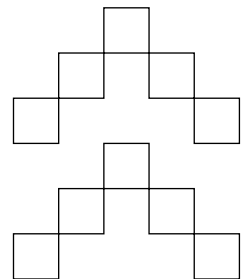


# Cape Online Symposium

S U M M A R Y P U B L I C A T I O N

14 + 15 August 2001  
Josephine's Mill  
Cape Town



## **Cape Online Symposium**

*August 14 – 15, 2001*

Josephine's Mill, Cape Town

### **Summary Publication**

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**Introduction**

The Provincial Administration of the Western Cape held a two-day symposium on August 14 – 15, 2001 to discuss the planning of the Cape Online programme. This event preceded the creation of the Cape Online Forum, which is intended to be used as a platform for e-government collaboration between national, provincial and local government as well as parastatals and non-government organisations.

Representatives from a wide range of e-government stakeholders were invited to attend this open event, the full list of who is included as an appendix to this document. Motivating the effort to pull the symposium together was the belief that it could help to create efficiencies in the participating organisations by coordinating future initiatives among these participants in a way that will positively impact on the future growth of the regional economy.

The symposium was conducted in a manner designed to encourage dialogue and build toward consensus. The first day was an information-sharing day, with many of the participants giving presentations about their e-government activities and future plans in order to ascertain the current state of e-government in the province. The second day was a series of panels designed to focus on the key issues identified in the course of the first day in the areas of marketing, change management and content.

A concluding panel distilled the two-day symposium into a specific list of prioritised needs, and with the consensus of the participants selected a group of individuals with the mandate to begin the process of formalising the Cape Online Forum.

## Purpose of Document

This document has been developed for two primary purposes:

1. As a record of the symposium, summarizing the proceedings and presentations of the participants
2. As a reference on e-government for stakeholders in the province

Please note that this document is intended as a summary of the proceedings, and is not a verbatim record or transcript. While every effort has been made to accurately reflect the remarks and materials presented at the Symposium, readers are encouraged to contact directly any person to whom a comment is attributed for clarification or further details. For this purpose, the contact details of all speakers are provided in the appendix to this document.

## Executive Summary

The Cape Online Symposium, sponsored by the PAWC and held over two days in August 2001, brought together a wide spectrum of public sector stakeholders active and potentially active in e-government in the Western Cape province. The format of the symposium was open and inclusive by design.

Beginning with an overview of current Provincial Administration initiatives, the idea for creating a Forum of stakeholders to coordinate public sector e-government activities at some level – from simple information sharing to full joint project implementation – was then put to the attendees for consideration over the remainder of the symposium.

Following two days of further presentations and open discussion among attendees, it was agreed by consensus to create a Cape Online Forum. In addition, members of an interim coordinating committee were nominated and selected by attendees to carry forward a list of tasks ('shopping list') agreed to by the symposium participants. These included the following:

- Report back to participants with notes and presentations from the Cape Online Symposium
- Organise and hold a meeting of the elected coordinating committee
- Report back to participants on work done to the shopping list by October
- Establish an e-mailing list among symposium participants

## Day One

Welcome

Dr. Harold Wesso

Welcome to all. The focus of this symposium is on e-government and e-governance within the Western Cape. This must be an inclusive undertaking, involving all levels of government, including national, provincial and local governments, as well as parastatals, NGOs and other public sector stakeholders. It is important to begin by defining what we mean by e-government. Most simply, e-government is the online delivery of government information and services. It further involves the interaction of citizens and businesses with the government, and also how the government organises itself to utilise online technologies. The goal in adopting e-government is to more quickly achieve the goals of government generally, particularly to build a stronger economy and increase productivity among others. How government makes this transition is important. All efforts in e-government must be careful to commit resources so that performance can be measurably improved. This is best undertaken with a sharing of innovative ideas in the spirit of partnership building. The question now put to this symposium to address through information sharing, dialogue and consensus building during these two days is specifically how we should take this initiative forward.

Message from the Head of the Department

Carel Du Preez

One of major objectives of provincial government is to provide user-friendly and excellent services to the people. E-government is an important means to achieving this goal, and much valuable work has already been done in the planning of e-government in the

province. The Cape Gateway white paper is one important example, and is a document that will not be gathering dust; the planning and analysis effort we put into it will come to fruition. However, plans stemming from the white paper cannot be developed and implemented in isolation, they have to be part of a coordinated effort.

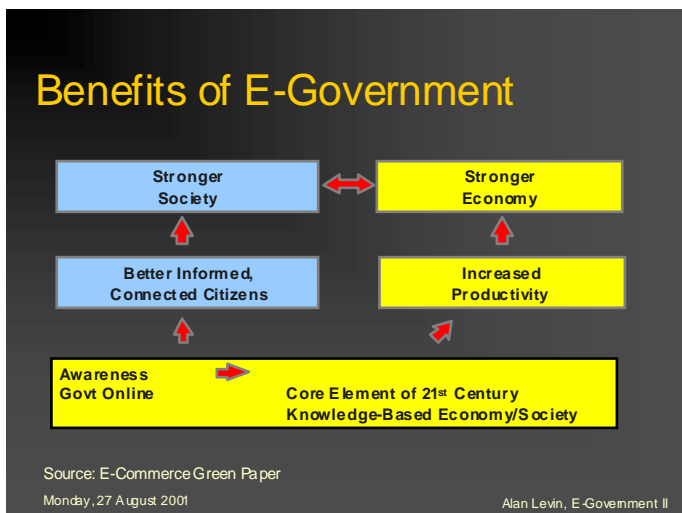
The role of the provincial government in this effort should be understood as a kind of cement that keeps the overall e-government implementation together. One element that will be helpful in fulfilling this role is the creation of an information gateway that encompasses broader Western Cape initiatives, and it is in this capacity in particular that the planning of the Cape Online programme is needed. But this planning cannot be done in isolation or simply by the provincial government, rather, stakeholder involvement is needed to stimulate participation. Such stakeholders in e-government include national and provincial members, among others, working for the benefit of citizens and businesses. Our goal from the symposium and other e-government related initiatives is to stimulate creativity. We don't want to control organisations but rather to share innovations and to encourage stakeholders to participate, collaborate and commit to implementing e-government strategies and plans. We have no specific defined expectations for these two days, but trust in the inclusive and collaborative process of the symposium.

Cape Online

Alan Levin

The introduction of e-government is a component of the provincial administration's goal to build a stronger economy, which is intimately interconnected with the goal of building a stronger society.

A great deal of preparation has been undertaken at the national and provincial levels, including the development of the Knowledge Economy White Paper, the E-Commerce Green Paper, and the Digital Future IT Policy Framework among others. The province and the nation are motivated to incorporate the advantages of e-government as well, as part of their respective efforts to adapt to globalisation and to build out and take advantage of our national ICT infrastructure.

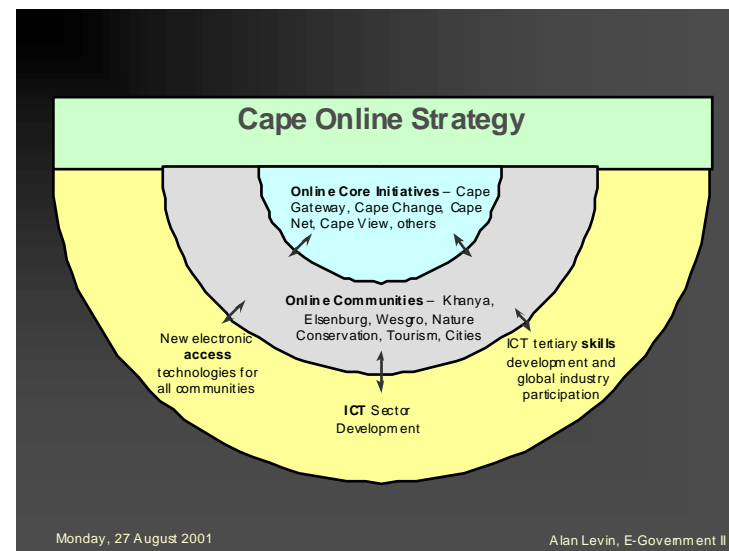


We have many opportunities in the public sector to take advantage of e-government to help build a stronger economy and society in the Western Cape. We are providing business applications. We are optimising services. We have a very active public network and a huge private ICT stakeholder group proactively involved. We are exploring ideas to provide an innovative environment to enhance

quality of life, to increase internal efficiencies. And each of these undertakings is very customer focused.

The Cape Online Strategy is comprised of a set of core online initiatives. These are currently underway in the Western Cape, and include Cape Gateway, Cape Change, Cape View, Cape Net and others. Each of these is taking place within a broader context of change, including

- The degree to which business and citizens have access to pertinent new technologies
- The health and growth of the ICT industry in the private sector
- The development of critical ICT skills among workers.



As public sector stakeholders all operating in this same environment of change, we all can benefit from working together by creating a Cape Online Forum.

Each of these core initiatives will be discussed in turn.

*Cape Gateway* will be discussed in greater detail in the next presentation but, briefly put, it is the flagship of the Cape Online programme, resident physically in offices in Long Street. It is offering information now and is developing e-government products to be delivered online in an iterative production cycle.

*Cape Change* is focused on change management within government. E-government is about much more than technology, and it is by helping inform, educate and empower departments and individuals regarding best practices and customer-focused service delivery that much of the benefit of e-government can be realised. Cape Change has developed guidelines for managers on the use of ICT, and will be developing additional tools and providing services to facilitate organisational transformation including guidelines for users, executive coaching, workflow analysis and business process renewal (BPR) services, workshops and training, updated job descriptions, and others.

*Cape View* is focused on understanding the wants and needs of e-government users while also helping develop user-centred Web sites, interfaces and online experiences that are offered in the Western Cape. The areas covered through this part of the initiative include market research and analysis, user profiling, content mapping, information architecture, user interface design, and user testing. The goal is to understand and employ best practices for user-centred implementation of e-government.

*Cape Net* is focused on the underlying ICT infrastructure and looking for ways to improve efficiency, reduce costs, and leverage

the collective buying power of the public sector. This infrastructure is crucial for long-term development. In addition, by encouraging collaboration, Cape Net can contribute to skills and knowledge development, and ultimately provide a mechanism for expanding the “smart city” concept in the future.

*Cape Procure* is focused on the development of e-commerce procurement, developing knowledge, skills and technologies to achieve this goal. Many improvements can be made without implementing full transactional e-commerce procurement, and making these improvements put in place the building blocks for full e-procurement in the future. The stages of development are 1.) Information, 2.) Service Delivery, 3.) Transactions. Cape Procure is focusing on these stages in their proper sequence, but is simultaneously tracking the development of key B2B e-commerce standards that will eventually, along with technology implementations that follow these standards, enable e-procurement within the Western Cape.

Online communities involve all of us at each level of government, as well as cutting across government, parastatals and NGOs. These online communities are represented by many of the parastatals and NGOs participating in the symposium, and their input, along with others who may not be in attendance, will be crucial to achieving the maximum efficiency and benefits from e-government. By linking efforts in this way, we can reduce duplications whilst we facilitate change.

We have identified three primary areas that can benefit significantly from a collaborative effort:

1. *Cape Access* targets access to the Internet and other important ICTs. It is considering the aspects of access such as physical locations, information infrastructure, Internet availability, Internet affordability, hardware and software availability, training and usability, and service and support for users. Access to ICT is a critical component of e-government, and while Cape Online will not take on responsibility for providing access directly, it does intend to be an important stakeholder and facilitator in the effort to improve access for all e-government customers.
2. *Cape ICT* targets the development and collaboration of skills and businesses in the ICT industry in the Western Cape. It is considering aspects of ICT development such as fostering collaboration and knowledge networks, encouraging indigenous investment that creates employment and skills development, encouraging outreach and skills development, facilitating ICT niche markets, fostering entrepreneurship, and investment promotion and marketing. With over 700 ICT companies in the Western Cape we are exporting our skills globally. This should be recognised, built upon and marketed to create a business climate and technology skills capability that can support and enhance e-government.
3. *Cape Skills* targets the retention and development of ICT skills among residents of the Western Cape. It is considering aspects of skills retention and development such as how to cope with the global demand for good ICT skills, reversing the brain drain of over 400 ICT professionals per month, developing a retention

strategy, countering private sector conservatism about valuing ICT skills, recognising the need for global interaction and skills development for best practice. In short, we are losing our skilled people. We need to curb it.

Overall, we are in creative and development mode for Cape Online. We want to encourage interaction and dialogue, and to work collaboratively. With every step there must be testing, and in each area we are pursuing short projects with realistic goals in order to make meaningful progress in a rapidly changing environment.

As e-government stakeholders, we each have our responsibilities and our goals that can differ. However, we all need to share a certain level of content and to recognise areas in which we do have common goals and needs and act to achieve those in concert. How do we operate in a collaborate environment? We have proposed the Cape Online Forum as one mechanism to do just that. It could potentially perform many functions, including a knowledge network, facilitating change management, and content sharing. However, these functions need to be discussed, and if there is to be a forum that decision must be reached by the stakeholders at the symposium. Part of that decision must include some consideration of such a forum's administration and function, its needed resources, and its needs and responsibilities with regards to communications, marketing, and technology.



Cape Online was created to provide, manage and maintain easy access to provincial government information, resources and services. It has four core business objectives:

- Ensure that quality products relating to government information are available for public consumption
- Ensure a seamless approach to service delivery and ease of access to information, resources and services
- Ensure comprehensive facilitation of economic development through interdepartmental synergy and co-operation
- Establish and manage the Cape Gateway business

As Cape Gateway seeks to provide services of a transverse nature, the Provincial Top Management Committee is providing strategic support. Through research processes, more than 10 products were identified to support the 10 Provincial Cabinet policy goals. These products are transversal in nature and do not duplicate line functions of Departments.

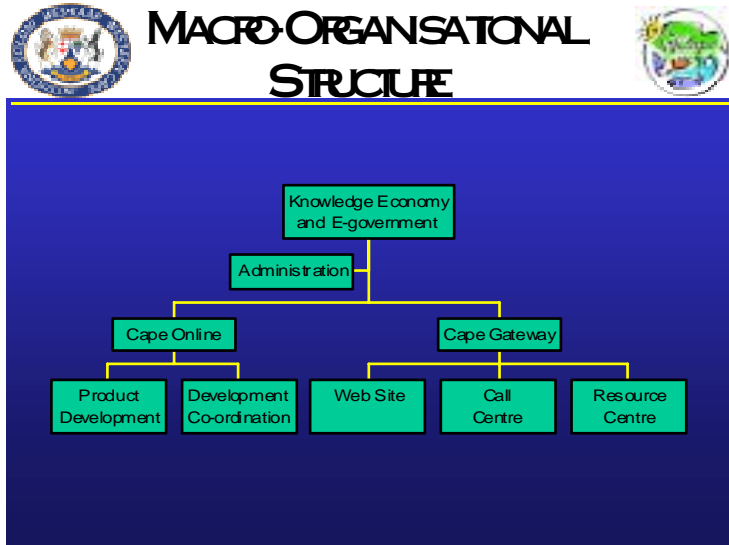
Cape Gateway Products:

- “Who Does What” Desk: to provide contact information of officials responsible for the provision of services by PAWC
- Development Facilitation Desk: to provide information and services that will facilitate growth in, inter-alia, the Manufacturing, Technology, Strategic services, Property Development, Sport and Tourism sectors in the Western Cape
- Educational Opportunities Desk: to provide the general public, especially the previously disadvantaged, with quality information on all educational opportunities in the Western Cape

- AIDS Desk: to provide information that will assist in containing the spread of Aids
- SMME Desk: to provide information that will assist entrepreneurs of the Western Cape to establish, manage and maintain profitable small, medium and micro enterprises (SMME's)
- Basic Services Desk: to provide information on basic services such as public transport, housing, water, electricity, sanitation, social security grants, telecommunications and health care, with special emphasis on poor people in the Western Cape
- Infrastructure Desk: to provide information on the location and extent of all transport, educational, health, manufacturing, research and services infrastructure in the Western Cape
- Gateway to Africa Desk: to market the Western Cape as the “Gateway to Africa” to potential investors both local and abroad
- Environmental Hazard Log Desk: to provide quality information on development proposals with an environmental impact, on environmental regulations and legislation, and to improve the reporting and management of environmental hazards confronting the public in the Western Cape
- Safety Desk: to make information available that will enable the general public to access community safety programmes, projects and resources
- Key Measurable Objective Information Desk: to provide information on current programmes and their associated Key Measurable Objectives (KMO's) to improve transparency in government programmes and outcomes

All of these products are slated to be developed and available by the end of 2002. They will be accessible via a Web site, telephone contact centre, and the physical resource centre of the Cape Gateway. The progress of Cape Gateway on each of these products will be tracked and reported carefully to ensure quality control through the following means:

- Up front survey to determine baseline for future measurement
- Annual surveys to measure client satisfaction
- Quarterly reports to Economic Development Committee
- Annual Reports to the Provincial Top Management Committee



Phase 1 of the Cape Gateway has been completed, which was to renovate the building and to establish shop and exhibition space

(ground floor). We are currently in Phase 2, which involves the following tasks:

- Establish resource centre
- Appoint staff
- Establish contact / Q & A centre
- Training
- Establish development facilitation facility
- Media campaign
- Videoconference facility

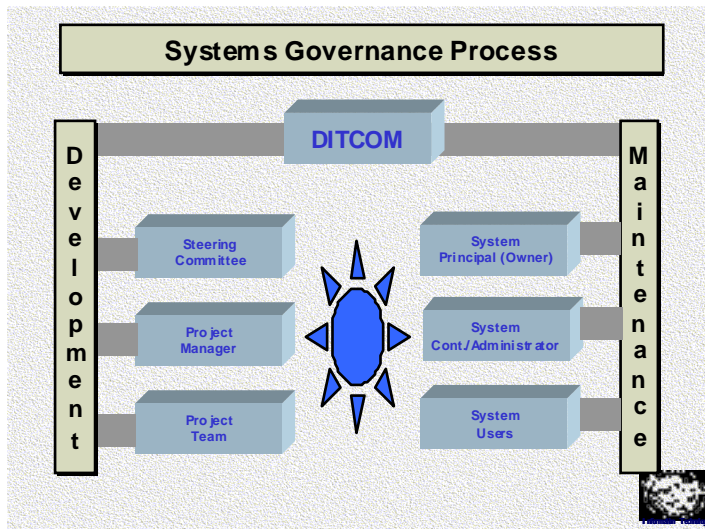
Within the province we have significant responsibility for two of the WCPA cabinet's nine objectives, while playing a secondary, supporting or enabling role for each objective. These two are the following:

- Prepare the people of the Western Cape for the knowledge economy of the 21st Century
- Maintain and improve the physical infrastructure required for the development of this province

One of the primary challenges we face in filling this role is to find, develop and retain the best IT staff. As a result, we have structured our department to include permanent staff at the top of the organisational chart, while negotiating contract arrangements with other staff, often on a project basis, and in all cases with a performance agreement as part of the contract. This contract staff totals 98% of the department personnel.

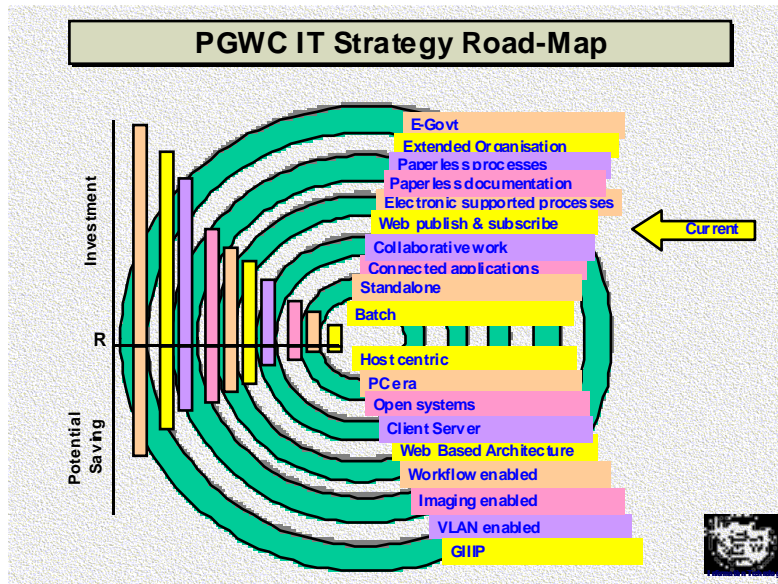
In preparing the people of the Western Cape for the knowledge economy of the 21st Century, an example of a specific project we have undertaken is to create and maintain Internet Cafes in various locations in provincial facilities, for example in three of the academic hospitals. These are used in different ways by staff and administrators in the facilities to help develop skills and habits that encourage participation in the knowledge economy.

As part of our responsibility to maintain and improve the physical infrastructure required for the development of this province, we are constantly investigating new systems and processes that can improve service delivery. Our process for managing IT resources for the development and maintenance of systems has been developed so that ownership of a new system or project is resident with the specific business owner, while appropriate review and prioritisation takes place to insure strategic and fiscal alignment.



The following major IT projects or initiatives are underway:

- Internet Technology initiatives
- Management Information initiatives
- Infrastructure Upgrades
- Cape ConneXion
- Electronic Warehousing
- Archiving Systems
- Enterprise Management System
- Delivery of new applications
- Research into alternative IT solutions
- Reduction of costs



We have developed a strategic road map to help inform these decision-making processes. This will be an evolutionary development of systems, with increasing investment needed in later stages, with proportionally increasing value and savings delivered. We are currently at the stage in which e-publishing and collaborative applications are being delivered to users. Part of the strategy includes an assessment of the needs of each user, and putting only the applications they need on their desktop. This reduces costs in several ways, and speeds delivery of applications and upgrades to the province.

We have also developed a portal for the Western Cape, available at [www.westerncape.gov.za](http://www.westerncape.gov.za), [www.wes-kaap.gov.za](http://www.wes-kaap.gov.za), or

[www.ntshonakoloni.gov.za](http://www.ntshonakoloni.gov.za). This has been developed with e-publishing technology so that content can be developed, managed and published by the various departments while the maintenance, development and infrastructure remain the responsibility of IT.

Collaboration in the Public Sector

Dr Laurine Platzky

To achieve economic growth we need to work together. Different people will work differently. Some people like every detail sorted out and then will start working through them one by one in a linear fashion. For e-government in the Western Cape, we need an interactive approach. We cannot afford a linear approach to our work anymore. We need to promote this part of the world to the rest of the world while we continue to make changes and improvements in key areas simultaneously. To accomplish this, we are working with tourism, City of Cape Town, and other stakeholders. We need to prevent the absolute need for immigration. We need to do this in order to attract foreign investments.

Discussion - Cape Online

*D. Martin:* Is there a portal for the Western Cape (government), will it evolve into Cape Gateway and does ownership rest with IT?

*L. Platzky:* We will undertake to market a portal gateway that you can enter from anywhere. The marketing will be as Cape Gateway. The portal, however, is primarily an access point, linking you to whatever is needed. It will develop over time, and we will add on other kinds of information and capability.

*A. Levin:* We will maintain responsibility for Cape Gateway, but we are in the process of handing over some responsibilities.

Ownership of the content will remain with Cape Gateway, while IT will provide services. Who will be performing what, precisely, is still being discussed.

*R. Engela:* Our biggest thing now is to get content. People creating and maintaining content should be owners of their appropriate sections.

*Q:* On the issue of infrastructure and access: what is the process for creating these things? What time frame are we looking at? How many of the staff will have Internet access? What are the strategies? What training is involved?

*L. Platzky:* If you read the white paper you will see that it has been written to fall within the nationally defined framework. We have duty and responsibility to improve our province and areas within it. We have to make the most of our advantages. We have to build on skills we have. We have to start somewhere. The somewhere is here, although we have a long way to go. We want to contribute to the continent of Africa, as well as Cape Province. On the issue of cost of access, it is a problem in monopoly environment. The steps need to be taken to overcome the digital divide. Bringing down cost is easiest way to provide access. Local actions that are globally competitive are what are needed now. Local action is necessary.

*S. Wendell:* What can various stakeholders add to this portal? Policy is also a very important aspect.

*A. Levin:* Yes, we do recognise the need for collaboration in order to exchange content and this is one of the reasons for holding this symposium. Since we believe that content as well as a standard for exchanging content is not the only aspects where we believe collaboration is needed, we are proposing a Cape Online Forum is created. The second day is dedicated to these types of questions, particularly the second panel where content is a main theme.

*Q:* How are links from the portal to various departments and from department to department or organisation to organisation going to work?

*A. Levin:* That is why we are here at the symposium, to find out how everybody is or should be involved, and to communicate these issues that need to be answered so everybody's needs are satisfied by the resulting organisation and process.

*D. Martin:* What do most people understand a portal to be? It should be thought of like a shopping centre, in which the portal owner is the property manager and the content providers are like the particular shops. The portal should be managed in a way that it attracts users and is firmly rooted in people, like a shopping centre attracts customers for all the stores. The portal Web site is just "shop front window" for the whole shopping centre.

Tea

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Wesgro

Lynn Layman

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Wesgro have developed plans for an online strategy, but remain open to collaboration. How is Wesgro using the Internet? For online investment marketing. Wesgro are generally involved in

trade promotion. What is Wesgro's current strategic thrust? Inward missions, facilitating delegations from other countries to South Africa, providing them with macro overviews of different sectors. Wesgro are also sending delegations overseas to participate in expos. More broadly, Wesgro support and facilitate investment in South Africa, are involved in expansion, and in strengthening the business environment. Wesgro also play a role in shifting of policies. Overall, Wesgro are moving into a more targeted approach to using the Internet, and have implemented the following methodology:

1. Targeting industries
2. Short list industries attractive to foreign investors.
3. Drop down into sub-industries
4. Profile investors. What are requirements of investors?
5. Match investment opportunities
6. Cold calls
7. Marketing pitch
8. Aftercare service

The role of the website is to get investors to invest in a sector in the Western Cape. We do this by using editorial policy, site structure and navigation to lead the surfer down the road we want them to go. A very helpful book for understanding how to develop a website that can do this is Hubert L Dreyfuss' book *On the Internet*. With cold calls you can lead investor down the road you want them to go because of the personal interaction. On the website they can make various decisions on their own that can make similarly successful outcomes more difficult to achieve. We have implemented the same policies as in cold sales to lead them down the correct road in an effort to manage this risk.

Wesgro are also digitising business process, improving operational efficiencies and business processes, and introducing customer relationship management (CRM) and knowledge management (KM). Several documents are also being adapted to the Web in order to increase distribution and reduce non-value-added enquiries via telephone. These include the following:

- Exporters' Directory
- Affirmable Business Enterprise Directory
- Directory of local firms interested in Joint Ventures
- Directory of foreign firms interested in Joint Ventures
- Sector Directory

It is important to retain proper monitoring and evaluation mechanisms of these kinds of directories online.

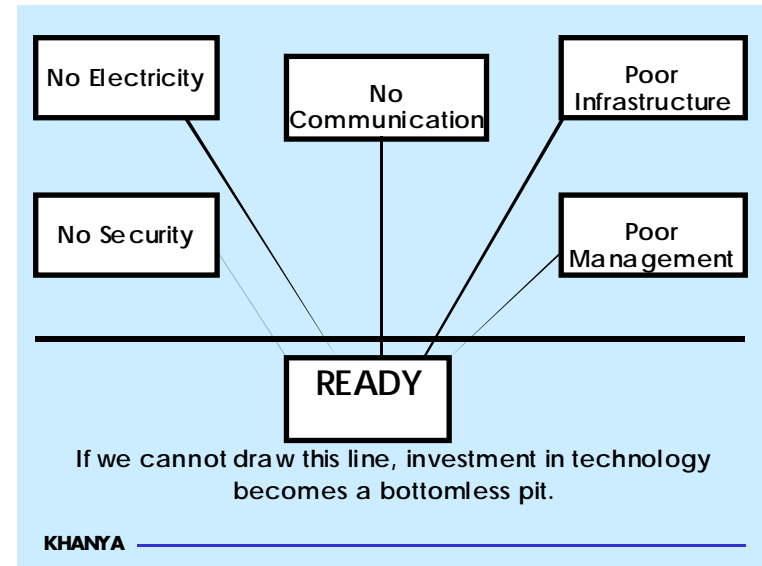
By way of introduction, it is important to recognise that Provincial Conservation is not National Parks. Our website was launched in 1998 to use as a marketing tool. We started the website to keep in touch with fellow organisations and share scientific knowledge. It provided an easy view for people of things that had not made it onto a brochure. The website gives information on the organisation, education (fynbos, birds, etc.), scientific services, bookings, permits, nature reserve information, links to other conservations, a site map and a contact facility. One example is information on export of proteas, available under the section on 'permits.' The site also provides reader-friendly information on hikes, kayaking, etc. Information is also maintained and available on Cape Nature Conservation's previous experiences dealing with various issues. This includes, for example, what worked and what

didn't work for the cleaning of the penguins during the oil spill. This helps with knowledge management so that turnover in staff or long periods between certain kinds of activities don't rely solely on paper records that can be damaged, lost or destroyed. A hands-on approach was taken for timely and accurate updates, and to keep costs down. The site is interlinked with other conservation sites. One success story of this is a high number of bookings for the new Whale Trail before it had even opened or been marketed in other ways.

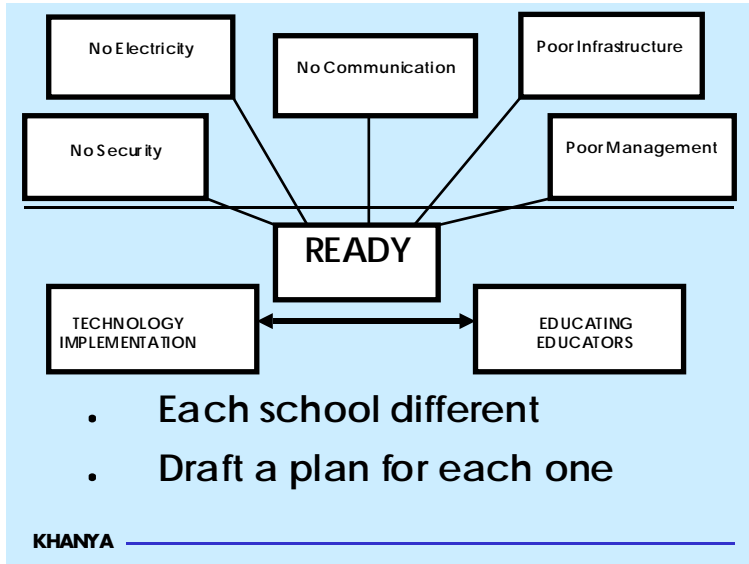
Khanya

Kobus van Wyk, Mike Chiles

The first pillar of the strategic framework presented on page 61 of the White Paper is to create the Learning Cape. These are goals that I have long shared. Education is in a crisis nationally and internationally. Any Education Department has one goal: To deliver a curriculum. To bring people up to a certain level of understanding. And we are still using same methods as years ago. We have the teacher speak and the pupil repeats. The problem is that we have a diminishing capacity as far as educators are concerned. Our teacher body has been depleted. There are very few good teachers left and they are concentrated in what used to be called "model C" schools. School fees are a problem for students. These problems require interventions. As part of a solution, we can consider the use of different kinds of technology, which is where Khanya fits in, primarily dealing with the use of computers.



Khanya's focus is curriculum delivery. The target: By 2012 every teacher in the Western Cape will be empowered to use affordable technology, thereby strengthening his or her hands. Khanya forms partnerships to enable them to do this, with the emphasis staying on the needs of the poorest of the poor. Khanya facilitate the delivery of technology, since the benefits will come once computers are in schools. But teachers need more than just computers, they also have to get specialised training.



One necessary component is a Curriculum Management System. It must be accessible to all teachers. Our vision is to have curricula available from Grade 1 to 12 with all the subjects on a web page. That web page will have a window that will first teach the teachers, supported by pages that are for the students. We are involved in an initial pilot project that takes this approach with math teachers teaching calculus. We have taken time-tested year plans from experienced calculus teachers and are providing materials for teachers and pupils that follow the plans. The teachers get reports after each session through the software on how the students are making progress. We will follow this pilot project with analysis that will help us design a larger system, and prepare plans for implementation, content integration and quality assurance. This system must be very simple, stable and affordable. There can be no excuses for it not to work for the teacher or for the student. In

Cape Online, we have a common interest in delivery of services, particularly through technology to the disadvantaged.

Mike Chiles:

The E-Communications Project started about a year ago, which is part of phase four of a comprehensive telecommunications project. 1539 Schools will be inter-linked via digital networks by the end of next year. A WCED web site will be launched at end of September. On that site will be information on what schools are available, what curriculum they have, after school activities and other information. In addition, with the network in place, teachers will be able to e-mail people in the Department about leave availability, salary queries and other common administrative questions. Printing costs, mailing costs etc will be reduced. All circulars, forms, school information, FAQ, surveys done on schools will be available on the web site.

The Joint Marketing Initiative (JMI) incorporates Provincial, Unicity and other Regional Tourism Organisations. There are currently 37 tourism Web sites, and this reflects the extensive fragmentation and overlap across many aspects of tourism. Hopefully with the JMI process the resulting confusion will be solved. One critical tool we are lacking to achieve this is an integrated IT system. Inspiration around this topic occurred while attending the World Tourism Organisation conference. Following this meeting, an action plan was formulated, the vision of which is to use e-business to link all tourist sites and organisations. The target audiences include many key tourism stakeholders, such as

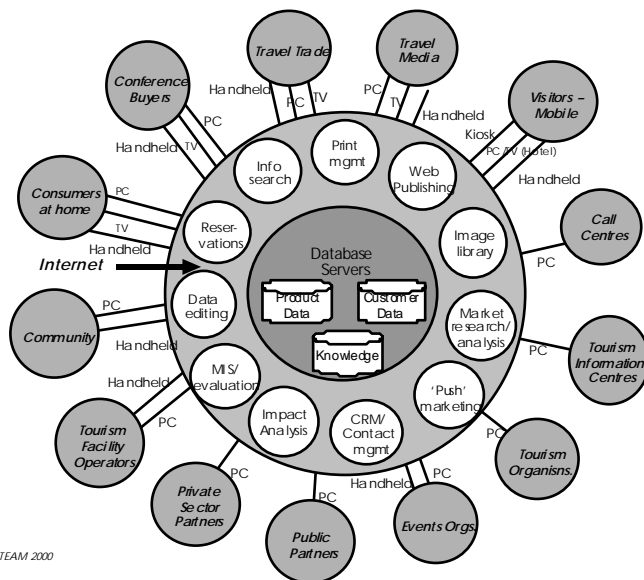


consumers, travel trade, meeting incentives conferences and events, media and PR, industry (restaurants, hotels, etc), local authorities, agencies, and the community.

The functions of this system would include the following:

- Manage relationships, members, consumers, intermediaries
- Manage product, editorial, consumer data
- Produce products and manage campaigns, both traditional and digital
- Manage and publish knowledge
- Service customers and make reservations
- Track and evaluate

We have a conceptual model of how this system would work, which outlines ambitious plans that may take as much as five years to fully implement.



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The process we are following is in four stages:

1. Publish an E-business Strategy and Implementation Plan.
2. Research user requirements and publish scoping report.
3. Tender
4. Implementation

We have three different options for building the system:

1. Build on existing technical infrastructure, slow but low risk.
2. Procure off the shelf DMS, and implement in phases over 3 years
3. Procure off the shelf DMS and implement over 3 – 8 months.

Our Phase 1 priorities include the following:

- Develop consumer facing web site
- Create visitor servicing and reservations interface
- Develop web sites dedicated to the needs of the MICE sector, travel intermediaries and the media
- Develop a web site to act as an industry network
- Ensure all monitoring information is captured

As many of these plans were in development as the JMI was being proposed and defined, there are some implications that we are also working with. These include changes to the time scale from new stakeholder involvement, additional system and organisational requirements (including coordinating with SA Tourism activities), resources, corporate ICT support, and project management. We also need to understand the format and timing of the ITT process, additional finance needs to be secured, and timing is important for

keeping the momentum on the project. Finally, The relationship between the registration process and the LTBs will need to be determined, we must create and validate appropriate e-business models for data maintenance and e-commerce, and we will need to develop an appropriate approach to commercial suppliers to insure buy-in, to help demonstrate and measure the value, and to maintain open lines of communication for tourism in the province.

Provincial Development Council      Adrian Sayers, Derek Karelse,  
Eben Van Heerden

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*Derek Karelse:*

The new PDC Web site, still in development, was designed to be kept up to date with information, and its navigation organizationally efficient. It has the ability to allow administrators with proper authorisation to update information from anywhere.

*Eben Van Heerden:*

We have been developing the new PDC Web site to facilitate committee communications and distribution of committee meetings, calendars and documents. The aims of introducing the new design and technology are to:

- Improve information management
- Simplify process of accessing information
- Enable information dissemination
- Facilitate sharing
- Provide links to all organisations

*Adrian Sayers:*

Through the new Web site the PDC will be using ICT to link policy documents and processes and improve access and transparency. For example, shop stewards will be able to monitor discussions on issues pertinent to them and their constituencies. Our intention is to implement a more effective way of facilitating and encouraging social dialogue. National and global experiences reflect the same problems and show that ICT can help. By providing public access, these kinds of sites are giving more people more experience with the content and the process of engaging civil society as part of governmental activities.

Discussion

Online Communities projects

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Q: Innovation and enthusiasm have been created. It is a phase we will go through. The down side is that we risk ignoring the views of the public. As this project develops we want to tell the world about e-government services. We must agree on some sort of standards for collaborating between government bodies without trampling on initiative to serve the interest of the public.

*A. Levin:* From a Cape Gateway perspective we intend on embarking on projects to share the content that we can to the public. Content management is generally necessary. The sheer volume of content is going to decentralize the whole process, and technologies and standards must be used to ensure accuracy, reliability and value.

*A. Levin:* I would like Kurt Ackerman to give a few comments on what he has seen so far.

*K. Ackermann:* I have seen very healthy indicators thus far. Through the presentations and discussion, it is becoming clear that people in government in the Western Cape are seriously taking steps to build e-government services. It is encouraging that discussion in the symposium has also considered what the major risks are, particularly access. An important advantage in implementing e-government is that change is encouraged in Western Cape in the current social and political climate in South Africa. In the US, many state and local governments are implementing e-government by simply implementing established bureaucracies without sufficiently re-inventing what they deliver or how. Here in the Western Cape there is so far little split between the administrative and elected sides of government, which can also create problems when implementing e-government plans. There is also less institutional inertia to be counteracted, thanks to the newness of the constitution, policy, regulations, etc. The use of the web as a tool for marketing to stakeholders is a crucial component and has been frequently discussed today. Even for e-government services where stakeholder access to ICT makes service delivery to the end user impractical, technology can make a significant improvement. Internal facilitation of information exchange among government bodies is important today as well as tomorrow, since access is not as big an obstacle within government bodies but can still improve quality, responsiveness and efficiency.

Lunch

CITI

Peter Frampton

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CITI is a non-profit organisation created to help facilitate the emergence of the Cape as a hub of vibrant ICT activity. The aim is

to tap the power of clustering, which is often among companies so small that one does not notice it at first glance. Our most significant task is providing support to entrepreneurs, putting them in touch with one another. This includes not only companies but also individual entrepreneurs. CITI also places work seekers, although this is frequently informally accomplished. CITI works with black IT start-ups who may lack business experience. CITI matches people and companies up to help them become more attractive to banks, etc. We also have an internship program that places previously disadvantaged people in work places, which is funded by the provincial administration.

Our biggest program is the “Bandwidth Barn”. This is a physical facility that functions as a network incubator, and is financed largely with support from the Dept. of Trade and Industry. It is a hardware and ICT-sharing facility, but has huge personal, business and creative synergy effects. We have a waiting list to get in, and there is demand for a second “Barn.”

CITI sees itself as the champion and the facilitator of the ICT cluster in the province. Yes, CITI is providing infrastructure, but one of the keys is selling the vision so that everybody knows what CITI is. Networking is an important part of selling that vision. It is an active process of establishing linkages, electronically and personally. We have learned, though, that the facilities have to be in place to move opinions. We learned to communicate effectively with our ICT community and that is when CITI kicked into gear.

CITI wants to “give the recipe” to other provinces. There is no competition, because the more one succeeds, the more CITI in Western Cape succeeds. We want to ramp up the entrepreneurial support system. Promoting the region in international markets is

one of the future plans. We are also working on the demand for call centres from US and European markets.

CITI has its origins in setting out a BHAG: A Big Hairy Audacious Goal. What is the audacious goal of Cape Online going to be?

Black IT Forum (BITF) Sunil Tricam

Membership in the BITF is open to individual previously disadvantaged professionals in the IT industry. Companies cannot be members, but will soon be able to become accredited by the BITF, carrying the BITF seal. This seal signifies that they are a true empowerment company, as opposed to a shell or front organisation. BITF also offers support in financial management to companies that are weak in this area. Some form of membership for non-PDI's is still being discussed, but the ultimate vision is to eventually drop the PDI aspect of our organisation. Benefits of card-carrying membership include discounts on training, hardware, and software. However, the main benefit is to have a unified voice in the ICT sector. We look to become more active internationally in the future.

Bridges.org Steve Wendell

We are an NGO based in the US and in South Africa, with the mission to empower people to use technology for themselves by helping to find long-term solutions. Examples of projects include helping to advise policy makers on the digital divide. We combine this high-level policy work with grass roots projects, for example, discovering exactly what it takes to make a certain tele-centre work. We help develop material that they can work with. Then, by sharing that information and working with the information, Bridges

can get back to the policy level with solid data that will help direct future efforts, often in other areas of the country or in other countries. Bridges are a facilitator, filling in the gaps between organizations through partnerships.

Why are Bridges here at the symposium? As part of our work on policy briefs. This can encompass all the issues that are going to affect e-government, such as challenges of access to e-government, and also identification of case studies from other areas around the world. If we can bring their stories to the partners here, and see what feedback is received, we can discover whether others can benefit from these studies. By compiling projects, we can then look for a partner that already has appropriate experience in a needed area and facilitate the projects that will empower ordinary people to use Cape Online. It is about bridging the digital divide.

Unicity Scott Fitzmaurice

The Unicity e-government projects originated from 7 different councils, 5 of which had Internet presence, 4 of the 5 being static Web sites, with 1 updated regularly. This dynamic site was updated by its respective business units. Today the Unicity has an interim presence on the Web, with some of the legacy elements still retained, as the various new Unicity business units still being formed. We are starting to provide some online publishing mechanisms. We have arranged the new interim site to target the audiences that we know are visiting sites, i.e. residents, visitors, businesses, councillors, etc. Most of content remains static for the time being.

One highly practical example of dynamically produced content that reduced publication and distribution costs significantly was to put the agendas for city council and committees on the website. These are typically +/- 1000 pages, but for any councillor they normally only need a small fraction of these, even though they would receive the entire document in print. It was web enabled and not only saved printing costs, but also “forced” councils to work with Internet, building ICT skills and e-government habits. Documents can now be downloaded and distribution was made easier. (Council now tends to print specific reports and pages from the agenda that pertain to them only). In addition, the website contains calendar entries to see what meetings are being held, along with the minutes from each meeting. Providing all the content on one screen makes it quick and user friendly. The site also offers council structure, general information (general meetings, weather, etc.), employment adverts (centralized), tender releases and more. Some units are providing innovative content, including quantitative data for Epping Market, pollution measurements (including a Web cam), and planning content, among others.

One more targeted e-government project includes a site for potential investors, who can look online for projects in IT, clothing and other sectors at [www.investcapetown.co.za](http://www.investcapetown.co.za). In the future the Unicity site will be portalised, and our overall goal is to use IT to make the administration of the city more customer friendly. We see more efficient administrative functions and more accessible councillors as two primary parts of our e-government strategy. We understand that among the benefits are that online communications costs are lower than physical cost (according to US experience), and that stakeholders are more satisfied when councillors are more accessible. We also plan to introduce aspects of e-procurement in the future, including online levy payment.

We have learned to use a combination of creation-centric and delivery-centric web content management models. In a creation-centric model, content supply and publishing are decentralised to the appropriate business units, eliminating the Webmaster bottleneck. In a delivery-centric model, publishing mechanisms are developed such that content is stored in a database, and delivered into web templates on the fly. Both models are important to use. Generally speaking, we work closely with the content providers and try our best to keep it simple.

*G. Irvin:* Who develops the Unicity online presence?

*S. Fitzmaurice:* In-house skills, and when they are not available, we will use outside contractors.

*G. Irvin:* How do you justify which projects to do?

*S. Fitzmaurice:* The sponsoring business unit first checks it out to their satisfaction, then we become involved with the project.

*P. Frampton:* How are the relations between all the people involved in the business units?

*S. Fitzmaurice:* Some are proactive, i.e., they need the service and come to us. Sometimes the IT department will spot the gaps, as was the case with putting tenders online, and approach the business unit.

*A. de Freitas:* Does the Unicity do all the development work? Is the development work being done in components?

*S. Fitzmaurice:* In the old Council we decentralized, using Microsoft FrontPage to allow business units to manage their own content. But FrontPage can be unstable and now we have built global web content management, using Oracle on the database side.

*A. Levin:* What kind of training is provided to the business units?

*S. Fitzmaurice:* They are rolling out PC's to them and the training department is involved. I am not sure about the details, though.

Tertiary Education Network (TENET - HEIST)      Duncan Martin

TENET serves as an agent to universities and technikons in SA in order to secure Internet access. This is a role taken over from Uninet. Because of inadequate Internet access for higher education, some Uninet sites were defecting to commercial ISPs. Tenet worked with a group of donors to negotiate an arrangement with Telkom that was more cost effective and provided a much higher guaranteed level of service – particularly around transatlantic communications. While it was a difficult negotiation, once Telkom got the idea, they never lost the vision and have been solid partners. We fortunately had donors with the kind of money and leverage that got Telkom to focus on our needs. The available bandwidth went from 8mbps to 40mbps, and many sites have under-ordered capacity. The lesson is that whenever increased bandwidth is available to an institution, it will be fully utilised.

In this arrangement, known as HEIST (Higher Education Inter-Networking Solution with Telkom), Telkom provides the complete Internet access service. TENET isn't a network operator or an ISP,

but rather functions as the agent of each institution. Part of the agreement stipulates that unit prices depend only on bandwidth not on location or bandwidth, no installation charges. This serves to eliminate hidden costs and penalties for institutions located in remote areas or currently lacking basic infrastructure. The arrangement is open to all public higher education institutions and all existing UNINET member institutions. The implementation went through without disruption of service to the institutions. Telkom is the preferred supplier for five years, but as more competition enters the market, TENET will have more options to bring to the higher education institutions. TENET charges a management fee (proportional to Telkom charges) to cover costs.

Future activities by Tenet include the following:

- TENET is domain administrator for the ac.za domain, and this will be opened up to private higher education institutions.
- Capacity development projects within higher education
  - Infrastructure projects
  - Domain Names server
  - Network address translation
  - Firewall management
  - General campus network design and management
- Try ingto clean up the “swamp” in IP address space in S. Africa, together with ISPA members
- Internet Access Development Program
  - Aims at historically disadvantaged institutions with meagre Internet access budgets
  - Donor funded
  - Makes grants of additional bandwidth now in return for commitments to grow expenditure over 3 or 4 years.

The primary responsibility of Cape Town Tourism (CTT) is to handle guests once they have arrived in the city. We help find them accommodation and whatever else they may need (e.g., to change money, use the Internet, book tours, etc.). Our stated mission is to contribute effectively in the promotion and marketing of Cape Town, and to exceed the expectation of the stakeholder as we do so.

The CTT website started out of necessity. We got it built by working in partnership with a Web development company in which they develop and manage the site for us, and in return they get advertisement revenue from tourism companies that advertise on the site. Having more direct control for the updates of our own website would mean we could publish as much information as is necessary. At the moment we are limited because CTT does not have the capacity to update the Web site as we choose and working with our Web development partner company can be challenging or slow. Our over 800 members check regularly for updates on the website, and current, extensive content is important and remains an issue to be addressed.

In developing the overall site, we wanted to target the tourist market that was looking for holiday information. Through the site, we can provide them not only with information and bookings for accommodation, but also for events, tours, etc. This has enabled CTT to communicate cheaply, cutting postage costs by sending requested information electronically. It has also made it possible to earn revenue through the site by earning commission on the bookings we make directly. Developing the Web site was big

learning curve for us and for our members, and required a lot of member outreach and education. We publish an e-newsletter related to the website for educational and marketing purposes, in which we direct people to the website. This is also distributed internationally to a list of travel agents and other influentials who help guide the destination decision making of foreign tourists.

Among the most important aspects of the Cape Online Forum for us will be the networking opportunities. We know that people use our website as a portal for investigation investment opportunities and ideas, and we would like to contribute to those areas of development of the province as well as to the overall coordination and development of tourism.

#### Discussion

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*A. Levin:* How is e-democracy distinct from e-government?

*S. Wendell:* They are different but rely on the issues raised in the symposium. The challenge is to use technology to build improvements in communications and interactions whether they be external to political structure (e-democracy) or directly involved (e-government).

*A. Levin:* Sunil, must an organisation wishing to become accredited come to you and give you information according to detailed specifications, or do you come to organisations in a proactive manner? What is process to become a member of BITF?

*S. Tricam:* The BITF have worked with an independent team of auditors that have decided on the criteria for accreditation. It is expensive if you pay normal cost.

*P. Frampton:* Tomorrow's agenda is a framework and will be kept open. Cape Online should be about the network and the spaces between the nodes – the organisations at the symposium are like the nodes. If Cape Online defines its own framework well people will know where they fit in.

*S. Wendell:* This kind of networking will make finding an organisation so much easier.

*D. Martin:* Within the context of the Joint Marketing Initiative, what we plan seems governed too much by insider opinion. We need to get grounded in outside reality.

*A. Levin:* Is a forum for Cape Online appropriate?

*D. Martin:* Yes

Tea/ Coffee

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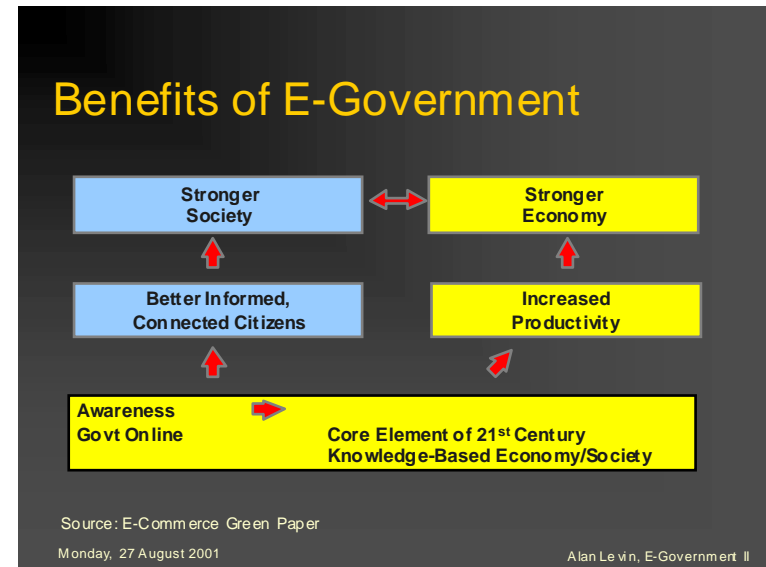
First day closing remarks

Dr. Harold Wesso

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E-governance does not only hold economic potential. We can use it to help build a stronger society.

What is very important for achieving these goals is to look at the interaction and collaboration among e-government stakeholders, which a forum will facilitate. At the end of the day, we will need to come up with some sort of structure that will help all of us to achieve these goals.



The key issues that have been raised to day are the following:

- Access for all stakeholders
- Broadly communicating the invitation and the message to participate in the forum
- What is an e-government portal for the Western Cape and how do we manage it?



- What are appropriate standards for collaboration, and how do we interact?
- How do we include civil society in e-government planning and processes?
- What specifically are we trying to achieve, and how are these goals defined?

Today's successful presentations and discussions are proof that we have a lot of expertise in the Western Cape to build a good online government.

## Day Two

Welcome

Dr. Harold Wesso

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Welcome to all. An observation I would like to make is that success vs. survival in the new economy requires more than creating an appealing web site. It requires continuously examining your business model. This mode of critical business-style thinking must shape our e-government initiatives.

Cape Online Forum – Introduction

Alan Levin

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Yesterday we discussed the current situation and online strategies currently in place among e-government stakeholders. Today we will explore opportunities and potential collaboration among these stakeholders. The Cape Online Symposium is an experiment. There are clusters of interest among stakeholders, and part of the experiment is to determine whether it is worth working together in a single forum or separately in these different clusters. The structure of today's symposium is split into three different panels that reflect this clustering. Roughly generalised, they will address Marketing, Technology and Change Management respectively. How can we put some of these ideas into effect? I want to share some questions and areas of focus based on yesterday's presentations and discussions, organised in each of these three areas to get the day rolling with some thoughts for all of us to consider.

### *Marketing*

- There is room for growth in online marketing. Robben Island, for example, gets double the amount of Web site visitors than Cape Conservation because they aim for the education

market, which is a specific and interested target market. A lot of avenues for targeting niches have not been explored. We need to unlock the value of these sites.

- Continuity and planning of communications vs. the competitiveness and unique retention strategy of each brand – to provide input into branding symposium. Each locality, organisation and stakeholder has or represents one or more brands. These must be integrated within some framework.
- Communications or outreach program regarding e-government information and services, both locally and internationally.
- Research projects covering areas of common interest and addressing a general lack of information or data

*Change Management*

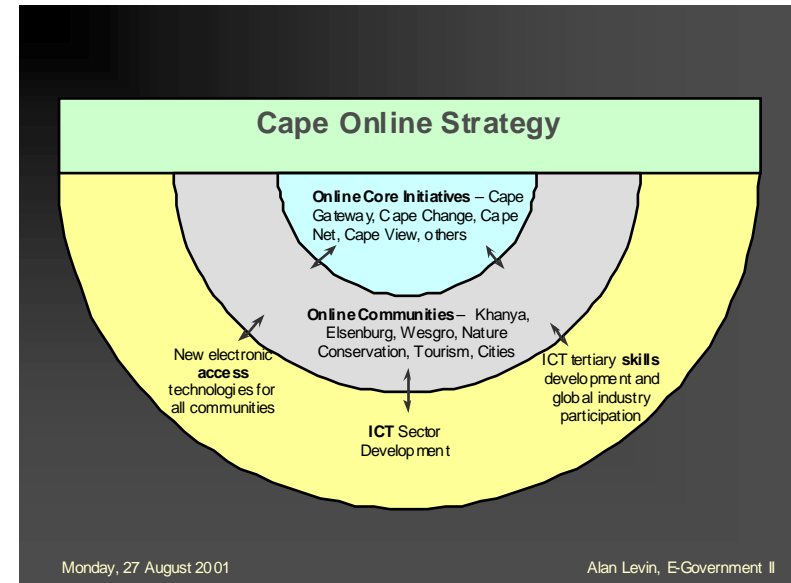
- What job roles and functions change in moving toward e-government and how should they change?
- What materials must be developed to facilitate change?
- What training must be implemented and how is this best done?
- How will workflow processes work in an e-government environment?

*Technology policy*

- Content sharing will require sharing cookies and other technology questions
- Cape Net could help speed and streamline intra-governmental communications and reduce costs
- Universal authentication mechanism to permit users one login that enables them to access many websites managed by disparate governmental bodies. Personalised portals that can “hand off” personalisation information. Adding of transactions

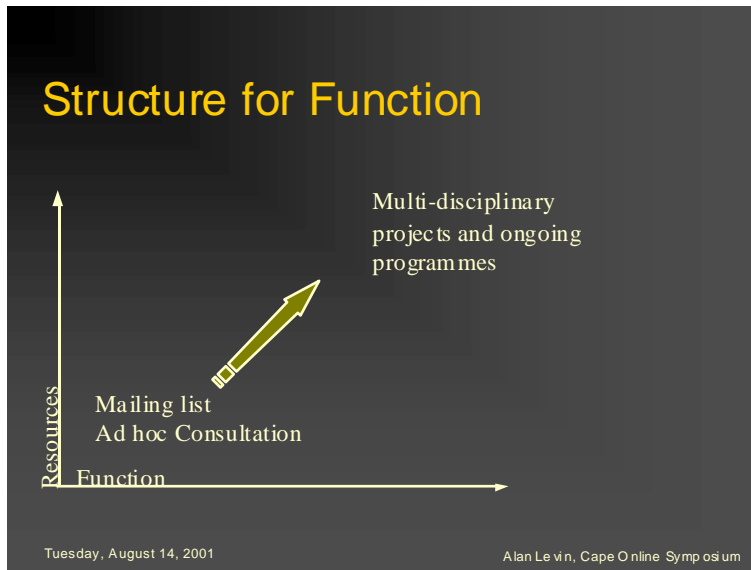
and how to share transactional infrastructure, accounting, etc.

- Potential for server collocation, web hosting, domain hosting etc. to reduce costs and improve quality of service



Looking back at the Cape Online Strategy, the forum could play an important role in the online community. There are various opportunities for the forum to fit in between online core initiatives and the online communities. The function can change over time depending on what is needed and what is possible to achieve.

The forum may start as a list of email discussions with other ad hoc consultation, or it might undertake multidisciplinary projects and sponsor ongoing programs, which calls for more participation from forum members. These are some possibilities to consider as we go through the day.



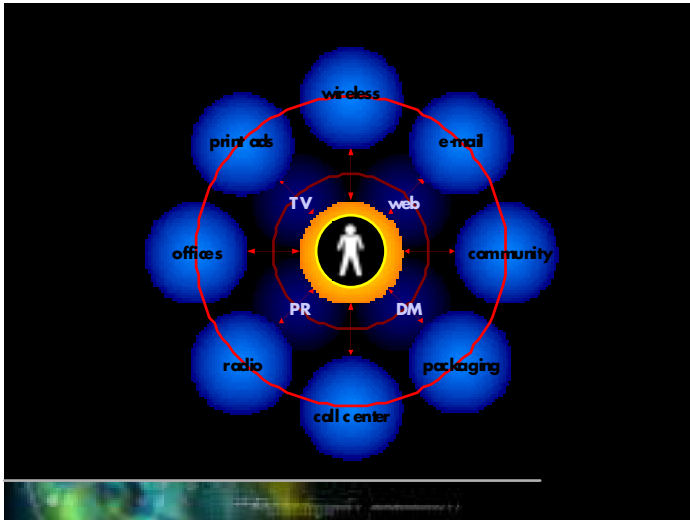
Kurt Ackermann –Innovation specialist for the new economy to speak on aspects of E-Government marketing.

I would like to begin with some comments on yesterday's proceedings, provided as a somewhat objective outsider. The atmosphere of innovation in South Africa generally is an amazing

benefit for South Africa. That South Africa can exploit the “second mover advantage” by learning from other earlier pioneers in e-government cannot be overlooked either. We have a number of nations that are working hard on e-government and we can learn from these case studies. These countries are looking to share their experience. Brazil Bahia Service Center, for example, brought 29 agencies together. They have physical and mobile centers and is a huge success story to follow and possibly get some early momentum around e-government going. South Africans’ adoption of mobile communications and the related mobile computing infrastructure is an advantage, and may have great benefits for addressing the current problem of access. Different types of technologies in development, for example the Simputer in India, should help. There is also not a fear of technology adoption among most South Africans that could stand in the way. The widespread prevalence of English is a huge asset. One aspect of the symposium that lays just below the surface but that has remained unvoiced thus far is that, in this environment of creativity here at the symposium, it is advisable to speak up and express an opinion. Because, whether it is through this symposium or at some later point, there will be e-government at some stage and sooner or later each stakeholder in e-government will have to implement e-government. The choice to speak up now and have a say in what that e-government process and structure will be may give way to simple orders from the top if this collaborative and inclusive process is not taken seriously by the stakeholders.

Moving on to my primary presentation. Marketing is thought of by most people as working through various media and communicating to people. I think of it, rather, as establishing and developing a relationship. Viewed this way, marketing has a dimension of time, and marketing as a discipline becomes

accountable for enhancing relationships over time. Marketing is also not just about customers, it is about all of an organisations' stakeholders. In e-government, we are not developing relationships with only citizens but with many other stakeholders also. If you don't market to all of these stakeholders, you risk conflicting messages. Cross talk will create inconsistent messages. Online media makes sharing information easier, but can also make misinformation possible. In an e-government environment citizens don't care where these messages or where these services come from. Coordination across governmental organisations will be crucial for effective e-government. Viewing the government from the stakeholders' perspective is a crucial first step toward accomplishing this. Be stakeholder-centric.



The important thing is to use media in an integrated manner to help develop the relationship with the stakeholder over time. This means helping the stakeholder move from potentially complete unawareness to becoming an advocate. These stages in a relationship can be broken up into a sequence that develops over time: *learn, explore, change, invest, champion*. This reflects the development of the relationship from lack of awareness to some sort of engagement and then to loyalty and advocacy. This, in any case, should be the goal, and to use media – online, e-mail, print publications, kiosks, call centres – in an integrated fashion to move stakeholders along through these stages in the relationship.

An important role for technology is to help identify the stakeholder “on sight.” This has been mentioned earlier in Alan’s point about a universal authentication mechanism that can be shared among e-government stakeholders. But this must be possible both online and offline if it is to be truly effective. When a stakeholder is interacting with government in the Western Cape, we need to know whom this person is in order to communicate with them appropriately. If we don’t know whether they are a citizen or potential investor, or how frequently they have contacted us previously and for what purpose, then we are being inefficient in our use of technology and ineffective in our marketing. We must be able to identify what stage in the relationship they are in and what they are trying to achieve. We can then target messages and functionality and so have a more effective way to deliver services to stakeholders.

How can we accomplish this?

- Organizations must adopt stakeholder-centric culture
- Leverage technology to identify stakeholders “on sight”

- Clear marketing strategy
- Discipline planning and tracking in implementation
- Integrated information flow and transactions in and out of new and existing delivery channels
- Knowledge must be extracted from stakeholder data gather throughout the enterprise to model future actions (It is not about technology in the end, it is about the people using this service)
- Workforce training and incentives based on stakeholder relationship and satisfaction
- Change management to transform organisation from “make and sell” to “sense and respond”

First Panel – Online marketing and communications

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Chair:	Peter Frampton
Panel:	
Wesgro	Wolfgang Thomas
Wesgro	Roland Hein
WC Tourism	Faye Reagon
Cape Town Tourism	Sheryl Ozinsky

*P. Frampton:* Yesterday we took stock of the status quo. We took a survey. Today is about how we should collaborate among the different groups. And further, what the forum can do to facilitate this collaboration—what form the forum will take in playing the role of the facilitator.

*A. Levin:* To push these ideas further, what is function of the forum? Are there collaborative functions? Are there aspects of

implementing e-government that are more realistic to undertake as a group rather than as an individual organisation?

*P. Frampton:* It is about the substantive and challenging aspects of reengineering organisations and working out how the business model should function.

*W. Thomas:* Every one of our institutions is challenged go get involved in this major event of instituting e-government. We must not give into grand schemes – we need incremental change. We must be relatively modest at each step. There are quite a few institutions that will only cooperate up to a certain level. We have to all have the same hymnbook and be singing the same verse. We all have to cooperate together while respecting each other’s institutions.

*D. Martin:* What is the JMI?

*I. Douglas:* Nobody is entirely sure at this point. There are a number of different organizations that are part of the JMI who are promoting the Western Cape region. The JMI is considering the following issues:

- Image and brand
- Getting the best value
- You have organizations funded by the city and the province.

How do you get all these people to work together to deliver the same vision that we are trying to bring to this province? The JMI was created to make all this happen. It is attempting to answer questions such as, what are we spending money on, where are we going and what is the way we are going to brand this part of the

world. There seem to be conflicts between the province and the city that must be addressed as well.

*D. Martin:* Do we have to wait for JMI to make decisions?

*I. Douglas:* People have to be aware of the JMI and what it is striving for but they have to carry on. You can't put things on hold for the JMI, you have to move forward.

*A. Levin:* I see the symposium participants as a group offering various types of online content and functionality. We are certainly not overlapping and competing. This panel in particular is a group using an online environment for marketing. The needs are different from other stakeholder groups. Comparing the number of different users of different web sites we heard yesterday, there is potential for growth. How can ordinary citizens take part in this, what does it mean as a tour guide or tourist opposed to the people on-line? Does it make a difference?

*P. Frampton:* We are discussion targeting here, identifying the people who count for marketing purposes.

*R. Hein:* There must be consensus around a strategy. All the people on this panel have different strategies. We must not forget that Western Cape is a distant location. We need a sober approach to handling the reality of this "distant location" when it comes to marketing. At best Wesgro can deal with about 2,000 people using phone, fax and post, but on a web site we can deal with 20,000. The web site needs to reflect the strategic approach. We need to have not just more people visit our site, but the right people must visit our site. Targeting is crucial for providing appropriate online content. For example, investors are not

necessarily moved by images, but tourists are. Importance of web site:

1. Target audience. We are looking at researchers, immigration consultants, students, and business people. How can we get our web site to be visited by all of them? We need to do research in this.
2. E-business aspects. Dealing with enquiries, tourism etc. There is ample scope for interaction with other agencies. Focusing on our core competencies means that we have links to organizations that are not directly related to us.
3. Web links and infrastructure offers tremendous scope. For example, people with questions about the tax implications of investing in the Western Cape can visit other web sites we have linked to where they can get this information. The overall level of efficiency is equivalent to that of your service provider.

*F. Reagon:* The basics are in place here, and it would be difficult to build on nothing. But we don't have a uniform and consistent approach to marketing. The existence of 37 web sites for Cape Town tourism alone demonstrates that we are not doing the right thing. Online marketing is very new for us. For South Africa, we have not achieved much in e-marketing. The online environment is competitive. The JMI and Cape Town Tourism are well aligned in that there is a common understanding that we will be able to communicate much better in the cyberworld. Branding and marketing is important to encourage the broader online community to use a joint, integrated future Web site. We are going to be using a destination management system to enhance our services online and encourage others to use this. Access in South Africa is a problem. We must encourage usage and as an online community we can do this. There is scope to do research and draw from collective knowledge of this forum.

*S. Ozinsky:* I want to quote Noel Toolen: "The success of the Irish economy is due to the growth of the tourist industry." What does this mean? People came to visit Ireland on holiday and then they invested. This happened to a significant degree through their online strategy. Let me paint a scenario of the future: Using WAP technology, travellers will dial into an airline system to book travel, link smart cards to cell phones to pay, all through remote online methods. Tourists will use 3rd generation cell phone technology and GPS to view information and to learn about their destinations. Before, brochures and audio-visuals were used to attract tourists. We have now reached a level where distance from the destination is no longer is an issue. Sharing resources online in this kind of emerging environment is vital to promote the Western Cape province. This is true in terms of trade investment, tourism, advertising, media, and film industry. We need to create awareness of the incredible assets in the Cape by using our database. We have a member base of 1500 industry role players. We can get their buy-in in terms of content and use that momentum to get marketing Web sites to be revenue generating. Relationship marketing is important for the tourism industry. We need to keep information of queries online to develop relationships with clients. Joint online banner campaigns are a sensible option. We can use our marketing reach to earn commissions on travel booked through our site. We have the infrastructure in SA Tourism offices around the world that already exist and through this we can promote Cape Online. We should encourage collaborative competition. We could bring airlines to the site, having them sponsor competitions to bring traffic to our sites. We need to budget sufficiently so as to get our site on as many search engines as possible. We need to look at training, accessibility, Internet cafes for our communities. The provincial Cape Gateway does very

different things from us and regardless of this maybe we can pool our resources and save by doing so.

*H. Metz:* We should face the fact that the technology is truly the heart of what we are doing. To work with these ideas we are discussing and to understand where the culture is going to develop we need to pay more attention to the technology involved.

*K. Ackermann:* Technology is not really the centre of discussion here. We need to find out from stakeholders how they feel about e-government, and technology is just a tool to do this. Human interaction is the most powerful interaction, and technology must support and enable that whenever appropriate. There are ways of gaining efficiency to enable people to work more effectively, and we need to build a strategy along this people-centred model. The priority is to understand the wants and needs of the stakeholders. Technology is going to be a tool to help us then do what is necessary to meet those wants and needs.

*S. Ozinsky:* It is a leap from where we are.

*P. Frampton:* We need to explore technology that enhances the community.

*D. Martin:* It has got to be about the stakeholders, but technology is important. We need to inform stakeholders of change because of technology.

*K. Ackermann:* I have learned through experience that any project intending to change people's habits when people are not ready is expensive and ultimately is likely to fail. We have to walk before we run and move incrementally. No matter how good the ultimate

model is, if the people are not prepared it is not going to work. Technology will change faster than people can accommodate it and we must balance these things keeping people in mind first.

*W. Thomas:* At the moment we are busy with a quantum leap and we need to keep our feet on the ground.

*G. Irvin:* We are not discussing a new phenomenon. This is 'technology seduction' and there is a substantial body of academic literature that describes and explains it.

*R. Hein:* We can consider where we are as human beings and what we are trying to achieve. The biggest challenge today is information retrieval. The use of search engines in retrieving information is becoming increasingly difficult. That is where Wesgro comes in with databases to help with information retrieval.

*K. Ackermann:* Is there some sort of common database, or a plan for one?

*F. Reagon:* Our vision is that, at the end of five years, the database we have will be used for generation of content and we want to make it available to everyone. We may, for example, choose to share some of the info with Wesgro only but not with anybody else. There will be a framework for using the content that protects privacy and confidentiality.

*S. Ozinsky:* There will also be a template into which users can put info. It will enable us to deliver common services from a central point. Centralization has effectiveness from a staff viewpoint and also from a branding viewpoint.

*W. Thomas:* Wesgro is a marketing agency but also an information supplier. In terms of databases we participate with the city in MIDO (Major Investments Development Opportunities) and have been quite successful with it. We also have an exporter directory. In a year or two some private enterprise may take it over, but the research has been done. We need things done, so we do them.

*F. Reagon:* A very likely task for the forum is to discuss and plan the kind of databases that are going to be needed and used.

#### Summary from the Chair

We need to pay attention to words frequently used in today's panel: Inclusiveness, Individuality, same hymn book, consensus, fragmented, not uniform, linking, relationship, sharing, reconcile, common scheme. These point to many of the needs and problems both that our organisations are faced with.

Issues raised this morning:

- Manner in which we should approach the matter in hand
- Incremental change or paradigm change
- Need for targeting our audiences
- Sharing of infrastructure
- Communication of the branding and marketing
- Use of databases
- Building capacity
- Access issues
- Research role
- Portal
- Role of Cape Online to bring together industry
- Relationship marketing
- Budget sharing
- Training



- Internet access
- Technology vs. human centrality

Tea/ Coffee

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Second Panel - Change management, content and technologies in the workplace

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Chair:	Raven Naidoo
Panel:	
City of Cape Town	Scott Fitzmaurice
PAWC IT	Augie De Freitas
Cape Gateway	Alex van Breda
Bridges.org	Steve Wendell
Tenet	Duncan Martin

*S. Fitzmaurice:* On the municipal level, changes have been rampant. We have gone from numerous small councils, consolidated into seven and then merged into the Unicity. Many of the staff are suffering from transformation fatigue. Innovation is obvious, however. City of Cape Town still fell under their own administration which made consistent service difficult. For example, online rate payment is challenging, as the systems behind the seven different councils are different. However, an Enterprise Resource Package (ERP) is being worked on and once again many changes are expected. After the ERP implementation, information will be centralized and made accessible to all and then it will be easier. Despite these kinds of challenges, now is an opportunity for Cape Town to rationalise business units and gain efficiency and cost savings. Cape Town needs to become more competitive by providing these kinds of online services. The current distribution of online services proves the common opinion

in the world that places like Africa and Russia are lagging behind. We can, however, take a lead in Africa as the City of Cape Town. At a micro level within the City we keep change management as a part of the development process of every project.

*A. De Freitas:* Business is changing and so is IT. Technology use in the workplace is standard practice, but it is useless unless it gets used properly. The most critical system today is email. We have learned this because, if and when email goes down all hell breaks loose – and that is a fact of life. Beyond the heavy reliance on email, the second biggest change is the whole introduction of a web environment. The world is changing and if we don't change with it we are going to be left behind. Technologies we introduce must be appropriate, relevant and affordable. The incentive to make the necessary changes needs to be business driven. It will have dynamic impact on the way we operate, on our costs, structures, processes, and people. Right access at the appropriate level at the right time is necessary. Some of our initiatives have been successful but we need more if we are to keep up with the necessary pace of change.

*A. van Breda:* The gathering of information is one of the first functions Cape Gateway will undertake. This will comprise huge databases. Some of the organizations involved include agriculture, labor, local government authorities, agencies like Wesgro, and banks, among others. One of the major issues is to find commonality in definitions, particularly of data and data structures. The reliability of information is important and data capturing is an ongoing process. There has to be a safe and reliable data capturing system to encourage people to use the site again.

*S. Wendell:* There is communications between government and citizens. Bridges.org are somewhere in between. Change management processes when integrating hi tech into government is a good thing. Local government can be a leader. E-commerce is great for changing how things happen around you, from waste management to politics and much more between. Deciding on the type of training is important. Should it be task-level training or conceptual, life-skills education? Do you teach people to use specific software packages or what viruses are? In developing training, the question of whether this technology is actually helping the user in their everyday life must be addressed. Practical skills help people to see the benefit in using the tools available to them. However, not teaching people about technology at more conceptual level can actually turn against you. In the area of content management, the Cape Online project wants to be the interface for information on local government. A simple interface is a wonderful thing. However, when considering access and the issue of the digital divide, do these new services now replace existing services? Is there a shift in priorities toward the technologically-enabled? Do the physical world interactions with citizens continue? You are not going to get computers everywhere. The access is not there today. Will there be extra weight given to feedback that comes through online, simply because it is easier to gather? One must remain cognizant of the difference between supporting the local democracy or creating an electronic one. These are not the same goals.

*D. Martin:* Education Minister Asmal has made interventions to facilitate change management, for example, in the Vista and UNISA merger. At UCT 10 faculties have been reduced to 6. Collaboration has been a major effort in trying to change higher education. There are numerous examples of collaborations in this

sector. Among the lessons learned are that projects must collaborate to create an entity and then one must be willing to pass the creation on to the next part of the collaboration to do their work. On the topic of content, a major issue is the distribution of applications to universities. If only some institutions have certain technologies, their value is much more limited. For example, the exchange of transcripts of students can be done online between institutions, but only if it is done system-wide. On the topic of online education, the traditional Afrikaans universities embarked on some online distance education initiatives. They provided some R150m last year from these initiatives. Government felt UNISA should do distance learning among South African higher education institutions, and stopped the process. However, given the new recognition of private higher education institutions, these companies are the most likely ones to implement and profit from online education. One of the roles of Cape Online can be to promote the Western Cape as a centre of great education.

*A. Levin:* I have been experiencing that in large organisations there is a greater tendency to use email for document management. There is very little idea of how to use the proper document management systems, and it seems that less than 2 or 3% of the functionality of these systems are being used. For example, it is not uncommon for people to send out huge attachments on e-mail and the receiver in some cases cannot receive these attachments, while in others it generates many hundreds of megabytes of unnecessary network traffic, with the associated expense. How do we handle this?

*A. de Freitas:* The functionality is there to avoid the problem, but training is needed. It can be a problem when IT does not have the responsibility for training and there is not good planning between

training and IT. There must be a strategy to exploit the technology we already have. It is important to look at the way technology is actually being used and to begin there.

*S. Fitzmaurice:* The truth is that IT departments roll out complicated technology solutions to handle complex tasks. This is not necessarily the problem; for example, you tend to only use certain features on your microwave. One kind of person uses certain features another uses different features.

*A. van Breda:* You can also give a certain amount of training information as people need it from a call centre. But that may not be viable.

*D. Martin:* There is a cheap answer in that disk storage is not really that expensive. Is this really a problem? The email is there, it's better that people use it.

*S. Wendell:* People will learn quickly. They will learn not to send huge email attachments.

*H. Metz:* The challenge is to claim your cyberspace, to take a simple home page and convert it into your office. The question for education is how to turn content into virtual college. This is an explicit challenge to curriculum planners. We need to learn how to use the Internet as a managed resource.

*C. Wright:* It is important to create an inward focus on training, to help staff to use an intranet properly. How are we going to do that? Customer relationship management skills need more attention, to take people advantage of the potential of technology to manage relationships.

*A. Levin:* Public sector networks are all using commercial providers to interconnect, paying potentially duplicative costs. We also hear from TENET that there is not much internal bandwidth use that indicates an internal exchange of information. Is it by providing greater bandwidth that we would be creating greater opportunities? Or must we wait for opportunities to come first? Cape Online projects can be done small scale at low budget or do we need to be more active and create broader change?

*D. Martin:* If the question is whether, if you create bandwidth will people use it, the answer is yes. You may be stunned at the use. Now, as far as the question of whether we should do it ourselves or use the help of private firms, the answer is that the Internet is chock full of private agreements. It is a network of networks managed in the private sector through private agreements that are essentially invisible to us. The answer to improving value for rand is that you have to be a demanding customer. The smaller the effort is the less chance there is of success.

*A. de Freitas:* We don't have a choice but to use the Wide Area Network of SITA to provide network connectivity. The National Treasury decides and approves what rates and tariffs will be paid to SITA. SITA in turn is dependant on TELKOM who are the only telecom provider. Therefore we as a provincial administration have no alternatives to the SITA/Telkom combination and thus the perception is there that perhaps we as users are being "taken for a ride" to some extent. PAWC is currently developing SLA's to address these issues.

*A. Levin:* Turning away from the question of networks, existing bottlenecks may be on the servers but not in the bandwidth. My

experience is that very few people are using the bandwidth in the province. There is huge capacity in our infrastructure. We need better utilization.

*D. Martin:* Maybe SITA should give people a better understanding of the whole system.

*A. de Freitas:* The amount of money we are paying SITA for Internet access and use is astounding. We must use it. We are busy with negotiations with SITA and Telkom but these have typically not been very successful.

*K. Ackermann:* Are existing technology implementations designed to deliver data in XML format?

*A. de Freitas:* For all new systems this is a consideration. At the moment we are using Oracle technology that can deliver XML.

*K. Ackermann:* In the design of systems that deliver content, are you doing so in a way that separates the information layer from the presentation layer?

*A. de Freitas:* We can provide most information in whatever format people want.

*K. Ackermann:* I think it is important for e-government initiatives to take into account the fact that, increasingly, access to the Internet has nothing to do with PCs. Information will be received by cell phones and other mobile devices, particularly with the new generation cell phones. In Asia over 173 million new Internet users are experiencing the Internet for the first time, and it is all through cell phones. As a result of these trends, it is important to think

about how you can display information. You do not want to develop data structure specifically for cell phone recipients or for PC users. It must be flexible enough to accommodate any access device, and to do so there are different approaches to design and different technologies involved. With this proliferation of mobile technology it will create a phenomenal problem and put us back to square one if we build e-government systems to be accessed by web browsers on PCs and the world shifts to voice interfaces via cell phones, or wireless PDAs with little black-and-white screens.

*A. de Freitas:* This kind of technology plays a crucial role in what we are doing. From a strategic viewpoint it is crucial. In the Khanya project, for example, we had to look at delivery of curriculum not only through PC but perhaps through PDA depending on circumstances. We have to be open to all these different types of technologies. WAP may play a tremendous role. You have doctors walking around with a clipboard today because he has not gotten a tool to replace that clipboard. We need to expose new tools to him that are actually better and easier to use than a clipboard, and show him how to use it.

*A. Sayers:* Another issue to consider is that, with the advent of new technologies, we may have classroomless schools. School going population is decreasing.

*N. Daniels:* We should not have cramped little screens.

*K. Ackermann:* If the underlying system separates the information from how it is displayed on a particular device, then at least at some level useful information can be delivered on a cell phone up to the limits of the interface itself.

*A. Levin:* Yes, separating the presentation layer from the database layer. The standard recognised now is called XML. It is fairly new.

*K. Ackermann:* How you structure the XML data schema and what fields you use to describe products is usually the hard part in planning e-government services and products. We will find it valuable to consider the cell phone/PC screen issue because it is an example that forces us to work through many of these issues today in order to avoid reworking the technology tomorrow.

*A. de Freitas:* The time is coming soon when it won't really matter what WAN's or ISP's one uses. Multiple WAN service provider and ISP's could be used by an organisation depending on its needs. A virtual private network could well exist over Multiple WAN service provider. This is being driven and made possible by Internet-based technologies. It is possible to house applications with one service provider and the WAN with others. With more applications being web-enabled and XML being used, the access mechanism (PC with a Browser, PDA's, etc) becomes irrelevant as long as it is connected via the internet in one way or the other. Thus the physical network (WAN) becomes irrelevant and users will not be bound to a physical WAN provider by a single provider. WAP-based networks, for example, could also be provided by a host or service provider. As the proliferation and penetration of these kinds of technologies increase the physical boundaries of SITA's networks could well become "blurred". Thus SITA will have to change its strategy and approach to its WAN services and this appears to be the case with its proposed VPN approach.

*N. Daniels:* It is easier to provide B&B information to people online, whereas if you put an entire educational curriculum online it is a bit more complex.

*A. Levin:* Data modelling is a big challenge to do well, and to structure information in a usable way. The health care environment is even more difficult than a curriculum. Brendan had a very good question

*B. Valkenburg:* We do not know what everybody else has available in databases. Wolfgang Thomas has mentioned they have a handle on several databases. We have to launch these databases and see what the perception is of them. We must try and get information on these databases and their use. Maybe Cape Online can even provide a service on this. We must get people more involved in the mainstream.

*L. Layman:* We can't just integrate databases. We need to choose technology that provides flexibility. Application service providers are important.

*N. Daniels:* We will need to have a framework to put this whole thing in place or we are going to have to spend a lot of money.

*D. Martin:* You will have paralysis while you wait for everything to get sorted out.

*P. Frampton:* We need to work on collaboration to avoid this.

*A. Levin:* This data modelling we've talked about and the need for a standard authentication system – the Cape Online Forum could set the standards for this.

*N. Daniels:* We should also investigate whether Groupwise 6 is in line with standards that are likely to be set by the JMI.

Summary from the Chair:

The primary points made during our panel include the following in no particular order:

- Get our individual back offices and procedures in order
- The e-mail systems are critical and it was emphasized how important this is in getting things done
- We should not underestimate the amount of work done already
- Integrity of information is crucial
- How do we maintain standards?
- An important criterion for assessing any technology: does it help in our everyday life?
- Anything developed in collaboration must have a simple interface
- Any initiative undertaken jointly through the Forum is not a substitute for current projects or those that are entirely internal. Parallelism is vital.
- E-government initiatives must be stakeholder-centric and have a market orientation
- Collaboration is valuable
- Centralized applications will add value to each organisation's efforts
- Online education and training are valuable
- Promoting online education will be necessary
- Acceptable use policies should be discussed in the Forum
- Content must be managed in a way that is flexible with flexible technologies and platforms
- The Forum can help organisations establish and be aware of certain standards.

Lunch

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Third Panel - organisation development, finance and administration

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Chair:	Kurt Ackermann
Panel:	
DTI Chief Economist	Dave Kaplan
PDC	Adrian Sayers
Dept of Communications	Envir Fraser

*D. Kaplan:* On a general level, when I look at what is being proposed I think the Cape Online Forum is a very worthy initiative. Making knowledge available widely is what we at DTI want to see happening. What could DTI gain from this at a national level? In terms of collaborating in e-government initiatives, we are moving rapidly and comprehensively to make all our offers more widely known and are using the Internet as part of this effort. For example, companies can now register with us online and print out their registration. We are currently in the process of setting up a marketing arm of the DTI to further these goals, which is making us weigh establishing regional offices versus using electronic distribution. The big issue for us in going purely electronic is how to reach the smaller firms. That is the general drift of where we are, and where we are going with respect to e-government initiatives. Our interest is in using technology to reach and interact with businesses.

Beyond our own initiatives, people always want to know what support the DTI can give. The DTI have a number of support mechanisms aimed at firms, and not the public sector. Firms need

to be engaged in a constructive manner to make an impact on their ability to compete. We are particularly interested in projects that can increase the involvement of smaller firms.

A. Sayers: The usage of ICT to improve business is very important. However, the need for policy coordination is of utmost importance. The coherence of a policy framework is critical to all stakeholders. Once you have sorted out technical issues and have started marketing e-government products and services that can help accomplish these goals, people seem to relax. However, we could end up in a situation where we pat ourselves on the back while in each local situation we still need to address the issue of accessibility.

Another issue is that of language. Afrikaans and Xhosa are widely used in the Western Cape. Also, the composition of the Cape Online Forum in terms of language, rural versus urban, and the mesh between the City of Cape Town and the provincial municipalities will need to be considered. Getting the perspective from all sides is highly relevant. Non-governmental organizations have shared some of their initiatives. This helps us to recognise that there is a broad community of service providers out there. In terms of e-government, particularly when one considers these NGOs, the services provided in the province are very wide. When dealing with composition or function of the Forum, we must not forget the value that can be added by these and other non-public stakeholders. We have to become focused on the service intended and reach out to the stakeholders involved.

There is currently not a lot of transparency around local government. We should look at use of web applications in order to affect the ability of the public to make performance appraisals and

to see accountability in their local representatives. The question will be how local government uses web applications to meet the expectations of the local community. The Cape Online Forum should work according to a widely disseminated work plan. This should lay out what the expectations should be and how these can be translated into a terms of reference. To be effective in achieving this, the Forum will need a body of dedicated resources.

E. Fraser: The primary role of the Department of Communications in terms of policy has been the development of the green paper and white paper. By November we should have policy on e-transactions and online communications. Our goal is the provision of a framework for e-government. Stakeholders will need assurance that when documents are sent over the Internet that they are legal binding documents, as if they were paper. That is the key aspect of this policy. In terms of infrastructure, we are active in licensing telecom services, to enhance the availability of applications, not only in cities but also rural areas. The challenge is how we can accelerate the delivery of these services. We can see benefits from this kind of infrastructure exemplified by the public access terminals linked to post offices around the country. These public access points give a link to communities and will help address the issue of access. Access in local communities is crucial for the success of initiatives such as the DTI is undertaking with SMMEs. Along with the development of policy and the facilitation of infrastructure creation, we also are working to further the development of human resources. We need new kinds of people involved and highly skilled people to help a develop culture of knowledge management. Practical steps to help in this area include encouraging the development of the software engineering sector and counteracting the brain drain. We have to create more skills in our people. India is a good example to study. They train so

many people in order to retain enough to make a difference. In terms of our own e-government initiatives, we have a pilot project in e-procurement underway that will offer tenders online. We have recognised that we also need to encourage the development of South African online content. Most of the content being used by South Africans is produced out of the country. We need basic content produced by and for South Africans.

*Open Discussion*

*A. Levin:* In terms of the DTI supporting the Cape Online Forum financially, if the Forum were to create a separate private entity that would be given authority in coordinating operational aspects of the Forum, could that entity be supported by DTI funding? Would the DTI be interested in supporting the Forum from a financial viewpoint if Cape Online is pursuing goals that are supporting businesses? What is current situation with universal service fund?

*D. Kaplan:* The DTI can be flexible in support of projects. DTI need to see whatever the project it is, and we can potentially fund a particular part as long as significant number of firms are involved. Enhancing competitiveness is an important goal. DTI could potentially put up share of money, but the firms involved also need to put money in. DTI has money to contribute but look for projects with good potential, and at least some of the risk must be shared.

*A. Levin:* SMMEs do not always have money to contribute. Do public sector collaborations count or only private companies?

*D. Kaplan:* Other government agencies do not count. We support local government when they support a key piece of infrastructure.

Typically this has been infrastructure such as roads, but need not necessarily exclude ICT in the future. DTI will typically provide up to 30% support to local government if the infrastructure commitment is there.

*E. Frazer:* The Universal Service Fund is being increased now.

*A. Levin:* You don't see the post office terminals as a single type of access for local communities?

*E. Frazer:* No

*C. Wright:* Cape Online Forum seems to be trying to do a huge number of things. We have covered taking on key marketing functions, managing collaboration and working on the problem of access. The danger is that Cape Online risks trying to be all things to all people. Maybe we need to look at a few more of the pillars that were mentioned in the white paper. For example Cape Online would likely have to work across these pillars, broadening the scope even further, which can be dangerous. Boundaries have to be set.

*A. Levin:* Cape Online is a provincial government project. Obviously this group of stakeholders need to be expanded. We are trying to determine the function of the forum this afternoon. If we feel there are other stakeholder to bring to the table, then that should be part of the Forum's initial set of responsibilities.

*A. Sayers:* The usage of ICT in the government can play a strategic role in the way the government functions. We need to tag the terms of reference so that we don't lose sight of what we are trying to accomplish here.



*Kurt Ackermann:* Please let me steer our conversation back to the question of the scope of the Forum. Are there areas we should be particularly careful to exclude? Can this group tackle e-democracy? What about access? We should be careful to avoid taking on all the needs related to but not specifically part of e-government.

#### Discussion on the formation of the Cape Online

*A. Levin:* Do the participants here at the symposium agree that there needs to be a Cape Online? This is the starting point of what must be discussed.

*H. Metz:* Perhaps we could start by having the Forum create a Knowledge Map. What we know and what we don't, and what is required to achieve successes in e-government. Yesterday we talked a lot about the needs of the stakeholders, not so much what we want to give. What are those needs? What do we have to give? Where are the gaps?

*D. Martin:* The Forum can help the members plan and deliver a layer of services with free content that are linked in a single point of view, from the view of the customer. We can deliver a good search engine across all that content. These are some of the essential services of a portal. The Forum can assist the province, and operate away from the political level.

*A. Levin:* We don't want to go broad to start with. We need a realistic "Shopping list" of things that participants might want from the Forum. We should start basic. Perhaps just a simple catalogue of the public sector web sites in the province?

*D. Martin:* Search engine capabilities across those sites.

*C. Wright:* We need self-definition through the Forum. On the data and content side we need standards and protocols. We also need to facilitate information sharing to avoid duplication of applications, content or projects.

*A. Levin:* Should we have another symposium? Or should we communicate through e-mail? Should we have regular meetings of a smaller committee? How do we communicate?

*P. Frampton:* Definitely. Meetings are important for communication.

*C. Wright:* We need to map points of access in province

*A. van Breda:* We need to discuss the language issue.

*A. Levin:* If language is such a big thing, do we need translators for these meetings?

*A. Sayers:* Here in Cape Town it is not a problem, but working with the whole province it becomes a problem when one moves out of the city.

*K. Ackermann:* Let's capture that as a need for clarification of expectation with regards to language among Forum members and for e-government in the province.

*H. Metz:* You need someone to do this as a full time job with a dedicated budget because most people here have busy lives already

*A. Levin:* The PAWC will facilitate this and act as coordinating body. We have a budget and will bring in people to support this to put people in place to do this.

*A. Sayers:* The forum has to be functioning effectively. The worry is the process of decision making. Hard and fast decisions are going to have to be made. If we are weak on decision making we could lose the benefits of collaboration. Commitment coming out of this meeting is necessary. From here we need to start action now or we are going to disperse without an effective method for starting.

*C. Wright:* How are we going to change the cultures in our organizations so that we are collaborating effectively? We need to filter this initiative through to our organizations. This cannot be an isolated initiative carried simply by the individuals who attended the symposium. How do we put the Forum into place among the departments and organisations, and what projects do we work on first that can help accomplish this?

*K. Ackermann:* The Forum needs to help facilitate change management among its members?

*C. Wright:* Every organisation has their own way of doing that. How are decisions made when collaboration is crucial? How shall the use of budgets change? These things will need to change in different ways from organization to organization. Change management is necessary on some level.

*K. Ackermann:* As far as the Forum itself, is there some level of independent work that it should undertake?

*H. Wesso:* We need to decide how we are going to have impact on these institutions. We need to be clear who is going to participate.

*K. Ackermann:* We need more work on Forum structure. Is it the primary e-government body for the participating departments? Or is it one of several, given that many are part of the JMI? For example, how is JMI going to get input from the Forum members? As a collective body, or as individual institutions?

*A. De Freitas:* Forum has got to have some form of governance and structure. A steering committee perhaps.

*M. Fabricius:* Representation of different types of organizations is necessary.

*D. Martin:* Also a budgetary contribution

*A. Levin:* The Forum can explore whether we can offer discounts that some members already receive, to other organizations that are members of the forum.

*M. Fabricius:* We can significantly reduce our costs in this way by collaborating with each other. We can leverage our collective buying power.

*A. Sayers:* To be effective the Forum should have clusters of departments with common interests taking part. Local governments are a critical player and there are many of them. The stakeholders in business and in civil society as well as citizens

need to be included in some capacity. Involve people in a more structured way.

*A. Levin:* Are we going to administer this Cape Online? We need to take a poll and, if there is enough support, we should have another meeting to discuss our “shopping list” after spending some more time on it. Are we the right body?

*[Consensus: Yes]*

*H. Wesso:* Are we going to set a deadline?

*P. Frampton:* We need to take about six people to start this off and they should report back to the forum. These must be people prepared to give up some of their time.

*D. Martin:* That is a good idea. One needs to describe in greater detail the deliverables.

*A. Levin:* At the moment the job of the Cape Online Forum is to perform coordinating and administrative functions. This is a Forum comprised of these stakeholders at the Symposium we are all agreeing to be involved in a new collaborating project. We are agreeing that it is necessary to drive e-government initiatives by this forum. Every one of us are committing to participate in some way, whether it is money or time. If you don't want to, don't agree.

*[Consensus: No disagreement]*

*P. Frampton:* My experience is that a mandate can cause those involved to champion the cause. The executive must then bring

people in to make this thing live. That is where we are now. We have a mandate and now we need a team to make this work.

*A. de Freitas:* I agree. If we leave here like this it is going to stay like this.

*P. Frampton:* We should see this Cape Online Forum as fitting into a broader Cape Online Initiative. The Forum becomes one of the devices of such an initiative.

*A. Levin:* The value provincial administration adds is strategic direction as a governmental department. We foster and develop strategic direction for the Cape Online Forum.

*L. Layman:* What would be the driving factors? The first obstacle is to get departments to buy into this. What pressure is there for them to do this? We need instruments to get people to act. I recommend that we start with broader initiatives, whatever is appropriate to put online. We can set the expectation of ratepayers with regards to online services. Perhaps we start by enabling them to pay their telephone bills, rates, etc. online. Telkom started most of their “services” because people demanded them first. Perhaps people saw some telephone feature or service in New Zealand or Australia and demanded it when they got back to South Africa. We should work to influence behaviour now. With the JMI we have initiative and drive because they know what they are going to do. Wesgro know what they are going to do. The only problem is the government departments that are not sure in the area of e-government. You need to set the goal and go for it now.

*H. Wesso:* From the provinces side there is a lot of money put into the Cape Gateway and the knowledge economy white paper. Now

we are going to use these resources to establish a knowledge economy government. Departments will have to cooperate. There is not a lack of commitment. It is not about commitment or funds at this point any more. It is about ideas and doing things. It is about collaboration and coordinating and understanding what is going to be done where and when. We have the strategy, we have the technology, we have the policy framework, we have the resources, and now we need to implement and that is why we need a Forum.

*L. Layman:* I am not questioning the commitment. But we need the people within the departments to see the benefit of this and start advertising this and to be motivated to achieve.

*R. Naidoo:* We need to tolerate a certain level of “naiveness” just get the Forum going. If you can work out your goal, perhaps something like “we are going to create the most connected province in Africa”, and once you have done this you will find people will work very hard to accomplish this. Don’t have pre-conceptions of the structure or mechanisms of the Forum. Have your objectives in mind. The energy of the people and the vision as effective forces should not be ignored here. Let the people who are going to deal with those details deal with that. Maybe we should not even discuss standards or data templates now. Perhaps we should give someone a start on pursuing the vision, and pull him back every now and then and see what is happening. If you loose this initial energy you will loose the sense of the bigger picture and it will stall.

*A. Levin:* So then, we should agree to an interim coordinating committee. Let us look at drawing members for that committee from different layers – Education, Tourism, Industry, etc. – and also

segment the public sector – Parastatals, National, Provincial, NGO’s, local.

*C. Wright:* Maybe a bit more time to segment is necessary. Not all the potentially valuable members have been part of the symposium or remain in attendance at this late hour. Let’s decide now by consensus that, yes we are committed, and let’s choose a small group to start this off.

*A. Levin:* Let us call for nominations or volunteers to cover some of these segmentation areas.

*A. de Freitas:* I nominate, Peter Frampton (seconded by Alan Levin) and ask that we include Alan Levin by default

*Others nominated:* Martin Duncan, Scott Fitsmaurice, Carol Wright

*A. Levin:* Maybe we should wait before nominating someone from the JMI?

Nominated Lynn Laymann from Wespro and Augie De Freitas representing IT

Dr Harold Wesso will be an ex officio member

Message from the Minister

Minister L Markowitz

With us here at the symposium we have the leading players in e-government. I am here to give my support to a wider use of our resources as represented by this symposium and the Cape Online Forum. The basic benefit of teamwork is to avoid duplication in the public sector. For us to deliver a better and more effective service,

I hope the Cape Online forum will go further. The Internet is going to transform the world so radically that old forms of structure and knowledge are going to be outmoded. Simultaneously, the Internet is and will be an invaluable tool for the government and for the province. It is critical to find a way that the transformation and the tool each can have a strong positive impact on our province and our economy. The Internet is also a particularly good tool to help us deal with the underlying requirements to improve education and manage the impact of globalisation, which affects all of us. Solving our problems of poverty will take a collaborative effort from all stakeholders, public and private sector alike.

An effective way to address poverty in the longer term is by creating a knowledge economy. Many kinds of economies will continue to create wealth, but this wealth will not be evenly spread among them. Knowledge-based economies will be the most prosperous and the most sustainable in this global environment. Therefore, we must make sure ours is not lagging behind. The Western Cape is adequately equipped to carry forward this knowledge revolution. In the Western Cape, we have the best skilled and educated people in the country, and therefore have significant advantages as well as significant obligations to lead the development of e-government as a means of building a knowledge economy.

Building a knowledge economy should be a team effort, and I wish you well with your future endeavours together as the Cape Online Forum. The proper role of the government in this effort is to spark projects. The government works most effectively in economic development when it is able to get things started, and then pass the baton on to commerce, which in turn pass it on to business to make the broadest difference in every community. We want to get

things done, and the Cape Online Forum should be one way this happens.

Closing remarks

Dr. Harold Wesso

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Thank you, everybody for your hard work and participation. Congratulations to Alan Levin on a job well done. This symposium has demonstrated that the commitment to collaborate around e-government initiatives is here and now we each have to deliver on that commitment.

**Action Steps**

- Report back to participants with notes and presentations from the Cape Online Symposium
  
- Organise and hold a meeting of the elected coordinating committee
  
- Report back to participants on work done to the shopping list by October
  
- Establish an e-mailing list among symposium participants

**Reference Materials**

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## What Is A Portal?

*By Tahzier Isaacs, e-business manager, Sybase SA*

Everyone has a different view of what the term portal encompasses, but simply stated, portals are Web sites targeted at specific groups and communities.

Every vendor and user has a different definition of the term "portal". Many vendors claim to have a portal product when all they really have is a Web-enabled application. Many users want a portal and do not have a clue what they are going to do with it. The volume of hype, mostly generated by vendors, causes the issue of portals to be one of the most confused and confusing in IT.

### Portal power

"The bottom line is that there are many legitimate types of portals."

Simply stated, portals are Web sites targeted at specific groups and communities. They provide content aggregation or delivery of information relevant to the group; collaboration and community services; and services or applications appropriate to the target market - all delivered in a highly personalised manner.

Many vendors have used the term portal loosely to describe a Web-enabled version of their product. Legitimate categories of portals include:

- Megaportals: The original portals on the Internet - those that began as search engines and rapidly evolved into megaportals such as Yahoo, Lycos and America Online.



They address the entirety of the Internet as opposed to a specific community of interest. An important aspect of megaportals is their impact on the traditional media as a point of significant convergence (media companies buying megaportals, or megaportals acquiring media firms). Thus, the megaportals are becoming another channel for delivery of traditional media content.

- Vertical portals: These are sometimes referred to as niche portals, or "vortals", and are small or narrow in scope. They serve specific, targeted interest groups or markets - such as healthcare (<http://www.ehealthcare.co.za/>) or women's issues (<http://www.ivillage.com/>) - that are subsets of the Internet. There is a vertical portal for practically every niche audience on the Web, and every niche market typically has more than one vertical portal. Whereas the number of megaportals will shrink over time, vertical portals are proliferating at a rapid pace.
- Business-to-business (B2B) portals: These provide electronic marketplaces that give all the players in these markets the opportunity to communicate digitally with each other. With the requisite amount of compatibility between the systems involved, the B2B portal can execute transactions between members who wish to buy and sell, and at its highest end, the portal becomes a market-specific hub capable of dynamically integrating multiple supply chains and partners on demand. B2B portals deliver market-specific information by providing access to industry directories, product databases, discussion forums, articles and industry-specific bulletin boards. They can also act as matchmakers between

multiple buyers and suppliers through the use of auctions and reverse auctions.

- Enterprise portals: These are portals deployed for the benefit of a single enterprise in order to deal with the "touch points" of the enterprise. These touch points may be internal (employees accessing human resource policies) or external (eg customers, suppliers and trading partners seeking information or wanting to transact). Anyone who needs to use the IT resources of the enterprise can do so via the enterprise portal. Because enterprise portals deal with a variety of communities of interest, they are multi-directional and face both internally and externally to the enterprise. In some cases there are multiple logical portals under a single portal server. Horizontal enterprise portals cover the breadth of information, applications and processes of the enterprise, while vertical enterprise portals focus on a specific business process, function or application.
- Portal products: These are technologies that started out as enterprise information portals, intranet portals and corporate portals, and they are now generally called enterprise portals. These products are used to build various types of portals. However, it is important not to confuse the use of a technology with the technology itself. Various uses of the term "portal" do not fit the Gartner definition, but have seen general industry adoption (voice portals, for example). The terms "executive portal" and "knowledge portal" have also come into use but in truth, these are just enterprise portals in disguise.

The bottom line is that there are many legitimate types of portals. There are also many pseudo-legitimate uses of the term. So, when you hear the word "portal", make sure you understand what type of portal is being discussed.

It is also important to understand the types of technologies used to build portals, especially portal products, and to separate the type of portal from the tools used to build it.

## Important E-Government Documents

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### **Electronic Government: The Digital Future**

A Public Service IT Policy Framework

February 2001

<http://www.dpsa.gov.za/docs/policy/IT.pdf>

### **Green Paper On Electronic Commerce For South Africa**

Co-ordinated and compiled by the Department of Communications  
Republic of South Africa

November 2000

<http://www.ecomm-debate.co.za/greenpaper/index.html>

### **Preparing the Western Cape for the Knowledge Economy of the 21st Century**

[http://www.westerncape.gov.za/economic\\_affairs\\_agriculture\\_tourism/business\\_promotion/White\\_Paper\\_Bi\\_Promo.asp](http://www.westerncape.gov.za/economic_affairs_agriculture_tourism/business_promotion/White_Paper_Bi_Promo.asp)

Listing of National Government Departments' Web sites and contact details

<http://www.gov.za/dept/index.html>