# LIMPOPO
## PROVINCIAL GOVERNMENT
### REPUBLIC OF SOUTH AFRICA

| Name of Department | Department of Sport, Arts and Culture |
|---|---|
| Name of the policy | ICT Project Management |
| Date of Approval | 31\3\2023 |
| Date of Review | 31\3\2026 |
| Responsible Directorate | Communications and Information Technology (Government Information Technology Office) |
| Reference Number | 4/5/P |
| Unique number | 4/5/P-5 |

Table of Contents

**Table of contents**

| Contents | Page |
|---|---|

## 1. Purpose

The Limpopo Department of Sport Arts and Culture (LDSAC) is committed to continuously improving the delivery of information and Communication Technology (ICT) solution within budget, on schedule, and in such a way as to maximise the benefits realised by the department. This policy outlines a framework that promotes consistency and improved control of ICT project, thereby reducing risks and increasing project successes.

A consistent structured approach to the way that ICT projects are initiated, planned, implemented and finalised, will improve the Departments ability to adapt to changing circumstances in a timely manner, whilst ensuring that fiscal responsibility is maintained and quality outcomes are achieved.

The major goals of this policy are to:
   a) Improve the quality of project deliverables.
   b) Increase the number of project completed on time and within budget.
   c) Improve control over project requests and workload.
   d) Enhance control over project changes and "scope creep".
   e) Ensure that projects are aligned with business objectives.

## 2. Scope

This Project Management Policy covers ICT project initiated and run within LDSAC
The following principles underpin this policy:

**Quality:** Project should always produce value for money, fit-for purpose products and service solutions, delivered in a professional, efficient manner;

**Timeliness:** Project should be completed on time and when necessary, schedule adjustments should be made through a carefully considered process;

**Teamwork:** All project staff members should work together, share knowledge and information and cooperate to deliver quality project;

**Consistency:** Project should be managed in consistent fashion to maximise staff productivity and to take advantage of quality projects;

**Business Value:** All project, regardless of size or scope should be linked to business

objectives,

**Communication: Projects** should be managed to ensure that all parties are continually informed of progress, problems and changes to ensure support and effective participation.

**Flexibility:** Project management practices should be structured to sult organisational needs and capacities, as well as project requirements. They should be scalable so that reasonable are applied to projects of lesser scope duration risk and visibility.

## 3. Definitions

In this policy the following definitions apply:

**ICT Project Business Case** means the justification for an ICT project which contains costs, benefits, risks and timescales, and against which continuing viability is tested.

**Business System Owner (BSO)** means the staff member who has responsibility for the security of the data and application component of the information Asset and is also accountable for those aspects of the Information System.

**Feasibility Studies** means the evaluation of Technology and its use, and may involve the selection of Technical solutions and recommendations for future strategies.

**ICT Project** means a temporary endeavour undertaken to create a product or service that includes a significant ICT component such as the implementation of a new system or substantial modifications to an existing one.

**ICT Program** means a set of related ICT Project and activities in order to deliver outcomes and benefits related to the Department 's strategic objectives. A programme is likely to have a life that spans several years.

**ICT Portfolio** means all the ICT Programs and stand –alone ICT Projects being undertaken by the Department.

**Prince2** in the internationally recognised project management methodology adopted by LDSAC as a foundation for the ICT Project Management Framework.

**Project Initiation Document (PID) means** a documents which brings together the key information needed to start the project on a sound basis and to convey that information to all concerned with the project.

**ICT Request Classification Model** means the method by which ICT projects are classified as Major, Medium or Minor. These classifications are based on a combination of cost, effort, level of complexity, risk profile, and impart.

## 4. Responsibilities

**Requestor** – with assistance from IT services, the Requestor is responsible for the development of the ICT Project Business Case and for submitting a formal ICT Project Request.

**Cost Centre Manager** – is responsible for approving the ICT Project Request prior to submission.

**ICT Steering Committees** – are responsible for the ranking and prioritisation of all Major and Medium projects based on their urgency and strategic value to the Department.

**The Project Sponsor** has overall responsibility for ensuring that project meets its objectives and delivers the projected benefits and must ensure that the project maintains its business focus, that it has clear authority and that the work, including risks, is actively managed. The Project Sponsor is normally the Business Systems Owner.

**The Project Steering Group** is responsible for the strategic direction and management of the project and for reporting to the Department Executive. The Steering Group is responsible for approving budgetary strategy, defining and realising benefits, and monitoring risks, quality and timeliness, and is chaired by the Project Sponsor.

**The Project Manager** is responsible for the day to day running of a project. This includes planning, delegating, monitoring and control of all aspects of the project, and the motivation of those involved, to achieve the project objectives within the expected performance targets for time, cost, quality, scope, benefits and risks.

**The Project Management Office (PMO)** is responsible for assisting project managers by providing a framework for managing ICT projects within the Department (including templates and tools), reviewing project deliverables, offering advice and guidance, and supporting specific project activities (such as vendor management). The PMO is also responsible for monitoring and high-level reporting across the entire ICT Portfolio.

## 5. Policy pronouncement

LDSAC adopts best practices promoted by the internationally recognised PMBOK project management framework and PRINCE2 methodology in executing ICT projects.
The use of the framework and methodology shall be appropriately tailored to the

specific ICT projects circumstances.

## 6. Project Identification and Selection

ICT Projects will normally be identified for inclusion in the Strategic Information Systems Plan (SISP) and Annual Performance Plan (APP) during the Department's annual planning and budgeting cycle.

ICT Project initiatives not identified within the SISP and APP are to be proposed through a formal ICT Project Request including a funding model.

A formal ICT Project Business Case must be prepared. This will include provision for a (fully funded) Feasibility Study as the first phase of any project unless the alternative solutions and costs of implementation are well understood.

All new initiatives will be referred to the ICT Steering Committees for consideration and prioritisation.

Projects will be ranked and prioritised based on their urgency and strategic value to the Department, taking into account potential impacts on existing initiatives. New projects will normally be added to the SISP and scheduled for future years.

Projects will only be fast-tracked and scheduled for action in the current year on approval form the Accounting Officer.

Requests for Change or Enhancement to existing ICT systems submitted to IT Services may also be evaluated as projects and referred to the ICT Steering Committee if appropriate.

Once identified, all ICT projects will be registered in the ICT Project Database, along with a brief description of the scope of the project and other relevant details.

## 7. Projects Resources and Funding

Projects will not be considered to be approved nor will they commence until the sources of funds have been identified and committed. This applies to projects identified in the SISP as well as to other initiatives.
All ICT projects must be fully costed. Projects costing will cover all capital expenditure and implementation cost associated with the project, including hardware, software and service fees.

Any Annual Support & Maintenance (ASM) fees payable in the first year of operation will be included, and recurring costs over the first 3 years identified and documented.
All internal staffing requirements (both business area and IT Services) must be identified

and costed in the project budget. In the case where it is necessary to outsource, all associated costs must be fully funded.

A minimum of an additional 15% of identified budgeted costs will be set aside for contingency funds for all ICT projects.
Strategic Management budget is to be adjusted to reflect changes to recurring costs resulting from any ICT Project.

## 8. Project Governance and Control
All ICT projects will be assigned a Project Sponsor and a Project Manager. The Project Sponsor will normally be the Business Systems Owner (BSO).

A Project Steering Committee must be established for all Major projects, with the Project Sponsor as Chairperson, and BSO and IT Services representatives.

Project Managers will report to the Project Steering Committee on a regular basis with the frequency of meetings and reporting determined by the Steering Committee.

Project Managers assigned to ICT projects must have appropriate training and/or experience.

A formal process for managing changes to scope, budget or schedule must be implemented for all Major and Medium projects. The Project Steering Committee will review all projects at each significant stage, to determine whether the project should continue to the next stage or be closed down.

## 9. Project Definition and Planning

a. All projects must have goals, scope and requirements clearly defined prior to commencement.
b. Detailed Functional and Technical specifications must be documented and signed off by the Project Sponsor and the GM Strategic Management or designate.
c. Project Initiation Document must be produced for all Major and Medium projects, and will be approved by the Project Steering Committee prior to the commencement of the project.
d. A resource plan must be developed for all Major and Medium projects, clearly identifying all Department and external human resources (by skill type and level) required for the project.
e. A budget for all projects must be developed, broken down to the level of Business Unit wherever possible, and loaded into the Finance system (FINEST and BAS, LOGIS etc.) against the relevant chart of accounts item.
f. A Risk register must be created at the start of all projects, with potential risks

identified along with strategies to manage those risks.

g. A formal Communications Plan, covering all stakeholders, must be produced for all Major projects.
h. A Change Management Plan (including but not limited to training) must be developed for all projects.
i. Projects must comply with the Department's Records Management policy.

## 10. Project Closure

a. All Major projects will be formally handed over to BSO and ICT Services Infrastructure Support, ensuring that adequate training, and documentation has been provided prior to the event.
b. A Post Implementation Review (PIR) will be conducted for all Major projects 3-6 months after the new system or modifications are moved into production.
c. This review will document:
   o Whether the project met the original goals.
   o Any follow-on activities required to maximise the benefits to the Department.
   o Lessons learned.

## 11. References

a. SITA Act no.88 of 1998 as amended (Act no. 38 of 2002)
b. PMBOK
c. Prince2

## 14. Policy approval

**Recommended / Not Recommended**

_____
**HEAD OF DEPARTMENT**

31/03/2023
**DATE**

**Approved / Not Approved**

_____
**MEMBER OF EXECUTIVE COUNCIL**

31/03/2023
**DATE**