

ISSUE 1 – JUNE 2002

<u>21st Century Town Hall Meeting</u>	page 2
<u>Wireless Technology – A Review of Applications in Government</u>	page 3
<u>Moving to Open Source Software in Government</u>	page 5
<u>Innovation Briefs</u>	page 6
<u>Benchmarking e-government: a global perspective</u>	page 7
<u>E-government leadership: Realising the vision</u>	page 8
<u>Roadmap for e-government in the Developing World</u>	page 8
<u>A Virtual African Public Administration Community</u>	page 9
<u>Taking Multiple Services to Communities</u>	page 10
<u>Testing Open Source Software in Government</u>	page 10
<u>Accelerating Access to Public Services</u>	page 11
<u>Diary</u>	page 11
<u>Innovation Search</u>	page 12

Welcome

Welcome to *Innova*, the electronic voice of the Centre for Public Service Innovation.

In the quest for innovative public services for growth and development, the CPSI has identified knowledge-sharing as one of four pillars of operation.

The CPSI has launched a number of programmes and activities aimed at enhancing knowledge on innovation and the innovative delivery of public services. Programmes include the establishment of a Knowledge Centre on the CPSI website, facilitating an executive development programme on innovation, hosting workshops, seminars and an Innovation Fair and of course this newsletter.

Through *Innova*, we hope to facilitate the creation of a critical mass of people within government and its partners able to champion innovation in the delivery of public services. This would include connecting readers with the wealth of information within Africa and around the world.

The mandate of the CPSI includes technological as well as non-technological innovations.

Current debates on improving service delivery focus heavily on the potential of technology and in particular the development of e-government. On this basis, these issues are explored in this issue.

The launch of *Innova* coincides with the launch of a key initiative of the CPSI – **the Innovation Search**. The aim of Innovation Search is to identify new and existing innovation. More on this initiative on page 12.

In the initial issues, content will mainly come from the staff of the Centre and our key partners. In time, it is hoped that the journal would be the primary vehicle of interaction between innovators in the public service.

We will also endeavour to bring you contributions from leaders in the fields of innovation and public service innovation in later issues.

If you wish to contribute to this newsletter, please send an e-mail to imraan.patel@sita.co.za.

All articles featured in *Innova* will be available in the Knowledge Centre of the CPSI website.

If you were forwarded this newsletter and would like to receive future copies, please send a blank e-mail to bridgette.kekana@sita.co.za with the words subscribe Innova in the subject heading.

On the other hand, if you do not wish to receive any future issues, send a blank e-mail to bridgette.kekana@sita.co.za with the words unsubscribe Innova in the subject heading.

FUTURE WATCH

Future Watch, a programme of the Centre for Public Service Innovation, analyses emerging technologies, products, and processes and assesses their potential application in the delivery of public services and the effective operation of government in South Africa. Future Watch will be informed by the work of leading researchers within and outside of government. *Innova* will regularly feature the results of this programme.

In this issue of *Innova* we feature the use of technology to improve community consultation and a preliminary look at the use of wireless technologies in the delivery of public services.

A 21st Century Town Hall Meeting

The Listening to the City pilot in New York City

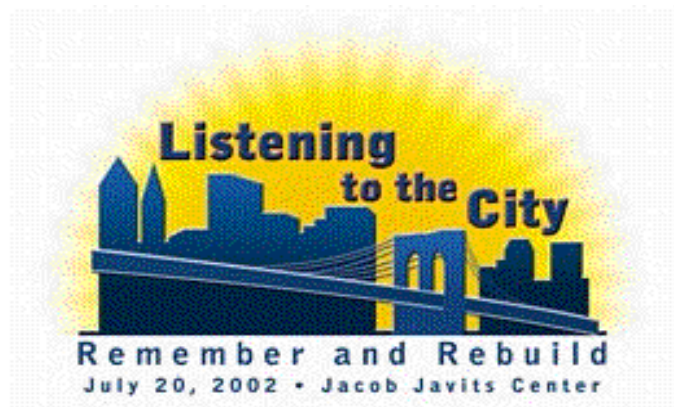
According to the German research unit, Bertelsmann Foundation, a good e-government strategy balances e-administration (electronic information-based services) and e-democracy (citizen engagement and participation in the policy process).

Current e-government strategies in most countries focus mainly on e-administration and are not evaluating e-democracy applications. South Africa is no different. Internationally a number of innovative examples of e-democracy have emerged.

In South Africa, legislation was passed to facilitate the development of integrated development plans (IDP) at the local level. To ensure its success, local authorities are required to develop these plans in close consultation with communities.

Community consultation is not an easy process and is prone to be limiting in its scope. However, the 'Listening to the City' pilot project in New York City is a useful example on the use of technology to improve community consultation.

The following is an extract of a description of this project obtained from the DO-WIRE mailing service.



Up to 5,000 residents of New York City and the surrounding region will gather in a 21st Century town meeting on Saturday, July 20th to consider plans for the redevelopment of Lower Manhattan.

The meeting will utilize a citizen engagement design that combines intimate face-to-face dialogue with large group interactive technology.

Citizens will continue their participation in the process in the weeks following the town meeting through online forums.

Entitled "Listening to the City", the event is being organized by the Civic Alliance to Rebuild Downtown New York, a

coalition of more than 85 civic, business, environmental, community, university and labor groups.

The meeting will be facilitated by AmericaSpeaks a Washington-based nonprofit that specializes in large-scale citizen engagement and the integration of new technologies with face-to-face deliberation.

Participants in the Town Meeting will have an opportunity to view and comment on up to six alternatives for the site, adjacent areas and related transportation to be released by the Lower Manhattan Development Corporation (LMDC) and Port Authority in July as part of a three-phase study now underway.

They will also be able to voice their opinions on the process for creating a permanent memorial, which LMDC will announce in July. In addition, participants will be encouraged to share their own ideas and to react to a variety of proposals created by organizations and individuals through the public input process.

"Listening to the City" will be the largest town hall meeting of its kind, according to AmericaSpeaks, the non-profit organization that created the innovative model for large-scale public engagement.

Participants will come from all walks of life -- residents and workers, survivors and families of victims, emergency and rescue workers, business and property owners, citizens and civic leaders.

They will reflect considerable age, income ethnic, racial, geographic and gender diversity. "The design allows us to engage large, representative groups of people," said Carolyn J. Lukensmeyer, President of AmericaSpeaks.

"It's the ideal way to involve individuals in a democratic planning process for Lower Manhattan, and we think it will serve as a model for 21st Century citizen engagement in public policy."

Arthur J. Fried, Executive Director of the Center for Excellence in New York City Governance added "Listening to the City" is exciting not only because it makes a significant contribution to the rebuilding effort, but also because it introduces a new method for bringing rich public input into the large-scale planning process in New York City."

LMDC Chairman John Whitehead said, "As an integral part of our rebuilding and revitalizing plans, the LMDC has been gathering valuable input for the past several months from the many constituencies involved with Lower Manhattan. This unique forum will be especially useful in reaching out to gain the views of an additional 5,000 participants in a town hall setting."

The online dialogues following the Town Meeting will provide the opportunity to: explore issues in much greater depth than the one-day in-person deliberations; to include people who cannot be available on July 20th; and to use the value of the Internet as an "instant archive" of opinion, consensus and dissent that offers a detailed record of first-hand comments, available for "mining" by a variety of quantitative and qualitative methods.

'Listening to the City' builds on a prior, 600-person event devoted to the redevelopment of Lower Manhattan, which took place on February 7, 2002, at the South Street Seaport. AmericaSpeaks has staged over 50 such events around America for groups as large as 3,700.

Led by a team from AmericaSpeaks, the Robert F. Wagner Graduate School of Public Service at New York University, the New Schools Milano Graduate School, the Pratt Institute Center for Community and Environmental Development and the Regional Plan Association, the Civic Alliance has moved quickly to organize the July gathering.

A planning team is working out the specifics of the event, which will include up to 500 round tables, each with 10-12 participants. Professional facilitators at each table will lead face-to-face discussions, capture thoughts on laptop computers and then wirelessly transmit them to a "theme team."

This team will combine the inputs, frame questions and project them on large video screens for the entire groups' consideration.

Individual participants will then use wireless polling keypads to "voice their opinions" on the questions, with results being instantly displayed.

A final proceedings report will be widely disseminated to decision-makers, who have committed to seriously consider its recommendations.

Web Resources

A copy of the Bertelsmann Foundation report '*Balanced E-government – connecting efficient administration and responsive government*' is available at the following address www.begix.de/en/index.html.

Consult these sites if you are interested in the Listening to the City initiative:

- www.listeningtothecity.org
- www.americaspeaks.org

To subscribe to DO-WIRE, the e-democracy list, send an e-mail to listserv@tc.umn.edu with the words SUB DO-WIRE in the body of the message.

Finally, a useful starting point for anyone interested in e-democracy is www.publicus.net.

Wireless Technologies

A Review of Applications in Government

For many companies, the ability to keep their mobile employees have been identified as a key responsibility. In several instances, such systems have been established and have already yielded benefits. But do wireless technologies have any application in the delivery of public services?

This article presents a number of examples where wireless technologies have been used in a public service context. It is hoped that this article will assist service delivery agencies identify possible applications and where a partnership can be established with the CPSI to test these applications.

From the international review, three public service applications using wireless technologies may be of relevance to South Africa. These are policing, health management, and traffic fine management.

Here follows a case studies in each of the above areas.



Case 1 - Wireless solution meets law enforcement's mounting data demands

[Government Technology - May 2002]

A state in the USA, Delaware, is implementing a wireless technology to cope with the growing information needs of its Police force.

The state expects to connect more than 400 field officers to a new wireless local area network (LAN) this summer, giving them greater computing flexibility and the ability to exchange electronic mugshots, video and other large files without entering the office.

The wireless LAN will supplement the agency's existing wide area network, according to Jamie Stant, telecommunica-

tions consultant for Delaware's Department of Technology and Information.

"The wide area network is good for doing text-based stuff, but their application needs are going beyond that," Stant said.

Officers will automatically link to the new network when they come within range of a wireless network access point. Once connected to the LAN, officers can exchange image files, send and receive e-mail, and perform other bandwidth-intensive tasks without leaving the patrol car.

Besides improving data transfer from patrol cars, the wireless LAN will give officers more computing flexibility when they enter the station. Instead of hunting for a desktop PC or plugging into a wired network jack, officers' wireless laptops will link to the network from anywhere in the building. So they can simply find an empty desk or table, turn on the computer and access the network information and applications they need.

"Wherever they're at, they can work," said Stant.

Because many applications used by law enforcement officers deal with sensitive data, security was a vital concern for the agency. The State Police will use 128-bit encryption and propriety technology to safeguard the wireless LAN from intrusion.

With the creation of the State Police network well under way, Delaware also is considering creating a wireless LAN to serve the Department of Technology and Information's extremely mobile workforce. The department -- which operates a network used by more than 400 state agencies -- has nearly 100 employees.

These staff members often roam throughout the department's facilities configuring and trouble-shooting equipment, making it cumbersome for them to connect to a wired network.



"Our offices are upstairs and the server room is downstairs, so we have a lot of guys sitting on the floor with cables connected to their laptops," Stant said.

The department created a wireless LAN demonstration project involving 20 users. The demonstration showed that wireless connectivity could make IT staff members more productive by giving them better network access.

What's more, the mobile technology was extremely cost-effective and easy to implement.

"When we looked at the cost of cabling, we found wireless to be \$100 to \$200 cheaper per user," he said. "And we have installed wireless access points in about a minute, and adding users takes no time at all."

Source: *Government Technology (Mobile Government Channel) - www.govtech.net*

Case 2: Houston to Automate Traffic Fines

[Government Technology - June 2002]

Hand-scrawled traffic citations soon will be a thing of the past in Houston. The city's police department is installing a wireless citation application that will allow officers to automatically prepare traffic tickets on handheld computing devices.

The new system, which creates a clearly printed citation in seconds, is the result of more than two years of work, according to Donald Hollingsworth, Houston's director of public safety.

"We began with a search to find a dramatically new way to increase the city's productivity," he said. "What we achieved

was a system that has the potential to change the way every city in the United States handles its citation process."

Houston is the first city to use a Handheld wireless citation solution from a major cellphone manufacturer. The technology allows officers to enter required citation data, collect officer notes, electronically capture officer and offender signatures, and print the citation.

Default and routine fields eliminate the need for officers to enter boilerplate information. And electronic citation records can be automatically loaded into back-end databases such as records management and courts systems, according to the solution provider.

Mayor Lee P. Brown called the technology an example of Houston's legacy of providing public-safety personnel with advanced tools. "This new citation system demonstrates how technology has enabled the city to share information across government functions and streamline a process that's critical to the operation of the city," he said.

Judge Berta Mejia, presiding judge of the Houston Municipal Court, added that the system should deliver better outcomes in the courtroom.

"The results achieved in court are often a direct result of the accuracy of the information that first enters the system," Mejia said. "This new system reduced the number of times any data must be handled by an individual, and we believe this will help us maintain the integrity of the data."

Source: *Government Technology (Mobile Government Channel) - www.govtech.net*

Case 3 - Medical Center Improves Care with Pocket PCs

[Government Technology - April 2002]

Vanderbilt University Medical Center has adopted wireless pocket PCs to help keep track of patients as part of a surgical redesign project that improves patient services and cuts costs.

The handheld PCs are linked wirelessly to a central server that stores the schedule of surgeries and patient information. When patients enter the hospital, medical center employees — "greeters" as they're called — log them into the system using the pocket PC, immediately notifying each station in the surgical care cycle that the patient has arrived.

The "greeters" can access the system to determine when each patient's surgery is scheduled, which operating room will be used and who each patient's doctor is. The information helps hospital personnel get the patient to the correct area of the hospital to be prepared for surgery.

Once logged into the system, the patient's medical status is updated as the patient moves through pre-op, surgery, the recovery room and into the patient room.

The constant updating, which continues until the patient leaves the hospital, ensures that doctors and nurses get the latest information on the patient's location, condition and treatment.

Research has shown that patients often were late arriving to surgery because they were taken to the wrong waiting area during the care cycle.

Source: *Government Technology (Mobile Government Channel) - www.govtech.net*

OPEN SOURCE CORNER

The CPSI has identified open source and free software as a potential enabler of public service innovation. As such, Innova will regularly feature applications using open source software and highlight some of the debates and discussions surrounding open source.

However, the possibilities and limitations of OSS is not widely understood amongst non-technical people. The first issue of Innova therefore features an article that explains open source as well as highlights the current thinking within government on this issue.

Moving To Open Source Software in Government

 **Arno Webb, Department of Arts, Culture, Science & Technology (DACST),
Convener of the Open Source Software Work Group of the Government IT Officers Council**



"There is nothing as powerful as an idea whose time has come" – famous words of Victor Hugo. Is open source software (OSS) such an idea?

The Government IT Officers Council believes that it may well be. Many governments across the world have adopted policies that promote the use of OSS. Already several institutions in our own public and private sectors are also using it.

What is OSS, where can one use it and how? Normally when we buy, install and execute computer programmes, we work with the machine-readable version (the object code). Prior to selling it, the developer will have converted the original human-readable version, the source code written by programmer(s), into object code. We then buy this version, which we humans cannot read and normally will not change. Thus, when we buy software developed by a software house, we have to accept a lot of what it does as a given, that can only be changed by the original developer.

Open source software changes all that. The fundamental idea behind it is that the source code is also made available, allowing many programmers to read and adapt it, whereby the software evolves and bugs are fixed at a faster rate than by having to continue to go back to the original developers.

To qualify as Open Source Software, the following criteria must be satisfied:

- Free redistribution.
- Distributing the source code as well as the compiled form, or at least a well-publicised means of obtaining them.
- Further distribution of work derived from the initial programming under the same two conditions.

From this one can see that there is potential for utilising OSS in many of the ICT challenges that our country (and the world) faces. It can lead to savings, it eliminates lock-in to specific software vendors, it serves as an ICT training aid, etc. It ultimately catalyses growth and development.

The potential contribution of OSS to enhancing government service delivery is gaining ever more recognition and promotion of its use is now being written into South Africa's e-Government policy. Already governments such as those of

Germany, the UK, China, Thailand, Brazil, Peru and others have adopted strategies in support of OSS.

The first phase of the OSS strategy proposed by GITOC for the South African government is to widen knowledge and understanding of this category of software, at the same time looking at possible needs for consolidating the existing support network for such software and for building more support capacity to enable wider use in government.

This approach is based on the results of the GITOC OSS Work Group's investigation earlier this year. It emerged that, in contrast to some segments in government that already use OSS intensively, there are others that have little knowledge and understanding of what it is all about.

Another focus area in the first phase is the encouragement of pilot applications of such software. The Centre for Public Service Innovation is becoming actively involved and is planning some OSS pilots.

Furthermore, it is important to level the playing fields in the area of software procurement. GITOC recommends that government software procurement procedures be examined with a view to ensuring that they are free of any stipulations that may intentionally or unintentionally discriminate against procuring OSS.

Some examples of OSS programmes that are available are:

- Apache, which runs more than 50% of the world's web servers;
- Perl, which is the engine behind most of the live content on the World Wide Web;
- BIND, which provides the domain name service for the entire Internet;
- SENDMAIL, an important email transport package;
- LINUX, an operating system that is one of the best-known OSS packages.
- OSS span wide ranging applications, also including office suites, GIS software, compilers for C and C++, Fortran and other languages, programmes for graphical music names and numerous games.

SITA is also positioning itself to play an active role in research, investigation and guidance on how best government can go about exploiting OSS. The CSIR's Icomtek is also deeply involved in investigating and promoting OSS software, not only for use in government, but also in the rest of society.

It has formed an important partnership with SITA in this respect.

Resistance to OSS usage sometimes stems from misinterpretation of the actual situation. We face the challenge of correcting it during this phase. The perception that there is insufficient support for OSS is sometimes due to losing sight of the fact that its support mechanisms work differently. In reality there are very usable sources of support. And where that support is deemed to be insufficient, it is often quite feasible to bolster it.

Another common reservation relates to security. The UK government's study on open source found, however, that security risks depend more on the way the relevant information systems are designed and implemented than on the software itself.

Implementers of OSS are not per se at more risk than implementers of proprietary software. In the military environment, for example the opposite is true. The military in the USA in some instances insist on acquiring the source code, enabling them to satisfy themselves that there are no routines built into the software that could lead to vulnerability.

This first phase of familiarisation, trial use and leveling the playing fields will later, when circumstances are favourable, move into a more proactive phase, where there could be more direct measures to steer users towards utilising open source software.

Other challenges facing government at the moment are to widen its OSS partnerships and networks. There is potential for very productive collaboration between government, academia and business. Discussion forums and workshops can assist in realising this potential. You will see some of these

developing in the near future.

The other exciting prospect is carving out OSS's role in promoting NEPAD. There is real scope for OSS to support accelerated socio-economic development in underdeveloped countries. It is now up to us to make it happen.

We recognise that proprietary software can and will play a significant role for a long time. The main concern at the moment is that opportunities presented by OSS do not slip by.

Web Resources

Several sources of further reading on OSS are available. This article and the GITO Work Group study drew on several of them.

The National Advisory Council on Innovation released a very readable report, available at www.naci.org.za.

Some general OSS sources include:

- www.opensource.org
- www.openz.org
- <http://eu.conecta.it>
- www.govtalk.gov.uk
- www.theregister.co.uk/content/4/23413.html
- www.linuxtoday.com
- www.geocities.com/johanjeksteen

INNOVATION BRIEFS

Language of choice

[Northern Cape, 11 June 2002]

The Northern Cape Provincial Government reports that the Kimberly and Galeshewe police stations are among the 40 South African Police Service (SAPS) pilot sites to receive the new Telephone Interpreting Service South Africa (TISSA).

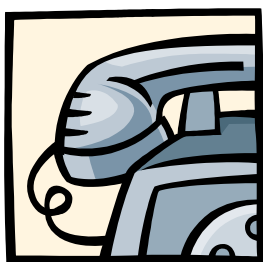
TISSA will enable citizens to have access to government services in their own language.

The pilot project will be activated at 60 designated sites. Via the system, people will be able to be assisted by an interpreter who will bridge communication barriers with any governmental organisation and police station.

TISSA is an initiative of the National Language service of the Department of Arts, Science and Technology and is co-funded by the Pan South African Language Board.

TISSA is aimed at developing a cost-effective model that will allow a full-scale telephone interpreting service to be established in the country.

Source: www.northern-cape.gov.za



CPSI website goes live

[Centre for Public Service Innovation, June 2002]

The CPSI launched an exciting website two weeks before the launch of the Innovation Search. The website is the only site in South Africa dedicated to innovative public services.

Visitors to the website can obtain information on the programmes and activities of the CPSI. Testing is currently underway on an on-line submission system to manage the Call for Proposals.

A similar on-line system will be established for nominations for the innovations awards.

The website also features a Knowledge Centre containing case studies, features on new and emerging technologies, as well as a comprehensive web directory of sites dedicated to innovative public services and excellence in government. Anyone involved in the delivery of public services should definitely bookmark this site.

Take a few minutes off from reading this newsletter and bookmark www.cpsi.co.za



RESEARCH ROUNDUP

Innova brings you highlights of the latest local and international research findings and updates on CPSI-initiated research projects.

E-government programmes will be a rich source of innovation in service delivery in the next decade. Internationally, the increasing importance of e-government has led to the release of several research reports in the past few months. Two of the studies include South Africa in a comparison of cross-country analysis.

Although not highly placed in both studies, recent developments in South Africa can only improve South Africa's standing. This issue also features a third report that provides a useful roadmap for e-government in developing countries.

Benchmarking E-government: A Global Perspective (May 2002)

 **United Nations Division for Public Economics and Public Administration and the American Society for Public Administration**



A United Nations comparative global e-government study conducted in 2001 includes South Africa in the group of countries with minimal e-government capacity.

South Africa scored 1.56 on an e-government index.

The research was conducted by the American Society for Public Administration (ASPA). Its primary goal was to objectively present facts and conclusions that define a country's e-government environment and demonstrate its capacity to sustain online development.

The study was conducted in all 190-member states of the United Nations.

The study evaluated fundamental information and communication technology (ICT) indicators and critical human capital measures for each member state. These measures were combined into an E-government index.

The UN hopes that such an index would provide a useful tool for policy-planners as an annual benchmark.

For the purposes of the study, a country's online presence was categorised in addition to its capacity. Five stages of online presence were identified: emerging, enhanced, interactive, transactional, and fully integrated or seamless.

South Africa did better on this measure and was included in the interactive group. The study confirms that no country has yet achieved a fully integrated or seamless presence but this is not far on the horizon..

Aside from the benchmarks and comparisons that were covered in detail in the study, the report also summarises the insights of selected key individuals involved in e-government programmes worldwide. Some of the key insights include:-

- A country's overall progress in e-government closely correlates with its social, political or economic composition. The more effective programs prioritise development to reflect ICT, human resources and user capacities.
- National E-gov management teams in 2001 were the exception rather than the rule.
- National E-government program development remains desultory and unsynchronised. A compelling lack of co-ordination exist across administrative and policy

boundaries. Ultimately this may compromise program effectiveness and performance efficiency.

- There is a considerable lack of public awareness campaigns informing citizens that national governments are offering online service delivery.
- There exists a significant digital divide within national public administrations.
- Single entry portals are an accepted and important standard.
- Online service delivery should be thought of as complementary rather than accepting the more popular view that it will ultimately replace many traditional channels for service delivery.
- Increased access to the world wide web does not automatically transform into increased use of e-government as user interest has been low and indifferent.
- Prioritising online service delivery to the business community is a implementation strategy in several emerging economies at the expense of citizen-centric service delivery.
- The belief that online service delivery is cheaper than other channels are not wholly unfounded. However, there exists little empirical evidence to support this assertion.
- With few exceptions funding e-government is tied directly to the level of commitment on the part of the political leadership.
- In the large majority of countries, national e-government program development is occurring in a swift and dynamic manner, and for now, change is the only constant.

These insights combined with some abbreviated case studies make this a useful and important resource as South Africa starts to accelerate its own e-government programme.

Web Resources

Download the report from www.unpan.org/e-government/Benchmarking%20E-gov%202001.pdf

UN Division for Public Economics and Public Administration - www.unpan.org/dpepa.asp

American Society for Public Administration - www.aspanet.org/

E-government Leadership: Realizing the Vision (May 2002)

An Accenture Study

This study, also conducted in 2001, ranked South Africa 22nd in a 23 country study. Canada was identified as the leader in e-government innovation. Canada is midway through its ambitious five-year goal to become the world's most citizen-connected government by 2004.

According to the 3rd annual global e-government study, national government throughout the world significantly improved their online service delivery during 2001.

The scope of the study included government services in fields such as human services, justice and public safety, revenue, procurement, defense, education, transport and motor vehicles, regulation and participation, and postal services.

A number of governments have increased the range and sophistication of e-government services for citizens and businesses. Governments progressing along an e-government path are also developing a better understanding of technology and its potential to transform the way they operate, both in terms of service delivery and administrative effectiveness.

The study also highlights emerging e-government trends

including cross-agency integration, data security, individual privacy, governance structures, national security, global competitiveness and protection of civil liberties.

Governments are grappling with uniform privacy practices, digital signature standards and encryption standards for sensitive information, among other issues.

One of the most serious challenges raised was the building of electronic bridges between various government tiers – between agencies at the national level as well as with their counterparts at the provincial and local levels.

Web Resources

The 88-page report on the study is available at www.accenture.com/xdoc/en/newsroom/epresskit/egov/realizing_vision.pdf

Canada e-government offering, with a strong bias towards the user can be viewed at www.canada.gc.ca



Roadmap for e-government in the developing world - 10 questions e-government leaders should ask themselves (April 2002)

The Working Group on E-government in the Developing World

The Roadmap reflects the collective experiences that a group of knowledgeable e-government officials from the developing world wish to offer to others following the path to e-government. The group included the Government Chief Information Officer of South Africa, Moses Bheki Zungu.

Officials and experts who participated in constructing the Roadmap came from countries in every region of the world. Countries included Brazil, Chile, China, Denmark, Egypt, India, Israel, Mexico, South Africa, Tanzania, Thailand, the United Arab Emirates and the United States. Officials came from cities, provinces or countries that have outstanding e-government programmes.

The Roadmap is organised around 10 questions that the group believes are important in successfully conceiving, planning, managing, and measuring e-government.

The questions presented touch on all phases of e-government, from establishing a vision to developing management structures, assessing readiness to setting performance benchmarks and measuring success.

The Roadmap offers advice on whether and when to include citizens in e-government planning, how to understand an unwilling bureaucracy and the importance of tailoring programmes to the technology that is available.

The fundamental theme of the report is that e-government is about transforming government to be more citizen-centred. Technology is a tool in this effort.

E-government success requires changing how government works, how it deals with information, how officials view their jobs and interact with the public. Achieving e-government success also requires active partnerships between government, citizens, and the private sector.

The e-government process needs continuous input and feedback from the 'customers' – the public, businesses and officials who use e-government services. Their voices and ideas are essential to making e-government work.

Finally, the Working group recognised that there are no 'one size fits all' e-government solutions. Each country – indeed each level of government within each country – has a unique combination of circumstances, priorities and resources.

Web Resources

The full Roadmap can be downloaded at:- www.pacificcouncil.org/pdfs/e-gov.paper.f.pdf

PROJECTS UPDATE

Currently, the project portfolio of the CPSI consists of four projects. Additional projects will be added as a result of a public call for proposals. This section provides information on these projects. Regular updates on these and other projects will be provided through *Innova*.

Creating a Virtual African public administration community

 **Kgothatso Semela - Project Manager, Africa Regional Forum Project**



Central to the success of the New Partnership for Africa's Development (NEPAD) is the implementation of good governance and public administration.

To achieve this goal, information, learning, and knowledge-sharing is essential.

The African Regional Forum project is a strategic collaboration between CPSI and the Department of Public Service and Administration.

Through this private-public partnership, the scope of finding new ways of improving public service delivery is widened beyond the Southern African region and the rest of the African continent.

Initially the project was conceived for implementation primarily within the SADC region.

However, since the project contributes to administrative and governance capacity development priorities outlined within the New Partnership for Africa's Development [NEPAD] programme, it has been expanded to add value and increase the possibilities for knowledge sharing and innovative practices throughout Africa.

The African Regional Forum project was initially conceived out of a discourse at a Regional Heads of States consultative workshop held in April 2001 and the last regional consultative meeting on 'Public Service Reform.'

During these consultations, it emerged that although countries in the region share common challenges and experiences in public service reform processes, there is minimal interaction and exchange of comparative information on public administration practices between officials.

This finding informed the decision that the South African Department of Public Service and Administration [DPSA] would develop a project to generate relevant research and exchanges of information and lessons, to better inform and strengthen ongoing public service reform interventions for more effective service delivery and poverty alleviation.

The overall project is rooted on the notion that ongoing exchange of information and sharing lessons on public service reform experiences are critical for regional co-operation

and strengthening the capacity of public service institutions to deliver.

As such, the overall aim is to build public administration capacity in the region and further consolidate the process of learning and sharing of public service reform practices and experiences in Africa.

Broadly speaking, the activities implemented through the programme focus on:

- Research and knowledge documentation of comparative data that reflects the status of public institutions in Africa and case study analysis on the experiences of African states in public service reform interventions;
- Developing governance performance indicators that enable African states to compare and measure their institutional performance as well as their administration capacities; and
- Building a virtual public administration community through which officials can access comparative information, learn from each other's experiences and strengthen regional co-operation and integration in public service reform.

The culmination of this project will be a Pan African consultative Heads of State and Heads of Departments of Public Administration workshop scheduled for March 2003.

At this consultation, it is envisioned that further consolidation of the learnings from the project findings will take place. Also, public officials will have a more informed basis for developing strategies and programmes that contribute to Africa's agenda for public service reform and excellence in service delivery and poverty alleviation

If you require further information on this project, please contact Kgothatso Semela (Kgothatso.Semela@sita.co.za).

Web Resources

The official website for the New Partnership for Africa's Development (NEPAD) is www.africanrecovery.org/

Taking multiple services to the people

 **Glenda White - Executive Director, Centre for Public Service Innovation**

A number of initiatives are already underway within South Africa to improve and integrate service delivery. Amongst these are the various initiatives falling under the DPSA's Integrated Provincial Support Programme (IPSP), the Multi Purpose Community Centres (MPCCs), the telecentres and public information terminals and projects falling under individual departments such as mobile community centres of the South African Police Services (SAPS).

The opportunity exists to develop a collaborative and multi-faceted programme to demonstrate how effectiveness in service delivery can be achieved through improving integration and access.

The CPSI, together with the United Nations Capacity Building in Local Governance (UNCBLG) Programme and the DPSA will be developing a model for integrated services, working with one municipality in Limpopo Province.

The focus of the programme will be on creating sustainability in integrated services, using the integrated development plan (IDP) of the municipality as the mechanism for prioritisation and development.

The programme strategy will focus on drawing on the substantial energies already being expended in the area of service delivery improvement to develop a model for scaling up and extending access. It will seek to leverage the opportunities that exist through local and international e-government initiatives.



The programme will also draw on the UN's Global Compact to facilitate the participation of multi-national corporates, and will also ensure that opportunities are created for local businesses to provide input and support.

Phase 1 will focus on the development of a reference model for integrated service delivery, undertaken through extensive consultation with all relevant role-players with the target site. Through the concept development, a range of projects will be identified, as well as appropriate role-players within the public and private sectors.

The project is in its final stages of preparation and will commence at the beginning of July 2002.

Further information on the project can be requested from Glenda White at glenda.white@sita.co.za.

Testing the applicability of Open Source Software in Government

 **Glenda White - Executive Director, Centre for Public Service Innovation**

Increasingly government is exploring the manner in which OSS can support both its core systems internally, as well as direct service delivery processes.

There is currently strong sentiment that OSS has value within the South African context, but that this needs to be tested and validated through a series of demonstrator projects.

Where there are OSS applications already being used within departments, information on their value, and the problems experienced, should be more broadly shared and debated.

In light of the potential value that OSS has for government, a number of initiatives are already underway:

- As reflected above, the NACI has initiated research on the extent to which OSS is appropriate within our context, and strongly endorse further testing and application;
- The Government Information Technology Officers Council (GITOC), a forum which incorporates national and provincial government departments, has established an OSS Working Group, tasked with ensuring that the issue of OSS is adequately addressed in government policy and procedures (such as procurement), as well as identifying opportunities for testing and research;

- The State Information Technology Agency (SITA) is focusing a component of its internal research capacity on OSS.

Due to the CPSI's focus on innovation within government, it has invited a number of tertiary institutions who are already involved in OSS development and application to present proposals on short term demonstrator projects using OSS within the public service, within the framework of identifying research questions that these projects can seek to address;

Based on this request, and with the support of the GITOC OSS Working Group, the CPSI has identified its first demonstrator project, the development of a Document Tracking and Submission System, which will be undertaken by the Wits Department of Computer Science.

The project will be implemented within a strong research framework that will identify specific questions pertaining to OSS that need to be answered. The Technology Research division of SITA will play an active role in ensuring that the project fits within a broader OSS research agenda.

The project has commenced with implementation and will run for a period of 18 weeks.

Find out more on the project by contacting Glenda White at glenda.white@sita.co.za



Accelerating Access to public services

 **Glenda White - Executive Director, Centre for Public Service Innovation**

The CPSI has identified 'access to services' as being a thematic area of importance. We have also been actively involved in working on the approach to access in the Gateway project.

The CPSI will be commissioning a research and design study to develop the access strategy for the Gateway project. This will involve determining the capacity of current access initiatives, and locating them within an analysis of how access technologies are likely to be used in the future.

Our objectives with regards to access to services are as follows, to:

- Provide uninterrupted access to all citizens, through the means most appropriate and convenient to them;
- Enable multiple services to be accessed through a single delivery mechanism, in ways that are appropriate to the customers requiring the service, i.e. ensuring that language, culture, literacy and geography are not the defining features of access;
- Enable access through multiple channels, making use of the full range of technology available at any given time, i.e. cellular phones, kiosks, direct Internet access, etc;
- Make as much use as possible of existing infrastructure, to avoid duplication and wastage;
- Develop a roll-out strategy that supports broader objectives to transform the nature of front-line government workers into multi-skilled, 'super' public servants;

- Make use of intermediaries to take advantage of their existing infrastructure and institutional strengths. Two important examples of this is the Post Office and the banking institutions.
- Provide opportunities for job creation and entrepreneurship through licensing SMMEs to act as intermediaries in certain contexts.

The access strategy will focus on the following components:

- Direct (self-service) access using '**privately-funded' devices** (either at home or at work);
- Direct (self-service) using a device available to the public (example, a PIT). In future, this will be referred to as a **Gateway Service Point (GSP)**;
- Indirect access by using an intermediary in a face-to-face interaction. This will be referred to as a **Gateway Service Centre (GSC)**;
- Indirect access using an intermediary over a **telephone** (to be known as the Gateway Call Centre);
- Finally, through a **mobile Gateway Service Point or a Mobile Gateway Service Centre**. Institutionally, these could be part of a fixed GSC.

Based on the findings of the strategy study, a series of pilot projects will be identified for implementation.

DIARY

Human Language Technologies – Enabling access to services

[Technology Research (SITA) Symposium – May 2002]

Human Language Technologies (HLT) are essential if the goal of universal access to electronic services is to be achieved. This was the key message of a presentation by Prof. Justus Roux, co-ordinator of a Ministerial panel on HLT, at a bi-monthly seminar organised by the Technology Research division of SITA.

The need for HLT was confirmed by a Pan South African Language Board (PanSALB) report on language use and interaction in South Africa conducted in 2000. According to the report, 47% of all South Africans perceive that they are not served in their own language in offices and other public service points. More instructive is the finding that between 43% and 75% of people who are mother tongue speakers of an African languages are not accommodated.

Prof Roux informed the symposium that HLT are of two types:- text-based (keyboard and touch-pad) or speech-based (telephones and microphones).

On this basis he highlighted a speech-based project sponsored by the Innovation Fund of the Department of Arts, Culture, Science, and Technology (DACST). The project is being managed by African Speech Technologies (AST).



The project is a first attempt to implement HLTs in a major application in South Africa. It attempts to create a telephone based hotel booking system able to function in five South African languages.

A key challenge is the ability to devise a system that can accommodate the speech variation of the different languages spoken in SA, i.e. a speaker independent system. The project hopes to deliver a prototype by 2003.

Web Resources

An example of a commercially available telephone-based information retrieval system -
www.speechworks.com/demos/travel.cfm

If you are more interested in the work of the Ministerial Panel on HLT, use the following link
www.dacst.gov.za/default_science_technology.htm

More on the African Speech Technology project -
www.ast.sun.ac.za/

INNOVATION SEARCH

Innovation in the delivery of public services was given a major boost with the launch of the first Innovation Search by the Centre for Public Service Innovation. The launch was held at the Theatre on the Track in Midrand on 24 June 2002.

Speaking at the launch, the Honourable Minister for Public Service and Administration, Geraldine Fraser-Moleketi billed South Africa as a nation of innovators. She noted: "The innovative spirit – a desire to seek new ways of doing, take risks, change the rules – is alive in South Africans".

To facilitate the application of this innovative spirit in the delivery of public service, Glenda White, Executive Director of the CPSI highlighted the two components of the Search:- a call for proposals and nominations for Innovation Awards.

The Innovation Search

Are you an innovator?, Have an idea and nowhere to take it?, Want to improve the delivery of public services?

If you answered yes to any of these questions, the Innovation Search is for you.

The Innovation Search is an initiative of the Centre for Public Service Innovation. We are looking for new and existing innovation.

We want to find new innovation to:- Evaluate the value of the idea; test it in practice; link it to other practices.

We want to find existing innovation to:- Reward it, Showcase it to enable others to learn from it; Replicate it so that good ideas are shared and developed

Call for Proposals

[1 July 2002 to 5 August 2002]

All public servants, companies, NGOs, individuals, in fact anyone, can enter the call for proposals. The only criterion is that you have an idea that is new in the South African context.

Proposals can be submitted in one of the four thematic areas identified for this call for proposals

- 'Improving capacity to deliver services in the social services cluster'
- 'Enhancing joined-up government and integration of services'
- 'Accelerating access to public services'
- 'Creating institutional forms for improved public services'

Participants will need to describe the following in the proposal

- The purpose of the innovation
- Its expected outcomes
- The manner in which it will be tested or piloted
- The likely costs of testing it
- The time period required to test it
- The public sector partner who is likely to support it

Proposals received by the closing date will be evaluated according to a three-stage process. Only selected projects approved by the CPSI Board will be implemented.

The call for proposals opens on 1 July and closes on 5 August 2002.

Submission guidelines and an online system is available at www.cpsi.co.za.

Innovation Awards

[15 July 2002 to 31 August 2002]

CPSI knows that there are many innovators focusing on providing improved public services already. We would like to find and reward them, and ensure that the lessons learnt from their experiences are shared with others.

The CPSI invites nominations for the Innovation Awards three thematic areas:

- 'Improving capacity to deliver services in the social services cluster'
- 'Enhancing joined-up government and integration of services'
- 'Accelerating access to public services'

All projects nominated for the awards should satisfy all of the following criteria:

- Reflect an innovative idea or concept that has been successfully implemented. This means an approach that has not been tried before in a particular context.
- Have been in place for at least three years;
- Demonstrate tangible improvements in quality of services delivered to their target groups;
- Be able to demonstrate levels of customer satisfaction with the services.

Detailed evaluation criteria for each of the categories and an on-line nomination form are available at www.cpsi.co.za.

Nominations for the Innovation Awards open on 15 July 2002, and closes on 31 August 2002.

Innovation Fair

[November 2002]

The CPSI will host a networking and learning event in November 2002. The Fair will provide an opportunity to all public services innovators to present projects for discussion and demonstration. Finalists in the Innovation Awards will also present their projects for feedback and discussion. Demonstration sites will run in parallel to learning sessions.

If you would like to register as a participant or host an exhibit, contact Jackie on jackie.mfeka@sita.co.za. or visit our web-site at www.cpsi.co.za.