

**Cape Online  
Year End Summary 2002  
Forecast 2003**

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**KNOWLEDGE ECONOMY  
& E-GOVERNMENT**

Provincial Government of the Western Cape

## Distribution

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### 1. Summary

**2002. In 2002 the Cape Online Programme focused on Cape Gateway, the Cape Gateway Development projects and Cape Gateway Operations. Marketing and Communications commenced work on branding and introduced visual standards for KEEG.**

Several other Cape Online projects were identified and initial work was done to get these projects started. A Project Management office started in November.

**2003.** The main events proposed for 2003 are:

#### Major milestones

Knowledge Centre internal launch	January
Monthly e-government newsletter	January
Completion of the Content Management System (Bee) V.1	March
Cape Gateway Portal V.1 live*	September
Implementation of the Contact Centre	July
Launch Cape Gateway (Contact centre, knowledge centre and portal)	October

\*Dependent on the appointment of an ICT Team Leader.

#### Critical deliverables

Brand ID and visual design for Cape Gateway	March
E-government workshop for private sector and trade unions	April

Major Exhibitions (eg KKNK, Learning Cape Festival, Pentech Career Exhibition)	Apr, Aug Sept 2003
Cape Skills discussion document*	May
Cabinet submission*	July
Cape Access business plan*	August
Content Management Policy V2	August
Portal test report	September
Market research	October

\*Dependent on resource availability.

### Facilitation

Restart Cape Net.	29 Jan 2003
Implementation of basic project management standards for all projects including: Project Definition Reports, Monthly Reporting, Formal Issues, Formal Scope Changes, a Project Management System.	Ongoing
Training of departmental staff and communications officers with regard to e-government.	Ongoing
Prioritised content entered on Bee	29 May 2003
Afrikaans & Xhosa translations entered on Bee	26 Jun 2003
Web authors and custodians trained.	2 May 2003
Public awareness campaigns for Cape Gateway.	Ongoing
Planning for Cape Access and rollout to libraries.	tbd
Test the sustainability of CICT.	tbd

### The areas covered in this report are:

1. Cape Gateway Development
2. Cape Gateway Development: Design & Usability
3. Cape Gateway Development: Technology
4. Cape Gateway Development: Content
5. Cape Gateway Operations
6. Cape Gateway Operations: Facility
7. Cape Gateway Operations: Administration
8. Cape Gateway Marketing & Communications
9. Project Management

- 10. Cape ICT
- 11. Cape Change
- 12. City of Cape Town Partnership
- 13. Cape Skills
- 14. Cape Procure
- 15. Cape Net.

<b>2. Highlights for 2002</b>	<b>Completed</b>	<b>Responsible</b>
<b>KEEG visual standards</b>	<b>July 2002</b>	<b>CH, PvR</b>
KEEG trained on branding concept	Nov 2002	PvR
Various presentations by HMW & AL to Cabinet, Standing Comms, etc	Nov 2002	PvR
Journalist appointed + teaser for e-newsletter	Oct 2002	PvR
Cape Gateway Development Team Leader and Design & Usability Team Leader appointed	Jan 2002	AL
CMS Tender & Licensing / Supplier appointed	Nov 2002	CH, AL
Content Manager Appointed	June 2002	CH, AL
Project Manager Appointed	Nov 2002	AL
Data Model v.1 completed	May 2002	KM
CMS tender process and awarded	November	CH
On the Agenda endorsement by new Premier	October	PvR
African ICT Achiever Award	November	PvR?
All Operations staff appointed	Aug 2002	AvB
All admin staff appointed 1/7 – 1/9	Sept 2002	AvB
Finance & Procurement Section in place	January	AvB
Prescribed filing system implemented	February	AvB
All extra furniture in place	March	AvB
All IT equipment installed	August	AvB
Cape Online Forum – formal collaboration with City agreed	December	AL
Cape Change – MSP planning pilot in Dept Economic Dev & Tourism	December	AL
Cape Online Forum - Public sector web sites set up	May	AL

Cape ICT – formal support for CITI as appropriate candidate agency	November	AL
Content policy & minimum content requirements agreed	Aug 2002	KdT
Initiated content gathering with core team	Aug 2002	KdT
Policy & Minimum Content presentation to provincial top management	Sept 2002	KdT
Interim tenders online started	Sept 2002	KdT
Additional staff accommodated	Nov 2002	AvB
Establishment of Resources Centre	Oct 2002	AvB
Contact Centre investigation completed	Nov 2002	AvB
Establishment of Contact Centre commenced	Nov 2002	AvB
Project Office started	Nov 2002	DD
Regular project management meetings introduced	Nov 2002	DD
Introduction of project management standards commenced	Nov 2002	DD
Project Management formal issues implemented	Dec 2002	DD
Project Definition Workshops commenced	Dec 2002	DD
Appointed Glen Thompson for re-working departmental content	Dec 2002	KdT
Lift installed and operating	Dec 2002	AvB

### 3. Current Status

The programme was delayed for several reasons, viz

1. The Cape Online Programme was under-resourced:

Skills not available

No ICT Team Leader for Cape Gateway Development: Technology

No Change Manager

Content Manager started third quarter

Project Manager started last quarter

Need to borrow posts from other departments.

2. Reliance on PAWC IT Services.

3. Various blockages including limited response from communications and legal services.

Consequently the portal Go Live date had to be moved from mid January 2003 to the end of August 2003. The aim is to go live on 29 August 2003, but it must be emphasised that this is dependent on having an ICT Team Leader

on board by March at the latest. We are currently looking for a contractor to fill this post.

#### **4. Strategy for 2003**

The strategy proposed for 2003 is:

1. Present a Cabinet submission
2. Make application of special project funding
3. Collaborate with other departments on projects and budgets
4. Collaborate with external stakeholders on projects and budgets
5. Focus on communications and marketing
6. Spread the ownership of Cape Gateway to departments and stakeholders
7. Train web authors, custodians and KEEG staff
8. Use appropriate IT services
9. Prepare to grow KEEG for the future.

#### **5. Forecast for 2003**

In 2003 KEEG will focus on

1. Completing the Content Management System (Bee) V.1
2. Implementing Cape Gateway Portal
3. Communications and marketing.
4. Developing further infrastructure and resources.
5. Cape Online token projects.

## **6. Resourcing 2003**

7.1 Additional resources will be needed in the following areas:

1. Cape Gateway Development: Content
2. Cape Gateway Development: Design & Usability

7.2 Contracts need to be renewed for:

1. Chris Higgs (April)
2. Katherine de Tolly (May)
3. Alan Levin (June)
4. Refilwe Tshabalala (June)
5. Vernon Bowers (July)
6. Dolores Donovan (October).

7.3 Additional posts need to be created for:

1. ICT team leader
2. Change management expert /business process engineer
3. Project Office Manager and assistant

7.4 All posts need to be evaluated.

## **7. Budget**

7.1 KEEG, both Programmes 1 and 4, had to be funded once again from the Sub-Programme Cape Gateway in Programme 4. This situation puts a lot of strain on the ability to launch new eminent projects or to acquire the appropriate number of skilled personnel. However, there is a possibility of acquiring additional funds for the 2003/04 financial year.

7.2 The budget for consultants remaining for 1 January 2003 to 30 March 2003 is R120,000.

- 7.3 At present the current MTEF budget for consultants for 1 April 2003 to 30 March 2004 is R0. This is to be addressed by better aggregation of the overall KEEG allocation.

## **8. Individual Project and Activity Reports and Forecasts**

### **8.1 Cape Gateway Development (Chris Higgo)**

#### **Summary 2002**

The year saw the appointment of key project posts: Cape Gateway Development Team Leader, Design & Usability Team Leader, Content Team Leader, Project Office Manager.

The long delay in filling the Content Team Leader and Project Manager posts affected the project timeline negatively.

Currently the vital post of ICT (Information and Communications Technology) Team Leader is unfilled. The project cannot succeed without someone adequately skilled and experienced attending to the Technology component. No final date for portal v.1 completion can be committed to until this resource is onboard. The project is in crisis until this resource is employed.

Highlights were the

- Development of a Data Model of government information
- Content Management Policy/Guidelines
- Specification of the Content Management System (CMS) ("Bee")
- The licensing agreement for the CMS.

The Content component was predicted to be the most challenging part of the project, as it relies on the co-operation of those whose commitment to the project is variable. See Cape Gateway Development: Content, for more details.

#### **Planned 2003**

- Appoint ICT Team Leader
- Completion of a Content Management System (Bee) v.1

- Enter well-written content (government information and services that user groups need) into Bee, for publishing on the portal
- Portal v.1 live
- Handover to Cape Gateway Development v.2 team.

## 8.2 Cape Gateway Development: Design & Usability (Chris Higgo)

### Summary 2002

- User profiling was completed for the users of the portal
- Input was given into the data model
- The Content Management System (CMS) Functional Design Specification (what the application should be able to do) was completed.
- The CMS User Requirements Specification (how the application achieves its functionality through a user interface) was completed, including the visual design of the user interface).
- The CMS developer (Visual Information Systems) was briefed, and issues from the convergence of the technology and the specifications were resolved.

### Planned 2003

- CMS Bee visual identity
- CMS Bee website
- Test CMS Bee
- Portal specification
- Domain names for portal and its constituents
- Portal visual design
- Usability direction during portal technology development
- Portal testing
- Portal live.

### **8.3 Cape Gateway Development: Technology (Alan Levin)**

#### **Summary 2002**

- Data Model v.1 completed, and ongoing improvements/adjustments (as of 17/12/2002 v.1.21).
- The Content Management System (CMS) Technical Platform Specification (the hardware/software environment the system needs to operate in) was completed.
- Tender for a supplier for the technology development of the Content Management System (CMS), was developed and awarded.

The lack of an ICT Team Leader is a serious constraint to the success of the Technology project. This issue needs to be resolved ASAP.

#### **Planned 2003**

- Appointment of ICT Team Leader
- Portal development.

### **8.4 Cape Gateway Development: Content (Katherine de Tolly)**

#### **Summary 2002**

- Content Team. Building an organisation-wide portal means adding a new function to each department. The long process of creating a 'content team' was initiated.
- Departmental Content. It was found that content for the portal does not exist in many departments.
- Portal Task Team (PTT). Difficulties were experienced in getting meaningful contributions from PTT members as they did not really understand what was required from them. Nonetheless relationship building commenced and the PTT met monthly.

#### **Planned 2003**

- **Rewriting the story of the provincial government:** This will involve employing freelancers to take the departmental content that has been provided thus far and through interviewing, researching and rewriting mould it into content suitable for Bee.
- **Non-PGWC content:** A freelancer will create this content by selecting national and local government services relevant to our target market (primarily citizens of the Western Cape) and writing them up according to the Minimum Content Requirements. They will also select relevant publications for the portal.
- **Translation:** Through the centralised Language Services content will be translated from English to Afrikaans and Xhosa. Where possible, word standards for Afrikaans and Xhosa will be created.
- **Entering content on Bee:** KEEG staff will use Bee, on a pilot basis. Thereafter a progressively wider circle of users will be trained, as they are made available by the departments.
- **Reviewing of content on portal:** Content will be approved by the departments.

## **8.5 Cape Gateway Facility (Alex van Breda)**

### **Summary 2002**

- Office construction was completed and KEEG moved into offices on 1 December 2001.
- The lift installation was completed on 1 December 2002.
- All IT equipment was ordered and installed.

### **Planned 2003**

- Ongoing maintenance.

## **8.6 Cape Gateway Administration (Alex van Breda)**

### **Summary 2002**

- All staff were appointed between 1 July 2002 and 1 September 2002.
- A fully-fledged Finance and Procurement Section was established and the prescribed filing system was implemented.
- All extra furniture was ordered and delivered through the new section.

### **Planned 2003**

- Continue with the service.

## **8.7 Cape Gateway Operations (Alex van Breda)**

### **Summary 2002**

- All staff were appointed between 18 December 2001 and 1 August 2002.
- The Cape Gateway staff establishment accommodated and funded the Head of Branch's Personal Assistant and the Cape Online Project Manager.

- The establishment of the Resources Centre was commenced; it will be opened during the first quarter of 2003.
- The successful implementation of the Resources Centre will have to be ensured. The Contact Centre investigation was completed, and commencement has been made with the establishment thereof. The Contact Centre company must be appointed in February 2003.

### **Planned 2003**

- Launch of the Knowledge Centre.
- Fully implement the Cape Gateway Contact Centre with the introduction of the Cape Gateway Portal.
- Continuous training of contact centre staff and quality control.
- Liasing with other Departments regarding their involvement in the implementation of the contact centre.

## **8.8 Marketing & Communications (Petro van Rhyn)**

### **Summary 2002**

The Communication Strategy was launched on the 14<sup>th</sup> of October 2002. The tools included the following:

- Stakeholder reference guide
- Communications Audit
- Brand lexicon
- Project Plan
- Audit of access channels.

The project plan basically addressed six issues namely:

1. Information foundation (knowing the difference between the 3 brands ie. KEEG/COL/Cape Gateway)
2. On the agenda (E-Government training)
3. Launch (logistics of launching the Cape Gateway product)
4. Partnerships (create, collaborate, align)

5. Metrics (understand impact of projects)
6. Asset production (develop standards and produce materials).

In addition to the Communication Strategy, a product definition and brand development was created for the Cape Gateway product.

The Marketing and Communications component held three successful exhibitions this year ie. KKNK (Oudtshoorn), Career Exhibition (Pentech) and the Learning Cape Festival (Cape Technikon). This also included the design and build of an exhibition stand with our own unique branding as well as a very successful survey at the KKNK gauging the knowledge the public has of the Provincial Government, what they want to know about government as well as their access to ICT.

A corporate identity was also designed for KEEG.

KEEG is also launching its first newsletter in January 2003. The journalist has been appointed and a teaser went out to the Provincial Administration.

The Marketing and Communications component has developed a lot in this year and although full implementation of the communication strategy has not taken place yet, the agenda for the year ahead is set and on course.

### **Planned 2003**

- Appoint copywriter and designer for KEEG info package
- Train staff into Cape Gateway Brand identity
- Launch first e-newsletter
- E-Government training session to 13 HOD's and their SMS
- Case study by bridges.org
- Appointment of Design Agency to do Cape Gateway visual identity
- Change look and feel of Cape Gateway walk e in- centre
- E-Government workshop in collaboration with PDC
- Major public awareness campaign pre-launch of Cape Gateway products
- Aggressive post-launch marketing campaign
- Training for Departmental staff and communication officers in collaboration with Kromme Rhee

- Major Exhibitions (eg KKNK, Learning Cape Festival, Pentech Career Exhibition).

## **8.9 Project Management (Dolores Donovan)**

### **Summary 2002**

A Project Office Manager was appointed in November 2002, and a project management office started in November. The concepts of project definition, regular project reporting, and issue management were introduced.

### **Planned 2003**

In 2003 all projects and Cape Online operations will comply with at least the following project management standards:

- Project Definition Reports
- Project Definition Workshops
- Monthly Project Reports with expenditure reporting
- Formal Issue Management
- Formal Scope Change.

Project planning will be formalised and projects co-ordinated.

## 8.10 Cape ICT (Alan Levin)

### Summary 2002

- Identified the Cape IT Initiative (CITI) as appropriate candidate agency.
- Developed the Business plan with key deliverables.
- Finalisation of sustainable support programme with process for monitoring and evaluation in place.
- Participation in Board and setting of strategic intent.

### Planned 2003

- Renew annual contract to result in increased export related activities and new job creation.
- Support and further develop the CITI strategy and quarterly reporting on Cape ICT. This will allow for direct input into branding (viz a vis JMI process) and other strategic decision-making.
- Evaluate effective operationalisation of this function during 2003 and candidates for project handover must be identified.

## 8.11 Cape Change (Alan Levin)

### Summary 2002

Since the Cape Online programme has not yet been resourced, we have embarked on an internal partnering strategy for this project.

This year included discussions with Dr Ivan Meyer – responsible for PGWC training as well as the identification of the MSP process and environment as an appropriate area to explore effective managed change across the organisation.

Our department - the Department of Economic Development and Tourism – has agreed to perform the MSP planning pilot allowing KEEG to further this essential e-government project.

### **Planned 2003**

- We will complete the Master Systems Plan pilot in the Department of Economic Affairs & Tourism.
- This will be followed by an evaluation and if successful, motivation to extend this across all departments in the PGWC.

### **8.12 Cape Online Forum (Alan Levin)**

#### **Summary 2002**

Although some meetings of the board of advisors were held this year, it became clear that the key stakeholder - City of Cape Town (CCT) - had not yet fully bought into the concept. After some key decisions had been made, the broader context of the forum was frozen in order to resolve the City of Cape Town focus issue.

The Western Cape public sector directory was developed and published at <http://westerncape.org.za>

The result of the focus is an agreement of a framework for collaboration with the CCT. Now that this has been agreed and formalised amongst all stakeholders in the CCT, we are in a strong position to enable better and greater collaboration as well as facilitation of joint PGWC and CCT projects.

### **Planned 2003**

- A project definition workshop due on 26 January will firm up plans for 2003.
- It is envisaged that Cape Access and Cape Net projects as well as key market research collaboration will ensue.

### **8.13 Cape Skills**

#### **Summary 2002**

Due to the resource constraints this was not addressed in 2002.

#### **Planned 2003**

Until resources are made available there is no capacity to address this project. It is planned that limited resources are made acquired in order to develop further discussion documents and/or motivations for greater participation from treasury.

### **8.14 Cape Procure**

#### **Summary 2002**

As planned this initially forms part of the Cape Gateway development project. This has been successful in the tender advertising system rationalisation into the Cape Gateway systems and processes. I.e. The Cape Gateway Content Management System (Bee) is being used as a single point of capture for all tender advertisements, and integrated into the process of information transfer for National Bulletins.

#### **Planned 2003**

As planned this is to be specified in 2005. Cape Gateway developments regards further procurement to be specified, further development of the tendering systems and communications.

## **8.15 Cape Net**

### **Summary 2002**

This project was extremely frustrated when blocked by the CCT. Although in 2001 we had appropriate agreement to participate, as well as commitment from various stakeholders including SITA, the Tertiary Education Network (TENET) and the CCT networking people, the CCT never provided the required information to get this project running. This was very useful in identifying the problems with the Cape Online Forum, which now appear resolved.

CCT have placed further commitment to this project and it has been restarted.

### **Planned 2003**

- Resume as per plans for 2002.
- Measure needs and research all appropriate information
- Prepare a business plan/justification
- Depending on outcome, implement pilot, or continue to measure needs.

## **8.16 Cape Access**

### **Summary 2002**

As per the Cape Skills project, due to the resource constraints this was not addressed in 2002. The City of Cape Town have been piloting the Smart Cape library access project as well as performing research on the Digital Divide. This has been carefully monitored.

### **Planned 2003**

Until resources are made available there is no capacity to address this project. It is planned that limited resources are made available in order to develop further discussion documents and/or motivations for greater participation from treasury.

## **9. Conclusions**

Work is proceeding well in spite of delays, and it is intended to have Cape Gateway firmly established by the end of the year.

The value of Cape Online, with specific focus on Cape Gateway and its importance in job creation and the economic development in the Province will continue to be communicated to all departments.

Budget must be motivated and allocated for the Cape Online projects.

An ICT Team Leader should be appointed ASAP as this is an essential requirement for the success of the Cape Gateway Development project and its sub-project Technology.

A number of new posts are to be created and existing posts evaluated. Similarly, since the Cape Gateway Development project is iterative, succession planning is required. Considering the current processes and environment, this issue is recognised as a major medium term risk. Building succession into the organisation KEEG will allow for its expansion.