



**Western Cape  
Government**

Department of the Premier

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# **WESTERN CAPE GOVERNMENT**

## **STRATEGIC ICT PLANNING FRAMEWORK**

**DIRECTORATE: ICT PLANNING AND DEVELOPMENT**

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## 2. EXECUTIVE SUMMARY

The current Strategic ICT Planning framework aims to achieve the following:

- (i) To develop and review Strategic ICT Plans for all provincial departments
- (ii) To develop ICT Implementation Plans for all departments
- (iii) To provide input at an aggregated level to the development of a Provincial-wide ICT Plan.
- (iv) To provide the template and processes for DGITO's to complete ICT operational plans.
- (v) To ensure that WCG ICT planning is aligned to the Public Service Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF).
- (vi) To incorporate e-Government strategy requirements into WCG ICT planning.

The Strategic ICT Plan provides Departmental IT Committees (DITCOMs) with an ICT Roadmap to ensure ICT investment that is aligned with business strategy. The Provincial ICT Plan provides the Provincial Chief Information Officer with a consolidated, transversal view of the provincial ICT requirements that is aligned to business strategy. The main output of departmental ICT plans is prioritised ICT initiatives, which are further unpacked during the development of departmental ICT implementation plan's, as ICT solutions roadmaps. Those identified ICT solutions from the ICT implementation are listed as projects in the ICT operational plans of the departments. In addition, projects need to be prioritised by the respective HOD's before implementation.

Information and Communication Technology (ICT) is playing an ever-increasing role as a strategic enabler of public service delivery. To enable departments to embrace ICT's as an enabler of service delivery. The DPSA developed the Corporate Governance of ICT Policy Framework as an implementation guide to all three spheres of governments. Also, "Information and communication technologies also play a significant and transversal role in the modernisation initiatives of the Provincial Cabinet and are therefore of significant importance in enhancing service delivery..." source: *DoTP APP 2011-2012 Final-page 65*. Eluding from the above statements; Ce-I continued with a service to develop, review ICT plans and ICT implementation plans of the 12 department's. With the recent maturity assessment conducted, WCG received maturity level 3. Stemming on the latest maturity level obtained, WCG is aiming to achieve level 4 on the next (MPAT) assessment of its ICT governance. However, to achieve this maturity level, ICT Operational plans for the departments need to be developed, implemented and managed. This is one of the key drivers to review the current Strategic ICT Framework and the process. The WCG Strategic ICT Framework has been revised to incorporate an ICT Operational phase, which was not defined in the previous version of the framework. The revised ICT Planning Framework therefore now includes additional items such as:

- ICT Operational processes, for more detail, see *annexure E*.
- Alignment of WCG e-Government strategy to departmental ICT planning



- Alignment of IT Risk management to departmental ICT planning
- Alignment of ICT Policy to departmental ICT planning

This framework guides the Business / Systems Analyst/ DGITO's in the development of the Strategic ICT Plan, consisting of six phases:

1. Business Strategy Articulation
2. Current ICT Assessment
3. Business to ICT Alignment
4. Strategic ICT Plan (including gap analysis)
5. ICT Implementation Plan
6. Strategic ICT Management
- 6.1 ICT Operational Plan

### 3. DOCUMENT PURPOSE

The purpose of this document is to provide a framework to **develop, revise, implement** and **operationalise** Strategic ICT Plans within the Western Cape Government (WCG). Furthermore, depicts the alignment of ICT Policy, departmental ICT planning to WCG e-Government Strategy.

### 4. BACKGROUND

The Department of the Premier, Centre for e-Innovation has over a five year period developed a Strategic ICT Planning Framework for the WCG. Initially, it was done in partnership with the State Information Technology Agency (SITA), using SITA's "MSP-in-a-Box" methodology as a baseline and adapting the framework in particular areas to suit the WCG operating environment. The purpose of this initiative is aimed at assisting the Provincial Departments to comply with the legislative requirements that demand that an ICT Plan must be developed to facilitate planning and governance with regard to the management of ICT. Conversely, Department of Public Service Administration (DPSA) recently introduced CGICT Assessment standard (MPAT), 2012 to assess maturity of departments pertaining ICT Planning and execution. Departments will be measured for compliance in line with the CGICTAS. This is one of the key drivers to review WCG Strategic ICT Planning Framework and the Process. WCG obtained maturity level 3 from the latest assessment which was conducted earlier this year, 2013. Working towards the realisation of being **"To be the best run Public Sector IT Organisation in the World"**, it is imperative that the organisation continue to improve its maturity level. Consequently, WCG has envisaged achieving maturity level 4 on the next assessment.

The Centre for e-Innovation has also embarked on an Enterprise Architecture (EA) development project for the WCG which has significant integration points with the ICT Planning framework. It is envisaged that these points of integration will be explored in detail at a later stage at which point the two will be revised

into a unified framework and process. Currently, EA added value to the ICT planning, whereby, APM and TPM initiatives deliverables are being reused by the ICT planning team.

## 5. STRATEGIC ICT PLANNING CONTEXT

Figure 1 below graphically depicts the context of ICT planning within WCG. The current Strategic ICT Planning framework aims to (i) develop and review Strategic ICT Plans, (ii) develop ICT Implementation Plans and ICT Operational plans for all departments in the Western Cape Government and (iii) provide input at an aggregated level to the development of a Provincial-wide ICT Plan. The former providing Departmental IT Committees (DITCOMs) with an ICT Roadmap to ensure ICT investment that is aligned with business strategy and the latter providing the Provincial Chief Information Officer, with the infrastructural, consolidated and transversal views of the province as a whole.

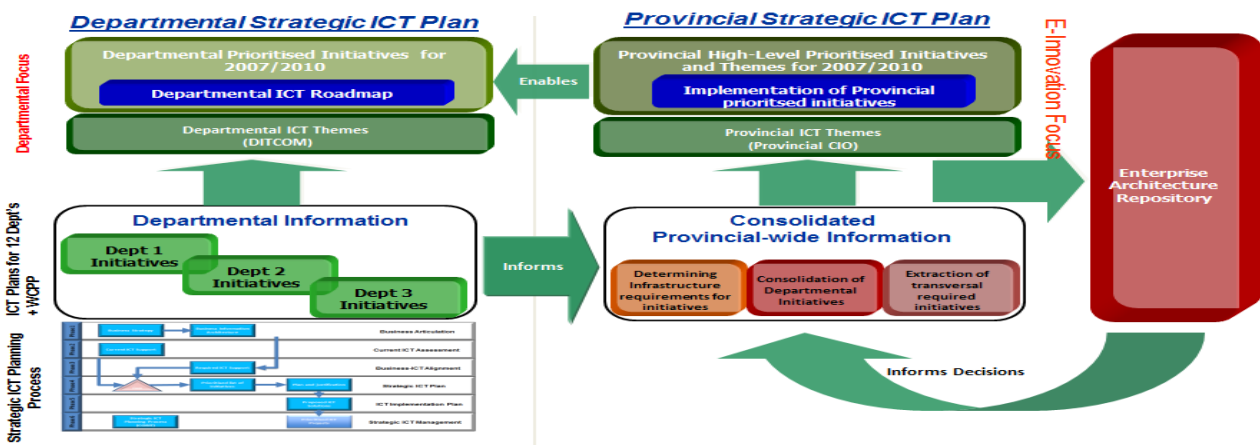


Figure 1: Provincial Context of ICT Planning

## 6. STRATEGIC ICT PLANNING FRAMEWORK

The Strategic ICT Planning Framework consists of six phases as shown in figure 2 below.

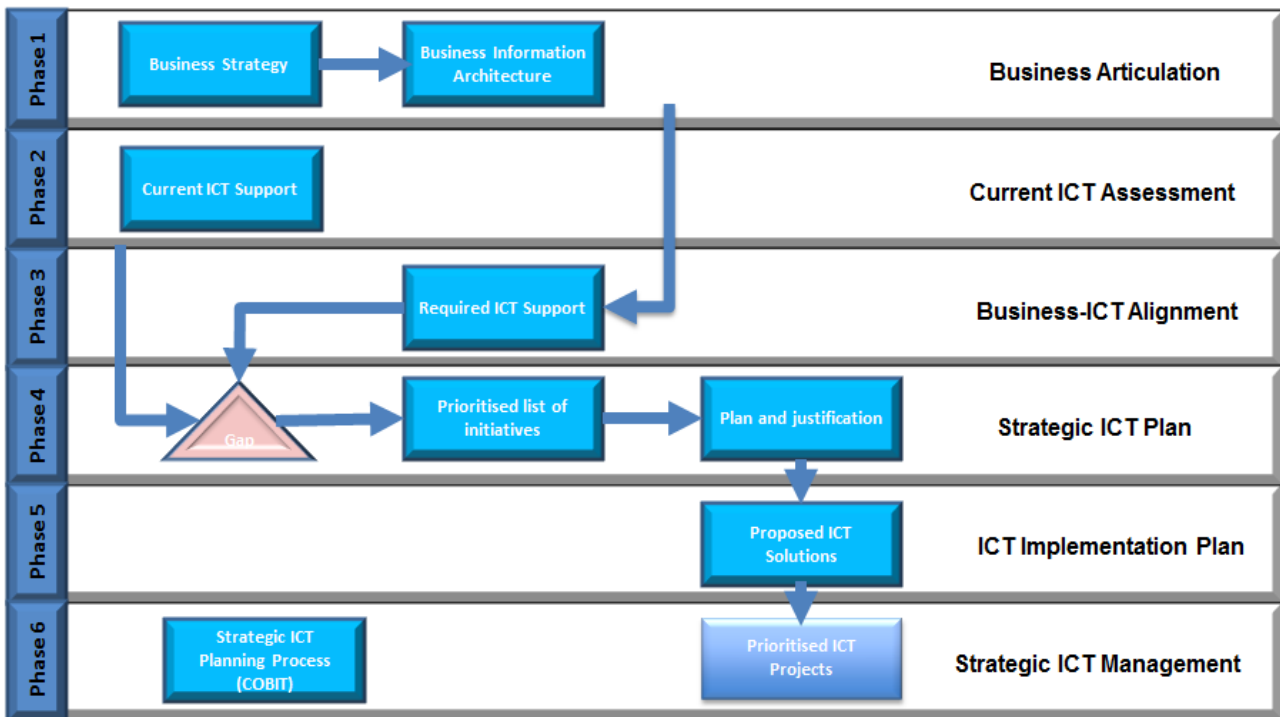


Figure 2: ICT Planning Framework

Each of the phases is discussed in more detail in the sections below.

### 6.1 PHASE 1 - BUSINESS ARTICULATION

The Business Articulation phase consists of two parts, namely Business Strategy and Business Architecture. The Business Strategy aims to articulate the department's business strategy into logical components such as:

- Strategic goals, objectives, mandate, vision, mission, stakeholder impacts and value chain

The Business Architecture decomposes the organization into its functions, key performance areas and informational needs. Here the functional and informational analysis is key as well as the current system portfolio supporting the department. The business and ICT challenges are also fully analysed in this phase.

Combined, these deliver standardized, articulated and documented business strategy and processes. This can be used to identify aligned opportunities and interdependencies between department and stakeholders. This phase forms an essential starting point for the alignment of the rest of the plan.

## **6.2 PHASE 2 - CURRENT ICT ASSESSMENT**

The Current ICT Assessment takes an inventory of the current ICT environment using the following dimensions.

- Current ICT Organisation, roles and responsibilities
- Current ICT Infrastructure
- Current ICT Systems portfolio
- Current ICT Projects and Expenditure trends
- Current citizen-centric e-services
- Current IT risk assessment
- Current IT policies assessment

This phase forms the ICT baseline against which a gap analysis will be done.

## **6.3 PHASE 3 - BUSINESS TO ICT ALIGNMENT**

The Business to ICT Alignment phase facilitates the development of a conceptual ICT Strategy, Organisation and Systems Architecture for those that do not already have this in place. It aligns thinking in terms of the required or future state of ICT that must deliver on the business strategy.

- It develops an ICT Strategy for the department in support of the business strategy, taking into account ICT mandates, ICT trends and ICT/ e-government Objectives.
- The ICT Organisation is strengthened in terms of structures, roles and responsibilities to produce strong ICT Governance.
- Conceptual systems architecture is developed as a reference for any future ICT implementations.

## **6.4 PHASE 4 - ICT PLAN / ROADMAP**

This ICT Plan / Roadmap phase produces the ultimate ICT Roadmap which consists of a set of ICT initiatives which will take the department forward towards its ICT future state in support of the business strategy. It relies on a Gap Analysis based on the analysis output produced in the preceding phases. The Gap Analysis looks at amongst others:

- Organisational gap including ICT skills, competencies and services
- Systems gaps to support business function, processes and information requirements
- Infrastructure gaps in support of systems.
- Citizens centric e-services
- IT Risk Planning and mitigation plans
- Departmental IT policies.

The phase consolidates a list of conceptual level ICT initiatives (not projects), which is aligned to business strategy, business and ICT challenges, departmental and provincial priorities.

The finalised list of initiatives is presented to the department, a scoring model is applied and a prioritised list is finalised for sign-off. These initiatives can be organised into logical themes where appropriate and a high-level implementation plan is presented.

## **6.5 PHASE 5 – ICT IMPLEMENTATION PLAN**

The high-level steps for the implementation of the proposed ICT plan is shown in figure 3 below. The detailed processes are covered in Annexure E.

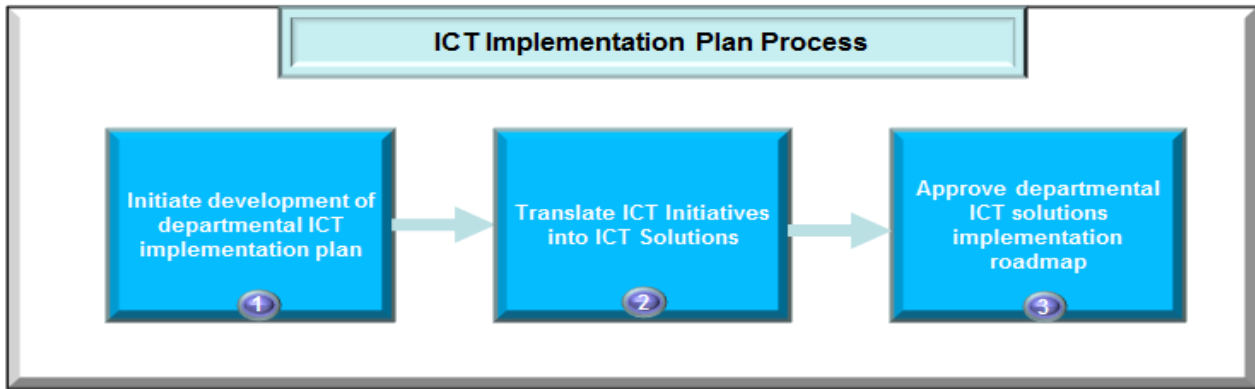


Figure 3: High level of ICT Implementation process

**Stage 1** *Initiate departmental ICT Implementation Plan*: The approved departmental Strategic ICT Plan is the vital input to trigger this sub-process. The Analysis Team decomposes the prioritised ICT Initiatives in the Strategic Plan into possible ICT Solutions. Key role players are identified and the initial business needs confirmed.

**Stage 2** *Translate ICT Initiatives into ICT solutions*: shown in figure 2 above, Depicts how prioritised departmental ICT initiatives are translated into ICT solutions, to enable the business through the use of ICT solutions to address and improve services within WCG and to the people of the Western Cape. “Information and communication technologies also play a significant and transversal role in the modernisation initiatives of the Provincial Cabinet and are therefore of significant importance in enhancing service delivery...” source: *DoTP APP 2011-2012 Final- page 65*. The output of the ICT Implementation plan may be used as an input for decision-making in the annual departmental budgeting process, particularly the ICT budget. Stage two provides the costing per ICT initiative and the overall total costing to implement departmental ICT Initiatives. Stage two is comprised of;

- Identifying business value and risks associated with ICT solution(s)
- Resources required
- List of possible ICT solutions
- Costs per ICT solution, per ICT initiative and the overall costs for ICT solutions
- Recommendations pertaining to ICT solutions

**Stage 3** *Approve departmental ICT solution implementation roadmap*: Once ICT solutions are documented; these are confirmed with the department and approved by the HoD. The output of this stage is:

- Lessons Learnt document

- ICT Solutions Implementation Roadmap

The detailed process flow is outlined in **Annexure E**.

## **6.6 PHASE 6 - STRATEGIC ICT MANAGEMENT**

This phase presents a management framework that clearly indicates responsibilities and accountabilities for information implementation and exploitation. This is aimed at providing control to the rollout of the Strategic ICT plan, positioning the Strategic ICT Plan in relation to the ICT strategic process and ICT structures. It provides recommendations in terms of ownership, organisational structure and enabling systems for the Strategic ICT Plan. It utilises the WCG IT governance framework (based on industry best practice models like CoBIT and ITIL) as a reference to implement ICT solutions across the WCG and the ICT Implementation Plan guidelines or roadmap as a reference to implement departmental ICT solutions. Consultations with domain experts (architecture, infrastructure, etc.) will be required to ensure alignment with WCG architecture approved standards. This phase also takes into account the perpetual “lifecycle” of the Strategic ICT Plan, namely Formulation, Implementation, Maintenance and Revision of the Strategic ICT Plan.

During Strategic ICT management phase, ICT solutions are further broken down into ICT projects and this work is performed under ICT operational plan. The main objective of the ICT operational plan is to implement ICT solutions as identified from the ICT Implementation plan. Once, ICT projects are prioritised by the respective HOD, the execution/ implementation of prioritised ICT projects starts, and the Project Office process “Manage Centre for e-Innovation projects” kicks in.

## 7. EXECUTION PROCESS MODEL

The execution of the framework is depicted in the diagram below and explained in more detail:

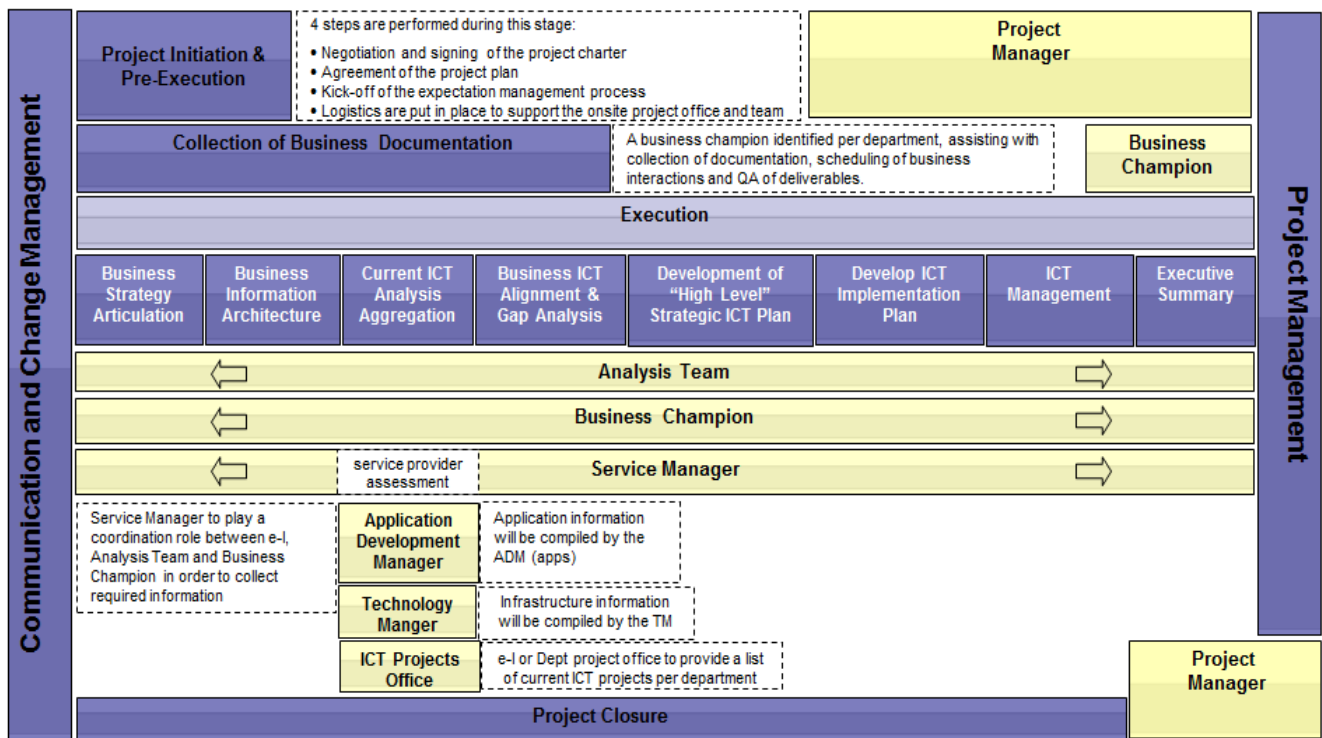


Figure 4: Execution process model

### 7.1 PRE-EXECUTION

#### 7.1.1 PROJECT INITIATION

The project manager will be responsible for initiation of the project within both the Ce-I and Department (business) domains. This includes initial engagements with Departmental and Ce-I stakeholders, presentation of a project approach and plan, as well initiating the change/expectation management process. Further detail to the Business Engagement model is expanded on in the Pre-execution section below.

#### 7.1.2 BUSINESS ENGAGEMENT

The engagement of the business will usually take place between the Project Manager of the Directorate ICT Planning and Development and the Office of the Head of Department or DITCOM Chair. This will be done with the participation of the DITCOM Chair and the Ce-I Services Manager. This may be done at a senior management forum by delivering a sensitisation presentation.

This presentation will include amongst others the following:

- Project goals, objectives and structure.



- Roles, Responsibilities and involvement from the department, in particular the designated Business Champion or Task Team.
- Framework and process to be used.
- Departmental ICT Plans in the context of the Provincial ICT Plan.
- Best approach for the respective department in terms of interview and/or workshops.
- High level time frames.

Where Departments have an existing Strategic ICT Plan, it is also necessary to review the implementation progress to date. The ICT Implementation Plan will list most of the possible solutions that will improve the organisation effectiveness through the use of ICT's, furthermore, ICT operational plan will list ICT projects for implementation, which will ultimately enable the organisation to render better services to the citizens of the Western Cape timely.

### **7.1.3 CONDUCT A SENSITISATION SESSION WITH BUSINESS**

In addition to the business engagement presentation referred to previously, sensitisation of a broader audience will be necessary, especially the departmental stakeholders that will actively participate in process, such as those who will participate in the interview process, members of task team, Ce-I DGITOs or DITCOM representatives. The content of this sensitisation session will draw on the senior management presentation but focus on project deliverables and expected involvement of this audience.

This presentation will include amongst others the following:

- Use strategic ICT planning project charter as input for presentation
- Service manager and Ce-I Cluster Director must be included in this session
- Presentation must explain the benefits of a strategic ICT plan
- Outline the inclusions and exclusions of the project
- Define the commitment required from the department
- Explain the Strategic ICT Plan frameworks and process to be followed
- Explain the ICT Implementation Process
- Explain high level of ICT Operational process
- Confirm with the DITCOM chairperson on the status of strategic documentation that will be used.
- Confirm with DITCOM chairperson on any additional stakeholders to be consulted.
- Confirm with DGITO's on any additional stakeholders to be consulted to implement the ICT Implementation plan.

#### **7.1.4 CE-I ENGAGEMENT**

The engagement of Centre for e-Innovation participants will take place in parallel to that of the department / business. Ce-I participants will be specific to the Department where the Strategic ICT plan is being developed. They are:

- Directorate Heads
- Services Manager/s
- Application Development Manager/s
- Technology Manager/s

The engagement of Ce-I stakeholders will be initiated with a sensitisation session that will draw on the previous presentations developed, but focus on project deliverables and expected involvement of this audience.

This presentation will include amongst others the following:

- Use strategic ICT planning project charter as input for presentation
- Roles and responsibilities of the Service manager, Ce-I Directorate Heads, Technology Manager and Application Development Managers.
- Outline the inclusions and exclusions of the project.
- Clarify the involvement of Ce-I participants in the interview and / or workshops to be scheduled.
- Indicate the frameworks and processes to be followed in the development, implementation, operationalization and review of the Strategic ICT Plan.
- Expand on the relevant task lists and on the anticipated next steps.

In addition to the components referred to above, the IT Governance structures such as IT Project Board, CTM, CITCOM, as well as other forums will receive progress feedback on all ICT Plans in development and implementation.

#### **7.1.5 COLLECTION OF BUSINESS DOCUMENTATION**

A list of documentation which will be required for this process can be collected ahead of the execution phase.

- Departmental documentation
  - Departmental Strategic Five Year Plan
  - Organisational Structure (Micro and Macro structure)
  - Annual performance plan – (Current year latest)

- Budget Vote – (Current year latest)
- Previous Master Systems Plan or Strategic ICT plans
- Previous ICT implementation plan
- ICT Operational plan (to be implemented by DGITO's)
- Departmental Annual Reports
- Business & ICT projects
- Departmental Audit Reports
- Any other strategic documentation (e.g. minutes of forums, strategic session, etc.)
- Provincial Documentation
  - Provincial Strategic Plan, MEDS, SIP, Etc.
  - State of the Province Address
  - Provincial ICT Strategy
  - WCG e-Government Strategy
  - Provincial ICT Plan
  - MTEC (medium term expenditure committee minutes)
- State of the Nation Address

## **7.2 EXECUTION PROCESS**

### **7.2.1 DEVELOP A SCHEDULE OF MEETINGS AND WORKSHOPS**

When developing a schedule of meetings and workshops the following must be considered:

- Business champion to provide a list of all departmental events likely to impact the development of the Strategic ICT Plan and ICT Implementation Plan
- All departmental events must be taken into consideration when planning meetings and workshops
- The December holiday period must also be taken into consideration
- Core team leave schedule must also be taken into consideration
- This schedule must be given to the business champion to arrange the meetings and workshops
- In accordance with the overall approach agreed to, scheduling of interviews or workshops must be scheduled via the business champion.

- Service manager must be kept informed at all times.

A generic set of meetings and workshops will likely comprise of the following as a minimum set of requirements:

- Business sensitisation presentation
- Information gathering interviews / workshops
- Playbacks (Confirmation of information gathered and present initiative narrative)
- Prioritisation workshop
- Final sign-off presentation to top management

### **7.3 EXECUTION ROLES**

The following stakeholders play a role in the execution of the process:

#### **7.3.1 PROJECT MANAGER**

The Project Manager is responsible for managing the execution process from initiation to project closure. This will be done in accordance with the project governance standards as per the Ce-I Project Office. Communication and Change Management will also be the responsibility of the Project Manager.

#### **7.3.2 BUSINESS CHAMPION**

The business champion will form part of the core project team and is thus key to the ICT Planning process. The Business Champion forms the conduit to the department and all interactions will take place via the business champion. DITCOM chair or HOD must identify a business champion and may decide, especially in larger Departments, to form a Task Team to assist the Business Champion. The Business Champion may also delegate responsibility for certain tasks to an Assistant.

The Business Champion should fit the following profile:

- Must be mandated by the DITCOM Chair / HOD of the Department
- Preferably be Director level and member of the DITCOM
- Preferably have exposure to the Departmental strategic business planning sessions
- Solid understanding of the operations and functions of the department.
- Ability to source information in the department based on his/her wide knowledge of the organisation
- Ability to validate latest departmental strategic documentation
- Ability to facilitate workshop / meeting /interview scheduling with departmental directors, chief directors, HOD, etc.

- Liaise with supply chain management to provide ICT asset information
- Form part of the “Playback” process for deliverables

### **7.3.3 ICT SERVICES MANAGER (SM)**

The SM will be involved throughout the process, facilitating interaction with the Application Development Managers and Technology Managers for the department concerned, as well as with any other Ce-I participants.

Responsibilities of the Services Manager are to:

- Provide the Business Champion with a list of documentation required.
- Facilitate, together with the Business Champion sourcing and collections of the required information.
- Engage DITCOM chair and participate in the business engagement process.
- Manage the Service Provider assessment.
- Act as the conduit between Ce-I and Department with regards to the ICT Strategic Planning process.
- Participate in the Quality Assurance tasks and be present at all playback sessions.
- Provide feedback regarding the progress of the Strategic ICT Plan at the respective Departmental fora.

### **7.3.4 APPLICATION DEVELOPMENT MANAGER (ADM)**

The ADM will be involved in the following aspects of the process:

- Confirm and update information on the systems portfolio of the department as represented in the EA Repository.
- Assess ICT service providers used to provide system development services.
- Provide input in the development of conceptual systems architecture for the department.
- Form part of the quality assurance of the deliverables

### **7.3.5 TECHNOLOGY MANAGER (TM)**

The TM will be involved in the following aspects of the process:

- Confirm information on the technology/infrastructure portfolio of the department as represented in the EA Repository.
- Assess ICT service providers used to provide infrastructure services.

- Provide input in the development of conceptual technology architecture for the department.
- Provide input to the Technology Reference Model of the department.
- Form part of the quality assurance of the deliverables

### **7.3.6 ANALYSIS TEAM**

The Analysis Team, which consists of analysts executing the framework (currently P&D Business Analysts) forms the core of the ICT Planning process and will be involved throughout the delivery of the Strategic ICT Plan. In the case of the ICT Implementation Plan, Ce-I DGITOs will drive the process, with guidance from the P&D ICT Planning team.

Responsibilities of the Analysis Team will be to:

- Lead the execution of the framework as subject matter experts
- All information collection, consolidation, analysis and synthesis will be done by the team.
- Lead playbacks and presentations.
- Provide input to progress report backs
- Lead the quality assurance of the deliverables
- Compile and present the sign off report
- Provide guidance in the development of ICT Implementation Plan/ process.
- Develop ICT Implementation Plan (DGITO Analysts)
- Develop ICT Operational plan (DGITO Analyst)

Refer to phase-summaries in **Annexure B and C** for a Formulation Process Flow as well a list of all Deliverable developed and Tasks performed by the Analysis Team.

## **7.4 FRAMEWORK CONTENT**

As can be seen from the Strategic ICT Planning framework descriptions, each of the phases consists of deliverables.

Each deliverable has unique and shared content which are too numerous to describe in detail in this document. A list in **Annexure C** provides detail list of all content that needs completion to execute the development of a Strategic ICT Plan. Furthermore, details of the task where dependencies exist on business involvement is listed in **Annexure A**, which can be used to communicate the expected level participation and the related time commitment that can be anticipated.

**Annexure C** contains a summary of each phase and the components thereof. Tasks and Deliverables reflected in each of the Annexure's are cross referenced to a master task list with the use of a framework item number.

## 8. REVIEW OF STRATEGIC ICT PLANS

In terms of good practice in managing the lifecycle of departmental Strategic ICT Plans, departments should monitor the implementation of the ICT Plan and revise their plans periodically, including ICT operational plan, once the ICT Plan has been formulated. The revision should be done at least annually or where there is a major, strategic shift in the department. Refer to **Annexure D** for a full process flow on how a review is conducted.

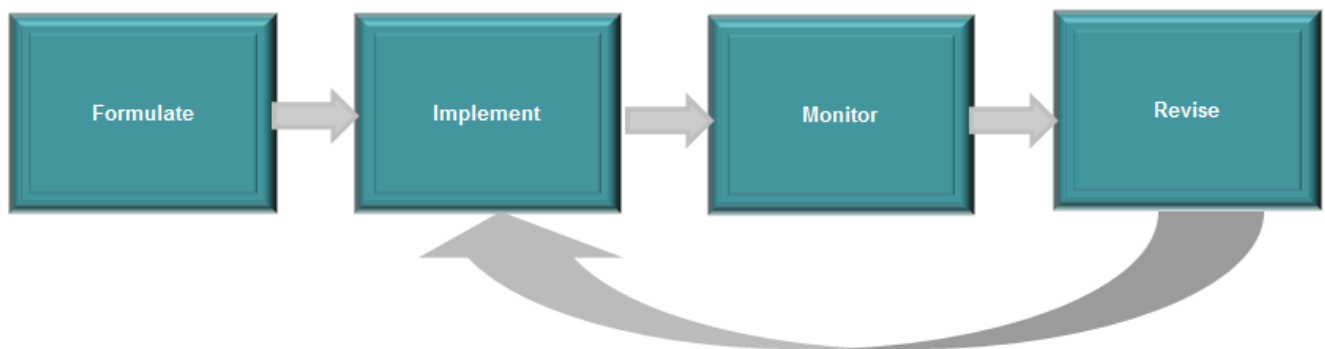


Figure 5: Strategic ICT Planning Lifecycle

### 8.1 CHANGE ASSESSMENT

Where departments have formulated Strategic ICT Plans, ICT implementation plans and these are due for revision, the same framework is applied as in the case of ICT Plan formulation. The key principle in execution of the framework is to avoid execution of the framework to the fullest extent, but to rather limit the revision to the areas of the framework most affected by change and for this reason a change assessment is required. The change assessment can either be informed by the brief that the department has provided for the revision of the Strategic ICT Plan or by doing a high-level change assessment of the department.

This can be done by the posing the key question "What has changed" in the following dimensions:

- Change in Business Strategy – has there been any changes in departmental strategy (i.e. strategic Goals, Objectives, Stakeholders, Value Chain).
- Change in Business Architecture – has there been any changes in organisational structure, function, processes and information drivers.

- Change in Technology landscape – has there been any changes in the technology environment both internally as well as from an external technological driver perspective.

The change assessment results in terms of these assessment dimensions then drive the rest of the framework execution in terms of area to focus on. Change areas identified are carried through to the Business to ICT Alignment phase, focusing on the effect of ICT Strategy, ICT Organisation and ICT Architecture, if any. The ICT Plan (Roadmap) and re-prioritisation of the initiatives contained therein would follow as a result.

A detailed revision process flow can be found in **Annexure D** to this document.

## **9. CRITICAL SUCCESS FACTORS IN THE EXECUTION OF THE FRAMEWORK**

The following are key critical success factors in the execution process and should be managed closely by the project manager and analysis team.

- Commitment from management and other roles players
  - Sponsorship from Top management
  - Involvement from decision makers
  - Ce-Innovation participants
- Clear Business Driver / Ownership from the department
  - Business Champion needs to be identified
  - Regarded as a Strategic Investment
  - Should not be regarded only as a compliance issue
- Strategic Direction from the department
  - Clear Departmental Strategy
  - Line of Business alignment (Programme level and further)
- Availability of Information and people
  - Documentation
  - People (Scheduling)
- Project Management (Governance)



- Change Management and Communication
- Solid understanding of the ICT Planning Framework and its value to the Department

## **10. RISKS TO THE EXECUTION PROCESS**

There are many environmental risks which may have an impact on the delivery of the ICT plan and requires close scrutiny and mitigation. The key risks are:

- Costing of the Strategic ICT Plan must provide input to Departmental budgets by October / November of each year for inclusion in the following fiscal year budget submission.
- Discontinuity in core team if members leave the project causing disruption to the delivery process.
- Commitment of departmental core team members involved in critical day-to-day function versus project involvement will have an impact on the execution of this project.
- Commitment of relevant Ce-I stakeholders.
- Availability of business resources for meetings and workshops
- Availability of sufficient budget for the execution of this project
- Departmental core team members' involvement in business critical projects or peak period business events (e.g. Education - exams).
- Change of analysis or delivery approach may require revisiting analysis of business documents and playbacks to business.
- Peak expenditure times for all departments increases the workload of Ce-I staff.
- Change of project scope during the execution of the project.
- Delay of implementation of ICT initiatives / solutions/projects

## 11. CONCLUSION

The Strategic ICT Planning framework provides WCG with a consistent way of developing ICT Plans for each department in the province.

In applying a standardised method it provides both the individual departments as well as Ce-I with a baseline against which to track progress and reference the extent of changes in the ICT environment. Ce-I is also able to readily assist departments with their operational implementation review based on the consistency of the method used. In addition a standard method also facilitates the aggregation of individual ICT Plans to inform the provincial-wide ICT Plan.

The development of an Enterprise Architecture (EA) for WCG, and adoption of TOGAF as the framework for the EA, has identified numerous common areas addressed by both the EA and ICT Planning processes. Although the two processes each have its own unique focus i.e. ICT Plans developing ICT Roadmaps for the department level, versus the EA developing a provincial-wide view, a revisit of the individual methodologies is planned and these will likely merge into a converged process for collecting, analysis and presentation of ICT information.

The Strategic ICT Plan becomes an artefact of the strategic planning process which is a necessary input to strengthening organisational governance. It is therefore very important that the process and governance structures for implementing and monitoring the initiatives identified in the ICT Plan are established and supported from the highest management level.

The Strategic ICT Plan can be valuable in assisting departments to formulate the ICT Implementation Plan, to provide possible solutions as projects to address departmental needs and enable the business to improve service delivery.

It must be remembered that Strategic ICT Planning is a perpetual practice and departments need to periodically monitor and revise its Strategic ICT Plan within the 3-5 year lifespan of the plan, after which a new Strategic ICT formulation process will have to be initiated. This is the only way to ensure that the plan stays current in the changing context of the department.

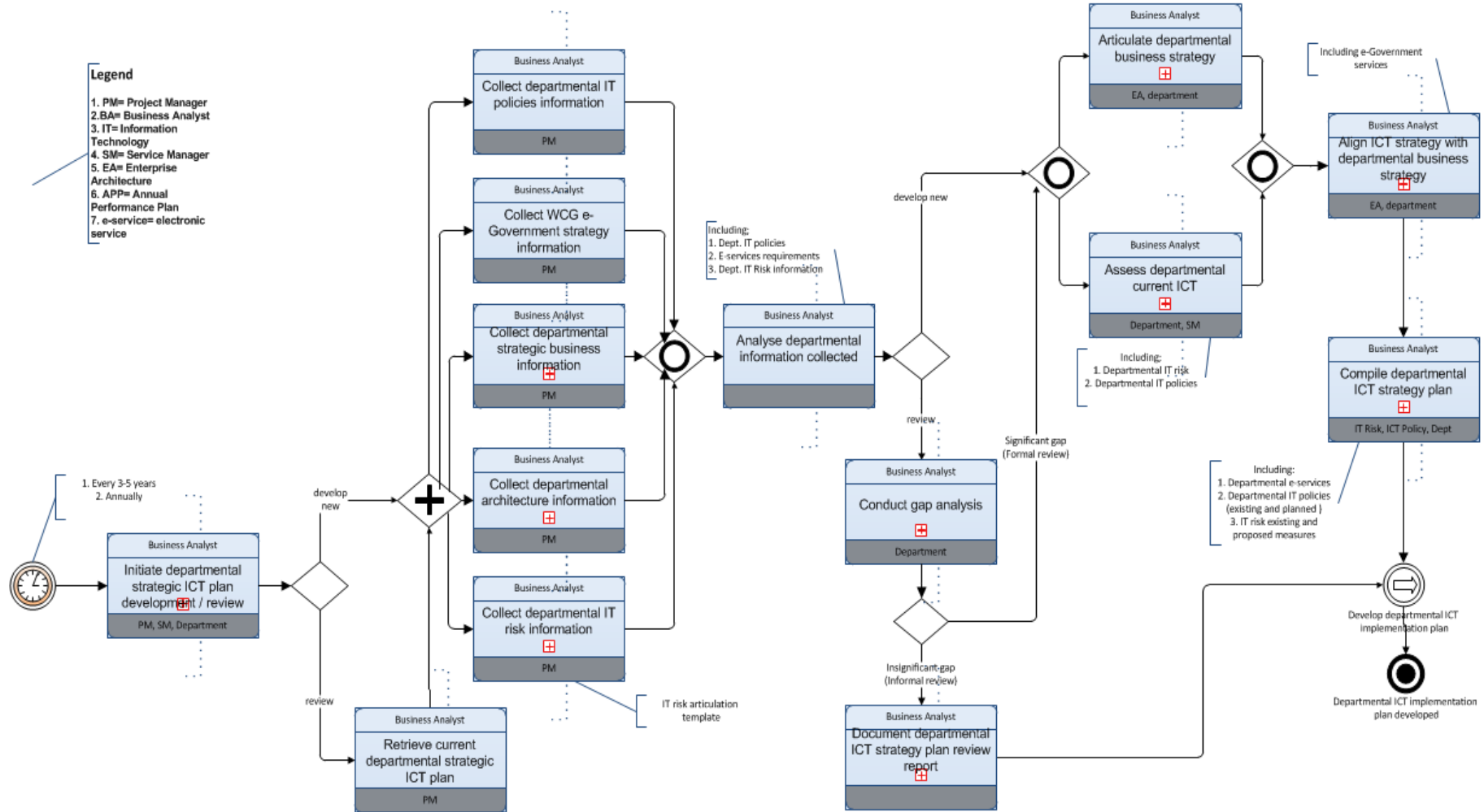
# Annexure A : Business Tasks

Phase	Item No.	Deliverable	Action	Source	Business Champion Role	Variable
Business Strategy	1.2	Strategy Interviews	Interviews	Chief Directors	Facilitate Scheduling	no. of chief directorates
	1.11	Business Value of System	Survey	System Administrators	Provide business input required	no. of systems
	1.13	View of Business Systems	Survey	Senior Managers	Provide business input required	number of branches
Business Architecture	1.14	Architecture Interviews	Interviews	Senior Managers	Provide business input required	no. of directorates
	1.15	KPA & KPI Analysis	Source	Senior Managers	Source Performance Agreements	no. of directorates
	1.16	Critical Success Factors	Survey	Senior Managers	Provide business input required	no. of directorates
Current ICT Assessment	2.7	ICT Maturity (Planning, Implementation, Operations)	Survey	Business, SM, ADM & TM	Provide business input required	no. of DITCOM reps
	2.11	ICT Service Provider Survey	Survey	Business, SM, ADM & TM	Provide business input required	no. of service providers
	2.12	ICT Projects	Source	Business, SM, ADM & TM	Facilitate ICT Projects from Project office.	Availability
	2.13	Current assessment of citizen centric e-services	Interviews /surveys	Business, SM, ADM & TM	Provide business input required	No of citizen centric e-services
	2.14	Current IT Policies & Risk assessment	Interviews /surveys	Senior Managers	Provide business input required	No of policies and IT risk plans
Business to ICT Alignment	3.1.12	ICT Mandate, Vision, Mission	Workshop	Team	Workshop with BC,SM,ADM, TM	Availability
	3.1.13	ICT Role in the Department	Workshop	Team	Workshop with BC,SM,ADM, TM	Availability
	3.1.17	ICT Objectives and related actions	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.1.18	ICT Principles	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.1.19	Guiding Principles	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability

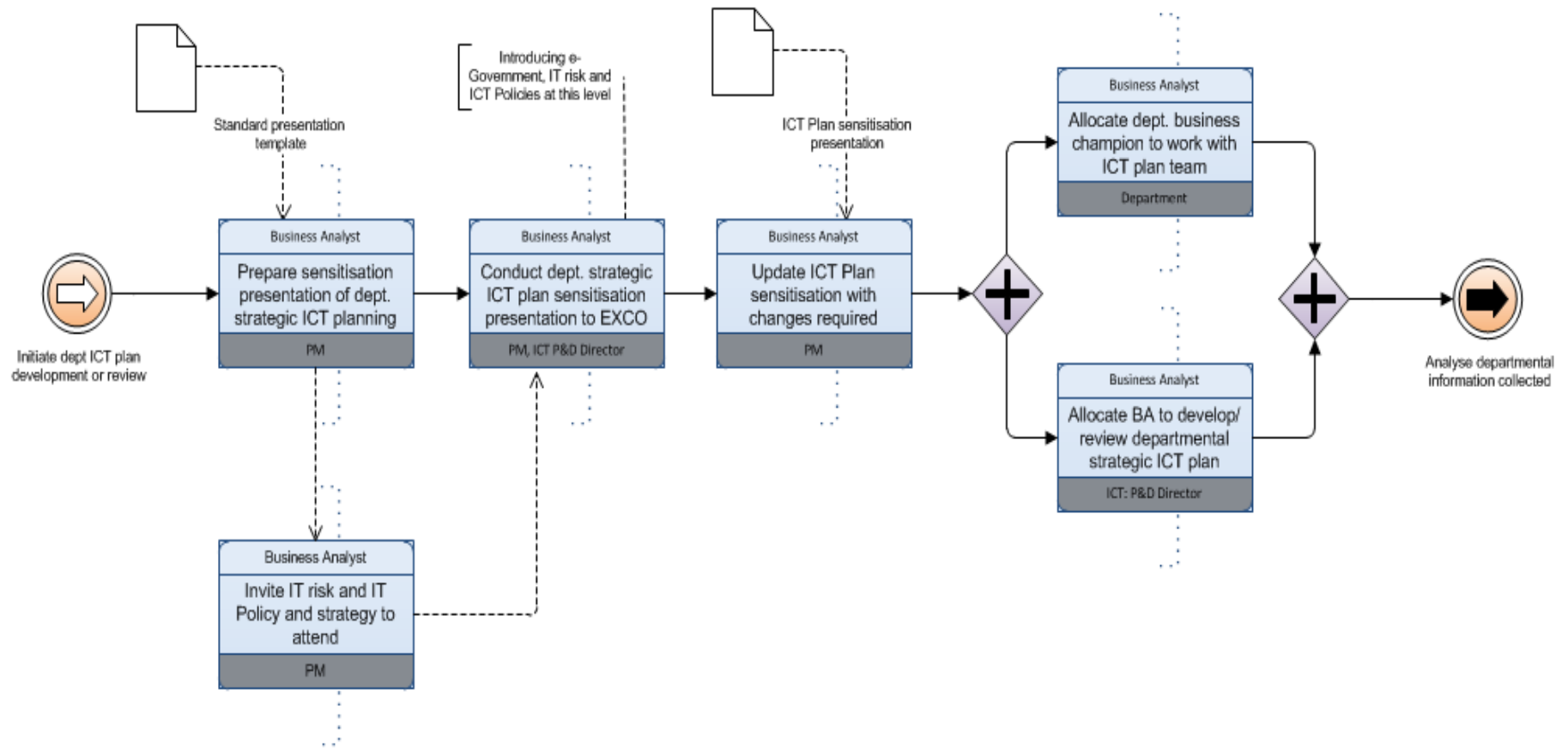
	3.2.2.	Department ICT Org in IT-IRM-IL model	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.2.3.	ICT Functions - IT-IRM-IL	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.2.4.	ICT RACI analysis, ICT functionaries, process groups and ICT roles	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.2.5.	ICT Governance – Analyse Structures, Illustrate and List Recommendations	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.3.6	Future Investment Portfolio	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
	3.3.7	Align ICT strategy with e-Gov requirements	Workshop	Business, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
Strategic ICT Plan	4.11	Prioritise ICT Initiatives	Workshop	Team, SM, ADM & TM	Workshop with BC,SM,ADM, TM	Availability
ICT Implementation Plan	5.1	ICT Initiatives- Initiative narrative report	ICT Plan	ICT Plan	Confirm Initiatives	Availability
	5.2	Recommendation		Team	Workshop with BC,SM,ADM, TM	Availability
	5.3	Playback of Department. information	Workshop	Business/Task team	Facilitate Scheduling	Availability
	5.4	Possible solutions	Research	public & private sector	Interviews/workshop	Availability
	5.5	Lessons Learnt	Interviews	Team	Experience from the engagement with the business	Availability
ICT Operational Plan	6.1	List of ICT Solutions	Workshop	Business/Task team	Workshop with BC,SM,ADM, TM	Availability
	6.2	List of ICT projects	Interviews	Business/Task team	Workshop with BC,SM,ADM, TM	Availability
	6.3	High level of resource plan	Interviews	Business/Task team	Interview/workshop	Availability
	6.4	Analysis of IT related risk per project	Interviews	Business/Task team	Interview/workshop	Availability
	6.5	Prioritised ICT Project	Workshop	Business/Task/HOD	Workshop/interview	Availability

	6.6	Playback of ICT operational plan	Workshop	Business/Task team	Workshop/interview	Availability

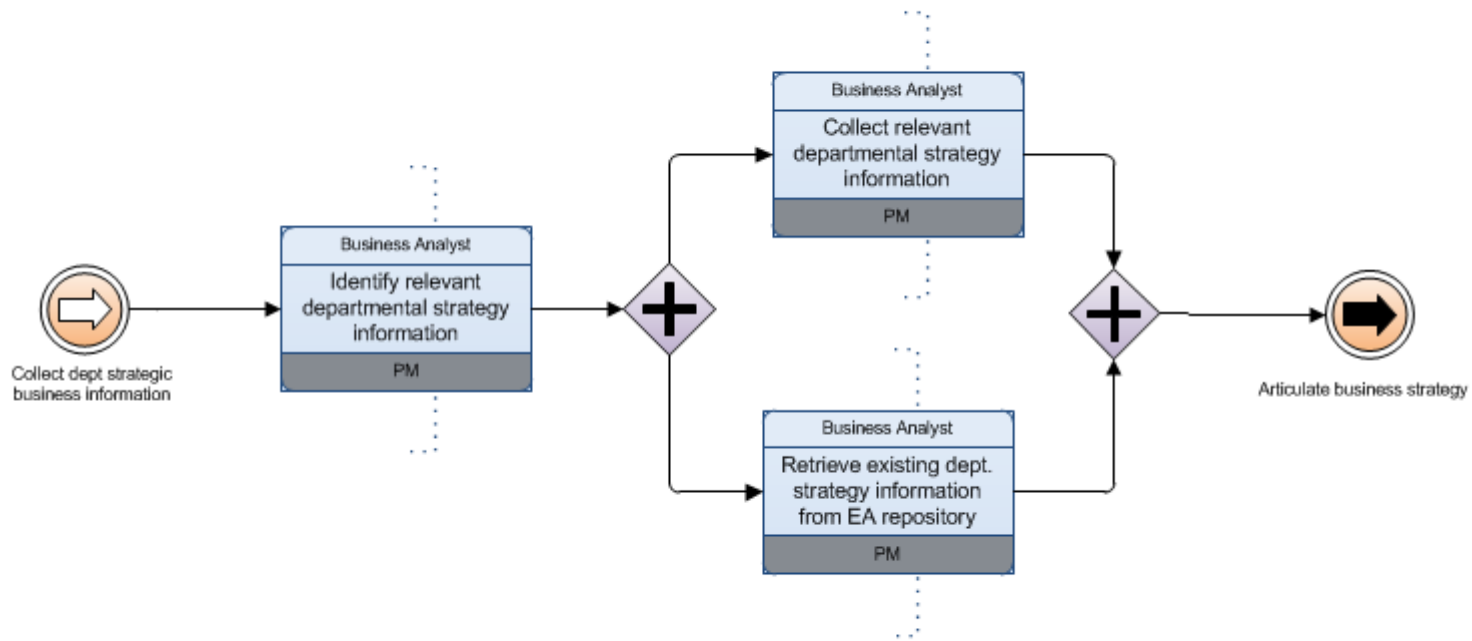
# Annexure B: ICT Plan Formulation Process



Annexure B: 1. Develop and Manage Departmental Strategic ICT Plan

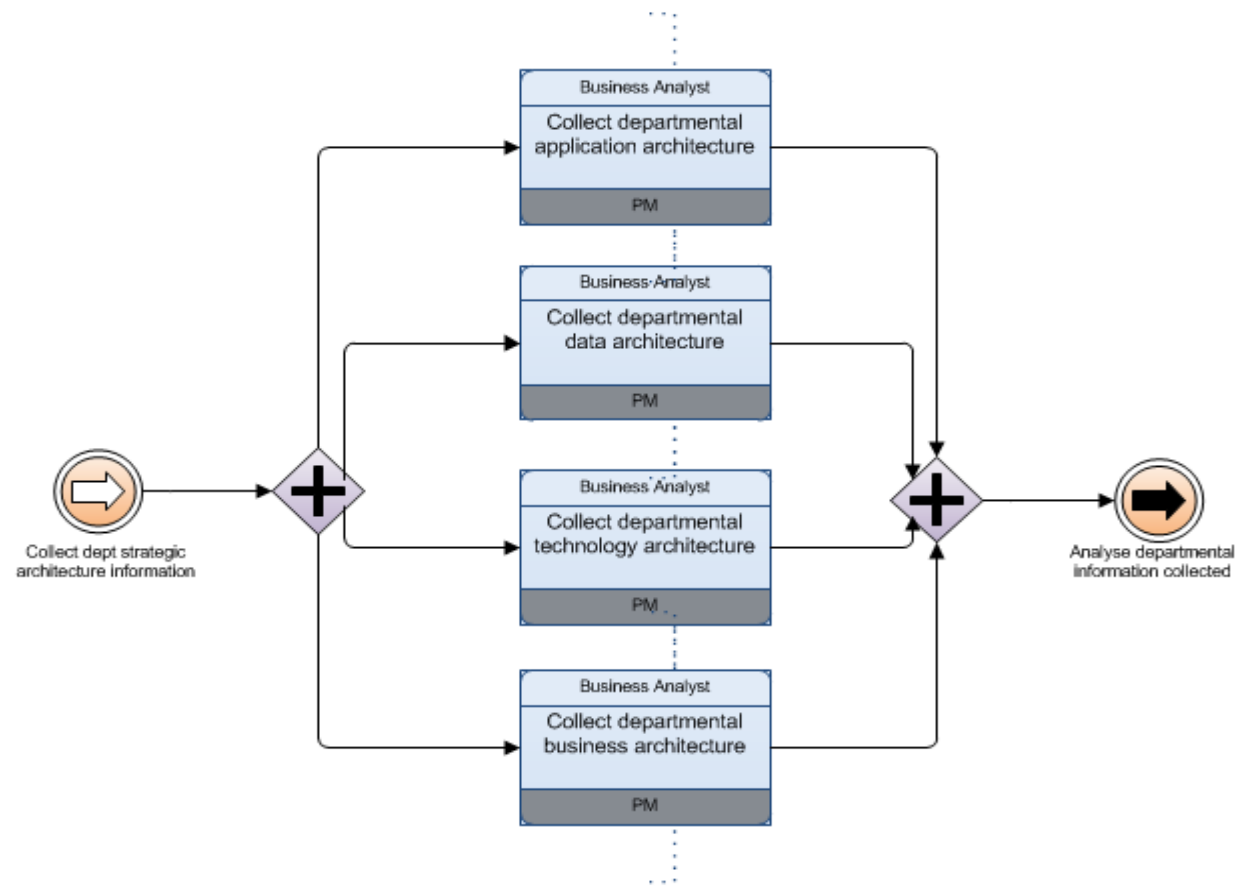


Annexure B: 1.1. Initiate Departmental Strategic ICT Development or Review.

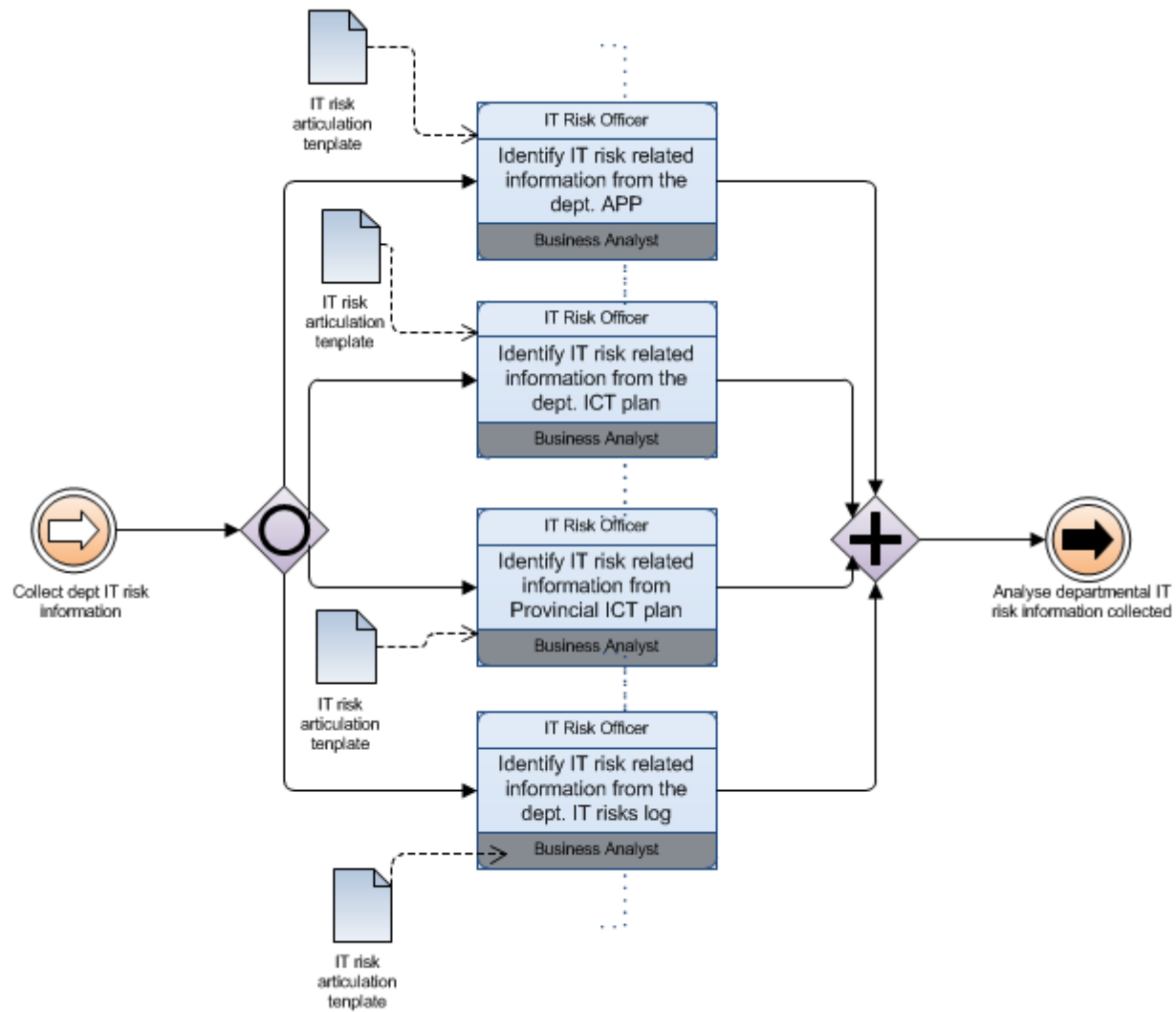


Annexure B: 1.2. Initiate Departmental Strategic ICT Development or Review.

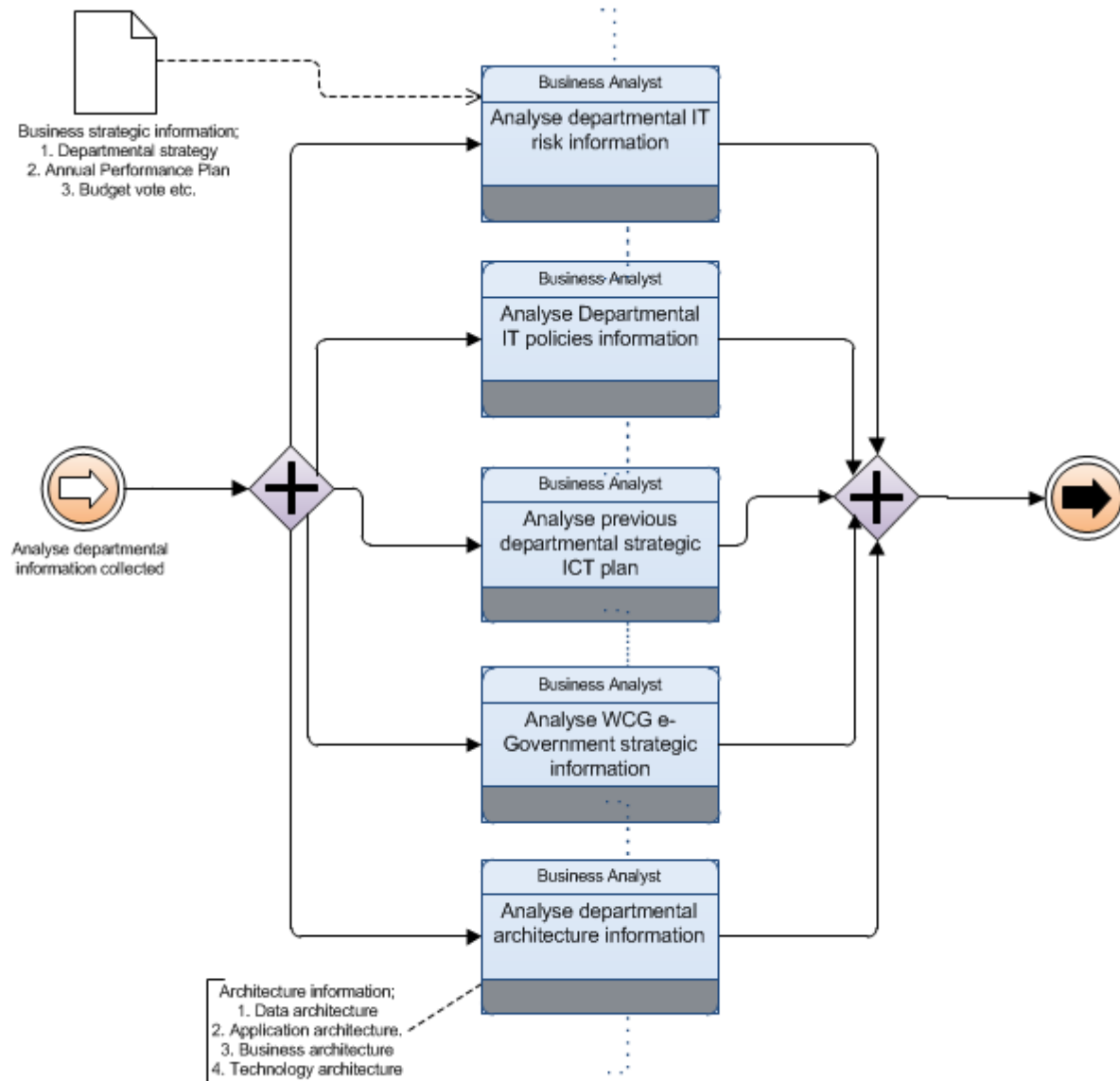




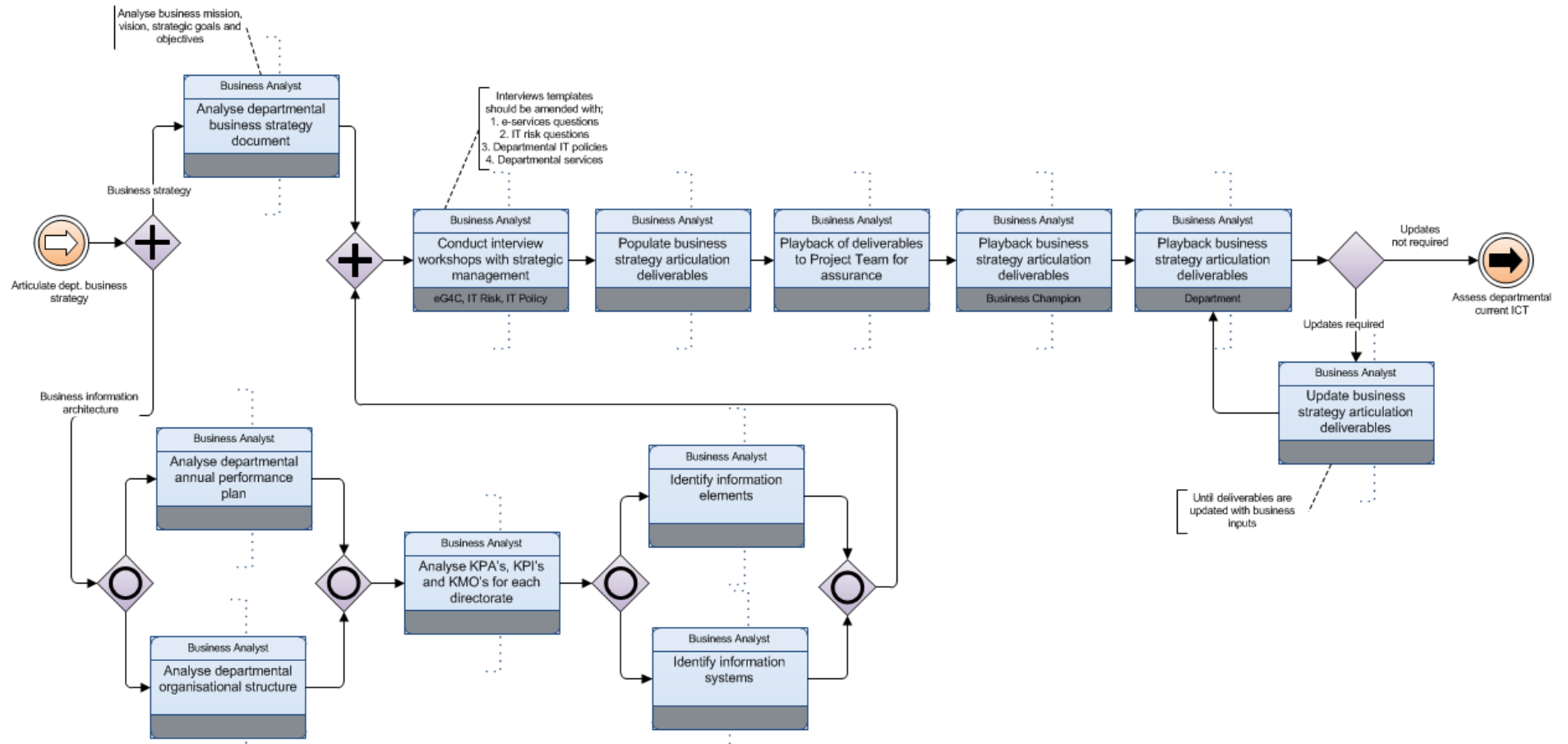
Annexure B: 1.3. Collect Departmental Strategic Architecture Information.



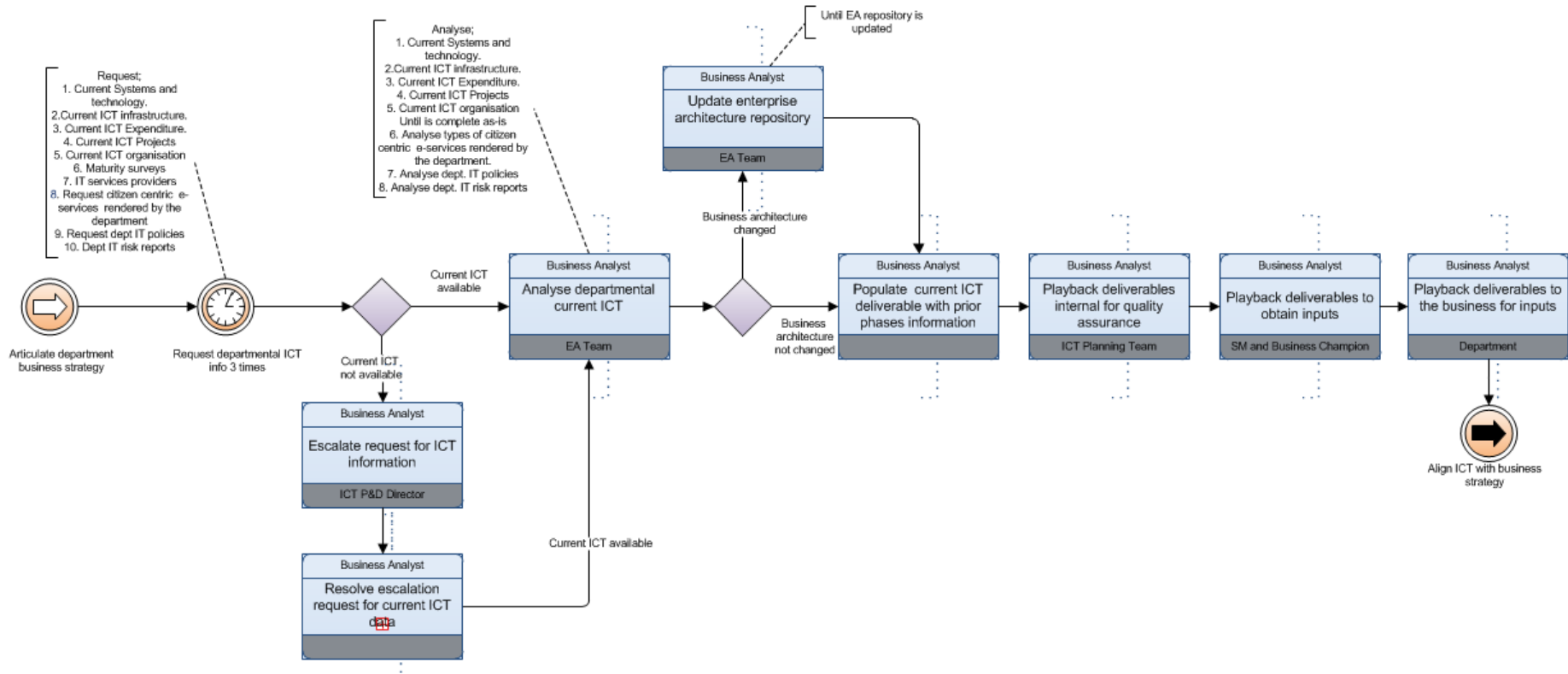
Annexure B: 1.4. Collect Departmental IT Risk Information.



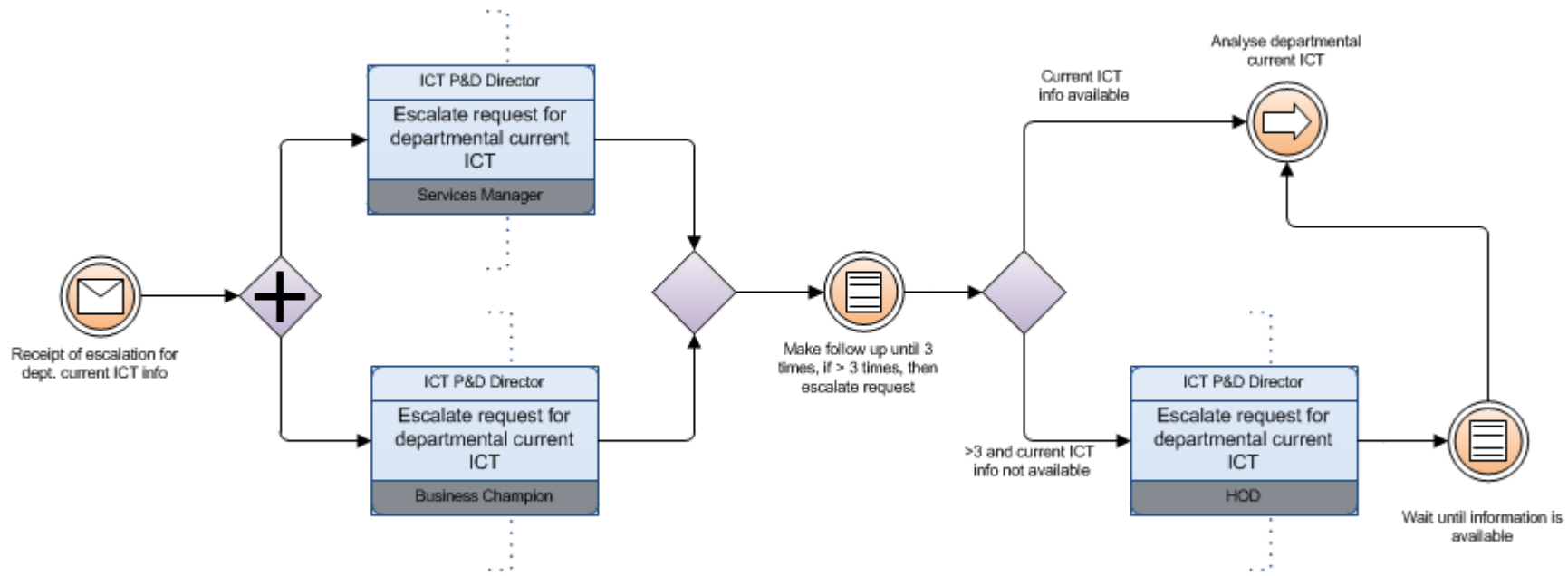
Annexure B: 1.5. Analyse Departmental Information Collected.



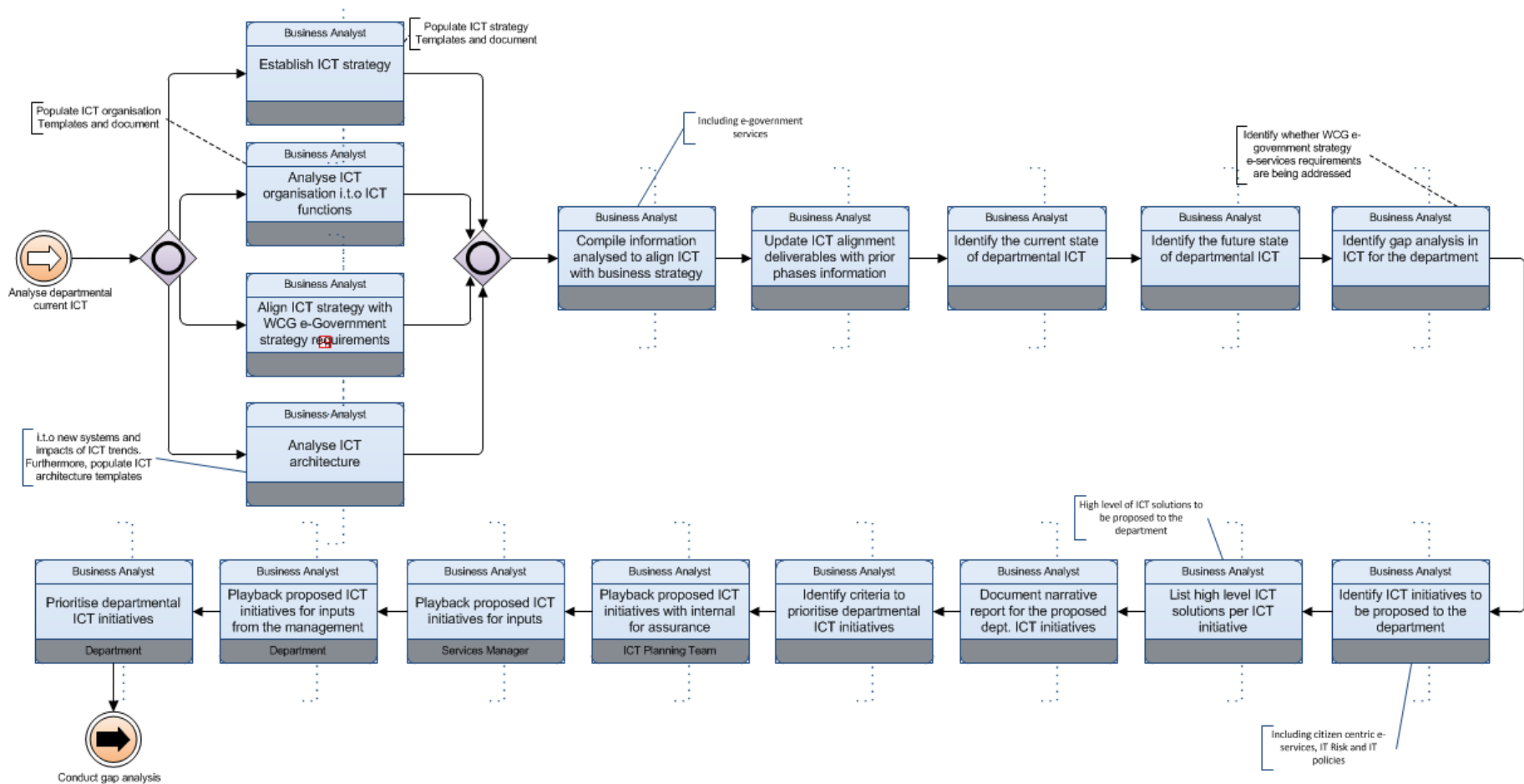
Annexure B: 1.6. Articulate Departmental Business Strategy.



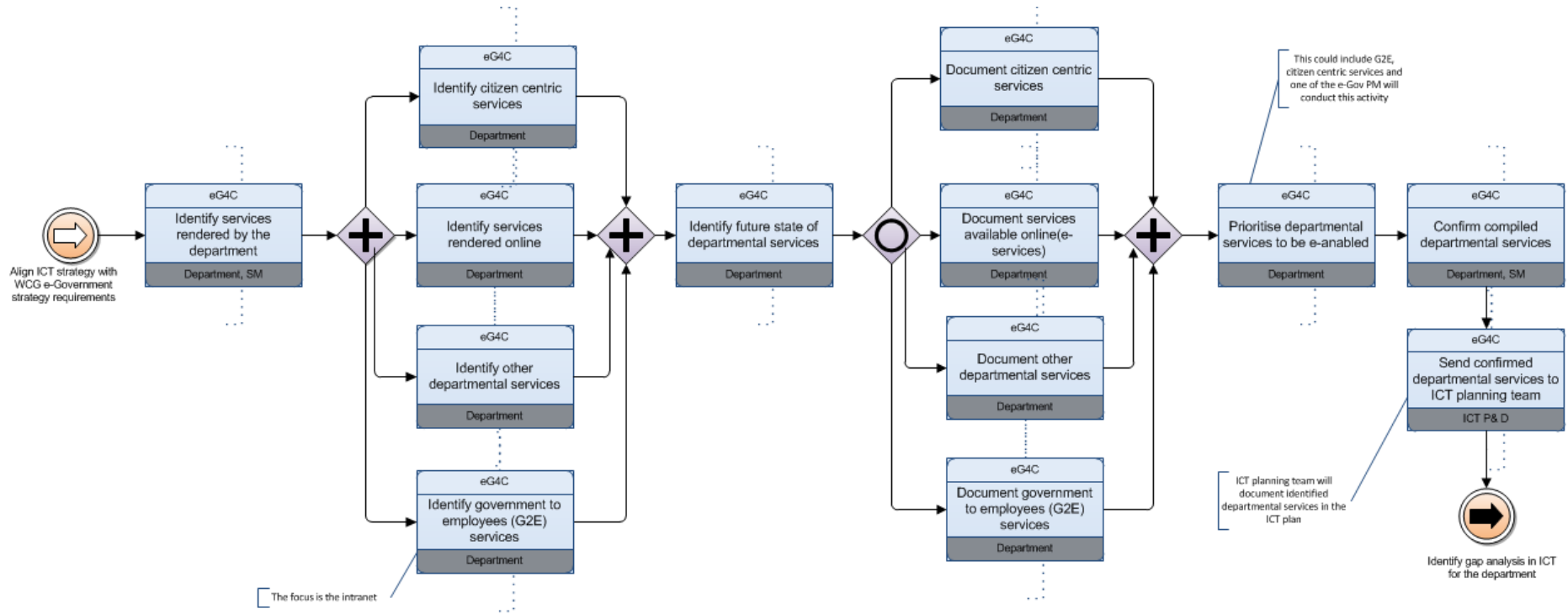
Annexure B: 1.7. Articulate Departmental Business Strategy



Annexure B: 1.8. Resolve Escalation Request of Current ICT

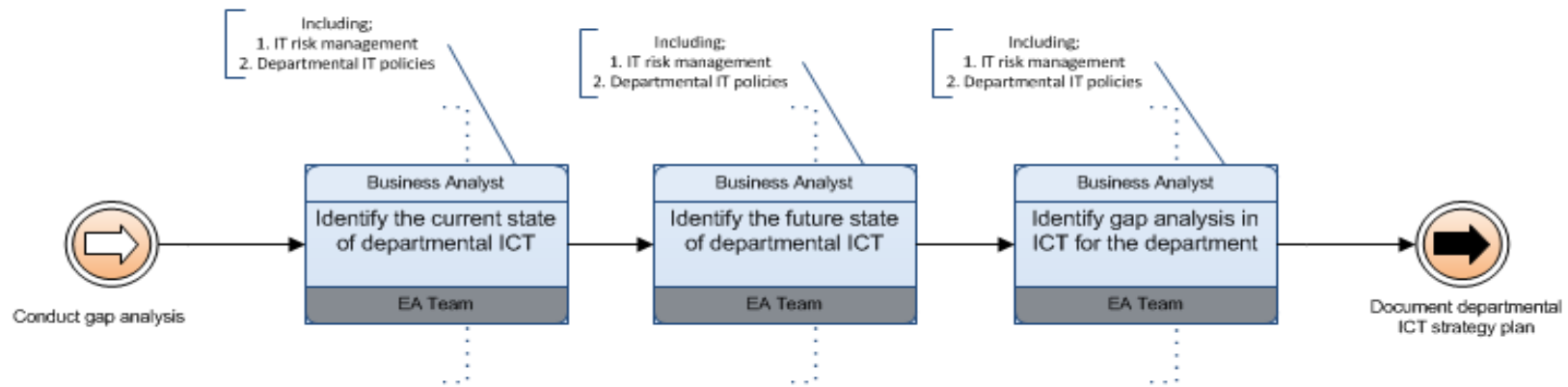


Annexure B: 1.9. Analyse Departmental Current ICT

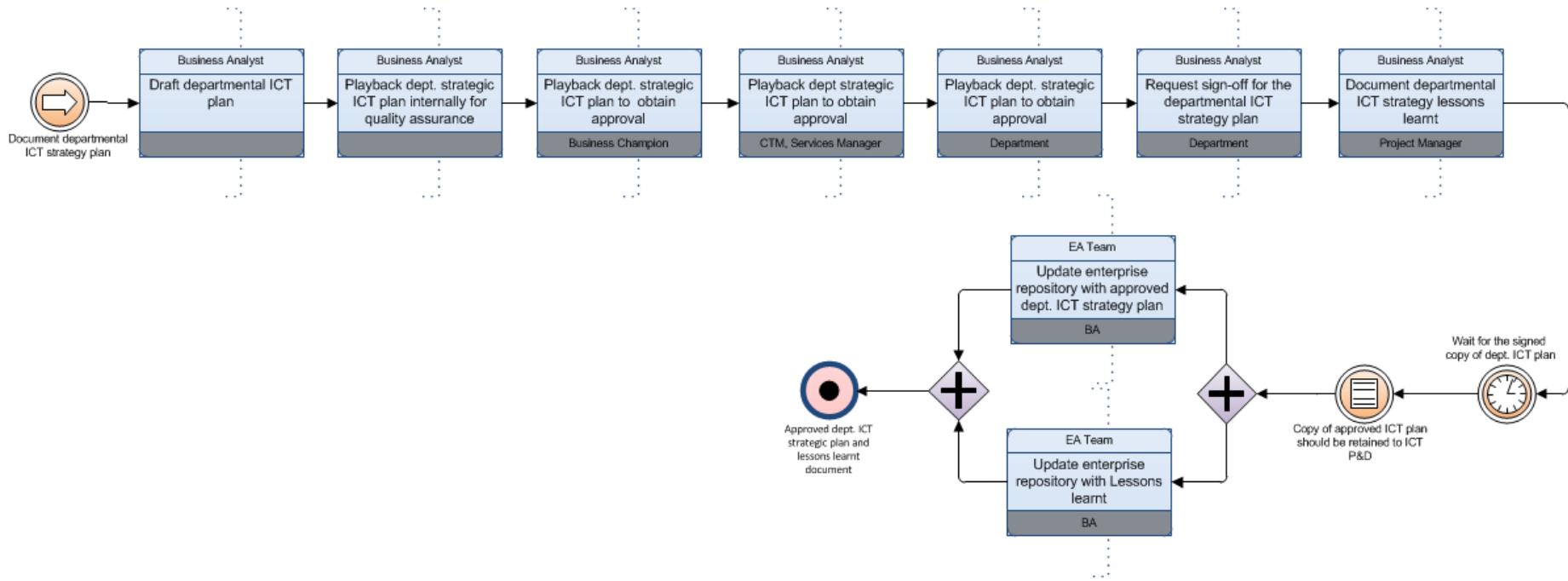


Annexure B: 1.10. Align ICT Strategy with WCG e-Government Strategy Requirements.

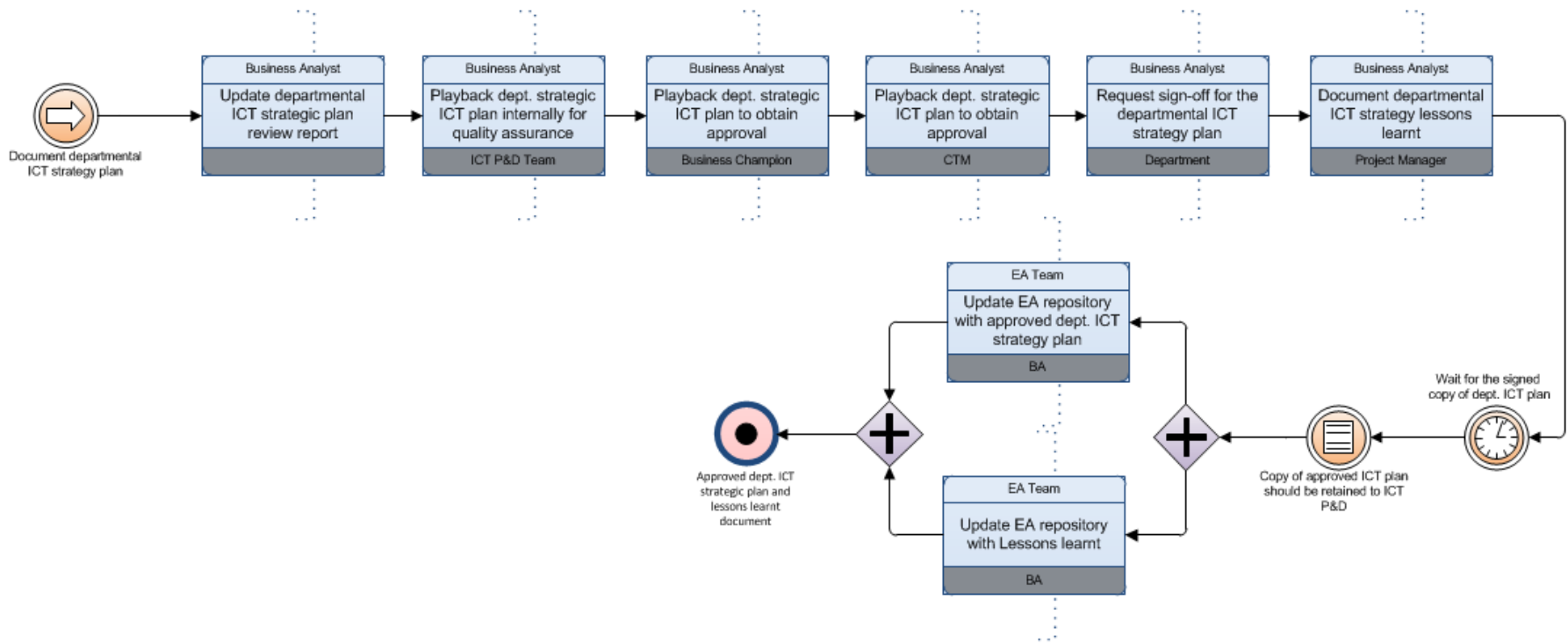




**Annexure B: 1.11. Conduct Gap Analyses**



Annexure B: 1.12. Document Departmental Strategic ICT Plan



Annexure B: 1.13. Document Departmental Strategic ICT Plan

# Annexure C: Framework Phase Summaries

<b>Phase 1a</b>	<b>Business Strategy Articulation</b>
<b>Objective</b>	In order to appropriately define ICT activities, it is vital that the department's mandate, planning framework, strategy and business operations are fully understood.
<b>Data Gathering Method</b>	Strategic Document Analysis, Strategic Interviews, Surveys
<b>Tools</b>	PowerPoint, Excel, Word
<b>Value to Department</b>	An articulated and documented business strategy that can be used to identify alignment opportunities and interdependencies between Government departments and agencies
<b>Value to ICT Planning Team</b>	A comprehensive understanding of the client business goals and areas that can be used within ICT planning, execution and operational activities. It is critical to note that the business strategy articulation phase is predominately an analysis phase. The purpose is NOT to devise a business strategy, but to understand the context in which the client operates.
<b>Process</b>	<ul style="list-style-type: none"> <li>• Analyse the business strategy or business plan             <ul style="list-style-type: none"> <li>• Populate the template with the information from these documents.</li> <li>• Setup a schedule with names of individuals you would like to meet. It is important that you schedule all interactions with business people via the ICT Services Manager.</li> <li>• The individuals that will participate in this process are the executive management i.e. Head of Department (HoD) and Chief Directors (CDs).</li> <li>• Prepare for the work sessions.</li> <li>• Conduct the work sessions.</li> </ul> </li> <li>• Send information back to participants for verification.</li> <li>• Make the relevant changes to the template after the work session.</li> <li>• Confirm information gathered through playback with business.</li> </ul>
<b>Phase Elements</b>	

Item No.	Deliverable	Action	Source
	Organogram	Illustrate	Macro structure
1.2	Strategy Interviews	Interviews	Chief Directors
1.3	Department Mandate	Capture	APP
1.4	Vision and Mission	Capture	APP
1.5	Stakeholder Analysis & Grouping	Analyse and List	APP, Budget Vote
1.6	Strategic Goals & Objectives	List	APP
1.7	Strategic Objective Impact Analysis	Analyse and List	Budget Vote
1.8	Value Chain	Analyse and Illustrate	APP
1.9	ICT Enablers	List	Interview Notes
1.10	Department Information systems	List	Interview Notes
1.11	Business Value of System	Survey	Business
1.12	Business Use of System	Matrix	Interview Notes
1.13	View of Business Systems	Survey	Business

<b>Phase 1a</b>	<b>Business Information Architecture</b>		
<b>Objective</b>	The articulation of the departmental information architecture, to be used as the primary driver for the future systems portfolio. Identification of the Information Elements required to drive processes is a key output of this module.		
<b>Data Gathering Method</b>	Strategic Document Analysis (Annual Performance Plans), Operational Interviews, Surveys		
<b>Tools</b>	PowerPoint, Excel		
<b>Value to Department</b>	Articulated and documented business strategy that can be used to identify alignment opportunities and interdependencies between government departments and agencies		
<b>Value to ICT Planning Team</b>	A comprehensive understanding of the client business goals and areas that can be used within ICT planning, execution and operational activities. It is critical to note that the business strategy articulation phase is predominately an analysis phase.		
<b>Process</b>	For each division, one must firstly identify the key performance areas (KPA's). Key performance indicators (KPI's) must then be articulated for each KPA. For each KPI, the information elements must then be defined. For each business area, one must then articulate the critical success factors (CSF's). For each division, one must then identify the ICT solutions that are needed to support the KPA's, in line with the CSF's.		
<b>Phase Elements</b>			
<b>Item No.</b>	<b>Deliverable</b>	<b>Action</b>	<b>Source</b>
1.13	Organogram	Copy from strategy	Copy from strategy
1.14	Architecture Interviews	Interviews	Directors
1.15	KPA & KPI Analysis	In spreadsheets	APP & Performance Agreements
1.16	Critical Success Factors	Survey	Business
1.17	Critical Success Factors	Plot	Business

1.18	Department Information systems	Copy from strategy	Copy from strategy
1.19	View of Business Systems	Copy from strategy	Copy from strategy
1.20	Business Value of System	Survey	Business
1.21	Business Use of System	Copy from strategy	Interview Notes

<b>Phase 2</b>	<b>Current ICT Assessment</b>
<b>Objective</b>	In order to define a strategic ICT plan, the current state of the ICT environment needs to be understood and analysed to identify an appropriate 'starting point' A holistic assessment of the current ICT environment will clearly identify areas of improvement, barriers and opportunities for value creation to be addressed in the Plan.
<b>Data Gathering Method</b>	Surveys, EA Repository, Interview notes, Technical Workshops with ADM's, TM's and SM's
<b>Tools</b>	PowerPoint, Excel, Word, Case Wise
<b>Value to Department</b>	Provides a detailed view of existing ICT environment in terms of: <ul style="list-style-type: none"> <li>&gt; Applications Portfolio</li> <li>&gt; Infrastructure</li> <li>&gt; ICT Organisation</li> <li>&gt; Projects portfolio</li> <li>&gt; Assessment of ICT Service Providers</li> </ul>

	<p>&gt;Current state of IT Risk management.</p> <p>&gt;Current state of citizen centric e-services.</p> <p>&gt;Current state of departmental IT Policies.</p>		
<b>Value to ICT Planning Team</b>	<p>&gt; Assess the organisation's current ICT role and infrastructure</p> <ul style="list-style-type: none"> <li>&gt; Identifies risk inherent in the current environment (Organisation &amp; Technology)</li> <li>&gt; Identifies departmental maturity (readiness)</li> <li>&gt; Assess IT Service Providers in terms of offerings and service delivery.</li> <li>&gt; Assess business value of current systems</li> <li>&gt; Develops a department technology reference model</li> <li>&gt; Identify ICT projects and expenditure</li> </ul> <p>&gt;Assessment of IT Risk management.</p> <p>&gt;Assessment of the current citizen centric e-services.</p> <p>&gt;Identify current departmental IT Policies.</p>		
<b>Process</b>	<p>This phase is executed through questionnaires, interviews and/or workshops with the relevant stakeholders in the business and ICT organisation.</p> <ul style="list-style-type: none"> <li>• Distribute Service Provider Questionnaire</li> <li>• Distribute ICT Maturity Questionnaire</li> <li>• Collect Project portfolio information</li> <li>• Collect ICT Spend Information</li> <li>• Extract Application Portfolio and populate</li> <li>• Extract and Populate Technology Reference Model</li> <li>• Populate the template with the information from all feedback.</li> <li>• Setup a schedule with names of individuals you would like to meet for workshops.</li> </ul>		
<b>Phase Elements</b>			
<b>Item No.</b>	<b>Deliverable</b>	<b>Action</b>	<b>Source</b>
2.1	ICT Questions / Interrogatives	Analyse with business	Business



2.2	ICT Organisation Functionaries	Analyse with business	Business
2.3	Virtual ICT Organisation	Numbers	Business
2.4	ICT Organisation observations	Analyse	Business
2.5	Technology Function matrix	Analyse	Business
2.6	Technology Service matrix	Analyse	Business
2.7	ICT Maturity (Planning, Implementation, Operations)	Survey	Business, SM, ADM & TM
2.8	ICT Maturity (Planning, Implementation, Operations)	Plot	Business, SM, ADM & TM
2.9	Scope of Operations	Plot	Business, SM, ADM & TM
2.10	ICT Components level of maturity	Plot	Business, SM, ADM & TM
2.11	ICT Service Provider Survey	Survey	Business, SM, ADM & TM
2.12	ICT Service Provider Survey	Plot	Business, SM, ADM & TM
2.13	Service Provider Recommendations	List	Business, SM, ADM & TM
2.14	Business Use of System	Copy from strategy	Copy from strategy
2.15	Business Value of System	Summarise Survey done in Business Strategy	Business
2.16	View of Systems Portfolio by Department	Analyse and Plot	EA Apps Collected
2.17	Planned Actions for System Portfolio	Analyse and Plot	EA Apps Collected
2.18	Systems Observations and	List	EA Apps Collected

	recommendations		
2.19	TRM – Analysis and Population	List	EA Infrastructure Collected
2.20	ICT Projects	Source and List	Business, SM, ADM & TM
2.21	ICT Spend	Analyse and Illustrate	Business, SM, ADM & TM
2.22	Citizen centric services including departmental services	Analyse with business and document.	Business, eG4C& SM
2.23	Departmental IT Policies	Analyse with business and document.	Business, ICT P&S
2.24	Departmental IT Risk Articulation	Analyse with business and document.	Business and IT Risk Team

<b>Phase 3</b>	<b>BUSINESS to ICT ALIGNMENT</b>
<b>Objective</b>	The purpose of the departmental ICT alignment is to: Interpret business objectives into key information drivers Interpret business processes into information architecture Provides a conceptual view of the required state of ICT to support the business goals, and what role ICT will play in the various divisions
<b>Data Gathering Method</b>	Workshops / Playbacks / Facilitation
<b>Tools</b>	PowerPoint, Excel, Word,
<b>Value to Department</b>	Interpreted business goals into key information drivers. Interpreted business processes into information elements. Provides a conceptual view of the required state of ICT to support the business goals, and what role ICT will play in the various business areas.

<b>Value to ICT Planning Team</b>	<ul style="list-style-type: none"> <li>&gt; Developing an ICT Mandate, vision, mission and strategy             <ul style="list-style-type: none"> <li>&gt; Define ICT drivers and objectives</li> <li>&gt; Establish implication of IM/ICT on the organisation</li> <li>&gt; Identify and establish guiding principles of management, organisation, governance, applications, information, architecture and infrastructure</li> <li>&gt; Define specific target deliverables</li> <li>&gt; Develop ICT Risk Assessment</li> </ul> </li> </ul>		
<b>Process</b>	<p>Follow the process below for each of the sub-components of Business to ICT Alignment, i.e. ICT Strategy, ICT Organisation and ICT Conceptual Architecture</p> <ul style="list-style-type: none"> <li>• Analyse the outcomes of business architecture articulation deliverable</li> <li>• Analyse any other supplemental IM/IT documents that already exist that relates to current departmental architectures</li> <li>• Pre-populate the template with the information from these documents.</li> <li>• Schedule at least two hour workshop(s) with the participants. Setup a schedule with names of individuals you would like to meet, dates, times, and venue of the meeting. Hand the schedule over to the GITO's secretary, in order for her to schedule the work sessions for you. It is important that you schedule all interactions with business people via the GITO's office.</li> <li>• You need to regularly do follow-ups with the GITO's office to ensure that these appointments have been scheduled.</li> <li>• Ensure that all materials are organised for the workshop (i.e. projector, flipchart, flipchart pens, white board pens, Prestik etc.)</li> <li>• Prepare for the workshop</li> <li>• Conduct and facilitate the workshop</li> <li>• Update the relevant changes to the template after the workshop</li> <li>• Send the draft ICT strategy/organisation/conceptual architecture deliverable to your Programme Office for QA Please refer to "introduction of management consulting" for more guidelines around conducting and facilitating a workshop</li> </ul>		
<b>Phase Elements</b>			
<b>Item No.</b>	<b>Deliverable</b>	<b>Action</b>	<b>Source</b>
<b>3.1</b>	<b><u>ICT Strategy</u></b>		
3.1.1	Organogram	Copy from strategy	Copy from strategy
3.1.2	ICT Organisation Functionaries	Copy from Current ICT Assessment	Business

3.1.3	Department Mandate	Copy from strategy	APP
3.1.4	Value Chain	Copy from strategy	APP
3.1.5	Vision & Mission	Copy from strategy	APP
3.1.6	Strategic Goals & Objectives	Copy from strategy	APP
3.1.7	Scope of Mandate ICT Components	Analyse and Matrix	Business, SM, ADM & TM
3.1.8	E-Innovation Mandate	Update if applicable	Ce-I Business Strategy
3.1.9	ICT in WCG Context	Update if applicable	Ce-I Business Strategy
3.1.10	Boundaries for ICT Strategy	Update if applicable	Ce-I Business Strategy
3.1.11	Ce-Innovation Business Strategy	Update if applicable	Ce-I Business Strategy
3.1.12	ICT Mandate, Vision, Mission	Update if applicable	Business
3.1.13	ICT Role in the Department	Update if applicable	Business
3.1.14	ICT Drivers: Government Trends	Analyse and Illustrate	Gartner Hype Cycle & National Strategies
3.1.15	ICT Trends: Hype Cycles	Update for current year	Gartner Hype Cycle
3.1.16	Identify ICT drivers	Analyse and Illustrate	Business Strategy & ICT Trends
3.1.17	ICT Objectives and related actions	Analyse and List	Business, SM, ADM & TM
3.1.18	ICT Principles	Analyse and Illustrate	Business, SM, ADM & TM
3.1.19	Guiding Principles	Analyse and List	Business, SM, ADM & TM
3.1.20.	ICT Milestones	Analyse and List	Business, SM, ADM & TM

3.1.21.	ICT Success Factors	Analyse and List	Business, SM, ADM & TM
3.1.22.	ICT Risks	Analyse and List	Business, SM, ADM & TM
<b>3.2.</b>	<b><u>ICT Organisation</u></b>		
3.2.1.	ICT Mandate, Vision, Mission	Copy from ICT-Strategy	Copy from ICT-Strategy
3.2.2.	Department ICT Org in IT-IRM-IL model	Analyse and Illustrate	Business, SM, ADM & TM
3.2.3.	ICT Functions - IT-IRM-IL	Analyse and Illustrate	Business, SM, ADM & TM
3.2.4.	ICT RACI analysis, ICT functionaries, process groups and ICT roles		Business, SM, ADM & TM
3.2.5.	ICT Governance – Analyse Structures, Illustrate and List Recommendations	Analyse Structures, Illustrate and List Recommendations	Business, SM, ADM & TM
<b>3.3</b>	<b><u>Conceptual Architecture - Business Information Architecture</u></b>		
3.3.1	Stakeholder Analysis & Grouping	Copy from Strategy	Copy from Strategy
3.3.2	Information Flow: Stakeholders	Analyse and Illustrate	Business
3.3.3	Information Flow: Branches	Analyse and Illustrate	Business
3.3.4	Ideal-state Systems Architecture	Analyse (workshop) and Illustrate	SM & ADM
3.3.5	Ideal-state Technology	Analyse (workshop) and Illustrate	EA Infrastructure Collected

	Architecture		
3.3.6	Future Investment Portfolio	Analyse (workshop) and Illustrate	Business, SM, ADM & TM

<b>Phase 4</b>	<b>ICT Plan</b>
<b>Objective</b>	The purpose of the strategic ICT plan stage is to provide the department guidance in the formulation of a three year ICT investment plan. The Strategic ICT plan stage encapsulates the high level information requirements and subsequent systems as well as ICT related requirements for organisation and infrastructure.
<b>Data Gathering Method</b>	Workshops / Playbacks / Facilitation
<b>Tools</b>	PowerPoint, Excel, Word,
<b>Value to Department</b>	<ul style="list-style-type: none"> <li>&gt; Produce a measurable, quantifiable guide to ICT deployment within the department</li> <li>&gt; Ensure that the predefined objectives are met</li> <li>&gt; Roadmap to the future state of ICT</li> </ul>
<b>Value to ICT Planning Team</b>	<ul style="list-style-type: none"> <li>&gt; Establish the future ICT organisational requirement</li> <li>&gt; Develop the GAP between current and future state</li> <li>&gt; Perform a Resource Gap analysis</li> <li>&gt; Establish a prioritised list of initiatives</li> <li>&gt; Provide a risk assessment of all high-level initiatives</li> <li>&gt; Provide an actionable 3-year ICT plan</li> <li>&gt; Provide budgetary input into Department's MTEF planning cycle</li> <li>&gt; Provide a measurement for achieving objectives</li> <li>&gt; Ensure that the ICT organisation will through the SICT Plan align and enable the business</li> </ul>

<b>Process</b>	<p>This phase is executed through playback and/or workshops with the relevant stakeholders in the business and ICT organisation.</p> <ul style="list-style-type: none"> <li>• Analyse / Workshop Initiatives based on Gap</li> <li>• Alignment with ICT Objectives</li> <li>• Develop Scoring Model</li> <li>• Prioritisation workshop using scoring model</li> <li>• Playback of prioritisation to Stakeholders</li> <li>• Develop High-level Cost implications of Plan</li> <li>• Develop High-level Implementation Plan</li> </ul>
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**Phase Elements**

Item No.	Deliverable	Action	Source
4.1	Department's Strategic ICT Mandate, Vision and Mission	Copy from ICT strategy	Copy from ICT strategy
4.2	Department's Strategic ICT Objectives	Copy from ICT strategy	Copy from ICT strategy
4.3	Analyse ICT Organisational Gap	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.4	Analyse ICT Systems Gap	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.5	Analyse ICT Infrastructure Gap	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.6	Analyse ICT Project and Spend Gap	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.7	List ICT Enablers for Strategic Objectives	Copy from Strategy	Interview Notes

4.8	List of ICT Initiatives and Categories	Analyse(workshop)	Business, SM, ADM & TM
4.9	Illustrate Department Conceptual Architecture	Copy from ICT Architecture	Copy from ICT Architecture
4.10	List Prioritisation Model	Analyse and Illustrate	Business, SM, ADM & TM
4.11	Prioritise ICT Initiatives	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.12.	List Costing Assumptions	List	SITA, SM, ADM, TM
4.13.	ICT Initiative Implementation Risk Analysis	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.14.	List Observations and Recommendations	Analyse(workshop) and Illustrate	Business, SM, ADM & TM
4.15.	Propose Implementation Approach and Timeframes	Analyse(workshop) and Illustrate	Business, SM, ADM & TM

<b>Phase 5</b>	<b>ICT Implementation Plan</b>
<b>Objective</b>	The standards for strategic ICT planning within government departments have been defined by the Department of Public Services Administration. These standards originate from the CoBIT (Control Objectives for IT) management guidelines. The guidelines form part of the overall process of uplifting ICT Governance within the South African Government to international best practice. The CoBIT framework measures ICT Governance in organisations based on Information, Planning and organisation, acquisition and implementation, delivery and support and monitoring. In maintaining an effective strategic planning process, it is necessary for the department to ensure that it measures itself against the CoBIT and DPSA guidelines.
<b>Data Gathering</b>	Workshops/Interviews / Playback



<b>Method</b>			
<b>Tools</b>	PowerPoint, Workshop Facilitation		
<b>Value to Department</b>	<ul style="list-style-type: none"> <li>&gt; Provides an implementation framework that clearly indicates responsibilities and accountabilities for information implementation and exploitation.</li> <li>&gt; Provides a process of implementing ICT Initiatives for the departments</li> </ul>		
<b>Value to ICT Planning Team</b>	<ul style="list-style-type: none"> <li>• Develop an implementation plan according to objectives and governance principles relating to: <ul style="list-style-type: none"> <li>&gt; Formulation</li> <li>&gt; Maintenance</li> <li>&gt; Revision of the ICT Implementation Plan/Process</li> </ul> </li> <li>• Position the ICT Implementation Plan in relation to the ICT strategic process.</li> <li>• Provide recommendations in terms of the possible ICT solutions that may enable departments to improve service delivery</li> <li>• Utilise CoBIT and ITIL guidelines for ICT Implementation planning</li> </ul>		
<b>Process</b>	<ul style="list-style-type: none"> <li>• Implementation of the departmental ICT Initiatives</li> </ul> <p>This phase reinforces the implementation of the ICT Plan in the department.</p>		
<b>Phase Elements</b>			
<b>Item No.</b>	<b>Deliverable</b>	<b>Action</b>	<b>Source</b>
5.1	ICT Implementation Plan	List	Business
5.2	ICT Solutions	List	R&D
5.3	Assessment Report	Illustrate	Business
5.4	Recommendations	Illustrate	Assessment Report
5.5	Lesson Learnt Document	List	Business

<b>Phase 6</b>	<b>Strategic ICT Management</b>
<b>Objective</b>	<p>The standards for strategic ICT planning within government departments have been defined by the Department of Public Services Administration. These standards originate from the CoBIT (Control Objectives for IT) management guidelines. The guidelines form part of the overall process of uplifting ICT Governance within the South African Government to international best practice. The CoBIT framework measures ICT Governance in organisations based on Information, Planning and organisation, acquisition and implementation, delivery and support and monitoring. In maintaining an effective strategic planning process, it is necessary for the department to ensure that it measures itself against the CoBIT and DPSA guidelines.</p>
<b>Data Gathering Method</b>	Workshops / Playback
<b>Tools</b>	PowerPoint, Workshop Facilitation
<b>Value to Department</b>	<ul style="list-style-type: none"> <li>&gt; Provides a management framework that clearly indicates responsibilities and accountabilities for information implementation and exploitation.</li> <li>&gt; Provides control to the rollout of the Strategic ICT plan</li> </ul>
<b>Value to ICT Planning Team</b>	<ul style="list-style-type: none"> <li>• Develop an implementation plan according to objectives and governance principles relating to: <ul style="list-style-type: none"> <li>&gt; Formulation</li> <li>&gt; Maintenance</li> <li>&gt; Revision of the SICT Plan</li> </ul> </li> <li>• Position the SICT Plan in relation to the ICT strategic process and IM/ICT structures</li> <li>• Provide recommendations in terms of the: ownership, organisational structure and enabling systems for the SICT Plan</li> <li>• Utilise CoBIT guidelines for strategic ICT planning</li> <li>• Provide guidance DGITO's Analyst regarding operationalisation of ICT implementation plan</li> </ul>

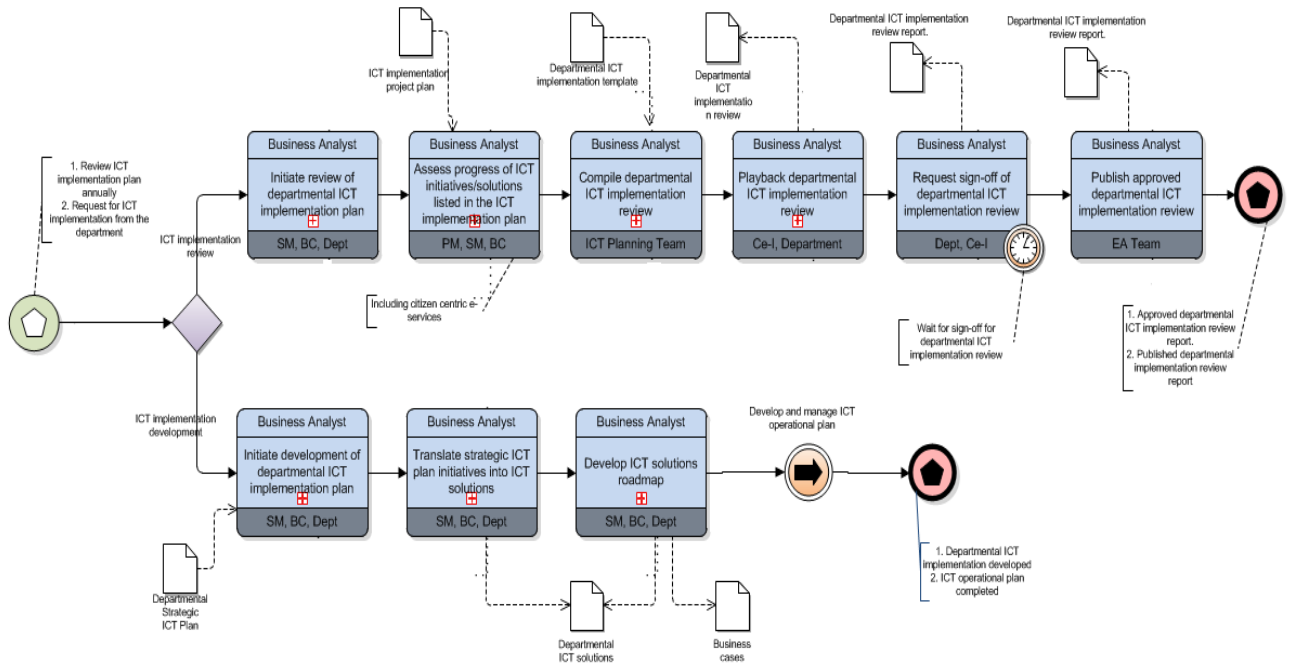
<b>Process</b>	<p>This phase reinforces the management of the ICT Plan in the department. Given that the plan has been developed and the value of the plan is appreciated, the department must put processes and structures in place to ensure:</p> <ul style="list-style-type: none"> <li>• Maintenance of the ICT Plan</li> <li>• Continued Alignment with business strategic objectives</li> <li>• Improvement maturity in management of ICT in the department.</li> </ul> <p>• Develop departmental ICT Operational Plan</p>
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<b>Phase Elements</b>
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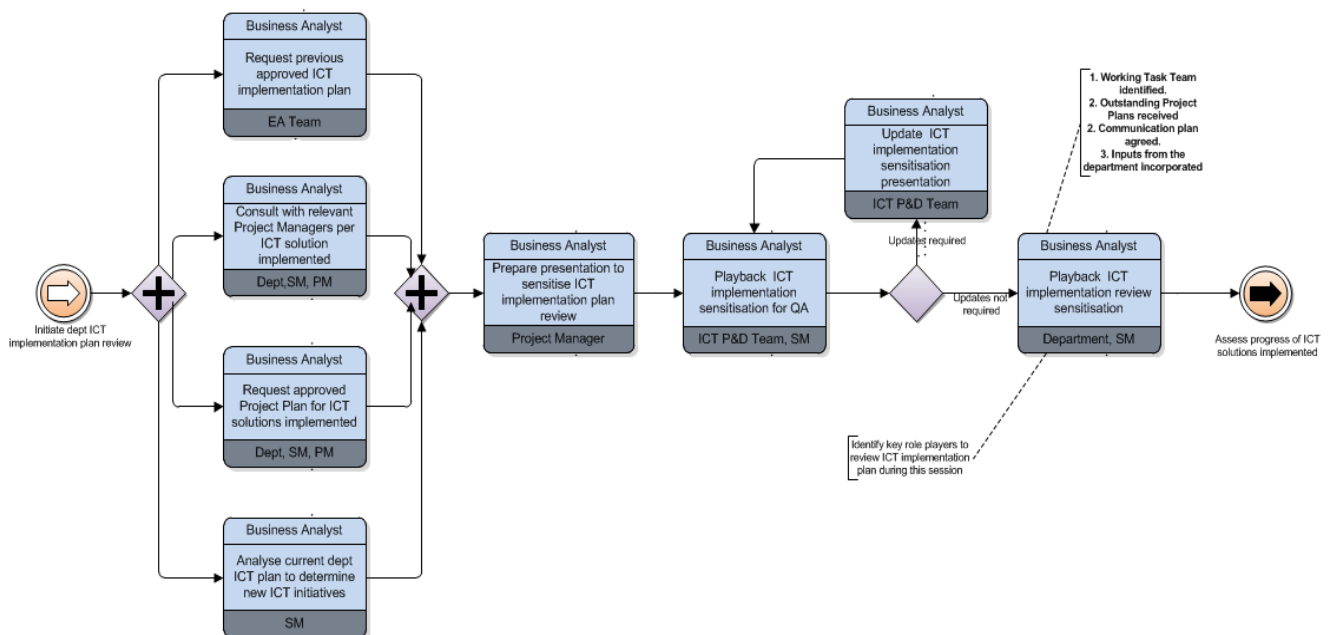
Item No.	Deliverable	Action	Source
6.1	Strategic ICT Activities for Department	List	Business
6.2	Strategic ICT processes for Department (Formulation)	List	Business
6.3	Planning cycle	Illustrate	Business
6.4	CobiT guidelines for strategic ICT planning	Illustrate	Business
6.5	Strategic planning process	Illustrate	Business
6.6	ICT Operational Plan	Identify ICT projects from the listed ICT solutions	ICT Implementation plan, business & dept. work plans.

# Annexure D: ICT Implementation Process Flows

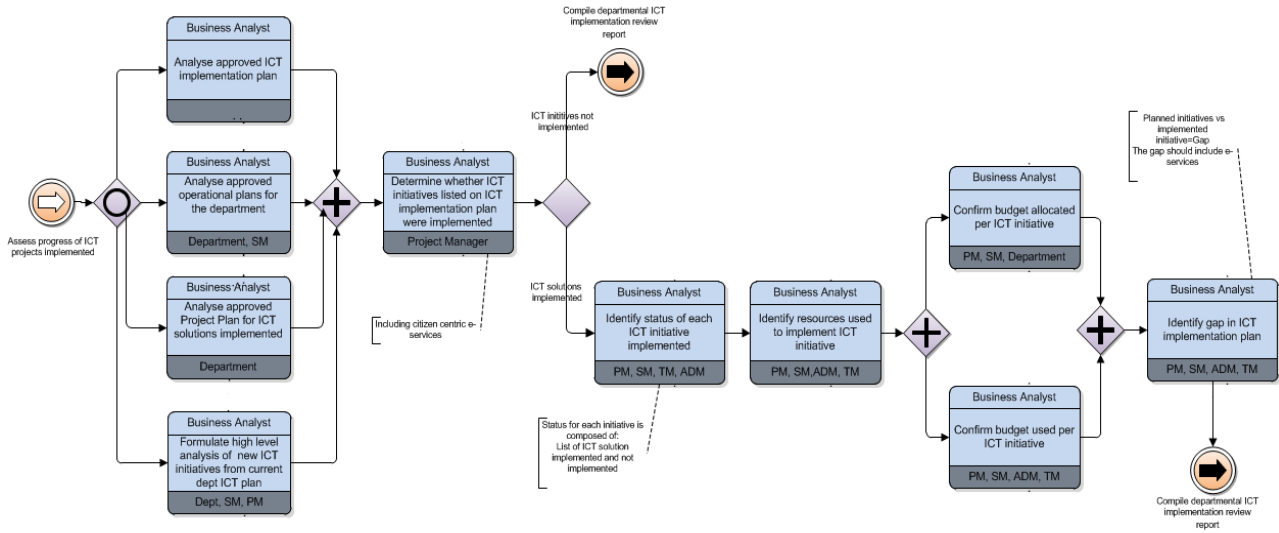
## Annexure D: 1 Develop and review departmental ICT implementation plan



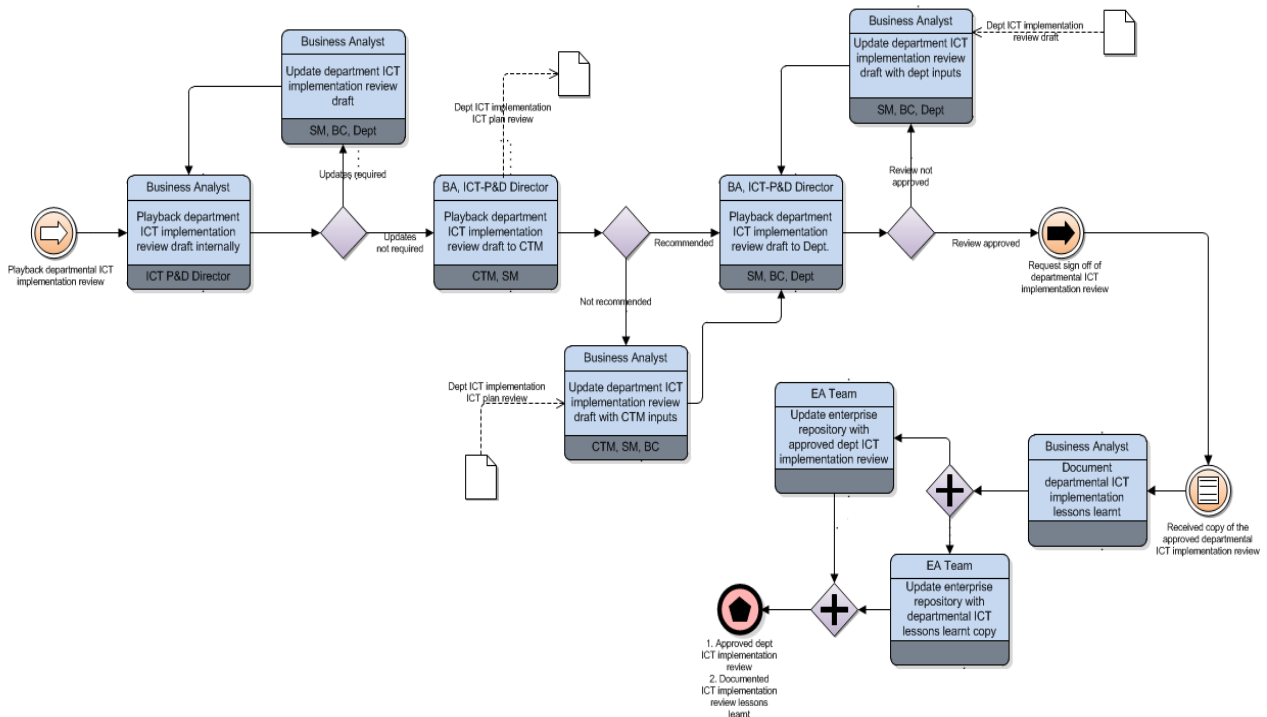
### Annexure D: 1.1 Initiate departmental ICT implementation plan



## Annexure D: 1.2 Analyse progress of ICT implementation project implemented

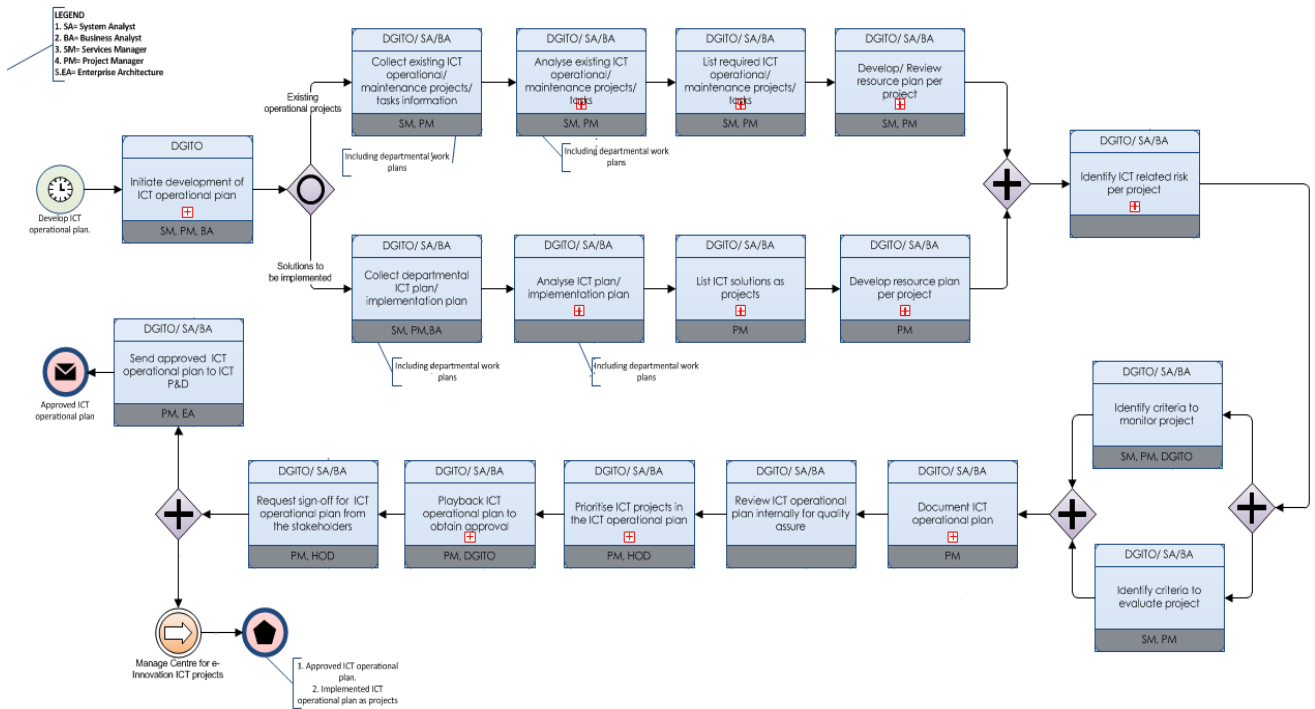


## Annexure D: 1.3 Playback departmental ICT implementation review

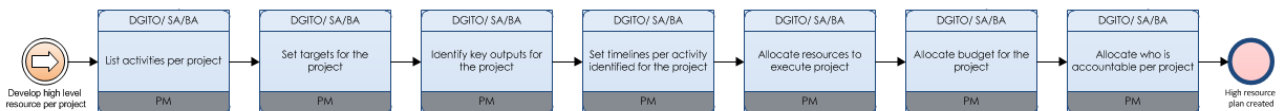


# Annexure E: ICT Operational Process

## Annexure E.1: Develop and Implement ICT Operational Plan



### Annexure E: 1.1 Develop High Level Resource Plan per Project



## Annexure E: 1.2 Document ICT Operational Plan

