

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

e-Government Authority



**Strategic Plan
2021/2022 – 2025/2026**

April, 2021

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



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LIST OF ABBREVIATIONS

AIDS	Acquired Immune Deficiency Syndrome
BCP	Business Continuity Plan
CAG	Controller and Auditor General
CCM	Chama cha Mapinduzi
DCS	Directorate of Corporate Services
DCSM	Directorate of Compliance and Security Management
DIO	Directorate of Infrastructure and Operations
DSM	Directorate of Services Management;
DG	Director General
EAC	East African Community
e-GA	e-Government Authority
eGA	e-Government Agency
e-GovRIDC	e-Government Research, Innovation and Development Centre
FAM	Finance and Accounts Manager
FYDP III	Five years Development Plan Phase III
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
GovNET	Government Communication Network
HIV	Human Immunodeficiency Viruses
HPMU	Head of Procurement Management Unit
ICT	Information Communication Technology
KPIs	Key Performance Indicators
LTPP	Long Term Perspective Plan
LU	Legal Services
M&E	Monitoring and Evaluations
MoFP	Ministry of Finance and Planning
MoUs	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
MTSP	Medium Term Strategic Plan
NACSAP III	National Anti-Corruption Strategy and Action Plan Phase III 2017-2022
NCD	Non Communicable Diseases
NSAs	Non State Actors
OPRAS	Open Performance Appraisal System
PMS	Performance management systems

PO-PSMGG	President's Office, Public Service Management and Good Governance
PPRA	Public Procurement Regulatory Authority
SADC	Southern Africa Development Cooperation
SDGs	Sustainable Development Goals
SWOC	Strength, Weaknesses, Opportunities and Challenges
TDV-2026	Tanzania Development Vision 2026
TR	Treasury Registrar



MESSAGE FROM THE PERMANENT SECRETARY FOR THE BOARD OF DIRECTORS

The work of the e-Government Authority is to determine and promote new and improved ways of public administration through usage of technology which is expected to result into not only enhanced provision of interactive services to public servants and citizens but also a secured information through a spectrum of well managed infrastructure which will foster the economic growth, and reduce vulnerabilities through digitalization of public service delivery with a purpose of enabling the nation Realizing Competitive Economy and Industrialization for Human Development.

It is from this people-based perspective that the Board guides the Authority to take an approach which is proactive and developed from a customer-centric viewpoint. Therefore, this Five Year Strategic plan (2021/2022 – 2025/2026), establishes a robust operational foundation whose key objectives are improving the public institutions' capacity as well as enhancing coordination, management and compliance to e-Government initiatives in the public service delivery;

The Board of Directors of the Authority, provide guidance and oversight for this technologically focused organization with a full mindset that it is the people of Tanzania (citizens and public servants), who will benefit from the work of this Authority in terms of increased efficiency in the public service delivery that will result in reduced governmental operational costs as well as greater reliability, transparency and accountability.

Conclusively, the Board would like to express its gratitude for the support from the Government through the President's Office Public Service Management and Good Governance, that has been provided to the management of the former e-Government Agency whose tireless efforts that they injected in the previous two strategic periods i.e (2012/13 – (2016/17) and (2016/17 – 2020/21) have paved a way for a smooth transformation to this Authority.

It is our great hope that the same support will be accorded to the management as well as Board of Directors of e-Government Authority who are committed to ensuring that all the Tanzanian citizens benefit from the efficient and effective public service delivery enabled by ICT.


 Dr. Laurean J. P. Ndumbaro
BOARD CHAIRPERSON
 e-GOVERNMENT AUTHORITY

PREFACE

This Strategic Plan is the first for e-Government Authority as established under the e-Government Act, No. 10 of 2019. It gives a reflection of the Authority's alignment and domestication of national frameworks to set up its priorities with regard to provision of e-Government services to Public Institutions as an implementation arm of the Government in relation to conscious ICT use. The strategy is geared towards enforcing compliance to policies, laws, regulations, standards and guidelines, improving coordination and harmonization of e-Government initiatives across Public institutions and other stakeholders.

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 Authority's broad direction forward towards implementation of the National Five Year Plan Phase III, Ruling party manifesto for the general election of year 2020. Sustainable implementation of e-Government initiatives requires holistic planning, stable financing mechanisms for maintenance of developed systems and infrastructure as well as capital investments on new developments by their respective merits.

On the other hand, this Strategic Plan gives prominence to the values of integrity and accountability in service delivery to ensure that the Authority remains a strong and credible institution. We believe that our actions in response to the needs and expectations of our stakeholders must be effective and timely while accepting that Management and Staff excellence is also essential for realization of the Authority's vision.

The plan therefore responds to the different stakeholders' needs and expectations based on the experience from the former e-Government Agency, and puts forward mission and vision of the newly established e-Government Authority. The role of the Authority is to focus on its mission, to provide a regulatory enabling environment to public institutions through coordination, oversight and promotion of conscious ICT usage for improvement of public service delivery. This will be realized through strengthening the capacity of Public Institutions on provision of quality and effective e-Services to the Public.

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



Dr Jabiri Kuwe Bakari
DIRECTOR GENERAL

EXECUTIVE SUMMARY

This is the Strategic Plan of the Authority for the years 2021/2022 – 2025/2026. It has been prepared based on the experiences and challenges gathered from implementation of the former e-Government Agency Strategic Plans of (2012/2013 – 2016/2017) and (2016/2017 – 2020/2021). The plan takes into consideration the Authority's mandate, roles and functions. It is aligned to the aspirations of SDGs (Goal No. 9), Regional Frameworks Tanzania Development Vision (TDV-2025), National Planning Framework perspectives, Government Notice No. 144 published on 26th April 2016, the National ICT Policy 2016, e-Government Act, No. 10 of 2019, the Ruling party (CCM) manifesto for the general elections of the year 2020 and the President's speech during inauguration of the 12th National Assembly on 13th November, 2020. Its preparation has involved Management and Staff of the Authority, a team of experts from other Public Institutions as well as other stakeholders.

Development of the plan involved revisiting the situation by critically identifying the past, current and future e-GA environment. The Strengths, Weaknesses, Opportunities and Challenges (SWOC) analysis was conducted whereby the environment scan done gave rise to the critical issues which were instrumental to the development of the vision, Mission, Core values, outcome based Objectives, Strategies and smart Targets of the Authority.

The following are the identified critical issues that have formed the basis for developing objectives for the five years period:

1. Enhancing protection as well as strengthening the principles of dignity, equality, justice and good governance and thereby aid to maintain peace, unity and solidarity of our Nation. (Chapter 8 (a) of the Summary of the CCM election Manifesto for the Year 2020 - 2025);
2. Encouraging the use of research, science, technology and innovation as a tool for rapid socio-economic development. (Chapter 8 (e) of the Summary of the CCM election Manifesto for the Year 2020 - 2025);
3. Promoting modern, integrated, inclusive and competitive economy built on the foundation of industry, economic services and enabling infrastructure. (Chapter 8 (b) of the Summary of the CCM election Manifesto for the Year 2020 - 2025);
4. Establishing the resource mobilization mechanisms to fund the Authority operations;
5. Promoting adoption of e-Government to public institutions for delivering e-services to the general population;
6. Enforcement of cyber security threats interventions;
7. Improving ICT governance and human resources competency in public institutions;

8. Enhancing e-Government technical support and advisory services;
9. Developing and operationalizing the framework for collaboration with Academia and Research Community;
10. Participating in Bilateral and Multilateral e-Government cooperation opportunities.

The plan presents Six Strategic Objectives that the Authority will pursue in the five years period i.e. from 2021/2022 to 2025/2026 in order to address the aforementioned critical issues:

- A. HIV & AIDS infection and Non-communicable Diseases (NCD) 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 e-Government policies, laws, regulations, standards, and guidelines in Public Institutions enhanced;
- E. e-Government Research, Innovation and Development enhanced;
- F. Capacity of e-GA to carry out its mandate enhanced.

In order to achieve the above objectives, strategies were developed which are the priority areas that the Authority through its Units and Sections will focus on to operationalize its plans. These strategies bring the means of adopting the interventions that are geared towards ensuring that e-Government initiatives are implemented in an integrated manner to meet the requirements of different e-Government Stakeholders thereby enabling them to contribute to the national development with specific emphasis on combating cyber security threats, resources sharing, and compliances to laws, regulations, standards and guidelines in e-service delivery.

The financing of this Strategic Plan will be accomplished through the Medium-Term Expenditure Frameworks (MTEF) for the 3 years period in a rolling and forward budgeting approach in each financial year.

Chapter One

INTRODUCTION

1.1 Background

The e-Government Authority (e-GA) is established under the e-Government Act, No. 10 of 2019. It is a public institution mandated to co-ordinate, oversee and promote e-Government initiatives as well as enforce e-Government related policies, laws, regulations, standards and guidelines in public institutions. Establishment of the Authority in 2019 makes this Strategic Plan to be the first and therefore sustains e-government Agency intervention and borrows a leaf from its plan since the subject matter of the two institutions are almost the same but differs in the mandate.

The e-Government Authority (e-GA) is a succeeding institution to e-Government Agency which graduated after enactment of e-Government Act, No. 10 of 2019. With all the achievements under the presiding institution coupled with challenges encountered, the plan of the new institution needs to address the following way forward; sustain successful initiatives (e-Government shared systems and infrastructure; e-Government Standards and Technical Guidelines; e-Government capacity building initiatives; e-Government Cyber Security Strategy; etc) and mitigate challenges (e-Government implementations Silos, Duplications, noncompliance of e-Government Legislations) that justified establishment of the new institution.

1.2 Mandate

The e-Government Authority is established under the e-Government Act, No. 10 of 2019 which identifies it as a public institution mandated to co-ordinate, oversee and promote e-government initiatives, as well as enforce e-government related policies, laws, regulations, standards and guidelines in public institutions.

1.2.1 Roles, Functions and Power of the Authority

1.2.1.1 Roles, Functions

The roles and functions of e-GA as stipulated in the e-Government Act, No. 10 of 2019 are:

- i. To promote and provide quality e-Government services to Public Institutions;
- ii. To enforce compliance by Public Institutions to the National ICT Policy, e-government related Policies, Laws, Regulations, Standards and Guidelines during planning, acquisition, implementation, delivery, support and maintenance of ICT infrastructure and systems;
- iii. To provide guidance and assistance on e-government initiatives to Public Institutions;
- iv. To approve the hardware and software to be used by Public Institutions;

- v. To promote co-operation and co-ordination among users and providers of ICT services in Public Institutions;
- vi. To ensure end-to-end visibility of Government ICT systems and other systems offering services to the Government including undertaking periodic audits to them;
- vii. To ensure integration and interoperability of the Government ICT systems and other systems offering services to the Government;
- viii. To enhance capacity of Public Institutions to implement e-government initiatives;
- ix. To set Technical Standards and Procedures for information and communication technology, planning, acquisition, implementation, acceptance, support, sustenance, disposal, risk management, data protection, security and contingency management for public institutions;
- x. In collaboration with other relevant authorities, to undertake ICT systems audit and ICT security assessments on Government ICT systems and other private ICT systems offering services to the Government;
- xi. To facilitate Public Institutions to access shared ICT infrastructure and systems;
- xii. To monitor and evaluate e-government implementation in Public Institutions;
- xiii. To facilitate and support implementation of all sector specific, ICT systems and services;
- xiv. To advise the Government on implementation of e-government;
- xv. To facilitate public access to e-government services;
- xvi. To provide technical advice on ICT on human resources recruitment and development in Public Institutions;
- xvii. To promote e-Government Research, Development and Innovation in Public Institutions;
- xviii. Establish and maintain secure shared Government ICT infrastructure and systems;
- xix. To develop mechanisms for enforcement of ICT Security Standards and Guidelines, provision of support on ICT Security Operations, and implementation of Government-wide Cyber Security Strategies;
- xx. To provide technical advice on Government business process re-engineering and integration; and
- xxi. To perform such other functions as may be conferred to the Authority by this Act or any other written law.

1.2.1.2 Power of the Authority

The Authority shall, in the performance of its functions under this Act have powers to:

- a) Demand any information, document, record or report in respect of any ICT related system, infrastructure, project or initiative from any public institution;

- b) Commission or undertake investigations or performance audits on any ICT project, systems and infrastructure in the public institutions;
- c) Inspect any ICT project, systems and infrastructure to ensure compliance with e-Government standards and guidelines by any public institution;
- d) Manage complaints related to e-Government services from public, service providers or any other person;
- e) Commission or undertake any study relevant to the determination of any decision made in executing ICT projects in the public institutions;
- f) Stop any implementation of ICT project by public institution which is not in compliance with e-Government standards and guidelines;
- g) Demand physical or logical access to any public institution ICT systems, infrastructure, or networks for the purposes of conducting ICT audits or ICT security assessments.
- h) Require any public institution to:
 - i. Furnish any information or produce any record or any document relating to ICT projects, systems or infrastructure; or
 - ii. Answer all relevant questions relating to e-Government initiatives;
- i) Examine records or other documents and take copies or extracts therefrom; and
- j) Request any professional or technical assistance from any appropriate body within or outside the United Republic.

1.3 The Purpose of the Plan

This plan has been prepared with a view to guiding e-GA in the five years of implementation of its strategic roles and functions. It is also aimed at creating a common understanding amongst e-GA Staff with the view to enhancing their collective responsibility in performance of core functions of the Authority.

1.4 Approach

This Plan has been developed in accordance with the Medium-Term Strategic Plan, Budget Guidelines and Manual issued by President's Office Public Service Management and Good Governance (PO-PSMGG). Furthermore, the participatory approach involving e-GA and facilitators from the PO-PSMGG was applied. In addition to that, some high ranked stakeholders were involved in its perfection to ensure that their needs and expectations are adopted. Adherence to the guidelines enabled preparation of the plan that conforms to the public institution Strategic Plans' requirements.

1.5 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 Authority, the 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 Authority Services and provides linkage between the six objectives with the National Planning Frameworks. It also encompasses the Results Framework and describes how the plan will be monitored, reviewed and evaluated. The Organizational Structure is annexed.



Chapter Two

SITUATION ANALYSIS

This chapter gives a brief description of facts behind the plan of the new institution known as e-Government Authority which has been established by the e-Government Act. No. 10 of 2019. It also gives out analysis and choices to be addressed in the Plan as way forwards generated in reviews and other results because it isn't just a process but means to generate options. Its components are Current Vision, Mission and core value of the existing plan documents such as current Strategic Plan and Structure; Review of Relevant Information such as Results of Institution Service delivery Surveys and its Self-Assessment; Performance Reviews; Stakeholders Analysis; SWOC Analysis; Recent initiative for improving Performance; and Critical Issues. The chapter gives answers for fundamental question about e-Government Authority in an analytical way and show where it came from; where it now; where it is going; and choices it expect to use in the strategic period ahead that is 2021/22 and 2026/26.

2.1 Review of Relevant Information

2.1.1 Tanzania Development Vision 2025 (IDV 2025)

As stipulated in strategy IV that strengthen promotion of Information and Communication Technologies (ICTs) as one of the driving forces for the realization of the vision.

2.1.2 Ruling Party Manifesto for General Election of Year 2020

The Ruling Party Election Manifesto (2020) cited two major areas of concern for e-GA which are in article 102 (d) and 103 (a) to (e) which are both on adoption of Science, Technology and Innovation. The centre of argument is on digital technology and digital economy but for all, e-GA is going to prioritize internal capacity development and contribution of e-government in improvement of public service delivery and promotion of good governance.

2.1.3 Five Years Development Plan III (FYDP III)

The Plan intends to optimize Science, Technology and Innovation. Experience has shown that, Tanzania has enjoyed a rapid utilisation of evolving digital technologies in communication and production to leapfrog competences in various sectors of the economy. Digital technologies are now present in multiple sectors of the economy and in social life, from telecommunications and finance, to governance, marketing and service delivery. While digital technologies have endured unqualified success in areas such as mobile payments and financial intermediation, their influence has been limited on other key components of the competitive ecosystem including

e-commerce and digital land registration. Given the scale of developmental challenges, digital technologies remain Tanzania's best platform for unlocking value in its resource-based industrialisation strategy within the timeframe of the FYDP III.

The plan whose theme is Realising Competitive Economy and Industrialisation for Human Development has identified

- (a) Human capital enhancement
- (b) Enabling business/investment environment, and
- (c) Digital revolution (also known as 4th Industrial Revolution) as among important competitiveness drivers.

In ensuring that their interaction may render Tanzania enhanced economic growth activities that are carried out by (competitive) enterprises; Digital revolution (also, digitalisation) includes current and rapidly growing range of new technologies based on digital applications that are accelerating efficiency in production, services and governance systems. These include innovation like robotics, artificial intelligence (AI), the "internet of things" (IoT), industrial biotechnology, nanotechnology and advanced materials, cloud computing, block chain, energy storage, 3D printing, Big Data, to mention just a few.

FYDP III has identified Key Interventions below that e-GA needs to borrow a leaf in the perspective of public service;-

- (i) Increase number of internet users
- (ii) Encourage STI capabilities (training in related STI disciplines- STEM, increasing ICT application in production; industrial R&D institutions)
- (iii) Identify and register all ICT technicians and professionals and Invest in ICT Human Resources together with promotion of R&D and Innovation in ICT
- (iv) Provide safe and secure communication services
- (v) Encourage local manufacturers of ICT equipment and its end life management
- (vi) Secure international scientific and technical cooperation agreements
- (vii) Promote new products, processes, patenting (innovation)
- (viii) Establish and Operationalize the Centre of Excellences
- (ix) Promote online business to enhance service delivery.

2.1.4 National ICT Policy, 2016

This calls for strengthening institutions responsible for coordinating, providing oversight, regulating, promoting and enforcement of e-government and other e-services initiatives;

2.1.5 Government Notice No. 144 Published on 26th April 2016

The Authority shall be working under the Minister responsible for e-Government who by the law so called (Discharge of Ministerial Functions) Act (Cap. 299), Public Service Management and Good Governance is responsible for Policies on e-Government. Therefore, the Authority shall on regular basis share the implementation status in expediting e-Government initiatives.

2.1.6 National Anti-corruption Strategy Action Plan Phase Three (NACSAP III)

Corruption in all forms of its evils has to be dealt with serious collaborative importance, continuing to mainstream issues of ant-corruption interventions in the annual plans and budgets shall be given special attention in e-GA. As a way forward, the objective on implementation of ant-corruption strategy shall have to be sustained and enhanced further. Also, domestication of the same through a workplace policy shall be adopted and implemented.

2.2 Best Practices And Benchmarking

2.2.1 Sustainable Development Goals (SDGs) (Goal No. 9)

Build resilient infrastructure, promote sustainable industrialization and foster innovation.

2.2.2 Regional Frameworks (EAC, SADC etc.)

Effective participation in regional and international integration of ICT initiatives, which hinders opportunities for network creation and collaboration.

2.3 Stakeholders Analysis

The analysis involves identification of stakeholders, the services that e-GA offers to them as mandated by the law and analysis of their respective needs and expectations, finally ranking them through looking at the effect of not addressing their needs and expectations.

2.3.1 Employees

- (i) Suppliers and Service Providers
- (ii) Regulators
- (iii) Public Institutions (G2G)
- (iv) Citizens (G2C)
- (v) Academia and Research Community
- (vi) Government Employees (G2E)
- (vii) Judiciary
- (viii) Parliament and Politicians
- (ix) Parent Ministry
- (x) Non-State Actors

- (xi) Media
- (xii) Development Partners
- (xiii) International, Regional and other bodies

The analysis was performed by examining the services offered to stakeholders with respect to their needs and expectations as indicated in table 1 below. Furthermore, the ranking has been shown by consideration of effect to service delivery if their needs and expectations will not be met.

Table 1: Stakeholders Analysis

Stakeholders	Services Offered	Stakeholders Needs and Expectations	Ranking of stakeholders (H- High; M-Medium; L-Low)
Employees	<ul style="list-style-type: none"> • Coordination of Human Resource Management Policies and Procedures services • Offering administrative services to Departments and units • Dissemination of service delivery survey reports to stakeholders • Prepare human resources development plan and co-ordinate its implementation; • Co-ordinate preparation of personal emolument estimates; • Facilitate and co-ordinate implementation of performance management systems (PMS) in line with staff regulations; • Facilitate employee's relations and welfare including health, safety, sports and culture • Offering administrative services to Departments and units 	<ul style="list-style-type: none"> • Fulfilling employees' personal objectives • Conducive working environment • Security of tenure • Timely HR information and services • Transparency and participation in institutional decision making • Continuous training and career • Timely, updated and clear e-Government advisory services • Conducive working environment development 	H
Suppliers and service providers	<ul style="list-style-type: none"> • Provision of information on goods and services needed. • Administering procurement process • Process payments for goods and services delivered 	<ul style="list-style-type: none"> • Transparency on service requirements and accountability on requests • Fairness in procurement processes and allowing competitive decision; • Prompt, smooth and fair payment modalities • Involvement and participative business environment 	H
Regulators	<ul style="list-style-type: none"> • Provision of required information on e-Government 	<ul style="list-style-type: none"> • Compliance on policies, rules, regulations, standards and guidelines • Accessible, timely, reliable and accurate e-Government related information 	H

Stakeholders	Services Offered	Stakeholders Needs and Expectations	Ranking of stakeholders (H- High; M-Medium; L-Low)
Public Institutions (G2G)	<ul style="list-style-type: none"> • e-Government infrastructure and other shared resources • System development, deployment and integration • Provision of e-Government standards and guidelines • ICT systems and infrastructure audit and quality assurance • Cyber security support and quality assurance • e-Government capacity building backstopping • Provision of consultancy, advisory and Technical support on e-Government initiatives • Various ICT technological updates • Platform to provide access to information, documents and e-services for identification, verification and validation from key e-Government systems or provision of services 	<ul style="list-style-type: none"> • Timely, updated and clear advisory services • Easy access to e-Government related information • Secured, reliable, interoperable and integrated e-Government systems 	H
Citizens (G2C)	<ul style="list-style-type: none"> • Platforms to enable access to information, documents and e-services • Awareness on e-Government initiatives. 	<ul style="list-style-type: none"> • Accessible, timely, reliable and accurate e-Government related information • Transparency and accountability in operations • Efficient mechanisms for handling customers. 	M
Academia and Research Community	<ul style="list-style-type: none"> • Provision of platforms to enable access to information, documents and e-services • Provision of e-Government research and innovation opportunities • Provision of practical training opportunities and internship 	<ul style="list-style-type: none"> • Accessible, timely, reliable and accurate e-Government related information • Standard and transparent engagement procedures • Professional practices for undertaking researches • Collaboration and partnership on e-Government initiatives 	H
Government Employees (G2E)	<ul style="list-style-type: none"> • Capacity building on e-Government initiatives • Platforms to enable access to information, documents and e-services relating to employment • Information systems for Government employees • Capacity building • Working tools and facilities • Incentives, promotions and recognition 	<ul style="list-style-type: none"> • Capacity building in e-Government type of support 	H
Judiciary	<ul style="list-style-type: none"> • Provision of strategic legal services and custodianship of legal documents • Manage and co-ordinate litigations and other proceedings which e-GA is a part • Represent the Authority in arbitration and re-conciliation; 	<ul style="list-style-type: none"> • Reduced complaints across justice system 	H

Stakeholders	Services Offered	Stakeholders Needs and Expectations	Ranking of stakeholders (H- High; M-Medium; L-Low)
Parliament and politicians	<ul style="list-style-type: none"> Responding to Parliamentary committees' queries Provision of platforms to enable access to information, documents and e-services Plans and performance reports 	<ul style="list-style-type: none"> Transparency and accountability in managing resources Assurance of value for money Timely submission of plans and performance report Provision of awareness trainings on e-Government initiatives 	H
Parent Ministry	<ul style="list-style-type: none"> Plans and performance reports Information on e-Government initiatives e-Government technical support and advisory Technical backstopping on e-Government initiatives 	<ul style="list-style-type: none"> Timely submission of plans and performance reports Compliance to laws, regulations, guidelines and standards Timely and effective implementation of e-Government initiatives 	H
Non State Actors	<ul style="list-style-type: none"> Provision of platforms to enable access to information, documents and e-services Collaboration and involvement in various e-Government initiatives Awareness on e-Government initiatives 	<ul style="list-style-type: none"> Accessible, transparent, user friendly, timely, reliable, convenient and accurate e-Government related services. Improved Government ICT services which cater for people with special needs 	L
Media	<ul style="list-style-type: none"> Information and reports on e-Government initiatives Awareness on e-Government initiatives 	<ul style="list-style-type: none"> Involvement in making the public aware of existence and how to access developed e-Government services. Accessible, transparent, user friendly, timely, reliable, and accurate e-Government related information 	M
Development Partners	<ul style="list-style-type: none"> Provide them with information related to plans and financial requirements for e-Government development initiatives Provide access to e-Government fora 	<ul style="list-style-type: none"> Sharing of plans Accessible, timely, reliable and accurate e-Government related information Adherence to MoUs and other agreements Involvement in monitoring, evaluation and reporting mechanism 	M
International, Regional and Other Bodies	<ul style="list-style-type: none"> Provide best practices reports Issuance of invitation to e-Government fora 	<ul style="list-style-type: none"> Accessible, timely, reliable and accurate e-Government related information Adherence to MoUs and other agreements 	M

2.4 Strengths, Weaknesses, Opportunities, Challenges (SWOC) Analysis

SWOC analysis was performed using the Balanced Scorecard thereby addressing the area of Human Capital Management, Customer Management, Business Processes and Financial Management as indicated in Table 2. This was done to determine area of improvement and leverage on available opportunities.

2.4.1 Strengths

- Availability of skilled human resource
- Availability of experienced and innovative staff
- Presence of motivating e-GA Scheme of Service and salary structure
- Presence of Succession Plan
- Presence of Medium-Term Human Resource Training Plan with mostly young staff
- Presence of pro-active and committed leadership
- Presence of comprehensive Human Resource Plan
- Presence of collaborative tools for management
- Existence of Customer support System (Helpdesk) for handling e-Government related complaints and providing technical support to customers
- Existence of systems for providing information on e-Government related initiatives e.g. websites
- Presence of implementable Client Service Charter
- Existence of e-Government Communication Strategy
- Existence of shared and secured ICT systems and infrastructure to support public service delivery.
- Well Stream-lined internal processes, procedures and guidelines.
- Existence of well-defined organizational structure.
- Presence of e-Government standards and guidelines for Public Institutions.
- Presence of e-Government management tools.
- Government Cyber security operation center
- Automated financial management system
- Presence of planning, budgeting and reporting guidelines and procedures
- Presence of Risk Management Framework.
- Establishment of e-Government Research, Innovation and Development Centre
- Collaboration with High Learning Institutions (HLIs) and other Research, Innovation and Development Institutions (RI&Ds) on e-Government related issues

2.4.2 Weaknesses

- Predictable insufficient number of staff to meet the ever-growing demands of e-Government services
- Minimum range of age group structure of Human Resource

- Limited awareness of e-Government services created for stakeholders
- Limited customer satisfaction survey
- Un-acceptability and non-sustainability of use some system to reach e-Government customers
- Inadequate comprehensiveness of mechanism to involve various stakeholders in the implementation of e-Government initiatives.
- Inadequate efforts for providing information to public institutions on e-Government initiatives
- Inadequate implementation of Business Continuity Plan (BCP)
- Mechanisms for financial resource mobilization
- Internal control framework
- Inflexibility of public procurement processes
- Few resources to support Capacity building to meet pace Technology changes
- No National coordinated mechanism of exposing the researchers from HLIs on Technology issues based on national challenges.

2.4.3 Opportunities

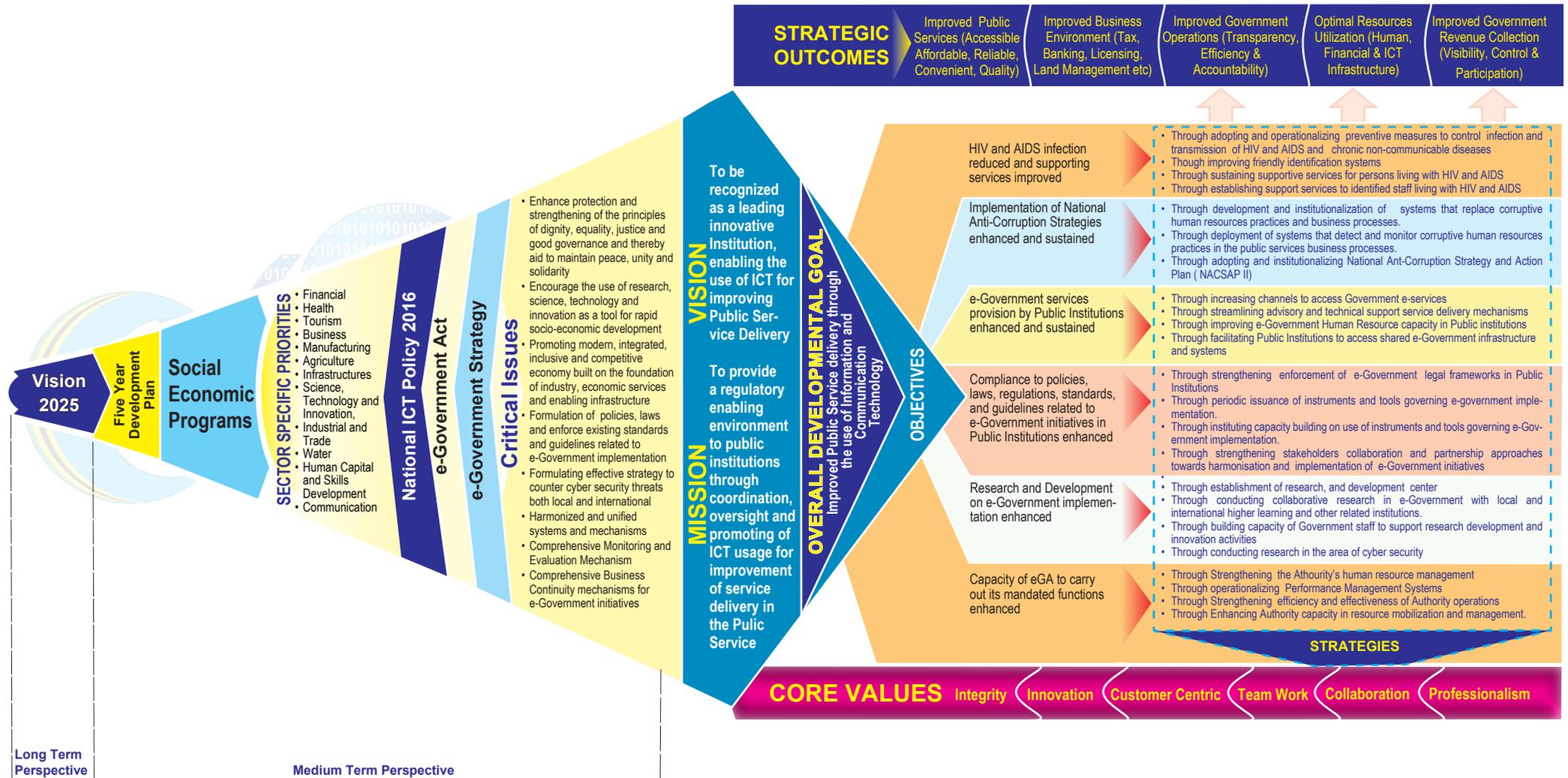
- Potential of building capacity from ICT industry best practices
- Possibility of collaboration with internal and external stakeholders in knowledge sharing
- Supportive environment from the Parent Ministry
- Existence of policies, laws and regulations on Human Resource matters
- Availability of skilled human resource from the labour market and training institutions
- Availability of ICT professionals in academia and private sector ready to work with e-GA
- Existence of capacity building programs for handling customer issues
- Existence of best practices in customers services management
- Existence of appropriate ICT supportive products
- High expectation from e-Government services stakeholders
- User friendliness of e-GA systems by people to system established to e-Services
- Existence of systems and infrastructure in the public services to support e-Government services.
- Existence of guidelines for reviewing and improving business processes in Public Institutions
- Existence of Management Standard Checklist
- Existence of ICT legislation
- Existence of Regional and global e-Government best practices
- Existence of open source software
- Existence of e-Government cyber security strategy
- 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
- Existence of financial, procurement, planning and budgeting guidelines in the public service.
- Existence of international reporting standards
- Existence of subvention from the Government and other financial support for development
- Existence of other financial systems
- Presence of e-Government Research, Innovation and Development Centre, High Learning Institutions (HLIs) and other Research, Innovation and Development Institutions (RI&Ds) that have capacity in conducting researches
- Changing Technology that creates Opportunities of improving services and service delivering channels
- Readiness of HLIs and other RI&Ds in establishing collaboration in conducting researches
- Willingness of Government. to support RIDs
- Presence of National Research and Innovation Policy.

2.4.4 Challenges

- 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.
- Presence of other staff motives that affect retentions
- Possibility of poaching e-GA experienced staff by other institutions
- Lack of a formal professional networking for e-Government performance
- Customer readiness to change toward e-Government services
- Inadequate ICT skills in Public Institutions to support e-Government initiatives
- Increasing global cyber security threats
- Interoperability and integration of key systems for achieving e-Government initiatives
- Harmonization and unification framework for population register.
- Silo based e-Government initiatives that lead to duplication of efforts
- Cumbersome business processes
- Improper documentation of Public Institution's business processes
- Dynamism of technology
- Increasing global cyber security threats
- Inadequate local resources for sustainable ICT investments
- Laxity to change from old manual approaches to e-Service enabled technologies

e-GOVERNMENT AUTHORITY (e-GA) STRATEGIC PLAN MAP - 2021/2022 – 2025/2026



- Persistent influence of vendor/donor driven on e-Government implementations
- Mismatch between finances and e-Government sector priority dynamisms
- ICT infrastructure uses foreign currencies which are normally unstable.
- Fast pace of changing Technology that is associated with Technology Threats as well as missed Opportunities of improving services and service delivering channels when not properly used or deployed
- Increasing Demand for better & improved services from Public Institutions by Citizen and Community (could be G2C, G2G, G2B, G2E)
- Dependency and increasing Integration/Interoperability of service delivery channels between Government Sector and Private Sector.

2.5 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 to fund the Authority operations
2. Promoting adoption of e-Government initiatives to public institutions for delivering e-services.
3. Enforcement of cyber security threats interventions.
4. Harmonizing and unifying infrastructure and systems to support integration and interoperability.
5. Instituting a comprehensive Business Continuity Monitoring and Evaluation Mechanism by engaging stakeholders to e-Government services.
6. Improving ICT governance and human resources competency in public institutions.
7. Enhancing e-Government technical support and advisory services.
8. Develop and operationalize the framework for collaboration with Academia and Research Community
9. Participating in Bilateral and Multilaterals e-Government cooperation opportunities.
10. Domestication of cross cutting national policies at Institutional level.

Chapter Three

THE AUTHORITY'S PLAN

This chapter provides for the Authority's vision, mission, core values, objectives and their rationale, strategies, targets and key performance indicators. In developing this Strategic Plan a due consideration was given to the National, International and Regional framework documents in order to align and map services and goods (outputs) to be delivered so as to produce outcomes that support the national objectives. The said documents include:

- a) Sustainable Development Goals (SDGs goal No. 9);
- b) The National ICT Policy 2016;
- c) Government Notice No. 385 published on 7th May 2021;
- d) Tanzania Development Vision (TDV - 2026);
- e) e-Government Act, No. 10 of 2019;
- f) The CCM Manifesto for the election of the year 2020; and
- g) The President's speech during inauguration of the National Assembly on 13th November, 2020.

3.1 Vision and Mission

3.1.1 Vision

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

3.1.2 Mission

To provide a regulatory enabling environment to public institutions through coordination, oversight and promoting of ICT usage for improvement of service delivery in the Public Service.

3.2 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 organizational 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 realization that we are dependent with each other for e-Government success;
- vi. **Professionalism:** We maintain high quality work and delivering exceptional services to clients.

3.3 Objectives

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

- A. HIV & AIDS and Non-communicable Diseases (NCD) infection reduced and supporting services improved.
- B. Implementation of National Anti-Corruption Strategies enhanced and sustained.
- C. e-Government services provision to public institutions enhanced and sustained.
- D. Compliance to e-Government policies, laws, regulations, standards, and guidelines in Public Institutions enhanced.
- E. e-Government Research, Innovation and Development enhanced.
- F. Capacity of e-GA to carry out its mandate enhanced.

3.3.1 Objective A: HIV & AIDS and Non-communicable Diseases (NCD) 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 & AIDS and Non-communicable Diseases (NCD) have 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 & AIDS and Non-communicable Diseases (NCD) and 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 & AIDS and Non-communicable Diseases (NCD) 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. Adopting preventive measures to control Non-communicable diseases and infection and transmission of HIV & AIDS;

- ii. Sustaining supportive services for persons living with HIV and AIDS and non-communicable diseases.

Targets

- i. HIV & AIDS and NCD prevention capacity amongst 360 e-GA staff built by June, 2026,
- ii. HIV & AIDS and NCD support services monthly provided by June, 2026.

Key performance indicators

- i. Percentage of staff attended voluntary counseling and testing for HIV & AIDS and NCD;
- ii. Percentage of staff receiving support services.

3.3.2 Objective B: Implementation of National Anti-Corruption Strategies enhanced and sustained

Rationale

The Government developed the National Anti-Corruption Strategy and Action Plan Phase III 2017-2022 (NACSAP III) which aims at reducing corruption through strengthening transparency and accountability which will enhance protection and strengthening of the principles of dignity, equality, justice and good governance and thereby aid to maintain peace, unity and solidarity of our Nation as put forward in "Chapter 8 (a) of the Summary of the CCM Election Manifesto 2020-2026". Being one of public institutions, e-GA is not an excused area for this National problem such that leveraging good governance in delivering the public service is crucial in creating trust of the citizens to the Government. It is one of the commitment of the government which is a key element every institution should adopt as a pillar of good governance.

e-Government Authority has adopted NACSAP III into this plan. Coordination of projects execution by Public Institution involves transactions between parties which in the nature and scope of the business is prone to unethical behavior. By implementing good governance and Accountability, the Authority will uphold the rule of law, democracy, effectiveness, predictability, transparency and inclusiveness, thus minimizing corruption practices as well as all related unethical behaviors at all levels.

On the other hand, deployment of the shared systems where human intervention are replaced by automated systems in delivering public services will possibly reduce corruption and other unethical practices.

The Authority will employ the following strategies:

Strategies

- i. Developing and institutionalizing systems that reduce corruptive human resources practices and business processes.

- ii. Strengthening mechanisms that will maintain highest integrity in performance for the e-GA staff.

Targets

- i. Three (3) ICT based Human Resource Management systems that reduce corruptive practices deployed by June, 2026.
- ii. e-GA integrity committee quarterly reports prepared and disseminated by June, 2026.

Key Performance Indicators

- i. Number of corruption cases proved.
- ii. Percentage Level of customer's satisfaction.

3.3.3 Objective C: e-Government services provision by Public Institutions enhanced and sustained

Rationale

The majority of population prefers convenient and less expensive ways of accessing services including Government services provided by public institutions. Significant progress has been done in enhancing the capacity of public institutions to deliver e-Government services through established e-government shared systems and infrastructure. Furthermore, consultancies, advisories and technical supports have over time been delivered to scale out the capacity of public institutions of delivering citizenry e-services.

Despite the past efforts, more is demanded on the ground that e-Government Authority will continue to address so as to ensure that scaling up of e-services by public institutions is delivered within the acceptable means and at less cost so as to ensure that promotion of a modern, integrated, inclusive and competitive economy is being built on the foundation of industry, economic services and enabling infrastructure is being achieved as put forward in "Chapter 8 (b) of the Summary of the CCM Election Manifesto 2020-2025".

Given the importance of e-Government in facilitating public service delivery, e-GA is committed to undertake a number of interventions to enable public institutions to deliver efficiently and effectively using e-services through:

Strategies

- i. Increasing channels to access Government e-services;
- ii. Streamlining consultancy, advisory and technical support service delivering mechanisms;
- iii. Improving e-Government Human Resource capacity in public institutions;
- iv. Facilitating public institutions to access reliable and secured shared e-Government infrastructure and systems;

- v. Strengthening coordination of cyber security initiatives in Public Institutions.

Targets

- i. Mobile platform managed and maintained annually by June, 2026;
- ii. Consultancies, advisories and technical support services to 500 Public institutions provided by June 2026;
- iii. Shared systems for public institutions annually facilitated by June, 2026;
- iv. Shared data center infrastructure for public Institutions developed and maintained by June, 2026;
- v. Government Network infrastructure for public institutions annually maintained by June, 2026;
- vi. Capacity to implement e-Government initiatives imparted to 500 public institutions by June, 2026;
- vii. e-Government Annual professional networking meetings facilitated by June, 2026;
- viii. Government authentication infrastructure deployed and annually operationalized by June, 2026;
- ix. Government central electronic data exchange platform developed and annually operationalized by June, 2026;
- x. Government Communication Network connected to 500 Public institutions by June, 2026;
- xi. e-Government Frameworks for stakeholders' cooperation developed and annually operationalized by 2026;
- xii. Government wide security awareness campaign annually conducted to June, 2026.

Key Performance Indicators

- i. Number of Public Institutions provided with protective Security Services
- ii. Number of Institutions using shared e-Government resources
- iii. Number of new Shared e-Government System developed
- iv. Number of ICT systems exchanging Information Smoothly.

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

Rationale

e-Government initiatives have the purpose of simplifying public service delivery to citizens using ICT. Government service providers are multiple in nature even though most of them serve the same community.

Existence of multiple service providers have potential for duplication and

multiplication whose effects are inconvenience and cost. If not checked through enforcement of compliance to specific policies, laws, regulations, standards and guidelines which are the tools for alleviation of the challenges inherent in the lack of coordination there will be persistence of the problem.

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

Strategies

- i. Strengthening Monitoring and Evaluation for e-Government initiative to public service implementation
- ii. Issuing of standards and guidelines for e-government implementation periodically.

Targets

- i. Government Information Systems and Infrastructure Compliance Assessment Plan Annually implemented by June, 2026.
- ii. e-Service Framework annually implemented by June, 2026
- iii. ICT Infrastructure Framework annually implemented by June, 2026
- iv. Interoperability framework annually implemented by June, 2026
- v. e-Government initiatives Monitoring and Evaluation framework annually implemented by June, 2026;
- vi. Capacity to 500 Public Institutions of using Standards, Guidelines and Tools governing e-government implementation being built by June, 2026.

Key Performance Indicators

- i. Number of Compliance Assessments conducted to Public Institutions
- ii. Number of Public Institutions provided with awareness and education on e-Government standards and guidelines
- iii. Number of Reviewed e-Government initiatives and Projects
- iv. Number of operationalized e-Government Standards and Guidelines.

3.3.5 Objective E: e-Government Research, Innovation and Development enhanced

Rationale

The cascading of the World development Agenda into regional and national aspirations requires perfection. It has been proved that, research, innovation and development holds the central role in directing those efforts toward perfection to be evidence based for e-Government focused direction.

One of the priorities of the CCM Manifesto highlighted in “Chapter 8 (e) of the

Summary of the CCM Election Manifesto 2020-2025” is to encourage the use of research, science, technology and innovation as a tool for rapid socio-economic development. In that respect, e-Government focused direction requires intensive research, innovation and development to support the Tanzania Development Vision that bears the components of competitiveness in the five year development plan with special note to the third phase of FYDP whose vision is about making ICT as driving force towards digital economy within which the whole World operates in.

This can be achieved through strengthening of e-Government Research, Innovation and Development Centre (e-GovRIDC) which serves as a think-tank and knowledge base that will keep Government abreast on latest technological solutions for improving public service delivery.

In view of the above, e-GA is committed to undertake the following strategies:

Strategies

- i. Strengthening the implementation of e-Government Research, Innovation and Development Center;
- ii. Strengthening e-Government initiatives Collaborative Framework;
- iii. Conducting research in the areas of e-Government competitiveness.

Targets

- i. e-Government Research, Innovation and Development Center coverage area expanded by June, 2026;
- ii. A collaboration framework with 7 Higher learning Institutions, research communities and industry operationalized by June, 2026;
- iii. A collaboration framework with 3 overseas partners operationalized by June, 2026;
- iv. Research and innovation report’s findings annually disseminated by June, 2026;
- v. e-Government researched advisory support to public institutions quarterly conducted by 2026.

Key Performance Indicators

- i. Number of research outputs utilized on the area of public service delivery
- ii. Number of new e-services innovated.

3.3.6 Objective F: Capacity of e-GA to carry out its mandated functions enhanced

Rationale

e-GA is a mandated institution responsible for Co-coordinating, Overseeing and Promoting e-Government initiatives as well as enforcing e-Government related

Policies, Laws, Regulations, Standards and Guidelines in public institutions and on other matters connected thereto. This responsibility requires the ability in terms of human resource, systems and structures necessary for enabling it to deliver according to the stakeholders' needs and expectations and it is a continuous process determined by dynamics in the respective institutions' career, skills, tools and equipment required.

Improvement and complimenting additions in strengthening e-GA operations must be reckoned as imperative in both short and medium terms to support delivery of the envisaged interventions.

In a view of the foregoing situation, e-GA intends to undertake the following strategies:

Strategies

- i. Improving working environment for efficient and effective service delivery.
- ii. Strengthening Authority's adherence to Policies, Laws, Regulations, rules, procedures and guidelines;
- iii. Enhancing implementation of the Authority's Human Resources Plan;
- iv. Strengthening implementation of corporate communication strategy.

Target

- i. Capacity of e-GA staff amounting to 360 built by June, 2026;
- ii. Authority's Corporate Communication Strategy developed and annually operationalized by June, 2026;
- iii. Performance management systems Institutionalized in 4 directorates and 6 units by June, 2026
- iv. Authority's Risk and quality management framework in 4 directorates and 6 units developed and annually operationalized by June, 2026;
- v. Strong resource management and internal control in 4 directorates and 6 units Institutionalized by June, 2026
- vi. Legal and Regulatory services in 4 directorates and 6 units provided by June, 2026
- vii. Quarterly strategic legal services and assistance in 4 directorates and 6 units provided by June, 2026;
- viii. Authority's risk management, control and governance processes in 4 directorates and 6 units annually evaluated by June, 2026;
- ix. Authority's plans and strategies in 4 directorates and 6 units annually prepared by June, 2026;
- x. Monthly, quarterly and annual prompt, smooth and fair revenue and payment reports provided by June, 2026;
- xi. Authority's annual financial reports provided by 30th September every year up to June, 2026;

- xii. Procurement processes in 4 directorates and 6 units quarterly administered and reported by June, 2026;
- xiii. Authority's quarterly estate management services facilitated by June, 2026;
- xiv. ICT Service Delivery Supportive Management Processes amounting to 32 for the Authority implemented by June, 2026.

Key Performance Indicators

- i. Percentage of staff with working tools
- ii. Number of ICT Security/Technical Support and advisory services offered to Public Institutions
- iii. Percentage increase in revenue generation
- iv. Number of new staff employed
- v. Number of processes implemented.



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. In particular it shows how the interventions lead to realization of the Authority's Development Objective, how the 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 the 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 e-GA activities, beneficiaries of e-GA services and how e-GA 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 Development Objective

The Development objective of e-GA is to make Public Institutions improve public service delivery through the use of Information and Communication technology. This will be achieved through enhancing e-Government services provision by Public Institutions, enforcing e-government related policies, laws, regulations, standards, and guidelines in Public Institutions, enhancing research, innovation and development on e-Government implementation and enhancing Capacity of e-GA to carry out its mandated functions. The development objective represents the highest level of results in the e-GA result chain, though other Public Institutions will also significantly contribute towards its achievement.

4.3 Beneficiaries of e-GA Services

There are two levels of beneficiaries of e-GA services: Public Institutions (first level beneficiaries) and citizens (second level beneficiaries). Thus, e-GA 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). e-GA aims at building the capacity of Public Institutions to implement e-Government policies, strategies and other e-Government initiatives as well as creation of environment where Public Institutions can use ICT to increase access and deliver improved services to Government employees, citizens and businesses.

4.4 Linkage with Five Years Development Plan (FYDP III)

This strategic plan has six objectives which contribute in addressing a number of challenges as stipulated in the FYDP III 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 public services and corporate responsibility thus foster competitiveness and Human Development.

4.5 Result Chain

e-GA's result chain consists of impact, outcomes, outputs, processes and inputs which broadly contribute in addressing critical issues as presented in chapter two of this plan. A combination of the objectives and targets in the strategic plan and activities and inputs in the business plan forms e-GA's result chain. The basic assumption is that, there is causal linkage in the various elements of e-GA's result chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to delivery of outputs/goods and services. Usage of outputs will lead to achievement of objectives which will lead to realization of e-GA's development objective. Realization of e-GA development objective in the medium term will contribute to the achievement of National Five-Year Plan Goals. This chain of results will justify e-GAs 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 e-GA overall development objective, the 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 Table 2. It should be noted that achievement of e-GA's overall objectives will be contributed by several other players, and may not be solely attributed to interventions under this strategic plan.

Table 2: Results Framework Matrix

Development objective	Objective codes	Objectives	Planned outcome	Outcome indicators
Realizing competitive industrial economy and Human Development through conscious use of Information Communication Technology	A	HIV & AIDS infection and Non-communicable Diseases (NCD) reduced and supporting services improved	<ul style="list-style-type: none"> Awareness on HIV and AIDS and NCD amongst e-GA staff e-GA staff attended voluntary testing for HIV and AIDS 	<ul style="list-style-type: none"> Percentage of staff attended voluntary counseling and testing for HIV & AIDS and NCD; Percentage of staff receiving support services.
	B	Implementation of National Anti-Corruption Strategies enhanced and sustained	<ul style="list-style-type: none"> Corruption cases Customer's satisfaction Corruption appetite 	<ul style="list-style-type: none"> Number of corruption cases proved. Percentage level of customer's satisfaction. Percentage level of corruption appetite.
	C	e-Government services provision by Public Institutions enhanced and sustained	<ul style="list-style-type: none"> Public Institutions offering e-services to the public Public Institutions satisfaction with e-GA services Awareness on e-Government services e-Government resources shared by Public Institutions Shared e-Government resources used by Public Institutions Systems Secured from Cyber security Incidents. 	<ul style="list-style-type: none"> Number of Public Institutions provided with protective Security Services Number of Institutions using shared e-Government resources Number of new Shared e-Government System developed Number of ICT systems exchanging Information Smoothly
	D	Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced	<ul style="list-style-type: none"> Public Institutions exchanging Information Seamlessly Public Institutions comply with e-Government related policies, laws, regulations, standards, and guidelines 	<ul style="list-style-type: none"> Number of Compliance Assessments conducted to Public Institutions Number of Public Institutions provided with awareness and education on e-Government standards and guidelines Number of Reviewed e-Government initiatives and Projects Number of operationalized e-Government Standards and Guidelines
	E	e-Government Research, Innovation and Development enhanced	<ul style="list-style-type: none"> Research on e-Government Research on Cyber security Research output utilized by Public Institutions e-Government capacity of Public Institutions Public Institutions executing e-Government innovations 	<ul style="list-style-type: none"> Number of research outputs utilized on the area of public service delivery Number of new e-services innovated.
	F	Capacity of e-GA to carry out its mandated functions enhanced	<ul style="list-style-type: none"> Staff satisfied with Authority working environment Compliance to legislations (Policies, acts, regulations, guidelines, circulars), and standards (agreements and treaties) e-GA business processes automation Accomplishment of the Authority staffing/Manning Level Revenue generated from Authority's own sources. 	<ul style="list-style-type: none"> Percentage of staff with working tools Number of ICT Security/Technical Support and advisory services offered to Public Institutions Percentage increase in revenue generation. Number of new staff employed

4.7 Monitoring, Reviews and Evaluation Plan

This sub-section 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 descriptions, baseline for each indicator; indicator target 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 3.

Table 3: Monitoring Plan

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		
A	Percentage of staff attended voluntary counseling and testing for HIV & AIDS and NCD This indicator shows the awareness level of staff on HIV and AIDS and NCD. It is measured by number of staff volunteered testing against total number of Authority staff	2020	N/A	60	85	90	95	100	e-GA	Desk Reviews	Annually	Raw data from training report	Annually	DCS
B	Number of corruption cases proved. The indicator will show corruption incidences proved	2020	N/A	1	1	1	1	1	e-GA	Desk Reviews	Quarterly	Raw data collected	Semi annually	DCS
	Percentage Level of customer's satisfaction. The indicator will show how customers are satisfied with delivered corruption free services. it is measured by taking a number of customers satisfied against a total number of customers surveyed	2020	N/A	70	75	78	80	85	e-GA	Survey Questionnaires	Annually	data collected	Annually	DCSM
C	Number of Public Institutions provided with protective Security Services The indicator will show the number Cyber Security Incidents reported and Secured	2020	N/A	100	150	200	250	300	e-GA	Surveys and Desk reviews	Semi-annually	Raw data collected	Annually	DCSM
	Number of Institutions using shared e-Government resources	2021	N/A	190	200	250	280	300	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DIO
	This indicator will show the total number of institutions Connected to GovNET and use the Government Data Centers	2021	N/A	1	2	2	2	2	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DIO
	Number of new Shared e-Government System developed This indicator will show the total number of new shared systems developed	2021	N/A	5	40	75	100	150	e-GA	Survey	Annually	Raw data collected	Annually	DIO
	Number of ICT systems exchanging Information Smoothly This indicator measures Numbers of systems exchanging information without human intervention	2021	N/A	5	40	75	100	150	e-GA	Survey	Annually	Raw data collected	Annually	DIO

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 Compliance Assessments conducted to Public Institutions This indicator will show number of compliance assessment conducted in public institutions	2021	N/A	25	50	75	100	150	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DCSM
	Number of Public Institutions provided with awareness and education on e-Government Standards and Guidelines This indicator will show the number of public Institutions provided with Standards and Guidelines awareness	2021	N/A	200	300	400	500	600	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DCSM
	Number of Reviewed e-Government initiatives and Projects This indicator will show the extent to which e-Government initiatives comply with standards and guidelines	2021	N/A	100	120	140	160	200	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DCSM
	Number of new operationalized e-Government Standards and Guidelines This indicator will show the number of operationalized e-Government Standards and Guidelines	2021	N/A	4	4	4	4	4	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DCSM
E	Number of research outputs utilized on the area of public service delivery	2021	N/A	1	1	2	2	2	Research reports	Survey	Annually	Raw data collected	Annually	DSM
	Number of new e-services innovated The indicator will show innovations made on e-Government as a result of research and development activities	2021	N/A	1	2	3	4	5	e-GA	Desk Reviews	Annually	Research and training reports	Annually	DSM
F	Percentage of staff with working tools The indicator will show the percentage of staff with sufficient necessary working tools	2021	N/A	80	85	90	95	100	e-GA	Survey	Annually	Raw data collected	Annually	DCS
	Number of ICT Security/Technical Support and advisory services offered to Public Institutions This indicator will show number of ICT Security/Technical Support and advisory services issued to Public Institutions	2021	N/A	12	24	36	48	60	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	DCSM
	Percentage increase in revenue generation This indicator will show how the internal generated revenue increases year by year.	2021	35	35	35	35	35	35	e-GA	Management Reports	Quarterly	Raw Data collected	Quarterly	FM
	Number of new staff employed This indicator will show number of staff employed each year to accomplish the required manning/staffing level	2021	147	38	220	20	20	20	e-GA	Management Reports	Quarterly	HR Reports	Annually	DCS

4.7.2 Planned Reviews

The plan is to carry out a total of six (6) formal reviews during the Strategic Planning Cycle. This will involve carrying out four (4) annual reviews, one (1) medium term annual reviews and one Final MTSP Outcome Review as indicated in Table 4.

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 capacity of e-GA in discharging its mandate, 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 4: Planned Reviews Matrix

S/N	Years	Planned Reviews	Timeframe	Responsible Person
1	Year 2021/2022	Legislations reviews conflicting with e-GA mandate	December, 2022	LSM
2	Year: 2022/2023	Annual Performance Review	June, 2023	
3	Year: 2023/2024	Medium-Term Review	December, 2024	
4	Year: 2024/2025	Annual Performance Review	June, 2025	
5	Year: 2025/2026	Final MTSP Outcome Review	April, 2026	

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. Evaluation studies will be conducted over the period of five years, with intents of obtaining evidence as to whether the interventions and outputs have led to the achievement of the outcomes as envisioned in the strategic plan outputs. The evaluation plan matrix is as indicated in Table 6.

Table 5: Evaluation Plan Matrix

No	Evaluation	Description	Evaluation Questions	Methodology	Timeframe	Responsible
1.	Medium-Term Evaluation	This evaluation aims at measuring the realization of intermediate Outcomes.	<ul style="list-style-type: none"> What has been achieved so far in terms of intermediate outcomes? What were the challenges and lessons learnt? 	<ul style="list-style-type: none"> Interviews Focus group discussions Controlled studies Literature reviews 	December, 2024	DCS
2.	Final Evaluation	This evaluation aims at measuring the achievement of Planned Strategic Objectives. In addition it measures the impact that the Authority has to the public	<ul style="list-style-type: none"> 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 e-GA contributed to the social economic development of the country? 	<ul style="list-style-type: none"> Interviews Focus group Discussions Controlled randomized studies Literature reviews Surveys Questionnaire 	April, 2026	DCS

4.7.4 Reporting Plan

The reporting plan provides a mechanism of 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

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 Authority Board, Director General, 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 6.

Table 6: Plan Reporting Plan

S/No	Types of reports	Recipient	Frequency	Responsible Person
1	Section Reports	Head of Departments/ Units	Weekly	Heads of Section
2	Department/Units Reports	Director General	Weekly	Heads of Departments/Units
3	Quarterly Reports	Director General	Quarterly	Heads of Departments/Units
4	Board Report	Board of Directors	Quarterly	Director General
5	Annual Report	Board of Directors	Annually	Director General

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 7.

Table 7: External Reporting Plan

S/No	Type of Report	Recipient	Frequency	Responsible Person
1.	Projects Implementation Report	Development partners Ministry of Finance and Planning. PO PSMGG	Quarterly/Annually	DG
2.	Income and Expenditure Reports	Ministry of Finance and Planning, PO PSMGG/	Monthly	DG
3.	Financial Reports	Ministry of Finance and Planning/Controller and Auditor General. PO PSMGG	Quarterly/Annually	DG
4.	Performance Reports	Ministry of Finance and Planning, Treasury Registrar (TR), PO PSMGG/Development Partners	Quarterly/Semi Annually/ Annually	DG
5.	Annual Reports	Ministry of Finance and Planning, Treasury Registrar (TR), PO PSMGG/Development Partners	Annually	DG
6.	Outcome Reports	TR, Ministry of Finance and Planning, PS - PO PSMGG, General Public/Parliament	Annually	DG

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 e-GA objectives and efforts done by other players in the same area. The Development Objective for e-GA 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 e-GA 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 e-GA clients and other stakeholders.

4.8.3 Level 3 - Outputs

The third level of the Results Chain tracks the realization of the outputs that e-GA produces and which are attributed solely to e-GA. 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

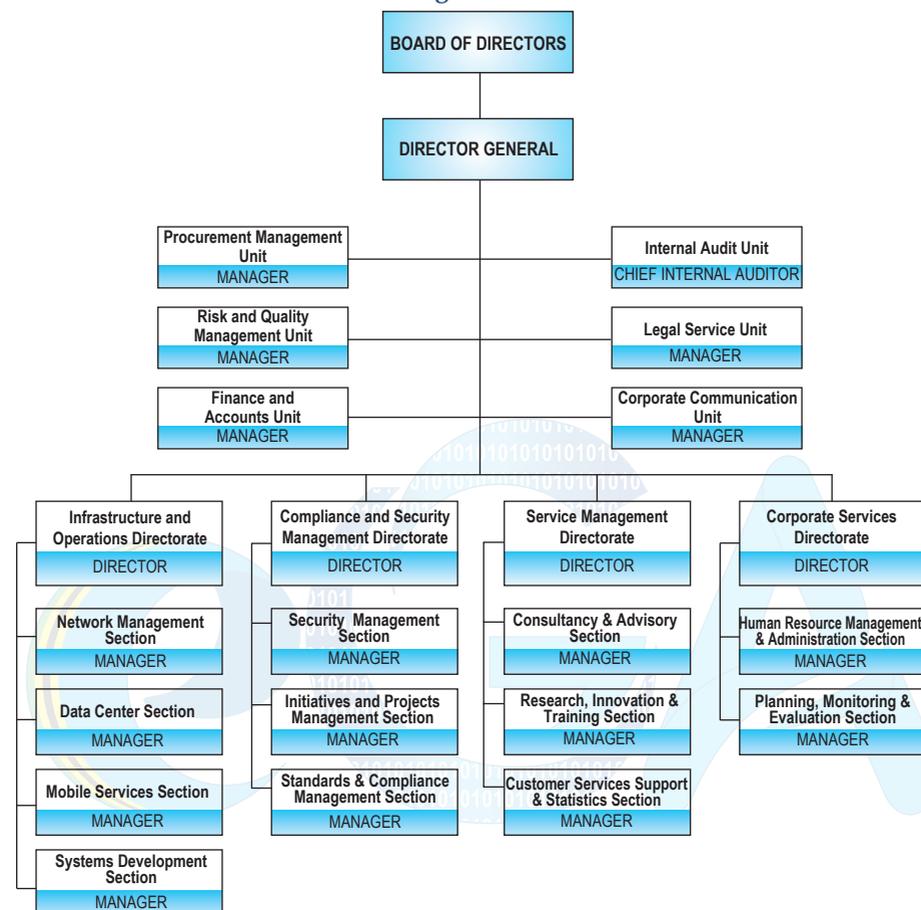
The fifth level of the Result Chain tracks the allocation and use of resources on the various activities. Resources availability will be reviewed on weekly, periodically or monthly basis and will be reported on respective implementation reports. At this level indicators will focus on the number and quality 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.

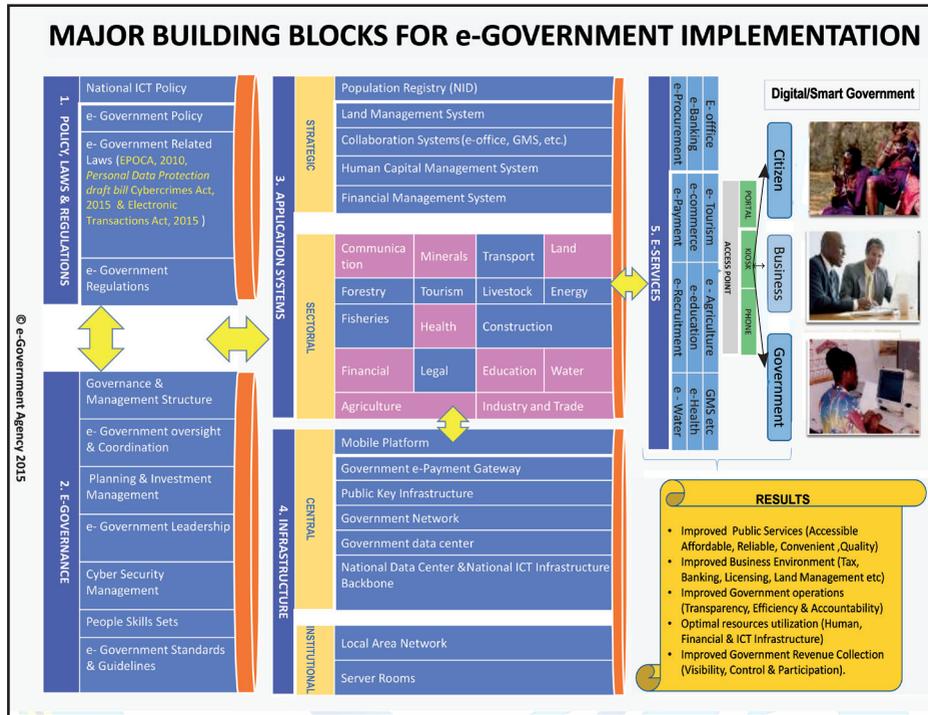
Annex I: e-GA Strategic Plan Matrix

Objective	Strategy	Targets	Key Performance Indicators (KPIs)
Objective A: HIV & AIDS infection and Non-communicable Diseases (NCD) reduced and supporting services improved	Adopting preventive measures to control Non-communicable diseases infection and transmission of HIV & AIDS;	<ul style="list-style-type: none"> HIV & AIDS and NCD prevention capacity amongst 360 e-GA staff built by June, 2026, 	<ul style="list-style-type: none"> Percentage of staff attended voluntary counseling and testing for HIV & AIDS and NCD; Percentage of staff receiving support services.
	Sustaining supportive services for persons living with HIV and AIDS and non-communicable diseases.	<ul style="list-style-type: none"> HIV & AIDS and NCD support services annually provided by June, 2026. 	
Objective B: Implementation of National Anti-Corruption Strategies enhanced and sustained	Developing and institutionalizing systems that reduce corruptive human resources practices and business processes.	<ul style="list-style-type: none"> Three (3) ICT based Human Resource Management systems that reduce corruptive practices deployed by June, 2026. 	<ul style="list-style-type: none"> Number of corruption cases proved. Percentage Level of customer's satisfaction.
	Strengthening mechanisms that will maintain highest integrity in performance for the e-GA staff	<ul style="list-style-type: none"> e-GA integrity committee quarterly reports disseminated by June, 2026. 	
Objective C: e-Government services provision by Public Institutions enhanced and sustained	Increasing channels to access Government e-services;	<ul style="list-style-type: none"> Mobile platform managed and maintained annually by June, 2026; Government central electronic data exchange platform developed and annually operationalized by June, 2026; 	<ul style="list-style-type: none"> Number of Public Institutions provided with protective Security Services Number of Institutions using shared e-Government resources Number of new Shared e-Government System developed Number of ICT systems exchanging Information Smoothly
	Streamlining consultancy, advisory and technical support service delivering mechanisms;	<ul style="list-style-type: none"> Consultancies, advisories and technical support services to 500 Public institutions provided by June 2026; 	
	Improving e-Government Human Resource capacity in public institutions;	<ul style="list-style-type: none"> e-Government Annual professional networking meetings facilitated by June, 2026; Capacity to implement e-Government initiatives imparted to 500 public institutions by June, 2026; 	
	Facilitating public institutions to access reliable and secured shared e-Government infrastructure and systems;	<ul style="list-style-type: none"> Shared systems for public institutions annually facilitated by June, 2026; Shared data center infrastructure for public Institutions developed and maintained by June, 2026; Government Network infrastructure for public institutions annually maintained by June, 2026; Government authentication infrastructure deployed and annually operationalized by June, 2026; Government Communication Network connected to 500 Public institutions by June, 2026; 	
	Strengthening coordination of cyber security initiatives in Public Institutions.	<ul style="list-style-type: none"> Government wide security awareness campaign annually conducted by 2026. e-Government Frameworks for stakeholders' cooperation developed and annually operationalized by 2026. 	
Objective D: Compliance to policies, laws, regulations, standards, and guidelines related to e-Government initiatives in Public Institutions enhanced	Strengthening Monitoring and Evaluation for e-Government initiative to public service implementation.	<ul style="list-style-type: none"> e-Government initiatives Monitoring and Evaluation framework annually implemented by June, 2026; Capacity on use of standards and guidelines and tools governing e-government implementation in 500 built by June, 2026. 	<ul style="list-style-type: none"> Number of Compliance Assessments conducted to Public Institutions Number of Public Institutions provided with awareness and education on e-Government standards and guidelines Number of Reviewed e-Government initiatives and Projects Number of operationalized e-Government Standards and Guidelines
	Issuing of standards and guidelines for e-government implementation periodically.	<ul style="list-style-type: none"> Interoperability framework annually implemented by June, 2021 Government Information Systems and Infrastructure Compliance Assessment Plan Annually implemented by June, 2026 e-Service Framework annually implemented by June, 2026 ICT Infrastructure Framework annually implemented by June, 2026. 	

Objective	Strategy	Targets	Key Performance Indicators (KPIs)
Objective E: e-Government Research, Innovation and Development enhanced	Strengthening the implementation of e-Government Research, Innovation and Development Center;	<ul style="list-style-type: none"> e-Government Research, Innovation and Development Center coverage area expanded by June, 2026; Research and innovation report's findings annually disseminated by June, 2026; 	<ul style="list-style-type: none"> Number of research outputs utilized on the area of public service delivery Number of new e-services innovated.
	Strengthening e-Government initiatives Collaborative Framework;	<ul style="list-style-type: none"> A collaboration framework with 7 Higher learning Institutions, research communities and industry operationalized by June, 2026; A collaboration framework with 3 overseas partners operationalized by June, 2026; 	
	Conducting research in the areas of e-Government competitiveness.	<ul style="list-style-type: none"> e-Government researched advisory support to public institutions quarterly conducted by 2026. 	
Objective F: Capacity of e-GA to carry out its mandated functions enhanced	Strengthening implementation of corporate communication strategy;	<ul style="list-style-type: none"> Authority's Corporate Communication Strategy developed and annually operationalized by June, 2026; 	<ul style="list-style-type: none"> Percentage of staff with working tools Percentage increase in revenue generation. Number of staff employed Number of ICT Security/ Technical Support and advisory services offered to Public Institutions
	Enhancing implementation of the Authority's Human Resources Plan;	<ul style="list-style-type: none"> Capacity of e-GA staff amounting to 360 built by June, 2026; Performance management systems Institutionalized in 4 departments and 5 units by June 2026. 	
	Strengthening Authority's adherence to Policies, Laws, Regulations, rules, procedures and guidelines;	<ul style="list-style-type: none"> Authority's Risk and quality management framework in 4 Directorates and 6 Units developed and annually operationalized by June, 2026; Strong resource management and internal control in 4 Directorates and 6 Units Institutionalized by June 2026 Legal and Regulatory services in 4 Directorates and 6 Units provided by June 2026 Quarterly strategic legal services and assistance in 4 Directorates and 6 Units provided by June, 2026; Authority's risk management, control and governance processes in 4 Directorates and 6 Units annually evaluated by June, 2026; Authority's plans and strategies in 4 Directorates and 6 Units annually prepared by June, 2026; Monthly, quarterly and annual prompt, smooth and fair revenue and expenditure reports provided by June, 2026; Authority's annual financial reports provided by 30th September every year up to 2026; Procurement processes in 4 Directorates and 6 Units quarterly administered and reported by June, 2026; 	
Improving working environment for efficient and effective service delivery.	<ul style="list-style-type: none"> Authority's quarterly estate management services facilitated by June, 2026; ICT Service Delivery Supportive Management Processes amounting to 32 for the Authority implemented by June 2026. 		

Annex II: Organization Structure





HEADQUARTERS

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