SA-EU Dialogue: Strengthening Open Digital Governance

Study tour to Portugal and Denmark, 2-13 October 2022

REPORT

[Final Report]

Contents

Acronyms and abbreviations

AMA	Administrative Modernisation Agency of Portugal
CPSI	Centre for Public Service Innovation
CSI	Corporate Social Investment
DCDT	Department of Communications and Digital Technologies
DPSA	Department of Public Service and Administration
DOT	Department of Transport
DTU	Technical University of Denmark
EGOV	Operating Unit on Policy-Driven Electronic Governance
EU	European Union
ICEGOV	Conference on Theory and Practice of Electronic Governance
ICT	Information and Communications Technology
LOSI	Local Online Service Index
ML	Machine Learning
OECD	Organisation for Economic Co-operation and Development
OGP	Open Government Partnership
UN	United Nations
UNDES	United Nations Department of Economic and Social Affairs
UNU	United Nations University
WSG	Wits School of Governance
4IR	Fourth Industrial Revolution

1. Executive summary

The Department of Public Service and Administration (DPSA), through the Centre for Public Service Innovation (CPSI), in partnership with the Danish Agency for Digital Government, and with the Wits School of Governance (WSG) as a facilitator, has launched a dialogue project under the title "International Dialogue on Strengthening Open Digital Governance". The Dialogue was launched in April 2022, with a conference at Maropeng, SA. The conference identified three focal themes were identified: (1) digital ready legislation; (2) digital Identity; and (3) ethics, inclusivity and trust. The focal themes were examined in a series of virtual studios in September 2022. To synthesise the outcomes from the conference and the virtual studios, a study tour was organised to Guimarães, Portugal, to participate in the International Conference on Theory and Practice of Electronic Governance (ICEGOV) 2022, and to Copenhagen, Denmark, to have first-hand engagements with key stakeholders in Denmark in their own surroundings. Denmark is internationally recognised as a leader in digital government, and regularly ranks at the top of digitalisation indices. This provides a record of the activities during the study tour and contains a list of follow-up actions to which the delegates have committed. The follow-up actions include further engagement with the Organisation for Economic Co-operation and Development (OECD) regarding the possible application of the OECD's Digital Government Framework to the South African context; an exploration of the possibility of deploying machine learning in ethics and integrity solutions in the public service, drawing on the Danish experiences; collaboration between DPSA, CPSI, and WSG around the creation of a GovTech Incubator, drawing on the experiences of Digital Hub Denmark and their approach to public-private partnerships.

2. Background

The Department of Public Service and Administration (DPSA), through the Centre for Public Service Innovation (CPSI), in partnership with the Danish Agency for Digital Government, and with the Wits School of Governance (WSG) as a facilitator, has launched a dialogue project under the title "International Dialogue on Strengthening Open Digital Governance" (hereafter referred to as the 'Dialogue'). Funded by the SA-EU Strategic Partnership's Dialogue Facility, the Dialogue aims to "combine traditional knowledge-based engagements (policy dialogues and seminar styles) with 'beyond talk' creative co-design sessions (studios or clinics)" where practitioners can "exchange experiential knowledge and engage in facilitated, creative collective intelligence explorations and knowledge-building around unique, mutual or new issues on the horizon".

The broad objectives of the Dialogue are:

1. For South Africa to learn from the Danish experiences through an appreciative approach to reviewing the respective systems; and
2. For the process to provide useful inputs to both the South African and Danish policy-and strategy-making processes.

The DPSA and CPSI have important mandates in terms of Public Service Act Section 3(1)(i) in supporting the "transformation, reform, innovation and any other matter to improve the effectiveness and efficiency of the public service and its service delivery to the public." Leveraging digitisation has increasingly become focal in meeting this mandate. The DPSA has also specifically been mandated with the task of promoting the use of Information Technology and Information Management to improve service delivery in the public service. The Office of the Government Chief Information Officer (OGCIO) has developed, as require by the Public Service Regulations (2016) a number of policies and standards to ensure the harmonized transformation of government to eventually offer citizen-centric digital services. South Africa's 2016 National Integrated Information and Communications Technology (ICT) Policy White Paper further takes into consideration developments necessitated by the Fourth Industrial Revolution (4IR), providing for, among other things, policies to address the digital divide and affordable access, supply-side issues and infrastructure rollout, and demand-side issues to facilitate inclusivity.

In spite of its active public and institutional engagement with issues of digitalisation and being an Open Government Partnership (OGP) signatory, South Africa continues to have a rather incoherent and fragmented approach to digital governance, particularly in relation to public interface where issues of data governance, strategies / roadmaps and regulation become practical and urgent. The political economy, institutional, capacity and security issues surrounding these issues are of importance. DPSA and the Department of Communications and Digital Technologies (DCDT) are both in the midst of various digital strategy developments and implementations. They are also seeking to leverage the participation of key stakeholders in decision making and implementation.

Denmark is internationally recognised as a leader in digital government, and regularly ranks at the top of digitalisation indices, including the United Nations (UN)'s e-Government Development Index (1) and the European Commission's Digital Economy and Society Index (2). Since 2001, central, regional, and local government institutions have cooperated to create the foundation for the Danish digital public sector. This cooperation across levels of government has been based on comprehensive digital strategies for the public sector for more than 20 years in the form of multi-annual agreements about the direction of the development of digital government in Denmark. The government recently launched its sixth digital strategy (2022-2026).

The Dialogue was launched in April 2022, with a Conference at Maropeng, SA, which brought together 66 stakeholders, including representatives from across the SA government, the Danish Agency for Digital Government, the United Nations University Operating Unit on Policy-Driven Electronic Governance (UNU-EGOV), as well as academics and experts on digital governance. The conference identified three focal themes for the Dialogue: (1) digital ready legislation; (2) digital Identity; and (3) ethics, inclusivity and trust.[1] The three focal themes were examined further in a series of virtual studios, held in September 2022. The studios included presentations by academics, SA and Danish government officials, and engagement between the Dialogue partners.

3. Study tour objectives

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[1] The conference identified a fourth focal theme, innovation finance, which was later dropped to maintain the focus.

The primary objectives of the study tour were to gain first-hand experience of the Danish and other European environments and synthesise the outcomes emerging from the preceding engagements. In addition, it provided an opportunity for peer-to-peer discussions of the results from the three virtual workshops (though without been limited to these) in the form of initial presentations followed by subsequent reciprocal engagements with the aim to inform a basis and overall framework for the projects' final report containing policy recommendations in the field of public digitisation for both participating countries.

4. Study tour locations

4.1. Guimarães, Portugal

The relationship with the UNU EGOV was accelerated from the engagements at the conference at Maropeng, South Africa, in April 2022. Dr Dimitris Sarantis, representing the UNU EGOV, shared expert inputs on digital governance at. This was coupled with side meetings during the conference that led to the coordination and facilitation of a high-level panel on Africa at the International Conference on Theory and Practice of Electronic Governance (ICEGOV) 2022, in Guimarães, Portugal. The high-level panel on Africa at ICEGOV 2022 is thus a direct outcome of the Dialogue.

Considering the above, it was decided to include Guimarães, Portugal in the study tour, to strengthen the engagements and support the Dialogue aims and objectives of mutual learning through policy and practice dialogues, supported by research, about our respective digital transformation contexts and journeys. ICEGOV 2022 also provided an opportunity for informal engagements, in the margins of the conference, with government officials from Portugal and other EU countries as well as with academics and experts on digital governance.

The engagements at ICEGOV 2022 set the scene for the second leg of the study tour as it provided a comprehensive overview of the academic discourse and current research on eGovernment as well as country experiences.

4.2. Copenhagen, Denmark

For more than 20 years, the Danish government, regions, and municipalities have worked closely together to build a strong digital infrastructure that serves as the foundation for public services for residents and businesses in Denmark, while the

private sector has cooperated closely with the public sector in developing the actual infrastructure, including the technical services and solutions. This effort has resulted in a series of top placements in international surveys on digital government and is one of the main reasons for the SA partners to approach the DK partners and form this bilateral project. While the study tour to SA in April naturally had a large focus on SA-themes and opportunities within public digitisation, the study tour to Denmark provided an opportunity for unique first-hand engagements with key stakeholders in Denmark in their own surroundings.

5. Programme

Date	Time	Activity	
Guimarães, Portugal			
Sunday 2 October	Afternoon / evening	Departure from Johannesburg, South Africa	ORT
Monday 3 October	Morning	Arrival in Guimarães, Portugal	OPO
Tuesday 4 October	0930-1030	Opening keynote lecture by Mario Campolargo, Portuguese Secretary of State for Digitalisation and Administrative Modernisation	Centro Cultural Vila Floor
	1100-1300	Roundtable/paper sessions	
	1400-1600	Roundtable/paper sessions	
	1630-1700	Keynote lecture by Christina Duarte, Special Advisor on Africa to the UN Secretary-General	
	1700-1800	High-level panel with Ms Christina Duarte, Special Advisor on Africa to the UN Secretary-General; Chana Pilane-Majake, Deputy Minister for Public Service and Administration, South Africa; Chris Baryomunsi, Minister for ICT and National Guidance, Uganda; and Edna Oliveira, Minister for State Modernisation and Public Administration, Cape Verde; and Mzukisi Qobo, University of the Witwatersrand (moderator)	
Wednesday 5 October	0900-0930	Keynote lecture by Theresa A. Pardo, Associate Vice President for Research and Special Assistant to the President at the University at Albany, State University of New York	Centro Cultural Vila Floor
	0930-0930	High-level panel with Theresa A. Pardo, State University of New York; Gianluca Misuraca, Polytechnic University of Madrid; Marta Arsovska Tomovska, Office of the Prime Minister of Serbia; Vincenzo Aquaro, UNDESA; and Sehl Mellouli, Laval University (moderator)	
	1100-1300	Roundtable/paper sessions	
	1400-1600	Roundtable/paper sessions	
	1630-1700	Keynote lecture by Tony Shannon, Department of Public Expenditure and Reform, Ireland	

	1700-1800	High-level panel with Tony Shannon, Department of Public Expenditure and Reform, Ireland; Nele Leosk, Ministry of Foreign Affairs, Estonia; Marielza Oliveira, UNESCO; Tanuj Bhojwani, Digital Public Goods Alliance, India; and Yolanda Martínez, International Advisor on Digital Transformation, Mexico; and Yannis Charalabidis, University of the Aegean (moderator)	
Thursday 6 October	0900-0930	Keynote lecture by Walter Gehr, Federal Ministry for European and International Affairs, Austria	Centro Cultural Vila Floor
	0930-0930	High-level panel with Federal Ministry for European and International Affairs, Austria; Clara Neppel, IEEE European Business Operations; Martha Castellanos, Fundación Universitaria del Área Andina; Serge Stinckwich, United Nations University Institute; Morten Meyerhoff Nielsen, UNU EGOV (moderator)	
	1100-1300	Roundtable/paper sessions	
	1400-1600	Roundtable/paper sessions	
	1630-1700	Closing keynote lecture by Veronica Gaffey, Director General for Informatics, European Commission	
Friday 7 October	1000-1300	Workshop	Centro Cultural Vila Floor
	1400-1700	Workshop	
Sunday 9 October	Morning	Departure from Guimarães, Portugal	OP
Copenhagen, Denmark			
Sunday 9 October	Afternoon / afternoon	Arrival in Copenhagen, Denmark	CPHH
Monday 10 October	0900-1000	Site visit: BLOXHUB Engagement with Pernille Berg, Science Director, and Jacob Norman-Hansen, Head of Global Networks	BLOXHUB
	1000-1100	Engagement with Zina Bosse, Community Manager, Proptech Denmark	
	1130-1200	Site visit: Digital Hub Denmark Engagement with Mikkel Frich, Head of Delegations, Digital Hub Denmark	

	1200-1330	Engagement with Carsten Ingerslev, Head of Department, Danish Business Authority	Digital
	1400-1530	Engagement with Anne Malberg Horsager, Programme Director, Technical University of Denmark	Hub Denmark
Tuesday 11 October	0900-1000	Engagement with Adam Lebech, Deputy Director-General, Danish Agency for Digital Government	Digital
	1000-1130	Engagement with Barbara Ubaldi, Head of Digital Government and Data Unit, OECD	Hub
	1130-1300	Engagement with Mikkel Frich, Head of Delegations, Digital Hub Denmark (continued)	Denmark
	1400-1530	Engagement with Michael Ørnø, Director-General, Danish Agency for Governmental IT Services	
	1530-1700	Engagement with Mette Eigaard Rasmussen, Special Advisor, and Julius Lyk-Jensen, Policy Officer, Danish Agency for Digital Government	
	1700-1830	Engagement with Zenia Francker, Director of Investments, Digital Hub Denmark	
	1900-2200	Dinner hosted by Adam Lebech, Deputy Director-General, Danish Agency for Digital Government	Hereford Steak
Wednesday 12 October	0900-1200	Engagement with Tina Gaard Sander, Head, Division for International Coordination, Danish Agency for Digital Government Yih-Jeou Wang, Senior Advisor, Division for International Coordination, Danish Agency for Digital Government Frederik Pagh Nielsen, Special Advisor, Division for International Coordination, Danish Agency for Digital Government	Digital Hub Denmark
	Afternoon / evening	Departure from Copenhagen, Denmark	CPH
Thursday 13 October	Morning	Arrival in Johannesburg, South Africa	ORT

6. Delegates

Name	Position	Institutional affiliation
Dr Chana Pilane-Majake	Deputy Minister	DPSA
Ms Thulisile Bongo	PA to the Deputy Minister	DPSA
Mr Zaid Aboobaker	Acting Deputy Director General, ICT Governance	DPSA
Mr Pierre Schoonraad	Head of Research and Development	CPSI
Mr Muzi Ntombela	Chief Information Officer	CPSI
Prof Mzukisi Qobo	Head of School / Acting Director	WSG / Tayarisha
Prof Geci Karuri-Sebina	Visiting Associate Professor / Coordinator	WSG / Tayarisha
Dr Halfdan Lynge	Senior Lecturer / Research Manager	WSG / Tayarisha
Ms Zukiswa Kota	Monitoring and Advocacy Programme	Public Service Accountability Monitor
Mr Kgosi Motsoane	Programme Manager	EU Delegation to South Arica

7. Record of key activities

7.1. Guimarães, Portugal

7.1.1. ICEGOV 2022

In addition to the keynote lectures and high-level panels that informed the Dialogue discourse, a series of research projects were also presented in parallel roundtable/paper sessions and informal meetings in the margins of the conference. These included:

- Informal engagements with UNU on the digital journey of Denmark. The engagements allowed for a discussion and critical reflection on what is relevant for the South African context.

- Informal engagements with Portuguese Administrative Modernisation Agency (AMA), to reflect on their digital journey to develop interoperability portals and a citizens' card.

- Engagements with UNU-EGOV/United Nations Department of Economic and Social Affairs (UNDESA) on possible application of the Local Online Service Index (LOSI) methodology in select South African Cities as a concrete next step following the Dialogue. The LOSI would assist in measuring progress at local government level.

- Discussions regarding the development and application of a framework to determine maturity of digital transformation of a service to citizens through enhancement on existing assessment methods. The discussions were informed by a case study of India, presented by Sushil Prakash, which built on the Gartner Digital maturity framework. The DPSA has a contract with Gartner which can be leveraged to build a similar assessment approach.

- Discussions regarding the application of a research methodology to measure local government email responsiveness. The discussions were inspired by a study of Portugal by Mariana Lameiras (UNU-EGOV/University of Minho), Luís Amaral (UNU-EGOV/University of Minho), and Delfina Soares (UNU-EGOV/University of Minho). The study focussed on the websites of 308 municipalities considering four criteria:

  - Content, type and update

- o Accessibility navigatebility and ease of use

- o Online services

- o Participation

7.2. Copenhagen, Denmark

7.2.1.   Site visit: BLOXHUB

Day one in Copenhagen started with a visit to BLOXHUB, where the delegation was welcomed by Pernille Berg, Science Director, and Jacob Norman-Hansen, Head of Global Networks. BLOXHUB is a hub for sustainable urbanisation, founded on the belief that the challenges of global urbanisation and climate change require partnerships and new ways of collaboration. It has approximately 350 members, including start-ups, established cooperates, academic institutions, interest organisations, and public entities, who provide an ecosystem for innovation in sustainable urbanisation. As such, it provides a possible model for the GovTech Incubator, being established at Wits University.

7.2.2.   Engagement with Zina Bosse, Community Manager, PropTech Denmark

The visit to BLOXHUB included an engagement with Zina Bosse, Community Manager, PropTech Denmark, who shared experiences from the perspective of a BLOXHUB member. PropTech Denmark is a non-profit organisation and a community of start-ups, scale-ups, SMEs, and established cooperates in real estate, working across the industry value chain. Ms Bosse complemented the presentation by Ms Berg by focusing on the value generated by BLOXHUB for the PropTech Denmark community and the private sector more generally. Building public-private partnerships will be key to establishing a GovTech Incubator and learning from the Danish experience in PropTech was therefore valuable to the delegation.

7.2.3.   Site visit: Digital Hub Denmark

From BLOXHUB, the delegation proceeded to Digital Hub Denmark, where the delegation was received by Mikkel Frich, Head of Delegations. Digital Hub Denmark is a public-private partnership developed to maintain Denmark's position at the forefront of digitalisation, including by attracting foreign talent, sharing knowledge with international delegations, as well as promoting investment opportunities. Mr Frich

provided an overview of Digital Hub Denmark's activities and, at the delegates' request, spoke extensively about how Digital Hub Denmark contributes to developing and maintaining ecosystems. The delegates shared their thinking in relation to establishing a GovTech Incubator and Mr Frich expressed interests and committed to engaging further with the delegates.

7.2.4. Engagement with Carsten Ingerslev, Head of Department, Danish Business Authority

Digital Hub Denmark was the host of all subsequent meetings during the study tour. Before lunch on Day 1, the delegates also engaged with Carsten Ingerslev, Head of Department at the Danish Business Authority. Carsten Ingerslev gave a presentation on the Danish approach to using machine learning (ML) in fraud detection. In short, by merging different datasets, and leveraging data exhaust from different online services, the Danish Business Authority estimates the probability that specific businesses engage in fraudulent behaviour. The estimates are used to allocate human resources allowing the Danish Business Authority to focus its efforts where the likelihood of detecting and therefore deterring fraud is highest. Following the presentation, delegates engaged with Mr Ingerslev. While the impressive capabilities of the Danish Business Authority were recognised, delegates also asked questions about data privacy, algorithmic transparency, and the risk of model drift. In terms of application to South Africa, delegates also discussed the risks associated by deploying ML in an extremely unequal society, where ML, without proper supervision, tends to reproduce social injustices.

7.2.5. Engagement with Anne Malberg Horsager, Programme Director, Technical University of Denmark

After lunch, the delegates engaged with Anne Malberg Horsager, Programme Director at the Technical University of Denmark (DTU). DTU is Denmark's leading polytechnic university and among the highest ranked European engineering schools. In her presentation, Ms Horsager focused specifically on how universities can contribute to building innovation ecosystems. She emphasised both the ability to (a) transfer knowledge and technology between academia and business through executive education programmes and by incentivising academics to take up roles outside of academia as advisors and board members in the private sector; and (b) provide

continued support to academics who leave academia to start a business, and create opportunities for them to return, should their business succeed and be sold (or fail). Delegates made comparisons with South Africa, where there is limited room for academia-business collaboration and discussed how this could potentially be encouraged in the context of a GovTech Incubator.

7.2.6. Engagement with Adam Lebech, Deputy Director-General, Danish Agency for Digital Government

Day two in Copenhagen started with an engagement with Adam Lebech, Deputy Director-General of the Danish Agency for Digital Government. Mr Lebech welcomed the delegation and expressed appreciation for the exchange over the preceding months and hope that the visit to Copenhagen would contribute to consolidating the relationship and the insights generated from the engagement. Pierre Schoonraad, Head of Research and Development at CPSI, speaking on behalf of delegation, in return thanked Mr Lebech, the Danish Agency for Digital Government, and the Danish Government more generally, for their openness and willingness to share their experiences. Mr Schoonraad specifically thanked Frederik Pagh Nielsen, Special Advisor at the Danish Agency for Digital Government, for his contribution to the Dialogue. He also expressed the hope that the Dialogue would lead to an ongoing exchange and knowledge sharing, whether in the form of programme or an informal engagement.

7.2.7. Engagement with Barbara Ubaldi, Head of Digital Government and Data Unit, Organisation for Economic Co-operation and Development

Day two in Copenhagen included a virtual engagement with Barbara Ubaldi, Head of Digital Government and Data Unit and the Organisation for Economic Co-operation and Development (OECD). Ms Ubaldi's presentation focused on the OECD's Digital Government Framework, a policy instrument to help governments identify key determinants for effective design and implementation of digital transformation in the public sector. The Framework identifies six dimensions that characterise and measure digital government competence and maturity: digital by design, data-driven public sector, government as a platform, open by default, user-driven, and proactiveness. The first four dimensions are considered foundational while the latter two are

considered transformational. In her presentation, Ms Ubaldi also identified some challenges to digital transformation, including data governance for trustworthy and value-creating access to and sharing of data; attraction, retention and promotion of digital talent and skills in the public sector; capacities to plan, invest in and monitor IT public spending and digital transformation projects; and collaboration with the ecosystem to complement the digital capabilities of public institutions and co-create value. During the exchange that followed, delegates discussed the possibility of applying the Framework to the South African context. Ms Ubaldi committed to making herself available for further engagement, after the study tour.

7.2.8. Engagement with Michael Ørnø, Director-General, Danish Agency for Governmental IT Services

After lunch on day 2 in Copenhagen, the delegates engaged with Michael Ørnø, Director-General, Danish Agency for Governmental IT Services. Established in 2010, as the result of a merger between multiple government IT communities, the Danish Agency for Governmental IT Services provides IT services to state institutions in 700 locations across 19 ministries. The Agency receives no core funding but is entirely financed by its customers, who pay for IT services. Since its establishment, the Agency has continued to improve its operation stability, improve customer satisfaction, reduce unit costs, and deliver services below market rates. Mr Ørnø also reflected on the role of the Agency in the future. He specifically pointed to cyber security and delivery of "green" IT services (IT services that consider energy consumption) as areas of future work.

7.2.9. Engagement with Mette Eigaard Rasmussen, Special Advisor, and Julius Lyk-Jensen, Policy Officer, Danish Agency for Digital Government

One of the focal themes that were identified during the Maropeng Conference in April and examined further during the virtual studio in September was digital-ready legislation. As a follow up, and to consolidate the work done on this theme, the study tour included an engagement with Mette Eigaard Rasmussen, Special Advisor, and Julius Lyk-Jensen, Policy Officer, at the Danish Agency for Digital Government. The engagement offered an opportunity to ask questions and to brainstorm on how this work could be taken forward in South Africa, after the completion of the Dialogue. The

delegates concludes that a digital review of all new legislation could relatively easily be incorporated in the South African legislative process. It was agreed to consider further the possibility of introducing such a review.

7.2.10. *Engagement with Zenia Francker, Director of Investments, Digital Hub Denmark*

The final engagement on day two in Copenhagen was with Zenia Francker, Director of Investments, Digital Hub Denmark. The engagement was structured as a conversation about start-up ecosystems in the GovTech space. Ms Francker shared her experiences working with innovation competitions and reflected on the role they can play in fostering innovation more broadly. She emphasised the importance of including investors and creating a path from pitch to realisation. Finance and its effects on ecosystems were also discussed. Ms Francker explained that low interest rates and relatively easy access to capital had been a driver in the preceding ten years, but that GovTech start-ups were beginning to adjust, amid increasing interest rates and less capital flowing into innovation. Ms Francker expressed interest in the GovTech Incubator and committed to a follow-up meeting, particularly to discuss financing of GovTech ecosystems.

8. Key insights and lessons learned

8.1. Guimarães, Portugal

- UNU-EGOV provide a source of expertise that The DPSA and CPSI should tap into. Also, WSG could potentially collaborate with UNU-EGOV, especially around Smart Cities, Cities knowledgebase, and Review Study.
- Research could be replicated in South Africa:
  - On distributed digital capacity and scalable platforms in local government in India (by Ameya Naick, eGov Foundation India).
  - On local government email responsiveness in Portugal (Mariana Lameiras (by UNU-EGOV/University of Minho).
- LOSI offers a framework and methodology that could be useful as a means to monitor and improve digital public services at local level in South Africa.

8.2. Copenhagen, Denmark

- The OECD's Digital Government Framework could possibly be applied to the South African context. In addition, OECD member states have experiences with GovTech Incubators and similar initiatives that South Africa could learn from. The OECD provides an entry to these experiences.

- The existing relationship between DPSA and WSG, which includes a signed memorandum of understanding, provides asset that should be leveraged further.

- The use of ML in ethics and integrity solutions represents an untapped resource for DPSA. The Danish Business Authority provides experiences that South Africa could learn from.

- Effective use of ML presupposes effective sharing of data between government departments. In Denmark, the Covid-19 pandemic forced through this enhanced collaboration.

- The South African legislative process would make it relatively easy to introduce a review that would ensure all new legislation is digitally ready. Reviewing and updating existing legislation would require a massive investment.

- The Danish experience suggests that the development of a digital identity is a *sine qua non*, without which countries will not be able deliver a complete suite of digital public services.

- The GovTech Incubator, currently being set up by WSG and the Wits Innovation Centre provides a platform that DSPA and CPSI could use to conduct research and policy experimentation. Digital Hub Denmark offers valuable experiences in terms creating an ecosystem around the GovTech Incubator

- The development of a digital driver's licence could be a low-hanging fruit, allowing the government of South Africa through the Department of Transport (DOT) to showcase the benefits of digital public services. The Danish Agency of Digital Government, in partnership with the Danish police, developed a digital driver's licence app in-house, demonstrating that outsourcing and procurement of third-party solutions is not the only option.

- BLOXHUB provides an innovative model for public-private collaboration, including with Corporate Social Investment foundations (CSI), that could be considered for similar initiatives in South Africa, including the GovTech Incubator.

9. Follow-up actions

On the final day of the study tour, the delegation engaged with the Danish Agency for Digital Government, including Tina Gaard Sander, Head, Division for International Coordination, Yih-Jeou Wang, Senior Advisor, Frederik Pagh Nielsen, Special Advisor. The purpose of this engagement was to take stock and commit to follow-up actions. Figure 1 summarises the discussions. The following sections provides an overview, in bullet form, of the follow-up actions each organisation committed to.

Figure 1: Summary of final discussions and follow-up actions

9.1. Department of Public Service and Administration

- Follow up with Morten Meyerhoff Nielsen, UNU-EGOV, regarding potential visit to SA for further engagements/capacity building with officials.

- Follow up with Barbara Urbaldi, OECD, regarding the possible application of the OECD's Digital Government Framework to the South African context.

- Strengthen targeted research leveraging the memorandum of understanding already signed between DPSA and WSG.

- Explore the possibility of deploying machine learning in ethics and integrity solutions in the public service, drawing on the experiences of the Danish Business Authority.

9.2. Centre for Public Service Innovation

- Continue to support the DPSA's digital transformation initiatives, in particular related to legislative review and digital identity to ensure a coordinated approach that reduces the current fragmented state.

- Participate in joint GovTech research experimentation with WSG and DPSA.

- Further explore mechanisms to improve data-sharing amongst departments.

- Engage with DOT to pilot a driver's license app

9.3. Presidency

- Continue to engage with Denmark, having been tasked to coordinate the current fragmented Government and Digital Transformation environment, and leveraging the existing bi-lateral strategic agreement between the two countries.

9.4. Wits School of Governance

- Pursue learning collaboration with Digital Hub Denmark and & the Technical University of Denmark on GovTech ecosystems and executive education programmes.

- Follow up with Barbara Urbaldi, OECD, to connect GovTech Incubator to similar initiatives in OECD countries, to share experiences and case studies.

- Consider public-private partnership models, drawing on insights from the site visit to BLOXHUB and engagement with Zina Bosse, PropTech Denmark.

Explore similar opportunities in SA, for example, through CSI foundations. An inspirational note has been sent to Oppenheimer Memorial Trust in this regard.

- Follow up with Judy Backhouse, UNU-EGOV, regarding possible collaboration on Smart Cities, Cities knowledgebase, and Review Study.

- Follow up with Ameya Naick, eGov Foundation India, regarding research on distributed digital capacity and scalable platforms in local government.

- Commission a study on local government email responsiveness, drawing on the work by Mariana Lameiras (UNU-EGOV/University of Minho), Luís Amaral (UNU-EGOV/University of Minho), and Delfina Soares (UNU-EGOV/University of Minho).

9.5. Public Service Accountability Monitor

Follow up with Dimitrios Sarantis, UNU-EGOV, and Deniz Susar, UNDESA, to explore the possibility of implementing a LOSI assessment in South Africa.

Study of the delegates at the end of day one of ICEGOV 2022. From left to right: Halfdan Lynge, Zukiswa Kota, Muzi Ntombela, Mzukisi Qobo, and Pierre Schoonraad

Study of the delegates at the end of day three of ICEGOV 2022. From left to right: Halfdan Lynge, Geci Karuri-Sebina, Muzi Ntombela, Pierre Schoonraad, and Zaid Aboobaker

Pierre Schoonraad, Head of Research and Development, CPSI, delivering his opening remarks during the engagement with Adam Lebech, Deputy Director-General, Danish Agency for Digital Government

Delegates trying to connect to Barbara Ubaldi, Head of Digital Government and Data Unit, OECD. From left to right: Pierre Schoonraad, Frederik Pagh Nielsen, Zaid Aboobaker, and Yih-Jeou Wang.
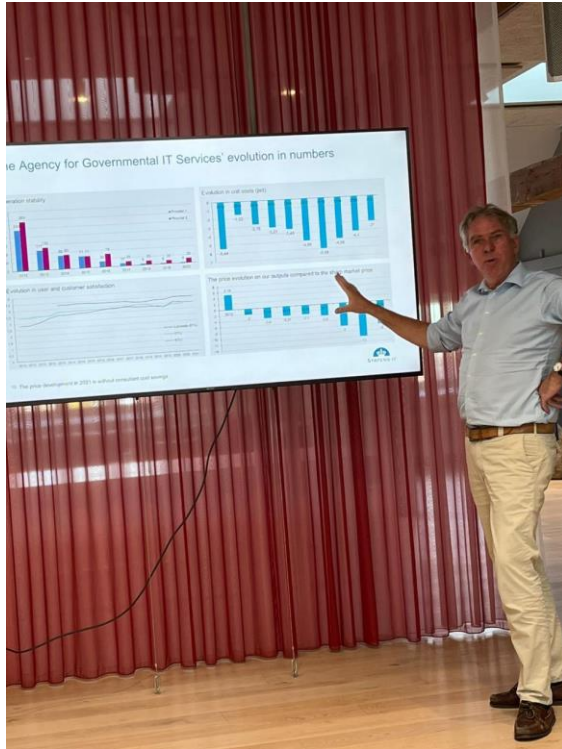

High-level panel on 'Harnessing multilateralism for digital governance development'. From to right: Christina Duarte, Minister Edna Oliveira, Minister Chris Baryomunsi, Deputy Minister Chana Pilane-Majake, and Mzukisi Qobo

Mzukisi Qobo, Head of School, WSG, speaking during the high-level panel 'Harnessing multilateralism for digital governance development'

Anne Malberg Horsager, Technical University of Denmark, sharing experiences on how to build innovation ecosystems

Michael Ørnø, Danish Agency for Governmental IT Services, giving a presentation on government IT infrastructure

Mikkel Frich, Digital Hub Denmark, sharing experiences on how to build public-private partnership in GovTech

Delegates listening to Michael Ørnø, Danish Agency for Governmental IT Services. From left to right: Kgosi Motsoane, Frederik Pagh Nielsen, Mzukisi Qobo, and Yih-Jeou Wang

Delegates listening to Mikkel Frich, Digital Hub Denmark. From left to right: Zaid Aboobaker, Geci Karuri-Sebina, Halfdan Lynge, Kgosi Motsoane, Frederik Pagh Nielsen, Zukiswa Kota, Mzukisi Qobo, and Yih-Jeou Wang

Engagement with Carsten Ingerslev, Head of Department, Danish Business Authority. From left to right: Zaid Aboobaker, Halfdan Lynge, Carsten Ingerslev, Mikkel Frich, Kgosi Motsoane, Mzukisi Qobo, and Zukiswa Kota.

Dinner hosted by Adam Lebech, Deputy Director-General, Danish Agency for Digital Government. From left to right: Zaid Aboobaker, Pierre Schoonraad, Kgosi Motsoane, Adam Lebech, Yih-Jeou Wang, Zukiswa Kota, Geci Karuri-Sebina, Mikkel Frich, Mzukisi Qobo, Ambassador Fikile Magubane, Frederik Pagh Nielsen, Zenia Francker, and Halfdan Lynge

Mzukisi Qobo, Head of School, WSG, planting a three after the closing of ICEGOV 2022

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