ECDS Approval



ECDS: Superintendent General: S Khanyile

01/02/2017
Date

ECDS Recommended



ECDS: Acting Chief Information Officer: M Gazi

01/02/17
Date



ECDS: ICT Engineering Director: J Zwiigelaar

1/2/2017
Date



ECDS: ICT Governance, Risk & Compliance: Mahlangabeza

31/01/2017
Date

Foreword

The purpose of this document is to provide a framework to the management of portfolios for the Department of Social Development EC. The policy and procedure provided herein provides the overarching guidance and principles in establishing best practices with regard to portfolio management within the department.

References

1. The Promotion of Access to Information Act, 2000 (Act no. 2 of 2000)
2. The Protection of Information Act, 1982 (Act no. 84 of 1982)
3. The State Information Technology Act, 1998 (Act no. 88 of 1998)
4. Draft Provincial portfolio management framework
5. COBIT 5 Process APO05 and BAI01

Notice	2
Foreword	2
References	2
1. Purpose	4
2. Scope	4
3. Responsibility	4
3.1. The Head of Department	4
3.2. IT Steering Committee	4
3.3. Chief Information Office	4
3.4. Project Executive Sponsor	4
3.5. Project Steering Committee	4
3.6. Project Manager.	4
4. Procedure	5
5. Actions	5
5.1 Project Initiating	5
5.2 Project Planning	5
5.3 Project Executing	7
5.4 Project Controlling and Monitoring	8
5.5 Project Closing	9
5.6 Project Review	9
Annex A : Abbreviations and definitions	11

1. Purpose

The Project Management Framework Procedure defines the processes that are performed throughout the life of a Project to ensure the Project Management Policy is adhered to.

2. Scope

All projects that are considered to be of 'Medium' or above risk level, at a management level via Audit and Risk Committee, as defined in the Risk Management Policy, are to comply with this policy.

The Project Management Framework is based on the universal principles of the PMBOK® guide and PRINCE-II® methodology, in conjunction with the Department's policy, procedures and guidelines. This framework for Project Management is based on the generic process flows of Initiating, Planning, Executing, Controlling & Monitoring and Closing (IPECC).

3. Responsibility

3.1. The Head of Department

The Head of Department is responsible for the approval of a Business Case.

3.2. IT Steering Committee

The IT Steering committee will be responsible for ensuring the Project Management Framework, including this Policy and the relating procedure, is applied to all Department Projects that are risk rated at 'Medium' or above. Information systems owners are responsible for analysing and form part of the committee approving all changes that affect the system they are responsible for.

3.3. Chief Information Office

A Chief Information Officer or Senior Manager is responsible for authorising a Project Charter.

3.4. Project Executive Sponsor

The Project Executive Sponsor will be accountable for the delivery of the project and the ongoing outcomes after project completion.

3.5. Project Steering Committee

Project Steering Committees will be responsible for the oversight of each of their projects, ensuring that the project is being executed in line with the goals and objectives of the Project Charter.

3.6. Project Manager.

The appointed Project Manager will be responsible for the project team from the initiating phase through to the closing phase. They will be the point of contact for the project and will ensure each phase is managed in accordance with the Department Project Management Policy Framework.

4. Procedure

The Project Management Procedure is a Chief Information Office-wide procedure, to be applied across all unit Portfolios for all branch staff and Associates to comply with, regardless of monetary value and size.

5. Actions

5.1 Project Initiating

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Authorised Business Case entered into project register database	Business Sponsor/Relevant manager	The development of the Business Case to be submitted for the approval of Head of Department.
2.	Identify Stakeholders	Business Sponsor/Relevant manager	Identify parties being impacted by the project, detail relevant information pertaining to their interests and engagement towards project success.
3.	Prepare Project Proposal	Business Sponsor/Service Provider	Project Proposal developed in consultation with Business Sponsor drawing on information provided within the authorised Business Case.
4.	Develop Project Charter	Business Sponsor/Relevant manager	The development of project charter to be approved by Senior Manager or Chief Information Officer.
5.	Recommend Project Proposal to Head of Department	Business Sponsor/Relevant manager	This includes sign-off of the Project Charter.
6.	Appoint Project Manager	Business Sponsor/Relevant manager	The appointment letter to be approved by the Chief Information Officer

5.2 Project Planning

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Update status of Project Proposal to Approved Project.	Business Sponsor/Relevant manager	
2.	Commence Project Management Plan	Project Manager	Develop a Project Management Plan.
3.	Collect Requirements	Project Manager	Identify stakeholder needs.
4.	Define Scope	Project Manager	Describe the project.

5.	Create Scheduling Plan	Project Manager	Sub divide the project deliverables into smaller, more manageable component
6.	Define Activities	Project Manager	Define specific actions to produce project deliverables
7.	Sequence Activities	Project Manager	Define relationships between activities.
8.	Estimate Activity Resources	Project Manager	Estimate the type and quantities of materials, people, equipment or supplies required for each activity
9.	Estimate Activity Durations	Project Manager	Estimate the duration required to complete individual activities with estimated activity resources
10.	Develop Schedule	Project Manager	Analyse activity sequences, resource requirements and scheduling constraints to create project schedule.
11.	Estimate Costs	Project Manager	Approximate funds required to complete individual activities
12.	Determine Budget	Project Manager	Aggregate the estimated costs to establish an authorised cost baseline.
13.	Plan Quality	Project Manager	Identify quality requirements and/or standards for the project and define how these will be achieved.
14.	Develop Human Resource Plan	Project Manager/Human Resources	Identify and define project roles, responsibilities and skills required.
15.	Plan Communications	Project Manager	Determine stakeholder communication needs and a communication methodology.
16.	Plan Risk Management	Project Manager	Define how to conduct risk management activities for the project.
17.	Identify Risks	Project Manager	Determine project risks and document their characteristics.
18.	Perform Qualitative Risk Analysis	Project Manager	Prioritise risks for further analysis by assessing and combining their probability of occurrence and impact.
19.	Perform Quantitative Risk Analysis	Project Manager	Numerically analyse the effect of identified risks on the overall project objective.

20.	Plan Risk Responses	Project Manager	Develop options and actions to enhance opportunities and to reduce threats to project objectives.
21.	Plan Procurements	Project Manager	Document purchasing decisions in line with department's Procurement Policy and Procedures.
22.	Establish Steering Committee	Project manager, Business Sponsor/Relevant manager	Membership sought from stakeholder register.
23.	Finalise Project Management Plan	Project Manager	Finalised PMP to be endorsed by Steering Committee

5.3 Project Executing

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Form the Steering Committee	Project Manager, Business Sponsor/Relevant manager	Form a Steering Committee and establish Terms of Reference for the group.
2.	Direct and manage project execution	Project Manager	Perform the work defined in the project management plan to achieve the project's objectives
3.	Perform Quality Assurance	Project Manager	Audit the quality control measures to ensure appropriate quality standards are followed
4.	Form Project Team	Project Manager	Confirm human resource availability and obtain the team necessary to achieve project objectives
5.	Train Project Team	Project Manager	Assess project team skill levels and identify further training requirements if required
6.	Manage Project Team	Project Manager	Track team member performance, provide feedback, resolve issues and manage change to optimise project performance
7.	Manage Scope	Project Manager	Complete a Change Request form for all the new changes or amendments to the scope
8.	Manage Stakeholders	Project Manager	Make relevant information available to stakeholders as planned in Communication Plan including working with stakeholders to meet their needs

9.	Conduct Procurements	Project Manager/Procurement Manager	Perform procurement in line with Department's Procurement Policy and Procedures.
----	----------------------	-------------------------------------	--

5.4 Project Controlling and Monitoring

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Monitor and Control Project Work	Project Manager	Track, review and regulate the progress to meet the objectives defined in the Project Management Plan
2.	Perform Integrated Change Control	Project Manager/Steering Committee	Review, recommend and manage changes to deliverables, documents and the Project Management Plan
3.	Verify Scope	Project Manager	Formally accept the project deliverables
4.	Control Scope	Project Manager	Monitor and manage the scope baseline
5.	Control Schedule	Project Manager	Monitor the progress and manage the schedule baseline
6.	Control Costs	Project Manager	Monitor the project costs and manage budget baseline
7.	Perform Quality Control	Project Manager	Monitor the quality activities to assess performance and recommend actions
8.	Report Performance	Project Manager/Steering Committee	Collect and distribute performance information including status reports, progress measurements and forecasts.
9.	Monitor and Control Communication Strategy	Project Manager	Monitor communication strategy ensuring engagement of stakeholders
10.	Monitor and Control Risks	Project Manager	Implement risk response plans, track identified risks, monitor residual risks, identify new risks and evaluate risk process effectiveness
11.	Manage Contractual Obligations	Project Manager	Manage procurement relationships and monitor contract performance

5.5 Project Closing

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Close Project or Phase	Project Manager/Steering Committee/Business Unit	Finalise all activities of the project and obtain sign-off of deliverables from the business
2.	Close Contractual Obligations	Project Manager/Director, Finance, Reporting and Compliance	Complete project procurement and contracts
3.	Complete Project Review	Project Manager	Conduct a post closure and impact review to formally close the project.

5.6 Project Review

	STEPS	WHO IS RESPONSIBLE?	COMMENTS
1.	Schedule review meetings with key stakeholders from project	Project Portfolio Office/Stakeholders	Schedule for 3 - 6 months after closure.
2.	Complete Post Implementation Review	Business Sponsor/Relevant manager	Develop a Post Implementation Review Template

Annex A : Abbreviations and definitions

A.1 Definitions

Business Case:	A Business Case is 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.
Business Sponsor:	The main business stakeholder who 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 Department requirements.
IPECC:	Five process groups within the management of the project: Initiation, Planning, Execution, Controlling & Monitoring and Closing.
PMBok®:	Project Management Body of Knowledge. PMBOK® is a collection of processes and knowledge areas accepted as best practice within the project management discipline, world-wide.
PRINCE-II®:	PRINCE-II® is a structured approach to project management. It covers the management, control and organisation 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:	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:	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 Executive Sponsor and Business Sponsor signoff to initiate the project and the Project Managers acceptance to commence.
Project Executive Sponsor:	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 on going accountability for outcomes of the project.
Project Management Framework:	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 Manager:	The person responsible for the day to day management of the project objectives, tasks, progress and project team.
Project Proposal:	A 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 authorise the project.
Project Steering Committee:	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:	Individuals, groups and/or organisations, including all consultants, who are responsible for undertaking project tasks as directed by the Project Manager.
Status Report:	A high level progress report indicating the current status of the project as tracked against budget, time and tasks.