

FINAL DRAFT



Government of Malawi

NATIONAL ICT POLICY

An ICT-led Malawi

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FOREWORD

The development of the Information and Communication Technology Policy is part of the process Malawi, as a nation, has had to go through in her efforts to build a knowledge-based economy and information-rich society. Malawi is convinced that her predominantly agro-based economy can rapidly grow and diversify through participation in the information society. In order to fully benefit from the information revolution, Malawi needs to modernize various sectors of her economy using Information and Communication Technology (ICT).

The ICT Policy aims at developing the ICT sector, promoting the development and use of ICT in all sectors and enhancing universal access to ICT services to achieve socio-economic development.

The Policy has focused on ten thematic areas; namely: Strategic ICT Leadership, ICT in Human Capital Development, ICT in Governance, ICT in Industries, ICT in the Growth Sectors as identified in the Malawi Growth and Development Strategy (MGDS), ICT Infrastructure Development, Community Access to ICT, Responsive ICT Legal and Institutional Regulatory Framework, Regional & International Integration and Provision of Universal Access to ICT Services. All these focus areas are necessary for rapid growth of the economy.

The success in implementing this policy will highly depend on the involvement and participation of the private sector, all government ministries and departments, the academia and many other stakeholders. It requires concerted team efforts of all partners concerned and especially those identified in the policy itself.

The policy is being adopted at a time when Government of Malawi has renewed its commitment at the highest political level to integrate ICT in its development agenda.

I, therefore, call upon all stakeholders to implement the ICT Policy with diligence and dedication as we all strive to develop our beloved nation, **Mother Malawi**.

Final Draft

I sincerely thank all the people who have been involved in the development of this ICT Policy and ask them to also support its implementation at various levels.

Leckford Mwanza Thotho, M.P.

MINISTER OF INFORMATION AND CIVIC EDUCATION

PREFACE

Information and Communication Technology (ICT) is essential for the sustainable development of Malawi, considering the profound impact it has at both economic and social levels all over the world.

The world is undergoing a historic transformation in the way people learn, work, communicate and do business as a result of ICT.

ICT has extraordinary potential to transform commerce, health, education, agriculture, environmental protection and other areas of development to improve the standards of living of millions of people.

ICT, though not a panacea or magic formula for solving problems, is nonetheless a critical collection of tools that can propel us towards achieving the Millennium Development Goals.

The ICT Policy, therefore, aims at providing a direction as to how Malawi will turn the ICT potential into real benefits for its people. It also aims at putting into place appropriate institutional, regulatory and legal framework that should effectively support successful deployment and utilization of ICT in all sectors of national development.

It is crucial that strong public-private partnership exists in implementation of this policy. The government will, therefore, continue to provide the right enabling environment for public-private partnership in the development, deployment and utilization of Information and Communication Technology in both urban and rural communities through initiatives like universal access projects where necessary.

It is my hope that this policy will bring about organized and systematic ICT development and correct the current situation of ad-hoc, fragmented and uncoordinated development and utilization of ICT.

Jeffrey Kanyinji

SECRETARY FOR INFORMATION AND CIVIC EDUCATION

ACKNOWLEDGEMENTS

The Government of Malawi appreciates the role and the participation of all stakeholders in the development of this ICT Policy. These include:

- The National ICT Working Group,
- The UNDP,
- The World Bank,
- UNECA,
- Academic institutions including the University of Malawi and Mzuzu University,
- Youth organizations in the country,
- ICT associations,
- Libraries,
- Internet Service Providers,
- ICT suppliers and service providers,
- Non-governmental organizations,
- Government Ministries and Departments,
- The National Assembly and Members of Parliament,
- Traditional chiefs,
- The private sector,
- Individuals and the general public at large.

LIST OF ACRONYMS

CHAM	Christian Hospitals Association of Malawi
CONGOMA	Confederation of Non-Governmental Organisations in Malawi
COSOMA	Copyright Society of Malawi
ESCOM	Electricity Supply Corporation of Malawi
HIV and AIDS	Human Immuno-Deficiency Virus and Acquired Immuno-Deficiency Syndrome
ICT	Information and Communication Technology
MACRA	Malawi Communications Regulatory Authority
MGDS	Malawi Growth & Development Strategy
MIPA	Malawi Investment Promotion Agency
NICTWG	National Information and Communication Technology Working Group
R&D	Research and Development
TB	Tuberculosis
UA	Universal Access
UNECA	United Nations Economic Commission for Africa
UNDP	United Nations Development Programme

1. INTRODUCTION

The purpose of the ICT Policy is to provide a framework for deployment, exploitation and development of ICT to support the process of accelerated socio-economic development in Malawi. It intends to provide direction for systematic ICT program development, implementation, monitoring and review. The Policy also aims at consolidating an ICT approach for the mobilization, allocation and utilization of resources to realize institutional, community, sectoral and national development mandates within the short, medium and long-term framework in accordance with the Government of Malawi development policies and strategies.

1.1. BACKGROUND

ICT has increasingly become one of the dominant factors affecting every facet of development not only in Malawi but the world over. Significant ICT advances are constantly taking place and continue to impact on socio-economic operations at various levels of society. ICT advances have brought about changes in the way business is conducted among and within nations, organizations, communities and individuals. More than ever before various nations and organizations are investing more resources into the development and use of ICT in order to be more efficient and effective in their operations as they respond to ever changing trends.

Malawi, as one of the developing economies in the world, has over the years faced a number of socio-economic challenges which are associated, among other things, with inadequate communication infrastructure, very low utilization of technology and lack of information.

Malawi cannot effectively realize the development aspirations articulated in the MGDS, which seeks to promote and accelerate the social and economic development process of the nation, unless it improves the communication infrastructure nationwide which would in turn facilitate provision and access to vital information. This also means that without the use of ICT it will be extremely difficult for Malawi to develop a vibrant, globally competitive industrial and services sector in the emerging new economic order.

1.2. RATIONALE FOR THE ICT POLICY

Given the benefits and opportunities offered by ICT, it is acknowledged that Malawi cannot effectively forge ahead with its development agenda without putting in place an appropriate framework of ICT to support and accelerate various national and sector initiatives and interventions at all levels of society. Therefore, this ICT Policy Statement sets out Malawi's development agenda in the digital age based on the Policy Framework Document: *"An Integrated ICT-led Socio-economic Development Policy and Plan Development Framework for Malawi"*

1.3. PROBLEM STATEMENT

Malawi cannot be competitive without using ICT to support and sustain the development process. While efforts have been made by the Government of Malawi to champion the development and utilization of ICT, Malawi needs to address the following problems among others:

- i. Underdeveloped telecommunications infrastructure especially in the rural areas.
- ii. Underdeveloped Research and Development capacity in ICT.
- iii. Inadequate resources including human, financial, material, technological and capacity to train personnel.
- iv. High cost structures in the economy including transport, telecommunications and electricity.
- v. Low levels of education resulting in high illiteracy rate that makes it difficult to implement ICT programmes particularly amongst women, youth, the elderly and other disadvantaged groups.
- vi. Unreliable electricity resulting in frequent power interruptions.
- vii. The impact of HIV and AIDS pandemic and other killer diseases.
- viii. Lack of relevant Internet content that may be useful to the rural population.

It is envisaged that the development of this policy will, among other things, help Government and various stakeholders to effectively deal with the above mentioned and any emerging problems associated with ICT at different levels of society.

1.4. BROAD AIMS

The ICT Policy aims at:

- a. improving the operations and efficiency of all sectors of the economy by deploying and utilizing ICT as a facilitator to attain sustainable socio-economic growth and development;
- b. developing ICT as a distinct sector that will facilitate the development of ICT products, ICT knowledge transfer and related information flow between the ICT sector and other sectors of the economy; and
- c. improving access to ICT services especially among the rural citizens in the country.

2. BROAD POLICY DIRECTIONS

2.1. THE NATIONAL DEVELOPMENT VISION

The ICT Policy seeks to support and accelerate socio-economic development as envisaged in the National Vision Statement which aims at achieving a technologically driven middle income economy by the year 2020.

2.2. THE ICT POLICY VISION

An ICT-led Malawi

2.3. MISSION

The mission of the ICT Policy is to facilitate the creation of an enabling environment for efficient, effective and sustainable utilisation, exploitation and

development of ICT in all sectors of the economy, including the rural and underserved communities, in order to attain an information-rich and knowledge-based society and economy.

2.4. GOAL

The goal of the ICT Policy is to attain innovative development and maximum integration of ICT in the socio-economic development process.

3. POLICY THEMES

The transformation of Malawi into a predominantly information-rich society and knowledge-based economy requires targeting areas of priority and of major contribution to the economy in a more integrated approach. In this respect, ten themes or priority target areas have been addressed by the policy; namely:

- Strategic ICT Leadership,
- ICT in Human Capital Development,
- ICT in Governance,
- ICT in Industries,
- ICT in Infrastructure Development,
- ICT in the Growth Sectors,
- Community Access to ICT,
- Responsive ICT Legal and Regulatory Framework,
- Regional and International Integration, and
- Provision of Universal Access to ICT Services.

4. POLICY STATEMENTS

4.1. STRATEGIC ICT LEADERSHIP

An analysis of Malawi's ICT environment currently indicates that there is need to build and enhance ICT strategic leadership for an integrated and responsive national ICT programme. The policy aims at establishing a strategic ICT leadership at all levels of society to take the lead in sourcing; creating an attractive environment for investors and consumers; identifying areas needing priority funding and support; and obtaining and directing resources. This will be done through:

- 4.1.1. Raising the level of awareness among those in leadership positions on the role, use, application and potential of ICT;

4.2. HUMAN CAPITAL

Education, training and healthcare can help increase the value of human capital. The integration of ICT in service delivery will facilitate and accelerate interventions in human capital development and maintenance. In order to achieve this,

- 4.2.1. ICTs shall be integrated in the education systems at all levels in order to: improve both the access to and the quality of education; improve management of education systems; and improve ICT literacy.
- 4.2.2. ICTs shall be integrated in the health delivery systems at all levels in order to improve access to the nation's limited health facilities, improve management of health services and information dissemination, and enhance medical research.
- 4.2.3. A large pool of highly skilled ICT personnel shall be developed in order to carry out ICT research and develop ICT innovations within the country.

4.3. GOVERNANCE

ICT plays a crucial role in improving the efficiency of the operations of the public service; particularly in improving the delivery of quality service to the general public and the provision of national security. Therefore:-

- 4.3.1. E-Government and E-Governance services shall be deployed to facilitate effective and efficient service delivery to the public as well as reduce administrative costs;
- 4.3.2. The Malawian public shall be protected from undesirable impacts of the digital age including the spread of undesirable materials, cyber-crimes and digital frauds;
- 4.3.3. ICTs shall be integrated in the operations of security agencies in order to improve national security.

4.4. ICT IN INDUSTRIES

The ICT industry, if properly harnessed, will influence the rapid development of all industries in Malawi. The ICT and other industries must, therefore, be supported in order to produce for export as well as for the domestic market. The following shall be undertaken:

- 4.4.1. ICT shall be integrated in the private sector's service delivery and in research and development of goods and services;
- 4.4.2. Local and foreign investment shall be promoted for innovative production, R&D and diffusion of ICT by the private sector;
- 4.4.3. Government shall establish and promote an enabling environment for private sector investment in ICT;
- 4.4.4. Government shall introduce initiatives to promote the development of a domestic and export-oriented ICT industry.



4.5. ICT INFRASTRUCTURE DEVELOPMENT

The following special policy measures and initiatives will be implemented with the aim of further developing the ICT infrastructure to improve access and services:

- 4.5.1. Establish a reliable, fast, adaptive and robust national ICT backbone infrastructure that feeds into equally high quality regional and tertiary ICT infrastructure capable of carrying voice, video, text and images up to the end user;
- 4.5.2. Promote and facilitate domestic and foreign private sector investments in ICT infrastructure development;
- 4.5.3. Put in place special ICT promotion packages, policy instruments and incentives to facilitate the expansion of the information and communications infrastructure;
- 4.5.4. The Government shall encourage sharing and co-location of ICT Infrastructure and facilities.

4.6. GROWTH SECTORS

There is potential for ICT to stimulate, modernise and sustain processes and systems in agriculture, tourism, mining and forestry sectors which make up the Growth sectors of the MGDS.

- 4.6.1. The Agriculture Sector shall be modernized and revitalized through utilization of ICT in agro-business industry; integrating ICT into the agricultural extension services; and promoting ICT-aided research in agricultural production and processing in order to come up with more efficient methods and inputs.
- 4.6.2. ICTs shall be used to ensure that Malawi's presence as a unique and attractive tourist destination is recognized on the global map through the provision of up-to-date tourism information in information centers, tourist attraction centers, airports and border posts, hotels and lodges throughout the country.

- 4.6.3. ICT shall be used to strengthen sustainable natural resource and environmental management practices; provision of access to geographical information on natural resources and wildlife habitats and exact location and quantities of minerals; and marketing opportunities for Malawi's exportable natural resource products.
- 4.6.4. ICTs shall be used to explore marketing opportunities for Malawi's products including exportable natural resources products.

4.7. COMMUNITY

Special efforts shall be made to extend services and access to all sections of the society including and disadvantaged communities in order to reach out to, and benefit, the majority of the population in, for instance, health, education and commerce.

- 4.7.1. ICT shall be deployed and exploited for the diversification and improvement of the quality of information; increasing accessibility to ranges of information resources within and outside the country and creating a supportive environment for the development of the mass media and the private press.
- 4.7.2. Government shall encourage and promote the development of special ICT services for the disadvantaged communities and the disabled.
- 4.7.3. Government shall develop capacity building initiatives for women, the elderly, the disabled, the youth and the disadvantaged groups to implement ICT programmes;
- 4.7.4. Encouraging donor agencies, non-government organizations, other development partners, as well as Public and Private Partnerships (PPPs) to facilitate the roll-out of community-based ICT initiatives and ICT capacity building initiatives.

4.8. THE LEGAL AND REGULATORY FRAMEWORK

There is a need for Malawi to periodically review the legal and regulatory framework designed to facilitate the smooth development of the ICT industry.

- 4.8.1. Government shall establish a harmonized legal and regulatory framework in order to facilitate both the development of ICT and the country's participation in the global village.

4.9. REGIONAL AND INTERNATIONAL COOPERATION

ICT is the key element in the globalisation process. It is therefore crucial that Malawi cooperates with regional and international partners in its ICT development agenda.

- 4.9.1. Government shall, therefore, ensure that Malawi is a major and regular player in the regional and international ICT committees and increase the level of participation in regional and international ICT fora both within the country and elsewhere.

4.10. PROVISION OF UNIVERSAL ACCESS TO ICT SERVICES

Most people living in rural and remote areas do not have access to ICT services due to poor or no network coverage, insufficient access to public pay phones as well as personal phones, very limited availability of Internet services, and lack of relevant Internet content that may be useful to them.

- 4.10.1. The Government shall ensure that, in the short to medium term, all people in every part of the country have reasonable means of access to affordable essential ICT services in their community.
- 4.10.2. Government shall develop and implement initiatives for the creation and development of electronic local content.
- 4.10.3. Government shall ensure the provision of financial incentives to ICT service providers for expansion of services to areas that are not economically viable.

5. IMPLEMENTATION ARRANGEMENTS

ICT is a cross-cutting tool which will affect almost all important spheres of life and all aspects of the economy. Therefore, ICT is expected to facilitate functions of most of the organizations, sectors and individuals. However, in this policy statement only those organizations and sectors that play key roles and assume outstanding responsibilities have been covered as part of institutional arrangements for ICT administration and management. The aim is to clarify roles and responsibilities for a more responsive ICT service delivery and coordination.

The Provision of Universal Access for ICT Services theme shall be funded and implemented by a Universal Access (UA) Fund. The UA Fund will be used to provide support for areas and user groups where market forces alone cannot provide the desired ICT services.

5.1. INSTITUTIONAL ARRANGEMENTS, ROLES & RESPONSIBILITIES

The implementation of the policy will be centrally coordinated and supported by key sector agencies and institutions. As a result an attempt has been made to clarify roles and responsibilities for the respective key sector agencies and players.

5.1.1. CENTRAL ICT IMPLEMENTING AGENCIES

The following institutions or agencies will play a central role in the coordination of implementing the ICT Policy:

- Ministry responsible for ICT matters, and
- Ministry of Economic Planning & Development

Specific roles and responsibilities of each agency are as follows:

5.1.1.1. MINISTRY RESPONSIBLE FOR ICT MATTERS

The Ministry will be responsible for the provision of ICT Policy direction, coordination of the implementation of the ICT Policy, and

monitoring and reviewing policy implementation progress through a National ICT Working Group (NICTWG). The Ministry will, in addition, determine the contribution from the operators' levy as a contribution for the UA Fund.

The Ministry shall hold authority for all ICT initiatives and programmes for the public sector.

The Ministry shall also be responsible for managing and administration of ICT initiatives of national importance.

5.1.1.2. MALAWI COMMUNICATIONS REGULATORY AUTHORITY

MACRA will take a leading role in regulatory activities in the implementation of the ICT Policy. The responsibility for management and administration of universal access to ICT services and the development and monitoring of specific projects and their implementation shall reside within a Universal Access Department that will be created within MACRA.

5.1.1.3. MINISTRY OF ECONOMIC PLANNING & DEVELOPMENT

The Ministry of Economic Planning and Development will formulate metrics to be used for the collection of baseline data at the onset of the implementation of the ICT Policy, and it will also be responsible for continuously and periodic updating of the ICT indicators that will be used for measuring performance of the implementation of the ICT Policy.

5.1.2. OTHER IMPLEMENTING AGENCIES AND INSTITUTIONS

A number of public and private sector institutions will take part and play various roles in the implementation of the ICT Policy. In regard to the private sector, the whole sector is to be involved, given its critical role in the development of industry and commerce. Within the public sector, it is expected that all key institutions, at central and sector levels, will be involved in the implementation process.

Specific roles and responsibilities for the sector agencies and public institutions are as elaborated below.

5.1.2.1. PRIVATE SECTOR AND OTHER PARTNER AGENCIES

The Private sector

The primary responsibility of the private sector is to mobilize financial resources and actively participate in research activities, adoption and utilization of ICT in both the private and public sectors and facilitate the diffusion of ICT in the communities.

The Media: All media houses (electronic and print media)

They will promote mass awareness to various stakeholders and the general public on ICT-related issues and programs and influence change through ICT-based message dissemination in all fields.

The Financial and Banking Sector

Institutions in this sector will be responsible for influencing and supporting the development of e-commerce services.

Consumers Association of Malawi (CAMA)

These will be involved in protecting community and consumer rights in ICT including data privacy protection issues.

COSOMA

COSOMA will be involved in copyrights of ICT products made in the country.

Electricity Supply Commission of Malawi (ESCOM)

ESCOM will support development of the ICT industry and supply power for ICT services.

Donors and International Agencies

Donors and international agencies will assist in funding ICT initiatives, training and education and also offer technical support.

Local and International Research Institutions

They will promote ICT research and development. They will also encourage collaboration, information exchange and knowledge transfer in ICT between local and international research institutions.

Malawi Bureau of Standards (MBS)

MBS will be responsible for developing, promoting and enforcing high international standards in ICT to facilitate and to support the development of Malawi's information-driven and knowledge-based economy. The bureau will also be responsible for the development of and strengthening regulators and standardization bodies in ICT activities and promote international ICT standards to support nation-wide professional ICT skills accreditation.

Malawi Censorship Board

The Board will be responsible for addressing ethical issues of the digital culture in order to ensure the protection of the rights of the vulnerable consumers.

Malawi Confederation of Chambers of Commerce and Industry (MCCCI)

MCCCI will be responsible for facilitating the mobilization of private sector funding for national ICT initiatives and lobby for incentives to facilitate ICT investment.

Malawi Law Commission

The Commission will be responsible for facilitating the review and development of the laws of Malawi that impinge on ICT in order to bring them into conformity with the Constitution and International standards.

The Malawi Defence Force

The Defence Force will be responsible for researching and implementing ICT applications that will enhance command and

control in its internal operations and in its interaction with other partners.

Malawi Police Service

Will be responsible for implementing ICT applications and services to enhance and aid in their interaction with the general populace and with other security agencies in the country and beyond. The Malawi Police Service will also be responsible for the development and implementation of mechanisms that will curb theft of ICT facilities.

Medical Council of Malawi & CHAM

They will be responsible for promoting health information sharing within the CHAM hospitals and with the National health institutions through the utilization of ICT throughout all levels of health workers.

Malawi Libraries Association

The Association will be responsible for providing access to information for investment opportunities, education and research to all communities through the installation, networking and utilization of state-of-the-art ICT equipment and The policy shall ensure that, in the short to medium term, all people in every part of the country have reasonable means of access to affordable essential ICT services in their community.

National Research Council of Malawi

The Council will be promoting ICT research to facilitate accelerated adoption of ICT.

Farmers' Groups and Associations

They will be responsible for facilitating the provision of appropriate information to farmers and farmers groups.

Academic Institutions (Schools, Universities)

Academic institutions at all levels will play a very strategic role in the implementation of the ICT Policy. In particular, they will be involved in all educational matters related to teaching, research and development, facilitated by and facilitating ICT in all relevant fields.

Technical and Vocational Training Institutions

The institutions will be responsible for reforming and strengthening the apprenticeship systems with ICT skills; promoting the integration of ICT in all training programmes and introducing ICT programmes in all institutions.

Telecommunication Services Providers

They will be responsible for developing and expanding ICT infrastructure in rural communities; and deploying secure broadband and integrated multi-platform ICT infrastructure throughout the country.

The Malawi Export Promotion Council (MEPC)

The Council will be responsible for establishing ICT oriented export processing zones and the promotion of high quality ICT production and exports.

The Malawi Investment Promotion Agency (MIPA)

MIPA will be promoting investments in ICT initiatives in the country.

Youth Organisations

They will be responsible for promoting the universal access to information by the youth through the exploitation of ICT and the formation of ICT youth clubs.

5.1.2.2. GOVERNMENT MINISTRIES AND DEPARTMENTS

Each ministry will be responsible for promoting information sharing within the public sector and also between government and its stakeholders. The ministries, under the guidance of the Ministry responsible for ICT, will also be responsible for designing and implementing their own specific ICT strategies based on specific ICT research and specific ministerial strategic information needs. Each ministry will ensure availability of resources needed for programmes aimed at the development, promotion and utilization of ICT.

5.1.2.3. LOCAL AUTHORITIES

They will be responsible for creating a conducive environment and oversee the implementation of all ICT initiatives that line ministries and other organizations will be promoting in the districts. They will also be responsible for encouraging the use of ICT facilities in the rural communities.

5.2. IMPLEMENTATION PLAN

A detailed implementation arrangement is attached as annex to the policy. However, a detailed implementation plan will be prepared and presented as a separate document to this Policy document.

5.3. FINANCING MECHANISM

Financial resources for the implementation of the ICT Policy will be an integral part of Ministries/Departments' budgets as they are implementing their line activities. It is expected that the Private Sector will raise the required resources as the policy is being implemented. In addition, cooperating partners will be encouraged to support and provide financial resources for the implementation of the policy. However, funding for the provision of universal access for ICT services shall be through the UA Fund.

5.4. MONITORING AND EVALUATION

The implementation of the Policy shall be monitored and evaluated for effectiveness and responsiveness in meeting intended goals and objectives. Monitoring will be done on a regular basis as may be determined. Evaluation shall occur less frequently than monitoring and shall look at the bigger picture to assess whether and to what extent policy implementation have succeeded in making the intended impact. There will be cost based Monitoring and Evaluation Plans with performance indicators.

5.5. REVIEW OF POLICY

During the life-span of the ICT Policy, necessary periodic and regular revisions shall be made in relation to its key elements to meet changing developmental objectives and priorities as well as changes in the global economy and advances in the technological environment. Periodic reviews will be carried out every three years. Therefore, the implementation plan will be adjusted according to lessons learnt during the three years reviewed.

ANNEX : POLICY IMPLEMENTATION PLAN

The following is a plan that will guide the implementation of the ICT Policy.

OVERALL POLICY GOAL: Innovative development and maximum integration of ICT in the socio-economic development process.

No	Actions Required	Responsibility	Performance Indicator(s)	Timeframe
1	Submit Policy to Cabinet for adoption	Ministry of Information and Civic Education	Adopted Policy	
2	Submit Policy to Cooperating Partners for funding of the development of the legal instruments	Ministry of Information and Civic Education	Request for financing submitted to Cooperating Partners	
3	Develop detailed national implementation and activity plans.	Ministry of Information & Civic Education	National ICT Policy Implementation Plan	
4	Develop detailed National implementation and activity plan for UA Pilot Project	Ministry of Information & Civic Education	National UA Implementation Plan	
5	Develop necessary legal instruments	Ministry of Justice & Constitutional Affairs and Ministry of Information & Civic Education	ICT Act, cyber crime and digital signatures acts	
6	Develop Monitoring & Evaluation	Ministry of Information & Civic	<ul style="list-style-type: none"> ICT Indices developed 	

	framework	Education, MEPD	• M & E System	
7	Implementation of UA Pilot Project	MACRA	Number of public phones established Number of PIACs	
8	Launch the National ICT Policy	Ministry of Information and Civic Education	Launch	
9	Establish and operationalise UA Department and Consultative Committee	Ministry of Information & Civic Education	UA Department operational and Committee established	
10	Implement ICT Policy and plan	Ministry of Information & Civic Education	Activities implemented	On-going
11	Conduct consultative meetings with Operators, Government, Cooperating Donor Partners	Ministry of Information & Civic Education	Meetings Held	On-going
12	Develop Human Resource capacity	DHRMD; Universities; Training Institutions; Ministry of Finance	Pool of ICT technicians and professionals	On-going
13	Enforce and Monitor Policy Implementation	Ministry of Information & Civic Education	M & E Reports	On-going
14	Regulate ICTs	MACRA	Licenses issued and regulatory cases handled	On-going
15	Review ICT plan	Ministry of Information & Civic Education	Review reports	On-going