e-Government Strategic Action Plan

for the

Public Service of Namibia
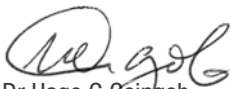
(2014-2018)

WINDHOEK, APRIL 2014

Foreword

The aspirations of Vision 2030 are for Namibia to become an industrialised nation, developed by her people and enjoying peace, harmony and political stability. In order to achieve this, all facets of development have to be integrated to create synergy. Drawn from the objectives of Vision 2030, the Fourth National Development Plan (NDP4) outlines Key Result Areas aimed at developing Namibia, and assigns these to responsible stakeholders for execution. One of the NDP4's desired outcomes is the improved delivery of public services through the use of information and communication technology.

The pronouncement of the e-Government Project provided a platform from which stakeholders could collaborate to develop the Strategic Action Plan to offer online government services on a 24/7 basis through a 'one-stop shop' for the benefit of citizens, businesses, Government institutions and visitors alike. The programmes and projects listed in this Strategic Action Plan are to be executed and driven by the Office of the Prime Minister over the next five years in order to help achieve the goals set for successful e-government.

The challenges we will need to surmount in order to implement the Strategic Action Plan are in the areas of infrastructure development, production of online content, delivery of online services, capacity-building, and the promotion and adoption of a culture favouring an e-government approach.

As a prerequisite, we will need an appropriate legal framework to guide the development of appropriate regulations and policies. These, in turn, will support the execution of the strategic initiatives identified in the form of programmes and projects. And finally, an institutional framework to help drive the implementation of the Strategic Action Plan will need to be set up as a priority.

I therefore urge all stakeholders to support this reform initiative by taking ownership of this e-Government Strategic Action Plan for the Public Service of Namibia.

Dr Hage G Geingob

Prime Minister

Republic of Namibia

Executive summary

A knowledge-based economy and technology-driven nation

A prosperous and industrialized nation, developed by her human resources, enjoying peace, harmony and political stability.[1]

This is what Namibia's vision for 2030 aims at in respect of developing the country. It also envisions Namibia having a "knowledge-based economy" and being a "technology-driven nation".[2] Vision 2030 identifies 20 strategies as the main vehicles with which to realise its identified objectives. A key tool in this quest is information and communications technology (ICT). The Government of the Republic of Namibia (GRN) has also elaborated an e-Government Policy, one of whose objectives is to foster e-government in the country.

Effective decision-making by the GRN is guided by five-year National Development Plans (NDPs). These serve as the main foundation from which programmes, projects and activities are implemented. NDP4, for example, which covers the period 2012/13 to 2016/17, lists "Improved delivery of public services" as a desired outcome, and identifies ICT as a means of achieving this.

The e-Government Strategic Action Plan for the Public Service of Namibia

Accordingly, the GRN decided on a comprehensive e-Government Strategic Action Plan for the Public Service of Namibia (eGSAP), which would include in its ambit a complete road map to make comprehensive use of ICT not only to bring about customer-centric governance, i.e. centred on the needs of Namibian citizens, businesses and Government institutions, but also to usher in high levels of efficiencies and effectiveness within the GRN and all its entities.

Before the Strategic Action Plan could be drafted, however, an assessment was needed of the levels to which ICT was currently being adopted and used to meet the project objectives, along with an identification of the gap between what existed on the ICT front and what could potentially exist, and what was lacking in terms of e-government best practice elsewhere in comparable circumstances.

The eGSAP is an umbrella plan of action covering all Government Offices, Ministries and Agencies (OMAs). Thus, all initiatives in the realm of e-government in the country from this point onwards will be undertaken as part of the eGSAP. Its implementation will help –

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1   Government of the Republic of Namibia. 2004. *Namibia Vision 2030*. Available at http://www.gov.na/vision-2030, last accessed 19 May 2014.

2   (ibid.).

- reduce any potential redundancies or conflicts in approach across the Public Service
- bring about interdependencies between different initiatives
- make possible economies of scope and scale that could lead to cost reductions
- involve citizens, communities, businesses and public institutions in a participatory effort, and
- popularise e-government among stakeholders.

Readiness for e-government

An e-government readiness assessment was adopted as an important tool for assessing the degree to which stakeholders were prepared to participate in the benefits of e-government. The assessment focused on the five main categories of readiness for e-government, namely *Policy*, *Access*, *Content*, *Capability* and *Willingness* and, hence, questionnaires were designed accordingly.

Namibia scores 2.2 out of a total of 4 on the overall e-Readiness Index for the country. This compares well with Namibia's scores of 40–45% ("Average") on the United Nations' e-Readiness Index for 2012[3] and the World Economic Forum's Index for 2013.[4]

Vision for e-government

Our own e-readiness assessment and the findings from international benchmarking provided valuable insight in terms of interventions required in various areas for e-government. The spirit and culture of service delivery within the Government also needs to change to one that is more responsive, networked and friendly. Thus, the following e-Government Vision has been set:

To be a Leading Networked Government, providing Client-centred, Transparent, Affordable and Efficient Services to All

Strategic thrust areas and their associated goals

To realise the e-Government Vision, five specific strategic thrust areas have been identified as outlined below:

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3   United Nations. 2012. *The UN E-Government Survey 2012.* Available at http://unpan1.un.org/intradoc/groups/public/documents/un/ unpan048065.pdf, last accessed 18 June 2014.

4   World Economic Forum. 2014. *Global Competitiveness Report 2013–2014.* Available at http://www.weforum.org/reports/global-competitiveness-report-2013-2014, last accessed 18 June 2014.

STRATEGIC THRUST AREA	CODE	DESCRIPTION AND GOALS
Impact and visibility	**IMV**	Aims to achieve streamlined and efficient Government operations, as well as improved online services by 2018
Collaboration and networking	**CRN**	Aims to achieve networked OMAs sharing Government resources (data, infrastructure, services and solutions) through a collaborative approach by 2018
Consistency and standardisation	**CNS**	Aims to achieve a homogeneous, standardised and consistent approach, interfaces and interactions for developing and implementing solutions and rendering of services by Government by 2016
Training, education and research	**TER**	Aims to have – • a skilled and able workforce to render public services, and • skilled and able citizens, communities and businesses participating in e-government services
Foundational support	**FNS**	Aims to have well-founded laws, policies and institutions in place by 2015 to drive e-government reform

Strategic objectives, programmes and projects

Under the five identified strategic thrust areas are 15 strategic objectives. Aligned to these 15 strategic objectives are 15 programmes, which are the main vehicles to help achieve these associated objectives. Thus, each strategic objective is associated with its own dedicated programme. These individual programmes are, in turn, actualised through projects that are to be completed within predetermined time frames. Most projects constitute a once-off activity and will result in a defined set of outputs. A few projects are recurrent in nature, to be taken up every year along similar dimensions and aiming at producing similar sets of results.

Implementation plan

The various programmes and projects are planned to be executed over a period of five years. Ten services have been identified for rendering online within this period, along with the establishment of required data centres and applications shared across OMAs.

Institutional framework

e-Government is a major public service reform process, involving all public servants at central, regional and local government level, as well as all citizens, communities, businesses and visitors to Namibia. Therefore, the successful implementation of the eGSAP calls for strong leadership at all levels of the project organisation structure. Implementing the eGSAP will also require an appropriate institutional framework to be set up within the Office of the Prime Minister (OPM). The OPM will execute and coordinate the identified programmes and their associated projects in order to ensure the goals set by the e-Government Vision are met.

Part of the recommended institutional framework involves the OPM restructuring its current Department of Public Service Information Technology Management.

Monitoring and evaluation

Execution of the eGSAP demands close monitoring from the highest level of authority to ensure the set targets are being achieved. Accordingly, a comprehensive set of indicators has been proposed to monitor progress. Each layer of the strategic framework, therefore, is linked to such indicators.

Constructive collaboration

Notwithstanding the name, the eGSAP is not, and should not be seen as, a Government-only effort: it is an overall reform process for improving service delivery. Initiatives under the eGSAP will require all OMAs, academia, the private sector and civil society at large to join forces via their allocated roles and responsibilities to make e-government a success.

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List of abbreviations

CNS	consistency and standardisation (strategic thrust area)
CRN	collaboration and networking (strategic thrust area)
DPSITM	Department of Public Service Information Technology Management
eGIF	e-Government Interoperability Framework
eGSAP	e-Government Strategic Action Plan for the Public Service of Namibia
FNS	foundational support ((strategic thrust area)
GIS	Geographical Information System
GRN	Government of the Republic of Namibia
ICT	information and communications technology
IMV	impact and visibility (strategic thrust area)
LIS	Land Information System
MoU	Memorandum of Understanding
NDP	National Development Plan
NDP4	Fourth National Development Plan
OMA	(Government) Office, Ministry or Agency
OPM	Office of the Prime Minister
PPP	public–private partnership
PSAP	Public Service Access Point
RFP	request for proposal
TER	training, education and research (strategic thrust area)
UDC	Unified Data Centre
UDRC	Unified Disaster Recovery Centre
UIN	unique identity number

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1. Background

Globalisation, rapid technological advancements and rising consumer awareness demand that governments modernise and improve their service delivery. Governments are looking inwards for ways to reduce expenditure and for new models of service delivery. Information and communications technology (ICT) has become an indispensable tool and key vehicle by means of which to deliver services in a manner that meets public expectations.

1.1   Bridging the gap

Today, rapid increases in computing power, ever-declining ICT prices, and advances in communications have made powerful technologies accessible to many parts of the world that have historically lagged behind in their adoption of technology. This new accessibility allows developing nations to achieve significant, shared and sustained gains from joining the networked world for their own benefit.

1.2   Namibia's Vision 2030

In its Vision 2030 declaration, Namibia aims to become "a prosperous and industrialized nation, developed by her human resources, enjoying peace, harmony and political stability", and envisions itself being a "knowledge-based economy" and a "technology-driven nation" by 2030.

To help achieve these goals, the Government of the Republic of Namibia (GRN) has identified 20 strategies with defined objectives and ICT has been identified as a key tool to help achieve these objectives. Accordingly, the GRN elaborated an e-Government Policy, one of whose objectives is to foster e-government in Namibia.

1.3   National Development Plans

The long-term development plan embodied by Vision 2030 is implemented by a series of medium-term, five-year National Development Plans (NDPs). These serve as the main foundation from which programmes, projects and activities are implemented. Namibia's Fourth NDP (NDP4), for example, which covers the period 2012/13 to 2016/17, lists "Improved delivery of public services" as a desired outcome, and identifies ICT as a means of doing so.

1.4   Defining *e-government*

The World Bank sees *e-government* as the use by government agencies of ICT that has the ability to transform relations with citizens, visitors and businesses, and between all arms of government.[5]

1.5   e-Government Strategic Action Plan for the Public Service of Namibia

In keeping with Namibia's broad developmental goals and the emerging trends in e-government across the world, Namibia devised an action plan for implementing e-government. This document, the e-Government Strategic Action Plan for the Public Service of Namibia, therefore contains and defines the details of the GRN's comprehensive five-year plan to transform its delivery of information and services through e-government.

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5   World   Bank.   2011.   "Definition   of   E-Government".   Available   at   http://web.worldbank.org/WBSITE/EXTERNAL/TOPICS/ EXTINFORMATIONANDCOMMUNICATIONANDTECHNOLOGIES/EXTEGOVERNMENT/0,,contentMDK:20507153~menuPK:702592~pagePK:14 8956~piPK:216618~theSitePK:702586,00.html; last accessed 18 June 2014.

2. Namibia's readiness for e-government

e-Government readiness refers to the degree to which communities are prepared to avail themselves of the benefits of e-government. Thus, it is an important tool for initiating e-government programmes. Ascertaining readiness also enables a government to set and achieve realistic goals for its agencies to be better prepared to render e-government services.

2.1   e-Government Readiness Model

The e-Government Readiness Model measures how ready the various levels of government, businesses and communities are in terms of being able to participate in e-government endeavours. The findings of measurements by this model also serve as an input to strategy formulation.

The model is tailored to the requirements of the measurement exercise after due consideration of various readiness measurement tools currently being used by governments across the world. The model focuses on five main categories of readiness for e-government, namely *Policy*, *Access*, *Content*, *Capability* and *Willingness* (see Table 1).

Table 1: Categories of readiness for e-government

CATEGORY	DESCRIPTION
Policy	*Policy* includes all attributes that lay the foundation of an enabling environment in which the e-government reform process can succeed. It encompasses the legal framework, policy pronouncements for e-government, strategies to translate policies into action, and national/regional programmes rolled out to implement strategies.
Access	*Access* measures readiness in respect of the availability of basic means to communities, businesses and government entities. It includes the network infrastructure and availability of channels and devices of access to communities across socio-economic and geographically dispersed strata of society.
Content	*Content* measures availability of information and services over appropriate ICT platforms which communities would use for individual and collective benefits.
Capability	*Capability* measures availability of skill sets within the GRN to avail information and services electronically, economic capacities to own devices of access, and basic capability of communities and businesses to benefit from e-government services.
Willingness	*Willingness* maps inclinations and preferences among different socio-economic classes for ICT-enabled information and services.

Each of these readiness categories was subdivided into a number of subcategories represented by certain parameters within which readiness was measured. These indices were then aggregated to produce Namibia's e-government readiness score.

2.2   Namibia's e-government readiness score

The overall e-Government readiness score for Namibia is at 2.2 out of 4 possible points (see Figure 1). This score rates the country as being of "Average" readiness. The rating is computed by aggregating the indices for the various categories making up the e-Government Readiness Index, namely *Policy* (2.11), *Access* (2.71), *Content* (1.95), *Capability* (2.21) and *Willingness* (2.05).
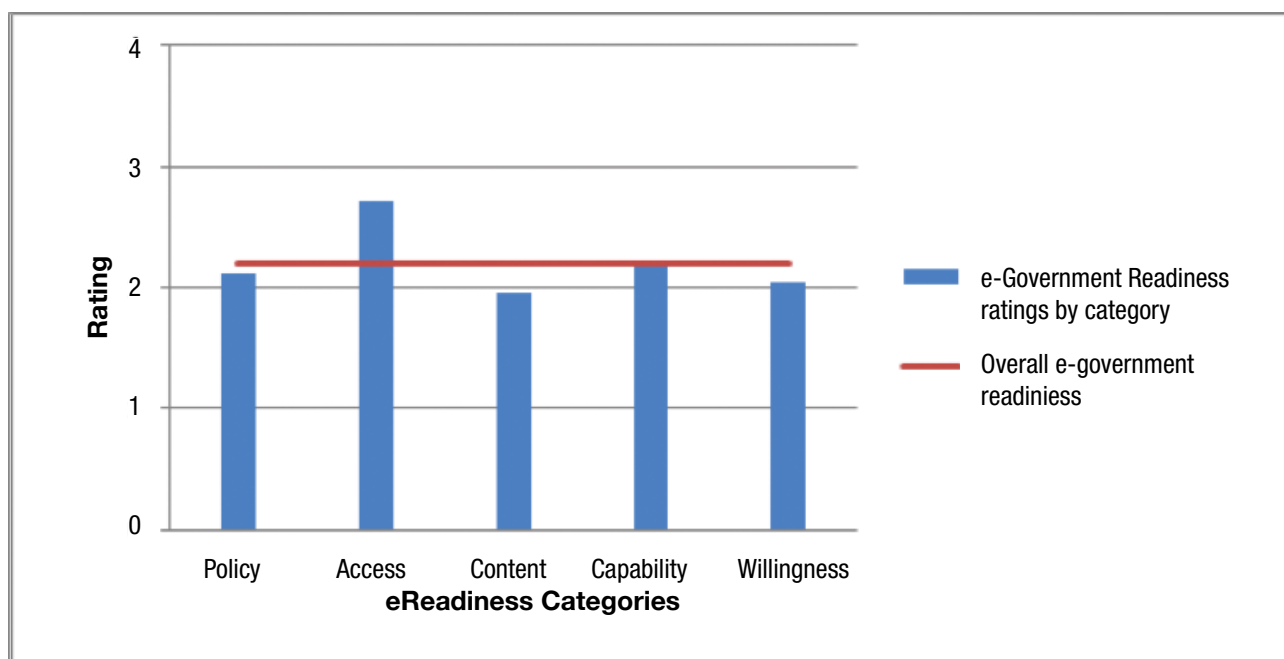
Figure 1: e-Government readiness ratings, by category

2.2.1   Policy

Namibia scored an average of 2.11 out of 4 in respect of its readiness on a policy level.

The findings also reveal that implementation has fallen short in some respects. For example, e-government laws are in different stages of development, and still need to be approved by Cabinet. Another deficit is the institutional arrangement for e-government where a more holistic treatment is required.

It is specifically recommended that –
- the e-Government Policy of 2005 be refined so that all aspects of the forthcoming e-Government Road Map are covered and there is ownership from top leadership
- local content be encouraged, particularly from the youth

- public–private partnership options be explored while ensuring that the GRN retains strategic control of data and other critical infrastructure components
- options be explored in respect of rewarding research and innovation in e-government, and emulating best practice
- a central budget be created to streamline funding for e-government in the public service
- legislation be drafted to cover areas such as inappropriate web content, online safety, and the right to information
- from an operational perspective, directives, orders or guidelines for ICT use within OMAs be put in place, and
- Incentives be put in place to encourage people to take the electronic route.

2.2.2   Access

The Namibian Government scored 2.71 out of 4 in respect of being ready to offer access to its services via e-government platforms. The findings also reveal that access to government services is skewed towards urban environments, with large areas in the rural hinterland where residents are excluded from participation. Since Namibia has a high level of economic inequality, providing adequate access to all would necessitate reaching out via resource centres appropriately located throughout the country. In this way, Government could reach out to communities optimally and cost-effectively.

Of the three target groups of e-government – **Citizens**, **Businesses** and **Public institutions** – it is the *Citizens* group where access is usually on the low side. Nonetheless, communities have leapfrogged over the early ICT stages and have gone directly to mobile phones to meet their requirements. However, affordability and limited coverage present constraints to communities in respect of their readiness for e-government.

To improve access to e-government, the following are specifically recommended:
- Since the availability of old media capital assets (radios and television sets, although not newspapers) is very good at community level, the GRN should consider coming up with an attractive mix of **universal service** (a personal computer in every household) and **universal access** features (a personal computer in every constituency).
- Since multi-purpose community centres are a good means by which universal access could be adopted, the GRN should conduct a feasibility study that would spell out the business, technical and financial details of an optimum set of such centres that would then serve as carriers of e-government services as close to citizens as is economically feasible.
- E-government service delivery infrastructure should also serve as a potential point of presence or point of sale of other business services and products to consumers.
- A feasibility study should be conducted by the GRN on broadband (high-speed Internet access and advanced telecommunications services) in order to situate the cost–benefit ratio of deploying such connectivity at rural multi-purpose community centres. A feasibility study would provide information that could guide decisions on what mode of communication to deploy in which Region, taking into consideration current provisioning and the gaps identified in the areas concerned.

2.2.3   Content

From a **Content** perspective, Namibia scored 1.95 out of 4. The findings show that online Government information and services have not yet touched the lives of many Namibians; ICT-associated development and exposure are concentrated in urban areas. The following are specifically recommended:

- The unified portal for the GRN is information-centric, i.e. it is not interactive. A study should be undertaken on how to revamp the country portal into a one-stop shop for all information and services.
- A study should be undertaken on how to improve local content production from Namibia.
- A study should be undertaken as regards adopting an interoperability framework that would apply to all OMAs.
- A study should be undertaken on devising common security guidelines that would apply to all systems being developed in the various OMAs.
- A study should be undertaken on how to improve citizen–Government interaction since the current avenues of interaction are rather limited.
- A GRN intervention should be launched to bring about the sharing of data and knowledge among OMAs.
- More e-services need to be launched.
- e-Services should be taken to a higher level of maturity than that on which they currently lie.
- A study needs to be done on how to devise service delivery principles and practices that would apply to all OMAs and would serve as guidelines to them. After that, OMAs would need to detail the service delivery parameters associated with the various e-services in terms of availability, response time, etc.
- An exercise needs to be undertaken to study each OMA's activities and to identify areas for a business process re-design or an overall rethinking of its service delivery and operations, taking into consideration current trends and the adoption of ICT for such services, and
- E-mail should be adopted as an official medium of communication by all public servants.

2.2.4   Capability

The score of 2.21 supports the findings that the foundations for e-government are strong as far as the levels of numeracy, basic literacy in English and local languages in the country are concerned. However, the gains to be achieved from these capabilities have not been fully exploited.

To boost demand among communities, the interventions would lie in –
- making ICT more affordable and accessible
- encouraging content to be generated from the local community
- making more information and services available through ICT and citizen-friendly means
- educating and training communities on how to use ICT for their benefit
- ensuring ICT training courses are available at affordable prices.

For OMA officials, the following interventions are recommended:
- Ensure ICT literacy and competencies are given due importance at every stage of career progression and evaluation
- Require a certain minimum ICT literacy level upon recruitment into the Public Service
- Ensure that officials are offered a suite of courses that are aligned to their roles in the e-government effort
- Offer a regime of regular and continual training sessions for public servants, and
- Include academia in this effort so that the best results in respect of capability can be obtained.

2.2.5   Willingness

The willingness to provide information and services electronically scores a rating of 2.05 or "Average", both in terms of supply and demand. On the supply side, if Government officials show minimal preference and confidence in providing services over the Internet and mobile phones, particularly with regard to payments, citizens on the demand side will conversely show minimal willingness to access such services over the Internet for reasons relating to their affordability, coverage and content.

Willingness from the community's point of view depends on the value they would see in investing their time, effort and resources into something they have so far done without. Thus, the more online services provide a direct benefit to them, the more willing the community would be to engage such services online.

The best way to increase willingness would be to operationalise the e-government institutional framework at a central and at OMA level, and ensure this exercise is synchronised with the interventions being decided centrally.

The following are, therefore, recommended:
- To generate trust and confidence in providing information and services via ICT, awareness needs to be raised among internal (official) and external users alike, who should also be offered associated training.
- Measures should be taken to ensure that officials are sensitised to delivering services in a citizen-centric manner.
- Awareness should be raised among officials in respect of business process re-engineering and associated training should be offered.
- Public servants are also required to be sensitised to being accountable and transparent in their operations, and to adhering to the principles defined in the various service delivery charters.
- A research wing could keep up to date with emerging best practices across the world and how these could be emulated.
- Global collaboration could be pursued as follows:
  ◊ A feasibility study could be conducted on how public–private partnership, as an important service delivery model, could be utilised to provide information and services.
  ◊ Public servants could travel to other countries to conduct benchmarking exercises and to understand the lessons learned in implementing e-government there.
  ◊ The GRN could invite external experts on an exchange programme to share their ideas and expertise.
  ◊ External experts could be employed to provide expertise to the GRN as advisors, trainers, etc., and
  ◊ A programme on collaboration with the private sector could be drawn up in order to expose public servants to the virtues and requirements of efficiency and expertise practised in the private sector.

Collaboration among OMAs could be pursued in the following ways:
- A Unified Data Centre with adequate disaster recovery should host all applications for OMAs.
- Government-wide ICT networking with high availability and redundancy should connect all OMAs and eliminate individual OMA spending on this aspect.
- For troubleshooting and general assistance to internal (GRN) and external users (citizens and businesses) on all application systems and infrastructure, e-Government Helpdesks should be set up in Call Centres that are enabled for integrated voice recording (IVR) to provide services 24/7, i.e. all hours of the day, every day of the week.
- Shared information systems should cater for OMA requirements in areas such as the management of human resources, finances, inventory and assets.
- Through multi-purpose community centres, all OMAs should share the same service delivery infrastructure.

3. Formulation of the strategy

3.1 Approach used for strategy formulation

A framework approach was adopted for the strategy formulation in seven stages, as illustrated inTable 2.

Table 2: The seven stages of e-government strategy formulation

NO.	STAGE DEFINITION	DESCRIPTION OF ACTIVITIES ENTAILED
1	Current state assessment	The current state of readiness for e-government in Namibia was assessed in terms of five categories, namely **Policy**, **Access**, **Content**, **Capability** and **Willingness**. The assessment also identified interventions to enhance e-government.
2	Best practice study	Concurrently with Stage 1, a study of global best practices in respect of matters of e-government was undertaken, e.g. in Australia, India, Mauritius, Singapore, South Africa and the United Kingdom.
3	Analysis of existing interventions	The analysis of existing interventions examined whether additional activities needed to be taken up (*expansion*) and whether existing activities needed to be conducted differently from the way they were currently being carried out (*enhancement*).
4	Envisioning e-government in Namibia	An e-Government Vision for Namibia was conceptualised, based on the current state assessment and the best-practice study; the analysis in Stage 3; and drawing from national developmental goals expressed in Vision 2030 and the NDPs.
5	Identification of strategic thrust areas and goals	To realise the e-Government Vision, five strategic thrust areas were conceptualised, and each was associated with a goal to be met by 2018.
6	Formulation of strategic objectives, programmes and projects	Each strategic thrust area identified in Stage 5 was in turn associated with various strategic objectives. The 15 strategic objectives identified in Stage 6 were then each associated with a specified programme, conceptualised as a vehicle for implementing the strategic objective. Each programme was made up of a number of projects to be executed.
7	Formulation of the e-Government Strategic Action Plan for the Public Service of Namibia	The various programmes and projects were compiled into a comprehensive e-Government Strategic Action Plan for the Public Service of Namibia that took into account the priorities for e-government, the pre- and post-requisites for projects, and the resource requirements associated with implementing them.

3.2   Strategic framework for e-government

The strategic framework includes –

• a long-term e-Government Vision for Namibia

• strategic thrust areas with their associated goals

• strategic objectives and their associated programmes, and

• projects to be executed under each strategic thrust area.

Figure 2 illustrates the hierarchy inherent in the strategic framework for e-government. The e-Government Vision constitutes the top of the hierarchy, followed by strategic thrust areas and their associated goals. Under the various strategic thrust areas are 15 strategic objectives linked with 15 dedicated programmes. At the bottom of the hierarchy are various projects derived from the 15 programmes.
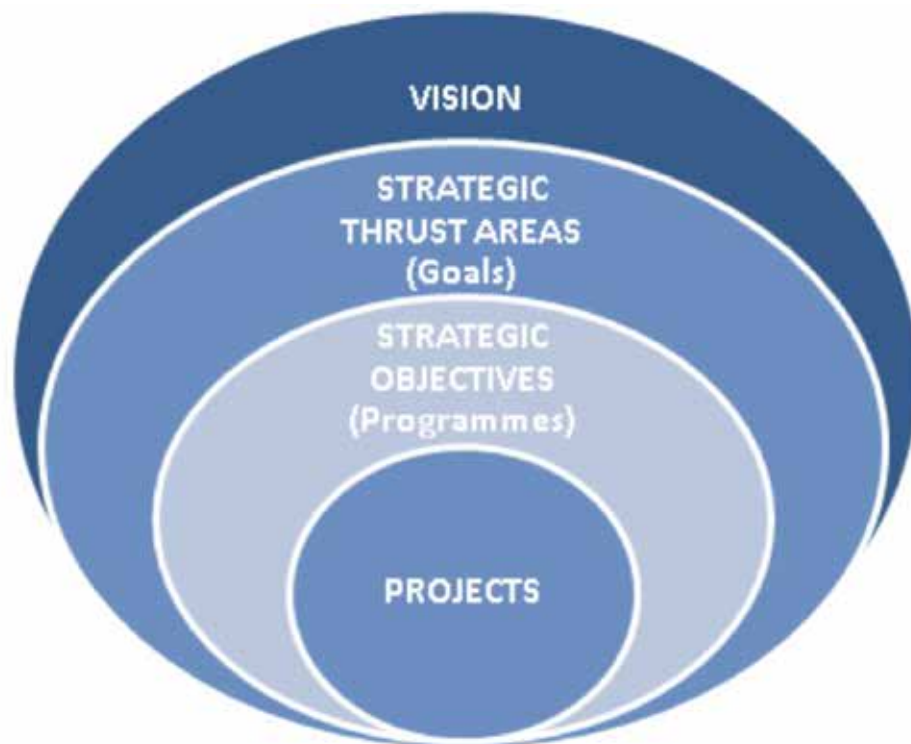

Figure 2: Inherent hierarchy in the strategic framework for e-government

3.3   Vision

The e-Government Vision is informed by –

• the findings of an assessment of the current state of affairs as regards e-government

• trends developing in e-government across the world, and

• Namibia's Vision 2030 and NDP objectives.

The e-Government Vision was finalised after due deliberations with all stakeholders involved in the exercise.

The following principal gaps were identified in the overall findings for Namibia:

- e-Government is not currently citizen-friendly.
- e-Government applications are not currently citizen-centric in their operation.
- The rules of governance – including those for service delivery – are not sufficiently transparent to citizens, who need to be fully informed and aware of the rules and processes under which services are being delivered and governance carried out.
- Technology is not taken advantage of appropriately, which causes inefficiency in service delivery by the GRN.
- e-Government services are not affordable to those in a compromised economic position
- e-Government services are not available to those in geographically remote locations, and
- The ethos and spirit of service delivery are not sufficiently present or networked.

The above gaps resulted from discussions with stakeholders and informed the e-Government Vision together with the review of global best practice. The year 2018 was identified for the complete realisation of the Vision.

3.4   Strategic thrust areas for e-government

To realise the above Vision, five strategic thrust areas were identified (see Table 3). Together they account for all recommendations that emerged from the current state assessment (Stage 1) of the strategy formulation process.

Table 3: Strategic thrust areas

STRATEGIC THRUST AREA	CODE	DESCRIPTION OF SCOPE
Impact and visibility	IMV	This area covers all interventions that directly impact citizens' lives, and increase the visibility of e-government among them.
Collaboration and networking	CRN	This area covers all activities that ensure e-government is a national effort, in that OMAs connect optimally with each other and share resources in order to bring about economies of scale and scope.
Consistency and standardisation	CNS	This area covers all activities that ensure e-government efforts across OMAs are uniform in their approach and meet global best practice benchmarks as far as possible, also as regards the look and feel of their portals and websites.
Training, education and research	TER	This area covers all interventions that ensure adequate capacity is created or enhanced among all stakeholders in order to deliver services, and that the user community is able to take due advantage of e-government.
Foundational support	FNS	This area covers all interventions that ensure the requisite support structures such as the institutional set-up, policy reforms and the legal framework are in place for e-government efforts to succeed.

Each strategic thrust area is associated with a specific strategic goal (see Table 4).

Table 4: Strategic goals

STRATEGIC THRUST AREA	CODE	ASSOCIATED STRATEGIC GOAL
Impact and visibility	IMV	Comprehensive business process re-engineering and computerisation of identified OMAs by 2018
Collaboration and networking	CRN	Complete collaboration and networking of OMAs through sharing applications, data, services and infrastructure by 2018
Consistency and standardisation	CNS	Finalisation and adoption of all necessary standards, frameworks and guidelines by 2016
Training, education and research	TER	Sustained building of capacity among public servants and the public they serve through training, education and research, and in tandem with the other strategic goals
Foundational support	FNS	Installation of complete foundational support structure required for e-government implementation by 2015

3.5   Strategic objectives to be pursued for e-government

To realise the above goals in each of the strategic thrust areas, the following have been identified as constituent strategic objectives:

3.5.1   IMV – Impact and visibility

Under this strategic thrust area, one overarching strategic objective has been formulated to bring about direct impact and visibility of e-government in the daily lives of all residents of Namibia. The strategic objective is as follows in Table 5:

Table 5: IMV strategic objective

STRATEGIC THRUST AREA: Impact and visibility	
CODE	STRATEGIC OBJECTIVE
IMV-01	Bring about citizen-centric service delivery of government services to all customers (communities and business entities) through improvements in internal efficiency and effectiveness in GRN back-office operations by undertaking business process re-engineering followed by the computerisation of operations and service delivery

To maximise the impact and visibility of e-government, citizen-centric service delivery enabled by ICT needs to be actualised. In addition, this needs to be linked seamlessly with internal operations after due business process re-engineering has taken place within the OMAs.

3.5.2   CRN – Collaboration and networking

Under this strategic thrust area, two strategic objectives have been formulated to bring about collaboration and networking among the various OMAs. The strategic objectives are as follows in Table 6:

Table 6: CRN strategic objectives

STRATEGIC THRUST AREA: Collaboration and networking	
CODE	**STRATEGIC OBJECTIVE**
CRN-02	Bring about consistency and uniformity in core data adoption and usage through sharing of the unique identifier databases
CRN-03	Facilitate economies of scale and scope through sharing of applications, services, data and infrastructure by way of measures such as a Unified Data Centre, a GRN-wide ICT-networked service delivery infrastructure, and an e-Government Helpdesk

3.5.3   CNS – Consistency and standardisation

A whole-of-Government approach to e-government requires standards, norms and guidelines to be followed for all activities to make available the benefits of easy comparability, predictability and decision-making.

Under this strategic thrust area, three strategic objectives have been formulated to bring about better consistency and standardisation in e-government activities among the various OMAs. The strategic objectives are as follows in Table 7:

Table 7: CNS strategic objectives

STRATEGIC THRUST AREA: Consistency and standardisation	
CODE	**STRATEGIC OBJECTIVE**
CNS-04	Conceptualise, roll out and institutionalise standards to be followed by the various OMAs in order to bring about consistency in e-government activities and enable the sharing of applications, data, services and infrastructure
CNS-05	Design, roll out and institutionalise model templates and frameworks to be followed across all OMAs in various aspects of e-government design and implementation to ensure standardisation and consistency in treatment
CNS-06	Formulate and disseminate guidelines to be adhered to by the various OMAs in all aspects of e-government as an aid to better analysis and decision-making by public servants

3.5.4   TER – Training, education and research

Four strategic objectives have been formulated that address building capacity in OMAs through training, education and research, as follows in Table 8:

Table 8: TER strategic objectives

STRATEGIC THRUST AREA: Training, education and research	
CODE	**STRATEGIC OBJECTIVE**
TER-07	Design and conduct comprehensive and ongoing training of public servants across all levels and OMAs in line with their respective roles for e-government to ensure skill development in tandem with e-government requirements
TER-08	Design and conduct regular e-government awareness and exposure campaigns at all levels for stakeholders, i.e. the GRN, businesses, citizens and civil society, in order to spread awareness among them and enlist their participation in the e-government endeavour
TER-09	Continually undertake frontline research of e-government activities across the world and disseminate findings on best practices and trends in various areas, including service delivery and technology deployment
TER-10	Motivate and reward e-government practitioners through a continuous initiative of suitably designed schemes, awards and incentives

3.5.5   FNS – Foundation and support

Five strategic objectives have been formulated to enable foundational support for e-government activities, as follows in Table 9:

Table 9: FNS strategic objectives

STRATEGIC THRUST AREA: Foundation and support	
CODE	**STRATEGIC OBJECTIVE**
FNS-11	Enhance data availability within the GRN for stakeholders' adoption of e-government through the installation and operationalisation of an e-Government Observatory
FNS-12	Harmonise the legal framework for e-government in Namibia in line with existing legal provisions on ICT and in keeping with international trends to ensure better service delivery to citizens and to bring about enhanced levels of trust and confidence among stakeholders in respect of e-government services, ICT and, particularly, the Internet

STRATEGIC THRUST AREA: Foundation and support	
CODE	**STRATEGIC OBJECTIVE**
FNS-13	Set up and operationalise an institutional framework for e-government that cuts across all OMAs and has the regular support and involvement of the highest political and executive levels to ensure e-government gets the required focus and commitment at all echelons
FNS-14	Undertake policy refinements to ensure that policies are aligned with eGSAP recommendations, and obtain commitment from top leadership for policy implementation
FNS-15	Increase Namibia's exposure and improve its position in the international e-government community by way of exchanging knowledge and expertise with other countries that have successfully employed e-government

3.6   eGSAP overall strategic framework

Figure 3 on the following page represents the overall strategic framework for the e-Government Strategic Action Plan for the Public Service of Namibia.

3.7   Programmes and their associated projects

The e-government strategy is essentially a synthesis of 15 strategic objectives to be implemented concurrently. Taken in unison they realise the goals associated with the five strategic thrust areas and, thereby, the e-Government Vision.

3.7.1   A programme as a group of projects

Programmes have been identified as the main vehicles to implement the strategic objectives, with each programme implementing a strategic objective on a one-to-one basis. Each programme represents a group of projects that have been associated with specified outputs, and take place within defined time frames.

Thus, a *programme* encompasses several projects that call for a similar set of competencies required to execute them, and it has a much longer time frame than a project.

Most projects are once-off activities that are implemented in a predetermined time frame and result in a defined set of outputs. The remaining few are recurrent in nature, being taken up every year along similar dimensions and aiming at a similar set of results.

3.7.2   Prioritisation among programmes and projects

Whereas programmes run parallel and enjoy equal priority, projects within a programme have priorities associated with them. A level of priority is determined by the twin factors of a project's *Criticality* in terms of attaining the strategic objective associated with the programme, and its *Feasibility* in terms of implementation.

Figure 3: eGSAP overall strategic framework

Project prioritisation is also determined through simple logical sequencing. For example, the definition of the functional specifications for computerisation in any OMA is typically associated with a consulting activity that logically precedes the implementation of such computerisation.

Given that a programme may include project activities that recur, there is no logical time frame associated with it since such activities may continue to run year after year. Once-off projects, on the other hand, are associated with target completion dates.

3.7.3   Coding of programmes and projects

For easier comprehension, reference codes have been used to denote all programmes and projects.

3.7.3.1   Codes associated with programmes

Since programmes are associated with the strategic objectives on a one-to-one basis, they carry the same codes as such objectives. For example, TER-10 is the code associated with the strategic objective "Motivate and reward e-government practitioners through a continued initiative of suitably designed schemes, awards and incentives". The programme that would implement this strategic objective ("Formulate and implement schemes to award and provide incentives to e-government practitioners") would carry the same code, TER-10.

3.7.3.2   Codes associated with projects

The codes associated with the project(s) in each programmes inherits the programme code, followed by a sequential number, as in the following examples from the TER-10 programme:
- TER-10-01: Conceptualise and institutionalise a scheme of incentives and other measures for public servants and citizens alike to adopt e-government offerings
- TER-10-02: Roll out annual e-government awards among all OMAs and e-government practitioners
- TER-10-03: Design and roll out schemes to support and sponsor e-government initiatives for development proposals from communities

4. Programmes and projects in detail

In this section, details are provided on each programme under the strategic thrust area concerned.

After a brief **overview and contextualisation** of a programme, its **objective** is stated. This is followed by details of its constituent **projects** with their associated **outputs** and aspects of **prioritisation**. Elements of programme **monitoring and evaluation** are also included, and the OMAs ultimately responsible for programme **governance** are identified.

4.1 Strategic thrust area: Impact and visibility

4.1.1 Programme IMV-01: Comprehensive business process re-engineering of the various OMAs, and computerisation of their internal operations and service delivery

4.1.1.1 Programme overview and context

The current state assessment revealed the following gaps in e-government in the OMAs and pointed towards what was needed to close those gaps:

- OMA websites are largely information-centric, with content that is not continually updated. The websites need to be revamped into one-stop shops for OMA services.
- More e-government services need to be launched as their number is clearly inadequate. e-Government services should also be taken to a higher level of maturity while maximising coverage.
- OMA computerisation is largely internal, with no precedent business process re-engineering exercise. Every OMA needs to have such an exercise performed for both services and internal operations. E-Government services, when available, should also be integrally and seamlessly linked to back-office operations.
- Ways need to be explored as regards how citizen–Government interaction could be improved because the avenues of interaction are currently limited.

This Programme therefore offers projects that include internal computerisation and the electronic delivery of OMA services to citizens, businesses and public institutions.

4.1.1.2 Programme objectives

This Programme caters for e-government efforts in individual OMAs. In essence, there are two fundamental objectives for every e-government effort at OMA level:

- To use ICT to bring about citizen-centric service delivery, and
- To exploit ICT to bring about higher levels of internal efficiency and effectiveness in the internal operations of OMAs.

The following objectives can be directly associated with citizen-centric service delivery:

- To enable transparency and accountability in governance and promote civic engagement through greater access to information
- To enhance existing OMA portals as integrated one-stop shops
- To bring about accuracy, timeliness, equality and courteousness in responses to requests for information and/or service, and
- To ensure that appropriate ICT channels and devices are used for service delivery in line with the preferences of the communities targeted.

The following objectives can be directly associated with enhanced internal effectiveness and efficiency in OMAs:

- To ensure appropriate re-engineering efforts are undertaken so that the processes that run behind the activities and tasks mentioned above are at an optimum under the given set of constraints
- To exploit appropriate technology for redefined processes so as to facilitate faster process completion and enhance user-friendliness
- To develop a set of key performance indicators that not only measure the efficiencies and effectiveness of the different processes, but also lay out clear accountability mechanisms for the different components of such processes
- To identify and bridge skills gaps among public servants in terms of the activities they are required to perform, and
- To ensure the various OMA-internal processes are cost-effective and time-efficient.

4.1.1.3   Constituent projects, activities and outputs

For the 33 OMAs there are 66 recommended projects, numbered IMV-01-01 through IMV-01-66. Out of the 33 OMAs, ten high priority OMAs have been identified to undergo e-government transformation within the period 2014–2018. These are as follows:

- Office of the Prime Minister
- Ministry of Home Affairs and Immigration
- Ministry of Trade and Industry
- Ministry of Lands and Resettlement
- Ministry of Education
- Ministry of Finance
- Ministry of Agriculture, Water and Forestry
- Ministry of Health and Social Services
- Ministry of Mines and Energy, and
- Ministry of Environment and Tourism.

The following table presents the main activities associated with the IMV-01 projects as well as their key outputs.

Table 10: Programme IMV-01 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Comprehensive business process re-engineering and preparation of a digitally-enabled process manual and detailed project reports on business process re-engineering and for e-government in the OMA concerned	• Promoting the adoption of business process re-engineering in OMAs through a change management approach • Assessing existing e-government interventions within OMAs • Assessing e-government processes being followed • Benchmarking against best practices • Assessing appropriate skills among public servants in respect of e-government requirements • Compiling a strategic e-government road map with solutions architecture • Drafting complete specifications for OMAs • Drafting a detailed action plan and budgetary requirements	• Detailed project report on business process re-engineering • Detailed project report for e-government • Digitally- enabled process manual
Implementation of the detailed project report recommendations for the OMA concerned, including computerisation of the OMA and its service delivery	• Procuring hardware, system software and infrastructure for OMAs • Implementing and commissioning solutions • Conducting the necessary training of public servants • Upgrading and maintaining the application for OMAs	• Terms of reference • Automation of OMA service delivery: ◊ Refashioned portals ◊ Online services ◊ Computerisation of front- and back-office processes

4.1.1.4   *Programme monitoring and evaluation*

The following parameters could be used to monitor and evaluate progress in implementing the Programme:
• Timely completion of activities
• Percentage of GRN online services operationalised
• Degree of adoption of e-government by GRN and external stakeholders, and
• Degree of Integration of the eGSAP with other OMA strategic plans.

Select indicators to monitor and evaluate projects include the following:
• Extent of computerisation of the OMA
• Persistence of manual operations within the OMA

- Hits on the OMA portal and feedback provided
- Ratio of electronic access to manual access of services
- Adoption of business process re-engineering, elimination of process redundancies and bottlenecks, and reduction of turnaround time
- Better service delivery to citizens, and
- Enhanced public image for the OMA.

4.1.1.5 Programme governance

An e-Government Programme Coordination Committee should include representatives from the ten identified OMAs, as well as representatives from the Ministry of Information and Communication Technology, the Department of Public Service Management at the Office of the Prime Minister (OPM), academia, and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Solutions Architecture in the Department of Public Service Information Technology Management (DPSITM), assisted by representatives of the Department of Public Service Management. The Programme Implementation Task Force will include members from the OMA for which the business process re-engineering is conducted and solutions implemented.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.2 Strategic thrust area: Collaboration and networking

4.2.1 Programme CRN-02: Adoption, usage and sharing of the unique identifier databases

4.2.1.1 Programme overview and context

The current state assessment suggests the adoption and usage of unique identifier databases for individuals and parcels of land.

(a)   A unique identification number for every citizen

Since public as well as private agencies require proof of identity before providing individuals with services, a unique identification number (UIN) for every citizen needs to be at the core of any e-government suite of solutions. Its aim is to eliminate possible duplication and inconsistency of data, and to bring about better citizen convenience – besides reducing the costs of identification. The system would transform delivery of welfare programmes, for example, by enabling the Government to verify whether intended beneficiaries receive the support for which they qualify.

(b)   A unique land identification system

A Land Information System (LIS) is suggested as the basis for identifying and protecting property. An LIS would allow for better land management by means of title registration and cadastral plans. In urban areas, the LIS would serve as a framework for planning, assessing and collecting rates and taxes, while it would increase investment in agricultural lands and property in rural segments. The LIS would have to be designed to serve the needs of development, aided by a Geographical Information System (GIS).

Common domains of use of the LIS include the following:
- Engineering: Layers of information can be combined to form sites and classify zones, and choose appropriate sites for projects
- Soil survey: Data on soil can be gathered for studies on agricultural farms, and
- Land management: Land can be mapped and surveyed, specific areas can be identified, and the limits can be determined for the various statuses of land in the interests of sustainable development and social stability.

4.2.1.2   Programme objectives

The principal objectives of this Programme are as follows:
- To devise a unique identification number (UIN) for every citizen in order to uniquely associate the citizen with the specific Government services that s/he uses or wishes to use
- To ensure that the UIN and the associated attributes for each citizen are periodically checked and updated where necessary, and that they are made available to all OMAs, thereby reducing the possible duplication of efforts
- To ensure that the UIN system becomes the vehicle of authentication across all public and private services that express interest in its usage subject to Article 13 of the Namibian Constitution
- To maximise citizen convenience by eliminating the need to produce identification documents once their UINs are made available to them
- To devise a system of numbers by means of which each parcel of land in Namibia can be uniquely identified by geographical reference, and make this geo-database available to all OMAs who require it, and
- To devise a geographically referenced LIS that could be used to visualise the results of all land-associated interventions that have been applied.

Select features associated with the UIN are as follows:
- The UIN should only be a proof of identity and would not confer citizenship.
- The UIN should be enabled to authorise users through a mix of demand-side interventions (requiring e.g. that every service request has this number) as well as supply-side interventions (OMAs need to integrate the UIN into all applications for proof of identification).
- Typically, the basic information collected at the first stage of UIN issuance should include a person's name, address, photograph, fingerprints, date of birth, place of birth, gender and the name of one of his/her parents.
- OMAs could consider offering incentives to those who apply for a UIN.

The LIS should be designed to support cadastral mapping showing the size, value and title deeds to property and a variety of other purposes, including provision of better information to support policy decision-making pertaining to land prices and demand, infrastructure planning, property identification, and the like.

The data captured for each property should include the name, date of birth and address of its owner; a description of the property in terms of the number, size and area of each parcel; and any other relevant information.

4.2.1.3 Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme CRN-02.

Table 11: Programme CRN-02 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Consultancy for the conceptualisation and design of a unique identity number (UIN) system for all Namibians	• Drafting the terms of reference and request for proposals for the study • Conceptualising the UIN system and ways to ensure its adoption, uniqueness and data protection	• Terms of reference • UIN system design documentation
Preparation of a detailed feasibility report for rolling out the UINs and operationalising them by electronically-enabled Smart Cards	• Drafting the terms of reference and request for proposals for the study • Determining the functional specifications for the system and the technology architecture • Finalising the processes leading to the award of UINs • Determining the feasibility of a Smart-Card-based UIN system and its specifications • Preparing the budgets and drafting the request for proposals for implementation of the UIN system	• Terms of reference • Detailed feasibility report for rolling out the UIN system
Implementation of feasibility report recommendations for rolling out UINs through electronically-enabled Smart Cards	• Drafting the terms of reference and request for proposals for the design and development of the complete application • Testing and acceptance of solution Procuring hardware and common off-the-shelf software • Implementing the pilot phase of the solution, and rolling out and operationalising it	• Terms of reference • UIN in operation • Smart Card system

PROJECT NAME	ACTIVITIES	OUTPUTS

Preparation of a detailed feasibility report for creating UINs for all land parcels and operationalising a GIS-based LIS	• Drafting the terms of reference and request for proposals for the study
	• Defining the functional specifications for the system and the technology architecture
	• Defining the processes for award of UINs
	• Determining the feasibility of a GIS-based LIS and its specifications
		• Terms of reference for –
		  ◊ the design of a UIN system for land parcels
		  ◊ a feasibility study on implementing the UIN for land parcels, and
		  ◊ a feasibility study for implementing a GIS-based LIS
		• Detailed feasibility report

Implementation of feasibility report recommendations through a comprehensive GIS-based LIS	• Drafting the terms of reference and request for proposals for the design and development of the solution • Procuring hardware and common off-the-shelf software • Testing and acceptance of solution • Implementing the pilot phase of the solution, and rolling out and operationalising it	• Terms of reference for the request for proposals for a GIS-based LIS • GIS-based LIS in operation

4.2.1.4 *Programme monitoring and evaluation*

The following parameters could be used to monitor and evaluate the progress of programme implementation:
• Number of people allocated a UIN
• Number of land parcels allocated a UIN
• Number of services that need a UIN for personal identification
• Extent of information captured for the multi-application Smart-Card-based UIN system
• Area covered under the LIS, and
• Number of OMA applications that make use of the UIN for individuals, and
• Number of OMA applications that make use of the UIN for land parcels.

Select indicators for monitoring and evaluating projects include the following:
• Number of OMAs opting for and continuing with using UINs
• Extent of involvement of major technology vendors
• Timeliness of acceptance of project outputs, including budget allocations
• Timeliness with which the tender process is conducted, and
• Applications and services that are successfully tested through the Smart Card.

4.2.1.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministries of Home Affairs and Immigration; Agriculture, Water and Forestry; Health and Social Services; Lands and Resettlement; Trade and Industry; Information and Communication Technology; and Regional and Local Government, Housing and Rural Development; as well as representatives from academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Solutions Architecture, assisted by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM. The Programme Implementation Task Force will include members from the Ministries listed above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.2.2   Programme CRN-03: Setting up and operationalising a Unified Data Centre; a Government-wide, ICT-networked service delivery infrastructure; and an e-Government Helpdesk

4.2.2.1   Programme overview and context

Assessment suggests a very marked need for collaboration among OMAs that would bring about economies of scale and high levels of cost-effectiveness.

The following avenues of collaboration are suggested:
- High economies of scale can result if there is a **Unified Data Centre** with a suitable disaster recovery facility that will be shared among OMAs.
- Similarly, a **Government-wide ICT networking** facility with high availability and adequate redundancy would ensure that OMAs do not unnecessarily spend their resources on this aspect.
- For troubleshooting and general assistance on all application systems as well as infrastructure to both internal and external users, an **e-Government Helpdesk** within IVR-enabled Call Centres should be set up to provide 24/7 services.
- **Common application systems** need to be developed to cater to the requirements of all OMAs, typically in human resource, financial, knowledge, inventory and asset management systems.
- The last mile of service delivery through **public service access points** (PSAPs) is another piece of shared infrastructure across OMAs to reach out to communities in an optimal and cost-effective way.

4.2.2.2   Programme objectives

The principal objectives of this Programme are as follows:
- To identify common applications associated with all OMAs that could be used on a collaborative basis in a cost-effective way
- To identify a set of ICT and other infrastructure elements that OMAs could share in order to bring about economies of scale

- To select service providers to whom operations and maintenance of shared applications and infrastructure can be outsourced to free OMAs from work outside their core competence
- To set up and operationalise a shared service delivery infrastructure – PSAPs – that will take e-government to citizens' doorsteps, and
- To select appropriate public–private partnership models for outsourcing operations and maintaining shared elements.

(a)   Unified Data Centre with adequate disaster recovery

All applications and data are to be hosted at a Unified Data Centre (UDC) duly coupled with Unified Disaster Recovery Centre (UDRC). The UDC and UDRC should be scalable, secure, reliable and manageable.

(b)   GRN-wide ICT networking

A national ICT backbone connecting the OMAs, the UDC, the UDRC and PSAPs will establish a high-speed, high-capacity and reliable core network and supporting infrastructure for the implementation of e-government.

(c)   e-Government Helpdesk

An IVR-enabled centralised e-Government Helpdesk is a shared element envisaged to render service in a cost-effective and citizen-friendly manner. The Helpdesk would enable enquiries, complaints and grievances to be registered by telephone and the GRN web portal, and their status to be tracked until the issue is solved.

(d)   Common application systems

The feasibility of deploying applications that can be shared across OMAs, including the unified GRN portal, needs to be explored.

For the UDC and UDRC, a three-stage process is recommended. The first would comprise finalising a design for the shared infrastructure and/or service; the second would entail the physical commissioning and testing; and the third would monitor performance in line with Service Level Agreements.

(e)   Sharing the same service delivery infrastructure

PSAPs will constitute the last mile of service delivery. They should be multi-purpose in order to increase their chances of being used successfully. Both staffed and automated kiosks need to be explored.

4.2.2.3   *Constituent projects, activities and outputs*

The following table shows the projects, activities and outputs associated with Programme CRN-03.

Table 12: Programme CRN-03 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Feasibility for business, functional and technical design of Internet-enabled Public Service Access Points (PSAPs)	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Defining the service level requirements and monitoring framework for the services • Compiling budgets and an action plan	• Terms of reference • Selection of study team • Detailed feasibility report
Implementation of feasibility report recommendations for the complete design of PSAPs	• Deploying PSAPs and selecting operators • Building capacity among operators • Entering into Service Level Agreements with operators • Enabling the infrastructure for PSAPs • Monitoring and auditing these services	• PSAPs in operation • Service Level Agreements with operators • Monitoring and audit reports
Feasibility for the business, functional and technical design of a robust scalable Unified Data Centre (UDC) and Unified Disaster Recovery Centre (UDRC) for all OMAs	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Designing the audit of services • Compiling budgets and an action plan	• Terms of reference • Detailed feasibility report
Implementation of the feasibility study recommendations on the complete design of the UDC and UDRC	• Commissioning the UDC and UDRC and selecting operators for them • Building capacity among operators • Entering into contracts with UDC and UDRC operators	• Fully functional UDC and UDRC • Service Level Agreements with operators
Independent monitoring and auditing of services by the UDC and the UDRC	• Drafting the terms of reference for monitoring and audit • Defining procurement processes • Auditing of services in terms of adherence to Service Level Agreements	• Terms of reference for the independent monitoring and auditing of the UDC and UDRC • Monitoring and audit reports

PROJECT NAME	ACTIVITIES	OUTPUTS
Feasibility for business, functional and technical design of a unified GRN networking infrastructure	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Designing the audit of services • Compiling budgets and an action plan	• Terms of reference • Detailed feasibility report
Implementation of feasibility study recommendations for the complete design of unified GRN networking	• Commissioning unified GRN networking and selecting operators for it • Building capacity among operators • Entering into contracts with operators	• Fully functional unified GRN networks • Service Level Agreement with operators
Independent audit of services by the unified GRN networking operator	• Drafting the terms of reference for the audit • Defining the procurement processes • Auditing services in terms adherence to Service Level Agreements	• Terms of reference for the independent monitoring and auditing of the operation of the unified GRN networks • Monitoring and audit reports
Feasibility study on business, functional and technical design of all shared apps including cloud-based services	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Designing the audit of services • Compiling budgets and an Action Plan	• Terms of reference for the feasibility study on shared applications and cloud-based services • Detailed feasibility report
Implementation of feasibility report recommendations on the complete design of all shared applications and services	• Selecting suppliers/partners for implementing shared applications for the GRN • Procuring hardware and software • Commissioning shared applications and services • Building capacity among users • Operating, upgrading and maintaining all shared applications and services	• Fully functional and operational shared applications and services • Service Level Agreements for operators

PROJECT NAME	ACTIVITIES	OUTPUTS
Study on business, functional and technical design of all services from a unified national country portal	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Compiling budgets and an Action Plan	• Terms of reference for the study • Detailed project report
Implementation of the detailed project report recommendations on the complete design of all services from a unified national portal	• Selecting suppliers/partners for the implementation of the project • Procuring hardware and software • Deploying a unified national country portal • Building capacity among users • Operating, upgrading and maintaining the portal	• Terms of reference for implementation of the project • Fully functional unified national portal
Feasibility study for the business, functional and technical design of a voice-based e-Government Helpdesk that is enabled for integrated voice recording (IVR)	• Drafting the terms of reference for the study and procurement processes • Defining the functional, business and technical design • Designing the audit of services • Compiling budgets and an action plan	• Terms of reference for the feasibility study • Detailed feasibility report
Implementation of feasibility report recommendations for complete design of an IVR-enabled e-Government Helpdesk	• Selecting suppliers/partners for the implementation of the project • Commissioning the IVR-enabled e-Government Helpdesk • Acquiring resources for rendering Call Centre and Helpdesk services using GRN employees and building their capacity, or entering into contracts with third parties to operate the Cell Centre and Helpdesk	• A fully functional e-Government Helpdesk and Call Centre • Service Level Charter • Service Level Agreements
Independent auditing of services rendered by the IVR-enabled e-Government Helpdesk	• Drafting the terms of reference for the audit • Defining the procurement processes • Auditing of services in terms of adherence to Service Level Agreements	• Terms of reference for the independent monitoring and auditing of e-Government Helpdesk operations • Monitoring and auditing report on e-Government Helpdesk operations

4.2.2.4 Programme monitoring and evaluation

The following parameters could be used to monitor and evaluate the progress of the implementation of the Programme:

- Timely completion of activities in line with the Action Plan
- Frequency with which meetings are held within the group and with the e-Government Steering Committee
- Number of OMAs using the UDC and UDRC
- Number of OMAs using the common applications hosted in the UDC
- Number of OMAs making use of the Government-wide ICT networking infrastructure
- Number of OMAs whose service delivery infrastructure has been used for extending e-government services and the number of PSAPs
- Increment in the number of hits received on the unified GRN portal
- Extent of geographical coverage through the service delivery infrastructure created
- Number of agencies outside the GRN that have been able to gainfully use the ICT infrastructure created as part of the implementation of eGSAP, and
- Adherence to the periodicity regime with which information is updated on the unified GRN portal.

Select indicators to monitor and evaluate projects include the following:

- Number of OMAs opting and continuing with usage of the UDC and UDRC
- Extent of involvement of major technology vendors
- Timeliness of acceptance of project outputs, including budgetary allocations
- Timeliness with which the bidding is conducted
- Extent of coverage of the shared facilities created
- Involvement of local communities and the private sector
- Extent of success in generating revenue from facilities
- Parameters for the availability, reliability, scalability and security of the shared facilities created
- Incidence of reports of shared facilities not working, and
- Other parameters of assessment, e.g. courtesy, timeliness, accuracy and reliability.

4.2.2.5 Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministries in charge of shared services and infrastructure, namely Home Affairs and Immigration; Lands and Resettlement; Regional and Local Government, Housing and Rural Development; Finance; and Trade and Industry. Other representatives should be from the National Planning Commission, the Office of the Prime Minister, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee overall programme implementation, as well as the following:

- Unified Data Centre, Networks and Access Points Sub-programme Task Force, headed by the Director of the Technical Support and Network Services in the DPSITM
- Shared Applications, Portal and Helpdesk Sub-programme Task Force, headed by the Director of Solutions Architecture in the DPSITM, and
- Performance Monitoring Sub-programme Task Force, headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM.

The Programme Implementation Task Force will include members from the relevant ministries and institutions listed above to allow for wider perspectives.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.3 Strategic thrust area: Consistency and standardisation

4.3.1 Programme CNS-04: Conceptualise, roll out and institutionalise e-government standards

4.3.1.1 Programme overview and context

The current state assessment revealed that e-government in Namibia was largely OMA-specific, and that there was a need for consistency and standardisation among OMAs to ensure an easy exchange of data, a similar look and feel to all applications, and a unified approach for e-government implementation.

(a) *e-Government Interoperability Framework*

A comprehensive e-government interoperability solution and associated standards will help OMAs work together more easily via electronic means. It will also make systems and knowledge reusable.

(b) *Website standardisation and navigational guidelines*

Website standardisation and navigational guidelines would encompass formal standards, technical specifications and other compliance matters for all GRN websites.

(c) *Digital process and standard operating procedure manuals*

Many OMAs do not have operations manuals that clearly capture the processes that need to be executed in performance of their mandated activities. Together with the business process re-engineering exercise recommended in IMV-01, this programme offers the GRN an opportunity to have digital process and standard operating procedure manuals for all OMAs.

4.3.1.2 Programme objectives

The principal objectives of this programme are as follows:
- To finalise a framework, guidelines, standards and manuals to lend consistency and standardisation to all e-government efforts
- To ensure inputs from participating OMAs are elicited and best practices invoked in order to arrive at standardisation requirements

- To ensure that all e-government efforts adhere to the requirements of standardisation
- To ensure periodical checks are performed on compliance, and
- To ensure that requirements relating to standardisation are periodically updated in line with emerging realities and/or global trends.

(a)   e-Government Interoperability Framework

The minimum requirements of the e-Government Interoperability Framework (eGIF) include the following:
- Management, enforcement and governance structures to assist with eGIF adoption and updating
- Involvement of external agencies and consideration of the latest standards applicable, and
- Objectively verifiable indicators through which to assess and measure progress in respect of adherence to the eGIF.

eGIFs across the world, including those of Estonia, New Zealand and the United Kingdom are recommended for comparison in respect of the above requirements.

(b)   Website standardisation and navigational guidelines

Considerations here include the interoperability, accessibility and usability of web pages and websites. Standards need to take into account global practice such as the recommendations issued by the World Wide Web Consortium (W3C), and the standards published by the Internet Engineering Task Force, the International Organization for Standardization, and ECMA International.

(c)   Digital process/standard operating procedure manuals

A master template for the standardised structure and content of all digital process and standard operating procedure manuals for OMAs needs to be prepared. The master template includes –
- an overall process hierarchy template defining each OMA's priority activities and processes as derived from their respective strategies and objectives
- a progress measurement template according to which each OMA's activities and processes should be considered, with clear definitions of process objectives, outputs and indicators for measuring successful process execution, and
- a graphic template (process map) by means of which each OMA's processes are graphically denoted.

4.3.1.3   Constituent projects, activities and outputs

The following table shows the projects, activities and outputs associated with Programme CNS-04.

Table 13: Programme CNS-04 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Consultancy to design and finalise a comprehensive e-Government Interoperability Framework (eGIF) and standards for e-government in all OMAs	• Preparing terms of reference and procurement processes for the consultancy • Drafting and obtaining approval of the eGIF by consultants, based on discussions with multiple stakeholders across OMAs • Adoption of the eGIF	• Terms of reference for the design of the eGIF for Namibia • eGIF
Assignment to design and finalise Website Standardisation and Navigational Guidelines	• Drafting terms of reference and procurement processes for the assignment • Drafting Website Standardisation and Navigational Guidelines after discussions with multiple stakeholders across OMAs • Approval and adoption of Website Standardisation and Navigational Guidelines • Adopting of Website Standardisation and Navigational Guidelines	• Terms of reference for the design of Website Standardisation and Navigational Guidelines • Website Standardisation and Navigational Guidelines
Assignment to design and finalise digital process/ standard operating procedure manuals for all OMAs	• Drafting the terms of reference for the assignment • Drafting templates for the digital process/standard operating procedure manuals for all OMAs after discussions with multiple stakeholders across OMAs • Approval and adoption of the templates for digital process/standard operating procedure manuals	• Terms of reference to design templates for the digital process/standard operating procedure manuals • Templates for the digital process/standard operating procedure manuals • digital process/standard operating procedure manuals for all OMAs

4.3.1.4 Programme monitoring and evaluation

Select indicators to monitor and evaluate the Programme and its three projects should include the following:

• The eGIF and Website Standards and Navigational Guidelines defined and communicated to all OMAs
• Number of OMAs adopting and using the eGIF, the Standards and Guidelines, and the templates for the digital process/ standard operating procedure manuals, and
• Number of services for which digital process/standard operating procedure manuals are available.

4.3.1.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology, the Namibia Statistics Agency, the OPM's Department of Public Service Management, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by the Director of Solutions Architecture in the DPSITM. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.3.2   Programme CNS-05: Conceptualise, roll out and institutionalise e-government model templates and frameworks

4.3.2.1   Programme overview and context

Currently, e-government efforts are largely pursued at the level of individual OMAs, with little of the consistency or standardisation required in terms of easy comparability of such efforts, emulation of best practice, and comprehensiveness aimed at maximising the chances of success. Consistency and standardisation would ultimately ensure greater cost-effectiveness through easily available benchmarks and templates which need not be reinvented for each OMA. Consistency and standardisation also make for more transparent and accountable procedures across the board.

(a)   Proposed focus areas

Five areas have been identified where standards and guidelines could be implemented to enhance consistency:
*   Detailed feasibility and project reports as outputs of consultancy exercises
*   Procurement guidelines for all purchasing activities relating to e-government
*   Standardising requests for proposals (RFPs) for the procurement of goods and services associated with e-government
*   Security guidelines for e-government solutions, and
*   Guidelines to profitably harness emerging ICT for the development of e-government.

4.3.2.2   Programme objectives

The principal objectives of this programme are as follows:
*   To undertake deep and wide research of best practices to arrive at comprehensive and standardised documents and templates that would apply across OMAs implementing e-government
*   To finalise procurement guidelines on all purchasing activities in order to bring in more transparency in procurement processes

- To adopt guidelines that will enable e-government efforts, exploit the latest technological advances, and be aligned to emerging e-government paradigms
- To finalise evaluation guidelines for procurement in e-government, following prevailing international trends, in order to ensure the right mix of skill sets for e-government procurement, and
- To conduct a study on the potential for public–private partnerships in e-government as well as applicable projects for such partnerships.

(a)   Detailed feasibility and project reports

Every e-government project implementation exercise is preceded by a design phase which results in feedback contained in what is referred to as a **detailed project report** or a **detailed feasibility report** in the Strategic Action Plan. In order that all details of a feasibility study or project are comprehensively covered in such reports, a suitable report template needs to be designed.

(b)   Procurement guidelines for all purchasing activities

There being no procurement guidelines drafted keeping e-government requirements in view, guidelines are proposed for all aspects of procurement of goods and/or services including for evaluation of bids.

(c)   Requests for proposals

RFPs need to be standardised for every type of procurement. Lessons should be drawn from a study of similar request formats employed by entities such as the United Nations Development Programme and the World Bank, as well as by other countries.

(d)   Security guidelines for e-government solutions

Security guidelines for e-government solutions need to include considerations of confidentiality, integrity and availability which implementing and operational staff have to bear in mind while developing, supporting, maintaining or using applications.

(e)   Guidelines to profitably harness emerging ICT

e-Government solutions need to be in sync with emerging advances in technology and governance paradigms. Currently, solutions are required to acknowledge the increasing relevance of areas such as mobile government (*m-government*), social media, citizen-centricity and inclusive e-government, open-source-style licencing and open data usage.

4.3.2.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme CNS-05.

Table 14: Programme CNS-05 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Finalisation of a template for detailed feasibility and project reports for e-government implementation	• Preparing terms of reference for the study and procurement processes • Drafting of the template • Approval, adoption and dissemination of the template	• Terms of reference for the design of the template • Template for detailed feasibility and project reports
Finalisation of procurement guidelines for all outsourced goods and services under e-government	• Preparing terms of reference for the study and procurement processes • Drafting and obtaining approval of procurement guidelines, after discussions with stakeholders • Adoption and dissemination of the guidelines	• Terms of reference for the design of procurement guidelines • Procurement guidelines for outsourced goods and services
Finalisation of a model request for proposal (RFP) template for e-government procurement	• Preparing terms of reference for the study and procurement processes • Drafting and obtaining approval of RFP template • Adoption and dissemination of template	• Terms of reference for the design of an RFP template • RFP template for e-government projects
Finalisation of security guidelines for e-government in different OMAs	• Preparing terms of reference for the study and procurement processes • Drafting and obtaining approval of security guidelines, after discussing them with stakeholders and approval • Adoption and dissemination of the security guidelines to OMAs	• Terms of reference for the drafting of security guidelines for e-government • Security guidelines for e-government
Finalisation of guidelines to profitably harness emerging ICT for the development of e-government in Namibia, with due regard to m-government, social media, citizen-centricity and inclusive e-government, open source, and open data	• Preparing terms of reference for the study and procurement processes • Drafting guidelines for m-government, social media, citizen-centricity, open source and open data • Discussing and approving guidelines with stakeholders • Adopting and disseminating approved guidelines	• Terms of reference for the drafting of guidelines for m-government, social media, citizen-centricity, open source, and open data • Guidelines for m-government, social media, citizen-centricity, open source, and open data

PROJECT NAME	ACTIVITIES	OUTPUTS
Feasibility study on adoption and roll-out of public–private partnerships (PPPs) in e-government	• Preparing terms of reference for the study and procurement processes • Compiling the PPP feasibility study • Compiling budgets and an action plan for PPPs	• Terms of reference for feasibility study on adoption of PPPs for e-government • Detailed feasibility report on PPPs for e-government

4.3.2.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate projects include the following:

• Frequency with which standards and frameworks are updated and benchmarked

• Number of OMAs complying with standards and guidelines

• Number of OMAs complying with periodical checks

• Increment in adoption of new technologies available

• Number of mobile services

• GRN in the social media

• Number of OMAs using procurement guidelines and model RFPs

• Number of areas where PPPs have been tried

• Coverage and adoption of security guidelines

• Performance of the project in scope, cost, quality and time

• Number of templates and guidelines finalised, institutionalised and renewed or discontinued

• Number of identified areas where guidelines have been formalised

• Coverage of emerging issues

4.3.2.5   *Programme governance*

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology, the Namibia Statistics Agency, the Tender Board of Namibia, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.3.3   Programme CNS-06: Formulate and disseminate guidelines for acceptance of e-government solutions

4.3.3.1   Programme overview and context

It is imperative that the services provided by the GRN deliver value. If they do not, citizens and businesses will not be able to use them, and the risks of not using them may exceed the benefits of doing so, ultimately leading to frustration and loss of confidence in the whole system.

(a)   Independent third-party checks

Solutions need to be subject to independent third-party checks that test and certify solutions as meeting acceptable standards, including global standards where available, e.g. International Organization for Standardization (ISO) 27001 for information security.

This would not only assess fulfilment of requirements in an unbiased way, but would also be able to instil confidence among communities, particularly from the perspective of protecting the privacy of citizens' personal data, producing accurate results, making content accessible, and delivering on performance. Being labelled a **Certified Quality Website** or **Certified Quality Software** would signify that an OMA has adequate procedures and processes in place.

Assessment needs to include testing of software components, modules, products, subsystems and integrated systems, including functional and technology aspects and service levels. The International Organization for Standardization and International Electrotechnical Commission standards on software quality and testing could be used as a guideline to determine the necessary norms.

4.3.3.2   Programme objectives

The principal objectives of this Programme are as follows:
- To facilitate independent third-party certification of developed solutions in order to bring about an objective assessment and to instil confidence among communities
- To reduce a solution's chances of failure by ensuring that an assessment of an OMA's acceptance of the solution is conducted beforehand
- To arrive at streamlined processes by which applications for solution assessment would be made for third-party certification
- To explore new ways by means of which such certification services could be extended to bodies outside the GRN
- To set up and operationalise a body with the required competencies that would extend third-party certification services to OMAs, and
- To acquire accreditation from an international accreditation body for the services being rendered in order to maximise the recognition of certification services being provided.

(a)   Institutionalising the independent certification of solutions

This Programme would involve a study that could lead to the institutionalising of an independent certification body. At the very minimum, the study needs to cover the following:

- Identification of a portfolio of services to be rendered as part of third-party certification
- Stages in the solution cycle when such services would be invited
- Processes to be followed in applying for third-party certification
- Drafting the terms of reference for the independence certification body that would include, but not be limited to, the following areas:
  ◊   Functional specifications and their fulfilment
  ◊   Technology specifications and their fulfilment, including applications, data, infrastructure and storage
  ◊   Service Level Agreements and adherence to them, as well as service management in general
  ◊   Information security provisions in the solution, and
  ◊   Any other areas identified as part of the study
- Guidelines on the time frames the certification process would take
- Exploring the potential of third-party independent certification services being extended to bodies outside the GRN
- Potential of an independent certification agency applying for accreditation from an international accreditation body
- Infrastructure and other investments, e.g. applications, human resources and competencies, required to perform the above set of activities by the third-party certification agency, and
- Budgetary requirements and possibility of funding being self-generated.

4.3.3.3   Constituent projects, activities and outputs

The table below shows the project, activities and outputs associated with Programme CNS-06.

Table 15: Programme CNS-06 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Consultancy to design and finalise guidelines for the independent testing, validation and verification of all e-government solutions developed under the eGSAP for the GRN	• Preparing the terms of reference and procurement processes for the consultancy study • Drafting the requirements for third-party certification services for solutions, after discussion with stakeholders across OMAs • Adopting the terms of reference for the third party-certification services body	• Terms of reference for the assignment • Detailed project report for setting up and operationalising third-party certification services for e-government solutions in Namibia

4.3.3.4   Programme monitoring and evaluation

Select indicators to monitor and evaluate the Programme include the following:

- Number of OMAs participating to develop the portfolio of certification services and processes
- Number of OMAs complying with guidelines that emerge from this Programme
- Number of OMAs complying with the regime of periodical checks of adherence to the certification of solutions finalised as part of this Programme
- Increase in adoption, use and acceptability of solutions
- Agencies outside the GRN availing themselves for certification of their services
- Awarding of accreditation from an internationally recognised body
- Acquisition of competencies required to perform third-party certification services and setting up and operationalisation of the agency concerned
- Performance of the project in terms of scope, cost, quality and time
- Number of certification services developed, finalised for adoption and institutionalised, and
- Extent of adoption of the certification services as a prerequisite to the acceptance of solutions.

4.3.3.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology, the Namibia Statistics Agency, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by the Director of Solutions Architecture in the DPSITM. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.4   Strategic thrust area: Training, education and research

4.4.1   Programme TER-07: Design and conduct comprehensive and continued role-based capacity-building of public servants across all levels of OMAs

4.4.1.1   Programme overview and context

One of the factors responsible for the slow uptake of e-government projects in Namibia is the lack of leaders in Government who have the right skills, knowledge, attitude and leadership qualities at levels where decision-making is required for e-government. The answer to this problem lies in developing a core group of e-government leaders and champions from among public servants, and to make them responsible for driving and implementing e-government initiatives.

This Programme has been crafted as an opportunity to develop the knowledge, skills and attitudes of top public servants towards a more ICT-friendly orientation so that the environment for a positive reception of e-government initiatives can be prepared.

A particular initiative taken by the Government of India can be presented as a good case in point. Jointly with India's National Association of Software and Services Companies (NASSCOM)[6], the Indian Government set up a National Institute of Smart Government, which is itself a public–private partnership. This Institute undertakes project development, trains policymakers and chief information officers, and provides support to departments in respect of e-government by combining prime resources from the public and private sectors.

4.4.1.2   *Programme objectives*

The principal objectives of this Programme are as follows:
- To establish the goals, objectives and expected benefits, outcomes and impacts of training, as well as monitoring parameters and indicators for successful training
- To establish e-government training needs as well as strategies for training design and delivery
- To design/develop course outlines; trainer and trainee manuals; and online, audio-visual and/or multimedia material for target audiences
- To select training venues and develop training schedules that detail training resources as well as training roles and responsibilities
- To deliver training and knowledge-sharing programmes
- To monitor and evaluate training and make improvements based on participant and evaluator feedback, and
- To develop and build in-house training capacity.

The Research, Skill Development and Coordination Division of the DPSITM has been identified as the owner of this Programme. In consultation with those responsible for capacity-building at OMA level, this Division will identify an appropriate mechanism to deliver projects under the Programme. The Division may choose between –
- designing, conducting, monitoring and sustaining capacity-building initiatives with or without help from external consultants/ experts, and
- having the design and conducting of capacity-building initiated by external experts who would then hand over the training programme to the Division.

(a)   Minimum capacity-building requirements

Capacity-building for e-government can be classified into three broad categories:
- **An executive course for e-leaders (heads of OMAs, Directors, Deputy Directors, Judges, and so on):** Among other things, this course will highlight the organisational structure of Government enterprises; the eGIF; the legal and institutional aspects of e-government; emerging trends in public sector transformation; issues faced during e-government design and implementation; and the role, skill sets and responsibilities of e-leaders and other e-champions.

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6   Nasscom facilitates business and trade in software and services and encourages the advancement of research in software technology, available from http://en.wikipedia.org/wiki/NASSCOM accessed 4 June 2014

- **A course for the heads of IT Divisions in all OMAs:** The course for Directors and Deputy Directors of ICT in the various OMAs will cover the same areas as those for executives, but it will also deal with emerging technology trends, including Web 2.0, service-oriented architecture, cloud computing, software as a service, mashups (a mix of different services presented through one interface), open source, sectoral applications, the ICT procurement infrastructure, and building ICT capacity.
- **Knowledge-sharing workshops:** These could be held as refresher courses and could include all the updates on different facets of e-government being implemented in Namibia.

4.4.1.3   *Constituent projects, activities and outputs*

The table below shows the projects, activities and outputs associated with Programme TER-07.

Table 16: Programme TER-07 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Design of e-government courses for public servants at all levels and across all OMAs on a variety of subjects, including transparency and accountability, business process re-engineering, common e-government technology platforms, service delivery principles, hands-on training on common and customised software, etc.	• Drafting the terms of reference • Selecting an appropriate consultant or agency • Conducting a skills gap analysis • Designing and developing the scope of and strategy for training • Designing and developing course outlines, categories, prerequisites and manuals • Identifying training schedules, venues, resources, roles and responsibilities • Determining the requirements of In-house training capacities • Finalising the list of participants • Developing a training progress report for executives • Planning for the delivery of training • Planning and design of online testing and of certificates of participation • Publishing a training manual for maximum dissemination and impact • Development of e-learning modules for self-study and self-testing • Assessment of the effectiveness of the training imparted • Evaluating and monitoring training • Analysing training outcomes and impacts • Creating a repository of training programmes	• Terms of reference for the training project • Service Level Agreement with training institution/ party • e-Government courses and syllabi, training prerequisites, training schedule and duration of training • Certificate designs and draft criteria for awarding certificates

PROJECT NAME	ACTIVITIES	OUTPUTS
Conducting of continued capacity-building in line with course definitions for all public servants	• Execution of the training plans recommended in the project above • Monitoring and evaluation of the execution of the above training plans	• Training reports • Assessment reports • Appropriately trained public servants

4.4.1.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate the Programme include the following:
- Extent to which completion of e-government training is linked to professional advancement
- Number of OMAs regularly availing public officials for training
- Number of OMAs complying with the Programme guidelines
- Proportion of public officials applying for e-government training
- Number of dropouts
- Number of officials taking up the complete suite of e-government training
- Number of officials taking up active e-government roles after training
- Number of OMAs participating in training
- Performance of projects in scope, cost, quality and time
- Number of courses designed, finalised for adoption and institutionalised
- Extent to which courses are integrated into professional development programmes
- Number of e-government facilities available for training, and
- Extent to which OMAs and academia have offered their services for training.

4.4.1.5   *Programme governance*

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; Local and Regional Government, Housing and Rural Development; Education; and Finance; as well as from the National Planning Commission, the OPM's Efficiency and Charter Unit, academia, and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.4.2 Programme TER-08: e-Government awareness and exposure campaigns for e-government stakeholders

4.4.2.1   Programme overview and context

The assessment of the current state of affairs in respect of e-government revealed that communities did not have adequate exposure to ICT resources. The assessment also revealed a generally low level of trust and confidence in respect of the Internet providing GRN information and services, and even more so in respect of doing this via cell phones. For payment-associated services the confidence level dips even further.

To address these imbalances, holistic interventions are required. These would include providing appropriate content, improving access, spreading awareness of ICT's utility, and generating trust and confidence on ICT in terms of providing GRN information and services. Moreover, awareness-building and training need to be taken up for both internal and external users.

The Programme therefore includes the following:
- Spreading awareness of e-government initiatives being taken up in the country
- Spreading awareness of the utility of ICT as a tool in life in general and for e-government in particular, and
- Educating communities and other non-GRN stakeholders about important aspects of e-government.

4.4.2.2   Programme objectives

The principal objectives of this Programme are as follows:
- Through roadshows, films, etc., to make communities aware of the advantages of ICT and the value-added role it can play in their lives
- To make the means of acquiring basic ICT skills available to communities through accessible and affordable media
- To make all stakeholders aware of the national e-government endeavour and the benefits they can derive from it
- To encourage the generation of local content among the community, and
- To create awareness among stakeholders of the e-government endeavour so that stakeholders see every e-government endeavour as an integral part of the national effort.

(a)   Multi-stakeholder participation

e-Government awareness-raising activities need to ensure participation from all stakeholders, including political parties, bureaucrats, academia, the private sector, non-governmental organisations (NGOs) and ordinary citizens. By addressing both Government and civil society leaders, e-government drivers are created both inside and outside Government. The following stakeholder groups have been identified as the targets of the e-government awareness-raising campaign:
- The leadership of political parties, bureaucracy, academia, the private sector, NGOs and citizens across Namibia
- Local champions of e-government entrusted with the running of constituency-level kiosks offering communities access to such services, and
- Communities themselves.

(b)   Branding and publicity

Branding and publicity need to focus on creating awareness of the online presence. Communities should gradually learn to identify the various e-government activities being implemented under the national umbrella e-government effort.

(c)   Awareness-raising initiatives

The following are identified as initiatives to be taken up:
- A regular stream of events such as workshops and national conferences that popularise and propagate e-government at all levels of influence
- Awareness-raising events such as roadshows and films at grass-root level to drive home the benefits of e-government
- Computer-based tutorials and other avenues for inculcating basic awareness of computers and the benefits of ICT among communities, and
- Capacity-building of local champions for e-GSAP implementation.

4.4.2.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme TER-08.

Table 17: Programme TER-08 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Organising a regular stream of events such as workshops and national conferences that popularise and propagate e-government at all levels of influence	• Finalising events in-house for promoting e-government at all levels of influence • Planning and releasing an itinerary of events • Identifying and entrusting people to take responsibility for planning and organising events • Preparing a list of participants and their roles (speakers/attendees) • Exploring sponsorship options and planning for them • Undertaking promotional activities leading to the events • Organising the planned events and inviting the participants	• Itinerary of all events • Annual e-Government Summit • Five Thematic e-Government Conferences

PROJECT NAME	ACTIVITIES	OUTPUTS
Organising awareness-raising events such as roadshows and films at grass-root level to drive home the benefits of e-government	• Planning events such as roadshows to promote e-government • Appointing agencies to produce promotional materials • Planning and releasing an itinerary of events • Identifying and entrusting people to take responsibility for planning and organising events • Preparing a list of participants and their roles (speakers/attendees) • Exploring sponsorship options and planning for them • Undertaking promotional activities leading to the events • Organising the planned events and inviting the participants	• Itinerary of all events • Promotional materials, e.g. films, presentations and documents raising awareness of e-government
Preparing computer-based tutorials and exploring other avenues for inculcating basic awareness of computers and the benefits of ICT among communities	• Planning the content of computer-based tutorials and other avenues to promote an awareness of computers and the benefits of ICT • Identifying and entrusting people to take responsibility for planning and organising events • Preparing a list of tutorial and event participants and their roles • Exploring sponsorship options and planning for them • Organising the tutorials and events and inviting the participants • Releasing the tutorials, conducting the events, and creating awareness about them	• Computer-based tutorials • Itinerary of all events
Undertaking capacity-building of local champions for implementation of the eGSAP	• Planning capacity-building sessions for local champions • Entrusting the compilation of content for such sessions to an agency within or outside the GRN • Undertaking capacity-building sessions for local champions	• Capacity-building course content • Itinerary for presenting capacity-building sessions • Conducting capacity-building sessions

4.4.2.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate the Programme include the following:
• Participation by OMAs, businesses and civil society
• Number of Annual e-Government Summits held

- Number of Thematic e-Government Conferences held
- Number of roadshows held
- Acceptability and adoption of ICT by communities
- Local champions trained and continuing in Programme, and
- Number of computer-based tutorials adopted or abandoned.

Select indicators to monitor and evaluate projects include the following:
- Performance of project in respect of scope, cost, quality and time
- Regions/constituencies participating in the exercise
- Frequency of holding e-Government Summits and Conferences
- Degree of acceptance of the content developed, and
- Number of courses offered.

4.4.2.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; Local and Regional Government, Housing and Rural Development; Education; and Finance; as well as from the National Planning Commission, the OPM's DPISTM, academia, and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by the OPM's Public Relations and Communications Officers. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the various projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.4.3   Programme TER-09: Frontline research on e-government activities across the world and local dissemination of findings on best practices and trends

4.4.3.1   Programme overview and context

As e-government evolves, e-government interventions change owing to developments in various areas. These include advances in technology; greater adoption of technology by individuals; increased public service capacity to implement e-government, and capacity by users and partner organisations to benefit from it; and increased pressure to adopt ICT in service delivery.

Governments at the lower end of the ICT uptake continually need to learn from the efforts of those on a higher uptake level. This learning can then be fed into the planning process.

The e-Government Policy emphasises ingenuity and innovativeness within OMAs, and recognises that the Department of Public Service Information Technology Management (DPSITM) needs to be aware of e-government trends in other parts of the world.

Thus, a significant number of research and development efforts need to be taken up by the GRN in respect of e-government. Since there is no mechanism by means of which to undertake research in a significant way, this Programme mandates and specifies the steps to take in this regard.

4.4.3.2 Programme objectives

The principal objectives of this Programme are as follows:
- To increase awareness of global best practices in e-government so that the GRN can position Namibia in relation to others and learn from their experience
- To research global technological advances with a view to applying these appropriately to e-government in Namibia
- To compare Namibia's contemporary experience in e-government with that of other countries for mutual benefit
- To collaborate with other countries to enable a smooth exchange of knowledge and to share Namibian experiences on a broader platform, and
- To contribute to the Annual e-Government Report.

Two interventions are planned under this Programme, namely the comprehensive institutionalisation of research, development and promotion of e-government in the country, and the execution of a research programme on the latest trends for e-government and dissemination of research findings and recommendations via a report.

(a) Comprehensive institutionalisation of research, development and promotion of e-government

This will establish an institutional set-up for conducting e-government research and for disseminating research findings. Research on e-government should at least cover –
- advances in mobile technologies and their deployment for public service delivery
- evolving models of public service delivery, including collaborative business models
- advances in technology and how to apply these to enhance service delivery
- technologies such as cloud computing, crowd sourcing, service-oriented architecture, social media and other similar advancements, and
- advances in shared services, including shared infrastructure, shared resources, shared applications and other such ventures for cost reduction.

(b) Dissemination of a recommendation report on latest trends in e-government

A recommendation report should at least include –
- current trends and best practice in e-government
- a list of appropriate case studies as regards e-government in the rest of the world, and their findings
- stakeholder views on the latest trends, and
- recommendations for consideration in a revised version of the eGSAP.

4.4.3.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme TER-09.

Table 18: Programme TER-09 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Comprehensive institutionalisation of research, development and promotion of e-government in Namibia	• Preparing the terms of reference of an e-government research, development and promotion group • Conceptualising the group's constitution • Finalising the group's job descriptions and reporting responsibilities, as well as describing their relationships with outside entities • Selecting suitable individuals to constitute the group • Entrenching the group within the e-government institutional architecture	• Research, development and promotion group instituted within the DPSITM • Job descriptions, roles and responsibilities, and reporting frameworks for the group
Executing the research programmes reporting on same with recommendations	• Defining the research programme for a given period • Assigning research topics to focus groups • Carrying out the research through desk studies and attending conferences and study tours • Drafting a report on research findings • Making presentations to stakeholders on the research findings to invite discussion and generate interest for the adoption of the latest trends in e-government • Compiling a report of recommendations with respect to the latest trends in e-government	• Research programmes • Report of recommendations with respect to the latest trends in e-government

4.4.3.4   Programme monitoring and evaluation

Select indicators to monitor and evaluate the Programme include the following:
- Extent of participation by OMAs, academia, the business community and civil society
- Number of areas of research taken up
- Number of research publications produced
- Extent to which e-government research is made available internationally
- Quality of feedback from stakeholders on research findings
- Extent to which research findings are ploughed back into e-government
- Increase in the number of researchers willing to undertake research, particularly from academic institutions, and
- Extent to which stakeholders rely on research findings.

Select indicators to monitor and evaluate the projects include the following:

- Timeliness of the constitution of the research and development group
- Number of stakeholders participating in research and development activities
- Number of participants in international conferences on e-government
- Performance of the project in scope, cost, quality and time
- Feedback on the report on research findings, and
- Number of report copies published.

4.4.3.5 Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; Local and Regional Government, Housing and Rural Development; Education; and Finance; as well as from the National Planning Commission, the Namibia Institute of Public Administration and Management, academia, and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by officers from the Namibia Statistics Agency. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the projects falling under this Programme. The Project Coordination Committee will also involve the Directors and Deputy Directors of IT within OMAs.

4.4.4 Programme TER-10: Schemes, awards and incentives for e-government

4.4.4.1 Programme overview and context

The assessment of the current state of e-government in Namibia revealed the following shortcomings:

- There is a low level of trust and confidence as regards the Internet and, in particular, cell phones in respect of providing GRN information and services. Thus, interventions need to concentrate on generating such trust and confidence, heightening awareness, and offering training and education for public servants and external users alike.
- There is a very poor orientation towards customer-centricity among public servants.
- Public servants also need to be sensitised in respect of showing greater accountability and transparency in their operations, and adhering to the principles defined in their respective OMAs' Service Charters
- Ways and means need to be explored on how citizen–Government interaction could be improved.

Global practice in this sphere as well as analyses and stakeholder inputs indicate that a system of awards and incentives, conducted transparently and objectively, needs to be instituted for public servants and other stakeholders, wherever relevant, to encourage OMAs to adopt e-government.

4.4.4.2   Programme objectives

The principal objectives of this Programme are as follows:

- To develop a Code for Good e-Government in Namibia that will serve as a guideline for carrying out e-government activities
- To promote good governance through e-government by institutionalising a system of awards and incentives in the most objective and transparent manner
- To convey the Government's seriousness in its pursuit of e-government through disincentives for defaulting entities, and
- To popularise e-government efforts in the country among stakeholders.

As a step towards bringing about transparency and objectivity, a Code of Good e-Government needs to be developed to serve as a guideline for public servants in respect of principles and practices they are required to follow. The Code would detail principles and practices in at least the following areas, and would serve as an objective basis for awards and incentives:

- Definition of principles and practices in the realm of e-government service delivery to citizens and other stakeholders, including aspects of accuracy, timeliness, reliability, and courteousness, as well as attending to customer grievances in general
- Processes that need to be followed for approval of a transaction
- Principles and practices that need to be followed for ICT-enabled Government–citizen interactions, and
- Principles and practices that need to be followed in ICT usage for internal OMA operations, including inter- and intra-OMA communications.

4.4.4.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme TER-10.

Table 19: Programme TER-10 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Conceptualisation and institutionalisation of a scheme of awards and incentives and to help encourage public servants to render e-government services and for citizens to make use of such services	• Preparing terms of reference for a study • Selecting consultant to develop a Code for Good e-Government • Developing, finalising and institutionalising the Code • Preparing a GRN Circular or Order for the Code • Finalising a set of awards and incentives for e-government • Finalising eligibility criteria for awards • Finalising award denominations or any other benefits • Finalising the requirements for the selection of a panel	• Terms of reference for the project • Code of Good e-Government • Well-defined incentives and awards • Circulars about the Code, the awards and the incentives • Criteria for the nomination and selection of entities or individuals for the awards • Criteria for the nomination and selection of entities or individuals for the incentives

PROJECT NAME	ACTIVITIES	OUTPUTS
Roll-out of Annual e-Government Awards countrywide among all OMAs and e-government practitioners	• Finalising invitations for award nominations in different categories of excellence in e-government • Identifying information required for submission on nominations • Identifying criteria for evaluation of nominees • Constituting a panel to select the most deserving candidates • Making the selections • Declaring winners at the Annual e-Government Summit	• Invitations for submission of applications for the awards • Panel of assessors • List of recipients of the awards in different categories • Declaration of winners
Design and roll-out of schemes to support and sponsor community proposals for ICT for development	• Preparing terms of reference for the design of a template for business proposals from communities • Finalising and institutionalising a template for business proposals from communities • Finalising communication of invitation for business proposals • Identifying and clarifying the information required • Constituting a selection panel to choose the most appropriate proposals • Making the selection of projects that would benefit from the scheme for the specified period • Declaring the selected business proposals • Monitoring the disbursement and execution of the project • Reporting on the status of execution of the proposal and on the achievement of objectives listed in the proposal	• Terms of reference for the design of a template that will be used by applicants to apply for incentives in support of their proposals aimed at ICT for development • Template for an ICT-for-Development Business Proposal • Selection criteria for the award of incentives • Management processes for monitoring the use of the funds disbursed to recipients • Report on the progress of proposals being executed by virtue of having benefited from the funding scheme

4.4.4.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate the Programme include the following:
• Acceptance of the concept of e-Government Awards by OMAs
• Number of awards instituted and nominations received
• Number of OMAs from whom nominations received

- Number of people interested in the Programme
- Number of ICT-for-Development projects funded, and
- Number of projects achieving their set objectives.

Select indicators to monitor and evaluate the projects include the following:
- Number of Regions participating in the funding scheme
- Number of submissions/applications received for the awards
- Growth in nominations received every year
- Growth in the number of awards instituted every year
- Performance of project in terms of scope, cost, quality and time
- Frequency of award events
- Extent and growth of turnout at these events, and
- Degree of transparency in selecting winning candidates.

4.4.4.5   *Programme governance*

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; Local and Regional Government, Housing and Rural Development; academia; and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the projects falling under this Programme.

4.5   Strategic thrust area: Foundation support

4.5.1   Programme FNS-11: Installation and operationalisation of an e-Government Observatory

4.5.1.1   *Programme overview and context*

A general shortfall has been noted in terms of the availability of ICT-associated data in the country. Without the benefit of readily available data, policymakers find themselves under-equipped for arriving at key policy or strategic decisions. A comprehensive e-Government Observatory is therefore recommended to be set up to provide data on all aspects of ICT adoption within Namibia. As a domain, ICT is much larger than e-government. It can include sub-domains such as ICT for development, e.g. e-health, e-agriculture, e-learning, digital villages, e-business and e-tourism. It is recommended that the Observatory initially be set up as a Monitoring and Evaluation Unit for e-Government. Over time, this Unit could be upgraded to an ICT Observatory to cover other aspects of ICT.

To really gauge the progress of e-government uptake in terms of development in Namibia, an annual report on the state of e-government in the country needs to be prepared. This report would include an analysis of e-government interventions taken up, the lessons learnt in doing so, the impact of e-government on stakeholders, an assessment of the efficacy of initiatives, the achievement of objectives and goals set for e-government, further interventions envisaged, and any other parameters thought relevant, taking into consideration the recommendations made through research and development as regards the latest trends in e-government.

4.5.1.2   Programme objectives

The principal objectives of this Programme are as follows:
- To help policymakers formulate policies and strategies for e-government and ICT-led growth, social inclusion and cohesion, and to monitor and evaluate ICT-associated developments in both economic and social contexts
- To accord due priority to e-government/ICT data collection, analysis and dissemination by undertaking comprehensive data collection exercises on an annual basis and ensuring coverage across stakeholders and geographies
- To arrive at a set of agreed objective indicators that could be used to measure preparedness for e-government
- To achieve a common set of indicators with an objective to help the GRN track the evolution of e-government in the country
- To arrive at a clear and unambiguous definition of roles and responsibilities in the sphere of e-government and ICT data collection and analysis, and
- To arrive at agreed collaborative arrangements among various bodies to facilitate data sharing based on a common understanding of the data to be collected.

The following recommendations are made to improve the general state of data readiness for ICT and e-government in the country:
- e-Government data collection and analysis need to be streamlined. Clear and unambiguous role allocation in data collection and analysis, and effective collaborative arrangements to streamline activities, would bring about a common understanding of what data to collect. To start with, the indicators covered in the e-Government readiness report would serve as a standard set of parameters.
- There are components in the readiness report that will require data to be collected through surveys among GRN entities, businesses and communities. The e-government readiness index needs to be revisited and the figures revised on an annual basis.
- An annual progress report on the status of e-government needs to be prepared and disseminated.

4.5.1.3   Constituent projects, activities and outputs

The following table shows the projects, activities and outputs associated with Programme FNS-11.

Table 20: Programme FNS-11 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Preparation of a detailed feasibility report on the conceptualisation, design, installation and operationalisation of an e-Government Observatory	• Preparing terms of reference for a feasibility study • Conducting a feasibility study to analyse current monitoring and evaluation systems in place for matters associated with ICT • Designing a monitoring and evaluation framework for e-government, including the following in its coverage: ◊ List of indicators ◊ Mode of data collection ◊ Statistics, and ◊ Template for an e-government report • Allocating clear roles and responsibilities for the different Observatory activities in terms of designing questionnaires, collecting data, producing statistics, performing analyses, making recommendations, and writing, publishing and distributing reports • Allocating a budget for implementation (functional, technology and people specifications, conduct of surveys, etc.)	• Terms of reference • Feasibility study • Feasibility report • Monitoring and evaluation framework for e-government
Implementation of the detailed feasibility report on the conceptualisation, design, installation and operationalisation of an e-Government Monitoring and Evaluation Unit	• Redesigning the survey questionnaire as and when required, taking into consideration reported research by the DPSITM • Finalising a sample size for the survey • Training data collectors for the survey • Planning and conducting the survey to collect data • Analysing the survey results • Defining trends and making forecasts to help planners on new targets for indicators • Interacting with the various oversight bodies of the e-government institutional framework • Preparing an e-government status report • Designing and developing a portal for dissemination of the statistics and e-government status report • Drafting subsequent versions of the Annual State of e-Government Report for Namibia	• Monitoring and Evaluation Unit constituted and in operation • Portal for e-government statistics and reports • Annual State of e-Government Report for Namibia

4.5.1.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate projects include the following:

• Swiftness in installation of the e-Government Monitoring and Evaluation Unit and the e-Government Observatory

- Frequency of surveys on e-government
- Recognition of findings among OMAs as an indicator of their advancement in respect of e-government
- Number of OMAs making use of the findings from the Annual State of e-Government Report for Namibia
- Recognition of the Observatory by other governments
- Extent to which the Observatory is able to meet e-government and/or ICT data requirements
- Extent of involvement with the Namibia Statistics Agency
- Performance of the project in scope, cost, quality and time
- Extent of participation of OMAs, communities, business and academia
- Regularity with which e-readiness surveys are undertaken
- Data requests addressed to the Observatory from within and outside the GRN
- Number of copies of the Annual e-Government Report in circulation, and
- Number of hits on the portal displaying the Annual e-Government Report and statistics on e-government.

4.5.1.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology, the Namibia Statistics Agency, the National Planning Commission, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

4.5.2   Programme FNS-12: Harmonise legal framework for e-government for public services in line with the existing constitutional provisions and in keeping with international trends

4.5.2.1   Programme overview and context

A legal framework is required for e-government to provide for the recognition of electronic messages, authentication, payment systems standards, interoperability, procurement, customs and taxation. Existing laws need to be amplified to include rights associated with electronic media and to –

- protect the innocent from being exploited by cyber developments
- protect the 'consumer' and his/her privacy and communications, and
- give sanctity to electronic signatures.

The current state assessment exercise recommended the drafting of the following laws:

- Laws associated with electronic transactions and evidence
- Laws associated with data protection and privacy
- Laws associated with transparency and accountability with regard to electronic transactions
- Laws associated with inappropriate web content on Government websites and portals
- Laws associated with copyright on online content, and
- Guidelines and directions for the use of ICT on a day-to-day basis.

The OPM has established a Working Group on e-Laws to facilitate the due diligence process of identifying all laws and legal principles that are barriers to e-government. The Working Group coordinates developments on Namibian law to achieve future compliance, flexibility and regulation on electronic and cyber communications and transactions.

4.5.2.2   Programme objectives

The principal objectives of this Programme are as follows:

- To ensure an enabling legal framework aligned with constitutional provisions, the legislative and regulatory environment, and e-government and ICT industry requirements
- To ensure laws and rules that prevent the unauthorised alteration and access to any form of electronic data, unlawful use of such data, unauthorised interception of such data, and other aspects of cybercrime
- To undertake law-associated initiatives to ensure harmonisation with international practice; ICT laws that provide for the legal recognition, force and validity of electronic data/voice/video messages, electronic records, electronic transactions, and electronic signatures
- To implement an enactment to use personal information in a manner that creates a trusted framework for the collection, exchange and use of personal data in commercial and government contexts while recognising the individual's constitutional right to privacy
- To bring into effect a law on the transparency of information in governance in order to strengthen citizens' trust in governance, subject only to restrictions for public order or for any other strategic reason
- To bring into effect orders, directives, rules and regulations that will serve as guidelines to public servants for their day-to-day use of ICT applications and infrastructure provided by the GRN, and
- To ensure legal provisions for copyright are harmonised with international practices to bring about a freer flow of information.

(a)   Service delivery framework

Service delivery principles include those of timeliness, responsiveness, accuracy, courteousness and such other qualities of service that governments in recent times have chosen to adopt as an extension of public service reform. It is recommended that the GRN establishes a Service Delivery Framework agreed on and complied with by all OMAs.

(b)   e-Government procurement

Public procurement is an important means by which governments can empower local enterprises. In many countries, public procurement laws favour local companies in awarding contracts. Procurement processes also need to be more transparent and better aligned with international practice. Standardised norms and formats of procurement that are in line with global procurement practices for different categories of goods and/or services should be adopted. In accordance with these standards, the implementation of an e-procurement system would ensure transparent and efficient GRN purchasing to significantly reduce the procurement process turnaround time.

4.5.2.3   Constituent projects, activities and outputs

The following table shows the projects, activities and outputs associated with Programme FNS-12.

Table 21: Programme FNS-12 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Employment of a comprehensive consulting exercise to harmonise the ICT and e-government legal framework for Namibia	• Preparing terms of reference and procurement processes for the consulting exercise • Compiling a list of laws/domains for which legislation is to be revisited or where gaps exist • Drafting laws • Requesting comments on bills • Enacting and proclaiming laws	• Terms of reference for assignment on the drafting or amendment of legislation • Legislation for identified domains in place

Alignment of e-government procurement procedures to the existing procurement law	• Classifying e-government procurement procedures
	• Defining evaluation criteria for e-government procurement of goods and services
	• Ensuring e-government evaluations give weight to the following technical and commercial criteria:
	  ◊ Exerience
	  ◊ Resource profiles
	  ◊ Local conditions
	  ◊ Local involvement
		• Recommendations for amendments to the system of procurement of goods and services associated with e-government

4.5.2.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate the Programme include the following:

• Number of laws on e-government drafted and proclaimed
• Extent to which OMAs adopt the Service Delivery Framework
• Number of OMAs using the framework to compile their Service Delivery Charters
• Extent of adherence to defined e-procurement norms
• Feedback from stakeholders on the Service Delivery Charters

Select indicators to monitor and evaluate projects include the following:

• Timeliness of the generation of the required terms of reference
• Adherence to project scope, cost, time and quality
• Timeliness in the enactment of the relevant legislation
• Completeness of relevant laws, rules, and guidelines.

4.5.2.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology, the Ministry of Justice, the Office of the Attorney-General, the OPM's Department of Public Service Management, academia and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by representatives from the Office of the Attorney-General. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.5.3   Programme FNS-13: Set up and operationalise an institutional framework for e-government

4.5.3.1   Programme overview and context

An institutional framework needs to be defined and made responsible for driving and governing the execution of the eGSAP. Since *e-government* is more about government and administrative reform than it is about ICT, it is recommended that eGSAP's implementation be driven by the OPM, which is generally responsible for administrative reform in the Public Service.

The following structures are recommended for the implementation of the eGSAP:
*   **Cabinet Committee on Public Service:** This Committee of Ministers will be the apex entity that will formally approve all decisions based on the recommendations of the three types of e-Government Coordination Committee (i.e. a proposed Permanent Secretaries' e-Government Coordination Committee, as well as the e-Government Programme Coordination Committee and the e-Government Project Coordination Committee).
*   **Permanent Secretaries' e-Government Coordination Committee:** Matters of more strategic importance will be taken up for deliberation and decision-making by this Committee, which is made up of Permanent Secretaries and chaired by the Secretary to Cabinet, with the OPM Permanent Secretary serving as Committee Secretary.
*   **e-Government Advisory Committee:** The Committee will be chaired by the OPM Permanent Secretary, with the Under Secretary of the DPSITM serving as Committee Secretary. All Programme heads will serve as members of this Committee, which needs to include other invitees as well. For critical decision-making on matters of e-government, a larger stakeholder base needs to be involved in order to exploit economies of scale and to ensure a wider e-government user buy-in.

Note that the *governance* structure for executing the eGSAP will comprise the following:

Table 22: Governance structure for executing the eGSAP

COMMITTEE LEVEL	COMMITTEE NAME	COMMITTEE CHAIR	OFFICER SERVING AS SECRETARY
Ministerial	Cabinet Committee on the Public Sector	Prime Minister	Secretary to Cabinet
Permanent Secretaries	Permanent Secretaries' e-Government Coordination Committee	Secretary to Cabinet	PS, OPM
OPM	e-Government Advisory Committee	PS, OPM	Under Secretary, DPSITM
DPSITM	e-Government Programme Coordination Committee (It is expected that this Committee will set up sub-committees to govern the execution of the 15 Programmes which are grouped under five Strategic Thrust Areas.)	Directors, DPSITM	Secretary: Director of Quality Assurance, Standards, Skills Development and Coordination
OMA	e-Government Project Coordination Committee	PSs, OMAs	Project Coordination Managers at OMAs

Note that the *implementation* structure for executing the eGSAP will comprise the following:

Table 23: Implementation structure for executing the eGSAP

TASK FORCE LEVEL	TASK FORCE NAME	TASK FORCE CHAIR	TASK FORCE MEMBERS
DPSITM	Programme Implementation Task Force	Programme Implementation Manager	All Project Implementation Managers for projects falling under a specified Programme
OMA	Project Implementation Task Force	Project Implementation Manager	• Functional and technical resources of the various OMAs • Subject matter experts

Currently, the DPSITM is the central agency responsible for Namibia's e-government efforts. It executes activities that are limited to making appropriate ICT infrastructure available to OMAs. This includes structures like the GRN Data Centre and the network that connects all OMAs and their constituent units.

In order to implement the e-government strategy, the DPSITM needs to have a wider responsibility. Thus, the DPSITM needs to be restructured to incorporate additional sections and positions with defined roles and responsibilities in order to drive the implementation of the eGSAP. The positions are to be filled though a recruitment process from within the GRN or from outside.

4.5.3.2   *Programme objectives*

The principal objectives of this Programme are as follows:
- To put in place an institutional framework within the OPM that will be responsible for e-government
- To establish the terms of reference of the DPSITM, the job descriptions for key DPISTM personnel, and the various committees defined within the institutional framework
- To take on board the views of all OMAs for the new set-up before it is formally constituted in order to encourage their continued participation, and
- To take on board prevalent best practice in other countries where e-government has been successfully implemented through bespoke institutions.

The DPSITM would perform the following functions:
- Regulate and enforce all standards, frameworks and guidelines collaboratively agreed
- Promote e-government awareness and adoption among OMAs and the nation at large through various conferences and workshops
- Monitor, evaluate and report on the execution of programmes and projects though a defined monitoring and evaluation framework and statistical analyses
- Extend strategic advisory and policymaking inputs to the Government in required domains
- Take ownership and management of all shared infrastructure for implementing e-government, including the Unified Data Centre, GRN ICT networks, service delivery infrastructure, Helpdesks and Call Centres
- Be the official representative of e-government within the country and beyond, and
- Undertake research and innovation, and evolve new ways of discharging e-government functions more efficiently and cost-effectively.

4.5.3.3   *Constituent projects, activities and outputs*

The table below shows the projects, activities and outputs associated with Programme FNS-13.

Table 24: Programme FNS-13 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS

Assignment to draft the complete terms of reference for the e-government institutional framework, including definition of the different functional units and major functionaries as well as their job descriptions	• Preparing terms of reference for the assignment
	• Ensuring the assignment covers the following areas:
	  ◊ The institutional framework for governing implementation of the eGSAP
	  ◊ The revised structure of the DPSITM
	  ◊ Reporting framework within the DPSITM, the OPM, the various e-government oversight bodies and beyond
	  ◊ Job descriptions for key DPSITM functionaries, including at least those for its Under Secretary, Directors and heads of the different sub-units
	  ◊ Interrelationships between the DPSITM and other GRN bodies
	• Consulting stakeholders on agreed recommendations
	• Submitting a report on the assignment
		• Terms of reference
		• Report on the institutional framework and restructuring of the DPSITM

Installation of the e-government institutional framework and the restructuring of the DPSTIM	• Adopting the recommendations of the assignment • Formalising and setting up the e-government oversight bodies • Restructuring the DPSITM • Identifying DPSITM job incumbents from the DPSITM, OPM and other OMAs • Recruiting externally where required	• All e-government oversight bodies in place • DPSITM restructured and functioning • e-Government project execution status reports

4.5.3.4   *Programme monitoring and evaluation*

Select indicators to monitor and evaluate projects include the following:

• Timeliness in the setting up and operation of the e-government institutional framework
• Timeliness in the restructuring of the DPSITM
• Number of respondents to job advertisements within the DPSITM
• Number of OMAs supporting the DPSITM agenda
• Timeliness and completeness with which OMAs adopt recommendations from the DPSITM
• Extent to which human resources for the DPSITM are recruited from within the GRN, but also from within and beyond the country's borders
• Timeliness with which identified human resources come on board the DPSITM, and
• Frequency of e-Government Programme Coordination Committee, e-Government Project Coordination Committee and Programme Implementation Task Force meetings.

4.5.3.5   *Programme governance*

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; the Office of the Attorney-General; the Ministry of Regional and Local Government, Housing and Rural Development; the Office of the Auditor-General; academia; and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the OPM Permanent Secretary, assisted by representatives from the Office of the Attorney-General and the Office of the Auditor-General. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

An e-Government Project Coordination Committee will oversee the implementation of the projects falling under this Programme. The Project Coordination Committee will also involve the OMA Project Implementation Manager in its deliberations.

4.5.4   Programme FNS-14: Policy refinement to ensure essential alignments with other policies

4.5.4.1   *Programme overview and context*

Government policies to realise an ICT vision are positive signals that governments give to their constituencies as a means of ensuring that initiatives following policy pronouncements will last. Policies with a set of objectives and/or focus areas influence the development of strategies and action plans.

Namibia boasts a National e-Government Policy that was approved in 2005. However, although the Policy recommends strategic plans as instruments with which to implement the identified policy requirements, no such plans have been formulated to date.

Since a substantial amount of time has passed since the Policy was adopted, it requires the refinement in respect of the following:
- The Policy Statement needs to take into account recent technological developments and practices in e-government, and
- The revised Policy needs to provide for issues contained in the eGSAP for which it has no or inadequate coverage.

4.5.4.2   *Programme objectives*

The principal objectives of this Programme are as follows:
- To update the e-Government Policy's objectives to conform with new priorities
- To refine and reframe the e-Government Policy's objectives and interventions as part of ensuring upstream compatibility with the eGSAP
- To discuss refinements with all OMAs not only to ensure their involvement and continued participation in the e-government effort, but also to include any new dimension on e-government they may require, and
- To review the e-Government Policy so that it continues to guide all e-government stakeholders in the immediate implementation of the eGSAP and beyond.

Important areas of policy refinement include the following:

Table 25: Programme FNS-14 – Areas of policy refinement

AREAS OF POLICY REFINEMENT	DESCRIPTION
Mobile technologies	In an environment with low Internet/PC but high mobile phone penetration, the e-Government Policy needs to include mobile technologies and services through mobile devices.
Service Delivery Charter	The Service Delivery Charter element across OMAs needs to be included in the e-Government Policy.
Business process re-engineering	The Policy needs to include business process re-engineering as an integral part of e-government and the extra efficiencies it entails.
'One-stop-shop' approach	A one-stop-shop approach should be included in a refined e-Government Policy as an integral component of citizen-centric services.
International exchange programme	The e-Government Policy needs to include an international exchange programme that will allow the GRN to emulate some of the best e-government practices employed in other countries.
Standards and compliance	Set standards of e-government excellence and compliance with them need to be included in the Policy
Shared services	Shared services – human capital, infrastructure and applications – need to be included in the Policy as a means to help bring about improved efficiency and cost-effectiveness.
Cloud computing	Technological advances such as cloud computing should be included as an instrument of service delivery in the policy, but the GRN has to maintain total control of its data.
Unique identifier databases	Unique identifier databases associated with individuals and land parcels, which are core components of e-government, should be included in the Policy.
The role of academia	Policy refinement should mention the benefits that the GRN stands to gain from involving academia.

4.5.4.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme FNS-14.

Table 26: Programme FNS-14 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Review of the e-Government Policy for the Public Service of Namibia	• Constituting the Policy Refinement Group • Drafting policy additions and other amendments • Consulting stakeholders • Finalising and proclaiming the new e-Government Policy for Namibia	• Refined e-Government Policy for Namibia

4.5.4.4   Programme monitoring and evaluation

Select indicators to monitor and evaluate the Programme include the timeliness with which the required changes are drafted and adopted.

4.5.4.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Information and Communication Technology; the Office of the Attorney-General; the Ministry of Regional and Local Government, Housing and Rural Development; the ten OMAs identified as priorities for eGSAP implementation, academia; and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM, assisted by representatives from the Office of the Attorney-General. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

4.5.5   Programme FNS-15: Collaboration for intergovernmental exchange on e-government

4.5.5.1   Programme overview and context

The current state assessment revealed that there was little exchange of e-government information or expertise between the GRN and the governments of other countries, including those in the southern African region.

Countries across the world have reached different levels in the e-government evolutionary ladder.[7] It is advisable and expedient, therefore, for Namibia to learn from lessons and best practices elsewhere.

Best practices are techniques, methods, processes, activities, incentives or awards that have worked effectively in delivering a particular outcome. They can also be seen as the most efficient (in terms of minimum effort) and effective ways (in terms of quality of results) to accomplish a task.

Sharing the best practices adopted by other countries will empower the GRN with information, experiences, resources and expertise used successfully elsewhere.

Visits to other countries have been included for stakeholders to gain first-hand experience of lessons learned in implementing e-government strategic action plans as well as best practices in areas of e-government. Such experience will allow for more insights for planning than would be possible merely from knowledge gained from secondary sources.

4.5.5.2   *Programme objectives*

The principal objectives of this Programme are as follows:
- To bring about an exchange of e-government knowledge and expertise between the GRN and governments of other countries to help Namibian e-government practitioners gain first-hand experience of developments elsewhere
- To motivate public servants to adopt e-government as their preferred way of operating by witnessing for themselves how their counterparts in other countries benefit from such an approach, and which of those benefits could be enjoyed in the Namibian context
- For learning and benchmarking exercises, to send GRN representatives to countries who successfully practise e-government, and
- To explore the potential of representatives from governments in other countries coming to Namibia to share their expertise in critical areas and transfer that know-how to public servants here.

Two principal interventions are planned in the Programme. The first is a study to recommend the best type and frequency of intergovernmental exchange programmes that could be undertaken. Such exchanges could be short, focused visits or longer postings that are worked out between two countries as part of broader government-to-government cooperation, e.g. when one government sends a representative to another government on secondment as an advisor. The second intervention will be to implement the study recommendations.

It is suggested that such exchanges should work both ways, i.e. that the GRN should not only be sending out its representatives to learn from others, but will also receive representatives from elsewhere to learn from Namibia's lessons in matters of e-government.

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7   United Nations e-Government Survey; available at http://unpan1.un.org/intradoc/groups/public/documents/un/unpan048065.pdf last accessed 15 May 2013.

4.5.5.3   Constituent projects, activities and outputs

The table below shows the projects, activities and outputs associated with Programme FNS-15.

Table 27: Programme FNS-15 – Activities and outputs

PROJECT NAME	ACTIVITIES	OUTPUTS
Study on best-practice lessons on e-government and the operation of intergovernmental e-government exchange programmes	• Preparing terms of reference for the study • Identifying potential partner countries for intergovernmental exchanges • Identifying the modes of such engagement • Establishing the optimum frequency of engagement and producing a detailed itinerary • Drafting the report and recommendations • Approving and adopting the report	• Terms of reference • Report on best-practice lessons on e-government and the operation of intergovernmental e-government exchange programmes

Implementation of the study report's recommendations	• Drafting memoranda of understanding (MoUs) between Namibia and other governments
	• Identifying and finalising modes of engagement with such other countries
	• Undertaking visits to other countries
	• Receiving delegations from other countries
		• MoUs between the GRN and other governments
		• Teams and schedules for –
		  ◊ e-government best-practice study tours
		  ◊ intergovernmental e-government exchange programmes
		• Undertaking visits under exchange programmes

4.5.5.4   Programme monitoring and evaluation

Select indicators to monitor and evaluate the Programme include the following:

• Number of countries identified (including diversity of governance structures)
• Number of countries from and into which trips are taken up
• Number of trips successfully taking place into the identified countries
• Types of trips undertaken
• Extent to which best practices and/or lessons learnt by other countries have been studied, and degree to which they have been implemented locally
• Number of MoUs signed, and
• Number of stakeholders within and beyond Namibia opting to drop out of the exchange programme.

Select indicators to monitor and evaluate projects include the following:
- Timeliness in the execution of the project
- Number of OMAs participating in exchange programmes
- Adherence to the schedules for implementing exchange programmes
- Degree to which programme recommendations are implemented, and
- Number of OMAs that have sent representatives on the exchange programme.

4.5.5.5   Programme governance

An e-Government Programme Coordination Committee should include representatives from the Ministry of Foreign Affairs, the Ministry of Information and Communication Technology, the Ministry of Justice; the Ministry of Regional and Local Government, Housing and Rural Development; the Office of the Attorney-General; academia; and civil society. The Programme Coordination Committee is to set up a Programme Implementation Task Force to oversee programme implementation.

The Programme Implementation Task Force will be headed by the Under Secretary of the DPSITM and coordinated by the Director of Quality Assurance, Standards, Skills Development and Coordination in the DPSITM. The Programme Implementation Task Force will include members from the OMAs and institutions mentioned above.

5. Implementation

The eGSAP implementation process starts with the restructuring and staffing of the DPSITM and the setting up of the Permanent Secretaries' e-Government Coordination Committee, the e-Government Advisory Committee, the e-Government Programme Coordination Committees, the e-Government Project Coordination Committee and the Programme Implementation Task Force responsible for governing, owning and driving the implementation of the various Programmes.

For each of the oversight bodies mentioned, detailed terms of reference need to be finalised and adopted before implementation can begin. These terms of reference should include each Programme's objectives, projects and indicators of success. Those responsible for overseeing the Programmes then decide on the best way to proceed with eGSAP implementation.

5.1   Sequence of Programme execution

Guidelines for the sequence of executing eGSAP Programmes and projects are presented in the following table.

Table 28: Guidelines for the sequence of executing eGSAP Programmes and projects

CODE	EXECUTION GUIDELINE
IMV-01 Bring about citizen-centric service delivery of government services to all customers (communities and business entities) through improvements in internal efficiency and effectiveness in GRN back-office operations by undertaking business process re-engineering followed by the computerisation of operations and service delivery	Execution of the various projects under this Programme is sequenced according to the prioritisation of OMAs and project criticality and feasibility.
CRN-02 Bring about consistency and uniformity in core data adoption and usage through sharing of the most unique identifier databases	It is recommended that this Programme commences only after the DPSITM has been set up.
CRN-03 Facilitate economies of scale and scope through sharing of applications, services, data and infrastructure by way of measures such as a Unified Data Centre, a GRN-wide ICT-networked service delivery infra-structure, and an e-Government Helpdesk	The projects under this Programme are recommended to commence only after the DPSITM has been set up. Since the DPSITM is involved in all the projects, they could be implemented one after the other.

CODE	EXECUTION GUIDELINE
CNS-04 Conceptualise, roll out and institutionalise standards to be followed by the various OMAs in order to bring about consistency in e-government activities and enable the sharing of applications, data, services and infrastructure	Since the projects in this Programme have a bearing on IMV-01, they are scheduled in the sequence in which they are required in IMV-01.
CNS-05 Design, roll out and institutionalise model templates and frameworks to be followed across all OMAs in various aspects of e-government design and implementation to ensure standardisation and consistency in treatment	Although there is no inherent hierarchy among the projects under this Programme, they are required for proper execution of projects under IMV-01 and, therefore, are scheduled to be executed accordingly.
CNS-06 Formulate and disseminate guidelines to be adhered to by the various OMAs in all aspects of e-government as an aid to better analysis and decision-making by public servants	The results of this Programme will come into play when the solutions resulting from IMV-01 are to be verified and accepted for adoption in OMAs. The projects are to be executed once the institutional framework has been set up.
TER-07 Design and conduct comprehensive and ongoing training of public servants across all levels and OMAs in line with their respective roles for e-government to ensure skill development in tandem with e-government requirements	Projects under this Programme are designed for capacity-building among public servants. As this is a requirement for the proper implementation and operation of projects under IMV-01, the capacity-building at specific OMAs should take into consideration projects being implemented at these OMAs under Programme IMV-01.
TER-08 Design and conduct regular e-government awareness and exposure campaigns at all levels for stakeholders, i.e. the GRN, businesses, citizens and civil society, in order to spread awareness among them and enlist their participation in the e-government endeavour	This programme is key for promoting the adoption of e-government services by all stakeholders. It is recommended to be executed in the second year of eGSAP implementation.
TER-09 Continually undertake frontline research of e-government activities across the world and disseminate findings on best practices and trends in various areas, including service delivery and technology deployment	Research findings will serve as inputs to the annual report on the status of e-government. The Programme should be executed once the DPSITM has been restructured and should be aligned to the execution of Programme FNS-11, i.e. the installation and operationalisation of an e-Government Observatory.

CODE	EXECUTION GUIDELINE
TER-10 Motivate and reward e-government practitioners through a continuous initiative of suitably designed schemes, awards and incentives	The project TER-10-01 on incentives for OMAs is recommended to be executed in the second year of eGSAP implementation, while TER-10-02 (e-government awards) is recommended for the third year of eGSAP implementation.
FNS-11 Enhance data availability within the GRN for stakeholders' adoption of e-government through the installation and operationalisation of an e-Government Observatory	The e-Government Observatory will serve to monitor and report on the execution of e-government projects and on the achievement of their objectives. It is recommended to be executed in the first year of eGSAP implementation.
FNS-12 Harmonise the legal framework for e-government in Namibia in line with existing legal provisions on ICT and in keeping with international trends to ensure better service delivery to citizens and to bring about enhanced levels of trust and confidence among stakeholders in respect of e-government services, ICT and, particularly, the Internet	FNS-12-01 and FNS-12-02 can proceed soon after the DPSITM has been restructured.
FNS-13 Set up and operationalise an institutional framework for e-government that cuts across all OMAs and has the regular support and involvement of the highest political and executive levels to ensure e-government gets the required focus and commitment at all echelons	The restructuring of the DPSITM is a prerequisite for the execution of e-government projects identified in the eGSAP. Therefore, the projects under FNS-13 should be executed as top priorities.
FNS-14 Undertake policy refinements to ensure that policies are aligned with eGSAP recommendations, and obtain commitment from top leadership for policy implementation	This Programme is recommended to start once the DPSITM has been restructured.
FNS-15 Increase Namibia's exposure and improve its position in the international e-government community by way of exchanging knowledge and expertise with other countries that have successfully employed e-government	This Programme is recommended to start only once the DPSITM has been restructured.

5.2   Priority services under the IMV-01 Programme

The following ten OMAs with the listed service areas have been identified for priority intervention within the IMV-01 Programme. The selection of these OMAs was based on their impact and visibility in respect of e-government.

Table 29: Priority services under the IMV-01 Programme

PROJECT CODE	GOVERNMENT OFFICE, MINISTRY OR AGENCY OFFERING PRIORITY SERVICE	SERVICE AREA
IMV-01-01	Office of the Prime Minister	• Online recruitment • Self-service for GRN employees to apply for leave online • Self-service for GRN employees to complete their performance appraisal forms online • Disaster management online • Electronic Document and Record Management System
IMV-01-02	Ministry of Home Affairs and Immigration	Online application for permits and certificates
IMV-01-03	Ministry of Trade and Industry	Online business registration
IMV-01-04	Ministry of Lands and Resettlement	Online deeds registration
IMV-01-05	Ministry of Education	Online applications for the Namibia Students Financial Assistance Fund
IMV-01-06	Ministry of Finance	Online Integrated Tax Administration System
IMV-01-07	Ministry of Agriculture, Water and Forestry	Online permit application to import or export plants, forestry products, animals, and other associated products
IMV-01-08	Ministry of Health and Social Services	Electronic Health Management System
IMV-01-09	Ministry of Mines and Energy	Online Licence Monitoring System
IMV-01-10	Ministry of Environment and Tourism	Online permit applications

6. Critical success factors

The following have been identified as some of the critical success factors that would influence the implementation of this Strategic Action Plan:

Table 30: Critical success factors influencing eGSAP implementation

CRITICAL SUCCESS FACTOR	GUIDELINE
Coming on board of all the OMAS in full spirit of the eGSAP	The ambit of the eGSAP covers all OMAs. It is critical, therefore, that there is continued political and executive commitment towards e-government across all OMAs, since this is a prerequisite for its successful implementation. Should the involvement of any of the OMAs be less than envisaged, the benefits emanating from the e-government exercise will be compromised.
Continued budgetary support	Since the eGSAP spans more than five years, there should be sustained and committed budgetary support for it.
Continuity and retention of institutional memory and know-how for implementation of the eGSAP	The set of people associated with eGSAP planning should ideally be retained in key roles for its implementation. A change in team composition during implementation may just mean that the finer nuances painstakingly gathered during the planning phase may get lost during implementation.
Undivided attention at critical times	Stakeholders associated with eGSAP implementation would be required to give their undivided attention to its activities at its launch and at other critical times. Any shortfall in such attention may have long-ranging impact across the board since many eGSAP activities are linked.
Proper selection/ recruitment of individuals	The DPSITM will be restructured as per recommendations, with new units and positions created. Selecting the individuals to take up these positions, with their associated roles and responsibilities, needs to be done with care since they are vital to successful eGSAP implementation overall.
Management of expectations	Concerted measures are required to manage stakeholder expectations of the eGSAP in all quarters: it is not a panacea, and cannot deliver results overnight.
Due representation for all groups	The team composition for all entities has deliberately been kept open. Every effort needs to be made to rope in as many stakeholder groups of interest as possible, without causing undue delay.

The days of waiting in long queues are numbered!