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# GSP II Reflection Learning Sharing

## Digitalisation

### An Information Technology Service Management (ITSM) Maturity Assessment for Local Government

Information and communication technology (ICT) is a relevant business process enabler in the public sector. Governments around the world invest much into ICT to effect planning, communication, decision making, reporting and access to information. The correct deployment of ICT further capacitates government to improve governance, compliance, and service delivery.

ICT Governance and management is comparatively well placed in SA, however, much more emphasis is required at a local government sphere to enable confidentiality, integrity, quality, availability of state information, improved service delivery and to promote cyber-security in local government. The Auditor-General of South Africa recognises ICT improvements, stating that information technology (IT) controls increased significantly from 10% in 2014-15 to more than 18% in 2019-20. IT controls thus ensure the availability of state information and promote security in local government. This is evidenced by the institutionalisation of the Municipal Standard Charter of Accounts (mSCOA) at the local level, a financial management rationale for improved financial and performance reporting and decision making.

To support improvements in the ICT environment at the local

government level, SALGA and the Department of Cooperative Governance (DCoG) stated that an ICT Service Management maturity assessment is a necessary first step in addressing differentiations in the municipal government context. Transforming ICT operations requires an accurate preliminary assessment of existing conditions that identifies systemic gaps and deficiencies and results in a practical roadmap and vision for the transformation of IT operations in municipalities and the alignment of IT strategy and services to municipal strategies and plans. ITSM is a general term that best describes a strategic approach for designing, delivering, managing, and improving the way ICT is used within an organization.

### Overview

The goal of every IT Service Management framework is to ensure that the right processes, people, and technology is in place so that an organization can meet its business goals. Thus, this intervention aimed to address the immediate needs of producing an accurate preliminary IT Service management assessment that would identify systemic gaps and deficiencies and thereby determine the necessary support required to address the imbalances.





## What was undertaken

The ITSM maturity assessment was implemented in the following partner municipalities of the GSP II:

### MPUMALANGA

- Local Municipality (Mashishing)
- Thaba Chweu (Lydenburg)

### EASTERN CAPE

- Chris Hani District Municipality (Komani)
- Inyuba Yethemba Local Municipality (Cradock)
- Raymond Mhlaba LM (Alice)
- Amathole District Municipality (East London)

1. Development of a Maturity model encompassing a range of Governance areas categorized below:

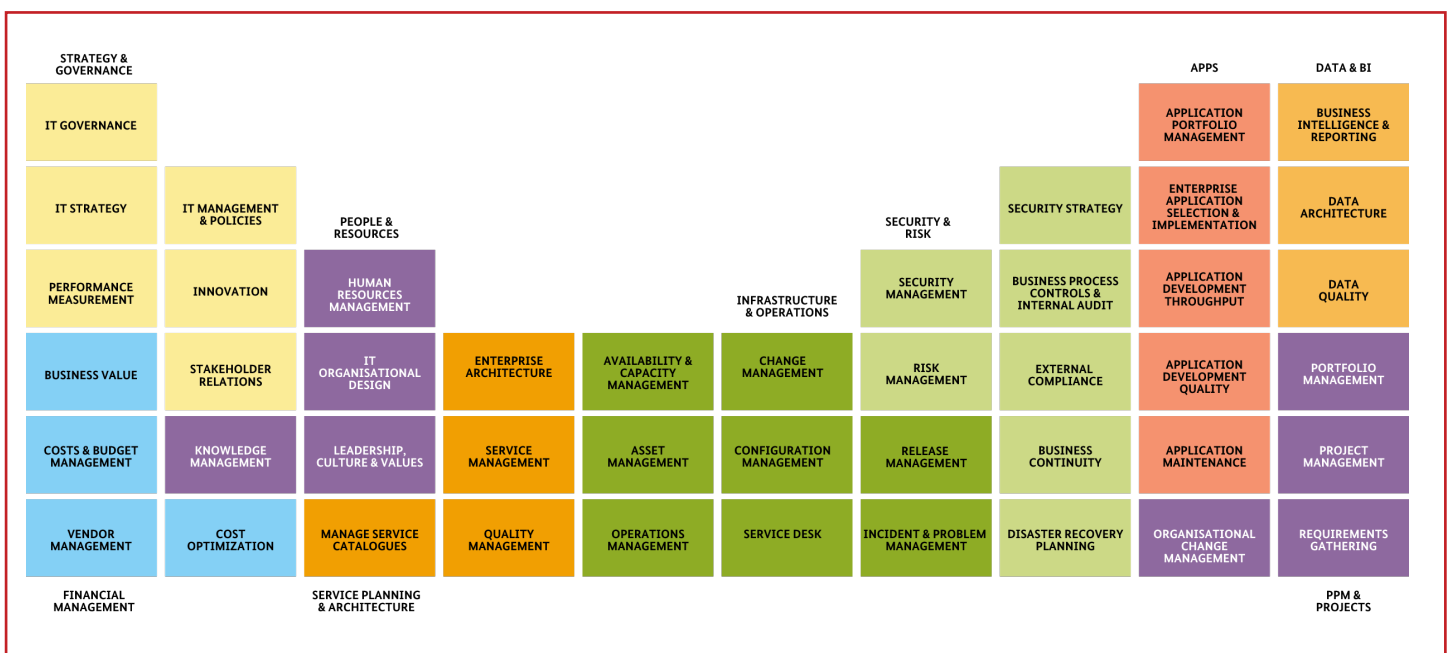
2. The intervention process comprised:

ICT Governance and Service Management Maturity Assessment Assess the municipality using the blueprint to qualify processes and activities towards scoring and maturity levels defined.

3. Develop the assessment reports and comparative analysis reports based on the assessment data and outcomes.
4. Define the process improvement roadmap for the municipality based on the assessment conducted.
5. Present the assessment reports and improvement roadmaps to the IT Steering Committee, Executive Committee and Council of the Municipality.

The Blueprint further provides the following:

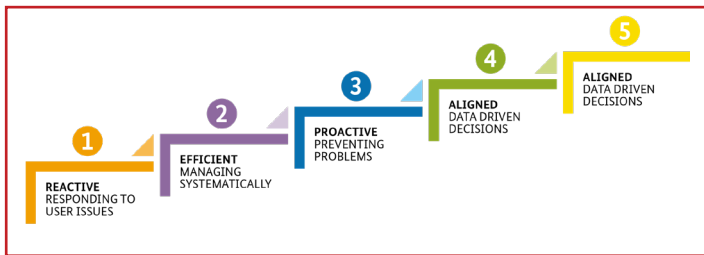
6. A reference to the boundaries in which ICT can operate.
7. A reference to understand what should drive ICT planning and operations.
8. Provides measurable objectives to enable ICT to better manage the Information, Systems and Technologies of a municipality.
9. Provides overall guiding principles and practices to the management dimensions of a optimally functioning ICT Department of a municipality.



Local Government ITSM & Governance Framework

Credit: SALGA, South African Local Government Association and 2063 INC

The roadmap is supported by a range of Tools and Templates.



The Maturity levels:

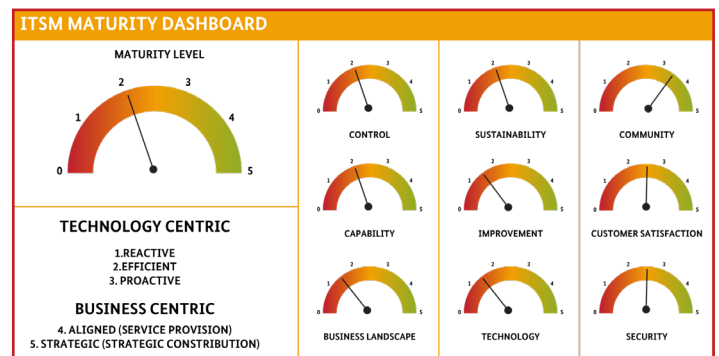
## What was achieved

The initiative proved successful in the partner municipalities, each undertaking to address the gaps identified. A weighting system is used to measure the overall performance of an institute. The weighting of the partner municipalities in the Eastern Cape ranged from 1 to 2 out of 5 (see above diagram) and in Mpumalanga from 1.9

GOVERNANCE - 26 MEASURES						
MEASURE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	AVERAGE LEVEL
# OF MEASURES	17	9	0	0	0	1.50
PERCENTAGE	65%	35%	0%	0%	0%	
STRATEGY & PLANNING - 311 MEASURES						
MEASURE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	AVERAGE LEVEL
# OF MEASURES	23	8	0	0	0	1.30
PERCENTAGE	74%	26%	0%	0%	0%	
OPERATIONS - 14 MEASURES						
MEASURE	LEVEL 1	LEVEL 2	LEVEL 3	LEVEL 4	LEVEL 5	AVERAGE LEVEL
# OF MEASURES	13	1	0	0	0	1.20
PERCENTAGE	93%	7%	0%	0%	0%	

1.30

to 3. Below is a typical assessment sheet spanning over 3 functional areas, namely Governance, Strategy and Planning and Operations.



A maturity assessment dashboard provides indication of the status and influencing improvement on the management of ITSM with a municipality.

A report per municipality is produced of its current and future state, discussed, and agreed upon with senior management of each municipality and supported with the implementation plan and Council approval.

## Reflection and Learning

The GSP II partner, SALGA intends to undertake the exercise in all its member municipalities to promote and support improved ITSM.

The Governance Support Programme (GSP II) is a Technical Cooperation programme co-steered at national level in a partnership between the Department of Cooperative Governance (DCoG), the National Treasury (NT), the Department of Public Service and Administration (DPSA), the Department of Planning, Monitoring and Evaluation (DPME), and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), the latter responsible for the implementation of the German development contributions on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ). The programme was co-financed by the United States Agency for International Development (USAID) and the Department for International Development of the United Kingdom (DFID).

The GSP II provided technical, policy and process advice to support the South African public sector. The programme strengthened capacity for local government planning, financial management and oversight and was executed in the Provinces of Mpumalanga and Eastern Cape.

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