THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, PUBLIC SERVICE MANAGEMENT AND GOOD GOVERNANCE

e-Government Agency

Strategic Plan
2016/2017 – 2020/2021

March, 2017

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TABLE OF CONTENTS

LIST OF ABBREVIATIONS

AIDS	Acquired Immune Defficiency Syndrome
BCP	Business Continuity Plan
CA	Chief Accountant
CAG	Controller and Auditor General
CCM	Chama cha Mapinduzi
CEIR	Central Equipment Identification Register
CEO	Chief Executive Officer
DBS	Director of Business Support Services
DCIO	Director of Central Infrastructure and Operations
DeSC	Director of e-Service Control
DIMS	Director ICT Management Services
eGA	e-Government Agency
e-PTM	electronic Project and Task Management System
FYDP	Five Year Development Plan
G2B	Government to Business
G2C	Government to Citizen
G2E	Government to Employees
G2G	Government to Government
GMS	Government Mailing System
HIV	Human Immunodeficiency Viruses
HPMU	Head of Procurement Management Unit
IaaS	Infrastructure as a Service
ICT	Information Communication Technology
ISA	Institutional Self-Assessment
IVR	Interactive Voice Response
KPIs	Key Performance Indicators
LTPP	Long Term Perspective Plan
M&E	Monitoring and Evaluations
MAB	Ministerial Advisory Board
MoUs	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
NACSAP II	National Anti-corruption Strategy and Action Plan II
NCD	Non Communicable Diseases
NSAs	Non State Actors

OPRAS	Open Performance Appraisal System
PaaS	Platform as a Service
PO-PSM	President's Office, Public Service Management
PPPs	Public Private Partnerships
SaaS	Software as a Service
SMS	Short Message Services
SWOC	Strength, Weaknesses, Opportunities and Challenges
TDV	Tanzania Development Vision
USSD	Unstructured Supplementary Service Data

PREFACE

The eGA Strategic Plan is a reflection of the Agency's priorities with regards to provision of e-Government services to Public Institutions as an implementation arm of the Government in relation to ICT use. The strategy is geared towards enhancing compliance to policies, laws, regulations, standards and guidelines, improving coordination and harmonisation of e-Government initiatives in Public institutions and other stakeholders. In addition, the plan intends to ensure integrity and wellbeing of staff, enhance capacity of Public Institutions to implement e-Government initiatives, improve Agency capacity to carry out its mandated functions and enhance development and research on e-Government.

The plan calls for a clear understanding of the magnitude of the workload ahead and highlights the strategic requirements for the e-Government implementations. It also charts out the Agency's broad direction towards implementation of the National Five Year Plan Phase II. Sustainable implementation of e-Government initiatives requires holistic planning, stable financing mechanisms for maintenance of developed systems and capital investments of new developments by their merits.

On the other hand, this Strategic Plan gives prominence to the values of integrity and accountability in our service delivery to ensure that e-Government Agency remains a strong and credible institution. We continue to believe that our actions in response to the needs of our customers (Government, Citizen and Business Community) must be effective and timely while accepting that Management and Staff excellence is also essential for the successful implementation towards the vision.

The plan responds to the different client's needs and expectations and puts forward a new mission and vision of the Agency. The role of the Agency focuses on its mission, which is to provide and create an enabling environment through promotion, provision, coordination, oversight and enforcement of e-Government initiatives for improved public service delivery. This will be realized through strengthening the capacity of Public Institutions in the provision of quality and effective e-Services to the Public.

In brief, the Plan has been designed to foresee the best experiences of previous Strategic Plan, ICT Policies, e-Government strategy as well as the dynamics of local and international environment related to the use of ICT. Those experiences are necessary pillars towards long term endeavours to continuously improve eGA services.

Nevertheless, successful implementation of this plan will depend on both material and moral support from the Government, Public Institutions, Development Partners (DPs) and other e-Government stakeholders.

I would like to take this opportunity to assure the Government and the public that the Agency will deploy all the resources at its disposal to implement this plan in order to achieve the set objectives. I also call upon e-Government stakeholders to join hands in the implementation of this Plan.

Dr. Jabiri Kuwe Bakari
CHIEF EXECUTIVE OFFICER

EXECUTIVE SUMMARY

This is the second Strategic Plan of the Agency and it is for the period 2016/2017 – 2020/2021. It has been prepared based on the experiences and challenges gathered from implementation of the first Strategic Plan. The plan takes into consideration the Agency's mandate, roles and functions. It is aligned to the aspirations of Tanzania Development Vision (TDV-2025), Long Term Perspective Plan (LTPP 2011/12-2025/26), Election Manifesto of the Chama Cha Mapinduzi (CCM 2015 -2020), Five Year Development Plan II (FYDP II 2016/17 -2020/21) and National ICT Policy 2016. Its preparation involved the Management and Staff of the Agency, team of experts from other Public Institutions and other stakeholders.

Development of the plan involved revisiting situation by critically identifying the past, current and future eGA environment. The Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis was conducted. The environment scan done gave rise to critical issues which were instrumental in development of vision, mission, core values, outcome based objectives, strategies and smart targets for the Agency.

The identified critical issues formed the basis for developing objectives for the five years period. The critical issues identified among others include:
1. Establishing Resource Mobilization Mechanism to fund Agency operations
2. Instituting Change Management and Awareness Programs in the adoption of e-Government initiatives
3. Contributing towards formulation of policies, laws and enforce existing standards and guidelines related to e-Government implementation
4. Formulating effective strategy to counter cyber security threats both local and international
5. Creating harmonized and unified systems and mechanisms to support integration and diversification of systems that will use unique population identification mechanism of individuals in the Tanzania population
6. Instituting comprehensive Monitoring and Evaluation Mechanism by engaging all stakeholders to e-Government services
7. Establishing comprehensive Business Continuity mechanisms for e-Government initiatives
8. Availability of office accommodation space and stable competent HR for the agency.
9. Improving ICT governance and human resurses competency in public institutions.
10. Increase number of e-Services delivered to the public.

The plan presents the following Six Strategic Objectives that the Agency will pursue in the next five years from 2016/2017 to 2020/2021 in order to address the aforementioned critical issues:
A.   HIV and AIDS infection reduced and supporting services improved.

B.   Implementation of National Anti-Corruption Strategies enhanced and sustained.

C. e-Government services provision by Public Institutions enhanced and sustained.

D. Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced.

E. Research and Development on e-Government implementation enhanced.

F. Capacity of eGA to carry out its mandated functions enhanced.

In order to achieve the above objectives, strategies were developed which are the priority areas that the Agency through its Directorates and Units will focus on its operational plans. The strategies bring in focus means on how interventions are geared towards ensuring that e-Government initiatives are implemented in an integrated manner to meet requirements of different Public Institutions thereby enabling them to contribute to national development with specific emphasis on resources sharing, compliance and combating cyber security threat in delivering of e-services.

This Strategic Plan differs from the previous one in the following aspects: Firstly, the level of participation of the Agency's staff and stakeholders in the course of development of the plan, utilization of the service delivery analysis and institutional self-assessment. Secondly, the Plan has included a chapter on monitoring and evaluation which serves as a tool for monitoring and evaluating overall implementation of the planned interventions.

The financing of this Strategic Plan is through Medium Term Expenditure Frameworks (MTEF) for the years 2016/17- 2020/2021.

Chapter One
INTRODUCTION

1.1 Background
eGA developed its first Strategic Plan that covered the period from 2012/2013 to 2016/2017. The execution period of the plan has ended hence the need to develop a second Strategic Plan covering a period of five years from 2016/2017 to 2020/21 to align with national planning period. The Plan draws upon the implementation experience of the preceding Strategic Plan, e-Government strategy (2012), eGA Service Delivery Survey conducted in June 2016 and Institutional Self-Assessment Reports conducted in September 2016. The Plan presents what the Agency does, what it aspires to achieve and how it contributes to the National long term goals and the development agenda. In view of this, the plan describes Vision, Mission, Core Values, Mandate, Objectives, Targets and the process used to derive them.

1.2 The Purpose of the Plan
This plan has been prepared with a view to guiding eGA in implementation of its strategic roles and functions. It is also aimed at creating a common understanding amongst eGA Staff with the view to enhancing their collective responsibility in performance of core functions of the Agency.

1.3 Approach
This Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania and Budget Guidelines issued by the Ministry of Finance and Planning. The Plan was prepared in a participatory approach involving eGA and facilitators from the President's Office Public Service Management and Good Governance (PO-PSM). In addition the Plan was reviewed by stakeholders and their comments were incorporated.

Reference was also made to Sector Policies, Programs and National Development Frameworks which include the Tanzania Development Vision 2025; National Five Year Development Plan II – FYDP II; National ICT Policy (2016); e- Government Strategy (2012) and the Ruling Party Election Manifesto of 2015 – 2020.

The above reviews were aimed at integrating operational and strategic interventions; programmes and projects to ensure that they all fit into a common framework so as to create a single coherent plan.

1.4 Layout of the Plan
The plan contains four chapters and two annexes. Chapter One provides Introduction that covers background, approach, purpose and layout of the plan. Chapter Two discusses the Situational Analysis covering historical background of the Agency, mandate, roles and functions, performance review, stakeholders' analysis, SWOC analysis and the critical issues which need to be addressed by the Plan. Chapter Three covers Vision, Mission, Core Values, Objectives and their Rationale, Strategies, Targets as well as Key Performance Indicators. Chapter Four outlines the

Development Objectives, beneficiaries of the Agency Services and provides linkage between the six objectives with the National Planning Frameworks. It also encompasses the Results Framework and how the plan will be monitored, reviewed and evaluated. The Organizational Structure is annexed.

Chapter Two
SITUATION ANALYSIS

This chapter provides a brief description of eGA background, its mandate, roles, functions, and the existing vision and mission statements drawn from the previous Strategic Plan of 2012/2013-2016/2017. Furthermore, it provides a review of performance results of previous objectives where achievements are registered and constraints noted as well as remedial actions to address the constraints. The chapter also provides survey and self-assessment findings, stakeholders' analysis, SWOC analysis and critical issues for improvement.

2.1 Historical Background
e-Government Agency (eGA) is a semi-autonomous institution established in 2012 under the Executive Agencies Act, No.30 Cap. 245 of 1997. Establishment of eGA came as an implementation of National ICT Policy (2003) and Cabinet directives issued in 2004 that gave the then President's Office, Public Service Management a mandate to formulate e-Government Policy and supervise its implementation.

The first National e-Government Strategy was developed in 2009. It provided a clear road map for e-Government adoption in Tanzania that aimed at improving delivery of quality services and making Government more accessible and responsive to the public. Therefore, a Presidential Instrument was issued through Government Notice No. 51 of 17/12/2010 to officially establish e-Government Agency that became operational in April 2012.

2.2 Mandate of the Agency
The mandate of e-Government Agency includes coordination, oversight, provision, promotion of e-Government initiatives and enforcement of e-Government standards and guidelines in the Public Service.

2.3 Roles and Functions
The major roles and functions of the Agency include:
  i.   To ensure coordination, management and compliance of e-Government implementation and initiatives.
  ii. To ensure within the Government, users have access to shared ICT infrastructure and resources.
  iii. To promote and provide e-Government advisory and technical support for implementation of e- Government.
  iv. To coordinate, manage, develop, disseminate, monitor and evaluate e-Government standards and guidelines.
  v.   To ensure the Public has access to e-services.

2.4 Existing Vision and Mission
2.4.1 Vision
To be recognised as a leading innovative Institution, enabling the use of ICT for improving Public Service Delivery.

2.4.2 Mission

To provide an enabling environment to Public Institutions through coordination, oversight and promotion of ICT usage for improvement of service delivery in the public service.

2.5 Performance Review

During the period of 2012/2013 to 2016/2017 the Agency registered notable accomplishments under each objective as indicated in sub-sections 2.5.1 – 2.5.6 with challenges encountered and remedial actions proposed.

2.5.1 Objective A: Enhancing the capacity of Public Institutions to Implement e-Government initiatives

Achievements

Remarkable achievements were recorded in enhancing the capacity of Public Institutions to implement e-Government initiatives. These include:-

i. Medium Term Training and Development Plan has been developed whereby one hundred and forty nine (149) Public Institutions were trained in the areas of Government Network and Cyber Security, ninety one (91) in the area of Data Center, Advanced web applications Security and Advanced Virtualization Security, one hundred (100) Public Institutions in the areas of portals and websites content management and uploading and two hundred and one (201) Public Institutions in Government Mailing Systems.

ii. Review of current ICT governance status in the Government has been done.

iii. Technical advice for improving the organization structure of ICT Units has been provided to six (6) Public Institutions.

iv. Business process improvement has been conducted to twenty (20) Public Institutions.

v. Automation of business process for three hundred and one (301) Public Institutions has been done.

vi. e-Government communication strategy has been developed and operationalized. Through the strategy a number of milestones were realized including conducting of the first e-Government Annual Conference in 2015 that was attended by 770 participants.

Constraints

i. Insufficient budget and delay of funds disbursement for the Agency to execute its mandated functions.

ii. Resistance to change by the users of e-Government services.

iii. Inadequate skilled ICT staff in Public Institutions to support the implementation of e-Government initiatives.

iv. Absence of a comprehensive mechanism to acquire and retain skilled ICT professionals.

v. Low level of awareness on e-Government Implementation at management level of some Public Institutions.

vi. Low capacity of Public Institutions to link business processes with technology.

Proposed Remedial Actions

i. Increase awareness of operationalizing Medium Term e-Government Training Program to Public Institutions.

ii. Institute e-Government related change management programs in Public Institutions.

iii. Foster collaboration and partnership to enhance capacity of public institutions to implement e-Government initiatives.

iv. Build capacity of Public Institutions to implement priority areas identified in the National Five Year Development Plan II which needs ICT interventions.

2.5.2 Objective B: Public access to e-Services improved

Achievements

Remarkable achievements were recorded in improving Public access to e-services. These include:

i. Government Portal/website framework has been developed. Other noticeable achievements under this area are development of five (5) Portals (Government, Wananchi, Recruitment, Business, and Open data Portals) and One hundred (100) websites for Public Institutions.

ii. Platform for mobile services delivery that enables Public Institutions to establish and render mobile services and solutions to citizenry has been designed, developed and deployed. A block of Mobile Service Codes (*152*00#- to *152*99#) has been dedicated for Public Institutions use so as to have a common identity in offering mobile services to citizens as well as ensuring secured services.

iii. Twenty eight (28) mobile applications and services have been developed and deployed whereby sixty six (66) Public Institutions have been facilitated to use Government Mobile services.

iv. One hundred (100) developed websites can be accessed in both Kiswahili and English languages.

Constraints

i. Inadequate skilled ICT staff in Public Institutions to support e-Government initiatives.

ii. Lack of knowledge and trust of Public Institutions to use developed e-services.

iii. Inadequate ICT working tools and equipment.

iv. Threat of Cyber security that hinder implementation of e-services.

v. Lack of interoperability of systems offering e-services.

vi. High cost of acquiring ICT systems to support development of e-Services.

vii. Low awareness and ICT illiteracy among citizens.

viii. Limited e-services delivery channels.

Proposed Remedial Actions

i. Awareness creation to Public Institutions in providing services electronically.

ii. Enforce the use of e-Government standards and guidelines in implementing e-Government initiatives.

iii. Promote the use of Open Source Systems within the Government and among other Public institutions in developing various systems.

iv. Establish mechanisms for Public Institutions to update their respective website contents timely and enhance deployed systems.

2.5.3 Objective C: ICT Shared resources within public services improved

Achievements

Remarkable achievements were recorded in ensuring the optimal sharing of existed and new ICT resources across the Public Institutions services. These include:

i. Government Data Centres deployment to facilitate the hosting environment for various Public Institutions systems was completed whereby ten (10) Public Institutions are hosting their applications as Primary or Disaster Recovery. In addition, one hundred and thirty two (132) Public Institutions have been facilitated to host their websites.

ii. Government Mailing System (GMS) has been developed and deployed where by two hundred and one (201) Public Institutions have been facilitated to use the system.

iii. Awareness on ICT Resources sharing, e-Government Products and Services provided to three hundred and thirty seven (337) Public Institutions through Arusha e-Government conference and occasional customer visits.

iv. One hundred and eight two (182) Public Institutions have been facilitated to use Government International bandwidth.

v. Government Communication Network was designed and deployed whereby seventy five (75) Public Institutions have been connected and the connection of seventy seven (77) Local Government Authorities is in progress.

vi. Disaster recovery plan has been developed and the system has been deployed in multiple data centres to ensure service continuity in case of disasters.

Constraints

i. Insufficient budget and delay of funds disbursement for the Agency to execute its mandated functions.

ii. Unwillingness of Public Institutions to share the available ICT resources hence resulting into duplication of efforts and resources.

iii. Donor dependency on acquisition of ICT resources.

iv. Difficulties in system integration due to lack of harmonized and unified framework for population register, personal identification and e-Identification

Proposed Remedial Actions

i. Ensure presence of harmonized and unified framework for population register, personal identification and e-Identification.

ii. Encourage the use of Open Source Systems within Public Institutions in developing various systems.

iii. Ensure standard information exchange mechanism among Public Institutions and other stakeholders.

2.5.4 Objective D: Enhancing coordination, management and compliance for e-Government initiatives in the public service

Achievements

Remarkable achievements were recorded in ensuring coordination and management of e-Government initiatives in the public service. These include:-

i. Technical inputs to facilitate the development of National ICT Policy of 2016, e-Government Policy and its implementation strategy, Data Protection bill, Cybercrime and Electronic Transactions Acts were provided to respective institutions timely.

ii. Various tools to guide Public institutions in undertaking ICT projects have been developed. The tools include Government ICT Projects Review Checklist, Government ICT Project Review Criteria, and Government ICT Project Review Procedures.

iii. Government ICT Projects Portfolio system has been developed and deployed for tracking ICT projects and initiatives in the Public Institutions.

iv. e-Government standards and guidelines developed and operationalized.

Constraints

i. Absence of legal and regulatory framework that would enhance eGA mandate to ensure proper enforcement, coordination and oversight of e-Government initiatives.

ii. Absence of comprehensive e-Government monitoring and evaluation mechanism.

Proposed Remedial Actions

i. Liaise with relevant authorities in fast tracking the development of e-Government Policy.

ii. Liaise with relevant authorities in development of e-Government Act.

iii. Development of comprehensive e-Government monitoring and evaluation mechanism.

2.5.5 Objective E: Improving e-Government advisory, technical support and consultancy services

Achievements

Remarkable achievements were recorded in improving e-Government advisory, technical support and consultancy services. These include:

i. e-Government consultancy, advisory and technical support services framework was developed.

ii. Help desk system that is used for customers support services has been developed and deployed to 154 Public Institutions whereby 1,757 technical support was provided.

iii. Seventy three (73) Public Institutions were provided with technical support and 156 Public Institutions were provided with advisory and consultancy services.

Constraints
i. Inadequate working tools and equipment.

ii. Inadequate capacity of technical staff of Public Institutions to provide support services to their respective institutions.

iii. Inadequate capacity of the Agency to provide consultancy services to meet the increasing demand.

iv. Untimely payment of fees and charges by Public institutions for services provided.

Proposed Remedial Actions
i. Build capacity of technical staff of Public Institutions.

ii. Fostering collaboration and partnerships in consultancy services.

iii. Establish sustainable mechanism for funding shared e-Government services.

2.5.6 Objective F: Enhancing ega's capacity to implement e-Government initiatives improved

Achievements
Remarkable achievements were recorded in enhancing eGA's capacity to implement e-Government initiatives. These include:-
i. Agency Medium Term Training Plan has been developed.

ii. Agency Succession Plan has been developed.

iii. Client's Service Charter has been developed and operationalized.

iv. A total of 96 new employees were recruited and 18 staff promoted.

v. Six (6) staff have been facilitated to attend long term training and 71 staff have attended at least one short term training program in or outside the country.

vi. Development of systems for automation of internal business processes to support internal operations (e-PTM, e-Office, Asset Management, Government ICT projects Portfolio).

vii. Financial Management System has been acquired and operationalized.

viii. Agency Scheme of Service has been developed and operationalized.

ix. Land for building Agency Research and Innovation Centre has been acquired.

x. Various committees have been established to enhance Agency operations.

These include Budget Committee, Risk Management Committee and HIV and AIDS Committee.

xi. Agency Complaint Mechanism System has been developed and operationalized.

xii. Agency Accounting Manual has been developed and operationalized.

xiii. Working facilities, tools, equipment and utilities have been acquired to facilitate eGA operations.

xiv. At least 75% physical infrastructure for improved accessibility, accommodation and service provision maintained and increased.

Constraints
i. Budget constraint to support Agency operations.

ii. Inadequate number of staff to meet current Agency staffing needs.

iii. Inadequate competitive incentive package and compensation structure.

iv. The Agency has no permanent premises hence higher operational costs occasioned by rented premises.

Proposed Remedial Actions
i. Increase efforts in soliciting funding from development partners and Private sectors to build Agency permanent premises and support Agency operations.

ii. Recruit highly skilled staff.

iii. Create mechanism for incentive and compensation structure to attract and retain Agency's staff in competency areas.

iv. Enhance automation of internal process.

2.6 Stakeholders Analysis
The analysis was perfomed by examining services offered to stakeholders with respect to their needs and expectations as indicated in Table 1.

Table 1: Stakeholders Analysis

Serial	Stakeholders	Services Offered	Stakeholders Needs and Expectations
	Public Institutions (G2G)	• e-Government infrastructure and other shared resources (SaaS, PaaS, IaaS) • System development, deployment and integration • e-Government standards and guidelines • e-Government service delivery channels • ICT systems reviews and quality assurance • Cyber security and quality assurance • e-Government training and capacity building • Technical support • Technical advice and guidance on various e-Government initiatives • Various ICT technological updates • Technology scanning and advice • Platform to provide access to information, documents and e-services for identification, verification and validation from key e-Government systems or provision of services.	• Timely, updated and clear advisory services • Timely provision of awareness trainings on e-Government initiatives • Timely access to e-Government related information • Secured and reliable services • Efficient and cost effective services • Transparent mechanism to enforce guidelines and standards • Efficient mechanisms for handling customers • Reliable, interoperable and integrated systems • Timely feedback.
	Business Entities (G2B)	• e-Government business opportunities • Platforms to enable access to information, documents and e-services for set up and operation of businesses • e-Government standards and guidelines adopted by the Government.	• Efficient platform to engage with public institutions on area of e-Government • Accurate and timely information of opportunities on e-Government initiatives • Efficient contract management • Efficient mechanisms for handling customers • Timely payments • Transparency and fairness in service. Provision • Streamlined procedures.
	Citizens (G2C)	• Platforms to enable access to information, documents and e-services • Awareness on e-Government initiatives.	• Accessible, timely, reliable and accurate e-Government related information • Corporate Social Responsibility • Transparency and accountability in operations • Efficient mechanisms for handling customers.
	Academic Institutions and Research Community	• Platforms to enable access to information, documents and e-services • e-Government research and innovation opportunities • Practical training opportunities to students • Collaboration and partnership on e-Government initiatives.	• Accessible, timely, reliable and accurate e-Government related information • Standard and transparent engagement procedures • Professional practices for undertaking researches • Efficient customers handling mechanism.
	Government Employees (G2E)	• Capacity building on e-Government initiatives • Platforms to enable access to information, documents and e-services relating to employment • Information systems for Government employees	• Accessible, transparent, user friendly, timely, reliable, and accurate e-Government related information • Continuous improvement of knowledge and skills
	Agency Employees	• Capacity building • Working tools and facilities • Incentives, promotions and recognition	• Conducive working environment • Security of tenure • Timely availability of information and services • Transparency and participation on various initiatives • Continuous training and carrier development
	Judiciary	• e-Government infrastructure for e-justice • System development, deployment and integration • e-Government standards and guidelines • e-Government service delivery channels • ICT systems reviews and quality assurance • Cyber security and quality assurance • e-Government training and capacity building • Technical support • Technical advice and guidance on various e-Government initiatives • Various ICT technological updates • Technology scanning and advice • Platform to provide access to information, documents and e-services for identification, verification and validation from key e-Government systems or provision of services	• Timely, updated and clear advisory services • Timely provision of awareness trainings on e-Government initiatives • Timely access to e-Government related information • Secured and reliable services • Efficient and cost effective services • Transparency in enforcing guidelines and standards • Efficient mechanisms for handling customers • Reliable, interoperable and integrated systems • Timely feedback • Reduced complains across the justice system

Serial	Stakeholders	Services Offered	Stakeholders Needs and Expectations
	Parliament	• e-Government infrastructure for e-parliament • System development, deployment and integration • e-Government standards and guidelines • e-Government service delivery channels • ICT systems reviews and quality assurance • Cyber security and quality assurance • e-Government training and capacity building • Technical support • Technical advice and guidance on various e-Government initiatives • Various ICT technological updates • Technology scanning and advice • Platform to provide access to information, documents and e-services for identification, verification and validation from key e-Government systems or provision of services	• Timely, updated and clear advisory services • Timely provision of awareness trainings on e-Government initiatives • Timely access to e-Government related information • Secured and reliable services • Efficient and cost effective services • Transparency in enforcing guidelines and standards • Efficient mechanisms for handling customers • Reliable, interoperable and integrated systems • Timely feedback • Reduced complains across the justice system
	Parent Ministry	• Plans and performance reports • Information on e-Government initiatives • e-Government technical support and advisory • Technical backstopping on e-Government initiatives	• Timely submission of plans and performance reports • Compliance to laws, regulations, guidelines and standards • Timely and effective implementation of e-Government initiatives
	Politicians	• Platforms to enable access to information, documents and e-services • Plans and performance reports • Awareness on e-Government initiatives	• Transparency and accountability in managing resources • Assurance of value for money • Timely submission of plans and performance reports
	Non State Actors	• Platforms to enable access to information, documents and e-services • Collaboration and involvement in various e-Government initiatives • Awareness on e-Government initiatives	• Accessible, transparent, user friendly, timely, reliable, and accurate e-Government related information • Involvement and participation on implementation of e-Government initiatives • Improved Government ICT services which carter for people with special needs

Serial	Stakeholders	Services Offered	Stakeholders Needs and Expectations
	Media	• Information and reports on e-Government initiatives • Awareness on e-Government initiatives	• Accessible, transparent, user friendly, timely, reliable, and accurate e-Government related information
	Development Partners	• Information and reports about e-Government initiatives • Opportunities to promote development and Good Governance • e-Government policies, standards, guidelines and related documents	• Accessible, timely, reliable and accurate e-Government related information • Adherence to MoUs and other agreements • Timely reports • Reliable support • Effective monitoring, evaluation and reporting mechanism
	Regional Bodies and Other Nations	• Knowledge sharing on e-Government initiatives • Bilateral and Multilaterals cooperation opportunities • Secure inter-government electronic data sharing (criminal records, immigration information, transactions information on bilateral and other international agreements)	• Accessible, timely, reliable and accurate e-Government related information • Adherence to MoUs and other agreements • Timely reports • Reliable support • Effective monitoring, evaluation and reporting mechanism

2.7 Results of Service Delivery Surveys and Self-assessment

2.7.1 Service Delivery Survey

Service delivery survey was conducted in June, 2016 during the Public Service Week with the purpose of assessing the level of satisfaction of Public Institutions on the services provided by the Agency. This survey was conducted to 34 public institutions and the focus was on Agency's services namely Government Mailing System, Websites and applications hosting, Websites and Systems development, Mobile services, Government Bandwidth and Government Network.

The results of the survey showed that 56.5% of the clients were satisfied with the services provided by the Agency. The survey further highlighted areas for improvement as follows:

i. Government Mailing System's performance.
ii. Customer support services.
iii. Capacity building and awareness to Public Institutions.
iv. Timely provision of advisory services.
v. System development processes

2.7.2 Self-Assessment

Institutional Self-Assessment was conducted in September, 2016 to identify Agency's priorities and shortcomings. Purposefully for improving Agency's

efficiency and effectiveness in achieving the enshrined objectives of eGA Strategic Plan, demonstrating a higher degree of professionalism to our stakeholders, identifying lessons to be learned and areas for improvement. The assessment was carried out by the Agency by assessing its performance based on the ideal situation versus the current situation. The assessment was done based on eight (8) criteria and twenty seven (27) sub-criteria entailed in the process. Each of the sub–criterion was assessed by giving marks and recording results of each sub-criterion by comparing the ideal situations/best practices in relation to what is on the ground.

The overall score was 50.4% compared to 47.14% from the previous assessment that was conducted in 2014 indicating an improvement of 3.26%. Critical areas identified for improvement were customer orientation, performance based rewards and incentives, Agency's capacity in pursuing for results, communication to the public, risk management, change management, collaboration with non-state actors, Corporate Social Responsibility.

List of gaps identified during self-assessment
  i. Lack of approved supplementary staff regulation/ Institutional Retention and Incentive Scheme to retain and remunerate professionals.
 ii. Guidelines and procedures for engaging Non State Actors (NSAs) are not yet implemented.
iii. The Agency has no Anti-Corruption Strategy.
 iv. Inadequate voluntary testing as part of HIV/AIDS workplace interventions, gender imbalance and limited compliance with the training plan.
  v. Inadequate mechanism for monitoring and reporting staff individual trend on their attitude or specific approach to have right attitude.
 vi. Delay of payment to the service providers who successfully complete their contractual obligations.
vii. Inadequate resources to enhance effective service delivery as anticipated by customers.
viii. The Agency Quality Assurance Team is not yet operational to ensure quality of products and services offered.

2.8 Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis
SWOC Analysis was performed in the area of human capital management, custromer management, business processes and financial management as indicated in Table 2. This was done to determine areas of improvement and leverage on available opportunities.

Table 2: Strengths, Weaknesses, Opportunities and Challenges (SWOC) Analysis

No.	Area	Strengths	Weaknesses	Opportunities	Challenges
1.	Human Capital Man-agement	• Availability of skilled, experienced, innovative and committed human resource • Presence of Succession Plan • Presence of Medium Term Human Resource Training Plan • Existence of comprehensive Job List • Presence of pro-active and committed leadership	• Inadequate competitive salary structure • Insufficient number of staff to meet the ever growing demands of e-Government services • Less favourable working environment • Insufficient retention plan • Inadequate mechanisms to identify, reward and recognize innovative, honest and hardworking staff • Absence of comprehensive Human Resource Plan	• Presence of eGA Scheme of Service and salary structure • Potential of building capacity from ICT industry best practices • Possibility of collaboration with internal and external stakeholders in knowledge sharing • Supportive environment from the Parent Ministry • Existence of policies, laws and regulations on Human Resource matters • Availability of skilled human resource from the labour market and training institutions	• Insufficient budget to implement Human resource plans • High cost for ICT capacity building • Labour mobility due to high competition in the ICT industry • Inadequate linkage between the academic curriculum and ICT business operations in the industry.
2.	Customer Management	• Existence of Helpdesk System for handling e-Government related complains and providing technical support to customers • Existence of websites for providing information on e-Government related initiatives • Availability, implementation and compliance of Client Service Charter • Existence of e-Government Communication Strategy • Presence of e-Government standards and guidelines for Public Institutions.	• Limited awareness of e-Government services created to stakeholders • Inadequate periodic customer satisfaction survey • Lack of comprehensive mechanism to involve various stakeholders in the implementation of e-Government initiatives including private sector.	• Existence of capacity building programs for handling customer issues • Potential to improve customer management systems by learning from best practices • Existence of appropriate popular technologies and ICT products • Existence of e-Government operating models as best practices.	• High expectation from stakeholders beyond Agency capacity • Customer resistance to change • Inadequate ICT skills in Public Institutions to support e-Government initiatives • Increasing global cyber security threats • Inadequate e-Government legal and regulatory framework • Persistent influence of vendor/donor driven applications and systems that do not tally with actual needs of customers.

e-GOVERNMENT AGENCY (eGA) STRATEGIC PLAN MAP 2016/17-2020/21

Vision 2025

Five Year Development Plan

Social Economic Programs

SECTOR SPECIFIC PRIORITIES
- Financial
- Health
- Tourism
- Business
- Manufacturing
- Agriculture
- Infrastructures
- Science, Technology and Innovation,
- Industrial and Trade
- Water
- Human Capital and Skills Development
- Communication

National ICT Policy

e-Government Policy

e-Government Strategy

e-Government Master Plan

Critical Issues
- Resource Mobilization Mechanism
- Change Management and Awareness Programs
- Formulation of policies, laws and enforce existing standards and guidelines related to e-Government implementation
- Formulating effective strategy to counter cyber security threats both local and international
- Harmonized and unified systems and mechanisms
- Comprehensive Monitoring and Evaluation Mechanism
- Comprehensive Business Continuity mechanisms for e-Government initiatives

VISION
To be a leading innovative institution, enabling the use of ICT for improving Public Service delivery

MISSION
To create and provide an enabling e-Service environment through promotion, coordination, oversight and enforcement of ICT usage for improved Public Service delivery

OVERALL DEVELOPMENTAL GOAL
Improved Public Service delivery through the use of Information and Communication Technology

STRATEGIC OUTCOMES
- Improved Public Services (Accessible, Affordable, Reliable, Convenient, Quality)
- Improved Business Environment (Tax, Banking, Licensing, Land Management etc)
- Improved Government Operations (Transparency, Efficiency & Accountability)
- Optimal Resources Utilization (Human, Financial & ICT Infrastructure)
- Improved Government Revenue Collection (Visibility, Control & Participation)

OBJECTIVES

OBJECTIVES	STRATEGIES
HIV and AIDS infection reduced and supporting services improved	• Through adopting and operationalizing preventive measures to control infection and transmission of HIV and AIDS and chronic non-communicable diseases • Though improving friendly identification systems
Implementation of National Anti-Corruption Strategies enhanced and sustained	• Through development and institutionalization of systems that replace corruptive human resources practices and business processes. • Through deployment of systems that detect and monitor corruptive human resources practices in the public services business processes. • Through adopting and institutionalizing National Ant-Corruption Strategy and Action Plan (NACSAP II)
e-Government services provision by Public Institutions enhanced and sustained	• Through increasing channels to access Government e-services • Through streamlining advisory and technical support service delivery mechanisms • Through improving e-Government Human Resource capacity in Public institutions • Through facilitating Public Institutions to access shared e-Government infrastructure and systems
Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced	• Through strengthening enforcement of e-Government legal frameworks in Public Institutions • Through periodic issuance of instruments and tools governing e-government implementation. • Through instituting capacity building on use of instruments and tools governing e-Government implementation. • Through strengthening stakeholders collaboration and partnership approaches towards harmonisation and implementation of e-Government initiatives
Research and Development on e-Government implementation enhanced	• Through establishment of research, and development center • Through conducting collaborative research in e-Government with local and international higher learning and other related institutions. • Through building capacity of Government staff to support research development and innovation activities • Through conducting research in the area of cyber security
Capacity of eGA to carry out its mandated functions enhanced	• Through Strengthening the Agency's human resource management • Through operationalizing Performance Management Systems • Through Strengthening efficiency and effectiveness of Agency operations • Through Enhancing Agency capacity in resource mobilization and management.

STRATEGIES

CORE VALUES Integrity Innovation Customer Centric Team Work Collaboration

Long Term Perspective

Medium Term Perspective

No.	Area	Strengths	Weaknesses	Opportunities	Challenges
3.	Business Processes	• Existence of secured communication through the Government Mailing System • Existence of ICT systems to support business processes • Well • Stream-lined internal processes, procedures and guidelines for executing business operations • Existence of well-defined organizational structure to support business operations.	• Inadequate mechanism for providing information to Public Institutions on existing and new e-Government systems • Absence of comprehensive Business Continuity Plan (BCP)	• Existence of guidelines for reviewing and improving business processes in Public Institutions • Existence of Management Standard Checklist • Existence of National ICT Policy • Existence of • Regional and global e-Government Programmes for knowledge and experience sharing • Existence of supportive ICT infrastructure • Existence of political will in enforcement of e-Government initiatives • Government commitment on the use of ICT on improving public service delivery	• Lack of harmonized and unified framework for population register, personal identification and e-identification • Inadequate comprehensive results of monitoring and evaluation for business processes involved in service delivery • Silo based e-Government initiatives that lead to duplication of efforts in many ICT projects • Inadequate documentation of Public Institution's business processes • Low pace in coping with the rapid rate of technological obsolescence • Increasing global cyber security threats • Inadequate local resources for sustainable ICT investments • Inflexibility of Public Institution's for automation

No.	Area	Strengths	Weaknesses	Opportunities	Challenges
4.	Financial Management	• Presence of operationalized Financial Management System and automation of financial management process • Presence of internal planning, budgeting and reporting guidelines and procedures • Existence of skilled staff with integrity and capacity to interpret and apply local and international financial management standards and guidelines • Presence of Risk Management Framework	• Inadequate of documented comprehensive internal control framework • weak financial resources mobilization mechanism	• Existence of financial, procurement, planning and budgeting legal frameworks, guidelines and international reporting standards • Existence of Subvention from the Government, financial support from development partners and other Governments	• unfulfilled budgetary commitment • ICT infrastructures uses foreign currency which are normally unstable

2.9 Critical Issues

The following factors were identified as critical issues and areas for improvement that must be addressed in the plan:

1. Establishing Resource Mobilization Mechanism to fund Agency operations
2. Instituting Change Management and Awareness Programs in the adoption of e-Government initiatives.
3. Contributing towards formulation of policies, laws and enforce existing standards and guidelines related to e-Government implementation.
4. Formulating effective strategy to counter cyber security threats both local and international.
5. Creating harmonized and unified infrastructure, systems and mechanisms to support integration and diversification of systems that will use unique population identification mechanism of individuals in the Tanzania population.
6. Instituting comprehensive Monitoring and Evaluation Mechanism by engaging all stakeholders to e-Government services.
7. Establishing comprehensive Business Continuity mechanisms for e-Government initiatives.
8. Availability of office accommodation space and stable competent HR for the agency.
9. Improving ICT governance and human resources competency in public institutions.
10. Increase number of e-Services delivered to the public.

Chapter Three

VISION, MISSION, CORE VALUES AND OBJECTIVES

This chapter provides the Vision, Mission, Core Values, Objectives, Strategies, Targets and the Key Performance Indicators.

3.1 Vision
To be a leading innovative institution, enabling the use of ICT for improving Public Service Delivery

3.2 Mission
To create and provide an enabling e-service environment through promotion, coordination, oversight and enforcement of ICT usage for improved Public Service delivery

3.3 Core Values
i. **Integrity:** We uphold the highest standards of conduct in all that we do in recognition that honest relationship and trust are essential for long-term organizational success.

ii. **Innovation:** We maintain organisational culture that values originality, invention and creativity, that nurtures these qualities through openness and reverence for innovation spirit

iii. **Customer centric:** We are dedicated to help our external customer to achieve their business objectives by understanding their businesses and dependably deliver what they value most.

iv. **Team work:** We are committed to common goals based on open and honest communication while showing concern and support for each other.

v. **Collaboration:** We work as engaged partners with all Public Institutions and other stakeholders to openly share information, knowledge and best practices with the realisation that we are dependent with each other for e-Government success.

3.4 Objectives
To achieve the Agency's Mission, Vision and address critical issues identified during situation analysis, six objectives were developed:

A. HIV and AIDS infection reduced and supporting services improved

B. Implementation of National Anti-Corruption Strategies enhanced and sustained

C. e-Government services provision by Public Institutions enhanced and sustained

D. Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced

E. Research and Development on e-Government implementation enhanced

F. Capacity of eGA to carry out its mandated functions enhanced.

3.4.1 HIV and AIDS infection reduced and supporting services improved

Rationale
Healthy labour force is crucial for the success of any organization. This is because human resources play a pivotal role in the development of any organization by driving other factors. HIV and AIDS has however inflicted heavy blow on the labour force through either prolonged sickness or death. This has in turn negatively affected efficiency and effectiveness of human resources.

The impact of HIV and AIDS and chronic non-communicable diseases occasioned by the time spent on attending treatment which include days off and minimal output even when one is on duty. Apart from time lost and less productivity, other related issues brought by HIV and AIDS epidemic include costs for care and treatment of sick staff. Therefore, it is imperative to put measures and supporting services in place to stop its spread.

In this regard it is imperative to intervene broadly through the following strategies;

Strategies
i. Through adopting and operationalizing preventive measures to control infection and transmission of HIV and AIDS and chronic non-communicable diseases.

ii. Though improving friendly identification systems.

iii. Through sustaining supportive services for persons living with HIV and AIDS.

iv. Through establishing support services to identified staff living with HIV and AIDS.

Targets
i. HIV and AIDS prevention capacity amongst 326 eGA staff built by June, 2021.

ii. Non-communicable diseases (NCD) prevention capacity amongst 326 eGA staff built by June, 2021.

iii. HIV and AIDS support services provided by June, 2021.

iv. HIV and AIDS and Non-communicable diseases (NCD) work place program implemented by June, 2021

Key Performance Indicators
i. Percentage level of awareness on HIV and AIDS and NCD.

ii. Percentage level of staff attended voluntary testing for HIV and AIDS.

iii. Percentage of staff receiving support services.

3.4.2 Implementation of National Anti-Corruption Strategies enhanced and sustained

Rationale

Good Governance is crucial for the daily discharge of institution functions in order to create a credible atmosphere to the stakeholders. One of the key elements in Good Governance is Anti-Corruption.

eGA implements and coordinates execution of projects which involve transactions between parties. Due to this nature and scope of the business it is prone to unethical behaviour. By implementing good governance and Accountability, eGA will uphold the rule of law, democracy, effectiveness, predictability, transparency and inclusiveness, thus, minimize corruption practices and any related unethical behaviour at all levels. Furthermore, through deployment of shared systems where human intervention are replaced by automated systems in delivering public services, this reduces possibilities of corruption.

In order to address these undesirable likely occurrences of unethical practices and to take advantage of e-Government initiatives to reduce corruption within the public services, the following strategies are developed:

Strategies
i. Through development and institutionalization of systems that replace corruptive human resources practices and business processes.
ii. Through deployment of systems that detect and monitor corruptive human resources practices in the public services business processes.
iii. Through adopting and institutionalizing National Ant-Corruption Strategy and Action Plan (NACSAP II).

Targets
i. Government revenue collection systems automated by, June 2021.
ii. Systems that replace corruptive human resources practices and business processes deployed to 375 Public institutions by June, 2021.
iii. Technical advisory on installation of systems that detect and monitor corruptive human resources practices to ten Public Institutions provided by June, 2021.
iv. Anti-corruption awareness amongst 326 eGA staff raised by June, 2021.

Key Performance Indicators
i. Rate of change of Government revenue collection.
ii. Number of corruption cases.
iii. Percentage of customer's satisfaction.

3.4.3 e-Government services provision by Public Institutions enhanced and sustained

Rationale

During the first eGA Strategic Plan implementation period (2012/2013-2016/2017), the Agency has been striving to ensure e-Government initiatives implemented by Public Institutions harness benefits of ICT that lead to improved public service delivery. Furthermore, significant progress was made in enhancing the capacity of human resource in Public Institutions including development of e-Government Medium Term Training and Development Plan and training in areas of Network, cyber security, systems and applications.

However, several challenges were encountered including inadequate advisory and technical support, shared and institutional systems downtime and insufficient qualified and skilled ICT human resource in Public Institutions to ensure efficient and effective implementation of e-Government initiatives. In addition, there has been an increasing demand for consultancy services to Public Institutions which poses a big challenge to the Agency.

Given the importance of e-Government in delivering public services, eGA is committed to undertake a number of e-Government interventions that will address aforementioned critical issues.

Strategies
i. Through increasing channels to access Government e-services.
ii. Through streamlining advisory and technical support service delivery mechanisms.
iii. Through instituting mechanism to ensure Public Institution adhere to advisory and technical support procedures.
iv. Through improving e-Government Human Resource capacity in Public institutions.
v. Through facilitating Public Institutions to access shared e-Government infrastructure and systems.
vi. Through strengthening coordination of cyber security initiatives in Public Institutions.
vii. Through improving and maintaining existing shared e- Government infrastructure.

Targets
i. Mobile services provision in 120 Public Institutions facilitated by June, 2021.
ii. Interactive Voices Response (IVR) platform developed and operationalized by June, 2018.
iii. New five services in mobile platform for public institutions developed by June, 2021.
iv. Public institutions using GMS increased to 500 by June, 2021.
v. Government Website Framework developed and operationalized by September, 2017.
vi. Technical support and advisory services provided to 250 Public institutions by June 2021.
vii. E-Government Master Plan developed and operationalized by June, 2018.
viii. Three new shared systems developed and operationalized by June, 2021.
ix. e-office system in 375 Public institutions deployed by June, 2021.
x. Three critical sector-specific e-Government systems facilitated by June, 2021.

xi. Consultancy guidelines and procedures reviewed and operationalized by June, 2021.
xii. Capacity to implement e-Government initiatives imparted to 500 Public Institutions by June, 2021.
xiii. Platform for ICT professionals in Public Institutions established and operationalized by June, 2021.
xiv. Change management framework developed and operationalized by June, 2021.
xv. Government authentication infrastructure deployed and operationalized by June, 2019.
xvi. Government enterprise Service Bus facilitated by June, 2020.
xvii. Government shared systems and infrastructures upgraded by June, 2021.
xviii. Public Institutions connected to Government Communication Network increased to 300 by June, 2021.
xix. Interoperability framework developed and operationalized by June, 2021
xx. Frameworks to involve stakeholders in e-Government initiatives developed and operationalized by December, 2018.

Key Performance Indicators
i. Number of Public Institutions that offer e-services.
ii. Percentage of Public Institutions satisfied with eGA services.
iii. Level of awareness of e-Government services.
iv. Number of e-Government resources shared by public institutions.
v. Proportion rate of usage of e-Government shared resources.
vi. Number of Cyber security attacks detected.

3.4.4 Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced

Rationale
Compliance to policies, laws, regulations, standards and guidelines related to e-Government initiatives is important in ensuring consistency and standardization of e-Government initiatives in the Public Institutions. To date, eGA has provided technical inputs to facilitate the development of National ICT Policy of 2016, draft e-Government Policy and its implementation strategy, Data Protection bill, Cybercrime Act, Electronic Transactions Act and developed e-Government standards and guidelines that have been uploaded on the Agency's website for public institutions to access and use. The standards and guidelines will be updated from time to time based on institutional and technological needs.

Therefore, this objective intends to improve and accelerate coordination, harmonization and ensuring Government ICT system are instituted by taking into consideration set standards and guidelines. Public Institutions will be supported to apply them during the planning acquisition and implementation stage.

The challenge is to enforce and monitor proper use of standards and guidelines in effective implementation of e-government initiatives.

Strategies
i. Through strengthening enforcement of e-Government legal frameworks in Public Institutions.
ii. Through periodic issuance of instruments and tools governing e-government implementation.
iii. Through instituting capacity building on use of instruments and tools governing e-government implementation.
iv. Through strengthening stakeholders collaboration and partnership approaches towards harmonisation and implementation of e-Government initiatives.

Targets
i. Government Information Systems Assessment Plan developed and operationalized June, 2021
ii. Government ICT Projects Guidelines and Procedures established and operationalized by June, 2021
iii. e-Service Framework established and operationalized by June, 2021
iv. ICT Infrastructure Framework established and operationalized by June, 2021
v. e-Government initiatives Monitoring and Evaluation framework developed and operationalized by June 2021

Key Performance Indicators
i. Percentage of Public Institutions exchanging Information Seamlessly
ii. level of Public Institutions compliance

3.4.5 Research and Development on e-Government implementation enhanced

Rationale
Fast technological changes in ICT industry leads into new and better ways to deliver e-services through various e-Government solutions, on the other hand new technologies poses new cyber security threats. This necessitates establishment of e-Government research and development centre that will serve as a think-tank and the knowledge base where experts will gather and work together for the purpose of conducting research and development as well as innovation in e-Government.

The centre will keep e-Government abreast on latest technological development and solutions related to e-Government as well as latest technologies on cyber security prevention and counter-attack that will ensure e-services are delivered safely. Research and development centre will also provide opportunities for grooming talented individuals and students to perform research in e-Government; improve collaboration among Public Institutions; increase knowledge and innovative ideas for e-Government projects implementations; improve conducive and reliable environment for innovators and developers for sustainable improvement of public service delivery through use of ICT.

In view of the above, eGA is committed to undertake the following strategies:

Strategies
i.   Through establishment of research, and development center.
ii. Through conducting collaborative research in e-Government with local and international higher learning and other related institutions.
iii. Through building capacity of Government staff to support research development and innovation activities.
iv. Through conducting research in the area of cyber security.
v.   Through capacity building on cyber security to Public Institutions.

Targets
i.   Research and development center developed and operationalized by June, 2021.
ii. Collaboration with Higher learning Institutions, research institutions and overseas partners enhanced by June, 2020.
iii. Research and development Strategy developed and operationalized by June, 2019.
iv. Harmonize research activities on cyber security with other major players by June, 2020.

Key Performance Indicators
i.   Number of research conducted on e-Government.
ii. Number of research conducted in the area of Cyber security.
iii. Number of research output utilised by Public Institutions.
iv. Number of Public Institutions staff capacitated on the area of e-Government through research, development, innovation and cyber security activities.
v.   Percentage of e-Government innovations.

3.4.6 Capacity of eGA to carry out its mandated functions enhanced

Rationale
Strengthening institutional capacity and supportive environment for carrying out eGA functions will play a central role for the success of on-going and upcoming e-government initiatives.

In the preceding Strategic Plan, some remarkable achievements were registered including recruitment of Agency staff, development and implementation of management systems.

Despite these achievements, the agency faced challenges in implementing this objective which include; budgetary constraint to support Agency operations, inadequate number of staff to meet current Agency staffing needs, inadequate competitive incentive package and compensation structure. Thus, there is a need to improve the Agency management systems for better performance as well as provision of conducive working environment for agency staff.

In a view of the foregoing situation, eGA intends to undertake the following strategies:

Strategies
i.   Through Strengthening the Agency's human resource management.
ii. Through operationalizing Performance Management Systems.
iii. Through Strengthening efficiency and effectiveness of Agency operations.
iv. Through Enhancing Agency capacity in resource mobilization and management.

Targets
i.   Human Resource Plans developed and operationalized by June, 2021.
ii.   Strategy to acquire and retain Agency staff developed and operationalized by June, 2021.
iii. Agency Performance reviewed and appraised by June, 2020.
iv.   Institutional Self-Assessment conducted by June, 2021.
v.   Monitoring and evaluation plan developed and operationalized by June, 2021.
vi.   Internal ICT systems, processes and procedures developed and operationalized by June, 2021.
vii. Agency's risk management, control and governance mechanisms evaluated and improved by June, 2021.
viii. Agency capacity to comply with Legal requirements enhanced by June, 2021.
ix.   Financial sustainability plan developed and operationalized by June, 2021.
x.   Agency capacity to comply with Procurement requirement enhanced by June, 2021.
xi.   Risk Management Framework reviewed and operationalized by June, 2021
xii. Business Continuity Plan reviewed and operationalized by June, 2021.
xiii. Agency's resource mobilization strategy developed and operationalized by June, 2021.
xiv. Agency's Marketing Strategy developed and operationalized by June, 2021
xv.   Automation of Agency business process at 70% by June 2019.
xvi. eGA enterprise architecture developed by June, 2018.

Key Performance Indicators
i.   Percentage of Staff satisfied with Agency services.
ii. Percentage of customers satisfaction on Agency's services offered.
iii. Level of compliance to external audit.
iv. Level of compliance to Procurement audit.
v.   The level of eGA business processes automation.
vi. Percentage of revenues generated from Agency's own sources.

Chapter Four
RESULTS FRAMEWORK

4.1 Introduction

This Chapter shows how the results envisaged in this Strategic Plan as well as the benefits that will accrue to clients and other stakeholders will be measured. Also, the chapter shows how interventions to be undertaken during five years of the strategic planning cycle will lead to achievement of the Development Objective, how interventions will be monitored, what kind of reviews will be done over the period and what type of evidence based evaluation studies and analytical work to be undertaken.

The studies intend to show that interventions have either led or are leading to achievement of intended outcomes and finally how indicators and progress of the various interventions will be reported and to which stakeholders. The remaining part of this chapter shows the overall Development Objective which is basically the overall impact of eGA activities, beneficiaries of eGA services and how eGA objectives are linked with National Five Year Plan II. The chapter also shows the Result Chain; the Result Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

4.2 The Development Objective

The Development objective of eGA is to make Public Institutions improve public service delivery through the use of information communication technology. This will be achieved through enhancing e-Government services provision by Public Institutions, enhancing Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions, Coordination and harmonisation of e-Government initiatives in Public institutions, enhancing research and development on e-Government implementation and improving Agency capacity to carry out its mandated functions. The development objective represents the highest level of results in the eGA result chain, though other Public Institutions will also significantly contribute towards its achievement.

4.3 Beneficiaries of the eGA Services

There are two levels of beneficiaries of eGA services: Public Institutions (first level beneficiaries) and citizens (second level beneficiaries). Thus, eGA will offer Government to Government (G2G) services to Public Institutions and it is expected that the G2G services will increase Public Institutions capacity to offer services to citizens (G2C), business (G2B), and government employees (G2E). eGA aims to build the capacity of Public Institutions to implement e-Government policies, strategies and other e-Government initiatives as well as creation of an environment where Public Institutions can use ICT to increase access and deliver improved services to Government employees, citizens and businesses.

4.4 Linkage with National Five Year Development Plan (NFYDP II)

This strategic plan has six objectives which contribute in addressing a number of challenges as stipulated in the NFYDP II where e-Government has been identified as one of the strategies to facilitate effective implementations of the Plan. e-Government is expected to address the prevailing challenges in public service management; public finance management; public goods and services delivery systems; Local-Central government relations; business and investment environment; citizens' participation; access to legal and judicial services; citizens and corporate responsibility.

4.5 Result Chain

eGA's result chain consists of impact, outcomes, outputs, processes and inputs which broadly contribute in addressing critical issues indicated in section 2.10. A combination of the objectives and targets in the strategic plan and activities and inputs in the business plan forms eGA's result chain. The basic assumption is that, there is causal linkage in the various elements of eGA's result chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives which will lead to realization of eGA's development objective. Realization of eGA development objective in the medium term will contribute to the achievement of National Five Year Plan Goals. This chain of results will justify eGAs use of resources into various interventions and thus contribute to the development of the country through improved public service delivery through the use of ICT.

4.6 The Result Framework Matrix

This matrix contains eGA overall development objective, objective code, objectives, planned outcomes and outcome indicators. The matrix envisions how the development objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards achievement of planned outcomes and objectives as detailed in the Table 3. It should be noted that achievement of eGA's overall objective will be contributed by several other players, and may not be solely attributed to interventions under this strategic plan.

Table 3: The Result Framework Matrix

DEVELOPMENT OBJECTIVE	OBJECTIVE CODES	OBJECTIVES	PLANNED OUTCOME	OUTCOME INDICATOR
Improved Public service delivery through the use of Information Communication Technology	A	HIV and AIDS infection reduced and supporting services improved	• Awareness on HIV and AIDS and NCD amongst eGA staff • eGA staff attended voluntary testing for HIV and AIDS • eGA staff who disclosed their status	• Percentage level of awareness on HIV and AIDS and NCD • Percentage level of staff attended voluntary testing for HIV and AIDS • Percentage of staff receiving support services
	B	Implementation of National Anti-Corruption Strategies enhanced and sustained	• Change of Government revenue collection. • Corruption cases • Customer's satisfaction	• Rate of change of Government revenue collection. • Number of corruption cases. • Percentage of customer's satisfaction.
	C	e-Government services provision by Public Institutions enhanced and sustained	• Public Institutions offering e-services to the public • Public Institutions satisfaction with eGA services • Awareness on e-Government services • e-Government resources shared by Public Institutions • Shared e-Government resources used by Public Institutions • Systems vulnerability to cyber security	• Number of Public Institutions that offer e-services • Percentage of Public Institutions satisfied with eGA services • Level of awareness of e-Government services • Number of e-Government resources shared by public institutions • Number of Public Institutions connected to e-Government shared resources • Number of systems tested that are vulnerable to cyber security threats
	D	Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced	• Public Institutions exchanging Information Seamlessly • Public Institutions comply with e-Government related policies, laws, regulations, standards, and guidelines	• Number of Public Institutions exchanging Information Seamlessly • Level of Public Institutions compliance
	E	Research and Development on e-Government implementation enhanced	• Research on e-Government • Research on Cyber security • Research output utilised by Public Institutions • e-Government capacity of Public Institutions • Public Institutions executing e-Government innovations	• Number of research conducted on e-Government • Number of research conducted in the area of Cyber security • Number of research output utilised by Public Institutions • Number of Public Institutions capacitated on the area of e-Government through research, development, innovation and cyber security activities • Number of e-Government innovations
	F	Capacity of eGA to carry out its mandated functions enhanced	• Staff satisfied with Agency working environment • Customers satisfaction • Compliance to legislations (Policies, acts, regulations, guidelines, circulars), and standards (agreements and treaties) • eGA business processes automation • Revenue generated from Agency's own sources.	• Percentage of Staff satisfied with Agency working environment • Percentage of customers satisfaction on Agency's services offered • Level of compliance to external audit • Level of compliance to Procurement audit • The level of eGA business processes automation • Percentage of revenues generated from Agency's own sources.

4.7 Monitoring, Reviews and Evaluation Plan

This subsection details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle.

4.7.1 Monitoring Plan

The Plan consists of indicators and indicator description, baseline for each indicator; indicator targets values, data collection and methods of analysis, indicator reporting frequency and the officers who will be responsible for data collection, analysis and reporting. The outcome indicators will be reported on quarterly, semi-annual and annual basis, tracking of the indicators will be made on quarterly basis. The monitoring and evaluation plan is detailed in Table 4.

Table 4: Monitoring Plan

Objective	Indicator and indicator description	Baseline Date	Baseline Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification	Frequency of reporting	Responsibility for data collection and analysis
A	**Percentage level of awareness on HIV and AIDS and NCD** The indicator will show percentage of staff who are aware about HIV and AIDS and NCD	2017	75	80	85	90	95	100	Management report	Questionnaires	Annually	Raw data from training report	Annually	DBS
	Percentage level of staff attended voluntary testing for HIV and AIDS The indicator will show percentage of eGA staff voluntarily tested for HIV and AIDS	2017	0	0	10	15	25	30	Management report	Personal contact	Annually	VCT report	Annually	DBS
	Percentage of staff receiving support services The indicator will show percentage of eGA staff who have disclosed their HIV status and receive HIV support	2017	1	1	11	16	26	30	Management report	Personal contact	Annually	Medical report	Annually	DBS
B	**Rate of change of Government revenue collection.** The indicator will show the proportion of Government Institutions changing from manual revenue collection systems to automated systems	2017	120	130	260	300	380	400	MoFP reports	Surveys	Semi-Annually	System information	Semi-Annually	DIMS
	Number of corruption cases. The indicator will show corruption incidences occurred	2017	N/A	0	0	0	0	0	Management Reports	Suggestion box	Quarterly	Raw data collected	Quarterly	DBS
	Percentage of customer's satisfaction. The indicator will show how customers are satisfied with delivered corruption free services	2017	N/A	95	96	97	98	100	Assessment reports	Questionnaires	Quarterly	Raw data collected	Quarterly	DBS
C	**Number of Public Institutions that offer e-services** The indicator will show the number of Public Institutions facilitated to offer e-services	2017	120	150	200	250	300	400	Management reports	Questionnaires	Annually	Raw data collected	Annually	DIMS
	Percentage of Public Institutions satisfied with eGA services The indicator will show how Public Institutions are satisfied with eGA services	2017	56.5	75	85	90	95	100	Management reports	Questionnaires	Annually	Raw data collected	Annually	DBS
	Level of awareness of e-Government services The indicator will show the level of usage and awareness of general public on availability of e-services	2017	N/A	30	65	75	80	85	Management reports	Survey	Annually	Raw data collected	Annually	DeSC
	Number of e-Government resources shared by Public Institutions The indicator will show the number of e-Government resources shared by Public Institutions	2017	10	10	10	11	12	13	Management reports	Survey	Annually	Raw data collected	Annually	DCIO
	Number of Public Institutions connected to e-Government shared resources The indicator will show the number of Public Institutions connected and using e-Government shared resources	2017	210	250	290	330	370	400	Management reports	Systems	Annually	Raw data collected	Annually	DCIO
	Number of systems tested that are vulnerable to cyber security threats The indicator will show the extent of systems stability against cyber security threats	2017	50	100	150	200	200	200	Management Reports	System	Annually	Vulnerability Test Reports	Annually	DeSC

Objective	Indicator and indicator description	Baseline		Indicator target value					Data collection and method of analysis				Frequency of reporting	Responsibility for data collection and analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
D	**Number of Public Institutions exchanging Information Seamlessly** This indicator will show to what extent Public Institutions can share information effectively	2017	15	30	35	40	45	50	Management Reports	Survey	Annually	Raw data collected	Annually	DeSC
	Level of Public Institutions compliance This indicator will show the extent to which Public Institutions comply with e-Government related policies, laws, regulations, standards, and guidelines	2017	N/A	100	200	300	400	500	Management Reports	Survey	Annually	Raw data collected	Annually	DeSC
E	**Number of research conducted on e-Government** The indicator will show research to be performed on e-Government areas	2017	0	0	5	8	10	15	Research reports	Survey	Annually	Raw data collected	Annually	DIMS
	Number of research conducted in the area of Cyber security The indicator will show research to be performed on cyber security	2017	0	0	1	2	3	4	Research reports	Survey	Annually	Raw data collected	Annually	DIMS
	Number of research output utilised by Public Institutions The indicator will show the extent to which research results are translated into e-Government practical use	2017	0	0	0	1	3	5	Research reports	Survey	Annually	Raw data collected	Annually	DIMS
	Number of Public Institutions capacitated on the area of e-Government through research, development, innovation and cyber security activities The indicator will show the extent to which Public institutions are given capacity on the area of e-government through skills development, technical assistance and tooling and re-tooling	2017	0	0	0	0	0	10	Management reports	Monitoring checklist	Annually	Research and training reports	Annually	DIMS
	Number of e-Government innovations The indicator will show innovations made on e-Government as a result of research and development activities	2017	0	0	0	0	0	2	Management reports	Monitoring checklist	Annually	Research and training reports	Annually	DIMS

Objective	Indicator and indicator description	Baseline		Indicator target value					Data collection and method of analysis				Frequency of reporting	Responsibility for data collection and analysis
		Date	Value	Y1	Y2	Y3	Y4	Y5	Data source	Data collection instrument and methods	Frequency of data collection	Means of verification		
F	**Percentage of Staff satisfied with Agency working environment** The indicator will show the extent to which staff have been satisfied with Agency working environment	2017	N/A	50	55	60	70	75	Management reports	Survey	Annually	Raw data collected	Annually	DBS
	Percentage of customers satisfaction on Agency's services offered The indicator will show how customers are satisfied with eGA services	2017	56.5	75	85	90	95	100	Management reports	Questionnaires	Annually	Raw data collected	Annually	DBS
	Level of compliance to external audit This indicator will show Agency compliance to legislations (Policies, acts, regulations, guidelines, circulars), and standards (agreements and treaties) during external audit	2016	90	100	100	100	100	100	CAG Audit Reports	External audit processes	Annually	CAG Audit Reports	Annually	CA
	Level of compliance to Procurement audit This indicator will show Agency compliance to legislations (Policies, acts, regulations, guidelines, circulars), and standards (agreements and treaties) during procurement audit	2015	94	100	100	100	100	100	PPRA Audit Report	External audit processes	Annually	PPRA Audit Report	Annually	HPMU
	The level of eGA business processes automation This indicator will show the extent of eGA using ICT systems to discharge its functions	2017	40	50	55	60	65	70	Management reports	Monitoring checklist	Annually	Automation reports	Annually	DBS
	Percentage of revenues generated from Agency's own sources This indicator will show the extent to which eGA meets the revenue targets through rendered services	2016	52	100	100	100	100	100	Management reports	System	Quarterly	Financial reports	Quarterly	DIMS

4.7.2 Planned Reviews

The plan is to carry out a total of five (5) formal reviews during the Strategic Planning Cycle. This will involve carrying out three (3) annual reviews, one (1) medium term annual reviews and one Final MTSP Outcome Review as indicated in Table 5. The reviews will focus on determining whether the planned activities are moving

towards achieving the annual targets and will find out whether they are on track, off track, unknown or at risk. In addition, the reviews will track changes in terms of outputs realized over the period as well as assessing issues, challenges and lessons learnt over the respective year under review. Furthermore, the review will assess the extent to which the outputs delivered are contributing towards achievement of the objectives. The review findings will be used to adjust implementation strategies whenever necessary.

Table 5: Planned Reviews Matrix

S/N	Years	Planned Reviews	Timeframe	Responsible Person
1.	Year 1: 2016/2017	Annual Performance Review	June, 2017	DBS
2.	Year 2: 2017/2018	Annual Performance Review	June, 2018	
3.	Year 3: 2018/2019	Medium-Term Review	December, 2019	
4.	Year 4: 2019/2020	Annual Performance Review	June, 2020	
5.	Year 5: 2020/2021	Final MTSP Outcome Review	April, 2021	

4.7.3 Evaluation Plan

The Evaluation Plan consists of the evaluation studies to be conducted during the Strategic Planning Cycle. The evaluation studies include description of each study, the evaluation questions, the methodology, timeframe and the responsible person. A total of ten (5) evaluation studies will be conducted over the period of five years. The evaluation studies intends to obtain evidence as to whether the interventions and outputs achieved have lead to the achievement of the outcomes as envisioned in the strategic plan outputs. The evaluation plan matrix is as indicated in Table 6.

Table 6: Evaluation Plan Matrix

S/N	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
	Medium-Term Evaluation	This evaluation aims at measuring the realization of intermediate Outcomes.	• What has been achieved so far in terms of intermediate outcomes? • What were the challenges and lessons learnt?	• Interviews • Focus group discussions • Controlled studies • Literature reviews	December, 2019	DBS
	Final Evaluation	This evaluation aims at measuring the achievement of Planned Strategic Objectives. In addition it measures the impact that the Agency has to the public	• To what extent have the Planned Targets been achieved? • Has Target achievement led to realization of the intended outcomes? • What policy, legal and regulatory framework changes can be done to improve the outcomes? • What is the percentage of stakeholders aware of e-Government initiatives? • To what extent has eGA contributed to the social economic development of the country?	• Interviews • Focus group Discussions • Controlled randomized studies • Literature reviews • Surveys • Question-naire	April, 2021	DBS

4.7.4 Reporting Plan

The reporting plan provides mechanism on how various reports will be prepared and issued on course of monitoring the execution of Strategic Plan. It consists of internal and external reporting mechanisms that are in accordance with statutory requirements, Medium Term Strategic Planning and Budgeting Manual or as may be required from time to time.

4.7.4.1 Internal Reporting Plan

This plan will involve preparation of five types of reports namely sections, departmental/units, quarterly progress reports, board reports and annual reports. The reports will be submitted to various reporting levels including Ministerial Advisory Board, Chief Executive, Departmental and Section Heads. They will be prepared on weekly, monthly, quarterly, annually or on demand basis as may be required from time to time. The Reporting Plan is as indicated in Table 7.

Table 7: Reporting Plan

S/N	Types of reports	Recipient	Frequency	Responsible Person
1	Section Reports	Head of Departments/Units	Weekly	Heads of Section
2	Department/Units Reports	Chief Executive Officer	Weekly	Heads of Departments/Units
3	Quarterly Reports	Chief Executive officer	Quarterly	Heads of Departments/Units
4	Board Report	Ministerial Advisory Board	Quarterly	Chief Executive Officer
5	Annual Report	Ministerial Advisory Board	Annually	Chief Executive Officer

4.7.4.2 External Reporting Plan

This plan will involve preparation of several types of reports including Program Implementation Reports, Performance reports, Financial reports, Annual reports and five year Outcome report to be submitted to various external stakeholders, including PO-PSM, Ministry of Finance and Planning, Controller and Auditor General, Development Partners, the Parliament and the General Public. The reports will be prepared on quarterly, annually or on demand basis from time to time. The reporting plan will be in accordance with the statutory requirements as directed, as well as the Government Performance reporting requirements as stipulated in the Medium Term Strategic Planning and Budgeting Manual. The External Reporting Plan is as indicated in Table 8.

Table 8: External Reporting Plan

S/N	Type of Report	Recipient	Frequency	Responsible Person
1	Projects Implementation Report	Development partners/POPSM/Ministry of Finance and Planning	Quarterly/Annually	CEO
2	Income and expenditure Reports	POPSM/ Ministry of Finance and Planning	Monthly	CEO
3	Financial Reports	POPSM/Ministry of Finance and Planning/Controller and Auditor General	Quarterly/Annually	CEO
4	Performance Reports	PS PO-PSM/Development Partners	Quarterly/Semi Annually/ Annually	CEO
5	Annual Reports	PS PO-PSM/ General Public/ DPs	Annually	CEO
6	Outcome Reports	PS PO-PSM/General Public/Parliament	Annually	CEO

4.8 Relationship between Results Framework, Results Chain, M&E and Reporting Arrangements

4.8.1 Level 1-Impact

The first level of the Results chain tracks realization of overall development objective of the institution; impact is attributed through achievements of six eGA objectives and efforts done by other players in the same area. The Development objective for eGA is to make Public Institutions improve public service delivery through the use of Information Communication Technology. The impact will be measured through indicators whose data collection and analysis will be done in the final MTSP review of the strategic planning period. The impact level indicators are reported at the end of five years strategic plan report. Studies and national statistics will be used to ascertain and verify the impact to the general public, the reports will focus on improved Public Institutions' ability to deliver public service.

4.8.2 Level 2-Outcomes

The second level of the Results Chain tracks the realization of the planned outcomes specified for each objective, though achievement of these outcomes may not be attributed to eGA alone as there will be several players contributing to these outcomes. These planned outcomes will be measured through outcome indicators whose data collection and analysis could be done annually. Indicators at this level are reported through the annual report or the three year outcome report. The annual reports and the three years outcome reports will be based on either sector or specific analytical/ evidence based studies using national statistics. The reports focus on benefits delivered to eGA clients and other stakeholders.

4.8.3 Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that eGA produces and which are attributed solely to eGA. The outputs at this level will be measured by output indicators and milestones. Data collection, analysis and review of the outputs, milestones and output indicators will be done quarterly and reported in quarterly reports. The reports will focus on how the outputs produced are contributing to the outcomes, and will inform corrective action if the outputs are not being delivered on time, to the expected quality and are not contributing to planned outcomes.

4.8.4 Level 4 – Process

The fourth level of the Results Chain focuses on realization of activities in the Business Plan and linkage between activities and outputs. At this level indicators will focus on processes, activities program and timeliness of implementation. Activities will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. The reports will focus on quality and timeliness of the activities implemented and will inform corrective action if the activities are not being delivered on time, to the expected quality and if are not contributing to outputs.
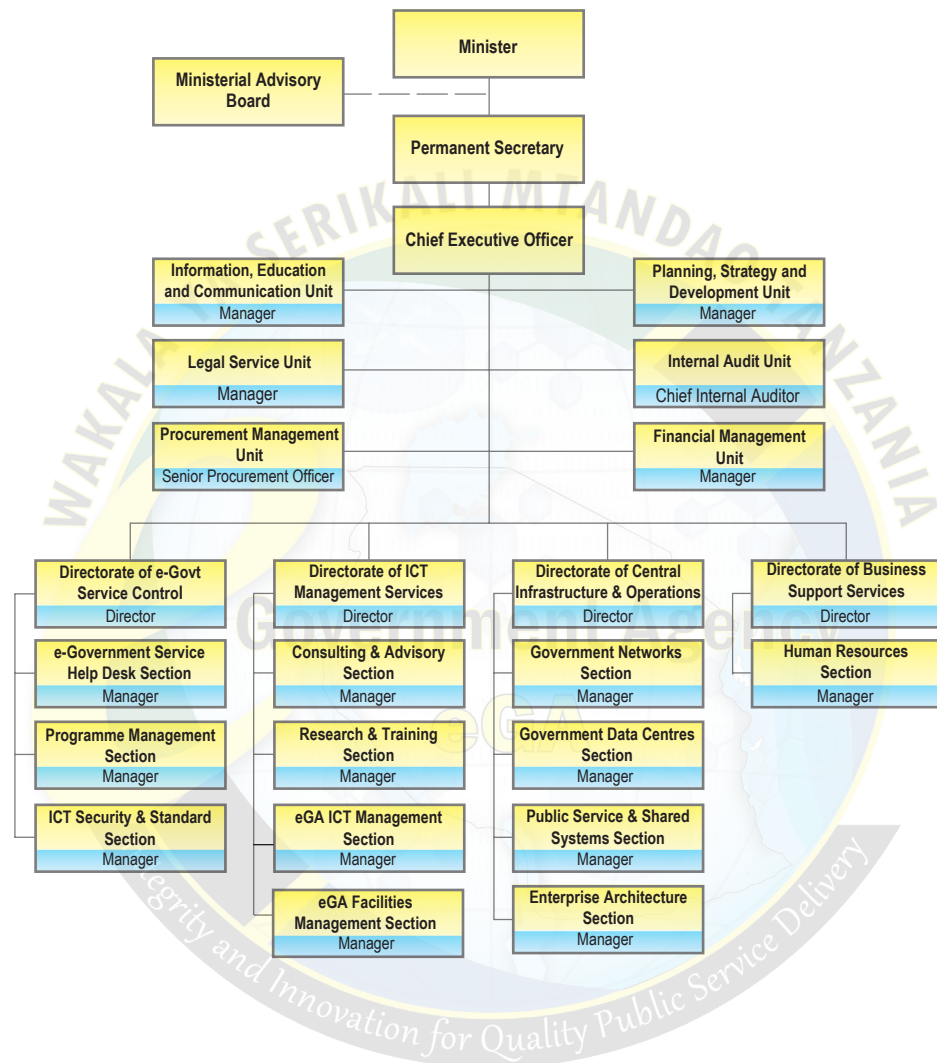
4.8.5 Level 5 - Inputs

The fifth level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality of human resources available for various tasks, amount of time dedicated to tasks by staff and information flow between various levels. Indicators will also focus on time spent in resolving problems, quality and timeliness of decisions, staff timeliness as well as predictability of resource flows and the alignment of resource flow to the activities and outputs.

ANNEX 1. Organization Structure