THE REVOLUTIONARY GOVERNMENT OF ZANZIBAR				
Applicable Public Institution **<<insert the name of the Institution >>**	**Document Title** ICT Strategy			
	Document Number <<Insert your own document reference code>>			
APPROVAL	Name	Job Title/ Role	Signature	Date
Approved by	<<Name of Accounting Officer>>	<<Title e.g. CEO>>	<<Signature>>	<<Date>>

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1. INTRODUCTION

1.1. Overview

The adoption of Information Communication Technologies is increasingly becoming a prerequisite in achieving efficient and effective organizational and individual service delivery across the world. In that light, organizations across the globe, including **<< include the name of the institution >>**, are keen to take advantage of ICT to achieve efficiencies in their internal operations as well as to improve access and timeliness in delivering services.

For any organization to pursue its mission efficiently and effectively, it needs to have comprehensive framework that provides appropriate guidance to harness ICT to achieve internal efficiency and effectiveness as well as improving delivery of service. **<< include the name of the institution >>** has realized the importance of having ICT as a supporting tool to fulfil its established mandate and consequently developing its ICT strategy aimed at aligning ICT with its objectives and ambitious as articulated in the **<< include the name of the institution >>**'s Five Year Strategic Plan.

This strategy is therefore intended to provide **<< include the name of the institution >>** a high-level direction on the design, control and use of information and technology in order to support the attainment of **<< include the name of the institution >>**'s agenda and objectives contained in the **<< include the name of the institution >>** Strategic Plan **<< include the duration on Institution's Strategy >>**. The strategies presented here and developed in consultation with various key stakeholders are expected to steer **<< include the name of the institution >>** closer to its vision: "**<< include the institution Vision >>**".

1.2. Rationale

The underpinning rationale of having ICT Strategy is based on the fact that a number of disruptive changes have taken place in recent years and the fact that **<< include the name of the institution >>** has no comprehensive and top-level framework that guides the optimal utilization of ICT to leverage various business processes. The strategy therefore aims at providing top level guidance in the deployment of ICT to improve internal and external service delivery and to improve efficiency and effectiveness of operations in **<< include the name of the institution >>**.

In particular, the rationale behind the strategy includes:

1. Planning strategically the ICT investment;

2. Managing scarce ICT resources optimally;

3. Prioritising ICT processes and projects based on what provides the most value;

4. Measuring how well **<< include the name of the institution >>** is managing ICT portfolio to meet its needs; and

5. Instituting standards and minimise risks in ICT deployment in **<< include the name of the institution >>**.

1.3. Purpose

This document puts in place a framework that will provide **<< include the name of the institution >>** with a secure ICT environment which is effective and has the flexibility required to support **<< include the name of the institution >>**'s staff and stakeholders to effectively and efficiently carry out their day-to-day business operations consonant to **<< include the name of the institution >>**'s strategic plans and objectives.

1.4. Scope

The strategy will take into consideration the findings and recommendations highlighted within the quick organizational and ICT evaluation report, national ICT development trends and evolving needs of **<< include the name of the institution >>** stakeholders. Drawing from results achieved so far by **<< include the name of the institution >>** the strategy will identify strategic directions going forward to address key opportunities and challenges. As mentioned above, the strategy will take into account the identified focus areas including **<< include the name of the institution >>** ICT governance, business systems and applications, infrastructure and technology, ICT Business continuity. ICT Security, ICT Project Management, Information Management and finally but not the least **<< include the name of the institution >>** interfacing with its stakeholders to inform the action needed to achieve its strategic objectives.

2. ICT STRATEGY

2.1. Background of the ICT Strategy

<< Include the name of the institution >> aims to develop its ICT strategy based on the institutional strategic objectives as well as objectives of the Zanzibar e-Government Agency Act, 2019. Having ICT strategy in place will assist **<< include the name of the institution >>** to improve innovation and investment in Information and Communication Technology. The ICT strategy will support and enable **<< include the name of the institution >>** to meet its regulatory and legal responsibilities, effectively manage and monitor organizational risks.

Likewise, ICT strategy will ensure measurable and achievable ICT related outcomes that support the planning and management of ICT services, asset management and procurement of ICT goods.

2.2. ICT Vision, Mission and Objectives

2.2.1. ICT Vision

<< state the ICT Vision of the institution >>

2.2.2. ICT Mission

<< state the ICT Mission of the institution >>

2.2.3. Objectives of the ICT Strategy

When this strategy is fully embraced and implemented, the following outputs are expected to be achieved by **<< include the name of the institution >>**:

a. Improved organisational, teams and individual staff effectiveness
b. Business-led investment whereby ICT investments will be made based on the strategic outcomes required by **<< include the name of the institution >>**.
c. Improved customer service in the sense that the usage of ICT in **<< include the name of the institution >>**'s business operations is expected to drive better service delivery, improve **<< include the name of the institution >>** operations and productivity as well as enhancing improved **<< include the name of the institution >>**'s engagement with people, government organizations, community and business it serves. Consequently, better, quality, timely and more accessible

services and goods to **<< include the name of the institution >>**'s stakeholders will be realised. As a result, the process will streamline and expedite the customer engagement process.

d. Improved Human Resource Capacity and Capability to develop maintain and sustain ICT related initiatives within and beyond **<< include the name of the institution >>**.

e. Improve information security in the sense that there will be a comprehensive framework to deal with Agency's information security in the course of utilizing ICT in day-to-day institutional business endeavours

2.3. ICT Strategic Plan Guiding Principles

To achieve and enlighten the stated goals and the proposed ICT strategies respectively, nine guiding principles centered on beyond **<< include the name of the institution >>**'s core values. These principles require commitment not only from the beyond **<< include the name of the institution >>**'s ICT professionals, but from all employees.

i. **Functionality:** Drive ICT initiatives according to the beyond **<< include the name of the institution >>**'s business needs, goals, and objectives, and develop a sound business case before making any new investment.

ii. **Interoperability:** Deploy systems that are flexible and interoperable to respond quickly and efficiently to changing business needs.

iii. **Simplicity:** ICT systems must be easy to use in order to win user acceptance. Supporting procedures for hardware and systems should be clear enough to simplify usage of ICT resources.

iv. **Affordability:** Acquire, manage, and use ICT resources economically and efficiently through standardized selection and implementation processes to provide maximum benefit to beyond **<< include the name of the institution >>** as a whole.

v. **Business Continuity:** beyond **<< include the name of the institution >>**'s operations must be provided with the capability to continue regardless of disruptive events.

vi. **Customer Care:** All the beyond **<< include the name of the institution >>**'s stakeholders shall be treated with courtesy and due respect.

vii. **Maintainability:** all the technology acquired by beyond **<< include the name of the institution >>** should observe the following; sustainability, reliability, upgradability and ease of repair in event of failure sustain.

viii. **Collaboration and Knowledge Exchange:** Develop knowledge management mechanism and process for sharing and reusing knowledge easily within beyond **<< include the name of the institution >>** and with external stakeholders to help improve beyond **<< include the name of the institution >>**'s effectiveness and quality service delivery

ix. **Scalability:** Develop reliable and scalable systems infrastructure with adequate capacity and speed

2.4. Situational Analysis

This chapter examines the development of **<< include the name of the institution >>** s ICT environment by providing a brief account of the Institution's performance with regards to ICT with a view of portraying important lessons. It briefly presents analysis of the current ICT status at **<< include the name of the institution >>** evaluating upon the Strengths, Weaknesses, opportunities as well as challenges so as to extract issues that need to be addressed such that results of the Situation Analysis will form the basis of interventions to be carried out under this Strategy.

2.4.1 Analysis of the Efforts Undertaken to Strengthen ICT Function at **<< include the name of the institution >>**

In facilitating the use of ICT at **<< include the name of the institution >>**, a number of initiatives were undertaken in the areas of ICT in Governance, Infrastructure, Human Resources, Applications Management and Security Management. Notable achievements identified include:

    a) << List achievements >>
    b) <<eg. User training on ICT equipment and applications;>>

The above initiatives led to a number of benefits including:-

    a) << List benefits >>
    b) <<eg. increased staff efficiency in undertaking day to day operations ;>

The above benefits to a large extent have led to increase in the use of ICT in core and non-core functions, however, there still are a number of challenges, including:-
    a) << List challenges >>
    b) <<eg inadequate financial resources to facilitate ICT related activities in the organization ;>>

2.4.2 SWOC Analysis.

The strengths, weaknesses, opportunities and challenges (SWOC) analysis assessed the internal environment (strengths and weakness) and the external environment (opportunities and challenges) under which **<< include the name of the institution >>** ICT function operates. See attached **Appendix I**.

2.4.3 Stakeholders Analysis

The Stakeholders Analysis involved identifying various stakeholders' of **<< include the name of the institution >>**'s services to be offered, their expectations in terms of quality of the services to be offered and the potential impact of not meeting these expectations. This is covered in detail in attached as **Appendix II**.

2.4.3.1. Issues arising from stakeholder's analysis

Based on the stakeholder's analysis as explained in **Appendix II**, the following factors were identified as issues which affect the quality of e-services offered to internal and external stakeholders:

a) **<< eg. Inadequate supply of e-services to internal stakeholders to facilitate internal operations and service delivery to external stakeholders; >>**

b) **<< insert issues >>**

2.4.4 Critical Issues

From the internal and external analysis, stakeholder's analysis, situation analysis, and findings of various ICT studies at **<< include the name of the institution >>**, the following are the critical issues that need to be addressed:

a) **<< Eg. Strengthening internal ICT policy framework; >>**

b) **<< list critical issues observed >>**;

c)

2.5   ICT Strategy Focus Areas

There are several issues needed to be addressed in order to improve operation deficiencies in ICT operation situation from the above analysis:

2.5.1 ICT Governance

Effective ICT governance is a critical factor for successful ICT operation in an organization. It ensures that the organization's ICT is aligned to and supports its objectives. ICT Governance covers leadership, organizational structures and processes that ensure ICT accomplishes institutional strategic objectives.

Issues:
i.   Absence of ICT Steering Committee
ii.   Absence of Risk Management Framework (RMF)
iii.   Absence of Change Management Framework
iv.   Absence of ICT Enterprise Architecture

2.5.2 ICT Human Resources Capacity Management
<< Insert short description about ICT Human resource capacity>>
Issues:
i.   **<< Insert issues observed through Situational Analysis >>**
ii.

2.5.3 Business Systems and Applications

<< Insert short description about business systems and applications >>

Issues:
i.   **<< Insert issues observed through Situational Analysis >>**
ii.

2.5.4 Infrastructure and Technology

<< Insert short description about Infrastructure and Technology >>

Issues:
i.   **<< Insert issues observed through Situational Analysis >>**

ii.

2.5.5 ICT Business Continuity

<< Insert short description about ICT Business Continuity >>

Issues:
  i.   **<< Insert issues observed through Situational Analysis >>**
  ii.

2.5.6 ICT Security and Risk Management

<< Insert short description about ICT Security >>

Issues:
  i.   **<< Insert issues observed through SWOC Analysis >>**
  ii.

2.5.7 ICT Project Management

<< Insert short description about ICT Project Management >>

Issues:
  i.   **<< Insert issues observed through SWOC Analysis >>**
  ii.

2.5.8 Information Management

<< Insert short description about Information Management >>

Issues:

i. **<< Insert issues observed through SWOC Analysis >>**
ii.

2.5.9 ICT Services, Delivery and Support

<< Insert short description about ICT Services, Delivery and Support >>

Issues:
i. **<< Insert issues observed through SWOC Analysis >>**
ii.

2.6 ICT Strategic Formulation

The **<< include the name of the institution >>** ICT strategy focuses on improving business processes and preparing conducive, secure and safe ICT environment in order to meet organization objectives. The plan includes strategic goals, strategic objectives and implementation of strategies. In order to improve ICT service delivery of an organization, the following strategic goals, objectives and implementation strategies were identified based on key focused areas; ICT Governance, Business Systems and applications, Infrastructure and Technology, ICT Business Continuity, ICT Security and Risk Management, ICT Project Management, Information Management, ICT Services, Delivery and Support.

2.6.1 ICT Governance

ICT Governance provides a structure for aligning ICT Strategy with timely organization of strategies. It is a framework that provides a structure for organizations to ensure that ICT supports organization objectives.

Strategic Goal:

ICT Governance enhanced.

Strategic Objectives:

A. A well-functioning ICT Management established.

Strategies:

    i.   Enterprise Architecture developed by June, 2025
   ii.   ICT Steering committee engagement enforced by June, 2025

B. Capacity, innovative and strategic use of ICT enhanced

Strategies:
    i.   ICT awareness to staff created by June, 2025
   ii.   ICT Management documents such as standard operating procedures developed and reviewed by June, 2025

2.6.2 ICT Human Resource capacity management.
<< Insert short description on ICT Human Resource Capacity>>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

    i.   **<< Insert Strategies >>**
   ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
    i.   **<< Insert Strategies >>**

2.6.3 Business Systems and Applications

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

   i.   << Insert Strategies >>
  ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
   i.   << Insert Strategies >>
  ii.

2.6.4 Infrastructure and Technology

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

  iii.   << Insert Strategies >>
 iv.iv.

B.   << Insert Strategic Objective 2 >>

Strategies:

   ii.   **<< Insert Strategies >>**

2.6.5 ICT Business Continuity
<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

  i.   **<< Insert Strategies >>**
  ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
  i.   **<< Insert Strategies >>**

2.6.6 ICT Security and Risk Management

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

  i.   << Insert Strategies >>
  ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
  i.   << Insert Strategies >>

2.6.7 ICT Project Management

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

  i.   << Insert Strategies >>
  ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
  i.   << Insert Strategies >>

2.6.8 Information Management

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

  i.   << Insert Strategies >>
  ii.

B.   << Insert Strategic Objective 2 >>

Strategies:
  i.   << Insert Strategies >>

2.6.9 ICT Services, Delivery and Support

<< Insert short description>>

Strategic Goal:

<< Insert strategic goal >>

Strategic Objectives:

A.   << Insert strategic Objective 1 >>
Strategies:

i. **<< Insert Strategies >>**

ii.

B. **<< Insert Strategic Objective 2 >>**

Strategies:

i. **<< Insert Strategies >>**

2.7 ICT Strategy Implementation

2.7.1 Strategy Implementation Plan

The ICT Strategy Implementation Plan needs to be prepared to provide initiatives in terms of critical areas required to realize the strategies identified. While ICT is a strategic enabler affecting all aspects in **<< include the name of the institution >>** operation, the ICT unit shall be the focal point in the implementation of this strategy and responsible for working very close with all other departments/units in initiating, implementing and monitoring of ICT projects.

The ICT unit role also shall include among other things management, control and maintenance of the network, ICT systems and security, end user support and training. The implementation plan will be implemented phase wise based on priority and shall be reviewed once in every three (3) years or when such a need arises.

2.7.2 ICT Strategy Implementation Critical Success

The success of ICT strategy implementation requires high levels coordination within the **<< include the name of the institution >>** as well as with other stakeholders including experienced senior leaders in Government. The table below highlight some of the key critical success factors.

Table 1: Analysis of Critical Success Factors (CSF)

S/NO	Critical Success Factors	Impact	Requirements

2.7.3 Analysis of Risks

The perceived risks are categorized into two aspects; **delivery risks**, that is mainly associated with strategy not delivering the promised capabilities and **benefits risks**, which is mainly concerned with not reaching the expected benefits. The analysis based on likelihood of occurrence, impact and its mitigation plan as described below;

Table 2: Delivery Risks

S/No	Risk Description	Likelihood	Impact	Mitigation

Table 3: Benefits Risks

S/No	Risk Description	Likelihood	Impact	Mitigation

2.7.4 Monitoring and Evaluation

The **<< include the name of the institution >>** Steering Committee will be embedded as the organizational vehicle to take forward ICT strategies, work very close with all other departments/units to monitor implementation and measuring performance of all ICT related activities. For each ICT area there are Key Performance Indicators (KPIs) which should be used to monitor and evaluate the progress of each ICT area, achievement of **<< include the name of the institution >>** ICT strategy in alignment with **<< include the name of the institution >>**'s strategic objectives.

Table 4 : Monitoring and evaluation matrix

Focus Area	Objective	Strategies	Key Performance Indicators (KPI)

2.8   ICT Strategy Implementation Budget

Table 5: ICT Strategy Action Implementation Budget

S/No	Focus Area	Initiatives	Costs (TZS)

3   IMPLEMENTATION, REVIEWS AND ENFORCEMENT

3.1   Implementation and Reviews

3.1.1 This document shall come into operation once tabled and agreed in management meeting, and approved in its first page, and then shall be considered mandatory for all **<<include the name of the institution>>** business operations.

3.1.2 The strategies in this document provide top level issues for common understanding of adoption and usage of ICT and delivery of ICT services at the Authority based on e-Government standards and guidelines and therefore detailed procedures are necessary.

3.1.3 **<<include the name of the institution>>** management shall use this strategy in conjunction with other Institution's ICT related policies and guidelines, processes and procedures to ensure that it is operated within a well geared ICT governance ecosystem.

3.1.4 All employees and other authorised users of **<<include the name of the institution >>** ICT services shall comply with requirements of this strategy.

3.1.5 This document shall be reviewed after every three years, or whenever business environment of **<<include the name of the institution >>** changes in a way that affects the existing strategy.

3.2   Exceptions

3.2.1 Any exception to this strategy must be thoroughly documented and taken through a proper channel of authorization using the same authority which approved this document.

3.3 Monitoring and Evaluation

3.3.1.1   ICT Steering Committee shall meet at least quarterly to monitor and evaluate the achievements in ICT initiatives against **<<include the name of the institution >>** ICT Strategic Plan.

4   GROSSARY AND ACRONYMS

4.1   Glossary

- **ICT Strategy** – A document created as an approach to create ICT capability for maximum and sustainable value for a Public institution.
-

4.2   Acronyms

- **ICT** – Information & Communication Technology

5   RELATED DOCUMENTS

5.1   ICT Policy
5.2   ICT Security Policy
5.3   Acceptable ICT Use Policy

6   DOCUMENT CONTROL

VERSION	NAME	COMMENT	DATE
Ver. 1.0			

For Government Control Only

Sample Name: **ICT Strategy Sample**
Sample Reference: **eGAZ/EXT/SAM/002**
Sample Version: **1.0**
Sample Effective Date: **March 2022**
Sample Creation: **Zanzibar e-Government Agency**
Sample Changes: **None**

Appendix I: SWOC Analysis

	STRENGTHS	WEAKNESSESS	OPPORTUNITIES	CHALLENGES
Human Resources Capacity management	• Availability of qualified ICT staff • .	• Inadequate ICT Staff •	• Availability of local and International ICT training Institutions.	• Limited budget for ICT capacity building interventions.
ICT Governance	• Existence of e-government standards and guidelines	• Absence of ICT Service Level Agreements	Existence of e-Government Authority to support ICT initiative in the agency	
ICT Infrastructure	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
Applications	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
ICT Service Management	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
ICT Security	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
Business Process Analysis	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
Stakeholders Analysis	**<<insert Strengths >>**	**<<insert Weaknesses >>**		
Customers' Analysis	**<<insert Strengths >>**			

Appendix II: Stakeholders, Services offered and their expectations

S/No.	Stakeholder	Expected Services	Stakeholders' Expectations	Potential Impacts of not meeting their expectations
1.	Finance and Accounts Unit	• Finance Management Information System. • Internet services • Intranet services • Hardware maintenance services. • Software maintenance services. • Network maintenance services. • e-notifications • e-communication	• Reliable, secured and timely services enabled by ICT. • Fast and reliable internet services • Fast, reliable and secured Intranet services. • Prompt and quality services. • Timely notification. • Timely communication	• Poor services delivery • Poor performance • Increasing Complaints • Poor Image and bad reputation of the Unit • Loss of Public Trust • Vulnerability to security risks
4.	Procurement Management Unit	**<<insert services>>**	**<<insert expectations>>**	**<<insert impacts>>**
6.	Planning Division.			
7.				
8.				
9.				