Operational Framework

E-government Strategy for Swaziland

2015-2019

Foreword

The Government of Swaziland embarked on an e-Government Programme in 2011, following a scoping exercise that was undertaken with the assistance of the Commonwealth Secretariat. The scoping exercise report recommended that the Government of Swaziland should develop an e-/m-Government Strategy to guide and direct the implementation of the e-/m-Government Programme in the Kingdom. The e-/m-Government Strategy was subsequently developed, approved and adopted by the Government of Swaziland in 2013. The E-government Unit was also established to facilitate the coordination and implementation of the strategy.

To enhance effective implementation, coordination and resource mobilisation and allocation for the e-/m-Government strategy, a national operational framework has been developed. It has prioritised initiatives that seek to address the millennium development goals, paving way for economic growth and putting the needs of business and citizens first.

The e-/m-Government Operational Framework identifies various projects that are deemed fundamental for the implementation of the strategy. The strategy sets priority actions that the Government of Swaziland has to implement first in order to create an enabling environment and further create awareness to related stakeholders about the implementation of the programmes and how citizens stand to benefit from such initiatives. The operational framework therefore categorises the initiatives that should be implemented according to their roles and functions in the whole implementation cycle.

With appropriate resource allocation and support, the operational framework is aimed at facilitating a smooth implementation of the e-/m-Government Strategy and further transforms the Swazi nation to an information society and knowledge economy as recommended in the strategy.

Acknowledgements

Our warmest endearment is extended to Mr. Serge Kapto, Raul Zambrano and Maartje Mol the E-Government Advisors based at UNDP headquarters in New York for their strategic and technical input and guidance during the development of the operational plan. Their leadership, dedication, diligence and knowledge exhibited during this process has been invaluable. The government of Swaziland will always be grateful for their guidance and leadership in the whole exercise.

Special mention also goes to the Ms. Senelisiwe Ntshangase who is based at the UNDP country office for working tirelessly in ensuring that the e-Government Operational Framework is inclusive and responsive to all government sector's priorities and needs.

Acknowledgements are also extended to the Director of Government Computer Services Department for his contribution, time and the effort made in ensuring that the exercise is not futile and the cooperation demonstrated during the development and finalisation of this framework.

The e-Government Transformation Team (Champions) which comprise of Officers from all the Ministries and key department also contributed immensely in the development of the operational framework by identifying sector Priority Actions and populating the template. The Champions were key to this exercise as they have the relevant information and familiar with ministerial/ departmental operations. This framework would not have been possible without their insight, active participation and involvement in the development of this framework. It is envisaged that such commitment will prevail throughout the implementation of this plan.

Lastly, appreciation is extended to the Office of the Secretary to Cabinet and Head of Public Service for the support and leadership demonstrated during the preparation and drafting of this operational framework. Their leadership, input and guidance rendered throughout this process has been instrumental.

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Acronyms

BIN- Business Identification Number
BPR- Business Process Reengineering
CCA- Country Capacity Assessment
CDR- Common Data Repository
CERT- Computer Emergency Response Team
CIN- Company Identification Number
CIO- Chief Information Officer
CME- Continuous Medical Education
CMS- Central Medical Stores
CSD- Computer Services Department
CSO- Central Statistics Office
DPMO- Deputy Prime Minister's Office
DRR- Disaster Risk Reduction
EA- Enterprise Architecture
e/m – electronic and mobile
EDRMS- Electronic Documents and Records Management System
eGIF – e-Government Interoperability Framework
eSwzc- e-Swazi Commission
EMIS- Education Management Information System
EMR- Electronic Medical Records
EPI- Expanded Programme on Immunization
EPR- Emergency Preparedness Response Unit
ERP- Enterprise Resource Planning
FESBC- Federation of Swazi Business Community
FSE/CC- Federation of Swaziland Employers and Chamber of Commerce
GIS- Geographic Information System
HR- Human Resource
HMIS- Health Management Information System
IA- International Agencies
ICT- Information, Communication and Technology
IPMS- Integrated Performance Management System
IT- Information and Technology
NCCU- National Children Coordinating Unit
NGOs- Non- Governmental Organisations
MDA- Ministries, Departments and Agencies
MEPD- Ministry of Economic Planning and Development
MET- Ministry of Education and Training

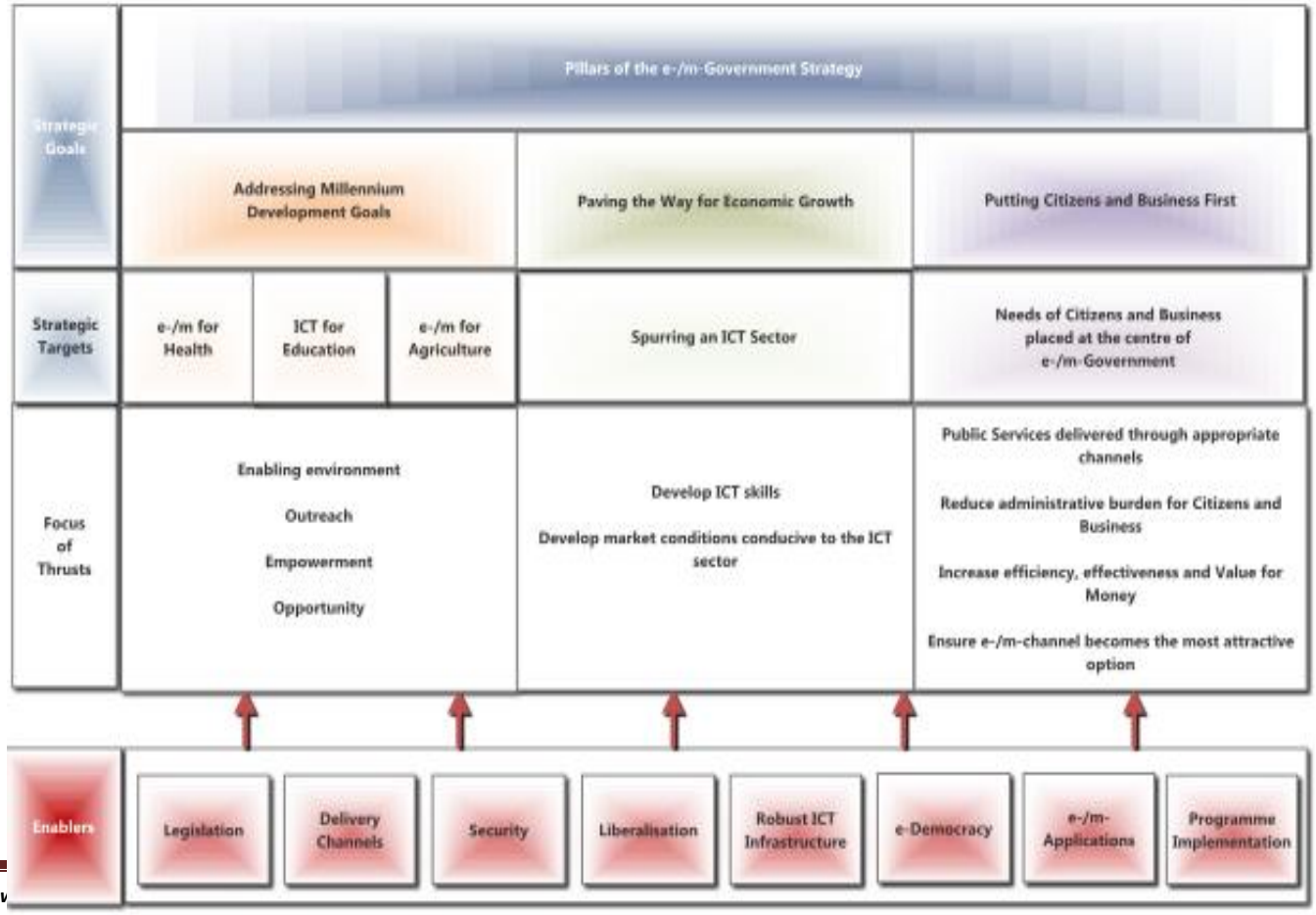
MHUD- Ministry of Housing and Urban Development
MICT- Ministry of Information, Communication and Technology
MLSS- Ministry of Labour and Social Security
MOF- Ministry of Finance
MOH- Ministry of Health
MOJCA- Ministry of Justice and Constitutional Affairs
MOPS- Ministry of Public Service
MSCY- Ministry of Sports, Culture and Youth Affairs
MSME- Medium Small-Medium Enterprises
MTAD- Ministry of Tinkhundla Administration and Development
NERCHA- National Emergency Response Council on HIV and AIDS
NEWS- National Early Warning System
NHIP- National Health Insurance Fund
OVC- Orphaned and Vulnerable Children
PIN- Personal Identification Number
PMO- Prime Minister's Office / Private and Cabinet Office
PPP- Public Private Partnerships
RHM- Rural Health Motivators
SCTD-Swaziland Convention Travel Document
SEA- Swaziland Environmental Authority
SEC- Swaziland Electricity Company
SGCS- Swaziland Government Computer Services
SICTA- Swaziland Information Communication and Technology Authority
SIPA- Swaziland Investment Promotion Authority
SIMPA- Swaziland Institute of Management and Public Administration
SLA- Service Level Agreements
SLIT- Swaziland Livestock Information and Traceability System
SNAP- Swaziland National AIDS Programme
SNAT- Swaziland National Association of Teachers
SNPF- Swaziland National Provident Fund
SOP- Standard Operating System
SPTC- Swaziland Post and Telecommunication Corporation
SRA- Swaziland Revenue Authority
STA- Swaziland Tourism Authority
TA- Technical Assistant
UNDP- United Nations Development Programme
UN EGDI- United Nations e-Government Development Index
WCA- Workman Compensation Act

I) Introduction

The "e-Government Strategy for the Swaziland: 2013-2017" lays out the vision for e-/m-Government in Swaziland. The Strategy aims to transform public administration through the use of ICT by the Government of Swaziland in order to achieve social, economic, fiscal, and national capability and performance gains; and thereby contribute to the objectives of the Poverty Reduction Strategy and Action Plan to eliminate poverty by 2022.

The e-Government Strategy acknowledges the challenges that constrain socio-economic gains, notably a limited Internet infrastructure deployment in rural areas and the high cost of access to ICT for the majority of people. It seeks to address those challenges by fostering a conducive legislative and regulatory environment, liberalizing the ICT sector, taking advantage of the increasing diffusion of mobile technologies to deliver services where people are, and enhancing people's capacity to fully benefit from the Information Society. The Strategy identifies three main strategic goals, five strategic targets and ten foci of thrusts for achieving its vision.

Pillars of e-/m-Government for Swaziland



Whereas the National Development Strategy, the PRSAP and the e-Government Strategy outlines where the country wants to be and what it wants to do, the Operational Framework addresses how to make it happen. It builds on the principles and priorities formulated in the e-Government Strategy, and further provide a high-level overview of an implementation plan.

This document outlines the principles that will lead the implementation of the e-Government Strategy, the priorities actions identified for enabling progress in the short, medium and long terms, and proposes a methodology for managing and monitoring the implementation.

a) Principles

- The Operational Frameworks builds on the priorities identified in the approved e-Government Strategy for Swaziland, 2013-2017.
- It seeks to progressively remove bottlenecks that might impede full implementation of the Strategy by sequencing priority actions and initiatives.
- Therefore it proposes a staggered implementation, focusing on essential prerequisites and quick wins in the short term (2-3 years), value-added e-services and strategic planning in the medium (5 years).
- For the short term, the emphasis will be on building the essential foundations for institutional development, financial resources, human capacity, infrastructure development, technical assessments and baseline benchmarking. The quick wins -the projects already initiated or that can be achieved within existing resources and institutional arrangements, will showcase early benefits for the overall population.
- Medium term objectives will bring government closer to citizens by providing value-added e-services and facilitating access to them. To ensure long-term continuity and sustainability of government efforts and benefits for the people, strategic planning for the next e-Government Strategy should be initiated.
- Capacity development, government-wide infrastructure and enterprise architecture deployment, as well as communications and outreach to citizens will be undertaken in both implementation phases.
- A sound communications strategy that clearly and regularly conveys the vision of the country's

leadership to the general public, will be critical to raise awareness on the benefits provided by the e-Government Strategy, to educate the public on their rights, entitlements and obligations, and to manage expectations.

- The communications strategy will also be the opportunity to engage with the people of Swaziland and ensure that their views, concerns and feedback on the Strategy and its implementation are collected and taken into account. Such participatory process that can build on the e-participation components of the Strategy, such as the Person Identification Number (PIN) and Business Identification Number (BIN) projects.
- Before/after benchmarks will be used to measure progress and show impact – milestones must be citizen and business-centric to ensure that the people of Swaziland remain at the core of the e-Government Strategy.
- Progress will be benchmarked against international standards and rankings (UN e-Government maturity level, UN e-Government Development Index and the UNDP Human Development Index).
- Ownership of respective projects will lie with relevant ministerial departments, identified in the Operational Framework as Lead agencies. Each department will develop its own ICT Strategy while ensuring full compliance with the Government Enterprise Architecture.
- The Government should own, lead and finance the implementation of the e-Government Strategy. While support will be sought from external partners, it should not be a reason to delay implementation of priority actions. Allocation of resources in the national budget for the implementation of the e-Government Strategy will be a clear indicator of the political will and level of commitment of the Government.

b) Priority Actions

- The Priority Actions will be the main initiatives through which the e-Government Strategy will be implemented in the short, medium and long terms.
- For Each Priority Action, the Operational Framework will indicate the link to the relevant strategic goals and targets of the Vision for e-/m-Government for Swaziland, as well as to the

pillars of Vision 2022, the Poverty Reduction Strategy and Action Programme of Swaziland. Each Priority Action must belong to at least one of the 10 pillars of the e-Government Strategy for Swaziland.

- For each Priority Action, the Framework will indicate the lead agency/owner, implementing agencies and partners.
- Some Priority Actions can only be implemented if prerequisites are met, which would be indicated in the Framework. Linkages with other Priority Actions will also be identified where relevant.
- Some Priority Actions are cross-cutting enablers, which are critical for progress under all foci of thrusts. These actions constitute prerequisites that must be addressed in the earlier phases of implementation.
- The Annex to this document will list all Priority Actions for the period covered by the e-Government Strategy, 2015-2018. Noted is that the priority actions (projects) will be evolving dependent on specific sector factors such as financial resources, availability of technical skills and development partners interest to support some of the initiative included in the list or not.

Definitions

Coordination agency: Agency responsible for coordination and monitoring the implementation of the E- Governance Strategy and E-governance Operational Framework. The E- Governance Unit has the mandate and responsibility of coordinating the implementation of the Strategy.

Lead agency: Agency in charge of the main thematic focus area of the priority action, representing the institutional home and main beneficiary of the action. In order to streamline accountability lines, it is recommended that each priority action should have only one owner.

Implementing agency: Entity that has a tangible, operational role to play in the implementation of the project. The Priority Action's project document will detail the respective responsibilities of implementing agencies.

Partner Agency: Entity that has a stake in the successful implementation of the Priority Action. A partner agency may contribute to the priority action's design, provide feedback on implementation, but does not have a concrete operational role in terms of project management.

PHASE 1: SHORT TO MEDIUM TERM (2-3 YEARS)

In the first three years of implementation, the focus will be on critical enablers and prerequisites that are necessary to realize the core vision of the e-Government Strategy. Priority Actions in Phase 1 will aim at removing bottlenecks in (a) required human capacity, institutional and financial resources; (b) infrastructure requirements for deploying value-added services and increasing access and reach; and (c) a legal environment conducive to a knowledge-based economy and the protection of people's rights. Projects already underway will constitute "quick wins" that can be delivered and showcased in the short term.

Priority Activities that are continuous in nature will roll over throughout the short, medium and long term phases of implementation.

i) Human Capacity, Institutional and Financial Resources

- Budget allocation for e-Government Strategy
- e-Government Steering Committee
- Strengthen e-Government Unit
- ICT Governance Unit
- e-Swaziland Commission
- Business Process Re-engineering Unit
- Chief Information Officers (CIOs)
- Training and capacity development (ICT skills, project management, strategic planning, BPR etc.)

ii) Infrastructure and Applications

- SWAZINET
- Government enterprise architecture (ERP, back-office, Intranet, Email, SOP, CDR) and e-government interoperability framework (eGIF)
- PIN/BIN integration
- Improved Government Portal with social media capabilities
- Website of the Parliament
- e-Procurement

iii) Baseline, benchmarks

- Mapping of all government services and internal capacities
- Mapping of legacy IT systems
- Mapping of MDA IT requirements,
- Benchmark indicators (before-after, satisfaction surveys)
- Communications Strategy

iv) Legal environment

- New Telecommunications Act
- Electronic Transactions and Commerce Act (Signature, contract, computer crime)
- Legal framework for protection of personal data and privacy
- Reduction of excise duty and value added taxation for ICT goods and services while increasing overall tax base of the country

Parliament

The Parliament is a critical stakeholder that has been overlooked in the design of the e-Government Strategy. The implementation of several priority enablers will require the active involvement of Parliament, particularly regarding the legislative framework and regulations that must imperatively be enacted. As an oversight branch of the Government, the Parliament can benefit from the economies of scale and interoperability with other government institutions that will be achieved through common government-wide infrastructure, data repository and enterprise architecture. The Parliament has undertaken its own strategic planning exercise, yet it currently suffers significant capacity constraints. Leveraging synergies between the Parliament ICT Strategic Plan and the e-Government Strategy will help reduce the gap between the institution and the rest of the government.

Quick Wins

- Remote Remand Hearing for the Accused Persons
- Electronic Collection and Payment System
- Payment of Terminal Benefits to Civil Servants
- Issuance of the Public Transport Permit
- PIN and BIN
- Disbursement of Elderly Grants
- High Court Case Management

- Leverage partnerships with the Private Sector (mobile payments)
- e-Tax
- e-Suggestions channel on Government Portal

II) PHASE 2: MEDIUM TO LONG TERM (5 YEARS)

The second phase of implementation will focus on value-added e-services that build on the foundations laid in the first phase, taking full advantage of the enabling conditions finally in place to accelerate achievement of the strategic goals. Critical activities will include taking stock of lessons learned in the implementation of the first e-Government Strategy, and developing the second e-Government Strategy.

- Government enterprise architecture (ERP, back-office, Intranet, Email, SOP, CDR, Interoperability)
- Training (ICT skills, project management, strategic planning, BPR)
- Life Event Cycle Government Portal
- Internet Kiosks in Community Access Centres (plazas, rural villages, government libraries, schools); E-Government intermediary centres in Tinkhundla and Post offices
- Communications Strategy
- Strategic Planning
- Computer Emergency Response Team (CERT)
- e-Voting (expand to City Council elections)
- Business Process Re- engineering (BPR)

III) Programme Management

- For each priority action, a Project Team will be formed and led by a Project Manager who will be designated by the Lead agency. Project team members will be selected from the lead, implementing and partner agencies.

- The Project Manager will develop a detailed work plan, in coordination with implementing and partner agencies. The plan will include expected outputs, key activities and performance

indicators, resource requirements (human and financial), quarterly milestones for benchmarking progress, and clear time-lines. For e-/m-services, the implementation plan will indicate detailed requirement specifications as well and business process re-engineering requirements if relevant.

- Chief Information Officers will be responsible for both the development of the sectoral ICT strategy in their respective agencies, and the implementation of the priority actions for which their agencies is the lead entity. At the departmental level, CIOs will coordinate the work of the project teams in their agencies.
- All plans will be submitted through CIOs in lead agencies to the e-Government Unit, which is responsible for overall coordination of the implementation of the e-Government Strategy.

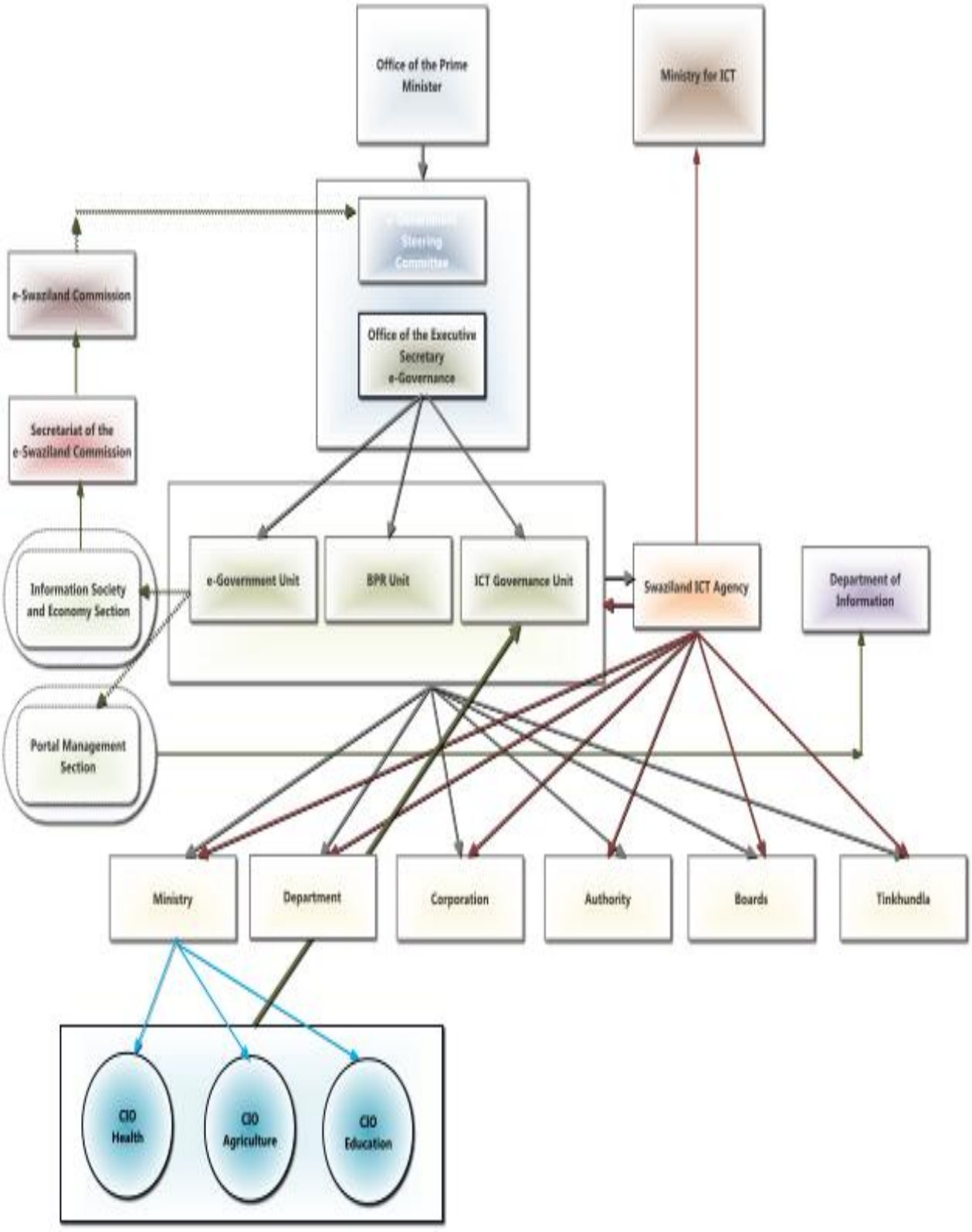
IV) Operational Framework

The e-Government Strategy has adopted a responsibility framework (p99) and an organizational framework (p107), from which the operational structure is derived. Taken together, the responsibility framework and the operational framework delineate the accountability lines of the e-Government Strategy.

Responsibility Framework

Political Stewardship	Office of the Prime Minister
Strategy	E-Government Steering Committee
Planning and Control	Office of Executive Secretary, e-Governance
	E-Swaziland Commission
ICT Support	SICTA
Implementation	SICTA
	ICT Governance Unit
	E-Government Unit
	E-Swaziland Commission
Benchmarking and Monitoring	Central Office of Statistics

V) Organisational Framework



Operational Structure

The Operational Structure is contingent upon critical institutional transformations that must be urgently undertaken to ensure that the Government is fully capacitated and resourced to implement the e-Government Strategy. These include setting up the e-Government Steering Committee, the e-Swaziland Commission, the ICT Governance Unit and the Swaziland ICT Authority.

It is anticipated that the e-Government Unit and the Computer Services Department (CSD) will shoulder the have the largest responsibilities until such institutional transformations become effective. Strengthening the e-Government Unit and CSD should therefore be first order of priority in the short to medium term. The Operational Structure defines the project management and reporting lines of the Operational framework.

(VII) Monitoring and Evaluation

- Monitoring and evaluation will be undertaken by the e-Government Unit, which will rely for support on both the Central Office of Statistics for benchmarks and the consolidated reports from priority-action project managers.
- Priority action project managers will submit quarterly progress reports to the e-Government Unit, which in turn will submit consolidated annual reports to both the e-Government Steering Committee and the Prime Minister, in line with the functional responsibilities outlined in the e-Government Strategy.
- Meeting pre-determined milestones will be critical to convey progress, not only to senior managers in the Government, but also to development partners and citizens. Communications campaigns and messaging will build on the outcomes that are focused on citizens and business.
- The present operational framework proposes a yearly milestone for the overall e-Government Strategy, with a focus on citizens' outcomes. The Office of the Executive Secretary, e-Governance and the e-Government Steering Committee will ultimately determine in consultative fashion what the yearly milestones should be.

Possible set of milestones:

Year 1: Launch on improved Government Portal with social media features and containing, online government forms for citizens and business online directory of government entities and services, and resource library of national documents (laws, regulations).

Year 2: Launch of e-Services with integrated PIN/CIN

Year 3: Launching of community access centers (Tinkhundla, post offices, libraries, schools) and self-service kiosks offering access to e-services.

Year 4: Re-launch of Government Portal using Life Event Cycle Model, one-stop-shop for all government services

CONSOLIDATED PRIORITES AND RELATED ACTIONS

- The Ministerial Priority Actions that are critical for the successful implementation of the E-Governance operational plan are highlighted in red and the quick wins are highlighted in green.

E- Governance Priority actions (prerequisite)

E- Governance quick wins

E-Governance actions that are sector specific

- The related actions clusters are reflected below:

E-GOVERNMENT PRIORITY ACTION CLUSTERS

1.0 UNITED NATIONS MATURITY LEVEL: E-GOVERNMENT UNIT IS THE LEAD AGENCY.

1.1 Adoption of UN e-Government Maturity Model for progress assessment and UN Development Index for benchmarking.

1.2 Survey mechanism for UN EGDI (online services, Telecommunications Infrastructure, e-Participation for benchmarking and progress monitoring).

2.0 WWW.GOV.SZ PORTAL IMPROVEMENT: PRESS OFFICE BEING THE LEAD AGENCY IN, THE ABSENCE OF THE PORTAL SECTION

2.1 Improving and strengthening www.gov.sz portal

2.2 E-suggestion channel for Government portal.

2.3 Digitization of Government Forms and creation A-Z forms' directory on Government portal.

2.4 Establishment of Portal section within the e-Government Unit.

2.5 Local content development (including the SiSwati language).

2.6 Collection of Indigenous knowledge for posterity from sixteen custodians.

2.7 Transforming www.gov.sz portal into a life event cycle portal.

3.0 MULTI ACCESS COMMUNITY CENTRES: THE MINISTRY OF TINHKUNDLA ADMINISTRATION AND DEVELOPMENT IS THE LEAD AGENCY

3.1 Private Sector initiated Internet Kiosks plazas, rural villages, libraries, schools, etc.

3.2 Establishment of twenty (20) information centres at Tinkhundla and Ka-Gogo Centres.

3.3 E-Government intermediary centres at Tinkhundla and post office.

3.4 ICT recycling schemes for rural centres and community centres.

4.0 LEGISLATIVE FRAMEWORK AND SECURITY MEASURES: MINISTRY OF INFORMATION, COMMUNICATION AND TECHNOLOGY TO LEAD THIS INITIATIVE.

4.1 Enactment of a Telecommunication law to liberalise the telecommunications sector.

4.2 Privacy policy for all MDA websites.

4.3 Set up a Computer Emergency Response Team (CERT).

4.4 Establishment a Protective Security Framework for Swazi-Net.

4.5 Legal Protective Framework for the protection of personal data and privacy.

5.0 DATA STOARGE AND ACCESSIBILITY: MINISTRY OF INFORMATION, COMMUNICATIONS AND TECHNOLOGY IS TO LEAD THE IMPLEMENTATION.

5.1 Establish a Common Data Repository (Government Data Library).

5.2 Automation of Swaziland National Archives Operations (E-Catalogue).

5.3 Development of National Archives e-Institutional Repository.

6.0 ENTERPRISE ARCHITECTURE: MINISTRY OF INFORMATION COMMUNICATIONS AND TECHNOLOGY IS THE AGENCY TO LEAD THE IMPLEMENATION OF THIS INITIATIVE.

6.1 Undertake Enterprise Architecture for the provision of e-/m-Government services.

6.2 Develop a Government Interoperability Framework.

6.3 Establish standard operating procedures for compliance with Enterprise Architecture and Government Interoperability Framework.

6.4 Facilitate training on Standard Operating Procedures for compliance with Enterprise Architecture and Interoperability Framework.

7.0 ELECTRONIC PAYMENT SYSTEM/E-TRANSACTION: MINISTRY OF FINANCE IS TO LEAD THE IMPLEMENTATION.

7.1 Electronic system for national announcement payment collection established.

7.2 Facilitate the interoperability of business solution for transactions and electronic payment.

7.3 Electronic payment of terminal benefits to civil servants'.

8.0 DEVELOPMENT OF MINISTERIAL ICT STRATEGIC PLANS: TO BE LED BY THE MINISTRY OF INFORMATION, COMMUNICATION AND TECHNOLOGY.

8.1 Ministerial ICT Strategic Plans;

8.2 Development of Ministry Specific Information System Strategic Plans.

SECTOR SPECIFIC OPERATIONAL FRAMEWORK

LEAD AGENCIES

1. Head 02-Parliament……24
2. Head 03-Prime Minister's Office……28
3. Head 04-Ministry of Tourism and Environmental Affairs……38
4. Head 05-Royal Swaziland Police……41
5. Head 06-Deputy Prime Minister's Office……42
6. Head 09-Ministry of Tinkhundla Administration and Development……48
7. Head 20-Ministry of Agriculture……51
8. Head 23-Ministry of Economic Planning……55
9. Head 24-Ministry of Housing and Urban Development……56
10. Head 29-Ministry of Commerce Industry and Trade……59
11. Head 30-Ministry of Education and Training……61
12. Head 34-Ministry of Finance……65
13. Head 40-Ministry of Labour and Social Security……70
14. Head 41-Ministry of Public Service……72
15. Head 43-Ministry of Information, Communication and Technology……77
16. Head 45-Ministry of Health……94
17. Head 46-Ministry of Justice and Constitutional Affairs……99

18. Head 50-Ministry of Home Affairs……102

19. Head 53-Ministry of Public Works and Transport……105

Lead Agency: Parliament of Swaziland														
PRSAP Linkage: Promotion of Good Governance														
Sector Linkage: Parliament Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	E-Parliament	E-Democracy; e-/m-Applications; Delivery Channels Legislation e-Participation	Delivery Channels Legislation e-Participation	Needs for Citizens and Business placed at the centre of e-/m-Government	Enhanced people's participation in influencing government policies through ICTs	Undertake feasibility study and develop implementation plan	Robust ICT Infrastructure Legislation	Parliament **Partners** MICT; E-Government Unit			X	X	X	
	Develop an automated system for library and research Services	Programme Implementation e/m-Applications	Needs for Citizens and Business at the centre of e-Government	Needs of citizens and businesses placed at the centre of e/m-government	All Parliament publications digitalised and accessible online		Robust ICT Infrastructure	Parliament **Partners** MICT; E-Government Unit						
	Establish a Human resources database management system (DBMS)	Programme Implementation e/m-Applications	Needs for Citizens and Business at the centre of e-Government	Needs of citizens and businesses placed at the centre of e/m-government	Parliament Administrative services delivery enhanced		Robust ICT Infrastructure	Parliament **Partners** MICT; E-Government Unit						

Lead Agency: Parliament of Swaziland														
PRSAP Linkage: Promotion of Good Governance														
Sector Linkage: Parliament Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
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										2015	**2016**	**2017**	**2018**	**2019**
	Implement BUNGENI legislative management system	Programme Implementation legislation	Needs for Citizens and Business at the centre of e-Government	Needs of citizens and businesses placed at the centre of e/m-government	Legislative oversight management system in place and operationalised		Robust ICT Infrastructure	Parliament **Partners** MICT; E-Government Unit						
	Establish and Automated oversight database	Delivery Channels e-Participation	Needs for Citizens and Business at the centre of e-Government	Needs of citizens and businesses placed at the centre of e/m-government	Increased public service delivery and oversight function		Robust ICT Infrastructure	Parliament **Partners** MICT; E-Government Unit						
	Set up system For Bulk SMS sending	Delivery Channels e-Participation	Needs for Citizens and Business at the centre of e-Government; Reduce Administrative burden for business and citizens; Ensure e-/m-	Needs of citizens and businesses placed at the centre of e/m-government	Efficient communication with parliamentarians enhanced		m-applications	Parliament						

Lead Agency: Parliament of Swaziland														
PRSAP Linkage: Promotion of Good Governance														
Sector Linkage: Parliament Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
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										2015	**2016**	**2017**	**2018**	**2019**
			channel becomes the most attractive option											
	Establish Parliamentarians www.gov email addresses	Delivery Channels e-Participation	Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Parliament staff and Parliamentarians accessible on line.		Robust ICT Infrastructure	Parliament						
	Develop an interactive Parliamentary website	Delivery Channels e-Participation	Needs for Citizens and Business at the centre of e-Government; Deliver efficiency, effectiveness	Needs of citizens and businesses placed at the centre of e/m-government				Parliament						

Lead Agency: Parliament of Swaziland														
PRSAP Linkage: Promotion of Good Governance														
Sector Linkage: Parliament Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
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										2015	**2016**	**2017**	**2018**	**2019**
			and value for the money; Ensure e-/m-channel becomes the most attractive option											
	Broadcasting and webcasting of Parliamentary proceedings	Delivery Channels e-Participation	Needs for Citizens and Business at the centre of e-Government Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Citizens participation and engagement on parliamentary debates enhanced			Parliament Partners SBIS						

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Set up e-Swaziland Commission (e-SwzC)	Programme Implementation	Develop ICT skills; Develop market conditions conducive to ICT sector	Spurring an ICT Sector and needs for Citizens and Business placed at the centre of e/m-Government	Information Society and economy increased; Resources mobilised for development of ICT human Capital; Creation of ICT Academies;	Engage the ICT private sector and economic sectors that are dependent on ICT to assess the viability of creating PPP Establish strategic Partnership / alliance with the private sector and multi-national firms for e-governance sponsoring. Design and deliver specialised ICT programmes for citizens living in the rural communities, senior citizens, women and underprivileged persons and persons with disabilities to	Legal instrument establishing the e-Swaziland Commission	e-Government Unit **Partners** Public Private sector; NGOs Academia	Establishment of e-Government Unit institutional arrangement underway.	X	X			

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions		**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
						minimise digital divide and transition								
	Set up an independent telecommunications Regulatory Authority	Liberalisation	Develop Market conditions conducive to the ICT sector	Spurring an ICT Sector	Telecommunication Regulator in place and operational	Rules and regulations in place ; Policy guidelines; operationalize legal framework; Strengthen Capacity of Commissioners.	Operationalize the ICT Legal Framework	MICT ICT Commission **Partners** Public Private; Civil society Partnership Parliament E - Government Unit	Independent regulatory Authority Established	X				
	Establish e-Government Steering Committee	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	E- Gov steering committee in place and operational Effective coordination of sector e-governance initiative within Public Sector	E- Governance Focal points appointed. Terms of reference for the Committee in place	Instrument establishing the Steering Committee Adherence to MICT and E-Governance National Policy framework.	ALL MDA **Partners** Public Sector Ministries and Departments.	Steering Committee established and operationalized	X				
	Strengthen	Programme	Deliver	Needs of	E-	E –governance	Undertake	e-						

Lead Agency : Prime Minister's Office															
PRSAP: Strengthening Good Governance; Decentralisation of Public Services															
Sector Policy Linkage: National Development Strategy; Swaziland Development Index															
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first															
	Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	capacity of e-Government Unit	Implementation	efficiency, effectiveness and value for the money	citizens and businesses placed at the centre of e/m-government	Government Unit Functional and capacitated	operating with full staff complement.	organisational and capacity assessment	Government Unit **Partners** MPS; Ministry of Finance CSC	Discussions on going with the Ministry of Public Service	X	X	X	X	
	Establish ICT Governance Unit	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	ICT E-governance unit established; operationalised and capacitated. Effective coordination of ICT initiative within Public Sector	Establishment of the ICT Unit Appointment of the appropriate staff	Undertake organisational review on ICT related Initiatives	MPS MOF MICT PMO **Partners** E-government Unit	Discussions on going with the Ministry of Public Service	X	X			
	Establish Business Process Re-engineering Unit (BPR)	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Sector BPR Reports Number of Ministries capacitated on BPR	Inventory and Mapping of Government Services	Establishment of the Unit or department within the E - governance Unit.	MPS; MICT; e-Government Unit Partners All MDA	Establishment of BPR Unit is underway	X				
	Financing of e-Government Strategy	Programme Implementation	Deliver efficiency, effectiveness	Needs of citizens and businesses	Costing National Operational	Business Process Analysis	Business Process Re-engineering	Min Fin; e-Government Steering		X	X	X	X	X

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
		and value for the money	placed at the centre of e/m-government	Plan Resource Mobilisation Strategy	Report. Sectors capacitated on effective budgeting for E- Governance	(BPR) Analysis Reports.	Committee **Partners** All MDA						
Development of Ministry-specific Information Systems Strategic Plans	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	MICT Information Systems Strategic Plan in place	Establish ICT Governance Unit	Preliminary baseline information on Sector ICTs in place. Systems for mainstreaming ICT in sector strategic plans developed.	All MDA		X	X			
Adoption of UN e-Government Maturity Model for progress assessment and UN e-Government Development Index for benchmarking	Programme Implementation Establishment of Portal Section within e-Government Unit	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Adopt UN e-Government Maturity Model	Identify variables for e-government development index	Situational Analysis for benchmarking on e-governance development index	e-Government Unit; Transformation Team; e-Swaziland Commission; e-Government Steering Committee **Partners** Private and public Sector	Adoption of UN e-Government Maturity Model for progress assessment and UN e-Government Development Index for benchmarkin	X				

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
								g					
Survey mechanisms in four areas of UN EGDI (Online Service, Telecommunications Infrastructure, Human Capital, e-Participation) for benchmarking and monitoring progress	Programme Implementation	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Survey mechanisms in four areas of UN EGDI piloted		Appropriate Applications developed and tested	Central Office of Statistics **Partners** All MDA		X	X			
Improving and Strengthening www.gov.sz Portal	Delivery Channels; e-Democracy; e-/m-Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive	Needs of citizens and businesses placed at the centre of e/m-government	Public Service Delivery enhanced	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime); E-Procurement G2B platform	Enabling Legislation Security Risk Assessments Appropriate applications and soft wares procured	MICT; Parliament Min of Finance SRA **Partners** All MDA		X	**X**	**X**	X	

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
		option											
E-Suggestions channel on Government Portal	Delivery Channels; e-Democracy; e-/m-Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Interactive Government portal	Improving and Strengthening www.gov.sz Portal	Swazi gov website transformed into a life event cycle portal	MICT **Partners** All MDA		X				
Digitization of all government forms and creation of A-Z forms directory on Government Portal (offline and online)	Delivery Channels Programme Implementation	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative	Needs of citizens and businesses placed at the centre of e/m-government	All Government forms available on -line	Improving and Strengthening www.gov.sz Portal	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime); Inventory and Mapping	MICT **Partners** All MDA	Digitization of government forms on going	**X**	**X**			

Lead Agency : Prime Minister's Office															
PRSAP: Strengthening Good Governance; Decentralisation of Public Services															
Sector Policy Linkage: National Development Strategy; Swaziland Development Index															
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first															
Priority Actions		**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
			burden for business and citizens; Ensure e-/m-channel becomes the most attractive option				of Government Services; Inventory and Mapping of existing IT systems							
	Establishment of Portal Section within e-Government Unit	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Portal Section established within e-Government Unit	Improving and Strengthening www.gov.sz Portal; Transforming www.gov.sz into Life Event Cycle Portal	Instrument hiving off the Government website to the e-Government Unit	MPS MOF CSC **Partners** ALL MDA Private Sector Development Partners		**X**				
	Skills Development for BPR	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Qualified Public Service on BPR Capacity for all Sectors strengthened on BRP	Develop training plan; Develop sector service delivery inventory	Training Institutions identified to provide training to public service	MPS; MICT; CSC Min of Finance; Private Sector **Partners** All MDA Development Partners		X	X	X	X	
	Communications and Outreach Strategy	Programme Implementation	Ensure e-/m-channel becomes the most attractive	Needs of citizens and businesses placed at the	Communication and outreach strategy in	Technical Assistance secured	Appropriate Terms of Reference developed	MITC; Min Tinkhundla Development Partners		**X**	X	**X**	**X**	

Lead Agency : Prime Minister's Office															
PRSAP: Strengthening Good Governance; Decentralisation of Public Services															
Sector Policy Linkage: National Development Strategy; Swaziland Development Index															
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first															
Priority Actions		**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
			option	centre of e/m-government	place			Private Sector **Partners** All MDA						
	Change Management Strategy	Programme Implementation	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Change Management Strategy Document in place	Technical Assistance in place	Appropriate Terms of Reference developed	MPS MITC Egov Unit **Partners** All MDA Development Partners		X	X	X	X	
	Strategic Partnership Alliance with private sector	e/m Application Programme implementation	Develop Market conditions conducive to the ICT sector	Spurring an ICT Sector	E-governance Initiatives established PPP / ICT Database in place	Public Private Partnership Policy on e-governance Set up e-Swaziland Commission (e-SwzC)	Consultations with stakeholders / potential partners, draft legal instruments to operationalise PPP ratify the legal instrument and operationalise agreement	E-Swaziland Commission **Partners** Private Sector Development partners		**X**	X	**X**	**X**	
	Private Sector	Delivery Channels	Public Services delivered	Needs of citizens and	Number of Internet	Create an enabling	Strategic Partnership	E-Swaziland Commission;						

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions		**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	initiated Internet Kiosks plazas, rural villages, government libraries, schools)	e/m Application Robust ICT Infrastructure	through the appropriate channel; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	businesses placed at the centre of e/m-government	Kiosks; government libraries, schools established in the various Constituencies	environment for ICT infrastructure development	Alliance with private sector	Ministry of Tinkhundla; SPTC; Ministry of Education **Partners** Private Sector Development Partners		**X**	X	**X**	**X**	
	E-Government intermediary centres in Tinkhundla and Post offices	Delivery Channels	Public Services delivered through the appropriate channel; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Multi-channel access to government services	Identification of intermediaries, roll-out equipment and e-services	Set up e-Swaziland Commission (e-SwzC) ICT Skills development at Constituency level	E-Swaziland Commission; Ministry of Tinkhundla; SPTC; M-Finance; MET **Partners** Private Sector; Development Partners		X	X	X	X	**X**
	ICT recycling scheme for rural centres and	Delivery Channels	Public Services delivered through the appropriate	Needs of citizens and businesses placed at the	ICT recycling scheme established	E-Government intermediary centres in Tinkhundla	Internet Kiosks (plazas, rural villages,	E-Swaziland Commission; Ministry of Tinkhundla		X	X	X	X	X

Lead Agency : Prime Minister's Office														
PRSAP: Strengthening Good Governance; Decentralisation of Public Services														
Sector Policy Linkage: National Development Strategy; Swaziland Development Index														
E- Government Strategic Goal : Paving the way for economic growth; Putting Citizens and business first														
Priority Actions	**Enablers**	**Focus of Trusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and on- going initiatives**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
community centres		channel; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	centre of e/m-government		and Post offices	government libraries, schools) Set up e-Swaziland Commission (e-SwzC)	**Partners** Private Sector; Development Partners						

Lead Agency: Ministry Tourism and Environmental Affairs														
NDS strategic Goal: Agriculture Development, Economic Empowerment and Environment Management														
PRSAP Linkage : Improved quality of life														
E-Government Strategic Goal : Paving the way for economic growth :Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus Area**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Digitized legislation, Policy, and Strategy	e-/m-Applications, delivery channels	Outreach, empowerment	Needs of citizens and businesses placed at the centre of e/m-government, Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-	Increased access to MTEA information	Review of MTEA strategy	Robust ICT Infrastructure Legislations, Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime); Legal Framework for the protection of personal	All departments and parastatals within ministry, **Partners** MEPD, Min of Justice e-Government Unit (e-SwzC) MICT	Review of policies and legislation	X	X			
	e-forest extension service	e-/m-Applications, delivery channels	Outreach, empowerment Deliver efficiency, effectiveness, and value for money gains	Needs of citizens and businesses placed at the centre of e/m-government	Easy access to Information promoting forestry development	Develop forestry management information system	ICT infrastructure at regional level	Forestry department **Partners** Communities, forestry industry, nature conservancies and NGOs	Forestry Extension programme		X	X		
	e-forestry permits issuance	e-/m-Applications, delivery channels, legislation	Deliver efficiency, effectiveness and value for the money;	Needs of citizens and businesses placed at the centre of	Decentralized issuance of permits	review of forestry legislation	Digitization of permits, ICT infrastructure decentralized	Forestry Department **Partners**	Issuance of permits		X	X		

			Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	e/m-government, and spurring the ICT sector				Communities, forestry industry, nature conservancies and NGOs						
	Enhance provision of e-weather & climate information	e-/m-Applications, delivery channels, robust ICT infrastructure	Deliver efficiency, effectiveness and value for the money; Ensure e-/m-channel becomes the most attractive option, Outreach, empowerment, ICT development skills	Needs of citizens and businesses placed at the centre of e/m-government, ICT for education	Reduced loss and damage associated with weather and climate, improved safety and security of citizens	Automation of weather and climate monitoring systems	Robust ICT infrastructure, ICT skills enhancement,	Meteorology Department **Partners** Ministry of ICT, Telecoms company	Dissemination of weather and climate information through electronic and print media	X	X			
	Augmentation of early warning system	robust ICT infrastructure, e-/m-Applications, delivery channels	Deliver efficiency, effectiveness, empowerment, outreach	Needs of citizens and businesses placed at the centre of e/m-government, ICT for education	Timely dissemination of weather and climate information		Robust ICT infrastructure, ICT skills enhancement, climate change adaptation strategy	Meteorology **Partners** Min ICT, Telecoms companies	Lightning warnings automatically disseminated to subscribed users		X			
	E-Applications for Environmental Impact Assessments	e-/m-Applications, delivery channels, robust ICT infrastructure	Increased efficiency and effectiveness, Reduce Administrative burden for	Needs of citizens and businesses placed at the centre of e/m-government	Improved environmental compliance to legislative requirements, Improved	Review of EIA Regulations 2000,	Robust ICT infrastructure, ICT skills capacity building	Swaziland Environment Authority (SEA) **Partners** Environment	EIA Tracking system and database	X	X	X		

			business and citizens		turn-around times			al Consultants					
	Swaziland Tourists Destination Management System	e-/m-Applications, security, legislation	Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government, and spurring the ICT sector	Increased tourism spend and arrivals	Awareness creation through STA website www.thekingdomofswaziland.com	Robust ICT Infrastructure Legislations	Swaziland Tourism Authority (STA) **Partners** Local tourism establishments	Database for existing local establishments	X	X			
	E-registration of local tourism establishments	e-/m-Applications, ,legislation	Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government, and spurring the ICT sector	Increased accountability and revenue collection	Development and or Strengthening of the Swaziland Tourism Authority website and the www.gov.sz website	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime); Legal Framework for the protection of personal data and privacy; PIN/CIN	STA **Partners** Local tourism establishments	Database for existing local accommodation establishments		X	X		

Lead Agency: Royal Swaziland Police Service

PRSAP Linkage: Promote safety and security

E-Government Strategic Goal: creating an ultimate peaceful and secure environment that is free from fear of crime across the broad spectrum of society using ICT

Priority Actions	Enablers	Focus of Thrusts	Strategic Targets	Key Results	Related Action	Prerequisite	Implementing Agencies	Current and Ongoing work	Time Frame				
									2015	**2016**	**2017**	**2018**	**2019**
Establish electronic forensic unit in Police Force	Security Funding Robust ICT Infrastructure e-/m-Applications	Ensure e-/m-channel becomes the most attractive option; Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Forensic unit encompassing ICTs used for investigations	Recruitment and training of personnel. Infrastructure (building and hardware)	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime)	Royal Swaziland Police; MICT **Partners** ALL MDA, Private Sector; Development Patrners, MoJCA	Still to be implemented		X	X		
E-policing	Security Funding Robust ICT Infrastructure e-/m-Applications	Deliver efficiency, effectiveness and value for the money; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Electronic data capturing and keeping of criminal and civil records. Conversion of manual paperwork to electronic system within the Police Service.	Procurement of system(Software ,Hardware and Network infrastructure)	Robust ICT Infrastructure	Royal Swaziland Police; MICT **Partners** MOJ; MICT	Ongoing	X	X	X	X	X

Lead Agency: Deputy Prime Ministers Office														
PRSAP Linkage: Pillar: Social protection of vulnerable groups														
Sector Policy Linkage : National Social Development Policy														
Strategic Goal: Putting Citizens and Business First														
E-Government Strategic Target : Needs of citizens and businesses placed at the centre of e/m-government														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Electronic Disbursement of Social Welfare grants	Delivery Channels Programme Implementation	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Electronic Disbursements system in place and operationalised	Legal Framework for the protection of personal data and privacy Business Process Re-engineering	Legislation PIN/CIN	Ministry of Tinkhundla; Min of Finance **Partners** MICT E - Government Unit	Ongoing		X			

	Development of social protection data base (OVC, Elderly, people living with Disabilities)	Delivery Channels Robust ICT Infrastructure Security e-/m Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Social protection database in place	Human resource recruitment and capacity development	Robust ICT Infrastructure and equipment	DPMs Office **Partners** MICT Ministry of Tinkhundla; Min of Finance, Ministry of Home Affair, Central Bank	Ongoing					

Lead Agency: Deputy Prime Minister's Office, Department of Gender and Family Issues															
PRSAP Linkage: Promote gender equality and equity															
Sector Policy Linkage: National Gender Policy															
E-Government Strategic Target : Needs of citizens and business placed at the centre of e-/m government; Addressing Millennium Development Goals : Putting Citizens and Business First															
Priority Actions		**Enablers**	**Focus Area**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2014	**2015**	**2016**	**2017**	**2018**
	On line Reporting System for Victims of Violence	Robust ICT Infrastructure Legislation Funding	Needs for citizens and business placed at the centre of e-Government Enabling environment Deliver efficiency, effectiveness, and value for money gained Public service delivered through the most appropriate channel Ensure online channels most attractive option	Needs of citizens and business placed at the centre of e-/m-Applications	Timely reporting of violence incidence Reduction of cases of violence	Recruitment of Human Resource Capacity building Design website Internet services in rural areas	Robust ICT Infrastructure Legislation	DMPO(Gender and Family Issues Department) **Partners** Private sector; NGOs Development partners Government Computer Services Royal Swaziland Police Judiciary			X	X	X	

	Online Reporting System of activities on Gender Policy Action Plan	Robust ICT Infrastructure Legislation Security	Deliver efficiency effectiveness and value for money En sure online channels most attractive option	Needs of citizens and business placed at the centre of e-/m-Applications	Data base system for stakeholders to report on activities of the Gender Policy Action Plan	ICT Capacity development to manage Recruitment of Human Resource Capacity building data base	Robust ICT Infrastructure	DMPO(Gender and Family Issues Department) **Partners** Private sector; NGOs Development partners Computer Services e-Government Unit			X	X		

Lead Agency Deputy Prime Minister's Office - Disaster Management														
PRSAP Linkage: Social protection of vulnerable groups														
Sector Policy Linkage: Disaster management act, 2006, national disaster risk management policy 2011														
e-Government Strategic Goal : Addressing Millennium Development Goals; Paving the way for Economic Growth; Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
									2015	**2016**	**2017**	**2018**	**2019**
Strengthening National and Community Systems for Effective Disaster Risk Management	Legislation Robust ICT Infrastructure e-participation Program Implementation	Outreach, Empowerment Deliver efficiency, effectiveness, and value for money gains	Needs of citizens and businesses placed at the centre of e/m-government	Improved national disaster risk management systems Improved national early warning systems and management Regional and community emergency preparedness and response strengthened	Inter-Cluster coordination system's capacity for disaster preparedness and Response strengthened. Integrated National Early Warning system (NEWS) for multi hazard Identification and monitoring developed. Disaster preparedness and emergency response practices at	Mainstreaming of DRM in all government ministries and local authorities	National Disaster Management Agency Cluster Lead Ministries **Partners** CSO, UN agencies	Conducted Inter-Agency Disaster Risk Reduction (DRR), Emergency Preparedness and Response (EPR) Country Capacity Assessment (CCA) mission held from 12-23th August 2013.	X	X			

						regional and community levels strengthened								

Lead Agency: Deputy Prime Minister's Office - Children's Department														
PRSAP Linkage:														
Sector Policy Linkage: Child Protection & Welfare Act, 2012; National Plan of Action for Children														
e-Government Strategic Goal : Addressing Millennium Development Goals; Putting Citizens and business first														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	OVC Safety Net Project	Delivery Channels and Funding	Outreach, empowerment, opportunity Needs of citizens and business placed at the centre of e-/m government	Needs of citizens and businesses placed at the centre of e/m-government	Safety Nets for OVC	Baseline survey	Funding	DPMO - Children's Department Social Welfare Department **Partners** Banks, World Bank, Human Development Africa; MTN			X	X		

Lead Agency: Ministry of Tinkhundla Administration and Development														
PRSAP Linkage: Improving Governance And Strengthening Institutions														
Sector Policy Linkage: Decentralisation Policy														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action)**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Citizens awareness-raising on computer crimes and fraud	Programme Implementation Legislation Security	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Awareness on computer crime and fraud	Development of an awareness creation programme for both citizens and business	Relevant training Material	MTAD; E-Government Unit **Partners** Police SRA Finance			X	X	X	
ICT Capacity building strategy for MSME in rural areas	Programme implementation Robust ICT Infrastructure	Develop ICT skills	Spurring an ICT Sector	MSME in rural areas capacitated in ICT	Development of an ICT Skills Capacity Building Programme for MSMEs in rural areas	Robust Infrastructure	E-Government Unit (e-SwzC) MTAD **Partners** Private Sector; Development Partners; relevant MDA			X	X	X	
								Tinkhundla is currently training communities in ICT	X	X	X	X	

	Specialised e-skills training for senior citizens, women and citizens living in the rural communities, underprivileged persons and persons with disabilities	Robust ICT infrastructure Programme Implementation Funding	Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	Computer literacy for citizens with special needs (senior citizens, women and citizens living in rural communities, underprivileged and persons with disabilities	Development of a training programme for specialised training in rural communities	Robust Infrastructure	MTAD; E-Government Unit (e-SwzC) **Partners** Sebenta; DPMs Office; Private Sector; NGOs ; Development Partners	Specialised e-skills training for senior citizens, women and citizens living in the rural communities, underprivileged persons and persons with disabilities	X	X	X	X	
	Develop e-Skills / e-readiness strategy	Programme Implementation	Ensure e-/m-channel becomes the most attractive option	Putting citizens and businesses first Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	e- readiness strategy in place	ICT equipment at Constituency level Internet connection	Robust Infrastructure	Sebenta; DPMs Office; Private Sector; NGOs ; Development Partners		X	X			
	Mapping of services to be provided online at constituency level.	Delivery channel Programme Implementation	Develop ICT skills	Putting citizens and businesses first	Number of services provided at Tinkhundla and regional offices	Capacitate staff to provide such services	Robust ICT Infrastructure Provision of equipment	MTAD MICT (Computer services) Partners Private Sector Development Partners		X	X	X	X	

	Specialised e-skills training for senior citizens, women and citizens living in the rural communities, underprivileged persons and persons with disabilities	Robust ICT infrastructure Programme Implementation Funding	Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	Computer literacy for citizens with special needs (senior citizens, women and citizens living in rural communities, underprivileged and persons with disabilities	Development of a training programme for specialised training in rural communities	Robust Infrastructure	MTAD; E-Government Unit (e-SwzC) **Partners** Sebenta; DPMs Office; Private Sector; NGOs ; Development Partners	Specialised e-skills training for senior citizens, women and citizens living in the rural communities, underprivileged persons and persons with disabilities	X	X	X	X	
	Develop an online integrated constituency development plan and framework for all regions, Tinkhundla & chiefdoms	Programme implementation	Enabling environment	Needs of citizens and businesses placed at the centre of e/m-government	Integrated Development Plans available online/electronically	Regional training workshops Development of Integrated Development Plans	Financial resources Skilled personnel	MTAD **Partners** MEPD MHUD Development Partners	Nhlambeni Inkhundla Development Plan Initiated				X	

Sector: Ministry of Agriculture															
PRSAP Linkage: Policy framework for poverty reduction. Empowering the poor to generate income.															
Sector Policy Linkage: Enhancement of commercialisation and diversification through ICT															
E- Governance Strategic Goal: Addressing Millennium Development Goals, Paving the Way for Economic Growth, Putting Citizens and Business First															
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Swaziland Agricultural Information Portal	e-/m-Applications; Delivery Channels	Enabling Environment; Empowerment; Outreach	e-/m-Agriculture	- Data base created for all Agric information (research information portal, field surveys information, data base for farmers and clients, market related information portal, extension related information etc) - Information easily available for all stakeholders for analysis and evidence based decision making and policy formulation	Inventory and mapping of all the information (types, needs, users) in the Agric sector Up to date website created Communication strategy to be developed Development of service charter for Ministry (departments and sections)	Availability expertise/consultant Budget Basic equipment and connectivity	MICT (Government Computer Services **Partners** SPTC MTN Ministry of Economic Planning and Development (CSO))	Applications developed for research information management	X	X			

Sector: Ministry of Agriculture															
PRSAP Linkage: Policy framework for poverty reduction. Empowering the poor to generate income.															
Sector Policy Linkage: Enhancement of commercialisation and diversification through ICT															
E- Governance Strategic Goal: Addressing Millennium Development Goals, Paving the Way for Economic Growth, Putting Citizens and Business First															
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Swaziland Online Agricultural Marketplace	e-/m-Applications; Delivery Channels	Empowerment; Outreach; Opportunity Public Services delivered through the appropriate channel;	e-/m-Agriculture (e agric trade)	- rural producers connected to the market (produce advertised on line Ease for farmers to market sell their produce) - market requirements or demands easily available online - ease of doing business	- Design applications - Design data storage applications - Build capacity for staff to run the delivery channels	Availability expertise/consultant Budget Basic equipment and connectivity	MICT (Government Computer Services) **Partners** SPTC MTN UNDP		X	X	X		
	Mobile technology enabled Agricultural Supply/Value Chains and e extension	e-/m-Applications; Delivery Channels	Empowerment; Outreach; Opportunity Public Services delivered through the appropriate channel;	e-/m-Agriculture (e agric extension)	- Mobile communication in place; farmer to service provider and vice versa - Question and answer services established - m Delivery	- Design applications - Design data storage applications - Build capacity for staff to run the delivery channels - enact relevant legislation - put in place	Information bank in place; Personnel capacitated and equipped Availability of network Appropriate application/solutions in place	MICT (Government Computer Services) **Partners** SPTC MTN UNDP	Intermittent message delivery by Swaziland Dairy Board and Cotton Board		X	X		

Sector: Ministry of Agriculture															
PRSAP Linkage: Policy framework for poverty reduction. Empowering the poor to generate income.															
Sector Policy Linkage: Enhancement of commercialisation and diversification through ICT															
E- Governance Strategic Goal: Addressing Millennium Development Goals, Paving the Way for Economic Growth, Putting Citizens and Business First															
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
					of extension messages - m Delivery of research results (e.g. soil testing results and vet laboratory diagnostic results)	appropriate guidelines								
	Swaziland Livestock Information and Traceability System (SLITS)	e-/m-Applications; Delivery Channels	Public Services delivered through the appropriate channel; Increase Efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive	e-/m-Agriculture	-Data base created, applications or solutions create, Ease of doing business -livestock permit in any sub-regional office - all animals linked to owner through data base	Design applications or solutions,	Robust infra-structure in place	MICT(Government Computer Services) MoA (DVLS) **Partners** SPTC FAO UNDP Ministry of Home Affairs (BMDs) Private Sector (livestock Traders, Meat Traders	Applications designed, Infrastructure progressively being put in place Crafting of the relevant pieces of legislation		X	X		

Sector: Ministry of Agriculture															
PRSAP Linkage: Policy framework for poverty reduction. Empowering the poor to generate income.															
Sector Policy Linkage: Enhancement of commercialisation and diversification through ICT															
E- Governance Strategic Goal: Addressing Millennium Development Goals, Paving the Way for Economic Growth, Putting Citizens and Business First															
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**
	ICT recycling scheme for rural centres and community centres	Delivery Channels	option	Needs of citizens and businesses placed at the centre of e/m-governmen t	Access to the information centres'	E-Government intermediary centres in Tinkhundla and Post offices	Internet Kiosks (plazas, rural villages, government libraries, schools, sub-regional veterinary offices and RDAs)	E-Swaziland Commission; Ministry of Tinkhundla, MoA **Partners** SPTC MTN UNDP Ministry of Tinkhundla				**X**	**X**	

Lead AGENCY: Ministry of Economic Planning and Development									
PRSP Linkages: Policy framework for Poverty Reduction; Promoting Good Governance and Macro Economic Environment									
Sector Specific Linkage: National development Strategy: Investor Road Map;									
E-Government Strategic Goal: Addressing Millennium Development Goals, Paving the Way for Economic Growth, Putting Citizens and Business First									
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**
	Develop Business Entity Data Architectural Model	Programme Implementation e-/m-Applications	Deliver efficiency, effectiveness and value for the money Needs for Citizens and Business at the centre of e-Government	Needs of citizens and businesses placed at the centre of e/m-government	Business Entity Data Architectural Model operationalised.	PIN and CIN; Set up a Common Data Repository	Robust ICT Infrastructure Cyber Crime Legislation	MEDP; MICT; Swaziland Investment Promotion Authority; Swaziland Tourism Authority; Commercial Department **Partners** Private Sector All MDA	

Lead Agency: Ministry of Housing / Swaziland National Fire and Emergency Service														
PRSAP Linkage														
Sector Policy Linkage														
e-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Establish Electronic Document Management System	Programme Implementation	Deliver efficiency, effectiveness and value for money	Spurring of ICT sector Needs for Citizens and Business at the centre of e-/m-Government	Electronic Document Management System	Undertake a feasibility study and development and implementation plan	Robust ICT Infrastructure	Fire Department **Partners** MICT Computer National Archives e-Government	Strategic Meetings Are on going	**X**	**X**	**X**	**X**	
	Training of Fire-fighters on ICT skills	Programme Implementation	Capacity Development	Needs for Citizens and Business at the centre of e-/m-Government	Fire Fighters capacitated on ICT skills	Develop ICT training plan	Robust ICT Infrastructure	Fire Department **Partners** ICT Public Service	**Strategic Meetings Are on going**	X	X	X		
	Electronic Emergency incident data system	Robust ICT Infrastructure Programme Implementation	Deliver efficiency, effectiveness and value for money	Needs for Citizens and Business at the centre of e-/m-Government	Prompt Collection of Emergency incident data	E-government Fire service information Data Hosting	Robust ICT Infrastructure	Fire Department **Partners** MICT GCS			**X**			

Lead Agency: Ministry of Housing / Swaziland National Fire and Emergency Service														
PRSAP Linkage														
Sector Policy Linkage														
e-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Telephone Lines and Cell Phone Mapping guide	Programme Implementation e/m-Applications	Needs for Citizens and Business at the centre of e-Government	Needs for Citizens and Business at the centre of e-/m-Government	Prompt response to reported emergency incidents	Liaison and cooperation with SPTC and MTN	Partnership/ co-operation agreement between SPTC, MTN and National fire	Fire Department **Partners** SPTC MTN	**Strategic Meetings Are on going**	**X**	X			
	Climate and weather conditions detection	Programme Implementation e/m-Applications	Needs for Citizens and Business at the centre of e-Government	Needs for Citizens and Business at the centre of e-/m-Government	Prompt response to all calamitous events	Link to Meteorology	Partnership agreement	ICT Meteorology	Strategic meetings ongoing					
	Prone Accident Areas Mapping and available on line	Programme Implementation e/m-Applications	Needs for Citizens and Business at the centre of e-Government	Needs for Citizens and Business at the centre of e-/m-Government	High Accidents Zones identified. Reduce the number of accidents and unnecessary life loss.	Information Sharing with Natural Resources (Survey) for mapping updates on new locations	Liaison and Memorandum of understanding	Fire Department **Partners** Natural Recourses (Survey) Min of Health Road Traffic Police	**Strategic Meetings Are on going**	**X**	X			
	Approval Notifications on Fire	Programme Implementation	Needs for Citizens and Business at the centre of e-	Needs for Citizens and Business at the centre of	Prompt Customer Service	Liaison and cooperation with Swazi	Budget	Fire Department	**Strategic Meetings**	**X**	**X**			

Lead Agency: Ministry of Housing / Swaziland National Fire and Emergency Service														
PRSAP Linkage														
Sector Policy Linkage														
e-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Prevention Plans through SMS Transmission	Delivery Channel	Government	e-/m-Government	delivery	SMS Services		**Partners** Swazi SMS Services	**Ongoing**					

Lead Agency: Ministry of Commerce and Trade															
PRSP Linkage:															
Sector Policy Linkage:															
e-Government Strategic Goal: Putting Citizens and Business First															
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	E-Marketing and e-Commerce Strategy for Swaziland handicrafts and crafts	Programme Implementation Robust ICT Infrastructure Funding Legislation	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	e-marketing and e-commerce strategy Operationalised	Business Process Re-engineering	Legislation Robust Infrastructure	MCIT SIPA **Partners** Private Sector e-Government Unit (e-SwzC			X	X		
	Exploration of ICT niche business opportunities	Delivery Channel	Develop Market conditions conducive to the ICT sector	Spurring an ICT Sector	Priority projects identified		Business Process Re-engineering	MCIT SIPA **Partners** Private Sector FSE e-Government Unit MICT (CSD		X	X			
	Business promotion package for foreign direct investment in ICT	Liberalisation	Develop Market conditions conducive to the ICT sector	Spurring an ICT Sector		Reduction of excise duty and value added taxation for ICT goods and services	Enact an Electronic Transactions and Commerce Act	MEDP; MICT; Telecommunications Regulatory Authority; Swaziland			X		X	

Lead Agency: Ministry of Commerce and Trade														
PRSP Linkage:														
Sector Policy Linkage:														
e-Government Strategic Goal: Putting Citizens and Business First														
	Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
							(Signature, contract, computer crime); Enactment of new Telecommunications Act to liberalise the telecommunications sector; Set up an independent telecommunications regulatory authority	Investment Promotion Authority **Partners** Private Sector						

Lead Agency: Ministry of Education and Training														
PRSAP Linkage: Attaining Human Development Capital														
Sector Policy Linkage: Education Policy; National Development Strategy; Swaziland Development Index														
Strategic Goal: Addressing the Millennium Development Goals														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Training of teachers with ICT skills	Capacity Development	Enabling Environment	ICT for Education	50% of Teachers trained in ICT skills	Teachers Development Plan	Baseline survey on ICT skills and competencies	In- service Training Department **Partners** SNAT Development Partners ,Teaching Service Commission and SIMPA		X	X	X	X	X
Review of University or Teachers' College curriculum to introduce ICT modules for future teachers	Capacity Development Programme Implementation	Enabling Environment	ICT for Education	University or Teachers' College ICT curriculum developed	Consultations with training institutions on the design and development of ICT programmes.	ICT Education Policy	MET **Partners** SNAT, SIMPA Development Partners Universities, Colleges and Private Sector		X	X			
Establish partner academies on colleges' campuses to deliver technical ICT skills	Capacity Development	Enabling Environment	ICT for Education	ICT technical skills enhanced.	Consultations with training institutions on ICT skills training requirements	ICT Education Policy MOU between MET and Academia	MET **Partners** SNAT, SIMPA Development Partners Universities, Colleges and Private Sec				X	X	X

Lead Agency: Ministry of Education and Training														
PRSAP Linkage: Attaining Human Development Capital														
Sector Policy Linkage: Education Policy; National Development Strategy; Swaziland Development Index														
Strategic Goal: Addressing the Millennium Development Goals														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Introduce joint degree scheme dedicated to ICT	Capacity Development	Enabling Environment	ICT for Education	ICT programmes established in tertiary institutions	Development of ICT programme modules	MET approval and resource allocation.	MET and Tertiary institutions **Partners** Private Sector, NGOs				X	X	X
Equip primary schools with basic ICT facilities and internet access	Robust ICT Infrastructure and Empowerment	Enabling Environment	ICT for Education	60% primary schools with basic ICT facilities	Availability of ICT Laboratories and procurement of equipment Baseline survey on schools with ICT facilities and access to internet	Liberalised Telecommunications industry ICT Infrastructure	MET; Ministry of Information, Communications and Technology - GCS	MICT, Private Sector, NGOs Development Partners		X	**X**	X	X
Equip pupils with basic ICT skills at primary level	Capacity Development	Enabling Environment	ICT for Education	Number of pupils trained on ICT skills at primary level	Availability of ICT Laboratories and procurement of equipment	Skilled ICT Trainers at primary school level.	MET-In Service Training Department	Private Sector, NGOs		X	X	X	X
Design e-Learning Strategy	Capacity Development	Enabling Environment	ICT for Education	e-Learning strategy in place	Consultation with e-learning led institutions	Policy for e-Learning.	MET; Tertiary institutions	Private Sector, NGOs	X	X			

Lead Agency: Ministry of Education and Training														
PRSAP Linkage: Attaining Human Development Capital														
Sector Policy Linkage: Education Policy; National Development Strategy; Swaziland Development Index														
Strategic Goal: Addressing the Millennium Development Goals														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Education Management Information System (EMIS)	e-/m-Applications; Delivery Channels	Enabling Environment	ICT for Education	Education Management Information System established	Development of EMIS applications /software	EMIS Policy	MET-EMIS Department	MICT	X	X			
Establish academies to provide affordable access to international accreditation and certifications	Programme Implementation Capacity Development Security	Develop ICT skills	Spurring an ICT Sector ICT for education	Accreditation and certification systems in place	Feasibility study for on-line training;	Accreditation and certification policy	MET	MICT, Private sector, Academia and Development Partners		X	X	X	
Set up local training centres for low cost access to international literacy programmes and distance learning	Capacity Development Security Programme Implementation	Develop ICT skills	Spurring an ICT Sector ICT for education	Local training centres for low cost access to international literacy programmes and distance education in place	Feasibility study for setting up local training centres for low cost international literacy programmes and distance learning.	Policy for e-learning (on-line training and distance learning)	MET	Ministry of Labour and Social Security (MLSS); Private sector		X	X	X	

Lead Agency: Ministry of Education and Training														
PRSAP Linkage: Attaining Human Development Capital														
Sector Policy Linkage: Education Policy; National Development Strategy; Swaziland Development Index														
Strategic Goal: Addressing the Millennium Development Goals														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Industry to Academia partnership to match supply and demand of skills and competencies	Programme Implementation Capacity Development	Develop ICT skills; Empowerment; Opportunity	Spurring an ICT Sector	Co-operation Partnership agreement between industry and academia in place.	Industry skills needs analysis		MET and MICT	FSE-CC, FESBC, Private Sector, Ministry of Public Service and MLSS.		X	X	X	X

Lead Agency: Ministry of Finance															
PRSAP Linkage															
Sector Policy Linkage :															
E-Government Strategic Goal: Putting Citizens and Business First															
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Facilitate the interoperability of business solutions for transactions and electronic payments	Liberalisation Robust ICT Infrastructure	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	Business solution for transactions and electronic payments interoperable.		Electronic Transactions and Commerce Act (Signature, contract, computer crime) Civic Registration Act Cyber legislation	e-Government Unit (e-SwzC) MEPD SIPA SRA Central Bank MICT **Partners** Private Sector	Promotion of interoperability of business solutions in financial transactions	X	X			
Procurement Policy that favours local ICT sector and local language	Programme Implementation	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government	Procurement Policy inclusive of local language and use of ICT in place		Develop / Review Procurement Policy and legislation	MFin; MEDP National Tender Board Partners All MDA		X	X			

Lead Agency: Ministry of Finance														
PRSAP Linkage														
Sector Policy Linkage :														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime)	Robust ICT Infrastructure Legislation Security	Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option; Develop market conditions conducive to the private ICT sector	Spurring an ICT sector; Needs of citizens and businesses placed at the centre of e/m-government	Electronic Transactions and Commerce Act developed		Attorney General Drafters and sector Legal Advisors capacitated on ICT related legislation.	Parliament; MoJ; MICT Partners Private Sector, Police Intelligence Unit		X	X			
Electronic Collection and Payment System	Delivery Channels	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money;	Needs of citizens and businesses placed at the centre of e/m-government	Electronic financial transactions effected.	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime); E-Procurement G2B platform;	Robust ICT Infrastructure Legislation e-applications	Min of Finance MICT; **Partners** Private sector	Ongoing	X	X			

Lead Agency: Ministry of Finance															
PRSAP Linkage															
Sector Policy Linkage :															
E-Government Strategic Goal: Putting Citizens and Business First															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
			Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option			Electronic systems for National Announcements collection and Payment established								
	Reduction of excise duty and value added taxation for ICT goods and services	Legislation; Liberalisation	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government				MFin; SRA	Private Sector	X	X			

Lead Agency: Ministry of Finance															
PRSAP Linkage															
Sector Policy Linkage :															
E-Government Strategic Goal: Putting Citizens and Business First															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**
	Fiscal instruments to facilitate MSME and online businesses	Legislation; Liberalisation	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel becomes the most attractive option	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-government				MFin MCT	Private Sector	X	X			
	E-Tax	e-/m-Applications; Delivery Channels	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government			Adoption of Personal Identity Number (PIN) and Company Identity Number (CIN)	SRA MICT		x				

Lead Agency: Ministry of Finance														
PRSAP Linkage														
Sector Policy Linkage :														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Strengthen IT capacity for audit personnel	Programme Implementation	Develop ICT skill Deliver efficiency, effectiveness and value for the money s	Needs of citizens and businesses placed at the centre of e/m-government	IT skilled personnel, Performance improvement	Obtain funding, Capacity building training	Funding	Internal Audit **Partners** **MOF** **MOPS** **PMO**		X	X	X	X	
Audit automation	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Paving way for economic growth, Needs of citizens and businesses placed at the centre of e/m-government	Timeous access to audit information	e- business, e-data base, e-documents	Funding, Software, Government network connection in all MDA, Electronic transactions, processes	Internal Audit **Partners** All MDA Private Sector MICT, Cabinet Parliament			X	X		
Electronic documents management system	Robust Infrastructure Programme Implementation Legislation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Automated data filing, sharing, reduction in storage and loss of documents, Research and marketing, communication opportunities	Government network connection; Establishment of an Electronic Documents and Records Management System (EDRMS)	Funding, Server	MICT - EDRMS Partners IA, Private Sector			X	X		

Sector: Ministry of Labour and Social Security (MOLSS)													
PRSAP Linkage: Social Safety Nets													
Sector Policy Linkage: Social Protection													
E-Government Strategic Goal: Providing conducive employment and labour environment suitable for socio-economic development.													
Priority Actions	**Enablers**	**Focus Area**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Set up a tripartite administered parastatal called the Workmen's Compensation Insurance Fund (WCIF) and all its electronic management systems.	Legislation Robust ICT Infrastructure Programme Implementation	Needs for citizens and Business at the centre of e-Government Deliver efficiency, effectiveness, and value for money gains	Needs for Citizens and Business at the centre of e-/m-Government	Electronic Management System established for proposed Workmen's Compensation Insurance Fund	Enactment of the WCA Draft Amendment Bill of 2014.	Establishment of Workmen's Compensation Insurance Fund Robust ICT Infrastructure Legislation	MOLSS, Attorney General's Office, CABINET, Parliament, MICT, Gvt Comp Dpt. **Partners** **Private sector; NGOs**	Draft WCA amendment Bill already in place.	X	X	X		
Conversion of the Swaziland National Provident Fund (SNPF) into the proposed Swaziland National Pension Find (SNPF) and all its electronic	Legislation Robust ICT Infrastructure Programme Implementation	Needs for citizens and Business at the centre of e-Government Deliver efficiency, effectiveness, and value for money gains	Needs for Citizens and Business at the centre of e-/m-Government	Swaziland National Provident Fund converted to a national pension fund, with electronic management systems	Review and amend of Swaziland National Provident Fund Act Systems review for SNPF	Robust ICT Infrastructure Legislation Act converting SNPF into a pension fund	SNPF, MOLSS, **Partners** Private sector; NGOs Attorney General's Office, CABINET, Parliament, MICT,	Draft SNPF Bill already in place.	X	X	X		

	management systems.							Gvt Comp Dpt.					
	Establishment of the National Health Insurance Fund (NHIF) and all its electronic management systems.	Legislation Robust ICT Infrastructure Programme Implementation	Needs for citizens and Business at the centre of e-Government Deliver efficiency, effectiveness, and value for money gains	Needs for Citizens and Business at the centre of e-/m-Government	National Health Insurance Fund with electronic management systems established	Enactment of the Swaziland National Social Security Draft Bill of 2014.	Robust ICT Infrastructure Legislation	MOLSS **Partners** Private sector; NGOs MOH Attorney General's Office, CABINET, Parliament, MICT, Gvt Comp Dpt.	Swaziland National Social Security Draft Bill of 2014 already in place.	X	X	X		

Lead Agency: Ministry of Public Service														
PRSAP Linkage: Human Capital Development; Promoting Good Governance														
Sector Policy Linkage : MOPS Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
									2015	**2016**	**2017**	**2018**	**2019**
Electronic Payment of Terminal Benefits to Civil Servants	**Delivery Channels** **e-/m-Applications**	**Public Services delivered through the appropriate channel;** **Deliver efficiency, effectiveness and value for the money;** **Reduce Administrative burden for business and citizens;** **Ensure e-/m-channel becomes the most attractive option**	**Needs of citizens and businesses placed at the centre of e/m-government**	**Terminal Benefits paid electronically and notification using m-applications**	**Establish civil servants data base linked to Identity cards/PIN.**	**Enact an Electronic Transactions and Commerce Act (Signature, contract, computer crime)** **Civic Registration Act**	**MOPS** **MICT;** **Partners** **Public Service;** **Pension Fund** **Home Affairs**	**Database generation underway**	**X**	**X**			

Lead Agency: Ministry of Public Service														
PRSAP Linkage: Human Capital Development; Promoting Good Governance														
Sector Policy Linkage : MOPS Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
									2015	**2016**	**2017**	**2018**	**2019**
Online Job Listings for Public Service	**Delivery Channel**	**Deliver efficiency, effectiveness and value for the money;** **Reduce Administrative burden for business and citizens**	**Needs of citizens and businesses placed at the centre of e/m-government**	**On line Job listing services**	**Improving and Strengthening www.gov.sz Portal** **Functional and Updated MOPS Website**	**Online job applications / software in place** **Public Service policy reviewed**	**MOPS** **Civil Service Commission Secretariat** **Partners** **MICT**	**To be initiated**		**X**	**X**		
Provision of online Job Descriptions	**Delivery channels**	**Deliver efficiency, effectiveness through knowledge of tasks assigned to specific post**	**Needs of citizens and businesses placed at the centre of e/m-government**	**Prompt access to up-to-date job descriptions for all Government positions.**	**Aligning of job description and classification**	**Development of up-to-date Job Descriptions**	**MOPS** **Partners** **All MDA** **MICT**	**Ongoing**		**X**	**X**		
Development & maintenance of electronic Payroll Database	**e- / m-applications**	**Deliver efficiency, effectiveness and value for money**	**business (gov) placed at the centre of efficiency**	**Effective monitoring of the wage bill**	**Public Service Personnel and skills Audit**	**Payroll Audit**	**MOPS** **MOF** **Partners** **MICT**	**Ongoing**		**X**	**X**		

Lead Agency: Ministry of Public Service														
PRSAP Linkage: Human Capital Development; Promoting Good Governance														
Sector Policy Linkage : MOPS Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Development & management of Skills Audit and In-Service Training needs Database	**e- / m-application**	**Deliver efficiency, effectiveness and value for money**	**Needs of the Citizens and business (gov) placed at the centre of e/m-government**	**Skills Audit and In-Service Training Database in place** **Skills aligned with Functions / tasks**	**Public Service Personnel and skills Audit**	**Skills and qualification Audit**	**MOPS** **Civil Service Commission** **Partners** **Trade Unions** **MICT; E-Gov. Unit**	**Ongoing**	**X**	**X**	**X**		
	Electronic Integrated Performance Management System (IPMS)	**Robust ICT Infrastructure** **Delivery Channel** **Programme Implementation** **Funding**	**Deliver efficiency, effectiveness(service delivery) and value for money**	**Business (gov) placed at the centre of efficiency;** **needs of the citizenry placed first**	**Electronic performance tracking system in place;**	**Enact Public Service Bill** **e-Applications developed** **Review policy framework**	**Robust ICT Infrastructure** **Personalised Government e-mail addresses for all staff**	**All MDA and MOPS** **Partners** **MICT**	**To be initiated**			**X**	**X**	

Lead Agency: Ministry of Public Service														
PRSAP Linkage: Human Capital Development; Promoting Good Governance														
Sector Policy Linkage : MOPS Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Delivery & Maintenance of HR Management support kit	**Capacity development; financial budget**	**Deliver efficiency, effectiveness of HR function**	**business (gov) placed at the centre of efficiency**	**Access to up-to-date HR procedures;** **Streamlining of HR function within the Civil Service**	**Review of HR policy framework** **Software / e applications**	**ICT Infrastructure**	**All MDA** **Partners** **MICT**	**To be initiated**			**X**	**X**	
	Provision of online application forms & prospectors for SIMPA	**Delivery channels**	**Deliver efficiency, effectiveness; reduce administrative burden to the citizen and government**	**Putting the Citizen first**	**Online access to SIMPA courses and application**	**Software / e applications developed;Digitization of all government forms and creation of A-Z forms directory on Government Portal**	**ICT Infrastructure** **Improved and strengthened www.gov.sz website**	**MOPS** **SIMPA** **MICT**	**To be initiated**	**X**	**X**	**X**		
	Provide online training courses for Public	**Delivery Channel** **Capacity Developmen**	**Public Services delivered through the appropriate**	**Putting Public Service First** **business**	**Training Programmes delivered on line**	**Partnerships established with relevant institutions**	**Training Policy review**	**SIMPA** **Curriculum Centre Partners**	**To be initiated**	**X**	**X**			

Lead Agency: Ministry of Public Service														
PRSAP Linkage: Human Capital Development; Promoting Good Governance														
Sector Policy Linkage : MOPS Strategic Plan														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Service	**t**	**channel;** **Deliver efficiency, effectiveness and value for the money;**	**(gov) placed at the centre of efficiency**				**IDM Universities**						

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Explore conversion of CSD into separate public entity (Swaziland ICT Authority) to facilitate attraction and retention of skilled staff	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Swaziland ICT Authority established and functional		Legislation establishing the ICT Authority.	Computer Services Department **Partners** ICT Governance Unit; MICT; MPS; MFin				X	X	
	Enactment of new Telecommunications Act to liberalise the telecommunications sector	Legislation, Liberalisation	Develop Market conditions conducive to the ICT sector	Spurring an ICT Sector	Liberal Telecommunications sector	Draft Telecommunication Bill and submit to Parliament	Telecommunications policy.	MICT **Partners** Private Sector Parliament Cabinet		X	X			
	Establish CIO positions in Ministries	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	CIO positions established	Job description and grading of positions.	Baseline information and communication service requirements established	Priority Ministries: Education, Health, and Agriculture **Partners** MICT; MoPS; MoF ; All MDA			X	X		
	Human Resource Development Strategy for ICT Authority(CSD)	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-	Competent and skilled ICT Authority officers.	Develop training needs analysis; identify appropriate	Skills Audit	MICT **Partners** MoPS; Training Institutions; Donors	One officer away on long term training		X	X		

Lead Agency: Ministry of Information, Communications and Technology															
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Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
				government		accredited institution; Solicit technical Assistance (TA)								
	Privacy Policy for all MDA websites	Programme Implementation; Security	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Government website management policy in place.		Chief Information Officers (CIO) in place	MICT and e-Government Unit **Partners** All MDA			X			
	Set up Computer Emergency Response Team (CERT)	Security Legislation	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Computer Emergency Response Team established	Establishment of the ICT Authority; Judiciary capacitated on cybercrime jurisprudence	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer; Cybercrime Legislation crime)	MICT **Partners** Public and Private sector			X	X		
	Local content development (including in the siSwati language)	Programme development Delivery Channels	Develop Market conditions conducive to the ICT sector; Ensure e-/m-channel	Spurring an ICT Sector; Needs of citizens and businesses placed at the centre of e/m-	Local Content policy and Strategy developed		Appropriate Applications developed	MICT MSCY MET **Partners**	Local content development in English and siSwati	X	X	X	X	

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Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
			becomes the most attractive option	government				Public and Private Sector						
	Transforming www.gov.sz into Life Event Cycle Portal	Delivery Channels; e-Democracy; e-/m-Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Swazi Gov. website transformed into a life event cycle portal.	Privacy Policy for all MDA websites Establishment of Portal Section within e-Government Unit Improving and Strengthening www.gov.sz Portal E-Suggestions channel on Government Portal Digitization of all government forms and creation of A-Z forms directory on Government Portal	PIN and CIN; Improving and Strengthening www.gov.sz Portal; Set up a Common Data Repository; Business Entity Data Architectural Model	MICT **Partners** All MDA		X	X			

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
SWAZI-NET (including SEC dark fibre)	Delivery Channels; Robust ICT Infrastructure	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government				MICT; SPTC; SEC **Partners** All MDA		**X**	**X**	**X**		
Consultation on goals and objectives of a Universal Service Fund	Robust ICT Infrastructure	Enabling Environment	ICT for Education				MICT **Partners** MET			**X**			

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
ICT Strategic Planning	Programme Implementation	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	MICT Strategic Plan developed	Technical Assistance in place	Appropriate Terms of Reference developed	MICT Governance Unit **Partners** All MDA Development Partners Private Sector		**X**	**X**	**X**		
Set up a Common Data Repository (Government Data Library)	e-/m-Applications Programme implementation	Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens	Needs of citizens and businesses placed at the centre of e/m-government	Common data repository set up and accessible to all stakeholders; Unique form of identification in place	PIN and CIN/BIN as unique form of identification; Stakeholder consultation; Design and develop necessary application; Procure Hardware and software required; Develop Policy Guidelines for handling of Common data; Government Data Library	Establish ICT Governance Unit; Data protection Act;	MICT **Partners** All MDA; Private Sector	The PIN and CIN already being used on some government systems i.e. elderly grant; OVC; Transport Permit Business Identification Number (BIN) development in progress	X	X	X		

Lead Agency: Ministry of Information, Communications and Technology														
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Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Enterprise Architecture for the Provision of e-/m-Government Services	e-/m EA– (Applications and Infrastructure)	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Enabled EA infrastructure and services installed for the 3 3 priority sectors. Server Environmental equipment working 24 / 7; Corporate Network Disaster Recovery Plan	Develop and implement coherent Information Security framework; Develop standards and procedure for regular check-up on environmental server room equipment; Implement Network and system monitoring facilities; Put in place network redundancy for all Ministries Head offices; Develop framework for e/m EA (applications & Infrastructure)		MICT All MDA		X	X	X		

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Government Interoperability Framework	e-/m-Applications Programme Implementation.	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Standards for interoperability	Enterprise Architecture for the Provision of e-/m-Government Services Develop the Interoperability framework	Establishment of the E-Governance Unit;	MICT Partners All MDA		X	X	X		
	Service level agreements between MICT (CSD) and MDA	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Service Level Agreements (SLAs)	Develop SLA agreements for services to MDA;	Enterprise Architecture for the Provision of e-/m-Government Services; Establishment of CSD as an Agency	MICT Partners All MDA		X	X	X		
	Data Centre Redundancy for 24*7*365 uptime and disaster recovery contingency	e-/m-Applications Programme Implementation.	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Disaster Recovery data Centre established; Business Continuity plan developed	Develop a business continuity plan; Develop Request for proposal for the procurement of the required	Location of Disaster Recovery Centre	MICT Partners Min of Defence, ICTA Authority	Site being enhanced and equipped with environmental equipment to be conducive for		X	X		

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
						resources toward the DR; Procure and install the DR equipment			server room					
	Standard Operating Procedures for compliance with Enterprise Architecture and Interoperability Framework	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Standard Operating Procedures in place	Develop standards to ensure compliance to EA and Interoperability;	Enterprise Architecture for the Provision of e-/m-Government Services; Government Interoperability Framework	ICT Governance Unit; MICT (CSD) All MDA				X	X	X
	Training on Standard Operating Procedures for compliance with Enterprise Architecture and Interoperability Framework.	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Compliance enhanced by All MDA	Conduct workshops on EA and interoperability std operating procedures	Enterprise Architecture for the Provision of e-/m-Government Services; Government Interoperability Framework	ICT Governance Unit; MICT (CSD) Partners All MDA	Training on Standard Operating Procedures for compliance with Enterprise Architecture and Interoperability Framework		X	X	X	

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Review Communication Policy to mainstream e-Government related initiatives	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Spurring of an ICT sector	Government internal communication style defined	Amending Government internal communication Policy to take into account other modes of communication i.e. internet and intranet		MICT **Partners** ALL MDA		X	X			
	Email and Intranet for all government employees	e-/m-Applications	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Improved / increased communication channels;	Develop an Intranet framework for use by MDA; Update standards and procedures for email/internet use; Establish SWAZI-NET (including SEC dark fibre + Correctional Service wireless & Fire infrastructure); Procure hardware and software required	Connectivity and compulsory for all professional public Officials Baseline assessment for public officials with access to internet and intranet.	ALL MDA **Partners** MICT	Email and Intranet for all government employees			X	X	

Lead Agency: Ministry of Information, Communications and Technology															
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Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Protective Security Framework for Swazi-NET	Security	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Secured, accessible and available	Develop security framework for Swazi-NET; Set up Computer Emergency Response Team (CERT)	Establish ICT Governance Unit	MICT	Protective Security Framework for SWAZi-NET					
	Operations review of CSD to ensure it is fit for purpose	Programme Implementation	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Improved service delivery to MDA	Carry out a GAB analysis of CSD; Implement the recommendations	Establish ICT Governance Unit	MICT; e-Government Unit **Partners** All MDA; Donors						X
	Inventory and Mapping of e/m-Government Services	Programme Implementation	Deliver efficiency, effectiveness and value for the money; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Repository of e/m based government services in place	Develop and implement a web based application for recording all e/m based government services;	Establishment of ICT governance Unit	MICT; e-Government Unit **Partners** All MDA				X		X
	Establishment of an Electronic Documents and	Robust ICT Infrastructure	Deliver efficiency effectiveness	Needs for Citizens and business	Improved records management	Training of EDRMS project Team members	Legal instrument	Swaziland National Archives	Development of EDRMS			X		X

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Records Management System (EDRMS)	Legislation e/m Applications	and value for money	placed at the centre of e/m government	practices and increased quality service delivery.	Identification suitable service provider Procurements of Hardware and software Establishment of reliable network infrastructure Adoption and adaptation of RM standards Establishment of relevant stakeholders committees	regulating the management of E-Records	**Partners** SGCS, MOF, MEPD, E-Government, SPTC, MICT	Implementation Plan and working documents for the Pilot Phase. Conduct annual records management workshop for Government Ministries including the EDRMS pilot Ministries					
	Automation of the Swaziland National Archives Operations (E-Catalogues)	e/m Applications Robust ICT Infrastructure Legislation Programme	Public service delivered through appropriate channels	Needs for Citizens and business placed at the centre of e/m government	Increased access to records and archives for use by Government, Researchers and the Public.	Identification of suitable software to support information searching and retrieval Procurement of computers	Robust IT infrastructure	Swaziland National Archives **Partners** SGCS, MoF, E-Government, MoICT	Acquisition of Computers and software for On-line section Scanning locally			X		X

Lead Agency: Ministry of Information, Communications and Technology															
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Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**
		implementation				Training of staff and users			produced newspapers					
	Establishment of e/m awareness programmes (Swaziland National Archives website, blog, mobile notifications of institutional events).	Legislation Robust ICT Infrastructure Security Liberalisation of ICT	Public service delivered through appropriate channels	Needs for Citizens and business placed at the centre of e/m government	Increased awareness on the importance and use of records and archives	Gathering and selection of content to be posted in the website; **Communication and Outreach Strategy**	Legislation Access Policy	Swaziland National Archives **Partners** SGCS, MOF, E-Government, MICT, Swazi MTN	Gathering and selection of content to be posted in the website		X	X	X	
	Development of National Archives E-Institutional Repository	Legislation Robust ICT Infrastructure Security Liberalisation of ICT	Public service delivered through appropriate channels	Needs for Citizens and business placed at the centre of e/m government	Accessible database of archives	Selection and arrangement content Scanning locally produced newspapers	Availability of software and servers Robust IT infrastructure	Swaziland National Archives **Partners** SGCS, MoF, E-Government, MICT	Scanning locally produced newspapers		X	X	X	
	Establishment of E-National Register	Legislation Robust ICT Infrastructure Security Liberalisation of ICT	Public service delivered through appropriate channels	Needs for Citizens and business placed at the centre of e/m government	Accessible Comprehensive compilation of National register	Identification and compilation institutional catalogues Collaboration between Legal depository institutions	Robust IT infrastructure Availability of software and servers	Swaziland National Archives **Partners** SGCS, MoF, SNLS, E-Government, MICT, UNISWA Libraries.	Updating of institutional Catalogues		**X**	**X**		

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Establishment of twenty (20) Information Centres at Tinkhundla and kaGogo Centres	Delivery Channel; E – participation Programme implementation Robust ICT Infrastructure	Deliver efficiency, effectiveness and value for the money; Ensure e-/m-channel becomes the most attractive option; Empowerment ; Outreach	Needs for Citizens and business placed at the centre of e/m government ICT for Education	Broadened access to information and establishment of an Information Society and economy using ICT infrastructure.	Design and deliver specialised ICT programmes for citizens living in the rural communities, senior citizens, women and underprivileged persons and persons with disabilities to minimise digital divide. Engage community leaders to seek permission to establish the centres. Conduct needs assessment from the community members.	Institutional policy for the establishment of Information Centres at Tinkhundla and kaGogo Centres Procure suitable ICT equipment and furniture	Swaziland National Library Service (SNLS) **Partners** Public Private sector; NGOs Tinkhundla KaGogo Centres Government Computer Services Ministry of Tinkhundla	Mayiwane and Mhlangatane Inkhundla information centres already established improvement process underway.	X	X	X X		

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Collection of Indigenous Knowledge for posterity from sixteen (16) custodians	Programme Implementation	Empowerment	Needs for Citizens and business placed at the centre of e/m government	Digitised indigenous Knowledge.	Conduct outreach programmes to the custodians (Indigenous Knowledge bearers). Acquire data collection tools and digitisation equipment.	Indigenous Knowledge Management Policy. Indigenous Knowledge awareness program	SNLS **Partners** Media Custodians Stakeholders	Collection of data on Indigenous Knowledge is on-going		X	X	X	
	Provide online information services to 16 libraries.	Programme Implementation	Outreach; Empowerment ;	Needs for Citizens and business placed at the centre of e/m government	16 National Libraries providing on-line information services and wi-fi services.	Widened online access of information and internet services Improved efficiency of service delivery	Automation Policy In-service training	SNLS and Government Computer Services **Partners** NGO's Internet Service Providers (SPTC) Automation service providers	Procurement of Integrated Library System on-going		X	X	X	
	Electronic systems for National Announcements collection and Payment established	Delivery Channel; Programme Implementation;	Deliver efficient and cost effective information Ensure online channels are	Needs of citizens & businesses are placed at the centre of e-/m-government	Electronic notification, payment and collection in place.	Communication Policy responsive to E- governance.	Robust ICT infrastructure in urban and rural areas.	Finance Ministry Swaziland Broadcasting and Information	Collection of revenue through	X	X	X		

Lead Agency: Ministry of Information, Communications and Technology															
PRSAP Linkage : Decentralisation of Services															
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index															
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
		e - participation	the most attractive option Outreach				Enact an Electronic Transactions and Commerce Act (Signature, contract, computer; Cybercrime Legislation crime) Electronic Collection and Payment System	Services (SBIS) **Partners** NGOs Stakeholders (MTN, SPTC**)** Tinkhundla Centres						
	SBIS Internet Broadcasting	Liberalization of the telecommunications sector Legislation Robust ICT Infrastructure	Outreach; Enabling Environment Deliver through most appropriate channels Ensure online channels are the most attractive option	Spurring an ICT Sector Needs of Citizens and business place at the centre of e/m - government e/m communication	Operational and functional Internet based broadcasting services	Review and Amend the Broadcasting Act and Communications Private sector engagement and participation	Robust ICT infrastructure in urban and rural areas. Enabling legislation For online broadcasting	SBIS **Partners** Private Sector Education Ministry **Partners** NGO's Development partners	Local communities Creation of SBIS website	X	X	X		

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
News Cabling Electronically	Delivery channels Security Liberalization of the telecommunications sector Legislation Robust ICT Infrastructure	Ensure online channels are the most attractive option; Needs for citizens and business at the centre of e-government; Outreach Deliver efficiency, effectiveness and value for money gains;	Needs for citizens and business placed at the centre of e-/m-Government	Live broadcasting of events	Develop regulations and guidelines for electronic news cabling	Robust ICT Infrastructure Liberalization of the telecommunications sector; Legislation	SBIS **Partners** SPTC MTN (Private Sector) News Agencies Local communities	Mobile Broadcasting		X	X		
Radio Conferencing	Robust ICT Infrastructure Security Delivery channels e - participation	Public service delivered from appropriate channels Create an enabling environment Deliver efficiency, effectiveness and value for money gains;	Needs for citizens and business placed at the centre of e-/m-Government	Radio conferencing established and equipped with relevant technology	Develop internal policy guidelines	Robust ICT Infrastructure Appropriate Technology	SBIS **Partners** Development partners Tinkhundla NGO's Private sector Finance Ministry			X	X		

Lead Agency: Ministry of Information, Communications and Technology														
PRSAP Linkage : Decentralisation of Services														
Sector Policy Linkage : NICI POLICY ; Decentralisation Policy; Swaziland Development Index														
e- Government Strategic Goal: Putting Citizens and Business First: Paving the way for economic growth														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Swaziland Today Online Publishing	Delivery channels e - participation Programme Implementation e-/m-Applications	Outreach Develop market conditions conducive to the ICT sector Deliver efficiency, effectiveness and Value for money gained Ensure online channels are the most attractive option	Needs for citizens and business placed at the centre of e-/m-Government e/m communication	On-line publication of Swaziland Today	SBIS team capacitated on on-line publication	Improved and strengthened www.gov.sz wesbite Re-engineering of SBIS business centre	SBIS **Partners** Development partners, NGOs, Private Sector	Website Development in progress	X	X			

Lead Agency: Ministry of Health

PRSAP Linkage : Improve availability and quality of health information with respect to utilisation and provision of the service to the poor; Remove the urban bias in the provision of health services; Improve the management of public sector resources in the health sector; Design and develop a health waiver system for all vulnerable people; Improve efficiency in management and coordination in the government and implementing agencies; Disseminate information on most prevalent diseases and increase awareness and treatment of communicable diseases

Sector Policy Linkage: Strengthening the Management Information System at national, regional and facility level; Improving ICT coverage and ensuring system-wide connectivity; Strengthening Financial Management and Administrative Support System; The MOH shall maintain a comprehensive Human resource information system to inform policy, planning and implementation

e-Government Strategic Goal: Addressing millennium development goals; Putting citizens and business first; Paving the way for economic growth

Priority Actions	Enablers	Focus of Thrusts	Strategic Targets	Key Results	Related Action	Pre-requisite	Implementing Agencies	Current and Ongoing work	Time Frame				
									2015	2016	2017	2018	2019
Health Information Management System	e-/m-Applications, Robust ICT infrastructure,	Enabling Environment; Reduce administrative burden for citizens; Efficiency; effectiveness and value for money	e-/m-Health	EMR, Surveillance System, (centre for disease control);	Engage capable hands to develop, coordinate the implementation and maintain (ICT office in MOH)	ICT designers and developers (ICT Skills),	MOH SID National Archives **Partners** MICT, MOPS,		X	X	X	X	
GIS	Programme implementation Robust ICT infrastructure	Out reach Needs of Citizens and Business at the centre of e/m-Government	e- /m- health, Needs of citizen placed at the centre of e-/m-Government	Easy location of clients at community level		Robust ICT infrastructure in the rural areas and health facility level	Malaria Control Unit Reproductive Health Expanded Programme on Immunisation (EPI) **Partners** EPR, TB, Malaria, School health	Mobile notification has started	X	X	X	X	

Lead Agency: Ministry of Health															
PRSAP Linkage : Improve availability and quality of health information with respect to utilisation and provision of the service to the poor; Remove the urban bias in the provision of health services; Improve the management of public sector resources in the health sector; Design and develop a health waiver system for all vulnerable people; Improve efficiency in management and coordination in the government and implementing agencies; Disseminate information on most prevalent diseases and increase awareness and treatment of communicable diseases															
Sector Policy Linkage: Strengthening the Management Information System at national, regional and facility level; Improving ICT coverage and ensuring system-wide connectivity; Strengthening Financial Management and Administrative Support System; The MOH shall maintain a comprehensive Human resource information system to inform policy, planning and implementation															
e-Government Strategic Goal: Addressing millennium development goals; Putting citizens and business first; Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Pre-requisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**
	National health Insurance database	e-/m-Applications; Robust ICT infrastructure; Security	Enabling Environment; reduce administrative burden for citizens	Needs of citizen placed at the centre of e-/m-Government, e-/m-Health	Improved compliance with reporting from health providers, Access to health services be available for all citizens for their health	Establishment of National health Insurance Bureau/Administration.	National Health Insurance Bureau or Administration	MOH Management and Minister **Partners** MOLSS Social security office, DPM Office- Social welfare and NCCU			X	X		

Lead Agency: Ministry of Health															
PRSAP Linkage : Improve availability and quality of health information with respect to utilisation and provision of the service to the poor; Remove the urban bias in the provision of health services; Improve the management of public sector resources in the health sector; Design and develop a health waiver system for all vulnerable people; Improve efficiency in management and coordination in the government and implementing agencies; Disseminate information on most prevalent diseases and increase awareness and treatment of communicable diseases															
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e-Government Strategic Goal: Addressing millennium development goals; Putting citizens and business first; Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Pre-requisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**	
	Inventory Management Information Systems	Programme Implementation; Robust ICT infrastructure	Develop ICT skills; Deliver efficiency, effectiveness and value for money	e-/m-for Health	Drug and Pharmaceuticals management information system; Equipment inventory management system ; Commodity Tracking system	Development of systems to manage different inventories in the sector	Robust ICT infrastructure at health facility level	BIOMED department, CMS National Archives **Partners** MOH IT Office (HMIS) MSH MICT National Archives			X	X	X		
	Human Resources for Health Registry / information system	e- / m-application	Enabling environment	e- /m-health	A unified registry for professionals in the country for better management	Develop a system to manage the registry,	Fund for system acquisition and training of users MOH electronic Human	MOH Hr Department **Partners** Nursing Council, Medical and		X	X				

Lead Agency: Ministry of Health															
PRSAP Linkage : Improve availability and quality of health information with respect to utilisation and provision of the service to the poor; Remove the urban bias in the provision of health services; Improve the management of public sector resources in the health sector; Design and develop a health waiver system for all vulnerable people; Improve efficiency in management and coordination in the government and implementing agencies; Disseminate information on most prevalent diseases and increase awareness and treatment of communicable diseases															
Sector Policy Linkage: Strengthening the Management Information System at national, regional and facility level; Improving ICT coverage and ensuring system-wide connectivity; Strengthening Financial Management and Administrative Support System; The MOH shall maintain a comprehensive Human resource information system to inform policy, planning and implementation															
e-Government Strategic Goal: Addressing millennium development goals; Putting citizens and business first; Paving the way for economic growth															
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Pre-requisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
										2015	**2016**	**2017**	**2018**	**2019**
							Resource Management Policy	Dental Council, MOPS WHO							
	Tele-health /medicine	e-/m-Applications; Robust ICT infrastructure Delivery Channel	Enabling Environment Outreach Ensure online channels are the most attractive option	e-/m-Health Needs for Citizens and Business placed at the centre of e-/m-Government	Online medical education and remote support or mentoring on patient treatment	Set up a CME centre within the health facilities for tele-education and or tele-medicine;	Robust ICT infrastructure Mentors and educators for Tele-health /medicine	MOH **Partners** RHM programme, Clinical Management, MICT, Training department			X	X		
	Health information desk Kiosk for patients / population seeking for health information and services	Programme implementation	Outreach Empowerment Needs of Citizens and Business at the centre of e-Government	e-/m-Health Needs for Citizens and Business placed at the centre of e-/m-Government	Interactive information and educational materials available online at centre within customer reach.	Establish kiosk centres.; E-Government intermediary centres in Tinkhundla and Post	Needs Assessment for establishment of Health Information Kiosk.	MOH MOPS Partners Global fund NERCHA Health Promotion Programme,		X	X			

Lead Agency: Ministry of Health														
PRSAP Linkage : Improve availability and quality of health information with respect to utilisation and provision of the service to the poor; Remove the urban bias in the provision of health services; Improve the management of public sector resources in the health sector; Design and develop a health waiver system for all vulnerable people; Improve efficiency in management and coordination in the government and implementing agencies; Disseminate information on most prevalent diseases and increase awareness and treatment of communicable diseases														
Sector Policy Linkage: Strengthening the Management Information System at national, regional and facility level; Improving ICT coverage and ensuring system-wide connectivity; Strengthening Financial Management and Administrative Support System; The MOH shall maintain a comprehensive Human resource information system to inform policy, planning and implementation														
e-Government Strategic Goal: Addressing millennium development goals; Putting citizens and business first; Paving the way for economic growth														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Pre-requisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**					
									2015	**2016**	**2017**	**2018**	**2019**
					offices		SNAP, MICT						

Lead Agency: Ministry of Justice and Constitutional Affairs														
PRSAP Linkage: Promoting Good Governance														
Sector Linkage: MOJCA Strategic Plan														
E-Government Strategic Goal l: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
	Training of judiciary on computer crime	Capacity development Programme implementation Security	Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Judiciary capacitated on computer crime and cyber laws.	Cyber legislation	Institutionalise cyber-crime, Electronic Transactions and Commerce Act in relevant tertiary training programmes.	Attorney General and Judiciary **Partners** Private Sector			X	X		
	E-Voting	e-/m-Applications; e-Democracy	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Number of Embassies using electronic voting system	Review and amend elections legislation	Improved and Strengthened www.gov.sz Portal; Adoption of Personal Identity Number (PIN) and Company Identity Number (CIN)	Elections and Boundaries Commission Partners MOJCA	Current voting system capable of e-voting		X	X	X	

Lead Agency: Ministry of Justice and Constitutional Affairs														
PRSAP Linkage: Promoting Good Governance														
Sector Linkage: MOJCA Strategic Plan														
E-Government Strategic Goal l: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Remote Remand for the Accused Persons	Delivery Channels	Deliver efficiency, effectiveness and value for the money	Needs of citizens and businesses placed at the centre of e/m-government	Remote Remand system operationalised	Review of judiciary rules and regulations on the remand of accused persons.	Robust ICT Infrastructure; SWAZI-NET; Email and Intranet for all government employees	MoJ; Royal Swaziland Police; Correctional Services; MICT	Ongoing	X	X			
Digital Government Gazette	Delivery Channels; e-Democracy; e-/m-Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the	Needs of citizens and businesses placed at the centre of e/m-government	Gazettes, Bills and Legislations available online	Policy review on publishing Government Gazettes/Bills	Improving and Strengthening www.gov.sz Portal	E-governance Unit; MICT; MoJ Partners All MDA; Parliament		X	X			

Lead Agency: Ministry of Justice and Constitutional Affairs														
PRSAP Linkage: Promoting Good Governance														
Sector Linkage: MOJCA Strategic Plan														
E-Government Strategic Goal l: Putting Citizens and Business First														
Priority Actions		**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
										2015	**2016**	**2017**	**2018**	**2019**
			most attractive option											
	High Court Case Management	e-/m-Applications	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	High Court Case Management operationalized	Review of judiciary rules and regulations on the remand of accused persons.	Enact an Electronic Transactions and Commerce Act (Signature, contract, computer; Cybercrime Legislation crime)	MICT **Partners** Correctional Services; Royal Swaziland Police	High Court Case Management completed, staff training on going	X	X			

Lead Agency: Ministry of Home Affairs														
PRSAP Linkage														
Sector Policy Linkage														
E-Government Strategic Goal: Putting Citizens and Business First														
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Adoption of Personal Identity Number (PIN) and Company Identity Number (CIN)	Programme Implementation Robust ICT Infrastructure Delivery Channel Legislation	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	All Citizens and Companies registered	Linking all systems that require identification to the Population Register	e-Government Related legislation	Ministry of Home Affairs **Partners** All MDA; Private sector; MICT; e-Government Unit	Ongoing	X	X			
Online Application	Programme Implementati	Public Services	Needs of citizens and	Online application of	Business Process	e-Government Related	MHA						

	Travel Documents , Visa; Permits; ID,SCTD	on Robust ICT Infrastructur e Security Delivery Channels Funding	delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrati ve burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	businesses placed at the centre of e/m-government	Travel Documents, Visa, Permits, Identification and STCD	Reengineer ing	legislation Robust Infrastructure Security PIN/CIN	**Partners** MICT; e-Government Unit; Treasury; Business Citizens		X	X			
	Electronic and mobile notification of processed documents	Programme Implementati on; Robust ICT Infrastructur e Delivery Channels	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrati ve burden for business and citizens;	Needs of citizens and businesses placed at the centre of e/m-government	SMS notification for to citizens and businesses for documents that were applied for.	Liaison and cooperatio n with MTN	Partnership /cooperation agreement with MTN	MHA **Partners** MCIT; e-Government Unit Private Sector		X	X			

			Ensure e-/m-channel becomes the most attractive option											
	Automation of ports of Entry	Programme Implementation; Robust ICT Infrastructure	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Entry ports automated	Undertake feasibility study and develop implementation plan	Robust ICT Infrastructure e-Government related legislation	MHA **Partners** MICT, e-Government Unit Private Sector Citizens			X	X	X	

Lead Agency: Ministry of Public Works and Transport													
PRSAP Linkage													
E-Government Strategic Goal: Putting Citizens and Business First													
Priority Actions	**Enablers**	**Focus of Thrusts**	**Strategic Targets**	**Key Results**	**Related Action**	**Prerequisite**	**Implementing Agencies**	**Current and Ongoing work**	**Time Frame**				
									2015	**2016**	**2017**	**2018**	**2019**
Issuance of the Public Transport Permit online	Delivery Channels	Public Services delivered through the appropriate channel; Deliver efficiency, effectiveness and value for the money; Reduce Administrative burden for business and citizens; Ensure e-/m-channel becomes the most attractive option	Needs of citizens and businesses placed at the centre of e/m-government	Online application and issuance of public permits	Business Process Reengineering	e-Government related legislation	Ministry of Transport **Partners** MICT; Public Transport Operators; e-Government Unit	Ongoing	X	X			

Annex A

MONITORING FRAMEWORK

E-government Strategy for Swaziland: 2013-2017 IMPLEMENTATION PLAN

Date Created: **Date Reviewed/Updated:**

PRIORITY ACTION
LINK TO THE VISION OF E/M-GOVERNANCE STRATEGY
LEAD AGENCY/OWNER:
IMPLEMENTING AGENCIES:
PARTNERS:

Success Indicators	Source

IMPLEMENTATION PLAN FOR PRIORITY ACTION				
Enablers: **Related actions:** **Prerequisite:** **Policy Change (Y/N):**				
Activity	**Target Date**	**Resources Required**	**Fore seen risk**	**Mitigation**

ii) IMPLEMENTATION PLAN

IMPLEMENTATION PLAN				
Enablers: **Related actions:** **Prerequisite:** **Policy Change (Y/N):**				
Activity	**Target Date**	**Resources Required**	**Fore seen risk**	**Mitigation**

iii) QUARTELY PROGRESS SCORECARD

Project Title:			
Quarter:			
Stakeholders			
A**ctivities** *(add rows if needed)*			
Planned	**Achieved**	**Progress indicator**	**Expenditures**
		Achieved/On track/Needs Attention	
		Achieved/On track/Needs Attention	
		Achieved/On track/Needs Attention	
		Achieved/On track/Needs Attention	
Analytical statement against progress			
Risks and challenges			

Implementing Project officer……

Signature……..

Date submitted:……..

Principal Secretary……..

Signature……..

Date received:……..