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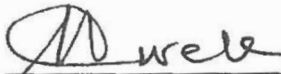
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GENERAL NOTICES • ALGEMENE KENNISGEWINGS

DEPARTMENT OF TELECOMMUNICATIONS AND POSTAL SERVICES**NOTICE 886 OF 2017****ELECTRONIC COMMUNICATIONS AND TRANSACTIONS ACT, 2002 (ACT NO.25
OF 2002)****NATIONAL e-GOVERNMENT STRATEGY AND ROADMAP**

I, Siyabonga Cyprian Cwele, Minister of Telecommunications and Postal Services, hereby, in terms of Section 5(5) of the Electronic Communications and Transaction Act, 2002 (Act No.25 of 2002) and Chapter 10 of the National Integrated ICT Policy White Paper of 2016, publish the National e-Government Strategy and Roadmap.



Dr Siyabonga Cyprian Cwele, MP
Minister of Telecommunications and Postal Services

Date: 7/11/2017



telecommunications
& postal services

Department:
Telecommunications and Postal Services
REPUBLIC OF SOUTH AFRICA

National e-Government Strategy and Roadmap

“To digitize government services
while transforming South Africa
into an inclusive digital society
and economy”



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GLOSSARY

BAS	Bas Accounting Systems
BOT	Build – Operate – Transfer (BOT) Agreements
CoGTA	Cooperative Governance and Traditional Affairs
CAS	Police Crime Administration System
DAFF	Department of Agriculture Forestry & Fisheries
DOC	Department of Communications
DHA	Department of Home Affairs
DoC	Department of Correctional Services
DoL	Department of Labour
DoT	Department of Transport
DoS	Department of Social Development
DPSA	Department of Public Service and Administration
DTPS	Department of Telecommunications and Postal Services
DoH	Department of Health
DBE	Department of Basic Education
DHE	Department of Higher Education
DTI	Department of Trade and Industry
DoJ	Department of Justice
DHS	Department of Human Settlements
ECT Act	The Electronic Communications and Transaction Act of 2002
EGDI	e-Government Development Index
e-ID	Electronic Identity
e-NATIS	Electronic Integrated National Transport Information System
G2B	Government to Business services are all services public bodies provide to businesses via electronic channels
G2C	Government to Citizens services are all services public bodies provide to citizens via electronic channels
G2G	Government to Government services are electronic non-commercial interaction between government organizations/ public bodies and authorities
G2E	Government to Employees services are all services public bodies provide to employees via electronic channels
GITO	Government IT Officer (Chief Information Officer of a Department)
GITOC	Government IT Officer's Council (Includes various Standing Committees)
HANIS	Home Affairs National Information Systems
ICT	Information Communication Technology, also used as IT
IT	Information Technology (Also used as IT)

ISADR	Information Society and Development and Research
ISAD Plan	The Information Society and Development Plan of 2007
JRA	Johannesburg Road Agency
OGCIO	Office of the Government Chief Information Officer (See PSICTM)
MIOS	Minimum Interoperability Standards
MISS	Minimum Information Security Standard
MOC	Minister of Communications
MPSA	Minister Of Public Service and Administration
MTSF	Medium Term Strategic Framework
NEEC	National e-Government Executive Committee
NBIS	National Basic Information System
NDP	National Development Plan 2030
NPC	National Planning Commission
NPH	National Population Register
OSS	Open Source Software
PKI	Public Key Infrastructure
Plan	A detailed scheme, a programme or method worked out beforehand for the accomplishment of an object
PNC on ISAD	Presidential National Commission on Information Society and Development
POC	Proof of Concept
POPI	The Protection of Personal Information Act of 2013
PRC	Presidential Review Commission
PPP	Public-Private Partnerships
PSITCTMO	Public Service ICT Management Officer
RSA	Republic of South Africa
SOCPEN	Social Pension Fund
SAPO	South African Post Office
SARS e-filing	A system for tax management and tax collection by the South African Revenue Services
SARS	South African Reserve Bank
SITA	State Information Technology Agency
SITA Act	The State Information Technology Act No. 88 of 1998
UN	United Nations
WSIS	World Summit on Information Society

1. EXECUTIVE SUMMARY

Technology is enhancing people's everyday life all around the world. Technology allows people to deal with their needs in ways that are simpler, easier and faster. Technology provides new opportunities for government to deliver services to citizens and business while connecting with civil society to increase transparency and accountability.

e-Government refers broadly to the innovative use of communications technologies (including mobile devices), websites, applications and other ICT services and platforms to link citizens and the public sector and facilitate collaborative and efficient governance. A digital government uses ICTs and digital technologies to make government processes more efficient, strengthen public service delivery and enhance participation by citizens in governance matters.

The National ICT Integrated White Paper Policy was adopted by the South African Cabinet in September 2016 and aims to achieve a 'people-centred, development orientated and inclusive digital society'. The National ICT Integrated White Paper Policy has a dedicated focus on the digital transformation of public service where ICT is used to enhance service delivery to the general public and directs for the development of the National e-Government Strategy and Roadmap.

The development of this strategy was led by the Department of Telecommunications and Postal Services (DTPS) and in its formulation, a situational analysis was undertaken to assess the current state of e-Government implementation countrywide and also considered all previous reviews and plans, and the implementing challenges. An inter-governmental committee of key Departments was setup, followed by an extensive public consultation process with the view to attain a clear understanding of the concerns, practical challenges and lessons learned when using ICT to improve service delivery, lowering costs of operation and enhancing transparency. Through this assessment, key issues which contributed to the unsuccessful implementation of e-Government in South Africa were identified.

The National e-Government Strategy and Roadmap is to guide the digital transformation of public service in South Africa into an inclusive digital society where all citizens can benefit from the opportunities offered by digital technologies to improve their quality of life.

2. INTRODUCTION

ICT is perceived as a key enabler to governments globally in efforts to deliver better services and efficiency while enhancing their relationship with citizens and business. The National Development Plan (NDP) of South Africa stipulates that by 2030, Government will make extensive use of ICT to engage with and provide services to citizens. This will be achieved through "an enabling coordinated and integrated e-Strategy" that cuts across government departments and sectors. The National e-Strategy as a Digital Economy Plan for South Africa to achieve an inclusive digital society and internet economy, because it guides the

National e-Government Strategy and Roadmap that defines the parameters and forward-looking strategies for the use of the ICTs in a government.

2.1 Purpose

The purpose of the National e-Government Strategy and Roadmap is to guide the digital transformation of public service in South Africa into an inclusive digital society where all citizens can benefit from the opportunities offered by digital technologies to improve their quality of life.

This document defines a renewed approach and programme of action that will radically improve the electronic government (e-Government) situation in South Africa. The Honourable Minister, Dr Siyabonga Cwele, in the 2014/15 budget vote speech stated that more focused attention will be given to infrastructure roll-out, the creation and acceleration of the expansion of e-Government services, as well as to develop e-Government platforms, for use by departments to deliver services online to citizens. In this regard, the department will coordinate work with other frontline government departments that provide services to the public. Through SITA, over the next three years, a significant number of government services will be available online.

Such a new approach and programme of action will require the department to unlock any challenges relating to policy, institutional arrangements and solicit buy-in from respective public sector stakeholders, and Information and Communications Technologies (ICT) industry participation to provide the requisite skills, technology and related investments to implement and support the e-Government technical solutions.

The new approach and programme of action is not intended to replace or supersede the prevailing e-Government policy and framework. It is the intention of the department to support State Information Technology Agency (SITA) – as the Agency of ICT for government to create an enabling ICT environment for government departments to provide electronic services (e-Services) to the citizens of South Africa.

2.2 South African e-Government context

'e-Government' or 'digital government' is the innovative use of communications technologies (including mobile devices), websites, applications and other ICT services and platforms to link citizens and the public sector and facilitate collaborative and efficient governance. e-Government includes:

- **Government to Government programmes (G2G)** – is concerned with interaction between different levels of government and collaboration with government agencies;
- **Government to Citizen programmes (G2C)** – involves an interaction between government and its citizens;

- **Government to Employee programmes (C2G)** – this involves the relationship between government and its employees. This form is considered as an effective way of bringing employees together and promoting knowledge sharing among them; and
- **Government to Business programmes (G2B)** – this is concerned with supporting business activities.

e-Government in South Africa include the use of ICT to automate internal processes of government (G2G systems) as well as external processes of Government (G2C and G2B). G2G systems are used across all departments or used for a specific government sector, such as Basic Accounting System (BAS), Logistic Management Information System (LOGIS), National Population Register (NPR), Social Pension Fund (SOCPEN), Police Crime Administration System (CAS) and electronic National Transport Information System (e-Natis). G2C ICT systems however are used to facilitate interaction and collaboration between government and citizens of the country, such as government websites, Batho Pele Gateway, SARS e-Filing, DoL U-Filing and DHA “Trace and Trace”. e-Government service is about transforming government to be more citizen-centred. Technology is therefore a tool in this effort.

Table 1 below display the household (HH) ownership of digital tools per province in terms of those having and have not. In addition the table above provide a picture of the readiness of the population in terms of possessing the required digital tools and instruments to access and use digital solutions and services. The premise is that since ICTs is widely considered in the same vain as other basic services such as electricity and water, the measuring indicator and tools on development should be the (HH). The provision of basic services has certain provision of free allocations to the households who are classified as poor and ultimately it means that the need to have citizens accessing digital services will require certain basic of free provision of data.

Table 1: Household (HH) ownership of digital tools per province

	Tablet / Phablet			Computer Desktop / Laptop			Landline			Cell phone		
	Yes	No	Total	Yes	No	Total	Yes	No	Total	Yes	No	Total
WESTERN CAPE	14%	11%	11%	16%	10%	11%	24%	10%	11%	11%	13%	11%
EASTERN CAPE	6%	12%	11%	6%	12%	10%	6%	11%	11%	10%	15%	11%
NORTHERN CAPE	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%	5%	2%

FREE STATE	4%	6%	6%	5%	6%	6%	4%	6%	6%	6%	7%	6%
KWA-ZULU NATAL	15%	17%	17%	13%	18%	17%	19 %	17%	17%	17%	16%	17%
NORTH WEST	6%	8%	7%	6%	8%	8%	3%	8%	7%	7%	9%	7%
GAUTENG	40%	26%	29%	39%	25%	29%	37 %	28%	29%	30%	21%	29%
MPUMALANGA	6%	8%	7%	6%	8%	7%	3%	8%	7%	7%	6%	7%
LIMPOPO	7%	10%	10%	7%	12%	10%	2%	11%	10%	10%	9%	9%
Total	100 %	100 %	100 %	100 %	100 %	100 %	10 0%	100 %	100 %	100 %	100 %	100%
Compounded Total	22%	78%	100 %	24%	76%	100 %	11 %	89%	100 %	94%	6%	100%

The analysis from the above table is that Gauteng Province (GP), Kwazulu/Natal Province (KZN) and Western Cape's HH are leading in terms of having digital tools and readiness to access digital services. The other glaring outcome according to the compounded analysis is that mobile technology dominates in terms of the HH's readiness and as a readily available tool to provide digital services. This is because 94% of the HHs have cell phone with 6% not having access. Any means to have citizens migrating to accessing digital services must be directed towards mobile technologies as a means. Another matter is that since most interactive e-services requires access to smart devices, this means that South Africa will need to increase the provision of these devices as currently according to the table above only 22% have tablets in their HH as opposed to 78%. The same could also be attributed to the laptops scenario as depicted in the above table.

e-Government services success requires changing how government works, how it deals with information, how officials view their jobs and interact with the public. Achieving e-Government services also requires active partnerships between government departments, 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 services work.

2.3 Situational Analysis

The Government of South Africa has long recognised the importance of enhancing service delivery through the use of ICT and the history of e-Government dates back to 1995. The evolution of e-Government in South Africa is as follows:

Table 2: Evolution of e-Government in South Africa

<p>1995: White Paper on the transformation of public service was released. This White Paper proposed the creation of a number of new and additional structures, including the Presidential Review Commission (PRC).¹</p> <p>1995: White Paper on the transformation of public service was released. This White Paper proposed the creation of a number of new and additional structures, including the Presidential Review Commission (PRC).²</p> <p>1997: a White Paper on transforming public service delivery was released labelled as the Batho Pele White Paper. The purpose of this White Paper was to provide a policy framework and a practical implementation strategy for the transformation of public service delivery. The DPSA was instrumental in the development of the eight Batho Pele (put the people first) guiding principles which should be taken into consideration in the implementation of e-Government in South Africa.</p> <p>1998: the Presidential Review Commission (PRC) released a report which detailed the PRC's main findings and recommendations in relation to the operation, transformation and development of the South African Public Service. Chapter 6 addressed the problems that were associated with Information Management, Information Systems and Information Technology in the public service. As a consequence of the recommendations of the PRC, the DPSA was granted the administrative responsibility for ICT in government. The formal ICT governance framework of Office</p> <p>2011: NDP introduces a single cohesive strategy to ensure diffusion of ICTs in all areas of society and economy.</p> <p>2012: SITA developed an e-Government Framework and started offering e-services.</p> <p>2014: establishment of the new Department of Telecommunications and Postal Services and transfer of e-Government mandate from DTSPS and SITA</p>	<p>of the Government Chief Information Officer (OGCIO), SITA and Government Information Technology Officer's Council (GITOC) was established to proactively bring value to government in terms of ICT use for internal administrative applications and general government service provisioning to citizens and business entities in society.</p> <p>1999: The Thusong Service Centre programme of government was initiated to extend services of government to outlying areas where people live. The primary focus has been rural and underserved communities with the aim of providing citizens with access to government services and information.</p> <p>2001: the DPSA produced an e-Government policy document entitled 'Electronic Government: The Digital Future – A Public Service IT Policy Framework'. The DPSA also released the first version of Minimum Interoperability Standards (MIOS). MIOS specifies the technical standards and policies required for the achievement of interoperability of ICT systems across the public sector.</p> <p>2002: Electronic Communications and Transactions Act (ECTA) was promulgated.</p> <p>2004: the DPSA established an e-Government Batho Pele Gateway which is a publicly accessible, central government services information portal.</p> <p>2007: Information Society and Development (ISAD) Plan by DTSPS adopted with emphasis on e-Government.</p> <p>2015: Gauteng and Western Cape provinces developed their provincial e-Government Strategies.</p> <p>2016: approval of the National ICT Integrated Policy White Paper, with emphasis on digital transformation of public service and the need to develop a National e-Government Strategy and Roadmap.</p> <p>2016: Development of the National e-Government Strategy and Roadmap.</p>
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¹ Presidential Review Commission, Presidential Review Commission Report, February 1998.

² Presidential Review Commission, Presidential Review Commission Report, February 1998.

There have been a number of e-Government initiatives in the country at the national, provincial and district level. Some of them have been highly successful and are suitable for replication. Some Provinces including Gauteng and the Western Cape have advanced to a state where they have developed Provincial e-Government Strategies and established independent e-Government departments. Most government departments have embraced the use of ICTs for e-Government to promote service delivery and to make the government more efficient and effective significantly to improve administrative civil services. Although most websites of government are at the developmental stage but there are few of those that have made strides to provide online services. Some of the successful case studies of e-Government services which the implementation of this Strategy will build on include the following:

- SARS e-filing is one of the sophisticated systems globally for tax management with good results on tax collection;
- Department of Home Affairs launched the Smart Identification Card System for citizens which is widely rolled out and the banking sector is assisting. The Smart ID cards have better security features;
- Integrated National Transport Information System (NATIS): Car and License Registration is functioning though it requires improvement to afford registration and renewal of services anywhere and everywhere in the country not only where users reside;
- The Department of Health approved the the National Health Normative Standards Framework (HNSF) for Interoperability in eHealth. The framework represents the first step towards a complete health enterprise architecture specification for South Africa. When fully developed, this enterprise architecture will define how eHealth solutions, across all levels of healthcare in both the public and private health systems, will interoperate with each other to support person-centric continuity of healthcare and successful implementation of the National Health Insurance (NHI) initiative;
- SITA has a track record of developing Government-to-Government (G2G) and Government-to-Citizens (G2C) systems. G2G systems include Basic Accounting System (BAS), Logistic Management Information System (LOGIS), National Population Register (NPR), Social Pension Fund (SOCPEN), Police Crime Administration System (CAS) and electronic National Transport Information System (e-Natis). G2G systems developed include Government Websites, Batho Pele Gateway, SARS e-Filing, Department of Labour (DoL) U-Filing and Department of Health (DHA) "Trace and Trace".
- Mobile penetration has reached 100% in South Africa and there has been advancement in development of mobile innovations. Some of the mobile applications supporting e-Government services include the Find & Fix mobile application launched by the Johannesburg Road Agency (JRA), an agency of the City of Johannesburg. The mobile app enables the public to report potholes, faulty traffic signals, storm water

drains, manhole covers, and other infrastructure issues related to JRA. Similarly the City of Tshwane launched a mobile app city safety – Namola app. Namola uses GPS coordinates to map locations where security alerts are sent in partnership with Tshwane Metro Police Control Room. Security alerts by citizens are immediately sent to the control room and police officers are dispatched to the location for assistance.

A need arose to take a holistic view of the several e-Government initiatives implemented across the country. It was increasingly perceived that if e-Government was to be speeded up across the various arms and levels of Government, a programme approach would need to be adopted, which must be guided by a common vision, strategy and approach. This would have the added advantage of enabling huge savings in costs, in terms of sharing the core and support infrastructure, enable interoperability through standards etc., which would result in the citizen having a seamless view of Government. It was with this background, that the National e-Government Plan was formulated for implementation across the country.

The need for greater coordination of strategies and implementation of digital policies across government requires that a central structure be established to drive a whole of government approach and develop a national e-Government policy and strategy. This will assist in aligning various initiatives across government and in ensuring accountability. The Department is well positioned to drive the required coordination.

2.4 International Benchmarking

The world is going through rapid transformation owing to the fast pace of change in technological development and adoption. Government therefore have to pursue e-Government as a crucial means to make its government more competitive, by leveraging the world's best information and communications technology (ICT) to deliver services to its citizens. The United Nations (UN) developed a four stage maturity model of e-Government and the model was used for ranking the UN member states.

The four stages of the model are defined as follows:

- The 1st stage is **“emerging information” services**: In this stage, e-Government Web sites provide static information.
- The 2nd stage is **“enhanced information services”**: In this stage, the presence is enhanced with one way or simple two way communication.
- The 3rd stage **“transactional services”**: In this stage, a two way interaction with citizens is possible.
- The 4th stage is **“connected services”**: In this stage, Web sites are proactive in requesting citizens' feedback via Web 2.0 tools. Government agencies are citizen centric and services are customer centric.

The 9th and 2016 Edition of the United Nations e-Government Survey entitled “e-Government for Sustainable Development and produced by UN Department of Economic and Social Affairs was released on August 1, 2016. Like the past survey Reports, the 2016 edition provides a global assessment of the e-Government development status of the 193 UN Member States. The report series is designed to serve as a tool for public administrations to learn from one another and identify areas of strength and challenges in their digital government policies, strategies and initiatives. The Survey tracks the progress of e-Government development via the e-Government Development Index (EGDI) which assesses e-Government development at the national level through the available Telecommunications Infrastructure, Human Capital and the national online presence of all 193 United Nations Member States. The Report specifically shows that the United Kingdom, followed by Australia and Republic of Korea lead in the global e-Government rankings.

Key to the success of e-Government internationally, is the establishment of a separate e-Government programme or office that is focused on the development and implementation thereof. These e-Government programs/offices, are managed usually by a “Ministry of Information Technology” or a “Ministry of Finance” or jointly, who are actively involved in the program.

A popular trend which has proved to be successful is the development of a central portal (electronic front office) that provides integrated public information and services.³ This provides the users with easy access to all government information and services and allows for *back-office integration* across the various government departments, encouraging inter-departmental collaboration.

In addition, most countries have recognised that **mobile devices** are the most widespread personal technologies. To benefit from this, most countries are beginning to provide citizens with the opportunity to receive personalised SMS alerts and notifications for various services, and has developed separate **m-Government** sites and mobile applications.⁴

A benchmarking exercise of South African e-Government activities against the UN e-Government Maturity Model resulted in an e-Government maturity classification of Level 2 (enhanced presence). The vision of digital transformation of government in South Africa is to ultimately achieve Level 4 of e-Government maturity. This will require that our e-Government services, websites, processes and capabilities have to be harmonized and transformed to global standards. Provision of electronic services and solutions that are tailor-made for citizens’ needs and an environment that enables citizen participation in government decision-making process are also key towards achieving this vision.

³ Department of Economic and Social Affairs, United Nations e-Government Survey 2012

⁴ Department of Economic and Social Affairs, United Nations e-Government Survey 2012

3 LEGISLATIVE MANDATE

Currently there are a number of role players in the South African Government that have a legislative mandate, whether directly or indirectly, to either manage, enable, develop, or implement e-Government. Please note that the following legislations are only extracts and interpretations from the legislation. For more details, please refer to the latest Acts.

The Electronic Communication and Transaction (ECT) Act of 2002 aims to provide for the facilitation and regulation of e-Government services and electronic communications and transactions with public and private bodies, institutions and citizens.⁵ In addition, the ECT Act of 2002, including all its amendments, empowers the Minister of Telecommunications and Postal Services (MTPS) to develop the National e-Strategy. In the development of the National e-Strategy, all matters involving e-Government services shall be determined in consultation with the Minister of Public Service and Administration. Therefore the MTPS will need to take into consideration the requirements of the e-Strategy in the development of the National e-Strategy and will be required to seek advice from the MPSA on matters involving e-Government.

The Public Service Act of 1994, including all its amendments, empowers the Minister of Public Services and Administration (MPSA) to develop and establish norms and standards related to, amongst other, information management and electronic government in the public service. The mandate of the Minister of Public Service and Administration therefore empowers the DPSA to provide direction on e-Government for the public service. Furthermore, the DPSA is mandated to foster good governance and sound administration in the public service⁶. This includes transforming and modernizing the public service through the development and implementation of policies and frameworks.

The Public Service Regulations of 2001, including all its amendments, sets out regulations for e-Government in Chapter 5. This section addresses 3 areas of e-Government. The first area is fundamental to electronic government which requires all departments to manage Information Technology (IT) effectively and efficiently, taking into consideration that IT must improve the delivery of public services, the productivity of the department and the cost-efficiency of the department.⁷ The second area relates to information security whereby the MPSA is required to issue a handbook called the Minimum Information Security Standards (MISS). All persons working with public service information resources will be required to comply with the MISS. The final area deals with interoperability whereby the MPSA in consultation with the Government Information Technology Officer Council

⁶ <http://www.dpsa.gov.za/about.php?id=16>

⁷ Republic of South Africa, Public Service Regulations, January 2001

(GITOC) is required to issue handbook on Minimum Interoperability Standards (MIOS). All departments are required to comply with MIOS as this is essential for seamless and integrated service delivery.

The State Information Technology Agency Act, 1998 (Act No. 88 of 1998) as amended in 2002 provides for the establishment of a company referred to as the State IT Agency (SITA). SITA is mandated to provide information technology, information systems and related services to, or on behalf of, participating departments and in regard to these services, act as an agent of the South African Government with the Minister of Telecommunications and Postal services as the sole Shareholder representing the Government.

Furthermore, the Section 7(6) of the SITA Act requires the Agency to set standards for the interoperability of information systems and standards for a comprehensive information systems security environment for departments. SITA is also required to certify every acquisition of any information technology goods or services by a department for compliance with the above mentioned standards. Therefore SITA plays a pivotal role in supporting the execution of the e-Government Strategy. This includes, inter alia, providing guidance to government on how to create and establish secure online e-Services, integrating government systems to allow for sharing of information and performing the necessary research to help achieve the objectives as set out in this strategy. SITA has in accordance with its mandate supported the DPSA in the development of the MISS and the MIOS which specifies the policies and technical standards required for interoperability and security of information systems.

On the 6th of September 2012, Cabinet welcomed the NDP as prepared by the National Planning Commission (NPC) and acknowledged the plan as the strategic framework to form the basis of future government planning.⁸ The NPC formulated the NDP with the aim of developing a long-term national strategic plan for the country. The vision for 2030 is to eliminate poverty and reduce inequality.⁹ Although the NDP 2030 does not mention e-Government as a key enabler to the implementation thereof, it is important that the key elements of the NDP 2030 are taken into consideration in the development of the e-Government strategy to ensure that the long-term objectives of the e-Government strategy are aligned to those of the country.

However, the NDP 2030, does regard the vision for Information and Communication Infrastructure, inter alia, the formation of a seamless information infrastructure that will meet the needs of citizens, business and the public sector, providing access to the wide range of services required for effective economic and social participation.¹⁰ This vision also includes

⁸ <http://www.npconline.co.za/pebble.asp?t=1>

⁹ National Planning Commission, National Development Plan Vision for 2030, November 2011

¹⁰ National Planning Commission, National Development Plan Vision for 2030, November 2011

the use of multicasting and instant online translation, digitisation and ICT applications which will make it easier for people to communicate and obtain information using different languages. It also promotes the development of mobile government (m-Government) services.¹¹

There are other relevant legislations that impact on e-Government services such as The Protection of Personal Information (POPI) Act of 2013 in South Africa which aims at promoting the protection of personal information processed by public and private bodies and to introduce information protection principles so as to establish minimum requirements for the processing of personal information.¹²

The Protection of State Information Act regulates the manner in which States information should be protected; promote transparency and accountability in governance while recognising that State information may be protected from disclosure in order to safeguard the national interest of the Republic. It also provides for the protection of certain information from destruction, loss or unlawful disclosure; to regulate the manner in which information may be protected and to provide for matters connected therewith.¹³

With the implementation of e-Government sharing of information with the public and across government departments has never been easier. However, it is imperative that all public departments are aware of the requirements of the above mentioned legislations and ensure that appropriate measures are put in place to ensure that unauthorised persons do not obtain access to personal information of a data subject, that it remains confidential and that where State information is required to be protected from disclosure, that such information remains undisclosed.

4 PROBLEM STATEMENT

e-Government provides an opportunity to use ICTs for promoting greater accountability of the government, increase efficiency and cost-effectiveness and create a greater constituency participation. The e-Government approach will also strive to contribute to wider economic objectives such as achieving cost savings, fostering innovation in technologies and applications for e-Government and promoting growth by fostering a business-friendly environment.

The South African government is faced with several challenges of improving service delivery and the quality of services to citizens. With the opportunities offered by Information Communication Technologies (ICTs), government attempted to improve service delivery

¹¹ National Planning Commission, National Development Plan Vision for 2030, November 2011

¹² Republic of South Africa, Protection of Personal Information Act, November 2013

¹³ Department of Public Service and Administration, South African e-Government Policy, February 2006

through e-Government. However, some progress was made in the e-Government sphere over the past few years.

The approved National Integrated ICT Policy White Paper by cabinet in October 2016 and The Information Society and Development (ISAD) Plan of 2007 identified several challenges that affected negatively on the progress of e-Government in South Africa. Some of the challenges are:

- Lack of synchronisation in approaches to digital transformation adopted by different government departments
- Duplication of processes, databases, large-scale system incompatibilities and inefficiencies as major e-Government hindrances.¹⁴
- Fragmentation of e-Government initiatives within government has been identified as one of major challenges. e-Government programme has not been directed and managed in a collaborative manner which lead to lack of accountability and responsibility due to the overlapping roles between government departments.
- There is no dedicated budget allocation for the specific implementation of e-Government in South Africa. A number of initiatives are still run under separate budgets.
- Currently there are still a number of government departments who make use of diverse applications, platforms, software and databases. Most of existing ICT systems were not designed to share information across departments. Cross departmental information sharing is essential to the success of e-Government, thus there is a need for government to standardise the interchange requirements for the delivery and management of data.
- A major reason for the limited progress of e-Government in South Africa is that the e-Government programme has not been directed and managed in a collaborative effort. The roles of the OGCIO, SITA and GITO's are not clearly defined or understood. There is no specific entity that ensures role of leading and managing the e-Government implementation in the country.
- The South African government is facing a challenge of government service delivery and reducing the administrative burden due to growth and mushrooming of population, technological advantages such as the mobile penetration rate can contribute to eliminating these challenges.

In terms of the SITA Act (section 6), SITA is responsible to improve service delivery to the public through the provision of IT, information systems and related services in a maintained information systems security environment to departments and public bodies; and to promote the efficiency of departments and public bodies through the use of IT. Since 2001, SITA has been involved in the implementation of e-Government in South Africa however it has been

¹⁴ Information Society development plan, 2007

experiencing challenges due to decentralized funding for e-Government activities and lack of legislation to enable digitization of e-Government services. There is therefore a need to define a new role for SITA as a Digital Transformation Entity in the implementation of this National e-Government Strategy and Roadmap.

5 VISION AND MISSION

5.1 Vision

“To digitize government services while transforming South Africa into an inclusive digital society and economy”.

5.2 Mission

The mission of this strategy aims to optimise government service delivery that will achieve efficiency as well as to provide universal access to government information and services anytime and anywhere through the use of ICTs.

6 STRATEGIC OBJECTIVES

The e-Government framework aims to:

- Ensure that all South Africans can access quality public service and government information from anywhere any time;
- Reduce the cost of public administration in South Africa;
- Harmonise the policy environment and legislative framework to enable digital transformation;
- Establish institutional mechanisms that will advance the coordination and facilitation of e-Government services;
- Create and manage reliable, accessible and cost effective common central services centres;
- Manage the development of frameworks addressing skills development;
- Deliver integrated electronic services which will ensure one stop service portal;
- Develop capacity and skills programme that will ensure sufficient service delivery;
- Develop monitoring and evaluation frameworks for e-Government services;

- Make government more accountable by making its operations more transparent, thus reducing the opportunities of corruption;
- Transform the way government interacts with citizens;
- Provide socio-economic development opportunities by empowering rural and traditional underserved communities using ICTs;
- Leverage on advances brought upon by technological innovations (such as cloud computing, internet of things (IoT), big data, mobile innovations, etc.) to drive the success of digitizing government;
- Expand the technological capabilities of citizens and businesses for participation in the government decision making process; and
- Provide administration in accordance with internationally acceptable standards and best practices.

7 GUIDING PRINCIPLES FOR e-GOVERNMENT SERVICES

The following are six guiding principles for developing and implementing e-Government initiatives and services and are anchored on the Batho Pele ICT Values:

7.1 Interoperability

Government ICT systems (including networks, platforms, applications and data) must have the capacity to ‘talk’ to each other, allowing for architected sharing and exchange of electronic messages and documents, collaborative applications, distributed data processing and report generation, seamless transaction services, ‘whole-of government’ search and queries, integrated ICT systems management etc.

Of note is that Government has the ability to correct the situation, as well as manage the related aspects of the development of ICT infrastructure, because government consumes more than half of South Africa’s ICT goods and services. The ideal state of interoperability is to have machine-to-machine communication, in essence, removing manual intervention in as many steps as possible. Once this aspect is controlled, citizens will start to experience seamless government service.

It should be possible to achieve this objective, while maintaining a varied mix of ICT products and solutions. There is no need to unnecessarily uproot users from good ICT products and solutions and to upset a productive workforce by an inconsequential new product. Each user should continue working in a familiar environment, except where there is a good reason

not to, but the ICT systems in the 'back office' potentially must be capable to provide communications with any other government system.

Government tender procedures must seek to enforce the policy of interoperability of systems. Therefore, the Minimum Interoperability Standards (MIOS) policy must insist that all ICT goods or services must be compatible with existing and planned government systems.

Competition ensures that government service delivery is not singularly dependent on any ICT vendor in the event of collapse. Government should continue to address the issue of designing and implementing a coherent hierarchy of architectures, encompassing the major domains of business, applications and technology.

Just as architecture is essential to building a house, ICT architectures play an important role in defining the underlying infrastructure needed for disparate networks, platforms, applications and data repositories to work together. Thus, ICT architectures present the blueprints for achieving interoperability.

7.2 ICT Security

Government operates in an environment where electronic documents, data and ICT systems must be protected from unauthorised access, malicious code and denial-of-service attacks. Interoperability should be achieved without compromising vital ICT security concerns. Government must not readily accept naive ICT vendor-driven solutions to solve the enormous problem of interoperability. Poor standardisation or inappropriate rationalisation breeds serious security problems.

e-Government is premised, among others, on the availability of the Internet, and if web sites are compromised, then government data can be read or modified by attackers.

It is always better not to employ an ICT service for live production or to serve clients if competent ICT security has not been catered for. It is important to note that ICT security is not limited to authentication and encryption only. ICT security is related to: (a) avoidance, (b) deterrence, (c) prevention, (d) detection, (e) recovery, and (f) correction in all aspects of security. Security must be provided to ICT at all levels (i.e. physical, people, infrastructure, application or information).

7.3 Economies-of-scale

Government must leverage its ICT buying muscle to encourage compliance with other key ICT focus areas. Unless well managed, the government's economic muscle may be

fragmented, which could lead to unnecessary exploitation by some ICT vendors. As a developmental state such an economic muscle may be used to influence the development of local ICT industry that is not only limited to selling products made elsewhere. Development of local ICT skills that are crucial to e-Government initiatives should be encouraged through the government's ICT economic might. Also, ICT research can be steered towards answering service delivery imperatives through the government's ICT economic power.

The precise impact on employment is difficult to anticipate. If change is well managed and if people are responsible in managing their affairs then change can prove stimulating and provide new opportunities for employment and economic growth. It is intended that change management should enjoy high priority in the planning of any e-Government solution. Public servants and citizens must jointly reap meaningful benefits from any well-managed e-Government programme.

It is important to have dedicated funding for e-Government implementation by the different government departments, managed through National Treasury processes.

7.4 Eliminate duplication

Government must abolish unnecessary duplication of similar ICT functions, projects and resources (including collection, processing and archiving of the same data), as well as practices of 're-inventing the wheel'.

The ICT Values attempt to illustrate the relationship between the ICT value and the key focus areas. It should be noted, that it is not possible to obtain ICT value without addressing the primary IT focus areas, while at the same time, developments in the key ICT focus areas do not necessarily lead to ICT value. However, these government ICT focus areas assume that some minimum resources are readily available to the entire government machinery.

7.5 Adopting indigenous languages in ICT applications

The content of the e-Government services platforms and applications should be in the languages predominantly used in the provincial and local areas. This will drive uptake and use of e-services by our citizens.

7.6 Digital inclusion

At least 75% of South Africans do not have access to ICT infrastructure (Stats SA). Failure to provide access to the previously disadvantaged communities will further impede any effort

on electronic government initiatives. The use of ICTs in government must ensure that all citizens have equal access.

In a fair and rational society, all individuals have equal opportunity to participate in, or benefit from, the use of ICT resources by virtue of their citizenship, regardless of race, gender, religion, age, disability, language, or any other such factors. Empirical research in all nations confirms the growing gap between the rich and the poor, as well as between the well-educated and the poorly educated users of ICT. As researchers broaden their scope to examine developing nations, the digital divide is of increasing concern and is essential to a developmental state.

8 CHANNELS OF e-GOVERNMENT SERVICES

The term channel connotes the means through which services are delivered to the customers. A Channel Strategy represents a set of business-driven choices about how and through what means services will be delivered to customers. The central theme of the e-Government framework is to enhance public service delivery through the phased electronic enablement of services.

However, provisioning services through electronic means is only beneficial if it facilitates the customers to access services anytime and anywhere in a more convenient manner. Identifying channels of customer's preference is a critical success factor for effective e-Government, as the choice of delivery channels has a major impact on the following:

- Technology infrastructure required to support the channel such as hardware, software and networking.
- Standard procedures and guidelines required to operate the channel.
- Organisation structure required to manage and deliver the electronic services such as skills, roles and alliances.
- Convenience and satisfaction for the customers in availing public services.

The public shall be given an equal opportunity to reap the benefits of using e-Government services. An adequate and sufficient mechanism must exist to ensure that e-services are accessible to the public anytime anywhere. To this end the e-Government central portal, along with its information and services, shall be made available to the public at any time through the following channels:

i. Internet

Government services must be made available to the public through the e-Government central portal. In addition departments must adopt the standard website template that will be developed for all governments website to have the same look and feel. All government services shall be made available online through the internet 24/7 365 days are year.

ii. Mobile

Government services must be made available to the public through the use of mobile technology. Considering that most South Africans have access to a phone capable of connecting to the internet it is imperative that the required infrastructure is developed to ensure that the services that will be made available on the central portal are also available through:

- Mobi site;
- Mobile apps (m-Commerce); and
- Unstructured Supplementary Service Data (USSD).

iii. Phone (Call Centre)

An e-Government call centre should be established that will assist with the following:

- Technical support for departments providing service through the central portal;
- Technical support for citizens and business that make use of services provided through the portal;
- Information on all e-Government service;
- The ability for citizens and business to perform a transaction through the use of the call centre.
- In addition, e-Government services must be made available to the public through the use of interactive telecommunications including interactive voice prompts.

iv. Digital TV

Through the implementation of digital set-top boxes by the Department of Communications (DoC), collaboration with DoC will be necessary to ensure that government services are made available to the public on the set-top boxes. An assessment must be performed to understand what information and services can be hosted through the set-top boxes.

v. Common Service Centres

Currently, the 75 Thusong centres already established provide citizens in rural areas with access to government services. In achieving this strategy the services currently offered at the Thusong centres will increase dramatically. An adequate training mechanism must exist to ensure that staff at the Thusong centres are capable to deliver on all government services available at these centres.

Furthermore, additional service centres must be established in order to transform service delivery in the public sector. Government will leverage off the existing foot print of the South African Post Office (SAPO) in bringing government service closer to the public.

In addition Government must adopt a customer ICT assistance approach. This means that the public will be provided with assistance from government via various channels (e.g. Thusong centres, call centres, online intermediaries, etc.). Appropriate training manuals and/or videos should be made available online to assist the public in executing an electronic transaction.

9 NATIONAL e-GOVERNMENT STRATEGIC APPROACH

An efficient, effective and responsive government with better services is a strategic intent for e-Government in South Africa. The government envisions a connected and responsive one government, enabled by ICTs. In this intent, the government affirms that it embraces e-Government at all public sector levels. It will therefore promote, facilitate, and assist the achieving of this intent.

The government is set to address challenges related to e-Government implementation in the country. This framework states and suggests ways in which this intent will be achieved by:

- Establishing Institutional Framework and institutional mechanism to oversee the implementation of e-Government services programmes;
- Ensuring that there is establishment of a Legal and Regulatory Framework that supports the adoption and implementation of e-Government;
- Establishing a structure to facilitate efficient and effective citizen to government, government to government, government to business and government to employees interaction;
- Implementing a secure, robust, and interoperable e-Government Infrastructure;
- Leverage the use of ICT, within an effective e-Government environment, to meet vital socio-economic development goals;
- Seek active and direct participation of the private sector in the implementation of e-Government;
- Developing central e-Government services portal;

- Integrating e-Government services;
- Developing capacity and skills development programmes; and
- Establishing the e-Government call centres.

The following three strategic thrusts of the National e-Government Strategy and Roadmap are derived from the National Integrated ICT Policy White Paper directives on digital transformation of public service and the five pillars in the ICT House of Values are the required prerequisite for successful implementation of e-Government initiatives. The e-Government strategic thrusts include;

9.1 e-Government Services Transformation

ICTs to enable citizen participation and convenience require skills necessary for interacting with online services. Citizens now expect convenient and instant service experience when interacting with government. This therefore calls for transformation of government-to-citizens solutions.

This thrust will focus on ensuring that users will fully complete transactions in an online environment (“end-to-end”), instead of needing several interactions on different channels to complete a single transaction for government services. The use of e-Services will be further increased by the provision of services and information to a variety of digital devices.

9.2 Enhanced e-Governance

Successful adoption of e-Government services by citizens require government to integrate its e-Government systems, while achieving the vision of offering stage 4 – connected presence as per the UN e-Government Maturity Model.

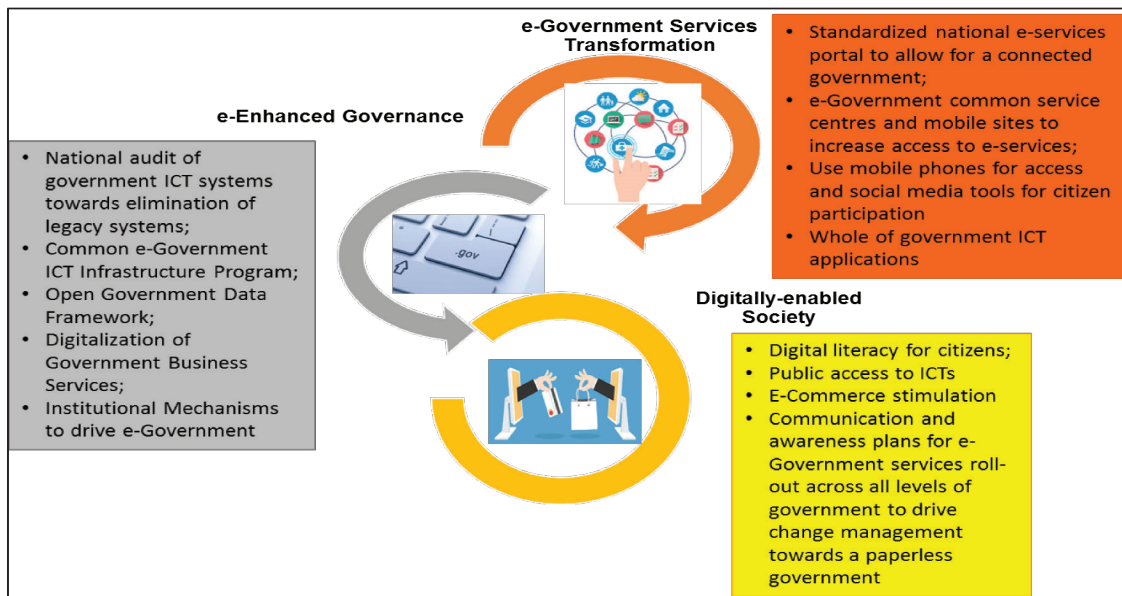
In order to achieve this strategic thrust, focus will be given towards; integration of government systems, establishing core ICT infrastructure, improving governance of ICT, promote open government through e-Participation interventions, and establishing institutional mechanisms for e-Government implementation.

9.3 Digitally-enabled Society

The World Summit on the Information Society (WSIS) identifies a range of interrelated components necessary to realize its vision of an inclusive information society. These include ensuring access to infrastructure, that the content and services available on Internet and mobile platforms are relevant and that people have the skills and knowledge to utilize ICTs

safely. Implementing successful e-Government initiatives require the need to ensure that the adoption of ICTs for government service delivery does not expand the existing digital divide. In order to enable citizens to take advantage of benefits of e-Government, the following issues are addressed; access to ICT infrastructure, digital literacy, connectivity costs and inclusion.

Diagram 1: National e-Government Model



The recommended strategic thrusts will be achieved through various projects that will address the strategic deliverables grouped in three main themes: enhanced e-governance, e-Government services transformation and digitally-enabled society.

10 MAJOR INITIATIVES ON e-GOVERNMENT SERVICES

All government services that can be delivered electronically shall be delivered electronically and access to those services shall be made available via the central e-Government portal. South Africa currently provides a lot of information on the Batho Pele Gateway about government and on the services government provides. However there are still a vast number of government services which are not delivered electronically.

Therefore 150 government services can be considered for electronic enablement in a phased approach (This list is not static and could change before and during implementation of the strategic initiatives). In addition, these services have been clustered by departments as services will be phased into the portal, department by department. This is required to assist the departments in automating their business process to ensure back-end integration.

Key actions required for e-Government service initiatives are:

- a. Development of a **National e-Government Central Portal** that will become the front-end of government. The central portal will provide a single view of a citizen. All government transactions will be performed through the portal. The portal will provide for information and transactional service. The portal is to be developed and managed by SITA. The portal must adopt the following key principles/guidelines:
 - i. The e-Government central portal will be rebuilt to make it more user-friendly and incorporate a search engine which will allow users to easily find a service.
 - ii. The portal must be made available in each official language. This will drive take-up for e-Government and promote greater inclusivity.
 - iii. The portal must cater for all citizens including citizens with disabilities.
 - iv. A standard template for the government websites will be developed to create standard look and feel for government online. All National and Provincial departments must ensure that all government department websites adopt the standard.
 - v. The portal must provide citizens with opportunity to give feedback on the functionality of the website as well as the quality of the service provided. This feedback could be through the system itself or through links with social media or electronic surveys where appropriate.
 - vi. The portal must provide the citizens with an opportunity to suggest potential new e- Services. This supports at least one of the Batho Pele principles, namely consultation. This principle provides the public with an opportunity to tell government what they want.
 - vii. The portal must exploit the benefits which social media can bring in raising awareness of public services and obtaining feedback from the public.
- b. Back-end integration of e-Government services: for South Africa to achieve a single view of the citizen through the central portal discussed above, the integration of government is essential in truly achieving a single view of a citizen as currently information (data) about each citizen is dispersed throughout each government department. Therefore, SITA must develop the integration infrastructure that is required to connect each department back-end systems with the central portal (Front-Office).
- c. Additionally, SITA must develop a Government Master Data and Service Governance structure. Essentially this is the management of a large Data Warehouse that will centrally host all departments' information regarding a citizen or business in order to achieve a single view of a citizen and provide that personalised service offering to the public.

- d. In delivering electronic services (e-Services) one should not simply take the existing processes and services and put them online. SITA must work with the all government departments in redesigning the business processes and rethink how government services should be delivered online. This redesign process would take into consideration the possibilities of sharing and/or using information that is available across all the three spheres of government as well as the integration of like services into a single transaction.
- e. When the implementation of the proposed architecture is complete, the automation of process per department shall be performed in a phased approach. The services shall be clustered per department and brought online in the phased approach. This will allow for a Proof of Concept (POC) with one department where bugs can be ironed out before rolling on all departments. In addition, SITA must leverage off lessons learnt during the POC when rolling out online services for the rest of the departments.
- f. In order for South Africa to leapfrog into providing a truly personalised e-Government central portal where all users are able to transact online from one central portal as well as obtain information on all government services, it is imperative that SITA must work with all government departments to implement the e-Government Framework. The structures represented in the framework will provide for the integration of government departments, which is the key requirement in providing a personalised service offering online to all citizens and business.
- g. Additionally, in successfully implementing the proposed common cloud ICT Architecture, it will enable the implementation of Government-to-Government (G2G) service.
- h. Implementation of adequate security mechanism: The goal is to enable the use of a single sign-on using multi factor authentication mechanism to access all e-Government services. Therefore, in achieving the strategic objective of effectively delivering integrated electronic service to the public, it is imperative that a single sign-on strategy is adopted for all government electronic services. This strategic initiative will achieve this by leveraging of and improving on the existing infrastructure in South Africa. Therefore, in order to achieve a single sign-on mechanism for all e-Government services, the following is required:
 - i. A risk based approach must be adopted for all online services and transactions meaning that the authentication mechanism used by the public to access and transact needs to be determined by the risk of the transaction. Therefore for basic services, such as account information, a single factor authentication is sufficient. Should the customer thereafter be required to perform an online transaction, such as submitting tax returns online, the use of e-ID to securely authenticate the user and authorise the transaction should be used.
 - ii. SITA in collaboration with government departments will be required to develop the infrastructure required to obtain single-sign on for all e-Government services through the central portal. This will be achieved by leveraging of the existing infrastructure that DHA and the South African Post Office have developed.

- i. The use of e-ID technology for e-Government services will have to be adopted in compliance with the National E-Identity and PKI Strategy. The strategy will address, but not limited to, the following:
 - iii. Authentication and securing of the identities of the parties to an e-transaction;
 - iv. Confidentiality, ensuring information is kept private;
 - v. Integrity ensuring the information or process has not been modified or corrupted;
 - vi. Non-repudiation ensuring neither party can refute that the transaction occurred (i.e. the transaction is binding); and
 - vii. The structure and regulatory framework for E-Identity and PKI.

11 ICT INFRASTRUCTURE FOR e-GOVERNMENT SERVICES

Robust ICT infrastructure: rapid advances in ICT infrastructure provide the means to get information to poor and marginalised communities in order to improve their quality of life. ICT plays a role in enabling the modernisation of government and its services. It allows both individuals and companies the opportunity to interact with government, using different forms of communication gadgets such as: Desktop computers, Laptops, Cell phones, Telephones, Self-service kiosks and ATMs. From this perspective, the quality of service delivery dictates the improvement of the ICT infrastructure.

The challenge facing public sector executives is how to make government service easier, quicker, cheaper, more efficient, and more responsive. The development of information communication technology is improving government services through information dissemination, interactive service delivery, and online interactions.

Some of the challenges facing the South African government are essentially historical. One of them is the digital divide that limits access to ICT services. Historically, the country's educational infrastructure has been segregated and unequal. ICT provision in schools still reflects this fact. South Africa needs ICT infrastructure – bandwidth, physical installations, hardware, and software that will serve all citizens well.

Research recognises that ICT infrastructure is one of the main challenges of e-Government. Internetworking is required to enable appropriate sharing of information and to open up new channels for communication and delivery of new services. For a transition to electronic government, architecture – that is, the guiding principles, models, and standards – is critical.

Security: As governments move towards the adoption of e-Government applications, security becomes a critical factor that influences its development at all stages. e-Government raises a potential problem concerning computer security. Security has received widespread attention in the e-Commerce literature under the broad banner of information

privacy. It is also noted that the security of information requires protective mechanisms to safeguard such information from unsanctioned or illegal intrusion.

One of the most significant challenges in implementing e-Government initiatives is computer security. For e-Government activities, service continuity is critical not only for the availability and delivery of services, but also to build citizen confidence and trust. However the risks of fraud and the misuse of sensitive data are concerns as well. The security/trust dimension is an important concern, although different levels of e-Government have differing needs in this area.

Portals that are at rudimentary stages are unlikely to give rise to security concerns in citizens. But as they mature, e-Government initiatives allow citizens to transact online, and require them to provide more information to online information systems, thus exposing them to hackers and viruses. The government needs to foster a sense of trust by limiting the sharing of personal identifiable information with entities to which citizens had not directly supplied that information.

From the preceding literature on ICT security, it is necessary that all spheres of government must design security features on their ICT systems when deciding to provide e-Government services. This creates the need for a clear and holistic approach to addressing and incorporating security at the various stages of the development models.

Privacy: It is very important part of e-Government services. The enhanced communication of the World Wide Web is embedded in social practice in such a way that citizens expect the communication protocol that guides everyday life to apply to cyberspace as well. If communication is dealt with appropriately, the adoption of e-Government could reduce resistance to using the World Wide Web.

Based on theories gathered about privacy, it is very much conclusive that portals at rudimentary stages are unlikely to give rise to privacy concerns in citizens. But as they mature, e-Government initiatives allow citizens to transact online, and require them to provide more information to online information systems, thus exposing them to various vulnerabilities. It is conclusive that governments need to foster a sense of trust by limiting the sharing of personal identifiable information with entities to which citizens had not directly supplied that information.

12 e-GOVERNMENT ROLE PLAYERS AND INSTITUTIONAL ARRANGEMENTS

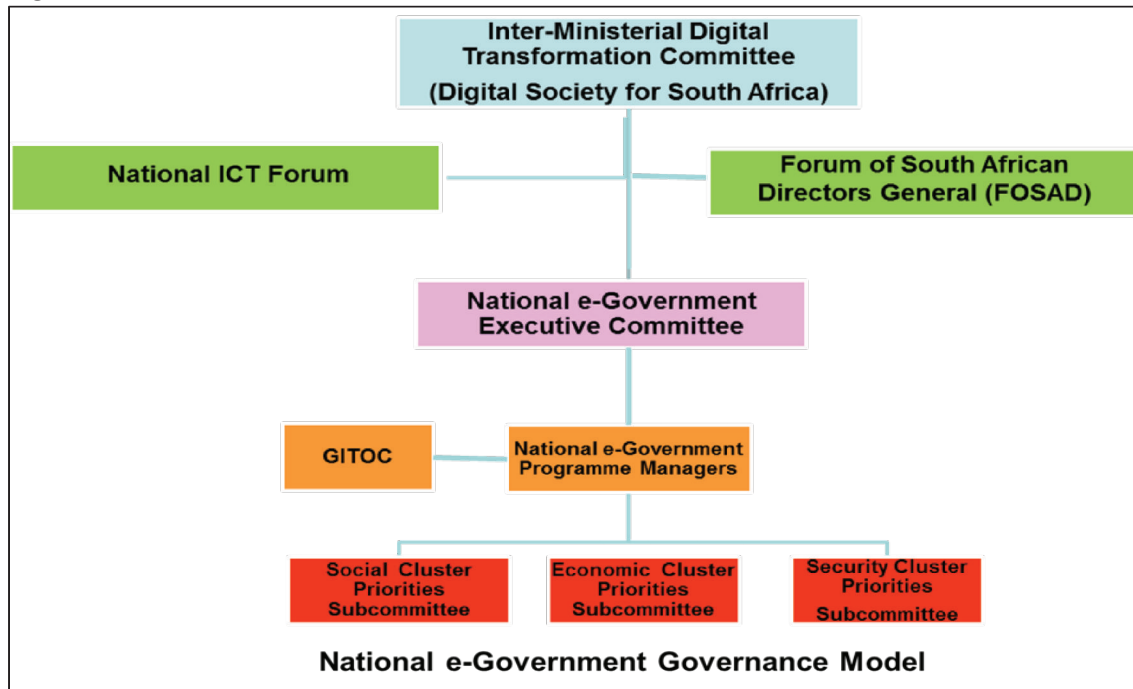
A multi-stakeholders partnership approach drive the development of the best e-Government programme in developed and developing countries. This approach provide means for all the relevant key stakeholder groups to be included in ways that not only demonstrate the value of their contributions but also provide for a synergistic impact that can be visible and that can be measured.

A programme approach at the National, Provincial and Municipal levels for implementation of the National e-Government plan, various Departments at National, provinces and

municipalities levels are involved. Considering the multiplicity of agencies involved and the need for overall aggregation and integration at the national level, National e-Government Plan is being implemented as a programme, with well-defined roles and responsibilities of each agency involved. For facilitating this, appropriate programme management structures must be put in place.

The following governance model will guide the implementation of the National e-Government Strategy and Roadmap.

Diagram 2: National e-Government Governance Model



12.1 Institutional Mechanisms

- **Inter-Ministerial Digital Transformation Committee**

The National Integrated ICT Policy White Paper calls for the establishment of a Cabinet Inter-Ministerial Digital Transformation Committee. The Committee will be responsible for driving the e-Government programme across the public service and facilitating coordination of activities across government to ensure that a whole-of-government approach is applied. The Digital Transformation Committee will be responsible for:

- Approving e-Government Plans for implementation of the National e-Government Strategy and Roadmap to realise and prioritise all policies included in this White Paper;
- Champion the establishment of an e-Government budget vote through National Treasury processes to secure dedicated funding for e-Government activities;
- To ensure e-Government policy and regulatory portfolio in alignment with government priorities and the MTSF (Medium Term Strategic Framework) outcomes. This will be achieved through the establishment of an MTSF directive on e-Government to ensure planning and evaluation of e-Government implementation by the different government departments;
- Direct the programme for change across the public service. It will facilitate coordination of activities across government to ensure that a whole of government approach is applied;
- Individual Ministries will be responsible for roll-out of ICT-related solutions in their specific focus areas. The Committee will assist in ensuring that any challenges faced by individual Ministries in implementation are addressed speedily and that Departments, Provincial and Local Governments are provided with strategic assistance where necessary; and the Committee will rigorously monitor progress against objectives.

The Committee will include Ministers of Telecommunications and Postal Services, Communications, Presidency, Public Service and Administration, Planning, Monitoring and Evaluation, National Treasury, Cooperative Governance and Traditional Affairs, Home Affairs, Health and Education. The Committee will be chaired by Minister in the Presidency.

- **National e-Government Executive Committee (NEEC)**

The National e-Government Executive Committee (NEEC) will be a supporting structure of the Cabinet Inter-Ministerial Digital Transformation Committee with the aim to coordinate and secure e-Government programme commitments across Departments.

The Committee will be chaired by the Director-General (DG) of Presidency and will comprise the Chief Executive Officer (CEO) of SITA and DGs of DTPS, DPSA and National Treasury.

The Committee will provide strategic guidance to government on issues of e-Government and report its plans and activities at the FOSAD (Forum of South African Directors General) before they could be tabled at the Cabinet Inter-Ministerial Digital Transformation Committee.

- **e-Government Programme Managers**

The e-Government programme managers will be an inter-governmental committee responsible for ensuring implementation of the National e-Government Strategy and Roadmap by government departments and their entities.

The Committee will be chaired by the DTSPS officials and SITA officials responsible for e-Government programmes. The Committee will have sub-committees on social, security and economy to address issues relating to government services by the relevant departments.

- **Government Information Technology Officers Council (GITOC)**

The GITOC will provide technical and advisory support to DTSPS, DPSA and SITA on issues relating to digitisation of government services. The GITOC constitution is to be amended to include e-Government responsibility.

12.2 Roles and Responsibilities

- **Department of Telecommunications and Postal Services (DTSPS)**

DTSPS is the facilitator and catalyst for the implementation of National e-Government Strategy and Roadmap by various Government departments and also provides technical assistance through SITA and manages the programme. This will be achieved through the following activities;

- DTSPS will lead the establishment of the Cabinet Inter-Ministerial Digital Transformation Committee and provide secretariat support to the Committee;
- Review all legislations affecting e-Government to harmonise the frameworks and to improve service delivery through ICTS;
- Drive the uptake of e-Government services within government and by citizens through communications and awareness campaigns;
- Develop strategies and programs to drive open government;
- Develop technology roadmaps on leveraging technological innovations (such as cloud computing, internet of things (IoT), big data, mobile innovations and data object architecture (DoA)) by government;

- Create a platform for the identification and coordination of projects
- Ensure compliance to government wide security standards and measures.

- **Department of Public Service and Administration (DPSA)**

The DPSA's responsibility is towards government process re-engineering and change Management, which are desired to be realised across all government departments.

The Minister for the Public Service and Administration is further mandated in terms of the Public Service Act, 1994 to establish norms and standards relating to electronic government in the public service.

- **National Treasury**

The National Treasury allocates funds for National e-Government Programme through Plan and Non-plan budgetary provisions and lay down appropriate procedures in this regard. The National Treasury will support the DTSP in the establishment of an e-Government budget vote to secure dedicated funding for e-Government activities.

- **National, Provincial and Local Government**

- The role for the National departments is to provide for e-Government services. Departments will identify and inform the DPSA and DTSP about various departmental Government-to-Citizen (G2C), Government-to- Government (G2G), Government to Employees(G2E) and Government to Business (G2B) services which can be delivered through SITA electronically. The Departments would further do the back-office computerization for the identified services at headquarter, provincial and district levels. Departments will provide the required support for framing policies. Departments will also take necessary action to make the delivery of e-Government services a success.
- The role for the provincial administration in the e-Government services is to coordinate provincial and municipal e-Government services with various departments and stakeholders and shall further organize the awareness and sensitization workshops for the masses.
- The Director –Generals for each provincial government are responsible for giving strategic direction for, amongst others, the electronic government in the provincial public service sphere in terms of section 7(3)(iii) of the Public Service Act.
- The Public Service Regulations, 2016, Regulations 25, requires that the executive authority of each provincial department sets out a strategic plan for their departments

that specifies information systems that enable service delivery through ICT. Regulations 30 requires the head of each provincial department to establish and maintain an ICT plan. The responsibilities of the executive authority in respect of service delivery and improvement of access to service delivery is comprehensively dealt with in Part 3 (regulations 36 to 38) in the Public Service Regulations.

- The provincial and municipal e-Government portal shall be established to be integrated with the National e-Government portal to be interdependent and interrelated in alignment with the section 40 of the constitution of the republic of South Africa.
- The principle of cooperative and inter-governmental relations, set out in section 41 of the constitution of the Republic of South Africa shall be adhered to. This section 41 recognises the need for a coherent government where the different spheres of government co-operate with one another in a mutual trust and good faith. This includes consulting one another on matters of common interests, co-ordinating their actions and agreeing to common procedures.

- **State Information Technology Agency (SITA)**

SITA is responsible to improve service delivery to the public through the provision of IT, information systems and related services in a maintained information systems security environment to departments and public bodies; and to promote the efficiency of departments and public bodies through the use of IT. There is therefore a need to define a new role for SITA as a Digital Transformation Entity in the implementation of this National e-Government Strategy and Roadmap.

The delivery of government services would be mandatory for SITA especially at National and provincial level, and will work together with DTPS and DPSA in providing project management and other support to all e-Government projects.

13 MONITORING AND EVALUATION OF e-GOVERNMENT SERVICES

There is a lack of compliance by sector departments with regard to the identification, execution and implementation of e-Government projects. Most government departments view e-Government within the ambit of their internal departmental business needs, goals and initiatives. As a result, duplication occurs and there is no synchronised approach to the implementation of e-Government within the Public Service.

The DTPS will develop a Monitoring and Evaluation Strategy for e-Government implementation with indicators agreed to by all relevant stakeholders. The model for monitoring and evaluation of e-Government services projects will be developed and form part of the e-Government Monitoring and Evaluation Strategy. This model will serve as a

tool for understanding what would be needed to change while developing and implementing projects and to assess the impact of the National e-Government Strategy and Roadmap implementation in South Africa. The model will also serve as a guiding framework for South Africa to improve its global rankings on advancing digital transformation of government services.

A review of the National e-Government Strategy and Roadmap will be conducted during every MTSF (Medium Term Strategic Framework) period to measure progress and impact of its implementation.

14 FUNDING FOR e-GOVERNMENT SERVICES

Globally there has been a concerted effort to ensure the fast tracking of e-Government projects through a variety of financial models. The scale and scope of the interventions to be undertaken for South Africa to meet its e-Government objectives requires investment by public and private sectors.

Worldwide, the implementation lack of financial resources, and low levels of skills and limited capacity of governments are some of the main obstacles faced in pursuance of e-Government nationwide. The introduction of Public-Private Partnerships (PPP) is seen as a solution to overcome many of the obstacles and challenges faced by governments in realizing the objectives of e-Government projects. The PPP model is expected to increase opportunities for both the public and private sectors to serve their customers more effectively and efficiently. An environment conducive to private sector investment must be created through enabling policy and regulations for e-Government services. The different PPP models will be explored to identify the best option and these include; contracting for electronic services and ICT facilities management, co-ownership and co-financing of projects and use of build-operate-transfer (BOT) agreements.

In government, the implementation of this Strategy will need additional funding for transversal programmes and individual government entities. An e-Government Investment Framework should be developed by the DTSP in consultation with National Treasury. It is recommended that a dedicated e-Government budget vote be established, informed by this e-Government Investment Framework.

The funding for e-Government programmes and services should be centralized to ensure compliance and monitoring as well as to prioritize e-services programme linked to the MTSF.

15 HIGH LEVEL IMPLEMENTATION PLAN

The National e-Government Strategy and Roadmap clearly sets out the vision for e-Government in South Africa and proposes what needs to take place to accomplish the vision. This section is part of the Roadmap that outlines the key actions which ought to take

place to enable the implementation of this Strategy. This is a high-level action plan indicating broadly what is to be achieved, who will be responsible and the estimated timelines.

The first key activity that will need to be undertaken by the DTSPS is the amendment of the ECT Act and the Public Service Act in collaboration with DPSA. This will allow for the establishment of Cabinet Inter-Ministerial Digital Transformation Committee to oversee the development of detailed, integrated national e-Government plans. The successful digital transformation requires extensive cooperation and collaboration between government spheres.

The DTSPS shall in collaboration with SITA and the Inter-Ministerial Digital Transformation Committee, formulate plans for the establishment of the required e-Government infrastructure and the delivery of e-Services to realise an inter-operable government. These plans shall include, at a minimum, a detailed work plan, relevant architecture plans and a detailed implementation plan. These plans will leverage off the current e-Government assets which SITA has already developed. These include the deployed portal, the respective departmental e-Services and the SITA e-Gov Digital Strategy. All Government departments should be aware of the detailed plan and continue to re-design their current business processes taking into account the requirements set out in this plan.

Throughout this process, the DTSPS and DPSA in collaboration with respective departments must raise awareness of the e-Services to increase the take-up. This may be accomplished by providing information on the e-Services through various communication channels such as government websites, in press releases, print media on printed forms, advertising banners, radio, and television and/or through the use of appropriate social media platforms.

SITA will be a technical leader in this digital transformation of government services journey, collaborating with the various government departments to realise a digital government that embraces citizen centricity.

Below is the high level implementation plan for the National e-Government Strategy over a 5 year period (2017 – 2022):

16 NATIONAL e-GOVERNMENT STRATEGIC INITIATIVES AND ROADMAP

e-Government Strategic Outcome	Deliverables	Target (3 years)	Responsible party
e-Government Services Transformation	Develop a standardized national e-services portal to allow for a connected government	2016- 2018	SITA and all other government departments
	Identify citizen facing Public Services that are candidates for electronic service delivery and	2017-2018	DTSPS, SITA, DPSA and all other government departments

	consolidate them on the national e-services portal		
	Develop a National Electronic Identity System	2018 – 2021	DTPS, SITA, and Home Affairs
	Establish common service centres and mobile sites to increase access to services	2018- 2022	DTPS, SITA, GCIS, SAPO and its entities
	Design and implement mobile innovations for offering mobile services	2018- 2020	DTPS, DST, SITA and all other government departments
e-Enhanced Governance	Development and approval of a National e-Government Strategy and Roadmap	2017	DTPS and SITA
	Development of a 3 Year e-Services Implementation Plan (aligned to SITA eGov Digital Strategy)	2017	DTPS and SITA
	National audit of government ICT systems	2016- 2018	SITA
	Common e-Government ICT Infrastructure Program	2017- 2018	DTPS, SITA and DPSA
	Develop an Open Government Framework	2018 - 2019	DTPS and DPSA
	Review Catalogue of Public Services across all spheres of government	2021-2022	DTPS and all other government departments
	Digitalisation of Government Business Services	2017- 2019	SITA and all other government departments
	Harmonise the policy environment and legislative framework through the review and amendment of all legislations affecting e-Government to harmonise the frameworks and to improve service delivery through ICTS.	2017- 2020	DTPS and DPSA
	Establish Cabinet Inter-Ministerial Digital Transformation Committee that will champion the	2017-2018	DTPS and DPSA

	implementation of e-Government in South Africa		
	Re-focus of SITA as a Digital Transformation Entity	2017-2021	DTPS and SITA
Digitally-enabled Society	Develop e-Skills programmes for rural and underserved communities. Establish centres of excellence in the municipalities and provinces to capacitate and empower rural areas	2017-2021	DTPS, NEMISA and all other government departments
	Develop programme for re-skilling and capacitating the government employees to provide e-Services	2018-2021	DTPS, NEMISA, SITA, GITOC and all other government departments
	Develop monitoring and evaluation strategy for e-Government	2018-2019	DTPS, Stats SA, SITA and all other government departments
	Establish a monitoring and evaluation system for e-Government implementation in South Africa	2018-2021	DTPS, Stats SA, SITA and all other government departments
	Develop communication and awareness plans for e-Government services roll-out across all levels of government to drive change management towards a paperless government	2017-2018	DTPS, DPSA and all other government departments
	Implement communication and awareness plans for e-Government services roll-out	2018-2021	DTPS, DPSA and all other government departments

17 RISK ANALYSIS AND MITIGATIONS

The impact of key decisions on the ultimate success of the e-Government implementation will need to carefully consider risk factors on an ongoing basis. These risks could be associated with any of the major components involved with the programme as detailed below:

- **People:** Availability of suitably qualified people, their understanding and appreciation of each project/programme, perception of programme's management on their work schedules and quality of work.
- **Processes:** Magnitude of change to existing business processes, security considerations, and changes that can stand the test of time.
- **Technology:** The choice of the appropriate technology, the need for the adoption of specific standards. The monitoring of selected standards to ensure a balance between opportunity and cost. Effective management of risks involves: identifying possible risks in advance, having processes in place to monitor risks, having the right balance of control in place to mitigate the adverse consequences of the risk, should it materialize; and establishing a decision-making process supported by a framework of risk analysis and evaluation.
- Active risk management helps the achievement of wider programme aims, such as: effective change management, the efficient use of resources, better programme/project management, minimizing waste and fraud, supporting innovation, and increased understanding and visibility of e-Government initiatives, leading to a more realistic estimate of timescale and costs.
- An initial set of risks for e-Government implementation has been listed in the table below:

Risk Mitigation	
Risk	Mitigation
i. Government departments are too slow to adopt the e-Government services to migrate manual processes to make them online services.	The DTPS and DPSA should collaborate to engage all government departments to encourage them to make e-Government services as part of their priorities.
ii. Lack of e-Governance structure	DTPS in conjunction with DPSA will develop the framework for e-Governance structure indicating responsibilities of each government departments.
iii. Lack of capacity and availability of resources including availability of local skills to implement and use e-Government services.	Each government department will arrange training to re-skill people and to strengthen e-Government services related skills
iv. Cooperation and harmony among government entities in decision making for e-Government initiatives	Establish Inter-governmental working groups with clear authority over defined e-Government initiatives

v. Ability and willingness of government entities to document and share their business requirements, processes, services, data and strategies	Active coordination among government entities to document and share information necessary for e-Government initiatives
vi. Conflicting decisions among government departments	Use of inter-governmental working groups with clear authority to supervise and enforce e-Government policies and standards
vii. Resistance to change	Increase awareness among stakeholders, raise accountability and enhance change management
viii. Misalignment with other government entities	Invest in good coordination with key stakeholders and initiative owners

NATIONAL E-GOVERNMENT STRATEGY AND ROADMAP**ANNEXURE A – PROPOSED e-SERVICES CATALOGUE BY GOVERNMENT DEPARTMENTS**

Note that some of the departments have already moved forward in terms of putting some of these services online. Services that are already online will be transferred to the National e-Government portal. The two tables below outline firstly the list of currently developed e-services and proposed services for future development.

CURRENT SITA E-GOVERNMENT PROGRAMME: 2016 - 2018		
Government Department	e-Services	e-Service Description
SITA - DTPS	National e-Services Portal	To make government services more accessible online, reduce the cost of accessing those services, streamline administrative processes, improve turnaround times, and strengthen accountability and responsiveness.
Department of Basic Education (DBE)	e-Matric	To enable eligible learners to conveniently use the internet from anywhere and at any time to complete application forms online for registration to write matric examinations, requests for re-marking of results and requests to re-issue the matric certificate.
	Funza Lushaka	Modernisation of the current Funza Lushaka Information Management system (FLIMS I) into FLIMS II. This solution tracks the application for teacher qualification bursaries from the time the candidate was allocated a bursary, placement of the teacher in a school, until the end of the work-back contract. To enable recipients of the Funza Lushaka Bursary

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		Programme to apply online every year and linked to provincial government departments.
	South African Council of Educators Portal	To enable all educators to apply for renewal of certificates, make payments for registration, membership fees and reprints of certificates. To improve the quality of teaching and learning, and undertake regular assessment to track progress.
Department of Higher Education and Training (DHET)	e-Complaints and e-Enquiry	To enable candidates to lodge a complaint and the department to manage the complaint until closure). Also, enables students to make an enquiry online about the status of their course registrations, examinations, and certifications.
	TVET Online Administration	To provide flexible and convenient application for administration and access to view and update records and to access information relating to student enrolment. TVET online administration solution to automate the existing manual registration process and enable candidates to apply and register for enrolment, and manage examination and assessment results online. The solution will provide DHET with reporting on how many candidates registered per college and can also estimate the budget required for the TVET colleges.
Department of:	e-Permit	Development of system that

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<ul style="list-style-type: none"> • Environmental Affairs (Eastern Cape), • Water Affairs (Western Cape), • Agriculture, Forestry and Fisheries(Western Cape)and • Economic, Small Business Development, Tourism and Environmental Affairs (Free State) 		<p>could manage their Environmental Affairs permits. They had a manual system, which lead to extended turn-around times which resulted in inefficiencies when capturing and issuing permits.</p> <p>Automation of the business processes supporting:</p> <ul style="list-style-type: none"> • to create a permit application online • Allowing officials have the following functions: <ul style="list-style-type: none"> ○ receiving permit applications from the applicant and from other officials ○ adding notes or attachments that are only visible to the officials ○ adding messages or attachments that are only visible to applicants ○ transferring permit applications to different officials ○ transferring a permit application to more than 1 official at the same time ○ transferring permit applications up and down the chain of command ○ referring the application back to the applicant if the application is incomplete.
<p>Department of Military Veterans</p>	<p>e-Form: Registration for Military Veterans</p>	<p>The automation of the process to register a as a military veteran and apply for subsidies for the Department of Military Veterans. A self-service capacity will be developed in order for the</p>

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		<p>citizen to capture the information to registration as a military veteran or apply for benefits.</p> <p>The registration and benefit applications will follow the workflow as identified by the department in order to process the application.</p>
Military Ombud	Military Ombud Complaints	<p>The automation of the process to lodge a complaint or/and to apply for a request for late submission of a complaint for Military Ombud Department.</p> <p>A self-service capacity will be developed in order for the citizen to capture the information for the applications. The application process will follow the workflow as identified by the department in order to process the application.</p>
	e-Form: Job Opportunity	<p>The automation of the process to register employment opportunities. An e-Form will be developed in order for the business to capture the information to create employment opportunities.</p> <p>The registration will follow the workflow as identified by the department. After the finalization of the process the e-form and data will be made available to the department.</p>
Department of Labour	e-Form: Work Seeker	<p>The automation of the process to register as a work seeker. An e-Form will be developed in order for the citizen to capture the information for</p>

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		<p>registration.</p> <p>The registration process will follow the workflow as identified by the department. After the finalization of the process the e-form and data will be made available to the department.</p>
Western Cape: Department of Correctional Services	e-Prison	Automate the previously manual way of capturing admissions, rehabilitation and Release of Prisoners
Co-operative Governance and Traditional Affairs (COGTA) - Mpumalanga	e-Participatory Governance and Land Use Management System	<p>The automation to apply for land use, approval of building plans and application for advertising business processes for COGTA.</p> <p>A self-service capacity will be developed in order for the citizen to capture the information for these e-services. The application will follow the workflow as identified by the department in order to process the application.</p>
Department of Health (Free State and North West)	e-Health	<p>The project aims at creating an integrated health management solution for hospitals and clinics to be implemented on identified provinces.</p> <p>The solution should be to track and uniquely identify patients in healthcare facilities throughout the province, thus providing correct information to department of health (DoH) for planning (budgeting) and reporting on optimal use of health resources. 3.</p> <p>Furthermore the department can make use of ICT to</p>

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		monitor and track activities performed within the healthcare fraternity to able to perform evaluation, audit and take informed decisions throughout the province.
Department of Social Development	Early Childhood Development dashboard	To online access to ECD information and Services To register ECD programmes to ensure compliance to norms and standards.
Department of Transport	Traffic department e-Booking system	Automation of driver's License booking processes.
Department of Human Settlements	e-National Housing Register	The automation of the process to register a need for housing and apply for subsidy for Department of Human Settlements. A self-service capacity will be developed in order for the citizen to capture the information for the registration of a need or the application for subsidy. The application processes will follow the workflow as identified by the department in order to process the application.
SAPS	SAPS Master data	<ul style="list-style-type: none"> • Apply for police fingerprint clearance • Circulate and distribute information on missing persons • Render 10111 Centre and flying squad services • Report crime to the South African Police Service • Report anonymously on criminal activity • Apply to become a police reservist • Apply for new firearm licenses

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		<ul style="list-style-type: none"> • Renew firearm licenses Render Crime stop (0860 10 111) service
Department of Social Development; Monitoring and Evaluation, Basic education; Higher education ; STATS SA; etc.	National Integrated Social Protection information System	<p>To provide for the implementation of the National Integrated Social Protection System (NISPS) to improve the well-being of children and youth.</p> <p>The expected outcome is data exchange across entities critical in providing social protection services and reporting on Performance.</p> <p>Measurements/Indicators agreed upon on these services to ensure monitoring if these services are adequately provided across.</p>
Department of Small Business and Development	DSBD	<p>Automation of the manual capturing of the annual performance plan (APP), and the registration and processing of the various incentives by the Department of Small Business Development.</p> <p>Provide Business Intelligence reporting mechanism to assist the department on tracking its KPI, do trends, predictive analysis to monitor the business operations and expedite the decision making process.</p> <p>Automation of Small Businesses' manual processes that enable online application for funding and incentives.</p>
National Department of Environmental Affairs	Coordinated and Integrated Permit System	To develop and support a Coordinated and Integrated Permit System (CIPS) to manage licenses and permits issued by DEA and its

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		Competent Authorities. To develop and implement a permit management system within proposed and agreed timelines and budget in alignment with DEA's strategic objectives on permit management as defined in workshops. The project will deliver product development and solution implementation.
SITA and other government Clients	e- Recruitment	Citizen will be able to apply for government jobs, track the progress of the application and get email notifications when the status of the application changes.
SITA and other government Clients	e-Tickets	Enables the Citizens to log any issues regarding the functionality of the portal using the e-Ticket service. A citizen will be able track the progress of the e-Ticket logged from start until it has been resolved
SITA and other government Clients	e-Campaigns	Creates awareness to Citizens about on-going campaigns through bulk messaging to targeted groups of citizens
SITA and other government Clients	e-Events	Provides a platform for Government Departments to create awareness about upcoming events within their Organizations
SITA	Ideation Centre	Online portal that is used to submit innovative ideas by SITA employees, Citizens, SMMEs and other.
SITA Internal	SITA Varsity	Online Training system for SITA and potential Government departments.
SITA (HCM)	Integrated Human Capital Management	Automation of end to end Human Capital management process for SITA.
Government-wide	e-Government Portal version 2.0	The portal is a one stop shop for a range of government services as e-Services

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PROPOSED NEW e-SERVICES BY GOVERNMENT DEPARTMENTS: 2018 - 2022		
National Department	Proposed services	Service Description
1. Department of Basic Education (DBE)	e-Education	<ul style="list-style-type: none"> • School management system • Students enrolment system • Distance learning • Infrastructure and assets management • Apply for the registration of a learner for home schooling • Apply to register as an educator • Apply to register with an ABET centre • Provide Admission to school services • Apply for accreditation as a service provider (Application to SAQA accreditation as a service provider) • Apply for evaluation of foreign qualifications • Accredited Education and Training Quality Assurance body (ETQA) • Verify qualification achievements on the National Learners' Records Database
2. Department of Higher Education and Training (DHET)	e-Higher Education	<ul style="list-style-type: none"> • Register as a private higher education institution (Application for registration as a private higher education institution) • Register with tertiary institution • Apply financial assistance from the National Student Financial Aid Scheme (NSFAS) • Apply to register as an educator • Register as tertiary institution • Apply for accreditation as a service provider (Application to

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		<p>SAQA accreditation as a service provider)</p> <ul style="list-style-type: none"> • Apply for evaluation of foreign qualifications • Accredit Education and Training Quality Assurance body (ETQA) • Verify qualification achievements on the National Learners' Records Database
3. National Treasury	Financial management system, procurement process and related services.	<ul style="list-style-type: none"> • Procurement system • PFMA management system. • Monitor provincial infrastructure development • Monitor municipal financial management reforms • Payment of pension benefits and contributions to funds (including special pensions) • Payment of contributions to medical aid schemes • Payment of risk and administration fees to the Political Office Bearers' Pension Fund • Provide special pensions awareness campaign • Payment of military pension benefits • Payment to service providers for medical expenses
4. Department of Trade and Industry	Business registration, business incentives, intellectual property etc.	<ul style="list-style-type: none"> • Business Process Services (BPS) Incentive • Co-operative Incentive Scheme (CIS) • Clothing and Textile Competitiveness Improvement Programme (CTCIP) • Export Marketing & Investment Assistance Scheme (EMIA) • Production incentives (PI) • Sector Specific Assistance Scheme (SSAS) • Section 12i Tax Allowance Incentive (12i TAI) • Support Programme for Industrial Innovation (SPII)

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		<ul style="list-style-type: none"> • Technology and Human Resources for Industry Programme (THRIP) • Tourism Support Programme (TSP) • Application for the registration of a patent • Registration of Trademark • Application to register a copyright • Register a design • Register company • Deregister company • Register intellectual property • Amend corporate information • Amend founding statement of a CC • Import and export licensing • Provide business regulation and consumer protection services • Amend legislations and regulations • Provide information, advice and facilitation services • Render incentives and development finance services • Export Promotion and Investment Facilitation • Support SMME and Cooperatives • Provide Economic Empowerment services • Provide Technology and Innovation support • Assist with Industrial promotion • Promote market Access to other
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		countries
5. Department of Home Affairs	e-Home Affairs	<ul style="list-style-type: none"> • Register birth • Apply for identity document • Register foreign birth • Apply for citizenship • Register marriage • Apply for consent of marriage of a minor • Apply for adoption • Apply for child passport • Apply emergency travel certification • Apply for maxi passport • Apply for official passport • Apply for crew member certificate • Report lost/stolen tourist passport • Report lost/stolen child passport • Request document for travel purpose • Report lost/stolen maxi passport • Report lost/stolen document for travel purpose • Re-register child born out of wedlock • Change gender • Change Surname of Minor • Change Surname of Major • Change Forenames • Correct of error(s) • Insert forenames in the birth register • Insert biological father's details in the birth register of his child • Register death • Apply for death certificate • Register death outside south Africa • Apply for permanent residence • Apply for VISA
6. Department of Labour	Work related services	<ul style="list-style-type: none"> •Apply for registration on an amalgamated bargaining council •Provide information on how to pay

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		<p>the Compensation Fund</p> <ul style="list-style-type: none"> •Report an occupational accident to the Compensation Fund •Apply for the essential services committee for a determination that the whole, or part of the employer's business, is a maintenance service •Apply for registration as a bargaining council •Apply for certificate of accreditation of private agency rendering dispute resolution •Notify the Nedlac a trade union or a trade union federation is considering protest action services •Refer a dispute to the CCMA for conciliation or conciliation-arbitration (con-arb) •Apply for registration of an employee's and employer's trade union with the Department of Labour •Request the CCMA to secure agreement on picketing rules during a strike or lockout •Request the essential services committee to conduct an investigation to determine if the whole or part of any service is an essential service •Submit earnings statements to the Compensation Fund •Apply to set up a learnership as a training provider •Apply to join a learnership if you are unemployed •Apply to set up a learnership if you
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		<p>are an employer</p> <ul style="list-style-type: none"> • Apply for adoption benefits • Apply to register an occupational disease
7. Department of Justice & Constitutional Development	e-Justice	<ul style="list-style-type: none"> • Consult family advocate • Marry under customary law • Provide equality/discrimination services • Report estate of the deceased • Change the amount of maintenance • Register trusts • Apply for rehabilitation by insolvents • Protect children accused of crime/in trouble with the law • Apply for a maintenance order • Apply for a domestic violence protection order • Request a further warrant of arrest of a domestic violence respondent • Notify for the rescission of the order of adoption • Recover debt • Apply for the adoption a child • Make an affidavit regarding contravention of a protection order • Obtain legal advice • Apply for an adoption of a foster child • Apply for variation or setting aside of a protection order • Consent/withdrawal of consent by a parent or guardian of a child for adoption • Pay maintenance
8. Department of Agriculture, Forestry & Fisheries	e-Agriculture	<ul style="list-style-type: none"> • Report on statistics on fresh produce markets • Report on monthly food security bulletin

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	<ul style="list-style-type: none"> • Report on crops and markets • Issue import permits for plants, plant products and other regulated articles • Import permits for plant propagation material and crops grown in the Western Cape • "Report on Pest information package (PIP) • "Register phytosanitary and approve production units, pack houses and inspection points for export for fresh fruit • "Provide pest incursion responses • "Provide quarantine pest incursion responses • Report on plant health information material • Report on plant health diagnostic services • Provide plant quarantine • Inspect official ports of entry • Import/export of genetically modified organisms (GMOs) • Provide use of genetically modified organisms (contained use, trial release, commodity clearance, general release) • Register facilities • Provide GMO status certificates • Export certificates for liquor products • Export exemption certificates • Import certificates for liquor products • Register agricultural production inputs (fertilisers, farm feeds, agricultural remedies, stock remedies, pest control operators and sterilising plants) • Issue import permits (animals and animal products) • Facilitate exports of animals and
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		<p>animal products</p> <ul style="list-style-type: none"> • Coordinate the prevention and control of animal diseases (such as foot-and-mouth disease, avian influenza, etc.) • Approve import and export facilities • Register animal identification marks • Provide veterinary services information distribution • Provide natural disaster early warning system—early warning monthly NAC advisories on disaster prevention, preparedness and reduction • Provide natural disaster early warning—severe weather warnings • Provide information and advisory services • Provide production guidelines • Provide seed testing services • Provide training programmes on production and related matters • Provide training programmes on seed testing • Provide training programmes on seed testing • Provide certification of schemes • Register premises (nurseries, seed cleaners, packers, sellers and test laboratories) • Issue export certificates for seeds • Issue plant export certificate • Issue authorizations for the import of unlisted varieties of plants and propagating material • Provide variety listing • Provide animal and aquaculture production advisory services • Authorize import and export of animals and related genetic
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		materials
9. Department of Human Settlements	Housing related applications	<ul style="list-style-type: none"> • Apply for people's housing process • Apply for Individual housing subsidy • Apply for relocation assistance • Apply for project linked subsidies. • Apply for hostel redevelopment programme • Apply for rural subsidy • Apply for consolidation subsidy • Apply for discount benefit scheme • Apply for institutional subsidy • Apply for public sector hostel redevelopment funding
10. Department of arts and culture		<ul style="list-style-type: none"> • Facilitate, initiate and implement international co-operation agreements on arts and culture. • Ensure representation of South African arts and culture on the international scene. • Manage heritage and film-related issues in the country. • Manage and administer of arts, culture and heritage institutions. • Promote arts, culture and heritage festivals. • Support informal arts education and training • Support development and access to the arts. • Support excellence and sustainability in the arts. • Support community based projects in the arts, culture and heritage sector to alleviate poverty • Encourage co-operation and networks within the diverse heritage of South Africa. • Collect and preserve the national archival heritage. • Provide proper management and care of government records. • Provide heraldry services. • Develop cultural industries in partnership with the private sector. • Render translation and editing services to national departments.

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		<ul style="list-style-type: none"> • Promotion of indigenous languages. • Provide language planning and terminology services. • Standardize and advice on changes to as well as the proper use of geographical names. • Manage and govern of national libraries and meta-information.
11. Department of Communications		<ul style="list-style-type: none"> • Apply for community sound broadcasting service license (Application for community sound broadcasting service license: four-year term) • Apply for a commercial broadcasting service license (Application for a Commercial Broadcasting Service License) • Apply for a television set license (TV License) • Apply for renewal of TV license (Application for renewal of TV license) • Apply for cancellation of TV License • Apply for low power sound broadcasting service license • Provide public information terminals • Strengthen the ICT Regulator, ICASA, to enable it to regulate the sector in the public interest and ensure growth and stability in the sector • Enhance the capacity of, and exercise oversight over State Owned Enterprises (SOEs) as the delivery arms of government • Apply for community sound broadcasting service license (Application for community sound broadcasting service license: four-year term) • Apply for a commercial broadcasting service license (Application for a Commercial Broadcasting Service License)
12. Department of		<ul style="list-style-type: none"> • Provide prepared and supported air defence capabilities for the

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defence		<p>defence and protection of South Africa</p> <ul style="list-style-type: none"> • Provide prepared and supported maritime defence capabilities for the defence and protection of South Africa • Provide prepared and supported military health capabilities for the defence and protection of South Africa • Provide a defence intelligence and counter-intelligence capability • Provide general support capabilities and services to the DOD • Provide operational direction to joint and multinational task forces and joint-tactical headquarters by means of operational-level headquarters • Provide and employ a special operations capability within the approved special forces for the SANDF • Provide deployment of forces in support of the South Africa's commitment to peace regionally, Continentally and globally • Provide internal deployment of forces in support of the SAPS and other government departments • Provide joint interdepartmental and multinational military preparation exercises.
13. Public Administration Leadership and Management Academy		<ul style="list-style-type: none"> • Funding entrepreneurs starting new enterprises • Financial support for companies that want to extend existing operations. • foster the establishment, survival and growth of SMME(Innovative Solutions for Entrepreneur; Applications forms) • promote and maintain business competition in South Africa • Funding entrepreneurs starting new enterprises • Financial support for companies that want to extend existing operations.

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		<ul style="list-style-type: none"> • foster the establishment, survival and growth of SMME(Innovative Solutions for Entrepreneur; Applications forms) • promote and maintain business competition in South Africa
14. Department of minerals and energy		<ul style="list-style-type: none"> • Provide low-cost urban housing energy upgrade • Convert from coal to natural gas of the thermal fuel used in clay brick-baking kilns at Lawley Brick Factory, a brick factory wholly owned by Corobrik (Pty) Ltd, South Africa. • Promote and develop energy efficiency practices, norms and standards in different energy sectors, including industries, commercial buildings, households, transport and agriculture • Develop energy efficiency policies, strategy and guidelines • Facilitate information awareness, and capacity building campaigns on energy efficiency and environmental issues • Promote energy for sustainable development • Mitigate negative impact of energy utilization on environment • Promote energy efficiency technologies, clean energy technologies including environmentally sound energy technologies • Promote and facilitate international collaboration and cooperation • Ensure the DME's participation at international forums on energy efficiency and the environment, including the United Nations Commission on Sustainable Development (UNCSD), the Kyoto protocol and the United Nations Framework Convention on Climate Change (UNFCCC). • Improve the health of the nation by reducing the emission of toxic substances • Create jobs by spin-off effects of

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		<p>energy efficiency implementation</p> <ul style="list-style-type: none"> • Alleviate poverty by reducing the energy bills of end-users • Improve industrial competitiveness by exporting high-quality products • Enhance energy security by reducing the necessary volume of imported energy and increasing the resilience against external supply distribution
15. Department of Environmental Affairs		<ul style="list-style-type: none"> • Public good services: (funded by government and delivered to the public free of charge) include general forecasts for the public, severe weather warnings and advisories, seasonal outlooks for farmers and the Department of Agriculture, and marine forecasts • Promotion of the conservation of natural and cultural heritage • Poverty alleviation (various social responsibility programmes that form part of the EPWP and were funded by DEA and the Department of Water Affairs contributed to temporary jobs, training opportunities and the establishment and procurement of SMMEs.) • Share call to assist the public with Environment queries • Hotline for Tip-offs on Contraventions of Environmental Legislation
16. Department of Telecommunications & Postal Services		<ul style="list-style-type: none"> • Apply for new mail delivery • Apply for a licence to operate an unreserved postal service • Apply for a License to operate a reserved postal service • Apply to open a Mzansi Bank Account
17. Government Communication & Information System (GCIS)		<ul style="list-style-type: none"> • Maintain database of contact information and profiles • Provide information enquiries • Publish BuaNews • Support Thusong Service Centres • Facilitate accreditation of foreign journalists • Facilitate interaction with

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		<p>government</p> <ul style="list-style-type: none"> • Facilitate interaction Southern African Development Community (SADC) and National Media Co-ordinator (SNMC) • Distribute government information • Provide advertising and media placement services • Provide communication research • Provide corporate identity management • Provide design and exhibitions services • Distribute government statements and documents • Provide distribution services • Lead and plan briefings to the media • Provide marketing strategies services • Provide media liaison and support • Monitor media • Provide photographic services • Provide radio production services • Provide video production services • Provide website support services
18. Department of International Relations & Cooperation		<ul style="list-style-type: none"> • Establish contact with the detainee • Provide general information about the legal system of the country of arrest • Establish contact with the arrested South African citizens abroad with due observance of the laws and regulations of the arresting State • Contact family or friends, to a maximum of three, only if authorized to do so by the detainee/ prisoner in writing • Provide assistance with funds transfers • Enable Family members are allowed to send prescription medication • Provide Evacuation Assistance (in case of political turmoil, natural or manmade disasters) • Communicate on behalf of South African citizens abroad with family and/or friends in South Africa

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		<ul style="list-style-type: none"> • Provide non-financial assistance for repatriation and urgently needed medical or professional attention • Locate South African citizens abroad • Facilitate the transfer of funds to family members in distress abroad • Provide advice in cases of hostage taking, kidnapping or abduction. • Facilitate the serving of legal summons on defendants abroad • Provide non-financial assistance to victims of crime • Provide advice, guidance and support to the custodial parent/guardian • Provide a list of local lawyers and/or detail of local Law Commissions • Provide a list of local translators • Provide Assistance with stole/lost/damaged documentation • Provide Emergency Loans • Notify Family Members/Next of Kin(in the event of death or life threatening illness or injury of a South African citizen abroad) • Provide non-financial assistance and advice regarding the disposal of mortal remains of South Africans who died abroad • Provide guidance in collaboration with the Department of Social Development on matters relating to adoptions • Provide assistance to foreign representatives regarding their nationals in South Africa • Provide guidance to foreign representatives regarding their nationals in South Africa
19. Department of Independent Complaints Directorate		<ul style="list-style-type: none"> • Lodge a complaint on failure to assist or protect victims of domestic violence as required by the Domestic Violence Act, 1998 • Lodge notifications of deaths in police custody and as a result of police action (such as shooting,

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		<p>assault)</p> <ul style="list-style-type: none"> • Lodge a complaint on misconduct or offences committed by members of the South African Police Service or Municipal Police Services • Lodge a complaint of the involvement of SAPS members in criminal activities such as assault, theft, corruption, robbery, rape and any other criminal offences • Lodge dissatisfaction/ complaints about poor service given by the police • Lodge a complaint about the police conduct or behavior which is prohibited in terms of the SAPS Standing Orders or Police Regulations, such as neglect of duties or failure to comply with the police Code of Conduct.
20.SA Police Service		<ul style="list-style-type: none"> • Apply for police fingerprint clearance • Circulate and distribute information on missing persons • Render 10111 centre and flying squad services • Report crime to the South African Police Service • Report anonymously on criminal activity • Apply to become a police reservist • Apply for new firearm licenses • Renew firearm licenses • Render Crime stop (0860 10 111) service
21.Department of Social Development		<ul style="list-style-type: none"> • Provide early childhood development (ECD) • Provide life-skills programmes • Provide parenting skills programmes • Provide services in terms of Maintenance Act • Provide crime prevention services • Provide education and awareness programmes • Provide information and life skills programmes • Provide programmes for prevention and treatment of

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		<p>substance abuse</p> <ul style="list-style-type: none"> • Provide community awareness programmes • Implement National Drug Master Plan • Prevent gender-based violence • Prevent trafficking in human bodies and abuse of ageing population • Promote CEDAW objectives • Support girl child programmes • Provide women's empowerment and development services • Provide education and training • Provide recreational programmes • Implement international conventions • Disseminate of information and raise awareness about ageing being a part of the life cycle • Provide community education and information regarding abuse of older persons • Promote intergenerational programmes to keep older persons in community as long as possible • Provide intervention programmes to promote the well-being of older persons • Promote inclusion and mainstreaming of people with disabilities • Promote the rights of disabled people • Promote the awareness of disability issues • Promote the accessibility of services, and community and public resources • Prevent discrimination against people with disabilities • Promote programmes for the early identification of genetic disorders and awareness regarding the prevention of the transmission of genetic disorders • Provide life-skills and capacity-building programmes • Provide skills development services • Provide awareness and prevention
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		<p>programmes</p> <ul style="list-style-type: none"> • Train peer counselors • Implement programmes to reduce the risk of acquiring HIV and AIDS • Provide child protection services • Provide services to victims of domestic violence and gender-based violence • Establish victim support centres • Provide referral to both physical and mental health services • Provide home help services • Promote preventive actions and interventions in respect of abuse of older persons • Promote awareness and advocacy programmes on rights of older persons • Provide home help services • Establish drop in centres • Establish and manage child care forums at community level • Provide services to children living and working on the streets • Provide services to people with chronic illness like HIV/AIDS • Provide community-based services like stimulation centres and protective workshops • Provide counseling services • Provide foster care services • Provide adoption services • Provide residential care services • Provide reunification services • Provide aftercare services • Provide correctional supervision • Provide community sentencing • Provide pre-trial services • Provide parole services • Establish and manage places of safety and secure care centres for children awaiting trial • Provide programmes for young people with disabilities • Provide programmes for young people with special needs • Provide programmes for young people in conflict with law • Provide programmes for young people living on the streets
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		<ul style="list-style-type: none"> • Manage government treatment • Establish and manage shelters for abused women and children • Provide screening for admission to residential and other facilities • Register and manage of residential care for older people • Provide supported/assisted living • Provide home and community-based care • Provide respite care • Provide residential care for people with disabilities • Provide preservation and family reconstruction services • Provide marriage and family counseling/guidance • Provide family counseling services • Provide restorative justice services such as victim offender mediation • Provide assessment services for children and adults in conflict with the law • Provide pre-sentence services to children and adults • Provide pre-trial services to children and adults • Provide family group conferencing • Provide diversion programmes • Investigate removal from residence in terms of the Land Rights Act • Promote alcohol safety school as a sentencing option • Provide integrated programmes for youth involved with substance abuse and other forms of addiction • Provide comprehensive services to girl children, particularly who are victims of violence and abuse (including counseling) • Establish, register and monitor of treatment centres • Provide aftercare services to people who have substance abuse problems • Provide counseling for people addicted to substances and their families
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		<ul style="list-style-type: none"> • Promote victim empowerment programmes (VEP's) • Provide services to perpetrators of domestic violence • Provide counseling services • Provide community services to older persons • Provide psychosocial and other support to orphans and vulnerable children and their families
22. Department of Sports and Recreation		<ul style="list-style-type: none"> • Provide information about organizations and events for all sports • Accumulate, analyses, store and distribute sports information covering a wide range of topics • Initiate and assist in the development of Recreation, Indigenous Games, and Equity infrastructure • Facilitate and co-ordinate programmes to empower retainable recreation and junior sports leaders (in conjunction with education and training.) • Facilitate inter-provincial and national activities and competitions • Facilitate international competitions • Coordinate important skills development through training and supplying of coaches and referees • Provide sports equipment for use at events • Support local sports assistants, local leagues and logistical support • Develop population of coaches • Support National Federations and athletes competing in international games such as the Zone VI, All Africa, Commonwealth, World, Olympic, Paralympic, and Deaflympics Games continuously through the Games cycles to ensure seamless preparation for participation in various multi-sport or single-sport events • Support (scientific) of talented

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		<p>school sport athletes identified at national competitions</p> <ul style="list-style-type: none"> • Support (scientific) for community gyms
23. Department of Science and Technology		<ul style="list-style-type: none"> • Conduct research on the nature of science and technology with specific reference to science and technology policy in South Africa. • Conduct research on, and improve, the 'meta-fields' of methodology and sociology of science • Register professional natural scientist or professional natural scientist-in-training • Register professional scientist (Special registration, Grandfather Clause) • Register forensic scientist • Register environmental scientist • Appeal against refusal of registration
24. Statistics South Africa		<ul style="list-style-type: none"> • Provide demography by population group and gender statistics • Provide demography by age and gender statistic • Provide vital statistics - recorded births • Provide vital statistics - recorded deaths • Provide vital statistics - natural increase • Provide vital statistics - recorded infant deaths • Provide vital statistics - recorded divorces • Provide vital statistics - recorded marriages • Provide tourism arrivals: Foreign travelers by purpose of visit statistics • Provide tourism Arrivals: Foreign travelers by mode of travel statistics • Provide tourism arrivals: South African residents by mode of travel statistics • Provide tourism arrivals: Foreign travelers by country of residence

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		<p>statistics</p> <ul style="list-style-type: none"> • Provide tourism departures: Foreign travelers by mode of travel statistics • Provide tourism departures: South African residents by mode of travel statistics • Provide tourism departures: South African residents by purpose of visit statistics • Provide documented migration - Documented immigrants by country of previous permanent residence statistics • Provide documented migration - Documented immigrants by occupation group statistics • Provide documented migration - Self-declared emigrants by country of destination statistics • Provide documented migration - Self-declared emigrants by occupation group statistics • Provide Labor: number of employees and gross earnings according to industry statistics • Provide Labour average monthly earnings per employee according to industry statistics • Provide LFS Estimated population of working age (15-65 years) by population group, gender and labour market status, according to the official definition of unemployment statistics • Provide LFS Estimated population of working age (15-65 years) by province, gender and labour market status, according to the official definition of unemployment statistics • Provide LFS Workers (employers, employees and self-employed (15-65 years)) in the formal sector by main industry, population group and gender statistics • Provide LFS Workers (employers, employees and self-employed (15-65 years)) in the informal sector by main industry, population group
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		<p>and gender statistics</p> <ul style="list-style-type: none"> • Provide Labour force survey (LFS) comparison statistics • Provide production price indices Commodities for South African consumption statistics • Provide production price indices Output of South African industry groups statistics • Provide production price indices Materials used in certain industries statistics • Provide consumer prices Indices for metropolitan areas statistics • Provide consumer prices Indices for groups - Metropolitan areas • Provide consumer prices Pensioners - Indices for metropolitan areas statistics • Provide consumer prices Indices for groups - Metropolitan and other urban areas statistics • Provide agriculture quantities marketed by producers and stocks of certain foods statistics • Provide mining indices of the physical volume of mining production statistics • Provide mining production and sales statistics • Provide manufacturing index of the physical volume of manufacturing production statistics • Provide manufacturing value of sales statistics • Provide construction building statistics of the private sector at current prices: South Africa • Provide construction building statistics of the private sector at constant 2000 prices: South Africa • Provide construction building statistics of the private sector at current prices by province • Provide construction detailed building statistics of the private sector at current prices: South Africa • Provide construction subsidized
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		<p>low-cost dwelling-houses statistics</p> <ul style="list-style-type: none"> • Provide electricity - units produced and consumed statistics • Provide internal trade actual values statistics • Provide internal trade - seasonally adjusted values statistics • Provide internal trade - wholesale trade statistics • Provide internal trade - retail trade statistics • Provide internal trade - motor trade statistics • Provide internal trade - Tourist accommodation statistics by type of accommodation • Provide internal trade - civil cases statistics • Provide internal trade - insolvencies statistics • Provide transport - transport by private sector institutions for remuneration - Goods statistics • Provide Financial statistics: Private enterprises operating in the formal non-agricultural business sector - Selected income and expenditure items • Provide Public finance - District and metropolitan municipalities statistics • Provide National accounts - Gross domestic product (GDP) statistics •
25. Department of Mineral Resources		<ul style="list-style-type: none"> • Apply for mining rights • Apply for prospecting rights • Apply for mining permit / license
26. Department of Rural Development and Land Reform		<ul style="list-style-type: none"> • Apply for a grant in terms of the Land Redistribution for Agricultural Development (LRAD) programme • Respond to land invasion • Apply to register as a subscriber to the Internet-based Registration Information System (DeedsWeb) on deeds • Apply for information from the Deeds Registry
27. Department of Public Works		<ul style="list-style-type: none"> • Improve maintenance • Provide inadequate maintenance

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		<ul style="list-style-type: none"> • Facilitate National Construction week • Facilitate Infrastructure Delivery Improvement Programme • Facilitate Capital Works Programme • Facilitate Regulation of property and construction industries • Facilitate Construction Industry Development Programme • Facilitate Re Kgabisa Tshwane • Facilitate Skills Development Programme in Built Environment • Facilitate Service Delivery Improvement Programme - Zimisele • Facilitate Contractor Incubator Programme •
28. Department of Tourism		<ul style="list-style-type: none"> • Apply boat-launching site license • Apply for permit of vehicle use in the coastal zone to undertake a tourism business • Apply for permit of vehicle use in the coastal zone for organized national or provincial recreational sport fishing competitions • Apply for permit of vehicle use in the coastal zone by a physically disabled person • Apply for permit of vehicle use in the coastal zone for the production of an advertisement; feature film; still photograph or television programme • Apply for a permit to conduct a white shark cage diving business • Apply for a permit to conduct a boat based whale watching business • Request for access to record of public body (PAIA Request Forms) • Apply for disposal site permit • Apply for management of general small waste disposal • Apply for a bio-prospecting permit and integrated export bio prospecting permit • Apply for Asbestos • Apply for a permit - Access to

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		<p>Private Property</p> <ul style="list-style-type: none"> • Apply for a permit - Film Production • Apply for a permit - MLRA • Apply for a permit - Physically Disabled - renewal • Apply for a permit - Physically Disabled • Apply for a permit - Recreational Sport Fishing • Apply for a permit - Scientific Research • Register tourist guide • Provide tourist guide code of conduct and ethics • Provide benefit sharing agreement framework • Provide material transfer agreement framework • Register as a service provider • Provide marine living resource fund • Authorize restricted activity involving listed threatened or protected species • Register a game farm • Apply for bio prospecting permit • Provide benefit sharing agreement framework • Provide material transfer agreement framework
29. Department of Public Service Commission		<ul style="list-style-type: none"> • Promote the constitutionally prescribed values and principles governing public administration in the public service • Investigate, monitor and evaluate the organization and administration, and the personnel practices, of the public service; • Propose measures to ensure effective and efficient performance within the public service • Give directions aimed at ensuring that personnel procedures relating to recruitment, transfers promotions and dismissals comply with the constitutionally prescribed values and principles • Report in respect of its activities

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		<p>and the performance of its functions, including any finding it may make and directions and advice it may give, and to provide an evaluation of the extent to which the constitutionally prescribed values and principles are complied with</p> <ul style="list-style-type: none"> • Investigate and evaluate the application of personnel and public • administration practices, and report to the relevant executive authority and legislature • Investigate grievances of employees in the public service concerning official acts or omissions, and recommend appropriate remedies • Monitor and investigate adherence to applicable procedures in the public service • Advise national and provincial organs of state regarding personnel practices in the public service, including those relating to the recruitment, appointment, transfer, discharge and other aspects of the careers of employees in the public service
30. The Presidency		<ul style="list-style-type: none"> • Enhance policy development, co-ordination and integrated strategic planning across all spheres of government • Facilitate effective communication between The Presidency and its stakeholders • Monitor and evaluate the implementation of government policies and programmes • Promote nation building and social cohesion and a partnership with the people towards the collective achievement of a common identity and caring society • Continue to facilitate initiatives for building a better Africa and a better world • Ensure the effective and efficient management of

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		<ul style="list-style-type: none">• The Presidency and its programmes.
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