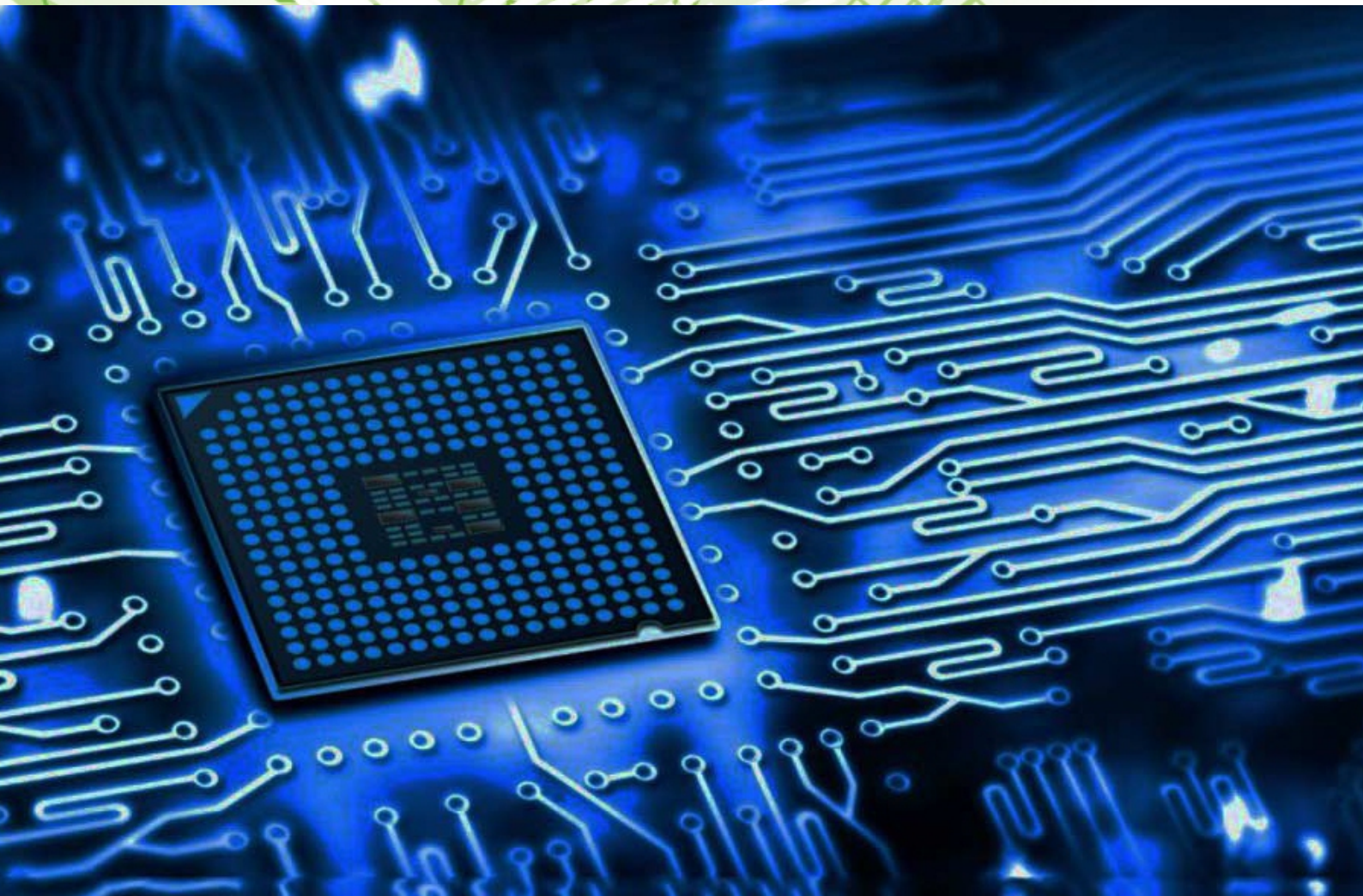




REPUBLIC OF ZAMBIA

OFFICE OF THE AUDITOR GENERAL



MANAGEMENT INFORMATION SYSTEMS STRATEGY 2017 – 2021

Prepared by:

Management Information Systems Unit in collaboration with management

August 2017

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AFROSAI	African Organisation of Supreme Audit Institutions
CAATs	Computer Aided Audit Techniques
CPs	Cooperating Partners
EIZ	Engineering Institute of Zambia
HRA	Human Resource and Administration
ICT	Information Communication Technology
ICTSZ	Information and Communication Technology Society of Zambia
IFMIS	Integrated Financial Management Information System
M&E	Monitoring and Evaluation
MPSAs	Ministries, Provinces and other Spending Agencies
NAO	National Audit Office
OAG	Office of the Auditor General
PESTEL	Political Economic Social and Technological
PF	Patriotic Front
SAIs	Supreme Audit Institutions
SWOT	Strengths Weaknesses Opportunities Threats

FOREWORD

I am pleased to present the 2017-2021 Strategy for the Management Information Systems Unit (MIS). This Plan provides a strategic framework for improved Management Information Systems service delivery.

The unit through this plan will ensure that it provides quality, effective and efficient MIS services to the office. This will help the efficiency and effectiveness of the office in ensuring that public resources are used for national development and wellbeing of citizens.

The Strategy outlines the priorities of the MIS unit for the period 2017 to 2021. It is my sincere hope and trust that my unit will continue receiving the much-needed support from management and all our esteemed stakeholders for its effective and efficient implementation.

Davison K. Mendamenda
ACTING AUDITOR GENERAL

ACKNOWLEDGEMENTS

I would like to thank the ICT team that spearheaded the whole strategic planning process from the review of the performance of the MIS against the ICT 2011-2014 Strategic Plan to the formulation of this new Plan, 2017 – 2021. I am also grateful for their commitment and valuable contributions during the consultative process.

I, therefore, implore my staff to remain committed to ensure successful implementation of the 2017 to 2021 Strategy.

Sarah Sally T. Ross
ACTING DEPUTY AUDITOR GENERAL-CSD

EXECUTIVE SUMMARY

The purpose of this Management Information Systems Strategy (MISS) is to improve the management, planning, and implementation of the office's information technology initiatives. The primary role of information technology is to support the business objectives and to help the organization provide effective services to citizens. The MISS provides a foundation for the development of the ICT infrastructure and standards that are critical to ensuring the interoperability, consistency, and more effective management of training and support costs.

Overall, the MISS provides guidance to ensure that its information technology strategic initiatives align with the office's mission and strategic objectives. The vision for information technology use includes the development of an Enterprise wide focus to the application of ICT, a focus on serving the User Departments and an emphasis on enabling business process re-engineering efforts.

The MISS contains the details on the functions of unit (MIS) and how it performs them to enable the organization to provide efficient and effective audit services to its citizens. Contained in the MIS strategy are details listed below.

- Functions
- Organizational Structure
- Strategic Operational Linkages
- Methodology
- Environmental Analysis
- Vision, Mission, Goal and Value Statements
- Objectives and Performance Indicators
- Strategies
- Pre-Conditions
- Assumptions
- Strategy – Budget Linkage
- Monitoring and Evaluation
- Structural Implications of the Strategy
- Environmental Analysis
- External Environmental Analysis
- Social Development

This Strategy was developed with a focus on addressing the main challenges faced by the unit and consolidating some of the gains recorded. Against this background, the strategic direction for the period 2017 – 2021 is illustrated in the following statements: -

Vision:

To be a strategic, innovative and capable MIS unit that delivers efficient, accessible and quality services to the office.

Mission:

To provide quality efficient, and effective MIS services to contribute towards the provision of quality audit services.

Goal:

To attain an integrated MIS for efficient and effective management.

Value Statement:

The Unit will uphold integrity, confidentiality and trust in the way it performs its functions.

Key Strategies:

Among the key ICT strategies to realise the objectives are:

- i. Implement the ICT tool database for outstanding recommendations
- ii. Enhance communication tool for sensitization
- iii. Automate accounting system for the third party
- iv. Implement a tool for whistle blowing
- v. Develop and operationalize an institutional ICT disaster recovery plan
- vi. Implement HRA system, AMS, Fleet managements system, Asset management system, Registry system, Help Desk system and Monitoring and Evaluation.
- vii. Provision of ICT support and tools
- viii. Automate an institutional performance management system
- ix. Develop Institutional ICT Policy and Strategy

These strategies will result in the following among others: -

- i. Successful completion of planned projects
- ii. Timely completion of assignments
- iii. Quality reports
- iv. Reduced complaints from clients
- v. Efficient and effective communication

1.0 INTRODUCTION

1.1 *Organizational Structure*

The MIS unit is headed by the Assistant Director who reports to Director Planning and Information. The Assistant Director is assisted by two Principal Analyst's. The unit has 14 officers.

1.2 *Strategic Operational Linkages*

ICT Unit collaborates closely with management, Smart Zambia Institute and professional ICT associations when executing its functions. It also values strategic alliances with stakeholders including, the Cooperating Partners (CPs)

1.3 *Rationale for Developing the 2017-2021 Strategy*

Developing, maintaining and providing ICT services in the Office is a complex task. The complexity and scope of the services provided increased dramatically in the previous strategic period. The extensive need for ICT services and solutions in the office is not only technically and technologically demanding, it also constitutes a huge organisational and managerial challenge that requires considerable competence.

In addition to the above problems, the rapid growth of staff due to the restructuring of the Office corresponds with the need for ICT services, IT equipment and connectivity for the newly constructed offices. The main challenge in this planned period therefore will be to secure stable ICT services in parallel with safeguarding the further development of the current services. It is also noted that the organization structure does not provide for a warrant holder of the ICT profession.

In the OAG previous strategic plan period (2011-2014) government had made several initiatives which will greatly affect the way audits are carried out such as the continued usage of IFMIS and the spearheading of other critical E-Government initiatives.

These initiatives require the further development of services, processes and skills of users and managers. In addition, security aspects present considerable challenges - including meeting future requirements regarding the accessibility, stability and capacity of the ICT services during the office's growing use of ICT.

1.4 *Strategy Coverage*

The rest of the Strategy is laid out as follows: -

(i) Environmental Analysis

This Section analyses the internal and external environments within which MIS has been operating during the period 2014 to 2016 and provides an outlook for the next five (5) years. Specifically, the Section highlights some key developments that have taken place in the recent past, which have had or might have an impact on MIS' operations and, therefore, may be of significance in future. These

developments relate to political/policy, economic, social, technological, legal and environmental (PESTEL). In addition, the Section gives some highlights on the performance of MIS during the period 2014 to 2016.

In the process, MIS' Strengths, Weaknesses, Opportunities and Threats (SWOT) are highlighted. Further, the Section identifies MIS' clients and stakeholders and their needs and concerns/interests respectively. The Section concludes with the identification of the challenges (core issues) that need to be addressed for MIS to effectively and efficiently operate.

(ii) Objectives and Performance Indicators

ICT objectives have been developed in line with the office objectives, strategies and ICT's vision, mission and Goal statement. The outcome of the SWOT and PESTLE analysis were considered. ICT objectives were accompanied by Performance indicators will enable the achievement of the set objectives to be measured. The objectives to accomplish in the next five years are outlined.

(iii) Strategies

Strategies, which are the most feasible courses of action to be taken by MIS to achieve the set objectives, and ultimately, the Goals, Mission and Vision, are outlined under this Section.

(iv) Assumptions

The critical success factors outside the control of MIS that need to be in place for successful implementation of the Strategy are presented under this Section.

(v) Strategy – Budget Linkage

The success of the Strategy depends on how resources are planned, mobilised and allocated for the implementation of all the activities associated with the identified strategies to contribute to the achievement of the set objectives.

Accordingly, this Section provides general guidelines and underscores the importance of linking the Strategy to the annual budgeting process to ensure that adequate resources are mobilised timely and made available for implementation of the Strategy.

(vi) Monitoring and Evaluation

Monitoring and Evaluation (M&E) is crucial to ensuring successful implementation of the Strategy and achievement of the desired impact. This Section, therefore, provides general guidelines and underscores the importance of an M&E Mechanism or Framework to the successful implementation of the Strategy and the realization of the desired impact.

(vii) Structural Implications of the Strategy

This Section presents the inevitable structural changes that might come about because of the desire to address the ICT challenges affecting the institution and achieve the objectives that have been set by the time the Strategy expires. The structural implications are in terms of ICT functions arising from the Strategy developed.

2.0 ENVIRONMENTAL ANALYSIS

The performance of MIS during the period under review was impacted by both internal and external factors as follows:

2.1 External Environmental Analysis

The external environment was analysed using the PESTEL tool and the findings were as follows: -

a) Political/ Policy developments

(i) Continuity of the Patriotic Front (PF) in Government

The Patriotic Front Government has introduced the Smart Zambia Institute putting the ICT sector as a strategic resource evidenced by this institution being under Cabinet Office. The Government has further identified ICT as a sector in its own in the Seventh National Development Plan.

The MIS unit will continue to engage Government through the Smart Zambia Institute to harmonise the implementation of ICT infrastructure and services and to share technical skills in various ICT areas

(ii) Introduction of ICT Bill

The enactment of the ICT Act number 15 of 2009 and ECT Act number 21 of 2009 and the introduction of a bill to professionalize the ICT professionals will go a long way in guiding the office ICT professional to contribute positively towards the achievement of vision 2030.

The MIS unit will continue to abide by the necessary ICT legislation to avoid disruptions in the provision of ICT services more especially engage Ministry of Justice during provision of ICT services to the Office

a) Social Development

(i) HIV/AIDS/TB/STIs and non-communicable diseases

The MIS unit is not a standalone unit and is also affected by the pandemic of HIV/AIDS. To mitigate this challenge, the unit will encourage the staff to undertake regular check-ups and participate in the sensitisation programmes.

(ii) Education and career change

The changes in technology requires that the MIS staff is always up to date with the current ICT skill levels hence the need for constant education and training. This will result in increased acquisition of ICT certification among ICT staff.

The MIS unit as a mitigating measure will engage EIZ and ICTAZ and relevant Associations to assist in the training and education of the ICT staff.

b) Ecological/Environmental

(i) Effects of global warming/industrial pollution

The technologic effect of global warming and environment is of utmost concern to the office ICT equipment procured normally are made of hazardous components with negative effect to the environment and human health in the office if not disposed of properly. In addition, the ICT ergonomic arrangement. The unit will endeavour to acquire ICTs that are green energy certified, including furniture that is ergonomically designed.

In mitigating the effects, the ICT unit will engage the relevant institutions more especially the Zambia Environmental Management Agency (ZEMA) during the disposal of ICT equipment among others.

c) **Technological**

The rapid development in information technology globally has an effect on ICT unit in that the solutions are more integrated. Bringing new dimensions of doing business which are more efficient and effective.

The following technologies are making an impact in businesses and ICT unit could exploit some:

i. **ERP Systems**

Currently the office is using the Integrated Financial Management System (IFMIS), Payroll and Establishment Control all running on SAP. The technologies have an impact in the operations of the MIS unit as management and maintenance of the system is done by the unit.

ii. **Cloud Computing, Big Data, Mobile Computing, Internet of Things and Social Media**

These technologies are slowly permeating the public sector and effecting the ICT units, the government is encouraging the use of the cloud facility to reduce cost of buying ICT hardware especially storage, including the cost of managing duplicate systems.

The MIS unit will collaborate with Smart Zambia Institute, professional ICT associations and Zambia National Data Centre.

2.1.1 Opportunities

Arising from the external environmental analysis, the following are some of the opportunities that the MIS unit should take advantage of in executing its mandate in the five years: -

a) Support from Management and Cooperating Partners

The MIS unit will need to have the advantage of full support from management as well as the cooperating partners (SMART Zambia) to aid with managing the infrastructure and technology in the office. This will ensure that the office has prudent utilization of the organizations resources.

As an optimization measure, constant engagement with management and full implementation of the MIS Strategy will ensure that the organizations and the unit's goals are met.

2.1.2 Threats

The opportunities above notwithstanding, there are also several threats that have had a negative impact on the operations of the MIS unit and are likely to be of concern during the period 2017 – 2021 unless measures are taken to mitigate the effects. The threats include the following: -

a) Resistance to Change by the stake holders

The unit may face some resistance to change from stakeholders on new methods of handling activities. This may be due to innovative technology or infrastructure that the stakeholders may be having getting used to.

b) Delayed Approval of the ICT structure

The delayed approval of ICT structure may cause some activities to be held back or pushed further. Thereby underutilizing the resources. This may affect the implementation of certain activities that may be key for the office.

c) Inadequate resources

The unit may face some difficulties in implementing the strategy as there may not be adequate resources to carry out certain office activities. Such as funding and technical support.

2.2 Internal Environmental Analysis

2.2.1 Performance against the 2011 to 2014 ICT Strategic Plan

The performance on the previous ICT strategic plan could not be ascertain because the document was not adopted and approved. However, the unit was executing the strategies outlined in that plan despite it not been approved. In addition, most of the other activities done by the MIS unit were based on the office annual ICT operational plans.

2.2.2 Institutional Assessment

The assessment also revealed several strengths and weaknesses that the Office should optimise and mitigate respectively. The following are the strengths, and weaknesses identified: -

A. Strengths

(i) Support and Good working relationship with Management

The management and Leadership of OAG has supported the operations and activities of the MIS unit. As a result, duties have been effectively and efficiently carried out. The continuation of this support will enable the unit to improve its operations and grow in its capacity to provide services to the office. The MIS unit will continue engaging management and leadership for their support and guidance in implementing the programs of the unit.

(ii) Good working relationship with Smart Zambia Institute.

The Unit has been collaborating with the Smart Zambia Institute in various aspect of the information technology services and infrastructure implementation. The implementation of the shared services and government wide area network in provincial audit offices. In this regard, the MIS unit will continue working with Smart Zambia Institute in all aspect of technological implementation.

(iii) Availability of qualified IT staff

The MIS unit has committed, qualified and competent staff in various MIS and other managerial disciplines. This has enabled the MIS staff to carry out their duties in a professional manner, as a result this has helped the office in executing its mandate. Furthermore, there is an ongoing skills transfer amongst the MIS staff. The MIS unit will continue to work professionally and engage management to continuously build the capacity of its officers to work more efficiently and effectively.

(iv) Availability of the Learning and Innovation Centre

The Office has a Learning and Innovation Centre used for conducting in-house training programmes. This has enabled the Office to save training costs of MIS staff. The MIS unit will utilize the center to continuously build the capacity of its staff.

B. Weaknesses

(i) *Inadequate Structure*

Due to the organizational structure the MIS unit is not represented at Director Level. This has led to MIS not being properly represented at top management level which in turn has led to MIS issues not being attended to in a timely manner. Not only has this led to inefficiency and ineffectiveness but it has also caused some loss of motivation in the MIS members of staff. The unit will continuously engage management to enhance the MIS unit structure.

(ii) *Competing demands within the institution*

MIS is not regarded as the core business of the institution. This has led to resources meant to develop MIS systems and procure infrastructure being diverted elsewhere. As a result, audit reports are of inadequate quality and there are delays in completion of assignments. The MIS unit will continuously engage management for its support regarding resources. The unit will also continuously sensitize management and users on the importance of MIS.

(iii) *Limited specialized skills*

The MIS unit lacks certain specialized skills. The lack of these skills has led to delays in the development of large systems like the AMS, HR and Registry systems. This has also made it difficult for the MIS unit to develop a fully professional strategic plan and other MIS related policies. The unit will continuously engage management for the training and capacity building of its officers. The unit will also continuously engage relevant institutions with relevant specialized knowledge and experience in the areas that the MIS unit is lacking.

OBJECTIVES, STRATEGIES AND PERFORMANCE INDICATORS

Introduction

For the MIS Strategy to deliver meaningful results, it must align itself with the objectives of the directorates it supports.

OBJECTIVES	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS	OUTPUT	OUTCOME
To provide timely and value adding auditing services for enhanced accountability, transparency and integrity of government and the public sector for the benefit of society	i. Strengthen the mechanism for follow up on audit and Parliamentary Accounts Committee (PAC) recommendations	Implement the ICT tool database for outstanding recommendations	A tool for a follow up on recommendations in place and operational by December 2018	Database for outstanding issues developed.	Improved efficiency, economy and effectiveness of follow up of audit recommendations
	ii. Strengthen the sensitization programme to reduce the number of recurring audit queries	Enhance communication tool for sensitization	Enhanced communication tools annually e.g. additional IP phones by 2021, government e-mail addresses, Video conferencing in place	<ul style="list-style-type: none"> Monthly update of website 15 additional IP phones in place annually Quarterly update of official email address Annual improvement of video conferencing 	Enhanced Communication for better audits.

	iii. Develop and implement a whistle-blower strategy	Implement a tool for whistle blowing	Whistle blowing tool implemented by 2020 e.g. emails, secured SMS	tools for staff e.g. Skype for Business <ul style="list-style-type: none"> Secure email address on website Secure line for SMS and calls in place 	Enhanced and more leads about finance misuse
	iv. Strengthen adherence to auditing standards.	Implement auditing management system	Implement auditing management system by January 2018	Audit management system rolled out at HQ and all provincial offices	Timely and quality audit reports
	v. Implement the communication strategy	Enhance communication tool for sensitization	Enhanced communication tool annually e.g. Skype for business, Intranet by 2021	<ul style="list-style-type: none"> Monthly update of intranet 15 additional IP phones in place annually Quarterly update of official email address Annual improvement of video conferencing tools for staff e.g. Skype for Business 	Improved operational efficiency

OBJECTIVES	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS	OUTPUT	OUTCOME
To effectively plan, monitor and evaluate programmes and provide management information for timely decision making and attainment of set objectives	i. Develop and implement an automated and integrated Management Information System	Implement the following: i. HRA	Institutional HR System Operationalized by December 2017	HRA system implemented at HQ	Improved operational efficiency
		ii. AMS	Institutional AMS Operationalized by January 2018	AMS rolled out HQ and provinces	Management effectiveness in Managing audits
		iii. Fleet	Operationalized fleet management system by 2019	Fleet management system implemented at HQ	Management effectiveness in Managing fleet
		iv. Registry	Operationalized Registry system by 2021	Registry system implemented at HQ and provincial offices	Management effectiveness in Managing Registry
		v. Asset	Operationalized Asset system by June 2019	Asset management system implemented	Management effectiveness in Managing Assets
		vi. Help Desk	Operationalize Help Desk system by September 2018	Help Desk system deployed at HQ	Timely Resolution of errors
		vii. Quality assurance	Quality System Assurance to be		

			implemented by 2021	Performance Audit flow implemented	Effectiveness and Timely Production of Performance of reports
		viii. Tools to support performance Audit	IS Tool for performance Audit to be implemented by 2020	Tools for Environmental Audits implemented	Timely Production of Environment audit reports
		ix. Tools to support Environmental Audit	IS Tool for Environmental to be implemented by 2020	CAATs for IT Audit implemented	Operational efficiency in undertaking audit execution
		x. Tools to support IT Audit	IS Tool for Forensic and Investigations to be implemented by 2020	FTK and EnCase implemented	Audit execution Improved
			All Systems integrated by 2021	Integrated platform created	Easy and quick access to information
	iii. Strengthen the M&E Unit and the Frame work for monitoring all	M&E	Institutionalize M&E IS system by 2021	M&E system in place	M&E strengthened

OBJECTIVES	programmes	M&E	Institutionalize M&E system by 2021	M&E system in place	Performance management system enhanced for better services
	iv. Strengthen the Performance Management System				
	v. Develop and implement an institutional ICT policy and Strategy to guide the implementation and use of automated Information Systems	i. Develop Institutional ICT Policy and Strategy	Institutional ICT policy and strategy developed by December, 2017	<ul style="list-style-type: none"> MIS strategy in place by 2017 ICT Policy in place by 2018 	Improved management Effectiveness
		ii. Implement Institutional ICT Policy and Strategy	Institutional ICT policy and strategy implemented by January, 2018	<ul style="list-style-type: none"> Operationalize ICT Strategy by January 2018 Operationalize ICT Policy by December 2018 	Improved operational efficiency
To effectively and efficiently manage the human resources to achieve exceptional individual and	vi. Develop and operationalise an ICT disaster recovery plan	Develop and operationalize an institutional ICT disaster recovery plan	Institutional ICT disaster recovery plan developed by June 2018	ICT Disaster Recovery plan developed and operationalized	Disaster recovery plan followed to avert disasters
	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS	OUTPUT	OUTCOME
	i. Develop and implement a Human Resource Strategy Develop	Provision of ICT support and tools	ICT support provided	ICT support provided	Continuous Operations with minimum downtime
	ii.	Automate an	Automated an	Performance management	

organisational performance	and implement a Performance Management System	institutional performance management system	institutional performance management system by 2021	system in place	Appraisals easily retrieved and Information available readily
	iii. Enhance the implementation of the Staff Wellness Policy.	Providing a platform for staff wellness sensitization	Staff wellness platform enhanced annually	Staff wellness communication enhanced	Wellness platform or tool providing
	iv. Review and operationalise the organisation structure and job Descriptions	Implement HRA system	Institutional HRA System Operationalize by December 2017	HRA system rolled out	System efficiently delivering as per the request
	v. Enhance the operations of the Learning and innovation Centre	i. Provide ICT tools for learning	ICTs tools for learning and innovations center provided by 2021	ICTs tools for learning and innovations center in use	Enhanced teaching and learning
		ii. Provide technical support	ICTs technical support provided by 2021	Conformity to standards	Support provided as per the queries

	iii. Provide ICT Human Resource for facilitation	ICTs Human Resource for facilitation provided by 2021	ICT support provided

OBJECTIVES	STRATEGIES	ACTIVITIES	PERFORMANCE INDICATORS	OUTPUT	OUTCOME
To efficiently and effectively provide financial and administrative services for organisational efficiency and attainment of set objectives.	i. Develop and implement financial manuals	MIS Tools provided for developing financial manuals	Financial manual developed by 31st December 2018.	Quality manual with Presentable content	Efficiency in Processing Financial System
	ii. Develop and implement a resource mobilization strategy.	Automate accounting system for the third party	Automated accounting system operational by June 2018.	Reduction in downtime for the financial system	Financial requests processed within 24 Hours.
	iii. Strengthen administrative support systems.	Implement Fleet management and asset management systems.	Operationalize fleet and Asset management systems by 2019	<ul style="list-style-type: none"> Fleet management system implemented at HQ Asset management system implemented 	<ul style="list-style-type: none"> Operational Efficiency in fleet and Asset Management Timely and reduced cost in Management of fleet and Assets

CURRENT SITUATION, VISIONING, AND GAP, SWOT AND PESTEL ANALYSIS FOR THE MIS

7s	Present State	GAP Analysis	Vision	Strengths	Weaknesses	Opportunities	Threats
S T R A T E G Y	Status (challenges): i. The Strategic Plan was not fully implemented. ii. ICT Strategic Plan was not appreciated and understood by Stakeholders. Causes: i. Inadequate resources ii. The OAG Strategic Plan was not approved Effects: i. The Intended targets were not achieved.	(What needs to be done) i. Need to engage Management	Vision: An attainable and measurable strategy responsive to the mandate of the Office of the Auditor General (OAG) Indicators of success: i. Motivated staff ii. Successful completion of planned projects.	Strength: i. Good working relationship with Smart Zambia ii. Support from Management Optimization measure: i. Full participation in the ICT strategic management process ii. Engage Smart Zambia Institute iii. Engage Management	Weakness i. Lack of adherence to ICT strategy ii. Other Organizational activities take priority over ICT Strategic activities iii. Lack of basic ICT strategic Management formulation skills Mitigating Measures i. Basic ICT strategic formulation training ii. Continuous sensitization	Opportunity: i. Support from Management and CPs ii. Availability of management and Smart Zambia Institute Optimization measures: i. Prudent utilization of resources. ii. Engage Management iii. Full implementation of the ICT Strategic Plan	Threat: Resistance to change by Stakeholders Mitigating Measure: Change management programs

7s	Present State	GAP Analysis	Vision	Strengths	Weaknesses	Opportunities	Threats
S T R U C T U R E	Status (challenges): <ul style="list-style-type: none"> i. The structure should be represented at Directorate/Director level. ii. The structure should be enhanced. Causes: <ul style="list-style-type: none"> i. The organization structure does not provide for the positions of HR and ICT at Provincial and district levels ii. The OAG did not have the need for the professional staff at that time. iii. The OAG did not have full mandate to audit local authorities iv. Inadequate financial resources to operationalize decentralization at district level Effects : <ul style="list-style-type: none"> i. ICT issues not attended to timely ii. Demotivated staff iii. ICT not properly represented at top Management level. 	(What needs to be done) <ul style="list-style-type: none"> i. Review the ICT structure to address the current demands. 	Vision: ICT structure that handles officer demands timely. Indicators of success: <ul style="list-style-type: none"> i. Motivated staff ii. Timely completion of assignments iii. Quality reports 	Strength: <ul style="list-style-type: none"> i. Supportive management and leadership Optimization measure: <ul style="list-style-type: none"> i. Engage management and the leadership 	Weakness: Inadequate Structure Mitigating Measure: Enhance the structure	Opportunity <ul style="list-style-type: none"> i. Support from management ii. Support from Cooperating Partners iii. Support from Smart Zambia Institute Optimization measure: <ul style="list-style-type: none"> i. Engage Management on the review of the structure. ii. Engagement of Smart Zambia Institute iii. Engage Cooperating Partners 	Threat: <ul style="list-style-type: none"> i. Delayed approval of the ICT Structure ii. Non-approval of ICT structure iii. Delayed issuance of Treasury Authority Mitigating Measure: Continuously engage Management.

7s	Present State	GAP Analysis (What needs to be done)	Vision	Strengths	Weaknesses	Opportunities	Threats
S Y S T E M S	Status (challenges): Systems are not adequate i. Partially automated ii. Not integrated Management system not in place i. HR information ii. Fleet management iii. Asset management iv. Audit management v. Risk management system vi. Registry System Causes: i. Lack of an Institutional ICT policy ii. Inadequate financial resources iii. Inadequate ICT infrastructure and equipment iv. Inadequate capabilities to develop systems Effects: i. Delays in completion of assignments ii. Inadequate quality of reports iii. Increased complaints from clients	i. Develop an institutional ICT strategy, policy and other guidelines to guide the implementation ii. Increase budget allocation to acquire ICT infrastructure and to automate and integrate the ICT systems iii. Build capacity in ICT staff to develop and manage systems as well as infrastructure	Vision: An adequate and automated integrated Management Information Systems (MIS) Indicators of success : . Timely completion of assignments . Quality reports . Reduced complaints from clients	Strength: i. Availability of qualified IT staff to facilitate the development of the ICT Policy strategy and other guidelines ii. Support from Leadership and Management iii. Availability of qualified IT staff to manage systems and infrastructure Optimization measure: . Continuously engage management to provide updates on the progress. . Continuously engage management to provide the necessary support, to facilitate the development the ICT policy, strategy and other guidelines	Weakness: Competing demands within the institution Mitigating Measure: Engage management and CPs for support	Opportunity: i. Availability of SMART Zambia Institute to provide technical support ii. Availability of technical and financial Support from CPs to build capacity of ICT staff Optimization measure: iii. Engage SMART Zambia Institute for technical support iv. Engage CPs for financial and technical support	Threat: Inadequate resources to facilitate capacity building of ICT Mitigating Measure: Engage CPs for technical and financial support

7s	Present State	GAP Analysis	Vision	Strengths	Weaknesses	Opportunities	Threats
S T A F F	Status (challenges): <ul style="list-style-type: none"> The number of staff is inadequate Two (02) positions frozen. 	(What needs to be done) <ul style="list-style-type: none"> Engage management to review the structure 	Vision: Qualified, adequate and reliable staff to execute the mandate of the NAO. Indicators of success: <ul style="list-style-type: none"> Timely and quality reports Efficient and effective communication 	Strength: <ul style="list-style-type: none"> Good working relationship with Management Optimization measure <ul style="list-style-type: none"> Engage Management on the review of the structure Provide the necessary support to the entire office 	Weakness: Limited expert knowledge to develop the HR Strategy Mitigating Measure: Engage institutions with relevant knowledge and experience on the development of the Strategy	Opportunity: <ul style="list-style-type: none"> Availability of Management Availability of technical staff from CPs Optimization measure <ul style="list-style-type: none"> Engage Management 	Threat: <ul style="list-style-type: none"> Non-approval of the structure Delayed in filling up positions Mitigating Measure: Engage Management on approval of the structure Continuously engage management on filling in of the positions

7s	Present State	GAP Analysis	Vision	Strengths	Weaknesses	Opportunities	Threats
S K I L L S	Challenges Skills not adequate in the following: i. Networking ii. Programming iii. Security iv. Reporting Writing v. Research vi. IT Governance vii. Project Management viii. Data Mining (Use of Big Data)	(What needs to be done) i. Strengthen and operationalize the Capacity building for ICT Programs. ii. Develop and manage a resource mobilization plan for ICT	Vision: A multi-skilled staff complement capable of responding to the needs of clients and interested stakeholders. Indicators of success: vii. Client satisfaction. viii. timely service delivery ix. Motivated staff x. Improved OAG business processes xi. Increased opportunities for ICT staff to be co-opted in other programs xii. More focus on strategic issues by management.	Strength: i. Support from Leadership and Management Commitment from staff. ii. Availability of the Learning and Innovation Centre. iv. Availability of skilled staff for skills transfer. v. Availability of staff to develop and manage a resource mobilization plan.	Weakness: Limited skills of ICT staff due to ICT training/skills programmes not being fully implemented Mitigating Measure: Emphasis on improved capacity building of ICT staff Continuous Sensitisation of management and users	Opportunity: i. Availability of Cooperating Partners. ii. Government support in line with the SNDP. iii. Support from Supreme Audit Institutions (SAIs)/Community	Threat: i. Unavailability of support from Cooperating Partners. ii. Inadequate Financial Resources from Government. iii. Inadequate support from senior management
	Causes i. Lack of a comprehensive Skills Capacity Building Programs. ii. Inadequate Financial Resource. iii. Misunderstanding the value of ICT services within the Organization			Optimization measure: i. Engage Leadership and Management		Optimization measure iv. Engage Cooperating Partners. v. Engage Government. vi. Engage Supreme Audit Institutions (SAIs)/Community vii. Prudent utilization of resources	Mitigating Measure: i. Prioritise allocation of limited financial resources for Capacity building. ii. DataMining (Use of Big Data) Pursue alternative sources of funding

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