Northern Cape Province

Office of the Premier

Project Management Approach for Information Systems

Document Approval

This document has been endorsed and approved:

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DIRECTOR-GENERAL

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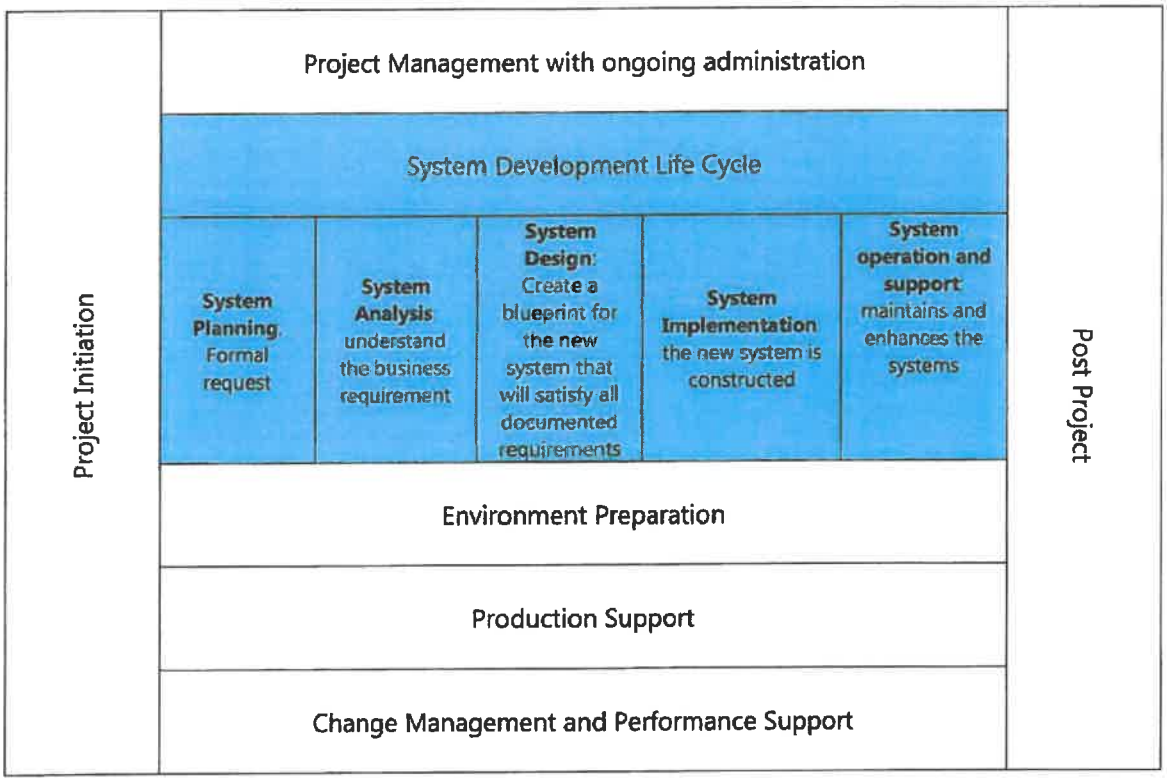
Introduction

This Project Management Approach document is designed for use in managing the Northern Cape Provincial Administration Office of the Premier Information Systems Development projects. It contains an overview of the deliverables and processes involved in project management. The emphasis is on the effective and efficient execution of projects, building upon the lessons learned during previous projects for continual improvement. Replicable processes and defined deliverables support this goal. The end result should be enhanced quality and efficiency of staff efforts in accomplishing project goals and objectives.

Project Management phases can be viewed as an envelope of processes used in managing the System Development Life Cycle (SDLC), where the project objectives and deliverables are created.



Project Management Phases

The scope, size, and complexity of a project will affect the number of deliverables which should be produced in order to adequately manage the proposal and execution of the project. The larger and more complex the scope of the project and project team, the more imperative it is that project activities and changes be closely tracked, analysed and reported. Smaller projects will not require the same level of detailed tracking, analysing and reporting, however, project managers may determine that the defined deliverables are useful aids in accomplishing the tasks of project management for any scale project. The scalability of Project Management Deliverables required for various project sizes will be defined in Project Deliverables Log.

Project Definition & Start-up

The purpose of this phase is to refine the definition of the project objectives and establish the proper project management and quality control environment for the project at its onset. The foundation of every successful project is a detailed definition of the project that is understood and agreed to by all stakeholders. Remember, the project proposal and initial budget should have been approved prior to entering the Project Definition phase.

This phase creates the initial working documents that will be used to manage the execution of the project, including setting up a Project Document Repository.

Project Plan Schedule Summary

- Deliverables-based.
- MS Excel or MS Project may be used for tracking a more detailed level of project tasks or action items.
- Identify effort and resources required to create each deliverable.
- Specify time duration and target delivery dates for creation of each deliverable.
- Identify predecessor and successor relationships of tasks.
- A task should be for a unit of work no more than 80 hours.
- Identify major milestones throughout the project – completion of key deliverables.

Project Issues Log (Including Risks and Change-Scope Control)

- Identify any initial issues.
    - Develop plan for addressing them.
- Identify any initial risks.
    - Predict the likelihood of each occurring.
    - Quantify the impact of each should they occur.
    - Develop a plan for addressing each.
- Identify any initial changes to the project.
    - Define the impact of any change on the scope of the project – schedule, budget and deliverables.

Project Deliverables Log

- Identify each deliverable to be created and its acceptance criteria.
    - Project Management Deliverables.
    - System Development Life Cycle (SDLC) Deliverables.

Project Roles, Responsibilities, & Training Requirements

- Identify each role and associated responsibility.
- Identify who will fill each role.
- Identify training requirements for each role.

Project Communication Plan

- Define meeting schedules, objectives, and attendees.
- Define periodic project status reports to be created, contents, and metrics, and the role(s) responsible for their creation.
- Identify where the project document repository will be and how it will be accessed.

Project Execution

The purpose of this phase is to manage every aspect of project delivery to assure the project is successful. At this point, the Project Definition has been signed off and approved and the project management working deliverables have been established. In this phase, the execution of the project is

being managed and its progress tracked to the plans established during Project Definition. To ensure the project stays on-schedule and within budget, performance is monitored against the project plan and adjustments are made as necessary.

This phase consists of the following project management activities:

- Project Administration - Weekly Team Meetings and Periodic Stakeholder Project Review meetings – to review project health and progress, major accomplishments, and any changes in issues, risks, or scope.
- Project Reporting – Weekly individual status reports, Weekly Project Score Card, Monthly Project Status Reports, Time Reporting, Budget to Actual Reports, Project Variance Reports, and logging of Lessons Learned.
- Project Control – Weekly update of Project Schedule / Plan and Management of Issues, Risks and Changes and Scope.
- Project Health Checks and adjustments as needed.

Project Administration and Reporting

Status is reported to the Stakeholders via status and review meetings, Project Status Reports, Project Score Cards, and other management reports which may be produced from time to time. The goal of these meetings and reports is to help evaluate the "health and progress" of the project against the Project Definition. These status meetings and reports provide Stakeholders and Management a consistent view of the project accomplishments, commitments, and challenges.

Lessons Learned should be captured throughout the life of the project which can provide the project team with immediate feedback in status meetings, enabling the incorporation of improvements in work approach and processes the current as well as future projects.

Project Control Management

Project Control Management involves the management of issues, risks, and changes. For a project to be successful, issues must be quickly and effectively resolved before the Project Schedule / Plan is negatively impacted. During Project Execution issues are identified, logged, and tracked through to resolution. Escalation procedures are used to ensure that issues are given the proper level of attention, based on priority and potential impact to the project.

Resolution of some issues may require changes to the project's scope. The goal is to assure all changes are documented, tracked, and reviewed with the Stakeholder.

In the Project Initiation Phase, an initial Risk Assessment Profile was generated. But as projects progress, the probability and impact of risks change and new risks may surface. In this phase, risks must be continually assessed and actively managed. The goal is to implement mitigating actions to minimize risk and to engage everyone involved to actively manage the risks.

Post Project

The purpose of this phase is to properly manage the closure of a project. The manner in which we complete the project will provide a lasting impression, and it is important that it be a positive one. This phase should begin before the completion of the Project Execution Phase. The major goals for this phase are to:

- Facilitate the completion of the project execution tasks and obtain final project acceptance from the Stakeholder.
- Arrange for the transition of the Project Team members off of the project to new assignments.
- Final Project Health Check – to confirm that all project deliverables and control documents have been created, acknowledged, and filed.
- Ensure the project's documentation and history is properly preserved for future reference.
- Identify, analyze, and communicate "lessons learned" so future projects can benefit from the knowledge gained on previous projects. The project management and/or SDLC methodology should be updated to incorporate any lessons that impact them.

Status and Reporting Metrics

Periodic status reporting for projects will typically be created by individual team members, which are then rolled up into reports by working teams, phases, and finally for the project as a whole.

The intent of project status reports is to communicate the progress of the project towards accomplishing its objectives, within the parameters of the plan. Metrics or measuring parameters are used to describe this progress, showing how the actual performance of the project measures up against the planned schedule, budget, and deliverable quality parameters. Typically, if variances of actual from planned parameters are > 10%, they are deemed to be of significant impact to the project. This threshold may vary by project size.

Status reports should include information on:

- Progress towards completing project deliverables.
- Status of Issues – open, new, resolved.
- Changes to Project Scope – impact on schedule, budget.
- Any changes to risks – additions, realized, mitigations.
- Variance Report on project resource hours – actual to budget.
- Budget to Actual Comparison on project expenditures.
- Phase Specific Parameter – such as Testing Incidents (open, new, resolved) for System Test Phase.

Assumptions and Risks

Project assumptions and risks are initially defined the Project Proposal Phase and later refined in the Project Charge/Scope document. They are referred to throughout the project. If any original assumptions do not hold true, additional issues, changes or risks to the project are the likely result. Should any of the potential risks be realized during the project, planned mitigation issues will need to be executed potentially resulting in additional issues or changes to the project.

Assumptions

The project schedule and budget are created within the context of the initially identified assumptions and risks. Assumptions should be identified regarding:

- Project Scope and Boundaries.
- Stakeholder Support.
- Staffing.
- Timeline.
- Hardware and Software.
- End-User Training.

Risks

Risks to a project are often related to defined assumptions. Should any of the initial assumptions of the project fail to hold true, potential risks could then impact the project. Initial risks to a project should be identified and defined by:

- Category.
- Probability of occurring.
- Impact to the project.
- Planned Mitigation Actions.

Deliverables

Project Definition & Start-up

- Project Start-up & Kickoff Checklist
- Project Start Document
- Project Plan Schedule Summary
- Project Issues Log
- Project Roles, Responsibilities, & Training Requirements
- Project Communication Plan
- Project Kickoff Meeting Agenda

Project Execution

- Project Meeting Agenda
- Project Meeting Minutes
- Project Variance Report
- Project Status Report

Post Project

- Project Lessons Learned Summary
- Post Project Checklist
- Project Closure Executive Summary

Addendum A

Project Start Document Template

1. Project Information

Fill in the project information table below. This table must be completed in all deliverable documents related to the project.

Project Name:		Requested Start:	
Customer Unit:		Requested Finish:	
Project Manager:		Project Number:	
Requested Start:			

2. Project Detail

Describe the project background, objectives, scope, impacts, dependencies, and assumptions. If there is an associated business case due to a funding request, summarize the descriptions in one or two sentences, and reference the business case.

Project Area	Description
Project Description:	
Background:	
Objective:	
Scope: Included in scope: Excluded from scope:	
Impacts: (Organizational & Technical)	
Dependencies:	
Assumptions & Constraints:	
Preliminary Assessment	
Pros	•
Cons	•
Performance Implications	

3. Timeline & Level of Effort

Enter timelines and milestones for the project and describe and estimate the level-of-effort for this project. Provide Level of Effort projections in number of hours.

Milestone	Target Date	Date Achieved

4. Required Resources and Level of Effort

List the roles necessary for this project, describe the high-level scope of their responsibilities, and provide estimated effort. Examples are shown below. Delete what is not applicable.

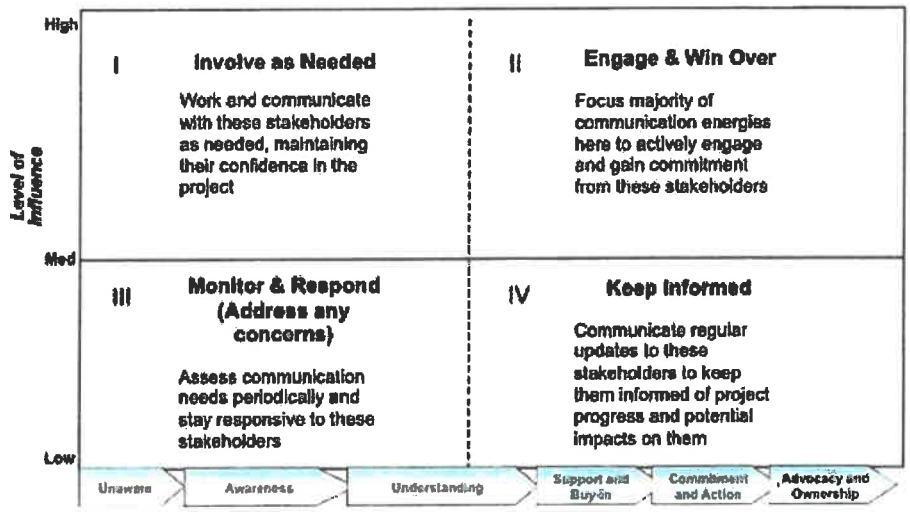
Role	Project Responsibilities	Est Effort (hrs)
Project Sponsor	• *Senior leadership alignment* • *Accountable for the financial and strategic benefits* • *Provides guidance to the project owner/team* • *Participates and is instrumental in the project governance*	
Project Owner	• *Provides vision for program alignment* • *Provides guidance to the program team* • *Participates in program governance* • *Instrumental in program kick-off and approval of program deliverables*	
Project Manager	• *Lead program mobilization effort, set program direction , and develop project mobilization plan* • *Responsible for development of the program deliverables (work plan, resource plan, change plan, program operations templates)* • *Coordinate with Program sponsors and owners* • *Staff program team and conduct kick-off* • *Develop and administer budgets and benefit plans* • *Project integration*	
Business Analyst	• *Review project deliverables* • *Develop detailed requirements* • *Provide input to and review of designs, test application*	

Role	Project Responsibilities	Est Effort (hrs)
Solution Architects	• *As needed, facilitate the definition of the target service architecture for the project* • *Determine the IT impact of program changes on the target state enterprise architecture* • *Align technology to the target enterprise architecture*	
Application Developers	• *Review development of project deliverables* • *Review detailed requirements* • *Develop and review designs, test application*	
Subject Matter Experts	• *Provide domain architecture and technical solution specification and design* • *Provide technical subject matter expertise* • *Support development of mobilization phase deliverables*	
Change Mgmt Analyst	• *Support development of mobilization phase deliverables* • *Provide change management expertise* • *Accountable for the development of the change management plan* • *Accountable for the development of the training plan for the project team*	
Service Architect	• *Support development of Service Definition* • *Works with project team to design service aspects such as service description, customer ordering flow, service level expectations, customer support channels, and service provisioning*	
Communication Lead	• *Define project communication strategy and build communication plan* • *Manage communication plan and integrate plan with overall program communication plan* • *Plan and execute communication events* • *Adhere to Program Communication Approval process* • *Liaison with central administration, academic and research unit communications resources* • *Align key messages to program communication strategy*	

5. Stakeholders

Stakeholders should be representative of the people who will consume the services produced by the projects. Common stakeholders are grouped together into segments in the table below; add/remove stakeholder groups as needed. Indicate the stakeholder type* and complete the Engagement Strategy sections.

***Stakeholder Type:** use the stakeholder map immediately below to identify the stakeholder type, which will help determine engagement strategy. The map shows each key stakeholder group plotted with their level of influence against their level of engagement/ interest. The stakeholder's position on the map is subject to change based on the project and will help determine the engagement strategy and activities.



Segment	Group	Description	Type (I,II,III,IV)	Engagement Strategy
Internal	Service Center and Operations	Teams that provide first and second levels of support. Examples include the Service Desk and ServiceTechnicians.		
	System Support Staff	Teams that are typically considered 3rd level support. Examples include Developers, System Administrators, etc.		
	Executive and Senior Management	Chief Directors and Directors		
	Account Management	Individuals that work with customers to ensure their service needs and expectations are met.		

	Service Owners	Individuals responsible for implementing and running a service.		
External	Customers	Individuals who make financial decisions and who have a high level of influence in a unit. These individuals would have decision making power with regards to selecting an IT service provider.		
	End Users	Individuals who consume a service.		
	Local IT	IT Departments that provide IT services and support to a distinct academic or administrative unit.		
	Vendors	External IT Service Providers such as Google.		

6. Project Governance

Identify the individuals ("Audience") who serve as project steering committee members.

Steering Committee Member	Division/Units Represented

7. Scope and Resource Signoff

It may be beneficial to obtain signoff to confirm the scope and resources. If so, include this section and the relevant titles (a few are proposed here).

Project Name:			
Customer Unit:			
Service Portfolio Owner:	Printed Name	Signature	Date
Project Manager:	Printed Name	Signature	Date

Addendum B

Project Plan Schedule Summary Template

Project Name

Project Plan Summary

Task Name	Estimated Effort (hours)	Planned Start Date	Planned Finish Date	Predecessor Tasks	Successor Tasks	Resources Required	Comments
Insert the task name from Work Breakdown Structure	*Enter the estimated level of effort*	*Enter the planned start date*	*Enter the planned finish date*	*Enter any predecessor tasks*	*Enter any Successor tasks*	*Enter the required resources to complete the task*	*Add any other relevant information*

Addendum C

Project Issues Log Template

Problem / Issue Description	Priority	Date Opened	Opened by	Assigned to	Recommendation	Status	Date closed
Provide a detailed description of issue	*Low* *Medium* *High*	*Enter the date the issue was opened*	*Enter the name of the person who opened the issue*	*Enter the name of the person to whom the issue is assigned*	*Identify what action will be taken to address the issue*	*Open* *Closed* *Deferred* *Disapproved*	*Enter the date when the issue was closed*

Project Issues Log – Risk and Mitigation Template

Risk Description	Probability	Impact	Priority	Date Opened	Opened by	Assigned to	Risk Mitigation	Status	Date closed
Provide a detailed description of Risk	*Low* *Medium* *High*	*Low* *Medium* *High*	*Low* *Medium* *High*	*Enter the date the issue was opened*	*Enter the name of the person who opened the issue*	*Enter the name of the person to whom the issue is assigned*	*Describe how risk will addressed and resolved*	*Open* *Closed* *Deferred* *Disapproved*	*Enter the date when the issue was closed*

Addendum D

Project Roles, Responsibilities and Training Requirements

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	

Role	Responsibilities	Training Requirements	Assigned Resource
Sponsor	*Shape priorities.* *Oversee high-level project progress* *Provide input to development of strategic project plans and deliverables.* *Provide input to cost/benefit analysis and business case development.* *Provide and approve project budget.*		
Business and Tech. Process Owner	*Shape priorities.* *Oversee project progress and development of project and implementation plans.* *Oversee implementations; prepare/present deliverables for approval by senior managers.* *Provide input to and review of project management deliverables; escalate and resolve issues as needed.* *Liaison between Information Systems and Customer offices.*		
Project Manager	*Develop, monitor, and review project management deliverables and activities.* *Prepare/present deliverables for approval by senior managers.* *Communicate to and receive feedback from the team.* *Escalate and resolve issues as needed.* *Liaison with cross-team members.* *Review and update project management deliverables and activities.* *Develop project and implementation plans.* *Prepare deliverables for approval by senior managers.* *Develop practices and metrics for deliverables.* *Schedule and track resources.*		
Application Developers	*Review development of project deliverables.* *Review detailed requirements.* *Develop and review designs, test*		

Role	Responsibilities	Training Requirements	Assigned Resource
	application.		
Security Representative	*Review development of project deliverables.* *Develop and review security plans.* *Coordinate security activities.* *Participate in testing activities.*		
SME (Subject Matter Experts)	*Expert in understanding operational process for their area relative to <project>.* *Work collaboratively with the project BSA to identify process gaps for their individual team as it relates to <project>.* *Provides requirements for system configuration and reporting needs for <project>.* *Available during design phase for requirements follow-up as needed, working closely with BSA from project team, process manager(s).*		

Addendum E

Project Communication Plan Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	

Complete the Project Team Communications at the beginning of the project. Using the table below, outline and establish the up-front communication expectations regarding report ownership, content, audience, and timing. If an area is not applicable, leave it in the template, but put "N/A" (Not Applicable) in both the "Assigned To" and "Recipient" columns.

Report	Frequency	Topics	Assigned To	Recipients
Team Status Reports	Weekly	• Major events and accomplishments in the past week • Open issues impacting work effort • Slipping tasks • Upcoming week's key events • Dependencies impacting next week's work effort		
Project Team Meetings - Agendas and Minutes	Weekly	• Review of project schedule/plan and deliverables status • Review of project issues, risks, changes status • Review of action items		
Project Stakeholder Meetings-Agendas and Minutes	Weekly and/or Monthly	• Review of over-all project schedule/plan • Summary of accomplishments • Summary of project issues, risks, scope changes		
Summary Budget Reporting	Monthly	• Actual expenditure vs. budgets • Budget projections		
Budget Tracking	Monthly	• Actual expenditure vs. budgets • Budget projections		

Report	Frequency	Topics	Assigned To	Recipients
Issue/Risks/Change/Scope Tracking	Weekly	• By priority • By division • Overdue tasks		
Identification of critical path Items and Status (from Project Plan)	Weekly	• Tasks • Dependencies • Status		
Release Meeting High-level Status Reports	Weekly	• Metrics for tasks/phases 3 months out		
High-level Status Report	Quarterly at project onset; Reduce to monthly as upgrade nears completion	• High-level effort tracking • High-level budget status • Issues • High-level critical path items and status		

Addendum F

Project Start Meeting Agenda Template

In preparation for the kickoff meeting, fill in the Attendance portion of the agenda outlined below with the list of attendees and presenters you determine should be present. Assemble the agenda and presentation items materials, as recommended below, for handout at the meeting. Make electronic versions of the agenda and presentation items available to attendees for their review prior to the meeting.

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Attendance Register:

Surname and Name	Unit Name / Purpose	Telephone	Email	Signature

Purpose of the Meeting:

(Modify to include purpose information relevant to the project)

- Introduce participants
- Provide an overview or purpose statement
- Define and describe goals and objectives
- Discuss the scope of the process to be analyzed and the project
- Identify issues, concerns, and pain points with the process
- Determine timing
- Set expectations
- Identify additional project resources and roles
- Obtain agreement on responsibilities and timelines

Project Overview:

<Provide an overview or purpose statement>

Goals and Objectives:

<Define and describe goals and objectives>

Project Scope:

<Discuss the scope of the process to be analyzed and the project>

Timing:

<Determine timing>

Agreements and Expectations:

- Set expectations
- Identify additional project resources and roles
- Obtain agreement on responsibilities and timelines

Future Meetings:

- Topics
- Dates/Frequency

Action Items:

- List action items
- Assign responsibility
- Determine follow-up plans for action items

Addendum G

Project Meeting Agenda Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

In preparation for a project meeting, fill in the Attendance portion of the agenda outlined below with the list of people who are to be present. List Discussion Items, categorized as suggested. Assemble the agenda and any handouts for distribution. Make electronic versions of the agenda and handouts available to attendees for their review prior to the meeting.

1. Opening and Welcome
2. Attendance Register and Apologies
3. Discussions

3.1 Deliverables/Schedule Status Review/Update

3.2 Issues/Changes/Risks Review/Update

3.3 Action Items Review

4. Other Items

Addendum H

Project Meeting Minutes Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Refer to the associated Project Meeting Agenda to document the meeting. Report actual attendance. Document discussion items: status of deliverables and schedule status; issues/changes/risks; and any other significant conversation points. Detail the resulting action items including assigned resources and due dates.

Agenda Items:	**Item**	**Discussion**	**Action**	**Assigned Resource**	**Due Date**
Deliverables/Schedule Status Review/Update	List	Indicate status			
	List	Indicate status			
Issues/Changes/Risks Review/Update	List	Indicate status			
	List	Indicate status			
Action Items Review	List	Indicate status			
	List	Indicate status			

Attendance Register:

Surname and Name	**Unit Name / Purpose in Project**	**Telephone**	**Email**

Addendum I

Project Variance Report Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Task	Baseline Start Date	Actual Start Date	Variance (Days)	Comments	Baseline End Date	Actual End Date	Variance (Days)	Comments

Addendum J

Project Status Report Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Status Summary				
Project Overview				
Task	% Completed	Due Date	Assigned To	Comments
Budget Overview				
Task	Expenditure	% of Total Allocation	Notes	
Risk and Project Issues Log				
Issue		Assigned to	Comment	
Conclusions/Recommendations				

Addendum K

Project Lesson Learned Summary Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Fill in the project information table above. This table must be completed in all deliverable documents related to the project.

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

- ✓ <Insert Lesson Learned>
  - o <Insert any relevant bullet point>
    - ▪ <Insert any relevant bullet point>

Addendum L

Post Project Checklist Template

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

Fill in the project information table below. This table must be completed in all deliverable documents related to the project.

	YES	NO	N/A
Risks, Issues, and Scope Management Process			
1. Are all outstanding risks, mitigation, issues, scope, and resolution logs closed? Comments:			
2. Has final documentation been prepared on status against outstanding actions? Comments:			
Team Status Meeting/Reporting			
3. Have status reports been "bundled" in one place for final project documentation archival? Comments:			
4. Has the project team prepared a final project status report? Comments:			
Project Status Reporting			
5. Has a final Project Status report been prepared for your Stakeholders? Comments:			
Stakeholder Status Review			
6. Has a final Project Status Review meeting with the Stakeholders been held? Comments:			
7. Complete the Project Closure Executive Summary. Project Managers should draft the summary and review it with the Project Director and Steering Committee where appropriate. The summary is due within 45 calendar days of your project completion. When complete, the report is stored in the project documentation repository.			
8. Has the project conclusion been acknowledged? Was acknowledgement obtained on the project as verification of the completion of all project execution activities? Comments:			

	YES	NO	N/A
Lessons Learned			
9. Has the Lessons Learned Summary been prepared and reviewed? Comments:			
Final Reminders			
10. Officially close out vendor or other contracts, if any. Comments:			
11. Complete facilities project shutdown tasks, such as returning borrowed materials, returning security badges for contractors, etc. Comments:			
12. Coordinate with management to release Project Team Members and provide input regarding performance on the project. Comments:			
13. Complete review of work efforts for rewards and recognition of project team members.			

Addendum M

Project Closure Executive Summary Template

1. Project Information:

Project Name:		Project Start Date:	
Project Sponsor:		Project End Date:	
Project Manager:		Project Number:	
Meeting date:		Meeting Number:	
Time:		Venue:	

2. Project Description:

3. Project Objectives:

   These are statements about the project's target or direction of development. Taking into consideration the original project objectives and hi-level deliverables.

4. Project Results

   List the project outcomes in terms of the business value realized or anticipated. Review the expected business value as defined in your project proposal. Describe and give examples of the project's outcome in terms savings and efficiency gained from the accomplishment. Quantify any negative impact. Provide a separate bullet point for each example.

the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO

DATE:	01 AUGUST 2019	**REF. NO.**	
TO:	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
FROM:	THE DEPUTY DIRECTOR: POLICY AND RESEARCH MANAGEMENT SERVICES		
SUBJECT:	**SUBMISSION FOR DEPARTMENTAL ADOPTION OF THE PROVINCIAL POLICY: PROJECT MANAGEMENT APPROACH FOR INFORMATION SYSTEMS**		

Dear Ms. Bekebeke

Please find attached the approved provincial policy: Project Management Approach for Information Systems, for your perusal and consideration and which is hereby recommended for departmental adoption by the Head of Department (HOD).

Regards,

Mr. T. Ferreira
Manager: Policy and Research Management Services

the dr&pw

Department:
Roads and Public Works
NORTHERN CAPE PROVINCE
REPUBLIC OF SOUTH AFRICA

INTERNAL MEMO

DATE:	01 AUGUST 2019	**REF. NO.**	
TO:	THE HEAD OF DEPARTMENT (HOD)		
FROM:	THE DIRECTOR: STRATEGIC PLANNING MANAGEMENT		
COPY:	THE CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES		
SUBJECT:	**SUBMISSION FOR DEPARTMENTAL ADOPTION OF THE APPROVED PROVINCIAL POLICY: PROJECT MANAGEMENT APPROACH FOR INFORMATION SYSTEMS**		

Purpose

1. The purpose of this submission is to obtain approval from the Head of Department (HOD) for the adoption within the Department of the provincial policy: Project Management Approach for Information Systems.

Recommendations

1. This provincial policy has been approved by the Director General of the Province of the Northern Cape, Adv. J. Bekebeke for implementation in all provincial sector departments.

2. It is therefore recommended that the HOD adopt this policy as departmental policy.

Ms. B. Bekebeke
DIRECTOR: STRATEGIC PLANNING MANAGEMENT

01/08/2019
DATE

Recommended / Not Recommended

Ms. A. Mpotsang
CHIEF DIRECTOR: CORPORATE AND MANAGEMENT SERVICES

2019-08-14
DATE

Recommended / Not Recommended

Mr. K. Nogwili
HEAD OF DEPARTMENT

20.08.2019
DATE

Policy Adopted / Policy Not Adopted