



Zimbabwe

Ministry of Information Communication Technology (MICT)

Strategic Plan 2010 – 2014

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FOREWORD BY THE HONOURABLE MINISTER

The cross-cutting and constantly evolving nature of the ICT sector requires timely policy and regulatory responses, leadership and institutional arrangements that cut across all sectors and levels of government and private-public partnerships that can husband the capabilities of the private sector to meet public policy objectives.

Consequently, ICT deserves a pivotal and enabling role in any development strategy considering that since late 1990, there has been unprecedented increase in access to ICT.

As a country we need to ready and prepare ourselves as the host of ICTs for this decade to regain the missed opportunities and neglected advantages of the past decade of our national challenges. Our networks should be available and affordable anywhere and anytime.

This visionary Strategic Plan of the Ministry of ICT guides and consolidates the priorities to transform Zimbabwe into a knowledge society, and pulls the entire nation around a single game plan for execution. Through this document the nation of Zimbabwe is able to solve major developmental issues at a macro level, address critical performance issues, communicate the quick wins, short, medium and long term strategies whilst creating the right balance with respect to implementation approaches and options.

Sub-Saharan Africa is one of the poorest regions in the world and has the lowest access to information and communication resources. However, the telecommunications situation in Africa has changed dramatically, with all countries having mobile networks and all connected to the Internet. The synopsis of the ICT indicators for teledensity, mobile access, internet access and number of PCs per 100 people for the SADC region shows that the environment is challenged, where the average teledensity and average mobile access levels of SADC region is half of the Africa average. The Government of Zimbabwe is geared to rectify this developmental anomaly through the implementation of the National ICT Policy Framework and the Strategic Plan spearheaded by the Ministry of ICTs. Tremendous opportunities abound in Zimbabwe in ICTs for development with respect to the following areas which at best can be addressed through collaboration, consultation and smart PPPs:

- ❖ Infrastructural facilities for connectivity and equitable access;
- ❖ a common electronic-business framework;
- ❖ information and content development and sharing platforms;
- ❖ e-Government platform that serves Government and citizens;
- ❖ a conducive enabling political, legal and technical environment;
- ❖ ICTs industry and support services and;
- ❖ human resource development.

Through concerted effort and stakeholder consultation and participation, the Ministry is determined to implement this strategic plan in full. The Ministry of ICT will constantly develop appropriate policies and regulatory regimes to manage the ICT national landscape.

Honourable N. Chamisa [MP]

MINISTER OF INFORMATION COMMUNICATION TECHNOLOGY

EXECUTIVE SUMMARY BY THE PERMANENT SECRETARY

Systematic exploitation of ICTs offer developing countries, Zimbabwe included, an opportunity to leapfrog into the developed world community.

This visionary Strategic Plan of the Ministry of ICT is crafted to provide a roadmap leading to transforming Zimbabwe into an ICT hub with a vibrant sustained economic structure. Through this Strategic Plan, the Government of Zimbabwe will address the developmental challenges associated with the implementation of the National ICT Policy Framework. The Strategic Plan is being informed by among others, the e-Readiness Survey Report, the e-Government Report and the National ICT Policy Framework.

The background information provides an analytical exposition of the key issues and baseline for the Strategic Plan premised on a balanced scorecard approach. The Ministry of ICT (MICT) is guided by some critical values which define the basic essential beliefs of the Ministry, which values are the building blocks of the various policies, actions and strategic initiatives of the MICT. Change Management is about managing people in a changing environment so that business changes are successful and the desired business results are realized. People resist change because of both organizational and personal reasons. However, the MICT shall give special attention to these critical organizational and personal factors that drive change with a view to proactively manage the change process. The strategic solution to Change Management is by implementing Sustainable Change. To produce effective results, the MICT will ensure proper alignment in all the processes of the business including the strategic, holistic, operations, people, and leadership alignment.

The Strategic Plan was formulated using the ABCDE model, and using a baseline created from the Ministry's organizational profile and inputs solicited from various key stakeholders from the ICT sector in Zimbabwe. From the Mission Statement given by the Government of Zimbabwe the Vision is presented and accompanied by key result areas with specific goals, objectives and targets by year in the form of a National Scorecard. Performance monitoring on a regular basis is critical for the Ministry in order to realise the set deliverables in the strategic plan. The success of the MICT Strategic Plan will depend to a large extent on the degree to which the Ministry is resourced in the critical categories of finance, equipment and human resources.

The Action Plans are geared toward operations, procedures, and processes. The challenges associated with the implementation are solvable through the commitment of all key stakeholders. What remains important as a nation is sharing the national vision and making it actionable as we transform Zimbabwe into an ICT hub and beyond. This Strategic Plan is a document born out of wide consultations within the Ministry of ICT and between the MICT and key stakeholders.

Eng. S. Kundishora
Permanent Secretary for Information Communication Technology

DEFINITION OF TERMS

❖ **Balanced scorecard**

Many organizations measure the success of their businesses from three perspectives namely; the customer, the employee and the business results. The balanced scorecard is one such instrument used to measure the success of the business from the above three perspectives.

❖ **Bandwidth**

The amount of data that can pass through a given communication channel per standard amount of time (usually per second). It is an indication of the capacity of a channel of communication.

❖ **Broadcasting**

The distribution of information using radio, television, Internet and intranet or web casting.

❖ **Digital Divide**

The gap that exists between those who have and those who do not have access to and the skills to use ICTs like telephones, computers, internet access and related services.

❖ **e-Commerce (Electronic Commerce)**

Business activities involving consumers, manufacturers, suppliers, service providers and intermediaries using computer networks such as the Internet.

❖ **e-Government**

It is the use of information and communication technology to provide and improve government services, transactions and interactions with citizens, businesses, and other arms of government.

❖ **e-Readiness**

A country's e-business environment measured by access to its technology infrastructure, the degree to which e-business is being adopted by the Government, consumers and companies, social and cultural conditions that influence use of ICTs, the availability of services to support ICT, broadband penetration, capacity and speed of connectivity.

❖ **Information and Communication Technology (ICT)**

Embraces the use of computers, telecommunications, office systems and technologies for the collection, processing, storing, packaging and dissemination of information.

❖ **Information Society (IS)**

A country or region where information technology has been fully exploited and is part of everyday life as an enabler of information sharing, communication and diffusion.

❖ **Internet Service Provider (ISP)**

A company which offers internet access and possibly other services such as e-mail and web hosting to individuals or companies through either temporary or dedicated connection.

❖ **Quick wins**

These are short term objectives which can be quickly implemented and can yield significant results.

❖ **Strategic Elements**

Strategy is a commitment to challenge critical beliefs and assumptions about the environment around the organization. Strategic elements are those broad organizational goals intended to address the key strategic issues of the organization.

❖ **Universal access**

Refers to the ability of all people to have equal opportunity and access to a service or product from which they can benefit, regardless of their location, social class, ethnicity, background or physical disabilities. In our context this refers to the widespread availability of telecommunications and ICT services.

❖ **Universal service**

The availability of ICTs in a country including the rural areas.

❖ **Values**

These are the Ministry's essential beliefs and enduring principles. These values in most cases determine the strategic moves that the Ministry will be able to make.

ABBREVIATIONS/ACRONYMS

❖ **CCS**

Central Computing Services

❖ **KPI**

Key Performance Indicators

❖ **MICT**

Ministry of Information Communication Technology

❖ **PPPs**

Public Private Partnerships

❖ **SG**

Strategic Goal

❖ **SO**

Strategic Objective

❖ **SWOT**

Strengths, Weaknesses, Opportunities and Threats

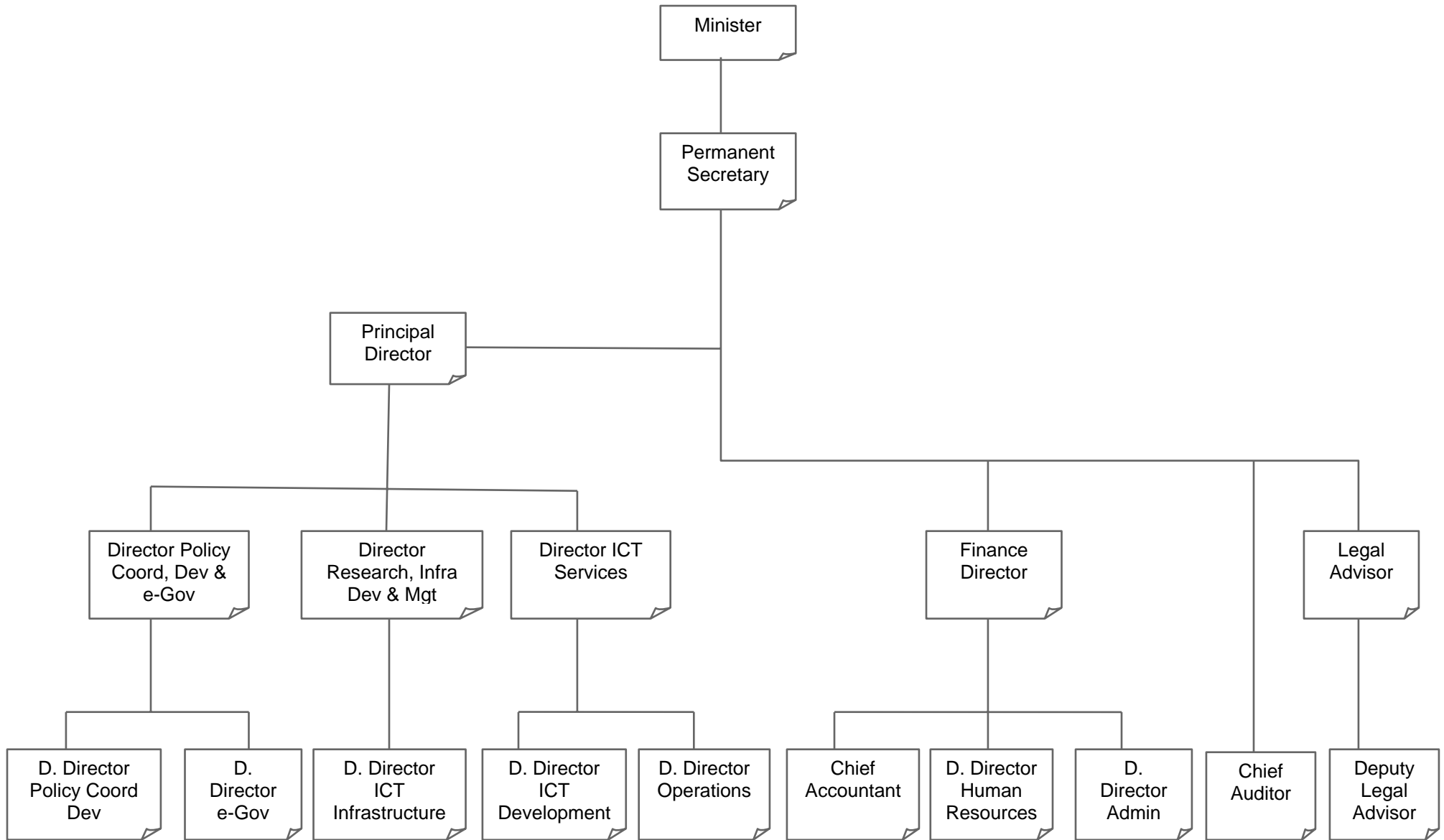
BACKGROUND STATEMENT

The Government of Zimbabwe has progressively shown an awareness and deep appreciation of Information and Communication Technologies (ICTs) since the inception of Central Computing Services in 1972, which then fell under the Ministry of Finance and had a mandate to provide a central computer facility to all government ministries and departments. ICTs were also anchored in the then Ministry of Transport and Communication and its relevant parastatals. The use and diffusion of ICTs for national development has continuously been reflected and articulated in several government documents and statutory instruments such as the Science and Technology Policy of 2002. The Postal and Telecommunications services were provided and regulated under the then Ministry of Transport and Communication which culminated in the establishment of the sector regulator, the Postal and Telecommunications Regulatory Authority of Zimbabwe (POTRAZ). The Ministry of Science and Technology Development at its inception was tasked with the development of an overarching National ICT Policy Framework. After extensive consultation nationally and working with the National Economic Consultative Forum and other stakeholders, the National ICT Policy Framework document was produced and was approved by Cabinet and then officially launched by His Excellence the President of Zimbabwe in September 2007. This development, coupled with the rapid impact of ICTs across all sectors of the economy and congruent with the national economic development agenda, precipitated the formation of a whole Ministry to ICTs. The Communications department previously under the Ministry of Transport and Communications together with Central Computing Services previously under the Ministry of Finance were moved to form the foundation of the new Ministry of ICT.

The following important national and international documents emphasize the need to harness ICT for national socio-economic development in order to alleviate extreme hunger and poverty and exploit the potential of ICT to uplift the standards of living of our societies:

- a) The Nziramasanga Education Commission Report (1999),
- b) The Science and Technology Policy of 2002,
- c) Vision 2020
- d) World Summit on the Information Society (WSIS) Declaration of Principles and Plan of Action (Geneva 2003 and Tunis 2005),
- e) Industrialisation Policy (2004),
- f) The National Economic Recovery Programme (NERP) (2004-2006),
- g) Zimbabwe Millennium Development Goals (MDGs - 2005),
- h) The Zimbabwe National ICT Policy Framework of 2007,
- i) Short Term Economic Recovery Programme (STERP), and
- j) Public Private Partnerships (PPPs)

MICT Existing Organisational Structure



VISION

To act as a catalyst for national socio-economic growth thereby propelling Zimbabwe into a knowledge society with ubiquitous connectivity by 2015.

MISSION

To transform Zimbabwe into a knowledge-based society so as to enhance the country's competitiveness in the world in order to stimulate and sustain economic growth through the systematic application and innovative use of Information Communication Technology (ICT).

OVERALL FUNCTIONS

- Develop appropriate policies and strategies that enhance provision of information and communication technological innovations.
- Spearhead the development of appropriate regulatory frameworks that facilitate the promotion of information and communication technology.
- Champion and promote ICT literacy and utilization in the country in order to enhance regional and international competitiveness as a nation.
- Promote and coordinate national ICT research and development of software, hardware and infrastructure so that it reaches best international standards.
- Develop supportive and enabling infrastructure to ensure equitable access to ICTs by all citizens including disadvantaged groups and rural communities.
- Introduce and enforce stringent quality of service standards in the provision of ICTs.
- Create a conducive environment for investment in the areas of ICTs through public private partnerships.

DEPARTMENTS

1. ICT SERVICES

- Operate and maintain national systems e.g State salary service, Pensions, Public Assistance, Police Accident Statistics
- Ensure ICT Services providers perform to the best standards and international best practises.
- Provide ICT technical assistance to line ministries and government departments
- Set up training programmes for various levels in the public sector.
- Support ICT innovation
- Research on ICT trends
- Develop ICT products paying particular attention to rural areas, people living with disabilities, women, children and the aged.
- Coordinate, develop and streamline the ICT sector to enable it to contribute to the national GDP.

2. RESEARCH, INFRASTRUCTURE DEVELOPMENT AND MANAGEMENT

- Develop a national Communications Infrastructure backbone that facilitates voice, data and video communication.
- Facilitate last mile connectivity infrastructure with a variety of appropriate technologies.
- Mobilise resources for infrastructure development using various technologies.
- Facilitate the establishment of a vibrant ICT sector in the country.
- Supervise state enterprises under the Ministry's purview.
- Evaluate the economic, social and political implementation, impact, outcomes and processes of ICTs policies.
- Support research and innovation that promotes ICTs.
- Support research, development and manufacture of ICT products and services.

3. POLICY COORDINATION DEVELOPMENT and E-GOVERNMENT

- Develop ICT policies and periodically review them
- Harmonise and coordinate policies in the ICT sector
- Establish monitoring and evaluation tools and structures
- Establish and manage e-government framework, structures and applications at national level
- Set up and manage a comprehensive e-government portal that informs, is frequently updated and is user friendly
- Avail e-government content and services to within reach of all citizens countrywide
- Facilitate the development of sector ICT Policies

4. LEGAL SERVICES

- Advise and represent the Ministry on legal issues
- Draft ICT policies, Bills and other relevant statutory instruments in consultation with stakeholders

5. FINANCE, ADMINISTRATION AND HUMAN RESOURCES

- Finance issues
- Human resources management
- General administration

6. AUDIT

- Monitor the financial administration and accounting procedures.

ICT RELATED ACTS/REGULATIONS AND POLICIES

- ICT Policy
- Postal and Telecommunications Act
- Broadcasting Authority Act
- Interception of Communications Act

- Telecommunications Policy of Zimbabwe
- National Postal Sector Policy on Universal Services

GOVERNMENT COMPANIES/PUBLIC ENTERPRISES OPERATING IN THE ICT SECTOR

Net One

POTRAZ

Powertel

Tel One

Transmedia

ZARNet

ZimPost

GUIDING PRINCIPLES

The Ministry is guided by some critical principles which form the basis of its actions. The principles are as follows:-

Accessibility
Accountability
Affordability
Convergence
Excellence
Interoperability
ICT Security
Innovativeness
Ubiquity
Team Work

CORPORATE VALUES

The MICT values define the basic essential beliefs of the Ministry. These values continue to influence the culture of the Ministry as well as act as the bond between the Ministry and its key stakeholders. Values are the building blocks of the various policies, actions and strategic initiatives of the MICT. The corporate values for the Ministry are;

Ethics

Honesty

Integrity

Loyalty

Passion

Professionalism

Transparency

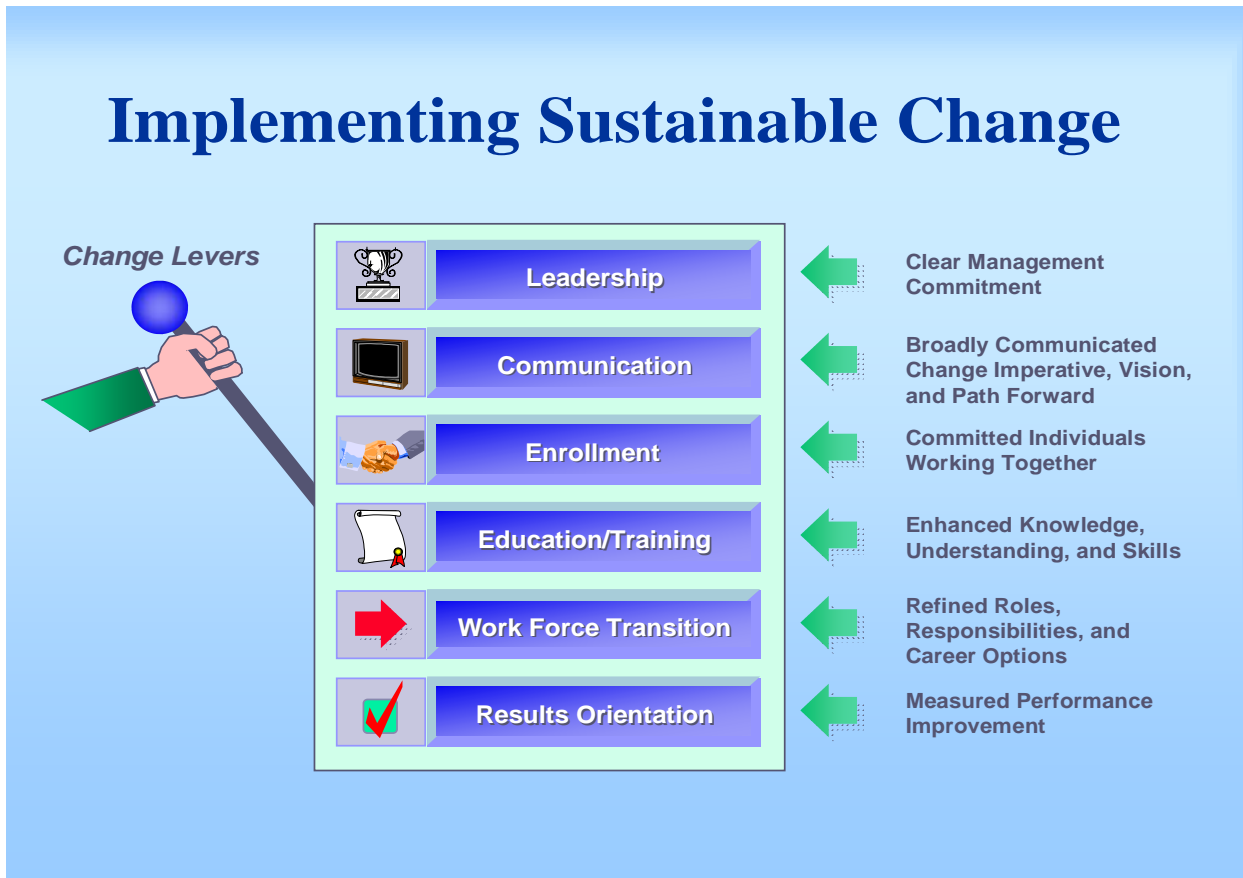
Trust

MANAGING CHANGE

Change Management is about managing people in a changing environment so that business changes are successful and the desired business results are realized. Change has become an important issue for managers given the twin forces of globalization and technological improvements. People resist change because of both organizational and personal reasons. The MICT will urgently identify these critical organizational and personal factors that drive change with a view to proactively manage the change process. The change management approach is motivated by the following factors:

- ❖ Increased demand for shareholder-driven performance and accountability.
- ❖ Recognize importance of human capital and integrate “people” practices into overall company strategy.
- ❖ Link performance standards to strategic plan and goals.
- ❖ Need for accurate ratings and meaningful distinctions in performance.
- ❖ Create transparency and enhance fairness in new system.

The solution to Change Management is by implementing Sustainable Change using the following change levers and guidelines:



Leadership and Vision

Leadership is the process of influencing people by providing purpose, direction, and motivation while operating to accomplish the mission and improving the organization. Once the process of change has been clearly articulated and managed, the next step is the creation of a powerful vision. The MICT requires a leadership that can create a strong vision which in itself creates a strong sense of purpose for all stakeholders. A strong vision allows for a connection at a deeper level between employees/key stakeholders and the cause of the MICT.

Alignment of the Strategic Plan

To produce effective results, the MICT will ensure proper alignment in all the processes of the business. The following is a brief outline of some of the critical areas that the Ministry will closely monitor:-

a. Strategic Alignment

In order to ensure a clear strategic focus the MICT carried out extensive stakeholder consultations in order to take into account the realities of its external environment, the internal processes and capabilities of the people and their business culture.

b. Holistic Alignment

Once the external and internal strategic alignment is achieved, the next challenge for the MICT is to ensure that there are proper performance indicators by way of the corporate strategy map and the balanced scorecard. These two indicators must be cascaded down to departmental levels to ensure a Holistic alignment, which considers:

- ❖ Strategic alignment with external/internal environment (SWOT).
- ❖ Use of the corporate strategy map, balanced scorecard with clear performance indicators.
- ❖ Corporate level cascaded to department/unit level.
- ❖ Effective communication.

c. Operations Alignment

The use of effective communication techniques and standard operating procedures in the MICT will assist to synchronise operations within and between units. This is critical given the symbiotic relationship between and within units and departments. Operations alignment involves:

- Synchronising operations within and between units
- Standard operating procedures
- Support services (finance, legal, HR, audit, etc.)

d. People Alignment

The MICT will strive to put in place willing and able people guided by the Ministry's strategic goals and appropriate reward and recognition systems to drive the various processes that are required to realize the vision of the Ministry. Honest feedback and careful handling of poor performers is critical to achieve the set goals of the Ministry. Leaders at their various levels must espouse corporate practices that promote a culture of performance. The alignment people entails:

- Having the right people in the right places at the right time, capable and willing to perform.

- Setting clear goals
- Appropriate reward and recognition system linked to the Ministry's strategy and;
- Honest feedback and handling poor performers professionally.

e. Leadership and Cultural Alignment

This type of alignment requires:

- Leaders to provide a climate that instils a culture of performance.
- Leaders have to understand and believe in the corporate strategy and its implementation.
- Leaders role not limited to 'vision and strategy concepts' but should adopt a "hands on attitude".

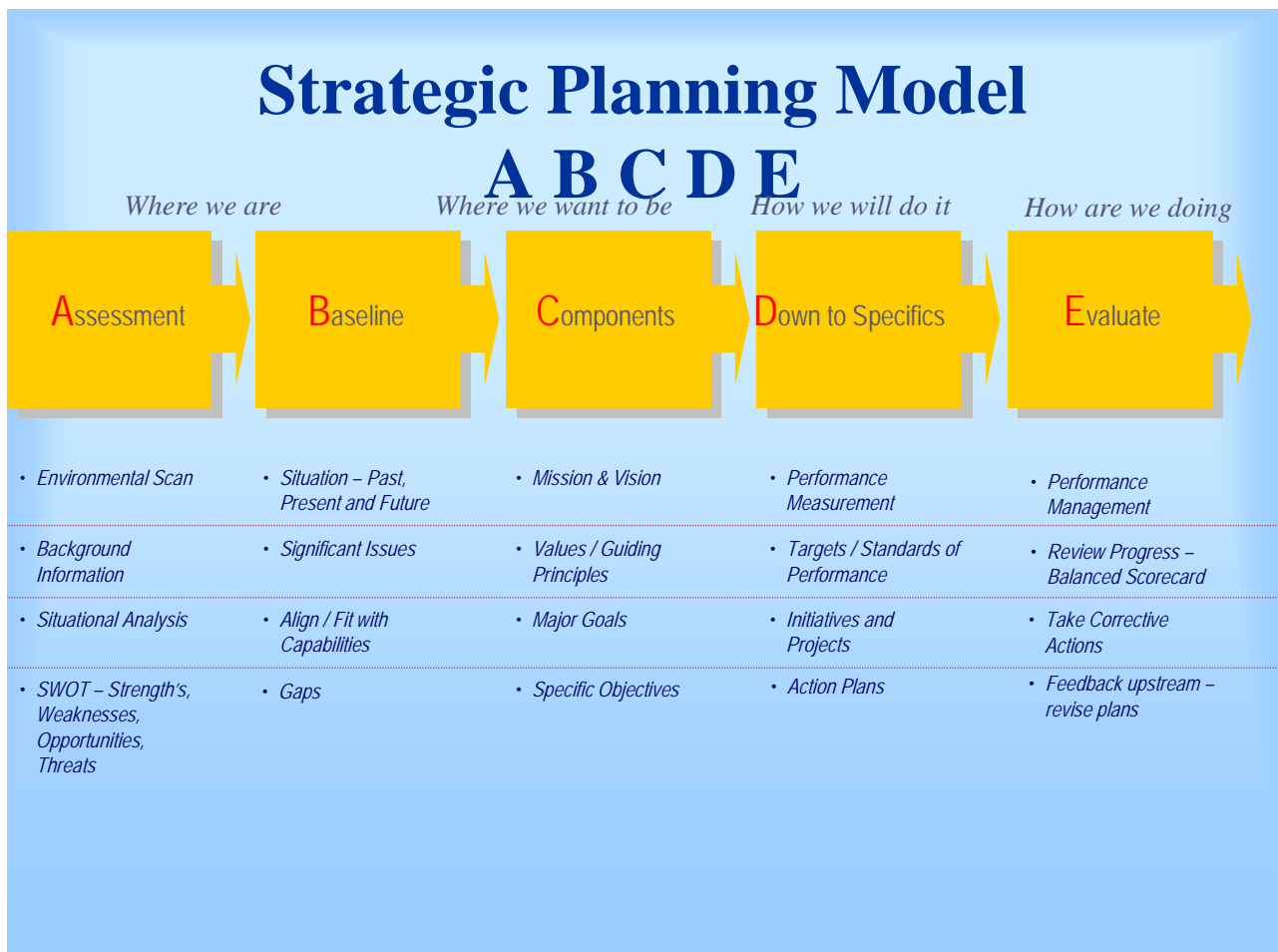
Balanced Scorecard

The balanced scorecard is a new management concept which helps managers at all levels monitor results in their key areas. The Balanced Score card approach is used as a key component of the Strategic Plan in order to:

- Cascade and align from the top to create a Strategic Management System;
- Use the Balanced Scorecard framework to organize and report actionable components;
- Use the Scorecard for managing the execution of the strategy;
- The Scorecard "compels" the MICT to look at different perspectives and take into account cause-effect relationships (lead and lag indicators), and;
- Improves on how to communicate the strategy, which is critical to execution.

The Strategic Plan Model

The Strategic Plan was formulated using the ABCDE model, whose components are shown below, and the national scorecard developed from the synthesis of the strategic elements and components. Internal and external assessments of the ICT environment in Zimbabwe were conducted in a workshop environment through a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis. A baseline was created from the Ministry's organizational profile and inputs solicited from various key stakeholders from the ICT sector in Zimbabwe.



STRATEGIC PLAN COMPONENTS

Mission

To transform Zimbabwe into a knowledge-based society so as to enhance the country's competitiveness in the world in order to stimulate and sustain economic growth through the systematic application and innovative use of Information and Communication Technologies (ICT).

Vision

To act as a catalyst for national socio-economic growth thereby propelling Zimbabwe into a knowledge based society with ubiquitous connectivity by 2015.

Goals

The following Goals describe the desired outcome that is supportive of the mission and vision, under the indicated key result areas:

KEY RESULT AREA	GOAL
1. ICT Governance , e.g. policy frameworks, ICT Bill, regulatory framework, corporate governance, etc.	<ul style="list-style-type: none"> • Create and ensure compliance with a supportive enabling, legislative and regulatory environment • Promote the development of sector ICT policies e.g. in health and education sectors
2. Infrastructure establishment, development and management , e.g. connectivity, optic fibre, VSAT, wireless, wireline, VoIP, etc.	<ul style="list-style-type: none"> • Develop, establish and optimize a sustainable ICT infrastructure and broadband • Develop and expand cross border interconnection and access to internet backbone.
3. ICT Utilisation – e.g. advocacy, ICT training, skills, e-literacy, sustainable capacity building, languages, curricula, etc.	<ul style="list-style-type: none"> • Promote awareness and advocacy for ICT literacy and utilisation paying particular attention to rural areas, people living with disabilities, women, children and the aged. • Develop and nurture sustainable human capital development in ICT skills • Ensure inclusion of ICT curricula at all levels of education • Modernize current CCS based national systems (e.g Salary Service, Pensions, PFMS, etc) • Provide ICT technical assistance to all ministries and departments
4. e-Government and e-Business e.g. Government portal, e-Commerce frameworks, e-	<ul style="list-style-type: none"> • Develop an innovative e-Government platform, communication portals, digital archives and community information centres

Learning, national payment systems, etc.	<ul style="list-style-type: none"> • Establish an e-business framework and community connectivity with e-services countrywide • Monitor capacity and ensure optimal services from ICT providers.
5. Application and services development , e.g. innovation, animation, e-development, etc.	<ul style="list-style-type: none"> • Promote innovative and locally developed applications and technology solutions
6. ICT Industry, Investment and partnerships , e.g. PPPs, innovative SMEs, tax incentives, etc.	<ul style="list-style-type: none"> • Create new competitive business opportunities for the growth of the ICT industry • Accelerate technology commercialization in support of small and medium enterprises • Establish ICT technoparks and incubation hubs
7. Research and development , e.g. Research, cross and multidisciplinary collaborative projects, etc.	<ul style="list-style-type: none"> • Promote research and development in ICT sector • Conduct status analysis and monitoring of ICTs in the country
8. Security and quality assurance frameworks , e.g. interoperability, quality of service, etc.	<ul style="list-style-type: none"> • Ensure security on the cyber environment • Ensure compliance with international best practice and standards • Promote interoperability and system integration
9. Corporate Services , e.g. internal ministry support requirements, resource mobilisation, etc.	<ul style="list-style-type: none"> • Mobilise adequate resources and materials for accomplishing the mandate

GOALS AND MAJOR OBJECTIVES

KEY RESULT AREA	GOAL	OBJECTIVES
<p>1. ICT Governance, e.g. policy frameworks, ICT Bill, regulatory framework, corporate governance, etc.</p>	<p>1.1 Create and ensure compliance with a supportive enabling, legislative and regulatory environment</p> <p>1.2 Promote the development of sector ICT policies e.g. health, education</p>	<p>1.1.1 Develop appropriate policies, legal frameworks and strategies that stimulate and promote the use of ICTs beginning January 2010,</p> <p>1.1.2 Ensure compliance by state owned enterprises (SOEs) and other ICT entities with the corporate governance systems, enabling legislation, laws and adherence to mandate through quarterly reviews, starting January 2010.</p> <p>1.1.3 Establish collaborative links with ICT institutions / countries at regional and international levels starting January 2010.</p> <p>1.1.4 Establish a database to facilitate management of mobile number systems starting September 2010.</p> <p>1.1.5 To establish an ICT advisory Committee by January 2010.</p> <p>1.2.1 Assist various sectors in developing sector ICT policies starting January 2010</p>
<p>2 Infrastructure establishment, development management, e.g. connectivity, fibre, VSAT, wireless, wireline, VoIP, etc.</p>	<p>2.1 Develop, establish and optimize a sustainable ICT infrastructure and broadband</p>	<p>2.1.1 Develop broad-band optic fibre links to all major cities and towns by December 2014</p> <p>2.1.2 Increase the national teledensity of Zimbabwe by 10% every year</p> <p>2.1.3 Increase the national mobile density of Zimbabwe by 20% every year</p> <p>2.1.4 Increase both the PC penetration rate and internet connectivity by 20% every year</p> <p>2.1.5 Establish 3 high-bandwidth international gateways by January 2012</p> <p>2.1.6 Optimize all national backbone bandwidth capacity realisable at terminal end points to at least 95% of full potential by December 2010 and to 99% by Dec 2013</p> <p>2.1.7 To optimize and rationalise existing Government communication infrastructure by December 2010.</p>
<p>3 ICT Utilisation – e.g. advocacy, skills, e-literacy, sustainable capacity building, languages, curricula, etc.</p>	<p>3.1 Promote awareness and advocacy for ICT literacy and utilization paying particular attention to people living with disabilities, women, children and the aged</p>	<p>3.1.1 Conduct provincial and district road shows every three months countrywide starting from January 2010</p> <p>3.1.2 Conduct Parliamentary and House of Assembly ICT updates/workshops quarterly starting in January 2010</p> <p>3.1.3 Coordinate at least four international/regional/national ICT events/shows/exhibitions per year starting from January 2010</p> <p>3.1.4 Develop ICT awareness strategy by April 2010</p> <p>3.1.5 Promote the publication of an ICT magazine by August 2010.</p>

	<p>3.2 Develop and nurture sustainable human capital development in ICT skills</p>	<p>3.2.1 Develop a national e-skills retention strategy by December 2010 3.2.2 Tap / harness ICT human resources in the diaspora and increase their participation by at least 10% every year. 3.2.3 Introduce mandatory ICDL courses to at least 30% of all employees in the public sector by June 2011 and 60% by December 2012 3.2.4 Lobby for the allocation of at least 5% of the national budget to ICT development by January 2012 and 10% by January 2014 3.2.5 Promote the use of ICT's by SMEs to achieve 10% ICT usage every year.</p>
	<p>3.3 Ensure inclusion of ICT in curricula at all levels of education</p> <p>3.4 Modernize current CCS-based national systems e.g. Civil Service Payroll System, Pensions, PFMS</p> <p>3.5 Provide technical assistance to all ministries and departments</p>	<p>3.3.1 Promote the implementation of mandatory ICT curricula at all schools and institutions of higher learning by January 2011</p> <p>3.3.2 Ensure optimal utilization of computers donated by His Excellency, the President by all recipient Schools by December 2010</p> <p>3.4.1 Provide and maintain ICT platforms for national systems annually</p> <p>3.5.1 Contribute to ICT proficiency by assisting government ministries and departments upgrade their capacities, and skills by 20% annually starting January 2010</p> <p>3.5.2 Develop and implement computerized systems for Government operations within agreed timescales starting April 2010</p> <p>3.5.3 Produce a quarterly report on ICT trends beginning January 2010</p>

<p>4 E-government and e-business e.g. Govt portal, e-commerce frameworks, e-Learning, national payment systems, etc.</p>	<p>4.1 Develop an innovative e-Government platform, communication portals, data centre, digital archives and community information centres</p> <p>4.2 Establish an e-Business framework and community connectivity with e-Services countrywide</p>	<p>4.1.1 Develop an e-Government strategy by June 2010 4.1.2 Develop and implement functional websites with communication portals for each Government Ministry by June 2010 4.1.3 Develop interactive and interlinked databases for all ministries starting January 2010 4.1.4 Tour and learn from those countries that have developed successful e-government and cyber security frameworks during 2010 4.1.5 Establish national data centre and digital archive platforms for all national records starting January 2011 4.1.6 Establish and link at least one community information centre in each province to Government websites/portals for the provision of e-services by December 2011</p> <p>4.2.1 Establish a national e-Business framework by December 2011 4.2.2 Promote the establishment of e-Organizations /virtual organizations by January 2012 4.2.3 Promote the use of e-Business services and products to at least 20% of all services/product ranges for all public entities by January 2013 and 30% by January 2014 4.2.4 Promote mandatory e-Business transactions for medium to large organizations/corporates by December 2011</p>
<p>5 Application development, e.g. innovation, animation, e-development, etc.</p>	<p>5.1 Promote innovative and locally developed applications and technology solutions</p>	<p>5.1.1 Identify and nurture innovative applications at all levels of education and in ICT industry starting January 2010 5.1.2 Promote at a national level the establishment of ICT SMEs by January 2011 5.1.3 To Institute ICT achievers award program starting January 2010.</p>
<p>6. ICT Industry, Investment, and partnerships, e.g. innovative SMEs, PPPs, tax incentives, etc.</p>	<p>6.1 Create new competitive business opportunities for the growth of the ICT industry</p> <p>6.2 Accelerate technology commercialization in support of small and medium enterprises</p> <p>6.3 Establish ICT Technoparks and incubation hubs.</p>	<p>6.1.1 Develop a national incentive scheme for the ICT industry by June 2010 6.1.2 Promote large-scale assembly of electronic products by December 2010 6.1.3 Ensure establishment and implementation of at least 10 PPPs in the ICT sector by December 2014</p> <p>6.2.1 Promote ICT commercialization starting January 2011. 6.2.2 Coordinate annual national exhibitions on technology commercialisation starting from January 2011 6.2.3 Promote ICT technology transfer starting January 2010</p> <p>6.3.1 Promote the establishment of one Technopark per province working in collaboration with international/regional organisations or companies starting January 2012 6.3.2 Identify and facilitate establishment of at least 3 ICT companies in the technoparks annually starting 2012.</p>

<p>7. Research and development, e.g. Research, Cross and multidisciplinary collaborative projects, etc.</p>	<p>7.1 Promote research in the ICT sector</p> <p>7.2 Conduct status analysis and Monitor ICTs in the country</p>	<p>7.1.1 Identify and promote national research projects in the ICT sector by December 2010</p> <p>7.1.2 Promote ICT technology transfer starting January 2010</p> <p>7.2.1 Conduct quarterly reviews of status of ICTs in the country starting January 2010</p> <p>7.2.2 Promote the publication of ICT projects and progress twice a year starting July 2010.</p>
<p>8. Security and quality assurance frameworks, e.g. interoperability, quality of service, etc.</p>	<p>8.1 Ensure security on the cyber environment</p> <p>8.2 Ensure compliance with international best practices and standards</p>	<p>8.1.1 Monitor and ensure compliance with national laws on all ICT initiatives, e.g. software piracy, intellectual property rights starting August 2010.</p> <p>8.1.2 Develop a national cyber security framework and strategy by December 2010.</p> <p>8.2.1 Develop and monitor national quality assurance framework for ICTs starting January 2011.</p>
<p>9. Corporate Services, e.g. internal ministry support requirements, resource mobilisation, etc.</p>	<p>9.1 Mobilise adequate resources and materials for accomplishing the Ministry's mandate</p>	<p>9.1.1 Develop a resource mobilization plan for accomplishing the mandate of the Ministry by July 2010</p> <p>9.1.2 Implement resource mobilization strategy and projects starting January 2011.</p> <p>9.1.3 Develop appropriate internal policies and procedures by June 2010</p> <p>9.1.4 Evaluate effectiveness of risk management policies in all departments by December 2013</p> <p>9.1.5 Establish ICT provincial offices starting January 2010</p>

NATIONAL INSTITUTIONAL SCORE CARD

KRA1								
ICT Governance, e.g. policy frameworks, ICT Bill, regulatory framework, corporate governance, etc.								
SG1.1								
Create and ensure compliance with a supportive enabling, legislative and regulatory environment								
SO1.1.1								
Develop appropriate policies, legal frameworks and strategies that stimulate and promote the use of ICTs beginning January 2010								
Activities	Output and Performance Measures	2009 Base line	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
1.1.1.1 Finalise the National ICT Bill.	National ICT Act	Principles of the draft ICT Bill submitted to Interministerial Cabinet Committee on Legislation (ICCL)	Draft National ICT Bill submitted to Cabinet ICT Bill enacted	Implementation and review of National ICT Act	Implementation and review of National ICT Act	Implementation and review of National ICT Act	Implementation and review of National ICT Act	Policy Coordination Development and e-Gov/Legal Services
1.1.1.2 Develop the e-Government Policy Framework	e-Gov Policy Framework	Consultative workshops on the draft bill held	Developed e-Gov Policy	Approved e-Gov. policy	Implemented and monitored e-Gov policy	Implemented and monitored e-Gov policy	Implemented and monitored e-Gov policy	
1.1.1.3. Develop the Internet Policy.	Internet Policy	Draft TORs TORs developed	Draft Internet Policy Approved Internet Policy	Internet Policy implemented and monitored	Internet Policy implemented and monitored	Reviewed Internet Policy implemented and monitored	Internet Policy implemented and monitored	
1.1.1.4 Develop the Cyber Policy(ies).	Cyber Policy		Draft Cyber Policy	Approved Cyber Policy	Cyber Policy implemented and monitored	Reviewed Cyber Policy implemented and monitored	Cyber Policy implemented and monitored	

SO1.1.2								
Ensure compliance by state owned enterprises (SOEs) and other ICT entities with the corporate governance systems, enabling legislation, laws and adherence to mandate through quarterly reviews.								
1.1.2.1 Set and agree on Key performance indicators (KPIs) for each SOE.	Improvement in effectiveness and efficient use of ICT by SOEs to deliver on relevant government mandate.		SOEs strategic plans aligned with government priorities	Performance of SOEs monitored against set KPIs.	Performance of SOEs monitored against set KPIs	Performance of SOEs monitored against set KPIs	Performance of SOEs monitored against set KPIs	Policy Coordination Development and e-Govt.
1.1.2.2 Monitor SOE's performance against set KPIs in line with government priorities					SOEs reduce dependency on the fiscus	SOEs reduce dependency on the fiscus	SOEs reduce dependency on the fiscus	
SO1.1.3								
Establish collaborative links with ICT institutions/countries at regional and international level								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
1.1.3. 1 Enter into Bilateral agreements with sister countries.	Bilateral and multilateral agreements developed and signed	1xMOU signed with South Africa	2xMOUs developed and signed	2xMOUs developed and signed. Copy developed.	Technical cooperation programmes undertaken. 2xMOUs signed.	Technical cooperation programmes undertaken. 2xMOUs signed.	Technical cooperation programmes undertaken. 2xMOUs signed.	Policy Coordination Development and e-Gov/Legal Services
1.1.3.2 Conduct study tours	Technical exchange visits.		Study tours conducted	Study tours conducted	Study tours conducted	Study tours conducted	Study tours conducted	
1.1.3.3. Implement plans of action for various programmes.	Agreed plans of action implemented		Implement strategies obtained from Study Tours	Implement strategies obtained from Study Tours	Implement strategies obtained from Study Tours	Implement strategies obtained from Study Tours	Implement strategies obtained from Study Tours	

Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
SO1.1.4								
Establish a database to facilitate management of mobile number systems starting September 2010.								
1.1.4.1 Hold meetings with stakeholders	Database of number and particulars of mobile cell number operators and users. Updated database	Preparatory meetings	Mobile users database	Updated mobile users database	Updated mobile users database	Updated mobile users database	Updated mobile users database	Research , Infrastructure Development and management
1.1.4.2 Develop a mobile users database								
1.1.4.3. Populate the database								
SO1.1.5								
To establish an ICT advisory Committee by January 2010.								
1.1.5.1 Identify possible candidates for ICT Advisory Committee.	ICT Advisory Committee	Potential candidates identified	ICT Advisory Committee set and operational	ICT Advisory Committee Reviewed and operational	Operational ICT Advisory Committee	ICT Advisory Committee Reviewed and operational	Operational ICT Advisory Committee	Policy, Coordination Development and e-Gov
1.1.5.2 Communicate with selected candidates and constitute the Committee								
1.1.5.3 Organise meetings of the Committee								
SG1.2								
Promote the development of sector ICT policies e.g. health, education								
SO1.2.1								
Assist various sectors in developing identified ICT policies beginning January 2010								
1.2.1.1. Identify sector ICT policies by December 2010	e-health policy framework	Desk research	Consultative workshops held	Approved e-health policy	Implemented and monitored e-health policy	Implemented and monitored e-education , e-health, and Internet policy	Monitoring and Evaluation	Policy Coordination Development and e-Gov
1.2.1.2. Facilitate the Development of the e-health policy framework			Developed e-health policy					
1.2.1.3. Facilitate the Development of sector ICT policies	Sector ICT policies		2 x sector policies	Developed 2 sector policies	Approved 2 sector policies			

KRA2								
Infrastructure Establishment , Development and Management, e.g. connectivity, fibre, VSAT, wireless, wire line, VoIP, etc.								
SG2.1								
Develop, establish and optimize a sustainable ICT infrastructure and broadband.								
SO2.1.1								
Develop broad-band fibre links to all major cities and towns by December 2014								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
2.1.1.1 Draw up Nat. ICT infrastructure Master Plan	Robust, reliable and affordable ICT infrastructure	National infrastructure audit report	Harare to Mutare by June,	Traiangle to Chiredzi	Lowveld Ring- Birchnough, Chipinge, checheche, Chiredzi, Triangle, Jerera, nyika	West Ring: Kwekwe, Gokwe, Binga, Kamative, Dete	Mazowe-Mt. Darwin,	Research, Infrastructure Development and management
2.1.1.2 Build BroadBand Infrastructure Backbone	ITU measures	Infrastructure master plan	Harare to Beitbridge by Dec,	Mutare to Masvingo, Harare to Kariba	Central Ring Harare Gweru Mvuma	Northern Ring: Hre Mazowe, Mutorashanga, Chinhoyi, Karoi, Kariba	Harare-Kotwa, Marondera-Hwedza,	
2.1.1.3 Develop access infrastructure	Speed of access		Bulawayo-Victoria Falls by Dec,	Masvingo to Beitbridge	Inner Southern ring Masvingo Mashava, Zvishavane Shurugwi Gweru Gwanda		Rusape-Murambinda,	
2.1.1.4 Increase ICT penetration to all citizens including disadvantaged groups and rural communities	ICT penetration		Harare to Plumtree				Mutare-Penalonga, Mutare-Odzi, Mutare-Hauna, Chipangayi, Chimanimani, Mashava-Nyaninge, Zvishavane-Mataga, Byo-Whiterun,	
SO2.1.2								
Increase the national teledensity of Zimbabwe by 10% every year								
2.1.2.1 Encourage use of existing fibre links by telephone operators.	Increased number of phone lines	Telephone line statistics	10%	20%	30%	40%	50%	Research, Infrastructure Development and management
2.1.2.2 Carry out survey of telephone, CDMA and related users	Teledensity							
SO2.1.3								
Increase the national mobile density of Zimbabwe by 20% every year.								
2.1.3.1 Encourage mobile phone operators to increase the number of lines and switching capacity	Increased number of mobile phone lines and base stations	Mobile phone line and base station statistics	20%		60%	80%	100%	Research, Infrastructure Development and management

2.1.3.2 Increase the number of base stations countrywide and encourage sharing stations	Increased sharing of base stations.	Mobile phone lines released to market and base stations erected	Mobile density increase. Implemented mechanism of resource sharing		Mobile density increase. zero duplication of facilities	zero duplication of facilities	zero duplication of facilities	
2.1.3.3 Conduct penetration assessment of mobile density	Increased mobile phone density		10% reduction in call dropouts and network congestion		50% reduction in call dropouts and network congestion	70% reduction in call dropouts and network congestion	90% reduction in call dropouts and network congestion	
2.1.3.4 Ensure optimum service provision and customer satisfaction	Increased mobile base stations and phone lines							
	Reduced call dropouts and network congestion							
SO2.1.4								
Increase both the PC penetration rate and internet connectivity by 20% every year .								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
.2.1.4.1 Extend internet connectivity to schools, information centres and SMEs, farms etc.	Increased internet penetration rate.	Schools with internet access identified.	20% penetration increase	40%	60%	80%	100%	Research, Infrastructure Development and management
2.1.4.2. Install donated PCs in areas named in 2.1.4.1	Increased number of PCs in use		20% pc increase	40%	60%	80%	100%	
SO2.1.5								
Establish 3 high-bandwidth international gateways by January 2012								
2.1.5.1 Connect Mutare optic fibre to Mozambique, and Beitbridge optic fibre to S. Africa submarine fibre cables (EASSY, SEACOM)	High bandwidth gateways	Identify contractors	Dec Implemented SA and Mozambique Gateways	Monitor and Review	10% increase in bandwidth	10% increase in bandwidth	10% increase in bandwidth	Research, Infrastructure Development and management
2.1.5.2 Establish Terrestrial link to Botswana			June Implemented Botswana gateway	Monitor and Review	Monitor and Review	Monitor and Review	Monitor and Review	
			December Prepare for establishing ZARNet gateway	Set up ZARNet gateway	Monitor and review	Monitor and review	Monitor and review	

SO2.1.6								
Optimize all national backbone bandwidth capacity realisable at terminal end points to at least 95% of full potential by December 2010 and to 99% by December 2013								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
2.1.6.1 Enforce service level agreements (SLA) with operators	Bandwidth defined in SLAs realizable at terminal points		95%	97%	98%	99%	99%	Research, Infrastructure Development and management
SO2.1.7								
To optimize and rationalise existing Government communication infrastructure by December 2010.								
2.1.7.1 Introduce regulatory frameworks that coerce operators to share existing infrastructure.	Increased efficiency in telecommunication nationally		Optimal usage of existing national communication infrastructure	Optimal usage of expanded communication infrastructure	Optimal and enhanced usage of communication infrastructure	Optimal usage of expanded national communication infrastructure	Optimal usage of communication infrastructure	Research, Infrastructure Development and Management
2.1.7.2 Establish thresholds for infrastructure sharing on masts, base stations and fibre links.								
2.1.7.3 Identify disadvantaged areas and the costs for extending connectivity to such areas.								
2.1.7.4 Deploy the Universal Service Fund in disadvantaged areas								
2.1.7.5 Harmonise Government ICT infrastructure to avoid duplication.	Streamlined Government Infrastructure provision		Optimal usage of Government Infrastructure	Optimal usage of Government Infrastructure	Review, expand and enhance Government infrastructure	Optimal usage of Government Infrastructure	Optimal usage of Government Infrastructure	

KRA3								
ICT Utilisation – e.g. advocacy, skills, e-literacy, sustainable capacity building, languages, curricula, etc.								
G3.1								
Promote awareness and advocacy for ICT literacy and utilization paying particular attention to people living with disabilities, women, children and the aged								
SO3.1.1								
Conduct provincial and district road shows every three months countrywide starting from January 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.1.1.1 Hire the marketing consulting company.	Ten (10) provincial road shows conducted.	Develop TORs for PR consultancy	Ten provincial road shows conducted.	Ten provincial road shows conducted.	Ten provincial road shows conducted.	Ten Provincial road shows conducted.	Ten provincial road shows conducted.	Policy Coordination Development and e-government
3.1.1.2 Prepare marketing content.	Fifty nine (59) district road shows.		One road show per district	One road show per district	One road show per district	One road show per district	One road show per district	
3.1.1.3 Put up a suggestion box at visited centres for feedback.								
SO3.1.2								
Conduct Parliamentary and House of Assembly ICT updates/workshops quarterly starting in January 2010								
3.1.2.1 Carry out preparatory research	Increased usage and appreciation of ICTs at national governance level	Preparatory research conducted	4 ICT popularisation workshops	4 ICT popularisation workshops	4 ICT popularisation workshops	4 ICT popularisation workshops	4 ICT popularisation workshops	ICT Services
3.1.2.2 Conduct w/shops on ICT trends/updates								
3.1.2.3 Conduct w/shops on how ICT can be used for development	Number of ICT literate Parliamentarians		50% Parliamentarians trained	100% Parliamentarians trained	2 Refresher courses conducted	2 Refresher courses conducted	2 Refresher courses conducted	
3.1.2.4 Conduct ICDL training								
SO3.1.3								
Coordinate at least four national/ regional ICT events/shows/exhibitions per year starting from January 2010.								
3.1.3.1 Procure exhibition materials.	Exhibitions at ZITF, Provincial shows, HAS, ICT Africa, held.	Exhibited at ZITF, HAS and ICT Africa	Three(3) local shows to be held, and one(1) regional	Exhibitions ongoing	Exhibitions ongoing	Exhibitions ongoing	Exhibitions ongoing	Policy Coordination Development and e-Gov
3.1.3.2 Secure venues and partners at the national, regional and international shows.								
SO3.1.4								
Develop an ICT awareness strategy by February 2010								
3.1.4.1 Develop ICT awareness strategy	ICT awareness strategy document	Draft ICT awareness strategy document	Approved ICT awareness strategy document Implementation	Implementation and review	Implementation and review	Implementation and review	Implementation and review	Policy Coordination Development and e-Gov

SG3.2								
Develop and nurture sustainable human capital development in ICT skills								
SO3.2.1								
Develop a national e-skills retention strategy by December 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.2.1.1 Develop TOR	ICT skills audit report Improved availability of ICT services. Reduced brain drain ICT retention strategy	TORs developed	Consultant Identified	ICT e-skills retention strategy implemented	M and E e-skills retention	M and E e-skills retention	M and E e-skills retention	ICT Services
3.2.1.2 Identify consultant								
3.2.1.3 Develop a survey methodology								
3.2.1.4 Conduct the survey								
3.2.1.5 Assess regional/ international ICT e-skills retention strategies								
3.2.1.6 Develop ICT skills retention strategy								
SO3.2.2								
Tap / harness ICT human resources in the Diaspora starting January 2010								
3.2.2.1 Develop database of ICT human resources in the Diaspora	ICT human resource database No of individuals / companies returning from diaspora to invest in ICT sector No of virtual ICT forums No of online employment agencies No of networked development forums No of enquiries on ICT opportunities	Desk research 1 Virtual ICT forum established	Conference Human resource database developed 3 Virtual ICT forums established 10 development oriented forums networked online 5 online employment agencies setup	Conference Three Virtual ICT forums established 10 development oriented forums networked online 10 online employment agencies setup	Conference 10 development oriented forums networked online 15 online employment agencies setup	Conference	Conference	ICT Services
3.2.2.2 Identify opportunities and ICT based interventions for ICT professionals in the Diaspora								
3.2.2.3 Lobby for incentives for ICT professionals								
3.2.2.4 Conference with ICT professionals in Diaspora and establish links								
3.2.2.5 Establish virtual forums that promote topical ICT developments and potential areas of exploitation								
3.2.2.6 Promote the proliferation of online employment agencies								

3.2.2.7 Organise and network forums that promote professionals in the Diaspora to invest home / locally								
KRA3								
ICT Utilization e.g. advocacy, skills, e-literacy, sustainable capacity building, languages, curricula, etc.								
SG3.2								
Develop and nurture sustainable human capital development in ICT skills								
SO3.2.3								
Introduce mandatory ICDL courses to at least 30% of all employees in the public sector by June 2011 and 60% by December 2012								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.2.3.1 Register as an ICDL Centre	Improved ICT usage in the public service	Registered ICDL training centre	Registered ICDL centre	Training ongoing	Training ongoing	Training ongoing	Training ongoing	ICT Services
3.2.3.2 Acquire Training Material	No of public servants trained		Fully equipped ICT training rooms set up	30% Trained	60% Trained	80% Trained	100% Trained	
3.2.3.3 Acquire training Equipment			Commence training					
3.2.3.4 Conduct training								
SO3.2.4								
Lobby for the allocation of at least 5% of the national budget to ICT development by January 2012 and 10% by January 2014								
3.2.4.1 Meet with budget officers quarterly	Increased ICT budget allocation	1 meeting with budget officers	At least 5 meetings Held	Strive for 3% budget allocation to ICT	Strive for 5% budget allocation to ICT	Strive for 10% budget allocation to ICT	Maintain 10% budget allocation to ICT	ICT Services
3.2.4.2 Meet with Ministry of Finance quarterly	Increased ICT development and utilization							Finance and Administration
3.2.4.3 Meet with Parliamentary Portfolio Committee annually			2 meetings with Parliamentary Portfolio Committee	2 meetings with Parliamentary Portfolio Committee	2 meetings with Parliamentary Portfolio Committee	2 meetings with Parliamentary Portfolio Committee	2 meetings with Parliamentary Portfolio Committee	
SO3.2.5								
Promote the use of ICT's by SMEs								
3.2.5.1 Carry out research on ICT utilization levels	Improved ICT usage by SME's	Desk research conducted	4 ICT promotional workshops	4 ICT promotional workshops	4 ICT promotional workshops	4 ICT promotional workshops	4 ICT promotional workshops	ICT Services
3.2.5.2 Conduct w/shops on ICT trends/updates	No of workshops held		ICT and SME Industry conference	ICT and SME Industry conference	ICT and SME Industry conference	ICT and SME Industry conference	ICT and SME Industry conference	
3.2.5.3 Conduct w/shops on how ICT can be used for development				10% increase in ICT usage by SMEs	20% increase	40% increase	60% increase	

3.2.5.4 Lobby commercial sector to provide more affordable and flexible computer purchase arrangements								
SG3.3								
Ensure ICT curricula at all levels of education								
SO3.3.1								
Promote the implementation of mandatory ICT curricula at all schools and institutions of higher learning by January 2011								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.3.1.1 Make the reflection of ICT curricula a condition for the registration/ accreditation/deregistration of all public and private training institutions	Increased ICT literacy No of schools with ICT on their curricula	Preparatory meeting with education conducted	Recommended ICT school curricula	ICT curricula included at all levels of education	Monitor and Review ICT curricula in schools at all levels	Monitor and Review ICT curricula in schools at all levels	Monitor and Review ICT curricula in schools at all levels	ICT Services
3.3.1.2 Advocate for inclusion of ICT's in curricula for the school system								
3.3.1.3 Advise education sector on current ICT trends								
SO3.3.2								
Ensure the utilization of computers donated by His Excellency the President by all recipient schools by Dec 2010								
3.3.2.1 Evaluate the use of donated computers	Improved usage of Computers donated by His Excellency the State President	Status report of donated computers	Assessment report on ICT capacity of teachers to use computers	100% of computers donated in use	M and E	M and E	M and E	ICT Services
3.3.2.2 Assess the level of ICT capacity (knowledge to teach and use computers) among teachers at schools with computers	Increased ICT literacy		50% computers donated in use					
3.3.2.3 Resuscitate the use of the computers	Assessment Report Increased utilization of donated computers		10% teachers trained	30% teachers trained	50% teachers trained	70% teachers trained	90% teachers trained	

SO3.3.3								
Advocate for a PC per classroom for every school by Dec 2014								
3.3.3.1 Conduct a survey to establish no of schools with computers	Improved ICT awareness / literacy in schools	Survey conducted	5% Classes equipped with a PC	20% Classes equipped with a PC	40% Classes equipped with a PC	60% Classes equipped with a PC	80% Classes equipped with a PC	ICT Services Finance and Administration
3.3.3.2 Source for computers								
3.3.3.3 Allocate computers to schools								
KRA3								
ICT Utilization e.g. advocacy, skills, e-literacy, sustainable capacity building, languages, curricula, etc.								
SG3.4								
Modernise the current CCS-based national systems e.g. Civil Service Payroll System, Pensions, PFMS etc								
SO3.4.1								
Provide and maintain ICT platforms for national systems annually								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.4.1.1 Review systems	Reliable, efficient and effective ICT systems	Resuscitated PFMS	Upgraded database for Pension	Upgraded SSB database systems	Reviewed application systems	Reviewed application systems	Reviewed application systems	ICT Services
3.4.1.2 Upgrade existing systems								
3.4.1.3 Enhance existing systems		Network Upgraded	Upgraded hardware for Bureau Systems	464 PFMS Computers replaced	400 PFMS Computers replaced	400 PFMS Computers replaced	400 PFMS Computers replaced	
3.4.1.4 Replace outdated systems		409 PFMS Computers replaced	1030 PFMS Computers replaced	Updated operational standards procedures	Upgraded disaster recovery plan	Review and monitor operational procedures and standards		
3.4.1.5 Update operational standards and procedures						Review and monitor disaster recovery plan		
3.4.1.6 Update disaster recovery plans				Upgraded operational standards and procedures			Review and monitor disaster recovery plan	

SO3.5.1								
Contribute to ICT proficiency by assisting government ministries and departments in the procurement of ICT resources at all times								
3.5.1.1 Develop standard procurement procedures	Standardized Technical procurement Procedures Number of Depart/min using standard docs An efficient and effective ICT procurement process for government Better utilization of ICT and financial resources in Government	Standardized Technical procurement Procedures produced	All departments of MICT adhere to standards documents	Monitor and Evaluation and review	Share standards procurement procedures with other Ministries.	All Ministries / departments assisted Share standards procurement procedures with other Ministries.	All Ministries / departments interested in the standards are assisted	ICT Services Finance and Administration
SO3.5.2								
Develop and implement computerized systems for Government operations within agreed timescales starting April 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
3.5.2.1 Produce statements of user requirements 3.5.2.2 Provide technical guidance 3.5.2.2 Manage implementation of systems	Functional systems	Labour system implemented	Immigration system implemented Uni-visa system implemented CVR system implemented	Harare Hospital system implemented	3 Major systems implemented and monitored	3 Major systems implemented and monitored	3 Major systems implemented	ICT Services
SO3.5.3								
Produce a quarterly report on ICT trends beginning January 2010								
3.5.4.1 Keep track of ICT developments 3.5.4.2 Adopt/adapt new technologies	ICT technology updates	Quarterly reports on ICT trends	Quarterly reports on ICT trends	Quarterly reports on ICT trends Adopt and adapt new technologies	Quarterly reports on ICT trends Adopt and adapt new technologies	Quarterly reports on ICT trends Keep abreast with new technological development	Quarterly reports on ICT trends	ICT Services

KRA4								
E-government and e-business e.g. Govt portal, e-commerce frameworks, e-learning, national payment systems, etc.								
SG4.1 Develop an innovative E-Government platform, communication portals, digital archive and community information centres								
SO4.1.1								
Develop an E-Government strategy by June 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
4.1.1.1 Draft Terms of Reference (TOR).	e-connected government.	Developed TORs	e-Government strategy document.	Implementation and review of e-Government strategy	Monitor and review implementation of flagship e-Government projects.	Monitor and review implementation of flagship e-Government projects.	Monitor and review implementation of flagship e-Government projects.	Policy Coordination Development and e-Government
4.1.1.2 Secure a competent consultant	Proliferation of e-services.	Inter-ministerial ICT committee established	Approved e-Government strategy document.	Flagship projects identified and implemented	Functional e-Government services	Monitoring and evaluation	Monitoring and evaluation	
4.1.1.3 Draft e-government strategy document			e-Government strategy document implemented.	Ministries assisted with e-Government services and development				
4.1.1.4 Set up e-government infrastructure.			e-Government structure					
4.1.1.5 Identify and Deploy flagship e-government services.			e-Government infrastructure.					
			Ministries assisted with e-Government services and development					
SO4.1.2								
Develop and implement functional websites with communication portals for each Government Ministry by June 2010.								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
4.1.2.1 Develop websites for ministries and government departments.	e-connected Government.	10 websites developed for other Ministries	Developed websites for all Ministries/ government departments.	Functional websites for all ministries/ government departments.	Functional websites for all ministries/ government departments.	Functional websites for all ministries/ government departments.	Functional websites for all ministries/ government departments.	Policy Coordination Development and e-gov
4.1.2.2 Develop a training module on website management.	Developed training module		Developed training module.	Reviewed training module	Reviewed training module	Reviewed training module	Reviewed training module	
4.1.2.3 Conduct training of the Inter-Ministerial ICT committee members on website management.	e-Government intranet		Trained Webmasters for all ministries.	Website refresher courses conducted	Refresher courses conducted	Refresher courses conducted	Refresher courses conducted	
4.1.2.4 Establish a government intranet.			Established Government intranet.	Functional Government intranet.	Functional Government intranet	Functional Government intranet	Functional Government intranet	

SO4.1.3								
Establish national digital archives for all national records by December 2014.								
4.1.3.1 Carry out requirements analysis for setting up national digital archives	National digital archive system.	Requirements analysis documents for selected ministries according to set priorities	Developed computerised record systems according to set priorities.	Developed centralized database of national records.	Functional national digital archive system.	Monitored and reviewed national digital archive system.	Monitored and reviewed national digital archive system	Policy Coordination Development and e-gov
4.1.3.2 Develop computerised record systems for all ministries and government departments.	Government data centre and back-up		Establish Government data centre	Establish Government data centre	Monitor and evaluate the Government data centre	Monitor and evaluate the Government data centre	Monitor, evaluate and upgrade the Government data centre	
4.1.3.3 Develop and implement a centralised database for the national archives system.								
SO4.1.4								
Establish and link at least one community information centre in each province to Government websites/portals for the provision of e-services by January 2011								
4.1.4.1 Scope provincial sites for information centres.	Proliferation of e-services.	Identified provincial sites.	Established thirty five (35) information centres nationally.	Additional ten(10) information centres developed.	Additional ten(10) information centres developed	Additional ten(10) information centres developed	Additional ten(10) information centres developed	Policy Coordination Development and e-gov
4.1.4.2 Set up ICT infrastructure	Information centres				Monitor and evaluate	Monitor and evaluate and upgrade	Monitor and evaluate and upgrade	
4.1.4.3 Establish information centres in each province.								
4.1.4.4 Launch of information centres								

SG4.2 Establish an e-business framework and community connectivity with e-services countrywide								
SO4.2.1 Establish a national e-Business framework by December 2012								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
4.2.1.1 Draft Terms of Reference (TOR).	Increased e-business processes.		Draft e-business framework	Implementation of the e-business framework	Monitor and review e-business framework	Monitor and review e-business framework	Monitor and review e-business framework	Policy Coordination Development and e-Gov
4.2.1.2 Secure a competent consultant	e-Business Framework		Approved e-business framework.					
4.2.1.3 Develop e-business framework								
SO4.2.2 Promote the establishment of e-Organizations / virtual organizations by January 2012								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
4.2.2.1 Conduct awareness campaigns.	Established virtual organizations		Developed virtual organisation policy in consultation with stakeholders.	Functional virtual organisations.	Functional and reviewed virtual organisations.	Functional and reviewed virtual organisations.	Functional and reviewed virtual organisations.	Policy Coordination Development and e-Gov and ICT services
4.2.2.2 Increase internet access.								
4.2.2.3 Development of virtual organisation policy			Approved virtual organisation policy					
SO4.2.3 Promote the use of e-Business services and products to at least 50% by January 2014								
4.2.3.1 Survey available e-business services/products	e-connected businesses		Promotional materials developed.	Increased e-business.	Increased e-business	Increased e-business	Increased e-business	Policy Coordination Development and e-Gov
4.2.3.2 Sensitise stakeholders on targets for e-services/products.	e-Business Trade Strategy		Publicity campaign	5% increase in use of e-products	10% increase	30% increase	50% increase	
4.2.3.3 Conduct promotional campaigns on use of e-business services.			Developed e-business trade strategy.	Implemented e-business trade strategy.	Implemented and reviewed e-business trade strategy	Implemented and reviewed e-business trade strategy	Implemented and reviewed e-business trade strategy.	
4.2.3.4 Develop an e-business trade strategy.								

SO4.2.4 Promote mandatory e-Business transactions for medium to large organizations/corporates by December 2011								
4.2.4.1 Set parameters for e-business transactions for medium to large organisations.	Increased security, accountability and efficiency in electronic transactions.		Development of e-security framework for e-transactions.	10% functional large e-business and secure transactions.	10% functional large e-business transactions	10% functional large e-business transactions	10% functional large e-business transactions	Policy Coordination Development and e-Gov and ICT services
4.2.4.2 Conduct promotional campaigns on use of e-business services.			Developed parameters for e-business transactions for medium to large organisations					
4.2.4.3 Develop appropriate e-security framework for e-transactions								
KRA5								
Application development e.g. advocacy, skills, e-literacy, sustainable capacity building, languages, curricula, etc.								
SG5.1								
Promote innovative and locally developed applications and technology solutions								
SO5.1.1								
Identify and nurture innovative applications development at all levels of education and ICT industry starting January 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
5.1.1.1 Develop strategy for identifying and nurturing innovative applications development	Innovative and Vibrant software industry	Develop a framework for awards and ICT identify sponsors	5 innovative Projects identified	10 innovative Projects identified	15 innovative Projects identified	20 innovative Projects identified	25 innovative Projects identified	ICT Services
5.1.1.2 Develop a database of innovations	Database of identified innovative projects developed		Conference and ICT awards	Conference and ICT awards	Conference and ICT awards	Conference and ICT awards	Conference and ICT awards	
5.1.1.3 Conference with application developers								
5.1.1.4 Award innovative ideas								
SO5.1.2								
Promote at a national level the establishment of ICT SMEs by January 2011								
5.1.2.1 Identify possible ICT business ventures	Database of ICT SMEs established		ICT SMEs committee established	10 ICT SMEs identified	20 ICT SMEs	30 ICT SMEs	40 ICT SMEs	ICT Services
5.1.2.2 Participate in workshops by Ministry of SMEs in support of the promotion of ICT SMEs	Mainstreamed vibrant ICT industries		10% increase in consumption of locally produced ICT products.	20% increase in consumption of locally produced ICT products.	30% increase in consumption of locally produced ICT products.	50% increase in consumption of locally produced ICT products.		
5.1.2.3 Lobby for subsidies on locally produced products by ICT SMEs								
5.1.2.4 Promote consumption of locally produced ICT products by Zimbabweans								

SO5.1.3. To institute ICT achievers award program starting January 2010.								
5.1.3.1 Set categories for awards.	Increased appreciation of ICTs		Categories set, resources found and ICT Achievers Award programme held	ICT achievers award programme held and reviewed	ICT achievers award programme held and reviewed	ICT achievers award programme held and reviewed	ICT achievers award programme held and reviewed	Policy Coordination Development and e-Gov and ICT services
5.1.3.2 Mobilise resources for the awards								
5.1.3.3 Institute a panel of experts for selection of recipients								
5.1.3.4 Hold annual ICT Awards Ceremony								
KRA6 ICT Industry, Investment, and Partnerships, e.g. innovative SMEs, PPPs, tax incentives etc..								
SG6.1 Create new competitive business opportunities for the growth of the ICT industry.								
SO6.1.1 Develop a national incentive scheme for the ICT industry by June 2010 and thereafter review annually								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
6.1.1.1 Develop a national incentive scheme (NIS)	National incentive scheme document		Draft NIS Approved NIS Implemented NIS	NIS Implemented and monitored	NIS Implemented, reviewed and monitored	NIS Implemented and monitored	NIS Implemented and monitored	Research, Infrastructure Development and management
SO6.1.2 Promote large scale assembly of electronic products by December 2010								
6.1.2.1 Awareness workshop	Identified Local companies	December Desk research	June Awareness workshop	June 2 Partnerships Operational	June 4 Partnerships Operational	10% increase in locally produced/ assembled ICT products	20% increase in locally produced/ assembled ICT products	Research, Infrastructure Development and management
6.1.2.2 Identify Local companies with capacity								
6.1.2.3 Identify Investors	Identified investors		4 Local Companies and 4 Investors identified	ICT products manufactured	10% increase in locally produced/ assembled ICT products	Monitor and Review	Monitor and Review	
6.1.2.4 Link Local companies and investors	identified partnerships Affordable electronic products				Monitor and Review			

Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
SO6.1.3								
Ensure establishment and implementation of at least 10 PPPs in the ICT sector by December 2014								
6.1.3.1 Identify and nurture entrepreneurs.	Shared vision for ICT Development in Zimbabwe	Local ICT entrepreneurs identified	Potential investors Identified	Additional 2 PPPs operational	Additional 2 PPPs operational	Additional 2 PPPs operational	Additional 2 PPPs operational	Research, Infrastructure Development and management
6.1.3.2 Hold regular meetings with local ICT stakeholders	Increased investment in ICTs	Database of ICT entrepreneurs	2 PPPs operational					
6.1.3.3 Develop a database of local ICT entrepreneurs.	Quantum of Investment		Major infrastructure development and other ICT projects undertaken through PPPs	Major infrastructure development and other ICT projects undertaken through PPPs	Major infrastructure development and other ICT projects undertaken through PPPs	Major infrastructure development and other ICT projects undertaken through PPPs	Major infrastructure development and other ICT projects undertaken through PPPs	
6.1.3.4 link potential investors to local Entrepreneurs.								
6.1.3.5 Link suitable technical partners with state owned Enterprises (SOEs)								
SG6.2								
Accelerate technology commercialisation in support of SMEs.								
SO6.2.1								
Promote commercialization starting August 2010								
6.2.1.1 Conduct survey on ICT usage and national ICT technology products and services	Increased usage of ICTs by SMEs and industry in general		10% increase in ICT usage	20% increase in ICT usage	30% increase in ICT usage	40% increase in ICT usage	50% increase in ICT usage	Research, Infrastructure Development and management
6.2.1.2 Identify and support appropriate ICTs for commercialisation	Database of ICT products and services		Participation in exhibitions promoting ICTs	Participation in exhibitions promoting ICTs	Participation in exhibitions promoting ICTs	Participation in exhibitions promoting ICTs	Participation in exhibitions promoting ICTs	
6.2.1.3 Carry out awareness workshops on technologies applicable to SMEs in conjunction with ministry of SMEs								
6.2.1.4 Participate in annual national ICTs exhibitions								

SO6.2.2								
Coordinate annual national exhibitions on technology commercialisation starting from September 2009.								
6.2.2.1 Encourage and promote start up of ICT companies	Increase in GDP		5% increase of start up companies	10% increased of start up companies	15% increase of start up companies	20% increase of start up companies	25% increase of start up companies	Research, Infrastructure Development and management
6.2.2.2 Encourage use of electronic transactions.	e-Enabled economy		5% increase in e-enabled transactions	10% increase in e-enabled transactions	15% increase in e-enabled transactions	20% increase in e-enabled transactions	25% increase in e-enabled transactions	
6.2.2.3 Encourage SMEs to adopt ICTs in their operations	Increased usage of e-services	National exhibitions	National exhibitions	National exhibitions	National exhibitions	National exhibitions	National exhibitions	
SG6.3								
Establish ICT Technoparks and incubation hubs								
SO6.3.1								
Promote the establishment of one techno park per province working in collaboration with international/regional organisations or companies starting January 2012.								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
6.3.1.1 Develop terms of reference for the establishment of techno parks	Vibrant ICT industry		Desk research conducted	Identification of techno park sites	Techno parks development	Monitoring and evaluation	Monitoring and evaluation	ICT Services
6.3.1.2 Identify consultant	Established techno parks		Development of concept documents	Identified possible investors and PPPs arrangements		Techno parks development	Products from Techno parks	
6.3.1.3 Develop concept paper on techno parks			Study visits for exposure to best practices					
6.3.1.4 Conduct study visits to other countries with successful techno parks.								
6.3.1.5 Identify sites for techno parks in the Provinces								
6.3.1.6 Develop techno parks through PPPs								

SG6.3								
Establish ICT Techno parks and incubation hubs								
SO6.3.2								
Promote the establishment of at least three ICT companies in the techno parks annually starting January 2012								
6.3.2.1 Develop terms of reference for companies operating in the techno parks	Vibrant mainstreamed software industry		Established links with international partners	3 companies identified	3 companies established in techno parks	Monitoring and evaluation	Monitoring and evaluation	ICT Services
6.3.2.2 Identify consultant	ICT development parks		Desk research conducted	Identified possible investors and PPPs arrangements			Enhanced techno park development	
6.3.2.3 Develop concept papers and guiding principles for companies in techno parks	Number of companies operating in the techno parks							
6.3.2.5 Identify possible ICT companies for techno parks	Techno parks operations guideline document							
6.3.2.6 Link-up with appropriate international partners								
KRA7								
Research and Development, e.g. Research, cross and multidisciplinary collaborative projects, etc.								
SG7.1								
Promote research in ICT sector								
SO7.1.1								
Identify and promote national research projects in ICT by December 2010.								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
7.1.1.1 Create database for ICT research products and areas	Number of research projects identified		Database for research projects	3 National research projects promoted	5 National research projects promoted	5 National research projects promoted	5 National research projects promoted	Research, Infrastructure Development and management
7.1.1.2 Create projects list	Vibrant and productive research community		2 National research projects promoted	Sourced resources for ICT projects	Sourced resources for ICT projects	Sourced resources for ICT projects	Sourced resources for ICT projects	
7.1.1.3 Source for ICT research projects funds			Sourced resources for ICT projects					
7.1.1.4 Conduct bi annual research review meetings			Conference	Conference	Conference	Conference	Conference	
7.1.1.5 Hold an annual conference for ICT researchers								

SO7.1.2								
Promote ICT technology transfer starting January 2010								
7.1.2.1 Identify appropriate target technologies	Database of target technologies and centres of research		Desk research	Equipped companies and Universities	3 Companies / Universities identified	3 Companies / Universities identified	M and E	Research, Infrastructure Development and management
7.1.2.2 Identify organisations with capacity to adapt new technologies	New ICT technology enhanced products		3 Companies / Universities for technology transfer programme identified	3 Companies / Universities identified	Technology transfer operational			
7.1.2.3 Establish research and commercialisation offices in universities and colleges	Reduction in imports of finished ICT products			Developed incentives framework for companies/ institutions conducting technology transfer operations	Implemented incentives for technology transfers	Implemented and reviewed incentives for technology transfer		
7.1.2.4 Develop incentives for technology transfer	Well equipped ICT research companies							
7.1.2.5 Establish collaborative links with private sector/ international companies			Conference	Conference	Conference	Conference	Conference	
7.1.2.6 Enter into bilateral agreements with sister countries			2 MOUs signed	2 MOUs signed	2 MOUs signed	Implement study tours		
7.1.2.7 Conduct study tours together with local target companies			2 Study tours	Implement study tour	3 Study tours			
SG7.2								
Conduct status analysis and monitor ICTs in the country								
SO7.2.1								
Conduct quarterly reviews of status of ICTs in the country starting January 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
7.2.1.1 Conduct surveys on status of ICTs in the country.	ICT indicators as per ITU standards		Yearly publication of ICT indicators	Yearly publication of ICT indicators	Yearly publication of ICT indicators	Yearly publication of ICT indicators	Yearly publication of ICT indicators	Research, Infrastructure Development and management
7.2.1.2 Publish ICT status report	ICT status report							

SO7.2.2								
Promote the publication of a national ICT news magazine by January 2011.								
7.2.2.1 Identify a suitable institution for the publication of e-news Magazine	e-news magazine	Develop TOR for the programme	Quarterly magazine published	Quarterly magazine	Quarterly magazine	Quarterly magazine	Quarterly magazine	Research, Infrastructure Development and management
7.2.2.2 Discuss and set up e-editorial team for the magazine			Identified e-news publisher	Published and enhance e-magazine	Published and enhance e-magazine	Published and enhance e-magazine	Published and enhance e-magazine	
7.2.2.3 Source funds for e-news publications			Sponsorship/ funds identified					
KRA8								
Security and quality assurance frameworks, e.g. interoperability, quality of service, etc.								
SG8.1								
Ensure security on the cyber environment								
SO8.1.1								
Ensure compliance with national laws on all ICT initiatives, e.g. software piracy, intellectual property rights, by December 2010								
8.1.1.1 Investigate legality of current ICT practices in cyber security.	Compliance with national laws.		Report on gaps and compliance issues.	Legal compliance in ICT sector with national ICT regulations.	Monitor Legal compliance to regulations in ICT sector	Monitor Legal compliance to regulations in ICT sector	Monitor Legal compliance to regulations in ICT sector	Legal Services
8.1.1.2 identify gaps	Increased predictability, security and efficiency.		Mechanisms to address challenges developed and implemented	Develop an SI in consultation with stakeholders that address issues of IPR and software piracy	Review and implement Mechanisms to address challenges developed	Review and implement Mechanisms to address challenges developed	Review and implement Mechanisms to address challenges developed	
8.1.1.3 Identify measures to address changes e.g. statutory instruments.								
8.1.1.4 Develop appropriate SI that address software piracy and in IPR.								
SO8.1.2								
Develop a national strategy for cyber security by December 2010								
Activities	Output and Performance Measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
8.1.2.1 Identify terms of reference for the development of a national cyber security strategy	Cyber security strategy document	Desk research conducted	Draft cyber security strategy document and have it approved	Commence Strategy implementation	M and E	M and E	M and E	ICT Services
8.1.2.2 Identify consultant	Secure e-business systems			Cyber security strategy implemented	Review and implement cyber security strategy	Review and implement cyber security strategy	Review and implement cyber security strategy	
8.1.2.3 Develop national								

cyber strategy									
8.1.2.4 Publicize and raise awareness about the cyber security importance.			Cyber security awareness programs executed	Cyber security awareness programs executed	Cyber security awareness programs executed	Cyber security awareness programs executed	Cyber security awareness programs executed	Cyber security awareness programs executed	
8.1.2.5 Coordinate government and private sector cyber security efforts .									
SO8.2.1									
Develop a national quality assurance framework for ICTs by January 2011									
8.2.1.1 Develop terms of reference	service standards / charter		Consultant identified	Implement service and quality standards Charter	Charter implemented	Charter implemented	Charter implemented	Charter implemented	ICT Services
8.2.1.2 Identify consultant	Quality ICT products in use		Draft Charter, finalise and approved		Monitoring and review	Monitoring and review	Monitoring and review	Monitoring and review	
8.2.1.3 Develop ICT products quality, service standards / charter									
KRA. 9									
Corporate Services									
SG 9.1									
Mobilize adequate resources and materials for accomplishing the ministry's mandate									
SO 9.1.1									
Develop a resource mobilization plan for accomplishing the mandate of the ministry by June 2010									
Activities	Output and performance measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	2015 Target	Accountable Department
9.1.1.1 Coordinate and consolidate budgets	approved budgets	2010 Operational and capital budget	2011 Operational and capital budget by Dec	2012 Operational and capital budget	2013 Operational and capital budget	2014 Operational and capital budget	2015 Operational and capital budget	2015 Operational and capital budget	Finance
9.1.1.2 Identify sources for extra funding .	adequate financial resources		Identified sources for extra funding.	Review budgetary adequacy and advocate for additional funding	Review budgetary adequacy and advocate for additional funding	Review budgetary adequacy and advocate for additional funding	Review budgetary adequacy and advocate for additional funding	Review budgetary adequacy and advocate for additional funding	Finance/ Policy Audit
				Review and monitor budgets	Review and monitor budgets	Review and monitor budgets	Review and monitor budgets	Review and monitor budgets	

SO 9.1.2**Implement resource mobilization strategy and projects by January 2011**

9.1.2.1 Allocate and control resources	Efficient and effective use of resources	Priority Ministry requirements by October	Allocate resources	Allocate resources	Allocate resources	Allocate resources	Allocate resources	Fin, Admin and HR
9.1.2.2 Procure goods and services	Adequate resources	Database of suppliers		Increase staff to more than 70% gender balance	Review staff levels by Dec	Right size staff levels by Dec	Implement approved staffing structure	Administration
9.1.2.3 Recruit skilled personnel	Improved performance	Increase staff to at least 80%	Maintain staff level at more than 65% and improve gender balance by 5% annually	Maintain staff level at more than 65% and improve gender balance by 5% annually	Maintain staff level at more than 65% and improve gender balance by 5% annually	Maintain staff level at more than 65% and improve gender balance by 5% annually	Maintain staff level at more than 65% and improve gender balance by 5% annually	Human resources
9.1.2.4 Conduct training								Human resources
9.1.2.5 Retain skilled personnel	Low staff turnover	HR development plan	Implement and review HR plan	Implement and review HR plan	Implement and review HR plan	Implement and review HR plan	Implement and review HR plan	Human resources
		Develop staff retention scheme	Develop staff retention scheme and lobby for its approval	Implement staff retention schemes	Implement and review staff retention scheme	Implement and review staff retention scheme	Implement and review staff retention scheme	

SO 9.1.3								
Develop appropriate internal policies and procedures by June 2010								
Activities	Output and performance measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
9.1.3.1 Develop procurement policies and procedures	Procurement and procedure doc	Procurement policy and procedures	Implement approved policies and procedures	Maintain and review policy and procedures annually.	Maintain and review policy and procedures annually.	Maintain and review policy and procedures annually .	Maintain and review policy and procedures annually .	Fin and Admin
9.1.3.2 Develop transport management systems	Efficient and economical transport systems	Design appropriate forms and draft transport policy	Approved transport management system	Maintain and review transport management documents annually	Maintain and review transport management documents annually	Maintain and review transport management documents annually	Maintain and review transport management documents annually	Admin
9.1.3.3 Develop records management systems	Efficient and transparent record management system	Design financial and management systems	records management manuals	Review records and management manuals annually	Review records and management manuals annually	Review records and management manuals annually	Review records and management manuals annually	Admin
9.1.3.4 Develop financial management systems	Efficient and transparent financial management system	Complete annual asset certificates	Financial statements and returns as per statutory deadlines Consolidated. Compliance with PFMS requirements	Financial statements and returns as per statutory deadlines Consolidated. Compliance with PFMS requirements	Financial statements and returns as per statutory deadlines Consolidated. Compliance with PFMS requirements	Financial statements and returns as per statutory deadlines Consolidated. Compliance with PFMS requirements	Financial statements and returns as per statutory deadlines Consolidated. Compliance with PFMS requirements	Finance

SO 9.1.4 Evaluate effectiveness of risk management policies in all departments by Dec 2013								
Activities	Output and performance measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
9.1.4.1 Conduct risk assessment	Improved governance audit report	2010 Risk assessment report	2011 Risk assessment report	2012 Risk assessment report by December	2013 Risk assessment report by December	2014 Risk assessment report by December	2015 Risk assessment report by December	Internal audit
9.1.4.2 Draw audit plan	Audit plan	Audit plan by end of Jan	Implement and review audit plan annually	Implement and review audit plan annually	Implement and review audit plan annually	Implement and review audit plan annually	Implement and review audit plan annually	
9.1.4.3 Evaluate internal controls	Audits reports		Draft internal control procedures and conduct at least 3 audits annually	Complete internal control procedures and conduct at least 3 audits annually	Complete internal control procedures and conduct at least 3 audits annually	Complete internal control procedures and conduct at least 3 audits annually	Complete internal control procedures and conduct at least 3 audits annually	
9.1.4.4 Evaluate effectiveness of programmes and projects	Improved service delivery. Audit report	Two *VFM audits annually	Two VFM audits annually	Two VFM audits annually	Two VFM audits annually	Two VFM audits annually	Two VFM audits annually	
9.1.4.5 Safeguard assets	Integrity of systems Audit report	Annual inventory	Annual inventory	Annual inventory	Annual inventory	Annual inventory	Annual inventory	

* VFM – Value For Money

SO 9.1.5 Establish provincial offices starting January 2010								
Activities	Output and performance measures	2009 Target	2010 Target	2011 Target	2012 Target	2013 Target	2014 Target	Accountable Department
9.1.5.1 Determine services to be rendered and amount of personnel per provincial office 9.1.5.2 Identify and secure suitable accommodation for offices and staff 9.1.5.3 Secure equipment and furniture for offices and other necessary resources	No of provincial offices		3 Provincial Offices established	5 Provincial offices established Maintenance of Provincial offices	2 Provincial offices established	Maintenance and upgrade of offices	Maintenance and upgrade of offices	Internal audit

Quick wins

From the Strategic Plan document, the Ministry of ICT has identified projects that can be implemented in a short space of time subject to availability of financial resources. Some of the projects are long term but can be executed in phases. These impactful projects are:

1. **Ministries websites development** – Development of interactive and databases enhanced websites for all Government Ministries. This will increase visibility, interaction and communication between the Ministries and their stakeholders. The exercise will form the basis of e-Government. The Ministry of ICT has set up an interministerial committee on ICTs with representatives who are ICT focal points from all government ministries.
2. **Communications Infrastructure** – There is need to develop a communications master plan to ensure reliable and efficient communication and applications development in Zimbabwe. The project covers the entire country and will be executed in phases. Access to the Internet backbone through the current gateway has serious capacity challenges and therefore development of an optic fibre link between Harare and Mutare is important in view of connecting to the undersea cables (EASSy and SEACOM) in the Indian Ocean through Beira. An alternative route is to lay an optic fibre cable from Harare to Beitbridge for the same purpose and to facilitate fast and reliable communication between our country and South Africa. The optic fibre is a cost effective solution compared to the costly VSAT communication link.
3. **ICT Capacity Building and ICT Government School** – The project seeks to ensure adequacy of ICT infrastructure (Local Area Networks), ICT equipment, skill upgrade and general training in ICTs. Initially, the project

will establish an ICT Government School that will provide civil servants with training and exposure in ICT literacy. The project will also ensure that Ministries are adequately provided in terms of ICT facilities.

4. ***Establishment of Pilot information Centre*** – The project seeks to establish comprehensive Information Centres countrywide starting with a pilot phase at an identified site. The Information Centre will provide for several ICT related services such as Internet access, e-mail services, telephone, photocopying, printing, faxing, access to newspapers, and general secretarial and ICT related services. The project will increase ICT penetration and provide easy access to ICT services in communities nationwide.
5. ***Provision of computers to Ministers, Permanent Secretaries and Commissioners*** – To accelerate communication between Ministries at the highest level, there is need to provide capacity in terms of equipment, connectivity and training for Ministers, Deputy Ministers and Permanent Secretaries. This will form the basis of e-government and video conferencing between Ministries at these levels. In addition to providing inter-ministerial communication, this service will also provide communication between Ministries and the Prime Minister’s Office and between Ministries and the President’s Office. The Public Service Commission is responsible for the entire government staff, and so Commissioners must be ICT enabled so as to enhance government human resource management.
6. ***e-Government*** – ICTs contribute significantly towards modern day management of government business. The government of Zimbabwe seeks to be ICT enabled and is ready to integrate ICTs into its management systems to improve service delivery and for the benefit of the citizens at large. The infrastructure for Public Finance Management System (PFMS) can be further enhanced to provide an effective e-Government platform. Government Ministries data and information will be documented and stored in accessible databases. A data centre

and archive centre will be developed to cater for comprehensive and secure Government information that will be accessed by all citizens.

7. **One PC per Classroom:** The networked world of today is in the information age characterized by knowledge based societies. ICTs have in recent years propelled economic development for other nations through systematic and focused exploitation of the power of information and communication technologies. To this end, one of the key goals of the Ministry of ICT is to ensure the upgrading of ICT literacy and availability of ICT resources at all levels of education. However, this cannot be achieved without every child in all the schools having access to a PC and the goal of MICT is to introduce a PC for each and every classroom in all schools in Zimbabwe. The PC per classroom project is however no mean project but enhances the generous donations of PCs already made by His Excellency the President of Zimbabwe and the isolated initiatives of some schools either through former students, other organisations or the Schools Development Association (SDA). The project already has a firm foundation on which to build from. With more than 3000 schools, and a population that is more than 90% literate, this strong educational base will give an enormous amount of leverage to a country that is striving to take its rightful place in the competitive global village.

8. **Last mile connectivity:** Once network connectivity has been established through the communications Infrastructure Backbone to cities and major towns or business centres there will be need to establish last mile connectivity to other areas of need, for example, information centres, schools, shops, offices, houses, etc. We wish to establish a pilot phase of one site per district using wireless technologies per district.

9. ***Establishment of National Digital Archives:*** In Zimbabwe, most of the record keeping system is still manual. Retrieval of such records is a mammoth task as it takes ages and sometimes documents are not even found. The Ministry of ICT intends to begin by computerizing record systems in all Ministries and government departments. It is envisaged that the project will be done in phases.

The first phase will include digitizing hitherto manual records that are found in all Ministries. Interactive and searchable databases will be developed for each ministry and this will be on the local area network for the ministry. The database will contain records for the entire ministry and other information about the ministry. Ministries database will be mirrored at the National Data centre created under the e-Government project.

The final phase will be to computerize the National Archives of Zimbabwe. Valuable data and information about Zimbabwe across all sectors is stored at the National Archives. To enhance its preservation, modern digital technologies must be deployed. The National Archives need computerization, data capture and secure storage facilities.

10. ***Information and Communication Technology (ICT) Committee*** – The role of ICTs in economic development and their contribution to GDP is now firmly recognised the world over. Cognisant of this enabling role of ICTs, the Ministry of ICT will establish an ICT Advisory Committee that reflects cross-sector representation. The committee will advise the Ministry and indeed Government on how Zimbabwe can systematically exploit the potential of ICTs and transform the country into an information society.