

# THE UNITED REPUBLIC OF TANZANIA



## PRESIDENT OFFICE

## REGIONAL ADMINISTRATION AND LOCAL GOVERNMENT

## TANGA CITY COUNCIL



## ICT STRATEGY

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## PREFACE

The ICT Strategic Plan for the year **2021-22 to 2025-26** is a reflection of the ICT priorities of Tanga City Council in the next five years. It has been informed by National Vision 2025, National Strategy for Growth and Reduction of Poverty II, Tanzania Development Vision by the year 2025, the Medium Term Expenditure Framework (MTEF), which is a combination of previous, plans.

The focus of this ICT Strategic Plan is on improving the quality of, and access to ICT services provided through or facilitated by Tanga City Council.

In brief the Strategic Plan for the year **2021-22 to 2025-26** has been designed to consolidate and ignite an impetus of excellence in service delivery in our council. It is my hope that the central government, stakeholders and the people of Tanga will render their support to ensure the aspirations of the plan are realized.

  
Abdulrahman O. Shilcow  
**Hon. MAYOR**  
**TANGA CITY COUNCIL**



**OCTOBER, 2022**

## ACKNOWLEDGEMENTS

On behalf of the Tanga City Council and its Management (CMT), I wish to thank all those who have contributed in one way or another in making it possible to successfully complete preparation of this Council's ICT Five-Year Strategic Plan. This is an important tool that will assist the Council implement its ICT activities effectively and efficiently.

Many thanks are directed to the heads of department and all members of the council. Their continuous commitment, advice and support made it possible for this assignment to begin and be completed expeditiously.

The valuable contribution and commitment by all those who participated cannot be over-emphasized. It is through such knowledge and assessment of the internal and external factors that the key challenges to ICT sector and solutions to address the challenges were formulated.

Finally, I wish to express my gratitude to City ICT Officer, **Mr Edward P. Barigira** who facilitated the preparation of this ICT Strategic Plan. As a Council, we hope this is a beginning of a long term organisation e-Government implementation.



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CITY DIRECTOR  
TANGA

**OCTOBER, 2022**

## EXECUTIVE SUMMARY

Tanga City Council ICT Strategic Plan covers the five-years period of **2021-22** to **2025-26**. The plan describes our Mission, Vision, Objectives, Key results and Key Performance Indicators. The Strategic Plan begins with a situation analysis which is meant to provide the reality of Tanga City Council ICT operating environment, which will impact on the plan and providing strategic options and choices. It has been informed by Vision 2025, National Strategy for Growth and Reduction of Poverty II, Tanzania Development Vision by the year 2025, the Medium Term Expenditure Framework (MTEF), which is a combination of previous plans i.e. the Rolling Plan and Forward Budget and Performance Budget, the legislation, as amended to support the on-going Local Government Reforms, Millennium Goals and Sectorial Policies, and It is further informed by the Act of the parliament, Act No. 6 of 1999, which aims at devolving political, legal, administrative and financial power to LGAs making them more responsible and accountable to the people and the Local Government (LGA) Acts No. 7,8, 9 and 10 of 1982 (Amended). e-Government Act No. 10 of 2019 which aim to oversee, coordinate and promote e-Government initiatives in public Institutions. Also to enforce e-Government related policy, law, regulations, standards and guidelines. It is these amended Acts that reinforce the preparation and implementation of strategic plans.

The Vision, Mission, Key result areas and Strategic Objectives of Tanga City Council were derived from a Stakeholders' workshop; and council self assessment and performance review (situation analysis). Lists of critical issues that need interventions were identified. To address critical issues, the following sets of goals were developed: -

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## 1. INTRODUCTION

### 1.1. Overview

The adoption of Information and Communication Technologies is increasingly becoming a must in achieving efficient and effective organizational and individual service delivery across the world. In that light, organizations across the globe, including Tanga City Council, 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 an 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. Tanga City Council has realized the importance of using Information and Communication Technology as a supporting tool to fulfil its established mandate and therefore developing its ICT strategy aimed at aligning ICT with its objectives and ambitious as articulated in the Tanga City Council's Five Year Strategic Plan.(**2021-22 to 2025-26**)

This strategy is therefore intended to provide Tanga City Council a high-level direction on the design, control and use of Information and Communication Technology in order to support the attainment of Tanga City Council's agenda and objectives contained in the Tanga City Council Strategic Plan of **2021-22 to 2025-26**. The strategies presented here and developed in consultation with various key stakeholders are expected to steer Tanga City Council closer to its vision: **"By 2025 - 2026 Tanga becomes a World Class City with a commitment to public engagement and excellent service delivery, provides quality life and sustainable to the community"**

### 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 Tanga City Council 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 Tanga City Council.

In particular, the rationale behind the strategy includes:

1. Planning strategically the ICT investment;
2. Managing existing ICT resources optimally;
3. Prioritising ICT processes and projects based on what provides the most value;
4. Measuring how well Tanga City Council is managing ICT portfolio to meet its needs; and

5. Instituting standards and minimise risks in ICT deployment in Tanga City Council.

### **1.3. Purpose**

This document puts in place a framework that will provide Tanga City Council with a secure ICT environment which is effective and has the flexibility required to support Tanga City Council's staff and stakeholders to effectively and efficiently carry out their day-to-day business operations consonant to Tanga City Council'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 Tanga City Council stakeholders. Drawing from results achieved so far by Tanga City Council 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 Tanga City Council 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 Tanga City Council interfacing with its stakeholders to inform the action needed to achieve its strategic objectives.

## **2. ICT STRATEGY**

### **2.1. Background of the ICT Strategy**

Tanga City Council aims to develop its ICT strategy based on the institutional strategic objectives as well as objectives of the e-Government Act, 2019 and its Regulations. Having ICT strategy in place will assist Tanga City Council to improve innovation and investment in Information and Communication Technology. The ICT strategy will support and enable Tanga City Council 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**

By 2026 Tanga becomes a World Class City with a commitment to public engagement and excellent service delivery by using ICT, provides quality life and sustainable to the community.

### **2.2.2. ICT Mission**

The City of Tanga intends to effectively serve the community and continuous sustaining of life through enhancement of health and make it Global destination for business and ICT technology.

### **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 Tanga City Council.

- 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 Tanga City Council.
- c. Improved customer service in the sense that the usage of ICT in Tanga City Council's business operations is expected to drive better service delivery, improve Tanga City Council operations and productivity as well as enhancing improved Tanga City Council's engagement with other, government and private organizations, community and business it serves. Consequently, better, quality, timely and more accessible services and goods to Tanga City Council'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 Tanga City Council.
- 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 Tanga City Council's core values. These principles require commitment not only from Tanga City Council's ICT professionals staffs, but from all employees.

- i. **Functionality:** Drive ICT initiatives according to the beyond Tanga City Council'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 Tanga City Council as a whole.
- v. **Business Continuity:** Beyond Tanga City Council's operations must be provided with the capability to continue regardless of disruptive events.
- vi. **Customer Care:** All the beyond Tanga City Council's stakeholders shall be treated with courtesy and due respect.
- vii. **Maintainability:** all the technology acquired by beyond Tanga City Council 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 Tanga City Council and with external stakeholders to help improve beyond Tanga City Council'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 Tanga City Council'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 Tanga City Council 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.

##### **Analysis of the Efforts Undertaken to Strengthen ICT Function**

In facilitating the use of ICT at Tanga City Council 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) Users training on ICT applications and equipments.
- b) User training on ICT equipments maintenance.
- c) Internal network infrastructure improvement.
- d) CCTV Camera system installation.
- e) Budgeting and purchasing of ICT equipments (Computer, Printer, POS)
- f) Internal telephone network maintained.
- g) Preparation of e-Government guidelines

- h) Server room established.
- i) Periodic maintenance of ICT equipment.
- j) Biometric Attendance system installed.
- k) ICT environment improved.
- l) ICT Unit available.
- m) Business Processes Management Systems in place

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

- a) Increase security over ICT environment.
- b) Increase ICT awareness to users.
- c) Increased staff efficiency in undertaking day to day operations.
- d) Improve day to day work performance.
- e) Improve customers service delivery.
- f) Strengthening ICT Unit.

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) Inadequate financial resources to facilitate ICT related activities in the organization.
- b) Unstable network connection.
- c) Slow and expensive internet.
- d) Unreliable software.
- e) Shortage of ICT equipments.
- f) Lack of awareness over ICT matters.
- g) Business Application Software challenges.

#### **2.4.1 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 Tanga City Council ICT function operates. See attached **Appendix I**.

#### **2.4.2 Stakeholders Analysis**

The Stakeholders Analysis involved identifying various stakeholders' of Tanga City Council'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) Insufficient budget.
- b) Lack of ICT awareness to staffs and other stakeholders.
- c) Absence of satisfactory electrical power services.
- d) Inadequate supply of e-services to internal stakeholders to facilitate internal operations and service delivery to external stakeholders.

#### **2.4.3 Critical Issues**

From the internal and external analysis, stakeholder's analysis, situation analysis, and findings of various ICT studies at Tanga City Council, the following are the critical issues that need to be addressed:

- a) Strengthening ICT security issues.
- b) Increase ICT awareness and cooperation to staffs and other stakeholders.
- c) Increase ICT operations budget.
- d) Strengthening internal ICT policy framework.
- e) Strengthening ICT infrastructure (networking and power buck up)

#### **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**

The availability of ICT knowledgeable, experience and skilled staffs help in performing precise task and responsibilities in organization.

The use of ICT ensure the efficiency of Human resources in daily activities hence can easy reach expected target.

#### **Issues:**

- i. Lack of Skilled personnel
- ii. Lack of ICT working tools
- iii. Lack of ICT Staffs
- iv. Absence of sections ICT system leaders.

### **2.5.3 Business Systems and Applications**

A set of information systems that work collectively to carry out input, processing output and control action in order to give information that can used to support in planning and decision making in daily activities.

The computers that undertake this activity can be classified in to five basic resources of People, Hardware, Software, Communications and Data.

**People:-** The users, system manager, developer and technical staffs.

**Software:-** Refers to computer programs and associated instructions.

**Hardware:-** Resources include computers, printers, cameras etc

**Communications:-** Network infrastructure, hardware and software needs to support.

**Data:-** Cover the data that an organisation has to access to such as computer database and paper files.

#### **Issues:**

- i. Low network performance
- ii. Lack of ICT working tools
- iii. Unreliable software
- iv. Lack of Skilled personnel
- v. Highly working in paper work

### **2.5.4 Infrastructure and Technology**

This encompasses all the devices, networks, protocols and procedures that are employed information technology field to promote interaction among different stakeholders for proper service delivery and administration.

It includes hardwires (mainly physical services), software, firmware, network, data centres, facilities and all related equipments used to support ICT.

**Issues:**

- i. Unreliable systems network infrastructure
- ii. Lack of knowledge over ICT matters
- iii. Inadequate Electrical Power Backup
- iv. Unreliable software

**2.5.5 ICT Business Continuity**

BCP is a document that consist of the critical information an organisation need to continue operating during an unplanned event.

It provides the capability to react before a disruption occurs or on detection of one or a series of related events that become incident and to respond and cover when those incident result in disruption.

**Issues:**

- i. Absence of BCP
- ii. Lack of knowledge to prepare BCP

**2.5.6 ICT Security and Risk Management**

Is the ongoing process of identifying security risks and implementing plan to address them. It provide a room to identify and prepare for adverse situation that usually result from inadequate internal process, external events such as cyber attacks or even natural threats such as COVID 19

**Issues:**

- i. Unavailability of ICT Security Policy.
- ii. Unavailability of maintenance of ICT devices and system and development operations plan.
- iii. Unavailability of Disaster Recovery Plan.

**2.5.7 ICT Project Management**

The process of planning, organizing and defining responsibility for the completion of an organization specific ICT goals that result in development in organisation.

ICT officers develop and direct ICT projects within an organisation and make decision about it.

**Issues:**

**SWOC** analysis is a useful tool often used to detect the internal and external factors that can be helpful or harmful to a business needs.

**STRENGTH**

- i. Availability of ICT Strategic Plan
- ii. Availability of ICT Unit (Organization Structure)

- iii. Availability of appointed Head of ICT.
- iv. Appointed SPOC
- v. Increasing of activity of Tanga City Council that need strong ICT support

### **WEAKNES**

- i. Lack of expertise in critical ICT area (Database, Networking, Cyber Security etc)
- ii. Difficult in providing 24/7 ICT Support.
- iii. Willingness of ICT staff to attend professional courses.

### **OPPORTUNITY**

- i. Technology advancement.
- ii. Fiber Network Connectivity and bandwidth.
- iii. Awareness of importance of integrated and coordinated ICT operations.

### **CHALLENGES**

- i. Changes to ICT infrastructure technology

### **2.5.8 Information Management**

The collection and management of information from one or more sources and distribution of that information to one or more audience with right to that information.

The purpose of information management is to use it with insight and innovation, Support decision making and create value for individuals, organisation, communities and societies.

In term of technology information management encompasses systems such as web content management, Record Management, Intranet platform e.t.c.

#### **Issues:**

#### **STRENGTH**

- i. Availability of Website
- ii. Availability of Communication Officer
- iii. Availability of TV stations, (Tanga TV) and Social Medias pages
- iv. Availability of Network Connectivity
- v. Availability of internet services
- vi. Location independent
- vii. Easy access
- viii. Immediate feedback possible

#### **WEAKNESS**

- i. Time Management
- ii. Lack of Budget to support information distribution

- iii. Participatory willingness
- iv. Technical problems

### **OPPORTUNITY**

- i. Digital development
- ii. Created flexible programs
- iii. Intensify problem solving
- iv. Encourage critical thinking

### **CHALLENGES**

- i. Technology cost and obsolesce
- ii. Digital illiteracy
- iii. Digital divide
- iv. Less motivation in daily usage of MIS

### **2.5.9 ICT Services, Delivery and Support**

The purpose of ICT service delivery is to provide agreed level of service to users, and to manage the technology that support the application of administration procedures implemented by the institution.

ICT has recognised as a powerful tool for change and is believed to have potential for increasing government accountability, transparency, Public expenditure management e.t.c

#### **Issues:**

#### **STRENGTH**

- i. Availability of ICT infrastructure.
- ii. Basic ICT skills.
- iii. Rich culture and religious heritage.
- iv. Meaningful use of office document.
- v. Connection both in and out of office.

#### **WEAKNESS**

- i. Insufficient number of computers.
- ii. Unstable Network/Internet services.
- iii. Delay to adopt changes and new technology.
- iv. Difficult in providing 24/7 Support.
- v. Exchange of password by staffs.

## **OPPORTUNITIES**

- i. System that make us easier to manage Institution issues
- ii. Accessible way of doing organization activities regardless of location
- iii. Availability of external support
- iv. Full management support

## **CHALLENGES**

- i. Unreliable power supply
- ii. Unreliable internet Connection
- iii. Unavailability of license software
- iv. Insufficient ICT environment

### **2.6 ICT Strategic Formulation**

The Tanga City Council 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 strategies. It is a framework that provides a proper 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, 2026
- ii. Change management framework developed by June 2026
- iii. ICT Steering committee engagement enforced by June, 2026

**B.** Capacity, innovative and strategic use of ICT enhanced

#### **Strategies:**



- i. ICT awareness to staff created by June, 2026
- ii. ICT Management documents such as standard operating procedures developed and reviewed by June, 2026

### **2.6.2 ICT Human Resource Capacity Management.**

Human Resource Capacity ensure the use of ICT for the efficiency of Human Resources. ICT usage for Human Resource functions ensures it support an organization to hit its objectives.

#### **Strategic Objectives:**

**A.** The use of ICT to ensure efficiency of Human resources.

#### **Strategies:**

- i. Improve understanding of our ICT strength by June 2026.
- ii. Improve availability of ICT working tools by June 2026.
- iii. Increase efficiency and reduce work load by June 2026.

**B.** Sufficient ICT capacity

#### **Strategies:**

- i. Improve council ICT budget by June 2026.
- ii. Maintenance of existing ICT working tools by June 2026.
- iii. ICT technical capacity building to ICT officers by June 2026.
- iv. Strengthening ICT security matters by June 2026.

### **2.6.3 Business Systems and Applications**

Business System and Application provide a set of information systems that work collectively to carry out input, processing output and control action in order to give information that support organisation objectives. ICT makes organisation business more efficient, effective and promptly to respond to customers' needs.

#### **Strategic Goal:**

Business Management practise advanced.

#### **Strategic Objectives:**

**A.** ICT Service Delivery improved.

#### **Strategies:**

- i. Improve end to end accountability by June 2026.
- ii. Ensure efficient and effective performance of ICT Unit by June 2026.
- iii. Improve integration across department by June 2026.

**B.** Operational Cost reduced by June 2026.

**Strategies:**

- i. Have predictive maintenance planning by June 2026.
- ii. Invest more in ICT equipment and technology by June 2026.

**2.6.4 Infrastructure and Technology**

Infrastructure and Technology (Hardware and Software Technology) encompasses ICT protocols and procedures to promote organisation and other stakeholders for proper achievement of organisation objectives.

**Strategic Goal:**

Organisations information system infrastructure maintained

**Strategic Objectives:**

**A.** Sufficient ICT infrastructure and capacity

**Strategies:**

- i. Set reliable and efficient network infrastructure and computers by June 2026
- ii. Install standby Power Generator and buck up UPS by June 2026
- iii. Procure licensed software by June 2026
- iv. Procure ICT facilities and services for Council HQ and facilities by June 2026
- v. To encourage external ICT stakeholder to continue the role of integral part of ICT infrastructure development by June 2026

**B.** Use of ICT on service delivery enhanced

**Strategies:**

- i. To attract the attention of top managerial by June 2026
- ii. Promote adaptation and use of ICT for council benefit by June 2026
- iii. To prepare and perform ICT capacity building to level of staffs by June 2026

**2.6.5 ICT Business Continuity**

Business Continuity are to minimize organization loss, continue to serve customers and mitigate the negative effect. It is the conceptual summary of preventive (mitigation) strategies.

**Strategic Goal:**

Business Continuity Plan established and reviewed.

### **Strategic Objectives:**

**A.** Service delivery during and after crisis enhanced.

#### **Strategies:**

- i. Have systems recovery plan by June 2026.
- ii. Have central point of communications by June 2026.
- iii. Review our strategies timely

**B.** Information and status of organisation managed.

#### **Strategies:**

- i. All information are timely collected by June 2026.
- ii. All information are timely stored by June 2026.
- iii. All information are timely distributed by June 2026

### **2.6.6 ICT Security and Risk Management**

Its essentially the ongoing process of identifying security risk and then implementing a plans to address them. It's about considering the like hood that known threats will happen, how these threats might exploit any vulnerability in our security protection and the impact they could have to our organisation objectives.

#### **Strategic Goal:**

Risk are identified, assessed and treated to the confidentiality and integrity

### **Strategic Objectives:**

**A.** Risk are managed confidentially.

#### **Strategies:**

- i. Identify all ICT security risks and avoid it by June 2026.
- ii. Establishment of ICT Security Policy by June 2026.
- iii. Establishment of ICT maintenance plan by June 2026

**B.** Risk are managed with integrity.

#### **Strategies:**

- i. Establishment of Disaster Recovery Plan by June 2026
- ii. Manage all risks and transfer them by June 2026

### **2.6.7 ICT Project Management**

ICT Project Management is the project plan that involves developing plans, implementing strategies, executing the project to completion to accomplishing organisation goals.

It is responsible for developing timeline, setting budget and assigning task within information technology.

**Strategic Goal:**

Projects productivity and performance improved.

**Strategic Objectives:**

**A.** Successful development of ICT projects.

**Strategies:**

- i. Encourage team work by June 2026
- ii. Manage project risks by June 2026
- iii. Document all project processes
- iv. Set clearly expectations

**B.** Successful ICT productive projects.

**Strategies:**

- i. Define goals early
- ii. Use work breakdown structure by June 2026
- iii. Improve communications with other relative stakeholders by June 2026

**2.6.8 Information Management**

Information management is the collection and management of information from one or more sources and the distribution of that information to one or more related audiences.

**Strategic Goal:**

Collection, storage and distribution of information for service delivery enhanced

**Strategic Objectives:**

**A.** Working efficiency Increased

**Strategies:**

- i. Right information at right time collected by June 2026
- ii. Creativity enhanced by June 2026.
- iii. Value and usefulness of information extended by June 2026
- iv. The use of G.I.S for data collection enhanced by June 2026

**B.** Decision making effectiveness Improved.

**Strategies:**

- i. Right information at right time collected by June 2026

- ii. Technology to protect/manage information considered by June 2026
- iii. Social Cooperation groups encouraged to use ICT by June 2026

## **2.6.9 ICT Services, Delivery and Support**

The purpose of ICT service delivery is to provide agreed level of ICT service to users and manage the technology that supports the applications of administrative implemented by organisation to support its objectives.

### **Strategic Goal:**

Best/Excellent ICT services to users provided

### **Strategic Objectives:**

**A.** ICT services is only provided to those authorised.

### **Strategies:**

- i. To have ICT services user matrix by June 2026
- ii. To strengthening our ICT technical support desk by June 2026
- iii. Establish Acceptable ICT User Policy by June 2026

**B.** Access to ICT services are provided to users in appropriate means.

### **Strategies:**

- i. To strengthening our relations with service providers by June 2026
- ii. To strengthening and maintaining our internal ICT infrastructure by June 2026

## **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 Tanga City Council 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 Tanga City Council 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
1	ICT Steering committee Meetings.	Well functioning ICT Management.	Fund Guidelines
2	Sufficient ICT working tools and technical capacity.	Sufficient human resources in service delivery.	Fund
3	Clear Power backup and Network/ICT infrastructure.	Sufficient human resources in service delivery.	Fund Technical personnel
4	Perfect Disaster Recovery Plan.	Management of all risks.	Guidelines and professionalism
5	Clear Documentation of all project processes.	Everyone knows how project is implemented. Reduce project cost/risk.	Professionalism and commitments
6	Right information at right time.	Value and usefulness of information in service delivery.	-Commitments. -Willingness to use information

### 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
1	System failure due to overheating in server room.	High current temperature in sever room.	All council ICT services will be unavailable.	Buy backup AC for server room.
2	Computer viruses infect the ICT devices/computers.	Outdated antivirus and unavailability of internet service.	Council information and devices will be damaged.	Full availability of updated antivirus and internet services.
3	ICT fail to support council highly quality service delivery.	-Lack of excitement on using ICT. -Poor infrastructure.	Poor performance in service delivery.	-Promote and perform ICT trainings. -Improve ICT Budget
5	Insufficient budget to support ICT business.	Insufficient own source collections.	Poor supporting service delivery using ICT.	Improve own source collection.

**Table 3: Benefits Risks**

S/No	Risk Description	Likelihood	Impact	Mitigation
1	System failure due to external (service provider) infrastructure.	Week service provider infrastructure	Poor performance in system service delivery	Improve strong communication with service providers. Identifying problems and share to solve on time.
2	Inadequate staffs	Week preparation and management of project.	Poor performance of the project	More professional training to staffs to overcome Organization needs.

#### 2.7.4 Monitoring and Evaluation

The Tanga City Council 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 Tanga City Council ICT strategy in alignment with Tanga City Council's strategic objectives.

**Table 4 : Monitoring and evaluation matrix**

Focus Area	Objective	Strategies	Key Performance Indicators (KPI)
ICT Infrastructure	Sufficient ICT infrastructure and capacity.	Improve network infrastructure and computers.	High capacity ICT infrastructure running.
Service Delivery	Use of ICT to ensure efficiency of Human Resource.	Improve understanding and uses of ICT tools and systems.	Sufficient ICT tools and uses for service delivery
ICT Governance	Enhance ICT Governance	Prepare, use and create ICT awareness to council staffs through e-Governance guidelines.	ICT awareness to staffs improve



## 2.8 ICT Strategy Implementation Budget

**Table 5: ICT Strategy Action Implementation Budget**

S/No	Focus Area	Initiatives	Costs (TZS)
1	ICT Infrastructure	-Proper communication with networks and programming experts, share ideas e.t.c -Budgeting and training to ICT staffs. -Lean from other institutions on e-Government implementation.	220,000,000
2	Service Delivery	-Budgeting -Improve infrastructure and awareness.	100,000,000
3	ICT Governance	Prepare and update e-government guidelines and Create awareness to staffs.	70,000,000

## 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 Tanga City Council 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 Tanga City Council 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 authorized users of Tanga City Council 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 Tanga City Council 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 Tanga City Council ICT Strategic Plan.

## 4 GLOSSARY 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	Tanga City Council	CREATION OF S.P	OCT.2022

## Appendix I: SWOC Analysis

	<b>STRENGTHS</b>	<b>WEAKNESSES</b>	<b>OPPORTUNITIES</b>	<b>CHALLENGES</b>
<b>Human Resources Capacity management</b>	<ul style="list-style-type: none"> <li>• Availability of qualified ICT staff</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate ICT Staff</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of local and International ICT training Institutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Limited budget for ICT capacity building interventions.</li> </ul>
<b>ICT Governance</b>	<ul style="list-style-type: none"> <li>• Existence of e-government standards and guidelines</li> </ul>	<ul style="list-style-type: none"> <li>• Absence of ICT Service Level Agreements</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of e-Government Authority to support ICT initiative in the agency</li> </ul>	<ul style="list-style-type: none"> <li>• Little awareness about ICT and inadequate ICT Infrastructure.</li> </ul>
<b>ICT Infrastructure</b>	<ul style="list-style-type: none"> <li>• Availability of national fiber network</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate service as preferred</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of service provider offices near to our office</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of budget to improve their network infrastructure</li> </ul>
<b>Applications</b>	<ul style="list-style-type: none"> <li>• Minimize cost and save time</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate ICT skills and competency</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce cost of ICT infrastructure and services</li> </ul>	<ul style="list-style-type: none"> <li>• Low literacy</li> </ul>
<b>ICT Service Management</b>	<ul style="list-style-type: none"> <li>• Availability of ICT Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of personal touch.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of expertise to create awareness on policy matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of budget</li> </ul>
<b>ICT Security</b>	<ul style="list-style-type: none"> <li>• Availability of ICT Security Policy.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of personal touch.</li> </ul>	<ul style="list-style-type: none"> <li>• Availability of expertise to create awareness on policy matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of budget</li> </ul>
<b>Business Process Analysis</b>	<ul style="list-style-type: none"> <li>• Availability of qualified staff.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of understanding on Business Process Management matters.</li> </ul>	<ul style="list-style-type: none"> <li>• Existence of Government Guidelines.</li> </ul>	<ul style="list-style-type: none"> <li>• Willingness of other stakeholders to follow processes.</li> </ul>
<b>Stakeholders Analysis</b>	<ul style="list-style-type: none"> <li>• Good relationship with stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of business experience</li> </ul>	<ul style="list-style-type: none"> <li>• Prospective, accountability and risk management</li> </ul>	<ul style="list-style-type: none"> <li>• They represent their interest most.</li> </ul>
<b>Customers' Analysis</b>	Fairness	<ul style="list-style-type: none"> <li>• Poor time management</li> </ul>	<ul style="list-style-type: none"> <li>• No large competitions</li> </ul>	Lack of understand to our business procedures.

**Appendix II: Stakeholders, Services offered and their expectations**

S/ No	Stakeholder	Expected Services	Stakeholders' Expectations	Potential Impacts of not meeting their expectations
1.	TANGA CC HQ	<ul style="list-style-type: none"> <li>• Finance Management Information System.(MUSE, LGRCIS,TAUSI, ffars)</li> <li>• e-Procurement System.</li> <li>• Planning and Reporting System.</li> <li>• HR Systems (eg. HCMIS)</li> <li>• Primary and Secondary MIS</li> <li>• Community Groups MIS</li> <li>• Internet services</li> <li>• Website and E-Mail services</li> <li>• Intranet services</li> <li>• Hardware maintenance services.</li> <li>• Software maintenance services.</li> <li>• Network maintenance services.</li> <li>• e-notifications</li> <li>• e-communication</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable, secured and timely services enabled by ICT.</li> <li>• Fast and reliable internet services.</li> <li>• Fast, reliable and secured Intranet services.</li> <li>• Prompt and quality services.</li> <li>• Timely notification.</li> <li>• Timely communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor services delivery.</li> <li>• Poor performance.</li> <li>• Increasing Complaints.</li> <li>• Vulnerability to security risks.</li> <li>• Political interference.</li> </ul>
2.	HELATH FACILITIES	<ul style="list-style-type: none"> <li>• Finance Management Information System.(ffars)</li> <li>• Hospital Management System</li> <li>• Internet services</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable, secured and timely services enabled by ICT.</li> <li>• Fast and reliable internet services.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor services delivery.</li> <li>• Poor performance.</li> <li>• Increasing Complaints.</li> </ul>

S/ No	Stakeholder	Expected Services	Stakeholders' Expectations	Potential Impacts of not meeting their expectations
		<ul style="list-style-type: none"> <li>• Intranet services</li> <li>• Hardware maintenance services.</li> <li>• Software maintenance services.</li> <li>• Network maintenance services.</li> <li>• e-notifications.</li> <li>• e-communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Fast, reliable and secured Intranet services.</li> <li>• Prompt and quality services.</li> <li>• Timely notification.</li> <li>• Timely communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Vulnerability to security risks.</li> <li>• Political interference.</li> </ul>
4.	EDUCATION FACILITIES	<ul style="list-style-type: none"> <li>• Finance Management Information System. (ffars)</li> <li>• Internet services</li> <li>• Intranet services</li> <li>• Hardware maintenance services.</li> <li>• Software maintenance services.</li> <li>• Network maintenance services.</li> <li>• e-notifications.</li> <li>• e-communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Reliable, secured and timely services enabled by ICT.</li> <li>• Fast and reliable internet services.</li> <li>• Fast, reliable and secured Intranet services.</li> <li>• Prompt and quality services.</li> <li>• Timely notification.</li> <li>• Timely communication.</li> </ul>	<ul style="list-style-type: none"> <li>• Poor services delivery.</li> <li>• Poor performance.</li> <li>• Increasing Complaints.</li> <li>• Vulnerability to security risks.</li> <li>• Political interference.</li> </ul>
5.	OTHERS/PUBLIC	<ul style="list-style-type: none"> <li>• Website services</li> <li>• LGRCIS payment system</li> </ul>	<ul style="list-style-type: none"> <li>• Fast and reliable services</li> </ul>	