Western Cape Government

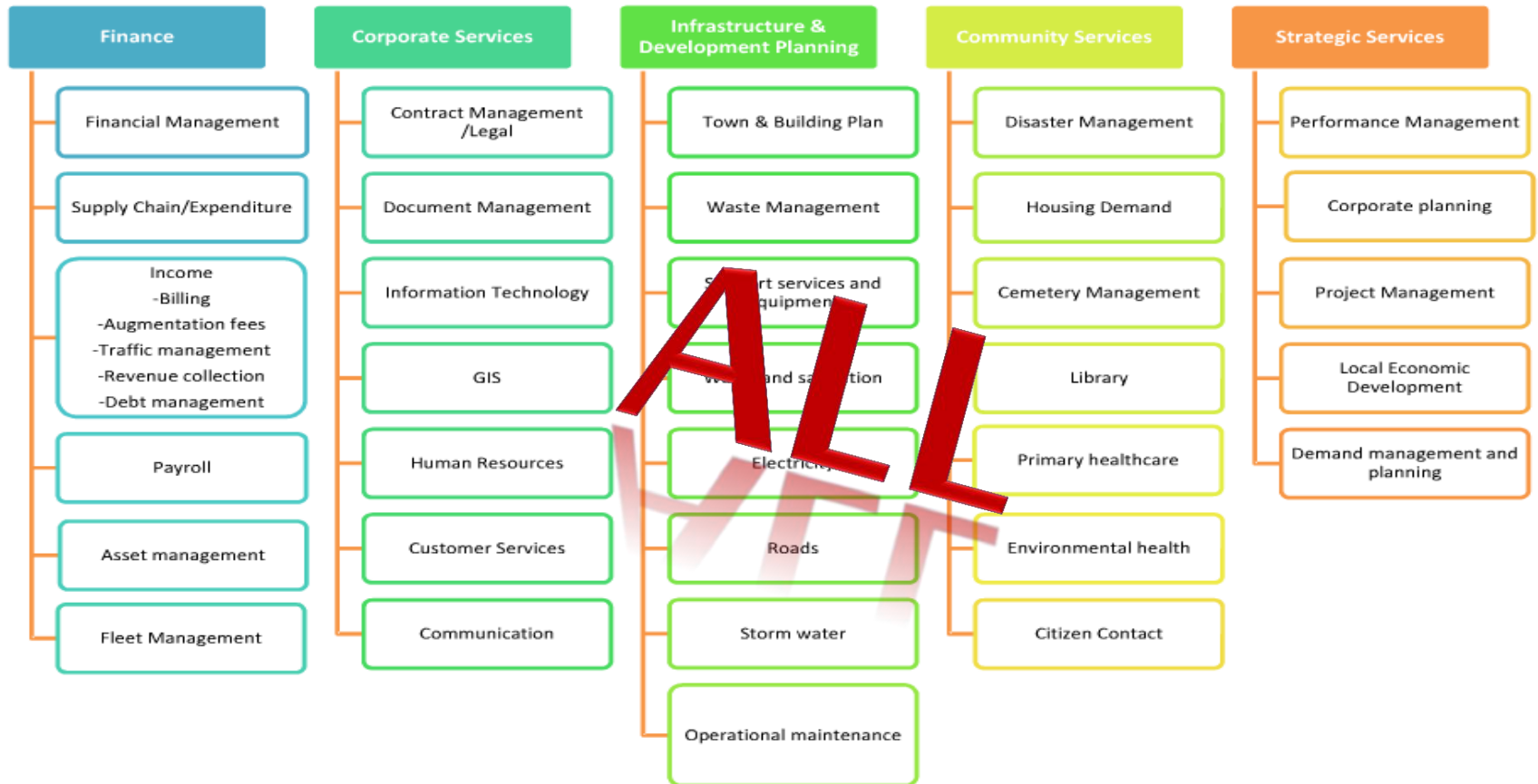## Local Government

SCOA IMPLEMENTATION

AN ERP PROJECT GOVERNANCE APPROACH

19 September 2014

Which municipal functions are touched by SCOA?

Finance	Corporate Services	Infrastructure & Development Planning	Community Services	Strategic Services
Financial Management	Contract Management /Legal	Town & Building Plan	Disaster Management	Performance Management
Supply Chain/Expenditure	Document Management	Waste Management	Housing Demand	Corporate planning
Income -Billing -Augmentation fees -Traffic management -Revenue collection -Debt management	Information Technology	Support services and equipment	Cemetery Management	Project Management
	GIS	Water and sanitation	Library	Local Economic Development
Payroll	Human Resources	Electricity	Primary healthcare	Demand management and planning
Asset management	Customer Services	Roads	Environmental health	
Fleet Management	Communication	Storm water	Citizen Contact	
		Operational maintenance		

ALL

Towards A SCOA ERP Project Governance Framework…

*"A framework that consists of the **leadership, organisational structures and processes** that ensure that the organisation's **Management Information Systems sustains and extends the organisation's strategies and objectives**."*

Project Governance Framework seeks to achieve

Strategic alignment, so that project supports the municipalities' objectives;

Ensure value delivery- identify and perform those activities that will ensure that the project delivers value to the business;

Risk management / Compliance - that the internal audit function must become an integral part of the SCOA project implementation processes so that risks are identified and be dealt with;

Performance measurement - that the municipality establishes timeframes and performance metrics to ensure that project goals are reached and that the municipality is enabled to provide direction for improvements where deviations are observed.

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SCOA Project Governance Logic

Successful delivery against SCOA Objectives

Project Execution — Time | Cost | Quality

Governance — Framework | Tools | Templates & Standards

Change Management — Training | Knowledge Transfer | Support & Expert Guidance

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Governance of SCOA – Roles and Functions

I. **Executive Authority level:** Mayors, Municipal Managers Evaluate, Direct and Monitor the performance of the SCOA project against plans, internal policies, external obligations and strategic objectives.

II. **Executive Management Level:** Municipal Managers / Executives Plan, Supervise, Check and Act to effectively and efficiently leverage SCOA Project resources. Establish an **SCOA Project steering committee**, chaired by the Municipal Managers to ensure coordinated decisions taken.

III. **Process / Operational Level**: activities are performed, controlled and checked in alignment with business objectives.

Functional Level	Designation
Strategic	Mayoral Office, Council & Municipal Manager's Office
Tactical	Municipal Manager
	Internal Audit
	PMO
	ICT Management
Operational	Business process owner
	Head of administration
	Service desk

How to ensure compliance I

Establish the following components:

- A **Project Governance Charter**

- A **Project Steering committee**

- Identify **Project Resources** , **Milestones** , **Reporting Schedules** and **Change Management Methodology**.

- Establish communications framework which regularly updates project team through the standardised **RACI Chart** (Responsible, Accountable, Consulted, Informed)

- Establish **Measurement and Monitoring Criteria.**

- **Internal Audit** (evaluate governance processes; asses effectiveness of risk management and internal controls…)

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How to ensure compliance II

STRUCTURE	MEMBERS	MANDATE/RESPONSIBILITIES
PROJECT STEERING COMMITTEE (Management)	Designated Members of Senior Management team including the ICT Manager.	Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the municipalities SCOA Project in so far as : • Establishing on Project structures. • Identifying Project Resources. • Standardising on procedures, processes, mechanisms and controls regarding all aspects of the project. • Establishing Project success Criteria. • Establish a Change Management methodology. • Manage Project Risks ICT Contract Management • Vendor Contract Management.

How to ensure compliance III

STRUCTURE	MEMBERS	MANDATE/RESPONSIBILITIES
AUDIT COMMITTEE AND RISK COMMITTEE	Nominated members of the Audit and Risk committee/s of the municipality and the ICT Manager.	Has a specific responsibility to perform an oversight role for the Identification and Management of SCOA Project governance compliance, and SCOA Risks.

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The AGSA will test – post implementation end 2017

- Project methodology – Direct , Monitor , Evaluate

- Change Management

- SLA Management with vendors

- System Security

- System Backups

- Disaster Recovery Plans

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How to ensure compliance IV

- Treasuries to establish NORMS and STANDARDS.

- Standardised and co-ordinated communications.

- Clearly defined Change Management Processes

- Clearly Manage all risks associated to the project.

- Stick to municipal policy prescripts.

- Evaluate project success…

- The post implementation question…..fit for purpose solution.

Thank you