



REPUBLIC OF ZAMBIA

**Ministry of Local Government and  
Rural Development**

# DIGITAL STRATEGY

2023 - 2026

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## FOREWORD



The Local Government sector Digitalisation Strategy 2023-2026 is a three (3) year Strategy that outlines the Vision, Mission and the Guiding Principles for its implementation. The Strategy has been developed to turnaround, re-engineer and transform the way business is conducted in the sector, with an overall objective of guiding a coordinated approach in the digitalisation of processes and functions in all the Local Authorities for quality, effective and efficient service delivery. To attain this, the strategy serves as a plan to guide in the transformation of all municipal manual functions and services into electronic services which are citizen centric and easy to access.

This Strategy is premised on the National Electronic Government Plan (NeGP) 2023 – 2026 which is built on the relevant pillars of the Eighth National Development Plan (8NDP), and has provided for the mandate of the Ministry of Local Government and Rural Development. It outlines seven (7) strategic focus areas namely: Government Digital Infrastructure; Government Digital Services; Capacity Building and Change Management; Digital Information Security; Local Government Digital Innovation and Entrepreneurship; Electronic Government Standards and Compliance; and Government Digital Policy and Legal Framework.

It is our belief that the objectives and strategies set out in this Strategy will be executed with the continued support of all stakeholders so as to contribute to the achievement of Government’s transformation agenda. This is coupled with the continued political will to support the Decentralisation Policy and promotion of collaboration with all stakeholders.

The successful operationalization of this Strategy will, therefore, require both technical and financial support from the Government Treasury and Cooperating Partners. The Ministry is committed to provide the required leadership while strongly urging staff across the sector to be committed, accountable, transparent and effective in embracing and actualizing the digital transformation agenda. This therefore, goes without saying – for the ministry to fully deliver on its mandate; all Local Authorities and sector Statutory Bodies are expected to align their institutional digitalisation plans to conform to this plan.

I, therefore, implore all our stakeholders to get acquainted with this Strategy, as they continue to collaborate with the Ministry in the pursuit to deliver on its mandate.

A handwritten signature in black ink, appearing to read 'Gary Nkombo'.

Hon. Gary Nkombo, MP.

**MINISTER OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT**

## **ACKNOWLEDGEMENT**



The Ministry of Local Government and Rural Development has collaborated with various stakeholders in the formulation of the Digitalisation Strategy 2023 - 2026. These include; Local Government Service Commission (LGSC), Local Government Association of Zambia (LGAZ), Ministry of Technology and Science, Decentralisation Secretariate, Local Authorities (LAs), Cooperating Partners, and others.

Special recognition is given to the Electronic Government Division - SMART Zambia Institute, and Management Development Division (MDD), Cabinet Office for their technical and expert support respectively throughout the formulation process.

Further, I would like to appreciate all staff in the Ministry who were involved in this assignment for the commitment that has produced this important document.

As a Ministry, we are on firm ground to ensure actualisation of the contents of this Strategy as we endeavor to transform the way business is conducted in the entire Local Government sector.

I, therefore, look forward to collaborate with our various Stakeholders in the successful implementation of this Digitalisation Strategy for a “digitally smart sector.”

A handwritten signature in black ink, appearing to read 'Maambo B. Haamaundu'.

Maambo B. Haamaundu

Permanent Secretary – Administration

**MINISTRY OF LOCAL GOVERNMENT AND RURAL DEVELOPMENT**

## **Working Definitions**

8NDP	A five-year National Development Plan (2022-2026) that outlines Zambia's strategic direction in terms of development priorities and implementation strategies for the period of 2022-2026.
Change Management	A systematic approach in dealing with the transition or transformation of an organisation's goals, processes, or technologies.
Data	Raw information that consists of basic facts and figures.
Data Access Controls	Technique used to regulate employees' access to files in an organisation.
Digital Infrastructure	Designated physical and software-based components working together to relay information and digital products and services from one point to another.
Digital Skills	A range of abilities to use digital devices, communication applications and networks to access and manage information.
Digital Transformation	Integration of digital technology into all areas of a business, fundamentally changing how one operates and delivers value to customers.
Legacy System	Outdated Computer System (hardware, software applications, file formats and programming languages) that is still in use

## **Acronyms**

<b>Abbreviation</b>	<b>Description</b>
8NDP	Eighth National Development Plan (2022-2026)
CDF	Constituency Development Fund
CDFMIS	Constituency Development Fund Management Information System
CES	Cost Estimator System
CIRT	Computer Incident Response Team
CLGTI	Chalimbana Local Government Training Institute
CPs	Cooperating Partners
CSOs	Civil Society Organizations
C2G	Citizen to Government
e-Levy MIS	Electronic Levy Management Information System
E-GD	Electronic Government Division
e-Services	Electronic Services
EVRS	Electronic Village Registration System
FBOs	Faith-Based Organizations
G2B	Government to Business
G2C	Government to Citizen
G2G	Government to Government
GWAN	Government Wide Area Network
GSB	Government Service Bus
HQ	Head Quarters
ICT	Information and Communication Technology
ISDN	Integrated Services Digital Networks
ISP	Internet Service Provider
IT	Information Technology
LAN	Local Area Network



LAAs	Local Authorities
LGAZ	Local Government Association of Zambia
LGMIS	Local Government Management Information System
LGS	Local Government Sector
MISs	Management Information Systems
MLGRD	Ministry of Local Government and Rural Development
MoFNP	Ministry of Finance and National Planning
MoTS	Ministry of Technology and Science
MPSAs	Ministries, Provinces and Spending Agencies
NGOs	Non-Governmental Organizations
OBB	Output Based Budgeting
PPPs	Public Private Partnerships
SMART	Sustainable, Modern, Attainable and Real-Time
SWMS	Solid Waste Management System
SZI	SMART Zambia Institute
TWG	Technical Working Group
ZDSP	Zambia Devolution Support Programme
ZamStats	Zambia Statistics Agency
ZICTA	Zambia Information and Communications Technology Authority
ZmCIRT	Zambia Computer Incident Response Team

# 1 INTRODUCTION

## 1.1 Background

The Ministry of Local Government and Rural Development draws its Mandate from the Government Gazette No.1123 of 2021 and is charged with the responsibility of promoting a decentralised Local Governance system and facilitating delivery of quality Municipal services in order to contribute to sustainable social -economic development. The Local Government Sector is key in the actualisation of aspirations of the National Electronic Government Plan (NeGP) 2023 – 2026. In this regard, in order to deliver effective public services in Local Authorities Information and Communication Technology (ICT) is very critical. The use of ICT in Zambia can be traced as far back as 1993 during the Public Service Reforms Programmes (PSRP) which sought to reform the Public Sector to ensure accountability, transparency and efficiency.

Further, the National Plans such as the 8NDP and the National Electronic Government Plan of 2023 - 2026 provide for public institutions including the Local Government Sector to deploy electronic services across the sectors of the economy for efficient and effective delivery of public services. The digital interventions that this Strategy provides will ultimately result in improved coordination, increased revenue collection, accountability, transparency which will ultimately lead to increased distribution of equitable and inclusive social economic development to the intended local communities as envisioned in the Digital Agenda 2030.

The Global Electronic Government Benchmarking Survey which measures the impact of ICT usage in public service delivery ranked Zambia at No. 131 at global level and No. 13 in Africa. This positive impact can mainly be attributed to favorable ICT Legal and Policy frameworks and Government's continuous efforts to expand the digital infrastructure connectivity across the country and the household internet penetration which stood at 56.8% as per ZICTA Annual Market Report of 2022.

Despite this achievement, most parts of the country especially the peri-urban and rural population is still digitally marginalised, due to unevenly distribution of digital infrastructure which is predominantly along the line of rail.

This Local Government sector Digitalisation Strategy seeks to promote collaboration and partnerships with all the players in the Local Government sector and other stakeholders in the digital space, both private and public to

drive the implementation of the Strategy by adopting digital services that focus on addressing the plight of the local communities. The Strategy is formulated and anchored on the Development Pillars of the NeGP 2023 – 2026 which outlines Digital Infrastructure; Digital Platforms and Services; Digital Skills and Change Management; Digital Innovation and Entrepreneurship; Information Security; Standards and Compliance; and Digital Policy and Regulatory Frameworks.

## **2 RATIONALE**

According to the NeGP 2023-2026, Government has taken a lead in the digitalisation process by investing in digital platforms and services. To this effect, the E-Government Division functions have been decentralized across the ten provinces in the country and the Digital Transformation Centres have been establishment, in the quest to bring services closer to the citizenry. Further, the Division has established a 3 tier Data Center to distribute Internet and email services across Ministries, Provinces, and Spending Agencies (MPSAs). To this effect, Government has embraced Public and Private sector investments through its collaboration with cooperating partners and stakeholders. These investments involve the deployment of Optic fiber, Global Systems for Mobile Communications Towers, and Starlink among others.

The Local Government Digitalisation Strategy has, therefore, been developed to guide the coordinated approach in the digitalization of functions and processes in the sector for effective and efficient service delivery. Further, the Strategy is being formulated to actualise the programmes and activities as outlined in the National Electronic Government Plan 2023-2026.

By leveraging on digital tools, the Local Authorities will streamline their processes, reduce operational costs, and provide more accessible and efficient services to citizens. Additionally, a robust digital strategy supports data-driven decision-making, ensures data security, and promotes innovation and economic growth. Ultimately, the Strategy will enable the Local Authorities to be more responsive, accountable, and aligned to the evolving needs of their communities in the digital and information age.

## **3 SITUATIONAL ANALYSIS**

Zambia has embraced digital transformation through the adoption of advanced technologies in order to improve service delivery. The adoption of Information and Communication Technology in the Local Government Sector

is also gaining traction. Improved access to digital technology- and effective use of data and digital systems can be powerful tools for Local Government Sectors' productivity, enhancing efficiency and effectiveness and improve accountability.

However, the use of digital technology is still a challenge for most Local Authorities due inadequate critical ICT infrastructure. Due to limited ICT tools, officers are forced to use their own personal gadgets to support service delivery.

In addition, to inadequate tools, most business processes in the Local Authorities are Manual and those automated are not integrated making the critical processes cumbersome and lengthy. The few automated processes such as receipting, billing and payment are partial and not end-to-end, which poses a challenge in achieving transparency, accountability and efficiency.

The MLGRD in collaboration with its Development Partners will use this Digital Strategy to improve the provision of services by enhancing the following digital interventions: -

- i. Digital Infrastructure,
- ii. Digital Services,
- iii. Capacity Building and Change Management,
- iv. Digital Information Security,
- v. Digital Innovation and Entrepreneurship,
- vi. Electronic Government Compliance; and
- vii. Government Digital Policy and Legal Framework.

The Strategy will also be used to enhance communication between the Local Government Sector and its stakeholders.

Below is a detailed analysis of the seven (7) digital interventions, giving a picture of the current status, challenges faced and interventions to address the identified challenges: -

### **3.1 Government Digital Infrastructure**

The Ministry of Local Government and Rural Development, through the Local Authorities, has its presence in all the 10 provinces of Zambia. In order to actualise the Digital Transformation Agenda, there is need to roll out digital infrastructure to all the 116 Local Authorities countrywide. Considering that Local Authorities do not have adequate ICT infrastructure, there is need to

equip them with the required infrastructure for the provision and utilisation of digital government services.

To improve the ICT infrastructure both at the Ministry and Local Authority level, the Ministry in collaboration with the Electronic Government Division - SMART Zambia Institute has connected 88 Local Authorities to the Government Wide Area Network (GWAN). Additionally, the Chalimbana Local Government Training Institute (CLGTI) had its digital infrastructure upgraded and connected to the GWAN.

Despite these efforts made by Government, most of the infrastructure is concentrated along the line of rail. This has left out Local Authorities in unserved and underserved rural parts of the country due to the digital divide. For instance, some Local Authorities do not have Local Area Networks (LAN) installed, whereas a few have migrated to the Government Wide Area Network (GWAN), most of the Local Authorities still have poor digital infrastructure and lack ICT equipment. The Local Authorities that have LAN installed have failed to connect to an Internet Service network provider due to the absence of a point of presence from the Internet Service Provider (ISP). On the other hand, where there is presence of an ISP, there are notable budgetary constraints for last-mile connectivity and its sustainability.

### **3.2 Government Digital Services**

The Ministry is charged with the responsibility of overseeing the delivery of quality municipal services in the country. Currently, services and transactions provided by Local Authorities are predominately manual, which include among others the allocation of market stands and payment of market and bus station levy.

Despite the challenges arising from the use of manual systems, a few councils have adopted mobile money payment services which has significantly increased their revenue collection. The mobile money subsector has played a significant role in championing financial inclusion by way of facilitating easy transactions of local communities where banking facilities are not available. These include marketeers and bus drivers as well as citizens who are involved in various businesses.

In the quest to improve efficiency and effectiveness in service delivery, the local authorities through the guidance of the Ministry have embarked on digitalising their processes and services. One such initiative is the acquisition of the Electronic Levy Management Information System (e-Levy MIS) to enhance collection of markets and bus station levies using digital payment platforms/channels. The e-Levy MIS platform has so far on-boarded 12 local

authorities out of the total of 116. This has seen an improvement in revenue collection in the rolled out local authorities.

Additionally, the Ministry has facilitated the development and deployment of several platforms in the quest to enhance public service delivery. These platforms will improve efficiency, transparency and accountability.

Below are some of the systems currently in use in the Local Government Sector, which may require integration: -

- i) Constituency Development Fund Management Information system (CDFMIS) – A Management Information System for the management of Constituency Development Fund (CDF) financing and projects.
- ii) Constituency Development Fund Financial Reporting System – A System developed to enable easy CDF financial reporting and consolidation.
- iii) Local Government Management Information System (LGMIS) - A System developed to standardise council functions and process.
- iv) Output-Based Budgeting (OBB) System - Developed to standardise and coordinate budgeting.
- v) NetCost Estimator System (NCES) – A System developed to provide for standardized and harmonized cost estimation of civil works.
- vi) Geographical Information System (GIS) - A System developed to analyse and display Geographical Referenced Information.
- vii) Dove Payroll Management System - An accounting package used in the management of human resource and payroll management.
- viii) Metro Manager – A system developed to allow for online submission of development/building plans for scrutiny.

The Ministry has also rolled out the OBB to all the 116 Councils to standardise and coordinate budgeting. The OBB has been fully embraced across all the 116 Councils in collaboration with the Ministry of Finance and National Planning (MoFNP) with support from Cooperating Partners. Further, the Ministry in collaboration with the Electronic Government Division and support from the Zambia Devolution Support Programme (ZDSP) developed and deployed websites to all the 116 Local Authorities. The aim was to improve collaboration, engagement and information sharing

with the Local Communities, Development Partners, and the business communities on constituency projects and development programmes and opportunities.

Despite these efforts, progress in the provision of digital solutions Local Government Service provision has been hampered by the following challenges: -

- i) Fragmented digital platforms;
- ii) Dependence on paper-based processes and procedures;
- iii) Lack of proper channels to make informed decisions on adoption of digital platforms.

### **3.3 Capacity Building and Change Management**

The Sector recognises the need for capacity building to support the Digital Transformation Agenda to improve efficiency and effectiveness in the delivery of Municipal Services. In realising the dividends of digital transformation as outlined in both the 8NDP and the National Electronic Government Plan 2023 – 2026, the Sector has embarked on several Initiatives to build capacity in the area of digital skills.

In this regard, 348 officers from the Local Authorities countrywide were trained in Website Content Management, Cyber Security Basics and ICT Standards and Compliance. The training targeted key staff that are actively involved in Website Content Management namely; ICT Officers, Public Relations Officers, and Social Economic Planners. The Local Authorities have since formed Technical Working Groups (TWGs) with the main responsibility of providing technical support to their respective Local Authorities.

Capacity Building and Change Management is an ongoing Programme to mitigate the challenges currently being experienced regarding the adoption and uptake of digital transformation in the Local Government Sector. However, there are still challenges being faced including the following:

- i) Inadequate digital skills in selected cases;
- ii) Resistance to change;
- iii) Irregular awareness on mindset change on the benefits of ICT in the enhancement of Public service delivery;
- iv) Inadequate and/or none availability of ICT tools
- v) High staff turnover;
- vi) Lack of a change management strategy or in-service human resource development and retention plans; and

vii) Lack of ICT staff in some Local Authorities, among others.

### 3.4 **Digital Information Security**

The Local Government Sector recognises cyber security as a pivotal aspect in the implementation of e-Government initiatives and programs. As such, a secure ICT environment and cyber smart practices are required to guarantee the safety of users of digital platforms. To mitigate cyber security incidents and cyber-crimes, the Ministry is leveraging on the Government constituted Zambia Computer Incident Response Team (ZmCIRT), which has a mandate of preventing, handling, and mitigating security incidents and data protection. Further, the team provides public institutions, businesses, and citizens with information on all cyber security-related incidents in the country.

Additionally, the Government has enacted appropriate legislation to address cyber security and cybercrimes to secure digital platforms and deter would-be perpetrators of cybercrimes. Security measures provided through the e-Government Division include the establishment of disaster recovery sites, strengthening incidence response mechanisms, implementation of biometric access to ICT resources, and issuance of international security standards and practices (ISO/IEC 27001) as means of creating a safe and sustainable environment as well as securing Government information and services.

Despite all these efforts, the sector is still faced with several potential cybersecurity challenges threatening the adoption and use of ICT such as listed below: -

- i) Inadequate modern backup systems in the Local Government Sector to secure systems and infrastructure.
- ii) High cost of investing in information systems security devices and software;
- iii) Siloed ICT systems in the sector.
- iv) Use of legacy systems in the local government sector.
- v) Limited disaster recovery plans.
- vi) Lack of adherence to security standards and guidelines.

### 3.5 **Digital Innovation and Entrepreneurship**

The Local Government Sector is promoting innovation and entrepreneurship through the creation of innovation hubs in the districts. The innovation hubs are designed to facilitate incubation of ICT start-ups aimed at building



capacity for developing digital solutions to drive the Digital Transformation Agenda.

Where necessary and possible the sector stands ready to support start-ups and building of infrastructure for supporting innovation hubs. This is envisaged to render support in skill development and provide support to ICT officers in the sector and the citizens in order to bridge the digital divide. This will enhance uptake of e-Services by the local communities. Despite the forgoing efforts below are the notable challenges:

1. Lack of digital infrastructure to support innovative hubs
2. Lack of internet connectivity in districts
3. Inadequate digital skills

### **3.6 Electronic Government Standards and Compliance**

The Electronic Government Division – SMART Zambia Institute has developed standards and guidelines that guide and support in the application of ICT in the Public Sector. The policies, standards and guidelines developed include the following: -

- i) ICT acceptable use guidelines and procedures,
- ii) Project management framework;
- iii) E-government Interoperability standards;
- iv) Information security standards;
- v) Business continuity plan and disaster recovery guidelines
- vi) Network management standards.

The above Standards are applicable to all public sector institutions. However, the Local Government Sector has not fully implemented or enforced the set standards. The sectoral Digital Strategy will, therefore, act as a blue print for enforcing these Standards in the development, acquisition and utilisation of all ICT hardware and software. However, there is lack of awareness regarding the existing standards and ICT guidelines

### **3.7 Government Digital Policy and Legal Framework**

The current policy and legal framework in the country is favourable to support digital transformation in the Local Government Sector. The launch of the Electronic Government Act, No. 41 of 2021, the National Electronic Government Plan 2023 - 2026, and the Cyber Security and Cyber Crime Act No. 2 of 2021, the Data Protection Act No. 3 of 2021 and the Electronic

Communications and Transactions Act No. 4 of 2021 will significantly push the sector towards the attainment of the digital economy by 2030, as outlined in the 8NDP.

Despite all these positive efforts put in place regarding the implementation of legal and policy frameworks as enshrined in the National Electronic Government Plan 2023–2026, the Local Government sector is still experiencing challenges such as inadequate knowledge about relevant pieces of legislation, and the need to access, translate and apply them into tangible projects and programmes.

In order to resolve these challenges, the Local Government sector will collaborate with Cooperating Partners and other stakeholders to drive the digital transformation agenda in raising awareness and sensitization through workshops, training sessions and other dissemination channels.

#### **4 GOVERNMENT DIGITAL LEADERSHIP AND GOVERNANCE**

The ICT function in the sector has been regarded as a support function under the directorate of planning and information. To this effect, the ICT function has since been realigned at ministry level as a directorate. However, the ICT function in councils still operates under the department of planning. This has posed a challenge in implementing ICT programmes and initiatives as well as low adoption and adaption of emerging technologies. In order to strengthen implementations of new technologies. Further there is lack of even distribution of ICT staffing in the Local Authorities across the country.

ICT being a driver of innovation and business, it is imperative that the ICT staff establishment be standardised across all local authorities in order for the objective of attaining the digital transformation agenda 2030 to be actualised in the sector.

#### **5 STRATEGIC DIRECTION**

The Digitalisation Strategy is in tandem with the National Electronic Government Plan 2023 – 2026 as can be appreciated in the thematic areas that have been cascaded down to suit the mandate of the Local Government sector. In order to respond timely to evolving digital landscape, this Strategy is envisaged to serve as a tool to coordinate the digital transformation in the sector as well as be a competitive advantage in meeting the changing needs

of the local communities we serve. The strategic direction relating to digital transformation and improved service delivery by the Local Authorities will therefore be guided by this Strategy through the following: -

### **5.1 Vision Statement**

The Vision for this Digitalisation Strategy is: -

*“A digitalised Local Government Sector that is more responsive and delivers services to the citizens timely and reliably”.*

### **5.2 Mission Statement**

The Mission Statement Digitalisation Strategy is: -

*“To provide innovative and secure digital solutions for timely, reliable and easily accessible municipal services.”*

### **5.3 Guiding Principles**

The Implementation of this Digital Strategy will be anchored on the following Guiding Principles: -

- i) **Patriotism:** Putting the interest of the Country beyond self;
- ii) **Inclusiveness:** Ensuring ICT systems and services are accessible to all citizens;
- iii) **Teamwork:** Promoting an atmosphere that fosters cooperation, hard work and support among staff to achieve a common goal in the most efficient and effective manner;
- iv) **Transparency:** Creating an environment where information is readily available and disseminated to all stakeholders as well as providing access to relevant data and ensuring that decision-making procedures are clear and understandable;
- v) **Accountability:** Ensuring that Local Authorities workers act Responsibly;

- vi) **Confidentiality:** Being trustworthy and ethical ensuring non- disclosure of privileged information to unauthorised persons or entities.
- vii) **Security and Privacy:** Implementing robust cybersecurity measures, protecting citizen data and complying with regulations and standards;
- viii) **Innovation:** Strive to implement government programmes and policies in a practical, creative and diverse manner to foster development in an efficient and effective way; and
- ix) **Sustainable Development:** Ensuring the design and implementation of ICT infrastructure and systems that are environmentally friendly.

## 6.0 OBJECTIVES AND STRATEGIES

The Digital Strategy for the of Local Government sector will serve as a guide in the acquisition and deployment of Digital Infrastructure, Electronic Services, Capacity Building and Change Management, Digital Information Security, Digital Innovation, Electronic Standards, Digital Policy and Legal Framework and Digital Leadership and Governance. Therefore, mainstreaming digital processes into the sector will promote full digital transformation for efficient and effective service delivery to the citizens.

The sector will implement the objectives and activities of the Digital Strategy around the aspirations of the National Electronic Government Plan of 2023 – 2026 and the Electronic Government ACT No. 41 of 2021. The Local Government sector will implement the following Digitalisation Strategy objectives and strategies during the 2023 – 2026 strategic period to actualise the above aspirations as follows: -

- i) To improve digital infrastructure development, usage, and management.
- ii) To improve provision and utilisation of digital government services.
- iii) To build capacity in the users of digital services.
- iv) To enhance Information and data security.
- v) To promote digital innovation and entrepreneurship.
- vi) To strengthen standards and compliance.

vii) To domesticate national digital policy and legal frameworks.

## **6.1 Thematic Area 1: Government Digital Infrastructure**

6.1.1 **Objective:** To improve digital infrastructure development.

6.1.2 **Outcome:** improved access to digital infrastructure.

6.1.3 **Strategies:**

- i) Upgrade ICT equipment in the Local Authorities;
- ii) Develop and/or upgrade LAN in Provincial Local Government Offices (PLGOs) and Local Authorities;
- iii) Connect all PLGOs and Local Authorities to GWAN;
- iv) Deploy alternative technologies in the unserved and under-served communities; and
- v) Strengthen collaboration with Cooperating Partners to support digital infrastructure development in the sector.

## **6.2 Thematic Area 2: Government Digital Services**

6.2.1 **Objective:** To improve provision and utilisation of digital government services

6.2.2 **Outcome:** Enhanced access and utilisation of digital services.

6.2.3 **Strategies:**

- i) Develop and operationalise an Integrated Management Information System for the sector;
- ii) Strengthen and integrate existing Management Information Systems;
- iii) Promote access to digital local government services to the unserved and under-served communities; and
- iv) Formulate and disseminate policy guidelines on use of digital platforms.

### **6.3 Thematic Area 3: Capacity Building and Change Management**

6.3.1 **Objective:** To enhance the digital capacity of users of digital services

6.3.2 **Outcome:** Enhanced digital competences of Local Government Sector human resource.

6.3.3 **Strategies:**

- i) Develop and Implement training programmes to enhance digital competences of staff and users.
- ii) Develop and implement Electronic Government Change Management Initiatives in the Sector; and
- iii) Strengthen awareness on digitalisation in the Local Government Sector.

### **6.4 Thematic Area 4: Digital Information Security**

6.4.1 **Objective:** To enhance Information and data security

6.4.1 **Outcome:** Secured digital information

6.4.3 **Strategies:**

- i) Develop and operationalise ICT security policy and guidelines;
- ii) Strengthen Cyber Security awareness (at national, sub-national, institutional, and departmental);
- iii) Develop and operationalize disaster recovery and change management plans for business continuity.
- iv) Enhance the cyber security of digital infrastructure in the sector; and
- v) Promote a multi-sectorial approach for addressing cyber security matters.

### **6.5.0 Thematic Area 5: Local Government Digital Innovation and Entrepreneurship**

6.5.1 **Objective:** To promote digital innovation and entrepreneurship

6.5.2 **Outcome:** Efficient and Effective digital platforms

6.5.3 **Strategies:**

- i) Collaborate/partner with the private sector in the promotion of digital innovations;
- ii) Facilitate ICT Research and Development; and
- iii) Promote the adoption of emerging technological trends.

### **6.6.0 Thematic Area 6: Electronic Government Standards and Compliance**

6.6.1 **Objective:** To strengthen standards and compliance in the Local Government sector.

6.6.2 **Outcome:** Enhanced compliance to laid standards.

6.6.3 **Strategies:**

- i) Facilitate domestication of the National Guidelines for ICT Standards in the Local Government sector;
- ii) Strengthen enforcement of ICT Standards; and
- iii) Formulate system development guidelines for the sector.

### **6.7.0 Thematic Area 7: Government Digital Policy and Legal Framework**

6.7.1 **Objective:** Facilitate domestication of e National Digital Policy and Legal Frameworks.

6.7.2 **Outcome:** Conducive ICT sector and regulatory environment.

6.7.3 **Strategies:**

- i) Enforce usage of ICT Policy and Regulatory framework.;
- ii) Develop and implement a mechanism to monitor and evaluate the implementation of digital policy and legal framework;
- iii) Strengthen collaboration and partnership with Stakeholders on matters relating to digital policy and legal framework.

## **7. IMPLEMENTATION FRAMEWORK**

### **7.1 Institutional Arrangements**

At institutional level, the following will be established to ensure effective implementation of the digitalisation strategy: -

#### **7.1.1 Steering Committee**

There will be a Steering Committee to be chaired by the Permanent Secretary in charge of the ICT function in the Sector. The ICT Department shall serve as the Secretariat. The Steering Committee shall be responsible for overseeing the financing and implementation of the activities outlined in the Strategy.. The committee will comprise departmental Heads from within the MLGRD, representation from EGD, Ministry of Technology and Science, LGAZ and LGSC.

#### **7.1.2 Technical Committee**

The technical committee will be appointed by the Permanent Secretary in charge of administration and will be chaired by Director ICT. The ICT Department will be the Secretariat. The role of the Technical Committee will be to receive and prepare reports on initiatives being implemented to drive the ambitions of the Digitalisation Strategy. The committee shall meet quarterly to prepare consolidated reports on progress being made in the implementation of activities and areas that may need intervention. The reports produced by the Technical Committee will be submitted to the Steering Committee and E-Government Division as per e-Government Act No. 4 of 2021.

#### **7.1.3 Technical Working Groups**

The Technical Committee shall be supported by Technical Working Groups (TWGs) chaired by Provincial ICT Officers to be established in the course of implementing the Digitalisation Strategy. Membership shall be drawn from the ICT cadre in selected Local Authorities and other relevant staff in their respective provinces. Each TWG established shall prepare progress reports for submission to the Technical Committee.

### **7.2 Institutional Roles and Responsibilities**

The following are the expected roles and responsibilities of key players towards effective implementation of the strategy: -



<b>No.</b>	<b>INSTITUTION</b>	<b>ROLE</b>
1.	Electronic Govern-ment Division	Provide overall oversight on implementation of the Strategy.
2.	Ministry of Technol-ogy and Science	Policy guidance.
3.	Ministry of Local Gov-ernant and Rual De-velopment	Implementing agency.
4.	Government Public Bodies	Support implementation of the Strategy in line with their mandates.
5.	Private Sector	Provision of technical service in the implementa-tion of digital infrastructure and e-Services.
6.	Mobile Network Oper-ators	Provide quality fixed and mobile internet services to local authorities and the general citizenry.
7.	Cooperating Partners	Provide technical and financial support towards the implementation of the Strategy.
8.	Civil Society	Advocate for the equitable deployment and utilisation of e-Government services.
9.	Regulators	Ensure adherence to set standards and regulations.
10.	Training Institutions and Academia	Provide digital literacy and skills development programmes and undertake ICT research and develop-ment to promote digital innovations.
11.	Local and Traditional Leadership	Participate in the implementation of digital skills and literacy programmes.
12.	Local Authorities	Implement the development and deployment of digi-tal platforms and promote utilisation of e-services.
13.	Local Government As-sociation of Zambia	Support implementation of the Strategy and pro-mote the utilisation of e-platforms and e-services in the local authorities.
14.	Citizens	Provide feedback on the quality of e-Services in the local authorities and participate in the development of local content.

### 7.2.1 **Institutional Governance (Operational Structure and Linkages)**

The Sector has structures at National, Provincial and District levels and also oversees the implementation of delegated functions and responsibilities through the local authorities.

There are 116 Local Authorities in Zambia which are categorised into City (5), Municipal (15) and Town (96) councils. Most of the functions that Local Authorities are mandated to perform are common and established by the law. Differences among the

categories of local authorities are as a result of the dynamics in their location/area of jurisdiction.

The Ministry of Local Government and Rural Development is responsible for the following Portfolio functions according to the Government Gazette Notice No. 1123 of 2021:

- a) Administration of Chief's Affairs;
- b) Amusement Play Parks;
- c) Business Hours;
- d) Cemeteries, Crematoria and Burial Sites;
- e) Chief's Policy;
- f) District Health Services;
- g) Feeder Roads/Township Roads;
- h) Fire Services;
- i) Gardens and Landscaping
- j) Levies and Rates;
- k) Liquor Licensing;
- l) Local Authorities Training;
- m) Local Government Policy;
- n) Markets and Bus Stations;
- o) Registration and Marriages;
- p) Registration of Villages;
- q) Rural Development;
- r) Solid Waste Management;
- s) Street Lighting;
- t) Urban and Regional Planning;
- u) Village Registers.

### **7.2.2 Statutory Bodies/institutions**

The following are statutory bodies and institutions under the Ministry: -

- a) Chalimbana Local Government Training Institute;
- b) Gwembe District Special Fund (Dissolution);
- c) House of Chiefs;
- d) Local Government Superannuation Fund;
- e) National Fire Services Training School;
- f) Ratings Valuation Tribunal.

### **7.3 Legal Framework**

This section presents the various pieces of legislation which will facilitate the smooth implementation of the Strategy and these are: -

## **8.0 LEGAL FRAMEWORK**

Below are the key pieces of legislation applicable in the smooth implementation of the Digitalisation Strategy: -

**i. The Electronic Government Act No. 41 of 2021**

This Act provides for coordination and implementation of enhanced management and promotion of electronic Government Processes and Services.

**ii. Local Government Act No. 2 of 2019**

The Local Government Act No.2 of 2019 provides for an integrated Local Government System enabling Local Authorities to execute their mandate in an effective, efficient and inclusive manner.

**iii. Constituency Development Fund Act No. 11 of 2018**

The Act provides for the management, disbursement, utilisation, and accountability in the Constituency Development Fund established under the Constitution.

**iv. Cyber Security and Cyber Crimes Act No. 2 of 2021**

This Act provides for cyber security and protection against cybercrimes in the Republic of Zambia.

**v. Data Protection Act No. 3 of 2021**

The Data Protection Act No. 3 of 2021, provides for Regulation of collection, use, transmission and protection of personal data and establishes the Office of the Data Protection Commissioner and provides for its functions.

**vi. Information and Communications Technology Association of Zambia Act No. 7 of 2018**

This Act provides for the registration of Information and Communications Technology professionals and regulates their professional conduct in the interest of the Information and Communications Technology sector.

**vii. Information and Communications Technology Act No. 15 of 2009**  
The act provides for the regulation of information and communication technology and to facilitate access to information and communication Technologies.

**viii. Rating Act No. 21 of 2018**  
The Rating Act of 2018 provides for the enactment of levying of rates and assessment of ratable property and machinery. The Act enables Local Authorities to regulate property development and subsequently improve revenue collection.

**ix. Urban and Regional Planning (URP) Act No. 3 of 2015**  
Among the provisions of the Act is the decentralisation of planning functions to Town Councils and facilitating planning throughout the country, including unplanned settlements, and customary land through planning agreements.

**x. Solid Waste Regulation and Management Act No. 20 of 2018**  
The Solid Waste Regulation and Management Act of 2018, establishes Sustainable Solid Waste Management and Regulation.

**xi. National Registration Act Cap 126 of the Laws of Zambia**

This Act provides for the registration of persons and any matters related to. It is key in the implementation of the National Digital Identification System.

## **9 IMPLEMENTATION FRAMEWORK**

Implementation of this Digital Strategy will be a coordinated effort by the Local Government Sector in collaboration with the E-Government Division (SMART Zambia Institute) and the various stakeholders including, relevant line Ministries/Departments, other Socio-Economic Sectors, the Local Government Association of Zambia (LGAZ), the Private Sector, Cooperating Partners (CPs), Civil Society Organizations (CSOs), including Non-Governmental Organizations (NGOs), Faith-Based Organisations (FBOs), and other stakeholders at local level. The overall coordination will be by MLGRD, to ensure that all players support the same priorities and the identified interventions are implemented in a coherent and coordinated manner. At Local Authority level, the digital Strategy will be adopted and localised to specific needs and arrangements while maintaining the defined priorities (overall direction) and focus of the this Digitalisation Strategy.

The Strategy shall be operationalised through a costed Implementation Plan that has outlined timelines, resource allocation, responsibilities, key milestones, budget requirements, and performance indicators to monitor progress and measure success in executing the Digital Strategy effectively.

### **9.1 Financing and Resource Mobilization**

The implementation of this Strategy will require a sustainable financing mechanism, to be through central Government financing, support from Co-operating Partners, and Public Private Partnerships (PPPs).

### **9.2 Monitoring and Evaluation**

For effective implementation of the strategy, a monitoring and evaluation mechanism to regularly assess the implementation of planned programmes will be put in place by third quarter of 2024, and shall be coordinated by the ICT department.

## **10.0 IMPLEMENTATION MATRIX**

Below is the implementation matrix for the digital Strategy: -

**Detailed e-Strategy objectives and Activities 2024-2026 in implementation matrix form**

THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION
						2023	2024	2025	2026		
Government Digital Infrastructure	improve digital infrastructure development, usage, and management in the Local Government Sector	Upgrade ICT equipment in the local authorities	Conduct comprehensive needs assessment of ICT equipment for the local authorities	Number of LAs assessed	116	0	40	76	0	3,500,000	MLGRD, eGD, PLGOs, Cooperating Partners
			Deploy operational ICT equipment for the local authorities informed by the needs assessment.	Number of operational equipment deployed	116	0	40	38	38	4,680,000	MLGRD, eGD, LGSC, LAs, ISPs, Public Sector, Cooperating Partners
		Develop and/or upgrade LAN in PLGOs and LAs	Coordinate the upgrading and/or installation of LAN in PLGOs	LAN installation done	10		10			3,000,000	MLGRD, eGD, LAs, ISPs, Public Sector, Cooperating Partners
			Coordinate the upgrading and/or installation of LAN in LA's	Number of LAs upgraded with LAN	116	23	49	36	8	8,000,000	MLGRD, eGD, LAs, ISPs, Public Sector, Cooperating Partners
		Connect all PLGOs and LAs to GWAN	Design and develop network architecture	Number of network Architectures developed and designed	126		83	22	21	250,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners
			Coordinate the deployment of GWAN	Number of PLGOs migrated to GWAN	10		10			1,000,000	MLGRD, eGD, LAs
				Number of LAs migrated to GWAN	116		73	22	21	5,000,000	MLGRD, eGD, LAs
			Conduct assessment for last-mile connectivity	Number of assessments conducted	126		1			1,000,000	MLGRD, eGD, Las, Co-operating partners, LGSC
			Deploy internet service and LAN installation	Number of LAN,s deployed	116		83	22	21	2,000,000	MLGRD, eGD, LAs
			Deploy alternative technologies in the unserved and under-served communities	Alternative technologies for last mile connectivity in LA's (i.e., Star link) deployed	Number of LAs utilizing alternative technologies	50		10	30	10	5,500,000
	Strengthen collaboration with cooperating partners to support digital infrastructure development in the sector	Stakeholder engagement (possible financiers)	Number of meetings with stakeholders conducted	7		2	2	2	1,750,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners	

THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION
						2023	2024	2025	2026		
Government Digital Services	Improve provision and utilisation of digital government services in the Local Government Sector.	Develop an Integrated Management Information System for the sector.	Develop and implement a Local Government Sector digital strategy	Digital strategy for the Local Government sector developed	1		1			1,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partner
			Conduct an assessment of existing e-platforms/ services in the LAs	Number of LAs assessed	116		46	45	25	1,500,000	MLGRD, eGD, LGSC, LAs, Cooperating Partner
			Develop and deploy an enterprise/integrated system for LAs	Enterprise/integrated system developed and deployed in the LAs	1			1		6,500,000	MLGRD, MoFNP, eGD, LGSC, LAs, Cooperating Partners
		Strengthen the integration of existing management information systems.	Enhance payment systems and integrate with the Enterprise Resource Planning (ERP) system for back office operations	Number of LAs piloted with payment systems integrated with the ERP system	10		3	4	3	2,000,000	MLGRD, MoFNP, eGD, LGSC, LAs, Cooperating Partners
		Integrate local government eServices on the Government Service Bus (GSB)	Number of eServices on the GSB deployed	10		3	4	3	1,000,000	MLGRD, MoFNP, eGD, LGSC, LAs, Cooperating Partners	
			Deploy payment gateways on LAs websites	Number of LAs with payment gateways developed	116			58	58	3,000,000	MLGRD, MoFNP, eGD, LGSC, LAs, Cooperating Partners
			Embrace and implement emerging payment platforms	Number of LAs utilizing e-payment platforms	116	3	7	60	46	1,000,000	MLGRD, MoFNP, eGD, LGSC, LAs, Cooperating Partners
		Promote access to digital local government services to the unserved and under-served communities	Conduct information, education and communication sessions to the unserved and under-served communities.	Number of sensitisations / awareness conducted	10		2	4	4	3,500,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners, Local Communities
		Formulate policy guidelines on use of digital platforms	Develop policy guidelines on use of digital platforms	Number of policy guidelines developed	1			1		1,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners, Local Communities

THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION	
						2023	2024	2025	2026			
Capacity Building and Change Management	Build capacity in the users of digital services in the Local Government sector	Enhance digital literacy and skills in the Local Government sector	Conduct skill gap needs analysis in the sector (MLGRD and LAs)	Number of skills gap surveys undertaken	1		1			1,000,000	MLGRD, eGD, LGSC, LAs, ZAMSTAT, Cooperating Partners	
				Number of LAs assessed	116		34	41	41	1,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners	
			Conduct training in relevant ICT skills in the sector	Number of staff trained in ICT skills conducted.	1160	348	270	270	270	3,500,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners	
			Strengthen implementation of training programmes focusing on emerging technologies to enhance technical and user skills in the sector	Conduct a survey to identify corresponding training needs in the sector	Number of surveys conducted	2			1	1	300,000	MLGRD, eGD, LGSC, LAs, ZAMSTAT Cooperating Partners
			Develop and implement electronic government change management initiatives in the sector	Formulate a change management strategy for the Local Government sector	Change management strategy formulated	1			1		500,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners
				Conduct awareness and sensitization campaigns on change management initiatives and innovations	Number of sensitisation programmes on mindset change conducted	3		1	1	1	24,000,000	MLGRD, eGD, LGSC, LAs
				Implement change management programmes in the sector	Number of programmes on change management implemented	1			1		700,000	MLGRD, eGD, LGSC, LAs
			Formulate change communication strategy for digitalisation	Develop a change communication strategy for digitalisation for the sector	Number of change communication strategy developed	1			1		2,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners



THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION
						2023	2024	2025	2026		
Digital Information Security	Enhance Information and data security in the Local Government Sector.	Develop and operationalise ICT security policy and guidelines	Develop the ICT Usage guidelines for the sector	Number of ICT Usage Guidelines developed	1		1			400,000	MLGRD, eGD, LGSC, LAs ,ZICTA, Infratel
			Operationalise the ICT Usage Guidelines in the sector	Number of LAs with ICT Usage Guidelines	116			58	58	500,000	MLGRD, eGD, LGSC, LAs ZICTA, Infratel
		Strengthen cyber security awareness within the local authority	Conduct sensitization and awareness on the provisions of the law on information security in the sector	Number of sensitization and awareness programs conducted	3		1	1	1	1,000,000	MLGRD, eGD, LGSC, LAs, ZICTA, Infratel
		Facilitate a multi-sectorial approach to addressing cyber security matters	Engage stakeholders on cyber security matters	Number of Stakeholders engagement on security matters done	10		2	4	4	1,000,000	MLGRD, LGSC, LAs, EGD, ZICTA, Infratel
		Enhance the cyber security of digital infrastructure in the sector	Implement appropriate access controls for MISs and other digital infrastructure	Number of LAs implementing cyber security access control	116		20	60	36	6,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners, ZICTA, Infratel
			Establish and operationalize a local government-wide Computer Incident Response Team (CIRT)	Computer Incident Response Team (CIRT) established	1			1		1,000,000	MLGRD, eGD, LGSC, LAs, Cooperating Partners, ZICTA, Infratel
		Identify and undergo cyber security training	Number of people trained	1160			660	500	1,000,000		
		Develop and operationalise disaster recovery and change management plans for business continuity.	Formulate a disaster recovery and change management plan	Disaster and change management plan developed	1			1		2,000,000	MLGRD, eGD, SC, LAs, Cooperating Partners, ZICTA, Infratel
THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION
						2023	2024	2025	2026		
Local government digital innovation and entrepreneurship	Promote digital innovation and entrepreneurship in the Local Government Sector	Collaborate/partner with the private sector in the promotion of digital innovations	Establish digital transformation centres as digital innovation hub in the sector	Number of digital transformation hubs established	4			2	2	2,000,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector, Cooperating Partners

			Develop innovators and start up database for sector.	Innovator database developed	1			1		500,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector
		Facilitate ICT research and development	Identify relevant areas for research	Number of research and development on emerging technologies conducted	5			2	3	1,500,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector, Cooperating Partners
		Adoption of emerging tech trends	Conduct sensitization activities on emerging tech trends in the sector	Number of sensitization programmes conducted	4		1	1	1	300,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector, Cooperating Partners, Media Houses, General Public
			Develop new innovative ideas to improve services	Innovative ideas developed	4		1	2	1	500,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector, Cooperating Partners

THEMATIC AREA	OBJECTIVES	STRATEGIES	ACTIVITIES	INDICATOR	PLANNED TARGET	ANNUAL TARGETS				COST (EST)	IMPLEMENTING INSTITUTION
						2023	2024	2025	2026		
Electronic Government Standards and compliance	Strengthen the promotion of standards and compliance in the Local Government Sector	Domesticate national guidelines for ICT standards in the Local Government Sector	Develop sector guidelines to enforce standards in the development, acquisition and deployment of ICT infrastructure, platforms and services in the sector	Number of digital standards guidelines developed	1			1		300,000	MLGRD, LGSC, MoTS, LAs, EGD, Private sector, Cooperating Partners
		Enforce ICT Standards	Enforce usage of ICT standards in the utilisation of digital infrastructure and services	Number of LAs enforcing ICT standards enforced	116			58	58	200,000	MLGRD, LGSC, MoTS, LAs, eGD
		Domesticate of system development guidelines for the sector	Use of system development guidelines in the sector.	Number of system developed and Guidelines domesticated.	1			1	1	1,000,000	MLGRD, LGSC, MoTS, LAs, eGD
Government digital policy and legal framework	Facilitate domestication of National digital Policy and Legal frameworks	Operationalisation and implementation of the digital strategy	Develop the digital strategy in the LGS	Digital Strategy developed	1		1			1,000,000	MLGRD, LGSC, MoTS, LAs, eGD
			implement the digital strategy in the LGS	Digital Strategy implemented	1			1		1,000,000	MLGRD, LGSC, MoTS, LAs, eGD
			Develop a monitoring and evaluation tool on the operationalisation of the digital strategy	Monitoring and Evaluation tool Developed	1		1			750,000	MLGRD, LGSC, MoTS, LAs, eGD
		Enforce usage of ICT policy and regulatory framework	Enforce adherence to the ICT policies and regulatory frameworks	Number of LAs complying to the regulatory frameworks	116			58	58	500,000	MLGRD, LGSC, MoTS, LAs, eGD
		Enhance awareness of ICT policies and regulatory frameworks in the sector	Number of awareness programs on ICT policies and regulatory frameworks Conducted	3		1	1	1	900,000	MLGRD, LGSC, MoTS, LAs, eGD	



