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STANDARD OPERATING PROCEDURE: PERFORM SYSTEM ANALYSIS, PLANNING, DESIGNING AND ACQUISITION

TITLE OF SOP	Business Analysis Standard Operating Procedure	
SOP Number	CIO-SDM-BA-01	
Purpose	<ul style="list-style-type: none"> To document the mandatory requirement of the Business Analysis process at the Department of Social Development, in line with the adopted SDLC frameworks and international Standards (BABoK, etc.). To enforce application of effective Development and Design practices to ensure best fit of the solution to the business requirements. 	
Scope	<ul style="list-style-type: none"> SOP for Business Analysis for the Eastern Cape Department of Social Development (ECDSD) 	
Definitions and Acronyms	<p>ECDSD Eastern Cape Department of Social Development</p> <p>Office Hours 8am to 4:30pm</p> <p>URS User Requirements Specification</p> <p>BA & SA Business Analysis and Solution Architecture</p> <p>BA Business Analysis / Business Analyst</p> <p>BABoK Business Analysis Body of Knowledge</p> <p>ERD Entity Relationship Diagram</p> <p>DBA Database Administrator</p> <p>SDLC Systems Development Life Cycle</p> <p>ICT Information and Communications Technology</p> <p>UAT User Acceptance Testing</p> <p>Prince2 Projects In Controlled Environment</p> <p>PM Project Manager</p>	

	<p>BC Business Case</p> <p>TOGAF The Open Group Architecture Framework. The TOGAF Standard is an architecture framework that provides the methods and tools for assisting in the acceptance, production, use, and maintenance of an Enterprise Architecture. It is based on an iterative process model supported by best practices and a re-usable set of existing architecture assets.</p> <p>UML Unified Modelling Language</p> <p>IIBA International Institute of Business Analysis.</p> <p>Business Community Refers to all departmental programmes, Directorates and Business Units</p>
Performance Indicator	Number of modernized business services rendered

STEP BY STEP

PERFORM SYSTEM ANALYSIS, PLANNING, DESIGNING AND ACQUISITION

Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
1.	Submit a System Request	<ul style="list-style-type: none"> Receive System Request from Business (email / memo). Prepare System Request Memo. Submit a System Request (memo) to ICT Steering Committee. 	Director Business Unit,	2 Days	<ul style="list-style-type: none"> System Request (input) Minutes of ICT Steering Committee Acknowledgement receipt 	Provision of internationally recommended processes and Approved Business Analysis and Solution Architecture Documentation, in terms of Business Analysis Body of Knowledge, within 34 weeks (8 months) and is Applicable to the entire Eastern Cape Department of
2.	Receive a System Request	<ul style="list-style-type: none"> Manager BA receives system Request. Manager BA assigns a BA. BA creates a Project File. Manager BA schedule and convenes a meeting with BA & SA Team. Assigned BA registers the request in the issue register. BA files the System Request. Update Issue Register. 	Director: Systems Development and Maintenance	2 weeks	<ul style="list-style-type: none"> Business Case (input) ICT Steering Committee minutes (input) Project File <ul style="list-style-type: none"> Minutes of the BA & SA Meeting Updated Issue Register 	
3.	Perform Pre-Analysis	<ul style="list-style-type: none"> Ensure that project is listed on ICT PM projects. Facilitate the meeting with business unit. Identify Stakeholders. Verify the duplication or existence of a similar system. Perform Policy analysis for changes. Register a Project – Project Definition. Assess internal capacity (skills and expertise, HR, Budget, etc.). 	Business Analyst	1 weeks	<ul style="list-style-type: none"> ICT PM Project Plan Project register Business Case (input) System Request (input) Updated Project File <ul style="list-style-type: none"> Pre-Analysis Solution Report Updated Issue Register Updated Business Case 	

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
		<ul style="list-style-type: none"> Update the Business Case. File the Pre-Analysis solution and Business Case into the Project File. 				
4.	Develop Propose solution approach memo	<ul style="list-style-type: none"> Prepare a solution approach memo / Business Case. Present and sharing solution approach to the Steering Committee. Internal solution approach – start the system design process. External solution approach (outsourcing) – refer to ICT Acquisition Unit. File the Solution Approach Memo / Business Case to a Project File. 	Business Analyst	2 Weeks	<ul style="list-style-type: none"> ICT PM Project Plan (input) Business Case (input) System Request (input) Updated Project File <ul style="list-style-type: none"> Solution Approach Memo / Business Case 	
5	Authorise Solution Approach	<ul style="list-style-type: none"> CIO Recommend the solution approach / Business Case. Director Business Approves the solution approach / Business Case. File the Approved Solution Approach into the Project File. 	Director Business	2 Weeks (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> Solution Approach memo Updated Project File <ul style="list-style-type: none"> Approved Solution Approach 	
6	Develop a BA Project Plan	<ul style="list-style-type: none"> Develop BA Project Plan referencing the PM Project Governance Framework (inclusive of Communication Plan, Resource plan). BA Manager prepare a Quality Assurance Guide. Determine the scope of the Project. 	Business Analyst	2 weeks (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> Project plan Template <ul style="list-style-type: none"> Communication Plan Template Resource Plan Template ICT PM Project Plan (input) 	

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
		<ul style="list-style-type: none"> • Clarification of Roles and Responsibility. • Determine Project Timelines. • Prepare Draft Project plan. • File the Quality Assurance Guide, Minutes and Attendance Register into the Project File. 			<ul style="list-style-type: none"> • Project Request (input) • Business Case (input) • Approved Solution Approach (input) • Updated Project File <ul style="list-style-type: none"> ○ Quality assurance Guide ○ Draft BA Project Plan 	
7	Authorise Project Plan	<ul style="list-style-type: none"> • BA Manager presents and adopt the Project Plan • ICT Steering Committee Chairperson recommends the Project Plan. • Systems Development and Maintenance Director approves Project Plan. • BA Manager shares the project plan with relevant stakeholders. • File the Project Plan, Minutes and Attendance Register into the Project File. 	Director: Systems Development and Maintenance	2 weeks (depending on the size of the project, the agreed project plan and availability of signatories.)	<ul style="list-style-type: none"> • Draft BA Project Plan (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved Project plan ○ Minutes of the Project meeting(s) (with Relevant Stakeholders) ○ Attendance Register 	
8.	Develop a URS	<ul style="list-style-type: none"> • Develops or customize the URS. • BA Manager quality checks the URS. • File the Draft URS into the Project File. 	Business Analyst	1 Month (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> • Project Plan (input) • URS (input – where applicable) • Business Case (input) • System Request (input) • Solution approach memo (input) • Updated Project File 	

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
					<ul style="list-style-type: none"> ○ Draft URS ○ Updated Issue Register 	
9	Authorise the URS	<ul style="list-style-type: none"> ● BA presents the URS to stakeholders. ● Systems Director and Process Managers recommends the URS. ● Process Owner approves the URS. ● File the Approved URS, Attendance Register and Minutes into the Project File. ● Share the URS with the Development Unit. 	Process Owner	2 weeks	<ul style="list-style-type: none"> ● Draft URS (input) ● Updated Project File <ul style="list-style-type: none"> ○ Approved URS ○ Attendance Register ○ Minutes 	
10.	Develop a Solution Design	<ul style="list-style-type: none"> ● Develops a Draft Solution Design. ● Facilitates Solution Design discussions with Functional Support, Development Unit and Process Owner. ● BA Manager Quality checks and recommends the Solution Design and updates the URS. ● Develop Test Cases. ● Develop Test Plan. ● Files the Solution Design, Test Cases, Test Plan and Updated URS on the Project File ● Share the Updated URS with the Development Unit. 	Business Analyst	1 Month (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> ● Business Case (input) ● URS (input) ● Updated Project File <ul style="list-style-type: none"> ○ Attendance Register ○ Minutes ○ Draft Solution Design ○ Test Cases ○ Test Plan ○ Updated URS 	

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STEP BY STEP

PERFORM SYSTEM ANALYSIS, PLANNING, DESIGNING AND ACQUISITION

Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
11	Authorise a Solution Design	<ul style="list-style-type: none"> • Process Owner Recommends the Solution Design. • Systems Manager Recommends the Solution Design. • CIO Approves the Solution Design. • BA Files the Solution Design into the Project File • Share the Solution Design with the Development Unit. 	CIO	2 Weeks (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> • Draft Solution Design (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved Solution Design 	
12.	Perform System Testing	<ul style="list-style-type: none"> • Receive Deployment Document from the Development Unit. • Facilitates System Testing between BA & SA and Functional Support. • BA and Functional Support Performs System Testing. • BA Manager quality checks the Testing Process • Prepares a Draft Test Report. • Files the Test Report. • Facilitates System User Testing between Business, BA & SA and Functional Support. It is recommended that the training section is part of the testing. • BA, Functional Support and Business Performs System User Testing. • BA Manager quality checks the Testing Process 	Business Analyst	1 Month (depending on the size of the project and the agreed project plan.)	<ul style="list-style-type: none"> • Deployment Document (input) • Test Cases (Input) • Test Plan (Input) • Updated Project File <ul style="list-style-type: none"> ○ Minutes ○ Attendance Register ○ Draft Test Report ○ Draft UAT 	

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
		<ul style="list-style-type: none"> • BA updates a Draft Test Report for Authorisation • BA Prepares the Draft UAT. • BA Files the Draft Test Report, Updated Test Report and Draft UAT. 				
13	Authorise the Test Report	<ul style="list-style-type: none"> • Manager BA Recommends the Test Report • CIO approves the Test Report. • BA Files the Draft Test Report. 	CIO	2 Days	<ul style="list-style-type: none"> • Draft Test Report (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved Test Report 	
14	Authorise the UAT	<ul style="list-style-type: none"> • BA Manager recommends the UAT • Process Owner or Delegated Process Owner approves the UAT. • BA Files the Approved UAT. • Share the approved UAT with relevant stakeholders. 	Process Owner	3 Days	<ul style="list-style-type: none"> • Draft UAT (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved UAT 	
15.	Prepare Pilot Plan	<ul style="list-style-type: none"> • BA Manager and Operational Manager Assembles the Pilot Team between Functional Support, Training supervisor and Business, identifies resources with roles and responsibilities. • Prepare the training plan <ul style="list-style-type: none"> ○ Attendance register. ○ Training assessment template • Facilitate the training • BA train the trainer 	BA Manager	1 Week	<ul style="list-style-type: none"> • Approved URS (input) • Approved UAT (input) • Updated Project File <ul style="list-style-type: none"> ○ Draft Pilot Plan ○ Training plan ○ Training attendance register ○ Training assessment forms 	

STEP BY STEP

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
		<ul style="list-style-type: none"> • Conduct training assessment • Develop training report • Share the training report with relevant stakeholders. • BA Manager and Operational Manager Assembles the Pilot Team between Functional Support, Training and Business, identifies the Pilot site(s). • BA Manager prepare a Draft Pilot Plan with Systems Operations and Support Manager • BA Files the Draft Pilot Plan 				
16	Authorise Pilot Plan	<ul style="list-style-type: none"> • CIO recommends Pilot Plan • Process Owner Approves Pilot Plan • BA Files the Approved Pilot Plan • Share the approved Pilot Plan with relevant stakeholders. 	Process Owner	2 Day	<ul style="list-style-type: none"> • Draft Pilot Plan (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved Pilot Plan 	
17	Facilitate a System Pilot	<ul style="list-style-type: none"> • Presents the System to the Pilot Team. • Facilitate system pilot. • Prepare Draft Pilot Report • File the Draft Pilot Report • Update Issue Register 	BA Manager	1 Month (depending on the scale and extent of the pilot)	<ul style="list-style-type: none"> • Approved URS (input) • Approved UAT (input) • Updated Project File <ul style="list-style-type: none"> ○ Attendance Register(s) ○ Draft Pilot Report ○ Updated Issue Register 	

STEP BY STEP

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Nr	Task Name	Task Procedure	Responsibility	Time Frames	Systems and Supporting Documentation	Service Standard
18	Authorise Pilot Report	<ul style="list-style-type: none"> • CIO recommends Pilot Report. • Process Owner Approves Pilot Report. • BA Files the Approved Pilot Report. • BA Manager shares the Approved Pilot Report with the stakeholders. 	Process Owner	2 Days	<ul style="list-style-type: none"> • Draft Pilot Report (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved Pilot Report 	
19.	Facilitates a System Handover	<ul style="list-style-type: none"> • Receives the Rollout Report from the Operational Manager. • BA Manager and Operational Manager facilitates a Handover Session with Business and stakeholders after the Rollout. • Prepare a Draft System Handover Report. • Files the Draft System Handover Report. 	BA Manager	3 Days	<ul style="list-style-type: none"> • Rollout Report (input) • Pilot Report (input) • Updated Project File <ul style="list-style-type: none"> ○ System Handover Minutes ○ Attendance Register ○ Draft System Handover Report 	
20.	Authorize a System Handover Report	<ul style="list-style-type: none"> • CIO recommends a System Handover Report. • Process Owner Approves the System Handover Report. • BA files the Approved System Handover Report. • BA Manager shares the Approved System Handover Report with the stakeholders. 	Process Owner	2 Days	<ul style="list-style-type: none"> • Draft System Handover Report (input) • Updated Project File <ul style="list-style-type: none"> ○ Approved System Handover Reports 	

LEGISLATION REFERENCES

Document Name	Document or section Description
Constitution of the Republic of South Africa, 1996 (Act 108 of 1996)	Section 32. Access to information states that (1) Everyone has the right of access to- (a) any information held by the state; and (b) any information that is held by another person and that is required for the exercise or protection of any rights.
Minimum Information Security Standards (MISS), 1996	Section 4 of Chapter 1 states that where information is exempted from disclosure, it implies that security measures will apply in full. This document is aimed at exactly that need: providing the necessary procedures and measures to protect such information. It is clear that security procedures do not concern all information and are therefore not contrary to transparency, but indeed necessary for responsible governance. Chapter 7 on Computer security indicates the allocation and use of passwords as prescribed. The MISS seems to apply to both public and private bodies who handle sensitive or classified information. The definition of institution covers not only public bodies, but “any private undertaking that handles information classifiable by virtue of national interest” as well. Considering that private bodies seldom process classified information, the MISS mostly applies to public bodies. However, considering that the government does also outsource certain important national services to the private sector the MISS will certainly apply to private bodies as well.
Public Service Regulations, 2016	Chapter 6, section 93 states that the head of department shall ensure that the acquisition, management and use of information and communication technologies by the department as follows: (a) enhances direct or indirect service delivery to the public, including, but not limited to, equal access by the public to services delivered by the department; (b) improves the productivity of the department; (c) promotes an environmentally friendly public service; and (d) ensures cost efficiency for the department. Section 97. Minimum interoperability standards states that 1) The Minister shall issue Minimum Interoperability Standards (herein referred to as the "MIOS") for the public service. (2) The MIOS shall include provision for standards and specifications for: (a) interconnectivity;

Document Name	Document or section Description
	<p>(b) data integration; and</p> <p>(c) information access.</p> <p>(3) Any new information and communication technology system developed or acquired or any upgrade of any existing information and communication technology system in the public service shall comply with the MIOS.</p> <p>(4) A head of department shall:</p> <p>(a) include compliance with the MIOS in the project approval procedure; and</p> <p>(b) ensure compliance to the MIOS in the acquisition or use of information and communication technology.</p>
SITA Act 1998	<p>Section 6 states that the objective of the Agency is to provide information technology, information systems and related services in a maintained information systems security environment 10 to, or on behalf of, participating departments and organs of state and in regard to these services, act as an agent of the South African Government.</p> <p>Section 7 state the Powers and functions of Agency as follows:</p> <p>e. provide technical, functional and business advice and support regarding information technology;</p> <p>g. with regard to any of the above functions act as procurement agency in respect of information technology requirements, in accordance with State procurement policy; and</p> <p>h. perform any other function which the Minister may, from time to time, determine to give effect to the objective of the Agency.</p>
ISO/IEC 17799:2005	<p>Establishes guidelines and general principles for initiating, implementing, maintaining, and improving information security management in an organization. The objectives outlined provide general guidance on the commonly accepted goals of information security management. ISO/IEC 17799:2005 contains best practices of control objectives and controls in the following areas of information security management:</p> <p>Business Analysis and Maintenance</p> <p>Business Analysis and Maintenance control addresses an organization's ability to ensure that appropriate information system security controls are both incorporated and maintained, including:</p> <p>System security requirements – incorporates information security considerations in the specifications of any Business Analysis or procurement.</p>

Document Name	Document or section Description
	<p>Application security requirements – incorporates information security considerations in the specification of any application development or procurement.</p> <p>Cryptography – policies, standards, and procedures governing the usage and maintenance of cryptographic controls.</p> <p>System Integrity – mechanisms to control access to, and verify integrity of, operational software and data, including a process to track, evaluate, and incorporate asset upgrades and patches.</p> <p>Development security – integrates change control and technical reviews into development process.</p>
<p>National e-government strategy and roadmap 2017</p>	<p>Section 7 of Guiding Principles for E-Government Services states the following:</p> <p>7.1 Interoperability</p> <p>Government ICT systems (including networks, platforms, applications and data) must have the capacity to ‘talk’ to each other, allowing for architected sharing and exchange of electronic messages and documents, collaborative applications, distributed data processing and report generation, seamless transaction services, ‘whole-of government’ search and queries, integrated ICT systems management etc.</p> <p>Of note is that Government has the ability to correct the situation, as well as manage the related aspects of the development of ICT infrastructure, because government consumes more than half of South Africa’s ICT goods and services. The ideal state of interoperability is to have machine-to-machine communication, in essence, removing manual intervention in as many steps as possible. Once this aspect is controlled, citizens will start to experience seamless government service.</p> <p>7.2 ICT Security</p> <p>Government operates in an environment where electronic documents, data and ICT systems must be protected from unauthorised access, malicious code and denial-of-service attacks.</p> <p>Interoperability should be achieved without compromising vital ICT security concerns.</p>

Document Name	Document or section Description
Control Objectives for Information Technology (COBIT 5)	<p>Chapter 7 of Implementation Guidance on Creating the Appropriate Environment states the following:</p> <ul style="list-style-type: none"> • It is important for implementation initiatives leveraging COBIT to be properly governed and adequately managed. • Major IT-related initiatives often fail due to inadequate direction, support and oversight by the various required stakeholders, and the implementation of governance or management of IT enablers leveraging COBIT is no different. • Support and direction from key stakeholders are critical so that improvements are adopted and sustained. • In a weak enterprise environment (such as an unclear overall business operating model or lack of enterprise-level governance enablers), this support and participation are even more important. <p>Chapter 7 of Implementation Guidance on Recognizing Pain Points and Trigger Events indicates that there are a number of factors that may indicate a need for improved governance and management of enterprise IT.</p> <p>Examples of some of the typical pain points for which new or revised governance or management of IT enablers can be a solution (or part of a solution), as identified in <i>COBIT 5 Implementation</i>, are:</p> <ul style="list-style-type: none"> • Significant incidents related to IT risk, such as data loss or project failure • Regular audit findings about poor IT performance or reported IT quality of service problems • Duplication or overlap between initiatives or wasting resources, such as premature project termination • Insufficient IT resources, staff with inadequate skills or staff burnout/dissatisfaction • IT-enabled changes failing to meet business needs and delivered late or over budget
Department of Social Development Secure Business Analysis and Maintenance policy 2021	<p>To provide a policy guiding framework on processes and procedures for a security consideration at stages or phases of the Departmental systems.</p> <p>To ensure that security is an integral part of Departmental systems development, maintenance, use, retirement and disposal.</p>
Prince 2	<p>Sets out clearly defined roles, responsibilities, processes and stages. It does this while remaining versatile and scalable.</p>


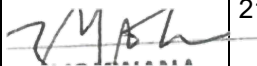

Document Name	Document or section Description
ITILV4	<p>The ITIL service value system (SVS) is a model demonstrating how all the components and activities of an organization work together to facilitate value creation through IT-enabled services. Some of these components include:</p> <ul style="list-style-type: none"> • ITIL service value chain is a set of interconnected activities that an organization performs in order to deliver a valuable product or service to its consumers and to facilitate value realization. • The ITIL practices are sets of organizational resources designed for performing work or accomplishing an objective. • Continual improvement is a recurring organizational activity performed at all levels to ensure that an organization's performance continually meets stakeholders' expectations.
BABoK	<p>BA Body of Knowledge defines six knowledge areas, that combined, cover the core areas that set professional standards for those performing business analysis. Following are the Knowledge Areas: -</p> <ul style="list-style-type: none"> • Enterprise Analysis • Requirements Planning and Management • Requirements Elicitation • Requirements Communication • Requirements Analysis and Documentation • Solution Assessment and Validation <p>A critical components of Business Analysis work are Enterprise Analysis and Requirements Planning and Management, as they prepare a fertile ground for successful and effective Architecting, Solution Acquisition, Implementation, Monitoring and Continuous Improvement.</p> <p>Enterprise Analysis is the collection of pre-project or early project activities and approaches for capturing the necessary view of the business to provide context to requirements and functional design work for a given initiative and/or for long term planning.</p>

Document Name	Document or section Description
	<p>It is important for those in the Business Analysis profession to understand the organizational environment in which they are working. They should understand how the project, and their work in it, supports the entire enterprise. Typical Enterprise Analysis activities leading up to project selection guided by the Business Analyst include 1) Creating and maintaining the <i>Business Architecture</i>, 2) Conducting <i>feasibility studies</i> to determine the optimum business solution, 3) <i>Identifying new business opportunities</i>, 4) <i>Scoping and defining the new business opportunity</i>, 5) Preparing the <i>Business Case</i>, 6) Conducting the initial <i>Risk Assessment</i>, and 7) Preparing the <i>Decision Package</i>.</p> <p>Requirements serve as the foundation of systems or system components. A requirement can be thought of as something that is demanded or obligatory; a property that is essential for the system to perform its functions. Requirements vary in intent and in kinds of properties. They can be functions, constraints, or other elements that must be present to meet the needs of the intended stakeholders. Requirements can be described as a condition or capability a customer needs to solve a problem or achieve an objective.</p>
<p>TOGAF 9</p>	<p>The TOGAF standard is a framework for Enterprise Architecture, developed and maintained by members of The Open Group (https://www.opengroup.org/), working within the Architecture Forum</p> <p>A key factor in the success of an Enterprise Architecture is the extent to which it is linked to business requirements, and demonstrably supporting and enabling the enterprise to achieve its business objectives.</p>

RISKS

Risk Name	Risk Description	Probability (H/M/L)	Impact (H/M/L)	Control Description	System/Manual
Unclear or changing business requirements.	<ul style="list-style-type: none"> Unclear or changing business requirements result to delay in system automation development completion or delay in delivery of the system. 	H	H	<ul style="list-style-type: none"> Business Analyst need to ensure that business requirements are clearly defined and understood by Business or client. 	Manual
Scope creep.	<ul style="list-style-type: none"> Scope creep occurs when there are overlooked processes by the time of process documentation or there is no documented manual process in place and come up on delivery of the system which results to not meet project deadline or failure. 	H	H	<ul style="list-style-type: none"> Established project committee that include client representation to meet more frequently from the project initiation to the end to ensure that the chance of having scope creep is minimized. 	Manual
Technology	<ul style="list-style-type: none"> Lack of interoperability and integration amongst government sectoral Systems and Processes results to delayed and limited solutions propositions, as the integrations need to be negotiated every time there is a need. 	H	M	<ul style="list-style-type: none"> The Departmental CIO to facilitate the adoption of a sectoral integration approach to systems design and provisioning, with Process Owners and relevant members from the sectoral partners. 	Manual
Process	<ul style="list-style-type: none"> Inadequate support by business and delayed approval of compliance documents, which leads to the prolonged solution delivery process, and at time cancelled projects due to new priorities. 	H	H	<ul style="list-style-type: none"> Process Owner needs to ensure that the requested projects form part of their Performance Agreements and Plans. 	Manual
Changing technology.	<ul style="list-style-type: none"> Changing technology during project lifecycle may cause delays due to upgrades that would need to takes place before the change is implemented. 	M	M	<ul style="list-style-type: none"> ICT staff to keep up to date with software provider announcements to prepare relevant equipment upgrades in advance. 	Manual
Delays in Supply Chain Management procurement processes.	<ul style="list-style-type: none"> Delays in SCM procurement process while the developers do not have working tools to embark on requested business project result to project failure. Delay in SCM procurement of software licenses that will be used for Business Analysis can lead to delay or failure of the project. 	H	H	<ul style="list-style-type: none"> Developers to be prioritized as critical staff to be considered for high ICT equipment specification. Prioritize the purchase of required software licenses. 	Manual

AUTHORIZATION

Designation:	Name:	Comments	Signature:	Date:
Recommended by Acting CIO	M.E.Gazi	Recommended		20/02/2023
Recommended by: DDG	Dr.N.Z.G Yokwana	Recommended as requested		21/02/2023
Approved by: Head of the Department	M. Machedemba	Approved		22/02/2023
Distribution and Use of SOP	All Departmental staff			