



CENTRE FOR e-INNOVATION

Provincial Government of the Western Cape

Ignition Strategy

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1 About the Centre for e-Innovation

1.1 Reason for existence

The Centre for e-Innovation in the Department of the Premier is responsible for the provision of ICT related services in the Provincial Government of the Western Cape.

The Centre was formed against a backdrop of the increasingly important role of information and communications technologies in:

- the transformation of business processes and organisational relationships within government departments so as to enable them to better deliver on their goals
- the ability of government to communicate with and deliver services to citizens in an efficient and customer-oriented manner
- the social and economic development of the region.

Collectively, these technology driven interventions can be drawn together under that banner of 'e-government'. The role of e-government is to contribute to the realization of the iKapa Elihlumayo growth and development strategy.

In doing so, the Centre for e-Innovation will need to work with the other provincial departments, and various partners and intermediaries including other spheres of government, as well as interface directly with the citizens and businesses of the Western Cape.

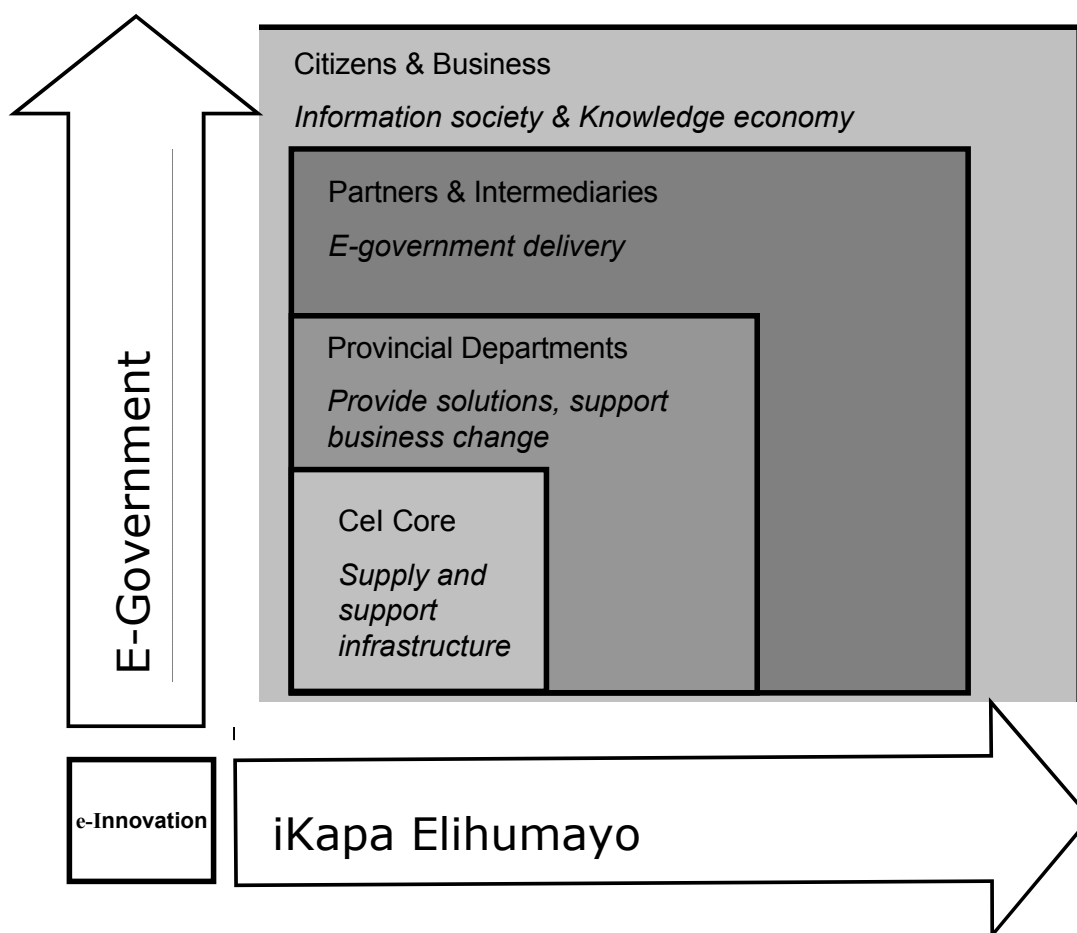
Its core role is to supply and support the ICT infrastructure upon which all other ICT-related activities depend.

Its principle customers are the other departments of the Provincial Government who deliver services to the citizens and businesses of the Western Cape.

In doing so it must also deal with various partners, intermediaries and other agencies – including other spheres of government.

Citizens and businesses may also interface directly with ICT systems provided by the Centre – for example, through Cape Gateway.

This can be diagrammatically represented as:



Previously, IT related service delivery was fragmented across the various departments of the Provincial Government. By bringing IT related services together, the intent is that IT related services can now be:

- delivered more efficiently by developing and adopting appropriate standards
- delivered more effectively by bringing resources to bear in a more team-based, project oriented manner
- provided in a way that provides leadership to the departments of the Provincial Government and to the communities that they serve in terms of bringing into being a thriving knowledge economy in the Western Cape
- provided in a way that supports the growth and competitiveness of the regional ICT industry.

1.2 Vision

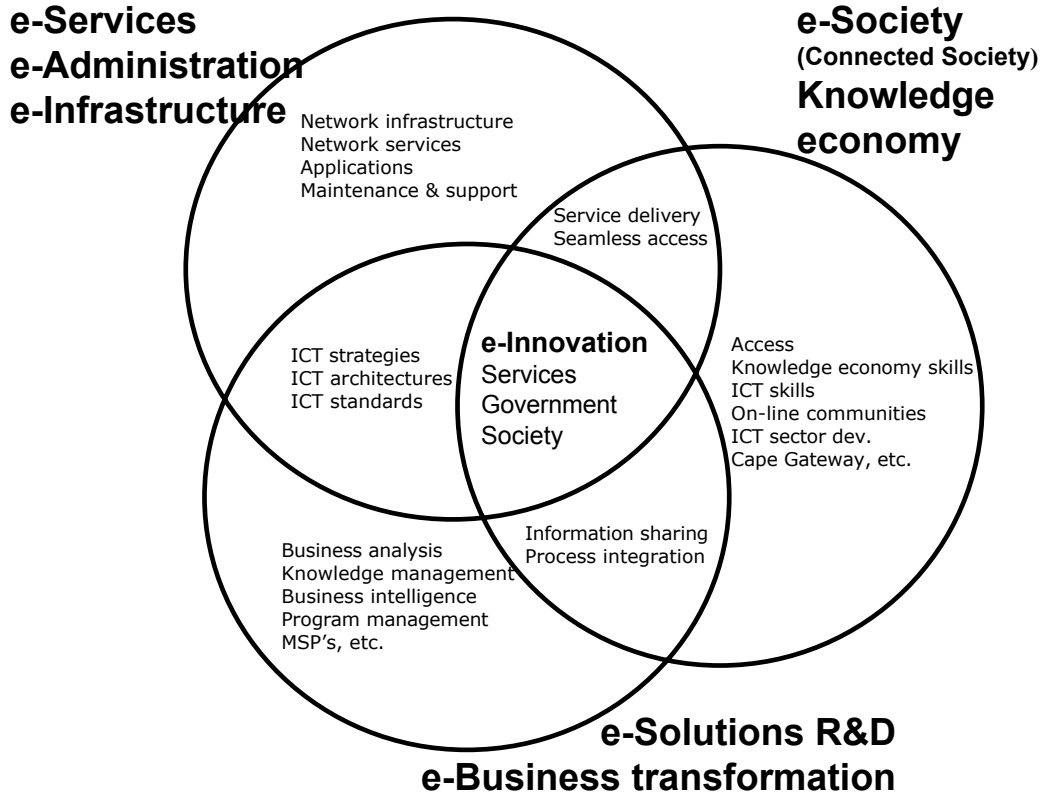
The vision of the Centre is for "the Provincial Government of the Western Cape to become a leading e-government to better serve our people in the new, knowledge-based economy".

The areas of focus of the Centre are thus:

- **e-Services:** digitally enabling the delivery of services to the community so as to provide seamless access to government.

- **e-Administration:** providing the applications and tools that enable the Provincial Government departments to manage their activities efficiently and effectively.
- **e-Infrastructure:** ensuring the provision of the necessary network infrastructure, network services, applications and support functions to the departments of the Provincial Government.
- **e-Society:** directly assisting the emergence of a competitive knowledge economy by providing Internet access, development of knowledge economy skills, support for the ICT industry, catalysing the formation of online communities, managing of government information portals, etc.
- **e-Solutions research & development:** establishing policies and standards, undertaking business analysis and business case development to motivate change initiatives, encouraging knowledge management and supporting business intelligence initiatives, project office and program management service, shepherding master systems plan development and implementation, etc.
- **e-Business transformation:** improving the efficiency of the Provincial Government and its agents, partners and other intermediaries through process reengineering, information sharing and system integration.

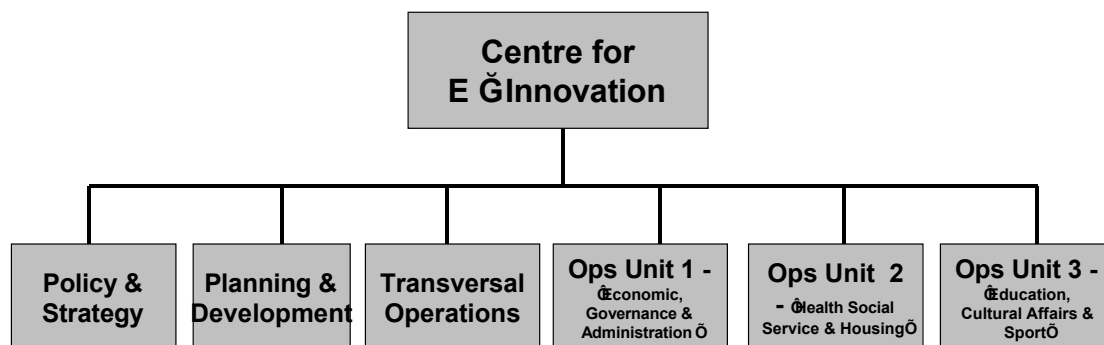
This can be diagrammatically represented as:



In order to make this a reality, the Centre has been structured into six functional divisions . These are:

1. Policy and Strategy
2. Planning & Development
3. Transversal Operations
4. Education Sports & Culture Operations
5. Health, Social Services & Poverty Alleviation, and Housing Operations
6. Governance and Administration Operations

These can be diagrammatically represented as:



2 Mission

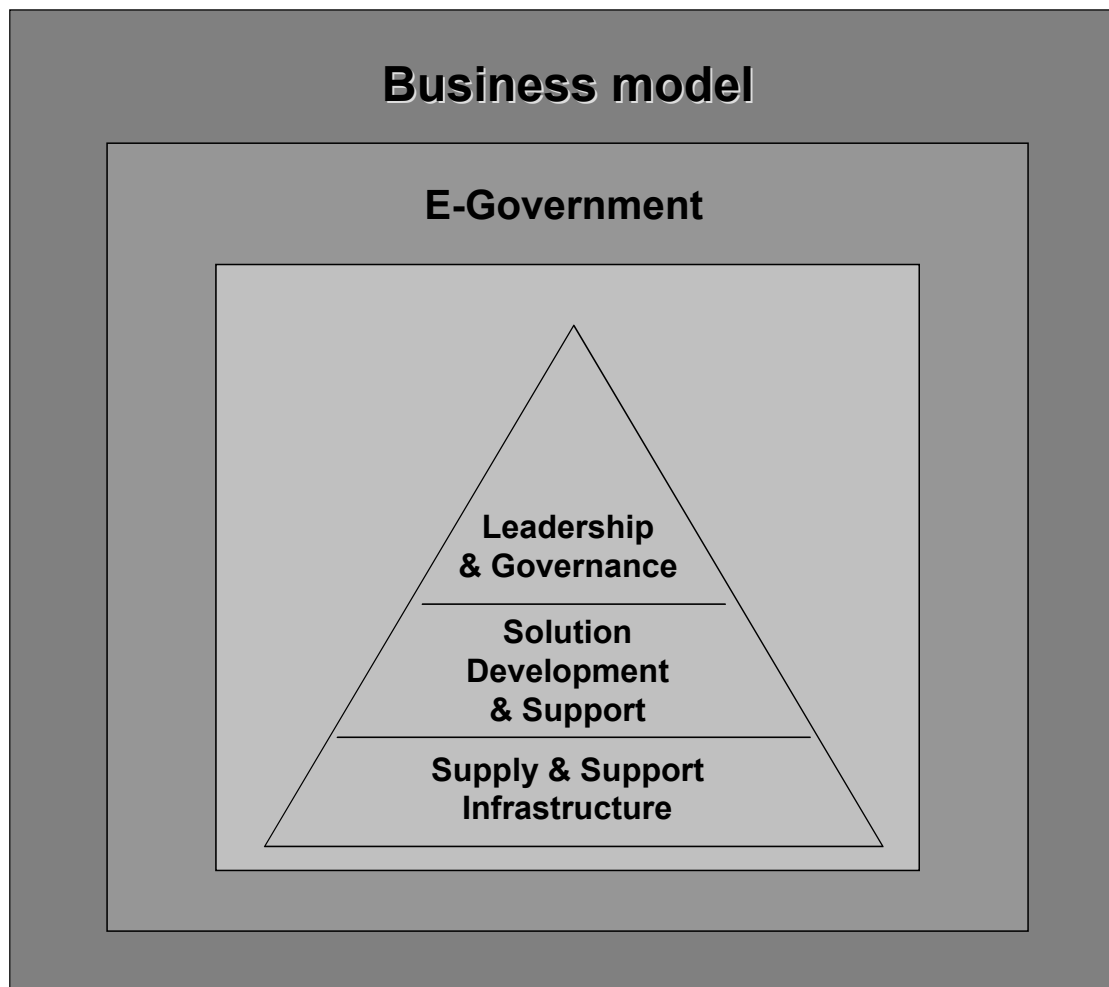
2.1 Overall mission

The overall purpose of the Centre for e-Innovation is to optimize government service delivery, public participation and governance, and to ensure that the basic building blocks required for the emergence of a competitive knowledge economy are provided, by transforming internal and external relations through the optimal utilization of appropriate information and communications technologies.

Its general functions are to provide:

1. Leadership & Governance: provide strategic direction to Provincial Top Management (PTM) and Cabinet, especially with regard to e-government and ICTs
2. Development & Support:
 - a. Render e-government and ICT specifications development and planning services
 - b. Manage the relationship with service providers
3. Supply & Support: Render operational management services to departments
4. Administer, maintain and support its own operations

These functions of the Centre can be visualized as:



2.2 Policy & Strategy Unit

The purpose of the Policy & Strategy Unit is to provide strategic direction to the PTM and Cabinet, especially with regard to e-government and ICTs

Its functions are to:

1. Undertake the necessary research and development to ensure e-government, including – where appropriate – an understanding of the possible role of appropriate new technologies
2. Develop appropriate e-government and ICT strategy frameworks
3. Develop appropriate e-government and ICT policies and standards. These standards to be extended to include architectures where appropriate
4. Actively participate in all international and national e-government or ICT policy making that has an effect on the Province (both as a Provincial Government as on the economy of the Province)
5. Ensure that appropriate e-government and ICT skills, capacity and capability exists at all levels within the Provincial Government
6. Manage suppliers to the Centre (and hence to the Provincial Government)

7. Undertake risk management assessments and act thereon
8. Undertake monitoring of the overall impact of e-government and ICT projects

Task teams to undertake the specific development of necessary policies, strategies and standards may be drawn from the staff of the other Units

2.3 Planning & Development Unit

The purpose of the Planning & Development Unit is to render e-government and ICT planning and development services

Its functions are to:

1. House the Centre's Project Office which will supply and manage all of the necessary resources for ICT e-government projects
2. Develop and maintain the provincial and departmental Master Systems Plans (MSPs)
3. Design and plan solutions, systems and infrastructure in line with policies, strategies and standards defined by the Policy & Strategy Unit
4. Develop appropriate business cases to explore or justify proposed projects
5. Develop appropriate and sufficiently detailed specifications, including - but not limited to - business requirements, user requirements, user interface design, technical platforms, development and implementation plans, maintenance and support requirements, etc.
6. Implement new services - either on a transversal basis for the benefit of two or more departments, or specifically to meet the business needs of individual departments
7. Undertake necessary special projects of a planning or developmental nature
8. Management of the relationship with SITA (the State IT Agency) and other suppliers for the purposes of planning and developing services
9. Undertake performance assessment and monitoring of the specific impact of each e-government or ICT project

Task teams to undertake the specific development of necessary policies, strategies, standards and plans may be drawn from the staff of the other Units.

2.4 Transversal Operations Unit

The purpose of the Transversal Operations Unit is to render those operational services that are common to more than one department.

Its function is to manage, maintain and support those services and applications provided to two or more departments in common. This includes the transversal e-government/ ICT operational plan.

In doing so, it will necessarily be involved with planning and development activities relevant to transversal operations.

Transversal Operations is responsible for delivering the most widely used ICT services in the Provincial Government, such as e-mail and Groupwise.

2.5 The three departmental group-specific Operations Units

The purpose of the departmental operations units is to render those operational services that are unique to individual departments.

Its functions are to:

1. Manage, maintain and support those services and applications provided uniquely to individual departments
2. Develop and maintain individual departmental e-government/ ICT operational plans
3. Promote effective management and use of information as a strategic resource, and information and communications technologies as a critical enabler of efficient and effective service delivery

In doing so, it will be involved with planning and development activities relevant to individual departments.

The departmental group specific operations units are of critical importance, as they effectively own the relationship between the Centre for e-Innovation and the other Provincial Government departments.

3 Strategic direction

The strategic direction and priorities of the Centre for e-Innovation are determined by the iKapa Elihumayo Growth & Development Strategy of the Provincial Government of the Western Cape.

In terms of this growth and development strategy, the Centre for e-Innovation will focus its energy and activities on:

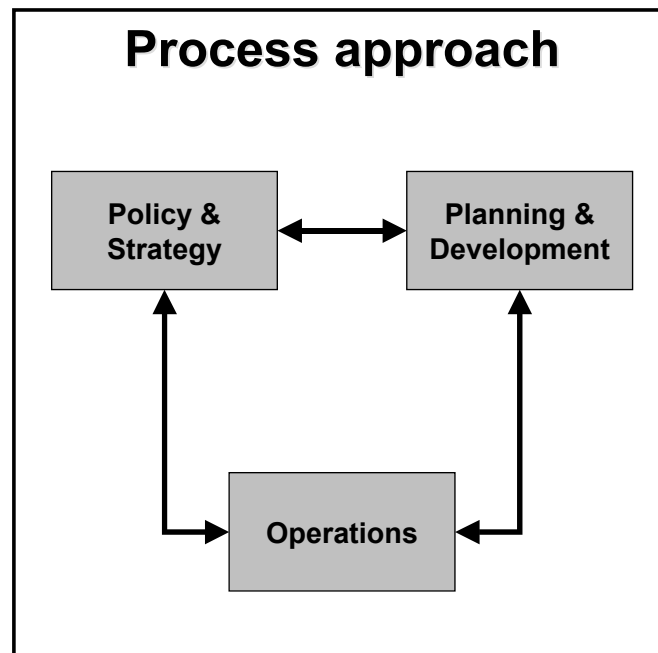
- Supporting the creation of a Spatial Development Framework
- Enabling improved co-ordination and communication both within the organisation and between the organisation and other spheres of government especially within the Province
- Building human capital by making access to ICTs available to the economically disadvantaged segments of the community and through training and procurement policies
- Creating a Province-wide digital broadband network for the use of Provincial Government departments and agencies, district councils and municipalities, as a key infrastructure investment

The area of excellence identified as being key to the success of the Centre for e-Innovation is championing the benefits and concept of e-government within the organisation so as to bring about a 'change of mindset' involving renewed focus on citizen-oriented service delivery. This is primarily a responsibility of the Strategy & Policy unit, but is also a necessary undertaking of the other units within the Centre. The other functions (Planning & Development and Operations) are by no means less important, but are rather considered necessary basics without which ICTs cannot deliver value to the organisation. But with these in place the Centre will be in a position to take the required leadership role in the transformation of the Provincial Government.

4 Modus Operandi

4.1 Process model

The way in which the Centre for e-Innovation has conceptualized its role and has consequently designed its organisational structure is in terms of the following process approach:



Operations constitute the basic level of service delivery that ensures ICT capability being available to the various departments of the Provincial Government.

The needs of the departments are reflected in the policies and strategies that set the appropriate standards according to which infrastructure, solutions and services are planned and developed.

New solutions and services (or improvements to existing) are brought into being by a planning and development process what takes both architectural standards and operational needs into account.

4.2 e-Government policy framework

E-government is basically concerned with how government uses technology to enhance the access to and delivery of service to citizens. But e-government also has a developmental perspective, that is, putting digital technologies at the service of economic growth and social development.

The use of ICTs by government must therefore be applied within the context of: a citizen orientation towards access to services, and service delivery itself. Related concerns therefore include:

- Providing various digitally enabled channels of access to government information and services
- Enabling government to become more transparent and allowing citizens to participate more fully (e-democracy)
- Ensuring that there are individuals with the necessary skills to build and support the information society
- Supporting the growth of a viable and competitive local ICT industry

- Ensuring that all citizens have the necessary skills to participate in and benefit from the knowledge economy

The activities of the Centre for e-Innovation must therefore have:

- A citizen orientation
- An integrated approach
- A developmental perspective
- A delivery oriented mindset

4.3 ICT policy framework

The Centre for e-Innovation will use the following framework to guide its detailed implementation plans:

Data sharing strategy: defined data sharing policy, including what information should be available by who, how this should be managed and maintained, and how security will be provided.

Employee access strategy: defined policy as to who requires specified levels of access to technology, connectivity and electronically enabled processes for both information capture and manipulation.

Public access strategy: defined policy as to what information and transactional capabilities should be available to the public and through what channels.

Architecture strategy: consisting of defined technology infrastructure and delivery vehicles to deliver required applications and business capabilities.

Procurement strategy: defined policy to facilitate the relationship between the Centre, other departments, and suppliers consistent with the architecture strategy, and so as to support the local ICT industry.

Organisational strategy: organisational design and HR policies to ensure that the objectives and policies of the Centre can be realised.

4.4 Collaboration with other departments

The Centre recognizes that much of its success will depend on working with and through the other departments of the Provincial Government that deliver services and infrastructure to the residents of the Western Cape. The Centre must adopt the complementary roles of:

Service provider: ensure that the ICT related needs of each department are met.

Partner: work closely with each department to ensure that the benefits of e-government are reflected in the lives of citizens and the growth and direction of the economy; whilst ensuring that the technologies and solutions used make optimal use of organisational resources (avoiding duplication and unnecessary parallel development) and contribute to the broader developmental goals of the Province.

Advisor: actively advise departments as to the appropriate uses of ICTs, so as to ensure that departmental specific goals are met together with alignment and synergy between departments, so that processes and projects are performed effectively and at optimal cost.

Evangelist: proactively understanding the unrecognized and future needs of each department, so as to be able to present and recommend technologies and solutions that will enable them to better deliver on their own goals and further the broader e-government and developmental goals of the Provincial Government.

Policeman: ensure that technology standards and architecture policy are adhered to.

In adopting these roles, the importance of collaboration with the Department of Finance is specifically recognized, as it will be in a similar position to direct ICT spending along specific paths.

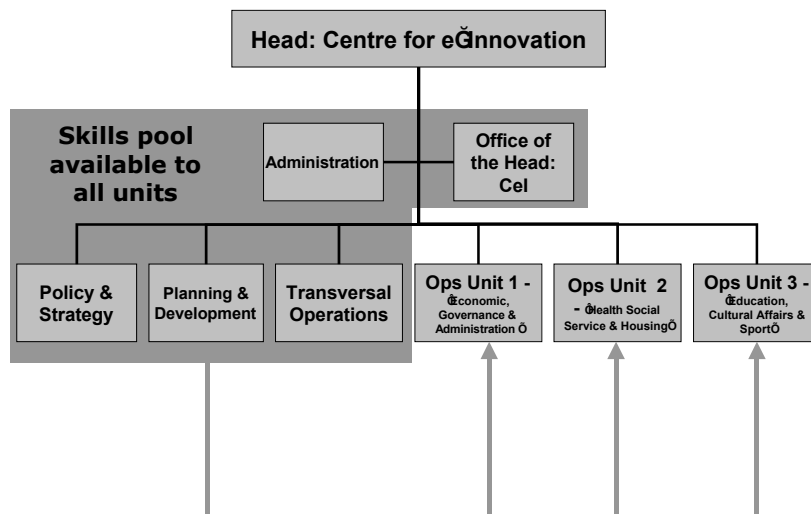
4.5 Flexible structure

The structure of the Centre for e-Innovations is deliberately flexible so that individuals employed by it or contracted to it can be deployed in different roles depending on their skills and experience and specific requirements. For example, an individual responsible for aspects of transversal operations may also be involved in the planning and development of new applications or services, or may be co-opted to undertake certain areas of research for the Strategy & Policy Unit. The teams responsible for such projects may include individuals from outside of the Centre for e-Innovation.

As such, the structure of the Centre is intended to:

- Be sufficiently flexible to support the changing needs and activities (functions) of the Centre
- Be project based – only operations will be ongoing
- Team oriented – teams will be responsible for different aspects of operations or for projects; individuals may be a member of more than one team at any given time.

This approach is illustrated by the following diagram:



This approach is considered to allow for both a sufficient level of central control to ensure adherence to standards so as to achieve scale benefits and organisational alignment, whilst also providing for decentralised ownership of each internal client at the departmental level.

5 Key Priorities and Objectives

5.1 Key Priorities

The key priorities that will guide the Centre for e-Innovation are:

e-Government thought leadership: the Centre must participate in policy making at all levels of government as well as internationally so as to promote the interests of the Western Cape. Important activities will include lobbying of national government to influence economic and regulatory policy; and – for example - persuading local districts and municipalities to make use of a common infrastructure. Others include motivating and supporting innovation in support of other priorities.

IT leadership & governance: the Provincial ICT and e-Innovation strategy will be driven by the CIO, and disseminated and enforced through the Government ICT Council. The provincial ICT and e-Innovation strategy should be included in the provincial development strategy.

Policies & standards: common architectures, software and equipment standards will be developed and enforced to ensure optimal use of resources and effective communication and collaboration across departments.

Internal skills development: the acquisition of a range of ICT related skills by the Centre through both recruitment, training and re-skilling.

Department productivity: the Provincial Government as a whole must become more effective and efficient, less bureaucratic, more customer (citizen) oriented and increasingly capable of delivering infrastructure and services more cheaply. The Centre must proactively drive change in this regard.

Base level supply and support of ICT infrastructure and systems: the creation of a world-class organisation supporting a robust, efficient infrastructure for the use of both provincial departments and (potentially) districts and municipalities.

Provincial development: the activities of the Centre – in conjunction with the provincial departments, and in collaboration with the other spheres of government - should promote the growth and development of the knowledge economy, and strengthening of the ICT industry in the Western Cape.

5.2 Key Objective

In pursuing these priorities, the following common threads have been identified:

1. The eventual creation of a province-wide digital broadband network for the use of Provincial Government departments and agencies, district councils and municipalities, so as to provide the platform for the enablement of the other e-government strategies.
2. The wide application of geographic information systems (GIS), as part of a broader MIS/BI strategy, as a common framework for information collection and assessment. Specifically supports the Spatial Development Framework and the Strategic Infrastructure Investment developmental priorities of iKapa Elihlumayo.

3. The encouragement of data sharing between citizen facing departments so as to enable the creation of a 'single aggregated view' of the citizens and businesses of the Western Cape.

These are all transversal projects that can only be undertaken by the Centre for e-Innovation; no single other department is in a position to do this.

6 Action plan

6.1 Critical issues

During the course of defining this strategy, the following critical issues were identified. These issues are not of strategic importance, but critically must be resolved as they currently stand in the way of placing full attention on the others:

1. Finalise the organogram in with the organisational structure to ensure that the Centre will be able to fulfill the role envisioned by this strategy.
2. Identify and recruit the staff still needed by the Centre to provide the necessary resources.
3. Ensure that the staff of the Centre can quickly be appropriately physically accommodated with suitable office space.
4. Ensuring that this strategy is quickly driven down to the level of programs and plans so that an appropriate budget to implement can be motivated.
5. Promotion of this strategy to the existing and new staff of the Centre. Most of all, in doing so there is a need to excite and motivate all staff to understand the critical transformative role of the Centre and the responsibility of each individual to 'make it happen'.
6. Promoting the relevant parts of this strategy to the rest of the organisation. It is particularly important that the Premier is fully briefed so that he can continue to support the establishment and work of the Centre for e-innovation.
7. Ensuring that the help desk function fully meets the needs and expectations of the various users across the departments.
8. Develop a specific strategy for managing and enhancing the Centre's relationship with SITA (State IT Agency).
9. Formulate a more rigorous approach to Centre staff training and development.

6.2 Short term priorities

In order to get the Centre up and running, the following short-term priorities have been identified and prioritised:

Priority	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr
Resource allocation	X	X	X						
Data sharing strategy	X	X	X	X					
Enterprise Architecture	X	X	X	X					
Procurement strategy	X	X	X	X					
Procurement process/ Budget centralization				X	X	X	X	X	
Project office/ Project board set-up		X	X	X					
Project filtration process				X	X	X	X	X	X
New project development						X	X	X	X

6.3 Way forward

As the CeI begins to fill posts and positions in line with its organogram, the need for definitive action becomes more crucial. The following steps point the likely way forward:

Consolidation Phase

- Development of the Employee Access Strategy, Data Sharing Strategy, Enterprise Architecture Strategy and the Procurement Strategy. These should become policy, mandatory across the Provincial Government. In the absence of a Strategy and Policy head, the CIO should drive these. Each of these strategies exists to some extent in the organization, but need to be consolidated and formalised. In each case a draft strategy should be developed, circulated for input and interaction and then confirmed.
- Develop the central approval and filtration criteria of all ICT related projects and procurement. Part of this will entail setting up a Project Board to review all new projects and procurement, to ensure that these comply with the confirmed strategies and enterprise architecture (above). The centralization of processes is meant to prevent duplication, keep a record of projects and ensure compliance with the above strategies, complementarity with the Ikapa Elihlomayo goals, as well as with underpinning the e-government goals of the Province.

It is anticipated that this phase can take 6 to 12 months

Change management phase

- Development of a migration strategy for existing projects and those requiring upgrade, to the new standards and technologies. The major benefit of standardization is cost and resource savings. Where it is justified, migration to the new standards should be adopted.

- Review employee access, public access strategies and change as required.
- Review Management strategy: outsourcing vs. insourcing vs. co-sourcing and service delivery models

Innovation Phase

- Encourage and develop innovative projects and/or innovative approaches to existing projects.

Appendix 1: Background to this strategy

This strategy has evolved from that originally developed by the Branch: Knowledge Economy & E-Government, which was established in 2001 to advance the issues raised in the Provincial Government White Paper 'Preparing the Western Cape for the Knowledge Economy of the 21st Century'. The flagship project of this Branch was the establishment of the Cape Gateway (www.capegateway.gov.za).

The subsequent formation of the Centre for e-Innovation brought about the consolidation of the Branch: Knowledge Economy & E-Government and the diverse ICT services of the various departments of the Provincial Government. The various standards and strategies of these ICT departments have informed this strategy.

As a precursor to this strategy being formulated, a background briefing paper, 'ICT, E-Government and Economic Development' was prepared and circulated.

This paper and the issues that it raises, together with the tentative plans and activities of the newly formed units, was discussed at a two-day workshop at the end of July 2004.

This document is the record and outcome of those deliberations.

Appendix 2: IKapa Elihlumayo – a framework for the development of the Western Cape Province¹

Vision: A world class province which cares for all its people, underpinned by a vibrant, growing and sustainable economy

Mission: To work effectively with all stakeholders to serve the people of the Western Cape, through:

- Building social capital
- Building human capital
- Enhanced economic participation and growth

Developmental Priorities:

1. Building Human Capital with an emphasis on youth
2. Building Social Capital with an emphasis on youth

¹ Reference: Provincial Government of the Western Cape 'iKapa elihlumayo: A Framework for the Development of the Western Cape Province', available from <http://www.capegateway.gov.za> (accessed June 3, 2004)

3. Strategic Infrastructure Investment
4. Micro-Economic strategy
5. Spatial Development Framework
6. Co-ordination and Communication
7. Improving Financial Governance
8. Provincialisation of Municipal rendered services

... through cooperative governance and integrated governance, to deliver the following outcome goals:

- Increasing economic growth
- Increasing employment and economic participation
- Reducing geographic and socio-economic inequality
- Providing a sustainable social

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