

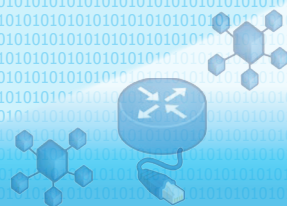
THE UNITED REPUBLIC OF TANZANIA
PRESIDENT'S OFFICE, PUBLIC SERVICE MANAGEMENT

e-Government Agency



Strategic Plan 2012/2013 to 2016/2017

July 2012



EXECUTIVE SUMMARY

The e – Government Agency (eGA) is established under the Executive Agencies Act, Cap. 245 as a semi-autonomous institution. eGA is charged with the mandate of providing coordination, oversight and provision of e-Government initiatives and enforcement of e-Government standards to public institutions. The establishment of the Agency is the execution of the Cabinet directives to President's Office Public Service Management (PO-PSM) in 2004 and the Presidential Instrument Government Notice No. 494 A of 17/12/2010 mandated PO-PSM. The policy instruments mandated to develop an e-Government Policy and ensure its implementation by establishing an Agency responsible to coordinate and oversee e-Government initiatives in Public institutions.

Accordingly, the Agency has developed this five years strategic plan from 2012/2013 through 2016/2017 to provide guidance for effective and efficient execution of its mandate. The major tenet of the eGA Strategic Plan is the National ICT Policy (2003). The policy articulates the need for increasing the use of Information and Communication Technology (ICT) within Public institutions. The aim is to enhance work efficiency and improve service delivery to the public. The strategy sets forth Agency's efforts to foster the use of information technology within Public institutions to support government operations, engage citizens, and provide government information and services to the expectations of customers and stakeholders.

The Plan provides a roadmap on enhancing e-Government in Tanzania public service by articulating the current situation and steps toward envisioned e-Government in the country. The plan presents overarching vision, mission and core values for the Agency. The overarching vision of eGA is 'to be recognized as a leading innovative institution enabling the use of ICT for improving Public Service delivery' while the mission is 'to provide an enabling environment to public service through coordination, oversight and promotion of ICT usage for improvement of service delivery'.

The Agency is committed to uphold five core values. The Values include integrity, innovation, customer centric, collaboration and best practices.

The highest overall priority proposed for the next five years is to enhance the capacity of Public institutions to implement e-Government policies, strategies and other e-Government initiatives. Further, the Plan intends to create an environment where Public institutions can use ICT to increase access and deliver improved services to government employees, citizens and businesses. The services to be offered to Public institutions include systems, applications, shared infrastructure, standards, guidelines, frameworks, consultancy, advice and technical support. Public institutions will use the above services to improve their internal management and capacity to offer services to citizens (G2C), businesses (G2B), and government employees (G2E).

In order to fulfill its mission, the Agency has six core business areas. These are ensuring the coordination, management and compliance for e-Government initiatives in the public service, developing ICT human resource capacity, providing ICT shared resources within the public service, providing advisory and technical consultancy, and establishing and managing the Agency's programs.

As part of the planning process, eGA critically examined itself internally and externally to identify its strengths to take advantage of, weaknesses to be aware of; opportunities the Agency can bank on, and the challenges of which they need to be addressed. The situation analysis conducted included performance reviews, SWOC and stakeholders' analysis. From the analysis, critical issues were identified as follows:

1. Lack of comprehensive policy and institutional framework for e-Government;
2. Inadequate planning and vendor driven on ICT initiatives with high costly and limited alignment with MDAs/LGAs strategic plans. These initiatives have little or no ultimate Return on Investment (ROI);
3. Poor compliance to security and BCP standards for ICT infrastructure and systems;
4. Inadequate infrastructure (electricity, communications and other infrastructure) for service delivery among partner organisations;
5. Lack of coordination of existing ICT resources in Public institutions , weak role of ICT units, and lack of willingness to adopt new technologies and practices;
6. Increasing public demand for better ICT supported services (access to information, e-services);
7. Inadequate ICT skills in the local labour market;
8. Inadequate and incoherent legal and regulatory framework;
9. Uncertainty of sustainable funding from central Government; and
10. Lack of e-waste handling mechanisms for handling e-waste within the Government.

In order to mitigate the above critical issues and to meet the Agency's Vision, and achieve its Mission, the Plan sets out six objectives namely:

1. To enhance the capacity of Public institutions to Implement e-Government Initiatives;
2. To improve Public access to e-services;
3. To improve sharing of ICT resources within public service;
4. To enhance coordination, management and compliance for e-Government initiatives in the public service;
5. To improve e-Government advisory, technical support and consultancy services; and
6. To enhance eGA's capacity to implement e-Government Initiatives improved.

Further, 19 strategies have been identified as essential to successfully implement the Five - Year Plan for E-Government. These strategies identify and interpret appropriate actions and activities necessary to accomplish the objectives.

The plan develops a framework for assessing progress that emphasizes the importance of (a) multiple measures for a given objective or priority, (b) combining quantitative metrics and qualitative indicators, and (c) minimizing the time devoted for staff to undertake such measurements. Specifically, the Plan articulates a number of targets to be achieved for each of the objectives. The Plan also articulates Monitoring and Evaluation frameworks outlining clear and measurable performance targets that will be the basis for monitoring and evaluating the Strategic Plan implementation impact, effectiveness and efficiency.

The final element of this strategic plan is the Agency's organization structure bearing the list of Agency's four Departments and their allied Sections and Units with respective core team members who will be responsible with the implementation of critical tasks articulated in the strategic plan.

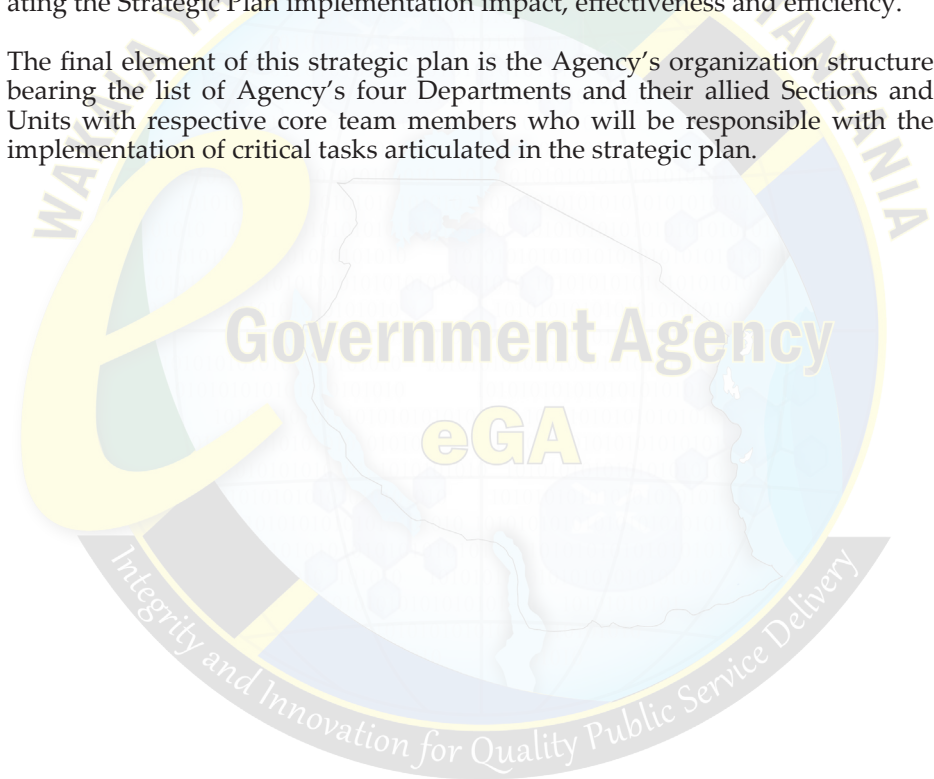


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ACRONYMS



BCP	Business Continuation Programme
CBOs	Community based organizations
CEO	Chief Executive Officer
CIO	Communication and Information Officer
COSTECH	Commission for Science and Technology
DfID	Department for International Development (UK Government)
DICTS	Directorate of ICT Services
EAC	East African Community
eGA	Electronic Government Agency
G2B	Government to Business e-services
G2C	Government to Citizens e-services
G2E	Government to Employees e-services
G2G	Government to Government e-services
GoT	Government of the United Republic of Tanzania
HCMIS	Human Capital Management Information Systems
HR	human resources
HRM	Human Resources Management
ICT	Information, Communications Technology
IEC	Information, Education and Communications
IT	Information Technology (s)
LGAs	Local government authorities
MDAs	Ministry, Departments and Agencies
M&E	Monitoring and evaluation
MCST	Ministry of Communications, Science and Technology
MTEF	Medium Term (budget) Framework
NGOs	Non-governmental organizations
PO - PSM	President's Office – Public Service Management
PPP	Public Private Partnership
PSRP II	Public Service Reform Program Phase II
SWOC	Strengths, Weaknesses, Opportunities and Challenges
TCRA	Tanzania Communications Regulatory Authority
TGDLC	Tanzania Global Development Learning Centre
TIC	Tanzania Investment Centre
TPSC	Tanzania Public Service College
UNDP	United Nations Development Program

PREFACE

It gives me pleasure to present this first e-Government Agency five years Strategic Plan, which provides direction and focus for our efforts for the period 2012/13 to 2016/17. This plan is a culmination of our internal efforts and consultation as an Agency to address the needs and aspirations for Tanzanian citizens and also to ensure that the final product reflects both institutional and national ambitions. I believe this document provides the right framework for us to become an effective Agency as we strive to fulfill our mission— “To provide an enabling environment through coordination, oversight and promotion of ICT usage for improvement of Public service delivery”.

This document acknowledges that, as a relatively new organization, the Agency is still maturing. To fulfill our leadership role, as envisioned by the e-Government Strategy, we must strengthen and integrate our core capabilities; improve our internal business practices and communications; share knowledge, expertise, and information; and take care of the e-services between the Government, Citizen and the Business community.

This Strategic Plan therefore, in the cognizance of existence of other preceding efforts, initiatives and actions by the President’s Office-Public Service Management (PO-PSM)-Directorate of ICT Services (DICTS), incorporates a number of such strategies and initiatives in order to make it the most effective instrument for improving the delivery of services to our stakeholders.

The Strategic Plan also gives prominence to the values of integrity, innovation, customer centric, collaborated and best practical ability in service delivery to ensure that the 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, Citizens and the Business Community) must be effective and timely. We also acknowledge and commit that management excellence is also essential for the successfully implementation of our mission, goals and objectives.

The Minister of State-President’s Office-Public Service Management, the Permanent Secretary (PO-PSM), the Ministerial Advisory Board and I are committed to executing this Strategic Plan. Beside, Agency’s staff are leading goal teams to determine mechanisms for measuring success for each objective, and the expected level of performance to be reached within specific timeframes. Equally, if not more importantly, regardless of where you sit in the Agency or in the larger e-Government community, the expectation is that, everyone including the Government of the United Republic of Tanzania, PO-PSM and other key stakeholders will facilitate and give the management full support in order to ensure that the implementation of the plan is actualized.

Finally, I am confident that we will move the Agency forward, building on past successes and positioning ourselves for future challenges.



Dr. Jabiri Kuwe Bakari
Chief Executive Officer
e-Government Agency

July, 2012



Chapter One

INTRODUCTION

1.1. Background

The e – Government Agency (eGA) is established under the Executive Agencies Act, Chapter 245 as a semi-autonomous institution, with the mandate of coordination, oversight and provision of e-Government initiatives and enforcement of e-Government standards to Public institutions. The establishment of eGA is one among several initiatives by the Government to operationalize the National ICT Policy (2003). The Policy articulates the need for increasing the use of Information and Communication Technology (ICT) in the public institutions with the purpose of enhancing work efficiency and improving service delivery to the public. In line with this, in 2004 the Cabinet issued a directive to President's Office Public Service Management (PO-PSM) instructing PO-PSM to start the implementation of e-Government initiatives. To make that ambition a reality, the Presidential Instrument Government Notice No. 494 A of 17/12/2010 mandated PO-PSM, the parent Ministry, to develop e-Government Policy and ensure its implementation by establishing an Executive Agency responsible to coordinate and oversee e-Government initiatives in Public institutions.

This, Strategic Plan, outlines the developmental vision and implementation of the e-Government strategy (2010) for the period between 2012/13 and 2016/17. The Plan describes the Vision, Mission, Core Values, Mandate, Objectives, Targets and Key Performance Indicators of the Agency. The Plan describes the responsibilities and structure of the organisation, desired achievements, and ways in which the achievements are going to be reached.

1.2. Approach

This Strategic Plan has been developed in accordance with the Medium Term Strategic Planning and Budgeting Manual of the United Republic of Tanzania. The Plan was prepared using a participatory approach involving stakeholders from within the Agency and representatives of the President's Office, Public Service Management. Later the plan was circulated to various stakeholders both within the Government and outside. Reference was made to the Presidential Instrument of 2010, Tanzania Development Vision (Vision 2025), MKUKUTA II 2010, Five Years National Development Plan 2011/12 to 2015/16, National ICT Policy (2003), Public Sector Reform Programmes II (PSRP II) and National e-Government Strategy (2009).

The Strategic Plan was initially prepared by the e-Government Agency Implementation Team (AIT). In creating a basis for analysis and planning, the AIT prepared three documents which served as the informational and analytical basis for the strategic planning process. They are 1) the Change Management Report, 2) Business Analysis Report, and 3) Situation Analysis.

1.3. The Purpose of the Plan

The purpose of the plan is to provide a roadmap of the e-Government Agency that will ensure that all e-Government initiatives are adequately coordinated and managed, the value of e-Government services within the Government and to the public is enhanced. The plan is the basis for the Agency's Annual Business Plan and Budget, procurement plans, and long-term monitoring and evaluation framework. It also enables the Agency to achieve its aim of providing a mechanism for coordinating, advising, spearheading and strengthening on e-Government initiatives for value added service delivery in the public sector in Tanzania.

1.4. The Layout of the Plan

The plan is organised into three chapters: Chapter 1 is an Introduction to the Agency and planning process. Chapter 2 provides a current Situation Analysis of the business environment in which eGA operates, and identifies critical issues that must be addressed in the Plan. Chapter 3 presents the Plan, outlining the objectives of the Agency, its principle strategies, targets and its performance indicators.

The plan also contains two Annexes. Annex 1 provides the Organisation Chart of the Agency. Annex 2 presents the Strategic Plan Matrix that is the summary showing objectives, strategies, targets, indicators and responsible division or unit.

Chapter Two

SITUATIONAL ANALYSIS

This chapter reports on the definition of e-government and situation analysis regarding the business environment in which the e-Government Agency operates. The chapter will present a historical background, mandate, roles and functions, and performance review of the e-GA. It will further provide stakeholder review, SWOC analysis, and identify a list of critical issues that need to be addressed for successful implementation of e-Government initiative in Tanzania.

2.1 Historical Background

“E-Government” is the use of ICT to enhance the delivery of Government services in terms of improving service quality, broadening service availability to more people, and innovating new types of services.

The history of e-Government Agency in Tanzania can be traced back to the National ICT Policy (2003). The Policy articulates the need for increasing the use of Information and Communication Technology (ICT) within Public institutions with the purpose of enhancing work efficiency and improving service delivery to the public. In line with this, in 2004 the Cabinet issued a directive to President’s Office Public Service Management (PO-PSM) instructing PO-PSM to start the implementation of e-Government initiatives with these objectives:

- To construct a Government-wide unified communications network for e-Government implementation;
- To create awareness of strategic opportunities for ICT use across the Public Service; and
- To establish a focal point to coordinate the existing, fragmented and isolated e-Government initiatives.

The Presidential Instrument Government Notice No. 51 of 17/12/2010 mandates PO-PSM, the parent Ministry, to develop e-Government Policy and ensure its implementation. To expedite these responsibilities, a number of initiatives were undertaken by PO-PSM through the Directorate of Information and Communication Technology Services (DICTS) formerly Directorate of Management Information System (DMIS). The said initiatives include, but not limited to:

- Initial installation of a Government-wide communications network;
- Building awareness and skills in ICT;
- Assessment of ICT usage in the Public Service;
- Standardization of approaches to ICT planning within Public institutions;
- Development of the “e-Government Strategy” to provide a roadmap for e-Government adoption among Public institutions.
- Support other MDAs to develop various ICT systems to support their internal operations and service delivery to the public.

In addition to the above initiatives, both internal and independent studies were carried out. These conclude that the use of ICT to enhance work efficiency and

improve service delivery is hindered by the current state of uncoordinated ICT initiatives, duplication of efforts, suboptimal infrastructure, suboptimal resource usage and limited human resource capacity.

To address the above challenges, the Government decided to establish e-Government Agency (eGA) as a central body responsible for the formulation, coordination and management of various e-Government initiatives including shared e-Government systems and infrastructure in the public institutions.

2.2 Mandates of the e-Government Agency

The mandates of the e-Government Agency include coordination, oversight and promotion of e-Government initiatives and enforcement of e-Government standards in the Public Service.

2.3 Major Roles and Functions of the e-Government Agency

The major roles and functions of the Agency include:

- To ensure coordination, management and compliance of e-Government implementation and initiatives;
- To ensure within the Government users have access to shared ICT infrastructure and resources;
- To promote and provide e-Government advisory and technical support for implementation of e-Government;
- To coordinate, manage, develop, disseminate, monitor and evaluate e-Government standards and guidelines; and
- To ensure that the public has access to e-services.

2.4 Performance Review

Since the e-Government Agency is new and was not yet fully operational, the Performance Review is based on the review of DICTS for the previous planning period. As it can be recalled, one of the DICTS objectives is the improvement of public service functions, structures, standards and systems to support service delivery using information and communication technologies. To implement e-Government, DICTS had the following targets set for the financial year 2010/2011 and 2011/2012:

- The approval of a Government-wide e-Government Strategy;
- The establishment of the requirement for expansion of Government Secured Network;
- The operationalization of the e-Government Agency;
- Formulation of the initial draft of e-Government policy;
- Implementation of three e-Services in the e-Government Portal;
- Undertaking of feasibility study for implementation of Business Portal, Land Management System, e-Procurement, Telemedicine and Birth and Death Registration System conducted;
- The rollout of cross cutting systems (Human Capital Management Information Systems); and
- Establishment of the Security policy and standards for Human Capital Management Systems.

2.4.1 Achievements

The following achievements were registered by DICTS over the period:

- An “e-Government Strategy” document reviewed by stakeholders in place;
- The establishment of a secure data and voice Government Network Infrastructure requirement for expansion to all Public institutions;
- Three e-Service implemented in e-Government Portal;
- Process of identifying Consultants for conducting feasibility studies for Business Portal, Land Management Systems, e-Procurement, Telemedicine and Birth and Death Registration System is on the final stages;
- Continuous technical support and advice provided to the public institutions;
- HCMIS rolled out in all public institutions; and
- Process of establishing HCMIS security policy and standards has already started by formulating the team and acquisition of international standards for customization.

2.4.2 Issues arising from the Performance Review

The work of the DICTS over the period of the previous plan has identified the following challenges that need to be considered as further planning is done:

- Inadequate of ICT capacity and expertise that exist within Government hinders the Government’s ability to cope with technological change;
- Inadequacy of ICT project management skills exists among ICT personnel in Government;
- Inadequate coordination and clear guidelines for implementing e- Government initiatives in public institutions hinders efficient use of ICT;
- Funds have not been made available in a timely way, causing delays in implementation of key projects;
- Inadequate understanding and awareness of e-Government’s potential and benefits among decision makers, Government employees and other stakeholders hinders the planning, implementation and benefit realization of e-Government initiatives;
- The absence of robust, Government-wide ICT infrastructure hinders e-Government initiatives; and
- Non-compliance of some ICT initiatives with existing laws and business processes causing conflicts, duplication of efforts and inefficiency.

2.4.3 Way Forward

The Performance Review identified these areas as key for the development of e-Government during the next planning period:

- Development of clear implementation strategies and road maps for e-Government systems users;
- Operationalization of e-Government Agency to coordinate and harmonize all e-Government initiatives;
- Improvement of Human Resources Capacity by developing internal ICT governance and technical expertise;
- Implementation of Government-wide Shared Systems by deploying common support systems, office automation and communication systems;
- Increased e-Government awareness and greater involvement of stakeholders and process owners in establishing e-Government initiatives; and

- Developing and enforcing ICT standards and guidelines for e-Government implementation.

2.5 Stakeholders' Review

Based on the business environment analysis activity, consultation with potential e-Government stakeholders was conducted. The aim was to review and contribute on the type and quality of services expected by e-Government stakeholders in the country. The summary of the review is presented in Table 1.

Table 1: Issues from Stakeholders Review

Serial	Stakeholders	Expected Services	Stakeholder Expectations
1	Public institutions (G2G)	<ul style="list-style-type: none"> • Technology scanning and advice • Networks infrastructure and data centres • Enforcement of systems standards • Providing implementation guidelines and advice • Provision of common applications systems and licenses (Human Resources and others) • Provision of the Government intranet / secured internet email system • Provision of technical support • Advice on system security / BCP support • Provision of e-service platform <ul style="list-style-type: none"> • for various services and notifications • Advice on, give inputs on ICT laws (e-transaction and Evidence Act and others). • Support, in terms of training employees, funding, advice, consultancy, incentives 	<ul style="list-style-type: none"> • Timely, updated and clear advisory information • Efficient, reliable and cost effective network • Infrastructure services from a single Government source (Government Network) • Access to guidelines and standards • Clear mechanism to enforce guidelines and standards • Prompt and reliable support services • Secured and reliable government communications using emails or collaboration applications. • 'Timely and safe mechanism on disposal of all depreciated or obsolete ICT equipments'
2	Business Entities (G2B)	<ul style="list-style-type: none"> • Business opportunities • On-line procurement • e-transactions for a variety of business needs and functions • e-payment infrastructure • One stop centres and kiosks for numerous public services • Government procurement information, i.e. e-procurement notices / practices • Secure, confidential e-transaction environment • Access to technical standards adopted by Govt 	<ul style="list-style-type: none"> • Accurate and timely business opportunities availability • Fair and transparent PPP • Fair and transparent negotiation guidelines • Efficient and secure e-services • Timely identification of PPP opportunities

Serial	Stake-holders	Expected Services	Stakeholder Expectations
3	Citizens (G2C)	<ul style="list-style-type: none"> • Online and mobile services • Employment opportunities • Capacity building on ICT for special groups, e.g. older people • e-payments capacity 	<ul style="list-style-type: none"> • Timely, efficient , reliable, affordable and accessible on-line services • Awareness programmes for e-Government initiatives • Transparent employment opportunities
4	Government employees (G2E)	<ul style="list-style-type: none"> • Online/distance training/learning • Information on employment status • Information on matters pertaining to public services • Enabling environment so that employees can make e-payments • Enabling environment e-notifications, e-communications • Secured e-services and transactions 	<ul style="list-style-type: none"> • Timely and accurate information on education and distance learning • On line availability of information pertaining public service
5	Other Governments and Development Partners	<ul style="list-style-type: none"> • Information and reports about e-Government strategy implementation • Opportunities to promote development and Good Governance by funding ICT initiatives, projects and programmes • Access to shared cross-cutting Government resources, e.g. knowledge, experience, applications, personnel and others • Secure inter-government electronic data sharing (criminal records, immigration information, transactions information on bilateral and other international agreements) • Reliable and timely information 	<ul style="list-style-type: none"> • Timely and accurate information • Value for money • Timely periodic reports • Availability of Bilateral / Multilaterals cooperation opportunities
6	Judiciary	<ul style="list-style-type: none"> • Presence of e-Government legal and regulatory framework • On line legal information • Standards and Guidelines for ICT services • Provision of e-evidence in the courts 	<ul style="list-style-type: none"> • Availability technical assistance and guidelines on e-legal systems implementation and operations
7	Parliament	<ul style="list-style-type: none"> • Provision of technical ICT assistance • Opportunities for awareness raising on e-Government • Opportunities for capacity building on ICT • On-line data for effective decision making 	<ul style="list-style-type: none"> • Availability of technical ICT assistance • e-Government awareness programmes • Continuous support on capacity building • Reliable and accurate on-line data for decision making • Readily available information on best practices

2.6 SWOC Analysis

In preparing this Strategic Plan, a SWOC analysis was conducted to analyse the existing strengths, weaknesses, opportunities and challenges. 'Strengths' entails identification of factors within eGA, PO-PSM and the Government that will assist the implementation of the e-Government. 'Weaknesses' are identified areas within eGA, PO-PSM and the Government, that hinder the implementation of the e-Government. On the other end, opportunities' are factors outside of PO-PSM and the Government that the Agency can take advantage of and assist the implementation of the e-Government while challenges are existing risks or other factors that hinder or prevent the implementation of or success of the e-Government. Table 2 presents a summary of the SWOC analysis.

Table 2: SWOC Analysis

	Area	Strengths	Weaknesses	Opportunities	Challenges
1	Human Capital Management and Results	<ul style="list-style-type: none"> Committed leadership Existence of some officials with basic ICT skills 	<ul style="list-style-type: none"> Lack of human capacity building framework Inadequate incentives to attract and retain ICT professionals Lack of basic and intermediate ICT knowledge and skills to support ICT implementation efforts. Lack of entrepreneurial and innovation skills Negative attitudes towards ICT initiatives in Public institutions Weak mechanism to reward and recognize innovative, honest and hardworking ICT employees in MDAs 	<ul style="list-style-type: none"> Existence of potential leaders and professionals in ICT Existing programmes that can be repackaged to address needs Ongoing process to establish leadership centre Potential for hiring more experienced staff to handhold and coach the existing staff Existence of Universities and other tertiary institutions in the country offering ICT related courses 	<ul style="list-style-type: none"> Unfavourable ICT scheme of service, remuneration and incentives within Public institutions High investment costs for ICT facilities and skills Inadequate local capacity to develop, implement and sustain ICT initiatives Limited environment for creativity and innovation Resistance to change Absence of an effective body for ICT professionals Bureaucratic process for recruiting and hiring competent, motivated and highly qualified staff. Wide gap between the academic institutions and the ICT industry.

	Area	Strengths	Weaknesses	Opportunities	Challenges
2	Customer Management and Results	<ul style="list-style-type: none"> Existence of successful ICT systems e.g. IFMS, Plan Rep, HCMIS, Land Management System, Complaints handling mechanisms and MDAs websites Existence of user ready customers in mobile technology in the Government 	<ul style="list-style-type: none"> Ad-hoc availability of awareness programmes Absence of one-stop centre for service delivery Inadequate skills and experience in providing support, advisory and consultancy services and advices Absence of continuous learning culture Resistance to change Weak coordination of e-Government initiatives in Public institutions 	<ul style="list-style-type: none"> Growing availability of self service delivery channels reaching rural areas Availability of awareness programmes Increasing public demand for better ICT supported services Existence of appealing technologies and ICT products Potential of over 40 persons million customer base <p>Availability of self-service delivery channels and infrastructure e.g. ATMs, National Library, Tanzania Postal Services, fibre-optic cable linking to Internet, national fibre-optic backbone network</p>	<ul style="list-style-type: none"> Absence of local content and Kiswahili interfaces Marginalized customer base due to illiteracy High investment costs for ICT facilities and skills Absence of middle class customer base Absence of continuous learning culture Lack of connectivity in rural areas Coping with the rapid rate of technological obsolescence Inadequate protection against cyber-crimes and terrorism High inflation rate that reduces purchasing power Persistent influence of vendor/donor driven applications and systems that do not tally with actual needs of customers

	Area	Strengths	Weaknesses	Opportunities	Challenges
3	Business Processes	<ul style="list-style-type: none"> Well streamlined processes, procedures and systems for executing various government decisions. 	<ul style="list-style-type: none"> Absence of Business Continuity Plan (BCP) Lack of awareness and understanding of e-Government among decision makers Public institutions operating in silos Inadequate comprehensive frameworks, policies and guidelines to coordinate and sustain ICT initiatives Lack of supportive legal framework such as cyber-laws, regulations and their related international conventions Uncoordinated nationwide infrastructure (networks, data centres, hardware) 	<ul style="list-style-type: none"> Existing National ICT Policy Existence of isolated ICT frameworks in some Public institutions Existence of cost saving e-Government technologies Existence of East African Community's Regional e-Government Programme Rapid emergence of converging technologies Existence of incentive schemes for investors in technology (TIC, zero tax on computers) Existence of conducive supportive technologies (internet connectivity, fibre-optic cable linking to Internet, country-wide mobile phone networks) 	<ul style="list-style-type: none"> Silo based e-Government initiatives that leads to duplication of efforts in many ICT projects Low pace in coping with the rapid rate of technological obsolescence Inadequate protections against cyber-crimes Difficulty in mobilising local resources for sustainable ICT investments Proliferation of counterfeited ICT products in the market Lack of proper e-waste handling mechanisms within the Government Public institutions.

	Area	Strengths	Weaknesses	Opportunities	Challenges
4	Stakeholder Management and Results	<ul style="list-style-type: none"> • Existence of goodwill amongst stakeholders community • Existence of various mechanisms to interact with stakeholders 	<ul style="list-style-type: none"> • Low capacity of Public institutions in managing vendors and suppliers. • Low capacity of exploring opportunities 	<ul style="list-style-type: none"> • Growing availability of self service delivery channels reaching rural areas • Existence of success stories in PPP • Availability of donors who are ready to fund e-Government projects • Political stability in the country • Conducive environment for investment (economic growth and taxation) • Global technological innovations in ICT 	<ul style="list-style-type: none"> • Lack of connectivity in some rural areas • Absence of local content and Kiswahili interfaces • Building local capacity to develop, implement and sustain ICT initiatives • Harnessing the potential of cross-sector partnerships among public, private, and non-state actors

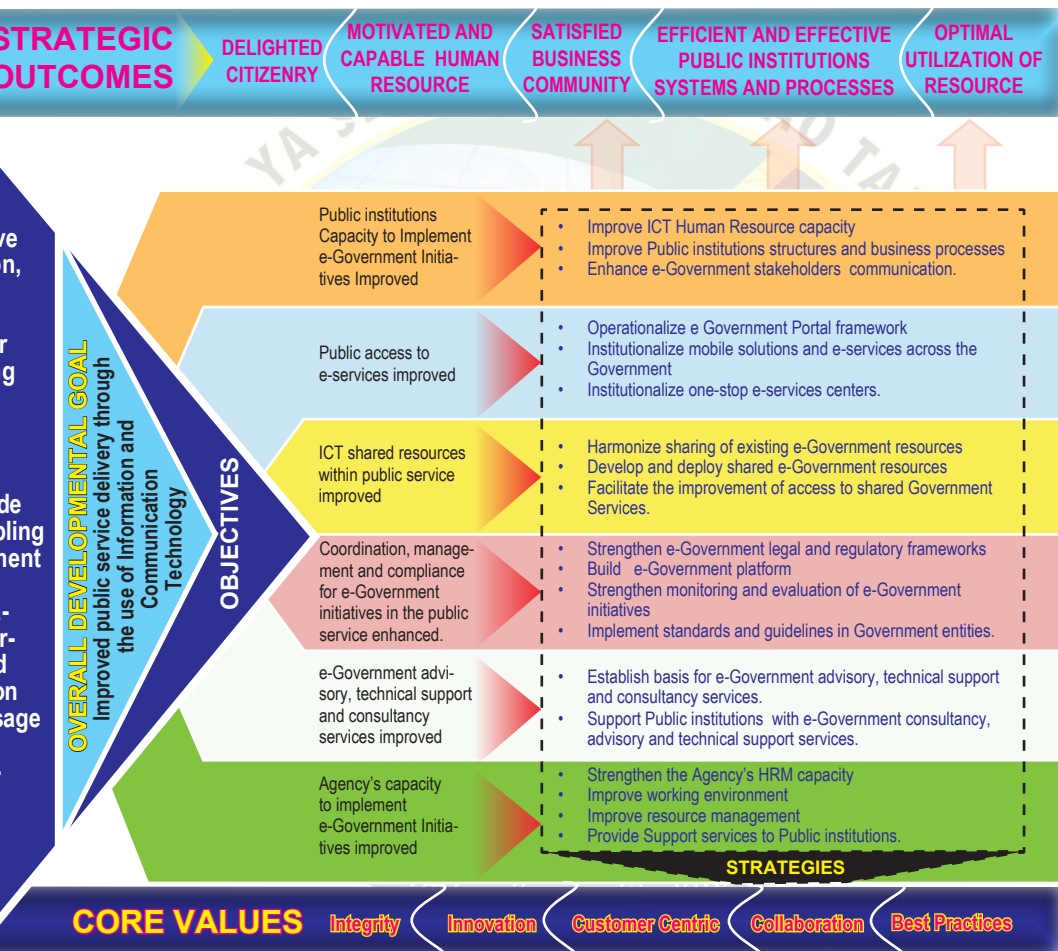
2.7 Critical Issues

Based on the organizational scan, the following factors were identified as critical issues and areas for improvement that must be addressed in the Plan. These are not listed in order of priority.

1. Lack of comprehensive policy and institutional framework for e-Government;
2. Inadequate planning and vendor driven on ICT initiatives with high costly and limited alignment with public institutions strategic plans. These initiatives have little or no ultimate Return on Investment (ROI);
3. Poor compliance to security and BCP standards for ICT infrastructure and systems
4. Inadequate infrastructure (electricity, communications and other infrastructure) for service delivery among partner organisations
5. Lack of coordination of existing ICT resources in public institutions , weak role of ICT units, and lack of willingness to adopt new technologies and practices;
6. Increasing public demand for better ICT supported services (access to information, e-services).
7. Inadequate ICT skills in the local labour market;
8. Inadequate legal and regulatory framework;
9. Uncertainty of sustainable funding from central Government;
10. Incoherent framework for the Agency to provide consultancy and advisory services to public institutions; and
11. Lack of e-waste handling mechanisms for handling e-waste within the Government



STRATEGIC PLAN MAPPING



Chapter Three

THE eGA 2012/13 - 2016/17 PLAN

In chapter 2 of this plan, a detailed analysis of the current situation was presented. The chapter also presented a number of critical issues that need to be addressed for successful implementation of e-Government in Tanzania. This chapter presents a five years Plan for implementing e-Government initiatives in the country. The plan is intended to be deployed from year 2012/13 to 2016/17.

3.1 Vision

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

3.2 Mission

To provide an enabling environment through coordination, oversight and promotion of ICT usage for improvement of service delivery.

3.3 Core Values

The comprehensive list of five core values has been identified that will guide and direct the behaviour of employees of the Agency at all levels. The values describe the culture of the workplace, ensuring that all employees and customers of the Agency have a common understanding of how they will be treated and what is expected of them. The core values include:

- **Integrity:** We uphold the highest standards of conduct in all that we do. We follow through on promises and commitments while acting in the best interest of the nation.
- **Innovation:** We believe eGA through innovation and smart thinking can be a leader and supporter in the delivery of e- government services by Public institutions to stakeholders.
- **Customer centric:** We believe in every staff's ability to continuously learn about customers and respond appropriately to what they expect from eGA.
- **Collaboration:** We believe by working together and in partnership with key stakeholders, Public institutions can deliver better services than it will by working in isolation.
- **Best practice:** We believe by working together with other stakeholders, we can establish best practice models to be adopted by the public institutions.

3.4 Objectives

The analysis revealed that in order to meet its Vision and achieve its Mission, the e-Government Agency needs to define objectives, that when achieved, will allow it to meet the service requirements of its stakeholders and customers. From the foregoing the agency has identified six objectives.

1. To enhance the capacity of public institutions to implement e-Government Initiatives;
2. To improve Public access to e-services;
3. To improve sharing of ICT resources within public service;
4. To enhance coordination, management and compliance for e-Government initiatives in the public service;
5. To improve e-Government advisory, technical support and consultancy services; and
6. To enhance eGA's capacity to implement e-Government Initiatives improved.

3.4.1 *Enhancing the capacity of public institutions to implement e-Government Initiatives*

Rationale

Successful implementation of e-Government initiatives requires solid vision, sustained support Government and political leaders as well as competent human and technical resources at all levels. However, it is evident that the resource capacity in the public institutions is currently insufficient to support the implementation of e-Government initiatives. Therefore, there is a need to solicit support from political leaders and strengthen public institutions capacities and competencies to successfully implement and manage e-Government initiatives in the country.

Besides, the public institutions lack a formal and comprehensive communication strategy to raise the awareness on e-services as well as the service delivery mechanisms among the citizen. Therefore, there is a need to develop a formalised communication strategy that can be adopted by public institutions in spreading awareness about the e-Government related services among the citizen.

From the foregoing, the Agency intends to assist various public institutions to enhance their capacity and capability to plan and implement their e-Government initiatives. The eGA will assist in not only positioning dedicated teams but will also advice and support them on an ongoing basis.

In view of the situation analysis, the e-Government Agency intends to undertake the following strategies:

- Improve ICT Human Resource capacity
- Improve structures and business processes in public institutions
- Enhance e-Government stakeholders communication

Targets

The following outputs are expected from the above strategies:

- Medium Term Training and Development Plan operationalized by June, 2017
- ICT Human Resources competency framework operationalized by June, 2017.
- Review of ICT staff Scheme of Service facilitated by June 2014.
- Incentive packages proposals for ICT staff developed by June, 2014.
- Review of the organization structures of ICT Units in Public institutions facilitated by December, 2013
- Mission critical Public institutions business processes reviewed and automated by June, 2017
- E-Government communication strategy developed and operationalized by June, 2015.

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

- % of Public institutions implementing e-Government initiatives
- % of Public institutions satisfied with services offered by e-Government staff.
- % of certified ICT staff in public institutions.

The major results expected from the above interventions are improved capacity for Public institutions to undertake e-Government initiatives.

3.4.2 Improving Public Access to e-services

Rationale

e-Government in the Tanzania context aims at improving the delivery of quality services to the public through the best use of technology. It involves use of ICT to support service delivery to the public, citizens and businesses (G2C and G2B).

In this regard, the Government is committed to ensure that the public has access to a wide variety of information and electronically based services in a transparent, easy and cost effective manner. The main challenge that the Government faces is the inadequacy of channels support that facilitates the delivery of e-services to the public. In recognition of the needs of citizens, businesses and the public in general, the Government has now started developing portals and websites as the gateway to deliver its services to the public.

In view of the situation analysis, the e-Government Agency intends to undertake the following strategies:

- Operationalize e-Government Portal framework
- Institutionalize mobile solutions and e-Services across the Government
- Institutionalize one-stop e-Services centers

Targets

The following outputs are expected from the above strategies:

- E-Government portal framework developed by June, 2013
- Citizen, business and visitors portals operationalized by June 2015
- Public institutions facilitated to provide mobile solutions and e-services by December 2015.
- Public kiosk infrastructures developed by June, 2015
- Public kiosk e-services operationalized by June, 2016
- Delivery of e-services in Kiswahili and English languages promoted by June, 2017

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

- Number of e-services offered.
- % of Public institutions providing e-services.
- Index of e-service users.
- Index of public access to e-services
- Quality of e-services offered

The major results expected from the above interventions are improved access by the public to e-services provided by Public institutions.

3.4.3 Improving Sharing of ICT Resources within public service;

Rationale

Studies and reviews of the use of ICT in Tanzania Government show that various ICT systems, such as documents registry management systems, Intranets, email systems, data centres and websites have been deployed. They also indicate that there is a continuing proliferation of ICT systems and services in the MDAs.

As these systems are similar in functions and used widely across all MDAs, it is to the Government's benefit to coordinate, consolidate and develop them as shared systems in order to incorporate best practices and improve the economy of scale in their operations. Isolated and non-standard procurement and deployment of these systems should be discouraged and avoided in order to leverage on the benefits of having a common shared systems in the public service.

Besides, there are twin concerns of cyber security of the systems and data as well as of privacy of personal information as more and more information is becoming avail-

able online. Therefore, there is a need to develop appropriate security guidelines on the one hand and to develop and enforce suitable privacy laws on the other hand. Moreover, with the increased participation of private players in the e-Governance space, there is a need to ensure strategic control of all data and information within government. There is also a need to develop uniform standards that will ensure that all government projects follow a well-defined checklist for ensuring security of information as well as verification/validation of access. eGA intends to facilitate creation of appropriate standards, to be developed/customized and adopted across all government systems that while ensuring the strategic control in the hands of the government, will provide seamless access of public services to the citizen in the most secure and trusted manner.

In order to address the above challenges, the following strategies will be undertaken:

- Harmonize the sharing of existing e-Government resources
- Develop and deploy shared e-Government resources
- Facilitate the improvement of access to shared Government Services.

Targets

The following outputs are expected from the above strategies:

- Existing common ICT resource base to be shared by Public institutions in delivering e-services established by June, 2014
- New common shared e-Government resources operationalized by June, 2014.
- ICT standards for common shared resources in Public institutions developed and operationalized by December, 2013.
- e-Government Secured Network installed and operationalized in Public institutions by June, 2017
- Government Server Clusters established and operationalized by December, 2014.
- Business Continuity Plan (BCP) established by June, 2014.

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

- % of budget allocation in shared resources
- Public institutions index of shared resources usage.
- The average time taken to obtain information from public institutions.

The major results expected from the above interventions are improved use of ICT shared resources within public services

3.4.4 Enhancing coordination, management and compliance for e-Government initiatives in the public service

Rationale

Currently, there are limited mechanisms for public institutions to coordinate their ICT initiatives. This jeopardises the possibility of meeting standard best practice standards. Expensive and unique ICT infrastructure that could serve many Public institutions are used by few, at high cost and low efficiency. ICT systems are duplicated in many Public institutions, at high cost and low value. Establishing an operating platform for e-Government will assist the Government to develop sustainable e-Government initiatives in an integrated manner, increasing the efficiency and effectiveness of the Government's investment in ICT.

The main intention of this objective is to accelerate development of e-Government through establishing effective ICT governance and enforcing a set of ICT standards and guidelines in the Government. Emphasis will be to ensure that clear institutional structures such as ICT units in public institutions are in place and that the monitoring and evaluation framework is established and implemented. This objective includes establishing a legal framework that addresses the safeguarding of electronic data and transactions.

In order to address the above challenges, the following strategies will be undertaken:

- Strengthen e-Government legal and regulatory frameworks
- Build e-Government platform
- Strengthen monitoring and evaluation of e-Government initiatives
- Implement standards and guidelines in Government entities.

Targets

The following outputs are expected from the above strategies:

- Review of the existing relevant acts facilitated by June 2014
- Development of relevant ICT related acts and enactment facilitated by December, 2015
- E-Governance Framework developed by June, 2014
- Information Systems implementation plan for Public institutions operationalized by June, 2017
- e-Government M&E framework operationalized by June, 2014
- E-Government Standards and guidelines operationalized by December, 2014.

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

- Perception of stakeholders on e-Government operating environment
- Percentage of Public institutions adhering to set standards and guidelines
- Index of e-Governance framework operational effectiveness.

The major results expected from the above interventions are improved ICT coordination, management and compliance for e-Government initiatives in the public service delivery.

3.4.5 Improving e-Government advisory, technical support and consultancy services

Rationale

There is currently a significant shortage of skilled ICT professionals in the public institutions. This highlights the need for the Agency to provide professional ICT technical support, advisory and consultancy services. On the other hand there has been an increasing demand of e-services in the public domain recently, propelled by technological advances, which have increased the volume, speed and reliability of interactions among different government stakeholders.

In view of the situation analysis, the e-Government Agency intends to undertake the following strategies:

- Establish basis for e-Government advisory, technical support and consultancy services
- Support public institutions with e-Government consultancy, advisory and technical support services.

Targets

The following outputs are expected from the above strategies:

- e-Government consultancy, advisory and technical support services framework developed by June, 2014
- Public institutions ICT directorates/departments/units/sections' capacity to provide advisory and technical support services improved by June 2017
- E-Government consultancy, advisory and technical support services delivered to public institutions by June, 2017.

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

- % of public institutions provided with consultancy services
- % of public institutions satisfied with consultancy services
- Ratio of income generated from consultancy services in relation to total revenue earned.

The major results expected from the above interventions are rendered e-Government Advisory, Technical Support and Consultancy Services to public institutions.

3.4.6 Enhancing eGA's capacity to implement e-Government Initiatives improved

Rationale

Building an institutional capacity has become increasingly a predominant agenda for the Government strategic initiatives as part of putting in place strong entities to deliver public services in effective and efficient manner on behalf of the mainstream governments. This has been true with the ongoing establishment of executive agencies that deliver services directly to the public.

In ensuring smooth and efficient operations of the newly established e-Government Agency, there is a need of strengthening the internal capacity of supporting functions in order to ensure the delivery of quality services to the public, stakeholders and customers.

In order to address the above challenges, the following strategies will be undertaken:

- Strengthen the Agency's HRM capacity
- Improve working environment
- Improve resource management
- Provide Support services to public institutions.

Targets

The following outputs are expected from the above strategies:

- E-Government Agency Human Resource Plan developed by June, 2014
- E-Government Agency staff in place by June, 2017
- E-Government Medium Term Training and Development Plan operationalized by June, 2017
- Agency's Scheme of Service operationalized by June, 2016
- Agency's Incentive packages developed and operationalized by June, 2017
- eGA permanent owned premises in place by June, 2017
- Working tools, equipment and facilities in place by December, 2017
- Agency's financial sustainability strategy developed and operationalized by June, 2014.
- Assets management plan developed and operationalized by June, 2017
- Internal and external support services facilitated by June, 2017.

Key Performance Indicators

In order to measure performance and monitor the achievement of the above objective, the following key performance indicators will be applied:

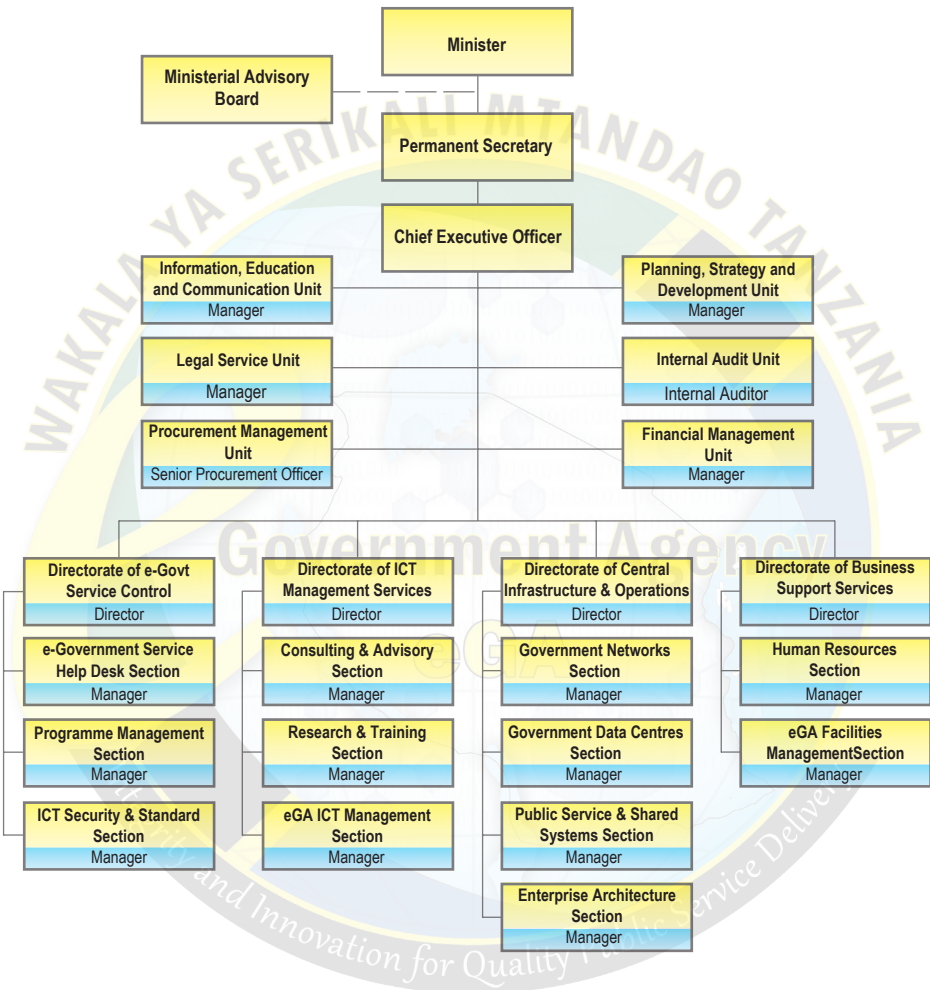
- % of filled vacancies
- % of staff satisfied with agency's services
- Index of recurring complaints over institution's services.

The major results expected from the above interventions are improved e-Government Agency capacity to implement e-Government initiatives.



Annex 1 Organisation Structure

The organization structure outlined below was prepared during the Business Analysis process.



Information, Education and Communications (IEC) Unit - in charge of all works relating to media and promotional affairs in addition to marketing services, managing the portal content and events, public relations and offering all support needed to eGA departments' programs, units and sections in relevant issues. The Unit is also responsible for oversight and promotion of e-Government initiatives in the public institutions and public at large.

Planning, Strategy and Development Unit- oversees and performs all works relating to development of the agency's strategies and e-Government policy and performance measurement. It is also responsible for composing strategies, national initiatives studies which support e-Government initiatives in public institutions. The Unit is also responsible to oversee revenue generation for the agency from the investment in ICT parks; and ensures services to public institutions, businesses and citizens are performed on a cost recovery basis.

Legal Services Unit- provide legal assistance, advice, expertise and services to the Agency's Departments, Units, Sections and entities.

Internal Audit - provide advisory services to the Accounting Officer in the proper management of resources.

Financial Management Unit- to provide expertise and services on financial management and bookkeeping matters to the Agency.

Procurement Management Unit- provide expertise, advice and services in procurement, storage and supply of goods and services for the Agency.

e-Government Service Control Directorate- oversees the planning and implementation of key projects, ensures public institutions' compliance to the approved technical and system security standards, and provision of technical and customer support on e-government services.

ICT Management Services Directorate- provides capacity building, consulting and advisory services to public institutions; and conduct technology scan to monitor and explore emerging technologies for adoption.

Central Infrastructure and Operations Directorate- oversees planning, designing and overseeing the development, implementation and delivery of infrastructure and technology services. The department is also responsible for supervising over e-Government infrastructure, e-Government Data Center and Information security. It is also responsible to manage and support the day-to-day operations of Government-wide network, data centres and shared systems; and operate the public service platforms

Business Support Services Directorate- provide internal support services such as administration, human resource management, facilities and office management

Annex 2 Strategic Planning Matrix

This matrix discusses strategies, targets and key performance indicators for the selected objectives of the Agency. The format is presented here as a reference for the Plan presented in Sections 3.4.1 to 3.4.6

Objective	Strategy	Targets	Key Performance Indicators
1. Public institutions capacity to implement e-Government initiatives improved	1. Improve ICT Human Resources capacity	1. Medium Term Training and Development Plan operationalized by June, 2017	<ul style="list-style-type: none"> • % of public institutions satisfied with services offered by e-Government staff. • % of certified staff in public institutions. • % of filled ICT vacancies in public institutions.
		2. ICT Human Resources competency framework operationalized by June, 2017.	
		3. Review of ICT staff Scheme of Service facilitated by June 2014.	
		4. Incentive packages proposals for ICT staff developed by June, 2014.	
	2. Improve Public institutions structures and business processes	1. Review of the organization structures of ICT Units in public institutions facilitated by December, 2014	
		2. Mission critical public institutions business processes reviewed and automated by June, 2017	
	3. Enhance e-Government stakeholders communication	1. E-Government communication strategy developed and operationalized by June, 2015.	

Objective	Strategy	Targets	Key Performance Indicators
2. Public access to e-services improved	1. Operationalise e-Government portal	1. e-Government portal framework developed by June 2013	<ul style="list-style-type: none"> • Number of e-services offered. • % of public institutions providing e-services • Index of e-service users.
		2. Citizen, business and visitors portals operationalized by June, 2015.	
	2. Institutionalise mobile solutions and e-services	1. Public institutions facilitated to provide mobile solutions and e-services by December, 2015.	
	3. Institutionalise one-stop e-services centres	1. Public Kiosks infrastructures developed by June 2015	
		2. Public kiosks e-services operationalised by June, 2016.	
		3. Delivery of e-services in Kiswahili and English languages promoted by June, 2017.	

Objective	Strategy	Targets	Key Performance Indicators
3. ICT shared resources within public service improved	1. Harmonise sharing of existing e-Government resources.	1. Existing common ICT resource base to be shared by public institutions in delivering e-services established by June, 2014.	<ul style="list-style-type: none"> • % of budget allocation in shared resources • public institutions index of shared resources usage. • The average time taken to obtain information from Public institutions
		2. New common shared e-Government resources operationalized by June, 2014	
	2. Develop and deploy shared e-Government resources.	1. ICT standards for common shared resources in public institutions developed and operationalised by December, 2013	
		2. e-Government secured network installed and operationalised in public institutions by June, 2017	
	3. Facilitate the improvement of access to shared Government Services	1. Government Server Clusters established and operationalised by December, 2014.	
		2. Business Continuity Plan (BCP) established by June, 2014.	

Objective	Strategy	Targets	Key Performance Indicators
4. Coordination, management and compliance for e-Government initiatives in the public service enhanced.	1. Strengthen e-Government legal and regulatory frameworks	1. Review of existing relevant acts facilitated by 2014.	<ul style="list-style-type: none"> • Perception of stakeholders on e-Government operating environment • Number of public institutions' adhering to set standards and guidelines • Index of e-Government framework operational effectiveness.
	2. Build e-Government platform	2. Development of relevant ICT acts and enactment facilitated by December, 2015	
		1. e-Government Governance Framework developed by June 2014	
	3. Strengthen Monitoring and Evaluation of e-Government initiatives	2. Information systems implementation plan for public institutions operationalised by June, 2017	
		1. e-Government monitoring and evaluation framework operationalised by June, 2014.	
5. e-Government advisory, technical support and consultancy services improved	4. Implement standards and guidelines in Government entities	1. e-Government standards and guidelines operationalised by June, 2017.	<ul style="list-style-type: none"> • % of public institutions provided with consultancy services • % of public institutions satisfied with consultancy services • Ratio of income generated from consultancy services in relation to total revenue earned
	2. Support public institutions with e-Government consultancy, advisory and technical support services	2. Standards and guidelines for e-Government implementation operationalized in forty public institutions by December, 2014.	
		1. e-Government consultancy, advisory and technical support framework developed by June, 2014	
		1. e-Government consultancy, advisory and technical support services delivered to public institutions by June, 2017	
		2. Public institutions ICT directorates' capacity to provide consultancy, advisory and technical support services Improved by June 2017.	

Objective	Strategy	Targets	Key Performance Indicators
6. Agency Capacity to implement e-Government Initiatives improved	1. Strengthen the Agency's HRM capacity	1. e-Government Agency Human Resource Plan developed by June, 2014	<ul style="list-style-type: none"> • % of filled vacancies • % of staff satisfied with agency's services • Index of recurring complaints over institution's services.
		2. e-Government Agency staff in place by June, 2017	
		3. e-Government Medium Term Training Plan operationalised by June, 2017	
		4. Agency's Scheme of Service operationalised by June, 2016	
		5. Agency's Incentive Packages developed and operationalised by June, 2017	
	2. Improve working environment	1. eGA permanent owned premises in place by June, 2017.	
		2. Working tools, equipment and facilities in place by December, 2014.	
	3. Improve resources management	1. Agency's financial sustainability strategy developed and operationalised by June, 2017	
		2. Assets management plan developed and implemented by June, 2012	
	4. Provide support services to public institutions	1. Internal and external support services facilitated by June, 2017	

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