



Monitoring, Transparency and Oversight

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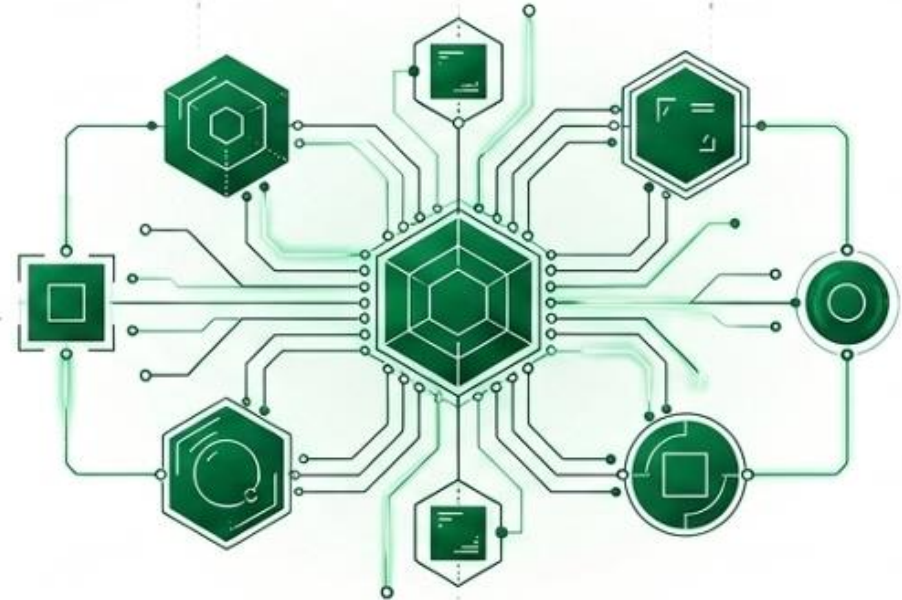
The Quiet Shift: 21st-Century Tools, 19th-Century Logic

The Analogue Past



Submission of paper tax and BEE certificates for every procurement, invitations in newspapers, awards on notice boards.

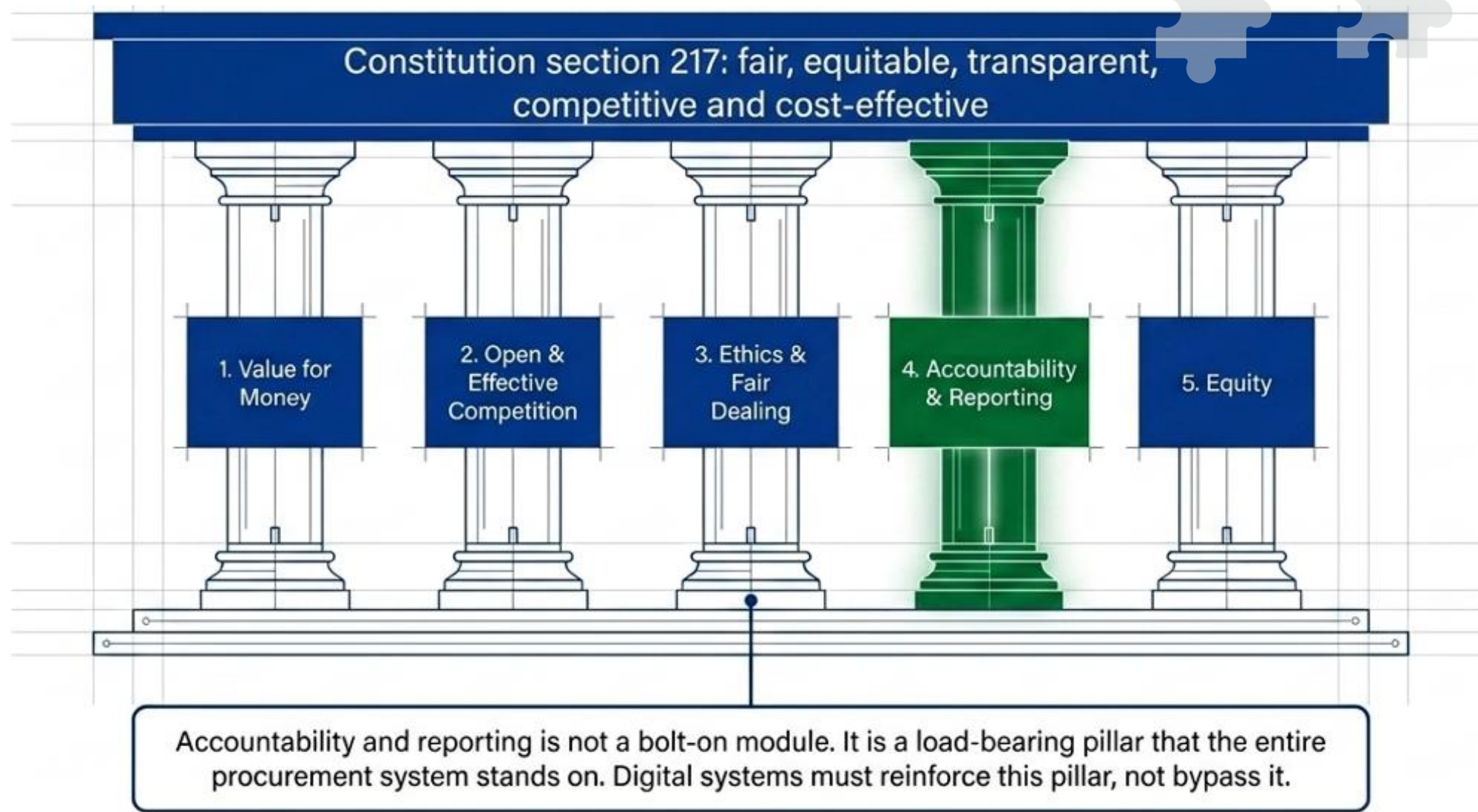
The Digital Reality



The incoming Public Procurement Act (PPA) will make electronic recordkeeping a strict legal requirement.

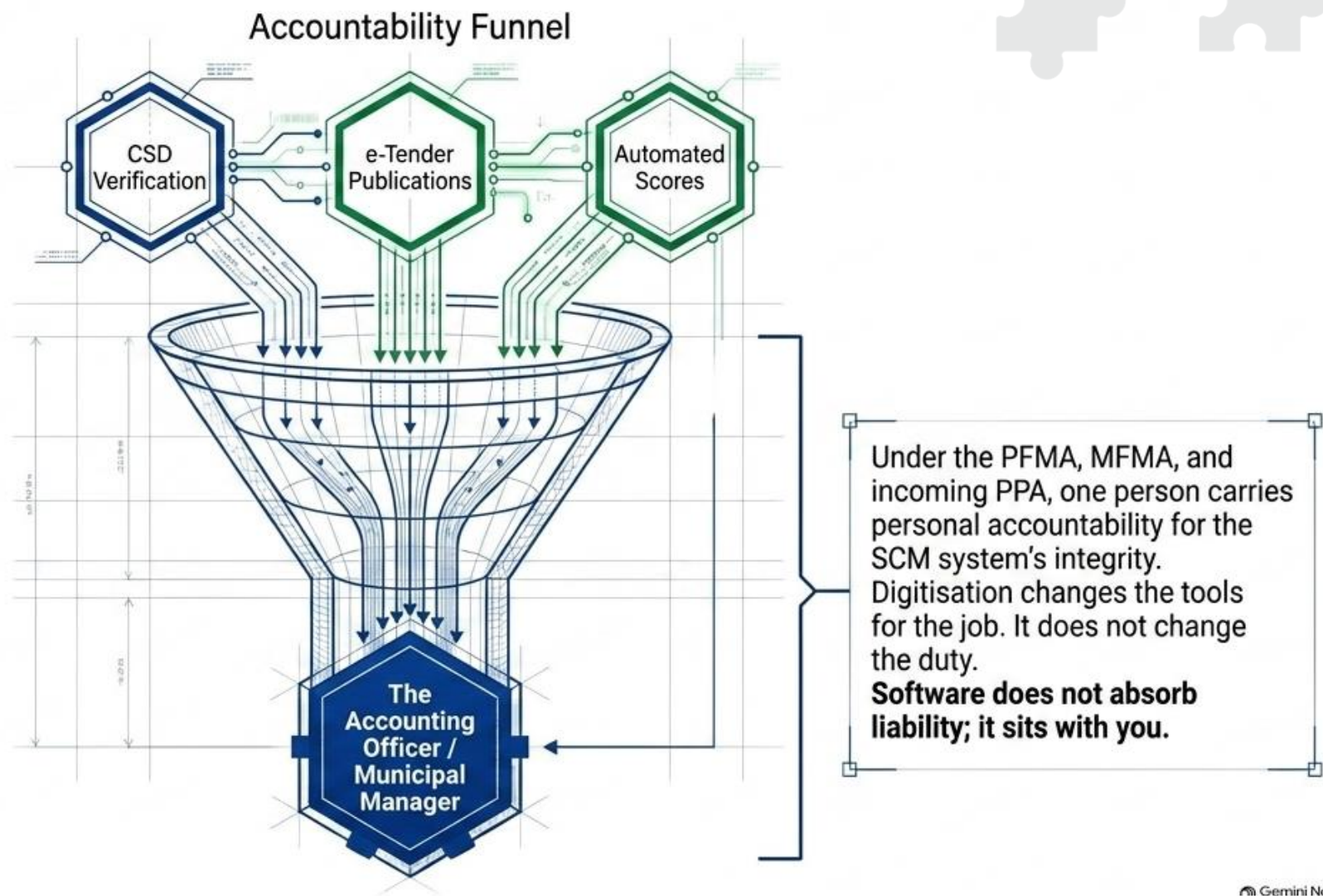
Are our tools for monitoring, governance, and auditability keeping pace, or are we still running modern digital systems through analogue paper logic?

Section 217: The Unmovable Foundation



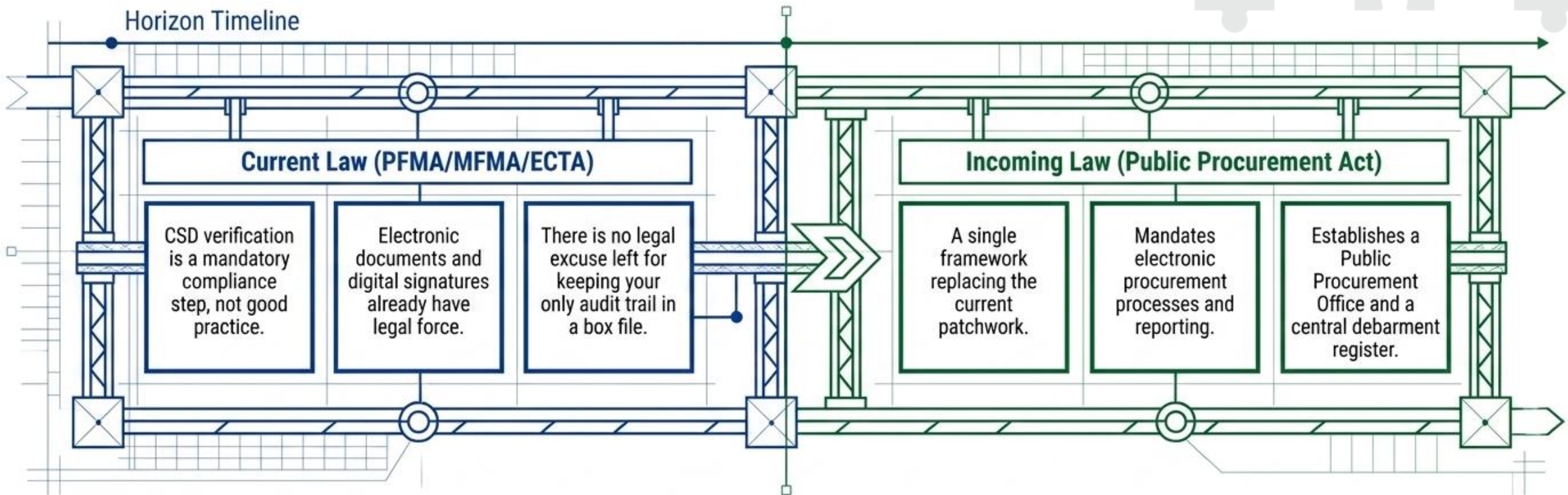
Digitisation Does Not Move Accountability

Agency Theory Context: Officials act as agents for the public. Procurement rules close the gap between what an agent might do and what the public interest requires.



Gemini Notebook

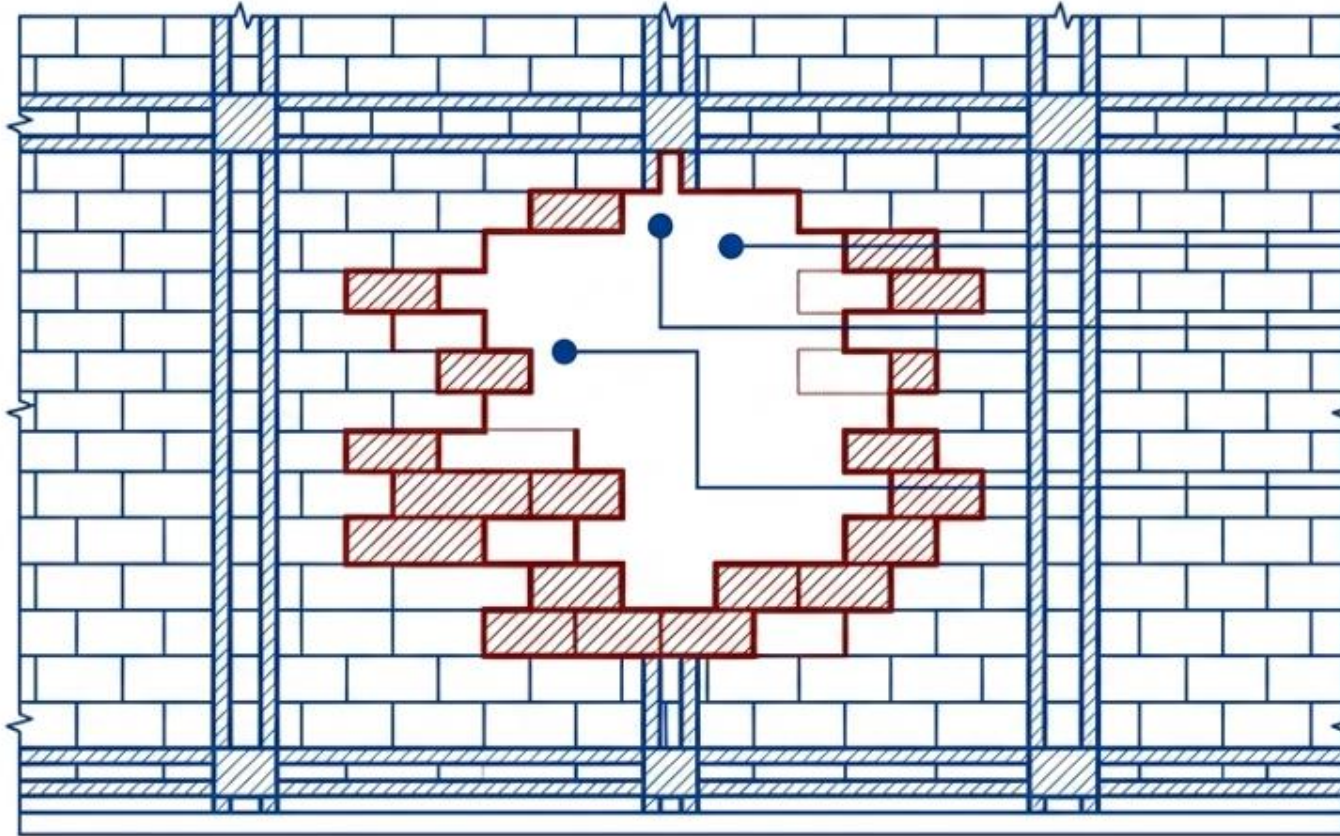
The Direction of Travel is Fixed



The switch-over date is pending, but the destination is locked. Prepare standard operating procedures now, before the scramble.

Gemini Notebook

The Silent Governance Gap



The Core Issue:

Your SCM policy and bid committee terms of reference must state, in writing, how decisions are made when a system auto-generates a score, flags a bidder, or restricts access.

The Risk:

Silence on automated processes is a governance gap that an auditor, a court, or a losing bidder will exploit.

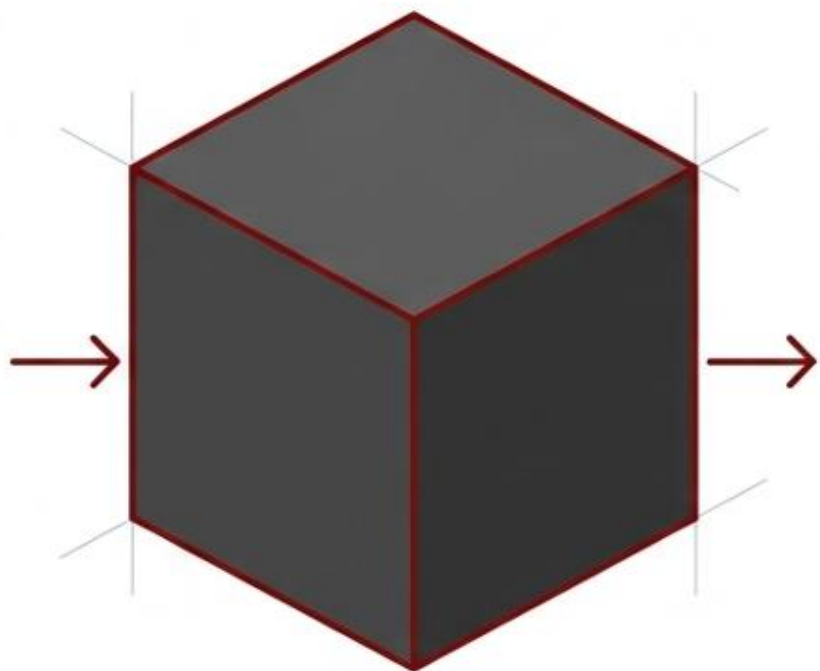
Actionable Governance:

Review delegations of authority. Expressly state how far automated recommendations can be relied upon, and precisely who must apply an independent mind before a decision is finalized.

The Danger of the Black Box Algorithm

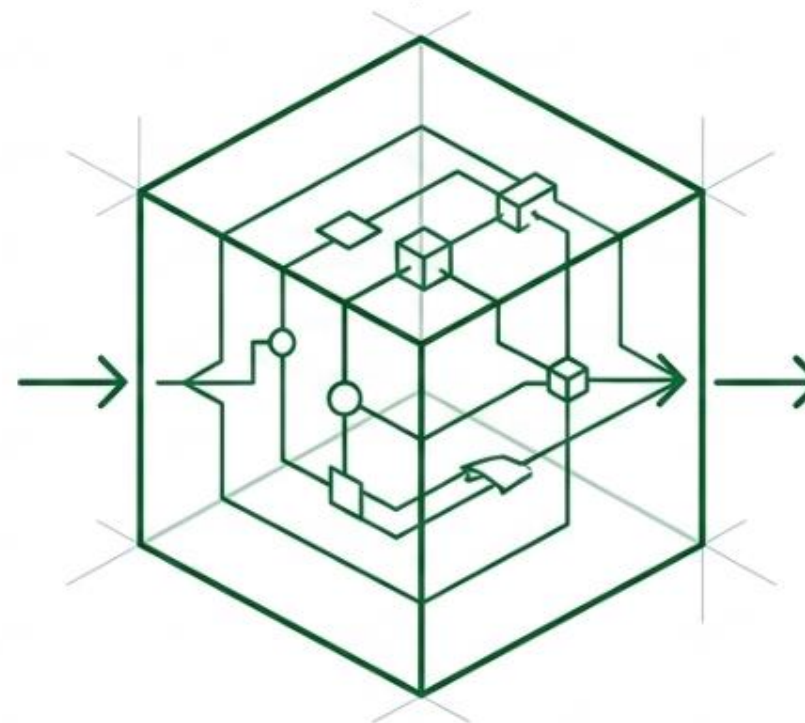
Anatomy of an Illusion

Vendor Algorithm
Unexplainable



If a tool cannot explain why it scored a bidder the way it did, you have weakened the oversight the law requires.

Documented Methodology
Compliant



Any scoring or risk-flagging tool needs a documented, approved methodology that your bid evaluation committee actually understands.

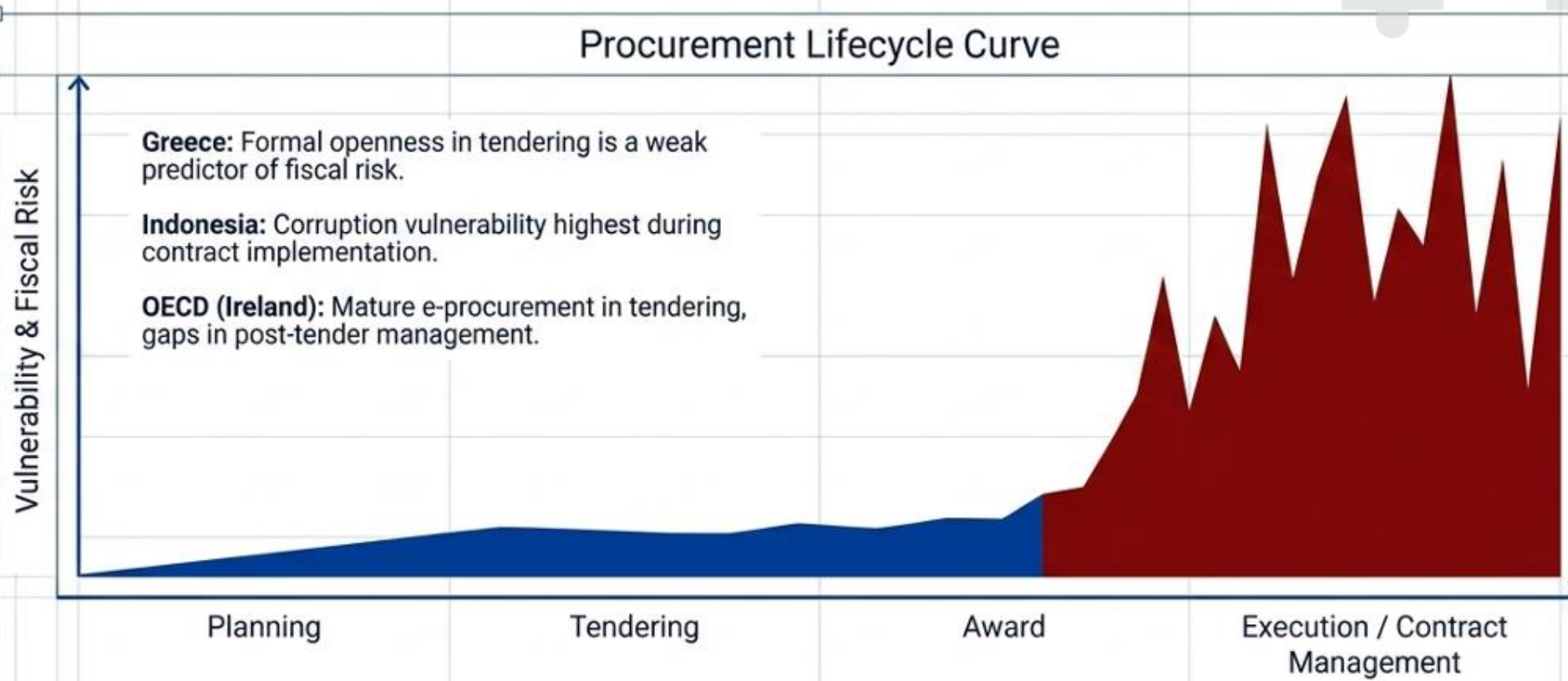
Reconstructing the Decision

The Audit Assumption: Audit functions under the PFMA, MFMA, and Public Audit Act all assume a procurement decision can be perfectly reconstructed after the fact.



The Digital Fix: The AG's recurring findings on irregular expenditure are rooted in missing documentation. Every material step needs a timestamped, attributable record that can be retrieved years later.

The Blind Spot: Post-Award Risk



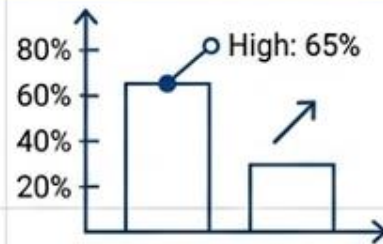
If your monitoring stops at the award, you are watching the wrong stage. Systems must link budgeting, award, contract, and payment to track actual delivery.

The Future of Oversight: Risk-Based Data

Supreme audit institutions are moving from blanket coverage to risk-based selection using simple, rule-based logic.

Risk-Indicator Dashboard

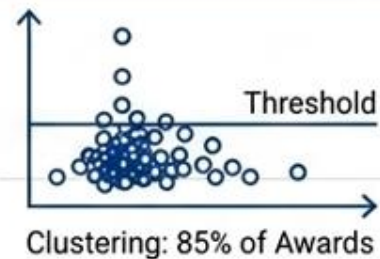
Single-Bid Award Rates



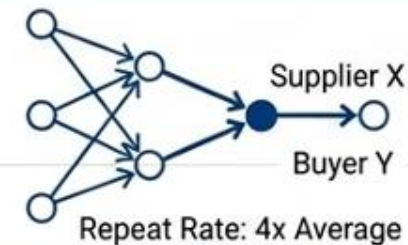
Proportion of Direct/Non-Open Awards



Contract Values Clustering
(Just below procurement thresholds)

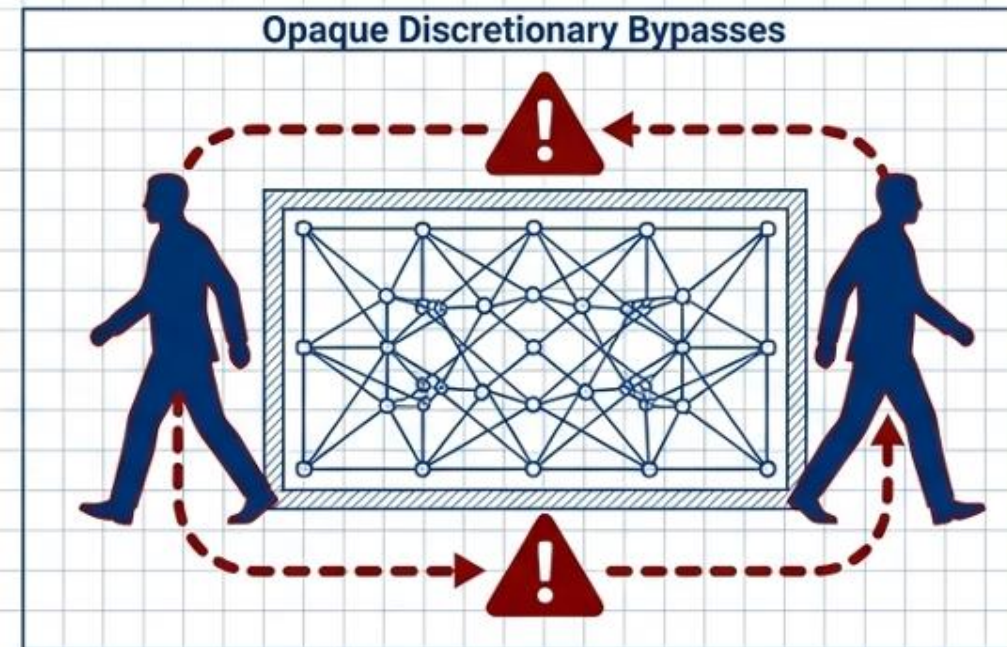
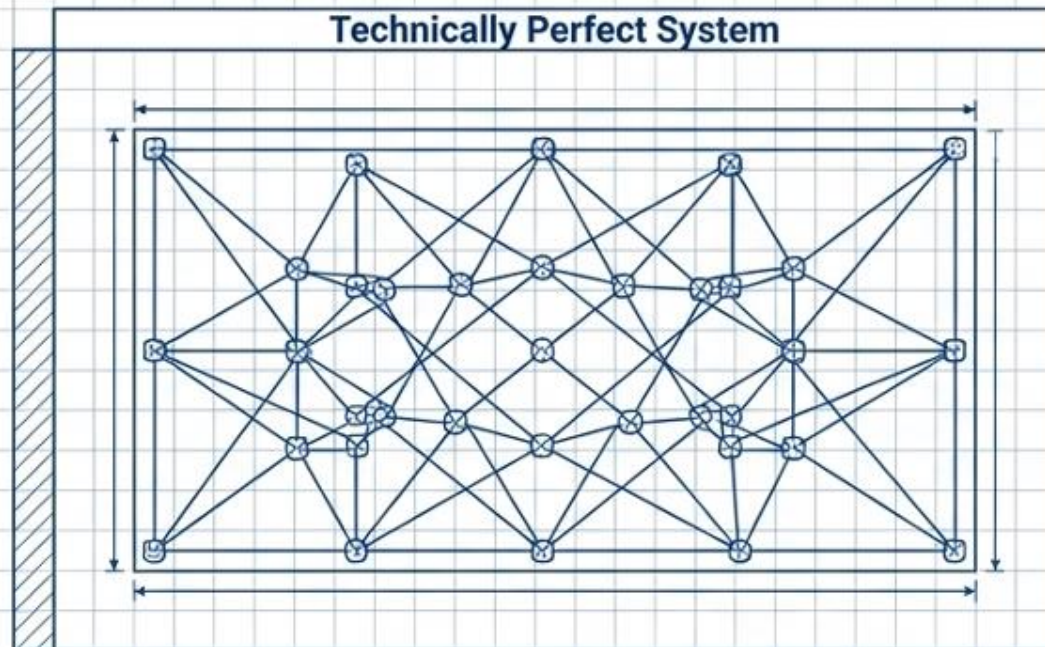


Repeated Wins
(Same supplier, same buyer)



You don't need AI. Look at the pattern rather than the individual transaction using data your CSD, eTender, and financial systems already hold.

Technology Cannot Replace Will



- **The Cautionary Evidence:** Even in highly digitized countries, opaque awarding persists in sectors like infrastructure.

- **The Reality:** Digitisation only closes the gaps that institutions choose to let it close.

- **The Core Truth:** A system can be technically excellent and still be worked around if there is no consequence for doing so. Digital tools support integrity; they do not replace political will.

Dashboards Do Not Replace Compliance

The Transparency Mandate: PAIA and PAJA give the public and losing bidders the right to records and reasons. Digitisation makes records retrievable—which also makes non-compliance easier to prove.

Comparison Matrix

The Digital Illusion

The Digital Dashboard

- Great for real-time visualization.
- Supports internal management.
- Does **NOT** fulfill statutory legal mandates.



The Statutory Reality

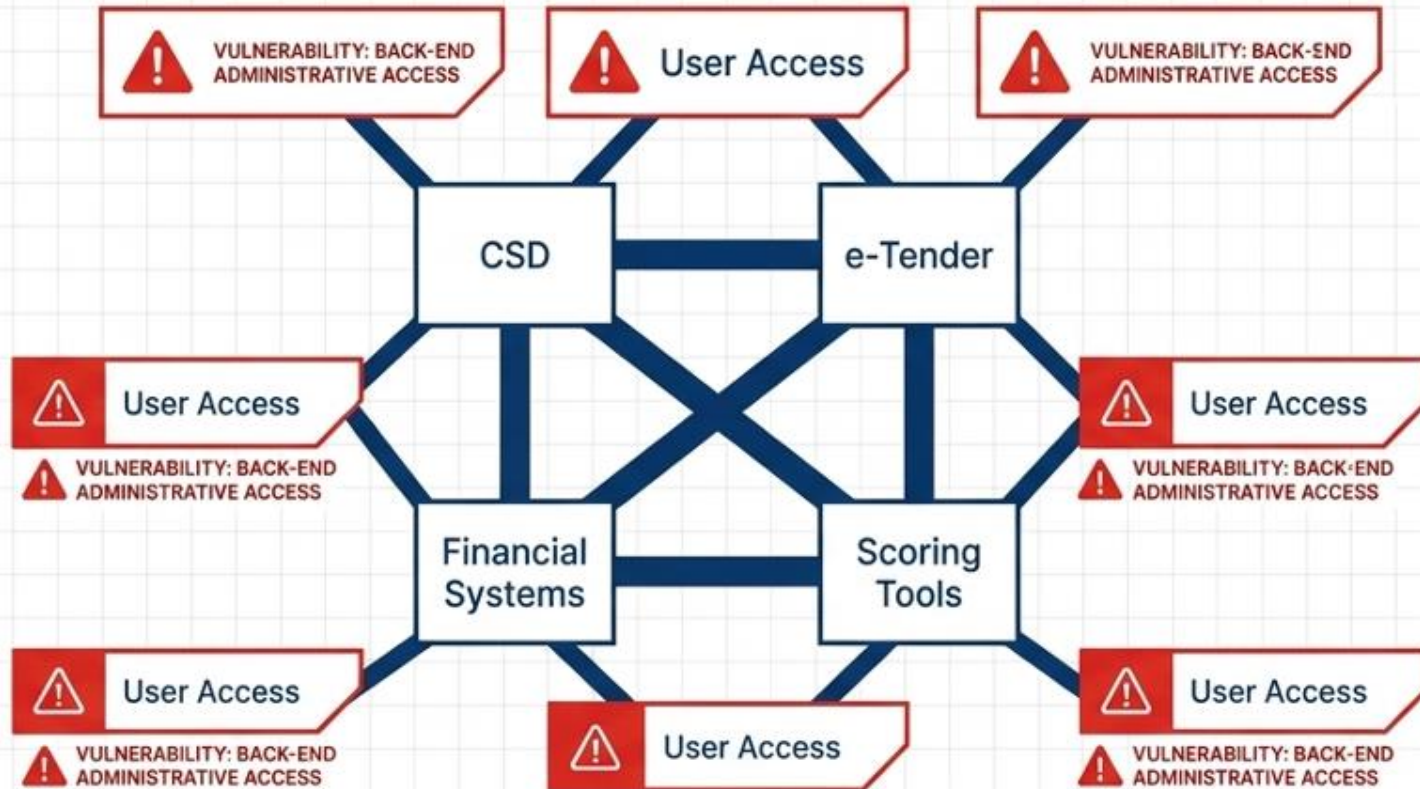
The Statutory Report (Sec 71 MFMA / PFMA)

- Legally due on a fixed, inflexible date.
- Mandates specific rigid data structures.
- Digital system must comprehensively articulate to reporting obligation.



Action: Build your reporting architecture now to meet the PPA's incoming mandatory electronic reporting to the Public Procurement Office. Intentionally leverage digitisation for BOTH internal management and statutory reporting.

The Risk of Information Asymmetry



New Governance Rules

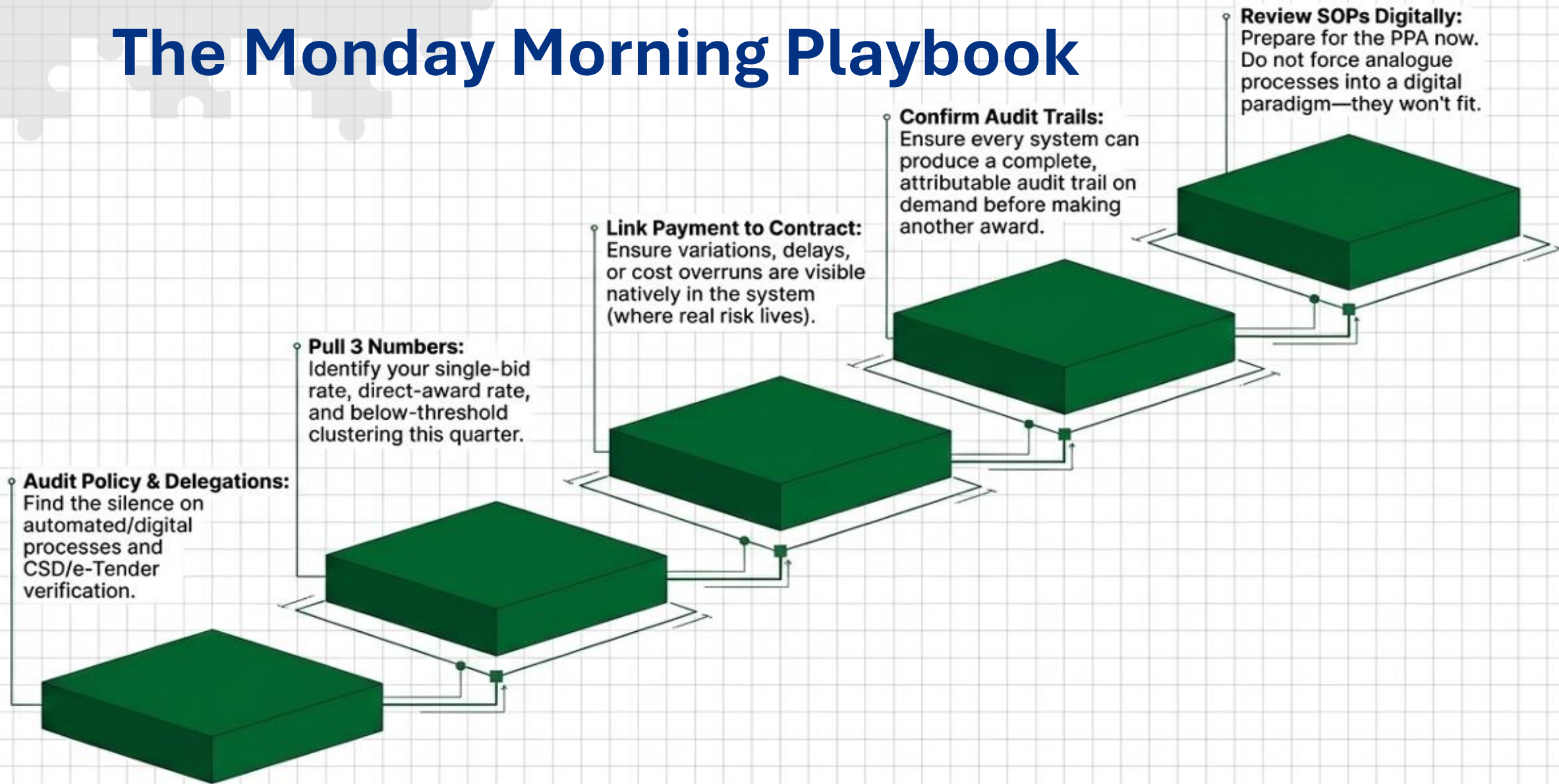
Treat your Technical Access List as a formal SCM governance document subject to strict audit scrutiny.

Never deploy AI-assisted evaluation tools without an explainable, minuted, human-approved decision trail.

Make debarment and integrity database checks a mandatory pre-award SOP now, before regulations force it.

The Complexity Threat: More integrated systems mean more points of failure, and more places where someone with technical access holds an information advantage over oversight bodies.

The Monday Morning Playbook



The Destination Remains the Same

Technology genuinely can strengthen monitoring and narrow the information gap. But it only does so if our governance, our understanding of the law, and human accountability keep pace with the tools we adopt.

The law has not changed the destination. Integrity, transparency, and value for money remain exactly where Section 217 of the Constitution put them. What is changing—and what we owe the public—is doing a far better job of proving we got there.



Thank you

2026