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## INFORMATION AND CCOMMUNICATION TECHNOLOGY CLIENT SATISFACTION EVALUATION

EVALUATION REPORT

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## LIST OF ACRONYM

Acronym	Definition
COGTA	CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
ICT	INFORMATION AND COMMUNICATION TECHNOLOGY
SITA	STATE INFORMATION AND TECHNOLOGY AGENCY
MPAT	MANAGEMENT PERFORMANCE ASSESSMENT TOOL
DPSA	DEPARTMENT OF PUBLIC SERVICE AND ADMINISTRATION
CGICTPF	CORPORATE GOVERNANCE ICT POLICY FRAMEWORK
KZN	PROVINCE OF KWAZULU-NATAL
KZN COGTA	KWAZULU-NATAL CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS
PRC	PRESIDENTIAL REVIEW COMMISSION
GITO	GOVERNMENT INFORMATION TECHNOLOGY OFFICER
GICTF	GOVERNANCE OF ICT FRAMEWORK
HOD	HEAD OF THE DEPARTMENT



## **1. EXECUTIVE SUMMARY**

### **1.2 INTRODUCTION AND BACKGROUND**

Client Satisfaction Evaluation of Information and Communication Technology (ICT) services was undertaken as part of the Departmental Evaluation Plan for 2015/16 -2017/18. Information and Communication Technology was established to provide support services in the Department through managing the development of enterprise architecture and IT related Business solution, and also to manage the Departments ICT operations pertaining to user support, system maintenance, performance and service levels. ICT plays a very significant role for enhancing effectiveness and efficiency in every aspect of the Department.

The Department of Corporate Governance and Traditional Affairs ICT is guided by Corporate Governance ICT Policy Framework and KZN CoGTA ICT Policy. Corporate Governance ICT Policy Framework was developed by the Department of Public Service and Administration (DPSA) in 2012. ICT and State Information Technology Agency (SITA) work together in the Department to ensure continuous support to all staff members on technical solutions in their everyday work. The purpose of this evaluation was to assess client satisfaction with Information and Communication Technology services. This Evaluation was undertaken for the following objectives all of which helped guide the evaluation design:

- ❖ To assess where clients and implementers are satisfied along with where they are dissatisfied and to identify what gaps cause any dissatisfaction in the client experience;
- ❖ To find out what improvements are important to clients and
- ❖ How ICT and SITA work together in the Department?

Both qualitative and quantitative approaches were used for this evaluation, data was collected using questionnaires with ICT clients as recipients of the support provided and in-depth interviews were also conducted with targeted Implementers such as SITA, ICT Staff and ICT Committee Members. Purposive and simple random sampling was used to select a sample that was consistent with evaluation objectives. This evaluation study has been analyzed using four evaluation themes which are relevancy, effectiveness, efficiency, and sustainability. This report provides the findings that were drawn from ICT Clients and targeted Implementers.

## **2. SUMMARY OF FINDINGS**

### **2.1 CLIENTS' PERSPECTIVE**

The objective of this report was to analyse data collected through the client satisfaction evaluation and presented findings on the following issues:

- ❖ Clients rating if ICT provided services according to client's expectations;

- ❖ Clients rating of the turnaround time to resolve queries;
- ❖ Clients rating of the level of communication;
- ❖ Clients rating of the overall satisfaction with ICT services;
- ❖ Clients rating of the overall dissatisfaction with ICT services and what gaps causes dissatisfaction; and
- ❖ Clients rating of what they want ICT to improve on.

The evaluation study was conducted on the implementation of KZN COGTA five-year Strategic Plan 2010-2015 last year in 2015. The evaluation study found that there is a perception that ICT is ineffective in the Department. One of the surprising finding of this evaluation was that the majority of ICT clients reported that they are generally satisfied with the services provided. On the other hand, when client's perception of ICT services asked in the evaluation, the findings shows that there are mixed opinions amongst clients. The majority of clients reported generally satisfied but when one read the questionnaires where they were provided with a space to express themselves about what they want ICT to improve on, the element of dissatisfaction was noted. As a result, the majority of clients have highlighted the gaps that cause dissatisfaction with ICT services and what needs to be improved in order to assist the clients on their everyday work.

## **2.2 IMPLEMENTER'S PERSPECTIVE**

ICT and SITA collaboration was anticipated to enhance the effectiveness and efficiency of ICT services in the Department. However, the results shows that about 44% of Implementers interviewed stated that the working relationship between SITA and ICT is good, while the remaining 56% noted that the working relationship is not good. They further highlighted that SITA fail to deliver a quality of work on time as per agreement. SITA procurement and processes are very slow and have a very negative impact on ICT performance and thus also affect ICT support to the department as well. Nevertheless, they believed that the achievement of this collaboration will not be realised unless ICT and SITA Senior Management start to take this working relationship seriously.

All implementers interviewed indicated that ICT services are highly relevant and appreciated by the clients as they rely on technical solutions in their everyday work. About 38% of Implementers have noted that even though there is a perception that ICT is considered highly ineffective in the Department, however ICT has been effective in supporting the Department in some areas. For example, ICT have achieved minimal audit queries since 2010; establishment of ICT Steering Committee; Disaster Recovery site has been implemented successful; MPAT scores have improved; and IT strategy and governance policies are legally compliant.

However, the results show that about 62% of implementers highlighted that the effectiveness of the ICT is being undermined by the following challenges: poor turnaround time, slow network software, very rude help desk operators, lack of professional

and knowledgeable people at the help desk to provide solutions to the clients, lack of ensuring quality of services offered by SITA. The ability to provide the support effectively is however hindered by the following challenges alluded as the elements of success if they can be resolved: lack of leadership, lack of coordination, lack of communication, and lack of understanding of ICT processes.

The findings have highlighted that 63% of the implementers cited that ICT is very efficient in terms of infrastructure that is in place, they have good SITA technicians who provide support in the Department and funding is always made available for ICT. However, 37% indicated that ICT is not efficient, the results have shown that the lack of capacity has been viewed as a major challenge by the most Implementers.

Availability of ICT infrastructure is a critical consideration for the sustainability of ICT services in the Department. Only 38% of the implementers believed that ICT services are sustainable. For example, ICT services are viewed as sustainable if all staff members have access to computers irrespective of the challenges faced by clients on their everyday work such as unstable network, not honouring the turnaround time to resolve issues etc. On the other hand, about 62% believed that ICT services are not sustainable. They further suggested that for ICT services to be sustainable they should appoint their own Technicians, technology and stability of the network need to be improved and help desk operators also need to be professional and embrace Batho Pele principles.

### 3. INTRODUCTION

Information and Communication Technology consists of hardware, software, networks, media for collection, storage, processing, transmission, and presentation of information (voice, data, text, images). ICT plays a very significant role for enhancing effectiveness and efficiency in every aspect of the Department. The Department of Corporative Governance and Traditional Affairs (CoGTA) relies on technical solutions in their everyday work and may face huge problems if ICT systems are not up-to-date.

The Client Satisfaction Evaluation is one means through which ICT can give a voice to its clients which includes all Departmental Staff. It is a systematic way to identify what is working or not working and what needs to be improved from the clients' perspective. According to the KwaZulu Natal COGTA ICT policy, the ultimate goal is to provide an excellent ICT services that support the business needs of the Department and improve the clients' ability to use ICT services to get their work done. The Client Satisfaction Evaluation findings provide a sound basis for determining how ICT services can focus its efforts to enhance the quality of the client satisfaction in the Department.

### 3. BACKGROUND

Information and Communication Technology was established to provide support services in the Department through managing the development of enterprise architecture and IT related Business solution, and also to manage the Departments ICT operations pertaining to user support, system maintenance, performance and service levels. The Department of Corporative Governance and Traditional Affairs ICT is guided by Corporate Governance ICT Policy Framework and KZN CoGTA ICT Policy. Corporate Governance ICT Policy Framework was developed by the Department of Public Service and Administration (DPSA) in 2012, and is standard across all government departments.

According to Corporate Governance of ICT Policy Framework, the purpose of ICT was to assist the Department to deliver quality of services to its clients. Historically, to determine whether ICT in the Public Sector is serving its purpose a number of studies have been conducted to identify the gaps of ICT service delivery. In 1998 Presidential Review Commission (PRC) report recommended that all ICT important decisions should come from Senior Political and Managerial leadership and should not be given to technology specialists. The ICT should be managed as same as other resources in the Department. *"In 2000, Cabinet approved the creation of the Government Information Technology Officer (GITO) position, with the requirement that the GITO in each department should be responsible for aligning the respective department's ICT strategic plan, its strategic direction and its management plans. Furthermore, the GITO should report to the Head of the Department (HoD) and be part of the Executive Management team".*

In 2008/09 and 2010/11 the Auditor General found that little has changed with respect to the governance of ICT in the Public Service and GITO is still not represented at a strategic management level. In 2010/11 report, the Auditor General and GITO further recommended that *"the Corporate Governance of ICT should be embedded in all operations of a department, from Executive Authority and Executive Management level to the business and ICT service delivery. Corporate Governance of ICT is implemented in two different layers:*

- (a) Corporate Governance of ICT Policy Framework (CGICTPF); and*
- (b) Governance of ICT Framework (GICTF)"*

The purpose of the CGICTPF project was to institutionalise the Corporate Governance of and Governance of ICT as an integral part of corporate governance within the department. Several studies conducted found that ICT was not managed effectively as required. Governance of ICT oversight structures were established to facilitate proper coordination between stakeholders. To assist the department to implement this CGICTPF, a three-phase approach must be followed: *(a) Phase 1: Corporate Governance of ICT environment will be established in department;*

*(b) Phase 2: Department will plan and implement business and ICT strategic alignment; and*

*(c) Phase 3: Department will enter into an iterative process to achieve continuous improvement of Corporate Governance of and Governance of ICT.*

#### **4. PROBLEM STATEMENT**

ICT and SITA work together to ensure continuous support to all KZN COGTA staff members on technical solutions in their everyday work. It was anticipated that the collaboration of ICT and SITA would enhance the effectiveness and efficiency of ICT services in the Department. The evaluation study was conducted on the implementation of KZN COGTA five-year Strategic Plan 2010-2015 last year in 2015. The evaluation study found that there is a perception that ICT services are viewed by its clients as ineffective. With the persistent challenge with the ICT services, therefore there was a need for client satisfaction evaluation to establish the reality of the matter. This evaluation, therefore, seeks to evaluate client satisfaction with ICT services.

#### **5. PURPOSE OF THE EVALUATION**

The purpose of this evaluation was to assess client satisfaction with Information and Communication Technology services.



## 6. EVALUATION QUESTION

Is the manner in which the ICT provide its services assist to enhance effective service delivery in the Department?

## 7. OBJECTIVES AND KEY EVALUATION QUESTIONS

- ❖ **To assess where clients and Implementers are satisfied along with where they are dissatisfied and to identify what gaps cause any dissatisfaction in the client experience?**
  - What is your overall satisfaction with ICT services?
- ❖ **To find out what improvements are important to clients.**
  - What do you want the ICT services to improve on?
- ❖ **How ICT and SITA worked together in the Department?**
  - How is the working relationship between SITA and ICT?

## 8. METHODOLOGY

Quantitative and Qualitative approach was used to collect data from participants to get their perspective on the effectiveness of ICT services in KZN CoGTA. Quantitative and qualitative approach was combined to produce a richer and more comprehensive data. Quantitative approach collected data in a form of a survey from large number of participants who were selected randomly. Qualitative approach collected data in the form of written or spoken language, or in the form of observations that are recorded in language, and analyse the data by identifying and categorising themes (Terre Blanche and Durrheim 1999:42). A qualitative approach assisted in collecting in-depth rich data, created openness and gave the interviewees a platform to share their experiences.

## 9. SCOPE

The target population included both internal and external participants. Internal participants were Departmental Staff, ICT Committee members, and ICT staff members. External participants were SITA staff members who provide ICT support in the Department. The questionnaires were distributed into 32 Business Units only 28 Business Units responded, 6 ICT Committee

members were targeted only 4 were successful interviewed, all 7 targeted ICT staff members were interviewed and 8 SITA staff members were targeted only 5 were successfully interviewed.

## **10. SAMPLING**

Purposive sampling and simple random samplings were used for this evaluation. Simple random sampling was used to select the various Departmental staff members in 28 Business Units (60% staff members per each business unit). Simple random sampling is a method in which all members of a group have an equal and independent chance of being selected. The advantage of using simple random sampling include its ease of use and its accurate representation of the larger population, is as simple as its name indicates, and it is accurate (Babbie and Mouton 2001:166).

Purposive sampling was used to select ICT Committee members, ICT staff members, and SITA Management and technicians who provide support to the Department. Purposive sampling is based on the evaluator's own knowledge of the population, its element and the nature of the evaluation aim. The advantage of using purposive sampling was that, the evaluation team were able to choose staff members that were knowledgeable about ICT services because of their own personal experience.

## **11. DATA COLLECTION TOOLS**

Data was collected into two phases: The 1st phase was the actual primary data, the questionnaires were given out to the participants and the evaluation team collected all completed questionnaires from the participants. Instances where the participants were not able to fill the questionnaires at the agreed time, extension date was given for the collection. Then the evaluation team scanned through each questionnaire after it had been filled out to ensure that the participants answered all relevant questions.

The 2nd phase, evaluation also used in-depth interviews with open-ended questions as data collection methods. In-depth interviews were the actual primary data collected from the participants to inform the evaluation findings and recommendations. An interview guide was used to conduct in-depth interviews with participants as recipients of the support and those who are providing the support. The advantage of this method it allowed the interviewer to assist the participants to understand the questions and probe further to collect detailed information.

## **12. LIMITATIONS**

Although the evaluation has achieved its aim, there were some unavoidable limitations. First, 250 questionnaires were distributed only 160 were successfully answered. Secondly, non-availability of key implementers and some of the implementers agreed to be interviewed but they postponed, others cancelled the interviews at short notice.

## **13. FINDINGS**

### **13.1 CLIENTS PERSPECTIVE**

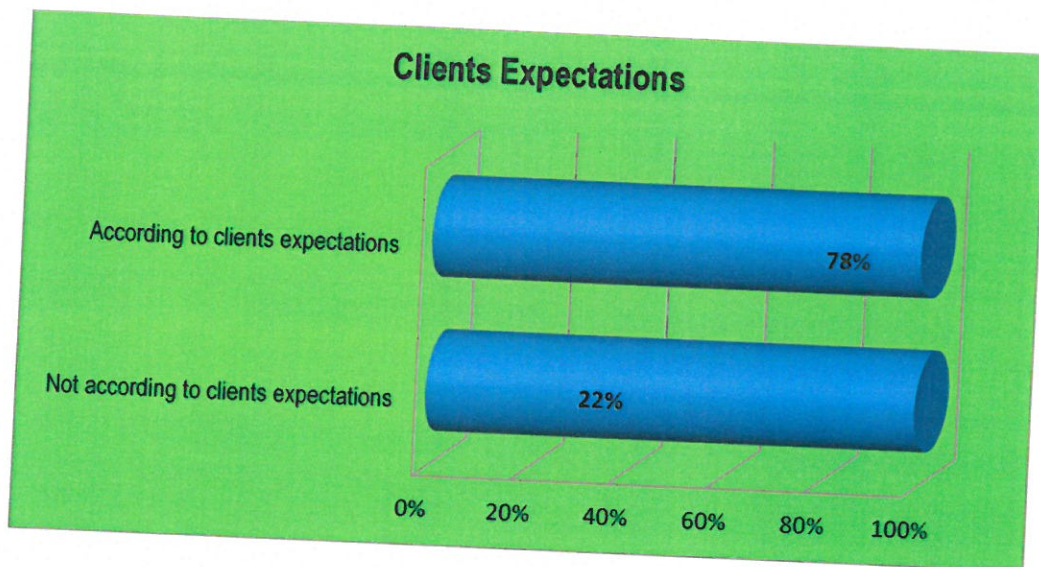
This section covers the perception of client's satisfaction towards ICT services:

- ❖ It examines whether ICT provided services according to client's expectations
- ❖ How satisfied are they with the turnaround time for queries to be resolved.
- ❖ It examines the level of communication, knowledge of ICT by help desk operators
- ❖ It looks at the overall satisfaction with ICT services.
- ❖ It concludes by highlighting the level of dissatisfaction with ICT services, what gaps causes' dissatisfaction and what they want ICT to improve on.

A client satisfaction evaluation questionnaire was prepared to collect a feedback from ICT clients and had 12 questions. A total of 32 business units were selected to represent the ICT clients, 250 questionnaires were distributed only 160 were successfully answered.

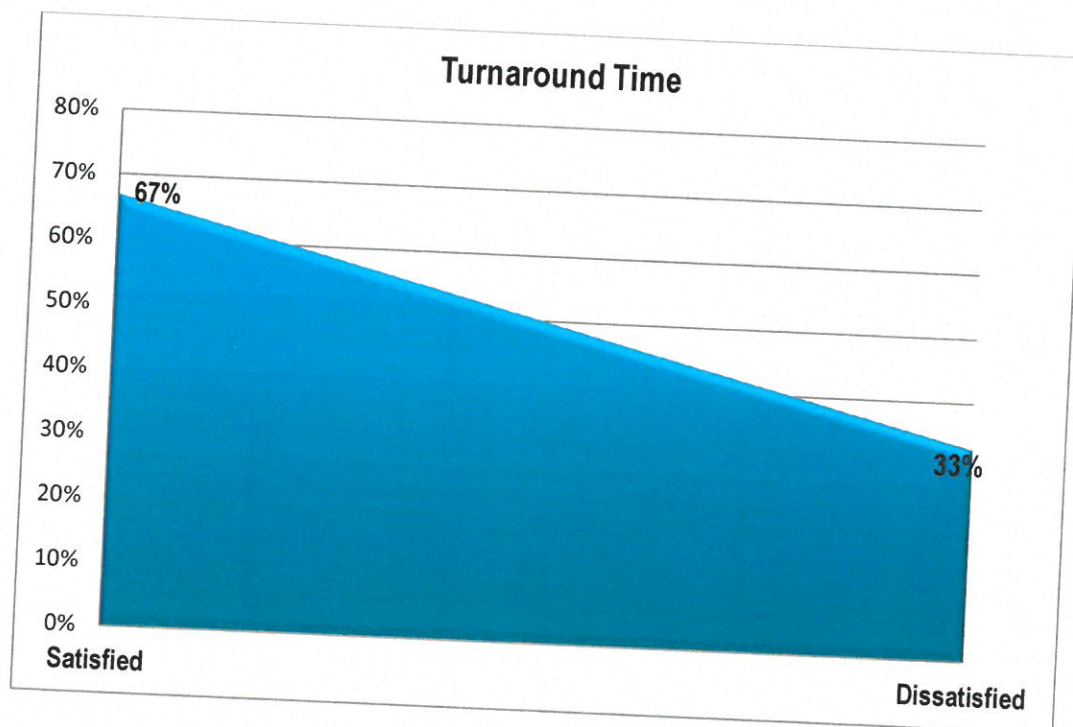
#### **13.1.1 Client's expectations**

The client expectations on any services provided by ICT are one of the major areas in doing this evaluation. The ratings of client expectations with the level of services provided by ICT show that clients have different views about services. Significantly about 78% of the clients reported that ICT services have been provided according to their expectations while 22% reported that services have not been provided according to their expectations. As a result sometimes ICT is unable to provide services as anticipated which cause delays and non-satisfaction to the clients.



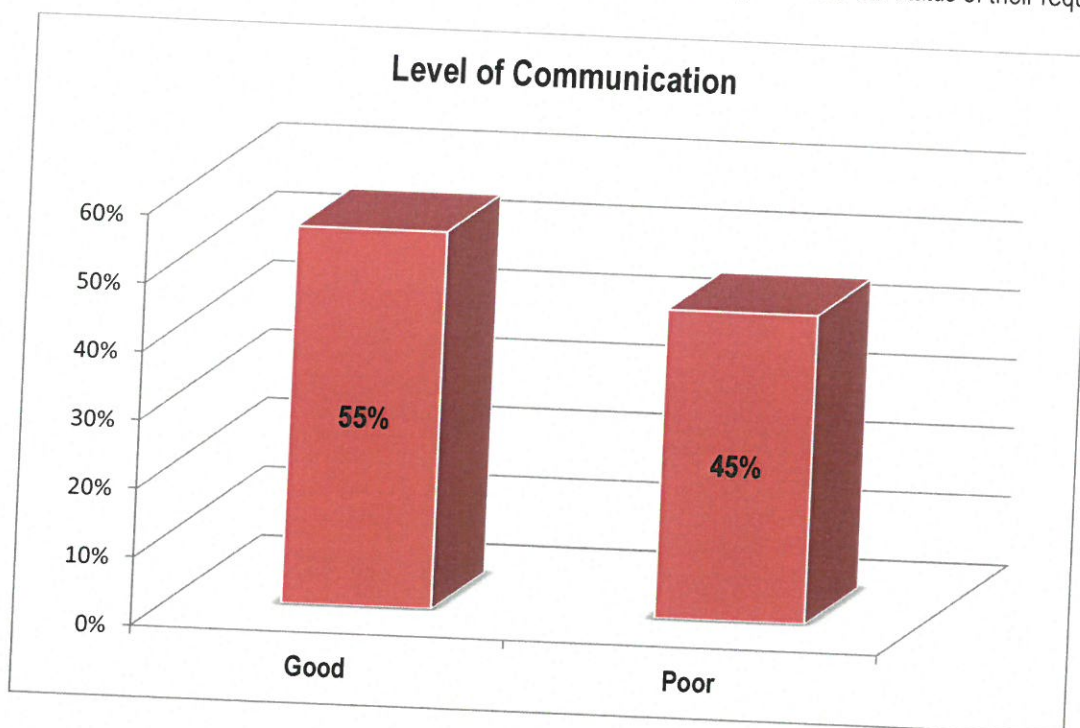
#### 13.1.2. Turnaround Time

About 67% of the client's reported being satisfied with ICT turnaround time to resolve technical issues; while 33% of the clients reported being dissatisfied with the time ICT take to resolve issues. They further reported that sometimes ICT take three to four days to resolve the issues or sometimes don't even resolve the issues to the client's satisfaction.



### 13.1.3. Level of communication

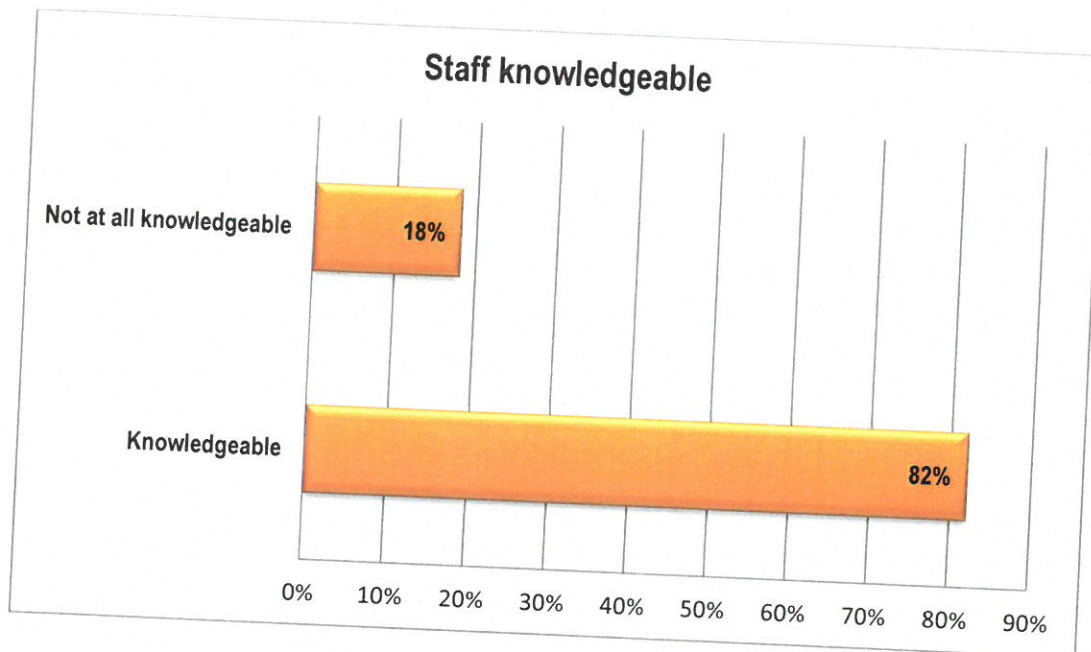
The findings have cited that the level of communication provided by ICT to keep their clients informed about their services is good. About 55% of the clients reported that the level of communication was good, while 45% reported that it was poor. However, they further reported that ICT should at least have the courtesy to report back to clients about the progress of their requests or queries instead of clients always having to phone to enquire about the status of their requests.



### 13.1.4. Knowledge of ICT by help desk operators

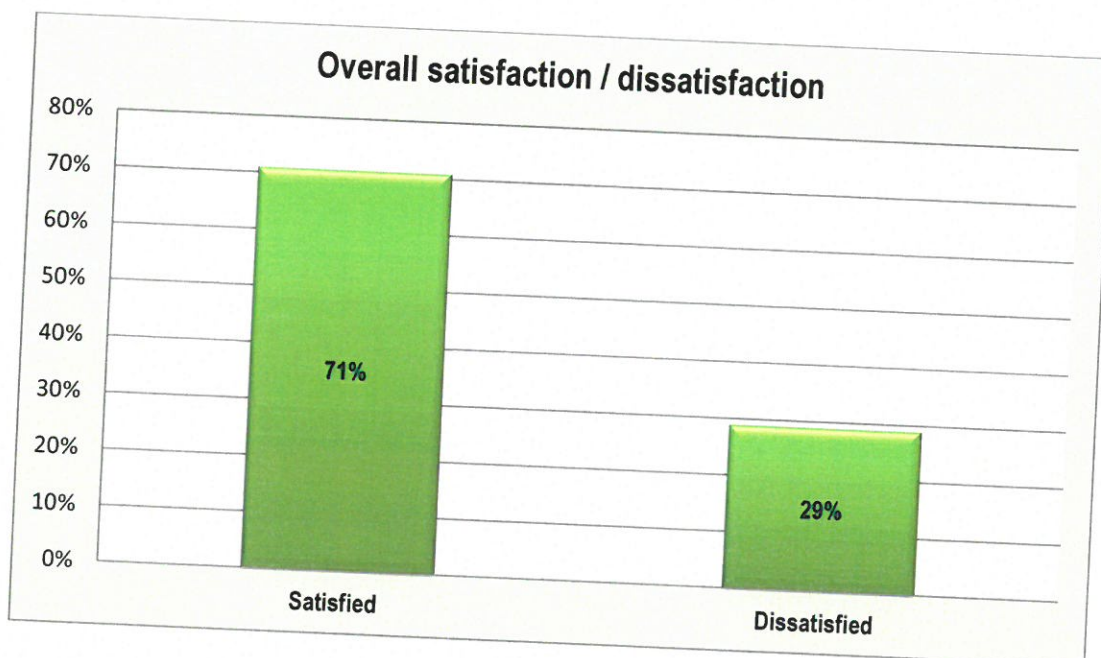
The evaluation findings found that the majority of clients viewed help desk operators as knowledgeable about ICT services. About 82% of the clients reported that they are knowledgeable; while 18% reported that they are not at all knowledgeable hence sometimes they fail to deliver to the client's satisfaction. However, they further noted that help desk operators should improve their knowledge and skills in order to avoid clients getting help from people who do not work in ICT when they have technical issues instead it undermines the level of confidence on ICT services. They also highlighted that help desk operators should embrace Batho Pele principles. They need to improve on their attitude towards clients some of them are very rude and unhelpful.





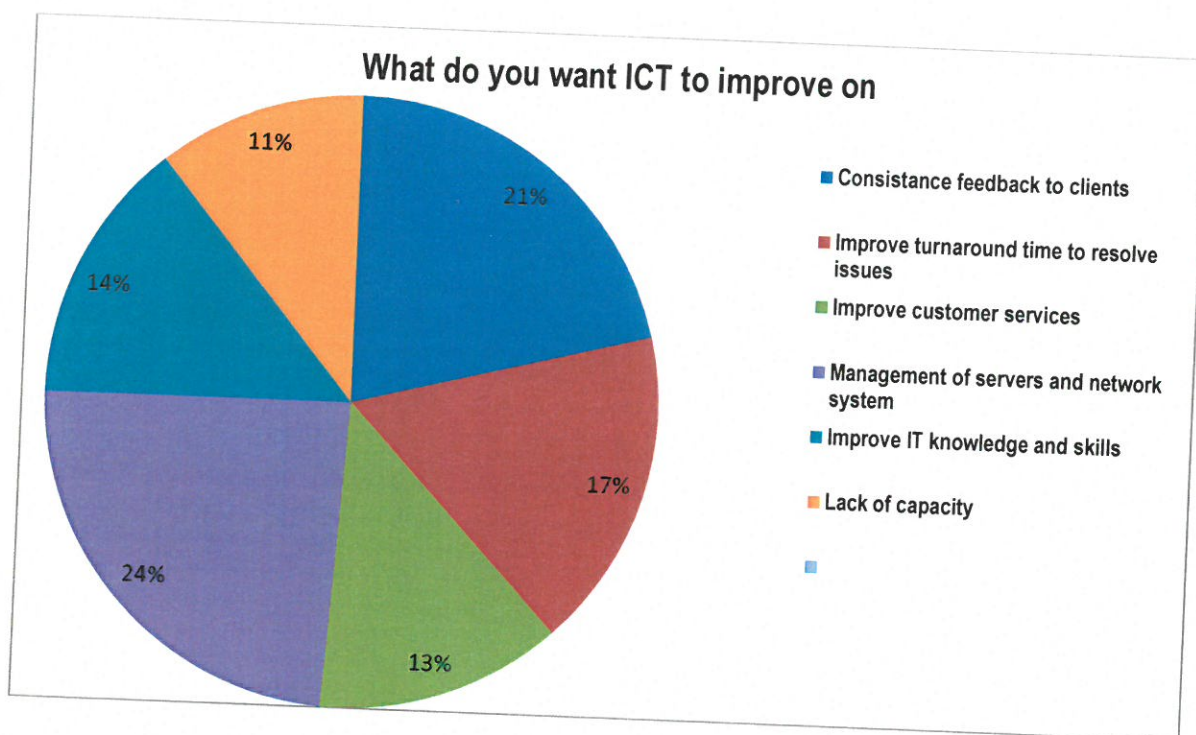
#### 13.1.5. Overall satisfaction / dissatisfaction with ICT services

Client satisfaction evaluation show higher level of satisfaction by clients with the overall ICT services compared to the overall dissatisfaction. About 71% of the clients in the evaluation study indicated that they are satisfied with ICT services in general, while 29% reported being dissatisfied with ICT services. This is some good news for the ICT hence the majority of the clients reported satisfied with the services.



### 13.1.6. Gaps cause dissatisfaction / what ICT need to improve on?

The diagram below however shows differences of opinion emerged in the ratings. This means about 71% of clients on the overall satisfaction, who reported being satisfied with ICT services do not feel the same when one read the questionnaires where they were provided with a space to express themselves about what they want ICT to improve on, the elements of dissatisfaction was noted. Clients have identified challenges leads to dissatisfaction and where they want ICT to improve on. The majority of clients noted some gaps that cause dissatisfaction with ICT services, however ICT services are viewed as being hindered by the following challenges quoted as the elements of success if they can be resolved: such as giving consistent feedback to clients, improve turnaround time to resolve issues, improve customer service, management of servers and network, IT knowledge and skills and lack of capacity.



## 14. RECOMMENDATIONS MADE BY CLIENTS

- Improve ICT knowledge and skills
- Improve on turnaround times for resolving queries.
- Keep clients informed about ICT services.
- Employ a new service provider hence the current one is far behind than the rest of the other service providers.

- Employ ICT technicians, each building should have a dedicated ICT office.
- Improvement in providing more integrated web based systems for the monthly, quarterly and annual reporting. The development of project management based systems that can integrate with Provincial/National Treasury is required, as for too often reliance is placed on excel spreadsheets.
- Grant Transfer Information Management system should be linked to Municipalities wherein they can upload their monthly reports in an automated process.
- Improvement of the storage space / archiving features of the email system.
- Turnaround time in dealing with storage space limitations.
- Contingency plan to assist staff with replacement computers where new computers have been ordered but yet to be delivered.
- Integrated records management system.
- Electronic management for submission of SNT and leave forms.
- Enforcement of digital signature where applicable. More streamlined approach of media monitoring e.g. rather upload to intranet than email

## **15. IMPLEMENTERS PERSPECTIVE**

### **15.1 How ICT and SITA work together in the Department?**

The intention of having ICT in the Department is to provide ICT services or IT solutions to the Departmental end users to be more effective and efficient in their everyday work. However, the intention of having SITA is to assist the Department with the purchasing of goods and services, hosting servers including all data, and also responsible for technical support. It was anticipated that the collaboration of SITA and ICT would enhance the effectiveness and efficiency of ICT services in the Department. However, only 44% of Implementers interviewed reported that the working relationship between SITA and ICT is good since they have good communication, but the remaining 56% indicated that the working relationship is not good because SITA fail to deliver as per contract agreement. SITA procurement and processes are very slow and have a very negative impact on ICT performance due to lack of project management skills, thus it affects ICT Annual Performance Plan targets not to be achieved timeously, as well as ICT support to the department as a whole.

In addition, they also believed that the achievement of this collaboration will not be realised unless ICT Senior Management start to take strategic meetings seriously. They further indicated that it is difficult to convene a meeting with ICT staff due to non-availability of the senior management. Even though these issues have been raised with ICT Senior Management but nothing has been done so far. All Implementers acknowledged the migration from Novel to Microsoft though they felt that if the migration was done two years ago most programmes would have been effective by now.

#### **15.1.1 Relevance**

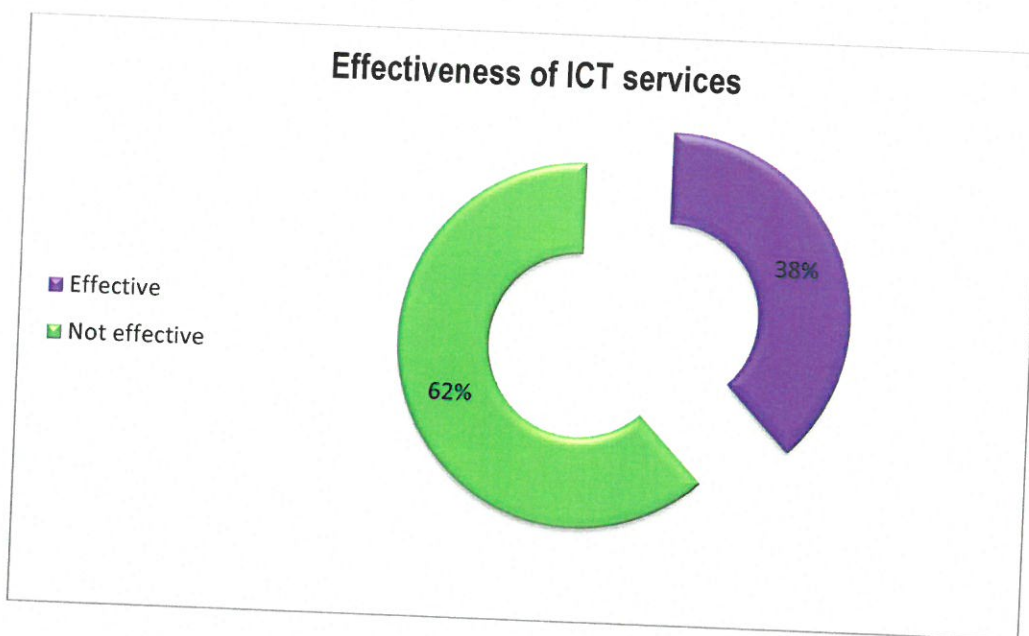
According to the KwaZulu Natal COGTA ICT policy, the ultimate goal is to provide an excellent ICT services that support the business needs of the Department and improve the clients' ability to use ICT services to get their work done. All implementers interviewed indicated that ICT services are highly relevant and appreciated by the clients as they rely on technical solutions in their everyday work.

#### **15.2. Effectiveness**

ICT has supported the Department to deliver quality of services to its clients. About 38% of Implementers have noted that even though there is a perception that ICT is considered highly ineffective in the Department, however ICT has been effective in supporting the Department in some areas. For example, they have achieved minimal audit queries since 2010 they had 48 but now they only have 9 audit queries, the establishment of ICT steering committee to provide a platform to communicate, disaster recovery site has been implemented successful, end-users complimenting ICT work to the management, implementation of net trace which track stolen equipment and they have managed to discover two stolen laptops in the department, MPAT scores have improved, IT strategy and governance policies are legally compliant.



They indicated that ICT services is regarded as the best in the province hence they assist other departments in terms of audit queries, technology trends and also assist municipalities on IT governance and policy issues. They also felt that ICT have improved more on project management and they are customers orientated. However, 62% of implementers highlighted that the effectiveness of the ICT is being undermined by the following challenges: poor turnaround time, slow network software, very rude help desk consultants, lack of dedicated, professional and knowledgeable people at the help desk to provide solutions to the clients, lack of ensuring quality of services offered by SITA.



Furthermore, they also felt that ICT support cannot be seen as effective unless they learn to take their clients seriously, and put pressure on the service provider to deliver a quality of work as per contract agreement in order to keep the clients happy. This contributes to the client's perception that ICT provide ineffective support services due to client's lack of understanding SITA procurement processes. As a result, effectiveness is undermined due to slow SITA processes to deliver quality of services to its clients. The ability to provide the support effectively is however hindered by the following challenges alluded as the elements of success if they can be resolved:

#### **15.2.1 Lack of Leadership**

About 31% of the implementers noted that there is a lack of leadership from the senior management of the ICT, as a result there is a lack of communication or silo approach between ICT sub directorates. This has impacted badly towards Business Unit's performance, in a way that the directorate is not functioning well due to lack of coordination from senior management level. They also felt that ICT function is being undermined by its clients due to non-availability of the senior management during meetings.



Implementers further highlighted that ICT staff should attend all provincial government IT council and IT technical meetings chaired by Office of the Premier, ICT senior management should also attend the meetings as decision makers instead of sending the junior staff as representatives. Most of the things that are discussed during these meetings require ICT senior management to make decisions there and there of which the junior staff cannot make such decisions.

#### **15.2.2 Lack of coordination**

The findings indicated that there is a lack of coordination of ICT issues in the Department. For example, it was noted that GIS do not follow the protocol, when they have technical problems they report them directly to SITA in Durban office instead of reporting them in Pietermaritzburg office. They further highlighted that the importance of following the protocol cannot be over-emphasized in this process. Therefore it was suggested that GIS and ICT senior management should convene a meeting to streamline processes. About 50% of the implementers mentioned that there is lack of proper planning of projects before implementation which leads to fruitless expenditure. They also noted the importance of conducting a research or feasibility study before the new system is introduced, why bring in the new system if it does not work properly since it delays client's everyday work.

#### **15.2.3 Lack of communication**

Fifty percent (50%) of implementers indicated that ICT should take clients as a priority and communicate with them in order for them to realize the effectiveness of the support services. Implementers further noted that ICT is being blamed for lack of support by clients since they cannot differentiate the different roles and responsibilities between ICT and SITA due to lack of communication. Consistent blamed for lack of support by clients has been largely attributed to the lack of communication. All implementers highlighted that ICT management and staff should be client orientated, communicate more, and make clients understand the ICT processes, speak simple language with clients, and interact with them in all buildings. About 50% of implementers suggested the importance of getting consistence feedback from the clients in order to give them a platform to voice out their expectations and frustrations and also give them a voice to tell where they want ICT to improve on. For example, the evaluation findings mentioned that when clients log on calls, ICT takes more than 8 hours to action their requests and during that waiting period there is no feedback about whether their requests will be resolved or not.

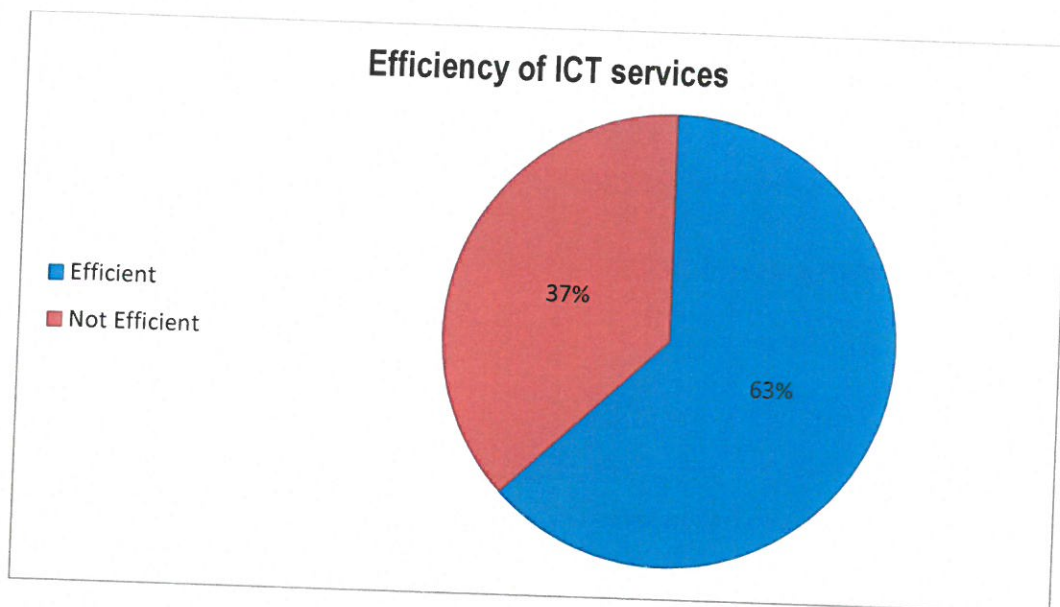
#### **15.2.4 Lack of understanding of ICT processes**

About 50% of implementers have identified the lack of understanding and buy-in from the Senior Management of the Department. However they felt that clients are unable to visualise the benefit of ICT and view it as ineffective due to lack of understanding of ICT processes and procedures. They further noted the importance of addressing clients about ICT processes and how it operates. For example, implementers have reported that some staff members do not log on calls they expect technicians to assist them any time they want without considering that they work with the whole department not individuals. Departmental notices have been sent out several times to sensitize staff to log on calls especially senior management. Senior management expect Technicians to drop everything and resolve their technical problems immediately. The findings also noted that some Senior Management do not log on calls deliberately to report technical problems and use IT as an excuse for not doing their work.

They further indicated that staff members should learn to follow right procedures to report technical problems. The evaluation also stated the significance of educating clients on how to log on calls and to back up on the server. Implementers also cited that there is a need for computer literacy revision on all departmental users. For example users who are not computer literate they report unnecessary calls to the Helpdesk, thus contributing to the overloading that is being experienced already. It was further cited that clients need to let go of old equipment. They should change the old computers because is too costly to support such computers, when they go for repairs they cost double amount.

#### **15.3 Efficiency**

The evaluation found that 63% of the implementers cited that ICT is very efficient in terms of infrastructure that is in place, they have good SITA technicians who provide support in the Department and funding is always made available for ICT (refer to appendix: the table show the list of servers in COGTA buildings, purchase date, maintenance date and Expiry dates). However, 37% indicated that ICT is not efficient, they do not have sufficient infrastructure to work efficiently and ICT infrastructure is very expensive they need to put down a budget as much as the budget has been cut down. The following challenges are found to the reasons that effect ICT efficiency:



#### 15.3.1 Lack of capacity

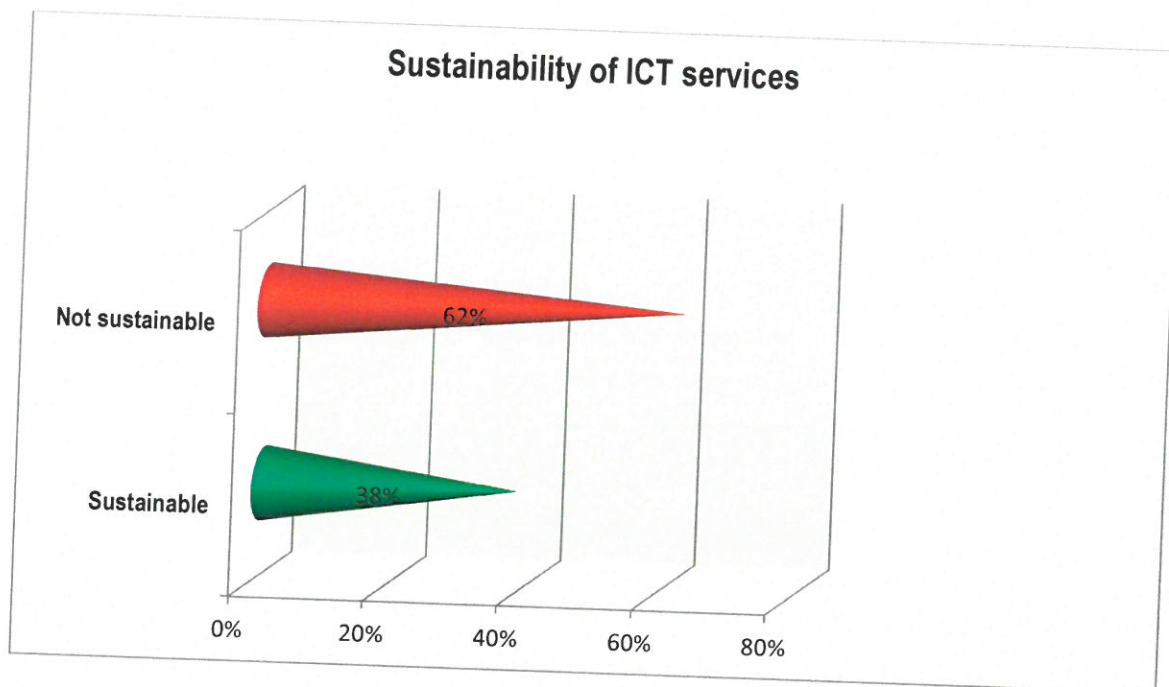
Thirty eight (37%) of the implementers noted that capacity is the challenge in ICT especially in Operations, where there are three help desk operators who are serving the whole department as the number of employee's increases on yearly basis but the personnel of the ICT remain unchanged. They also felt that due to the limited number of staff in the ICT structure, ICT is not allowed to hire IT technicians or server engineers. However, they mentioned that ICT is very efficient in terms of the turnaround time to resolve technical problems although sometimes ICT fail to deliver as per turnaround time due to lack of capacity as the number of users and high volume of calls increases.

Furthermore, they cited that ICT do not have the required skills, they rely on SITA to get skills, and SITA takes long to action the requests which cause delays and non-satisfaction to the clients. This has a double negative impact of reducing ICT performance in the Department. They also raised concerns about ICT Organogram that needs to be revised in order for ICT to absorb IT expertise not to depend on SITA. They also felt that ICT facilities need to be improved in order to have enough server rooms to host the equipment not to depend on SITA. They also raised a concern about the shortage of resources for IT staff to enable them to perform well for example, there is a need for a conducive environment, lack of office space, no proper furniture for ICT Helpdesk. They also felt that ICT business unit should be recognised and supported by the department as a whole.

#### 15.4 Sustainability

Availability of ICT infrastructure is a critical consideration for the sustainability of ICT services in the Department. Only 38% of the implementers believed that ICT services are sustainable e.g. ICT services are viewed as sustainable if all staff members

have access to computers irrespective of the challenges faced by clients on their everyday work such as unstable network, not honouring the turnaround time to resolve issues etc. On the other hand, about 62% believed that ICT services are not sustainable, it was further noted that in order for ICT services to be sustainable in the department they need to ensure that the service provider delivers the quality of work as per agreement. ICT should put pressure on the service provider to deliver on time, should stop complaining about the service provider and learn to deal with issues as they come.



The implementers mentioned that before a new system is introduced to clients, ICT should conduct a thorough research or feasibility study to ensure that a new system works properly. It was further highlighted that in most cases when a new system is introduced normally it does not work properly which delays the work of the clients. The implementers also alluded that for ICT services to be sustainable they should appoint their own Technicians, technology needs to be improved, stability of the network need to be improved and help desk operators also need to be professional and embrace Batho Pele principles.

## 16. RECOMMENDATIONS MADE BY IMPLEMENTERS

- ❖ Department should voice out their expectations to SITA in order to improve service delivery
- ❖ SITA management should take their clients seriously
- ❖ Department should invite Head of SITA and Client Services to attend ICT Steering Committee and EXCO meetings to have an overview of the issues discussed during these meetings.
- ❖ Improve remote connectivity and extend Wi-Fi to the whole building
- ❖ Introduce electronic SCM modernisation to minimise the use of paper



- ❖ Establish full ICT Chief Directorate and use internal capacity
- ❖ Staff members should stop being IT experts and ask IT for advice
- ❖ Improve communication amongst ICT sub directorates
- ❖ Review ICT organogram by IT specialist and add technicians
- ❖ Employ more service desk operators
- ❖ Get feedback from users on weekly basis or monthly
- ❖ Basic courses on Microsoft and outlook for users
- ❖ SITA should employ more staff or ICT should do away with SITA
- ❖ Take cognisance of the evaluation findings
- ❖ Do project management of the end product

## **17. EVALUATOR'S OBSERVATION**

Through evaluation findings it became apparent that some ICT challenges are caused by SITA who fails to deliver services as per agreement, nonetheless most of the challenges are internally focused need to be resolved internally in order for ICT to be effective and efficient in the Department.

## **18. OVERALL CONCLUSION**

The Client Satisfaction Evaluation collected information from ICT clients (Department) about their level of satisfaction or dissatisfaction towards services provided and what they want ICT to improve on. The evaluation also gathered qualitative comments and feedback from different targeted implementers on areas where ICT has been successful or not successful, explores the working relationship between ICT and SITA, and identifies areas that need improvement to upgrade the services. The evaluation findings cited that the majority of clients are generally satisfied with all ICT services while the few have noted the level of dissatisfaction and identified the gaps that cause dissatisfaction with ICT services.

All implementers interviewed indicated that ICT services are highly relevant and appreciated by the clients as they rely on technical solutions in their everyday work. The ability to provide the support effectively is however hindered by the following challenges alluded as the elements of success if they can be resolved: lack of communication, lack of leadership, lack of understanding of ICT processes and lack of coordination. The efficiency is hindered by the lack of capacity to provide ICT support services as anticipated which causes delays and non-satisfaction to the clients. Implementers noted that capacity is a challenge in ICT that is found to be the reason that affects ICT efficiency.



One of the surprising finding of this evaluation was that the majority of ICT clients reported that they are generally satisfied with the services provided but on the other hand, the evaluation also shows that there are mixed opinions amongst clients compared to the majority of Implementers who reported high level of dissatisfaction with ICT services. It is no doubt that the Client satisfaction evaluation is a very useful strategy for ICT to get strategic direction on the way they deliver services in the Department and what needs to improve from client's perspective. All lessons learned should be used to improve and strengthen the on-going ICT services.

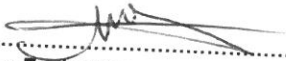
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## 20. ANNEXURE A: IMPLEMENTATION PLAN

Name of Evaluation		ICT EVALUATION REPORT				
Type of Evaluation		CLIENT SATISFACTION EVALUATION				
Date of Evaluation (year and quarter)		2016/2017				
Name of Recommendation	Responsible Branch	Leading Business Unit	Supporting Business Units	Monitoring Implications (which aspects of the recommendation can be monitored)	APP implications (explain incorporation into the APP process and how this can be linked to the SO)	Budgetary implications (where applicable, costing must be provided to guide the budgeting process of the Department)
Customer Care Course for Helpdesk Operators	HR	ICT		Telephone and Communication Etiquette	With MS migration in progress, and a new Helpdesk system being procured, technical knowledge and customer support on the systems will be required	R50 000.00
MCITP (Microsoft Training) for Helpdesk Operators	HR	ICT		Technical Support		R50 000.00
Conduct awareness on ICT to Department staff	ICT	ICT		Users capacitation or awareness on IT-related matters	To ensure optimum service levels with users	
Monitor SLA with SITA	ICT	ICT		Agendas and Minutes		
Implementation of the new Servicedesk system	ICT	ICT		Users to be able assist themselves when logging calls, and receive updates on calls logged direct to their emails		

Supported by:

  
.....  
Director: Evaluation

29/03/17  
.....  
Date

Supported by:


  
.....  
Acting Chief Director: Monitoring &  
Evaluation

30/3/17  
.....  
Date

Approved by:

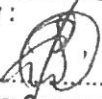
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Director:  
Information and Communication  
Technology


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Date

Approved by:   
.....  
Chief Director:  
Corporate Services

29/03/17  
.....  
Date

## 21. SIGNATURES

Approved by : 	Date
..... Chief Director: Corporate Services	01/2/2017

Approved by : 	Date
..... Director: Information and Communication Technology	17/02/2017



## 22. APPENDIX

The table below show the list of servers in COGTA buildings, purchase date, maintenance date and Expiry dates.

	Serial Number	Product code	Description	Device	Purchase Sale Date	expiry End life	Maintenance Vendor start	Maintenance Vendor end
NATALIA	QC1614A3Q0	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A98G	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A91T	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A975	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A924	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A3QM	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A30Z	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A916	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A91K	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A90F	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
MAYVILLE	QC1614A3PY	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A91U	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1614A921	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1617AAPW	R200-1120402W	UCS C200 M2 Svr w/1PSU, DVD w/o CPU, m	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1612A7VM	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
WADLEY HOUSE	QC1617AAPT	R200-1120402W	UCS C200 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1612A7XF	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
ULUNDI	QC1617AAPN	R200-1120402W	UCS C200 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1612A7UX	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
REDLANDS	QC1612A7ZQ	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
	QC1612A7ZJ	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
TOLERAM HOUSE	QC1612A7ZJ	N2XX-ABPC101	N2XX-ABPC101 Broadcom 5709 Dual-Port Et	QTY 1	2013/01/15	2018/01/31	2015/06/10	2016/06/30
PINETOWN	QC1612A7W0	R210-2121605W	UCS C210 M2 Svr w/1PSU, w/o CPU, mem, H	QTY 1	2012/11/02	2017/11/30	2015/06/10	2016/06/30
SOUTHERN LIFE	FCH1817V182							



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# INTERVIEW GUIDE FOR IMPLIMENTORS

## **SECTION ONE: DEMOGRAPHIC**

Name of the Organisation		
Name of the interviewee		
Designation within Organisation		
Contact Number		
Fax number		
Email Address		
Number of year working in the Organisation		
	<b>Category</b>	<b>Question</b>
1	How ICT and SITA work together in the Department?	In your own understanding what is the role of SITA in the Department?
2		What is the purpose of the ICT against the mandate of the Department?
3		What are the functions performed and what outcomes do you seek to achieve?
4		Which Act or mandate is supporting the role you provide?
5		How is the working relationship with ICT/ SITA?
6		What are the key challenges that the SITA/ICT are facing in the Department? If yes, how do you resolve those challenges?
7		How would you rate the overall satisfaction with ICT services in the Department? If not satisfied, what causes dissatisfaction?
8		Is the ICT approach the most efficient to achieve the desired results?
9		What are the strengths and weaknesses of the ICT services?
10		How do you rate turnaround time to resolve a technical problem?
11		How would you rate the effectiveness of the ICT services in the Department?
12		Are there success stories that can be used as examples of best practise?
13		Give an example of where you have not succeeded. Why was that?
14		Would you recommend ICT services to other Departments?
15		What elements of the ICT services could be replicated or improved?
17		Is there anything that you would like to recommend to improve the program?
18		What do you hope to learn from this evaluation?
19		Why are these issues important to you?
20		How could you use the information provided by the evaluation?





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## CLIENT SATISFACTION EVALUATION OF ICT SERVICES

The purpose of ICT is to assist the Department in its mission to deliver quality of services to its clients, to provide an excellent ICT services that support the business needs of the Department and improve the clients' ability to use ICT services to get their work done. ICT reviews client's feedback with an aim to identify areas of improvement in order to provide better services in the Department. For this reason, we would appreciate if you can fill up the following client satisfaction evaluation.

Please tick on your choice

1. Is the service provided by the ICT according to your expectations?

1 No, definitely	2 No, not really	3 Yes, generally	4 Yes, definitely
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2. How would you rate the time for the ICT to answer your telephone calls?

4 Not at all long	3 Slightly long	2 Moderately long	1 Very long
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3. How would you rate the time for the ICT to answer your email contact?

4 Not at all long	3 Slightly long	2 Moderately long	1 Very long
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4. Do you feel the ICT keeps you informed during the time of your incident?

1 No, definitely not	2 No, I don't think so	3 Yes, I think so	4 Yes, definitely
----------------------	------------------------	-------------------	-------------------

5. How satisfied are you with the time it takes for queries to be resolved?

1 Quite dissatisfied	2 Mildly dissatisfied	3 Mostly satisfied	4 Very satisfied
----------------------	-----------------------	--------------------	------------------

6. To what extent has ICT services met your needs?

4 Almost all of my needs have been met	3 Most of my needs have been met	2 Only a few of my needs have been met	1 None of my needs have been met
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7. How frequent do you use ICT Help Desk to open a support call?

1 Never	2 Less frequently	3 Frequently	4 More frequently
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Pietermaritzburg 3201

**MEETING: DISCUSSION OF ICT EVALUATION REPORT**

**Date: 20 January 2017**

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## MEETING: DISCUSSION OF ICT EVALUATION REPORT

Date: 02 February 2017

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