

**THE UNITED REPUBLIC OF TANZANIA**



**Ministry of Finance and Planning**  
**INFORMATION AND COMMUNICATION TECHNOLOGY (ICT) POLICY**

**© 2020 Ministry of Finance and Planning**

# TABLE OF CONTENTS

<b>ABBREVIATIONS</b> .....	vi
<b>GLOSSARY</b> .....	vii
FOREWORD .....	viii
<b>PREFACE</b> .....	ix
<b>CHAPTER ONE</b> .....	10
1.0 INTRODUCTION .....	10
1.1 Overview .....	10
1.2 Rationale .....	10
1.3 Purpose .....	10
1.4 Scope .....	11
<b>CHAPTER TWO</b> .....	12
2.0 SITUATION ANALYSIS .....	12
2.1 Background .....	12
2.2 ICT Achievements and Challenges .....	12
<b>CHAPTER THREE</b> .....	16
3.0 POLICY OVERVIEW, OBJECTIVES AND STATEMENTS .....	16
3.1 ICT Governance .....	16
3.2 ICT Infrastructure .....	18
3.3 ICT Applications .....	18
3.4 CT Services Management .....	19
3.5 ICT Security .....	20
<b>CHAPTER FOUR</b> .....	21
4.0 INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION .....	21
4.1 Management Framework .....	21
4.2 Monitoring and Evaluation .....	23

## ABBREVIATIONS

GoT	Government of Tanzania
ICT	Information and Communication Technology
PO-PSMGG	President's Office Public Service Management and Good Governance
eGA	e-Government Agency
NBS	National Bureau of Statistics
NPF	National Pension Fund
GEPF	Government Employee's Pension Fund
FISMD	Financial Information Systems Management Division
ICTU	Information Communication Technology Unit
SOP	Standard Operating Procedures
TNA	Training Needs Analysis
WAN	Wide Area Network
LAN	Local Area Network
GovNet	Government Network
VPN	Virtual Private Network
SLAs	Service Level Agreements
PPA	Public Procurement Act
ToRs	Terms of Reference
LGAs	Local Government Authorities
CSD	Computer Services Department
MDAs	Ministries, Departments and Agencies

## GLOSSARY

Information and Communication Technology (ICT)	Is an important instrument which supports the delivery of quality services and timeliness decisions
Ministry	Ministry of Finance and Planning
Internal Analysis	Is a review of an organization's strengths and weaknesses that focuses on improving organization business
ICT Policy	A document that elaborate on the Public Institution's ICT Management Philosophy by providing general statements of purpose, direction and required activities for the entire ICT Management Framework, commonly known as ICT Policy of an Institution
ICT Governance	Is an integral part of corporate governance and consists of the leadership, organizational structures and processes that ensure that the organization's ICT sustains and extends the organization's strategies and objectives
ICT Infrastructure	This is a backbone for supporting the organization business operations by enabling information exchange and providing secure access to different applications
ICT Applications	These are software designed for end-users to use in their daily operations to support the enterprise business processes
ICT Security	Is the way in which computer-based equipment, information and services are protected from unintended or unauthorized access, change or destruction throughout an organization
ICT Services Management	This is how ICT resources and core business practices altogether are delivered in such a way that the end user experiences the most desired results from accessing the entire solution stack.
User	Staffs and employees who use ICT resources.

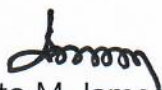
## **FOREWORD**

Globally, there has been advancement in Information and Communications Technologies (ICT) since the end of the 20th Century which led to multiple convergences of contents, computing, telecommunications and broadcasting. Internet represents growth of global computer network which has increased capacity of ICT. As a result, it has impacted the way business is conducted, facilitated learning and knowledge sharing, generated information flows and empowered communities in ways that have redefined governance. This transformation is significant to wealth and economic growth.

The National ICT Policy recognized the use of ICT to improve delivery of public services, as a result, in 2004 the Government through Cabinet directed the President's Office Public Service Management (PO-PSM) to start implementing ICT in Government service delivery (e-Government). In April, 2012 PO-PSM established the e-Government Agency (eGA) that was officially inaugurated in July, 2012 with the mandate for coordination, oversight and promotion of e-Government initiatives and enforcement of e-Government standards in the Public Service. In order to have a uniform approach in implementing e-Government, the Government through eGA issued guidelines which directed public institutions to develop their ICT policy.

In compliance with the guidelines, the Ministry of Finance and Planning has developed ICT Policy to facilitate more than 1500 users for efficient and effective use of ICT resources in the Ministry. This will contribute to the achievement of the Ministry's business objectives in the use of technologies as well as safeguarding the Ministry's information assets, ICT investments and operations.

Development of this Policy has been a collaborative effort. The Policy has been developed in collaboration with the Ministry Management, its staff, consultant from e-Government, and other key stakeholders from Bank of Tanzania, President's Office – Public Service Management, Uongozi Institute, Tanzania Revenue Authority, and Ministry of Works, Transport and Communication (Communication Sector). I wish to express my appreciation to all of them for their valuable time and effort that contributed to a successful completion of this Policy.



Doto M. James

**PERMANENT SECRETARY - TREASURY**

## **PREFACE**

The Information and Communication Technology (ICT) is an important instrument which supports the delivery of quality services and timeliness decisions. ICT assists the Ministry in implementing its Business processes to achieve its strategic objectives.

For managing the ICT resources effectively within the Ministry, the ICT Policy has been developed in order to safeguard ICT Resources. Prior to development of this Policy, situation analysis was done to identify achievements and challenges encountered by the Ministry on utilization of ICT Resources.

In order to address identified challenges, the Policy provides high-level guidance in the areas of ICT governance, infrastructure, human resource, service management, applications and security. The do's and don'ts for the Ministry's employees and stakeholders as well as disciplinary measures to be taken in case one violates this Policy have been clearly stated.

Moreover, the Policy has clearly indicated the responsibilities for each key player namely Permanent Secretary, Accounting Officer, Head of Divisions/Units and Staff. In addition, the Policy has stipulated the Process of Monitoring, Evaluation, Reviewing and Reporting on implementation of the Policy.

Effective ICT Policy is a critical factor for successful ICT operations in the Ministry as it ensures that, the Security of ICT Resources is enhanced and the organization's business process is aligned to and supports its objectives. In this regard, it is my hope that, the Ministry Management and Staff will use the Policy to safeguard ICT Resources and improve business operations. The success and realization of this Policy's objectives will depend, to a great extent, on the level of cooperation, compliance and roles played by Ministry's Management and Staff.

It is worth noting that, a number of stakeholders were involved in formulating this Policy. Hence, I would like to extend my sincere gratitude to all those who contributed to the development of this Policy. Moreover, I would like to express on a special note, my profound appreciation to the Permanent Secretary - Treasury for facilitating the whole exercise of developing this ICT Policy.



Accounting officer

**MINISTRY OF FINANCE AND PLANNING**

## CHAPTER ONE

### 1.0 INTRODUCTION

#### 1.1 Overview

The Ministry of Finance and Planning (Ministry) recognizes ICT as an important tool which supports service delivery in an efficiency manner and timely information for decision making to achieve its five-year strategic objectives.

In achieving strategic results, the Ministry realizes that establishment of ICT Policy is a vital step for improving internal operations, service delivery and proper management of its ICT investments. The focus is to ensure that objectives in the strategic plan are effectively implemented. The context of this policy and procedures originates from other MoFP Strategic Plan of 2017/18-2022/23, Performance Reports, the National ICT Policy (2003) and their reviews of 2016 and the Tanzania e-Government Strategy (2013).

The Policy will facilitate effective utilization of the ICT Infrastructure, applications and management of ICT investments, and will be used to overcome the risks associated with Ministry daily ICT-based operations.

#### 1.2 Rationale

The Policy has been developed to achieve Ministry organizational objectives through efficient use of ICT investments. The utilization of ICT investments involves proper governance, management and utilization of ICT infrastructure, applications, operations, human resource, services and security that in the long run will contribute in the achievement of Ministry business strategic objectives. Also, the Policy aims to ensure that the Ministry is aligned with National ICT Policy, National e-Government Strategy and the e-Government standards and guidelines in efforts to achieve Ministry objectives.

The implementation and utilization of ICT Policy will ensure efficiency and effectiveness of internal and external operations of the organization as well as improving service delivery and interactions with private and public Institutions.

#### 1.3 Purpose

The purpose of the ICT Policy is to facilitate the efficient and effective use of ICT resources in the Ministry. The proper utilization of ICT Policy will contribute to the achievement of organizational business objectives in the use of technologies as well as safeguarding the organizational information assets, ICT investments and operations.

#### **1.4 Scope**

This Policy is applicable to all Ministry's ICT assets that are accessed by internal and external users and all ICT equipment that resides and connects to Ministry Infrastructure. Therefore, the policy will apply to all Ministry's ICT related resources and services.



## CHAPTER TWO

### 2.0 SITUATION ANALYSIS

#### 2.1 Background

In 2013 the Information Communication Technology Unit (ICTU) was established following Government directives that all Ministries should have ICT Units. The ICT Unit aimed on providing expertise and services on application of ICT to the Ministry.

In line with the Government's vision, Ministry has continued to invest on acquiring and developing different ICT solutions and improving its manpower with the aim of improving Ministry's working environment and service delivery. As a result, a number of core business processes are supported by ICT solutions. The government through e-Government Agency (e-GA) directed all government institutions to establish ICT policy to improve internal operations, service delivery and proper management of ICT investment.

#### 2.2 ICT Achievements and Challenges

##### 2.2.1 Internal analysis

From the historical background related to the deployment, management and use of computers, several initiatives were undertaken on ICT to facilitate service delivery to the Ministry. These initiatives were implemented focusing on different areas including; ICT Governance, ICT infrastructure, ICT applications, ICT security and services management.

##### 2.2.1.1 ICT Governance

Effective ICT Governance is a critical factor for successful ICT operations in an organization. This important pillar and pre-requisite ensure that ICT institution-wide sustains and extends business objectives and strategies. In implementing ICT Governance, a number of achievements and challenges were realized as follows: -

##### **Achievements:**

Strong management of ICT resources and projects due to presence of ICT Unit for supporting the Ministry to achieve its strategic objectives, prominent leaders (Permanent Secretary Treasury and Accounting Officer) and ICT steering committee framework.

##### **Challenges:**

Absence of ICT Policy, Business Continuity Plan, ICT Standard Operating Procedures (SOP) documents and ICT Change Management Policy; decentralized ICT coordination structures slows ICT projects implementation and its innovations; inadequate specialized

ICT personnel, ICT working equipment and user awareness on ICT; Lack of Policy to encourage ICT creativity and innovation, ICT enterprise architecture model and guidelines and ICT project management Policy; stakeholders resistance on changes in technologies; and Training Needs Analysis (TNA) is not implemented effectively.

#### **2.2.1.2 ICT Infrastructure**

To support the Ministry's business operations and achieving its objectives, it is important to have reliable and secured technologies, ICT infrastructure in terms of network, computing and storage devices. However, insufficient ICT equipment and internet speed remains as an obstacle for the Ministry performance. A number of achievements and challenges were realized as follows: -

##### **Achievements:**

Sharing of network resources and web-based systems such as Network Infrastructure (LAN, WAN), including GovNet, VPN deployment covering the entire Ministry, all MDAs and LGAs offices.

##### **Challenges:**

Dependency on vendors on hardware maintenance; network Infrastructure which needs to be improved; inadequate computing resources; inadequate storage and backup facilities; unstable power backup; inadequate capacity to manage rapid technological development; and absence of systems integration platform.

#### **2.2.1.3 ICT Applications**

Having automated and integrated system is very important to support the Ministry's business process in achieving its business objectives. However, in this area of ICT the Ministry encountered, a number of achievements and challenges as follows: -

##### **Achievements:**

The effective use of MoFP email and Web based services for information sharing.

##### **Challenges:**

Limited application developers; inadequate knowledge and experience of existing application developers; dependency on vendors of some ICT applications; presence of some un-automated business processes; lack of data standards for electronic financial systems to enable smooth integration; absence of guidelines for acquisition and administration of ICT applications and patent rights for applications software developed in-house and use of pirated software.

#### **2.2.1.4 ICT Security**

The adoption and use of ICT at the Ministry is increasing gradually with operation of various ICT initiatives. Management of ICT security and risks must be given high priority due to dependency of the Ministry's daily business operations on ICT. As a result, there will be ICT Security Policy to guide the proper use of ICT investment and provide awareness to reduce human error, vulnerability, theft, fraud and misuse of computer assets within an organization. Therefore, a number of achievements and challenges were realized as follows:

##### **Achievements:**

Minimized security breaches due to presence of ICT security guidelines, risk management Policy, ICT internal control systems and physical security.

##### **Challenges:**

Inadequate protection of ICT resources from unintentional or malicious acts; existence of some unlicensed software; absence of licensed penetration testing tools; and limited ICT Security awareness to staff.

#### **2.2.1.5 ICT Services Management**

Established ICT infrastructures, applications and technologies in the Ministry should be operated, managed and maintained to deliver effective solutions and services to the Ministry's end-users at optimized costs. However, in this area the Ministry encountered a number of achievements and challenges as follows: -

##### **Achievements:**

Improved MoFP business processes due to presence of clients' service charter and ICT personnel to support the effective delivery of Ministry's ICT services. F

##### **Challenges:**

Lack of automated ICT help desk; absence of ICT Service Management Policy; absence of Service Level Agreements (SLAs) framework for maintenance and support of ICT resource; lack of business continuity plan; and absence redundancy systems.

#### **2.2.2 External Analysis**

Strengthening and enhancement of ICT implementation at the Ministry takes advantage of the existing opportunities in ICT initiatives that have been undertaken by the Government. These include:

- i. Existence of National ICT Policy of 2003, e-Government Strategy and Government ICT Scheme of 2009 which provides guidance for the implementation of ICT initiatives.

- ii. Establishment of e-Government Agency in 2010 to coordinate, oversee, promote and advise the implementation of ICT initiatives in Government operations;
- iii. Public Service Reforms that have been implemented by the Government from 1990s to 2010s under which ICT was an integral component;
- iv. Existence of an affordable shared Government Communication Network (GovNet), Government purchased international bandwidth and Government Data Centre which provide hosting services and domain registration for fast and secure communication within and among Public Institutions;
- v. Existence of Institutions under the Ministry with strong ICT Departments and with advanced maturity level in ICT usage (Bank of Tanzania and Tanzania Revenue Authority).

### **Challenges**

In contrary with the opportunities emerged due to the use of ICT there some challenges which needed to be addressed as follows: -

- i. Existence of cybercrime which create difficult environment on security ICT investments.
- ii. Rapid change of technology compared with the ability of adaptation.

## CHAPTER THREE

### 3.0 POLICY OVERVIEW, OBJECTIVES AND STATEMENTS

The ICT policy and procedures is in-line with National Frameworks and key policy documents such as; the Tanzania's National ICT Policy of 2016, Tanzania Cybercrimes Act, 2015, Circular No. 3 of 2013 guidelines on the implementation of various ICT systems, Circular No. 5 of 2009 on proper use and ICT security and Circular No. 6 of 2009 on Storage and disposal of information on ICT devices. Therefore, this chapter provides high level and broad policy statements for guiding ICT contributions to take advantage of the opportunities and achievements as well as to address issues and challenges in the areas of ICT governance, ICT Infrastructure, ICT Service Management, ICT Applications and ICT Security.

#### 3.1 ICT Governance

##### Overview

ICT Governance is an integral part of corporate governance and consists of the leadership, Ministry's structures and processes that ensure the Ministry's ICT operations sustains and extends the Ministry's strategies and objectives as follows: -

##### Policy Objective

To enhance governance of the Ministry's ICT resources.

##### Policy Statements

Ministry shall ensure:

- i. ICT steering committee is strengthened to oversee ICT investment, decisions, allocation of ICT resources, accountability, monitoring and evaluation;
- ii. E-Government standards and guidelines are operationalized;
- iii. ICT governance model is in place to manage ICT operations;
- iv. ICT strategy and enterprise architecture are developed and operationalized to optimize the ICT investments to earn more value;
- v. ICT Policies and guidelines is developed and implemented .
- vi. ICT change management framework is developed and implemented;
- vii. ICT projects are in compliance with e-Government Standards and Guidelines;
- viii. Procurements related to ICT comply with Public Procurement Act, and e-Government Standards and Guidelines.

### **3.1.1 ICT Human Capital Development**

#### **Overview**

Human resource is important for sustainable ICT industry. ICT Human Capital Development aims at expanding and increasing local skilled and competent ICT human resource at the Ministry. Effective ICT environment depends on the presence of competent ICT staff. This will help in the development, deployment, maintained and support of ICT infrastructure and services for the Ministry.

#### **Policy Objective**

To enhance technical capacity of the Ministry's ICT personnel.

#### **Policy Statements**

The Ministry shall:

- i. Identify relevant priority areas of ICT profession that need to be enhanced;
- ii. Develop a comprehensive ICT related training program to update its profession skills to cope with technologies advancements;
- iii. Relevant areas of ICT profession that need to be enhanced are identified;
- iv. Allocate fund in each annual budget to support ICT training.

### **3.1.2 ICT Awareness**

#### **Overview**

ICT Awareness is the dissemination of knowledge and consciousness as much as a user perceived to be sufficient to learn and realize its overall characteristics, strategic functionality and competitive advantage.

There is a need to raise level of public awareness of the role and potential of ICT for transformation of the Ministry towards knowledge-based society. The participation of its stakeholder's awareness creation is limited due to lack of an appropriate collaborative system that incentivizes various groups. This has led to the high illiteracy ratio in ICT among users of ICT services, as a result hinders fruitful exploitation of ICT in daily life at the Ministry.

#### **Policy Objective**

To Enhance ICT users' awareness

#### **Policy Statements**

The Ministry shall ensure that:

- i. ICT awareness is enhanced among the Ministry's users;
- ii. ICT awareness training as part of induction for new recruited staffs; and

- iii. Embrace ICT as an integral part of the Ministry development and empower staff to use it to improve the quality of their daily activities.

### **3.2 ICT Infrastructure**

#### **Overview**

ICT infrastructure is the backbone for supporting the Ministry's business operations as it enables information exchange and provides secure access to different applications. This consists of all hardware such as network devices, servers, workstations, laptop, storage, back-up, operating facilities and supporting platform like operating systems and databases.

#### **Policy Objective**

To promote effective use of the Ministry's ICT infrastructure to support business operations.

#### **Policy Statements**

The Ministry shall ensure:

- i. ICT infrastructure architecture is improved in line with the current and future Ministry's requirements;
- ii. Maintenance services for ICT facilities are procured from organizations that have technical capabilities in consultation with ICT Unit;
- iii. ICT resources are effectively shared;
- iv. Appropriate environment for hosting computing and storage equipment based on standards and best practices is implemented; and
- v. Appropriate systems integration platform is set up and well managed.

User shall;

- i. Ensure all ICT infrastructure are protected as per security guidelines.
- ii. Not add any ICT device to the MoFP ICT infrastructure without consultation from ICT Unit.

### **3.3 ICT Applications**

#### **Overview**

ICT Applications are software designed for end-users to use in their daily operations to support the enterprise business processes. The applications currently being used at the Ministry include in-house developed applications and purchased applications.

#### **Policy Objective**

To ensure that software applications are developed, acquired and appropriately used.

## **Policy Statements**

Ministry shall:

- i. Train to existing application developers;
- ii. Develop guidelines for data standards to enable smooth integration of electronic financial systems;
- iii. Ensure all application software developed internally have patent rights; and
- iv. Ensure all application software are used in compliance with applicable licenses, notices, contracts, and agreements;

User shall:

Never practice any irrelevant activities (installations, deletion or alternation) on ICT applications.

### **3.4 CT Services Management**

ICT Service management deals with how ICT resources and core business practices altogether are delivered in such a way that the end user experiences the most desired results from accessing the entire solution stack. The Ministry needs to maintain its ICT environment so that it remains in a running state and does not affect the business performance or services.

#### **Policy Objective**

To improve internal and external stakeholders' satisfaction through effective application of ICT processes in compliance with all e-Government Standards and Guidelines relating to the ICT Service Management.

## **Policy Statements**

Ministry shall:

- i. Develop and maintain an up-to-date ICT Service Management document (ICT Risk Register, ICT disaster recovery plan, Service Level Agreements Policy and guidelines for ICT disposal) for improving services.
- ii. Redundancy system activities are done in accordance to the business continuity procedures and guidelines;
- iii. Implement the necessary controls to ensure that all ICT procurements are done in line with requirements of Public Procurement Act (PPA);
- iv. Ensure proper processes and procedures for managing vendors.

User shall:

- i. Adhere to ICT Service Management documents which are in place;
- ii. Comply with business continuity procedures and guidelines.
- iii. Ensure all ICT related procurement processes involves consultation from ICT Unit.
- iv. Ensure responsibility with all ICT resources.



### **3.5 ICT Security**

ICT Security covers all the processes which ensure ICT resources and services are protected from unintentional or intentional acts, unauthorized access and destruction. The Ministry has deployed a number of information systems and infrastructure to support its business processes across the departments and units, however there are associated security risks which are likely to reduce systems performance and increase exposure to internal and external threats

#### **Policy Objective**

To ensure that ICT information systems and infrastructure are adequately secured.

#### **Policy Statements**

Ministry shall:

- i. Develop mechanisms to ensure adequate protection of ICT resources;
- ii. Develop guideline to highlight the implementation of ICT security controls that ensures ICT security risks in ICT resources are mitigated and controlled;
- iii. Provide ICT Security awareness to staff; and
- iv. Develop guidelines for use of private ICT devices at Ministry infrastructure.

User shall:

- i. Be aware with security guidelines to ensure protection of ICT resources.
- ii. Adhere with technical standards to ensure Confidentiality, Integrity and availability of Ministry's data and information.
- iii. Ensure all data kept in storage media to be disposed are permanently erased

## CHAPTER FOUR

### **4.0 INSTITUTIONAL FRAMEWORK, MONITORING AND EVALUATION**

This chapter provides the institutional arrangements in managing and implementing the ICT Policy. It includes management framework, implementation review, monitoring and evaluation, reporting and enforcement.

#### **4.1 Management Framework**

Successful implementation of the ICT Policy depends on the Management Framework for operationalizing, enforcing, monitoring and evaluation to ensure realization of the desired outcomes. The Framework articulates the Management in providing the strategic direction, implementation and ensuring compliance with ICT Policy.

Management shall oversee the adherence to the ICT Policy through planning, budgeting, implementation, monitoring and evaluation by making decisions on strategic measures to ensure compliance.

#### **4.1.1 Implementation, Review and Enforcement**

##### **4.1.1.1 Implementation and Review**

- i. This document shall come into operation once agreed in the management meeting, and approved by the Permanent Secretary, and then shall be considered mandatory for all the Ministry's business operations;
- ii. The policies described in chapter three provide top level issues for common understanding of adoption and usage at the Ministry based on e-Government standards and guidelines and where necessary detailed procedures could be developed;
- iii. The Ministry's Management will ensure that this Policy operates within a well geared ICT ecosystem;
- iv. All employees and other authorized users of the Ministry's assets shall comply with requirements of this Policy; and
- v. This document shall be reviewed after every three (3) years.

##### **4.1.1.2 Enforcement**

All of the Ministry staff and stakeholders must comply with this policy. Any staff or external party who is found to have violated the Policy must be subjected to appropriate remedial measures. Users who deliberately or repeatedly violate this Policy must have their access privileges suspended and subjected to further disciplinary actions in accordance to the Ministry's staff regulations. All stakeholders should be aware that evidence from security incidents will be stored and may be handed over to law

enforcements and subjected to penalties and disciplinary actions specified in the Cybercrimes Act, 2015, Electronic Transactions Act, 2015 and any other relevant laws.

#### **4.1.1.3 Exceptions**

In case of any exceptions to this Policy, a thorough documentation should be made by following a proper channel of authorization which approved this Policy.

#### **4.1.1.4 Key Players in the Policy**

The key players in the implementation of the Policy are Permanent Secretary, Accounting Officers, ICT Steering Committee, ICT Unit and other Divisions/Units and Ministry's staff.

##### **4.1.1.4.1 Specific Roles and Responsibilities**

###### **A. Permanent Secretary Treasury**

- i. Provide guidance & directives to support the Ministry's aspiration on implementation of ICT Policy;
- ii. Ensuring the control environment supports the effective functioning of ICT Policy; and
- iii. Holding top-level Management accountable for Implementing, Monitoring, Reviewing, Reporting and Enforcement of ICT F Policy.

###### **B. Accounting Officer**

- i. Provide strategic leadership and direction of Ministry's ICT interventions consistent with its business objectives and e-Government policies, standards and guidelines;
- ii. Appoint members of the ICT Steering Committee;
- iii. Provide ToR to the ICT Steering Committee;
- iv. Approve ICT investments, projects and interventions as recommended by the ICT Steering Committee; and
- v. Overall in-charge for implementation of the ICT Policy.

###### **C. ICT Steering Committee**

- i. Oversee, implementation and review of the ICT Policy;
- ii. Ensure implementation of ICT Service Management Framework;
- iii. Approve all ICT strategic and operational documents;
- iv. Recommend to Accounting Officer for approval of ICT investments, projects and other initiatives consistent with ICT Strategy;
- v. Ensure that risks associated with ICT are managed appropriately, including mitigation of risks;
- vi. Receive and discuss reports on Monitoring and Evaluation of ICT investments and projects; and

- vii. Review and provide advice on ICT investments, projects and priorities.

#### **D. Head - ICT Unit**

- i. Coordinate the review and amendment of ICT Policy, as and when required in order to accommodate new technologies or services, applications, procedures and perceived dangers;
- ii. Plan and develop Ministry's ICT Strategy, Standards, Guidelines, and ensure their implementation;
- iii. Perform periodic ICT security reviews;
- iv. Provide technical advice and specifications for procurements related to ICT equipment and services for the Ministry;
- v. Ensure smooth operation, movements and maintenance of all ICT resources (Hardware and Software);
- vi. Recommend capacity building and awareness programs for Ministry's staff;
- vii. Facilitate awareness and enforce user's compliance on ICT Policy and Strategy to all divisions and Units and
- viii. Monitor, evaluate and report implementation of ICT Investments, Projects and Framework;

#### **E. Heads of Divisions/Units**

- i. Ensure implementation of ICT Policy directives in their respective Divisions and Units; and
- ii. Submit ICT procurement requirements of their respective Divisions and Units to Head of ICT Unit.

#### **F. Head of Internal Audit Unit**

Audit and report on implementation of ICT Policy.

#### **G. Ministry's Staff**

- i. Comply with ICT policies, standards, guidelines and procedures in their day to day duties; and
- ii. Ensure security of ICT assets related to their area of work;

### **4.2 Monitoring and Evaluation**

#### **4.2.1 Introduction**

The Monitoring and Evaluation of Policy will involve collection and analysis of specific data in the process of formulating, tracking implementation, reviews and determining its relevance. Policy Monitoring and Evaluation is undertaken to ensure significance, efficiency, effectiveness and sustainability of a Policy using specified milestones, targets and indicators to determine its benefits and effects in changing the behaviors and improving the livelihood of clients, users and other stakeholders.

The monitoring and evaluation process complete the Policy Framework Management cycle, which includes Policy formulation and development, implementation and enforcement, reviewing, monitoring and evaluation. Policy monitoring and evaluation has the following benefits: -

- i. Strategic and operational issues, barriers and challenges will be identified during implementation of the Policy;
- ii. Support Policy implementation, enforcement and review;
- iii. Facilitate managing Policy interventions, improving practices and ensuring accountability;
- iv. Links policies to specific outcomes; and
- v. Determines short term, medium term and long term Policy outcomes.

#### **4.2.2 Key Players in Policy Monitoring and Evaluation**

The major players in monitoring and evaluation of Ministry's ICT Policy are:-

- i. Permanent Secretary;
- ii. The Accounting Officers;
- iii. Steering Committee;
- iv. Head of ICT Unit;
- v. Head of Internal Audit Unit;
- vi. Head of Divisions and Units;
- vii. Ministry's Staff; and
- viii. External Stakeholders.

#### **4.2.3 Physical Monitoring and Evaluation of the ICT Policy**

The ICT Unit will develop a comprehensive Monitoring and Evaluation Plan of the ICT Policy containing the performance indicators: planned review, including milestones, review meetings and rapid appraisals; reporting plan, including type of reports and their frequencies; and an evaluation plan including type of evaluations, evaluation questions and their frequencies.

Physical monitoring and evaluation will include:-

- i. Tracking the Policy milestones, targets, performance indicators and reporting on quarterly basis;
- ii. Conducting quarterly review meetings depending on their level;
- iii. Conducting rapid appraisals to obtain insights and information for making and improving Policy decisions;
- iv. Conducting evaluations after every five years to determine the benefits accruing to staff, clients and other stakeholders due to implementation of the Policy; and
- v. Submitting reports to the relevant authorities for information and decision making to enhance accountability.

#### **4.2.4 Reporting**

Reporting on the implementation of ICT Policy shall be done quarterly, semi-annually and annually. The ICT Unit shall prepare the report and present to the ICT Steering Committee for necessary action. The Reports will be prepared as criteria to evaluate the Policy for necessary adjustments. Thereafter, it will be presented to the Management for necessary action.