GAUTENG PROVINCE
e-GOVERNMENT
REPUBLIC OF SOUTH AFRICA

Gauteng Department of e-Government

Strategic Plan 2020-2025

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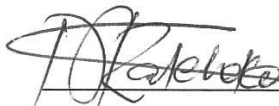| ABBREVIATIONS	
AI	Artificial Intelligence
APP	Annual Performance Plans
CFO	Chief Financial Officer
e-GOV	e-Government
EHWP	Employee Health Wellness Programme
GBN	Gauteng Broadband Network
GCR	Gauteng City Region
GCIO	Gauteng Chief Information Officer
GEYODI	Gender Youth and People with Disabilities
GPG	Gauteng Provincial Government
GPT	Gauteng Provincial Treasury
GSSC	Gauteng Shared Services Centre
HOD	Head of Department
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information Communication Technology
IMS	Information Management System
IT	Information Technology
IYM	In-year Monitoring
M&E	Monitoring and Evaluation
MEC	Member of Executive Council
MTEF	Medium Term Expenditure Framework
MTSF	MTSF Medium Term Strategic Framework
MTSF	MTSF Medium Term Strategic Framework
LAN	Local Area Network
NDP	National Development Plan
OHS	Occupational Health and Safety
PFMA	Public Finance Management Act
PMDS	Performance Management and Development System
TMR	Transformation Modernisation and Reindustrialisation
SAM	System Automation and Management
SAP	System Application Product
SLA	Service Level Agreement
SMME	Small Micro Medium Enterprise
4IR	Fourth Industrial Revolution
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network

MEMBER OF EXECUTIVE COUNCIL (MEC) FOREWORD

The Gauteng Department of e-Government through the Annual Performance Plan for 2020/2021 financial year has committed to execute the mandate of the 6th Administration in respect of Growing Gauteng Together: Our Roadmap to 2030 which reflects a collective vision for the Gauteng City Region of 2030. The Annual Performance Plan of the department will contribute towards addressing key socio political and economic challenges confronting the Gauteng City Region in particular poverty, unemployment, inequality, corruption and unethical government, and environmental degradation. The Department will among others lead the digital transformation of public services in a modernised way through digital platforms to create universal access for citizens, business and employees.

The Department will continue to provide connectivity to the province over the next five years in order to realise growth opportunities through the efficiencies derived from the delivery of this infrastructure.

One of the critical deliverables for the Department over the next five years, is the development and implementation of digital transformation as well as the establishment of the Digital Transformation Advisory that would coordinate the implementation of the Strategy. This will ensure that the province stays abreast of the technological advancements in the world by taking advantage of the benefits that this technology provides and mitigate against the challenges that the Fourth Industrial Revolution may pose.

Our most critical challenge is to build the skills base needed to drive and sustain change. The ability of GPG to be part of the 4IR depends on its most valuable resource – our people. We are committed to invest in our employees. The GPG ICT skills strategy aims to identify the digital skills we need to drive and sustain digital transformation and the development of an effective, inclusive and exciting provincial government digital ecosystem that every citizen of Gauteng is proud of.

Ms Nomantu Nkomo-Ralehoko
MEC for Finance and e-Government

ACCOUNTING OFFICER STATEMENT

The Gauteng Department of e-Government commits itself to implement the mandate of the 6th Administration by advancing the Transformation, Modernisation and Re-industrialisation (TMR) Programme of the province. The Department will provide available government services in a modernised way through digital platforms to create universal access for citizens, business and employees.
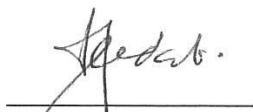
The Department will continue to provide connectivity to the province over the next five years in order to realise growth opportunities through the efficiencies derived from the delivery of this infrastructure.

One of the critical deliverables for the Department over the next five years, is the development and implementation of a Fourth Industrial Revolution (4IR) Strategy as well as the establishment of a 4IR Advisory Panel that would coordinate the implementation of the Strategy. This will ensure that the province stays abreast of the technological advancements in the world by taking advantage of the benefits that this technology provides and mitigate against the challenges that the Fourth Industrial Revolution may pose.

Whilst interacting with government, citizens must trust that their information and transactions are secure, given the risk of cyberattacks. In response, the Department will continue manage the Gauteng Security Operations Centre.

To embrace the opportunities presented by 4IR in the province, the focus of the Department will be on training, skills development and SMMEs support and specifically women, youth, people with disabilities.

The Department remains on course to modernise the provincial government and build the digital economy of the province.
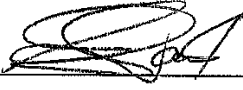
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Mr. Rashid Seedat
Acting Head of Department
Gauteng Department of e-Government

OFFICIAL SIGN-OFF
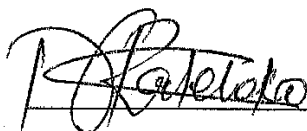
It is hereby certified that this Strategic Plan:
- was developed by the management of the Gauteng Department of e-Government under the guidance of the Member of the Executive Council, Ms Nomantu Nkomo-Ralehoko;
- Takes in to account all the relevant policies, legislation and other mandates for the Gauteng Department of e-Government is responsible; and
- accurately reflects the impact, Outcomes and Outputs that the Gauteng Department of e-Government will endeavour to achieve given the resources made available in the budget for the period 2020/21 financial year.

Mr Dan Legote

Date: 04|03|2020

Chief Director: Strategy Management   Signature   Date

Mr Sithabiso Madonsela

Date: 4/3/2020

Acting Chief Financial Officer   Signature   Date

Mr Khuliso Muthivhi

Date: 04|03|2020

Acting DDG: ICTSS   Signature   Date

Ms Mmamokgadi Mashala

Date: 04/03/2020

DDG: Corporate Management   Signature   Date

Mr Rashid Seedat

Date: 4r 03. 2020

Acting Head of Department   Signature   Date

Approved by:

Ms Nomantu Nkomo -Ralehoko

Date: 04/03/2020

Member of the Executive Council   Signature   Date

PART A: OUR MANDATE

1. CONSTITUTIONAL MANDATE

The Constitution of the Republic of South Africa, Act 108 of 1996, as amended, is the supreme law of the Republic. Chapter 2 of the Constitution serves as a legal foundation of the Democratic South Africa whereby the Rights and Responsibilities of citizens are prescribed. The Department of e- Government, though unique in South Africa, is established within the context of section 125 (Executive Authority of Provinces) of the Constitution.

The Gauteng Department of e-Government was officially proclaimed on the 11 August 2015 to create a connected government by enabling simpler and more convenient government processes, and to act as a catalyst for sustainable economic growth by promoting effective, efficient and customer centric processes across government. The Department was mandated to realise ICT-enabled public service delivery that offers opportunities to improve efficiency and access to public services; develop the transparency and accountability of Gauteng Provincial Government (GPG) and empower citizens of the province to better participate in the decision-making processes that affect their experience of government.

The mandate of the Department is guided by the NDP and the Ten Pillar Programme TMR. In support of Pillar 5 "Modernisation of the Public Service", of the TMR, the Department is committed to better coordinating resources across the government and leverage private partnerships to improve the speed and quality of public services delivered to citizens by making them available online.

2. LEGISLATIVE AND POLICY MANDATES

2.1. LEGISLATIVE MANDATE

The Department of e-Government derives its mandate from the following Legislations:

The Constitution of the Republic of South Africa (Act 108 of 1996)

The mandate and environment within which the Department operates is defined within Sections 125 and Sections 195 of the Constitution.

Public Service Regulations

The Public Service Act and Chapter 6 of the Public Service Regulations (PSR) related to Information Management and Electronic Government regulates the acquisition, management and use of information and communication technology resources, and enhances direct or indirect service delivery to the public; improves the productivity and cost efficiency for the Department.

In addition, the Public Service Regulations sets information security standards that promotes information security vigilance, incident reporting, corrective measures in case of non-compliance as well as minimum interoperability standards for interconnectivity, data integration and information access.

The Department utilised the above provisions in the regulatory framework for information and cybersecurity prevention, the rollout of GBN as well as the acquisition of ICT related infrastructure. The framework aims to institutionalise Corporate Governance of ICT as an integral part of corporate governance within departments.

Electronic Communications and Transactions Act, 2002 (Act No. 25 of 2002)

The purpose of the Act is to provide for the facilitation and regulation of electronic communications and transactions; the development of a national e-strategy for the Republic; promote universal access to electronic communications and transactions and the use of electronic transactions by Small, Medium and Micro-sized Enterprises (SMMEs); provide for human resource development in electronic transactions; prevent abuse of information systems; encourage the use of e-Government services; and provide for matters connected therewith.

Electronic Communications Act, 2005

The purpose of the Act is to promote convergence in the broadcasting, signal distribution and telecommunications sectors and provide the legal framework for convergence of these sectors; make new provision for the regulation of electronic communications services, electronic communications network services and broadcasting services; provide for the granting of new licences and new social obligations; provide for the control of the radio frequency spectrum; provide for the continued existence of the Universal Service Agency and the Universal Service Fund; and provide for matters incidental thereto.

National Integrated ICT Policy White Paper of 2016

This White Paper outlines the overarching policy framework for the transformation of South Africa into an inclusive and innovative digital and knowledge society. It reinforces and extends existing strategies such as South Africa Connect, the national broadband policy, the National Cybersecurity Policy Framework, 2012 and the National Information Society and Development Plan.

Prevention and Combating of Corrupt Activities Act, 2004

The Prevention and Combating of Corrupt Activities Act makes corruption a crime. It covers anyone working for government (such as Ministers, department staff, and the police) and people outside of government (like someone working for a business).

SA Connect (Policy and Plan)

This national broadband policy and the associated strategy and plan is called South Africa Connect. The purpose of this policy is to provide a vision and long-term strategy that can be implemented immediately to catalyse broadband connectivity in South Africa.

2.2. POLICY MANDATES

The Radical Transformation, Modernisation and Re-industrialisation (TMR) Programme

The sixth Administration of the Gauteng Provincial Government has adopted a ten-pillar programme of TMR to make Gauteng an integrated city-region characterised by social cohesion and economic inclusion.

Illustrated below is the alignment between the five Department of e-Government pillars and the provincial Ten Pillar Programme

Departmental Pillars	TMR Pillars
• To modernise provincial ICT Infrastructure and provide connectivity • To provide a Digital Platform, e-Services and Applications • To provide provincial ICT Oversight and Governance • To facilitate ICT Solutions Advocacy and Communication • Ensure that Gauteng is a hub of 4th Industrial Revolution skills	• Pillar 5: Modernisation of the public service

GCR e-Government Strategy

The approved GCR e-Government Strategy seeks to move the province from e-Government to e-Governance where the connectedness of government to citizens is universal and the public service is modernised through enabling citizens to easily interact and receive government services. This ease of interaction will also result in government services becoming more affordable to access and deliver. The linkages between the Department of e-Government strategic pillars and GCR e-Government Strategy is expressed in the Department's plans and the focus over the MTSF will be to deliver the following:

- The roll out of the GBN across GCR
- To deliver e-services,
- Interoperability and the eradication of duplication of applications within the Gauteng City Region, through effective governance.
- To promote increased use of available e-services, and
- To stimulate the ICT economy in the province.

Other Provincial Policies

Gauteng Growth and Development Strategy

The Gauteng Growth and Development Strategy directed the Gauteng Department of e-Government to work towards "An inclusive and sustainable Gauteng City-Region that promotes a developmental and equitable society". It is envisaged that the Gauteng economy will need to shift, as rapidly as possible, to an endogenous economic growth trajectory based primarily on innovation green growth and inclusivity, an inclusive economy depends on the accessibility, connectivity and interaction made possible by infrastructure investments that are strategic, including the rollout of Broadband and the development of e-Services.

Also, the Gauteng Region Economic Development Plan 2015-2020 seeks to unlock the potential of ICT industry to promote SMME development and township revitalisation. The Department contributes to the GDP Strategy by extending ICT connectivity to all provincial government sites.

Governance of ICT Policy Framework

Maps out how governance of ICT within government entities is to be applied, structured and implemented.

GCR ICT Norms and Standards

The implementation of GCR ICT Norms and Standards addresses the use of disparate ICT systems, processes and solutions within the GCR. Through the implementation of the Norms and Standards the Department of e-Government is enabled to facilitate the standardization of ICT projects, initiatives and solutions in the GCR. This is further articulated in the Master Systems Plan Framework, that enables the GCR to leverage economies of scale to reduce duplication of business processes, systems and resources

GCR ICT Continuity Management Framework

The ICT Continuity Management Framework enables GCR entities to align their ICT Continuity Management arrangements to be more resilient to potential disruptions. The result of implementing the GCR ICT Continuity Management Framework is that all GCR entities have a consistent mature ICT continuity plan which, leads to the full recovery of services during and after a service disruption or disaster.

3. GOOD GOVERNANCE LEGISLATIVE RESPONSIBILITIES

The Department is bound by the **Public Finance Management Act, (Act 1 of 1999), as amended**, to ensure that all revenue, expenditure, assets and liabilities are managed efficiently and effectively. As part of good governance, financial management responsibilities have been entrusted to accounting officers within the Departments and thus obliged to comply with the Provincial Treasury Regulations in preparation of annual budgets, management of financial systems, procedures to manage risks and internal controls.

The Skills Development Act, 1998 (Act No. 97 of 1998), as amended, allows the Department to provide an institutional framework to devise and implement national, sectoral and workplace strategies to develop and improve the skills of its employees. These strategies must be integrated into the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995. In this regard, the Department formulated a Skills Development Plan and continuously embarks on upgrading employee skills.

The Promotion of Access to Information Act, 2000 (Act No. 2 of 2000) compels the Department to provide access to information that it possesses, to anyone who requires such information to exercise or protect any of her or his rights. The Act is in line with the provision of Section 32(1)(a) of the Constitution which states that everyone has the right of access to any information held by the State, and Section 32(1)(b) which provides for the horizontal

application of the right of access to information held by another person to everyone, when such information is required for the exercise or protection of any rights. The Department has appointed a Deputy Information Officers to address queries related to requests for information. This is to ensure transparency and accountability is promoted and respected by the Department.

The Batho Pele White Paper, 1997 is based on eight transformation principles. The Department recognized that transforming its service delivery is important in guaranteeing that the basic needs of citizens in Gauteng are met, and, as such, set out to be more effective in improving its service delivery programmes which are aligned to the principle of redirecting resources to groups that were previously under-resourced; defining service standards with defined outputs, targets and performance indicators; human resource and organisational capacity development to support service delivery needs; seeking potential partnerships with the private sector, non-governmental organisations and community-based organisations; and the development of customer care services that is sensitive to issues of race, gender and disability.

The Department recognises that everyone has the right to administrative action that is lawful, reasonable and procedurally fair, as is provided for in the **Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)**. The Department strives to ensure compliance with the legislation.

Prevention and Combating of Corrupt Activities Act, 2004
The National Development Plan 2030 (NDP), boldly states that the vision for South Africa in 2030 is a country that has 'zero tolerance for corruption. The plan states that key to fighting corruption is building a resilient anti-corruption system that ensures that public servants are accountable and responsible, and that the public service is transparent and responsive.

The Department of e-Government has developed a policy that enforces zero-tolerance for fraud, corruption, theft, maladministration or any other dishonest activities of a similar nature. In addition, these will be investigated and followed up by the application of all remedies available within the full extent of the law. Appropriate prevention and detection controls will be applied. These include the controls and checking mechanisms as prescribed in existing policies, procedures and other relevant prescripts to the activities of the GPG, and systems of internal control.

Contribution to the Provincial Strategic Priorities

The Department of e-Government was established in the 5th Administration to lead the GCR in modernisation and improving citizen's experience; engage with the private sector to leverage technology good practice and knowledge sharing as well as focus on public sector digitalisation and innovation agenda. The priority of the Department also included the improvement of GPG government administration and efficiencies; collaborate with the public and private sector institutions to realise a vision of a smart city region as well as to facilitate research and innovation acceleration in partnership with Higher Education Institutions (HEIs) and the private sector.

To further the ideals of the Ten Pillar TMR programme of the province, particularly Pillar 5: Modernisation of the Public Service, in the 6th Administration, the province has identified the following key priorities.

Diagram 01: Gauteng Provincial Government Priorities for the period 2019 -2024

The Department has adopted five departmental pillars as strategic levers to realise the mandate of the new Provincial Administration. These pillars are as follows:

Pillar 1 – Modernised ICT Infrastructure and Connectivity
Pillar 2 – Digital platform, e-Services and Application
Pillar 3 – Provincial ICT oversight and governance
Pillar 4 – ICT solutions advocacy and communication facilitated
Pillar 5 – Ensure that Gauteng is a hub of 4th Industrial Revolution skills

It is expected that by implementing these priorities, the following results will be realised.

Inclusive digital economy

Inclusive digital economy has a potential to contribute in job creation, along with more safety and security, education and skills transfer, secondary manufacturing (production) and innovation. The Gauteng provincial government has mandated the Department of e-Government with a responsibility of championing inclusive digital economy in the province.

Skills and Education

The 4IR will realise the displacement of many lower level skilled jobs. It is incumbent on government to ensure that the necessary skills for the future are produced and facilitated as well as re-skilling of people in these jobs, to minimise the potential for job losses.

In this regard, the Department will facilitate, through partnerships with Higher Education Institutions and the private sector, the following:
- Smart, modular, industry-influenced, accessible skills and education offerings that can be accessed from anywhere and are delivered using a combination of theory and practical project-based / job-based learning models.

4IR Health and Wellbeing

The 4IR has demonstrated that not only the health of individuals will be improved through technological advancements in health and wellbeing of people, but the province will benefit through:
- The ease of accessing healthcare regardless of where people stay,
- The economy of the province will grow because of the wellbeing of its citizens,
- This will lead to employment opportunities that will be created through the technological advancements within the health system.

The Department of e-Government has a mammoth task of ensuring that the GPG creates an integrated health system for the province through ICT.

Integrated Human Settlement and Land Release

The province is currently faced with challenges of human settlement. Some of these challenges emanate from the fact that Gauteng is the economic hub of the Continent and people within and across Africa migrate to the province in search of employment and better life. Through digitalisation, the Department of e-Government is expected to contribute in assisting the province through an integrated technological system to address the challenges listed below:

- Beneficiary management system
- Urban and spatial planning
- Land release management system

Smart Localised, Transformed Agriculture and Rural Development

The rise of digital agriculture could be the most transformative and disruptive of all the industries, because digital agriculture not only will change how farmers farm their farms, but also will transform fundamentally every part of the agri-food value chain. Digital agriculture will affect the behaviour of farmers, and affect the way that input providers, processing and retail companies' market, price and sell their products.

The Department of e-Government as per its mandate to modernise the province, will be required to ensure that technological developments in the agricultural environment are utilised such that they benefit the province and contribute to the economic growth.

Safety and Security
Through ICT, citizens can live safely and freely in the comfort that reduced inequality together with smart, predictive policing and an effective, intelligent, digital criminal justice system together with robust cybersecurity and cyber-defence minimise their chances of being victims of crime.

Accountable, Transparent, Citizen-driven Government
Organizations have innovated to address emerging challenges and improve their effectiveness in relationship to existing ones, adopting new approaches to leveraging the power of populations, new ways of organizing and influencing policy change. Technologies enables understanding communities and their needs, providing precision service delivery, communicating new information more effectively, tracking, compiling and verifying information, forecasting trends and influencing decision-making. The Department of e-Government by modernising the GPG, will contribute in creating a transparent government where people are able to hold government accountable.

Intelligent, Customised Citizen Services
E- Government is becoming more attentive towards providing intelligent personalized online services to citizens so that citizens can receive better services with less time and effort. Whether renewing a driver's license, receiving health and human services support, or engaging with elected representatives, citizens routinely interact with 20th-century systems with their government while benefitting from 21st-century systems in their everyday lives. The Department of e-Government ideal end state is to modernise the GPG where citizens can access services of good quality faster.

Continuous Digital Innovation and Industry Stimulation
Five technologies are transforming global production systems and unleashing a new wave of competition among producers and countries alike. Exciting advances in the internet of things, artificial intelligence, advanced robotics, wearables and 3D printing are transforming what, where and how products are designed, manufactured, assembled, distributed, consumed, serviced after purchase, discarded and even reused. The Department of e-Government has a responsibility, through Research and Development and working with key external stakeholders to continue to innovate in order to reposition the province to benefit in the technological developments.

4. INSTITUTIONAL POLICIES AND STRATEGIES OVER THE FIVE-YEAR PLANNING PERIOD

To ensure effective ICT governance in the province, the Department developed several provincial strategies, norms and standards as well as frameworks. The strategies, frameworks and norms and standards are as follows:

- The ICT Master Systems Plan
- The ICT Continuity Management Framework
- ICT Norms and Standards
- The Cybersecurity Strategy
- The TORs for the Innovation Forum
- As-Is Evaluation Report to assess level of duplications on ICT application in the province to improve efficiencies
- The Gauteng ICT Skills Development Strategy
- The Big Data Strategy

The Department is in the process of drafting the provincial 4IR Strategy as well as the ICT Skills Development basket of offerings to realise the objectives of the Gauteng ICT Skills Development Strategy.

4.1   FOURTH INDUSTRIAL REVOLUTION (4IR) STRATEGY

In his 2019 State of the Province Address, the Premier of Gauteng, Mr David Makhura, made a commitment to appoint an Advisory Panel to advise the Gauteng Provincial Government (GPG) on the Fourth Industrial Revolution (4IR). The 4IR presents new ways in which technology shapes the socio-economic discourse and that includes using 3D printing, artificial intelligence and the Internet of Things (IoT) to improve productivity and efficiency in performance and further address fundamental challenges such as poverty, inequality and unemployment.

Many of these technologies are being increasingly embraced in developed countries to drive economic productivity and development as well changed social relations. Developing countries such as South Africa also need to engage these technologies to address its fundamental challenges of poverty, inequality and unemployment. The Department priorities relate to the rollout of the broadband network, data-security protection; promoting Research Development and Innovation for 4IR technologies; and reskilling of the human capital production of the future workforce.

5. RELEVANT COURT RULINGS

Not Applicable

PART B: OUR STRATEGIC FOCUS

6. VISION

A smart Gauteng City Region that provides efficient quality services to citizens

7. MISSION

To modernise government services and foster the implementation of a citizen centric innovation ecosystem that stimulates sustainable economic growth through transformative 4IR technologies.

8. VALUES

- Excellence: To incrementally, systematically and consistently enhance frontline service delivery;
- Growth: To constantly innovate and seek new opportunities;
- Openness: To be customer centric and thrive to improve high levels of service to the public; and
- Value for Money: To provide services at costs affordable to the citizens of Gauteng

8.1 PRINCIPLES

- Embracing disruption

- An entrepreneurial eGovernment approach

- Digital inclusion and access

- Simplicity of service

- Culture and ethics

- Integration and inter-operability

9. SITUATIONAL ANALYSIS

9.1 EXTERNAL ENVIRONMENTAL ANALYSIS

Gauteng Province is a home to almost 15 million people according to the recent census and more than three quarters of these citizens consume public service provided by government in Gauteng. The three main challenges confronting the Gauteng City Region (GCR) are poverty, inequality and unemployment, and they continue to affect the lives of many people. With the advent of 5G and the Fourth Industrial Revolution (4IR) on us, the Department's capability and investment in broadband in the 6th Administration will be a catalyst to ensure that the Gauteng Provincial Government (GPG) is not left behind. The GPG should continue to invest in the modernisation of the infrastructure, in respect of the rollout of the Gauteng Broadband Network (GBN) and 5G in making Gauteng City Region to be a smart city.

Infrastructure investment and digital infrastructure will most certainly have a great impact on the economic growth of the province to reduce poverty, inequality and high levels of unemployment in the province. The Department has already made significant strides to embrace the Fourth Industrial Revolution (4IR) to make good of the challenges and opportunities like Data Science, Robotics and Cyber Security for benefit and safety of Gauteng provincial ICT infrastructure, data and processes.

The Department in partnership with Institutions of Higher Learning and other partners has begun to facilitate skills development programmes to ensure that the human capital in the province acquires relevant skills, knowledge and competencies required by the 4IR. This approach will create opportunities for youth, women and people with disabilities to be entrepreneurs and contribute towards the economic development of the province. The digitisation of government services will provide opportunities for economic growth in Gauteng and provide improved levels of service delivery to the citizenry. The Department's mandate is anchored around the digitisation of public services to increase efficiency in line with the Growing Gauteng Together: Our Roadmap to 2030.

9.2 INTERNAL ENVIRONMENTAL ANALYSIS

The Department of e-Government was mandated by the province to provide high speed broadband connectivity to government administration buildings, schools, health facilities, social development facilities, community service centres (Thusong), eKasi labs and enterprise hubs. To achieve this, the Department provided connectivity to 1181 sites, of which 421 are schools and 760 are other sites, across all the regions of the province. In addition, to provide end-to-end connectivity, LAN integration has been provided at 595 sites, of which 44 are

schools. A total of 150 sites were provided with voice capability, reducing the cost of telephony at all connected sites. The reliability of GBN has been emphasised with 99.97 % network availability of broadband access and access points.

Figure 1 below shows a geographical view of the status of GBN connected sites (Phase One). The high number of connected sites clustered within the City of Johannesburg and the City of Tshwane municipalities should be noted. This translates into a need to focus on facilitating broadband access to citizens and businesses in the Eastern Development Corridor, Western Development Corridor Rand and Southern Development Corridor regions in the Province. (These sites will be part of GBN Phase 2 rollout).

Figure 1: GBN Connected Sites (Phase1)
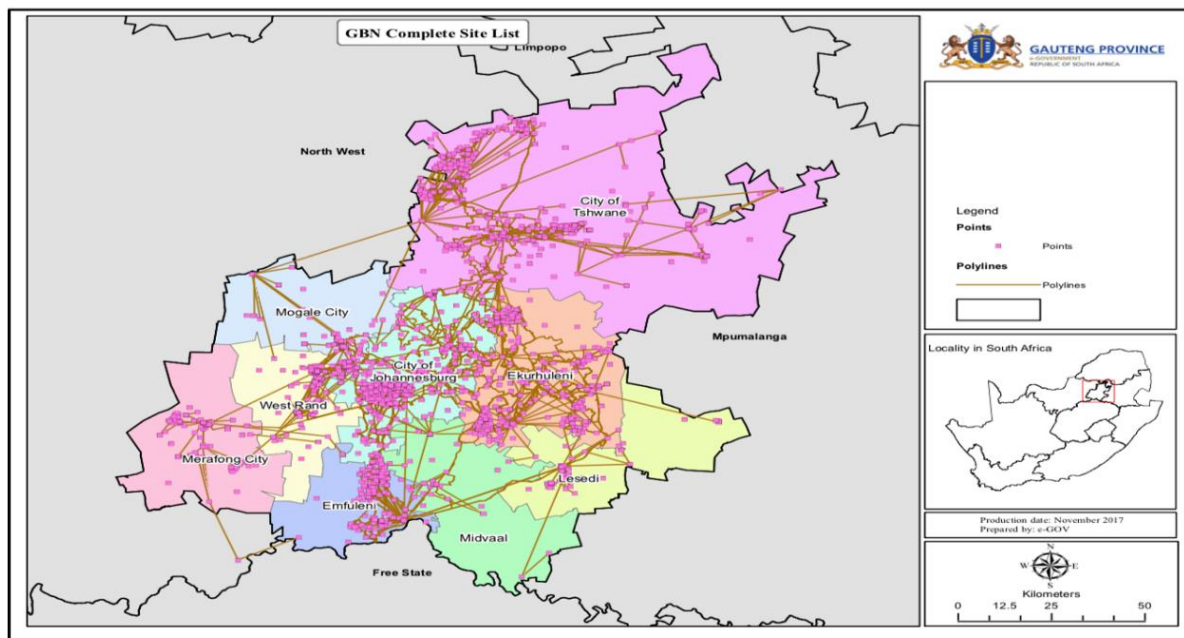
In responding to the 4IR technological demands relating to data security, the Department established the Fully Managed Data Centre to consolidate GPG infrastructure, applications and data in a single data repository, to reduce the cost of ICT infrastructure in the province. The Department migrated data of all 14 departments and four entities to the Fully Managed Data Centre. To ensure effective ICT governance in the province, the Department developed several provincial strategies, norms and standards as well as governance frameworks. The strategies, framework and norms and standards are: The ICT Master Systems Plan, The ICT Continuity Management Framework, ICT Norms and Standards, and an Audit of ICT Functions.

The Department has committed to digitise all public services to enhance access to services for citizens and businesses to respond to key priorities of the 6th administration. The Department has developed the Gauteng Digital Platform in response to the digital transformation of public services. The Gauteng Digital Platform provides a common environment shared by multiple e-Government services to save citizens costs, time and visits.

The department has conducted evaluation studies on GBN, the rollout of the Employee Self Service (ESS) tool, As-Is Evaluation to assess levels of duplications on ICT application in the province to improve efficiencies, PMDS as well as on e-Recruitment walk-in Centres. The evaluations broadly lifted that citizens' experience of government remains the single most important test of the quality of government. The government services are provided to citizens and business through traditional channels like face to face; telephone; and mail; which are costly, time consuming, sometimes offline resulting in the inconvenience of citizens and business and duplication of e-services in Departments, fragmentation of service delivery with no single view of the citizen, inconsistent citizen experience of service delivery, inconsistent access to information, lack of citizen participation, major cost inefficiencies, varying levels of ICT maturity, and outdated modes of service delivery.

The Evaluation, as well as verified information provided by the CIOs, identified key areas of inefficiencies across the GPG ICT ecosystem. These include the duplication of ICT infrastructure and systems particularly related to Enterprise Resource Planning (ERP), Customer Relationship Management (CRM) tools, Case Management tools, Enterprise Content Management (ECM) tools, communication gateways, audit application tools, project management systems, data integration systems, portals, websites and telephony services.
The report highlighted the non-compliance to the approved provincial ICT Norms and Standards, disparate levels of ICT security, limited collaboration and cooperative ICT strategic planning across the province as well as the poor management of ICT budgets and expenditure. The report made recommendations to improve the management of ICT budgets.

The evaluations indicated that there is inadequate ICT skills and capacity to sustain modernisation. The need to build skills and human capital capacity was emphasised by the Technology Innovation Conference, 2018.

The Five-Year Strategy of the Department incorporated the recommendations from the evaluations for implementation and further repositioned the Department's priorities to respond to the 4IR demands. The evolution of digital technologies and 4IR are leading organisations and governments to rethink the way services are delivered, create value, utilize resources,

both physical and human, and compete to deliver services. The emerging benchmarks for efficient e-government indicate that Gauteng will need to address the following digital trends over the next five years:

- Artificial intelligence to improve service quality;
- Improving citizen experience of government through a unique digital identity
- Improving government using data and big data effectively and ethically;
- Anticipatory government through predictive analytics;
- Innovation and safe space for government innovation; and
- Smart government and smart city solutions.

The status of the BBB-EE compliance is 24%, as opposed to the target of 30% of the total spend to date, the 24% is made of exclusively women from townships in all corridors of the province with the Department struggling to attract both young people and people living with disabilities. The Department continues to run advocacy campaigns to attract the other two sectors.

The Gauteng City Region has the excellent opportunity to exploit the 4IR technologies to free up government capacity, reduce the cost of operations and improve service delivery as well as citizen experience. The following principles will guide the delivery of the e-Government Strategy in the Gauteng City Region:

a.   Embracing disruption;

b.   An entrepreneurial e-Government approach;

c.   Digital inclusion and access;

d.   Simplicity of service;

e.   Culture and ethics; and

f.   Integration and inter-operability.

The department has approved Policies of Disability and Gender Mainstreaming to ensure that people with disabilities, and designated groups are not disadvantaged and discriminated, and the department deliberately encourages appointment of people with disabilities. Gender Mainstreaming Policy promotes equity between men and women in the workplace and consequently equal opportunities and women specifically.

The Gauteng Department of e-Government will continue to contribute to address the imbalances of the past by meeting the targets on women, youth and people with disabilities in advancing the priorities of the six administration. Currently the Department is at 42% of women in SMS, 29% of the youth and overall 4.13% of Persons with Disabilities. In his State of the Nation Address (2020) President Ramaphosa announced the implementation of the

Presidential Youth Employment Intervention to reduce youth unemployment. The Department through its programmes is in the right direction to support the President in addressing youth unemployment.

The Organizational Structure of the Department of e-Government
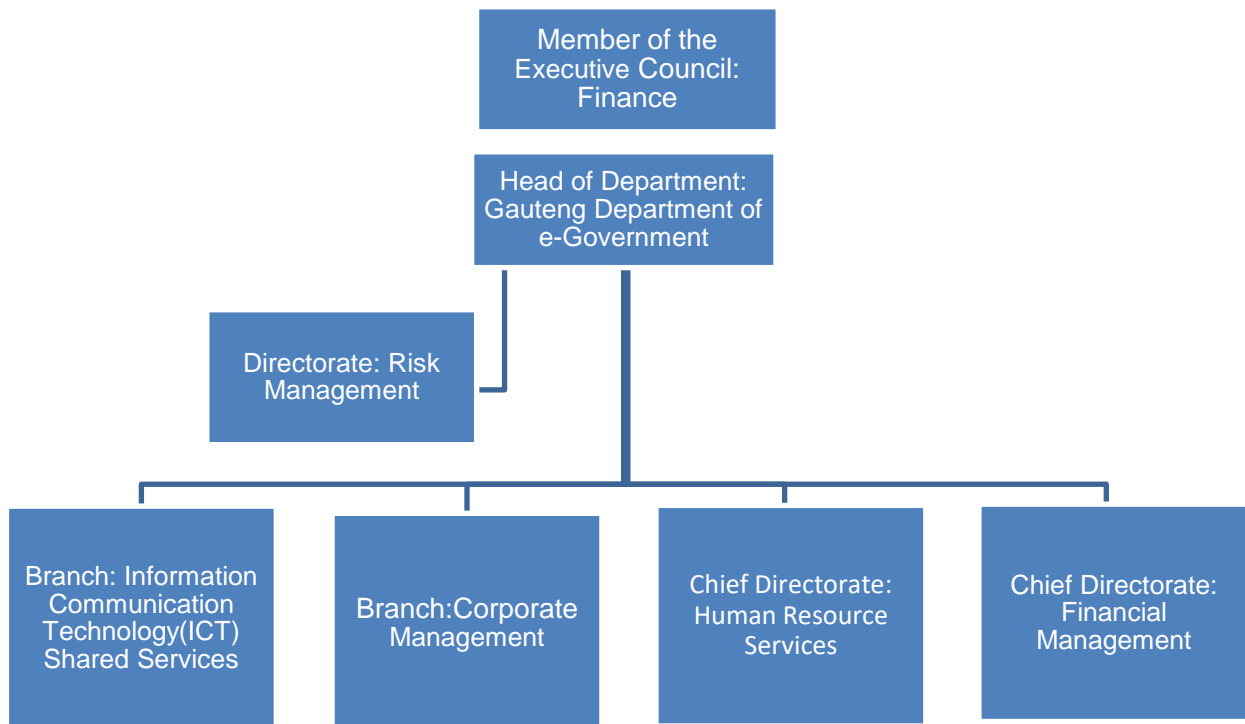
The Department embarked on the realignment of its structure in 2015 to review and redesign its delivery model to ensure that it has adequate capacity to deliver on its strategic priorities and to take its mandate forward. This project formed the basis of diagnosing where and how the Department needed to focus.

The interim organisational structure was approved in August 2017, to ensure that the Department delivers on its key strategic objectives, as well as to ensure stability to achieve alignment between the new strategic direction and the organisational structure.

The final structure is expected to be approved during the 6th Administration. The Department performs as it is expected in order to achieve on its set targets

PART C: MEASURING OUR PERFORMANCE

10. INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

10.1 Administration

To provide strategic leadership, oversight and accountability for the performance and outcomes of the Gauteng Department of e-Government; and render corporate support services that create an enabling environment for the effective, efficient, economical and controlled Departmental operation.

HOD's office primarily provides administrative support and reports directly to the Head of Department who is responsible for supporting the Member of the Executive Council (MEC) in providing strategic direction and leadership to the Department. Risk Management sub-programme primarily provides administrative services to and reports directly to the Head of Department. Risk Management improves organisational risk communication and knowledge sharing, developing a common risk language that ensures that risk management culture is embedded within the Department. The unit provides information for decision making and reducing uncertainty through coordinating a holistic view of risk and application of robust risk management systems to identify and mitigate risks that may threaten the attainment of objectives, and to optimise opportunities that enhance institutional performance.

Fraud prevention is an integral part of the strategy, operations and administration function. It ensures that the Department has a strategic risk profile register that enables coordination and alignment of strategic initiatives across the Department. Office of the Chief Financial Officer provides Financial Management, Supply Chain and Assets Management and administers compliance with all relevant financial statutes and regulations, the most important of which is the PFMA. In ensuring compliance, the unit strives to attain a balance between achieving service excellence and maintaining administrative controls.

10.2 Corporate Services

Ensures efficient corporate administration and management of the e-Government Department. It delivers and oversees shared services in alignment with the Department's needs. It does this by proactively identifying requirements, monitoring and maintaining service levels; and setting standards aligned with compliance and best practices, including reporting on delivery. The sub-programme comprises of the Strategic Management and Resource Management (Communications, Facilities and Security Management, Internal Human Resources, Legal Services as well as Records Management Services). It ensures an assessment on the promotion of e-Services undertaken; and reviews the Service Level Agreement of the Department with GPG Departments and entities to realise service delivery and to facilitate job creation and training initiatives for the youth in the province.

Internal Human Resources (HR) Management ensures transactional and transformational HR support so that the Department can attract, develop and retain the skills needed to deliver on the Department's mandate and objectives. Records Management focuses on the preservation

of tangible knowledge so that it can be accessed easily and in compliance with the National Archives Act. This is a transversal service offered to the province. Facilities and Security Management ensures continuous stringent physical and information security, provides and maintains facilities.

Strategy Management facilitates planning into the Department including facilitating the Department's short, medium- and long-term strategic planning processes; and ensuring that plans are aligned to legislative mandates and broader government imperatives. The unit develops and administers systems and processes that entrenches statutory reporting, monitoring and evaluation on Departmental performance delivery.

Legal Services provides legal advisory role to enable the Department to carry out its mandate effectively within the law and communications furthers the Department's transparency imperatives by being responsible for ensuring effective communication between the Department and all its stakeholders.

11. MEASURING THE IMPACT

Impact statement	Modernise government services and foster the implementation of a citizen centric innovation ecosystem that stimulate sustainable economic growth through transformative 4IR technologies by 2024

11.1 Measuring Outcomes

Growing Gauteng Together 2030 Priorities

- **A Capable, Ethical and Developmental State**
- **Economic, Jobs and Infrastructure**
- **Education, Skills Revolution and Health**

Outcome	Outcome Indicator	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25	Five-year target
Modernised provincial ICT infrastructure with connectivity	Percentage availability of Fully managed data centre (FMDC) services	98%	98%	98%	100%	100%	100%	100%
	Expansion of the GBN Network through WAN connectivity	1169	366	366	366	366	367	3000
	Percentage of GPG employees on Active	30%	40%	50%	60%	70%	80%	80%

Outcome	Outcome Indicator	Baseline	2020/21	2021/22	2022/23	2023/24	2024/25	Five-year target
	Directory utilising ESS							
Provincial services on Digital platform	Percentage of identified e-services digitised	To be establis hed	100%	100%	100%	100%	100%	100%
	Number of users accessing the digital platform	100 000	100000	100 000	100 000	100 000	100 000	500 000
Provincial ICT oversight and governanc e	Number of ICT strategies implemente d and monitored	2	1	1	1	-	-	3
ICT industry and skills developme nt Stimulated	Number of people benefiting from ICT skills developme nt programme s	100 039	144 400	144 400	144 400	144 400	144 400	722 000

11.2   Explanation of Planned Performance over the Five-Year Planning Period

11.2.1 Modernised provincial ICT infrastructure: One of the five outcomes of the Department of e-Government, is to ensure that there is adequate ICT infrastructure for modernisation. The Department of e-Government has a target of achieving 100% availability of FMDC services by 2025. To achieve this strategic outcome, the Department will focus on the following key results over the next five years:
- Wall to wall connected GCR, which relates to the implementation and rollout of the Gauteng Broadband Network
- Secure data and ICT environment
- Hybrid computing cloud infrastructure

11.2.2 Digital Platform, e-Services and Applications: To ensure that this outcome is realised, the Department will continue to integrate and provide access to government services and applications for the GCR on the digital platform. The target for the next five years is to ensure that all identified e-services are digitised.

11.2.3 Provincial ICT oversight and governance: The Department will endeavour to address the challenge of insufficient and inadequate ICT oversight of the existing ICT projects and programmes in the province.

11.2.4 ICT solutions advocacy and communication facilitated: The Department is targeting the increase of citizens that access e-services offered by GPG by end of 2025. To achieve this outcome, ICT advocacy solutions will be implemented.

11.3.5 ICT industry stimulation and skills development facilitated: To achieve this outcome, the Department will implement the Gauteng ICT Skills Development Strategy that aims to provide training to youth and government employees. This will ensure that Township based ICT entrepreneurs are supported and that staff are fully capable of utilising existing technology more efficiently and effectively provide government services to the citizens of the province. This will be done in collaboration with ICT partners and Higher Education Institutions.

12. KEY RISKS

Outcome	Key Risk	Risk Mitigation
Modernised provincial ICT infrastructure with connectivity	Cyber Threats/Attack/Crimes	Implementation of the Cyber Security Plan Security Operations Centre
Provincial services on Digital Platform	Duplication of ICT activities within GPG	Implementation of the recommendations of the AS IS Evaluation
ICT industry and skills development stimulated	Limited technical ICT skills and competencies	Recruitment policy Collaborative partnerships

Indicator title	Percentage availability of Fully Managed Data Centre (FMDC) services
Short Definition	The availability of server infrastructure which keeps GPG provincial data and applications (FMDC Centurion)
Purpose/Importance	To enable departments and their agencies to conduct day to day transactional business activities
Source of data	Monthly fully managed data centre reports
Method of calculation	Is determined by the systems located in the FMDC Centurion <u>Total expected uptime – Downtime</u> Total expected uptime x100% (simplified calculation of the systems generated uptime report and percentage)
Assumptions	Contacts signed and implemented, and staff experienced to manage the FMDC
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Data limitations	Force Majeure events, Planned Maintenance
Reporting cycle	Annually
Desired performance	98% availability
Indicator responsibility	Chief Director: ICT Infrastructure

Indicator Title	Expansion of the GBN Network through WAN connectivity
Short Definition	The number of sites that have WAN connectivity
Purpose/Importance	To enable government entities access to broadband connectivity
Source of data	A list of integrated sites and completion certificates
Method of calculation	Simple count the completion certificates
Means of verification	The count of the completion certificates
Assumptions	Budget required would be allocated; and no delays by the implementing agent
Disaggregation of Beneficiaries	Not applicable
Spatial Transformation	Not applicable
Calculation Type	Cumulative
Reporting cycle	Annually
Desired performance	WAN connectivity at identified sites
Indicator responsibility	Chief Director: ICT Infrastructure

Indicator title	Percentage of GPG employees on Active Directory utilising ESS
Short Definition	GPG employees that are accessing and utilising ESS
Purpose/Importance	To modernise HR business processes within the GPG through providing ESS and promoting optimal utilization.
Source of data	Business Intelligence Reports
Method of calculation	Total Number of ESS users on Active Directory Total number of targeted users in GPG X100
Assumptions	Functional ESS
Disaggregation of Beneficiaries	None
Spatial Transformation	None
Reporting cycle	Annually
Desired performance	Increased number of GPG staff utilizing ESS
Indicator responsibility	Chief Director: HRS

Indicator title	Percentage of identified e-services digitised
Short Definition	Government to Citizens and government to business services identified by GPG departments to be placed on digital platform
Purpose/Importance	Easy way of doing business with government by both citizens and Business utilising the digital platform
Source of data	Service availed on the digital platform
Method of calculation	Number of services placed on digital platform Number of services identified x100
Assumptions	Departments report their services
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Reporting cycle	Annually
Desired performance	Convenient way of doing business with government
Indicator responsibility	Chief Director: Applications

Indicator title	Number of users accessing the digital platform
Short Definition	The number of hits on the digital Platform, indicating the number of people accessing the Platform.
Purpose/Importance	Track the usage of the Platform
Source of data	Count of the number of hits on the digital Platform
Method of calculation	Total count of number of hits registrations on the e-Government digital Platform
Assumptions	Digital platform available
Disaggregation of Beneficiaries	Not Applicable

Spatial Transformation	Not Applicable
Reporting cycle	Annually
Desired performance	Stable and reliable digital Platform availability
Indicator responsibility	Chief Director: Applications

Indicator title	**Number of ICT strategies implemented and monitored**
Short Definition	The number of approved provincial ICT strategies
Purpose/Importance	Improved Provincial ICT governance
Source of data	List of approved provincial ICT strategies
Method of calculation	Count of the total number of all approved ICT Strategies
Assumptions	All provincial ICT Strategies approved
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Reporting cycle	Annually
New indicator	No
Desired performance	ICT policies developed and approved
Indicator responsibility	Chief Director: ICT Infrastructure

Indicator title	**Number of people benefiting from ICT skills development programmes**
Short Definition	People participating in the ICT skills development programmes (online ICT training and digital transformation workshops)
Purpose/Importance	To increase the pool of ICT skills in the province
Source of data	List of participants
Method of calculation	Count of participants in ICT skills programmes
Assumptions	Candidates apply for available programmes
Disaggregation of Beneficiaries	Not Applicable
Spatial Transformation	Not Applicable
Reporting cycle	Annually, once off
Desired performance	Increased ICT skills in the Province
Indicator responsibility	DDG: ICT