GAUTENG PROVINCE

EDUCATION
REPUBLIC OF SOUTH AFRICA

CHIEF DIRECTORATE: INFORMATION TECHNOLOGY

PROJECT CHARTER

TO DESIGN, BUILD, OPERATE AND TRANSFER AN ONLINE ADMISSIONS APPLICATION

(RELEASE 3, ACADEMIC YEAR: 2018)

FOR

THE MEC FOR EDUCATION

Version 2
17th March, 2017

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Enquiries

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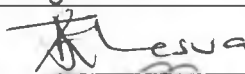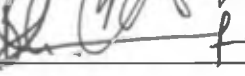
Document History

Version	Revision Date	Summary of Changes
1	9th July, 2016	First issue
2	17th March 2017	Alignment of dates and Project Review

Approvals

The signatories hereof, being duly authorized thereto, by their signatures hereto authorize the execution of the work detailed herein, and/or confirm their acceptance of the contents hereof and authorize the implementation/adoption thereof, as the case may be, for and on behalf of the parties represented by them.

Name	Designation	Signature	Date
Sanelisiwe Kheswa	Director : IT Support Services	*Kheswa*	29/03/17
Mmule Madonsela	Director : Public and Ordinary Schools	*(signature)*	29/3/2017
Elize Froneman	Chief Director : School Management	*(signature)*	11/4/2017
Brenda Molatlhegi	Chief Information Officer	*(signature)*	13/04/2017
Distribution	GDE- HoD		
	SITA		

Contents

1. Purpose of the Project Charter (Release 3)

The Corporate Information Technology Chief Directorate has been tasked with designing an Online Admissions Application, based on the user requirements from the Public Ordinary Schools Chief Directorate and confirmed by the project sponsor, the HOD: Gauteng Department of Education and the MEC for Education.

The project is entitled "*To design, build, operate and transfer an Admissions Online Application Release 3: Academic Year 2018*" (Admissions Online Project). The purpose of this Project Charter (Prince2 Project Initiation Document/PID) is primarily to define the project, to form the basis for its management and the assessment of its overall success. The signing of this Project Charter (Release 3) by the signatories below formalizes the acceptance and initiation of the Admissions Online Application for the 2018 Academic Year.

The Gauteng Department of Education adopted the Prince2 methodology, a project management framework to manage the project for the Admissions Online Application. The Project Charter (Release 3) is an essential element in identifying the roles and responsibilities of each stakeholder and ensuring that there is full co-operation in achieving the aims of the project within the identified timeframes and budget.

2. Document Background

The project to build an Admissions Online Application was first initiated by the Chief Director Corporate Information Technology in February 2015. This was in response to a request from the MEC to review and automate the school admission process. Through it, parents would be able to apply for admission for children in their care to Public Ordinary Schools online using an internet enabled computer or from a Smart Cellular Phone. This initiative obviated the need for parents to visit schools of their choice, and sometimes queuing in order to fill in paper-based forms.

Furthermore, it will:

- Enable the Department to implement the Admissions Regulations fairly and equitably,
- streamline the application process,
- readily identify schools experiencing pressure, and also
- prevent confusion over multiple applications.

The first version of the Project Charter (Release 1) was developed according to the User Requirements defined by the Public Ordinary Schools Directorate, based on the Admissions Regulations and documented in the Project Charter (Release 1) (available on MyGDE). The Application, hosted at SITA was launched on 15 April 2015 and went live on 21 April, 2015.

During this version, a dual application process was followed, allowing for admissions to be processed both manually and online. Parents who chose to apply on a paper-based form at schools had their applications captured either at the Schools or at capturing hubs in Districts and Head Office. A centralized database of all admissions was therefore constructed, enabling the admissions processes to be streamlined and allowing for schools that are in demand and high pressure areas to be identified.

Thousands of parents were able to use the Application and registered their children online in 2015 for admission in January, 2016. The success of the project prompted the Department to adopt the Admissions Online Application as a singular tool to process applications for the 2017 Academic Year. Therefore, Release 2, with a separate Project Charter (available on MyGDE) was signed in 2016 for the learner intake of 2017. This Project Charter (Release 3) includes further enhancements to the original system for Admissions 2018.

The success of the project outlined in the Project Charter (Release 3) will require close co-operation between the following business units in the Department:

- Chief Directorate Corporate ICT;
- Chief Directorate Communications;

- Chief Directorate School Management; and
- Chief Directorates Operations.

In addition, the State Information Technology Agency (SITA) is also intimately involved, acting as a host for the application, and a guarantor of Information Security. Esri will be taking part in Geographical coordination of parent's address instead of Google which was the platform used in the past two years. The roles and responsibilities of each business unit are detailed below.

This document should be read in conjunction with the close-out report from the Release 2 project, which includes lessons learned from the two previous implementations of the Admissions Online Application.

It is expected that the two Chief Directors (School Management and Corporate ICT) who are responsible for the GDE business units most concerned with the construction of the Admissions Online Application and its implementation, will co-chair the Steering Committee and indicate their full commitment and support for the project. This support is further endorsed by the signed approval of the two DDGs involved (Corporate Management and Education Support). In addition, the Project Charter will be distributed to the HoD as project co-sponsor as well as SITA as the implementing partner.

Any subsequent changes to the system will go through Change Management Process. This will require the change to be documented and presented to the Steering Committee.

3. Project Objectives

When the Gauteng Department of Education introduced the Admissions Online Application in 2015, the primary aim was to develop a *centralised database* for planning and monitoring admissions processes in the province. The secondary aim

was to ***eradicate long queues*** at schools on the first day of application The Application was designed to ensure that schools apply the Admissions Regulations fairly and equitably to streamline the application process, to readily identify schools experiencing pressure, and to prevent confusion over multiple applications. The

Admissions Online Application is driven by the objectives of Pillar 6, which are the following:

- **create a centralised database for planning purpose**
- **monitor admissions processes in the province**
- **eradicate long queues at schools during the application period**
- **enable parents to access the services at ease**
- **place all the learners who applied within the set timeframes**

Furthermore the "objectives" below, are more of a description of what the App should provide and does not fit in this section

4. Scope of Work

There are currently 2081 schools in the Gauteng Province, providing educational services to approximately 2 million learners. The anticipated numbers of new applications for Grades 1 and 8 are from (PPT 1OTH DAY Stats) Grade 1 (2017) 175 827 and Grade 8 (2017) 136 261 respectively, with a projected 2.2% growth annually due to in migration.

The Admissions Online Application will be used by all parents to apply for ADMISSION at schools for Grade 1 (Primary Schools) and Grade 8 (Secondary Schools).Help desks will be set up strategically to assist parents who require assistance. Inner grade applications will only be available for parents applying from other provinces.

The roles and responsibilities of the business units are outlined in the sections below:

4.1   GDE Information Systems Directorate shall

- Provide all Project Management Office services according to the SLA
- Be responsible for developing the "*front end*" and the "*back end*" functionality of the application as detailed in Sections 5
- Develop the Cell Phone Application and make it available through Cell Phone App Stores

- Participate in and report to the project Steering Committee and implement all decisions taken
- Ensure the application is thoroughly tested and hosted at SITA
- Compile full documentation on the Application to ensure adequate training and support
- Provide all required reports to the relevant business units from the "back end" functionality
- Complete the Project Close-Out Report as required by Prince2 Methodology

4.2   Chief Directorate School Management shall:

- Provide details of the Admissions Regulations and any amendments to them
- Provide the numbers of places available at all public ordinary schools in the province to enable the Application to generate offers of placement
- Chair the project Steering Committee and implement all decisions taken
- Approve the user requirements as described in this Charter
- Communicate in good time, and in writing, any changes to the system
- Engage School Governing Body Associations over the implementation of the Release 3 version
- Work with the Communications Chief Directorate, to communicate and advocate all relevant processes pertaining to the system to relevant stakeholders
- Ensure collaboration of District Directors and other officials in the implementation of the project

- Ensure that Provincial Admissions Coordinators are fully conversant with the system to effectively support schools in the utilization thereof.

- Work with other business units to design a training programme for District Officials and School-based staff to be able to manage and use the Application system
- Assist with the delivery of suitable training for principals administrators to be able to use the Application system
- Draw up the Management Plan for the Admissions Cycle

4.3   Communications Chief Directorate shall:

- Collaborate with other project participants over the design and implementation of an effective Communications Strategy and Chief Directorate: School Management to ensure parents are aware of the admission processes relating to the system. This may include, amongst others, television, Radio, print media and other forms of media
- Strengthen the awareness campaign
- Work with Chief Directorate: School Management and Project Management Office over developing and delivering communications to school-based, District, Head Office officials
- Participate in and report to the project Steering Committee and implement all decisions taken
- Ensure collaboration with Chief Directorate: School Management for effective and efficient rolling out of the Communication Strategy

4.4   SITA shall:

- Provide Application Logistics, including VPN access, to the testing environment at SITA to enable remote uploading and functionality testing
- Participate in and report to the project Steering Committee via the CIO and implement all decisions taken

- Test the Admissions Online Application for vulnerabilities and provide reports

- Test the capacity of the IT infrastructure to ensure sufficient capacity

- Provide Information Security Certification to guarantee the security of personal information

- Host the Admissions Online Application

- Deploy the signed-off Application to the SITA production server environment

- Ensure the Application and associated databases, are available for parents to apply for admission and accessible to relevant GDE officials for reporting.

4.5   eGov shall:

- Provide DAV Center services through the University of Witwatersrand University to quality assure that the industry standards are adhered to.

5. Detailed User Requirements

5.1   The Online Application is to be accessed through the Internet (a computer or using a Smart Cell Phone to access the Internet), or from a Smart Cell phone using a downloadable Cell Phone Application.

5.2   The Internet address will be: https://www.gdeadmissions.gov.za

5.3   The Application will consist of:`
- Internet Front End (Parents Sign Up and Apply)
- Cell Phone Front End (Parents Sign Up and Apply) and the
- Back End (Administration Application)

5.3   Front End – Parents Sign Up and Apply. The Processes will include:
- Sign Up and Verification
- Creating login credentials
- Application and

Back End: (https://www.gdeadmin.gdeadmissions.gov.za

- Placement
- Reporting

5.4   When the page is first visited, the Welcome Page will compel the parent to read certain general information, and to access the "*Terms and Conditions*" by clicking on a hyperlink.

5.5   Track whether the parent has read the Terms and Conditions

5.6   The pop-up screen will then request the parent to identify themselves as either a "*South African*", or a "*non-South African Citizen*".

5.7   First time users will be required to click the "Apply button to enter the parent's information before making an Application.

5.8   On selection of the "*South African Citizen/non-South African Citizen*", a pop-up screen for "*ID Number/Passport verification*" will request the parent to enter their ID/Passport Number/**study permit number**.

5.9   The parent will then complete the required parent information (names; gender: male/female) to Sign Up and create login credentials.

5.10   The parent will then complete the required communication (contact) details. Part of 5.9

5.11   The parent will then create their own username and password as login credentials; advice will be given to choose a suitable password and to avoid certain characters. Part of 5.9

5.12   When logged in, the parent will visit the My Applications page. On this page the parent will be able to:

- View or edit details by clicking on the "*My Details*" link;
- Enter Learner Information by clicking on the *Registering a Learner*" link (it will be made clear that an Application will not be completed successfully until the learner is signed up).

5.13   The login process will be as follows:

The parent will complete the required information to sign up:

- Username and
- Password

5.14   New and existing parents will need to register the learner using the following information:

- ID Number
- Names
- Date of Birth
- Gender
- Home Language
- Race; and
- Details of Current Schooling

5.15   Parents will select the grade, the learner and their home or work address. The system will then interrogate the ESRI Geographic Information System and identify six closest schools (there will be an option to view a map, centered on the parent's work or home address, and indicating the location of the six schools and the recommended route to the schools

5.16   The school system will generate schools to give parents a reasonable option over which schools they apply to as per the current legislative framework namely Admissions Regulation, 2012

5.17   Parents will be given an option to apply to a boarding/technical/monastic school.

5.18   Once the application has been completed, there will be a page indicating confirmation of successful submission. This page will contain a submission Waiting List number, starting with WA or WB or AB (to indicate the applicant is on Waiting List "A" or "B" of the school), EMIS number of the school, the Grade applied for, and the date and time of the submission. This page should also inform the parent that s/he has to visit the school to submit copies of:

- The Child's Birth Certificate (or ID Document)
- Proof of the parent's residence and/or work addresses
- Proof of the legal relationship to the child (if the applicant is not the biological parent)
- Immunization documents in the case of a Grade 1 learner (against polio, measles, TB, diphtheria, tetanus, hepatitis B); and
- The child's most recent report (if attending another school)

The parent will also receive an sms message with the same information

5.19   Back End – Administration of the Process. The Back End – Administration Application will be available to:
- School-based staff (to view their school's details but no others)
- District officials (to view their District's Applications, but no other Districts), and
- Certain Head Office officials (who will be able to view the entire database of Applications)

5.20   The School Administrators will visit the links:

- https://www.gdeadmissions.gov.za on their Internet Browser (Internet Explorer/Google Chrome) and click the link called "*GDE Admin*"

- This will enable Districts and Schools to view the applications to the school

5.21 After Selecting the School Admin Options, the school user will do the following:

- Before logging in, the user will be requested to indicate whether they have used the system before or not

- If a user has used the system before, the user will need to capture their persal number as a form of verification

- *"Sign-In"* – For Existing Users who already have Sign-In Credentials

- *"Sign-Up"* – For Admin Users who will be using the system for the first time

5.22 The *"Password Reset"* option is designed to enable the user official to streamline the resetting of credentials

5.23 School based officials will be able to reset their credentials themselves at their own convenience through:

- Click the *"Forgotten Password"* link

- Fill the form that shows up on the screen; and

- Click the Reset Password button

5.24 The *"Sign-Up"* option is for first-time users who will be required to complete their details and register as a school-based user.

5.25 The Landing Page presented after signing-in will comprise:

- The School's Name

- User details; and

- Date

5.26 There will be a panel which will contain a welcome message, and will also be the Notice Board for GDE Admissions' messages.

5.27 The second Arrow will point to the list of Menu items that a school has access to:

- New Applications
- Track Applications per parent
- Track Applications per schools
- Statistics per school
- Front End/Back End Applications per school
- Placement Process
- Learner Transfer
- Transfers Approved; and
- Log out

5.28   The following explains how the new information will be captured:

- Step 1: Verify if Parent's information exists on the System
- Step 2: The Parent's information will be captured, then the learner's Personal Details, then the user will be required to click "*Submit*"
- Step 3: Capture the Application Form to complete the online Admission form and click "*Apply*"
- Step 4: The Application is submitted, a Waiting List Number will be issued and an SMS is sent to notify the parent of the success of the submission

5.29   The "*Track Application*" Link is to verify whether the parent has indeed applied to the school and to track an Application using the learner ID Number. The user has to type in the learner's ID and click "*Search*".

5.30   The "*Application per Parent*" will be designed to search for Applications of learners using their parent's ID Number. This function will accommodate one or more learners per Parent.

5.31   The "*Application per School*" option will be a Reporting Tool to show all application records for each school:

- Reports of all Applications to the school

- Applications per grade
- Verified or unverified documents
- Late or early Applications
- Accepted or rejected Applications

5.32 The school-based user will be invited to type in his/her name as an Administrator and click "*Next*". Some Administrators will be School SGB appointed Administrators, using their ID numbers. Credentials should not be shared. The system will require the identity of the user responsible for the confirmation for record purposes.

5.33 The Learner ID Number, provided by the parent, will be required; the user will then be required to click "*Search*". If present in the System, the record will show up:

- If the status highlighted in red is "*Accepted Awaiting Approval*" the user will be able to confirm the placement of the learner;
- Schools to be advised not to reject learners.
- Learners should be transferred from one school to the other

5.34 The user must select the school that the learner is transferring to and then click "Transfer" (If transferring one by one) or "Transfer All (if the user is transferring all learners from one school to another).

5.35 Transfer Approvals will accommodate any learners who have been transferred from other schools. This part will have to be approved by the District

5.36 "*Log-out*" will be the option to exit the System. It will be essential for users to logout after a session. If they do not do so, there will be a risk of someone using their system account and make unauthorized changes. School-based users will be informed that, after capturing, securing or confirming placements or generating their school's reports, they must click the "*Logout*" button.

5.37   District Dashboard view to be added for reporting purposes

5.38   The Head Office login will enable selected officials to view the entire database and to select from a menu of reports (below):

- Add User Accounts
- Admission Status
- Manage User Accounts
- List of User Accounts
- Edit Parent Details
- Applications Status
- Resolve Applications
- Search All Applications
- List of Applicants
- Applications Per Parent
- Applications Per School
- Applications Per Districts
- Applications Per Province
- Statistics Per School
- Statistics Per District
- Learners With Multiple Applications
- Schools With Specific No. of Applications
- Schools Not Capturing
- Schools With Placement
- Front-end/Back-end Applications Per Province
- Front-end/Back-end Applications Per School
- Capacity Audit Update
- Log-out

6. Method of Approach

Service Element	Deliverable	Approach	Measurement/Products
Project Governance	Service Level Agreement	Included in the Project Charter which is reviewed and finalised by the Project Team and signed off; Formal acceptance of all role players indicated by signing of Project Charter.	SLA/Steering Committee meetings attended, changes managed and final agreement signed by the Project Team.
	Project Plan	Project management team to compile and distribute a formal Project Plan and work breakdown structure to be included in the Project Charter; these items will be maintained throughout the duration of the project and reported against at Steering committee engagements.	Delivery of detailed Project Plan in Project Charter, construction and acceptance of Work Breakdown structure.
	Project and Deliverable Management	Manage the delivery of all service elements within the scope of work; ensure that deliverables are achieved within project parameters.	Manage deliverables, attend Operational and Steering Committee Meetings. Attendance registers, minutes and progress reports. Issue and risk register maintained.
	Project Communications	Ensure that all relevant project documentation (Project Charter and change requests, minutes of meetings etc.) are housed in a Document Management System (MyGDE), and all project participants have access.	Operational Document Management System (My GDE) with all relevant project documentation.
		Compile a close-out report, and submit all supporting material to the CD School	Close-out report and project

	Close-Out	Management and CD Corporate IT to formally close-out the project after the formal handover.	material handover. Lessons learnt report.
Training and Support	Implementation at all public Schools	Schedule centralised full training events of half a day each for school administrative officers per cluster per district	Training and functional support of school administrative officers to ensure that the application is operational and admin officers can use it.
	Implementation at all public schools and District Office	Schedule centralised full training events of half a day each for SMT representatives and selected District Officials, Provincial Admissions Coordinators and Admissions Administrative Officials.	Training and functional support for District Officials to ensure they can provide support to the schools.
	Implementation at Head Office	Schedule centralized training sessions at Head Office for relevant Officials to be able to use the back-end reporting function.	Training and functional support for Head Office Officials to ensure they can manage and use the Application.
Communication and Change Management	Communication Campaign	TV, Radio, Newspaper and other media items, and direct communication to GDE employees to ensure as wide a coverage and awareness as possible	Wide public and GDE employee awareness.
	Change Management Process	Advocacy at Head and District Office and Schools; Develop a Circular to instruct school principals to implement the application; Draft a memo signed by HoD as an instruction.	General acceptance of the need for change.
Monitoring and QA	Assessment of the Application	Track system errors and raise necessary Requests for Change (RFCs); Trends noted in usage statistics and responses.	Application recommendation reports based on Contact Centre Requests, FAQs and quality issues.

7. Project Management Considerations

7.1　Internet connectivity has to be guaranteed for each public school and enough computer devices must be available to cater for the demand

7.2　Administrative support must be strengthened through human capital

7.3　It is incumbent on GDE to ensure that the computer facilities are functional in terms of Internet access and available for the admin officers and parents to use to access the Application.

7.4　Training venues and equipment: Given the large number of schools (about 2 200), and the fact that there are at least two admin officers in each high school who requires training, suitable venues must be made available.

7.5　Interfaces: Other GDE Business Units are also involved in this kind of work. In particular, the Information Systems Directorate is involved in such data collection from schools through the SA SAMS Project. GDE must ensure that these initiatives are integrated and do not interfere with each other.

7.6　Communication and Change Management Strategy: It is imperative that all parties are kept well informed of what is required of them and of the progress of the project.

The essence of this project is change and its main aim is to ensure that parents and admin officers change the manner in which they conduct admission applications. In addition, it is inherent in this Project to change the way District and Head Office Officials interact with members of the public. Training is central to this change process, but so is communication, which is why it is essential that these activities are coordinated by the GDE Head Office through a Project Management Office.

The project will be publicized through the GDE's Communication channels and, wherever possible, officials will be encouraged, and even instructed to adopt and support the Project. Training will be considered compulsory and a communication (Circular) containing an instruction from the HoD's office will be prepared and distributed by the GDE.

8. Project Management Team Structures

8.1 Project Steering Committee

Unit	Representative	Role	E-Mail	Cell Number
CD School Management	Elize Froneman	Project Sponsor	Elize.Froneman@gauteng.gov.za	083 357 3988
CD IT	Brenda Molatlhegi	Steering Committee member	Brenda.Molatlhegi@gauteng.gov.za	072 454 3438
Dir IS	Sanelisiwe Kheswa	Project Manager	Sanelisiwe.Kheswa@gauteng.gov.za	079 515 5691
Dir Public Schools	Mmule Madonsela	Steering Committee member	Mmule.Madonsela@gauteng.gov.za	083 401 7644
Dir IS	Rhulani Maluleke	Secretary	Rhulani.Maluleke@gauteng.gov.za	078 315 4757
Dir Contact Centre	Anisa De Freitas	Steering Committee member	Anisa.defreitas@gauteng.gov.za	082 574 5511
Dir External Comms	Nanagolo Leopeng	Steering Committee member	Nanagolo.Leopeng@gauteng.gov.za	071 474 6245
SITA	Shongi Ngwane	Steering Committee member	Rose.Ngwane@sita.co.za	083 376 0211
eGov	Steven Gounden	Steering Committee member	Steven.Gounden@gauteng.gov.za	083 288 9057

8.2 Project Teams

Activity	Description	Team Responsibility
User Requirements Specification (URS)	The requirements of the Application are defined according to the Admissions Regulations	Steering Committee
Development of the Application	The Application framework and the user interface are constructed according to user requirements articulated by the Steering Committee and contained within the Project Charter.	IS Directorate
Hosting at SITA	SITA to host the Application and making all necessary arrangements for all relevant testing.	IS Directorate/SITA
Project Office Communications	Ensuring that all role players are aware of their roles and responsibilities and the functionality of the system; Making Project documents available in a Document Management System.	Project Manager
Communications	Compilation and implementation of the Communications Strategy to maximize the use of the Admissions System and to ensure applicants are properly equipped to use the system.	Communications Chief Directorate, School Management
Functional Training	Ensuring that school administrators educators, Contact Centre and other officials can use the Application and provide assistance to applicants.	Chief Directorate: School Management
Support Team	Identifying a Support Team and providing the members with adequate training and technology dealing with complaints and queries.	Director Contact Centre (AdeF), Chief Directorate: School Management' District Directors, IS Directorate
Handover	Once Admin Officers, are properly equipped to use the Application, the implementation of the system will be handed over to Chief Directorate: School Management	IS Directorate, Office of the HoD

9. Initial Project Plan

Period	Parties	Activities	Deliverables
September 2016	All	Define User Requirements; Compile Project Charter and sign-off	Signed Project Charter
August 2016 – January 2017	GDE Development team	Develop Application according to user requirements; install ESRI GIS	Working Application
August 2016 – February 2017	School Management	Identification of all schools involved; names of admin officers to be trained and issued with credentials	Up-to-date and accurate lists of schools, learners, and officials involved in the project
March 2017	DR and team	Testing Application and deployment to SITA Servers	Tested and working Application
April 2017	SITA	Vulnerability and Stress testing of the Application	Tested and Application and working infrastructure
February – April 2017	Chief Directorate: School Management	Arrange training for admin officers from all public schools on the Application	Trained staff at all schools
February – March 2017	Communications team	Communicate to all stakeholders their roles in the implementation of the e-Admissions Application	Advocacy and Awareness by all participants
May 2017	Communications	Adhere to Communications Strategy	Public launch Ensure Application is functional and capable
May 2017	All	Handover of Project to Operations Team in Chief Directorate: School Management, IS and Contact Centre	Project Close-Out Report
September 2017	All	Lessons Learnt	Document Lessons Learnt

10. Initial Risk Log

The register below itemizes the risks as a result of the risk assessment activities undertaken at the time of project initiation. The risk log will be managed, updated and communicated as part of the on-going project governance activities and reported at Steercom level via the monthly management/progress report.

Risk Likelihood and Severity Index					
L	Low	M	Medium	H	High

Risk	Severity	Likelihood	Mitigation				Residual Risk
System and Contact Centre Overload	H	L	Adequate relevant testing, clear advocacy and compliance to the system				Human and infrastructure resources
Additional changes to the System may be required at a late stage.	H	H	Attempt to adhere to strict Project Management methodology (Prince2) and sign-off of the Project Charter, and ensure that all changes required are clearly documented and are submitted in plenty of time for development to take place.				Changes may still be required at the last minute.
Lack of time to adequately complete the deliverables.	H	H	Care to construct the Project Plan realistically; Apply all available resources to the project (including Interns).				Unforeseen events may still occur.
Lack of adequate Project Governance causing confusion.	H	H	Ensure all communication with project stakeholders and participants comes through the Project Manager's office and is readily available on the Document Management System.				Some participants are not signatories of Prince2 and they may ignore this requirement.
Lack of support, adoption and usage by principals of the schools	H	H	Full-on advertising and advocacy campaign including workshops/demonstrations, training, Change Management.				Limited customer support.
Lack of access to enough devices and the Internet.	H	H	There will be an over-demand on the computers at the schools; this is another project in a host of others; the commitment of the Chief Director will be essential to ensure the admin officer and parent are able to interact with the Application; this project must receive a high priority amongst the others.				Time at school and the demand on the available devices will still be limiting factors.
Computers may fail during the registration period.	H	M	Ensure IT technical support is available				Some computers may still be down.
Theft and vandalism of devices.	H	H	Experience has shown that there is a risk of computers being stolen at schools; the lack of devices will cause the project to fail; security must be a major Consideration	Laptops to be stored in District strong rooms after usage every day.			Some computers will be stolen thus reducing the number of devices available for use.
Network failure/lack of Connectivity or	H	H	Ensure IT technical support is available and the service provider is held to Service Levels in their respective				Some schools may still receive inadequate Bandwidth.

insufficient Bandwidth.			SLAs.	
Inadequate awareness by role players.	H	H	Design and comprehensive Communications Strategy including Television, Radio, print and other forms of media.	Some parents may still be unaware.
Some parents may object to not being able to send their children to schools of their choice.	H	H	Adherance to the Admissions Regulations This situation may be eased by a comprehensive communications strategy.	There may still be – objections/appeals

11. Cost Implications

The planning and development work will be conducted in-house at no additional cost to the Department. The design of the training materials will also be a GDE activity, but the delivery of training and the implementation of Communications will attract costs.

Item	Cost	Responsibility	Budget
Development of the Admissions Application (three senior developers for six months)	R750 000	IS Directorate	GDE
ESRI Dataset and Licence	R800 000	IS Directorate	IS Directorate
Hosting application at SITA	R10 000 per month	IS Directorate	Director IS
Training admin officers and others at schools (training materials and face-to-face training sessions)		IS Directorate	Chief Directorate: School Management
Communications Strategy including TV, Radio, Newspapers, Posters (at schools)	R 2 mill	Communications, Admissions	Communications Chief Directorate
Costs of sending SMSs to parents	20c per message 350 000 applications x 5 messages R350 000	Contact Centre Directorate	Director Contact Centre
Additional Hardware: computers at schools; queue ticketing devices	R300 000	CD IT	IT