CPSI 4th Public Sector Innovation Conference

The state of e-Government in South Africa

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Political leaders have clearly articulated the development vision for South Africa.

Irrespective of:
- Race
- Age
- Income Status

“A Better Life for All”

e-Government is the delivery of Government Services through the use of ICT.

e-Government to support the development vision

More about government than about “e”
According to Gartner’s 4 Phase e-Government Maturity Model, the evolution of the successful implementation of e-Government attempts can be measured through various stages.
Although progress has been made along the path of e-Government implementation, many challenges are being faced that needs to be addressed from a strategic perspective.

Country e-Government Index Trend – South Africa

Unemployment: 25,3% (Q2 10)
11 Official languages
3 spheres of Government – “distinctive, interdependent, interrelated”:
National (37), Provincial – Premiers (9) & MEC’s (90), Local (283)

Internet penetration rate: 10,8% (Q2 10)
Mobile penetration rate: 110,0% (Q1 10)

2010 UN e-Government survey - SA ranked 97th
Citizens integrates government departments by engaging with various departments through multiple interactions.

Interactions occur mostly at physical locations involving traveling, long waiting times, lack of information and the cost incurrence.

A historic silo centric approach to government service delivery is burdensome on the citizen and ineffective for business.

Citizen / Business Integrator to achieve Service Delivery

e-Government Challenges:
- Long queues
- Digital divide
- Lack of common vision
- Lack on consistent best practices
- Not meeting Citizens Expectations
- Lengthy processes
- Duplication and re-invention
- Fast changes in technology
- Networks, related infrastructure, and applications must be developed
- No easy access to Government information in alternative formats

Extensive activity required as well as the frustration due to lack of information is impacting the citizen / business experience of government service delivery as the role of integrator is performed by the receiver of services.
**Key considerations**

**Technical Infrastructure**
- Network availability and quality
- Security & privacy concerns
- Fragmented platforms
- Lack of open platforms and applications

**Market issues**
- Relevance of services
- Diverse government market
- Lack of business models to sustain m-Gov applications

**Regulatory & Institutional Issues**
- Focus tends to be on applications not on enabling environment
- Legal aspects around privacy of citizens as data owners not clearly catered for in most jurisdictions
- Role of different actors in the delivery of mobile services not clearly understood
- Capacity issues in governments is a key challenge

**General:**
- Many pilots happen but no scaling up – too much trial and error
ICT provides the opportunity to bridge the government service delivery divide through e-Government implementation.

Citizen Needs:
- Healthcare
- Justice, safety and security
- Employment services
- Birth registration
- Continuing education
- Transport services
- Tax
- Social services
- Democracy
- Death services, etc.

Business Needs:
- Dealing with employees
- Start a business, etc.

Service Delivery:
- One-stop-shop of service delivery (No wrong door policy)
- Multi-channel approach
- Common and shared business processes
- Client-centered service culture
- Integrated Planning and implementation
- An enterprise architecture of what Government does, how it does it, and how IT supports it.

Source: CISCO - Network Economic Development Agenda (NEDA)
e-Government aims to build a bridge to interconnected services through the application of various electronic mediums.

G2G:
- IFMS
- e-Health services

G2C:
- Batho-Pele Gateway
- SARS e-filing
- Who am I online
- Track and Trace
- SITA WASP
- Thusong Service Centres

G2B:
- E-Natis
- U-Filing

Central to the definition of e-Government is the citizen also represented in G2C as well as G2G as the government employee and in G2B as the business owner or employee.

e-Government can be defined and articulated as …

“To enable service delivery by maximising the use of ICT’s to improve the productivity of the public service and convenience to access to services by the citizens”

“a practical strategy for transforming siloed government service delivery through a connected Government through technology”
Vision of e-Government

Address public service delivery challenges

Guide by Government priorities and citizen demands

Place the citizen at centre of government service delivery

Exploit mobile opportunity

Building blocks towards e-Government platform
Role of e-Government in Development

- Extend service reach to remotest populations
- Provide easy, faster and cheaper access to government information and services
- Provide quick responses, personalized services
- Notifications, alerts, emergencies, public service directory, finding a location, crime reporting based on SMS and Location-aware technologies
- Improve citizen participation in government processes

Rural Development

- Establish infrastructure for e-Government (e.g. Thusong centres, Dinaledi schools, Telemedicine, Virtual Hospitals, etc.)
- e-Literacy
- e-Participation
- Etc.

SMME (Commercial)

- Creation of Marketplaces
- Creating opportunities for SMME’s
- Establish infrastructure
- e-Procurement
- e-Commerce
- Etc.
The adopted e-Government strategic framework should embody a citizen centric approach by addressing areas of leadership, finance, shared resources and technology to effectively address key environmental challenges.

**Principles:**

- Reduce Duplication and re-invention
- Leverage on Economies of scale
- Inter operability and Integration
- Transformation to Citizen centric Government Culture
- Start small and grow
Multiple stakeholders need to collaborate to address key challenges to implementing e-Government through a programme management approach.

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<td><strong>Infrastructure</strong></td>
<td>National Infocomm Infrastructure GWEA Availability of bandwidth</td>
<td>Government Infrastructure and Services GWEA</td>
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<td><strong>Capability Development</strong></td>
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<td><strong>Governance</strong></td>
<td>IT Legal Framework IT Governance and Management</td>
<td>IT Governance and Management</td>
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Source: eGL Singapore (Adapted)
Many valuable lesson’s have been learnt in addressing the challenges encountered on the e-Government journey.

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<th>Challenges</th>
<th>Interventions</th>
<th>Lessons Learnt</th>
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| **Governance** | • Appoint high-level champion for e-Government to drive e-Government, to obtain buy-in and develop legislation  
• Establish strategic alliances | • Do’nt confuse social mandate with profit motive mandate  
• e-Gov projects should be prioritised according to Citizen and Businesses needs and pains;  
• Projects not to be embarked-on before funding has been secured – 100% commitment  
• Legal e-Gov framework to be in place - including policy, legislation, regulation and governance mechanism  
• e-Gov frameworks and models should be customised for local context |
| **Financial** | • Large investments for e-Government projects | **Governance** |
| **Resources** | • E-skills development  
• Change Management  
**Technology** | • Use technology that citizens are comfortable with, e.g. mobile  
• Importance of Enterprise Architecture  
• Multi-Channel Approach |
| **Processes** | • Process re-engineering of government services  
• Address the complexity of programs and client needs  
• Leverage on existing best practises | **Resources** |
| **Governance** | • Big band approach to implementation of e-Gov  
• Lack of common vision and how to attain e-Gov standing  
• Enforces solo-ed legislation  
• Consultation with Citizen and Businesses is low  
**Financial** | • No central budget for e-Government projects  
• Current e-Government services only focusing on G2C |
| **Resources** | • Lack of availability of skills/Skills within silos  
• Existing culture that does not favour knowledge sharing on e-Government  
**Technology** | • Rapid and continuous evolution of technology |
| **Processes** | • Silo-ed approach  
• Lengthy procurement processes  
• Duplication and re-invention on e-Government projects and services  
• Lengthy and non-integrated service delivery processes | **Technology** |

**Lessons Learnt**

- Do’nt confuse social mandate with profit motive mandate
- e-Gov projects should be prioritised according to Citizen and Businesses needs and pains;
- Projects not to be embarked-on before funding has been secured – 100% commitment
- Legal e-Gov framework to be in place - including policy, legislation, regulation and governance mechanism
- e-Gov frameworks and models should be customised for local context
- Use technology that citizens are comfortable with, e.g. mobile
- Importance of Enterprise Architecture
- Multi-Channel Approach
- Post-reviews on project’s performance and requirements
- Re-think Processes
The application of information and communications technology through e-Government

SITA’s value-add:
- Optimized processes in public admin
- Re-usable infrastructure
- Information sharing
- Streamlined workflow processes
- Integrated services
- Implementation partner of e-Government
- Provider of e-Government Service Intermediary
- Provider of transversal platform

e-Government will integrate service delivery to citizens / business across all spheres of government through various communication channels thereby placing the citizen in the centre of service delivery
SITA as technology partner has enabled various successful e-Government initiatives within South Africa

- **G2BC**
  - Batho Pele Gateway (Information about Government Services)
  - Department of Transport – e-Natis (National Traffic Information System – Support & maintenance)
  - Municipal websites
  - War against Poverty Campaign: Poverty Index – CoJ
  - SITA WASP (DHA Track & Trace; DoE; DoJ)
  - Department of Health – e-Health (National Electronic Health, Telemedicine for remote diagnosis between rural clinics & district hospitals)
  - SITA as an e-Government Service Intermediary (ID verification), etc.

- **G2G**
  - National Treasury - IFMS (Integrated Financial Management System - A transversal Integrated Financial Management system to be used by all National and Provincial Departments for Finance, HR, Supply Chain and BI)
  - Vulindlela - a financially informed management in Government.
  - Government Wide Collaboration (In Process), etc.

- **Infrastructure**
  - State-of-the-art next generation network (NGN) infrastructure;
  - ICT Blueprint that governs deployment of ICT’s to Thusong Centres, clinics, schools, and community radio stations, link-up to Dinaledi Schools and Conversion of Post Offices (In Process)
  - The FOSS Programme Office at SITA to implement FOSS in Government
  - Government-wide enterprise architectural (GWEA) framework (In Process)
  - Enterprise Service Bus to facilitate e-Government Services, etc.
e-Government holds so much promise to service delivery transformation
Continually reviewing the e-Government vision
Government Service Transformation as a strategic imperative
Integrate and consolidate e-Government plans
Focus on the needs and expectations of citizens and adopting a whole-of-government approach
Rethink front line interactions with citizens and business as well as service delivery through all networks and include citizens in the planning of e-Gov
Combining services that are linked
Maximize the use of existing solutions ("build once and re-use often"), secondary business systems and common infrastructure services
Identify ways to leverage new technological capabilities to involve citizens and businesses more in information sharing and usage of services
Annually assess and evaluate progress by using a programme management approach
Mobile Government is another step towards e-Government and m-Government can be fast-tracked due to the number of cellular phones in the hands of the people
Replicate existing pilot projects to other government environments quickly;
Establish strong partnerships between public sector and the private industry;
The thinking must be underpinned by a Win-Win attitude and approach;

Let’s engage to make the South African State succeed
Thank you