Swaziland E-government

Communications Strategy

Version 1.1

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1. Introduction

The purpose of this document is to present the overall communications strategy for the e-government initiative of the Government of Swaziland which has been officially running since 2012. The document focuses on the strategic areas the government should support to ensure both public institutions and stakeholders are fully aware of the status of the e-government programme. In the medium term, stakeholders should have some degree of ownership on the programme and be able to provide active and interactive feedback on its progress and implementation.

As such, the document does not propose a specific implementation plan for the strategy but does build a solid base on which this can be completed in relatively short time. It is expected in any case that some of the themes and areas depicted here will have to be undertaken by communication experts with a background on ICTs and social media.

2. Context

The extensive consultation process recently completed by the e-government unit of the Office of the Prime Minister of Swaziland provided a good indicator of the existing information gap between government and stakeholders. While the former claims it has already accomplished real progress on implementation, the perception of citizens and stakeholders seems to be almost the opposite. In fact, several key e-government programmes are indeed already operational or on the verge of being completed. Nevertheless, most citizens seem not to be aware or, worse, are misinformed about their progress.

Overview of Consultations

- 17 ongoing e-gov initiatives shared
- 35 issues, challenges raised
- 18 recommendations made by stakeholders

During the consultation process, stakeholders raised over 35 issues related to the implementation of e-government in the country. Many of these issues were directly related to the institutional capacity government has to successfully implement e-government initiatives and programmes. While this perception might be accurate to some extent, its source seems to stem from the lack of information by citizens on how government operates and the specific mandates the various ministries and institutions have.

Infrastructure related issues came in second in the list of issues raised. They seem to emerge from the daily use many of the stakeholders consulted make of existing

communications infrastructure in the country. There is no doubt that access remains a challenge in the country in terms of both speed and cost. But fixing most of these issues go well beyond an information and communications strategy.

Key Infrastructure/Access Issues

- Inadequate ICT infrastructure
- No electricity
- Limited Internet access
- Costly access
- Gov. servers down often
- Official email not working
- Many web sites blocked

Perceptions about the concept of e-government were perhaps the most interesting. Several stakeholders indicated that they did not quite understand the idea of e-government while others assumed that using any sort of ICTs immediately translated into e-government. Others were not aware of the basic relevant documentation that has already been placed in the official government web site while others demanded the need for an e-government action plan which does exist but has not been shared publicly.

At any rate, the overall result of the consultation process suggested that stakeholder perception of the national e-government initiative is negative – or, in the best case scenario, neutral.

In this context, there is clear need to develop a communications strategy for e-government that closes most of the gaps depicted above and allow citizens to have handy the information they need to effectively engage with the various public institutions that are part of the process.

3. Objective

The overall objective of the e-government communications strategy is to ensure citizens and stakeholders have full ownership of the programme and become e-government *champions and users* in the medium and long term.

In principle, a successful e-government programme should be *invisible* to citizens who instead should just see, in tangible form, the direct benefits of the investment government is making on ICTs to increase the efficiency, effectiveness and transparency of public institutions. From the perspective of stakeholders, this translates into increased access to public information and public services, and improved engagement with government at most levels.

In the short run, the objective of the strategy is to guarantee that all relevant e-government information flows in real time from government to citizens via multiple communication channels, both old and new, while also ensuring

stakeholder feedback is part and parcel of the communication process. Nowadays, new ICTs and platforms allow for rapid and effective interaction between government and citizens at a very low cost, a fact that has changed the way communications takes place on the ground. This is indeed a core piece of modern communications strategies which must factor the dynamic interaction between citizens and governments. This is certainly more the case for areas such as e-government that makes extensive use of new and interactive ICTs for its core implementation.

The short run objective serves as the springboard for the medium and long run one described above. Stakeholders must first be fully informed about all e-government activities to be able to meaningfully engage with government and other stakeholders, share information with others and promote its activities. This requires that government *opens the information gates*, including data, and facilitates its use by all sectors. Access to information legislation, again including data, plays a key role here and creates an enabling environment for the spread of relevant information among all people in the country.

A fully informed citizen who has a clear stake in the process is the best champion for e-government.

4. Stakeholder Identification

All communication strategies must have a clear idea about the profile of the stakeholders they are trying to reach.

At the highest level of analysis, there are two clearly distinct key stakeholders: public institutions and citizens. The former has a specific set of information and communications requirements. Here we find at least two types of institutions: those who are implementing e-government programmes which are part of the national and those who are not - including those who do e-government on their own. In all cases, one key goal of the strategy is to ensure that public institutions have ownership in one way or another of the e-government programme.

Institutions who are implementing e-government should be the main partners here as they already have a clear stake in the process and could in principle be brought on board in seamless fashion. The greatest challenge might emerge from those public entities who are doing e-government activities on their own and see little benefit on being part of any networking process.

On the citizens side, there are multiple sectors including the private sector, academia, CSOs and NGOs, legislators, the media,[1] etc. And within each sector it is possible to find sector leaders or sector networks that already agglutinate a large number of stakeholders. These should be the primary targets of the communications strategy. The consultation process put in evidence that the e-government perception of stakeholders across most sectors is similar and mostly negative. This can indeed be seen as an opportunity to generate key messages addressed to all stakeholders to change this perception.

All in all, mapping the different stakeholders in both government and civil society is a tasks that must be completed before officially launching the communications strategy. The consultation process recently completed is indeed a first step in this direction and provide a first approximation to the mapping. But additional work is need to make sure a full picture of stakeholders exist and can be updated in real time as needed.

5. Knowledge Management (KM)

Nowadays, new ICTs are part and parcel of knowledge management processes. In fact, ICTs have changed the KM landscape for good. Nevertheless, most communications strategies do not set a clear link between KM and communications. The document explores this link and suggests a path to follow for possible implementation.

5.1 Relevance

Communication demands access to relevant e-government information and data that can be subsequently packaged under specific formats to then be shared with the various stakeholders. Communication is that a process that has a defined logical structure. While is is certainly possible to have communications with the purpose of raising awareness or promoting public relations, the most effective form is to use actual information from e-government programmes to share with the public. And that information needs to be compiled, structured and managed for such purposes.

The underlying process here is thus knowledge management or the capacity to have relevant data and information under one umbrella and readily available for processing when the time, need or opportunity emerges. Usually, this is one of the aspects that is most overlooked when it comes to communications. Indeed,

1 Exploring partnerships with existing media outlets, especially those who are non-governmental, could be extremely beneficial for the e-government communications strategy and should thus be one of its priorities.

evidence based e-government communications are much more effective than any other type of communications.

5.2 Context

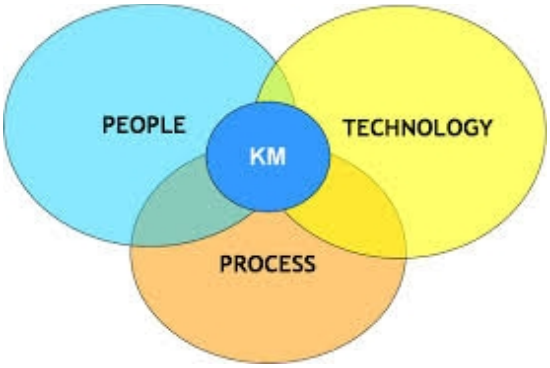
There is an apparent paradox in Swaziland in this regard. On the one hand, all government platforms, technologies and applications are hosted by the Ministry of ICTs and thus centralized from the very onset. On the other hand, there is not knowledge management platform that allows for the seamless integrations of all in one single application which could be readily available to the e-government unit.

In several other countries this is certainly no the case as technology services are not always centralized. In such cases, having a KM platform is thus much more complicated. From this vantage point, the fact that all e-government platforms are centralized is indeed an *opportunity* to create such platform is the short run and with relatively little investment.

In this context, the communications strategy should be clearly linked to KM in order to generate the raw material and information needed to disseminate key messages, experiences and results to the public

5.3 KM Elements

Knowledge networking and knowledge brokering are also part of KM processes. The former entails the interaction with institutions, organizations and people to collectively create and disseminate knowledge. The old days of centralized KM are over thanks to a large extent to the emergence of collaborative platforms and social that facilitate interaction among stakeholders who share specific values and goals. Collective intelligence and knowledge are the new modus operandi of KM.



Knowledge brokering is the capacity of properly handling meta-information on specific topics such as e-government. An e-government knowledge broker should be the resource to which people will come to consult about the subject. It is thus the one-stop window for e-government information and knowledge. Note that the

information does not necessarily need to be under such resource. But the resource can point to where is information is either stored or available.

Altogether, the KM elements provide sound basis for undertaking communications with stakeholders in structured and innovative fashion, effectively tackling many of the challenges that might emerge during the process.

5.4 Key Components

From the above it is possible to identify the key components of the KM process vis-a-vis the e-government communications strategy.

- A KM web based platform with a user friendly interface that will allow the e-government team to manage all relevant data, information and knowledge on e-government.[2] As mentioned above, the fact that all government ICT platforms and applications are centralized does facilitate this process. In addition, a recent consultancy managed by UNDP was dedicate to map all ICT activities of government and recommend the creation of a management platform. This should be the basis for the more sophisticated KM platform.
- A virtual network for communication officers of public entities. This network will exclusively focus on e-government topics, help capture and disseminate information on the subject and help spread the word across the public sector. The network can be facilitated by the e-government unit who will essentially play a role of knowledge networking in the process.
- A virtual network of IT managers (or equivalent) in the public sector in order to be to track down pipeline activities and plans and follow on e-government implementation in line ministries. As the technological implementation of IT solutions, platforms and applications is centralized in the Computer Services division of the Ministry of ICT, this network could then have a much more strategic and less technical focus as otherwise.
- A network of non-state actors - the demand side of e-government - to to give voice and open space for them to share information on e-government implementation but seen from the perspective of the citizen.
- Connecting all these networks together to facilitate possible cross-

2 Using and open source content management system such as Drupal or Ning is suggested. For one, it has no licensing costs and moreover they are both quite scalable.

pollination among them thus breaking possible silos that exist or might be reinforced across the different sectors and stakeholders. This is essentially a facilitation process that can be easily push forward through strategic knowledge networking.

6. Messaging

The identification and mapping of relevant stakeholders along with the availability of a solid knowledge base on e-government information and data provide the required raw material to start crafting different types of messages customized to specific audiences in particular contexts.

First and foremost, it is essential to be able to define the target audience of a particular message that wants to be delivered. Here, it is also important to distinguish between audience and stakeholders. While in many cases, the audience for a particular communications campaign can be just stakeholders of the e-government programme, in many other situations this might certainly not be the case. A good example here are communication messages for fund raising purposes targeting either public or traditional donors or the business sector for example. Clearly, the type of message needed to communicate in this context is quite different from that aimed at say direct e-government stakeholders. Professional communicators are aware of this and can effectively deal with the issue

Prioritizing specific audiences is also key in this process. For sure, having a plethora of audiences at any given point in time might be the average case that, if not dealt adequately, can create confusion on the audience side in a communications strategy. As the e-government programme evolves, different priority audiences might emerge over time and this needs to be factored in throughout. Indeed, priority audiences are dynamic and might change over time. And the communications strategy needs to be flexible to quickly adapt to these changes. It should also be able to quickly identify priority audiences over time.

As mentioned before, new ICTs have created new communications channels that allow people to interactively participate in the public sphere at a very low cost and in a large scale. In this context, the elaboration of specific messages can then also involved the target audience directly thus giving the actual communication much more weigh and relevance as is has been *co-created* with part of the target audience. Such a task can be considered on a case to case basis but in all cases

has tremendous impact on the way audiences absorb the message and perceive how government is generating communications.

In terms of content, messaging has a specific process, especially if the idea is to provide evidence-based communications. While the stakeholder mapping and the knowledge base provide the key raw materials for potential communication campaigns, additional steps are needed to craft specific messages for specific audiences.

The elaboration of such content should be initially in the hands of staff who are well versed on e-government and can generate in writing different kinds of relevant materials such as one page summaries, short case studies, swift analytical reports, etc. that can then be submitted to a communications professional for final dissemination. There are indeed several *translation* processes here that need to be implemented before the final message or messages go out: from raw material to specialized text, which might or might not be public, and then from regular text to a simplified message that targets a previously defined priority audience.

7. Communications channels

One of the most common mistakes of many communications strategies stems from the selection and prioritization of the communications channels that should be used in the process. The rapid emergence of the so-called social media has added new fuel to this approach.

While the numbers of users of these platforms can for sure be staggering, it should not be forgotten that most people in the Global South do not have access nor use such platforms which by the way require full Internet access and broadband connectivity. However, this does not necessarily means that new social media outlets should not be used. Again, all depends on who the audience is for a specific communications campaign.

Policy makers and communication professionals should bear in mind the local Internet access data and statistics before they craft policies and messages aimed at the local population. The ICT numbers for Swaziland tell a clear story[3] and demand that stakeholder communications campaigns use a *multi-channel*

3 25% Internet penetration in the country with about 60% mobile access. In addition, more than 60% of the population have no access to electricity while 75% live in rural settings. These numbers can also be seen as opportunities for further growth in these areas.

strategy, including traditional media such as *radio and TV* which have larger penetration in the country than the new media outlets.[4]

In this process, the target audience should allows the prioritization of specific communications channels. This is a very important factor in the communications strategy as it ensures that the audience that has been selected as target does get the message.

Social media has also an important role to play. Given its international and global scope, social media should be used to promote e-government programme and activities at the international level. Social media provides free access to a huge audience which includes most if not all donor countries and potential partners of the programme, as well as countries in the region and the private sector. Social media is rich in multimedia and relatively poor in text.

Crafting messages for these channels thus demands very different requirements in terms of both content and audience, including the capacity produce multimedia content and manage short messages than can be summarized in 140 characters. Traditional communications professionals might not fit such profile.

The government of Swaziland does not yet use social media. This should be changed in the short run by creating internal policies that regulate with clear rules the use of social media by government staff. This is what many other governments, corporations and organizations have successfully implemented to ensure social media use is within pres-established parameters.

8. Monitoring and evaluation

New ICTs bring an additional and large dimension to the management of information. As information, transactions and interactions on the Net are digitized, they thus generate real time data that can be stored in structured fashion, analyzed and synthesized, and then shared in adequate format with the public. This entails that institutions and organizations that want to to handle all this data need to have the capacity, both human and in terms of equipment and platforms, to process and use the new information which by the way is generated on a daily basis.

The same principles apply to the implementation of the communications strategy. As many other initiatives that use digital platforms, the strategy will leave its own digital fingerprints on the Web. It would thus be

4 Using local languages in addition to English should also be seriously considered when delivering messages to local communities and stakeholders.

necessary to be able to store such fingerprints in a specific platform but will then server as inputs for monitoring its implementations and eventually provide real evidence to undertake its evaluation a couple of years down the road.

Section 5 above of this document already mentioned the need to have an adequate knowledge platform which us required for the implementation of the communications strategy. This same platform can be used to capture the digital fingerprints of its implementation. In this light, the additional features required to do this should be added to the platform from the very start.

Documentation and recording of all communications activities will be key for monitoring the implementation of the strategy. Creating a baseline from the onset will also be extremely useful as it will help to monitor progress over time. The current baseline for communications is probably close to zero so it is possible to assume that a clean slate is indeed the starting point. *Metrics* of the various communications can also be produced on a daily, weekly or monthly basis, or upon demand from key decision makers. Communication indicators such as those developed by UNESCO could be used and customized to the local context. Indicators are key to be able to track progress and movement in the implementation of the strategy.

In terms of governance, creating a communications Steering Committee could be helpful in managing strategy implementation in an open and transparent basis. The Steering Committee will not have any operational capacity but rather should address high level policy issues related to the strategy. It should also include not only government officials but also representatives of civil society including local media and experts.

The evaluation of the strategy implementation which could take place at least tow years after its launching could substantially benefit from all of the above and thus provide new insights to correct course or continue along the same path.

9. Role of E-government Unit

The stakeholder consultation along side the process of development of a e-government communications strategy has opened the door to strategically revisit the specific role the e-government unit can play in terms of overall policy and implementation of the programme - in addition to communications.

A quick assessment of the performance of the e-government team indicates that the amount of work the team is performing exceeds its current capacity in terms of the number of people in the team. At this point in time, the team is

understaffed. And adding a whole new component via the communications strategy will only exacerbate the situation.

The first step to address this bottleneck should be to define the specific *niche* the team can fulfill. This should be a role that is unique to the unit and thus does not step into any other toes. It should also be a role where external partners and organizations recognized as valuable. This particular role will the e-government unit a concrete value added profile in the current institutional context, value which no other institution can add in effective fashion given their own institutional mandates. This will indeed create a clear niche for the unit.

As discussed above, knowledge management and its components are one of the key elements of the communications strategy. But knowledge management is much larger that just communications. In this light, the unit should strive to become the *e-government knowledge broker par excellence* in the country. It should be the place where government, stakeholders, donors, and partners should come to get relevant information on e-government policies, programmes and initiatives in Swaziland. It should thus become the one-stop shop for all e-government activities, the knowledge repository for e-government in the country.

The knowledge management and knowledge brokering approach should also be mainstreamed into current e-government work such as Business Processes Re-engineering and ICT governance. That is, the unit should also be able to identify best practices, lessons learned and national and international experts that could help line ministries during the design and implementation of e-government programmes and initiatives for those area, In addition to what is being accomplished today.

By the same token, the e-government unit could also include in its profile the promotion of innovation, including social innovation, in the public sector by introducing new ideas such as open data, big data, open government, crowdsourcing, crowdfunding, etc. This in turn can be completed by acquiring substantive knowledge on the e-government and innovation landscape in the African continent and beyond.

In terms of the communications strategy implementation, the e-government unit will need to increase its current capacity in order to deliver the goods. The key question here is what type of capacity should be brought in. Intuitively, one could argue that a communications professional should fit the bill. However, given the previous discussion and its particular institutional setting this might not be the

optimal solution.

Instead, the unit should incorporate a staff member that can undertake the knowledge management component and has excellent communications skills, both oral and written. The new staff should be able to manage the virtual networks mentioned above, closely liaise with ministries and civil society, and be able to generate and furnish relevant materials for dissemination by the PM's office of communications.

In any event, the capacity of the e-government unit needs to be strengthen in the short run, in particular if new tasks are going to be added to its current portfolio such as the management and partial implementation of the communications strategy. Failure to tackle this capacity gap will bring forward significant risks to the overall work of the unit, communications strategy included!

10. Summary and Sequencing Next Steps

A quick analysis of the current information and communications context of the e-government initiative of the Kingdom of Swaziland has revealed a wide gap between e-government suppliers and the perception citizens and stakeholders have about is undertaking on the ground. The time is thus ripe for designing and then implementing a sound short-term information campaign and a medium term communications strategy.

While access and connectivity in the country, along with other non-ICT related infrastructure issues, are still an important challenge in the country , this should not be an excuse to promote inaction on the part of the E-government unit. On the contrary, given the information gap described in this document and the eagerness to engage with stakeholders, the time is ripe to launch a multi-channel communications strategy that will also need to employ traditional communications means to reach the largest number or people possible. There are also opportunities for promoting innovation in this area by exploring new ways to reach those who in the end remain the main clients and stakeholders of the e-government programme.

This document has outlined the main components of the latter, all of which are closely interconnected. Annex I of the document presents in a schematic way the main outcomes and outputs that the communications strategy will need to accomplish to be successful. It also shows the interconnection and sequencing of

the diverse outputs and outcomes. This is described in more detail below.

From the very start, it should be emphasized that the implementation of this strategy demands the strengthening of the current human and operational capacity of the E-government unit. Without doubt, this is the *starting point* for the implementation of the overall communications strategy. The risks of not addressing this internal capacity gap are very large. It will also increase the potential of not being able to deliver the goods in the midst of an environment of high expectations on the part of key e-government stakeholders. Without added capacity it will not be possible to deliver outcomes 3 and 4 (communications channels and transparency mechanisms, respectively) which demand not only actual work but also specialized management capacity of knowledge brokering processes.

This however does not mean that implementation of the strategy cannot start now. Outcome 2, Knowledge Management of the unit, suggests ways to start work as soon as possible. In particular, the creation of relevant knowledge networks (output 2.3) can in fact be started right away by current staff, building on the work completed to enable and implement the process of stakeholder consultation. By the same token, part of output 2.1 can also be started now including the methodology for data gathering[5], the actual information compilation and dissemination as well as frequent consultations with stakeholders.

The design of the actual web platform should be done by an external consultant who will also take the lead on output 2.2, the design and implementation of the knowledge management platform. As mentioned before, this output should be closely linked to the mapping of e-government platforms recently completed by the Computer Services Division of the Ministry of ICTs to avoid possible duplication and instead build on what is already on the ground. At any rate, these activities can be undertaken in parallel or simultaneous fashion. Finally, it is strongly suggested that the KM platform should be built using a Open Source platform to avoid licensing costs and issues.

Output 3.1, the elaboration of relevant materials for communication and dissemination, is one of the main tasks of the new staff recruited to enhance the capacity the E-government unit. For sure, some of the activities envisaged under this output can be started by existing staff but will be, by and large, a function of the amount of time available to support such chores. It is not possible to expect th at current staff can undertake such activities on a sustained basis. In any event, the materials prepared here will be the *raw material* for all e-government

5 The methodology should describe in simple terms how to collect the information, what specific fields are required (name, last name, affiliation, etc.) and how to keep the information up to date in real time if at all possible, among a few others.

communications. In some cases, it might be possible to feed them to Communication Officers of the Office of the Prime Minister who can them *translate* them into adequate messages, etc.[6]

However, the communications strategy depicted here places more emphasis on having frequent communications campaigns on specific topics, issues, solutions or stakeholders, directly managed by the E-government unit. This is what is envisaged under output 3.2. Here, the *translation* of content into actual messages and the mechanisms for delivering them will be implemented with the help of external communications professionals who will need to be recruited for such purposes. Ideally, a communications organization, for profit or non-profit, should be formally engaged in the short and medium term to work with the E-government team in managing, launching and assessing the various communications campaigns that will be implemented.

Keeping track of the implementation of the strategy is essential to ensure the course taken in in track or, alternatively, that a new path might be more adequate at a given point in time. Again, this will be another core task of the new E-government unit staff who should be capable of running it as part of the overall job. Documentation of activities and process as well as identification of relevant and existing indicators are core tasks here. These material in turn will provide the knowledge base for the final output of the strategy, the impact evaluation exercise which should take place not before the 22nd month of the implementation of the strategy. A national or international expert should be recruited to undertake this output in independent fashion.

All in all, the sequencing of the various outputs is essential to ensure the various outcomes are properly achieved in the medium term. After two years and with the results of the independent impact evaluation in hand the strategy can be revisited and revised accordingly.

6 This is a function of both who is delivering the message and who is the target audience.

Annex I: Work Plan 2015 - 2016

Outcome	Output	Key Activities	Year 1				Year 2				Budget (USD)
			Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	
1. E-government Unit Strengthened	1.1 At least one new staff member added to e-government team	1.1.1 Terms of reference	X	X							$ 15,000
		1.1.2 Job advertisement									
		1.1.3 Recruitment process									
		1.1.4 Contracting									
		Sub-total									*$15,000*
2. KM Capacity of E-Government unit Enhanced	2.1 Mapping of all key e-government stakeholders completed	2.1.1 Methodology									
		2.1.2 Information structure									
		2.1.3 Consultations with stakeholders									
		2.1.4 Web platform		X	X		X		X		$ 5,000
		2.1.5 Information collection									
		2.1.6 Information dissemination									
		2.1.6 Regular updates									
	2.2 KM platform fully operational	2.2.1 Recruitment of expert									
		2.2.2 Methodology									
		2.2.3 Platform design		x	x						$ 10,000
		2.2.4 Piloting and testing									
		2.2.5 Lunching									
	2.3 Knowledge networks in place	2.3.1 Creation of virtual spaces									
		2.3.2 Identification of network members									
		2.3.3 Launching of networks		x	x	x	x	x	x	x	$ 0
		2.3.4 Network facilitation									
		2.3.5 Network statistics and data									
		2.3.6 Network content management									
		Sub-total									*$20,000*
3. Communication Channels and Processes Strengthened	3.1 Development of relevant communications materials mainstreamed	3.1.1 Identification, compilation of experiences									
		3.1.2 Elaboration of materials		x	x	x	x	x	x	x	$ 0
		3.1.3 Customization for audience									
		3.1.4 Formatting for multichannel									
		3.1.5 Documentation of process									
	3.2 Multiple communications campaigns launched	3.2.1 Recruitment of comms. experts									
		3.2.2 Design of campaigns									
		3.2.3 Messaging for priority audiences			x	x	x	x	x	x	$ 25,000
		3.2.4 Launching									
		3.2.5 Experience compilation									
		3.2.6 Best practices, lessons learned									
		Sub-total									*$25,000*
4. Accountability and Transparency Mechanisms Deployed	4.1 Monitoring of strategy in place	4.1.1 Documentation process									
		4.1.2 Indicators									
		4.1.3 Baseline creation			x	x	x	x	x	x	$ 0
		4.1.4 Recording of experiences									
		4.1.5 Analytical comparisons									
	4.2 Impact assessment completed	4.2.1 Expert recruitment									
		4.2.2 Methodology									
		4.2.3 Consultation process							x	x	$ 20,000
		4.2.4 Drafts									
		4.2.5 Final document									
		Sub-total									*$20,000*
		TOTAL									**$80,000.00**

Annex II: Terms of Reference Knowledge Manager for e-government Communications

Background

The Government of Swaziland is fully committed to enhance overall access to key public services by fostering investments in new technologies to promote the efficiency, efficacy and transparency of public institutions. For that purpose, the government has launched a national e-government programme which was endorse by Cabinet in 2013. In addition, a detailed operational framework for the implementation of the strategy which was completed in 2014. The operational framework is the *de facto* action plan for the implementation of e-government in the Kingdom.

Many public institutions have made substantial progress in implementing e-government activities and projects. However, a recently completed stakeholder consultation organized by the E-government Unit of the Office of the Prime Minister indicated that an critical information and communication gap exists between what government is doing and the perception stakeholders and citizens have about it.

To close such gap, the E-government Unit has completed a communications strategy that prioritizes the various issues raised by stakeholders during the consultation process. Knowledge management and knowledge brokering are key components of the communications strategy which will make use of a multi-channel strategy, using both old and new technologies, to reach most if not all people in the Kingdom.

The E-government Unit is now seeking a knowledge management and knowledge brokering expert who is also familiar with new technologies and social media, among others.

Objective

Under the supervision of the head a.i. of the E-government Unit of the Office of the Primer Minister of the Kingdom of Swaziland, the staff member will be responsible for all knowledge management activities and tasks the unit will be undertaking to support the implementation of its own communication strategy.

Activities and Tasks

The staff member is expected to undertake the following tasks:

- Lead the implementation of all knowledge management and knowledge

brokering related activities and outputs of the unit.

- Assist in the mapping of all relevant e-government stakeholders and ensure its continuous update.
- Facilitate and manage regular meetings and activities with stakeholder, partners and potential donors.
- Advice on the design and implementation of an adequate knowledge management platform based on Open Source Software.
- Lead the elaboration and compilation of all relevant e-government activities that will be used for communication purposed with stakeholders and partners.
- Establish partnerships with local and international communication outlets and organizations
- Facilitate and manage all knowledge networks that the unit will be creating to foster knowledge networking and interaction among with and between stakeholders
- Lead the documentation process for the implementation of the communications strategy.
- Assess and recommend adequate communications indicators based on international standards and ensure adequate metrics are in place and capture on a daily basis.
- Take the lead on the creation of a baseline for communications with stakeholders and partners.
- Facilitate and assist in managing the expected independent impact assessment of the communications strategy
- Undertake any other related activity upon request from the supervisor.

Qualifications

- Advanced university degree in social sciences, communication or international development
- Three years experience in the design and development of knowledge management systems, organizational development, business process improvement, or organizational/systems change management.
- Excellent knowledge of local context and development situation in the

country.

- Familiarity with e-government overall and with the Swazi e-government programme in particular.
- Excellent knowledge on how government functions and operates on a daily basis.
- Familiarity with social media platforms as well as knowledge management systems.
- Fluency in both English and SiSwati is required.

Competencies

- Promotes knowledge management and a learning environment in the office through leadership and personal example.
- Actively works towards continuing personal learning and development , acts on learning plan and applies newly acquired skills
- Ability to manage results-based planning, management and reporting
- Builds strong relationships with stakeholders, focuses on impact and results.
- Demonstrates openness to change and ability to manage complex situations
- Proven networking, team-building, organizational and communication skills
- Demonstrates strong oral and written communication skills.