

Province of the
EASTERN CAPE
TRANSPORT

ICT STRATEGIC PLAN 2025-2030





Foreword

The purpose of this document is to provide Eastern Cape Department of Transport with an ICT Strategic Plan. This document does not form part of any other document, nor does it replace. The document supersedes any reports for the EC DOT ICT Strategic Plan.

References

- a) EC DOT Strategic Plan 2025-2030
- b) Approved Organisational Structure
- c) Tasking Letter Request for SITA to develop Enterprise Architecture for EC DOT
- d) Proposal for the development of Enterprise Architecture for EC DOT
- e) EC DOT Enterprise Architecture Charter Framework
- f) Enterprise Architecture Vision
- g) Baseline Business Architecture 2025
- h) Target Business Architecture 2025
- i) Baseline Data Architecture 2025
- j) Target Data Architecture 2026
- k) Baseline Application Architecture 2025
- l) Target Application Architecture 2026
- m) Baseline Technology Architecture 2025
- n) Target Technology Architecture 2026
- o) Gap Analysis Report
- p) Government-Wide Enterprise Architecture (GWEA) Framework rev. 1.2, GWEA-00006, March 2012.
- q) Government-Wide Enterprise Architecture (GWEA) Framework Implementation Guide rev. 1.2, GWEA-00002, March 2012.
- r) DPSA Directive on Data Management
- s) DPSA Determination and Directive on implementation of CGICTPF Ver 2, 2022
- t) DPSA Directive on Data and Information Management in the Public Service
- u) DPSA Directive on Public Service Information Security
- v) ISO/IEC 12207
- w) Project Management Body of Knowledge as published by Project Management Institute



Approval

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1. Executive Summary

1.1 Introduction

The Eastern Cape Department of Transport (ECDOT) operates in an increasingly dynamic and technology-driven environment where efficient service delivery and regulatory compliance are critical to meeting the needs of the people of the Eastern Cape. As the Department advances its mandate of providing safe, integrated, and sustainable transport services, Information and Communication Technology (ICT) plays a central role as a strategic enabler of transformation, innovation, and operational excellence.

This ICT Strategic Plan outlines the Department's vision, priorities, and roadmap for leveraging technology to support business objectives over the medium to long term. It provides a structured framework to guide ICT investments, governance, digital transformation initiatives, and the optimisation of systems and infrastructure across all programmes and organisational units.

The strategy is aligned with:

- a) The Department's overall strategic plan and Annual Performance Plan (APP)
- b) Provincial and national digital transformation imperatives
- c) Applicable legislation, policies, and ICT governance frameworks
- d) Public sector best practices in information security, data management, and enterprise architecture

1.2 Business Context

The purpose of this ICT Strategic Plan is to provide the department with a measurable and actionable five-year 2025/26– 2029/30 roadmap that is aligned to the department's current strategic plan and goals. It must be noted that this ICT strategic plan is a key business document that provides business insight and aligns the ICT function with the strategic objective of the department. This ICT Strategic Plan will focus on addressing the concerns raised to reach the desired ICT operations as depicted in the Business Architecture documents (Baseline Business Architecture and Target Business Architecture).

1.3 Objectives

The high-level objectives of the ICT Strategic Plan are to:

- a) Ensure that all ICT initiatives, systems, and investments directly support the organisation's mandate, strategic outcomes, and longterm priorities.
- b) Provide a structured approach for ICT decision-making, governance, and accountability in line with applicable prescripts (e.g., CGICTPF, POPIA, cybersecurity frameworks).
- c) Enable digital platforms, online services, and automation to enhance service accessibility, responsiveness, and user experience for citizens and internal stakeholders.
- d) Translate the business objectives and challenges into ICT initiatives; and



2. Business Strategy Articulation

The articulation of the business strategy outlines both the organisational context and the strategic direction, providing essential business-driven insights to inform the development of the ICT Strategy. The ICT Strategic Plan defines the ICT function, mandate and strategic objectives within the Department, and serves as the basis for formulating a five-year programme of ICT initiatives.

2.1 ECDOT Strategic Context

The strategic context indicates the overall boundaries within which the ECDOT operates. The mandate and core business of the ECDOT is underpinned by the constitution and all other relevant legislation and policies applicable to government institutions.

2.1.1 Vision, Mission and Values

The following table includes vision, mission, values and legislative mandate of the Eastern Cape Department of Transport as indicated in the Strategic Plan 2025/26 - 2029/30 document.

Table 1 – Vision, Mission and Values

Strategic Area	Context		
Vision	An accessible, efficient, affordable, safe and sustainable transport system.		
Mission	Provide, facilitate, develop, regulate, and enhance a safe, affordable and reliable multi-modal transport systems which is integrated with land uses to ensure improving levels of accessibility and optimal mobility of people and goods in support of socio-economic growth and development in the Province of the Eastern Cape.		
Values	The values of the Department rest on the pillars of:		
	Commitment/Agile	Accountability	Teamwork
	Good Governance	Honesty / Integrity	Ethical leadership

2.2 Strategic Outcomes

The target business performance model for ECDOT is based on the strategic outcomes and planned performance over five years as stated in the ECDOT Strategic Plan for 2025-2030

Outcomes	Descriptions	
Outcome 1		Improved public transport system
Outcome 2		Improved transport infrastructure
Outcome 3		Improved transport safety
Outcome 4		Improved Public Private Sector Participation
Outcome 5		An effective and efficient public service



2.3 Eastern Cape Department of Transport Business Model

A value chain is a business model that describes the full range of activities needed to create/produce services/products within an organisation. Through these activities, an organisation creates value for the customers who receive the services/products. The current value chain for ECDOT is depicted in Figure 1 below:

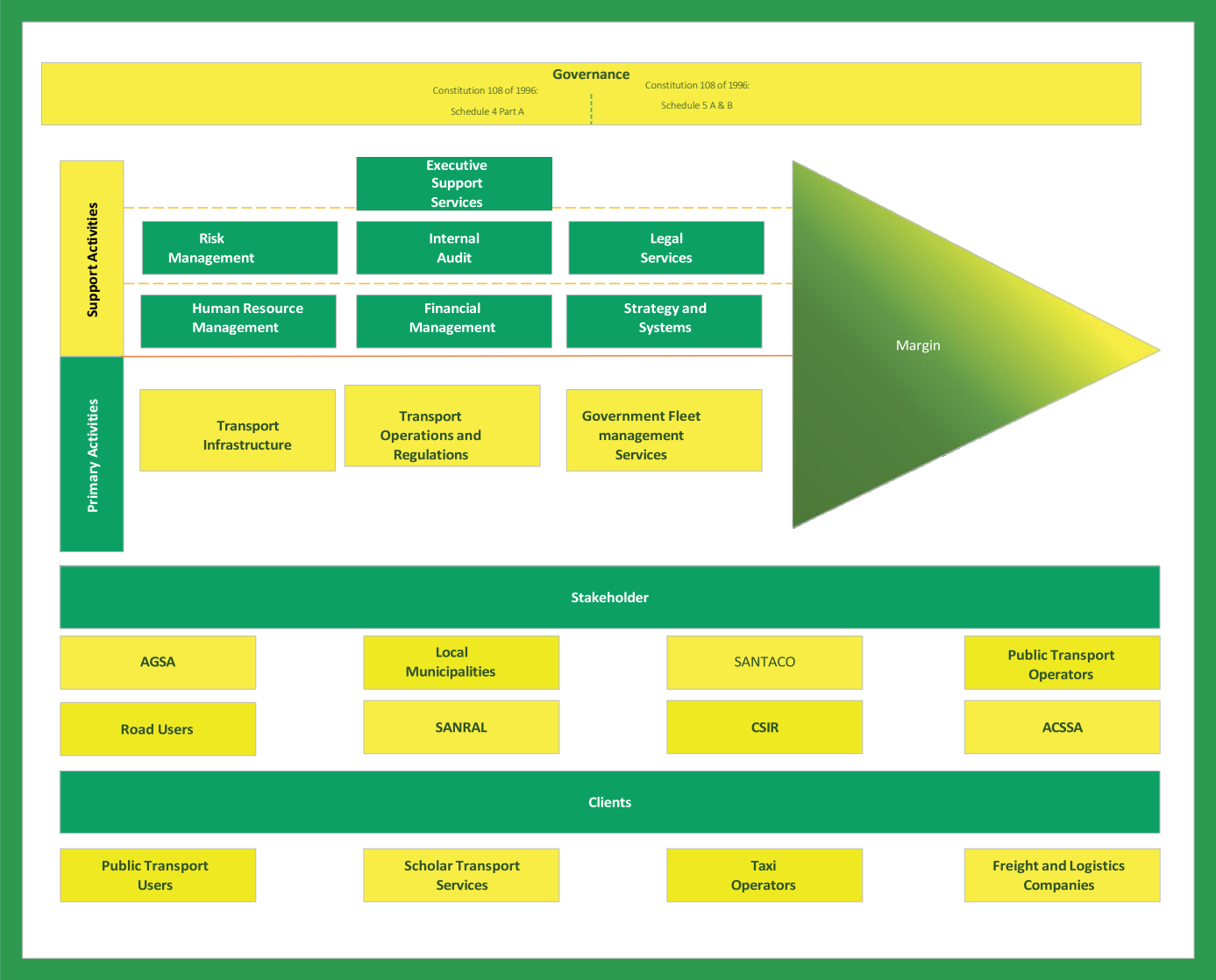
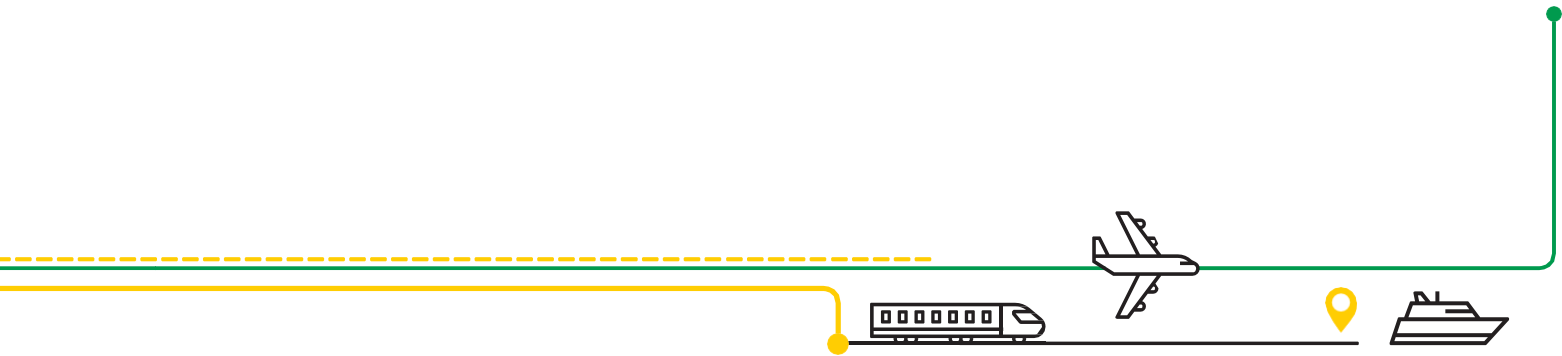


Figure 1: ECDOT Value Chain



3. ICT Landscape

To define the ICT Strategy, the current state of the ICT environment needs to be understood and analysed to identify the baseline ICT landscape. The results of the ICT Landscape assessment seek to establish the current ICT capabilities that the department possess. This assessment provides the starting point for determining the gap between the current ICT environment and the target ICT environment. The current ICT assessment that was done assisted in developing an understanding of the current ICT landscape of ECDOT.

A holistic assessment of the current ICT environment clearly identifies areas for improvement and opportunities for value creation when mapped against future requirements.

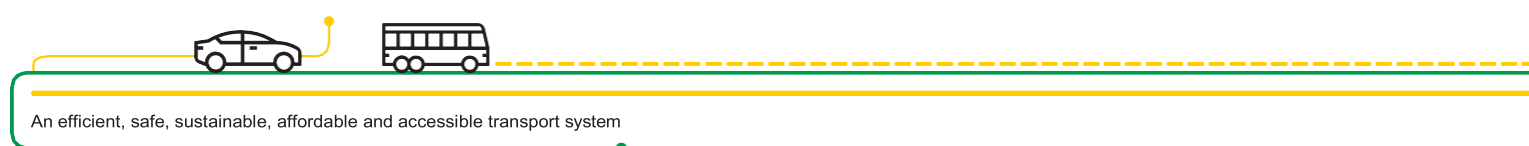
3.1 Governance of Information and Communication Technology

The ICT business unit is a key service provider for supporting ICT technologies and services to the business. Its constitution, positioning and overall capabilities are of significance in the manner that it impacts business operations. This business unit is governed by many standards and frameworks listed below, whose objective is to ensure alignment and compliance with business requirements towards attaining the business objectives:

- I. The Constitution of RSA, Act 108 of 1996 and more in particular Section 14 (Right to Privacy); Section 16 (Right to Freedom of Expression); Section 32 (Right to access to information).
- II. Information Communications and Technology Law and Regulations
- III. Public Finance Management Act (Act 1 of 1999, as amended)
- IV. State Information Technology Agency Act (Act 88 of 1998, as amended)
- V. SITA Regulations, 23 September 2005
- VI. National Treasury Practice Note no. 5 of 2009 and the associated Transversal contracts that inform acquisition of ICT capacity and capability.
- VII. The Regulation of Interception of Communications and Provision of Communication-Related Information Act, Act 70 of 2002 (RICA-Act).
- VIII. The Electronic Communications Act, Act 36 of 2005.
- IX. The Independent Communications Authority of South Africa Act, Act 13 of 2000 (ICASA-Act).
- X. The Protection of Personal Information (POPIA) Act, Act 4 of 2013.
- XI. The Promotion of Access to Information Act, Act 2 of 2000 (PAIA) which give effect to Section 32 of the Constitution.
- XII. The Electronic Communications and Transactions Act, Act 25 of 2002 (ECT- Act).
- XIII. Cyber Crimes Acts 19 of 2020
- XIV. Financial Intelligence Centre Act (FICA)

3.1.1 Implementation of Corporate Governance of Information Communication Technology Framework

Corporate Governance of ICT Framework (CGICTF) is one of the key prescripts that are governing ICT in government institutions. The CGICTPF is based on COBIT and King (vi). With the ICT evolving the DPSA revised the first version of CGICTF and released a new version of the framework, the organisation is currently adopting the revised CGICTF. The Revised framework states that the Accounting Officer must



establish the Corporate Governance of ICT system and monitor its performance. The figure below reflects the Corporate Governance of ICT System.

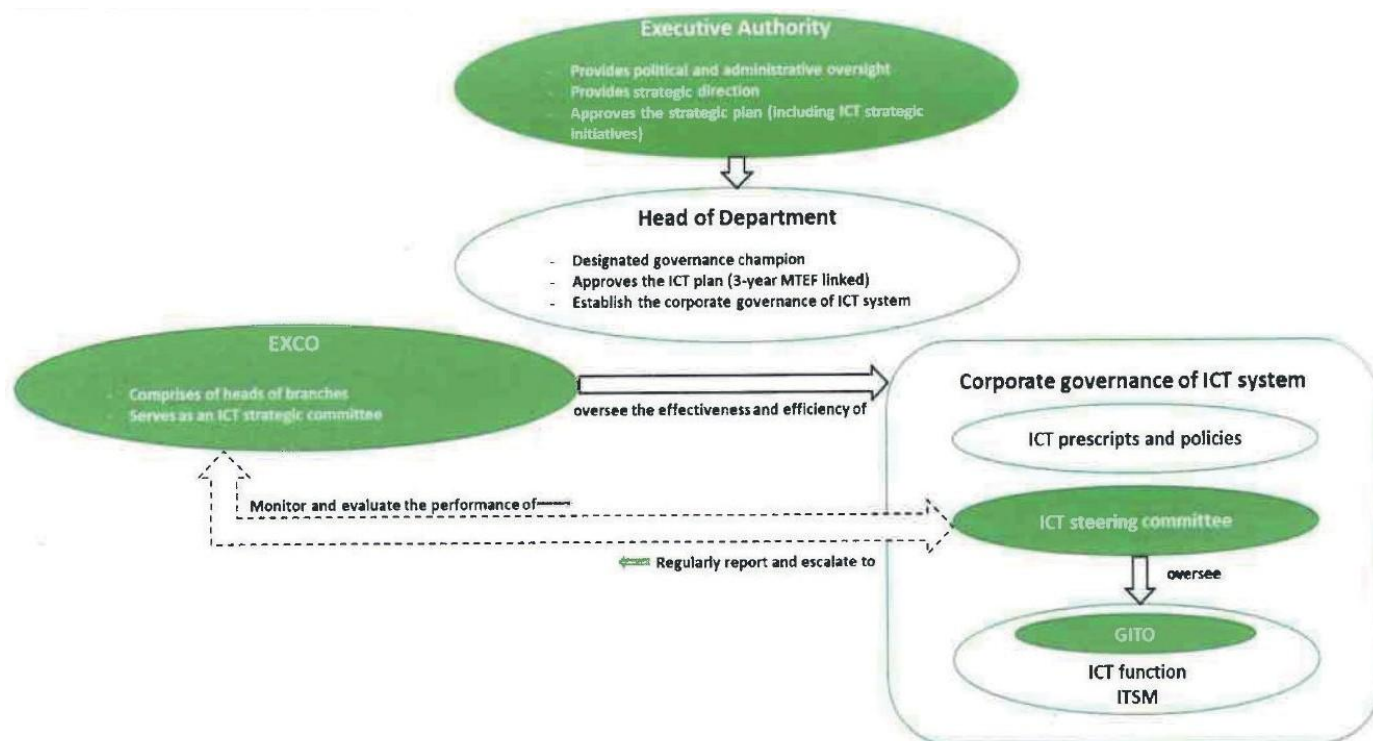


Figure 2 : Corporate governance of ICT system

The Corporate Governance of ICT system must include the following:

1. ICT Policies and prescripts.
 - a. The Department is currently reviewing the ICT Strategic plan.
 - b. ICT Corporate governance Policy Framework and Corporate governance of ICT Charter
 - c. ICT Implementation plan includes the Project Management methodology (The project management methodology best practise is recommended in this document), Change Management and Continual Improvement to be adopted when implementing ICT Investments. ECDOT project management play book.
2. Governance structures with clear roles and responsibilities.
 - a. The Head of the Department ensures that Corporate Governance of ICT achieves departmental strategic plans.
 - b. The Organisational ICT Strategic Committee oversees the ICT governance, ensures alignment of ICT Strategic Plan with the business requirements.
 - c. The Organisation has established the ICT Steering Committee which is responsible for the implementation of ICT Strategy Plan.
 - d. The Organisation has appointed designated DGITO whose responsibility is to ensure implementation of ICT Strategy Plan and value for money services.
 - e. Audit and Risk Committee provides oversight on compliance and advises on risks

3. The responsibility assignment of the organisational governance structures is shown in the RACI Chart below.
- Responsible** - Who is responsible for doing the actual work for the task.
 - Accountable** - Who is accountable for the success of the task and is the decision-maker.
 - Consulted** - Who needs to be consulted for details and additional info on requirements.
 - Informed** - Who needs to be kept informed of major updates.

Table 3 - RACI Chart

RACI for CGICTF implementation					
Key Role Players	ICT Strategic Committee	Audit and Risk Committee	Head of Department	ICT Steering Committee	DGITO
CGICTF Implementation					
Implementation of Corporate Governance of ICT	A	I	R	R	R
Development of Corporate Governance of ICT System	I	I	A	C	R
Establishment of ICT governance structures	I	I	A	C	R
Development of ICT Plans and Policies	I	I	A	C	R
Implementation of ICT investments	A	I	A	R	R
Monitoring and evaluation of ICT system performance	I	I	A	R	R

3.2 Measuring Outcome

The current ICT performance outputs measured against its intended goals and objectives are as follows:

- Corporate governance of ICT culture adopted, practiced and embraced.
- Approved government frameworks are implemented, monitored and reported periodically to the relevant governance structure.
- Improved ICT human capital capacity, demonstrated by increased digital competencies, and greater organisational readiness to support digital transformation.
- Improved departmental data governance and utilisation, demonstrated by consistent application of data-management prescripts, strengthened data quality, and increased use of validated data to support decision-making and reporting across the Department
- Enhanced integration, and performance of core and support business applications.
- Standardize ICT Service Management



Table 4 - ECDOT ICT Performance model

Strategic Outcome	Planned performance	Responsible Branch
Improved Public Transport System Improved Transport Safety	Implementation of the National Road Safety strategy. Develop policy broad guidelines to assist Mayibuye to be a self-sustainable entity. (Turnaround strategy) GFMS to be converted to a public entity	Transport Operations Transport Regulations
Improved transport Infrastructure Improved Public Private Sector Participation.	Institutionalization of the Transport Master Plan Preventative Maintenance Strategy for Road infrastructure.	Transport Infrastructure Community Based Infrastructure Programme
An effective and efficient public service	Leveraging innovative technology solutions and artificial intelligence to enhance operational efficiencies and optimize the delivery of public services advance the implementation of universal access guidelines that incorporate people living with disability	Corporate Services Strategy and Systems Financial Management

3.3 ICT Value Proposition

ECDOT- doing the right things right the first time, while disrupting the service delivery model.



Figure 3 - Value Proposition

- Control costs through license reconciliation, re-harvesting and license optimisation and Workstation optimisation projects.
- Maintain software license compliance to reduce Audit cost and risk.
 - Identify and manage unlicensed/illegal software deployed to reduce audit cost and risk.
- Centralise and manage technology, platform, and infrastructure refresh processes for a consolidated view of technology consumption - what is being used and by whom (Effective License Position).
 - Effective, efficient, optimized, and continuous service delivery;
- Manage software contract renewals in time through consistent ICT processes to comply with relevant prescripts.

3.4 ICT SWOT Analysis

SWOT analysis is a strategic planning tool that helps departments identify their internal strengths and weaknesses, as well as external opportunities and threats. It provides a structured way to evaluate the current situation and guide decision-making. Below is the ICT SWOT analysis for EC DOT

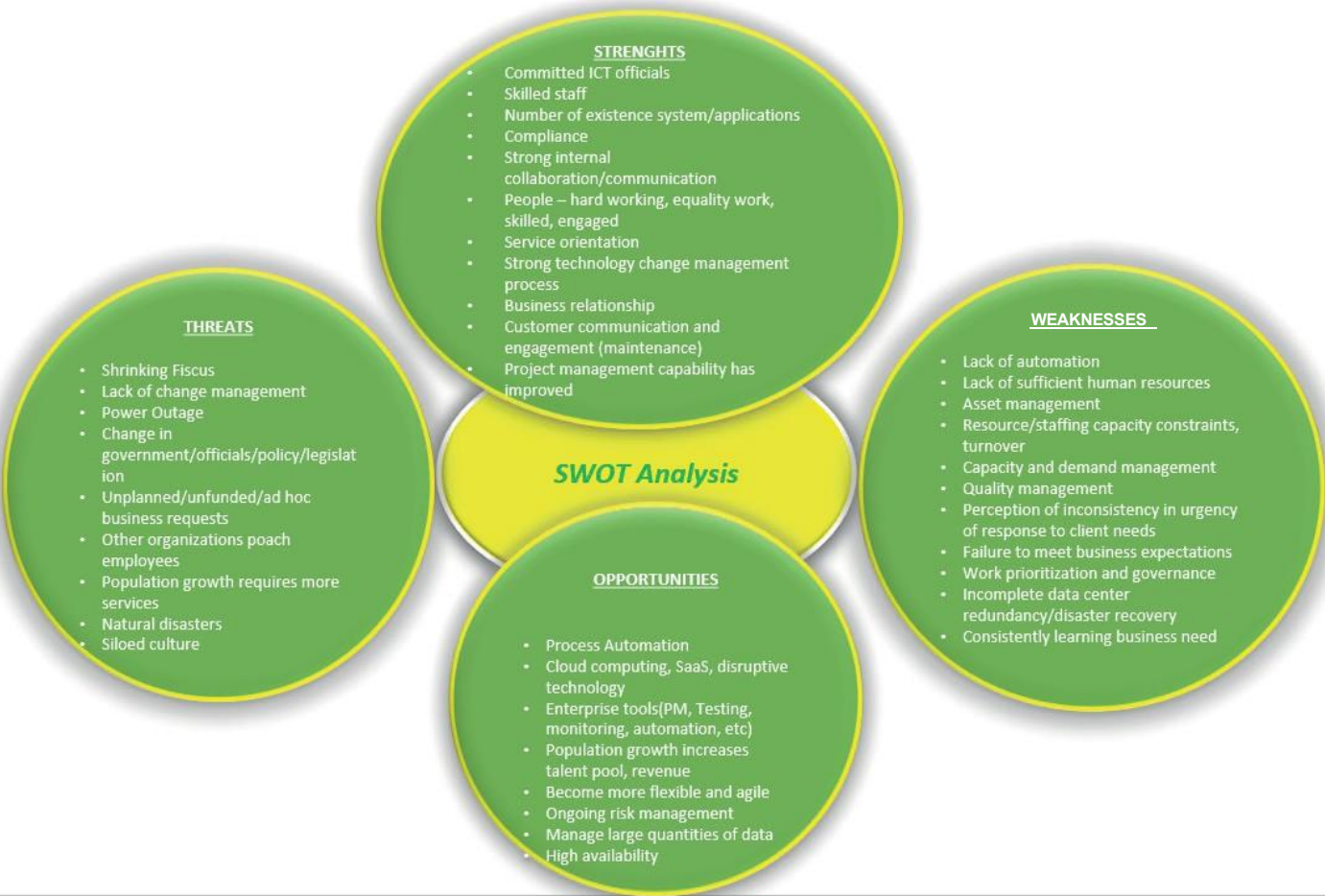
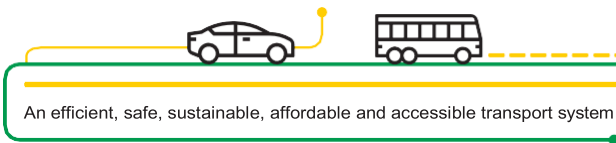


Figure 4– ICT SWOT Analysis

3.5 ICT Function

For the department to pursue its strategic goals, ICT continues to offer an internal enabling environment and support services related to information communication and technology management. The following concerns were identified and will be resolved during the ICT Strategic Implementation phase to support the ICT Directorate.



3.6 Challenges Impacting on ICT Function

3.6.1 People issues/Resources Issues

The following findings were consolidated after the desktop research and consultations sessions with ICT business key stakeholders within the department and summarised as below:

- a) Limited Capacity of ICT Human resources
- b) Limited critical skills to manage network Infrastructure, leading to dependency to external stakeholders viz. Network Administrator
- c) Generation gap and Digital illiteracy

3.6.2 Process issues

Developing an ICT Strategic Plan is a perpetual practice that continually monitors and revises the outcome of the ICT strategic processes. The following process deficiencies were identified:

- a) Manual processes for managing ICT projects and compliance.
- b) Low user adoption of newly developed systems and departmental dashboards.
- c) Data quality issues (Limited Data Governance)

Best practices indicate that lack of well-defined business processes and control procedures may expose the department to compliance issues and data breaches

3.6.3 Technology issues

The issues identified below pose a challenge to the ICT Directorate when delivering ICT services to the department:

- a) No redundancy (Network layer)
- b) Dependency to third party providers (SITA)

3.6.4 Business Challenge Issues

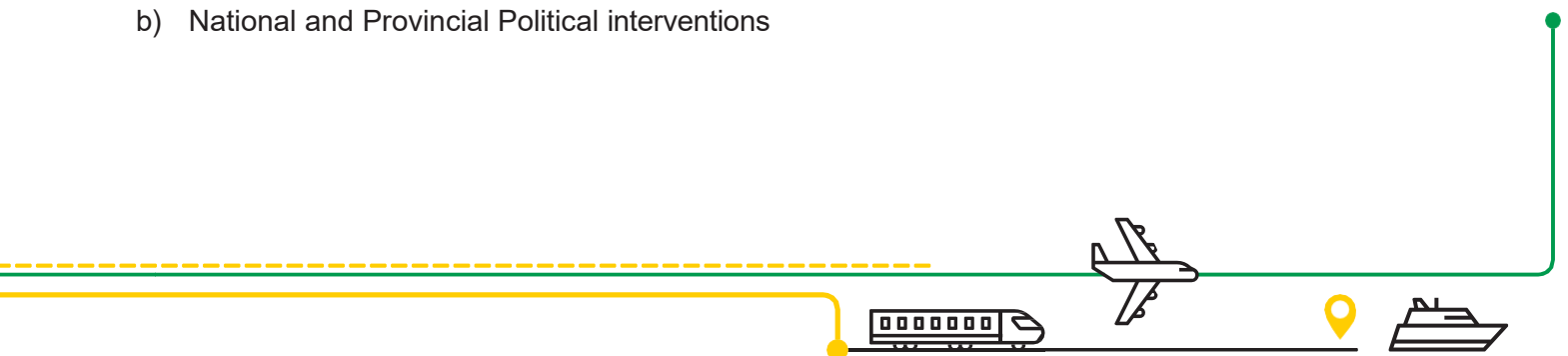
Best practice indicates that a lack of well-defined business processes and control procedures may expose the department to fraudulent practices.

- a) Lack of understanding of importance of policies.
- b) Limited approved manual business processes
- c) Change management and governance issues

3.6.5 External environment

External Environment Analysis is the process of examining outside factors that can influence the department's performance, strategy, and long-term success. The key external factors that were identified include:

- a) Environmental and disaster-related risks that may disrupt operations or infrastructure
- b) National and Provincial Political interventions



4. Interactions with other management frameworks and standards

4.1 Government/business capability management

Figure 5 shows the 5 year and annual planning and reporting cycles of Government and how the departmental strategic plan is cascaded for implementation in an APP. Related to this cascade, it shows the ICT Plan that is informed by the departmental strategic plan and cascaded into the MTEF and APP for implementation.

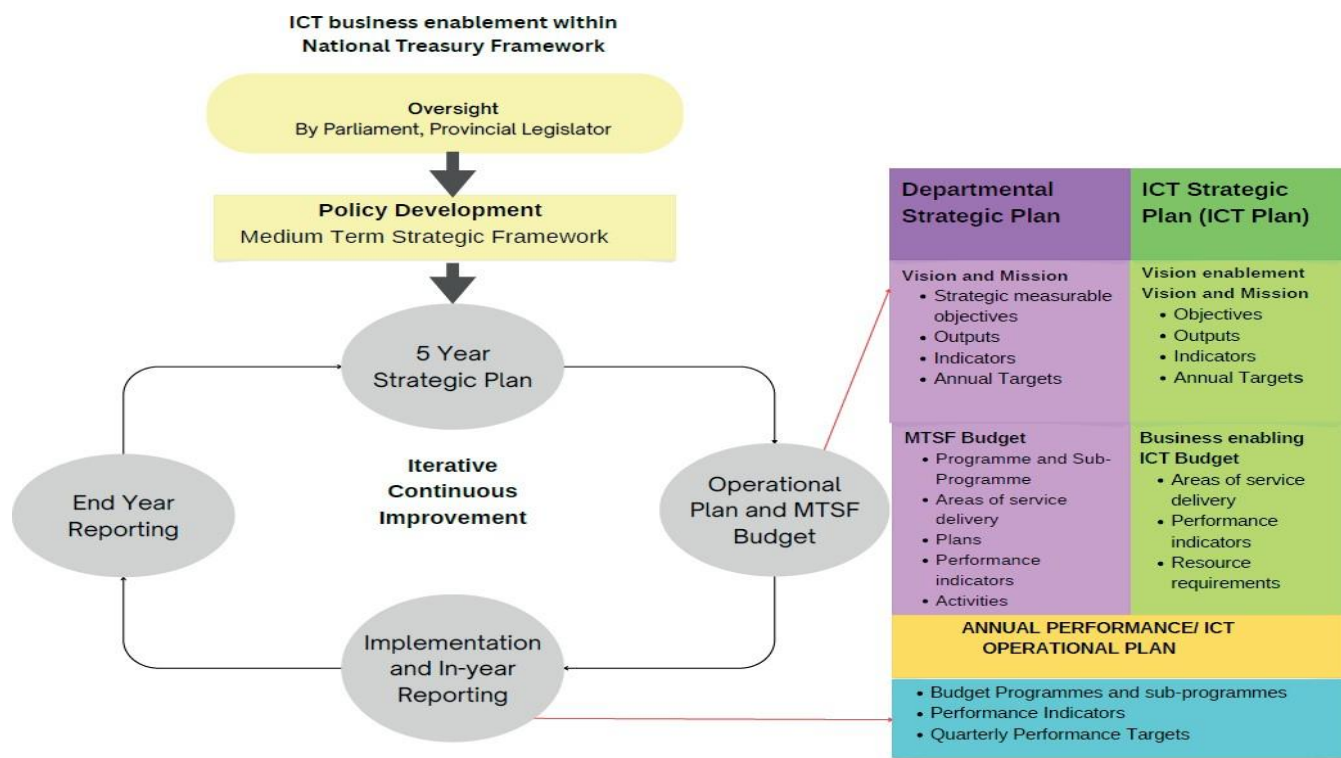


Figure 5: ICT Planning

According to the DPSA Corporate Governance of ICT Policy Framework (CGICTPF v1 and v2) in the development of strategic alignment, departments should consult the following source documents:

- Public Service Regulations;
- The Corporate Governance of ICT Policy Framework v1 and v2;
- DPSA Directive on implementation of Public Service Corporate Governance of ICT Policy Framework v2
- National Treasury Strategic Planning and APP Framework, Medium Term Strategic Framework;
- Departmental Strategic Plan, CGICT Policy, Charter and ICT Management Framework;
- National Archives Act;
- Government-Wide Enterprise Architecture;
- Department's Enterprise Architecture;
- CGICT Assessment Standard; and
- COBIT 5 Processes: APO01, APO02, APO03, APO05, APO10, APO12, APO13, BAI01, DSS01 and MEA01.



The architectural planning process articulates the business strategic goals that ICT service delivery must respond to in order to support the business in value creation, benefits realisation, and resource and risk optimisation. Figure 6 depicts the cascading of the institutional strategic plan and its related ICT alignment

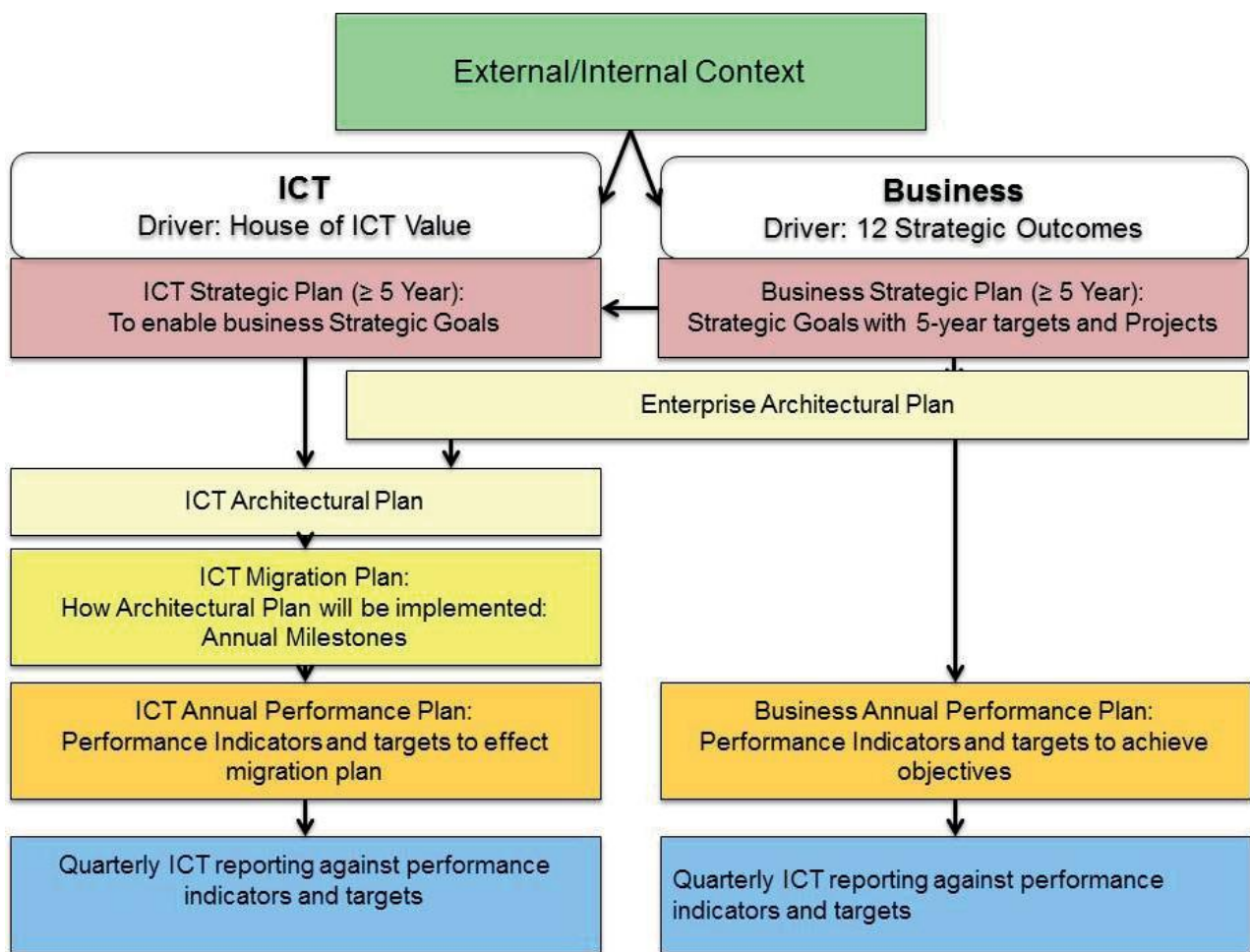


Figure 6 : Strategic Plan and ICT Alignment

5. ICT Project management

The revised Corporate Governance of ICT (CGICT) Framework requires department to manage ICT investments or ICT major changes through project management approach. The implementation of ICT project must be managed according to the departmental Project management framework, if it does not exist then the ICT Project Management Framework must be adopted. The goal of project management is to organize and manage resources and tasks in an effective way to meet the project's defined scope, quality, time, and cost requirements, and ultimately to achieve the sole project's objectives. Defined below is a Project life cycle designed to assist in project implementation according to PMBOK.



Figure 7: PMBOK Project lifecycle

As recommended by the revised CGICTF, the adopted ICT Project Management Framework must ensure that each project defines the following:

- a) Project Governance
- b) Project Conceptualisation
- c) Project Prioritization
- d) Project Initiation
- e) Project Planning
- f) Project Execution
- g) Project Monitoring and Control
- h) Quality Management
- i) Risk Management



An efficient, safe, sustainable, affordable and accessible transport system

6. Solution development methodology

The solution development methodology is a step by step approach to give guidance to a solution. It is a methodology that provides guidance when performing transformational projects that may involve adoption of new processes, controls and the implementation of new business models to help achieve business objectives & performance improvement results. Figure 8 below describes the Solution development methodology.



Figure 8: Solution development methodology

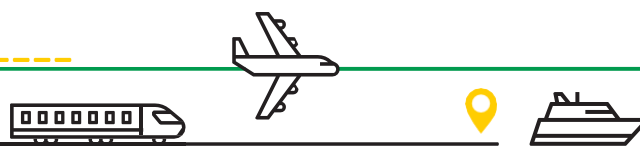
7. Implementation and migration strategy

7.1 Strategic implementation direction

An overall implementation and migration strategy are required to guide the implementation of the target architecture. TOGAF 9 identifies three strategic approaches to implementing solutions

- Greenfield: a completely new implementation;
- Revolutionary: a radical change (i.e. switch on, switch off); and
- Evolutionary: a strategy of convergence, such as parallel running or a phased

Greenfield and revolutionary approaches are not ideally suited for the EC DOT, since there are existing systems in place which could be leveraged to achieve the target architecture. An evolutionary approach will ensure that real business value is delivered as soon as possible whilst gradually phasing in changes. A Greenfield approach would be adopted only in scenarios where the system is new within the department e.g. (Electronic Content Management Solution).



7.2 Implementation sequencing approach

The implemented sequencing approach will determine the order in which the architecture projects are implemented.

Figure 8 depicts the inputs which will inform ECDOT implementation sequencing approach. It also shows that the architecture projects will be implemented in work packages and capability increments which were defined based on several inputs. This approach will help to mitigate the risks identified in the phases of the GWEA IT strategy project. The implementation sequence is summarised in the form of a consolidated roadmap. This roadmap presents each project within its relevant programme and maps the project over a 5-year time span.

The sequencing has been based on the following factors:

- a) Transition architectures and milestones;
- b) Work packages;
- c) Dependencies between projects;
- d) Business priorities; and
- e) Business value assessments (incorporating business priority and project risk).

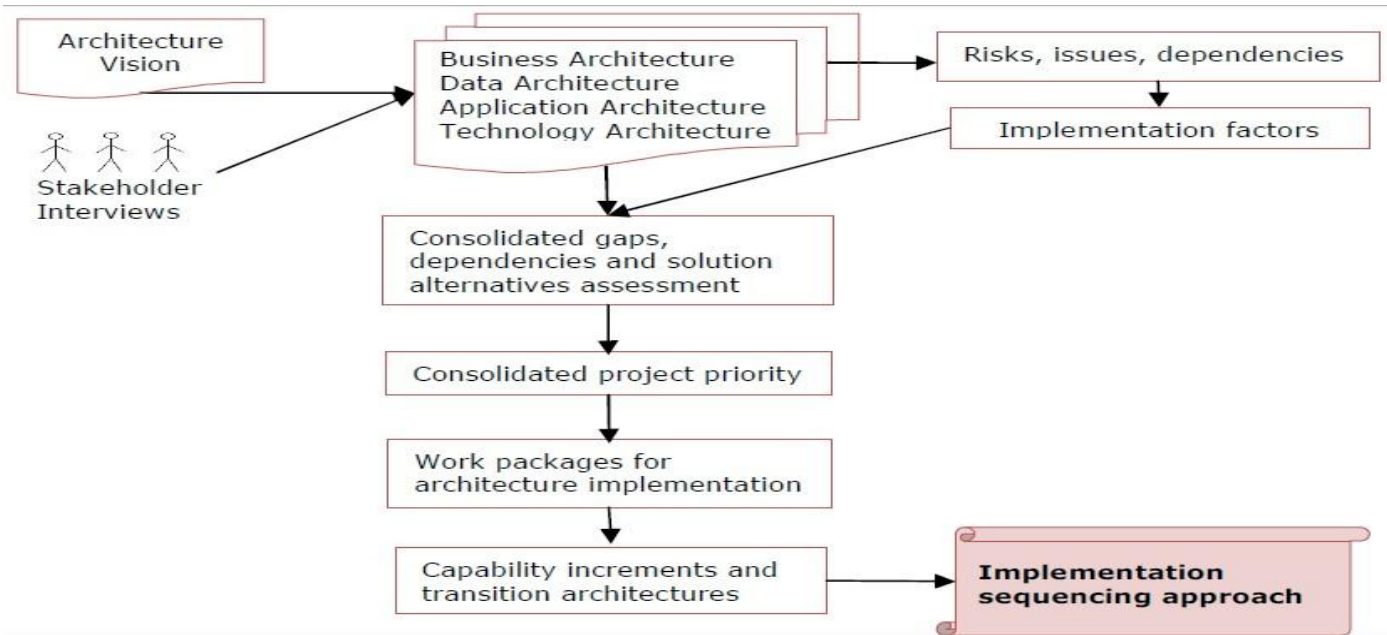


Figure 9: Implementation Sequence Approach



8. Transition Architecture

The implementation and migration plan seek to define how the target architectures (ICT Digital Strategy) will be implemented. The stakeholders are informed of the methods and resources with potential risks in the implementation. Due diligence will have to be done to determine the user requirements over and above the implementation of these projects.

These projects will be divided into three phases. These phases are namely; -

- Foundational Phase: Year 1 and Year 2
- Intermediate Phase: Year 3
- Consolidation Phase (Long Term Phase): Year 4 and Year 5

The transition to the target ICT architecture is divided into 3 phases. The most intense of these phases is the foundational phase which addresses urgent needs relating to ICT. Intermediate projects address needs that are important but lower on the priority list. Projects in the consolidation phase (Long –term phase) address needs that are not core to the day to day running of the organisation but should significantly improve service delivery. Budgetary requirements for capital expenditure are thus expected to be larger in the foundational phase.

9. Evolution of generation networks

Fourth Industrial Revolution (4IR) refers to the revolutionary advances in technology that are reshaping on how the people work and live. This seeks to facilitate how service is being delivered smartly to the citizens. The organisation therefore needs to adapt and understand the nature of the profound change that is reshaping the world. Within the ECDOT the focus areas for 4IR includes applying technologies for improvement of service delivery, training the future workforce and develop and implement scalable infrastructure. Robotics, Artificial Intelligence and other technologies associated with 4IR could provide a welcome boost to the organisation's service delivery and help reduce the ever escalation cost of running a public service.

The Evolution of 5G

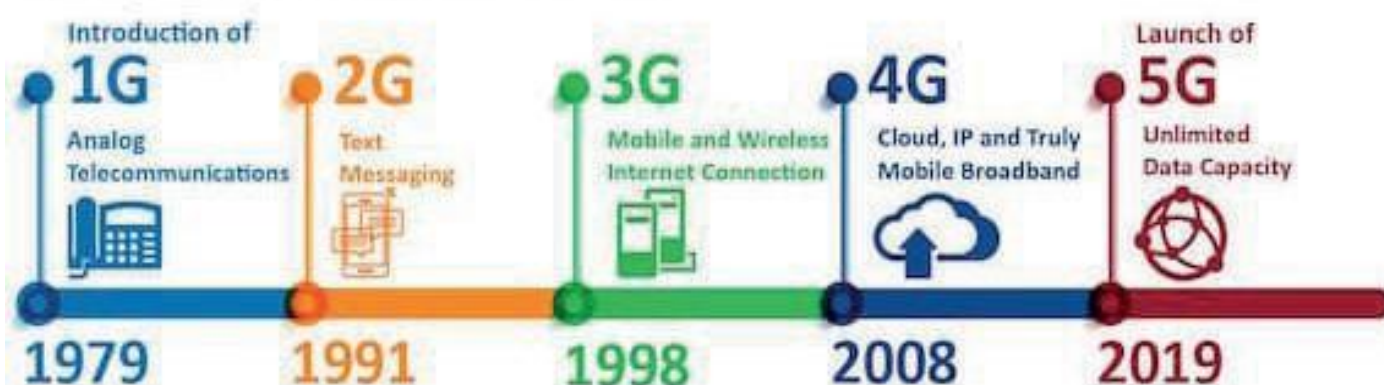
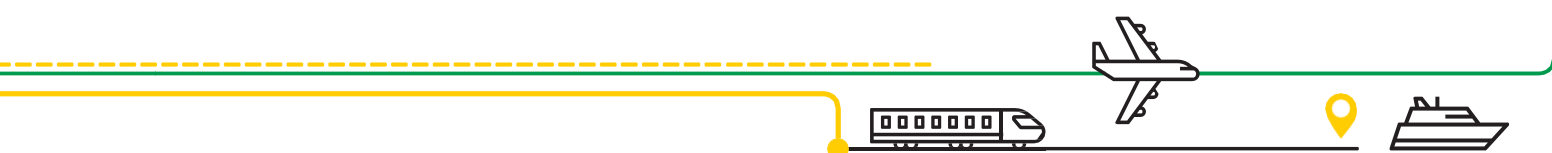


Figure 10: Industrial Revolution



10. Organisational Model

The proposed ICT functional structure outlined in the target business architecture has not yet been adopted. The proposed functional structure included the new additional functions/services to ensure that the ICT business unit aligns to support the business of the Department. The ICT unit needs to be in a position where it is sufficiently supporting the departmental business units with regards to ICT related services. Below are the categorised capabilities that are necessary for the ICT Directorate to perform efficiently. These capabilities can serve as input into the ideal ICT organisational structure.

This functional structure is aimed to close all the gaps based on the pain points identified during the business articulation phase.

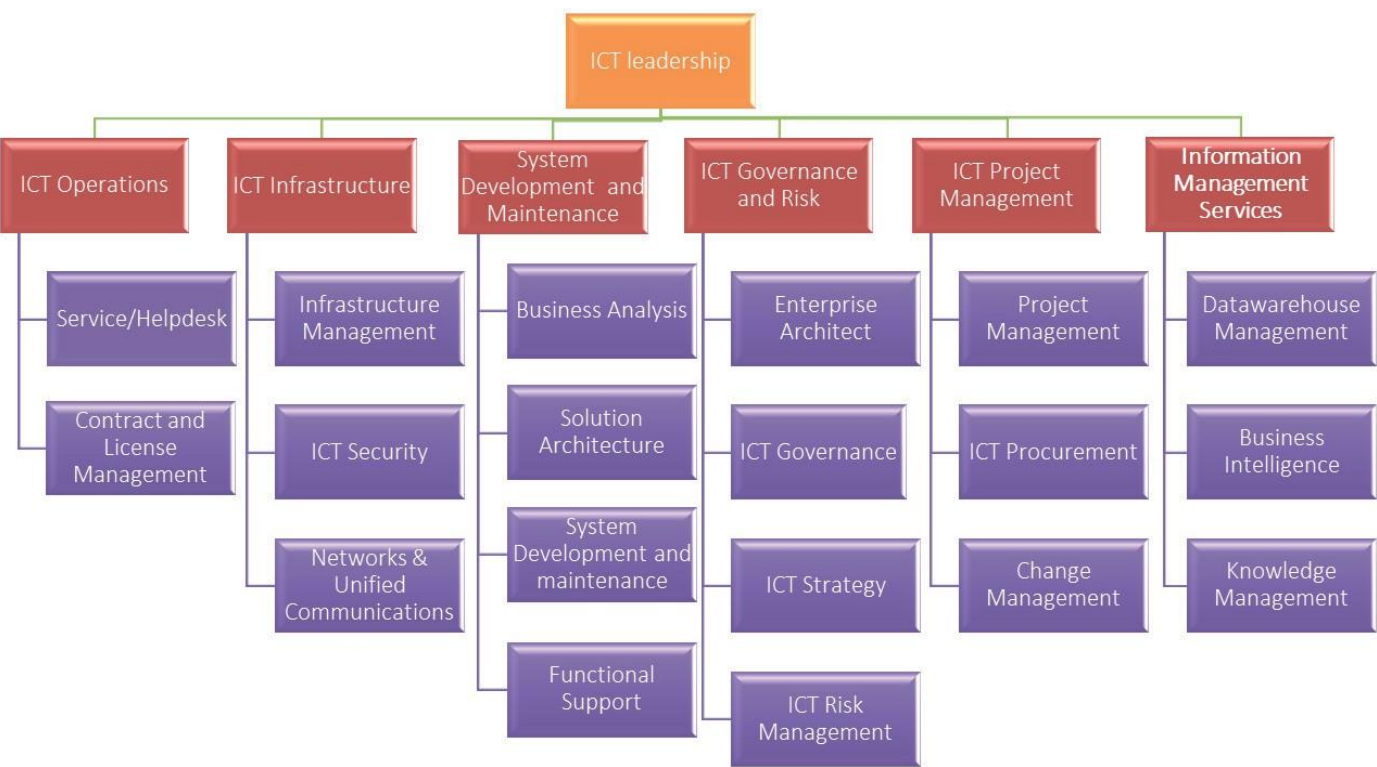


Figure 11: Proposed Organisational structure

10.1 ICT Business Process Flow and Information Model

Table 5: Target business function / service automation below indicates the business function and possible automations that can be implemented within the target ICT structure (ECDOT structure)

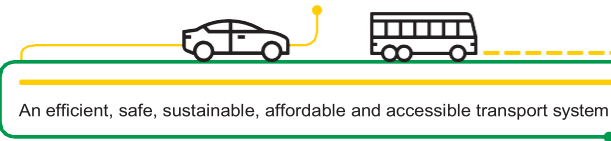


Table 5 : Target business function / service automation

ICT Function	Service	Trigger	Processes / Activities
ICT Leadership			
GITO	ICT Management	a) Corporate Governance of ICT Framework	a) Provide strategic leadership for the Business Unit b) ICT governance Champion for the organisation
Corporate Governance of ICT			
GITO	Enterprise Architecture	a) Corporate Governance of ICT; and b) ICT Strategy Implementation.	a) Establish EA Project; b) Develop Business Architecture; c) Develop Data Architecture; d) Develop Application Architecture; e) Develop Technology Architecture; f) Identify Opportunities and Solutions; and g) Monitor implementation of Plans.
	ICT Governance	a) Policies; b) Assessments; and c) Corporate Governance of ICT	a) Develop and maintain ICT Policies; b) ICT assessments; c) Monitor implementation of Corporate Governance of ICT; d) Advice on ICT Governance committees; and e) Review and improve ICT Governance Documents.
	ICT Strategy Development	a) Corporate Governance of ICT; and b) Planning.	a) Assess current ICT landscape; and b) Gather business needs.
	Develop and implement policies	a) Received request	a) Develop and maintain IT controls and policies and procedures; b) Track, report, and assist IT governance and compliance remediation efforts; c) Manage controls and compliance initiatives; and d) Develop and maintain corporate security standards, procedures, and guidelines.
	IT governance input to business processes	a) Business continuity program; b) Vendor list; c) Enterprise risk yearly plan; and d) Project communication plan.	a) Manage the business continuity program; b) Establish and manage a vendor risk management program; c) Manage periodic enterprise risk assessments; d) Ensure SLA compliance with vendors; and e) Project communication to business partners.
	Software and hardware contract management	a) Software contracts; and b) Hardware contracts.	a) Manage software contracts; and b) Manage hardware contracts.
	Software licensing services	a) License for new request; and b) Licenses expiring	a) Advice on software licenses; b) Consult legal department; c) Monitor software audit tool; and d) Manage licenses.



ICT Function	Service	Trigger	Processes / Activities
ICT Operations			
Helpdesk	Field Support	a) Request from users; and b) System trigger	a) Maintain and support hardware; and b) Maintain and support software;
	File and Print Services	a) Request from users	a) File and printer sharing;
	Helpdesk support inclusive of districts	a) Request from users	a) Manage and execute on-site support tasks; b) Update software releases and workflows; c) Manage troubleshooting technical issues; and d) System change and security management.
Information Technology Services			
Information Management Services	Manage IT Services	a) Service Request	a) Foster a service culture to achieve operational excellence; b) Establish and administer the annual budget and cash plans and manage expenditures in order to operate within the approved budget; and c) Interface and consult with other Functional Leads.
	Service Level Management	a) SLAs renewals; b) New SLAs	a) Manage Service Level Agreements; and b) Advice on Service Level Agreements.
	Enterprise Information Management	a) Information Management Plan.	a) Develop or customise Enterprise Information Management (EIM) Framework; b) Understand direction for EIM; c) Manage information; d) Manage requests; and e) Facilitate awareness of EIM programme.
Research and Knowledge Management	a) Research on latest technology; b) Business Intelligence Competency	a) Innovation; and b) Requests from users	a) Conduct research; b) Manage research; and c) Share research d) Provide Business Intelligence services
ICT Project Management			
ICT Project Management	Manage ICT projects	a) Project requests.	a) Develop requirements; b) Project planning; c) Project scheduling; d) Project costing; e) Risk assessment; f) Resource management; g) Demand planning and prioritisation; and h) Report on a consolidated set of projects. i) Maintain accurate documentation



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ICT Function	Service	Trigger	Processes / Activities
ICT Infrastructure			
ICT Infrastructure Operations	Develop and maintain IT Infrastructure	a) Maintenance Schedule.	a) Direct and administrate IT Infrastructure team and workload;
	Technical expertise relating to hardware and software	a) Inventory list; and b) User request.	b) Manage IT asset inventory; c) Troubleshoot technical issues; d) Monitor and log enhancements e) Continuous integration; f) Design, setup and maintain the build/release infrastructure; g) Maintain life cycle management; and h) Maintain related documentation.
	Data hosting and management	a) ICT Disaster recovery plan.	a) Ensure the day-to-day availability, capacity management and sustainability of data sets and data room services; b) Security compliance and remediation for data sets; and c) Management of disaster recovery and business impact analyses.
	Network connectivity	a) Network queries.	a) Monitor networks; and b) Act on queries.
Unified Communications / Messaging	Email	a) Request from users; and b) Year plan schedule	a) Provision of email services; and b) Create awareness on archiving of emails.
	Telephony	a) Request from users	a) Support telephony services; and b) Maintain collaboration tools;
	Social Media / Instant Messaging	a) Request from users	a) Advice on Instant Messaging; b) Measure Social Media Success; and c) Manage service desk.
	Video Conferencing	a) Request from users; b) Unplanned meetings; and c) Year plan schedule.	a) Administer video conferencing infrastructure; and b) Create awareness on video conferencing.
System Development and Maintenance			
Business Automation	Application Development	Request from users	a) Develop Applications; and b) Validate system functionality.
	Application Enhancement	Request from users	a) Enhance Applications; and b) Validate system functionality.
	Application Maintenance	Request from users	a) Maintain Applications; and b) Validate system functionality.
	User requirements development	Request from users	a) Develop User Requirements; and b) Verify User Requirements.
	Business analysis	Business requirement	a) Analyse business; and b) Provide advice.



ICT Function	Service	Trigger	Processes / Activities
Middleware management	Middleware administration	New applications.	a) Manage the middleware associated processes; b) Application integration; c) Manage and drive the data quality agenda; d) Ensure policies and standards in relation to the Data Quality domain are effective and adhered to, to protect and improve data quality; e) Manage relationships with Data Owners and Users ensuring accountability in respect of Data Quality; and f) Ensure Data Quality tools (e.g. profiling, cleansing) are effectively deployed in line with best practice and operating maturity.
	Middleware support	Middleware maintenance.	a) Configuration and maintenance of middleware systems that meet systems requirements; b) Middleware service integration; c) Troubleshooting of middleware components; and d) Support modifications to taxonomy and security of middleware.
Data and Information Management			
Applications and Maintenance Support	Web development and maintenance	Request from the user	a) Develop websites (intranet and internet); and b) Maintain websites (intranet and internet).
	Business Intelligence	a) Request from users; b) Year plan schedule	a) Advice on Business Intelligence Tool; and b) Maintain Business Intelligence Tool.
	Enterprise Content Management (ECM)	Request from users	a) Advice on ECM solution; and b) Maintain ECM.
	Data Management and Integration	Request from users	a) Advise on data integration; b) Workflow Management; c) Manage data; d) Ensure data quality; e) Task Reporting; and f) Manage security on data.



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ICT Function	Service	Trigger	Processes / Activities
Security Management			
ICT Security	Security Policy Development	Security Policies.	a) Develop Security Policy; and b) Monitor adherence to security policies.
	Business Continuity Planning	Business continuity plan.	a) Plan Business Continuity; b) Maintain business continuity; c) Analyse risks; and d) Plan for risks.
	Threat Management (Infrastructure, Applications)	Viruses.	a) Manage Antiviruses on application; and b) Manage Antiviruses on Infrastructure.
	Vulnerability Management	Viruses.	a) Identify vulnerabilities; and b) Manage vulnerabilities.
	Identity and Access Management	Request for access.	a) Manage access; and b) Identify threats.
	Security solution maintenance and support	Security Policy.	a) Maintain identified security solutions; and b) Provide support on security solution.
	Security Awareness and Training	Security awareness year plan/schedule; and Training request.	a) Develop and Manage Security Awareness Sessions; and b) Train users on security.
	IT Security Advisory	Corporate Governance of ICT;	a) Provide advice on ICT Security; b) Monitor Security; and c) Report on Security.

11. ICT strategic initiatives

The Organisational ICT steering committee will decide on the order of priority the proposed initiatives with input and focus on investment in areas deemed highest priority at the time of planning for implementation. The key ICT strategic initiatives are:

- Strengthen ICT Governance and Compliance
- Capacity and alignment of ICT to support business
- Modernise and strengthen the Department's technology infrastructure to provide a stable, secure, scalable, and high-performance ICT environment capable of supporting current and future digital transformation requirements.
- Implement and institutionalise datamanagement prescripts to ensure that data is formally recognised, governed, protected, and utilised as a strategic asset across the Department.
- Modernise and enhance support and core business applications to improve system integration, streamline processes, and increase overall operational efficiency.
- Enhance ICT service management practices to ensure consistent, reliable, and customercentred ICT support through strengthened processes, standardised service delivery frameworks, and improved incident, request, and performance management
- Improve Vendor and Service Performance Management
- Adopt Project Management Excellence



12. Implementation Roadmap

The Tables below models the Department’s implementation sequence as per each Architecture domain and presents each project within its relevant domain and maps the project over a 5-year time span. See the different architecture models and subsequence domain roadmaps.



12.1 Business Architecture Roadmap

Table 6 - Business Architecture Roadmap

Project No.	Description	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031
BA01	Strengthen change management enforcement to ensure adoption of ICT Initiatives					
BA02	Standardise ICT service processes to fully align with ITIL processes.					
BA03	Review of ICT policies: • Include adopted project management methodology					

12.2 Application Architecture Roadmap

Table 7 – Application Architecture Roadmap

Project No.	Description	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031
AA01	SharePoint enhancement with: • Service desk capabilities • Central repository • Automate workflow process for communication management services.					
AA02	Project management system					
AA03	Automated departmental calendar					
AA04	Case management system					
AA05	Change management solution					
AA06	Implementation of CSD 365 (Replacement of XCALLY)					
AA07	Debt and revenue management system					
AA08	Risk Management system					
AA10	Implement Fleet Management System					
AA11	Enable Integration between eLeave and Persal					
AA12	eProcurement system					
AA13	Bus Monitoring System and integrate with GPS tracking to monitor routes					
AA14	Enable Integration between eNATIS and G2G file system					
AA15	Transport Management System					



12.3 Data Architecture Roadmap

Table 8 - Data Architecture Roadmap

Project No.	Description	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031
DA01	Development of data management framework and strategy					
DA02	Enhancement of data management policies					
DA03	Establishment of data governance structures					
DA04	Implementation and standardisation of data governance as a practise within the organisation					
DA06	Implementation of central data reporsitory					

12.4 Technology Architecture Roadmap

Table 9 – Technology Architecture Roadmap

Project No.	Description	FY 2026/2027	FY 2027/2028	FY 2028/2029	FY 2029/2030	FY 2030/2031
TA1	Standardise on the two most publicly used mobile end-device platforms					
TA2	Business Intelligence Infrastructure Project					
TA3	Workstation Optimisation Project					
TA4	Implement a software licensing management, including tracking of licensing costs, and automated reminders for license renewals. Investigate option of consolidating licensing.					
TA5	Systems Engineering Project					
TA6	LAN Optimisation Project (Upgrade of routers, Switches and migrate of the existing equipment).					

Project type	Legend
Foundation project	
Foundation to intermediate	
Long term	

13. Project Charter

The table below has the list of ICT initiatives/projects.

Table 10 : Business Architecture Project Charter

PROJECTS			Phase Category (Foundation; Intermediate; Long Term)	Outcomes / Benefits	Sourcing Option (Internal, External; Core Source)
Project No	Project Name	Description			
BA01	Implementation of change management on SharePoint	Establish a formal change management workflow using SharePoint to manage system updates, configuration changes, and document version control	Long Term	a) Better communication of changes to stakeholders b) Controlled system changes	Internal
BA02	Standardise ICT service processes to fully align with ITIL processes.	Implement ITIL-based service management processes such as Incident Management, Problem Management, Change Management, and Service Request Management	Long Term	a) Improved service quality and response times b) Better performance monitoring and reporting	Internal
BA03	Review of ICT policies	Conduct a comprehensive review and update of ICT policies to ensure alignment with legislation,	Long Term	a) Updated and compliant ICT policy framework b) Improved governance and standardisation	Internal

Table 11 : Application Architecture Project Charter

Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Core source)
Project No	Project Name	Description			
AA01	Enhance SharePoint with service desk capabilities	Enhance existing SharePoint platform to incorporate IT service desk functionalities for logging, tracking, and resolving ICT incidents and service requests Project Breakdown: 1) User Requirements Specification 2) Requirements gathering and service catalogue definition 3) Configure ticketing workflows 4) User access and role configuration 5) Dashboard and reporting setup User training and go-live support	Foundation Phase	a) Centralised incident and request management b) Improved response and resolution times	Internal

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Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Core source)
Project No	Project Name	Description			
AA02	Implement project management system	Implement a digital project management solution to manage planning, scheduling, budgeting, monitoring, and reporting of departmental projects. Project Breakdown: 6) User Requirements Specification 7) System selection/configuration 8) Project templates standardisation 9) Resource allocation module setup 10) Budget tracking configuration	Intermediate	a) Improved project visibility and governance b) Standardised project reporting	Internal
AA03	Implement an automated departmental calendar	Deploy a centralised automated calendar system for coordinating departmental activities, meetings, deadlines, and events. Project Breakdown: 11) User Requirements Specification 12) Calendar platform configuration 13) Integration with email systems 14) Departmental access permissions 15) Automated reminders and alerts setup	Long Term	a) Improved coordination and planning b) Reduced scheduling conflicts	Internal
AA04	Implement case management system	To be used as a centralised platform for capturing, managing, tracking, and resolving cases in a structured, secure, and auditable manner	Long Term	a) Improved case tracking and accountability b) Reduced turnaround times	Internal
AA05	Implementation of change management	Establish a formal organisational and ICT change management framework to manage system, policy, and process changes.	Long Term	a) Improved stakeholder communication	Internal
AA06	Enhancement of XCALLY system	Enhancement of XCALLY system to cater for customer care processes Project Breakdown: 16) User Requirements Specification 17) Feature enhancement configuration 18) Reporting improvement 19) Integration with service desk 20) User refresher training	Foundation Phase	a) Improved customer service response	Internal

Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Core source)
Project No	Project Name	Description			
AA07	Implement Debt and Revenue management system	To formally notify, remind, and compel debtors to settle outstanding amounts owed to the Department of Transport Project Breakdown: 21) User Requirements Specification 22) Billing module configuration 23) Debt tracking automation 24) Integration with finance systems	Foundation Phase	a) Improved revenue collection rates b) Accurate financial reporting c) Reduced manual errors	Core Source
AA08	Implement Risk Management system	To manage risk management operations Project Breakdown: 25) User Requirements Specification 26) Risk framework configuration 27) Risk register automation 28) Tracking module 29) User training	Long Term	a) Proactive risk identification b) Improved compliance and governance c) Real-time risk visibility	Outsource
AA10	Implement Fleet Management System	To serve as a centralised platform for managing all vehicles and transport assets within the unit, ensuring proper tracking, compliance and maintenance Project Breakdown: 30) User Requirements Specification 31) Fleet asset registration 32) Maintenance scheduling automation 33) Fuel tracking module 34) Reporting dashboards 35) Integration with GPS (where applicable)	Long Term	a) Reduced vehicle misuse b) Improved maintenance planning c) Cost control and optimisation d) Enhanced asset visibility	Outsource
AA11	Enable integration between eLeave and Persal	Integrate eLeave system with Persal to automate leave data synchronization and reduce manual capturing. Project Breakdown: 36) User Requirements Specification 37) API integration development 38) Data mapping and validation 39) Testing and reconciliation 40) Security configuration 41) Go-live support	Intermediate	a) Reduced manual errors b) Improved HR data accuracy c) Faster leave processing d) Improved compliance	Internal

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Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Core source)
Project No	Project Name	Description			
AA12	Implement and procure an eProcurement system	To be used as a digital platform to manage the entire procurement process electronically Project Breakdown: 42) User Requirements Specification 43) Procurement process mapping System configuration 44) Supplier onboarding 45) Integration with finance systems 46) Training and rollout	Intermediate	a) Reduced procurement cycle times b) Improved compliance with SCM regulations c) Increased procurement transparency	Outsource
AA13	Implement Bus Monitoring System and integrate with GPS tracking to monitor routes	To track, manage, monitor, and optimise public transport operations in real time Project Breakdown: 47) User Requirements Specification 48) GPS device integration 49) Route mapping configuration 50) Real-time tracking dashboard 51) Reporting module	Intermediate	a) Improved route compliance b) Enhanced passenger safety c) Real-time operational visibility d) Reduced fuel and route deviation	Outsourced
AA14	Enable Integration between eNATIS and G2G file system	Implement system integration between eNATIS and Government-to-Government (G2G) file system to streamline data exchange and reporting. Project Breakdown: 52) User Requirements Specification 53) Stakeholder engagement 54) Data mapping and interface development 55) Security configuration 56) Testing and validation 57) Deployment and monitoring	Intermediate	a) Improved data accuracy b) Reduced manual data transfers c) Faster intergovernmental reporting d) Strengthened data governance	Internal

Table 12: Data Architecture Project Charter

Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Core source)
Project No	Project Name	Description			
DA01	Development of data management framework and strategy	Develop a comprehensive Data Management Framework and Strategy that defines standards, principles, roles, processes, and technologies for managing data as a strategic asset across the department.	Foundation	a) Clear strategic direction for data management b) Improved data quality, consistency, and reliability	Internal
DA02	Enhancement of data management policies	Review, update, and strengthen existing data management policies to ensure alignment with regulatory requirements, cybersecurity standards, and digital transformation objectives. Includes policies on data classification, retention, access control, and data sharing.	Foundation	a) Updated and compliant policy framework b) Standardised data handling procedures	Internal
DA03	Establishment of data governance structures	Establish formal data governance structures including Data Owners, Data Stewards, and a Data Governance Committee to oversee accountability, data quality, and compliance across the organisation	Foundation	a) Clear accountability for data assets b) Improved oversight and coordination c) Strengthened data integrity controls	Internal
DA04	Implementation and standardisation of data governance as a practise within the organisation	Operationalise data governance by embedding standard procedures, data quality monitoring tools, reporting mechanisms, and governance workflows into daily operations. Ensure consistent adoption across all business units.	Intermediate	a) Institutionalised data governance culture b) Continuous data quality monitoring	Internal
DA05	Enhancement of SharePoint to be a fully functional repository	Optimise SharePoint to improve collaboration, document management, workflow automation	Foundation Phase	a) Improved document control b) Increased collaboration c) Reduced duplication of information	Internal



Table 13: Technology Architecture Project Charter

Projects			Phase Category	Outcomes/Benefits	Sourcing option (Internal, Outsource; Co source)
Project No	Project Name	Description			
TA01	TA1 – Standardise on the two most publicly used mobile end-device platforms	Standardise departmental mobile devices on two widely adopted and supported mobile operating platforms	Foundation	a) Reduced device compatibility issues b) Improved security and mobile governance	Internal
TA02	TA 2 – Business Intelligence Infrastructure Project	Design and implement a scalable Business Intelligence (BI) infrastructure	Foundation	a) Centralised reporting and analytics capability b) Improved strategic and operational decision-making	Internal
TA03	TA3 – Workstation Optimisation Project	Optimise user workstations (desktops/laptops) to ensure they meet standard performance specifications	Long Term	a) Improved end-user productivity	Internal
TA04	Implement a software licensing management, including tracking of licensing costs, and automated reminders for license renewals. Investigate option of consolidating licensing.	Establish structured systems engineering practices to improve infrastructure design, integration and performance	Long Term	a) Improved infrastructure reliability and stability	Internal
TA05	TA 4– Systems Engineering Project	Implement a technology modernisation initiative focused on upgrading core infrastructure such as network performance	Long Term	a) Improved system performance and scalability b) Enhanced disaster recovery and business continuity	Co Source
TA06	TA5 – LAN Optimisation Project (Upgrade of Routers, Switches and Migration of Existing Equipment)	Upgrade and optimise the Local Area Network (LAN) infrastructure by replacing outdated routers and switches, improving network configuration, enhancing bandwidth capacity, and migrating existing network equipment to modern, secure, and scalable infrastructure standards.	Long Term	a) Reduced network downtime and bottlenecks b) Enhanced cybersecurity and access control c) Increased bandwidth capacity to support digital systems d) Improved user experience and productivity	Co Source

14. Recommendations

ICT strategic plan is a business document that provide strategic direction for ICT in support of the business of EC DOT. This ICT strategic plan does not impose a detailed solution; rather a detailed implementation plan. The percentage of interviews conducted in comparison with the total number of directorates gives a good representation of business requirements across the organisation.

The GWEA Framework, as published by the DPSA, was used to develop the ICT strategic plan. The GWEA gives a description of the important business areas, depicting how business is currently conducted and how it will migrate to be more efficient in the future.

The government prescripts like GWEA and Corporate Governance of ICT Policy Framework v2 informed this ICT strategic plan to address the following for the department:

- Description of the secure information lifecycle across the department and, where necessary, how information interrelates to other departments without any duplication or vilification of data.
- A variety of possible solutions that may be utilised for service delivery. The department has to select the optimal service delivery solution combination.

The implementation plan on how the initiatives will be implemented is an annexure to this document.

The department must monitor and evaluate performance of ICT as recommended on the CGICTF v2. The successful implementation of the ICT Digital strategic plan depends completely on the support from business.



Annex A: Abbreviations and terms and definitions

A.1 Abbreviations

ADM	Architecture Development Method	GWEA	Government Wide Enterprise Architecture
AGSA	Auditor General South Africa	ICT	Information and Communication Technology
APP	Annual Performance Plan	IT	Information Technology
CGICTF	Corporate Governance of ICT Framework	SITA	State Information Technology Agency
DPME	Department of Performance, Monitoring and Evaluation	SLA	Service Level Agreement
DPSA	Department of Public Service and Administration	SP	Strategic Plan
EA	Enterprise Architecture	RSA	Republic of South Africa
EXCO	Executive Committee	TOGAF	The Open Group Architecture Framework
EC DOT	Eastern Cape Department of Transport		

A.2 Terms and definitions

Term	Definition
Architecture Framework	A classification scheme that defines the principles, method and deliverables by which to develop architecture for different stakeholders within an organisation. [Adapted TOGAF]
Application	The software product that enables one or more functions or services of an organisation. [Adapted TOGAF].
Application Architecture	The architecture of the application (or software) that are needed to process the data and enable one or more functions or services of an organisation. [TOGAF].
Baseline Architecture	The existing or as-is architecture that is used as a basis for transformation or change [Adapted TOGAF].
Business Architecture	The architecture of the business strategy, organization structure, functions/services, key business processes and information requirements, as well as the relationships between these concepts. [Adapted TOGAF]
Business Service	The output of a capability.
Data architecture	Data architecture is composed of models, policies, rules or standards that govern which data is collected, and how it is stored, arranged, integrated, and put to use in data systems and in organizations.
Deliverable	A work product (output) of a particular step in an architecture development method. [Adapted TOGAF]
Enterprise Architecture	The Business, Data, Application and Technology Architectures required enabling and supporting the Enterprise missions over time; including baseline architecture, target architecture, and an implementation plan. [Derived TOGAF]
Target Architecture	The future state (to-be) architecture for an organisation or system. [Adapted TOGAF]
Technology Architecture	The foundation software, hardware and telecommunications capabilities that are required to enable processing and deployment of business, data, and application services, which includes application processing infrastructure services, naming and directory services, middleware, database management infrastructure, telecommunication network infrastructure, computer hardware, storage and peripherals, security infrastructure, system management infrastructure and interoperability standards. [adapted from TOGAF]
TOGAF	The Open Group Architecture Framework. TOGAF is an architecture framework that defines the methods and tools for assisting in the acceptance, production, use, and maintenance of enterprise architecture. It is based on an iterative process model supported by best practices and a re-usable set of existing architecture assets. [TOGAF]

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