PROCEEDINGS OF THE e-GOVERNMENT STRATEGY
STAKEHOLDERS CONFERENCE

FINAL REPORT

30 – 31 MAY 2011

BOIPUSO HALL, FAIRGOUNDS
GABORONE BOTSWANA

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Adding value to my life
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<td>e-Government</td>
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<td>Government Data Network</td>
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<td>Acronym</td>
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<td>HE</td>
<td>His Excellency</td>
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<td>Identity/electronic Identity</td>
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<td>Botswana International Financial Services Center</td>
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<td>m-Government</td>
<td>Mobile Government</td>
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<td>National Identification Management System</td>
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<td>Office of the President</td>
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<td>PBRS</td>
<td>Performance Based Reward System</td>
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<td>PC</td>
<td>Personal Computer</td>
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<td>Public Enterprises Evaluation &amp; Privatisation Agency</td>
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<td>Acronym</td>
<td>Full Form</td>
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<td>QA</td>
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<td>Singapore Dollar</td>
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DAY ONE: SHARING OF BEST PRACTICES; BOTSWANA ICT POLICY AND RELATED REFORMS STRATEGIES
WELCOME REMARKS

In welcoming the participants to the e-Government Strategy Stakeholders Conference, the Chairperson of the Day (morning part), Ms Taboka Nkhwa, Coordinator of Public Service Reforms (Directorate of Public Service Management (DPSM)) indicated that the Conference has been called by Botswana Government through the Office of the Permanent Secretary to the President (PSP) to share the e-Government Working Draft Strategy with all the stakeholders and get their views. She stated that the stakeholders input will help the Government to come up with the roadmap for implementing the e-Government programme and other ICT related initiatives. The Conference was attended by about 300 participants including representatives from Government Ministries and Departments, Private Sector, NGOs and individuals (Annex 1).

The Director of Ceremonies explained that the strategy belongs to all stakeholders for its success and implementation. She further noted that Government functions through consultations and inputs from all stakeholders; hence the aim of the Conference which is to obtain and incorporate the stakeholders’ views on the e-Government working draft Strategy centering on the following issues:

- what stakeholders would want included in the strategy
- what do we want the Government to do as stakeholders;
- what should be the contributions of stakeholders in governments e-Government programme and
- how Government and stakeholders can collaborate in advancing eGovernment.

She therefore appealed to stakeholders to address the issues as identified above by the end of the two days in order to provide Government with a roadmap to develop an implementation plan that shall include all stakeholders. Finally the Chair implored participants to feel free to make contributions and raise any issue that would enhance the e-Government Strategy and lead to the successful implementation of the e-Government programme. The successful development and implementation of the e-Government programme will ultimately benefit citizens, businesses and society in general.
INTRODUCTIONS

Ms Taboka acknowledged the presence of the Honourable Mokgweetsi Masisi, the Minister for Presidential Affairs and Public Administration; Mr. Eric Molale, Permanent Secretary to the President who is also the Head of the Public Service and Chairperson of the e-Government Board, Mr. Dominic Schicluna from Malta, Mr. Scott Atkins from De La Rue Company and Mr. Joseph Teo, Director of Singapore e-Government Leadership Centre who honoured the invitation to share international best practices on implementation of the e-Government programme. She also introduced Ms Yolisa Phillip-Lejowa of First National Bank (Botswana) who shared some of the Bank’s acts of providing services online. She then introduced Mr. Mabua Mabua, Permanent Secretary in the Ministry of Transport and Communication (MTC); Dr Omponye Coach Kereteletswe, Coordinator for Public Service Reforms based at the Office of the President and Mr. Roland Ridge, the e-Government Controller, e-Government Programme Management Office (PMO) who is responsible for driving the day to day activities of the e-Government programme and its related projects.

The Honourable Minister Mr. Masisi also had the opportunity to greet and welcome all the participants to the Conference particularly the guests those came from Malta and Singapore. He also acknowledged the contribution and assistance that some of the countries have been offering to the Government of Botswana in the development of the ICT sector and e-Government Programme and related strategies and tools.

The Agenda for the Conference (Annex 2) was structured as follows:

- Day 1: Official Opening
- Keynote Address
- International best practice, Malta and Singapore
- FNB Presentation, Local Perspective
- Botswana’s ICT Policy (Maitlamo)
- Breakaway Groups
- Day 2: Group presentations
  - Discussions on group presentations
  - Closing remarks by the PSP

CONFERENCE OBJECTIVES

The Director of Ceremonies stipulated the objectives of the Conference as follows:

- To appraise the stakeholders on the implementation of Maitlamo Policy;
- To share experiences from jurisdictions that set the best practices in e-Government;
- To obtain and incorporate stakeholder views on the draft e-Government Strategy; and
- Ensure the buy-in from stakeholders in the implementation of e-Government programme.
THE OFFICIAL OPENING

The official opening of the Conference was done by the Honourable Mr. Mokgweetsi Masisi, the Minister for Presidential Affairs and Public Administration (Annex 3), in which he informed the participants to interrogate the draft eGovernment Strategy document before it is finalized. He acknowledged the presence of the participation of representative from Malta and Singapore to have come to assist Botswana to finalise the Strategy.

The Minister stated that it is time for Botswana to sharpen its strategies to deliver customer centric services to the nation in the most efficient and effective manner by taking advantage of ICT in driving the national competitive advantage and enhance the relationship between the Government and citizens as well the International community. All these are in line with Botswana’s Vision 2016.

He further noted that the National Information and Communications Technology Policy of 2007, which is better known as Maitlamo, provides Botswana with a roadmap to leverage Information and Communications Technology (ICT) to drive social, economic, cultural and political transformation. The policy commits our nation to productive use of ICT in order to uplift the prospects of every Motswana. The e-Government Strategy provides us with a systematic, accessible framework to implement Maitlamo, which is a critical component of our national endeavour to accelerate diversification of the economy as necessary to escape the constraints presented by excessive reliance on the export of commodities. As a result, a number of Public Libraries have been connected to the internet to allow for FREE access by communities. He also announced the launch of the Government Portal which is now live and available for public access (www.gov.bw). Progress on these and other initiatives will be monitored to ensure that citizens derive value out of these interventions.

The participants were informed that the World Economic Forum indices indicated that Botswana is transiting from a factor driven economy to being efficiency driven. This implies that Botswana’s macro-economic environment, the sound institutional frameworks and democracy, are not necessarily the only ingredients to stimulate economic growth and enhance competitiveness. Botswana’s development aspirations cannot be fulfilled through trade in raw materials; but through the need to take advantage of technology and e-Government to enhance productivity, as well as inculcating a new culture through appropriate mindsets, skills-set and regulatory framework. As we dialogue on the strategy let us review our technological readiness with regard to availability of the requisite ICT infrastructure, as well as its level of adoption and use. Technology adoption is still minimal; hence our level of productivity and innovation is low. But all strategies/policies developed particularly trade should and must be supported by Maitlamo Pillars.
Honourable Masisi informed stakeholders that huge investments have been made in the area of ICT infrastructure development and Government’s ability to curtail internal inefficiencies cannot be over emphasised. The million dollar question is whether Botswana is maximising on the returns as far as leveraging on technology? There is a clear sign that whilst ICT is indispensible to the modern economy, it is a tool by which we can leverage meaningful productivity.

In conclusion, Honourable Masisi stated that e-Government is critical to the successful delivery of Maitlamo policy. Therefore, there is need for men and women who have the ability to inspire a sense of purpose and direction, and equally foster productive relationships, drawing on capabilities of various stakeholders across and beyond government; having the courage to move away from prescriptive traditions of providing services to embracing innovative ways of delivering results and providing cutting-edge solutions to emerging challenges. The implementation of Maitlamo necessitates that the Government and all stakeholders re-evaluate and cement contractual arrangements across various service providers to stimulate innovation; explore a wide range of alternatives and furthermore, use induced competition to drive efficiency. In other words Public, Private Partnerships are an imperative if we are to achieve our aspirations.
THE KEYNOTE ADDRESS

In his keynote address (Annex 4), the Permanent Secretary to the President (PSP) as well as the e-Government Board Chairperson, Mr. Eric Molale informed the participants that the Conference has brought Government and stakeholders together to deliberate on yet another reform initiative which will help to increase productivity and better ways to deliver services to citizens. The Government has recognized the value of ICT in driving this country to attainment of its aspiration i.e. prosperity for all by putting in place the National Information and Communications Technology Policy (Maitlamo) in 2007. Amongst the seven key programmes of Maitlamo is e-Government which is the focus of the conference meant to deliberate on the proposed e-Government Strategy and the approach to its implementation. The PSP defined e-Government or Electronic government as the use of information, communication and technology to support Government operations, engage citizens, and provide public services in a more efficient and transparent manner.

Participants were informed that e-Government services ranges from basic access to official information to radically redesigned public processes. However, while e-Government offers the opportunity to innovate, it also presents substantial policy, management, and technology challenges. Effective e-Government initiatives require a realistic and comprehensive view of these challenges as well as a compelling vision of the benefits. Properly designed and implemented, e-Government can improve efficiency in the delivery of Government services, simplify compliance with Government regulations, strengthen citizen participation and trust in Government, and yield cost savings for citizens, businesses and the Government itself. Therefore, it is desirable to modernize Government to achieve operational excellence and deliver results that matter to both the individual citizen and the nation at large that prompted Government to invest in ICT as a catalyst in transforming service delivery and growing the economy.

Other than the IT Systems and infrastructure availability to support service delivery across Government sector, other benefits include secure e-Passports for convenient international travel; the rolling out of Thuto-Net to achieve an IT-literate student population; the rolling out of a Patient-Management System to allow doctors access to patient data across hospitals and clinics; National Examinations results are conveniently available through SMS inquiry and a Government Web-Portal has been implemented for ‘around-the-clock’ access to information on public services.

PSP further stated that it was on the basis of all these that a meticulous, comprehensive and all encompassing strategy needs to be put in place to guide the journey hence this conference. The said conference is providing yet another opportunity for stakeholder input before finalisation. In line with the Excellence Strategy, the e-Government Strategy is
bfchermarked on Singapore and Malta, both leading authorities on ICT-led transformation. Some of the major aspects of draft e-Government Strategy, and key areas that need to be addressed through the strategy were highlighted as follows:

- Government’s intention is to provide universal access to services through the use of appropriate strategies and technologies for effective and efficient delivery. This will be driven by a desire for an integrated Government, and guided by the principles of convenience, efficiency, transparency and reliability.

- Government’s desire to enhance the global competitiveness which of lately has been declining according to major studies undertaken by various international institutions. Therefore, there is need to increase reach and citizen engagement through the use of tools such as e-Government;

- The need to foster a pro-business environment that attracts Foreign Direct Investment (FDI), and at the same time increase accessibility of services to the citizenry.

PSP also shared some of the challenges that have to be overcome in implementing e-Government. He explained that the obstacles are formidable, but not insurmountable, and these challenges are inter alia:

a. Infrastructure: – at the minimum basic infrastructure to take advantage of new technology and communication tools
b. Connectivity: - the capacity of our bandwidth for both intra and internet need to be addressed
c. Legislative framework: - laws must be updated to recognize electronic documents and transactions
d. Digital divide: - the gap between people who have access to the Internet and those who do not must be closed
e. Security, privacy: - although costly, security breaches can shatter public trust. There is need to protect the privacy of citizens’ personal information stored on these databases while making effective use of the information contained in them.
f. Interoperability - Putting incompatible record formats online neither simplifies nor reduces the workload. Reliable E-government requires a comprehensive overhaul of legacy systems.

He informed the participants that addressing these challenges will require a holistic approach that would take into consideration common interpretation of a desired destiny in the endeavour; current and future opportunities; and most importantly roles and responsibilities of all the stakeholders.
In deliberating on the Strategy, the PSP implored participants to familiarise themselves with the document and interrogate it and as well coming up with solutions to some of the challenges noting the following:

- The structures, functions, processes, service standards in Government as a whole are aligned to facilitate achievement of our common goal of having an integrated, seamless government.
- There is appropriate infrastructure and regulatory environment in place to support the strategy and meet the expectations of our customers.
- There is proper coordination in the implementation to enable participation by all.
- Advocacy and awareness initiatives are robust and adequate to facilitate adoption and use of technology.
- Strategies should also seek ways of bridging the digital divide especially between the urban population and the rural communities; ensuring that no one is marginalized by technology, particularly the senior citizens, the unemployed, young adults who may at times feel ‘disconnected’ from Government and mainstream Botswana.
- Focus on our next generation of customers in fine-tuning this strategy.

PSP concluded his keynote address by quoting from the futurist John Schaar .... “The future is not a result of choices among alternate paths offered by the present, but a place that is created --- created first in the mind and will, created next in activity. The future is not some place we are going to, but one we are creating. The paths are not to be found, but made, and the activity of making them changes both the maker and the destination”.
VOTE OF THANKS

In giving vote of thanks, Evangelist Mr. Loago Raditedu of Botswana Exporters and Manufacturers Association (BEMA) mentioned that two people are better than one and that the vote of thanks has been deliberately reserved for the Private Sector demonstrates the partnership between Government and the same Private Sector. He appreciated the presence of Malta and Singapore representatives who have come to share the best practices in implementing e-Government and what Botswana can learn from them. He also thanked Government for the open invitation to the conference where everyone had an opportunity to attend. Mr. Raditedu indicated that the private sector is ahead of Government (about 100 miles) in some of the eGovernment issues discussed and they would not wish to leave Government behind hence their willingness to assist Government.

Therefore, as the partnership develops, there will be opportunities for collaboration and partnership with the business sector in order to provide the services needed by the e-Government programme to materialize and succeed. He took the opportunity to inform the participants that there is going to be a BEMA workshop on the 16 June 2011 to discuss new EU trade requirements of requesting for electronic data to be sent before loading of goods, and the Conference deliberations will provide necessary background information and plans in which Government is working to improve service delivery to business people and citizens. He concluded his address by indicating that the Private Sector’s desire is to see their input and ideas taken into consideration during the implementation phase. He further called for unconditional empowerment of the private sector.
INTERNATIONAL BEST PRACTICE: THE CASE OF MALTA

PRESENTATION BY DE LA RUE IDENTITY SYSTEMS

Mr. Scott Atkins, Regional Sales Manager of De La Rue Company (UK-based company) made a brief presentation on De La Rue Identity Systems and Solutions (Annex 5) prior to the presentation on the Malta Case Study. Participants were informed that the company was established in 1813 and has now become the world’s largest commercial security printer and papermaker with 24 locations worldwide. Today, the company is recognized as the world experts in the delivery of secure government identity programmes, systems and solutions and is currently working with customers in more than 150 different countries worldwide.

The company’s main focus is in four areas:

- Dealing with Currency such as printing Banknotes (in which they have worked with Bank of Botswana), providing Currency Management, Counterfeit analysis and training of customers.
- Developing Cash Processing Solutions such as Banknotes sorters, Cash Management Software, consultation services and support.
- Developing Security Products such as Security paper, Security print, Holographics and brand protection.
- Developing Identify systems for Passport and e-Passport, ID & e-ID, Driving Licenses and Visa.

Focusing on identity systems, Mr. Atkins stated that De La Rue’s intelligent government solutions are to ensure the integrity of every individual’s identity for today and tomorrow, which is critical in protecting individual’s data. Therefore, their identity systems include:

- Complete Identity Solutions – which offers schedules for assisting customers and programmes of various packages
- End to end security – operating packages designed for end to end security to provide confidence on the operations
- Technical expertise and innovation
- Work with local partners to gain local knowledge & on the ground support
- Recognised authority

In terms of their products, he informed the participants that they offer the following secured identity documents to more than 40 customers worldwide:

- Passports & e-Passports
- National ID Cards & e-ID
• Driver Licences
• Civil Registry
• E-Government Solutions

He also explained that they do not only do documents but also provide the following services:

• Layered Security Feature Design
• Token Manufacture
• Software: MIDIS™ which includes
  ❖ Data capture systems
  ❖ Personalisation
  ❖ Issuance solutions
• IT Systems & Solutions
  ❖ Public Key Infrastructure
  ❖ Encryption Technologies
  ❖ Systems Architecture and Database Management
• Project Management
• Transition Experts
• Service Delivery
• Training & Consultancy

Mr Atkins also shared some of the selected Identity Systems’ case studies in Africa and from around the world, which includes the following:

• Developed the Sierra Leone National ID System
• Developed Cameroon ePassport
• Provided Rwanda eID system
• New York Driving Licence & Enhanced Driving License
• Produced UK ePassport
• Developed Malta e-Gov Management Solution
• Provided UN eLaissez-Passer
• Developed Chile Dual Document Issuance System
• Provided State of Qatar ePassport Solution

The presenter concluded his presentation by sharing the work of De La Rue with Malta. He informed that participants that they developed and provided a complete e-Government Identity Management Solution and De La Rue delivered a number of key identity management solutions as part of the National Identity Management System (NIDMS) such as:

• Upgraded EAC ePassport
• New eID solution
• New eResidence card
• Driving license
• National PKI

The company also has a long standing relationship with the Malta Government, and they were thus awarded the winning e-Government programme in Europe and they are at the forefront of identity management technology and solutions. The company also works with a local company called Exigy in which they build capacity and expertise.
THE SMART COUNTRY: CUSTOMER-CENTRIC e-GOVERNMENT: CASE OF MALTA

“We shouldn’t be moving with the world, but ahead of it”
Minister for Investment, Industry and Information Technology, Malta

In sharing the Malta experiences of implementing an e-Government programme Mr Dominic Scilcuna of eGovernment Business Development Manager of Exigy in Malta started his presentation by indicating that Malta adopted the vision and concept of “thesmartcountry”. This concept is about developing a customer-centric eGovernment solution in order to build a leading knowledge society. He explained that the thesmartcountry is not about information and education of Malta but it is a enabling element in order to drive the change in the country.

Mr. Scilcuna informed the participants that thesmartcountry strategy is to ensure that information and communication technology is not a mere technology tool but a primary vehicle for leveraging economic growth and employment. Furthermore, thesmartcountry strategy enables Malta to be in the centre of the market and allows the country to overcome its geographical challenges.

He acknowledged that it is true that in order to achieve eGovernment, there has to be a smart country and apart from using best practices, there is need for involvement and commitment of all stakeholders across ministries and departments as well as the business/private sector and political support. However, the key stakeholder remains citizens and they need to be engaged from the onset as they need to understand what eGovernment is and how it will improve their Therefore, the Malta thesmartcountry concept is to deliver an eGovernment vision for the whole country and this is illustrated in Figure 1 below.
Participants were informed that there has been a study that was done assessing the success stories of eGovernment implementation by various countries, and it has shown that 35% of eGovernment projects are a failure; 50% are partial failure and only 15% are successful. It was noted that Malta falls within the 15%. Narrating the success story of Malta, the presenter indicated that despite its geographical and financial limitations, Malta through the past 3 years has been the first in Europe in terms of eGovernment (Figure 2) and this is an experience that can be reproduced in Botswana.

![Figure 2: eGovernment Benchmark Measurement for Malta](image)

In summary, the eGovernment benchmark measurements for Malta are shown in Table 1 below.

### Table 1: eGovernment Benchmark Measurements for Malta

<table>
<thead>
<tr>
<th>Services</th>
<th>Position</th>
<th>Measurement/Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Online availability</td>
<td>First Place</td>
<td>All 20 key public services and degree of service level offered by these services</td>
</tr>
<tr>
<td>2. Sophistication</td>
<td>First Place</td>
<td>Level of interaction and/or transaction available through the 20 key public services online</td>
</tr>
<tr>
<td>3. User experience – eServices</td>
<td>First Place</td>
<td>Top performers as eServices are easy to use and this includes usability, transparency, privacy,, multichannel, ease of use and user satisfaction monitoring.</td>
</tr>
<tr>
<td>4. User Experience – National Portals</td>
<td>First Place</td>
<td>Top performers in measurement of National Portals in terms of usability, user centric design and service bundling. It was noted that there is need to have a user portals that are user friendly and breach the digital device so that even citizens from all sectors of the society would have contributed to eGovernment.</td>
</tr>
<tr>
<td>5. eProcurement Visibility</td>
<td>First Place</td>
<td>High in measurement on how straight forward is it for potential suppliers to find information on tenders issued by contracting authorities. Also includes the availability of links to eProcurement systems.</td>
</tr>
<tr>
<td>6. eProcurement Pre-Award</td>
<td>Average (76%)</td>
<td>eProcurement Pre-Award process in terms of eProcurement systems online availability of the pre-award phase, which includes notification of tenders up to the awarding of tenders.</td>
</tr>
</tbody>
</table>
The presenter then shared the journey of eGovernment in Malta which started in 1999 to 2010 as illustrated in Table 2.

**Table 2: Malta eGovernment History Journey**

<table>
<thead>
<tr>
<th>YEAR</th>
<th>ACTIVITIES/PRODUCTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1999</td>
<td>Government issued an ICT Agenda for the eGovernment i.e. allocation of ICT to a ministerial portfolio.</td>
</tr>
<tr>
<td>2000</td>
<td>Created legislation/laws because it is exclusive that the country has eLaws based to regulatory based in order to support eGovernment side by side with information provided. (enactment of electronic policy legislation)</td>
</tr>
</tbody>
</table>
| 2001 | Launch the first eGovernment Vision and Strategy  
Launch the first eGovernment service – payment of rents online |
| 2002 | Launch of 10 flag –bearing eGovernment services |
| 2003 | Establishment of the first electronic payment gateway handling 15 000 transactions per annum  
Introduction of Mobile Government |
| 2004 | Roll out of e-ID single sign-on authentication framework |
| 2005 | Over 30 eGovernment services available in fully transaction-based mode |
| 2006 | Launch of eVera Vehicle licensing agent system through insurance intermediaries |
| 2007 | Implementation of e-ID Phase 2: Digital Certificates |
| 2008 | Over 80 transaction-based services  
Malta attains second position in EU benchmarking |
| 2009 | New Government Payment Gateway deployed handling over 360 000 transactions per annum  
Malta ranked first in eGovernment availability and Sophistication |
| 2010 | Development of next generation eGovernment framework gets under way  
Malta ranked first in five core eGovernment indicators |

The participants were informed of the the smartcountry key strategic principles and these are:

1. **Global Landscape**
   - EU Commission’s i2010 Action Plan
   - Research and Development, Technology and Innovation.
   - Economic transition towards greater overall competitiveness.
2. **A 360-degree approach**
   - Interests and objectives of the wider society have been prioritised.
3. **Leading international practice**
   - Developed against best international practice in ICT.
   - It does not re-invent the wheel, but adapts leading-edge developments to the local context.
4. **Driven by results**
   - Built on the experience of the many stakeholders who have helped in shaping it. It is driven by the need and desire for results.
Mr. Scicluna stated that in order for Malta to achieve the knowledge-based society, different strategic plans were achieved (four strategic plans since 2001). And for the past 10 years, Malta identified through various means that in order to have the eGovernment solutions, the citizens have to be at the centre. He shared the Malta Citizen Centric Framework which has five key features that needs to be achieved:

1. eRoles
2. Citizen eServices
3. Agent eServices
4. Identity Token
5. Corporate eServices

In addition, it was noted that the eServices evolution was based on the following steps:

1. Information eservices
2. One-way interaction eServices
3. Two-way interaction eServices
4. Transaction eServices
5. Personalisation eServices

In terms of eServices scenario, the presenter indicated that they needed to develop an eGovernment platform that will enable multiple citizen interactions between citizens and all stakeholders. In conclusion, Mr. Scicluna’s presentation (Annex 6) presented the Malta eGovernment Citizen Centric Solution framework (Table 3) which is central for the successful implementation of egovernment.

**Table 3: eGovernment Citizen Centric Solution - Malta**

<table>
<thead>
<tr>
<th>eGovernment Management Services</th>
<th>eGovernment Management Services</th>
<th>eGovernment Management Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>myGov Portal</td>
<td>Citizen Management</td>
<td>Citizen eServices</td>
</tr>
<tr>
<td>• Content management</td>
<td>• Registration</td>
<td>eHealth</td>
</tr>
<tr>
<td>• Multiple Profile</td>
<td>• Verification/ Approval</td>
<td>eLearning</td>
</tr>
<tr>
<td>• Multi Lingual</td>
<td>• Profile Management</td>
<td>eProcurement</td>
</tr>
<tr>
<td>• Interactivity</td>
<td></td>
<td>eTransport</td>
</tr>
<tr>
<td>Security</td>
<td>Organisation Management</td>
<td>eSocial</td>
</tr>
<tr>
<td>• Registration</td>
<td>• Verification/ Approval</td>
<td>eTourism</td>
</tr>
<tr>
<td>• Verification/ Approval</td>
<td>• Employee Management</td>
<td>eServices</td>
</tr>
<tr>
<td>Framework</td>
<td></td>
<td></td>
</tr>
<tr>
<td>eServices Management</td>
<td>Token Management</td>
<td></td>
</tr>
<tr>
<td>• Subscription</td>
<td>• Digital Certificate Lifecycle</td>
<td></td>
</tr>
<tr>
<td>• Verification/ Approval</td>
<td>• eCard Lifecycle</td>
<td></td>
</tr>
<tr>
<td>• Creation/ Configuration</td>
<td>• ePassport Lifecycle</td>
<td></td>
</tr>
</tbody>
</table>
EFFECTIVE GOVERNANCE PROGRAMME: CASE OF SINGAPORE

Mr. Joseph Teo, Director of Singapore eGovernment Leadership Centre (eGL), under the National University of Singapore (NUS) gave a brief background about Singapore and an overview on eGL. The Conference was informed that Singapore started from nothing and took advantage of ICT and used it to grow the economy of the country. On the other hand, eGL was established in 2006 and is supported by three key stakeholders being iDA Singapore, Institute of Systems Science (ISS) and Lee Kaun Yew (School of Public Policy). Its responsibility is to provide quality eGovernment education, research and consulting services. eGL is established through a Charter setting it out as a not-for-profit organization, but which aims to facilitate the adoption of ICT by Governments through:

a) Providing public-sector eGovernment leadership education;
b) Conducting research and providing through leadership on the use of ICT for the development and implementation of public policies; and
c) Providing advisory services on e-Government, ICT governance and ICT Management for public and public related services.

The journey of Singapore ICT programme started in 1980 when the country developed the National Computerisation Plan and since then the country has gone through five more National ICT Plans over the past 30 years. Today Singapore is implementing the iN2015 as part of the iGov2010 under the Government InfoComm Plans. The ICT programme was implemented under three phases:

1. Phase One: National computerization of the civil service for about 15 years before allowing access to internet.
2. Phase Two: the country spent time building three essential centralized databases on citizen/resident; business and non-resident information and services needed
3. Phase Three: Developed the land database as it is important to have this in order to promote the foreign investment as it is linked to all services needed to support the investors to do business in the country.

Mr. Teo explained that after this process, the Government spent about ten years working on how to get there in implementing ICT programme and related plans. Firstly, it was to develop people in terms of providing the necessary skills and manpower to drive all these changes, internet and business services on online (i.e. building the local and business content) and how to make it useful and interesting to users especially the citizens. The following steps were implemented:

1. Develop the necessary skills or core competencies for developing e-Government. After the national computerization of the Civil Service, the information was used to identify the competency gaps among the civil service, and provide leadership and
vision development to the various levels in the civil service. He gave an example that when the IT Department was established, the Head of the Department was from Hong Kong as they needed an expertise to drive the organization and provide the necessary skills.

2. Develop the manpower by spending more time developing educational programmes at universities and polytechnics to train a pool of people to do all the work needed to make the changes. Some of the trainings offered were in Business process reengineering, building enterprise architectures, process development and administration. It was noted that today, Singapore is well known for offering the best educational programmes in ICT and they have helped countries like India, China and Russia (Eastern Europe). For example, in terms of Government to Citizen Services (G2C), citizens were required to register their children for school or university online, look for houses using internet services. Mr. Teo indicated that emphasis was put on education sector.

3. Building the industry in which the country had a policy that allowed them to invite or import a lot of experts from China to come and set up business related to ICT and other supporting services. It was noted that local companies were partnering with Chinese companies such that there is skills transfer to locals.

In the next phase, Government set up a process of centralizing and integrating all available systems and applications through the analysis of the processes. This was done on the understanding that eGovernment is all about the people. Government departments could still develop their systems and applications based on their needs but Singapore’s National InforComm Competency Framework was to allow an exchange of information between all the organisations and stakeholders to be customer centric.

In Phase three, the concentration was on the buy-in of citizens to use the eGovernment programme services and this was done through provision of general literacy and accessibility programs. Citizens and other stakeholders were given general assistance on how to access internet to use Government websites, and people were given personalized help by CitizenConnect Officers to be able to search for Government information and transect with Government online. The CitizenConnect Offices were placed near homes and workplaces to allow easy access and motivate people to use them and for free.

Mr. Teo also shared the eGL’s Capacity Building Framework as shown in Figure 3 below and it comprises the following:
a) **Visioning and Planning Workshop**
   To build a common vision and understanding of knowledge city by government leaders. The workshop may result in a master-plan and some parameters around which to build a capacity development plan.

b) **CIO Awareness Training**
   Gives CIOs an overview of the skills necessary for their job: process re-design, architecture, outsourcing management; project management; exposure to some best practices; and a sense of what might be possible for their city or country. The training is usually held in Singapore.

c) **eGL Institute Building Programme**
   Phase I – On-the-job training
   Phase II – Train-the-Trainer
   Phase III – Curriculum co-development

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**Figure 3: eGL’s Capacity Building Framework**

The presenter stressed that eGovernment is not IT but what Government does together particularly in promoting service delivery. He gave examples where some Governments delegate eGovernment to IT organizations but this has turned out not to be the right choice. Mr. Teo elaborated more on the three phases of the Institute Building Programme and shared the following information:
Phase 1: On-the-job (OJT) Training

Three teams:
Business Process Analysts
Enterprise Architects
Project Managers

The training is offered through class workshops, project work and followed by online and offline coaching.

The other two phases of the Institute Building Programme concentrate on training the trainers and comprises the following

Phase II – Train the trainers

Curriculum based on the Advanced Certificate in Training and Assessment (ACTA) advocated by the Workforce Development Authority in Singapore. This is targeted at adult learners. Topics include:

a) Planning and developing objectives for a course
b) Learning material design and development
c) Delivery and assessment

Phase III – Curriculum co-development and continuous improvement

1. Localisation of course materials used by eGL
2. Inclusion of case studies from eGL’s partner countries
3. Views and assessments on latest technologies and trends

It was noted that skills development is not an academic exercise, but a hands on activity i.e. learning how to ride a bicycle entails the actual riding. Botswana was advised that in order to offer training and do skills transfer, the Government needs to involve project managers in eGovernment programme and related projects to coach and mentor them as they need guidance.

The presenter concluded his presentation (Annex 7) by sharing one key takeaway note “eGovernment is less about the technology and more about the people”.

SHARING LOCAL EXPERIENCES ON ONLINE SERVICES: CASE OF FNB-BOTSWANA

Introducing her presentation, Ms Yolisa Phillip-Lejowa of First National Bank (Botswana) stated that FNB-Botswana exists to provide relevant products and financial solutions that will address the needs of their customers and also help in the implementation of the Bank’s strategy. The presentation agenda covered the following:

- Who are we
- Why FNB
- Electronic Solutions
- What makes FNB products unique
- Areas of partnership

In terms of “who is FNB”, it was explained that FNB consider themselves as the industry leaders in technology and innovation because of being the first bank in Botswana to introduce the following technological products:

- Online Banking
- Pula based Credit Cards
- inContact
- Cellphone banking
- eWallet
- instant Accounting
- eCommerce
- Business Debit Cards

Ms Phillip-Lejowa explained that FNB exist because of the following reasons:

- We consider ourselves as Industry Leaders
- In Banking Technology and Innovation
- We provide Banking Solutions some of which are tailor-made to meet our clients’ needs
- Embraced the Digital Economy as indicated by our Product Offering & Solutions
- We are ready to support Government’s Journey to Transformation; that of dramatically improving convenience, quality and efficiency

She also shared some of the products or electronic solutions they offer their customers and these are:

- Online Banking Solutions which gives customers access to information
  - CellPhone Banking that was introduced in 2006
  - eWallet launched in 2010
• In Contact
• Business Debit & Credit Cards (FNB being the first bank to introduce Business debit card)
• Instant Accounting - assisting SMME business with the solution to do their accounting
• e-Commerce Card Acquiring – in partnership with BEMA
• m-Commerce Card Acquiring
• e-Card Collection Solutions

The presenter explained that their products unique because of being:
• Tailor-Made
• Targeted
• Easy to use
• Convenient
• Reduce the cost of banking
• Increase efficiencies

In addition to the above solutions, the Bank also has other solutions delivered to corporate partners and these are:
• Payment of student allowances
• Partnerships in revenue collection (BPC, GCC, & Ministries)
• Facilitation of online tax payments through BURS
• E Commerce for Botswana Export & Manufacturers’ Association
• Point of Sale (POS) at Government Revenue Collection Offices
• Instant Accounting for SMME’s

In regards to possible areas of partnership, Ms Phillip-Lejowa stated that the Bank has identified the following areas:
• revenue collection
• Payment of goods, salaries and benefits
• Provision of banking solutions to the unbanked
• Alleviation of queues at government revenue offices
• Procure-To-Pay
• Provision of a more safer movement of funds in the economy
• SMME empowerment and development through electronic products

She ended her presentation (Annex 8) by indicating what the Bank is seeing as the future and how this Conference will motivate them to identify more solutions to improve financial services to customers. These are:
• Efficient Banking; C2G, B2G, G2G  
(Consumer 2 Government; Business 2 Government; Government 2 Government)  
• Cost effective and convenient banking  
• 24/7 banking  
• Easy access to government services through banks electronic systems  
• More enhanced payment and collections solutions for the government
PLENARY SESSION ONE

The discussions on this session were based on the previous presentations and the following comments and questions were raised from presentations.

1. The Malta and Singapore representatives were asked to share their experiences with regard to e-ID integration with other systems, specifically with regard to data protection. Secondly, they were asked if there is any legislation in place to enhance implementation and any issues that impedes such integration with other systems. In the case of Malta, the participants were informed that the relevant e-legislation was developed and put in place before any e-government work commenced to provide legal backup. It was explained that there is one framework in which Malta have a central system with several systems integrated. From a technology point of view there is a flexible modular system that allows continuous improvement of the solution due to the evolution of systems that should be continuously improved.

In the case of Singapore, Mr. Teo also reiterated Malta response by indicating that there is need for legislation before implementation and in Singapore, they have three main pieces of legislation, namely; Evidence and e-Transaction Acts. He also explained that all their IT related data is protected by the law.

2. One participant wanted to know if there were any Government subsidization and if access to e-Government programmes and services in Malta and Singapore are free or subsidised and if so how. In the case of Singapore, participants were informed that there are subsidization of programmes for citizens, in which ICT classes are subsidised at 80%, while in Malta, there are incentives for companies to provide the needed services in implementing e-Government.

3. Related to the above question, Malta and Singapore representatives were asked to explain how they bridge the skills gap between current and the older generation and the illiterate who reside in the rural areas in order access the online services and gain the benefits; and how they suggest that Botswana bridge those gaps. It was stated that in case of Malta, private companies or corporations were given incentives to set up classes for different IT knowledge levels of society. Kiosks were provided within local councils to impart the basic skills. As for Singapore, highly subsidized computer training programmes were offered, such as having bought discarded Personal Computers (PCs) and refurbished them and installed basic softwares to give citizens skills. Volunteers were also trained such that a pool of old people were trained who will in turn train other older people. It was noted that for some reasons, the older generation were able to use cell phones for banking; as such the generational digital divide can be overcome.
4. Since Malta has been providing services through person to person interaction, they were asked how they managed to shift to e-Government. In response, Mr. Sculcina stated that e-Government is not a 100% substitute of human interaction, therefore counter services will still exist as there will be some unmet demands from customers which will require person to person interaction. He also indicated that educating the people is very crucial as people need to appreciate the benefit of e-Government as opposed to changes that may occur in the introduction of e-Government.

5. A question was raised on the extent to which research has informed the policy development for e-Government in Singapore. In response, Mr. Toe stated that research was used to inform decision making and they had case studies on what works and on what does not work.

6. One participant wanted to know who took the lead in Singapore in driving e-Government, between Government and the Private Sector. On governance model, how Singapore and Malta did address issues of lack of coordination, duplication and so on. The Conference was informed that the Government is the key driving force in e-Government but there is close collaboration with the private sector as the private sector are the implementers. In terms of governance, there is a central body that was established to coordinate all standards and procedures, and there is also a centralized citizen information centre.

7. Since FNB was ahead of other banks in providing electronic services, one participant wanted to know if it is safe for customers as there is no e-legislation in Botswana in place. In response, Ms Phillip-Lejowa indicated that FNB has been given permission by the Central Bank (Bank of Botswana) to provide e-services as they were satisfied with measures put in place by FNB in doing e-transactions. She also informed the participants that BOB is working on having e-legislation to protect customers’ money but in the meantime, FNB has a policy in which they refund individuals in the case of money embezzlement due not however to negligence on the part of the customer. She explained that there is a lot of marketing in engaging with citizens about online services.

8. Malta and Singapore representatives were asked what advice they could give to the Botswana Government and stakeholders in order to speedily implement eGovernment, especially to address challenges from European Union who are the anchors for Botswana’s beef industry. The participant also wanted the two countries to share their experiences on how they can assist Botswana Government to ensure that e-Government systems are integrated and that they don’t operate as isolated systems. Regarding the cost implications of introducing e-government, the participant
wanted to know if Botswana will be able to reach where Malta and Singapore are. In response, it was stated that Singapore had invested a lot of money in the development of infrastructure and all buildings are wired for easy access to e-services (and there is a policy that all new buildings should be wired). The Government of Singapore’s expenditure ranges from SGD3-5 billion per annum and it should be noted that e-Government is a continuously evolving exercise, and knowledge sharing is very critical in the success of e-Government among all stakeholders.

9. Another participant wanted to know how public schools in Malta and Singapore have played a role in driving the ICT initiatives and related programmes and activities. It was noted that in Singapore, IT education starts as early as in primary schools and this is very critical as it helps to shape the future of the young citizens at their tender age. The Government of Singapore also provides the necessary schemes to assist in ICT.

10. Malta and Singapore representatives were asked to share experiences on the real impact of e-services and how impact is measured. How have e-Government changed people’s life and what initiatives have been put in place. What are the impact of e-Government on the structure of the Government and also the impact on the private sector? Mr. Teo responded by indicating that e-Government is a journey, not a destination as it merely changes the way people do things for the better. He shared with the participants that since the implementation of e-Government in Singapore, there has been a great impact as illustrated by statistics on online services and usage such as number of hits. He informed participants that in Singapore, the country used to take 3-7 days to clear goods in their ports and now it takes only 2 minutes.

11. FNB was asked to share with the participants on how the bank is addressing the issue of long queues that still exist in their banking halls despite their efforts to introduce e-services. Ms Phillip-Lejowa explained that FNB has come up with deliberate efforts to address the long queues and the Bank is making an effort to change their customers mind set to shift from face to face transactions to e-transactions.

In concluding the session, Ms Nkhwa indicated that the experiences shared from the best practices have shown that change is a process much as there is need to set milestones to measure progress as we are part of the global community in which there are challenges to do with change all the time. She reiterated that e-Government is all about people and what they want online and how technology can be used as a conduit for stakeholders and citizens to provide services in an efficient and effective way. It has been proven that e-legislation and information security are critical for implementing e-Government programmes, and Government should provide the lead and whenever there is need to give services the private sector should do so. Therefore the relationship between stakeholders is very
important to build capacity for both drivers and users. It was noted explained that the Private Sector has a critical role to play in the process of offering training of the users to facilitate eGovernment implementation. For example, in the case of Malta and Singapore, the Private Sector trained people and the Government had partnerships with business sector. It was noted that the pace of change is what Government and its stakeholders need to focus on as e-Government will have an impact on the daily lives of the citizens. She requested everyone to note that implementing e-Government is a heavy investment as it is a costly process, but it is necessary to eliminate duplication and as a country we stand to benefit
MAITLAMO AND GOVERNMENT ONLINE

Mr Mabua Mabua, Permanent Secretary (PS) in the Ministry of Transport and Communication (MTC) gave an overview on Botswana’s National ICT Policy, which is known as “Maitlamo”. In his background, Mr Mabua indicated that it has been shown that leveraging on ICT has contributed to the economic profiles of countries like India, Singapore, Malta, Mauritius, etc which do not have substantive minerals such as Botswana. ICT has changed economic landscape in the world and it is seen a potential driver for economic diversification for a country like Botswana.

The Government of Botswana approved Maitlamo Policy in August 2007 with the intention to guide, coordinate and integrate all ICT initiatives. The Policy’s vision is to be globally competitive, knowledge and information society through effective use of ICT and it has to compliment the Botswana National Vision 2016 Strategy. The main policy goals and objectives respectively are:

1. To Create an enabling environment
2. Universal service and access to information and communication facilities
3. Making Botswana a Regional ICT Hub to empower our Citizens and make Botswana’s services sector globally competitive

Policy Objectives:

1. A Culture of lifelong learning that maximises potential within citizens
2. Government services available electronically
3. Increased economic diversification and foreign investment
4. Access to relevant, localised and understandable information for all citizens
5. An ICT access point in every village
6. Enhanced disease control and healthcare programmes
7. An efficient and cost-effective ICT infrastructure in place
8. A clear ICT legal framework in place

Mr Mabua shared the Botswana’s ICT Highway Initiatives (Figure 4), indicating that which has been implemented and the outstanding. Participants were informed that Maitlamo has seven programmes/pillars and these are:

1. e-Education
2. e-Government
3. e-Health
4. e-Business
5. Community Access & Development
6. e-Legislation, and
7. ICT infrastructure.
The following progress on the implementation of Maitlamo was shared with the participants:

1. **eGovernment status:**
   - eGovernment Board has been established and it comprises of Permanent Secretaries and chaired by PSP;
   - Structures within Government established; 14 technical clusters and Project Execution Teams in Ministries;
   - eGovernment Strategy being developed and to be finalised by mid 2011;
   - Technical high-level audit done that identified more than sixty (60) IT systems within Government.
   - Portal Infrastructure developed

2. **e-Health:**
   - Transformation of health systems and business practices, and some of the initiatives implemented are Telemedicine (Princess Marina Hospital in Gaborone, Gantsi Hospital, and Nyangagwe Referral Hospital in Francistown),
and installation and use of the Integrated Patient Management System (IMPS) in some of big hospitals.

- It was noted that the challenges in this programme are that there are no structures, nor strategy and there is minimal telemedicine at very few hospitals.

3 e-Business/Commerce Status:

- There is no national strategy, but organisations are implementing minimal solutions in silos;
- A Taskforce was created that has not progressed on recommendations; and
- The Taskforce is being resuscitated

4 e-Education Status:

- There is no e-Education Strategy and structures in place
- e-Learning initiatives such as ThutoNet has resulted in the broadband connectivity to 235 Secondary Schools and undertaking of computer refurbishment in which more than 10 Primary schools have been given 200 computers. The main challenge is content and capacity building.

5 Connecting Botswana

- It was noted that through Rural Telecommunication initiative, more than 400 villages have been connected and there is commitment that by the end of 2011, there should be Universal Access as per the Settlement policy.
- Other initiatives,
  - Connecting all communities with schools, clinic/health posts
  - National Backbone
    - 48 fibre national ring with only 4 lit
    - Connecting to South-Africa, Namibia, Zambia and Zimbabwe.
    - Nteletsa 2 to connect all rural villages
  - International Connectivity
    - connectivity through SAT -3 as primary link
    - Government investment in cable systems
      - EASSY and WACS
      - Landing point in Namibia

6 Connecting Communities Status

- Infrastructure exists and is being expanded further
- Access centres developed through Nteletsa, Sesigo Library project and BotswanaPost centres
- There is lack of content
- There is lack of capacity building initiatives
- Implementation of Sesigo Project (Library Connect) to increase access to ICT by connecting all libraries, BNLS branches, community, and even reading rooms.
Achievements

- 17 Branches, 5 Community Libraries and 1 Reading room with PCs
- 17 Branches, 2 Community Libraries with internet connectivity

7 e-Legislation Status

- Readiness Assessment done
- Structures within Government established
- About more than 22 Laws to be formulated and amended identified and the key ones being:
  - Cybercrime and Computer Related Crimes Act (need review)
  - Electronic Evidence (New)
  - Data Protection (New)
  - Electronic Commerce (New)
  - Electronic Signature (New)

Mr Mabua concluded his presentation (Annex 8) by highlighting the main challenges bedevilling the implementation of Maitlamo Policy as follows:

- Lack of adequate Structures
- Funding
- Training and skills development
- Implementation capacity
PRESENTATION ON BOTSWANA e-GOVERNMENT STRATEGY

The Public Reforms Coordinator from the Office of the President, Dr Omponye Coach Kereteletswe started his presentation by giving a snapshot of where Botswana and its Government is coming from since independence in 1966. He indicated that there are certain issues around change (transformation) that have happened and participants need to note and pay attention to them as some of the issues are inculcated and for Botswana to change them, they need to be attended to.

Participants were informed that in Botswana, ICT is contributing about 3-4% to the GDP as compared to Singapore in which ICT is contributing more than 30%. It was noted that Botswana has been experiencing major challenges and will be facing more challenges as from 2011 to 2019 due to the decline in minerals and therefore, there is need for the country to diversify its economy and leverage on ICT and compete with the rest of the world.

He indicated that from time to time, Government has always reviewed the World Economic Reports, particularly the Global Competitiveness Index and the 2009 report shows that Botswana is in the transition stage between Stage 1 (Factor driven) and Stage 2 (Efficiency driven). But for Botswana to move from the current Stage 2 to Stage 3 (Innovation driven), it will not be the responsibility of the Government alone but the involvement and commitment of all stakeholders, particularly the private sector to help with the transformation process. In terms of doing business, Botswana was gradually improving until after 2006, whereas the level dropped and hence the need to assess why the decline and thereafter address the issues.

As for the Public Service, the Government conducts the customer satisfaction survey every two years to establish customer satisfaction levels. It was noted that in the 2005 survey, the satisfaction levels stood at 25% and 27% in 2009. This shows that there are issues that need to be addressed. As a result, there was need to pay attention to the public service transformation as clearly illustrated in Figure 5, and it was noted that Botswana Government has introduced a number of public service reforms since 1997 to date to the extent that the clients have fatigue of the many reforms introduced. The participants were informed that it is now time to consolidate all these reforms to ensure that the Government starts leveraging on the benefits, and the e-Government programme comes in handy.
In order to address the public service delivery, the Government of Botswana introduced business process reengineering (BPR) to remove barriers such as bureaucracy, redundancy and work ethics to improve working systems and procedures. This was done to achieve the outputs such as cost saving, reduce response time and increase output quality and ultimately obtaining an increase in customer satisfaction and improvement in service delivery. The impact of BPR in terms of improving the turnaround time in Government processes were shared with the participants.

Based on the above issues, Dr Kereteletswe informed the participants that Government issued the ICT agenda in which eGovernment was adopted as a reform to improve Government services by leveraging on ICT tools. Figure 6 denotes the major areas that could impact on delivery of e-Government.

Figure 6: Public Service Transformation Agenda

Figure 6: Riding eGovernment and Transformation Waves: Major Initiatives
In the presentation eGovernment was said to be:

- Utilisation of ICT in government agencies
- Networks that link the Public Sectors, Private Sector and citizens
- Upgrade the Public
- Service delivery system
- Establish accessibility of interaction

The outcome of the aforementioned being easier access in dealing with government agencies via integrated and shared database in order to avoid redundancy in procedures.

Dr Kereteletswe explained that the need for adopting eGovernment was based on the following issues:

- We now live in a connected world. Citizens expectations have changed
- e-Government has the transformational ability of “bringing government to the people - rather than having people coming to government”
- e-Government is not really about technology or the automation of government. It is about the transformation of government.
- e-Government offers benefits for everyone. It provides citizens and businesses with an easy and convenient mechanism for completing transactions with government. It provides government with the opportunity to radically improve service standards and organisational effectiveness, and it helps stimulate important national ICT and development agendas.

In relation to the above, Figure 7 describe the stages and issues to be addressed when implementing eGovernment.

![Figure 7: Diagram illustrating some of the issues to be addressed by eGovernment](image)

Dr Kereteletswe stated that the ICT policy supports the seven (7) pillars of Vision 2016 and explained how the eGovernment could support the Government agenda in terms of
development and promoting good governance in relation to the implementation of NDP10. It was also noted that the Government used a structure approach (Figure 8) to develop the eGovernment Strategy and to date, approximately 1000 people have been interviewed or consulted, and this includes:

- All Ministries and Directorates
- Major parastatals – BPC, BTC, BTA, Postal Services, BOCCIM,
- Local Authorities including Land Boards in Central, Ghanzi, North East, North West, South East, Southern, Kgatleng and Kweneng Districts.
- Other interested stakeholders:
  - BOPEU
  - NGO’s
  - Training Institutions
  - Mobile Service Providers
  - BITS & COBIT
  - Financial Services Sector (Banks)
  - Industry, and
  - A wide range of citizens and business people

Figure 8: The Structured Approach used for developing EGovernment Strategy

In summary, Figure 9 summarises the findings and observations:

Figure 9: Findings and Observations from eGovernment Strategy
In terms of the eServices Assessment Report, it was noted that the Government of Botswana delivers 444 key services to its clients which follows:

- 276 services are “public facing” – i.e. directly involve interaction with the client
- 138 were considered “key services” by ministries – i.e. important services for clients that are core ministry business
- 117 services were considered “information only” – these are services that involve little technical complexity and are early online candidates
- 156 Services involve some form of Application to be submitted and approved
- 35 Services involve some form of Registration function
- 107 Services were considered as unsuitable for online service delivery at this time – principally because of security and privacy concerns

A higher than normal services are targeted towards those in rural, remote and agricultural communities and this should be the consideration when planning for implementation. The National Portal was launched at the end of 2009 and eServices are categorised into four (4); citizens, visitors, business and Government.

In terms of the Current State Analysis (e-Readiness) and the Technical Blueprint Reports, the following findings were shared with the participants:

- e-Government is already here in Botswana – there are examples everywhere – but we still have a long way to go in reaching world class
- We have the highest levels of executive support – a major factor
- We have an overarching Strategic Framework
- Citizens now expect and demand e-Government – through a variety of channels – with a special emphasis on mobile services
- We have to be careful that we don’t do too much at once – but have a phased and pragmatic plan for moving forward
- We must ensure we avoid unnecessary duplication
- We must also turn our attention more towards maintenance and sustainability – rather than simply implementation
- We are doing the right things. We just need to do them better, faster and together as one (1Gov)
- Centralized control, effective governance and top quality programme management are essential for moving things forward in a coordinated and integrated way
- Rationalization is necessary through multiple perspectives to be more efficient and integrated in the way we deliver Government Service
Dr Kereteletswe also presented the current eGovernment structure as in Figure 10.

Figure 10: The current eGovernment Structure

As for implementation it was noted that Botswana is at the stage where eGovernment working draft is available and forms the basis for this conference. Using the Balanced Scorecard concept, Figure 11 and 12 shows the translation of the Strategy into eGovernment Strategy Plan and eGovernment Strategy is linked to Vision 2016. The eGovernment Strategic Foundations are:

**Mission**
To provide universal access to services through the use of appropriate strategies and technologies for efficient and effective delivery

**Vision**
Integrated Government for an e-Botswana: 1Gov

**Values**
Convenient; Efficient; Transparent; Reliable
Figure 11: eGovernment Strategy Plan

Figure 12: eGovernment Strategy Linked to Vision 2016
The participants were informed that the proposed eGovernment Strategy (2011 – 2016) calls for action on 5 major programmes and 25 related projects:

- **Portal Enhancement Programme (PEP)**
  - Delivered in 3 Phases
- **Multiple Access Programme (MAP)**
  - “Any door, the right door”
- **Technical Rationalisation & Integration Programme (TRIP)**
- **Botswana e-Government, Service Transformation, Reform, Organisational & Network Governance Programme (Be STRONG)**
- **Skills Transformation in support of e-Government Programme (STEP)**
- **e-Legislation**
- **Public Awareness Campaign**

It was noted that the total budget for implementation for eGovernment will be around P506 million and some of the identified risks that would need to be managed are:

- Ineffective Governance
- Lengthy lag in “approving” the Strategy
- Insufficient internal skills and capacity
- Financial constraints

Concluding his presentation (Annex 9), Dr Kereteletswe informed the participants that the Conference has been called to validate the draft e-Government Strategy objectives, connecting them to V2016, NDP 10, Maitlamo and other guiding policies and their own expectations. In relation to the objectives, participants would need to:

- define suitable KPIs to monitor e-Government implementation,
- propose & validate projects to be undertaken in fulfillment of e-Government Objectives
- Propose & validate implementation arrangements – who does what, when, how?
- Provide any other information necessary to guide Botswana’s e-Government Agenda
PLENARY SESSION TWO

The session was directed by Mr Neo Nwako of ABARI Communication and also from BOCCIM. The following comments and questions were raised from presentations:

1. A question was raised as to how Botswana Government defines e-Government and if there is any computerization project being undertaken by Government. There was an appeal that Botswana needs to start living vision of e-Government and use less paper. In response, the definition proffered by the Ministry of Transport and Communication, and having been adopted by Botswana is the “use of ICT tools to deliver Government services online and these tools are internet based”. This was more than undertaking computerisation project activities.

2. The presenter (Mr Mabua) was asked to be specific on what he meant by “content being a challenge” and which policies are infringing on and or hindering the implementation of e-Government in Botswana. In response, it was noted that infrastructure is available but programmes and tools to deliver education to secondary schools are still lacking. Participants were informed that at primary schools, there is no access to internet whereas at secondary schools there is an effort to have computer classes at junior certificate.

In terms of policy impediment, it was noted that there are no policies or legislation that hinders the implementation of e-Government but there has been an assessment that had been done to identify pieces of legislation needed to be developed or reviewed to support the implementation of e-Government.

3. There was a request to critically assess the role of the private sector with regard to privatization and explanation was sought on the level of commitment or participation expected from the private sector. In response, it was explained that e-Government Strategy should be discussed in line with other Government initiatives and programmes such as Privatization Policy which is driven by PEEPA. However, the Conference was informed that Public Private Partnership (PPP) arrangements can be done and through the policy on privatization, PEEPA has a framework on outsourcing some of government provided services.

4. When the Private Sector helps in the development of solutions based on the needs of the services to be provided, they will incur some costs, what will be the budget for all these. In response, it was explained that the total budget estimated for the implementation of e-Government was P506 million.
5. There was a request to define the role of the Private Sector in implementing the e-Government programme and what the contribution for Government and the Private Sector will be. It was explained that during the breakaway groups, there is a group which will be looking specifically at the role of various stakeholders to implement the e-Government programme and related projects.

6. In terms of costs and bandwidth and since there has been a tariff reduction due to the acquisition of submarine cables, when will the ordinary citizen enjoy a reduction in costs? In response, it was stated that the Ministry of Transport and Communication is still facing the challenge of monitoring the impact which should be seen in the reduction of tariffs and other benefits.

7. The presenter was asked to explain what the Government doing to engage the Private Sector in the implementation of the five major projects outlined in page 6 of the Botswana’s National e-Government Working Draft Strategy. For example, under the Multiple Access Programme (MAP), there is a proposal of a central call centre but there was a concern that Government has not consulted with Private Sector and other affected stakeholders. Participants were informed that the projects or initiatives identified in the Strategy are some of the potential services to be outsourced and the Private Sector will be engaged through PPP agreements.

8. One participant wanted to know the role of research institutions in driving e-Government and why the Government appears not to be implementing one project at a time and move on to the next project after completion than doing them at the same time. It was explained that selecting only one project at a time will result in incurring isolated costs.

9. There was a request on the cost or budget for e-Government initiatives. In response, the participants were informed that the budget has not yet consolidated as ministries and departments have separate budgets and they are around P1.8 billion.

10. The Ministry of Transport and Communication was asked to explain to the audience why Government has acquired 48 fiber links and why only few are being utilized. In response, it was explained that the cables are owned and operated by Botswana Telecommunications Corporation (BTC) and the issue of underutilization is being addressed. There is also the issue of backbone infrastructure being separate from services, and the current situation should be a learning lesson to Botswana to improve the case, and that is the reason for running such a conference in order to consult and seek guidance and input from all affected stakeholders.
11. In relation to the breakaway groups, there was a suggestion that Group 1 which will be addressing issues on infrastructure be combined with Group 2 dealing with e-Services to avoid piecemeal approach as the two are mutually interdependent. This was due to the fact that the current situation of providing infrastructure not in line with the demand of services or business requirements was not working for Botswana. It was agreed that the concern is valid however combining the two would require more time to deliberate on issues raised therefore the two groups would remain separate and the issues raised will be discussed during the presentations.
BREAKAWAY GROUPS SESSION

Mr Ronal Ridge, e-Government Controller (e-Government PMO) explained the structure of the breakaway groups which will have eight (8) groups addressing the following issues/areas:

- Group 1: Infrastructure
- Group 2: e-Services
- Group 3: Communication and Public Awareness
- Group 4: Role of Stakeholders
- Group 5: Governance
- Group 6: Capacity Building
- Group 7: Funding Models
- Group 8: General Issues

Each group had a pre-selected Chairperson, Co-Chair, Supporter and Rapportuers, and there were specific questions handed to each group to help in the discussions (Annex 10). The breakaway of groups was done in the afternoon of day one.
DAY TWO: DAY ONE REFLECTIONS AND GROUP PRESENTATIONS

Figure 13: Courtesy of Dr Kereteletswe (Public Service Reforms)

Figure 14: Snapshot of the Botswana National Portal
DAY ONE REFLECTIONS

Welcoming the participants for Day Two, Dr Collie Monkge, Coordinator of Vision 2011 Council and Director of Ceremonies for Day Two, explained to the participants that the Agenda for the day will start by a session on Reflections of Day One, then Breakaway Groups presentations and discussions and lastly the official closing of the Conference. With those few remarks, Dr Monkge introduced Mr Abraham M. Keetshabe, the General Counsel from the Office of the President to direct the session on Day One reflections.

Mr Keetshabe informed the participants that the session on Reflections of Day One is meant to reflect on the deliberations and discussions of Day One. The following issues were raised:

a) Based on the presentations by Malta and Singapore representatives, it was noted that there is need to address issues of e-legislation as a matter of urgency to effect the e-services and transactions.

b) It was noted that there are draft policies that could help in the implementation of e-Government and they need to be expedited. These are the Universal Access and Services, Broadcasting policies.

c) There is need for close collaboration between Government and Private Sector; therefore there should be developed structures between Government and the Private Sector in implementation. In lieu of the above, there is need to form a comprising of both parties to drive the implementation of e-Government and this should be benchmarked from countries like Malta and Singapore.

d) There was concern that eGovernment takeoff has been slow despite discussions on same. There was thus a call further reinforcing the need to develop an Implementation Plan to guide the e-Government programme.

e) With regards the Singapore presentation, it was noted that the strong partnership between Government and Private Sector lead to the successful implementation of e-Government. It was also noted that the Singapore Government had a definitive in which expertise was requested from Hongkong to help change the mindset among citizen by giving them resident permits. It was therefore proposed that Botswana should do likewise as there is expertise in house, in the region and internationally and as such there is need for partnership between local and foreign companies/businesses to drive the change. There was an appeal that the Private Sector should be updated on the progress made on a regular basis.
Summarising the issues, Mr Keetshabe concluded the discussions by noting the following issues as a take home assignment to all stakeholders:

- Malta view legislation as a key catalyst for e-Government and therefore e-Legislation is crucial as it is an integral process of e-Government.
- Nothing can be achieved without collaboration between Government and stakeholders.
- On procurement of goods/services, there is need to look at legislation to determine if it aids the process.
- On implementation, it was agreed that there is need to move with speed. There is need to develop an implementation plan with clear milestones, deliverables and this must be done in collaboration with the stakeholders.
- There is need to have a way forward with clear deliverables
BREAKAWAY GROUP PRESENTATIONS

GROUP 1: INFRASTRUCTURE

The presenter started off the presentation (Annex 11) by detailing the questions that were interrogated in their group.

- How can industry and development partners assist with provision of the necessary infrastructure for e-Government?
  - In your view is Government adequate to address e-Government infrastructure requirements?
  - Is private sector capacity adequate to execute e-Government requirements, if not what interventions are required?
- What sort of partnerships between public and private sectors should be used to develop an overall e-Government capacity?

In summary, the Group identified the following key points in terms of ICT infrastructure:

- Government Data Networks:
  o Need to define ICT infrastructure and what role infrastructure plays in e-Government
  o Need to address issues of monopoly and how Botswana being a landlocked country can make inroads in international connectivity
  o Is the funding and budget allocated for eGovernment sufficient enough? Optimization of infrastructure from End to End and what common protocols are there for existing and future systems to communicate (i.e. Data transfer).
- Interoperability
  o What challenges are there with the existing system of interoperability
- Connectivity of villages
  o Need to address the connectivity issues to allow access to all areas of Botswana to benefit from e-Government
  o What obstacles are there preventing Private Sector to invest in infrastructure
- Fibre Backbone
  o Noted that the backbone for communication is fibre.
  o Need to address issues of National connectivity versus international for the context of e-Government
- e-Commerce
  o Does provision of services to citizens require to have international
  o Governance Need to identify and review existing policies and legislation to address the monopoly situation
- Standards
- What is baseline for connectivity and is Botswana meeting the set standards
- Need to establish a Broadband strategy for broadband penetration
- Need to establish baseline for data rates

The presentation was concluded by sharing the suggestions of the Group in terms of the private sector obstacles looking at the requirements of e-Government as well as Maitlamo policy. The following issues were identified:

- Participation of private sector:
  - Software as a service
  - Platform as a service
  - Infrastructure as a service
  - Outsourcing to the private sector
- Evolution of government procurement: From requirement specification tenderpreneurship
  - Lacking of framework for Government to involve the private sector
  - IP source recognition tendering process

It was also noted there was no capacity in the local private sector to undertake e-Government, and therefore there is need for joint venture to develop skill transfer, funding, and technology transfer.

The following comments and questions were raised after the presentation:

1. In terms of fibre connection in the villages, it was asked whether Local Government was participating and how. In response, it was explained that GDN covers both councils and Government offices and there is little that the private sector could do due to incentives. But due to lack of local content, most locals prefer access to outside world than local market.
GROUP 2: E-SERVICES

The presentation (Annex 12) was done by Mr Loago Raditedu on behalf of the Group Chair as well as the Group members. In answering the first question on what e-Services warrant the highest priority, Mr Raditedu explained that the Group identified the following:

- Establishment of Information Storage (Data Management) in which the Private Sector could help the Government with the service through PPP model
- Content provision and management and this will enable the Private Sector to develop the content relevant to citizen needs. It was emphasised that content information should be relevant, accessible and retrievable and digitisation of the information could be done by the Private Sector.
- Creating a World Class Data Centre and it is essential to develop the centre at the beginning of the e-Government
- Through an integrated approach, all Registration services should be put online and this should be based on the following:
  - Highly demanded services,
  - Repeated services
  - Backlog services, and
  - Inefficient services.

Examples of these services provided were Omang (National ID), Passport, Vehicle licenses, tax payment and bill payments (electricity, water, rates, etc)

In addition, the presenter indicated that the Group felt that the need to implement the whole cycle (information, downloading, filling and submission as well as transaction services), and the Government Portal should be up to date all the time to inform and educate all stakeholders.

In regard to where the Private Sector has the capacity to execute e-Government requirements, and if not what interventions are required, Mr Raditedu informed the conference that the Group felt that the Private Sector has the capacity due to the technical know how and expertise that exist. However, there is still need to create a Competency Database of the ICT sector and this project should be done in partnership between Government in terms of governance with the Private Sector as the driving force for the project. He indicated that the Group recommended that call for submission of information should be done in the same manner in which the Conference was advertised to promote transparency.
Mr Raditedu also indicated that the Group wanted the Government to address issues of Intellectual Property Rights on information submitted by the Private Sector or individuals to protect their innovations and creativity. This was more in line with requests for tendering and it was recommended that Government should review its procurement processes and request for information bids before tendering to address the situation.

It was recommended that as part of protecting individual innovative and creativity, the following should apply:

- Develop strategies to protect innovation concepts from various stakeholders i.e. RIPCO, University or tertiary students, Research Centres
- Develop strategies for Government and Private Sector to harness innovative ideas from graduates to build experience and capacity
- Put in place incentive schemes for such innovations
- Develop smart partnership with foreign companies to build capacity in Botswana within the business and community sectors

In terms of interventions and incentives to assure high uptake of e-Services by citizens, the presenter informed the Conference that the Group suggested the following:

1. Subsidization
2. Provision of services via Call Centres, website, mobile, etc than clients visiting offices
3. e-literacy (inform, educate and empower)
4. Improve efficiency (service processes)
5. Each producer and/or service provider should be responsible for informing and educating people including financing.
   - Should follow and adopt the value-chain process
6. Change mindset by coming up with incentive schemes to drive the benefits of e-Government
   - Benchmark from Malta, where some online e-services are free and others are charged a minimal fee
7. Interface some of social feeds (Facebook) with use of online services to attract the young generation
8. Create platforms for the Private Sector to form partnership with Government to implement e-Government
9. Private Sector (local companies) should be the ones to build partnership with foreign companies
10. Engage citizens on two-way services from the onset to create ownership and commitment

The following comments and questions were raised after the presentation:
1. The Group was commended for discussing the uptake of services though the challenge will be on accessibility of the services particularly at the rural areas. Examples were given where certain countries (Finland and UK) have through policy pronouncements made it mandatory for individuals to have access to ADSL. It was indicated that infrastructure by Government is based on backbone but there is need of connectivity and broadband connectivity to rural areas. Therefore maybe it was noted that Botswana should benchmark with the abovementioned countries on how they improved connectivity and also through developing a broadband strategy with clear population and capacity targets/milestones. The strategy will promote the uptake of the e-services and improve the service delivery.

In response, Mr. Raditedu informed participants that the scenario given above is symptomatic that Government is not getting e-Government benefits as anticipated, thus called on stakeholders to discuss the issues and come up with ways to improving the situation. In terms of the services, this will depend on the demand as currently it is high and Government will need to assess which services to be provided first. The presenter also explained that the Group discussed the issues with the assumption that the infrastructure is available but from the comments, it shows that there is need to work on the infrastructure.

2. Another comment was raised in terms of skills and capacity building in which the participants felt that instead of partnering with multi-national companies the private sector should employ highly skilled personnel from outside the country. This was based on the Singapore concept in which the Government was bringing (importing) in people with requisite skills by giving them permanent residence to work with citizens than bringing people on temporary basis which was found not to be sustainable.

The presenter concurred and indicated that Government should review Labour laws and come with ones that would build partnership between locals and multi-nationals being imported in Botswana for citizen empowerment.

3. In regard to the Group recommendation for the development of strategies to protect innovation, it was suggested that the Botswana Innovation Hub (BIH) should be utilised and the young generation should identify their existing innovative and creative ideas that can be used in the various industries. In general the concern was that BIH is not fully utilised. It was also suggested that e-literacy should be given priority because it will address the critical issue of skills and capacity.
4. There was concern that if incentives for citizens were developed without their (citizens) input, there would be a risk of not picking out the real incentives that would be of value to same citizens. For this reason there was a request that citizens should be involved in the process. On behalf of the Group, Ms Nkhwa responded by indicating that all people present in the conference are representing a cross section of the society which includes citizens, business and stakeholders who will consume e-Government products. Therefore this kind of conference is part of a continuous process of consultation to guide Government to implement programmes like e-Government.

5. With regard to the Group suggestion to create an Information Centre, the representative from BIH cautioned against duplicating efforts as BIH is already compiling information and providing incentives. The BIH representative stated that there is need to import skilled people to work with locals to build capacity but the current situation shows that coordination efforts are problematic. This means that there is no collaboration between Government and Private Sector or institutions set to assist in building capacity and have locals providing the expertise. In response, the presenter wondered why the BIH representative has been quite in the conference and maybe should have joined Group 2 to contribute to the discussion. Nevertheless, the Innovation Hub was encouraged to engage all stakeholders more and to ensure citizens from all sections of the society are covered. It was noted that BIH has collected information from the Private Sector (mainly from the young generation) as far as 2008 and it has been noted that there is talent that needs to be used.

6. It was also noted that citizen buy-in is crucial with regard to e-Government and the key to attaining such remains consultation and involvement. Participants were informed that it is essential to know what citizen’s priorities are as well as the urgencies, and therefore digitisation of information which is uploaded in the Portal should be searchable and user-friendly, i.e. preferably have e-Books than PDF files. The Conference was informed that everyone is going to be affected by the e-Government and there is need for ownership and change the mindset in building this growth. As partnership has been identified as key in both ways, it is essential that the team establish a form of motivation that will encourage the people to use e-Government and work with organizations such as BIH.
GROUP 3: COMMUNICATION AND PUBLIC AWARENESS

Dr Kgomotso Moahi shared the outcomes of the Group discussions and indicated that in terms of validating the identified e-Government stakeholders to be informed about e-Government, the Group felt that almost everyone would be affected and this includes:

- Government service providers (Ministries and Departments including the Local Authorities)
- Industry and NGOs (providers) and
- The general public (beneficiaries).

Responding to the question on ‘which media and/or other channels are most suitable for e-Government communication’, Dr Moahi informed the participants that the Group first needed to identify “the message” and agreed on the following:

- The need for e-Government and the benefits
- Definition and explanation of what e-Government is.
- Why e-Government now or at this point in time
- The need to highlight the benefits by linking all the above points with concrete illustrations of benefits
- Measure response to what we communicate
- Provide information on costs of new services
- Discussion of who can use the technology to develop ownership – i.e. show that e-Government is for everyone, ordinary people and those that are privileged and educated
- Explain how information is disseminated – how it gets to rural areas
- Develop skills in using the technology
- For those in charge of communicating the initiative, training on how to answer questions that may arise (such as how do we introduce e-Government when some communities have no schools or other basic facilities.

The Group felt that any communication strategy developed should clearly understand its target groups in order to determine what messages, channels and tools to use with the various groups to communicate with. The issue of who the target audience could also be derived from the objectives of the communication strategy, which needs to be clear. The Group agreed to classify the stakeholders into the following categories:

- **Internal stakeholders** – service providers in Government Ministries and Departments; to address fears of job loss as a result of use of technology, communicate expectations. Critical to build change management into the Communication Strategy.
• **Private sector** – who would be critical in partnering with Government on the “how” part of communication and public awareness

• **The users (public)** – even here change management must be an integral part of the communication to change mind sets and belief in face to face interaction for services.

Dr Moahi also informed the Conference that the Group also proposed that the stakeholders should be divided into clusters in order to identify appropriate messages and media to use, and the following clusters were suggested:

• Primary school children
• High school children
• Out of school youth
• Village institutions (VDCs, PTAs, etc.)
• Elders both in the rural and urban settings

In terms of the type of media to be used, the Group identified the following:

• Cell phones/SMS broadcasting
• Face-to face interactions
• Kgotla discussions
• Training of trainers (VDC and PTA members)
• Interactive boards that provide information on various services
• Billboards
• Radio
• Television
• Print media
• Facebook and other social media
• Twitter, etc
• Campaigns
• Existing institutions (Libraries, Sesigo, Kitsong, etc.)
• Famous personalities
• Road shows
• Provide incentives to use the services
• Infuse e-Government into the curriculum
• Identify people to use as catalysts
• Media briefings

Concluding her presentation (Annex 13), Dr Moahi shared how industry and NGOs could assist the Government in communicating and give public awareness on e-Government
programme through co-branding the Communication Strategy as they are the fountain of ideas. It was therefore emphasized that these stakeholders should be consulted from the onset.

Based on the presentation, the following comments and questions were raised:

1. One participant indicated that as long the e-Government is centred around citizens, there is need to take in account some of the people who uses the Government services such as the international business community who reside in Botswana and normally apply for various permits and other services; International Tourists and travelers, as well as Batswana living and working outside the country. Therefore, communication and public awareness activities should also target these stakeholders or groups, and this was noted as a valid point.

2. One participant felt compelled to raise a concern or observation in which participants kept on talking about access and capacity building but not mention Botswana’s own unique space having “dot bw domain”. The question was how is Botswana is going to use this to harness access to internet and promote accessibility by users. Another issue raised was on content in terms of language (having the content in both English and Setswana), and what Government is doing to bring the youth on the use of the website in line with the use of social feeds such as twitter, face books. The participant indicated that she needs to see a useful initiative or programme that has a company website that ends with “dot bw”

In response, Dr Moahi indicated that she will need someone from the participants to comment on the issue raised in regard to the “dot BW” domain. As for the comment on the “content”, the presenter indeed stated that the content in terms of sharing with people is very critical and agree with the issues raised. She stated that in Botswana, there are Kitson Centres that offers the use of computers and access to internet and the end of the day, the question is access to what. Therefore, she thinks that e-Government programme will look into the content and language being used in line with the various languages used or spoken in Botswana so that the message could be understood and used by the various groups. Dr Moahi said that the Group suggested the establishment of a National committee/commission that will work on the content aspect with reference to the indigenous knowledge available in the country. She stated that indigenous knowledge is being lost as the responsible people to pass it on from one generation to another are passing on and the under 35 years old generation is not interested in knowing about indigenous knowledge. Therefore the presenter requested that this is an issue to be addressed and should be taken up to
ensure that the content that is produced is not based on information from outside but relevant to an ordinary Motswana.

3. In order to enhance the public awareness and communicate issues related to e-Government, Government was advised to explore other existing programmes such as Programme on Rural Living Lapse, training for trainers’ programme which gives a platform for rural community outreach.
GROUP 4: ROLE OF STAKEHOLDERS

On behalf of the Group, Mr Thari Pheko of BTA informed the Conference that in terms of answering the question on what sort of partnerships between public and private sector should be used to deliver e-Government, there were a number of issues that the Group considered. Firstly, the Group felt that it is important that there has to be a mindset change and everyone need to understand “what the understanding of the stakeholders’ role in the whole process of e-Government is”. Mr Pheko stated that the Group avoided Government in particular and concentrated on the private sector though they indicated that what should happen is that, Government should actually set the tone by making sure that the e-Government requirements are spelt out. Therefore, the presenter informed the Conference that there is need to prioritise services according to sectors then spell out requirements and specifications, and where possible outsource the solutions. The key issue was that there has to be incubators where people’s researched ideas/data warehousing is established and protection of intellectual property, then look at the models in terms of funding options (i.e. through PPP model). In doing this, there has to be a degree of economical level and understanding of who is to do what in driving the e-Government programme. The presenter also emphasised the content which needs to be addressed as well as the infrastructure development. But in terms of the role of the stakeholder, he stated that the stakeholder needs to provide an application (that is produced elsewhere and how it meets the requirements of the country).

In terms of what should be the role of citizens, NGO’s and development partners, Mr Pheko informed the participants that his Group agreed that the citizens should demand service (Government/customer perspective) from Government. Also, there was need to determine the types of services the citizens want and mode of delivery in order to motivate the citizens to use the information. There has to be the mindset change and buy-in by the citizens and NGOs to motivate active participation in the programme if it is to be successful.

In regard to what governance model should be adopted for the e-Government Programme or does the e-Government structure provide adequate scope for effective participation by non-government actors, the Group agreed that there should be inclusion of other players in terms of making sure that the e-Government is customer centric, thus addressing what the customer wants. The presenter informed the Conference that there was a suggestion of establishing an Agency to actually make sure that the implementation and monitoring are not jeopardised. And there was a suggestion that this role could be done by the existing regulator being Botswana Telecommunications Authority (BTA), in which the Group has noted that it has been successful in implementing its mandate. The Group also benchmarked from Singapore for having a Government Chief Information Officer whose responsibility happens to be in line with the Telecommunications Regulator in Botswana,
and the BTA Act also specifies that the Regulator is responsible for every single technology that enters and being used in Botswana. Therefore, the e-Government Controller could be the Regulator as the law gives the power to facilitate all ICT aspects and coordination of all services and content that is provided to customers, than creating more structures. In terms of the government structures being put in place, Mr Pheko indicated that the Group did not have problems but the only thing remaining and needed is to implement the programme and learn and improve as we move on in the process because there has been a lot of talking but little on implementation.

Mr Pheko concluded his presentation (Annex 14) by indicating that in regard to interventions and incentives that can be put in place to assure effective participation in the e-Government programme by citizens, the Group recommended effective communication and marketing of the e-Government initiative. The Group suggested that there should be some illustration in order for the citizens to see the benefits of the initiative and other issues being improvement of knowledge management; encouraging competition among the stakeholders to be innovative and provide rewards for innovative solutions. Lastly, there is need to strengthen the change management initiatives in order to drive the change we want to achieve through e-Government and be able to compete with the rest of the world.

The following comments and questions were raised after the presentation:

1. The first comment was from the MTC PS in which he wished that the presentation for the Group could have been done by someone else from the Group other than Mr Pheko being the CEO of BTA, and had to be the one to announce the recommendation that BTA should be the implementing authority for e-Government (as the Regulator). The reason being that his Ministry is always getting complaints from the private sector particularly ICT, BOCCIM representatives and wide spectrum of the private sector that BTA in some cases is toothless and is using stringent and western regulations and tariffs. The PS requested if someone from the private sector would want to comment on the recommendation.

In response, the representative from BOCCIM, Mr Neo Nwako indicated that the ICT sector has a cordial relationship with BTA (the Regulator). But the main question that needs to be answered is who should do the Quality Assurance and should do the monitoring in terms of the e-Government perspective. This was in line with Singapore model where they have a regulatory body doing the function of not only regulating but also to do with technology advice to Government and also the quality assurance. Mr Nwako said that in reference to this issue, stakeholders need to look at the maturity level of our own Botswana structures before recommending who has to do what, so that whoever is going to be responsible for the quality assurance or
monitoring will be the appropriate body within the Government, as indicated that as private sector, they need to be given the full mandate to implement the e-Government programme.

2. In addition to the Group presentation, there was a comment on the development of local content in which it was stated that there are a lot of ICT graduates who are unemployed and have ideas and innovation skills that could be used. Thus Government could look at the implementation of e-Government in various ways such that graduates could be used to develop the local content that could be interesting to rural areas. Therefore, there is need to engage graduates and make them participate in the implementation as it was done in Singapore.

3. There was a comment on stakeholders interested in e-Government particularly around security risks and legal issues to controllable and uncontrollable online services, in which most stakeholders are aware of internet legal and illegal activities that are seen happening all the time. The concern was whether stakeholders know how many ISPs are available in Botswana and aware that there are many stakeholders involved in e-Government activities, who produce and publish content linked to citizens, businesses and business people. Therefore the question was whether there are going to be any controls and measures to ensure the security of citizens and investments especially that 80% of the origin of information is taken across the borders. How are we going to ensure that we contain the content as the country embarks on this e-Government journey when the public content and applications are made available online.

4. The other comment was a concern that there is a lot being said about implementation, but how and when is the actual implementation going to be done. Maybe Botswana should learn from Singapore and Malta on how they started implementing the e-Government activities and when, and what Botswana could learn from their experience and advice.

5. In terms of representation, there was a concern that prudent stakeholders such as Mascom Botswana, Orange, except BTC were not present in the Conference but their attendance and participation was crucial as the world has now gone mobile and some Governments have resorted to m-Government instead of e-Government. This is more so that mobile communication has outplayed the use of some ICT tools such as laptops, internet etc. Therefore, Botswana should also look into this issue and promote m-Government in the provision of certain services.
6. The last comment was for the implementers of e-Government to note that one of the key stakeholders are the children as users and therefore, there should be a consideration to create a facility (i.e. cubicles) that will assist in creating content in entertainment or leisure perspective as part of interventions to address problem of leisure among the young generation. The develop of the local content would in such a way that it will be of interest to children for them to learn at the same time entertaining them as it is done through the Disney World.

The presenter appreciated all comments raised and summarized the discussion by indicating that the main issue that is key is the development of the content and how it is going to be protected and secure to be used online, while the issue of how the content should be structured is for other groups. However, it has been proven that to have services online, there is need to gather information and provide data and take to an expert to assist with how to secure it (data) for people to freely obtain services online. In relation to the comment on promoting m-Government, it was indicated that the issue of e-Government was raised about 10 years ago and Government has long invested in submarine cables to improve electronic communication and it is critical that the focus should be on on-line data. As it has been suggested, the issue of incubators should be used such that ideas are considered and prioritized, and it is up to the stakeholders to act together and respond to all these issues.
GROUP 5: GOVERNANCE

Presenting on behalf the Group, Mr Kenneth Molosi of EOH Consulting mentioned that the Group considered the current situation and the following questions:

- What is your take on the e-Government Working-Draft Strategy?
- What is your understanding of Maitlamo?
- In which areas do you think the Policy is lacking?
- In what ways can the Policy be improved?
- Does the strategy address the requirements articulated in Maitlamo?
- What are the critical legislative areas required to effect e-Government?

As a note, it was explained that the critical question to answer is what efficient governance model need to be developed to accelerate efficient, effective and low risk delivery of Government services.

In explaining the current structure (As-Is Governance model) in Figure 1 below, Mr Molosi indicated that the structure was adopted from Maitlamo Policy and the Group made some observations.

Based on the above, the Group proposed a To-Be Governance model (Figure 2) that would see that the Information Council has the power to drive Maitlamo Policy and chaired by the President, and MTC could be the line Ministry responsible and accountable to the
Information Council. This Council should comprise Government Ministries, Private Sector, NGOs, Local Authorities, and representatives of the society. As the advisory body to the Information Council, there should be a Board that is chaired by the PSP and have a co-chair from the Private Sector. Mr Molosi indicated that the Group felt that there is need for a strong implementing agency, i.e. PMO or Maitlamo Implementing Agency that will ensure that there is cohesive fashion that Botswana is able to deliver the objectives of Maitlamo policy. The agency established will be responsible for coordinating, driving and managing the implementation of Maitlamo pillars including e-Government initiatives such as

- Controlling budget
- Influence and direct the pace and progress of the initiatives, and these initiatives would be implemented at Ministry level.

The model proposed also shows that there will be various Boards in line to the seven Maitlamo pillars which will be co-chaired by the private sector.

![Figure 16: To-Be Governance Model](image_url)

The presenter indicated that the proposed model will provide the following benefits or features:

- Avoids duplication of structures across the other 6 Pillars;
- Allows for direct involvement of HE as in case of Rwanda, where the Prime Minister drives the implementation of the ICT policy in the country and goes around the world to advocate for support and sharing achievement and challenges that the country experience in search of assistance;
- Is flatter and therefore enables more efficient decision making;
Empowers the PMO to make decisions and take responsibility for the delivery of various Maitlamo initiatives/programmes as one focal point; and
Involves the PSP/Ministry as the accountable party to Cabinet.

In concluding his presentation (Annex 15), Mr Molosi indicated that the following considerations were taken in account in developing the new structure:

- How to get more direct involvement of HE
- How to ensure little duplication of resources at the Info Council level in terms of managing the seven pillars of Maitlamo
- How to give the Maitlamo Controller more power and responsibility so he or she can deliver
- How to enable some sort of portfolio view of e-government initiatives through a Programme Management Structure
- How to ensure adequate QA
- How to ensure adequate Risk Management
- How to ensure adequate controls
- How to cater for Local Government and councils initiatives and involvement
- How to ensure a single view of the budget and resources available so as to maximise utilization and spend
- How to maximise impact and minimise cost

He also mentioned that the Group felt that Maitlamo policy need to be reviewed as there have been many changes within the ICT sector and certain areas in the policy have changed.

Based on the above presentation, the following comments and questions were noted:

1. There was a comment on private sector capacity. The participant felt that the question of whether the private sector has the capacity to build or develop the required platform to support the implementation of e-Government or Maitlamo policy objectives or not was probably misdirected. This is because the development of applications for services to be provided online could be done by graduates or young generation. He stated that maybe there is need to ask people to develop platforms for each different model or initiative.

2. Based on the above comment, it was clarified that the issue on capacity was not whether, there is not local capacity within the private sector but that there is limited capacity within the private sector around the provision of e-Government services, simply from the experience point of view but not in terms of technological capabilities. It was indicated that many developers in Botswana including ICT graduates do not have the necessary exposure and experience to undertake projects of this magnitude.
and complexity. Therefore, the idea is for local companies to be able to partner with multi-nationals who have done projects of this magnitude and complexity to ensure that there is skills transfer to locals.

3. Another participant made a comment in which he was disagreeing with the issue of lack of capacity as he felt that it was the issue of lack of information on the skills needed to for the implementation of this kind of project. Also the need for a multinational to do the work was not a good idea as it will depend on the source of information and level of the person providing the information. He indicated that in terms of experience, the private sector does not usually engage the Government in carrying their endeavours unless Government puts a challenge to the private sector to develop something. This is where the experience will come from by developing or producing the product or service than someone packaging something that cannot be conceptualised that which is not applicable.

In response to comments related to capacity, the Group explained that their understanding of capacity should be viewed and looked at in different ways,
- In terms of funding, there might be companies that have adequate funding to undertake this kind of project and that would be appreciated.
- In terms of experience in which there are companies that have experiences in running projects of this nature

But the point that the Group wanted to drive, was that there are studies that have been conducted which concluded that there is no adequate capacity in the country to run projects of this nature. However, the Group acknowledged the fact that there are individual knowledge and experience but no capacity to take this nature of project. The Group wanted the Conference to note that there is need to tap the available creative innovative generation through an organised body to provide guidance.

4. There was a question regarding the implementing agency where there was a feeling that HE should be involved. His worry was that the President could be overly engaged. The second question was to know if the proposed agency will be a parastatal, and if so, whether it will require legislation to be set up. If so there will need for legislation to be drafted, presented to Parliament, thus taking long to implement. If the proposed agency will not be a parastatal, the issue is that it will require an ad-hoc committee to work within Government structure but experience has shown that ad-hoc committees as the name implies have not been effective. Therefore, it was recommended that there is need to leverage on and make the proposed PMO more effective.
In response, the presenter indicated that he stands to be corrected but for a parastatal to be set up, there will be need for a piece of legislation to establish an entity. However, it was noted that maybe an agency could be created faster through a Cabinet Directive. The other possible way is to create a working committee but as alluded to earlier, the committee setup is not effective. It was agreed that there is need to look at the kind of setup available and find ways to expedite the structure that will drive the implementation of Maitlamo Policy.

In relation to concerns raised in connection with the President being the chair of the Information Council, the presenter indicated that if the Conference wants to see the results and benefits of Maitlamo as well as e-Government, there is need to make these issues a national agenda and get the right attention from the highest level and drive the participation of all stakeholders affected by implementation. Therefore, the recommendation of the Group to have the HE being the champion of the policy and e-Government is appropriate.

5. There was a comment in which the Group was asked if they have considered if the PMO should reside at MTC or should be under the Office of the President just like NACA, considering that it includes mandates of other ministries. In response, the presenter indicated that it is important that the Agency should be placed where it will effectively operate and if the proposed agency is to coordinate the Maitlamo, it will be appropriate to report directly to the Office of the President but it will be decided at implementation level.

6. Another comment regarding the involvement of the President as the driving force behind e-Government, it was argued that benchmarks from other countries shows that all agencies have been driven from the highest offices, i.e. in Mauritius, Rwanda, Singapore and Malaysia. Therefore the stakeholders should not shy off in requesting the President to be the Champion.

7. There was a question relating to the involvement of Local Government in terms of e-governance structure, and how are they involved i.e. participation in Maitlamo Policy and development of e-Government Strategy. In response, Mr Molosi indicated that local government should be involved at the highest level (be part of the Information Council) and in all structures put in place because at the end of the day in terms of delivery especially at the rural areas, Government will be required to use the local government structures.

8. Another comment was on the concern that the proposed Governance structure is more skewed towards private sector and the question was how are other
stakeholders’ involvement, particularly the non-states actors such as NGOs, Individuals and civil society. The concern was that at times it is assumed that Botswana private sector is matured but the level of maturity in Government is very low. It was noted that the civil society and NGOs are included in the proposed structure, and as for the maturity of the private sector, there is need to assess and take stock of all stakeholders and recommend their participation.

9. The last comment was on clarity between the e-Government Controller versus Maitlamo Controller, in which the participant wanted to know if the e-Government Controller will be the same Maitlamo Controller or they will coexist. As there is already the e-Government Controller, is the scope going to expand. In response, the presenter indicated that it has been proposed that Government should look at this in a holistic approach during the implementation in order to avoid duplications which could hamper and delay implementation of the initiatives. The presenter explained that Maitlamo controller will encompasses all the seven pillars under Maitlamo policy whereas the e–Government Controller is currently dealing with only one pillar.
GROUP 6: CAPACITY BUILDING

Mr Richard Neil of the National Human Resource Management Council presented on behalf of the Group, starting by mentioning that e-Government is about the human resource project. The presentation (Annex 16) therefore will provide an overview of Botswana’s policies and strategies for human resource development and identify some specific strategic initiatives to support the e-Government Strategy. The presenter shared the transition and transformation of structures put in place to develop and improve the human resources in Botswana. It was noted that in accordance with the Global Competitiveness Report of 2011, Botswana’s primary weakness is the country’s human resource base. The top two problematic factors are poor work ethic and productivity and an inadequately educated workforce. Also, improving the health and education & skills levels of the workforce remain the key priorities for improving Botswana’s global competitiveness.

In order to assess if Botswana is ready for various initiatives, etc; the Government developed the National Human Resources Management Strategy to guide in the development for capacity in the national human resources. The presenter shared the National Competency framework (Figure 3) to show the skills that are needed for e-Government to work and be successful:

In conclusion, Mr. Neil shared the following initiatives that could be specific to e-Government:

- Young ICT graduates used as champions and ambassadors - send them into communities as change agents
- Capacity building of all sectors of the economy – Government, beneficiaries and the private sector Strong business structure to be in place – with clear functions and roles
• Reskilling unemployed graduates through the National Internship Scheme in partnership with the private sector companies
• Building entrepreneurs around opportunities presented
• Development of Project Skills Management within all sectors
• Build capacity on a few services at a time rather than all services together. The timeline to be a guide
• Introduce IT in schools to get everybody ready – Pilots to be done immediately
• Measurement indicators to be strong on e-Gov implementation
• Role of State owned enterprises and private sector needs to be explored in depth
• Maitlamo policy hindered by structures in place and so strategic positioning of e-Gov essential
• Mission of E-Gov to focus around empowering people and take the Singapore example of “E-Gov is not about technology but about people”.

In addition to the above presentation, one of the Group participants made the following points as being of utmost importance for Government, to minimize the risks when implementing E-Gov:

• The maturity level of Government need to be assessed by Government officials (ministers & others) with the guidance of a change management consultant. (This will give them a true reflection of how well they have evolved as a Government, through their phases of development);
• Determine the existing cultures & sub-cultures that exist in the various departments in Government. (If one does not determine that, the informal sub-cultures will for sure, block any changes);
• Assess Government’s readiness for change;
• Determine the impact that the change initiative, will have on the front line employees, and plan how to minimize that;
• Determine what the benefits of the change, for front line employees will be, & include that in your communications to them;
• Determine, with the help of a consultant / facilitator, the capacity of Government to handle complex change programmes. (Here one would look at past experiences);
• Leadership development – thus far, it appears that government is managed by ‘command & control”. That would have to be shifted to the background, whilst leaders should practice at becoming enablers & facilitators in order to get the change initiative successfully implemented.
GROUP 7: FUNDING MODELS

On behalf of the Group, Mr Anderson Kgomotso of ICL Botswana started his presentation (Annex 17) by indicating that for e-Government programme to be successful there is need to question where the funding or other resources will be coming from for implementation.

Mr Kgomotso indicated that the Group was tasked with discussing possible ways of funding the project and the following were identified:

<table>
<thead>
<tr>
<th>Type of Funding</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build and transfer</td>
<td>Traditional outsourcing</td>
</tr>
<tr>
<td>2. Build and Operate</td>
<td>Traditional outsourcing: Customer retains IP</td>
</tr>
<tr>
<td>3. Build, operate and Transfer</td>
<td>Transaction based; share revenue and duration agreed upfront, price to end user</td>
</tr>
<tr>
<td>4. Incentive Based Funding</td>
<td>Happens between Government to private; Govt to Govt in terms of providing the solution</td>
</tr>
<tr>
<td>5. Revolving Fund (Levies)</td>
<td>Using Universal Access fund</td>
</tr>
<tr>
<td>6. Joint Venture</td>
<td>Forming partnership between Govt and Private or Private and Community</td>
</tr>
<tr>
<td>7. Proof of Concept/Marketing</td>
<td>Funding by Global players i.e. i-Partnership;</td>
</tr>
<tr>
<td>8. Reasonable % GDP allocation</td>
<td>Funding allocated to ICT development</td>
</tr>
<tr>
<td>9. Corporate Social Investment Training</td>
<td>Funding through other means such as FNB SMME package, Government internship programme, etc.</td>
</tr>
</tbody>
</table>

In conclusion, the presenter appealed to the stakeholders need to pay particular attention to the legislation that would assist the e-Government success.
GROUP 8: GENERAL ISSUES

The presentation (Annex 18) was done by Dr Sebusang Sebusang from ACHAP and they were addressing the following questions:

- What did you like most about the e-Gov experience in Malta and Singapore, and why?
- What should Botswana adopt from the Malta and Singapore e-Gov practices?
- Which parts of the Botswana e-Government Strategy should be beefed up and or prioritised?
- Please list and define three key priority areas for e-Gov

In addressing the first question, Dr Sebusang indicated that initially the Group had a perception that the Island states are the wrong models since they are dense as opposed to being sparse like Botswana. The benchmarking should have done in countries that are similar to Botswana such as Australia, Canada or New Zealand as they have similar terrain. Also the Group felt that Botswana benchmarked with the very best and highly developed hence may be too big a jump to model Botswana after, and this could be a risk. There was a feeling that Botswana should have taken examples from African countries such as Egypt in which has been proven to have done well.

Based on the above, the Group finally felt that benchmark against the best may not be such a bad thing since if we should fail to reach the “stars perhaps we could land on the moon”. Best examples for e-Government benchmarking were identified as Malaysia, Singapore and Egypt (which were used for benchmark purposes for Maitlamo). It was also noted that political leadership is key, but does NOT mean some of the civil servants no matter how senior they maybe, but be based on the passion and motivation of that person could give people to follow and change. There is also need to link up strategy to research and development (could be through universities and research organisations to inform policy formulation – let us not simply depend on benchmarking).

In terms of what Botswana can adopt from Malta and Singapore, the Group identified as a key issue the need to build capacity within the Government such that the Government employees have the skills to be able to support the e-Government. Also, there is need to ensure that the training is relevant and above all else, there is need to work on the public officers attitudes so that they must know that they are there to serve.

In relation to which part of the Botswana e-Government Strategy should be beefed up and/or prioritised, the Group noted that there is need to expedite or conclude all pieces of e-legislation that are needed to support the implementation of e-Government. Additionally, to deal with mindset change (the attitude problem) within the Public Service...
and deliberately link this change process with the championing of a Freedom of Information Act. Therefore, this will make the Public Officers know that until they have the right information and necessary security, they can pass the information.

The Group recommended that priority should be given to incentivise change through carrot and stick approaches utilising the following:

- Enskilling, training (the carrot)
- But if we want permanent change:
  - SET SERVICE STANDARDS, Monitor & Evaluate closely and have consequences flow from their (non)observance
  - Have objective process for evaluating performance which has integrity
    - E.g. Don’t put in place a PBRS system and then have an across the board pay adjustment practice.
  - Have a well defined policy .e.g. Maitlamo, e-Government
- Define the accountabilities for performance
- Have all processes as derivatives of the policy
- Cascade expectations to lower levels
- Share more (information) rather than less with subordinates

Dr Sebusang concluded his presentation by sharing the take home priorities that the Group thought to be key issues, and these are:

1. Need to have a visible and active political leadership to lead the process;
2. Deal with attitudes/ mind change – freedom of information as a start;
3. Set service standards, monitor performance and follow through with consequences;
4. Deal with this as an emergency – get on with implementation;
5. Right-sizing and appreciating the consequences therefrom ; and
6. Issues of security and privacy also need to be dealt with.
OFFICIAL CLOSING REMARKS

The official closing of the Conference was done by Mr Eric Molale, the Permanent Secretary to the President (PSP) on behalf of the Minister of Communication and Transport, Mr Frank Ramsden. In his remarks, the PSP stated that his speech is in line with Vision 2016. In order to achieve the ideals of Vision 2016, Botswana has National Development Plan (NDP) 10 which is the last lap to attain the Vision’s goals and objectives. He indicated that within this last lap, there are a number of milestones that need to achieved but the question is how committed are the stakeholders. For example, under the Pillar “An educated and informed nation” in NDP 10, there are a number of relevant milestones which deals with issues of competitive and skilled human resources, innovative and creative society, as there is need to develop a knowledge society.

Mr Molale indicated that in NDP 10, the following goals are worth noting:

1. Adequate supply of qualified and productive human resource – meaning that in any setting, there is need to create an environment where the Government and its people would know that the most valuable resource is human resource.

2. Innovative and productive use of technology and indicated that he has been informed that the Breakaway Groups have covered this aspect in their discussions.

3. Sustained rapid economic growth: indicated that Government alone cannot achieve this goal as it needs the Private Sector to play a meaningful role by bringing ICT concepts.

4. A well developed and reliable infrastructure as there is need to know what is available and needed as infrastructure is key in effective use of ICT.

The PSP informed participants that to achieve these goals, there is need to focus on the following:

1. Continuously to enforce macro-economic stability as the launching pad for an effective private sector growth and we all need to subscribe to this need.

2. Privatisation: He indicated that this could not be more relevant in this Conference as the synergy that drives ICT or e-Government programme is the Private Sector. Therefore, it should not be about Government alone should do this or provide that, but there is need to know who should play which role among all stakeholders. PSP indicated that the role of the Private Sector is more prominent and therefore, Government should provide a conducive environment. He requested everyone to also note that when Government talks about privatization, this means that there will be reduction in Government. The things that the Government has been doing on behalf of the Private Sector will be pains as Government will need to outsource some of the services it has been providing.
This will result in rightsizing the Public Sector, therefore there is need to come up with strategies to do that with the relevant stakeholders.

3. Public sector infrastructure services are necessary to enable Private Sector to function efficiently and support Government in implementing initiatives such as e-Government programme. In terms of connectivity, PSP asked if Botswana is utilizing the obtained undersea cables and fibers to their maximum in a more efficient and effective manner. There is need to find the optimum use of infrastructure.

4. In terms of innovation and creativity, the PSP indicated that there is need to note KAPs being Knowledge, Attitude and Practice that are important for ICT sector to leap forward. He stated that it is about time the country commits to excellence and this should be based on partnership with all stakeholders to change mindset in the society and other entities and agencies.

5. There is need to develop Value Proposition policy or strategy to provide guidance.

6. The industry relevant skills are another programme delivery to look at. Transparency and fairness are required when we tap on the skills. Vacancies do exist yet there are so many unemployed graduates who are skilled and innovative, and it is time to utilize them. PSP indicated that there are complaints from the Private Sector about the generalist of graduates (work in the mismatch), therefore there is need to address the situation and empower the graduates to deliver and compete with the rest of the world.

7. Existing Governance structures (e-Government Board, Botswana Economic Advisory Committee – BEAC and High Level Consultative Committee – HLCC) which are the driving forces of Maitlamo Policy and they all have the same member and equally many meetings. Therefore, the PSP called for need to harmonize and rationalize all these structures and remove any impediments to improve the situation.

In concluding his remarks, PSP confirmed to the participants that his office will see that all Conference recommendations are presented to Cabinet as there is need for commitment, relationship and mindset change and all key stakeholders have a role to play for e-Government and other Maitlamo pillars to succeed. As the e-Government Board Chairperson, Mr. Molale assured and made a commitment that he will see that
all recommendations are implemented, and he hopes that all those who attended the Conference have learnt what needs doing and that applied will lead to a Better Botswana and Better Future!