



# ***PRESENTATION ON THE FUTURE OF BECOMING AN E-GOVERNMENT ORGANISATION***

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***Date: 19 SEPTEMBER 2018***



# *OUTLINE*

- INTRODUCTION*
- BACKGROUND*
- AUTOMATION LEADS TO LESS WASTEFUL EXPENDITURE*
- SIMPLIFYING ACCESS TO PUBLIC SERVICE*
- E-GOVERNMENT FUTURE VS RESTRUCTURING SERVICES*
- PROS AND CONS OF DIGITISING YOUR PROCESSES*
- CURRENT RESOURCES AND EMERGING TRENDS: IS THERE A NEED FOR NEW IT MODELS?*
- SPEARHEADING BPM THROUGH AN IT SYSTEM*
- CONCLUSION*



# *INTRODUCTION*

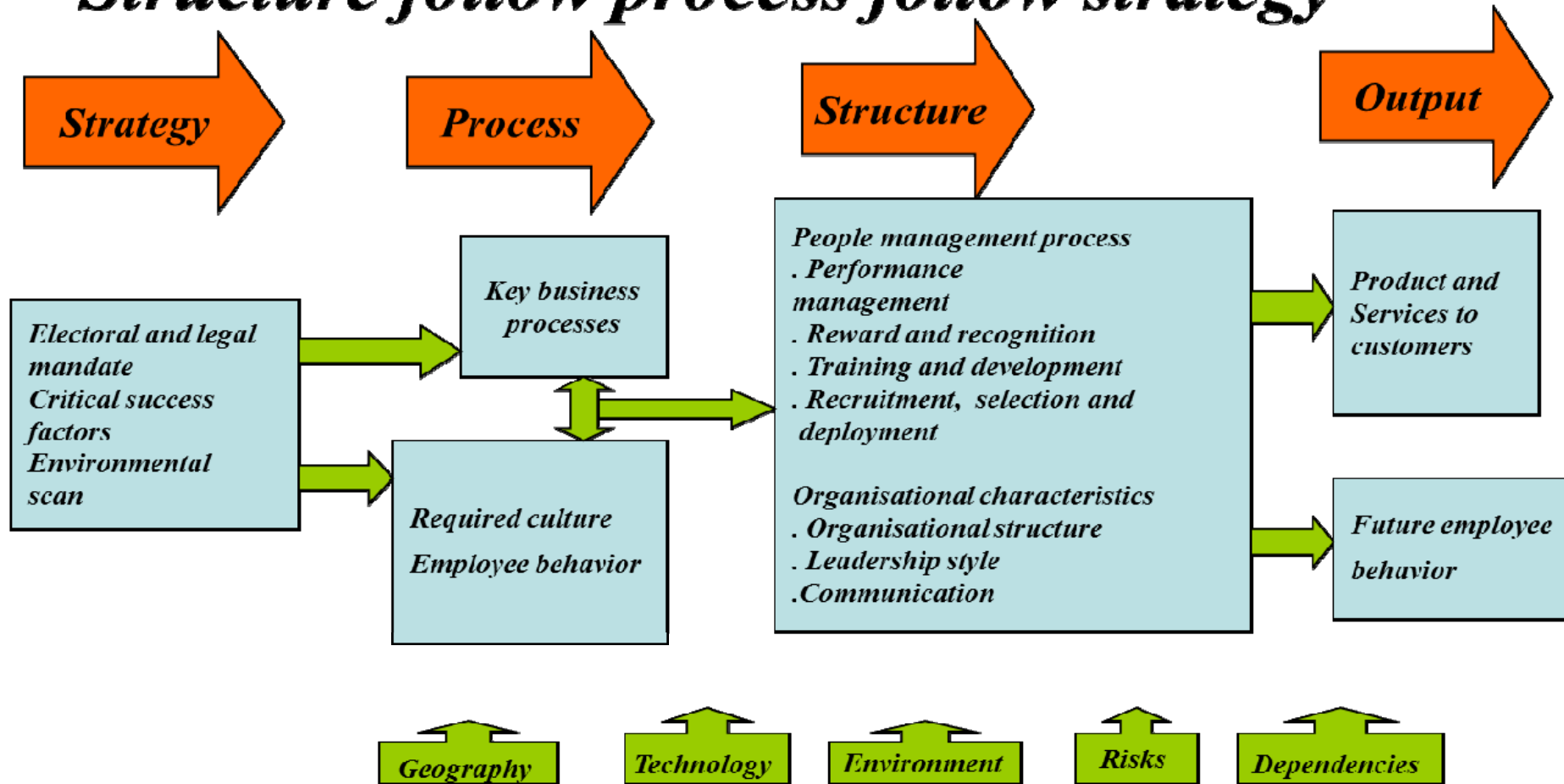
*A man interviewed a consultant to some of the largest U.S. companies about their quality control. The consultant said, “in quality control, we are not concerned about the product, we are concerned about the process. If the process is right, the product is guaranteed”.*

**(John Maxwell)**



## LINKING SDM WITH PEOPLE, SYSTEMS AND PROCESSES

### ■ *Structure follow process follow strategy*






# ***BACKGROUND***

- 1. DEPARTMENTAL HISTORY***
- 2. OMF ACHIEVEMENTS***
- 3. QUALIWARE INTERVENTIONS (GWEA)***
- 4. BENEFITS***



# BACKGROUND

KwaZulu-Natal Department of Transport - Overview



- 01 Provide Mobility and Accessibility
- 02 Promote an Integrated Transportation System
- 03 Create and Promote a Safe Road Environment
- 04 Promote Sustainable Economic Transformation (Empowerment Programmes)

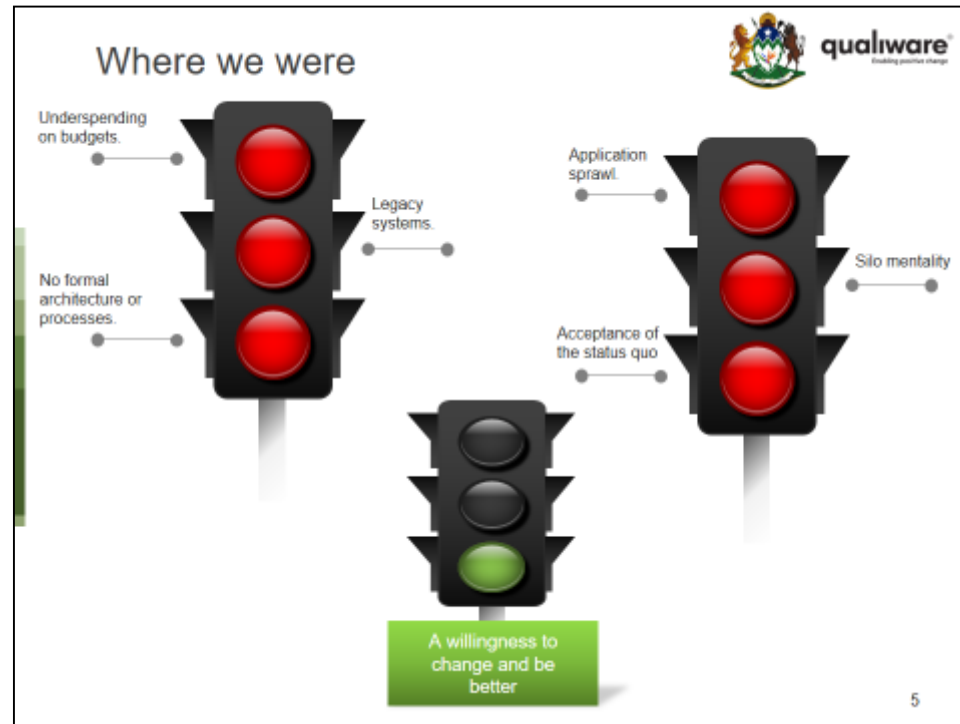
- R10bn Annual Budget
- 4000 Employees
- 32000km of Maintained Road
- 3<sup>rd</sup> Largest Budget Allocation in KZN

How does Business Architecture enable the business to deliver on their strategic goals?

3



# BACKGROUND





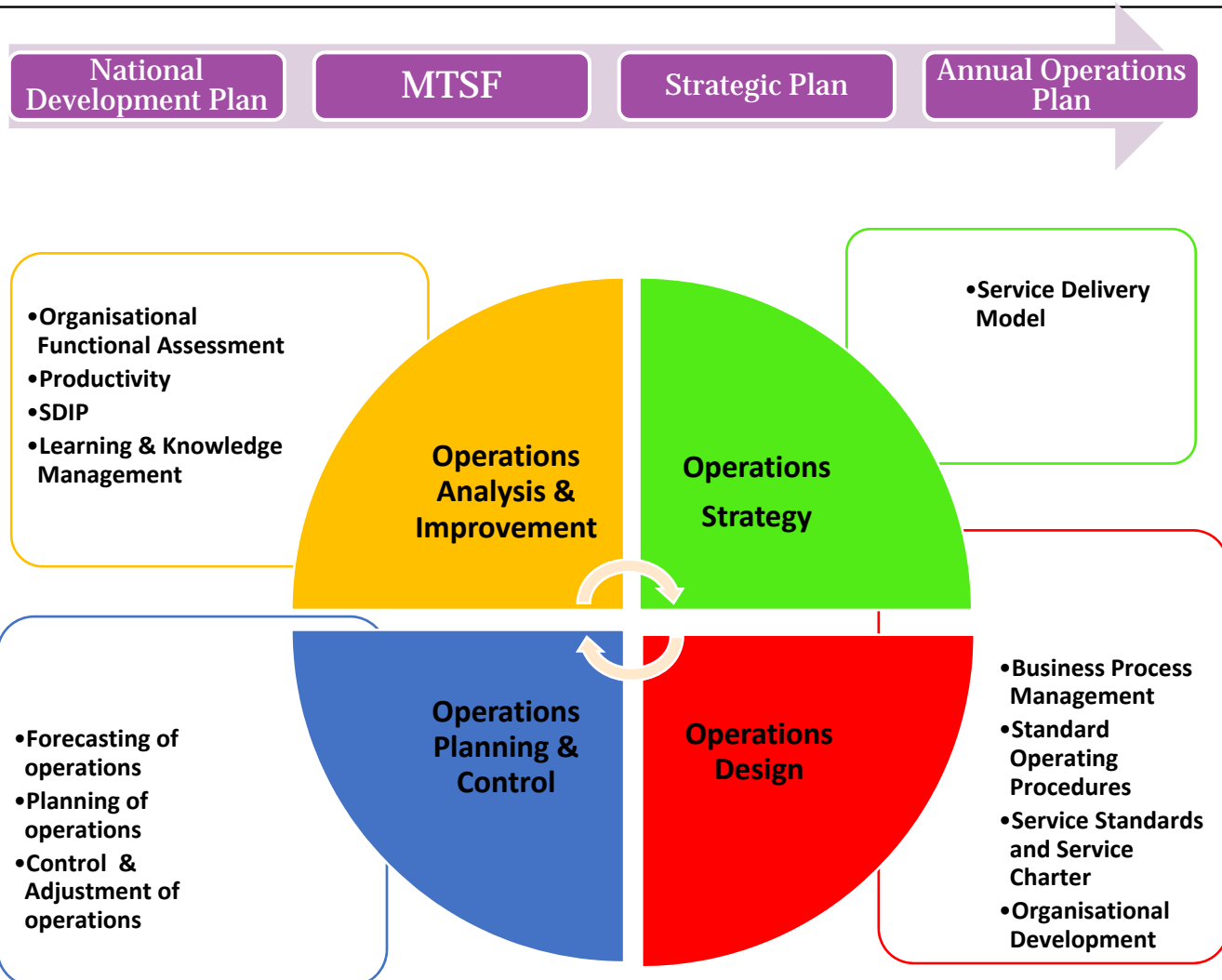
# BACKGROUND

- **OPERATIONS MANAGEMENT FRAMEWORK**





# BACKGROUND





## ***BACKGROUND CONT...***

- The Organisational Development Services in the Department has the responsibility of all the OMF building blocks. The next slides indicate progress in each of the building blocks.***



## *OPERATIONS STRATEGY*

- The Department has an approved Services Delivery Model.*



## *OPERATIONS DESIGN*

- ❑ *The Department has the following:*
  - ❑ *Mapped Business Process for all services*
  - ❑ *Approved Services Standard, and*
  - ❑ *Approved Services Charter, and*
  - ❑ *Final Draft Organizational Structure*



## *OPERATIONS PLANNING & CONTROL*

- ❑ *Currently the Department conduct:*
  - ❑ *Forecasting: We choose which services to improve through a situational analysis of selected services, the purpose of choosing those services, and time required to conduct an improvement.*



## *OPERATIONS PLANNING & CONTROL*

- ❑ *Currently the Department conduct:*
  - ❑ *Planning: We develop a Project Plan for services to be improved in the next MTEF, and funding required to implement improvements.*



## *OPERATIONS PLANNING & CONTROL*

- ❑ *Currently the Department conduct:*
  - ❑ *Control and adjustment: We set service standards in line with inter aliar, sector specific standards, and desired standards (e.g automation). Adjustments takes place when plans have to be adjusted to suite implementation settings.*



## ***OPERATIONS ANALYSIS & IMPROVEMENT***

- The Department has an approved Services Delivery Improvement Plan (SDIP) for the Medium Term Expenditure Framework (MTEF) for 2018-2021 which is sector specific.***
- The SDIP is the culmination of the work performed in the 3<sup>rd</sup> quadrant / building block.***





## ***BACKGROUND***

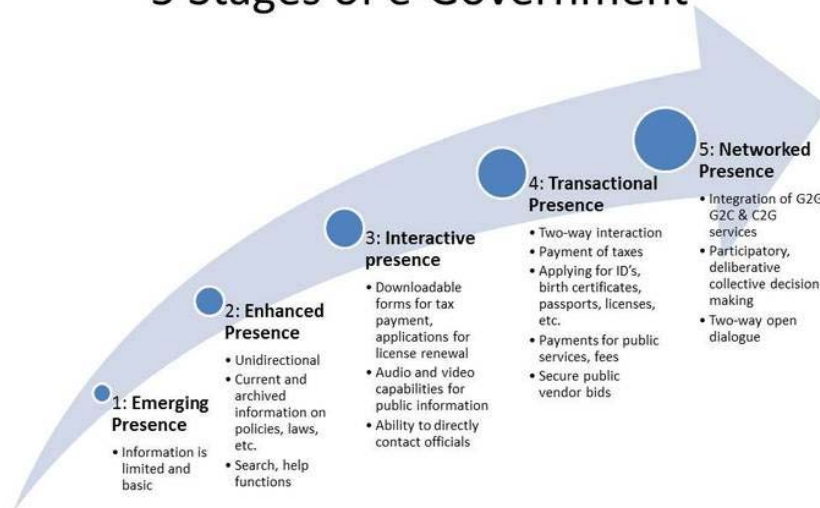
***□ The Department will introduce a Committee to deal with Batho Pele and Operations Management issues. We will be embarking on its Terms of Reference once we have received a buy-in from Departmental EXCO.***



# E-Government

“...make government services more accessible online, reduce the cost of accessing those services, streamline administrative processes, improve turnaround times, and strengthen accountability and responsiveness.”

## 5 Stages of e-Government



Trends of transactional services online, 2014, 2016 and 2018	2014	2016	2018	Increase in percent of countries offering the service	
				2016 to 2018	2014 to 2018
Pay for utilities	41	104	140	26%	71%
Submit income taxes	73	114	139	18%	47%
Register a business	60	97	126	23%	52%
Pay fines	42	76	111	32%	62%
Apply for a birth certificate	44	55	86	36%	49%
Apply for marriage certificate	39	53	82	35%	52%
Register a motor vehicle	33	47	76	38%	57%
Apply for drivers licence	29	38	62	39%	53%
Apply for personal identity card	27	31	59	47%	54%

United Nations 2018



Online Service Index (OSI – Very High)

- South Africa & Tunisia

E-Government Development Index (EGDI) top fiftieth percentile

- Mauritius, South Africa, Tunisia and Seychelles



National, Provincial & Departmental services



## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 1. *AUTOMATION LEADS TO LESS WASTEFUL EXPENDITURE*

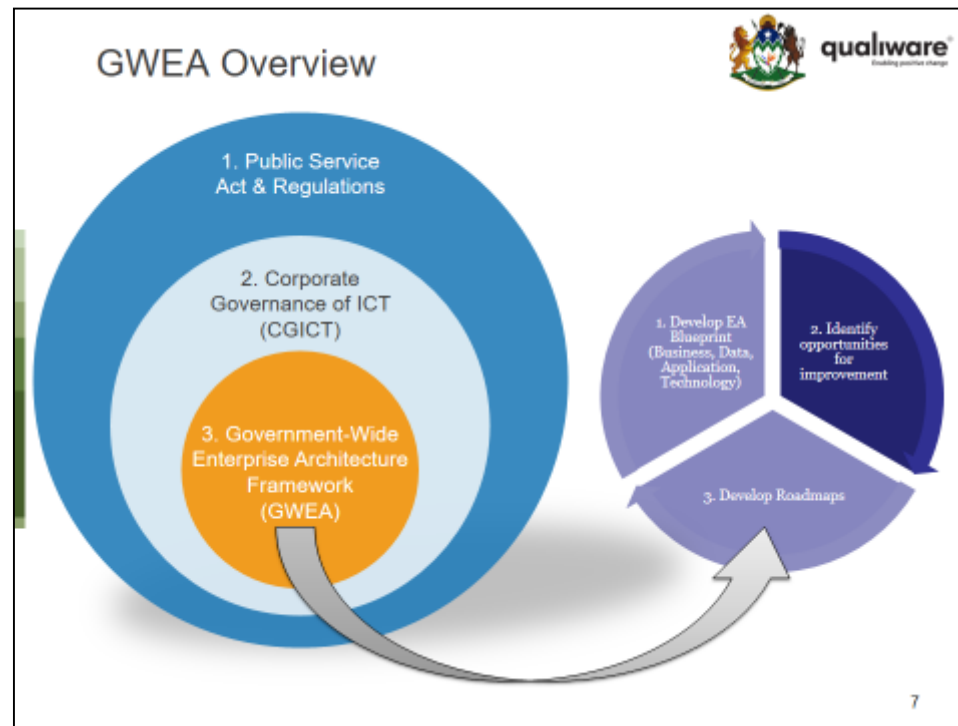
- Two perspectives:
  - High-volume transactional processes
  - High-risk / value processes
  
- Justifying spending
  - Business cases
  - Defined cycle
  - Business benefits realisation
  
- “The process is the process”
  - Centralised office / platform for projects (including core transportation projects)
  
- People make mistakes
  - Decision support systems
  - Prior learning



EPMO & GWEA



# GWEA





# GWEA

## GWEA Purpose



qualiware  
enabling positive change

- To define the **minimum standard** by which to use an Enterprise Architecture approach to develop and construct National and Departmental **ICT Plans and Blueprints** in the Government of South Africa.

### Objective:

- Use EA as a means to fully exploit available technologies by enabling and empowering the business
- Leverage IT as a strategic asset
- Provide enhanced information that is available on demand
- Reduce application sprawl and complexity

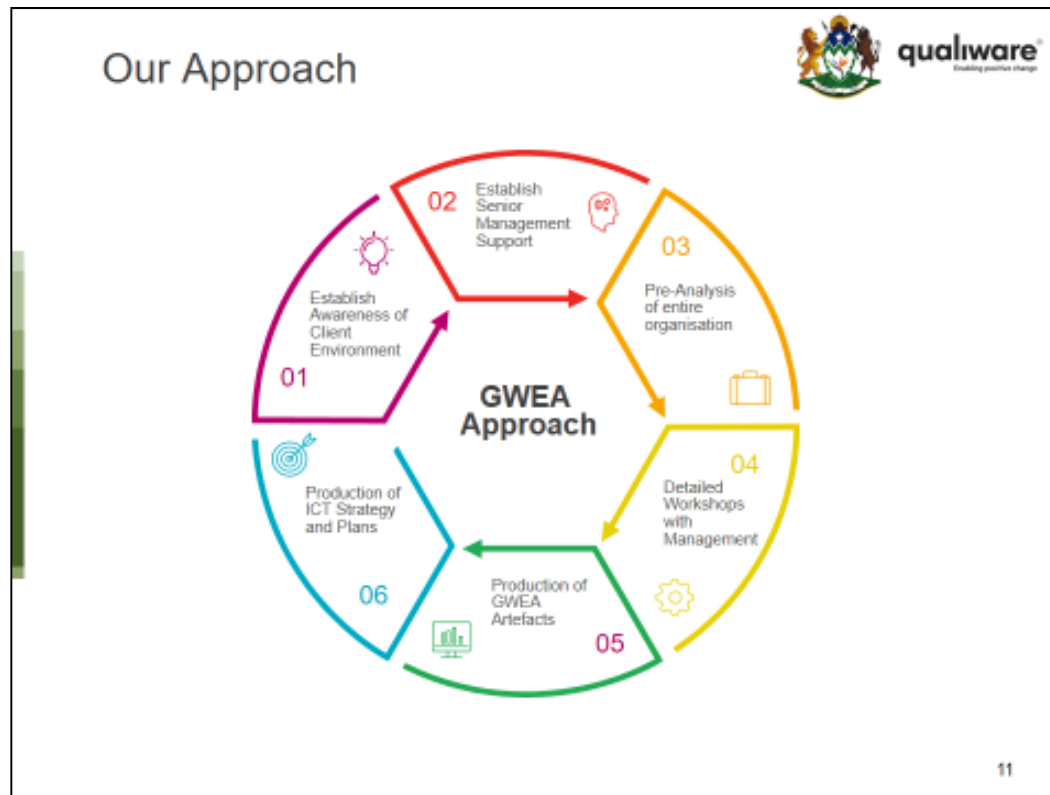


***Development of EA based on GWEA***

9



# Our Approach





# Achievements

## Achievements



- 50+ Business Workshops
- Full GWEA Framework developed including: Business Architecture, Data Architecture, Application Architecture and Technology Architecture
- 800+ Level 4/5 Business Processes covering the entire organisation - includes As-Is and To-Be states
- HTML Front-End that dynamically reflects changes made to the Qualiware repository



How does this lead to becoming an e-Government organisation?

13



## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 2. *SIMPLIFYING ACCESS TO PUBLIC SERVICE*

- Public Service as a Platform
  - API's
    - Mobile App's & Web Platforms
  - Data-driven decision making
    - Most suitable solutions
  - Interaction
    - Government-to-Government (G2G)
    - Government-to-Consumer (G2C)
    - Government-to-Business (G2B)

*Build a resilient society*

*Leave no one behind*



Smart-Trucks, Private sector collaboration, Integration





## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 3. *E-GOVERNMENT FUTURE VS RESTRUCTURING SERVICES*

- More G2G Integration
  - How can we offer more integrated and relevant services?
- Pieces of the puzzle
  - Government departments hold individual pieces at different levels
- Focus on the end result – service to the public
  - Evolving needs of citizens
  - Communication/internet has become a basic need
- We can't do it alone
  - G2B collaboration has been proven to work
  - Drives innovation
  - The carrot, not the stick



## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 4. *PROS OF DIGITISING YOUR PROCESSES*

- define with precision how we create, accumulate, and deliver value (services) to our customers (the public) and other stakeholders (government)
- understand how we actually execute our strategic intent (strategic goals & mandate)
- document our customers experience as a recipient of value delivery (services) via our defined processes
- show all employees, suppliers and partners, how they contribute to the creation, accumulation, and delivery of customer service
- concentrate everyone on the key task of efficiently and effectively delivering value to our customers and other stakeholders
- understand the business process interdependencies and optimize performance (20+ connected directorates internally plus other stakeholders such as Public Works etc.)
- measure and manage those elements of performance that really matter, i.e. efficient and effective value delivery
- make informed decisions about where and when to invest in process improvement



## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 5. *CURRENT RESOURCES AND EMERGING TRENDS: IS THERE A NEED FOR NEW IT MODELS?*

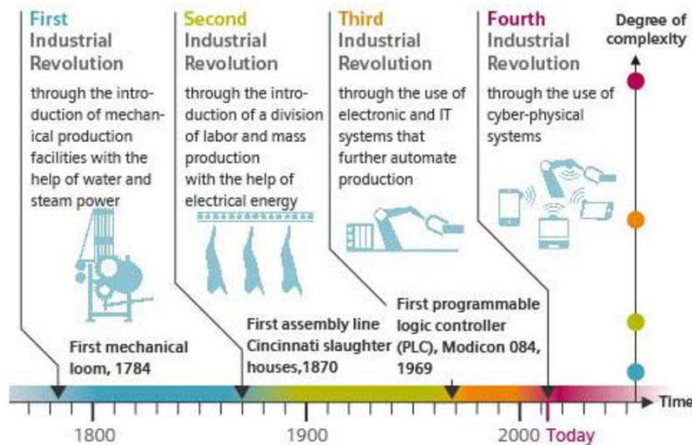
- More customers, less resources
  - fundamental issue of an expanding customer base
  - budgets are constrained and resources are limited
  - models have been developed to act as accelerators to optimisation
  - traditional models are starting to become redundant.
  
- Fourth Industrial Revolution
  - Physical systems
  - Digital systems
  - Biological systems
  
- Tech savvy customers
  - Empower self-service
  - Absorb some of the administration
  
- IT means enabling business through technology – not more servers and switches



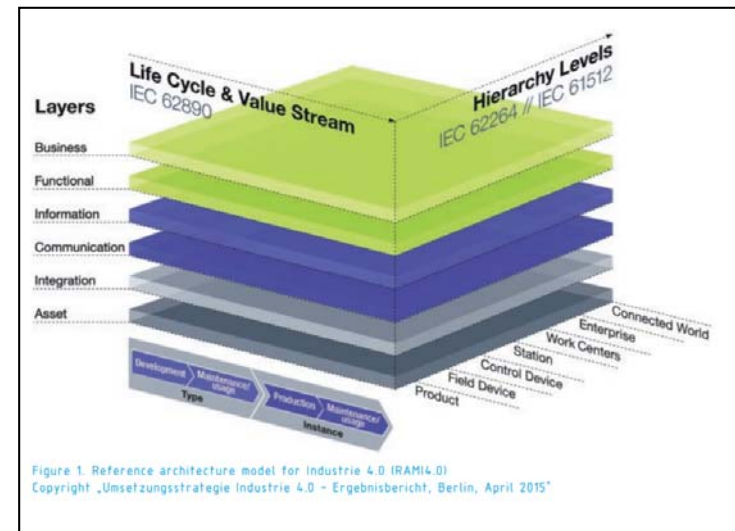
# Fourth Industrial Revolution

Bringing together physical, digital and biological systems

## Industry 4.0: The Fourth Industrial Revolution



SOURCE: SIEMENS AG





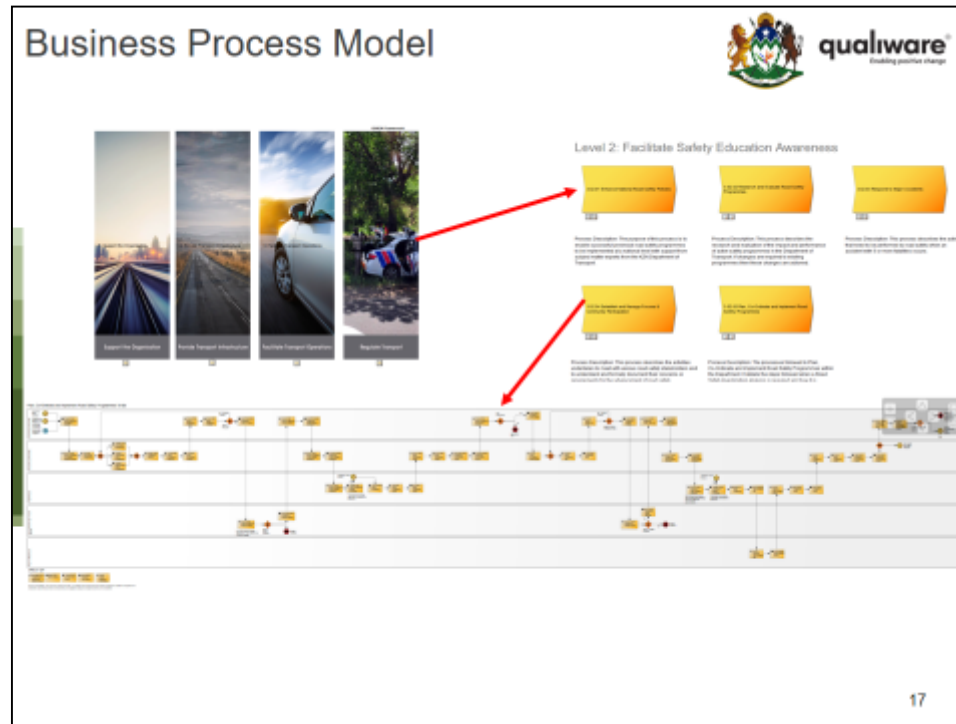
## THE FUTURE OF BECOMING E-GOVERNMENT ORGANISATION

### 6. *SPEARHEADING BPM THROUGH AN IT SYSTEM*

- KZN DoT are using Qualiware together with the GWEA Framework as the foundation of our Enterprise Architecture.
- All processes have been modelled to a level 4 in BPMN and are integrated with each other
- The vision is to have an environment where all Departments have an integrated end-to-end process capability
- It has become clear that collaboration is key to effective optimisation initiatives
- As experts in their respective domains, access to a system that empowers and encourages optimisation generally leads to more involvement and better output from business users.



# Example Process





# What we are doing...

- Machine learning – road surface scanning
- Intelligent accident management – GIS, weather data etc.
- Centralised programme office
- Business & customer command centres
- Scenario based planning & processes
- More partnerships with private sector



## *CONCLUSION*

*One's mind once stretched by a new idea, never  
regains its original dimension  
(Oliver Wendell Holmes)*





***THANK YOU***

