



ROUNDTABLE REPORT

Information And Communication Technologies (ICT) for Service Delivery

Held 30 November 2022

Boksburg, Gauteng Province



Vision

An impartial and innovative champion
of public administration excellence
in South Africa.

Mission

To actively promote the constitutional
values and principles as well as service
excellence in public administration
practises which result in a capable
ethical, innovative and
developmental state.

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LIST OF ACRONYMS

AG	Auditor-General of South Africa
APP	Annual Performance Plan
CGICTPF	Corporate Governance of ICT Policy Framework
COBIT	Control Objectives for Information and related technology
CIO	Chief Information Officer
DHA	Department of Home Affairs
DCDT	Department of Communications and Digital Technologies
DoJ and CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
GITO	Government Information Technology Officer
GITOC	Government IT Officer's Council (Includes various Standing Committees)
GTAC	Government Technical Advisory Centre
GWEA	Government-wide Enterprise Architecture (South Africa)
HoD	Head of Department or Organizational Component
ICT	Information Communication Technology, also used as IT
IT	Information Technology (Also used as ICT)
MIOS	Minimum Interoperability Standards
MISS	Minimum Information Security Standard
MOC	Minister of Communications and Digital Technologies
MPSA	Minister of Public Service and Administration
MTSF	Medium Term Strategic Framework
NT	National Treasury
NDP	National Development Plan 2030
NPC	National Planning Commission
NSG	National School Government
PRC	Presidential Review Commission
SAPS	South African Police Service
SITA	State Information Technology Agency
SLA	Service Level Agreements

EXECUTIVE SUMMARY

The President's vision on the role and impact of Information and Communication Technology (ICT) was summated in both his 2018 and 2019 State of the Nation Addresses (SONAs) respectively – unequivocally committing his administration to the technology revolution in fulfilment of the ideals laid down in the National Development Plan (NDP). This focus on ICT is an integral part of the fourth Industrial Revolution (4IR) representing new ways in which technology becomes embedded within societies for greater prosperity.¹ However, the adoption and use of ICT by the public sector in South Africa have been poor with innovation, particularly with the services sector being at the bottom side of global rankings.²

Reports of inefficiencies related to ICT in government and of the performance of SITA resulting in a negative impact on service delivery in the public service thrives.³ For instance, outdated ICT infrastructure and security weaknesses continue to pose an ongoing challenge to connectivity that denies citizens access to much-needed services. Media reports highlight the challenges experienced by, for example, the DHA regarding persistent system downtimes⁴ and the DMRE regarding replacing the inefficient Samrad system for processing prospecting rights⁵. These departments have placed the blame on SITA for the problems that they experience in service delivery.

It is against this background that Public Service Commission (PSC) identified the need to conduct a **study on the effectiveness of government support for service delivery focusing on ICT.**

This report presents a summary of the emerging issues found by the PSC as part of the explorative research process leading up to the Roundtable on Information and Communication Technologies (ICT) for Service Delivery held on 30 November 2022 and gives an account of the proceeding of the Roundtable, findings and recommendations.

1 What is the fourth industrial revolution?" World Economic Forum. Retrieved 19 January 2021 <https://www.weforum.org/agenda/2016/01/what-is-the-fourth-industrial-revolution/>

2 National Planning Commission. Digital Futures. South Africa's readiness for the Fourth Industrial Revolution. July 2020.

3 Mawson, N. (2014). SITA 'doomed to fail'. 8 September 2014 <https://www.itweb.co.za/content/x4r1ly7RKR6Mpmda>; Mkhwanazi, S. (2019). Calls for 'corrupt' Sita to be shut down <https://www.iol.co.za/news/politics/calls-for-corrupt-sita-to-be-shut-down-36970100>; Moyo, A. 2019. SITA blames budget constraints for poor service delivery. ITWeb. 13 November 2019. <https://www.itweb.co.za/content/GxwQDq1APKmqIPVo>; Moyo, A. 2019. SITA blames budget constraints for poor service delivery. ITWeb. 13 November 2019. <https://www.itweb.co.za/content/GxwQDq1APKmqIPVo>; Seeletsa, N. (2022). Home Affairs will suffer irreparable harm': Auditor-general flags number of delayed projects. The Citizen, 11 October 2023. <https://www.citizen.co.za/news/south-africa/auditor-general-flags-delayed-projects-october-2022/> AND Joffe, H. (2022). IT agency points finger over delay in mine mapping system. <https://www.businesslive.co.za/bd/national/2022-05-12-it-agency-points-finger-over-delay-in-mine-mapping-system/>

4 Bustech. (2021). The end of downtime' at Home Affairs in South Africa suffers delays

Buztech 29 November 2021 <https://businesstech.co.za/news/broadband/542266/the-end-of-downtime-at-home-affairs-in-south-africa-suffers-delays/>

5 Joffe, H. (2022). IT agency points finger over delay in mine mapping system. <https://www.businesslive.co.za/bd/national/2022-05-12-it-agency-points-finger-over-delay-in-mine-mapping-system/>

The Roundtable addressed issues experienced by the following line departments: (1) the Department of Home Affairs (DHA), (2) the Department of Mineral Resources and Energy (DMRE), (3) the South African Police Services (SAPS), (4) the Department of Justice and Constitutional Development (DoJCD) related to ICT managed by the departments and SITA.

The report summarises the issues and responses shared by line and monitoring and evaluation government departments as well as oversight institutions. Data provided by line departments is analysed to classify issues and responses into broad areas, which are then ranked in terms of importance. Proposed interventions that address the identified issues are developed and presented.

Emanating from the majority of speakers at the Roundtable, including the keynote speakers the Chairperson of the Portfolio Committee on Communication and Digital Technology and the then Acting Minister of Public Service and Administration the centrality of SITA in the delivery of ICT, albeit that SITA had not been able to achieve the objects for which it was established for. Consequently, both the Portfolio Committee Chairperson and the DCDT had placed focus on the repurposing of SITA from the State Digital Services Company (SDSC) within the broader Cabinet approved programme of the rationalisation of its entities.

Some of the major points raised of what is not working include non-responsive SITA, procurement processes, connectivity challenges, problems relating to the sharing of Government data securely and the hosting of this data in the cloud for use across all Government entities.

The Roundtable presenters highlighted challenges such as ICT Governance, non-alignment of business and ICT in the department, the inadequacy of funding for the modernisation of ICT in Government, ICT skill shortages and the related need for professionalization of ICT careers in the public sector. After outlining the critical issues, the key solutions and priorities are outlined including the focus on repurposing SITA and its cost model and procurement processes and modernisation of ICT infrastructure to ensure coverage in all areas of South Africa. Departments must ensure the strengthening of ICT governance, and cybersecurity, as well as improve the interface between business and ICT.

1. Background and Introduction

The President's vision on the role and impact of Information and Communication Technology (ICT) was summated in both his 2018 and 2019 State of the Nation Addresses (SONAs) respectively – unequivocally committing his administration to the technology revolution in fulfilment of the ideals laid down in the National Development Plan (NDP). This focus on ICT is an integral part of the fourth Industrial Revolution (4IR) representing new ways in which technology becomes embedded within societies for greater prosperity.⁶ However, the adoption and use of ICT by the public sector in South Africa have been poor with innovation, particularly with the services sector being at the bottom side of global rankings.⁷

Reports of inefficiencies related to ICT in government and of the performance of SITA resulting in a negative impact on service delivery in the public service thrives.⁸ For instance, outdated ICT infrastructure and security weaknesses continue to pose an ongoing challenge to connectivity that denies citizens access to much-needed services. Media reports highlight the challenges experienced by, for example, the DHA regarding persistent system downtimes⁹ and the DMRE regarding replacing the inefficient Samrad system for processing prospecting rights¹⁰. These departments have placed the blame on SITA for the problems that they experience in service delivery.

Anecdotal evidence attributes poor performance in ICT service delivery to inefficiencies in both SITA as the sole provider of ICT to government, and in the user departments. However, to ordinary citizens, this is only a manifestation of poor service delivery by government in general. Against this background, the PSC decided to assess **government support for service delivery focusing on ICT**. In embarking on this exercise, the PSC derives its mandate from section 196 of the Constitution in promoting the constitutional values and principles articulated in section 195 throughout the Public Service. Amongst others, sections 196(4)(b) and (c) enjoin the PSC *"to investigate, monitor and evaluate the organization and administration..., of the public service" and "propose measures to ensure effective and efficient performance within the public service"*¹¹.

6 What is the fourth industrial revolution?" World Economic Forum. Retrieved 19 January 2021 <https://www.weforum.org/agenda/2016/01/what-is-the-fourth-industrial-revolution/>

7 National Planning Commission. Digital Futures. South Africa's readiness for the Fourth Industrial Revolution. July 2020.

8 Mawson, N. (2014). SITA 'doomed to fail'. 8 September 2014 <https://www.itweb.co.za/content/x4r1lv7Rkr6Mpmda>; Mkhwanazi, S. (2019). Calls for 'corrupt' Sita to be shut down <https://www.iol.co.za/news/politics/calls-for-corrupt-sita-to-be-shut-down-36970100>; Moyo, A. 2019. SITA blames budget constraints for poor service delivery. ITWeb. 13 November 2019. <https://www.itweb.co.za/content/GxwQDq1APKmqIPVo>; Moyo, A. 2019. SITA blames budget constraints for poor service delivery. ITWeb. 13 November 2019. <https://www.itweb.co.za/content/GxwQDq1APKmqIPVo>; Seeletsa, N. (2022). Home Affairs will suffer irreparable harm': Auditor-general flags number of delayed projects. The Citizen, 11 October 2023. <https://www.citizen.co.za/news/south-africa/auditor-general-flags-delayed-projects-october-2022/> AND Joffe, H. (2022). IT agency points finger over delay in mine mapping system. <https://www.businesslive.co.za/bd/national/2022-05-12-it-agency-points-finger-over-delay-in-mine-mapping-system/>

9 Bustech. (2021). The end of downtime' at Home Affairs in South Africa suffers delays

Buztech 29 November 2021 <https://businesstech.co.za/news/broadband/542266/the-end-of-downtime-at-home-affairs-in-south-africa-suffers-delays/>

10 Joffe, H. (2022). IT agency points finger over delay in mine mapping system. <https://www.businesslive.co.za/bd/national/2022-05-12-it-agency-points-finger-over-delay-in-mine-mapping-system/>

Furthermore, the PSC has the power in terms of section 196(4)(f)(iii); to either of its own accord or receipt of any complaint to monitor and investigate departments for adherence to applicable procedures in the public service. Therefore, a key imperative to the PSC is to imbed the constitutional values and principles, amongst others, to ensure efficient, economic and effective use of resources and responsiveness to the needs of the people.

Section 9 of the Public Service Commission Act, 1997, also stipulates that *"the Commission may inspect departments and other organizational components in the Public Service and has access to such official documents or may obtain such information from Heads of those departments or organizational components as may be necessary for the performance of the functions of the Commission under the Constitution or the Public Service Act"*.

This report presents a summary of the emerging issues found by the PSC as part of the explorative research process leading up to the Roundtable on Information and Communication Technologies (ICT) for Service Delivery held on 30 November 2022 and gives an account of the proceeding of the Roundtable, findings and recommendations.

The Roundtable addressed issues experienced by the following line departments: (1) the Department of Home Affairs (DHA), (2) the Department of Mineral Resources and Energy (DMRE), (3) the South African Police Services (SAPS), (4) the Department of Justice and Constitutional Development (DoJCD) related to ICT managed by the departments and SITA.

The focus on these line departments is based on the large provincial footprint, numerous complaints and challenges experienced that negatively impact the delivery of services to the public. The PSC saw the need to balance its sample between various cabinet clusters: the Justice, Crime Prevention and Security Cluster (DHA, DJCD, and SAPS) versus the Economic Sectors and Employment Cluster (DMRE).

The report has the following structure:

- a. **Aims and Objectives of the Roundtable:** The purpose of the Roundtable process is presented.
- b. **Scope and Methodology:** The scope and methodology for the Roundtable process are provided.
- c. **State of ICT for Service Delivery presented by Line Departments:** Summary of the emerging issues and the key findings of the Roundtable process are presented.
- d. **Critical Issues Emerging from the Roundtable:** Key findings of the Roundtable process are presented.
- e. **Proposed Solutions / Interventions for the Identified Critical Issues:** Potential solutions for addressing the service delivery issues identified through the Roundtable process are provided.
- f. **Conclusions:** Conclusions and recommendations are provided.

Although the Roundtable focuses on the provision of services by the SITA to the selection of key line departments identified above, a broader set of stakeholders were represented at the event, to share experiences and to reflect on best practices.

2. Aims and Objectives of the Roundtable

The following aims were identified for the Roundtable:

- a) Identify the critical areas for optimising the provision of ICT for service delivery for the short, medium and long term.
- b) Create a platform for sharing knowledge and lessons.
- c) Facilitate opportunities for collaboration amongst stakeholders and role players.¹²

The objectives of this Roundtable were to:

- i. Establish the challenges experienced by line departments, in terms of the provision of ICT, and the impact thereof on service delivery.
- ii. Assess the challenges and underlying reasons and review the interventions put in place to address critical issues to provide ICT.
- iii. Propose measures to ensure effective and efficient service delivery.¹³

3. Scope and Methodology

The Roundtable forms part of the data-gathering methods of the project to, among others, assess how the ICT service delivery in government is organised at both macro and micro levels, and investigate the challenges experienced by government departments, in terms of the provision of information technology, information systems and related services, and the impact thereof on service delivery.

Participation - the Roundtable sought to include representatives of all national government departments, a representation from administrations in the nine provinces, as well as representatives of the State Information Technology Agency (SITA), the South African Revenue Services (SARS) and the Auditor-General of South Africa (AGSA).

Presentations - the then Acting Minister of Public Service and Administration, Honourable Thulas Nxesi and the Chairperson of the Portfolio Committee on Communication and Digital Technologies, Honourable Mr Boyce Maneli, delivered opening keynote addresses.

Thereafter presentations were made by the AGSA and policy and oversight departments, i.e.: (1) the Department of Public Service and Administration (DPSA), (2) the Department of Communication and Digital Technologies (DCDT), (3) National Treasury (NT), the SARS.

¹² PSC 2022, Terms of Reference PSC Flagship Projects on Office Accommodation and ICT.

¹³ PSC 2022, Terms of Reference PSC Flagship Projects on Office Accommodation and ICT.

These presentations were followed by the four line departments selected as case studies: (1) the Department of Home Affairs (DHA), (2) the Department of Mineral Resources and Energy (DMRE), (3) the South African Police Services (SAPS), (4) the Department of Justice and Constitutional Development (DoJCD), including presentations from (5) the Gauteng Department of e-Government and (6) the KwaZulu-Natal Office of the Premier as best practice for learning.

Exploratory Review

The Roundtable is concurrent with the exploratory review. The exploratory review methodology allows for an in-depth study of issues, describing and analysing them to sufficiently address, unravel, and interpret the data collected from social, cultural and institutional contexts.^{14 15 16} It is useful for gaining background information on a particular topic by applying an exploratory design.¹⁷ An inductive approach will be applied to data as it starts with data collection and then produces generalizations from the data. Interpretive philosophy is applicable based on the chosen methodology as the interpretive epistemological instance perceives knowledge as multiple, and relative realities gained as a researcher focuses on views to develop knowledge.¹⁸ The philosophy/paradigm is concerned with the nature of knowledge claims, as interpretivism holds that the knowledge of the world results from a person's lived experiences¹⁹ or subjectivism.

Sample of Departments and rationale

In the complex interrelated matrix of policy and oversight institutions in the ICT environment, the PSC deemed it necessary to include the following departments: DPSA, DCDT and NT.

- In terms of section 3 of the Public Service Act, the Minister of Public Service and Administration is responsible for establishing norms and standards relating to, among others, electronic government.
- The administration and the powers and functions entrusted by the State Information Technology Agency Act, 1998 (Act No. 88 of 1998) were transferred from the Minister of Public Service Administration to the Minister of Communication and Digital 'Technologies' in terms of Proclamation No. 47, 2014.
- National Treasury is required in terms of section 6 of the PFMA to, among other things, promote and enforce transparency and effective management in respect of revenue, expenditure, assets and liabilities of departments, public entities and constitutional

14 Guba, E. G., & Lincoln, Y. S. (1994). Competing paradigms in qualitative research. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (pp. 105–117). Sage Publications, Inc.

15 Myers, M. D. (1997). Qualitative Research in Information Systems. *MIS Quarterly*, 21, 241-242. <http://dx.doi.org/10.2307/249422>

16 Yin, R.K. (2003). *Case Study Research: Design and Methods*. Sage. Thousand Oaks, California

17 Saunders, M., Lewis, P. and Thornhill, A. (2016) *Research Methods for Business Students*. 7th Edition, Pearson, Harlow.

18 Yin, R.K. (2003). *Case Study Research: Design and Methods*. Sage. Thousand Oaks, California

19 Weber, R. (2004). The Rhetoric of Positivism versus Interpretivism: A Personal View. *MIS Quarterly* Vol. 28, No. 1 (Mar., 2004), pp. iii-xiii (10 pages)

institutions; and to the extent necessary to perform the functions prescribe uniform treasury norms and standards.

The role of the SITA as the sole provider of ICT in government and its role in the current state of ICT service delivery is of central concern. These departments were thus invited to a pre-roundtable peer working group meeting to prepare for the Roundtable and share insights.

Format of Roundtable

The Roundtable was a one-day event with three sessions. The first session focussed on setting the scene, while the second session sought to provide an overview of the state of ICT service delivery and good practice lessons. The third session provided opportunities for policy and oversight departments and SITA to reflect on the challenges, respond to problems facing the sector, and provide insights and priorities for the future. The programme is attached as Annexure A.

4. State of ICT for Service Delivery

This section of the report describes the state of ICT for service delivery, taking into consideration the key emerging issues emanating from the explorative research process (which is still underway) and as presented by the line and policy departments.

4.1 Emerging issues in ICT

To develop an understanding of the landscape and architecture of the State of ICT the project commenced with an explorative research process and extensive consultation and working sessions with the Presidency, the DPSA, the DCDT and SITA. The purpose of this project embarked upon by the PSC is solutions driven and therefore the process ensures that there is a clear understanding of the oversight departments and SITA perspectives of the challenges and areas to be addressed to ensure effective and efficient service delivery to the public.

This section of the report provides a summary of the emerging issues found in the initial stages of the explorative research process, which is still underway and will be finalised in the new financial year (2023/24):

(a) the complexity of the ICT delivery institutional environment in the public sector

The delivery of ICT services in the public sector is organised in a fundamentally complex manner, with a multiplicity of legislation, policies, strategies, norms and standards superintended by numerous departments. The list below provides:

- **DPSA:** in terms of section 3 of the Public Service Act information management in the public service and electronic government. The Office of the Government Chief Information Officer, develops IT/Information Management (IM) (e-Government) policies, regulations,

standards and norms, coordinates and manages e-government projects, and provides the secretariat function of the GITOC.

- **DCDT:** The Department oversees the Electronic Communications and Transactions Act 25 of 2002 (ECT Act) and the Electronic Communications Act 36 of 2005, the National ICT Policy, National e-Government Strategy and Roadmap developed in terms of the ECT Act to guide the digital transformation of public service in South Africa and oversees SITA.
- **SITA:** In accordance with section 6 of the SITA Act, SITA has the following objectives:
 - (a) improve service delivery to the public through the delivery of information technology, information systems and related services in a maintained information system security environment to departments and public bodies, and
 - (b) to promote the efficiency of departments and public bodies through the use of information technology.

Section 7 (1)(a) of the SITA Act, SITA must, on behalf of a department, and may, on behalf of a public body which so requests in terms of subsection (4) or (5)-

- i) provide or maintain a private telecommunication network or 2 value-added network services per the Telecommunications Act, 1996 (Act No. 103 of 1996);
- ii) provide or maintain transversal information systems; and
- iii) provide data-processing or associated services for a transversal information system.

Section 7(1) SITA (b) may, on behalf of a department or public body, which so requests in terms of subsection (4) or (9), provide-

- (i) training in information technology or information systems;
- (ii) application software development;
- (iii) maintenance services for information technology software or infrastructure
- (iv) data-processing or associated services for departmentally specific information technology applications or systems
- (v) technical, functional or business advice or support, or research
- (vi) management services for information technology or information systems

Section 7(3) of the SITA Act, a department that wishes to acquire a service contemplated in (a) subsection (1)(a), must:

- (i) acquire that service from the SITA following business and service level agreements concluded in terms of section 20, or
- (ii) procure that service through the SITA in terms of subsection (3) if the SITA indicates in writing that it is unable to provide the service itself.

In summary section 7 of the SITA Act establishes SITA as the sole provider and procurer of the stated services.

- **National Treasury:** the provision of and maintenance of transversal finance systems.
- **State Security Agency:** chairs the Cybersecurity Response Committee and bears overall responsibility and accountability for coordination, development and implementation of cybersecurity measures in the Republic as an integral part of its National Security mandate.

(b) the inadequate, often ageing and obsolete ICT infrastructure and systems assets

Despite significant investment and effort in ICT over the past 20 years, government has not been able to see the benefit of technology or see significant impact and improvement of efficiencies in front-line service delivery.

For example, there are significant challenges with legacy systems across government, the most prominent being the legacy financial systems undergirding government's financial, procurement, and human resources. These systems suffer from the high cost of maintenance and cannot be modernised to fully meet the needs of users. Consequently, National Treasury with its partners has for the past 20 years sought to modernise its legacy systems through the long-delayed IFMS.

In addition, SITA core network services suffer from constant downtime, often ascribed to multiple fibre breaks, caused by the following theft and vandalism to fibre routes, vandalism and theft of Transnet Freight Rail infrastructure, load shedding impacts on business continuity and obsolete infrastructure and systems.

(c) the poor performance capability of, and institutional difficulties faced by, SITA and departments in providing ICT for service delivery

Since its formation in 1999, SITA has struggled to provide a single efficient and effective ICT infrastructure for government. Departments complain about the SITA's delays in supply chain management processes, poor contract management capabilities, cost-effectiveness, and the ability to provide robust ICT capabilities for government institutions.

4.2 Issues Raised and Responses During the Roundtable

In this section, the issues identified by oversight institutions, line departments and the policy departments are summarised, as per presentations and discussions at the Roundtable.

4.2.1 Oversight Institutions

a) Portfolio Committee on Communication and Digital Technology

The Portfolio Committee has, since the beginning of the current administration in 2019, been seized with the dysfunctionality of ICT service delivery, and in particular, how SITA has been unable to respond to changing business needs of government. The points in the keynote address are summarised below:

There are serious challenges that are facing government concerning ICT. For example, the legacy report indicated that SITA encountered a multiplicity of problems with government departments, such as the DHA and the SAPS, unhappy with SITA's service delivery. Moreover, SITA's problems straddle both **capacity and capability of the agency, as well as the perception of widespread corruption.**

There is a pressing need to address the **disjointed and fragmented approach to e-Government and digitisation across the public service** (i.e., The Presidency, DPSA, DCDT, SITA). The **dysfunctionality in the institutional arrangements** might not lie in the location of **SITA** in a particular department but in its funding structure as a revenue centre rather than merely a cost centre on the one hand and its inability to anticipate and respond to changing business needs of government, its slow uptake of new technologies and skills requirements, but the concentration of power in it, which creates a potential conflict of interests and lack of accountability and responsiveness.

There will be a **need to amend the SITA Act** to address the conflict in defining mandatory and non-mandatory services with government departments and the **need to ensure that government systems become interoperable to enable ease of sharing transversal information from their core systems**. In addition, there is an urgent need to address the disjoint and fragmented approach, manifesting in the propensity of government departments to alienate SITA as a preferred service provider, with dire implications for public expenditure on ICT services.

In keeping with the vision of the National Development Plan (NDP) and the 4IR Commission perspectives on digital transformation, SITA fulfilled a pertinent role by enabling government departments to deliver public services, and to this end, **SITA successfully enabled government departments to operate remotely during the peak of the COVID-19 pandemic**. More e-services were developed, and capacity on the Cloud has been developed further, although engagements with the Chief Information Officers (CIOs) and members of the Government Information Technology Council (GITOC) indicated **high levels of frustration with their inability to deploy Cloud services**. The inactivity has been attributed to, among others, the absence of standards and, consequently, the explicit exclusion of Cloud services in government ICT tenders, on the one hand, the high cost of the high-speed broadband networks needed to operate integrated enterprise cloud services effectively.

To give effect to the implementation of the SOC rationalisation process, **SITA embarked upon a repurposing exercise to deliver effective and efficient ICT services and drive digital transformation in government** in line with the key focal areas identified by the shareholder, namely e-government, research and development, innovation, localisation, cyber-security, and IT service management. To that end, SITA has been able to recruit highly skilled people to assist SITA in delivering on its mandate, while its turnaround plan is already yielding improvements.

SITA needs to encourage innovation where we can create our own solutions for the country. Of particular importance is the need to **develop solutions to address corruption by automating the procurement processes** in collaboration National Treasury to ensure **fairness, equitability, transparency, competitiveness and cost-effectiveness** as

envisaged in section 217 of the Constitution, and thus help build trust and confidence in government.

This could be enabled by **allowing departments and the Agency (SITA) to procure products** and services in compliance with specified norms and standards if they can secure them at a better price or quality level. **SITA would still have the advantages of economies of scale** and scope, but SITA would need to ensure efficiencies in its sourcing of products and services. It was stated that **training is needed on digital skills** and that there should be a strong focus on **governance**. He indicated that government should also attract rural areas to use ICT. The application of the District Development model highlights the role of SITA and how local Government can be affected when technology can provide an opportunity to improve service delivery.

In conclusion, the Portfolio Committee on Communication and Digital Technology will keep its focus on ensuring that the **repurposing of SITA is fully realized and that the broader collaboration between State organs** with similar purposes is efficiently achieved.

Over the Medium Term, the Portfolio Committee would continue to pay emphasis on particular issues, including but not limited to:

- a) holding the shareholder responsible (accountable);
- b) consequence management;
- c) ensuring that Auditor-General recommendations are responded to;
- d) ensuring that critical vacancies are filled,
- e) strengthening of ICT skills development and strategies to prevent staff exodus;
- f) strengthen advocacy within the portfolio to encourage the use of SITA as a preferred service provider; and
- g) holding the Entity responsible in areas where other State organs (such as the Public Protector) have found SITA wanting.

b) Minister of Public Service and Administration

The acting Minister started by committing the full support of the DPSA to the Roundtable and the project, particularly given the mandate of the MPSA to establish norms and standards relating to, among others, information management in the public service as well as electronic government. He indicated that the Department commits to implementing recommendations and decisions from this Roundtable through its various monitoring mechanisms.

Drawing on the President's commitment towards a digital industrial revolution in the 2018 and 2019 SONA in fulfilment of the ideals laid down in the NDP. Citing the report by the National Planning Commission titled 'Digital Futures: South Africa's Digital Readiness for the Fourth Industrial Revolution released in 2020, the Minister noted the following scathing findings about public sector digitisation:

1. The adoption and use of ICT in the public sector have been “notoriously” bad,
2. The public sector never gets the best that local industry provides, with procurement often late and at a much higher price – therefore, both inefficient and ineffective. The NDP diagnosed the poor ICT access in the public service as resulting from the state IT procurement agency SITA which hasn’t succeeded in reducing state expenditure on ICT services through economies of scale and scope arising from aggregated procurement.
3. Intergovernmental sharing of data is not optimised.

Honourable Nxesi implored discussants to grapple with issues such as the **optimal institutional arrangements** for public sector ICT delivery, **ICT skills** in the public service, and **funding of the e-government/digital transformation** programme. Noting the role of the National Treasury in managing South Africa’s national government finances principally, he also implored that process National Treasury and its partners must **hasten the modernisation of resource management systems** to ensure effective and efficient public administration

c) Auditor-General of South Africa (AGSA)

In the presentation titled "Current ICT findings within the Public Sector-PFMA," the findings can be summarised as follows, there is/are:

- a) poor controls in the ICT environment, and thus IT systems susceptible to fraud, misuse and abuse,
- b) systemic vulnerabilities in cyber security control environment,
- c) widespread fruitless and wasteful expenditure on IT projects, and
- d) poor management of ICT contracts including software licenses.

Although auditees had adequate **IT governance frameworks** (and, in some cases, well-defined IT governance frameworks), these were **not implemented or operating effectively**. There are **inadequate project governance and oversight systems and controls**, resulting in significant time or **cost overruns** for projects. Moreover, projects are often initiated and implemented **without valid or feasible business cases**. In addition, projects are often implemented without adequate involvement of business users, even though the primary objectives of system implementation projects were to improve business efficiencies.

Service level agreements with third parties were lacking and where service level agreements existed, monitoring of services was not performed.

Access to system functionalities that performed critical business transactions (revenue and receivables) was not well controlled, which meant that **unauthorised activities performed on the system** could not be prevented or detected. Moreover, **changes to critical system functions** were not well controlled, resulting in unauthorised changes to systems not being prevented or detected.

Cyber-attacks on government institutions are rising, with IT security controls not having the desired impact. Hackers have successfully exploited the security weaknesses at some government departments and state entities that the AGSA rated as weak. This has resulted in some key government services not being available for a prolonged period and, in some cases, hackers demanding ransom or significant fraud being perpetuated.

The ICT problems in government are often a result of the **prevailing weak IT control environment stemming from poor IT governance processes**. The current weak state of cyber security and the IT environment at government departments and public entities is due to **accounting officers and authorities not discharging their responsibility to manage and implement IT governance processes** over several years effectively. A cyber security culture shift is required to mitigate risks and improve controls.

4.2.2 Line Departments

a) Department of Home Affairs (DHA)

The Department of Home Affairs (DHA) ICT Branch seeks to become an effective, efficient and trusted information organisation that provides secure, reliable, innovative and trusted ICT services to support the departmental strategic intent and service delivery mandate. In this regard, the Branch is **currently seized with a number of ICT projects that seek** to (1) stabilize and improve ICT Infrastructure (network connectivity, hardware and software), (2) restructure and capacitate ICT organisation, (3) strengthen corporate governance of ICT, (4) review current systems architecture, (5) develop and implement asylum seeker and refugee system, (6) automate birth, marriage, death (BMD) amendments and citizenship processes, (7) develop and implement National Identity System (NIS), (8) review, enhance and integrate all Ports of Entry business applications, (9) implement Integrated Case Management System and (10) implement citizen-centric digital channels for access to core services.

While the DHA has modernized 198 DHA offices, 26 banks and 110 mobile units, ensuring a live capture environment and the automation of the business processes thereof, with improvements in turnaround times, this **digital transformation journey has brought many dependencies** which have a negative impact on the services rendered by the department.

Multiple service providers provided the development of the system to allow the integration of different systems. The integration of these systems included both legacy and modern systems. The **availability of these systems is also dependent on the SITA network, which is unstable**. The **dependencies on SITA are vulnerable** to (1) instability and unreliability of SITA switching centres which typically result in a lack of connectivity of many DHA offices and services, (2) SITA Rental on bandwidth expensive. For instance, SITA continues to supply 2MB of rental bandwidth when competing service providers are providing at least 10 MB and

charging almost what departments are paying SITA or even less, (3) inadequate network coverage in rural areas, which may be caused by reliance on service providers and lack of resources.

In most cases **unavailability of these systems when citizens visit our offices is due to network downtime**. The existence of both legacy and duplicate systems in the environment also poses a challenge to system stability. **Poor management of the service provider's** performance also plays a role in many of the challenges the department faces.

As a consequence of the above, the **DHA has sought exemption from procuring services from SITA to enable it to directly contract service providers**, as has SARS. In addition, DHA has sought SITA to have more than one switching centre per province and to develop alternative solutions for DHA offices in rural areas.

Internally, DHA acknowledges that its **reliance on obsolete legacy systems and duplicate systems such as** the Home Affairs National Identity Systems (HANIS) and National Population Register (NPR) poses a security threat to the overall population register. It further acknowledges that the **current environment is a mixture of legacy and modernized systems, posing a challenge for system integration**.

In addition, the DHA acknowledged that there is a **lack of ICT capacity and skills** that are capable of dealing with the nature of IT work in the department requires, with such skills highly sought after in the market, and given the structured government remuneration systems, the department is unable to outcompete the private sector, and state entities in attracting the required skills due to the level at which positions at the department are advertised. In this regard, the DHA **proposes that ICT organisational structures be reviewed** and considered as one of the core services of the department. In addition, the department is imploring that the **DPSA evaluate salary levels for ICT- specific or specialized positions**.

To improve the service delivery capability of the DHA, the following **solutions are proposed**:

- Develop sufficient redundancy of applications within the data centre and establish a disaster recovery site that includes all departmental systems to increase system availability.
- Apply for exemption from procuring from SITA, as is the case with SARS.
- Speed-up upgrades of SITA switching centres.
- Roll-out of UPS to manage power outages – this is crucial in the short to medium term given the current electricity supply challenges in the country, as load shedding is limiting network connectivity as well as infrastructure damage due to unplanned power shutdowns.
- Review contracts with service providers to ensure skills transfer is included.

b) South African Police Services

The SAPS has identified three thematic areas as requiring interventions to enable efficient service delivery: (1) procurement processes, (2) infrastructure improvement and (3) human capacity.

Concerning **procurement processes**, the SAPS has identified lengthy and cumbersome procurement processes, often punctuated with bid cancellation and re-advertisements, with such processes often needing multiple financial years to complete. An example is that SITA has failed for over four (4) years to procure and acquire SAPS's LAN cabling and related services. Also related to the above is the **poor contract cycle management**, resulting in a multiplicity of month-to-month basis contracts. As a consequence, SAPS is saddled with poor availability of technology solutions, budgetary allocations not being spent, and extended project duration with negative impacts on budget cycles.

With respect to the above, SAPS suggests that **SITA must ensure appropriate Contract Lifecycle Management** is applied and, if need be, that contract renewals occur before contract expiry. Engagement between SAPS and SITA executives is needed to enhance the **proposed procurement strategy** and to deliver products and services on time. Moreover, National Treasury should be engaged to assist with integration concerning the procurement of SAPS ICT requirements.

In relation to the **provision of ICT infrastructure** in the SAPS, the following challenges are identified: (1) the lack of timeous upgrading of aged/legacy infrastructure, (2) the lack of scheduled preventative maintenance as required, (3) the damaging impact of electricity load shedding on SAPS services, including at station level, and the impact of procurement delays leading to incomplete projects. The consequence of the above is that there is: (1), poor network connectivity in some areas, (2) poor infrastructure maintenance, and (3) a lack of synchronisation of equipment availability and contracts for installation.

As **proposals to resolve** the above, the SAPS suggests (1) alternative connectivity solutions are investigated, (2) alternative power solutions be provided by NDPWI, (3) SAPS and SITA executives engage with regards to the proposed procurement strategy and deliver products and services on time and (4) exploring long-term framework agreements with SOCs and SOEs.

In relation to **human capacity**, the following challenges are identified: (1) lack of skilled resources and capacity, (2) inadequate organisational structure for Technology Management Services, (3) resignations at SITA with a lengthy process of appointing replacements, and (4) inadequate budgets for continuous skills development. Consequently, there is an **inadequate number of personnel** to execute all critical projects on the table, leading to slow response

times to address user requirements in system changes and a long system development lifecycle. Also, there are limits to training interventions.

Proposals to resolve the above, the SAPS suggests prioritising appointments to fill all critical vacant posts, revising the organisational structure of Technology Management Services, and developing a retention strategy to retain highly skilled resources at both SAPS and SITA. Moreover, SAPS internal skills development initiatives, and the training budget must be increased.

c) Department of Mineral Resources and Energy

The current ICT challenges with a negative impact on the achievement mandate of DMRE, include: (1) **obsolete infrastructure and applications** due to lack of investment in ICT, (2) insufficient execution of ICT governance by DMRE EXCO, (3) inadequate bandwidth, (4) Human capacity not ready for the modern workplace and digital era (5) limited funding to modernise ICT, (6) change management and organisational structure review post-merger (7) misalignment between SCM and ICT relating to the procurement of ICT components and solutions, (8) Outdated ICT end-user tools, compromising network security.

Concerning the SAMRAD system, which was initially implemented on the 18 of April 2011, gives the department a new capability to receive online applications to prevent the need for applicants to travel to regional offices to lodge mining applications. The system is divided into four components:

- a) Portal - the public-facing portal applicants use to submit applications. This was developed specifically for DMR by service providers, and contracts excluded IP ownership.
- b) Cadastral system (ESRI) – this was an open-source, no IP ownership cadastral system used both by applicants and internal staff for the identification of land parcels where mining and prospecting applications/rights are geographically located.
- c) HQMS workflow (Harrington Quality Management System) – backend system which is an internal facing workflow used for adjudication of applications.
- d) Payment gateway (SETCOM/ MyGate) – a handled collection of application fees.

Concerning the Samrad challenges, the Department outlined the causes of early challenges and lessons learned from its implementation. Concerning the causes of early Samrad challenges, the following were identified:

- Lack of governance of ICT practices
- Lack of following known best practice System Development methodologies (e.g. no Business requirements)
- Lack of hosting readiness due to inadequate IT infrastructure
- Lack of definition of success criteria beforehand
- No definition of technology standards to enable seamless integration and data sharing
- No effort was made for people to change management

- No clear outline of project scope (i.e., processes targeted for automation)

The transition from NMPS to SAMRAD was plagued by the following challenges:

- Hosting infrastructure is severely under-specified, causing the system to crash Mitigation: Incremental capacitation of environment.
- Unworkable Cadastral system: some key business rules were not firing/ data incompatible Mitigation: Buffalo GIS replaced with ESRI GIS technology
- Loss of some Data during migration from NMPS (both GIS and workflow) Mitigation: Data clean-up and recreation of lost data
- Perpetual dependence on Service Provider due to no ownership of IP Mitigation: none

Several lessons have been gleaned from Samrad's implementation, including the following imperatives:

- Enforce the implementation of corporate governance of ICT to ensure that the implementation of corporate governance of ICT is not compromised by the expediency of required solutions.
- Enforce implementation of best practice System Development methodologies (e.g. no Business requirements).
- Limit or remove perpetual dependency Service Providers by building DMRE-specific applications using technology with wide ICT industry support, per DPSA IT Security directive.
- Procure solutions that can be owned by the department and on Off the shelf.
- Effective people change management.

The following critical success factors were identified to ensure that ICT supports the department:

- Diligent implementation of the approved DMRE Corporate Governance of ICT Framework
- Unwavering Executive support and oversight
- Finalization of organization's re-org
- Capacitation of ICT structure
- Timeous financial investment in ICT Strategy
- Alignment of SCM and ICT on procurement matters 7. Effective organizational change management.

d) Department of Justice and Constitutional Development

IT needs to position itself differently relative to the customer and business. The traditional business model where IT serves internal business customers, who in turn serve the citizens, does not meet current realities. DoJ&CD emphasised that IT and business need to collaborate and partner in delivering IT-enabled services to the citizens.

The department faced a number of challenges:

- **Legacy applications that are not compatible or upgradeable** to newer versions such as BAS, PERSAL (SITA Mainframe), and applications hosted on the old Citrix platform. Such applications make use of old development code such as SMBv1 used on the mainframe applications – This code have been discontinued more than 10 years ago. (Microsoft has however isolated this environment as much as possible but remains a high risk).
- **Outdated hardware** (servers and end-user devices) that are no longer upgradable or compatible with new software platforms and operating systems leaving the Department with unsupported software and vulnerabilities that can no longer be mitigated. An underlying **ICT infrastructure overhaul** (e.g. laptops, desktops, site servers, CRT site servers, switches, scanners, printers, PABX, datacentre (servers, storage), email platform, bandwidth, Wi-Fi, disaster recovery, was imperative.
- On Sunday, 5th of September 2021, DoJ&CD suffered a cyber-attack resulting in the unavailability of some services and encryption of servers, based on the “Mespinoza” family of ransomware (first seen in 2019 but has been active since April 2020). The department needed to develop its **cyber security resilience** (e.g. cybersecurity policy, framework, awareness, culture, cyber-attack simulations, undertaking vulnerability maturity and risk assessments, regular penetration tests, intrusion prevention solution (IPS) and security information and event management (SIEM) solution, cybersecurity R&D, and security operations centre, among others).

The Department needs to place focus on improving its ICT capability by reconfiguring ICT structure, ICT operating model and improving ICT governance (e.g. SCM processes, contract management, good partnerships, policies and procedures, enterprise project management & change management office).

4.2.3 Oversight Departments

a) National Treasury

Current Landscape of the Legacy Systems - National Treasury maintains four legacy systems for most National and Provincial Departments with some related entities. Developed based on the prescripts set by NT and DPSA. These are:

- Personnel and Salaries System (PERSAL) - A salary and payroll administration system, including a human resource administration component. Monthly pay of 1,5 million salaries, SASSA payment files for 12.6 million citizens.
- The Basic Accounting System (BAS) - An online, real-time, custom-built general ledger system aligned to National Government financial reform objectives and best practices. 1,5 million daily transactions, 39k users.
- Logistical Information System (LOGIS) - A provisioning and stock administration system. 178k monthly transactions, 34k users.

- Vulindlela - Management information warehouse system. 45 thousand monthly reports, 1729 registered users.

The Challenges of the Legacy Systems: The importance of modernising and automating government's financial; procurement; human resources; planning, monitoring and reporting systems have become more urgent given the aged suite of technology currently being deployed, including PERSAL and BAS. There are always limited resources and skills available to support and maintain the current modified cash-based legacy systems. These systems suffer from the **high cost of maintenance**. Moreover, the current legacy systems are inflexible. As such, they cannot be modernised to fully meet the needs of users.

The Need for Modernisation and IFMS: The IFMS aims to replace legacy systems with a modernised integrated financial management system. The IFMS programme will ultimately contribute to and enable Government to achieve the following outcomes:

- Minimise unauthorized, irregular and fruitless expenditure;
- Minimise fraud and corruption;
- Improve decision-making and accountability for expenditure or revenues generated;
- Consolidate and monitor government spending; and
- Create the potential for improved audit outcomes of government departments.

Programme Stakeholders

- **National Treasury:** Project Sponsor and Policy Owner, Finance, Payroll, SCM and Accounting Standards Establishment of PMO, funding of hosting services (including support & maintenance), procurement of solution and service implementers.
- **DPSA:** Policy Owners, Human Resource Management Advising IFMS on electronic government norms and standards, strategic and policy capabilities and advisory services related to the structure and **functioning of the Public Service, and mobilising GITOC members to participate in IFMS programme,**
- **DCDT:** Develop ICT policy and legislation and oversee SITA activities with effect from 2019. Provide advisory services and assistance to the IFMS Programme in respect of ICT policy, and strategic and advisory services on matters involving e-government services.
- **SITA Services:** Hosting services – The IT infrastructure used to store the IFMS data will be hosted and maintained by SITA. Technical advisory and support, including the establishment of the IFMS Centre of Excellence and Procurement of ICT services.

b) Department of Public Service and Administration

The Department outlined the problem of the ICT sector in government as the frustration by citizens, the executive, and department end users on the lack of progress of ICT in government despite:

- Significant investment in technology by government departments – for example, approximately R60bn between 2018-2021.

- The proliferation of mobile technologies - ICASA says 63% of SA households had access to the internet in 2019.
- Having a Department of Communications and Digital Technologies to drive digital transformation in the country.
- Having a Department of Public Service and Administration to drive digital transformation for the public service.
- Having a State IT Agency as a focused vehicle whose purpose is to implement digital transformation.
- Leadership hungry for technological advancements.

The Department traced the development of the public sector ICT from the passage of the SITA Act in 1998, establishing a centralising all procurement of ICT model through the hybrid model of 2002, which handed the majority of ICT responsibilities back to Departments through to the broken model of 2022 in which departments are increasingly bypassing SITA and only 17% of all ICT procurement is from SITA. For example, the establishment of transversal ICT contracts for software and solutions, e.g. Microsoft, Bulk printing, RT15 is part of this trend.

The slow progress of digital transformation is despite a mushrooming of policies and strategies such as:

- DPSA Digital Government strategy (2018 cabinet)
- 4ir Commission report
- DCDT National Integrated ICT policy white paper 2016
- DCDT National e-Strategy 2017-2030
- DCDT National eGovernment strategy and roadmap (2017 Approved by Cabinet)
- DPSA draft eGovernment Policy Framework
- DPSA draft eGovernment 6pack
- DPSA – GITOC draft Government-Wide ICT strategy
- Some departments have digitalisation strategies (Justice)
- All departments have 5-year strategic plans

To drive the **transformation of Public Sector ICT**, the DPSA is transitioning from current practices centred on (a) awareness workshops for clusters of Departments, (b) reactive ad-hoc support, (c) awareness creation through GITOC and KM Forum, (d) providing advice on an ad-hoc basis, (e) communities of practice and (f) capacity development and training (NSG) to future practices centred on:

- Revisit Implementation plans for policies in implementation mode.
- Use of digital tools, Yammer, Teams, Digital Content, and Chatbots for Q&A.
- The Human touch – Awareness workshops are still valuable.
- Establishing a request system for ad-hoc support (Enable tracking and supporting analysis).
- Communities of Practice (Enable communities to support each other, removing the reliance on DPSA).

- Capacity development and training programmes (NSG, NEMISA + Industry).

Moreover, the DPSA will as part of its monitoring and evaluation outputs:

- Develop detailed compliance indicators and processes for CGICTPF.
- Revisit compliance requirements from approved policies and directives.
- Develop indicators for all policy areas (GITOC, eServices, Infrastructure, Security, KM Directive).
- Integrate all other eGSIM compliance processes into the annual cycle.

c) Department of Communications and Digital Technologies

The presentation covered a wide scope, including connectivity challenges in South Africa more broadly, including those related to SITA, the **redesign of the National eGovernment Portal** incorporating the following prioritised e-services:

1) birth and parenting, (2) health, (3) education, (4) agriculture and land, (5) arts, culture and sports, (6) business and economic activity, (7) consumer protection, (8) citizenship and immigration, (9) employment and labour (10) environment, (11) money and tax, (12) legal and defence, (13) housing and local services, (14) transport, (15) social services, (16) retirement and death. The e-Government Portal is currently live (www.eservices.gov.za) and is hosted on the SITA Cloud Computing infrastructure;

Concerning Policy alignment with DPSA and Presidency:

- The DGs Workshop on Digital Transformation of Public Sector on 16 May 2022 resolved that there is a need for **convergence between the DPSA's current work on the Digital Government Policy Framework for Cabinet approval and the DCDT's initiative on the development of Green paper on Digital Government (2022) towards the Digital Government Act.**
- The **Presidency, DCDT and DPSA are currently developing a draft Digital Transformation of Public Sector Action Plan for adoption by the Governance Cluster and FOSAD.** Once a draft is finalized, it will be workshopped with other key stakeholders (GITOC, SITA, National Treasury, etc.).

The DCDT submitted a **framework rationalisation of its entities had been approved by Cabinet on 6 December 2017.** In this framework

- The rationalisation was going to commence with BBI, SENTECH and SITA, whilst other entities in the DCDT portfolio will be rationalised at a later stage.
- BBI and SENTECH were going to be combined and form the State Digital Infrastructure Company (SDIC), whilst **SITA would be repurposed and form the State Digital Services Company (SDSC).**
- Following Cabinet's approval and recommendations on the SOC rationalisation project initiated by the DCDT, several activities have since been undertaken, including consultations with the National Treasury (NT), Department of Public Service and

Administration (DPSA), Office of the State Law Advisor (OSLA) and other relevant stakeholders.

- The process has experienced numerous delays due to consultations and related challenges that took too long to conclude.

On the matter of the **fast-tracking of the SITA repurposing**, the agency is required to include, expand and report on the following focus areas in its FY2023/24 APP:

- Digitization framework of the whole government,
- Ensure the interoperability of all government systems,
- Take over the network and desktop environment of all government departments,
- Provide security for government data,
- Properly manage transversal systems,
- Provide data for planning for the whole of Government and
- Devolve procurement of non-mandatory goods and services to government departments (Threshold to be determined between DCDT and SITA).

The department will monitor the implementation of the above quarterly.

The **cost of SITA services is still a major challenge**. On the matter of the merger of Sentech and Broadband Infracore, Sentech has forwarded a proposal to the Department to acquire Broadband Infracore. In addition, Sentech was directed to submit how it proposes to execute the acquisition of BBI. It is envisaged that Sentech will acquire the 74% Government shareholding in BBI whilst the other 26% will still be owned by the Industrial Development Corporation (IDC).

The Department considers this approach to be quicker and more cost-effective to achieve the objective of rationalisation. Also, the need to fast-track is exacerbated because BBI is currently in a precarious financial position. It is anticipated that this transaction can be finalised without becoming a burden to the fiscus. It is envisaged that Sentech will conclude the acquisition of BBI by the end of the financial year 2022/23, whereby the post-acquisition integration of the two companies will be performed in the outer years from the financial year 2023/24 onwards.

4.2.4 Learning from Best Practice

a) South African Revenue Services (SARS)

In the presentation titled ICT Best Practices, SARS outlined the incredible 25-year modernisation journey from a manual paper-based system which had become unwieldy to among other things, the space requirements needed to the status quo in 2022 in which significant digitization has occurred enabling taxpayers to meet their obligations simply, easily and anywhere using digital channels.

This modernization process continues currently under Vision 2024 which seeks to achieve a smart, modern SARS with unquestionable integrity, trusted and admired. SARS understands its mandate as to (1) **Collect all revenues due**, (2) **Ensure optimal compliance with tax and customs legislation** and (3) **Provide a customs service to optimize revenue, border protection & facilitate legitimate trade**.

In the digital space, SARS has sought to increase and **expand the use of data** within a comprehensive Knowledge Management (KM) framework to ensure integrity, drive insight and improve outcomes and modernize our systems to provide **digital and streamlined** online services. In its pursuit to **modernise systems to provide digital and streamlined services SARS has sought to:**

- Provide platforms that are reliable and secure services to all our constituencies.
- Enable taxpayers and traders to meet their obligations simply, easily and where appropriate seamlessly anywhere.
- Enable our employees to deliver world-class and best-in-class taxpayer and trader experience and to ensure performance excellence.
- Provide reports and analysis to enable our stakeholders, to hold us accountable.

The ICT function at SARS exists to modernize SARS into a complete digital organisation by implementing innovative solutions to support the **strategic intent and higher purpose**. To this end we will:

- Modernize our systems and use data to become an intelligent, proactive organisation;
- Enable an interconnected, converged Tax and Customs ecosystem on an “always-on” digital super-platform;
- Offer differentiated service and compliance digital platforms based on (taxpayer & trader) user experience that is seamless, intuitive, customised and self-administered;
- Support an operating model that is data-driven, technology-enabled and human effort augmented by machine learning algorithms and artificial intelligence;
- Provide a channel-agnostic digital presence for our stakeholders, which is easy, seamless and clear;
- Facilitate digital stakeholder cooperation, collaboration and education;
- Collaborate with all stakeholders locally, regionally & globally in getting access to data;
- Store and provision this data in a trusted, safe and secure manner with the highest integrity;
- Continually update and upgrade digital platforms to remain informative, easy to navigate, available and secure.

To achieve this, there is a need to build modernization and technology capability. This requires that SARS:

- Recruit, develop and retain an agile, multi-disciplined, highly skilled, high-performing workforce;
- Create a people-oriented culture and environment and become an employer of choice leveraging off a progressive employee value proposition;

- Budget and spend effectively and efficiently with a focus on return on investment;
- Deploy the latest fit-for-purpose, best-of-breed technologies;
- Follow a strict system development lifecycle from design to production maintenance;
- Embed the highest cyber-security measures and foster a security mentality; and
- Secure and maintain key strategic partnerships.

SARS has adopted a holistic, systemic, end-to-end approach in its digital journey embedding its ICT processes within the critical pillars of productivity in the organisation, i.e (1) people and culture, (2) policy and organization, (3) processes (4) technology and(5) prioritisation to enable significant improvements in its service, productivity and effectiveness as outline in the figure below.

In this regard with regards to technology, SARS ensures that its platform is user-centric, has a single-entity view, utilises behavioural compliance models, optimises data-driven capability, utilises artificial intelligence and machine learning, utilises biometric authentication and verification, is always-on and always secure.

As a **practical guide towards approaching digitization** SARS suggests that departments:

- Connect Digital transformation to the organisation’s purpose, vision and objectives.
- Determine What "Digital" Means to Your organisation (**NO one size fits all approach**)
- Digitisation means solving a problem and each organisation, depending on its maturity, value chain and ecosystems has unique problems.
- Define the value and business benefits of digital transformation (external or internal).
- Understanding business environment, legislation, drivers, processes, users, communities etc.
- Conducting an audit of the challenges facing your organisation.
- Develop and plan with priorities and budget: establish an approach to digital transformation- front-end, back-end, cloud technology, AI, and machine learning.
- Make Executive Buy-in a priority.
- Find strategic partners (vendors, other government entities) to accompany you in the digital transformation journey.
- **Prepare Your Workforce for the Digital Transformation** by communicating the vision and intent as well as practising transparency, having a clear structure and plan and adequate planning to prepare them for the digital transformation.
- Implement your plan- identify quick wins and monitor your successes.

As a **practical guide towards cultivating innovation**, it is suggested that departments:

- Enable and encourage learning and experimentation.
- Allow room for failure during experimentation -It's also important to keep a positive outlook on failure to develop a culture that promotes innovation and creativity.
- Innovation labs to allow teams to test emerging technology.
- Partnering with contracted vendors to develop “Proof of Value” or Proof of Concept on new and emerging technology.

- Negotiate strategic IT contracts to include innovation as part of value-added services.
- Allow collaboration between various teams.
- Collaborative brainstorming sessions – to bring together a variety of ideas and perspectives to cultivate a culture of innovation.
- Benchmark against the best among peers locally and internationally.
- Process Maturity Assessment to gauge the progress of process improvement and have a clear plan of improvement.
- Reward and measurement structure for innovation.

4.2.5 SITA

In the articulation of the core issues affecting ICT service delivery, SITA identified the following:

- a) frequent downtime of network services
- b) impact of load shedding on service continuity,
- c) Complaints of prohibitive pricing by SITA,
- d) long turnaround times in respect of supply chain management, and
- e) delays in the development of applications to modernize/ digitise government, each of which is interrogated below.

Frequent downtime of network services largely results from the partner SOE service provider experiencing multiple fibre breaks caused by theft, vandalism, veld fires on fibre routes, and electricity outages. To mitigate the disruptions to government services and reputational risk to SITA due to downtimes on the core network, SITA has put the **partner SOE on terms with penalties for the non-delivery of agreed services**. In addition to the above, and to mitigate risks introduced by the occasional downtimes experienced due to SOE network failures, SITA has embarked on procurement to address links to the Eastern Cape (Mthatha, Bisho, Port Elizabeth) and Pietermaritzburg on the one hand and approached National Treasury for single source appointment to provide redundancy on the critical core network links that are frequently impacted. A replacement contract as a second service provider for 22 links (90% of which has been completed) is in place and work is to be completed by the end of December 2022, and as a result, the service disruption has been mitigated.

The impact of load shedding on service continuity: load shedding has an immense impact on service continuity. For example, the City of Tshwane dual power feed for the SITA Centurion is not in place for the faulty substation. Consequently, SITA equipment is put under extreme pressure due to abnormal situations, especially considering the UPS/generator failures and network equipment failures. Moreover, the fuel price impact has had to be mitigated through a procurement process after the service provider threatened not to refuel generators. To mitigate these risks, the City of Tshwane is constantly engaged in addressing the dual power feed to SITA Centurion, increased UPS / Generator equipment maintenance

and upgrades, and additional CAPEX being invested in upgrading or replacing equipment where possible.

Complaints of prohibitive pricing by SITA: The complaints of pricing being too expensive often do not consider SITA services' added value/functionality/security not being considered when making like-for-like comparisons. Moreover, **regarding the cloud services offering, there is slow take-up from Government, impacting the return on investments from SITA and the transfer of value to clients.** The Network Service Pricing model is being reviewed, taking into account modernisation investments. Moreover, provincial consolidation Broadband models are being proposed with significant savings in last-mile access links, e.g. the recently concluded Northwest process with up to 45% savings. In addition, reviewing current contracts in the replacement process to obtain better price points from the market, however, exchange rate fluctuations are impacting price points.

Delays in the development of applications to modernise/ digitise government: A number of causes related to this area, such as **inadequate funding to modernize outdated applications that present a security risk.** And the **lack of a transversal consolidated** focus from the user departments is primarily due to a lack of a centralized budgeting process to enable transversal solutions development by SITA).

To mitigate the above, **SITA is investing in building transversal services** (APIs, Big Data, IOT etc.) by engaging specific clients to fund use cases where possible. In addition, SITA has raised the need for **prioritization and a centralized budget** to obtain better traction and returns to beneficiaries of services at various platforms. Long turnaround times in procurement have been identified as one of the key focus areas of service delivery improvement at SITA, with multiple remedial measures underway under the thematic areas of organisation, process, people and systems. Under the process, for example, there is a **further simplification of business processes and standard operating procedures, the development of a consolidated demand plan** in collaboration with Technical Lines of Business (LOBs) to reduce the number of requests, addressing root causes of audit issues, further reduce the number of tender cancellations and ongoing tackling of procurement costs and related recovery for services. With regards to people, the following are underway: the filling of all current vacancies, skills assessment and relevant training to upskill staff, improvement of SCM culture and change management, inculcating customer centricity and responsiveness, advocating fraud and corruption awareness. With regards to systems, wall-to-wall automation of manual processes, development of supply chain case management module to track procurement fulfilment process.

5. CRITICAL ISSUES EMERGING OUT OF THE ROUNDTABLE

This section will focus on what is working, the critical issues for service delivery, the commitments to resolve the critical issues, the overarching themes and key points and finally, a focus on the issues that require further engagement and research.

5.1 What is working and what are the critical success factors?

The Roundtable raised the question of what is currently working regarding service delivery and ICT. It followed that South Africa is the leader in digital transformation and e-government in Africa based on the latest UN e-Government survey report of 2022²⁰. This bodes well for the opportunities inherent in the country for further digital transformation and the establishment of e-government. South Africa also has an established 4IR Centre at the CSIR.

The recently published (November 2022) Governance of Information and Communication Technology Policy Framework (version 2) was developed to address performance shortcomings. It directs the strategic leadership of the department (executive management) to take responsibility for the Governance of ICT equivalent to the other departments, including but not limited to finances and human resources. This Policy Framework aligns with the new developments that occur after the approval of the current Policy Framework, including but not limited to the Public Service Regulations 2016, King IV code and COBIT 2019. This Policy Framework is supported by implementation guidelines and templates issued by the Department of Public Service and Administration (DPSA).

Additionally, an e-services portal has now gone live, and the plan is to have one front end for government. This portal will be a zero-rating platform, meaning the citizen is not charged.

The process of repurposing SITA is progressing, as was stated by DPSA. SITA has embarked on a network transformation programme to modernize its core network to Software Defined Network (SDN). Finally, in 2022, SITA started with the data centre modernization plan, and the first phase of the upgrade is almost completed.

Promising future initiatives include a Digital Government Act, which is being developed, and the process of a Green Paper has started. Secondly, the Integrated Financial Management System (IFMS) will soon replace legacy systems and modernize technology. IFMS will be implemented in 160 departments and will be phased in the module by module at a time. It will first be piloted at two national and two provincial departments. BAS, LOGIS and PERSAL will all be replaced.

20 United Nations. (2022). E-Government survey 2022. <https://publicadministration.un.org/egovkb/en-us/Reports/UN-E-Government-Survey-2022>

5.2 What is not working (such as systemic issues)?

For a holistic view of the systemic issues, the Roundtable then raised issues of what is not working. The discussions that followed mentioned that **ICT is not well positioned in government departments** especially reporting lines, as Chief Information Officers (CIOs) are often not represented in executive meetings and do not even know if their issues are being addressed. Furthermore, **CIOs and staff in government departments lack the skills and competence to provide effective e-service delivery to citizens**. Some CIOs have stagnated and did not keep up or have upskilled themselves to address the new demands of 4IR technology. The same pertains to all levels of leadership in government departments. As a result, ICT experience, skills and competence are lacking. Linked to the above is the lack of digital literacy skills of frontline government officials when deploying systems for e-service delivery. Coupled with this is that there are **not enough IT skilled staff in departments**.

Secondly, there is **no alignment of IT and business**, and the two are not co-presented during all phases of implementation of ICT (from planning to execution). If ICT and business are not collaborating, there will be no improvement in service delivery. For this purpose, ICT has to be a transversal service to the business component of Government. Thirdly, **citizens' awareness and digital literacy** are also a concern for the uptake and use of e-services. There is a need for digital infrastructure for service delivery to deploy solutions to all areas, especially the rural areas in South Africa.

Fourth, **government departments do not share their knowledge, systems or resources (silos), with insufficient collaboration**. There is fragmentation in government IT systems as these are not automated and integrated, with no interoperability between systems. There is a weak change management culture in government departments and, as a result, slow uptake of ICT initiatives geared to increase efficiency. As a result, even when new automated systems are introduced, departments tend to revert to a paper-based approach to conducting their business. Finally, **monitoring and evaluation of government system implementations are lacking**. Furthermore, mutual understanding and sense-making are lacking when executing systems to citizens for use (G2C, also C2G).

5.3 What are the critical issues for service delivery?

The critical issues emerging from the Roundtable will be discussed under specific themes, which include the functionality of SITA, ICT governance, Obsolete legacy systems, business and IT alignment, Interoperability of Government systems and infrastructure, cybersecurity concerns, Interoperability of government systems and infrastructure, ICT Skills and Digital Literacy in Government, Citizen Funding of ICT as well as engagement and priorities.

While procurement is mentioned was largely mentioned with respect to SITA, given its centrality to driving ICT service delivery, the theme is dealt with separately.

Themes/issues	Key points on each theme/issue
Functionality of SITA	Network Services - Continued core links downtime.
	Network Services – Pressure on Service Continuity due to load shedding.
	Network Services – Complaints of Pricing.
	Hosting –Government engagements on Cloud Services Offering.
	Development of Application delays – Modernization/Digitization of Government Applications.
	End User Computing Services – Complaints of pricing being too expensive.
	Services from SITA switching centres are unstable and unreliable.
	SITA had services rendered after the contract expiry date, an invalid extension of contracts, payments made to suppliers who were not tax-compliant at the date of award, and shortened advertisement periods.
	The SITA Act is outdated and requires revision.
	SITA's rental of bandwidth is too expensive.
	SITA port costs are expensive compared to the industry.
	Services from SITA switching centres are unstable and unreliable typically.
	SITA Procurement processes to appoint IT service providers are typically too slow and cause a delay in the department's ability to launch initiatives and meet its goals.
	Inadequate redundancy of applications within the SITA data centre architectures.
	There is a problem with SITA's intention to be a revenue centre, not simply a cost centre. On the one hand, it also lacks the autonomy to respond to changing business needs, new technologies and skills requirements, and, on the other, the concentration of power in it, the potential conflict of interests and the lack of accountability and responsiveness to its "clients".
	The data centre at SITA has redundant applications and no disaster recovery site that includes all departmental systems. This affects the availability of systems.
	The SITA Act is outdated and requires revision.
Frustrations were experienced with SITA's inability to deploy cloud services and data hosting.	
Services from SITA switching centres are unstable and unreliable.	
SITA's rental of bandwidth is too expensive.	
The SITA model needs to be reviewed as it has a convoluted procurement model of IT services.	

Procurement and contract management	There is a lack of transversal contracts/ Framework for SITA.
	The lack of service level agreements with third parties is evident, and the SLAs' deliverables are not adequately monitored.
	Several contracts were not concluded in the best interest of government departments or public entities. Projects were initiated and implemented without valid or feasible business cases. Projects were implemented without the adequate involvement of business users, even though the primary objectives of system implementation projects were to improve business efficiencies.
	SITA had services rendered after the contract expiry date, an invalid extension of contracts, payments made to suppliers who were not tax-compliant at the date of award, and shortened advertisement periods.
	Procurement processes are too cumbersome. There is too much red tape. It is a long process, especially when bids are cancelled and re-advertised and these long procurement cycles can sometimes span across several financial years. SITA has failed for over four (4) years to procure and acquire DHA's LAN cabling and related services.
	Misalignment between SCM and ICT relating to the procurement of ICT components and solutions
	Convoluting procurement model of IT services.
	SITA port costs are expensive compared to the industry.
	The irregularities of the tender processes have to be addressed because these could lead to corruption.
Obsolete legacy systems	National Treasury maintains four legacy systems for most National and Provincial Departments with some related entities. Developed based on the prescripts set by NT and DPSA. Some departments maintain their own legacy systems. <ul style="list-style-type: none"> • Personnel and Salaries System (PERSAL) - A salary and payroll administration system, including a human resource administration component. Monthly pay of 1,5 million salaries, SASSA payment files for 12.6 million citizens. • The Basic Accounting System (BAS) - An online, real-time, custom-built general ledger system aligned to National Government financial reform objectives and best practices. 1,5 million daily transactions, 39k users. • Logistical Information System (LOGIS) - A provisioning and stock administration system. 178k monthly transactions, 34k users. • Vulindlela - Management information warehouse system. 45 thousand monthly reports, 1729 registered users.
	The challenge of maintenance of legacy systems include

	<ul style="list-style-type: none"> • Limited resources and skills are available to support and maintain the current modified cash-based legacy systems. • High cost of maintaining the systems. • The current legacy systems are inflexible as such they cannot be modernized to meet the needs of users fully. <p>Although significantly delayed, we have NO CHOICE but to IMPLEMENT IFMS, so we can modernise the financial management system within the national and provincial government.</p> <p>At DHA, there is also an obsolete architecture, i.e. Home Affairs National Identity Systems (HANIS) and National Population Register (NPR). The reliance poses a security threat to the overall population register. In addition, the current environment is a mixture of both legacy and modernized systems. This poses a challenge for system integration.</p> <p>At DCDI, over and above BAS, PERSAL (SITA Mainframe), there are applications hosted on the old Citrix platform. Such applications use old development code, such as SMBv1 used on the mainframe applications – This code was discontinued over 10 years ago. (Microsoft has isolated this environment as much as possible but remains a high risk).</p> <p>Outdated hardware (servers and end-user devices) is no longer upgradable or compatible with new software platforms and operating systems leaving the Department with unsupported software and vulnerabilities that can no longer be mitigated.</p>
Infrastructure	<p>There is a need to stabilize and improve ICT Infrastructure regarding security, network connectivity, hardware and software updates.</p> <p>Infrastructure and applications are obsolete due to a lack of investment in ICT.</p> <p>Bandwidth is inadequate in government entities</p> <p>Cloud hosting solutions are lacking in Government.</p> <p>Data is more valuable today worldwide than oil. Therefore, it has to be protected.</p>
ICT governance & Leadership	<p>The root cause of the prevailing weak IT control environment is poor IT governance processes. The accountability for effective IT governance resides with the accounting officers and authorities of departments and public entities.</p> <p>The current weak state of the IT environment implies that accounting officers and authorities have not discharged the responsibility to effectively manage and implement IT governance processes over several years.</p>

	Although auditees had adequate IT governance frameworks (and in some cases, well-defined IT governance frameworks), these were not implemented or operating effectively.
	Where IT steering committees were defined, they were not operating effectively. Either these committees did not have the required level of representation or did not meet regularly (as per their respective charters) to discharge oversight responsibilities
	COBIT as an IT governance framework was adopted but not implemented. Thus the controls are there but not implemented.
	IT steering committees are not operating effectively and there is a lack of various levels of representation in these meetings to address their responsibility.
	Every time there is a change in executive leadership, we stop and restart. Thus the high turnover in leadership in departments affects the ability to implement long-term solutions which will improve service delivery to the citizens.
	Weak leadership exist in Government that lacks courage, action and risk-taking.
	IT Governance lacks effective processes.
	The HoDs don't ask difficult questions.
	The Executive should not delegate accountability. They also need to take responsibility for the prioritization of projects on technology.
	Make stakeholder management a priority.
	Government departments are not monitored and evaluated for successfully addressing their objectives.
	M&E can measure the success and maturity of the progress of IT/e-service implementation and develop an improvement plan.
	Do readiness assessment and impact assessment in government departments to determine the readiness to implement digital transformation.
	Develop departmental Theories of Action and Theories of Change to indicate what actions need to be taken to bring about the changes in government departments.
Business and IT alignment	Projects were initiated and implemented without valid or feasible business cases.
	Projects were implemented without the adequate involvement of business users, even though the primary objectives of system implementation projects were to improve business efficiencies.
	The business side of Government does not always understand the language of IT in Government departments. Thus poor IT/business

	alignment results in ineffectual relationships between IT and business.
	Accountability of technology use is necessary, and delegate this role to someone to be responsible if technology is down.
	CIOs are not participating in the priority of technology and integrating systems to support the business strategy.
	Misalignment between SCM and ICT relating to the procurement of ICT components and solutions
	ICT organizational structures are not considered one of the core services of Government departments.
	There is a disjuncture between the business strategy and the technology strategy.
Interoperability of government systems	Government systems are not automated, integrated or interoperable and are very outdated.
	Data is not shared across government departments.
	The current environment is a mixture of both legacy and modernized systems, which poses a challenge for system integration.
Cybersecurity concerns	The State Security Agency and some security and justice-related departments made little progress in achieving their objectives as laid out in the National Cyber Security Framework (NCSF), 2015. The impact thereof has impaired government's capability to coordinate cybersecurity efforts.
	Hackers successfully exploited the security weaknesses at some of the auditees that we rated as weak. This resulted in some key government services not being available for a prolonged period and, in some cases, hackers demanding ransom or significant fraud being perpetuated.
	Attacks from hackers have materialized in government systems. Security governance is important for ICT governance. Therefore proper controls and processes are needed to have an improvement in cybersecurity.
	Access to Government Network / Transversal system / Government Data are not provided to 3rd parties (Unless in a secure manner).
	About 90 departments have zero cyber security skills.
	These systems are susceptible to fraud, misuse and abuse and how they impact service delivery in Government as 90% of auditees had weak IT controls, which increased the risk of unauthorized and fraudulent transactions. One cannot rely upon audit purposes, 80% weak IT security, and 60% weak disaster recovery controls.
	Unauthorized activities were performed on government systems that could not be prevented or detected. Information processed by

	<p>systems was manipulated further outside the systems, which calls for changes to the critical system as functions are not well controlled.</p> <p>Outdated ICT end-user tools, compromising network security.</p>
ICT skills and digital literacy	<p>People need to equip themselves (upskill), change the culture of tomorrow is another day and are skilled to align with business strategy. We need agile, motivated, dedicated staff who will serve the citizens.</p> <p>ICT Skills within Government are lacking to implement modern technologies (link them with industry).</p> <p>Human capacity is not ready for the modern workplace and digital era</p> <p>We have 1,2 m public servants but over 4000 IT officials servicing the departments. Capacity is clearly lacking. Ten departments account for 50% of the IT skills base.</p> <p>Need people with cybersecurity skills in Government departments.</p> <p>DHA's digitisation project intends to employ 10000 graduates to support the department and SARS also recruits graduates as part of contracting from bid vendors. Twenty graduates are selected to join each of their strategic partners, and after training, SARS will absorb them for another two years.</p> <p>Do not have enough skilled resources in Government. Need to professionalize IT, as it is a specialist area not recognized by Government.</p> <p>Industry pays higher salaries for IT professionals, and Government loses their best people as they can earn more in industry.</p>
Citizen engagement and priorities	<p>Citizens are not informed of available e-services and how to use these (Citizen awareness).</p> <p>Support citizens with digital literacy development.</p> <p>Use 4IR technology when developing e-services to ease the use of these services.</p> <p>Design e-services with the user's needs in mind and become the client</p> <p>Develop user-friendly interfaces for citizens when developing e-services.</p>
Funding of ICT	<p>Limited funding to modernize ICT and operations and the cost of implementing technology are not adequately addressed.</p> <p>Lack of funding for Broadband Connectivity and 4IR programmes in Government.</p> <p>PFMA is ineffective and inefficient and a pivotal hurdle to meeting the ICT needs of the public service.</p> <p>The Integrated Financial Management System (IFMS) project has been running since 2005 and is still incomplete.</p>

Change management	The biggest challenge in Government is business culture and IT culture blocking change.
	There is a lack of motivation, negative attitudes to learning new systems or curiosity of staff in government entities to want to use ICT to increase efficiency. They tend to fall back to a paper-based approach to conducting their business.
	There is a lack of a culture of change with leaders who are not proactive in transforming their departments with a sense of urgency to get tangible outcomes. There is a need for a change management process.

5.3.1 The functionality of SITA

A widespread concern expressed at the Roundtable relates to the ability to meet its core mandate as defined by the SITA Act, to deliver information technology, information systems and related services in a maintained information systems security environment to departments and public bodies; and to promote the efficiency of departments and public bodies through the use of information technology. Principally, SITA has not been able to adequately provide reliable network services and efficient and effective procurement systems for all information technology goods or services it is required to provide. Complaints relating to, among others:

- i) Complaints of pricing of both network and end-user computing services.
- ii) The effective and inefficient procurement process is often delayed over multiple years and fraught with irregularities.
- iii) Unreliable network services are characterized by intermittent downtimes.
- iv) An ineffective business model that prevents necessary agility from meeting customer needs.
- v) Delays in modernising government applications.

With regard to the cumbersome SITA's procurement processes, government departments are increasingly seeking exemptions from these processes. Additionally, SITA's costing model is adjudged as opaque and needs review. SITA has embarked upon a repurposing exercise to deliver effective and efficient ICT services and drive digital transformation in government. There was a strong view that the **SITA Act has become outdated and requires changes to enable digital transformation in government.**

The upgrading of SITA's data centres is taking too long, and SITA lacks the capacity to develop government-owned cloud computing facilities for the public sector. In particular, system availability is an issue as SITA is not addressing the redundancy of applications within the data centre and cannot finalize a business continuity plan inclusive of all departmental systems.

5.3.2 ICT Governance

ICT governance is concerned with improving the overall management of ICT and deriving improved value from investment in information and technology. According to DPSA,²¹ Corporate Governance of ICT encompasses two levels of decision-making, authority and accountability to satisfy the expectations of all stakeholders: (a) Facilitating the achievement of a department's strategic goals (Corporate Governance of ICT); and (b) The efficient and effective management of ICT service delivery (Governance of ICT).

According to the AGSA, poor IT governance processes are widely superintended by accounting officers and authorities who do not discharge their responsibility to manage and implement IT governance processes effectively. In addition, while many departments have adequate ICT governance frameworks, these were not implemented or operating effectively. Similarly, IT steering committees are not operating effectively and there is a lack of various levels of representation in these meetings to address their responsibility changes in management positions, creating a challenge to implement long-term solutions. Furthermore, management is sometimes delegating their accountability, therefore accountability is needed for IT, corporate and project governance. Finally, change management and a culture to change are lacking in government.

5.3.3 Business and IT alignment

Poor IT and business alignment result in ineffectual relationships between IT and business. **CIOs are not always represented in decision-making committees** such as EXCO, where prioritisation of technologies and systems to meet the business needs are made, resulting in the procurement of technology that does not support the business needs of government. Moreover, the business-IT dyad requires the adequate involvement of business users in the architecture design and solution choices rather than be solely spearheaded by ICT professionals, even though the primary objectives of system implementation projects were to improve business efficiencies.

Another dyad that is absolutely crucial is the ICT- SCM which ensures that the correct ICT solutions and technologies are procured. ICT projects thus require close working relationships between business, ICT and SCM. Moreover, it is essential to ensure that there is a synergy between the business strategy and the technology strategy.

5.3.4 Interoperability of Government systems

Interoperability is the ability of organisations to interact with each other across data, systems and processes to achieve common goals through the exchange of data between ICT systems. Despite the existence of the Minimum Inter-Operability Standards (MIOS), government

²¹ DPSA. 2022. Public Service Corporate Governance of Information and Communication Technology Policy Framework. https://www.gov.za/sites/default/files/gcis_document/201409/cgictpolicyframework.pdf

systems are not automated, integrated or interoperable, are outdated, and are characterised by minimal data sharing across government departments. Furthermore, data is often not shared across government departments.

5.3.5 Infrastructure

Hardware and software systems are outdated to integrate with new software requirements. Modernisation of old infrastructure is needed and extending this to rural areas is lacking. Coupled with this is that government departments have inadequate bandwidth, outdated end-user tools, cybersecurity attacks and obsolete infrastructure and applications in all government departments and rural areas. Government departments do not have secure cloud services to host data.

5.3.6 Cybersecurity

The impact of the National Cyber Security Framework of 2015 has been minimal as agencies such as State Security Agency alongside some of the security and justice-related departments and the ICT units of departments. As a result, hackers have successfully exploited security weaknesses in some departments and entities. This resulted in some key government services not being available for a prolonged period and, in some cases, hackers demanding ransom or significant fraud being perpetuated. In addition, due to weak access controls, systems are susceptible to fraud, misuse and abuse. Significant investment is required for the Government to build up its cybersecurity capabilities, as well as implement controls.

5.3.7 ICT Skills and Digital Literacy in Government

There is a shortage of skilled, competent IT professionals in government departments (1.2 m public servants but only more or less 4000 IT officials servicing the departments). Salaries of IT professionals in government are not on par with industry salaries and therefore they are poached by industry. Many government officials, executives and front-end staff do not have digital literacy skills to deliver services to citizens in e-government. There is a general lack of digital skills to support digital transformation in government.

5.3.8 Citizen engagement and priorities

E-services are not designed to consider the user's needs. Citizens are not using e-services as they are unaware of these or may lack digital literacy skills.

5.3.9 Funding of ICT

Limited funding exists in government to modernize ICT and operations. The PFMA is ineffective and a hurdle to meeting ICT needs for public service delivery.

5.4 What are the commitments to resolve the identified critical issues?

The following session dealt with the commitments among key stakeholders and role players to resolve the identified critical issues. All government departments at the Roundtable are willing to collaborate and support one another based on the lessons learnt when modernizing and implementing ICT services.

SITA is committed to improving its service delivery and focuses on the data centre, data security measures and upgrading their networks for stability. SITA's new strategic plan for 2020-2025 does address most of the critical issues mentioned above. SITA is willing to provide exemptions to allow government departments to procure their own service providers. The SITA Act of 1998 regulation 17.2 states that the Minister of DCDT can provide exemptions.

An engagement with the Minister of Communications and Digital Technologies has yielded a meeting between PSC and the Minister in January 2023. The Minister indicated that she would devolve powers to the value of R10m to departments to unlock the IT blockages. SARS, in particular, and the Gauteng Department of e-Government, DOJCD and KZN's Nerve Centre Projects provided examples of collaboration and good/best practices which can be followed.

6. PROPOSED SOLUTIONS

6.1 Proposed solutions by Departments

This section sets out proposed solutions and interventions that can be implemented to address the issues identified through the Roundtable. The following table provides a list of the possible solutions as suggested by the presenters during the Roundtable event as well as from other interactions and feedback from invited Government Departments during the 31 October 2022 (PSC Peer working group meeting).

Critical issue	Possible solutions
The functionality of SITA	Amend the SITA Act (Chairperson of the Portfolio Committee on Communication and Digital Technology).
	SITA to separate the primary solution from the backup solution (DMRE).
	Alternative network connectivity solutions in rural areas (KZN OtP).
	Speed-up upgrades on SITA switching centres for redundancy (DHA).
	Repurposing of SITA (Portfolio Committee on Communication and Digital Technology).
	Resolve tensions around the placement and role of SITA to support the implementation of e-Government. Strategies (acting MPSA).
	Harmonize the policy environment and undertake a legislative review, including the amendment of the SITA Act to align the legislation and

	regulations to new ICT realities. Harmonize the policy environment and legislative framework (DPSA).
	SITA should review, update and automate the current government systems architecture (DHA).
	Allow for a single sign-on to access government systems with a direct interface to stakeholders and other government departments (DMRE).
Procurement and contract management	Exemption from ICT procurement through SITA - (e.g. following the SARS model) - (DHA).
	SITA to strengthen its procurement capability (DHA).
	Devolve procurement of non-mandatory goods and services to government departments (DCDT).
	SITA to review contracts with service providers to ensure skills transfer is included (DHA).
	SAPS and SITA executives to engage with regard to the proposed procurement strategy and to deliver products and services on time (SAPS).
Obsolete legacy systems	A complete modernization programme is needed to enhance and integrate many disparate systems and to automate government's financial; procurement; human resources; planning, monitoring and reporting systems (NT).
	Replace outdated hardware (servers and end-user devices) that are no longer upgradable or compatible with new software platforms and operating systems to decrease vulnerabilities that cannot be mitigated (DHA and KZN OtP).
	Rollout of UPS to manage power outages, especially during load shedding when network connectivity is limited (DHA).
Infrastructure	Government departments need more computing power, data storage and technologies (cloud), machine learning and AI, miniaturization (smaller devices), connectivity, mobility, cost efficiency, and confluence (SARS).
	Overhaul Government ICT infrastructure (DoJCD).
	Government can provide rural citizens access to government services digitally and the application of the District Development model can assist SITA in how local Governments can use technology to improve service delivery (Portfolio Committee on Communication and Digital Technology)
	Investigate alternative connectivity solutions (SAPS & SITA).
	ICT organisational structures should be reviewed to allow it to become the core service of DHA (DHA).
	Reduce bandwidth costs (DoJCD & DMRE).
	Government departments need secure cloud services to host data and SITA should add cloud computing services to ICT tenders (Chair PSC).
	Understand and apply the King IV report on Governance (AGSA).

ICT Governance & Leadership	Policy and Governance are important for the agility of IT business policies, Governance (cloud governance), risk and compliance, adopting ITIL across domains, clear roles and responsibilities, documented rules, policies, SOPs and standards (DMRE & DPSA).
	Improve oversight and controls on ICT projects and environment (Portfolio Committee on Communication and Digital Technology).
	Align the NDP and e-Govt Strategy for collaboration within the province and inter-government as well (Portfolio Committee on Communication and Digital Technology).
	Seek to understand to be understood (acting MPSA & Gauteng Dept of eGov).
	Leaders in government should change from learning from their competitors to learning from outside their industry (KZN OtP).
	Leaders in government should change from being reactive to proactive and take risks (Gauteng Dept of eGov).
	Leaders in government should Investigate partnerships and funding (SARS).
	To improve governance, it is essential to align business objectives with IT objectives to manage IT risks and ensure that IT-related activities are aligned with business activities (Gauteng Dep of eGov).
Business and IT alignment	The business side of Government should align with IT in Government to have effective relationships (DMRE).
	Accountability for technology use is necessary and delegate this role to someone to be responsible if technology is down (AGSA & KZN OtP).
	CIOs need to participate in the priority of technology and integrating systems to support the business strategy (Gauteng Dep of e-Gov).
	Alignment SCM and ICT relating to the procurement of ICT components and solutions (SITA).
	There is a disjuncture between the business strategy and the technology strategy (DoJCD).
Change Management	Develop a change management process to align business with IT to change the business and IT culture (DoJCD).
	Change the culture in government departments and instil a paperless government (SARS & KZN OtP).
	Effective organisational change management is needed in all government departments (DMRE).
Interoperability	Need integration with Home Affairs' data and get a reliable cloud hosting solution to share data across Government (DMRE).
	Address user-experience of citizens when developing e-services (SARS).

	Government departments should collaborate, synchronize projects, and share resources on the development of transversal interoperable ICT solutions (money, skills, systems) (DCDT).
	Government needs to develop a government-wide IT Kiosk (Gauteng Dept of eGov).
	Ensure the interoperability of all government systems (DCDT).
	Coordinate co-learning on the systems from well-developed provinces and departments (KZN OtP).
Cybersecurity	Address cybersecurity standards and implement controls to prevent hacking and security risks (DCDT).
	A cyber security culture shift is required to mitigate risks and improve controls (AGSA).
PFMA alignment	Ensure that the PFMA is geared towards meeting ICT needs (AGSA).
IFMS	Accelerate the finalization and implementation of IFMS (DPSA).
Local innovation	Develop home-grown systems where AI can be applied to handle data sets and quantum computing for encryption (Portfolio Committee on Communication and Digital Technology & Gauteng Dept of eGov).
ICT skills and digital literacy	In-house solutions can be developed and a focus on home-grown systems is important for future innovation in Government (Portfolio Committee on Communication and Digital Technology & Gauteng Dept of eGov & KZN OtP).
	Salary levels for ICT-specific or specialized positions have to be evaluated, with the OSD model explored as a solution (DHA).
	Prioritization of appointments to fill all critical vacant posts, revision of the organizational structure of Technology Management Services, and the development of a retention strategy to retain highly skilled resources (SAPS).
	Increase the training budget of Government officials (SAPS).
	Recruit, develop and retain an agile, multi-disciplined, highly skilled, high-performing workforce (SARS).
	Increase the ratio of ICT-skilled staff compared to other government officials (Gauteng Dept of eGov).
	Use unemployed graduates in digitization projects across Government (KZN OtP).
	Upskill current government staff to equip them with digital literacy skills (NT, Portfolio Committee on Communication and Digital Technology, Gauteng Dept of eGov and SARS).
Citizen engagement and priorities	Co-create services with citizens (KZN OtP).
	Inform citizens of available e-services and how to use these (Citizen awareness) (DCDT).

	Support citizens with digital literacy development (KZN OtP)
	Use 4IR technology when developing e-services to ease the use of these services.
	Design e-services with the user's needs in mind and become the client (SARS).
Funding for ICT	Increase funding to modernize ICT to implement 4IR technologies (Portfolio Committee)
	Budget and spend effectively and efficiently with a focus on return on investment (NT & AGSA).
	Create citizen awareness of e-services (SARS).
	Support citizens with digital literacy (KZN OtP).
ICT Monitoring and Evaluation	M&E has to be part of every IT strategy to track impact and show progress (DCDT).
	Measure for success and link KPIs to this measure (Gauteng Dept of eGov).
	Apply readiness assessment for the digital transformation of staff and citizens (KZN OtP).
	Apply maturity assessment to track progress with modernizing ICT in Government (Gauteng Dep of eGov).
	Develop Theories of Action and Theories of change (DCDT).

6.2 SITAs Response

Based on these issues and possible solutions as discussed above, it was clear from the Roundtable deliberations that **SITA's procurement processes were the main problem for most government entities**. However, SITA provided a presentation where specific actions were provided as to what they are doing or intended to put in place to alleviate many of the concerns raised during the Roundtable. SITA indicated the following improved action points during their presentation, and these address specific improvement areas:

1) To mitigate the disruptions to government services and reputational risk to SITA due to downtimes on the core network, SITA has implemented the following:

- a) SOE has been put on terms and penalties are pursued in line with the contracted services.
- b) To mitigate short-term risks introduced by the occasional downtimes experienced due to SOE network failures.
 - i) An Emergency Procurement Process has been followed to address links to Umthatha, Bisho, Port Elizabeth, and East London, as well as links between Centurion and Pietermaritzburg.
 - ii) SITA approached NT for a single source appointment to provide redundancy on the critical Core Network Links that are frequently impacted while the procurement process to appoint a second service provider is in progress.

- c) Replacement Contract (second service provider) for 22 Links which are in progress to be completed by the end of December 2022. More than 90% of the links have been completed, which has addressed the service disruption.

2) Progress to mitigate the risks:

- (a) The City of Tshwane is being constantly engaged to address resorting the dual power feed to SITA Centurion.
- (b) Increased UPS / Generator equipment maintenance and upgrade.
- (c) Additional CAPEX is being invested in upgrading/replacing equipment where possible.
- (d) Diesel price fluctuation is being addressed through a procurement process.
- (e) Working with Industry partners to ensure that they take similar measures to ensure that their infrastructure remains available and resilient.

3) Progress to address Network Services and complaints of expensive pricing:

- (a) The Network Service Pricing model is being reviewed, taking into account modernization investments.
- (b) Provincial Consolidation Broadband models are being proposed with significant savings in last mile access links, e.g. recently concluded Northwest process with up to 45% savings.
- (c) Reviewing current contracts in the replacement process to obtain better price points from the market, however, exchange rate fluctuations are impacting price points.

4) Progress to address Hosting of Government engagements on Cloud Services offerings:

- (a) Continuous follow-up with clients on proposal feedback that impacts reservation of Cloud capacity (demand planning).
- (b) Continuous follow-up with clients to obtain information, to draft proposals in line with their request for services. This includes providing support in completing user requirements information to effectively provide proposals in line with business requirements.

5) Progress to address the Development of Application delays focusing on the modernization/digitization of Government Applications:

- (a) SITA is investing in building transversal services (APIs, Big Data, IOT, etc.) by engaging specific clients to fund use cases where possible. SITA has raised the need for prioritisation and a centralised budget at various platforms to obtain better traction and returns to beneficiaries of services.
- (b) Outdated Applications that present a Security Vulnerability are being highlighted for clients to address.
- (c) SITA has established partnerships with industry and is engaging in innovation processes:

- i) Onboard specific skills/capacity based on demand through established partnerships;
- ii) SITA has established innovation centres and following processes to source innovative solutions that respond to "government service delivery challenges". This includes engaging with specific clients to fund use cases where possible due to no centralized business prioritisation and budgeting process.

6) Progress to address End-user computing services:

- (a) SITA has established partnerships and framework agreements with (OSMs / OEMs) in the industry, which incorporates a geographic approach to onboard skills on demand and support local economic development (LED).
- (b) SITA End User Computing / LAN Services include embedded critical security architecture and service elements leveraging Transversal Networks, Cloud and Security services.
- (c) Reviewing current contracts in the replacement process to obtain better price points from the market, however, exchange rate fluctuations are impacting price points.

7) Supply chain management delays will be addressed by focusing on aspects relating to the organization, processes, people and systems (explained below):

SCM Remedial actions underway 2022 to 2024.....

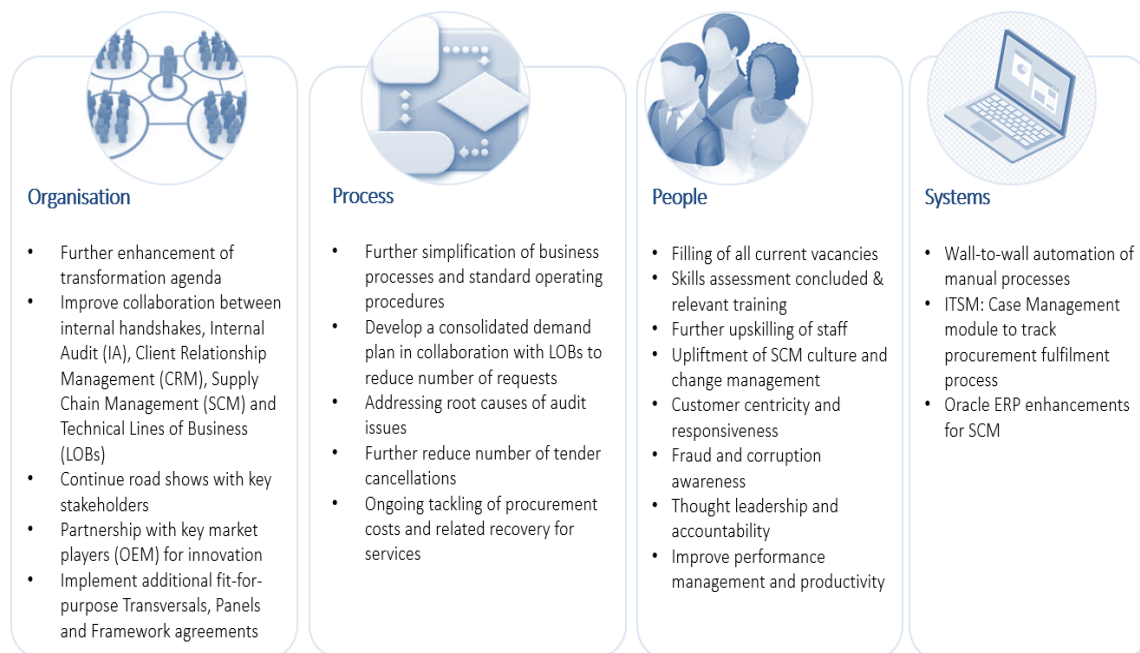


Figure 1: SCM remedial actions for 2022-2024

8) Actions to improve long turn-around times include:

- (a) Advertised 9 critical SCM positions specifically within the procurement department. Another 11 are in process to be advertised during January 2023.
- (b) SCM has appointed service providers to augment the procurement department with 7 resources. Expansion in progress to add 3 more resources.

- (c) Implement Request-for-Proposal (RFP) as a sourcing method that provides more flexibility.
- (d) e-Procurement capability will be improved by developing an electronic publication tool for the market.
- (e) The potential devolvement of Non-Mandatory Procurement. There is a proposal is in progress to be presented for Ministerial consideration.
- (f) Closer working relationship with Internal Audit to expedite audit integrity reviews and implement parallel audits.
- (g) Various information sessions were held and planned with GITOC, Provincial GITOCs and key clients to assist with the bid specification process.
- (h) Implemented bi-weekly collaboration sessions between internal client-facing and Supply Chain Management to improve processes, and documentation and resolve other matters impacting clients.
- (i) A new bid specification centre is being developed.
- (j) Detail tracking of transaction turn-around-times to identify bottlenecks.
- (k) New DoA improvements are already providing more agility.

From what was presented in terms of the action plans of the above 8 points that SITA is busy addressing most of the issues under the functionality of SITA in the possible solutions table. However, it is suggested that SITA's main focus area should be overhauling procurement. In their presentation, SITA indicated that they have five main focus areas: Digital services strategy, Big data analytics including APIs, Network modernization including SDN with end-user computing, Info/cyber security and a cloud strategy with the data centre modernisation. Procurement should be SITA's main focus, where they can build their own capacity to provide services to customers that are usually outsourced.

It is suggested that SITA's procurement model, as outlined in their Strategy Plan 2022-2025, needs to be in tune with the business requirements of customers where not only the procurement team is involved during consultations but also a business analyst and managers to address business-related issues on top of ICT issues. This may ensure that duplication is minimized in the development of customized new IT systems, as managers will be aware of already existing IT systems that can be refined for a new purpose. This may also alleviate the development of new solutions that may be redundant in 3-4 years.

7. PROPOSED IMPLEMENTATION PLAN

The proposed interventions should be implemented incrementally in phases. The phases proposed are short-term (1 year), medium-term (2-3 years) and long-term (5+ years). The objectives, activities, outcomes and responsibilities of these phases are outlined in the table below.

7.1 Proposed Implementation Plan

OBJECTIVES	ACTIVITIES	OUTCOMES	RESPONSIBILITY
SHORT-TERM < 1 YEAR			
Improve SITA functionality	Repurposing of SITA.	SITA provides effective ICT services to government entities.	DCDT and SITA
	Review, update and automate the current government systems architecture.	streamline approach to enable government systems to function optimally.	SITA
	Redesign or enhancement of procurement processes.	Improved procurement processes enable timely support service delivery of government entities.	SITA with support from National Treasury
	Engage departments in securing Cloud Services.	Shortened turnaround times in relation to proposals on cloud hosting services.	SITA
	Initiate a single sign-on to access government systems with a direct interface to stakeholders and other government departments.	Government entities will then be able to access data from established systems and this will eliminate duplications of systems.	SITA
	Develop a framework for exemption from ICT procurement through SITA.	Government entities will then be able to procure from service providers they prefer.	DCDT and SITA in collaboration with National Treasury
	Devolve procurement of non-mandatory goods and services to government departments.	This will enable quicker turnaround for the procurement of goods and services by departments.	DCDT and SITA
	SITA to review contracts with service providers to ensure skills transfer is included.	Staff with the capability to address procurement needs in-house will support SITA's budget to offer more ICT services to government entities.	SITA
	Government departments need more computing power, data storage and technologies (cloud), machine	A complete modernization programme is needed to enhance and integrate many disparate systems and to automate	SITA

OBJECTIVES	ACTIVITIES	OUTCOMES	RESPONSIBILITY
	learning and AI, miniaturization (smaller devices), connectivity, mobility, cost efficiency, and confluence. Thus overhauling all ICT infrastructure in government entities.	government's financial; procurement; human resources; planning, monitoring and reporting systems.	
	Replace outdated hardware (servers and end-user devices) that are no longer upgradable or compatible with new software platforms and operating systems to decrease vulnerabilities that cannot be mitigated.	Fewer vulnerabilities with new technology will increase the service delivery of government entities.	SITA
	Rollout of UPS to manage power outages, especially during load shedding when network connectivity is limited.	More stable connectivity will support government officials to be more productive.	SITA
	Reduce bandwidth costs	Investigate alternative connectivity solutions	SITA
Strengthen ICT Governance	Develop and implement ICT governance frameworks and ensure the effective functioning of ICT steering committees.	Improved ICT governance and accountability.	DPSA and all government departments.
Strengthen cybersecurity	Address cybersecurity standards and implement controls to prevent hacking and security risks.	Protecting government data and building trust with citizens.	DPSA SITA, SSA and all departments.
Improve Business - IT integration	Ensure CIOs participate in the strategic priority setting of government, and engender the	More IT systems that can support business strategies will increase the productivity of staff in government.	All government departments and entities.

OBJECTIVES	ACTIVITIES	OUTCOMES	RESPONSIBILITY
	interflow of ideas between business and IT.		
Implement IFMS	Accelerate the finalisation and implementation of IFMS.	Improved financial governance.	National Treasury
Develop Digital Skills	Select, recruit, train and retain skilled ICT personnel,	An agile, multi-disciplined, highly skilled, high-performing workforce.	DPSA, and all government departments and entities
	Use unemployed graduates in digitization projects across Government	More job creation will allow graduates to be exposed to experience in system development.	All government entities
MEDIUM-TERM <3 YEARS			
SITA's functionality.	Amend the SITA Act and harmonise the policy and the legislative framework.	A new Act aligned and regulations to new ICT realities (4IR)	DCDT and DPSA
To support ICT service delivery leadership and ICT governance should be a focus in government	Leadership in government should change from being reactive to proactive and take risks whilst they seek to understand rather than being understood and investigate partnerships and funding in the industry.	Proactive leadership in government entities will drive ICT adoption, skills training and use of IT systems to improve service delivery.	All government entities
Enable business-IT integration	Align IT objectives with overarching business objectives.	ICT enables business.	All government entities
improve e-participation by citizens	Provide rural citizens access to government services digitally.	The application of the District Development model can assist SITA in how local Governments can use technology to improve service delivery	SITA and all government departments

OBJECTIVES	ACTIVITIES	OUTCOMES	RESPONSIBILITY
	Create citizen awareness of e-services and focus on their digital literacy skills	e-Services will be more frequently used if citizens are aware of the benefits and value of these to improve their quality of life.	All government entities
Retain skilled ICT staff for continuity of ICT service delivery	Salary levels for ICT-specific or specialized positions have to be evaluated, with the OSD model explored as a solution.	Recruiting ICT skilled staff will decrease expenditure on outsourcing	DPSA
LONG TERM-TERM > 3 YEAR			
Embed strategic and operational collaboration at all government levels	Align the NDP and e-Government Strategy for collaboration within the province and inter-government as well.	Collaboration between all levels in government will be accelerated	DPSA, DCDT and the Presidency
Develop and maintain interoperability in ICT systems	Ensure the interoperability of all government systems.	Interoperability will improve ICT service delivery improvement	SITA and all cluster-level departments
Embed M&E to track progress in ICT service delivery	M&E has to be part of every IT strategy to track impact and show progress.	Tracking impact will positively influence the progress and uptake of e-services.	DPME and all government entities
address budgets for long-term sustainable ICT service delivery.	Ensure adequate budget requirements for regular upgrades of government ICT systems	Agile fit-for-purpose systems that address service delivery imperatives of all government departments and entities.	All government and National Treasury
invest in access for the citizen to e-services will improve ICT service delivery.	Address access to e-services for citizens.	Trust will be reinforced through citizens' e-participation and improved service delivery of government departments.	All government entities

7.2 Monitoring Implementation and Oversight

The responsibilities in the outline plan indicate that the DCDT and SITA should drive most initiatives and work with line departments in ensuring that their requirements are met.

The PSC should ensure the monitoring of the implementation of the outline plan in collaboration with the Portfolio Committee to ensure the implementation of recommendations from the Roundtable. It is recommended that the PSC observe the implementation of the plan to support learning for future projects. However, if the plan is not implemented or is poorly implemented, the PSC should step in to ascertain why improvement plans are not being implemented successfully and address this.

8. CONCLUSION

For the way forward, some key priorities need to be addressed and involve the following:

- (a) The repurposing and institutional arrangements regarding SITA as the entity that has to fast-track service delivery to citizens in e-Government.
- (b) Modernization of ICT in Government is imperative and SITA must embrace and assist all government departments with fit-for-purpose solutions.
- (c) Improving the SITA cost model and procurement processes is an urgent priority to help Government departments acquire ICT faster.
- (d) Develop a framework with guidelines for government entities to get exemption from SITA's procurement processes to streamline the implementation of ICT for service delivery. Where this exemption should be sought also need attention as SITA indicated they could provide exemptions, but according to the SITA Act of 1998 (section 17.2), only the Minister of DCDT can provide these exemptions.

SITA should prioritize the upgrading of obsolete infrastructure in all Government entities.

ANNEXURE A ROUNDTABLE PROGRAMME

 ROUNDTABLE ON GOVERNMENT SUPPORT FOCUSING ON ICT FOR SERVICE DELIVERY		
DATE:	VENUE:	TIME:
30 NOVEMBER 2022	BIRCHWOOD HOTEL, BOKSBURG	08H00 - 16H00
PROGRAMME DIRECTOR MS YASMIN BACUS, COMMISSIONER (PSC)		
TIME	ACTIVITY	RESPONSIBLE
08:00 – 08:45	Registration	All
09:00 – 09:10	Opening and Welcome	Prof Somadoda Fikeni Chairperson of the Public Service Commission
09:10 – 09:20	Setting the Scene and Commitment to Monitor the Implementation of Recommendations/Solutions emanating from the Roundtable	Hon Mr Boyce Manelli Chairperson of the Portfolio Committee on Communications and Digital Technology
09:20 – 09:30	The Role of ICT in Public Service Delivery and enhancing Citizen Experience	Hon Mr Thembelani Nxesi, MP Acting Minister for Public Service and Administration
Panel Discussion: State of ICT for Service Delivery & Good Practice Guidelines Facilitator: Prof Mandla Makhanya, Commissioner (PSC)		
09:30 – 09:45	State of Audit Outcomes on ICT in Government: Auditor-General of South Africa	Ms Zeenat Harper-Valentine BU Leader Information Systems Auditing
09:45 – 10:00	Use of ICT to Deliver Services in the Department of Home Affairs	Mr Ntlanhla Mabaso Deputy Director General - ICT
10:00 – 10:15	Use of ICT to Deliver Services in the South African Police Service	Major-General Edith Mavundla Acting Divisional Head: Technology Management Services
10:15 – 10:30	Use of ICT to Deliver Services in the Department of Mineral Resources and Energy	Ms Cathy Leso Chief Information Officer
10:30 – 10:45	Use of ICT to Deliver Services in the Department of Justice and Constitutional Development	Mr Thabo Sakasa Head ISM and Chief Information Officer
10:45 – 11:00	Use of ICT to Deliver Services in the KwaZulu-Natal Province	Mr Suvash Singh Acting GITO KwaZulu-Natal Office of the Premier
11:00 – 11:30	Tea / Coffee Break	
11:30 – 11:45	ICT Good Practices: Gauteng Department of e-Government	Mr Cyril Baloyi HoD: Gauteng Department of eGovernment
11:45 – 12:00	ICT Best Practices: South African Revenue Services (SARS)	Ms Palesa Mafihlo Executive Digital Information Service and Technology
12:00 – 12:30	Comments and Questions	All
12:30 – 13:30	Lunch Break	
Responses to Critical Issues and Areas for Prioritisation Facilitator: Dr Moeletsi Leballo, Commissioner (PSC)		
13:30 – 13:45	Integrated Financial Management System National Treasury	Ms Dikeledi Lebea Chief Director: Integrated Financial Management System
13:45 – 14:00	ICT Governance in the Public Service: Department of Public Service Administration	Mr Zaid Aboobaker Acting Government Chief Information Officer
14:00 – 14:30	Oversight in the Provision of ICT: Department of Communication and Digital Technologies	Mr Mlindi Mashologu DDG: Information Society and Capacity Development
14:30 – 15:00	Provision of ICT to Government: SITA	Mr M Kgauwe and Mr Ntutule Tshenye Managing Director and Executive National Consulting
15:00 – 15:30	Comments and Questions	All
15:30 – 15:45	Summation of Critical Issues	Prof Marlien Herseimann Chief Researcher: CSIR
15:45 – 16:00	Vote of Thanks	Ms Zukiswa Mqolomba Deputy Chairperson of the PSC
Departure		