BUSINESS-LED USE OF ICT IN SERVICE DELIVERY

Presentation to the Open Group EA Forum

Presenter: de Wit Coetsee

29 July 2015
Agenda

• Prescriptive Mandates
• History
• Prescriptive environment
• Value Derived from the use of ICT
• Creating an enabling environment
• Planning for the use of ICT’s in service delivery
• EA Link to PS Business Practice
• Closure
Prescriptive Mandates

- National Development Plan
- Public Service Act and Regulations 1994 as amended
- Medium Term Strategic Framework (Dept Strategic Plan)
- Cabinet Lekgotla Decisions
- NT Framework for Strategic Planning & Annual Performance Planning
- NT Medium Term Expenditure Framework
- NT Risk Management Framework
- DPSA Guide and Toolkit for Organisational Design
- DPSA Operations Management Framework
- DPSA Corporate Governance of ICT Policy Framework based on:
  - King III and ISO 38500
History

• Corporate environment’s role of the board – not apply in Public Service

• Board role was mapped into structure practice:
  – Role of Executive Authority (Minister or Member of Executive Council)
  – Role of Head of Department (Director General or Accounting Officer)
  – Executive Management (Executive Committee of the Head of the Department)

• Corporate Governance of ICT Policy Framework – published 2013
  – Based on King III and IOS 38500 Principles

• Prescribes:
  – Establishment of internal prescriptive environment and structures
  – E-Enablement of the business of the department
Value of the use of ICT in service delivery

- **Improved operational integrity** – ICT enables business operation whilst enhancing confidentiality, integrity and availability of information (right time, place, format and context)

- **Improved service delivery** – ICT contributes to the continuous improvement of service delivery in terms of economy, efficiency, effectiveness, equity and business and environmental sustainability

- **Improved state and citizen security** – ICT ensures that unlawful access to information and systems is prevented, detected and responded to

- **Improved reporting** – enables the business to measure the achievement of its objectives
Policy Environment:

- **CGICT Policy/Framework**:
  - Departmental CGICT Policy
- **CGICT Charter**:
  - How policy will be implemented:
    - ICT Strategic Committee
    - ICT Steering Committee
    - ICT Operational Committee
    - Role of Business
    - Role of GITO

Foundation of the Framework:

- **Principles**
  - Accountability at EA & HoD & Executive Management – level
- **Practices**
  - Cascade for implementation of principles
### Dept Executive Management:
- Determine prioritised strategy
- Consider major ICT expenditure and risks
- Monitor achievements of ICT versus departmental requirements

### Dept Business Management:
- Conceptualise strategy for approval
- Oversee/monitor implementation
- Report on major ICT expenditure, risk protection of information
- Consider availability/reliability of information systems and infrastructure

### ICT Operational Committee:
- Monitor day-to-day management
- Monitor operational ICT and service levels
- Monitor roll out of projects
Support and line function management:

- Conceptualise use of ICT in service delivery and its requirements/service levels
- Determine information protection requirements
- Lead business change in implementation of information systems
- Monitor whether value is realised

GITO and office of the GITO:

- Research technology and advise business
- Lead technical change of implementation of information systems and infrastructure
- Provide information systems technology, infrastructure and operations
- Conceptualise plan for information systems and infrastructure renewal, modernisation, updates, replacements and operations
INSTITUTIONALISATION MODEL FOR THE BUSINESS USE OF ICT

PLANNING FOR THE USE OF ICT IN SERVICE DELIVERY
- DETERMINATION OF THE USE OF ICT IN SERVICE DELIVERY
  - EXECUTIVE MANAGEMENT
  - BUSINESS MANAGEMENT
  - ICT OPERATIONAL COMMITTEE
  - GITO AND OFFICE OF THE GITO
  - PLANNING AND RENDERING OF INFORMATION SYSTEMS AND INFRASTRUCTURE

MTSF, MTEF AND AOP ICT PLANS
- ICT STRATEGIC PLAN
- ICT ANNUAL PERFORMANCE PLAN
- ICT ANNUAL OPERATIONAL PLAN

LINE FUNCTION AND ADMINISTRATION
CONCEPTUALISATION OF THE USE OF ICT IN SERVICE DELIVERY

DETERMINE
COORDINATION
IMPLEMENTATION
MONITOR AND EVALUATION
Planning for the use of ICT in Service Delivery
Strategic Alignment:

ICT Planning Model

5 Year (MTSF)
- Departmental Strategic Plan and functional structure
  - Prioritised **ICT Strategic Plan** to enable the departmental service delivery functions (5 year - ICT Roadmap)

3 Year (MTEF)
- **ICT Annual Performance Plan**
  - A 3 year **roadmap** depicting **annual projects** and its related **budget** requirements

Current Year APP
- **ICT Annual Operational Plan**
  - Prioritised current year implementation **projects**
    - **aligned to strategic objectives** depicting quarterly **targets** and **budget** requirements
Planning for the use of ICT in service delivery…1

Business focus of province and departments:
Strategic Plan

Planning
Strategic Goals
How and Resources
Operations
Departmental Strategic Plan
Departmental Annual Performance Plan
Departmental Annual Operational Plan
Execution\Implementation
Planning for the use of ICT in service delivery...

Planning

Resources

Departmental Annual Performance Plan

Taking into account

Strategy

Sustainability

Risk

Departmental Strategic Plan (MTSF)

<table>
<thead>
<tr>
<th>Objective</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
<th>Year 4</th>
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Planning for the use of ICT in service delivery…3

Departmental Strategic Plan (MTSF)

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Planning for the use of ICT in service delivery...4

Business focus of the province and departments

Strategic Goals

Planning

Resources

Operations

Execution/Implementation

GITO Advisory Role

Including ICT from a business perspective

Departmental Strategic Plan

Departmental Annual Performance Plan

Departmental Annual Operational Plan

Policies

Process

Controls

Structures

Including ICT

Corporate Governance of ICT

EA, HoD, EXCO, GITO

GITO back-office, infra and support role

Governance of ICT

GITO
Planning for the use of ICT in service delivery...

Programmes

Functions

Services as per the departmental services catalogue that already use ICT as a resource

Programmes

Functions

Services as per the departmental services catalogue that cannot use ICT as resource

Programmes

Functions

Services that can use ICT as resource

Programmes

Functions

Prioritised Business Initiatives to use ICT in service delivery

Annual Objectives

Y1 Y2 Y3 Y4 Y5

APP MTEF Budget AOP
EA Link to PS Business Practice
• Departmental Strategic Practice:

  - National Development Plan
  - Medium-Term Strategic Plan
  - Cabinet Legotla Decisions
  - Executive Authority Performance Agreement

Strategic Existence of a Department
### Strategic Existence of a Department

#### Departmental Strategic Plan

- **Strategic Service Delivery Configuration/Structure:**
  - Programmes, Objectives, Annual Targets, Measures
  - 5 Years

<table>
<thead>
<tr>
<th>Organisational Structure</th>
<th>Functions per structural component</th>
<th>Service Delivery Plan</th>
<th>Services Catalogue</th>
<th>Service Delivery Processes / Standard Operating Procedures</th>
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</thead>
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Enterprise Architecture and PS Frameworks Context … 3

Strategic Existence of a Department

Departmental Strategic Plan

Strategic Service Delivery Configuration: Programmes, Objectives, Annual Targets, Measures 5 Years

Strategic Architecture

Organisational Structure

Functions per structural component

Service Delivery Plan

Business Architecture

Services Catalogue

Service Delivery Processes / Standard Operating Procedures
• Strategic Intent of the use of ICT:

Departmental Strategic Plan

Prioritised 5 Year ICT Business enabling Solutions Roadmap – ICT Strategic Plan

3 Year Business enabling ICT projects + resource, timeline and budget - ICT Annual Performance Plan

Current year Business enablement Plan – ICT Annual Operational Plan
Government-wide Enterprise Architecture Framework

• The purpose is to set the minimum standard by which to use an Enterprise Architecture approach as means to develop and construct ICT Plans and Blueprints for an organ of state of the Government of South Africa.

• The Enterprise Architecture Development Process/Method that defines and describes the principles, phases, tasks and activities by which to develop a departmental ICT Plan and Blueprint.
This **GWEA Reference Model** defines the *minimum list of deliverables* for an Enterprise Architecture Development programme.

<table>
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<tr>
<th>Preliminary (P) &amp; Vision (A) Views</th>
<th>Opportunities &amp; Solution (E) and Implementation Plan (F) Views (Programmatic Views)</th>
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<tr>
<td>EA Org Model</td>
<td><strong>Business Architecture</strong> Views (B)</td>
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<td>EA FW</td>
<td>Business Performance Model</td>
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<td>EA Request</td>
<td>Organisation Structure Model</td>
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<td><strong>Application Architecture</strong> Views (C2)</td>
<td>Business Roadmap</td>
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<td>Data Architecture Views (C1)</td>
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<td>Data Reference &amp; Standards Model</td>
<td>Data Gap</td>
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<td>Data Security Model</td>
<td>Data Roadmap</td>
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<td>Architecture Level</td>
<td>National/Departmental Documentation</td>
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| Strategic Architecture | NDP/MTSF  
Departmental Strategic Plan (5y) | NDP  
MTSF  
NT FW SP&APP  
PS Act 1994 as amended  
PSR 2003 |
| Business Architecture | Functional Structure  
Organisational Structure  
Service Delivery Plan  
Services Catalogue  
Service Delivery Processes  
Standard Operating Procedures | NT FW SP&APP  
NT Risk Management Framework  
DPSA OMF (Organisational Management Framework)  
DPSA GTOD (Guide and Toolkit for Organisational Development) |
| Information Systems Architecture | Data Architecture  
Application Architecture  
Technology Architecture  
Solutions Architecture | GWEA |
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<tr>
<th>Architecture Level</th>
<th>National/Departmental Documentation</th>
<th>Government Frameworks</th>
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<td>Migration</td>
<td>Project portfolio planning</td>
<td>NT FW SP&amp;APP</td>
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<td></td>
<td>Resource planning</td>
<td>NT MTEF - APP Planning</td>
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<tr>
<td></td>
<td>Migration planning</td>
<td>(Medium term targets and budget)</td>
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<td>GWEA</td>
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<td>Project management</td>
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<tr>
<td>Implementation</td>
<td>Current year business enabling</td>
<td>NT FW SP&amp;APP</td>
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<td>implementation projects</td>
<td>Project management</td>
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<td>Operational improvement</td>
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EA links to PS Business Practice .... 3

- NT Framework for SP and APP
- Departmental Medium Term Strategic Framework: 5 – year Strategic

- NT Framework for SP and APP
- DPSA Operations Management FW
- NT Risk Management Framework
- DPSA Guide and Toolkit for Organisational Design

Government-wide Enterprise Architecture Framework

- NT Framework for SP and APP
- NT Medium Term Expenditure Framework (medium term targets and budget) 3 - Year

- Annual Operational Plan for the current year (Current year target and quarterly targets)
Thank you

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