



IT Project and Portfolio Management Policy

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The Information Technology Manager

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IT Project and Portfolio Management Policy

IT programmes and projects must be managed in a co-ordinated and structured manner to enable improvement on the quality and value of project deliverables and reduce the risk of unexpected delays and increased costs.

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1. Version Control

Full Title	Senqu Municipality IT Project and Portfolio Management Policy
Short Title	IT Project and Portfolio Management Policy
Author(s)	Mr N Suleman
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Authors	Mr N Suleman
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Version	02
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2. Definition

Term	Meaning
Municipality, the	Senqu Municipality
SCM	Supply Chain Management
IT	Information Technology

3. Introduction

IT Projects must be managed in a co-ordinated and structured manner to enable improvement on the quality and value of project deliverables and reduce the risk of unexpected delays and increased costs.

4. Purpose

The purpose of this policy is to give guidance on matters relating to the planning, initiation and management of IT projects using formal project management techniques. In addition, an IT Project Portfolio must be managed in a co-ordinated and structured manner to enable improvement on the quality and value of project deliverables and reduce the risk of unexpected delays and increased costs.

5. Scope/Audience

This policy applies to all employees of Senqu Municipality and all parties that interact with the information and systems of the Municipality as well as to give guidance on matters relating to the planning, initiation and management of IT projects using formal project management techniques.

6. Roles and Responsibilities

The table below describes the key stakeholders and their respective roles and responsibilities in terms of IT Project and Portfolio Management.

Table 1: Roles and Responsibilities

Role	Responsibilities
IT Manager	Must be consulted throughout all the phases of the Project Management lifecycle. Takes responsibility for initiating the project, monitoring of project execution, ensuring project quality and management of project risk.
Municipal Manager	Ultimately accountable for ensuring that projects are managed efficiently and effectively throughout the Municipality.

7. Project Management Methodology

- 7.1. Senqu Municipality must adopt PRINCE 2 project management methodology to manage IT projects.

8. Project Initiation

- 8.1. Senqu Municipality defines an IT project as follows:
- 8.1.1. Has a monetary value greater than R100 000 OR
 - 8.1.2. Where multiple end users are affected by the implementation of the project.
- 8.2. The initiative of the project may be identified by the IT Manager or originate from the Municipality's IT Strategy.
- 8.3. Once the initiative is identified, a detailed feasibility analysis must be conducted to determine the risks and costs associated with the project and to quantify the benefits of implementing the project.
- 8.4. A request with full specifications of the project must be made to the IT Steering Committee for approval.
- 8.5. Based on the results of the IT Steering Committee, the procurement process would apply for the sourcing of the services of a suitable vendor.

9. Project Execution

- 9.1. A Project Charter must be documented and must include the following:
- 9.1.1. Project Scope with inclusions and exclusions
 - 9.1.2. Project Objectives
 - 9.1.3. Project Activities, Deliverables, Costing and Payment Plan
 - 9.1.4. Timing of the project
 - 9.1.5. Project Team
 - 9.1.6. Project Stakeholders and Communication Strategy
 - 9.1.7. Project Risks
 - 9.1.8. Critical Success Factors
 - 9.1.9. Project Assumptions and Dependencies
- 9.2. The Project Charter must be approved by the IT Steering Committee.

- 9.3. Regular meetings must be scheduled for the duration of the project.
- 9.4. The frequency of meetings will be determined by the IT Steering Committee.
- 9.5. A project plan with key milestones, deliverables, detailed timeframes and dependencies must be developed.
- 9.6. The project plan must be discussed at every IT Steering Committee meeting and this forum will be used to track the project.

10. Project Implementation

- 10.1. The IT Steering Committee must provide approval before project implementation activities take place.

11. Project Monitoring

- 11.1. The IT Manager must monitor project processes associated with initiating, planning, executing and closing.
- 11.2. Corrective and preventative actions must be taken by the IT Manager to control the project performance.
- 11.3. The IT Manager must document and maintain an issues log and a risk register for the duration of the project.

12. Project Quality Assurance and Testing

- 12.1. The Municipality is responsible for performing internal testing procedures to ensure that the project deliverables have met the specified requirements.
- 12.2. Once project activities are completed, testing and Quality Assurance procedures on the deliverables must be performed.
- 12.3. User Acceptance Testing, where applicable, must also be completed by users and this must be evidenced by sign-off.
- 12.4. Any errors identified during testing must be communicated to the vendor for resolution and internal testing procedures must be repeated thereafter.

- 12.5. The results of testing that was performed must be reported to the IT Steering Committee.

13. Project Closure

- 13.1. A formal close out report must be developed by the IT Manager at the end of the project.
- 13.2. The report must map back to the initial benefits and the scope documented in the feasibility analysis to ensure that the project has achieved the intended objectives.
- 13.3. Areas of improvement based on how the project was conducted must be documented for future reference.
- 13.4. A post implementation review must be conducted 1-3 months after the project has been completed to evaluate the success of the project. This should take into account the quantitative and qualitative benefits that had been anticipated when the feasibility analysis was completed.

14. Policy Violations

- 14.1. Violations of this policy may result in disciplinary action, up to and including dismissal for employees, a termination of employment relations in the case of contractors or consultants, dismissal for interns, or suspension.

15. Policy Review

- 15.1 This policy is subject to annual review or whenever it is deemed necessary by Senqu Municipality, to ensure that it is aligned to prevailing resolutions, regulations and market conditions.

16. Publishing the Policy

- 16.1 The policy shall be made available and accessible to all employees through manuals/hard copies.

17. Senqu Municipality Approval and Sign-Off

Date of Approval by Council: 28 July 2017
Resolution Number: 019/OCM/17

MM YAWA
MUNICIPAL MANAGER

DATE _____

RECOMMENDATION

That the report be noted,
That the IT Project and Portfolio Management Policy as part of the ICT Corporate Governance Framework be approved by Council.