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**Travel Authorization #:**

**Approved Mission Itinerary:**  
New York – Cape Town– New  
York

**List of Attachments: ---**

**Inclusive Travel Dates:**  
15-22 March 2014

**Key Counterparts in Location**  
Center for e-Innovation (CEI), Department of the Premier,  
Western Cape Government and representatives from  
provincial departments.

**Purpose/Objective of Mission:**

Review current draft e-government strategy of the Western Cape Province (WCP) and provide policy recommendations to move forward.

**Mission Findings:**

- The current WCP e-government strategy paper has a technology approach that combines into one single document both strategy (why and what) and implementation (how and who).
- The document was drafted by CEI without direct involvement of any of the other 13 provincial departments thus creating a large ownership issue in the process. At this point in time, departments are not willing to endorse the document.
- CEI and the provincial departments have the knowledge, capacity and resources to design and implement e-government. What is missing is a more open approach to the process of building the strategy on a multi-stakeholder basis.
- After discussions with the mission, CEI top management agreed the current draft needs to be changed substantially while fostering ownership of the process among all stakeholders.
- In meeting with departmental representatives, it was clear that most of them were not buying the current approach but did express strong interest in contributing to a more development-oriented, less technical document. Expectations have been raised again and CEI should be ready to provide a swift response and manage the process accordingly.
- WCP has 12 Provincial Strategic Objectives (PSOs), which are in the process of being reviewed. E-government currently appears as a standalone PSO instead of cross-cutting the other 11 objectives. This however opens policy space for the area in the short term.
- An introductory meeting with Dr. Alison Gillwald, Executive Director of Research ICT Africa (researchictafrica.net), a network of researchers in over 20 African countries, was held to find out more about their research on ICT policy and regulation.
- A representative from the Department of Rural Development approached the mission and requested support for a similar process that is starting at the national level.



## Recommendations/Actions to be Taken and by Whom:

- CEI to request Provincial Top Management (PTM) to mandate provincial departments to designate non-technical management focal points to support the overall process and finalize the strategy.
- CEI to manage a governance instance, such as a Steering Group, that oversees the overall strategy design process: This can either be an existing instance, such as the IT Governance Steering Committee or similar or, alternatively, a new and temporary one that includes all key stakeholders. CEI to be the facilitator of the process and governance instances.
- CEI to also facilitate the creation of a Technical Advisory Group, consisting of departmental technical experts and CEI staff, to advise the Steering Group.
- CEI to consider UNDP's e-governance framework as one of the options on the table. However, the emphasis should be on a citizen-centric approach which captures people's voices while delivering services to all. A wide variety of indicators already exist and CEI could link a set of them to any of the frameworks available out there.
- Current draft to be revised substantially and include a vision and mission statement, a framework and a baseline as a minimum. CEI to facilitate this process and also ensure that a detailed road map with short, medium and long term priorities is also included in the final documents.
- CEI to facilitate mapping of all e-government activities including technologies, applications, human resources, mandates, institutional and capacity gaps, etc.
- Overall strategy process to separate between policy and implementation. The policy paper should be finalized first and focus on key strategic issues. It should also include a series of quick wins to demonstrate that activities are ongoing and results can be delivered in the short term.
- The implementation strategy to be drafted after the completion of the strategy paper and make extensive use of technical experts to ensure realistic goals and priorities are identified. This process should also be completed in an open and transparent way, and include all stakeholders.
- CEI to beef up its internal capacity to effectively support the overall processes and ensure its role as facilitator -and not as owner, is clear to all. This probably entails recruiting additional staff fully dedicated to the effort.
- CEI to consider revisiting its internal operational structure to ensure that its diverse units can act in sync with all other provincial departments. Furthermore, CEI should also engage with provincial departments to identify pressing bottlenecks and find solutions that can become quick wins in the overall strategy process.
- CEI senior management agreed to discuss next steps with the IT Governance Steering Committee on 25 March.

