



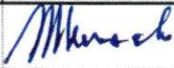
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e-GOVERNMENT AUTHORITY

Document Title

e-Government Capability Maturity Framework

Document Number

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PREFACE

The changing World affects business processes and requirements in organisations, a situation which calls for the need to introduce and use new technologies that best meet business objectives and the need to enable effective interaction between institutions and their organisational environment. Similarly, technologies change as better versions are innovated, performances are improved, and their use increases, enhanced, or expanded to meet new needs.

The changing technology has become inevitable in the public sector, if public institutions are to remain relevant to their causes. As a result, e-Government has been evolving to cope with the emerging technologies and changing needs in delivering service to the public. Given the fact that there is no linear path to transformation for all public institutions, e-Government evolution has also taken different forms, hence the move from one level of maturity to another has not been a match in lockstep.

The e-Government Capability Maturity Framework is a benchmark for measuring Institutions' capability for continuous improvement in ICT and assists in identifying the current ICT maturity state within Public Institutions. This Framework provides Seven Domain areas derived from the e-Government Strategy 2022, where each has key processes with variables used to assess the current level of maturity within institutions. These domain areas are; *e-Government Strategy, ICT Resources, Integration of e-Government Services, e-Government Services, Technology, Creativity and innovative solution, ICT Security and e-Government Human capital Development.*

The Authority plans to perform annual evaluation of public institutions' ICT maturity status by requiring public institutions to perform self-evaluations and submit respective reports to the Authority. The Authority will evaluate and verify the submitted status report and publish the ICT maturity status. Where the evaluation has not been performed in any particular financial year by a public institution, the Authority shall use the most recently published ICT maturity status.



Dr. Mussa M. Kissaka

BOARD CHAIRPERSON

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1. INTRODUCTION

1.1 Overview

e-Government Authority also known as "e-GA", is a public institution established under the e-Government Act No. 10 of 2019. The Authority is mandated to coordinate, oversee and promote e-Government initiatives and enforce e-Government related policies, laws, regulations, standards and guidelines in Public Institutions.

Regulation 50 (1)(a) and (b) of the e-Government General Regulations 2020, requires the Authority to perform annual evaluation of public institutions ICT Maturity Status by requiring public institutions to perform self-evaluation and submit the report to the Authority. Moreover, the Authority is required to verify the evaluation and publish the results in public institutions ICT maturity report. Furthermore, Regulation 50 (4) requires the Authority to use ICT Maturity status to define requisite ICT security standards.

In that regard, the Authority has prepared e-Government Capability Maturity Framework comprises of ICT Maturity levels and a tool for assessing Public Institutions' Information and Communication Technology (ICT) performance effectiveness in key process areas; the tool identifies 32 key process areas (KPA) in an organisation. Each key process area has variables that are measured and results are ranked to Five Maturity Levels namely; **Emerging, Enhanced, Interactive, Transaction** and **Seamless**, respectively.

1.2 Rationale

Public Institutions are facing difficulties in determining the effectiveness and capability of ICT with respect to digitalization process to address technical and

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operation challenges and improve the performance of core business. Such difficulties are largely attributed to absence of a relevant framework for assessing the capability maturity of ICT initiatives to inform efforts for improvement and optimisation.

1.3 Purpose

This document provides means for Public Institutions to self-evaluate their ICT Maturity Status as a mechanism of informing their continuous efforts to grow to the highest level of ICT Maturity necessary for e-Government evolution. Therefore, this framework will help set clear objectives and provide guidance for future investments to improve performance and enhance security of Government solutions and systems.

1.4 Scope

The e-Government Capability Maturity Framework will guide public institutions to identify ICT Maturity Status and act as a tool for performing gap analysis against the institutional goals and objectives for effective use of ICT. While the framework and findings obtained from its application may be useful to inform monitoring, evaluation, and auditing practices of e-Government initiatives.

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2. e-GOVERNMENT CAPABILITY MATURITY FRAMEWORK

2.1 e-Government Capability Maturity Framework

e-Government Capability Maturity Framework is an assessment instrument for public institutions to measure their capability maturity in their use of ICT and a tool for soliciting feedback for continuous improvement. It provides relevant criteria to establish whether and how public institutions improve in their effective use of ICT by qualitatively examining different indicators through critical variables for specific key process areas.

The Framework is categorized into five (5) levels which are ranked in ascending order from level 1 to level 5 with corresponding significant rank meanings. Public institutions at level 5 are referred to as the most matured with highest level of ICT performance which can be measured by verifiable indicators. Public Institutions at level 1 hold a little or no indicators towards effective ICT performance, meaning that they do not perform well as per ICT Capability Maturity Framework and e-Government Standards and Guidelines.

2.2 e-Government Capability Maturity Levels

2.2.1 Level 1: Emerging

This is the emerging level of the e-Government Capability Maturity Framework, at which the processes are usually manual, and ICT initiatives are ad-hoc implemented and chaotic due to unstandardized business processes. The institution usually does not provide a stable environment to support the use of ICT. Success of ICT initiatives in these organisations depends on the competence and heroics of the people in the organisation and not on the use of proven processes. In spite of this chaos, maturity

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level 1 institutions often produce ICT products and services that work, but ICT projects frequently exceed their budgets and do not meet their schedules. Institutions operating at level 1 are characterized by a tendency to over-commit, abandonment of processes in a time of crisis, and an inability to repeat their successes because initiatives are project specific instead of being part of the organisational strategic goals.

2.2.2 Level 2: Enhanced

At enhanced level, ICT projects, business processes, products and/or services are largely repeatable because requisites are established, defined and documented, the organization IC projects are planned and the public institution provides relevant information to external stakeholder and the general public (G2C and G2B) through dynamic and frequently updated platforms. The value of ICT initiatives to the public is largely the availability of information about the operations of the public institution/government and services it provides to the public and such information is publicly accessible. Also, processes are described, and thus organisation become more transparent and services are relatively improved.

To some extent, public institutions are ensured that ICT projects are planned and executed in accordance with existing policy and strategic goals; the ICT projects employ skilled people with adequate resources to produce controlled outputs, involve relevant stakeholders, and are monitored, controlled, reviewed and evaluated for adherence to their respective process descriptions.

At this level, business processes are periodically evaluated and the performance of implemented initiatives is shared to senior manager, the

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project status and the delivery of services are reported to management at defined points (e.g., at major milestones and the completion of major tasks). Most of the processes related to the use of ICT are planned, documented, and monitored, though at the project level instead of the whole organisation.

2.2.3 Level 3: Interactive

At the interactive level, the Government use digital solutions to allow greater interaction with users, and the interaction between the government and the public (G2G, G2C, G2B and G2E) is through the use of various applications. People can ask questions via e-mail, seek information through search engines and are also able to download and submit different forms and documents from websites of public institutions or government departments

Processes are well defined and understood; and described in standards, procedures, tools, and methods. Defined processes related to the use of ICT clearly state the purpose, required inputs, entry criteria, activities to be performed, roles, measures, verification steps, outputs as well as the exit criteria of ICT projects. These standard processes establish consistency implementation and use of digital solutions across the institution. ICT projects are strategically implemented and are aligned to the institutional strategic objectives.

Services best practices are observed, such as service continuity, incident resolution and prevention. The service provider verifies that selected work products meet their requirements and validates services to ensure they meet the needs of customers and end users. Processes, standard,

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procedures, and tools regarding the use of ICT are defined at the organisational level instead of being project specifics.

2.2.4 Level 4: Transaction

At transaction level, service beneficiaries may complete transactions without going to the office. Paperless transactions with legal certification are undertaken, complete processes are done online including payments and digitally signed to increase customers value (G2G, G2C, G2B, G2E, C2G, B2G and E2G). The performance of processes is controlled using statistical and other quantitative techniques; and use analysis of fine-grained processed data in managing decisions and predictions.

Quantitative objectives are based on customer's needs and institution business processes. Quality and process performance of ICT initiatives are understood in statistical terms and are managed throughout the life of the processes. The objective measurement of performance gives good feedback that can be used by the institution to continuously improve its performance.

2.2.5 Level 5: Seamless

This is the highest level of e-Government Capability Maturity Framework which focuses on a 'Connected Government'. A connected Government means, public institutions transform themselves into a unified or connected entity through innovative ICT solutions where all business processes are fully and seamlessly integrated to provide efficient, complex and personalized services.

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It allows customers (G2G, G2C, G2B, G2E, C2G, B2G and E2G) to enjoy Single Window services under One-Roof. It also focuses on constant improvement of process and performance through innovative process and technological advancement. Creativity, innovation, and continuous performance improvement are pivotal at this level.

At this level of maturity, objectives for the organisation's quantitative process improvement through the use of ICT are established, continually revised to reflect the changing business objectives, and are being used as underlying criteria to manage process improvement.

At Seamless level, the institution is concerned with overall institutional performance using data collected from multiple projects and sources. Analysis of the data helps to identify shortfalls or gaps in performance. These gaps are used to drive organisational process improvement that generates measurable improvement in overall performance.

2.3 Domain Areas

Seven (7) domain areas are derived from the e-Government Strategy, each of the domain is comprised with key process areas within the domain. The following are major categories that are described as domains;

2.3.1 e-Government Strategy

e-Government Strategy is a domain area that focuses on e-government vision, policies and strategies. This domain manages the proper establishment and management of ICT Unit as well as ICT Management documents. This domain has the following key process areas;

2.3.1.1 e-Government Vision, Policies and strategy

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This process area generally analyses the awareness of e-government vision, policies and strategy, resources allocation prioritization and Management commitment to the implementation of e-government strategy.

2.3.1.2 Governance

This process area covers the governance part which includes the establishment of an ICT unit, and the operationalization of the ICT steering committee.

2.3.1.3 Documentation

This process area covers the nine (09) ICT management documents as well as other important documents that are crucial in ICT Management as per regulations.

2.3.2 ICT Resources

The ICT resource domain area focuses on the availability and management of ICT resources within the organisation. This includes infrastructure, network architecture and proper technical support. ICT resources comprise the following key process areas;

2.3.2.1 Network connectivity

This process area analyses various network indicators including, efficient utilization of local area network features, network monitoring and connection to the government network.

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2.3.2.2 Computing Equipment

This process area analyses computer and peripherals availability, functionality, and usage based on needs and purposes.

2.3.2.3 Type and licence of System Software

This process area analyses the licence management indicators which include installation, updating, upgrades and reviews of application/ software licence.

2.3.2.4 Electronic data and Information

This process area analyses various electronic data indicators including, creation, transmission, storage and backup procedures of institutional data.

2.3.2.5 Maintenance of ICT resources

This process area analyses preventive and maintenance plans of ICT resources also observing the presence of contracts and operationalization of service level agreements.

2.3.2.6 Technical support

This process area analyses the availability of technical support and guidelines for best practices for ICT use in an institution.

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2.3.3 Integration of e-Government Services

Integration of the e-Government Services domain emphasizes shared platforms and open standards. The domain has the following key processes;

2.3.3.1 Application Integration

This process area analyses various integration indicators including, integration of core institution system, Government Enterprise Service Bus and Secure exchange of information and access to government information and services.

2.3.3.2 Interoperability features

This process area analyses various network indicators including, the use of Open standards and Compliance with e-Government interoperability framework-standards and technical guidelines.

2.3.4 e-Government Services

This domain focuses on digitized or automated standard operating procedures within an organisation to enhance business process delivery and ensure maximum reach to an audience without barriers. This domain has the following key process areas;

2.3.4.1 Applications (Business Process Digitization or Automation)

This process area analyses various indicators including, business process documentation and digitization or automation, application technical

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documentation, feedback mechanism and availability of ICT staff to support applications.

2.3.4.2 e-Service Availability

This process area analyses various available indicators including, the ICT Business Continuity and Disaster Recovery plan, availability of disaster recovery site and presence of management procedures.

2.3.4.3 e-Service Accessibility

This process area analyses various indicators including the use of appropriate means of communication and language and consideration of people with special needs and with limited access to e-Services.

2.3.4.4 ICT Acquisition and Development

This process area analyses various indicators including, the involvement of the ICT Management Team and users in all stages of application acquisition/development, ownership of source code, project management procedures, consideration of security requirements from the initial stages and observation of value for money and quality.

2.3.4.5 Change Management

This process area analyses the presence and adherence to the change management procedures to ensure that

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all changes to the system are properly managed and controlled. This includes not only changes to the software or hardware components themselves but also changes to the associated documentation, procedures, and other related artifacts.

2.3.5 Technology, Creativity and Innovative Solution

This domain aims at identifying how much the organisation is investing in innovative solutions and the use of emerging technologies. This domain area has the following key processes;

2.3.5.1 Technology Use

This process area analyses how innovation is embraced in the ICT of an institution and the use of technology such as emerging technologies, sectorial innovations and other innovative solutions to improve government service delivery.

2.3.5.2 Collaboration with Research Institutions

This process area focuses on the collaboration of an institution with research institutions (such as research centers and academic institutions) on ICT initiatives and consideration of research and academia when implementing ICT initiatives that will either improve business process automation or service delivery to society.

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2.3.5.3 Information Publication and dissemination

This process area covers information sharing, publications and the online presence of an institution to ensure society is aware of public institutions initiatives.

2.3.5.4 Monitoring and Evaluation

This process area elaborates on ICT monitoring and evaluation of public institutions which provides metrics that guide decision-making and improvements for ICT in the government.

2.3.6 ICT Security

This domain focuses on both physical and information security to strengthen institutional business continuity. It comprises the following key process areas:

2.3.6.1 ICT Security Governance and Management

This process area analyses ICT Security Governance and Management including Operationalization of ICT Security Policy, Strategy and Presence of ICT Security Management.

2.3.6.2 ICT Security Operations

This process area analyses various ICT security operations including, regular performance of security assessment, vulnerability analysis, systems

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monitoring and infrastructure, penetration testing and other security operations.

2.3.6.3 Security of ICT Assets

This process area analyses various ICT assets security including classification and management of assets and devices connected to the office network.

2.3.6.4 Identity and Access Management

This process area analyses user of authentication in ICT systems identity, access and privileges based on a verified business need.

2.3.6.5 ICT Security Incident Management

This process area analyses documented procedures in handling ICT security incidents internally and significant security incidents reported to e-GA for cross-governmental information sharing.

2.3.6.6 Information Systems Continuity Management

This process area analyses documented procedures for backup and restoration mechanisms also the Disaster recovery and Business continuity plans.

2.3.6.7 Physical and Environment Security

This process area analyses critical ICT processing and hosting facilities that are protected from unauthorized

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access, damage, interference and environmental threats.

2.3.6.8 ICT Security Compliance and Audit

This process area analyses the regular performance of independent ICT security assessments and self-audits as part of internal operations and compliance with e-Government Acts and Regulations.

2.3.7 e-Government Human capital Development

This domain focuses on the capacity and capability of ICT Staff. It involves training and separation of duties. The domain comprises the following key process areas:

2.3.7.1 Capacity

This process area analyses the availability of competent ICT staff to support ICT operations.

2.3.7.2 Training

This process area analyses various indicators that include, training plans and requirements, allocation of training budget in ICT, training on proper handling and use of ICT systems and availability of resources for self-learning.

2.3.7.3 Separation of Duties

This process area analyses that each ICT staff is given responsibility and the efficiency of their fulfillment.

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2.3.7.4 ICT Leadership

This process area analyses indicators such as knowledge of the organisation's business process and soft skills to the ICT staff and ICT leaders.

2.4 Maturity Assessment and Grading

2.4.1 Maturity Assessment

The ICT Maturity Status Assessment will be done once a year by a public institution itself and then verified by the e-Government Authority. The assessment will be used to categorize the public institutions to their respective maturity levels. The assessment results will be published by the e-Government Authority as stipulated in regulation 50 (1) b of e-Government General Regulations to encourage the effective performance of public institutions.

The e-Government Capability Framework Assessment Checklist as described in **Appendix II** will be used as the assessment tool to categorize public institutions' maturity levels. The score marks will be used to determine the current maturity level of a particular public institution as categorized in Table 1.

Table 1: Maturity level scores

S/NO	MATURITY LEVEL	SCORED MARKS	DEFINITION
1.	LEVEL 1	0 - 29	Emerging
2.	LEVEL 2	30 - 49	Enhanced
3.	LEVEL 3	50 - 69	Interactive
4.	LEVEL 4	70 - 89	Transaction
5.	LEVEL 5	90 - 100	Seamless

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The sum of maturity level score is derived from Domain areas weight as articulated in table 2 below. Each domain area contains attributes of analysis from which a set of critical variables are established. The Domains weigh distribution and grading considered the minimum requirements of each process area, and the score range determine the maturity level of the organization.

2.4.2 Categorization Matrix for Public Institutions

Public Institutions have been categorized into different groups based on criticality of their core business to provide minimum acceptable maturity level as a tolerable benchmark. While aiming at a higher level, each public institution is required to observe the minimum acceptable maturity level in a given category as described in **Appendix I**.

2.4.3 Grading

The assessment checklist attached in **Appendix II** guides the assessment criteria for each critical variable and generates a total score for each domain area. The score for each critical variable ranges from Poor with a 0 score to Excellent with 4 score. The domain areas differ in weight as shown in Table 2 below, the weight calculation for each domain is based on the criticality of the domain area.

Table 2: Showing domain weigh distribution

No	Domain	Weight (%)
1.	e-Government Strategy	20
2.	ICT Resources	15
3.	Integration of e-Government Services	10
4.	e-Government Services	20
5.	Technology, Creativity and Innovative solution	5

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6.	ICT Security	15
7.	e-Government Human Capital Development	15

The domain area score = $\frac{\text{score of the domain}}{\text{total score of the domain}} \times \text{Domain Weight \%}$

where: Score of the domain is weight summation of scored variables.
 Total score of the domain is weight the summation of all variables.
 Domain Weight is the predefined maximum score out of 100 as
 illustrated in table 2 above.

The overall Maturity level score is calculated as the summation of the weighed score of each domain area.

2.5 Institutional ICT Maturity Self-Evaluation

The ICT Management Unit shall perform institutional self-evaluation of ICT maturity annually and the Head of the Unit shall submit the report to the Institutional ICT Steering Committee for review and approval. The report shall be scrutinized by the Internal Audit of a respective institution before it becomes final for submission to the Authority. The report shall be submitted to the e-Government Authority for verification and publication as per the e-Government Regulations.

3 IMPLEMENTATION, REVIEW AND ENFORCEMENT

- 3.1 Effective upon being signed by the Board Chairperson on its first page.
- 3.2 Subjected to review at least once every three years or whenever necessary changes are needed.

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3.3 Consistently complied with, any exceptions to its application must duly be authorized by the Chair of Board.

4 GLOSSARY AND ACRONYMS

4.1 Glossary

Categorization Matrix	A methodology used to arrange organisations into similar groups according to sensitivity of information handled
Critical Variables	A specific unit of activity that measures the organisation performance
Domain Areas	Areas defined in e-Government Strategy that led to the growth of e-government
e-Government	The use of ICT by the Government to deliver public services
e-Government Capability Maturity Framework	Is the set of systematic stages for assessing the use and performance of ICT within public institutions
Emerging level	The lowest level of Maturity Status where processes are usually manual,ad-hoc and chaotic due to un-standardized business processes
Enhanced level	Maturity Status Level two where projects, business processes, products and/or services are managed
Interactive level	Maturity Status Level three where the Government allows greater interaction with users using ICT. The website allows user to download application forms that can be completed and submitted manually

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Key Process Areas (KPA)	Indicates the areas of assessment with related set of activities to achieve e-Government goals
Public Institution	Means Ministries, Independent Departments, Regional Secretariats, Local Government Authorities, Executive Agencies, Parastatal Organisations, Public Corporations or any other Government Autonomous or Semi-Autonomous Institutions.
Seamless	The highest level of maturity which most or all business processes are fully and seamlessly integrated and automated or digitized. This allows the Government to provide highly efficient, complex and personalized services, which allows customers to enjoy Single Window services under One-Roof.
Transaction level	Maturity Status Level four where the Government allows two-way online transactions, such as applying for a Passport, National ID card and Birth Certificate. It also allows submission of tenders online, as well as make financial payments online.

4.2 Acronyms

B2G	Business to Government
BYOD	Bring Your Own Device
C2G	Citizen to Government
CI	Capability Intellectual

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CMMI	Capability Maturity Model Integration
E2G	Employees to Government
e-GA	e-Government Authority
GISP	Government ICT Portal
G2B	Government to Business
G2C	Government to Citizen
G2E	Government to Employees
G2G	Government to Government
ICT	Information and Communication Technology
KPA	Key Process Area
SPOC	Single Point of Contact for ICT security matters

5 RELATED DOCUMENTS

- 5.1** e-Government Act, 2019
- 5.2** e-Government General Regulations, 2020
- 5.3** e-Government Guidelines, 2017
- 5.4** e-Government Vision Architecture - Standards and Technical Guidelines (*e-GA/EXT/AVS/001*)
- 5.5** e-Government Business Architecture - Standards and Technical Guidelines (*e-GA/EXT/BSA/001*)
- 5.6** e-Government Security Architecture – Standards and Technical Guidelines (*e-GA/EXT/ISA/001*)
- 5.7** e-Government Strategy 2022 - 2026

6 DOCUMENT CONTROL

Version	Name	Comment	Date
Ver. 1.0	e-GA	Creation of the Document	May 2023

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APPENDIX I: MATURITY CATEGORISATION MATRIX FOR PUBLIC INSTITUTIONS

Categories	Description	Minimum Maturity Level	Emerging	Enhanced	Interactive	Transaction	Seamless
Ministries	All	Level 4				<input type="checkbox"/>	
Departments	All (BOT, TPF, OTR, Immigration, OAG, MSD, ES, TBS, FIU, NBS, NAOT, TIC, PCCB, NPS, Judiciary of Tanzania, Office of the National Assembly etc)	Level 4				<input type="checkbox"/>	
Authorities	All (eGA, TANAPA, TIRA, TCAA, TAA, NIDA, TCRA, TRA, TMDA, PPRA, EPZA, EWURA, TPA, NCAA, OSHA, CMSA, LATRA, Water Authorities etc)	Level 4				<input type="checkbox"/>	
Agencies	All (GPSA, DART, TBA, TANROADS, GCLA, BRELA, REA, TMA, WMA, RITA, GST, TFS, NFRA, TGFA, TVLA etc)	Level 4				<input type="checkbox"/>	
Boards	All (Tanzania Tourists Board, SBT, ERB, CRB, HESLB, TCB, TSB, TLSB, Gaming Board etc)	Level 4				<input type="checkbox"/>	

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Categories	Description	Minimum Maturity Level	Emerging	Enhanced	Interactive	Transaction	Seamless
Councils	All (NEEC, NACTVET, NECTA, MCT, BAKITA etc)	Level 4				<input type="checkbox"/>	
Commissions	All (NEC, COSTECH, TACAIDS, PSC, TCU, Judicial Service Commission etc)	Level 4				<input type="checkbox"/>	
Companies and Corporations	All (TPDC, NHC, NDC, TTCL, ATCL, TRC, MSCL, TANESCO, TCB, TADB, TIB Development Bank, TBC, TASAC, TPC, STAMICO, NIC etc)	Level 4				<input type="checkbox"/>	
Funds	All (TASAF, UCSAF, NHIF, NSSF, PSSSF, WCF etc)	Level 4				<input type="checkbox"/>	
Higher learning Institutions	All (UDSM, UDOM, IFM, CBE, MUST, MZUMBE, SUA, MUHAS, ARU etc)	Level 4				<input type="checkbox"/>	
Local Government Authorities	City councils	Level 3			<input type="checkbox"/>		
	Municipal councils	Level 3			<input type="checkbox"/>		
	Town/District councils	Level 3			<input type="checkbox"/>		
Hospitals	District Hospitals	Level 3			<input type="checkbox"/>		
	Regional Referral Hospitals	Level 3			<input type="checkbox"/>		
	Specialized and National Hospitals	Level 4				<input type="checkbox"/>	

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APPENDIX II: e-GOVERNMENT CAPABILITY MATURITY ASSESSMENT CHECKLIST

S/Na	DOMAIN AREA	KPA	No.	CRITICAL VARIABLES	Score definitions: Poor 0; Fair 1; Good 2; Very good 3; Excellent 4				
					Poor	Fair	Good	Very good	Excellent
1	e-Government Strategy	e-Government Vision, Policies and strategy	1	Awareness of e-Government vision, policies and strategy	not aware	partially aware	aware but not considered	aware and partially considered	Aware and fully considered
			2	Institutional ICT Strategy in alignment with the e-Government strategy	Not exists	Exists but not aligned with e-Government strategy or not approved	exists, aligned and approved but not operational	exists, aligned, approved and partially operational	exists, aligned, approved and fully operational
			3	Accounting Officer and management commitment with the implementation of e-Government initiatives.	No commitment to e-Government is a priority	commitment is low	Satisfactory Commitment	High commitment	Very high Commitment

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					Poor	Fair	Good	Very good	Excellent
			4	Awareness of internal ICT policies and strategies are provided to all staff within the organization.	No awareness programme	Awareness programme exists but not implemented	Awareness programme exists but using a poor strategy	Awareness programme exists but partially implemented	Awareness programme exists and fully implemented
			5	Resources allocation and prioritization commitment for implementing e-Government initiatives	No resource allocated	Resources allocation plan exists but not approved	Resources allocation plan exists and approved, but not implemented	Resources allocation plan exists and approved, but partially implemented	Resources allocation plan fully implemented.
			6	Implementation plan matrix of audit/advisory is present and adhered effectively	Does not exist	Exists but not approved	Exists and approved but not operational	Exists and approved but partially operational	Exists, approved and fully operational
		Documentation	7	ICT Policy	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational

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					Poor	Fair	Good	Very good	Excellent
			8	ICT Strategy	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			9	ICT Security Policy	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			10	Disaster recovery plan	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			11	Acceptable ICT use policy	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			12	Project implementation procedures	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			13	ICT Services Management procedures	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but	updated, approved

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					Poor	Fair	Good	Very good	Excellent
								not operational	and operational
			14	Enterprise Architecture	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
			15	Development, Acquisition, Operation and Maintenance procedures	Not exist	Exists but not updated	Exists and updated but not approved	updated and approved but not operational	updated, approved and operational
		Governance	16	Existing of ICT unit in the organization structure	Not included in organization structure	No ICT unit, ICT staff is/are part of another business unit	Exists, but reports to another business unit	Exists, reports directly to the accounting officer	Exists, reports directly to the accounting officer, has adequate staff, and allocated budget

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					Poor	Fair	Good	Very good	Excellent
			17	Formation of ICT steering committee and operational	Not formed	Formed but not operational	Formed but meeting schedules not observed	Formed, operational and meeting schedules are observed	Formed, operational, meeting schedules are observed, and reports quarterly submitted to e-GA
			18	Head of ICT reports to the institutional accounting officer (AO)	No Head of ICT	Does not report to the AO	Reports to the AO but is acting for less than 6 months	Reports to the AO but is acting for more than 6 months	Reports to the AO and confirmed
			19	Head of ICT has relevant qualifications	No Head of ICT	No relevant qualifications	No relevant qualifications but position confirmed	Have relevant qualifications but in acting position	Have relevant qualifications and position confirmed
2	ICT Resources	Network connectivity	20	Local area network installed and functional	Not installed	Partially installed but not functional	Partially installed but functional	Fully installed but partially functional	Full installed and functional

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					Poor	Fair	Good	Very good	Excellent
			21	Access to the government network	No access	Reached but not plan to connect	Reached, not connected, but access procedures in progress	Reached, connected, accessed but partially used	Reached, connected, accessed and fully used
			22	Reliability of internet connection	No connection	Exists but not reliable	Exists, reliable, but no backup link	Exists, reliable, has backup link but from the same source or not paid for	Exists, reliable, has backup link from different sources and paid for
			23	Institution uses approved government electronic communication services (email, IP Phone, video conferences, etc)	No communication services	Communication services not approved	Communication Services partially approved	Communication Services approved but partially used	Communication Services approved and fully used
			24	Telephony service is available, functional, and used	No. telephone services installed	Telephone services installation is in progress	Telephone service is available but not functional	Telephone service is available, functional	Telephone service is available, functional

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					Poor	Fair	Good	Very good	Excellent
								and partially used	and fully used
			25	Availability of network monitoring and management tools	Not available	Available but not utilized	Available, utilized but no reports	Available, utilized and reports generated	Available, fully utilized and reports generated
		Computing Equipment	26	All qualifying staff have access to office computers	No computers	Office computers acquisition is planned	Some qualifying staff have access to office computers	All qualifying staff have access to office computers	All qualifying staff have access to office computers and all computers function properly
			27	Computers Specification are provided based on the needs and purpose of use	Computers not specified	Specification not considered	Specifications partial considered	Specifications fully considered	Specifications fully considered and observed

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					Poor	Fair	Good	Very good	Excellent
			28	Teleconferencing services are available and functional	not available	not available but have plan in place	Available but not functional	Available but partially functional	Available and fully functional
			29	Computers usage is monitored to ensure computers are used for work related activities	Not monitored	Not monitored but implementation plan in place	Monitoring tools available but not operational	Monitoring tools available but partially operational	Monitoring tools available and fully operational
		Type and licence of System Software	30	Office computers are installed with necessary application software	Not installed	Not installed but Acquisition plan in place	Installed but partially used	Installed full operational but not updated	Installed, fully used and updated
			31	Licence scheme meets user requirements	License scheme not exists	License scheme is available but not based on user requirements	few License scheme available are based on user requirements	License scheme are based on user requirements	License scheme are based on user requirements and regularly reviewed

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					Poor	Fair	Good	Very good	Excellent
			32	Proprietary software used have relevant licenses	Proprietary software have no licenses	License acquisition plan in place	Few proprietary software have relevant licenses	All proprietary software have relevant licenses	All proprietary software have relevant licenses and updated
			33	Software are updated and upgraded to the current versions	Software are not updated and upgraded to the current versions	Software are partially updated and upgraded to the current versions	Software are updated and upgraded to the current versions	Software are updated and upgraded to the current versions and regularly reviewed for current version availability	Software are automatically updated and upgraded to the current versions and automatically reviewed for current version availability
		Electronic data and Information	34	Data backup is routinely done	Not done	Manually done	Automated	Automated but not tested	Automated and regularly tested
			35	All official information is transmitted	not adhered	partially adhered	adhered but not promoted	adhered and partially promoted	Adhered and fully promoted

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					Poor	Fair	Good	Very good	Excellent
				through official channel					
			36	Personal computers are not used to store institutional data	Used	partially used	used and partially secured	used but fully secured	Not used at all
			37	Users have access to important information on office computers	No access	Partial access	access provided but not approved	Access provided, approved but not reviewed	Access provided, approved and regularly reviewed
			38	Capability to analyse and present electronic data	Not capable	capable but not analyzing	partially analyse but not presented	partially analyse and presented	well analysed and presented
			39	Electronic data are effectively used to inform decisions	Not aware	Aware but not used nor promoted	Partially used or promoted	Used but not promoted	Used and promoted

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					Poor	Fair	Good	Very good	Excellent
			40	Active website with correct, relevant and updated information vetted by the Institution	Not available	available with outdated information	available but not regularly updated	available, regularly updated but not vetted by the Institution	available, contains correct information and vetted by the institution
			41	Institutional data dictionary is defined	Not defined	partially defined	defined but not used	defined but partially used	Defined and fully used
		Maintenance of ICT resources	42	ICT maintenance plan is available and operational	no plan	available but not operational	available but partially operational	available, operational but no reports	available, fully operational and reports are kept
			43	Preventive maintenance of ICT resources is scheduled and observed	no schedule	scheduled but not observed	scheduled but partially observed	scheduled, observed but no checklist tags	scheduled, fully observed and checklist tags are provided
			44	Service level agreement is	not present	present for few services	present to few services but	present to all services but	present to all services and

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					Poor	Fair	Good	Very good	Excellent
				present and observed		but not observed	partially observed	partially observed	fully observed
			45	Aged computers and other devices are replaced as for the maintenance plan	aged computers not applicable	aged computers are applicable but not replaced	aged computers are partially replaced	aged computers are fully replaced	aged computers are fully replaced according to the plan
		Technical support	46	Technical support is readily available to users (virtually or physically)	no support	available but not efficient	available but partially efficient	available, efficiency but no first level support education to users	available, efficiency and first level support education is given to users
			47	Operational Level Agreement between ICT and user departments	not present	present for some departments but not observed	present to some departments but partially observed	present to all departments but partially observed	present to all departments and fully observed
			48	Guidelines for best practice of	not available	available not operational	available, operational but not effective	available, operational	available, fully

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					Poor	Fair	Good	Very good	Excellent
				ICT use are available				but partially effective	operational and effective
3	Integration of e-Government Services	Application Integration	49	Complete integration of core institution systems	No integration	Not integrated but integration efforts in progress	integrated but supporting basic services	Integrated and support interaction services	Integrated and support interaction and transaction services
			50	Application integration based on open standards	Not based on open standards	Not but efforts in in progress	Partially based on open standards	Based on open standards	Based on open standards and using current technologies and techniques
			51	Inter-organization applications exchange information through GovESB	Not connected to GovESB	Not connected but efforts in progress	Connected but no exchange	Connected but partial exchange	Connected and full exchange

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					Poor	Fair	Good	Very good	Excellent
			52	Secure exchange of information and access to government information and services.	No security consideration made	Low security consideration	Middle security consideration	High security consideration	High security consideration and regular security review and tests
			53	Compliance with e-Government interoperability framework-standards and technical guidelines	Not compliant	Compliant to technical guidelines but not interoperable	Compliant to interoperability framework but not technical guidelines	Partial compliant to interoperability and technical guidelines	Fully compliant to interoperability and technical guidelines
			54	Use and promotion of open standards	Not aware of open standards	Aware but not used nor promoted	Partly used or promoted	Used but not promoted	Used and promoted
4	E-Government Services	Applications	55	Business processes are documented and uploaded to the Tanzania Government Service Directory (TGSD)	Not documented	Partially documented	Documented but not observed nor uploaded to TGSD	Documented and partly observed or not uploaded to TGSD	Documented, fully observed, regularly reviewed, and uploaded to TGSD

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					Poor	Fair	Good	Very good	Excellent
			56	Business processes are digitalized or automated	Not digitalized or automated	No digitalization, but effort in place	Partially digitalized or automated	Digitalized or automated, but not properly done	Fully digitalized or automated and properly done
			57	Availability of application technical documentation and submitted to the government ICT service portal (GISP)	Not available	not available but under preparation	Partly available but not submitted to GISP	Available, properly prepared, submitted to GISP, but not updated	Available, properly prepared, submitted to the GISP, and updated
			58	Applications generate and store audit logs	Not generate logs	Generate but key or some parameters are missing	Generates all key parameters but logs stored for a short time or not reviewed	Generates all key parameters and logs stored for the acceptable period of time, but not reviewed	Generates all key parameters, logs stored for the acceptable period of time, and regularly reviewed.

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					Poor	Fair	Good	Very good	Excellent
			59	Feedback mechanism is available for user to report applications / services quality	Not available	Available but not observed	Available but users are not informed	Available, users are informed, but feedback are partially considered	Available, users are informed, and feedback are considered for improvement
			60	Relevant users are trained to effectively use applications	No training	Some users are partially trained	Some users are fully trained	All users are partially trained	All users are fully trained
			61	All application business operations are handled by user department	not handled	partially handled some business operations	partially handled all business operations	fully handled some of business operations	fully handled all business operations
			62	Availability of ICT staff to support application	Not available	Available but does not have the sufficient skills	Available but does not have sufficient skills	Available and have the sufficient skills	Dedicated staff with sufficient skills available to support the application

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					Poor	Fair	Good	Very good	Excellent
		Availability	63	Disaster recovery site is available and well equipped	Not available	Not available, but efforts in progress	Available but not operational	Available and operational	Available, fully operational and tested
			64	Recovery time and point are adhered to as stipulated in Disaster recovery plan	Defined but not realistic	Not realistic but observed	Realistic but not observed	Realistic and observed	Realistic, observed and regular reviewed
			65	Availability management procedures clearly defined and in place	Not available	Available but not approved or preparation in progress	Available and approved but not operational	Available, approved and operational	Available, approved, operational, monitored and regularly reviewed
		Accessibility	66	Use of appropriate means of communication and use of languages (English and Kiswahili)	Single means of communication and use of language	Single means of communication and use of language	Multiple means of communication or use of languages	Multiple means of communication and use of languages	Multiple and effective means of communication and use of languages

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					Poor	Fair	Good	Very good	Excellent
			67	Consideration on people with special needs (services should be inclusive) and with limited access to e-Services	no consideration	no consideration but efforts in progress	considered	considered but partly implemented	considered and fully implemented
		ICT Acquisition and Development	68	Acquisition or development of applications is done from stated plans in ICT strategic plan	no plans	plans available but not approved	plans available, approved but not considered	plans available, approved but partially considered	plans available, approved and fully considered
			69	Internal ICT Team and users are involved in all stages of application acquisition/development	not involved	partially involved	involved but no records	involved, recorded but comments not considered	Fully involved, recorded and comments are considered
			70	Requirements are developed from approved business process	no business process	not considered	partially considered	considered but not promoted	considered and promoted

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					Poor	Fair	Good	Very good	Excellent
			71	ICT staff are involved in contract/agreements for application acquisition/development	not involved	partially involved	involved but no records	involved but partially recorded	Fully involved and recorded
			72	Platform independence for application is maintained	Not independent	No but efforts in progress	Partially platform independent	Platform independent	Platform independent and using current technologies and techniques
			73	Software requirement specification document is verified and signed by business process owners/users prior to development	Not verified, not signed	Partial verified but not signed	partially verified and signed	fully verified but not signed	Fully verified and signed

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					Poor	Fair	Good	Very good	Excellent
			74	Source code is owned by the Public Institution	Not owned	Not owned but efforts in progress	Owned but not understood	owned and understood	owned, understood and updated
			75	Government Procurement Procedures are adhered to during application acquisition	Not aware	Aware but not considered	Partly considered	considered but not promoted	considered and promoted
			76	Valid SLA that includes support, patches and upgrades	No SLA	SLA present, no support and no SLA review.	SLA present, partial support present, but no SLA reviews.	SLA present, full support present, but no SLA reviews.	SLA present, full support present, SLA review performed.
			77	SaaS solutions acquired from private vendors are approved by e-GA	Not approved by e-GA.	Not approved by e-GA but efforts in place.	Approved by e-GA but not installed yet.	Approved by e-GA, service successfully installed but does not run as required.	Approved by e-GA, service successfully installed and runs successfully.

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					Poor	Fair	Good	Very good	Excellent
			78	Separate production, development and test environments are available	No test environment.	No test environment but efforts in place.	development, test and production environment are present but not used as required.	development, test and production environment are present but partially used as required.	development, test and production environment are present and always used as required.
			79	Security requirements are considered from the initial stage	Not considered	Not considered, but efforts in place.	Considered, tested but test results not worked upon.	Considered, tested but test results partially worked upon.	Considered, tested and test results worked upon.
			80	Project Management Procedures are in place and adhered to	Not in place	Not in place but efforts in place.	In place but not adhered to.	In place but partially adhered to.	In place and fully adhered to.
			81	The capability to develop applications in-house	Not capable	Not capable but efforts in place	Capable but no in-house applications	Capable but applications partially developed in-house.	Capable and applications fully developed in-house.

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					Poor	Fair	Good	Very good	Excellent
			82	Feasibility study for critical/complex / large application systems Is done	Not done.	Not done but efforts in place.	Done but results not considered.	Done but results partially considered.	Done and results fully considered.
			83	Observation of value for money and quality	No observation of value for money and quality.	Observation of value for money or quality.	Observation of value for both money and quality but not monitored	Observation of value for money and quality but partially monitored.	Observation of value for money, quality and fully monitored.
		Change Management	84	Change management procedures are present and adhered to	No change management procedures	Procedures present but not adhered to.	Procedures present, partially adhered to, but no reviews.	Procedures present, fully adhered to, but no reviews.	Procedures present, fully adhered to, and reviews are performed..
5	Technology, Creativity and innovative solution	Technology use	85	Innovation and creativity are embraced as core Values in ICT solutions and initiatives	Not part of core values	part of core values but not embraced	not part of core values but embraced	part of core values but partially embraced	part of core values and fully embraced

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					Poor	Fair	Good	Very good	Excellent
			86	Technology, creativity and innovative solutions are encouraged to develop new systems	No new systems	Not encouraged	Partially encouraged	Fully encouraged	Fully encouraged and rewarded
			87	Innovative initiatives are encouraged and rewarded	no innovative initiative	Not encouraged	Partially encouraged	Fully encouraged	Fully encouraged and rewarded
			88	Use of sectorial innovations is prioritized	no use of sectorial innovations	not prioritized	partially prioritized	fully prioritized	fully prioritized and considered for sustainable solutions
			89	Emerging technologies should be considered and prioritized	not considered	Partially considered but not prioritized	Partially considered and prioritized	Partially considered and full prioritized	fully considered and prioritized

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					Poor	Fair	Good	Very good	Excellent
		Collaboration with research institutions	90	Consideration of research/science in ICT initiatives	Not considered	Partially considered	considered but not implemented	considered but partially implemented	Fully considered and implemented
			91	Involvement of research and academia in ICT initiatives	not involved	partial involved	fully involved but comments not considered	fully involved but comments less considered	fully involved and comments considered
		Information Publication and dissemination	92	Innovative solutions and research are disseminated, promoted and publicized	no research	research not disseminated	research disseminated but not promoted	research disseminated and promoted but not publicized	research disseminated , promoted and publicized
			93	Online presence	not present	partially present	present but not promoted	present but partially promoted	Fully present and promoted
			94	create awareness on current ongoing Initiatives for internal staff	not created	created but not efficient	created but less efficient	created, more efficient but not sufficient	created, more efficient and sufficient

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					Poor	Fair	Good	Very good	Excellent
			95	Publication of related ICT research through academic and international platforms	publication not created	publication created but not promoted	publication created but partially promoted	publication created, promoted but not efficient	publication created, promoted and more efficient
		Monitoring and Evaluation	96	Institutional self performance assessment on the management of ICT systems is conducted	Not conducted	partially conducted	fully conducted but feedback not considered	fully conducted but feedback less considered	fully conducted and feedback considered
			97	M&E results are critical input for improvement	not considered for improvement	Partially considered but not prioritized	fully considered but not prioritized	fully considered but partially prioritized	fully considered and prioritized
6	ICT Security	ICT Security Governance and management	98	presence of an ICT security department/unit /section/SPOC	Not present	Not present but in plan to establish	Present but does not perform its responsibilities	present and partially performs its responsibilities.	present and fully performs its responsibilities.

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					Poor	Fair	Good	Very good	Excellent
		ICT Security Operations	99	Perform ICT Security Monitoring, and vulnerability analysis	not performed	not performed but in plan/schedule to perform	Performed but not on defined regular basis.	performed on regular basis but resolution activities partially worked upon.	performed on regular basis and resolution activities fully worked upon.
		Security of ICT Assets	100	Presence and operationalization of ICT asset management policy	Not present	Present but not updated/approved.	Present, updated, approved but not operational.	Present, updated, approved and partially operational.	Present, updated, approved and fully operational.
		Identity and Access Management	101	Users are authenticated in ICT systems appropriately by granting identity, access and privileges on the basis of a verified business need.	Not authenticated	Authenticated but not updated	Authenticated but partially reviewed and updated	Authenticated, reviewed and updated	Authenticated, regularly reviewed and updated

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					Poor	Fair	Good	Very good	Excellent
		ICT Security Incident Management	10 4	Incident management procedures are defined and operational	Not defined	Defined but not approved	Defined, approved but not operational	Defined, approved but partially operational.	Defined, approved and fully operational.
		Information Systems Continuity Management	10 5	Proper backup and restoration mechanisms for ICT systems continuity are developed and implemented.	Not developed	Developed but not implemented	Developed but partially implemented	Developed and fully implemented	Developed, fully implemented and regularly tested
		Physical and Environment Security	10 6	Critical ICT processing and hosting facilities are protected from unauthorized access, damage, interference and environmental threats	Non critical	Critical but not protected	Critical but partially protected	Critical and Protected	Critical and Protected as per relevant security guidelines and Business Continuity

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7	E-Government Human capital Development	ICT Security Compliance and Audit	10	Aware and Comply to legal, regulatory and ICT security requirements in ICT operations and management.	10	Aware but not Compliant	Aware and Partially compliant	Aware and Compliant	Fully aware and fully compliant
			7	ICT security assessments and audits is done as part of internal operations.	10	not part of internal operations	are part but partially performed	are part and fully performed	are part of internal operation and fully performed as per scheduled
			10	Availability of competent ICT Personnel to support ICT operations	10	Not available	Available but not utilized	Available, Sufficient but partially utilized	Available, Sufficient and fully utilized
			9	Training plan/schedule and requirements are specified	11	plan not available	plan is available but requirements not specified	plan is available, requirements are specified and partially observed	plan is available, requirements are specified and implementati
7	E-Government Capacity	ICT Training	10	Availability of competent ICT Personnel to support ICT operations	10	Not available	Available but not utilized	Available, Sufficient but partially utilized	Available, Sufficient and fully utilized
			9	Training plan/schedule and requirements are specified	11	plan not available	plan is available but requirements not specified	plan is available, requirements are specified and partially observed	plan is available, requirements are specified and implementati
			10	Availability of competent ICT Personnel to support ICT operations	10	Not available	Available but not utilized	Available, Sufficient but partially utilized	Available, Sufficient and fully utilized
			9	Training plan/schedule and requirements are specified	11	plan not available	plan is available but requirements not specified	plan is available, requirements are specified and partially observed	plan is available, requirements are specified and implementati

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					Poor	Fair	Good	Very good	Excellent
									on is fully observed
			11 1	Budget for training is allocated	No budget allocated	Budget allocated but not observed	Budget allocated, observed but not sufficient	Budget allocated is sufficient but partially utilized	Budget allocated is sufficient, observed and fully utilized
			11 2	Induction course is conducted to new employees regarding the proper handling and use of ICT systems	not aware	not conducted however stipulated in HR Manual	conducted but not stipulated in HR manual	induction is stipulated in Human resource manual and partially implemented	Induction is stipulated in Human resource manual and fully implemented
			11 3	Resources for self learning	Resources not available	Resources are available but users are not aware	Resources are available, users are aware but not utilized	Resources are available, users are aware but partially utilized	Resources are available and fully utilized

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					Poor	Fair	Good	Very good	Excellent
		Separation of Duties	11 4	ICT Staff are clearly given responsibilities	ICT staff not available	ICT Staff available but responsibility not defined	Responsibilities are defined but not fulfilled	Responsibilities are defined but partially fulfilled	Responsibilities are defined and fulfilled
		ICT Leadership	11 5	ICT staff have organization business process knowledge	Business process not documented	Process documented but ICT staff not aware	Process documented but partially aware	processes documented and fully aware	processes documented, fully aware and ICT Staff are informed on any changes
			11 6	Leadership training programme in ICT are prioritized	No programme	program exists but not prioritized	exists but partial prioritized	exists, prioritized but not efficient	exists, prioritized and efficient