

UNITED REPUBLIC OF TANZANIA



**PRESIDENT'S OFFICE - RECORDS AND ARCHIVES
MANAGEMENT DEPARTMENT**

**INTERNAL INFORMATION AND COMMUNICATION
TECHNOLOGY POLICY**

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ACRONYMS AND DEFINITION OF TERMS

DICTS	Directorate of ICT Services
e-Government	Electronic Government
HCMIS	Human Capital Management Information System
GovNet	Government-wide Communications Network
GePG	Government electronic Payment Gateway
GMS	Government Mailing System
GSPP	Government Salaries Payment Platform
e-OFFICE	Electronic Office
ICT	Information and Communication Technology
LAN	Local Area Network
NRC	National Records Centre
PPA	Public Procurement Act
PO-PSM	President's Office - Public Service Management
PO-RAMD	President's Office, Records and Archives Management Department
RAMD	Records and Archives Management Division
TANePS	Tanzania National eProcurement System
VOIP	Voice Over Internet Protocol
WAN	Wide Area Network

PREFACE

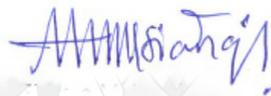
The President's Office, Records and Archives Management Department (PO-RAMD) is introducing its first Information and Communication Technology (ICT) Policy to be used for the next five years of 2019/2020 to 2023/2024. The policy aims to provide high level guidance in the use of ICT in implementing core and support functions; improve transparency and communication between management, staff and stakeholders; and establish priorities for efficient and effective resource allocation in terms of ICT initiatives within the Institution.

Over years, great efforts have been undertaken by PO-RAMD to support Government's efforts in investing in ICT for the purpose of improving public service delivery and enhancing administrative effectiveness. PO-RAMD is continuing to enhance its service delivery through improvement of records, archives and information management by putting in place effective and efficient systems while conforming to standards, guidelines and procedures in the public sector.

Towards the achievement of PO-RAMD and the Government's objectives on ICT, the PO-RAMD ICT policy provides a conceptual and institutional framework for guiding decisions on systematic planning, investment, implementation, monitoring and evaluation of ICT interventions consistent with the National ICT Policy, 2016; e-Government related policies; e-Government Standards & Guidelines, 2017;

e-Government Strategy, 2013; The National Records and Archives Management Policy, 2011; and the PO-RAMD Strategy. The PO-RAMD ICT policy therefore addresses challenges in the areas of ICT Governance, Infrastructure, Human Resources, Service Management, Applications Management and Security Management.

All staff of PO-RAMD are required to diligently adhere to Policies, Acts, Rules and Regulations regarding ICT in undertaking their duties and in interacting internally and externally. It is therefore my great expectation that, PO-RAMD and other Stakeholders will work together in successfully implementing and operationalizing this ICT policy.



A handwritten signature in blue ink, appearing to read 'Firmin Msiangi', is centered on a white rectangular background.

Firmin Msiangi

Acting Director

Records and Archives Management Department

CHAPTER ONE

1.0 INTRODUCTION

1.1. Overview

The use of Information and Communication Technologies (ICT) by public institutions to conduct business has significantly transformed the way of conducting their day to day operations; sharing of information and improving service delivery. Due to its critical role as an enabler of transformation and process change, a number of public institutions have invested heavily in ICT.

In order to facilitate effective deployment of ICT assets; realization of the value of ICT Investments; and subsequent impact in improving internal operations and service delivery, a comprehensive framework to provide appropriate directives is needed.

Therefore, PO-RAMD in realizing the value out of ICT investment, has deployed ICT in improving efficiency and effectiveness in its internal and external services delivery. In this regard it is unveiling the PO-RAMD ICT Policy, a comprehensive framework that provides appropriate directives for harnessing ICT and achievement of its objectives.

The PO-RAMD ICT Policy therefore ensures that the ICT will be used effectively and in alignment with the PO-RAMD's strategic objectives, National ICT Policy, National e-Government Strategy and the e-Government Standards and Guidelines.

1.2. **Rationale**

This policy provides a conceptual and institutional framework for guiding decisions on systematic planning, investment, implementation, monitoring and evaluation of ICT interventions consistent with the PO-RAMD Strategic Plan, e-Government Policies and Strategies. The systematic use of ICT at PO-RAMD will increase efficiency in internal operations, improve service delivery and enhance effectiveness of interactions with other public institutions and stakeholders.

1.3. **Purpose**

The general objective of this Internal ICT Policy is to provide a strategic guidance in planning, implementing, monitoring and evaluation of ICT interventions in consistent with the National ICT Policy, 2016; e-Government related policies; e-Government Standards & Guidelines, 2017; e-Government Strategy, 2013; The National Records and Archives Management Policy, 2011.

The specific objectives of this policy are to:-

- a) To put in place a strategic and management framework to guide PO-RAMD ICT initiatives and facilitate application of the principles of ICT Governance in its day to day operations.
- b) To ensure that the ICT infrastructure is optimized in order to support business operations based on ICT planning, management and best practices.
- c) To ensure that software applications are properly developed, acquired, managed and appropriately used in assisting PO-RAMD achieve its objectives.
- d) To provide protection of the PO-RAMD's ICT resources from accidental, intended or malicious acts while preserving the open information sharing requirements of the Government.
- e) To equip PO-RAMD with adequate, multi-skilled personnel and ICT professionals for facilitating achievement of ICT organizational goals
- f) Set principles, values and norms that will guide PO-RAMD staff in using ICT assets and information within the context of PO-RAMD Vision, Mission and Objectives.

1.4. **Scope**

This policy is applicable to all PO-RAMD staff and external users of ICT resources owned or connected to PO-RAMD's ICT related infrastructure, or any service providers operating or maintaining ICT resources on PO-RAMD's behalf. Generally, this policy will apply to all PO-RAMD's ICT related resources and services.



CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1. Background

This chapter examines the historical development of PO-RAMD's ICT environment. It unveils the evolvement of ICT in Records and Archive Management in Tanzania Government and particularly in the Department mandated to oversee the related activities.

The Records and Archives Management Division was established in 1999 through the Government Notice Number 289 of 1999. which transferred the National Archives of Tanzania from the Ministry of Education and Culture to the President's Office, Public Service Management. In 2002, the Government enacted the new Records and Archives Management Act. No.3 of 2002 which repealed the National Archives Act No. 33 of 1965. Although the National Archives of Tanzania had existed since 1965, the Records and Archives Act of 2002 broadened its power by establishing it as the Records and National Archives Division (RAMD) within the President's Office - Public Service Management (PO-PSM). The new Act also covered the management of both non-current records and the current records.

ICT use in records management evolved, when digital records were created by the Government of Tanzania,

through both the digitization of hard copy records by the using microfilms and scanners and the creation of 'born digital' records in e- government systems. This era saw the need of management of digital records. In 2009, the Government issued two significant circulars (Circular No.5 and No.6) that demonstrated its recognition that records management is a vital component of ICT and e-Government. The circulars provided clear guidance on controlling and using information created in electronic form. Circular No.6 referred to the role of the National Archives in relation to preserving digital records 'for future data recovery'.

By 2009, a number of significant ICT developments were underway within the Government from which RAMD benefitted. These included the installation of a Government-wide Communications Network (GovNet), sensitizing large numbers of public servants to ICT opportunities, and implementing several government-wide systems, including the Integrated Human Resource, Digital Records Management and Preservation System and Payroll Management System, Integrated Financial Management System and the Geographical Information System. The Local Area Network (LAN) was installed at the RAMD Head Office and a good number of staff were equipped with ICT equipment. The National Records Centre (NRC), Dodoma was built and modern ICT facilities were installed including the LAN, Public Addressing System and other Conference facilities. During this time, all ICT related activities were under

the Directorate of ICT Services (DICTS) at the PO-PSM. RAMD has also recently connected to other Government crosscutting ICT Systems such as the Tanzania National eProcurement System (TANePS), Government electronic Payment Gateway (GePG), Government Mailing System (GMS), Human Capital Management Information System (HCMIS), EPICOR, e-Office and Government Salaries Payment Platform (GSPP),

Following the establishment of PO-RAMD all ICT activities were placed under the newly established ICT Unit. The main objective of the Unit is to provide expertise and services on application of ICT to PO-RAMD

The Unit performs the following activities:

- Implementation of ICT and e-Government policy.
- Develop and coordinate Integrated Management Information System for the Records and Archives Management Department;
- Maintain hardware and software systems;
- Coordinate and provide support on procurement of software for the Office;
- Establish and coordinate use of Electronic mail communications LAN and WAN;
- Carryout studies and propose areas of using ICT to improve services delivery.

2.2. Interventions and Achievements:

In facilitating the use of ICT at PO-RAMD, a number of interventions were undertaken in the areas of ICT Governance, Infrastructure, Human Resources, Service Management, Applications and Security. Notable achievements which were realized includes:

- i. Recruitment of ICT personnel to facilitate service delivery to PO-RAMD Departments and Units.
- ii. Increased ICT awareness and usage among PO-RAMD staff;
- iii. ICT technical training to PO-RAMD staff;
- iv. Improvement of internal ICT equipment and Network infrastructure;
- v. Installation of Voice Over Internet Protocol (VOIP), a telephone system which uses Local Area Network (LAN) and Wide Area Network (WAN);
- vi. Installation of security cameras (NRC Dodoma and Mwanza);
- vii. Development and operationalization of PO-RAMD Website has enabled PO-RAMD to disseminate information and interact with the Public;

- viii. Equipping some of professional staff with ICT equipment hence increasing usage of ICT;
- ix. Sustained maintenance of LAN, WAN, ICT equipment and applications to facilitate operations and improved ICT support services;
- x. Development and operationalization of application systems such as The Digital Records Management and Preservation System(e-Records) for preservation and providing online access and e-File Management System (e-office) for registry procedure;
- xi. Use crosscutting Government ICT Systems such as the National eProcurement system, Government electronic Payment Gateway (GePG), Government Mailing System (GMS), HCMIS, Government Salaries Payment Platform (GSPP), EPICOR;
- xii. Use of electronic technology in conservation and preservation of records and archives;
- xiii. Establishment of a state-of-the-art conference equipped with ICT facilities at NRC Dodoma.

2.3. Challenges

In spite of the above notable interventions and achievements, there are a number of issues and challenges in the areas of ICT Infrastructure, Human Resources, Service Management, Applications and Security which need to be addressed. These include:-

- i. A non-operational ICT Governance for providing leadership, structure and procedures on implementation of ICT initiatives;
- ii. Absence of PO-RAMD internal policy to guide ICT interventions;
- iii. Insufficient adoption of ICT Standards and Guidelines to guide ICT interventions;
- iv. Inadequate resource allocation to facilitate ICT related activities in the Department;
- v. Absence of ICT Service Management Framework for maintenance and support of ICT resources;
- vi. Inadequate knowledge of advanced ICT security appliances such as firewall and capacity to manage rapid developments in ICT;
- vii. Limited knowledge on basic ICT among staff;
- viii. Inadequate ICT staff at zonal offices, which affects work organization and implementation of ICT

- initiatives;
- ix. Skills gap on advanced security infrastructure;
 - x. Inadequate training for ICT staff on emerging and advanced technologies;
 - xi. Lack of incentives to encourage ICT creativity and innovation;
 - xii. Insufficient ICT infrastructure and helpdesk which affects service delivery;
 - xiii. Server Rooms run in non-conductive (as recommended) environment;
 - xiv. An unstable power supply which interrupts service provisioning and work operations using ICT;
 - xv. Absence of electronic tools and equipment for physical security of records and archives repositories;
 - xvi. Insufficient fire detection and suppression systems at records and archives repositories;
 - xvii. Insufficient/Inadequate/ security monitoring tools/equipment for the purpose of protecting the institution's business interests, quality control, detecting abuse of the systems, detection or prevention of crime/misconduct while accessing records and archives resources and facilities;

Based on the analyzed achievements and challenges in the areas of ICT Infrastructure, Human Resources, Service Management, Applications and Security, one of the way forward is to develop a comprehensive internal ICT policy which will address the above issues.



CHAPTER THREE

3.0 ICT POLICY STATEMENTS

This chapter provides high level and broad policy statements for guiding ICT interventions. The policy statements leverage on opportunities and achievements as well as addressing issues and challenges in the areas of ICT Governance, Infrastructure, Human Resources, Service Management, Applications and Security.

3.1. ICT Governance

3.1.1. Policy Issue description

ICT Governance is a strategic framework which includes ICT leadership, management structures and processes or procedures that oversee and provide guidance in the development of strategies, implementation, monitoring and evaluation of ICT interventions at PO-RAMD. On the other hand, it is a strategic tool that ensures there is effective and efficient use of ICT in enabling PO-RAMD achieve its strategic objectives, while ensuring compliance to e-Government Standards and Guidelines.

PO-RAMD faces issues in ICT Governance including challenges in delayed establishment of leadership to oversee ICT initiatives. There is an ICT Unit whose structure is ineffective to facilitate proper coordination and supervision

of ICT activities and functions across the Head Office and the Zonal Centres. The ICT Unit is also characterized by insufficient staff to effectively provide ICT technical support to the Head Office and the Zonal Centres. On the other hand there is lack of sufficient guiding processes and procedures for ICT operations and implementation. These guiding procedures include but not limited to ICT Strategy, Enterprise Architecture, ICT Service Management Framework, Disaster Recovery Plan, Acceptable ICT Use Policy, ICT Project Management Guidelines, ICT Acquisition, Development and Maintenance Guidelines.

3.1.2. **Policy Objective**

To put in place a strategic and management framework to guide PO-RAMD ICT initiatives and facilitate application of the principles of ICT Governance in its day to day operations.

3.1.3. **Policy Statements**

3.1.1.1. ***ICT Leadership, Processes/ Procedures and Management Structure***

PO-RAMD shall:-

- (i) Ensure that ICT steering committee is established to oversee ICT investment decisions, allocation of ICT resources, accountability, monitoring and evaluation.

- (ii) Strengthen the ICT Unit to support the strategic objectives of the institution and in execution of the day to day ICT functions at Head Office and Zonal Centers as well as implementation of ICT projects.
- (iii) Ensure that ICT strategic plan/Strategy is developed and operationalized.
- (iv) Ensure that ICT plans fit the current and on-going needs of the Department and that the ICT plans are aligned and support PO-RAMD strategic plans.
- (v) Define a set of policies/procedures/guideline for ICT Acceptable Use, Project Management, ICT Acquisition, Development and Maintenance or any other operational documents which shall be approved by Management, published and communicated to employees and relevant external stakeholders.

3.1.1.2. ***ICT Performance Management***

PO-RAMD shall:-

- (i) Ensure that ICT is fit for its purpose in supporting the Department and is kept responsive to changing business requirements.
- (ii) Ensure that ICT Services are defined.
- (iii) Establish mechanism for evaluating and monitoring ICT services (E.g. Service availability, staff satisfaction / feedback system).

3.1.1.3. ***ICT Projects Management***

PO-RAMD shall:-

- (i) Ensure that ICT conforms to the Government ICT projects management procedures and complies with all internal developed procedures for managing projects.
- (ii) Setup proper mechanisms for monitoring the key ICT projects undertaken and providing regular progress reports on risks identified and preventive/detective actions taken.

3.1.1.4. ***Procurement of ICT Equipment and Services***

PO-RAMD shall:-

- (i) Put in place proper controls to ensure that all ICT procurements are done in line with requirements of Public Procurement Act (PPA).
- (ii) Ensure that user Departments establish and submit, in writing, all ICT related requirements whether ad-hoc or planned, to the ICT Unit, who shall process and submit them to the Procurement Management Unit.
- (iii) Ensure that the Procurement Unit shall not procure any ICT System, Service, Equipment, Consumable or Accessory if the request has not been approved by the ICT Unit.
- (iv) Through the ICT Unit, ensure that all requirements for ICT procurements conform to the e-Government Standards and Guidelines; and complies with all internal policies, procedures and practices.

3.2. ICT Infrastructure

3.2.1. Policy Issue description

ICT infrastructure consists of all hardware such as network devices, servers, workstations, laptops, desktops, storage devices, back-up, operating facilities and supporting platform like operating systems and databases. ICT infrastructure is the backbone for supporting PO-RAMD business operations as it enables information exchange and provides secure access to different software applications. Reliable ICT infrastructure is imperative for supporting and facilitating the achievement of PO-RAMD strategic goals.

The main Challenges facing PO-RAMD in this area include insufficient ICT infrastructure and helpdesk which affects service delivery; Mini Data Centre (Server Rooms) are not in conducive (recommended) environment; and an unstable power supply which interrupts service provisioning and work operations when using ICT.

3.2.2. Policy Objective

To ensure that the ICT infrastructure is optimized in order to support business operations based on ICT planning, management and best practices.

3.2.3. Policy Statements

PO-RAMD shall:-

- (i) Ensure that appropriate ICT infrastructure architecture is set-up, well managed and is in line with the Department's current and future requirements.
- (ii) Ensure that computing and storage equipment are hosted in appropriate and conducive environment that conforms to e-Government standards and Guidelines and e-Government Act, 2019 is established.
- (iii) Ensure that ICT assets and resources are acquired and deployed across the organization and where necessary shared and reused in conformity to e-Government Act, 2019.
- (iv) Ensure that all business related data are stored in a way to facilitate back up procedures and access based on e-Government Act, 2019.
- (v) Ensure that reliable internet bandwidth and connection is effectively deployed across the organization.
- (vi) Ensure that there is reliable, cost effective and secure data storage infrastructure is deployed across the organization.
- (vii) Ensure that there is reliable and stable alternative power supply to critical mission systems/infrastructure

based on e-Government Act, 2019.

- (viii) Ensure regular maintenance services are procured in consultation with ICT Unit/department based on e-Government Act, 2019.
- (ix) All ICT infrastructure components are maintained at a reasonable operational and secure level in compliance to e-Government Act, 2019.

3.3. ICT Applications Management

3.3.1. Policy issue description

Applications are software programs designed for end-users to use in their daily operations to support the organization business. The essence of applications is to integrate the operations and functions of the organization, help end users to perform multiple functions, improve productivity, increase work efficiency and improve service delivery. In order to support PO-RAMD operations, a number of application software have been deployed to facilitate end users to accomplish their day to day activities and provide various services. The current application software that are deployed at PO-RAMD include in-house developed and off-shelf procured and installed to support operations through various means.

PO-RAMD lacks sufficient controls for efficient acquisition and deployment of applications. There is lack of proper

mechanisms to ensure continuous maintenance and support of the Applications. There is lack of documentation mechanisms to control installation of non-approved applications which could be destructive and incompatible with existing systems.

3.3.2. Policy Objective

To ensure that software applications are properly developed, acquired, managed and appropriately used in assisting PO-RAMD to achieve its objectives.

3.3.3. Policy Statements

PO-RAMD shall:-

- (i) Ensure that there is clear understandable business and system requirements before any application is developed, acquired and deployed.
- (ii) Ensure that there is conformity with e-Government Standards and Guidelines when developing, acquiring, deploying, maintaining and using the software applications.
- (iii) Ensure that appropriate measures and controls on management and usage of software applications are instituted
- (iv) Ensure that every application developed or acquired by the Department shall have proper documentation

in place and updated regularly.

- (v) Ensure that any commercial application software acquired for installation into PO-RAMD ICT equipment is properly licensed.

3.4. ICT Security Management

3.4.1. Policy Issue description

ICT Security, covers all the processes which ensure computer-based equipment, information and services are protected from unintended or unauthorized access, change or destruction throughout an organization.

Management of ICT Security at PO-RAMD faces a number of challenges, including inadequate protection of the ICT resources from accidental or malicious acts while preserving the open information sharing requirements of the Government; limited ICT security awareness to staff and other stakeholders in the course of undertaking their responsibilities; and absence or inadequate ICT security resources. Moreover, there is lack of monitoring mechanisms for users accessing Records and Archives Repository resources; and PO-RAMD ICT facilities and premises.

3.4.2. Policy Objective

To provide Protection of the PO-RAMD's ICT resources from accidental, intended or malicious acts while preserving the open information sharing requirements of the Government.

3.4.3. Policy Statements

PO-RAMD shall:-

- (i) Develop and operationalise ICT Security Policy that will ensure ICT security risks are managed, mitigated and controlled.
- (ii) Put monitoring mechanisms in place in the use of its ICT facilities and premises so as to ensure the institution's business interests are protected and early detection of abuse of the systems, abuse of access to records and archives repository and detection or prevention of any other related crime/ misconduct;
- (iii) Develop and implement a disaster recovery plan in compliance to the Institutional disaster preparedness plan, 2019 and e-Government Act, 2019.
- (iv) Ensure all system users are responsible for protecting the Department's information resources in accordance to the existing Government security frameworks.
- (v) Retain the overall responsibility and ownership on information security and related assets.
- (vi) Actively support ICT Security within the Department through conformance of e-Government Standards and Guidelines and the e-Government Act, 2019.
- (vii) Ensure that Information systems are designed,

acquired and implemented with effective ICT security controls to safeguard the integrity, confidentiality and continual availability throughout the entire life cycle of information systems.

3.5. ICT Human Resources

3.5.1. Policy issue description

The ICT Human resource covers the collective skills, knowledge, professional ethics, wisdom and other intangible assets possessed by individuals that can be used to achieve organization business goals. PO-RAMD needs qualified and multi-skilled ICT human resources with leadership, management and specialized skills to achieve its business goals.

On the other hand, other non ICT personnel need to be well versed on proper ICT resources utilization, in order for ICT to bring a meaningful contribution to achieve PO-RAMD goals. Regular training and awareness for non ICT personnel needs to be provided in line with technological development and change of business processes.

In the area of ICT human resource, PO-RAMD is facing a number of challenges, including shortage of technical staff; inadequate capacity building interventions to both technical and non-technical staff. In addition, inadequate incentives to attract, retain and encourage creativity and innovations.

3.5.2. Policy Objective

To equip PO-RAMD with adequate, multi-skilled personnel and ICT professionals to facilitate achievement of ICT organizational goals

3.5.3. Policy Statements

PO-RAMD shall:

- (i) Develop and operationalise staff training and awareness program for effective and efficient use of PO-RAMD ICT resources.
- (ii) Ensure there is adequate staff with ICT skills at the Head Office and Zonal Centers.
- (iii) Ensure ICT staff are provided with appropriate skills in emerging technologies and advanced ICT Security technologies.
- (iv) Ensure incentives mechanism are put in place to encourage ICT creativity and innovations.
- (v) Ensure all staff are capacitated with basic ICT skills.

CHAPTER FOUR

4.1. Institutional Framework

This chapter provides the institutional arrangements in managing and implementing the Policy, including management framework, key players, roles and responsibilities, planning, monitoring and evaluation.

4.2. 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 management Framework articulates of Management in providing the strategic direction, implementation and ensuring compliance with ICT policy.

Generally, PO-RAMD management shall oversee the adherence to the ICT Policy through planning, budgeting, implementation, monitoring and evaluation of the Policy and making key decisions on strategic measures to ensure compliance. The Management shall approve all documents developed as per the guidance of the ICT Policy.

4.3 Key Players

The major players in the implementation of the policy are Accounting Officer, ICT Steering Committee, ICT Services

Division, other Divisions/Units and other users.

4.4. Specific Roles and Responsibilities

4.4.1. ICT Steering Committee

- 
- (i) Provide strategic leadership and direction of PO-RAMD ICT interventions consistent with PO-RAMD business strategy and e-Government policies, standards and guidelines;
 - (ii) Appoint members of the ICT Steering Committee;
 - (iii) Provide Terms of Reference to the ICT Steering Committee;
 - (iv) Approve ICT investments, projects and interventions as recommended by the Steering Committee; and
 - (v) Overall in-charge for implementation of the PO-RAMD ICT Policy.

4.4.2. Accounting Officer

- (i) Oversee development, implementation and review of the ICT Policy;
- (ii) Ensure implementation of ICT service management framework;

- (iii) Approve ICT Strategy consistent with PO-RAMD Strategic Plan;
- (iv) Recommend to Accounting Officer for approval, 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) Undertake Compliance Inspection; and
- (vii) Monitor and evaluate implementation of ICT policy.

4.4.3. **ICT Services Division**

- (i) Coordinate the review and amendment of this policy, as and when required in order to accommodate new technologies or services, applications, procedures and perceived dangers;
- (ii) Plan and develop an institutional ICT Strategy, Standards and guidelines, and ensure their implementation;
- (iii) Monitor adherence to the ICT Policy and the

presence of potential threats and risks

- (iv) Ensuring periodic ICT security reviews are conducted;
- (v) Ensure smooth operation and maintenance of all ICT resources.
- (vi) Recommend capacity building and awareness programs for ICT and non ICT staff.

4.4.4. **Divisions/Units**

- (i) Create awareness on ICT policy and strategy in all Divisions and Units staff;
- (ii) Ensure implementation of ICT Policy directives in all Divisions and Units;
- (iii) Propose ICT needs related to their respective Divisions and Units;

4.4.5. **PO-RAMD Staff**

- (i) Comply with PO-RAMD Management's ICT directives related to their day to day duties;
- (ii) Comply with ICT policies, standards, guidelines and procedures; and

- (iii) Ensure security of ICT asset related to their area of work.

All PO-RAMD employees and third parties have personal obligation to comply with this internal ICT policy, related guidelines and procedures and must keep abreast of, and comply with, any changes. Failure to comply may result in legal, administrative or disciplinary actions.



CHAPTER FIVE

5.0 MONITORING AND EVALUATION

5.1. Introduction

Policy Monitoring and Evaluation involve collection and analysis of specified data in the process of formulating; tracking implementation; reviews; and determining the 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. Policy monitoring and evaluation completes the Policy Management cycle, which broadly includes policy formulation and development, Implementation and enforcement, reviewing, monitoring and evaluation. Policy Monitoring and Evaluation if undertaken effectively has the following benefits:-

- (i) Identify strategic and operational issues, barriers and challenges in policy implementation;
- (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.

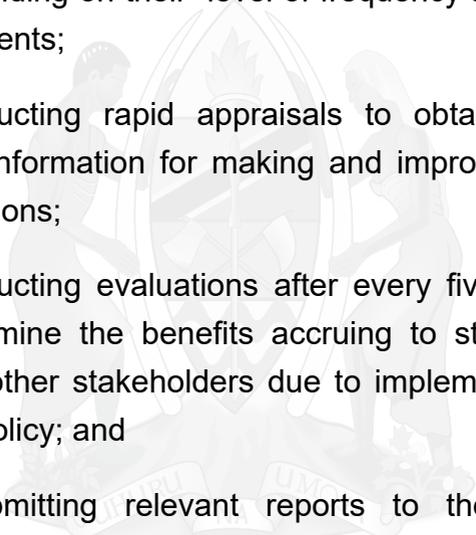
5.2. **Major Players in Policy Monitoring and Evaluation**

The major players in monitoring and evaluation of PO-RAMD Internal ICT Policy are:-

- (i) Steering Committee;
- (ii) The Accounting Officer;
- (iii) ICT Management Unit;
- (iv) Head of Divisions and Units;
- (v) PO-RAMD Staff; and
- (vi) External Stakeholders.

5.3. **Physical Monitoring and Evaluation of the ICT Policy**

PO-RAMD Management Team will develop a comprehensive Monitoring and Evaluation Plan of the Internal ICT Policy containing the 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:-

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

5.4. **Policy Review**

PO-RAMD Internal ICT Policy will be reviewed after every five years to remove policy redundancies and accommodate changes and developments in the internal and external environment.

