Tanzania Bureau of Standards

Information and Communication Technology (ICT) Policy

November 2022

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PREFACE

Tanzania Bureau of Standards has prepared Information and Communication Technology (ICT) Policy to govern the development, adoption and application of ICT at the Bureau. It provides the rationale and philosophy to guide the planning, development and utilization of ICT as a drive towards the realization of the Bureau's strategic goals.

The Policy sets out guidelines to be adhered to in all decisions concerning ICT in order to maximize effective use of ICT for enhanced efficiency and effectiveness in service delivery. It provides for guidelines on acceptable use and prohibited conducts and ICT security policy and strategy.

This policy has been developed through a comprehensive and consultative process engaging relevant stakeholders. It involved experts from Ministry of Investment, Industry and Trade (MIIT), Tanzania Bureau of Standards (TBS), e-Government Authority (e-GA) and Tanzania Commission for Science and Technology (COSTECH).

The policy shall be subject to review when need arises to align it with the prevailing environment. When this policy is in conflict with national policies, regulations, directives or laws, such national policies, regulations, directives or laws shall prevail.

Given the importance of this policy, I call upon the commitment and engagement of all stakeholders including TBS staff, institutions, private sector, development partners or individuals who will collaborate with the Bureau in undertaking ICT activities related to standardization, safety and quality assurance, metrology, testing as well as support activities.

Dar es Salaam
November 2022

Dr. Ngenya, A. Y.
DIRECTOR GENERAL

EXECUTIVE SUMMARY

Tanzania Bureau of Standards (TBS) is a national standards body mandated to promote standardization, safety and quality assurance, testing and metrology in industry and trade. The Bureau has been implementing ICT Policy of 2017 and noting some achievements. For instance, the Bureau has developed four (4) management information systems (MIS) which support delivery of TBS services, a website which is administered and maintained by TBS and ICT infrastructure which has Primary and Secondary Disaster Recovery Sites purposely for hosting developed management information systems and providing secured backup environment. Moreover, the Bureau has 14 skilled ICT personnel.

Despite the achievements made and the fact that ICT is dynamic, the Bureau still faces challenges due to expansion of the Bureau's operations, limited funding, limited systems integration, inadequate human resources and inadequate ICT infrastructure. This prompts the Bureau to continue strengthening ICT activities hence, regular review of the ICT policy is inevitable.

This policy document narrates the ICT situation at the Bureau, the rationale and key issues that justify the need for having the policy. It describes policy objectives, scope, statements, implementation framework, monitoring and evaluation that will guide the Bureau on effective and efficient implementation of ICT activities. The key issues addressed under this policy are ICT assets management, leadership and governance, compliance, projects management, Procurement of ICT equipment and services, infrastructure and maintenance, service management, security, financing and human resource.

The policy further addresses the aspect of ICT management at the Bureau including roles, responsibilities and commitments of key actors in its implementation. The actors stipulated in the policy are TBS Management, ICT Steering Committee and the office responsible for handling ICT matters. It provides modalities for monitoring and evaluation. Through this policy, it is envisaged that ICT activities will be guided and implemented in a way that will contribute into realization of the Bureau's vision.

LIST OF ACRONYMS AND ABBREVIATIONS

COSTECH	Tanzania Commission for Science and Technology
EAC - ISP	East African Community Information Sharing Platform
e-GA	e-Government Authority
ePS	electronic Payment System
FYDP	Five Year Development Plan
GePG	Government electronic Payment Gateway
HCMIS	Human Capital Management Information System
HRMIS	Human Resource Management Information System
ICT	Information and Communication Technology
i-SQMT	integrated Standardization, Quality Assurance, Metrology and Testing
MIIT	Ministry of Investment, Industry and Trade
MIS	Management Information System
MUSE	Mfumo wa Uhasibu Serikalini
OAS	Online Application System
PlanRep	Planning and Reporting System
QUALIMIS	Quality Management Information System
SLA	Service Level Agreement
TANCIS	Tanzania Customs Integrated System
TANePS	Tanzania National electronic Procurement System
TBS	Tanzania Bureau of Standards
TeSWS	Tanzania electronic Single Window System
TFDA	Tanzania Food and Drugs Authority
TMEA	Trade Mark East Africa

TERMS AND DEFINITIONS

For the purpose of this Policy, the following terms and definitions shall apply;

a) "Bureau" means the Tanzania Bureau of Standards as established under the Standards Act, Cap 130.

b) "Management" means members of the TBS management including Director General, directors, managers, Chief Accountant and Chief Internal Auditor.

c) "Information and Communications Technology" Is a generic term used to express the convergence of information technology, broadcasting and communication. One prominent example is the Internet.

d) "Policy" means the Tanzania Bureau of Standards Information and Communication Technology (ICT) Policy.

e) "ICT infrastructure" means composite hardware, software, network resources and services required for the existence, operation and management of an enterprise ICT environment.

f) "ICT security" means protecting information systems from unauthorized access, use, disclosure, disruption, modification, or destruction in order to provide confidentiality, integrity and availability.

g) "ICT Steering Committee" means TBS ICT Steering Committee established in accordance with e-Government Act of 2019.

CHAPTER ONE

INTRODUCTION

1.1   Background

Tanzania Bureau of Standards (TBS) is the national standards body established by the government as part of the efforts to strengthen the supportive infrastructure for industry and commerce sectors across the economy within the country. The Bureau was established by Parliamentary Act No. 3 of 1975 as the National Standards Institute and became operational on 16th April 1976. Subsequently, it was renamed Tanzania Bureau of Standards under Act No. 1 of 1977. On 20th March 2009, the Standards Act No. 3 of 1975 was repealed and replaced by the Standards Act No. 2 of 2009, aimed at giving TBS more powers to oversee the implementation of standards.

Tanzania Bureau of Standards is a Parastatal Organization under the Ministry responsible for Industry and Trade. Specifically, the Bureau is mandated to prepare standards, promote standardization and undertake measures for quality control of products of all description in industry and commerce. The Bureau is further mandated by the Finance Act No. 8 of 2019 to regulate the safety and quality of food and cosmetics products, the functions which were formerly executed by the now defunct Tanzania Food and Drugs Authority (TFDA).

The world's advances in Information and Communication Technology (ICT) over the past 25 years have been phenomenal. A candid examination of our daily and office lives illustrates ICT's impact on how we communicate, work and learn. As a result, the digital age has brought about remarkable transitions in office operations. Consequently, most workplaces today acknowledge ICT's pivotal role in daily operations as uses of ICT enhances effectiveness, efficiency, transparency and productivity. These rapid technological advances have brought rapid changes in knowledge management, covering aspects of knowledge creation, processing, storage, sharing, dissemination, collaboration and human resource development, in the level of education and training as well as work output and productivity.

The National ICT Policy of 2003 stipulated the use of ICT in both public and private sector as a tool to foster technological development in Tanzania. This has made substantial progress in the deployment and utilization of ICT in the country. The Government of Tanzania provided guidance as detailed in the National Five Year Development Plans (FYDP) of 2011/12-2015/16, 2016/17-2020/21 and 2021/22-2025/26 which highlighted the central role of ICT.

Technological advancement, expansion of the Bureau's functions and change of legal framework necessitated review of TBS ICT Policy 2017. The TBS ICT Policy of 2022 lays down the framework for ICT development at the Bureau and provides guidance on the acquisition, use, maintenance and disposal of ICT hardware and software. It is intended to guide the development of procedures for Management and staff practices in ICT matters.

This ICT Policy has been prepared in line with the National ICT Policy 2016, e-Government Act 2019, Five Year Development Plan (FYDP III), TBS Strategic Plan 2021/22 to 2025/26 and TBS Risk Management Framework.

1.2   Situation Analysis

TBS has automated most of its business processes to enable smooth execution of service delivery to its customers. In general, most TBS employees have computers and Internet access. In many offices computers are not shared. In offices where computers are shared they are shared by at most two (2) people. At the time of this analysis, TBS had 655 desktop computers, 134 laptops, 100 tablets, six (6) servers, 67 Cisco switches and 124 printers.

Currently, ICT and statistic unit is reporting to the Director General's office as per TBS organization structure of December 2021. The Unit has 14 ICT personnel who have capacity in systems administration, network administration, systems development and ICT support (end-user management). Moreover, most TBS staff have basic knowledge in Internet use and computer office applications such as Microsoft Word, Excel and PowerPoint. The Bureau also has a website which is administered and maintained by TBS ICT staff. In addition, the Bureau established Primary and Secondary Disaster Recovery Sites purposely for hosting developed management information systems and providing secured backup environment. The maintenance of ICT equipment is carried out by ICT technicians and in the absence of internal capacity maintenance is outsourced.

Since the introduction of ICT Section at TBS in 2006, various initiatives have been taken to apply ICT in standardization, quality assurance, metrology, testing and support activities. Furthermore, the Bureau developed and acquired various management information systems such as Quality Management Information System (QUALIMIS) and Peak-Payroll which were used in performing various activities. Currently, the Bureau has management information systems which are running such as integrated Standardization, Quality assurance, Metrology and Testing (i-SQMT) System, Online Application System (OAS), Microsoft Business Solution (Navision), Electronic Payment System (ePS), Daily register system (Biostar), e-Learning Portal, e-Board system, Webstore system and shared Internet link. Also, some of the Bureau's systems are integrated with national management information systems such as i-SQMT with

Government Electronic Payment Gateway (GePG) and OAS with Tanzania Electronic Single Window System (TeSWS).

The Bureau is also using other national systems such as Tanzania Customs Integrated System (TANCIS), Human Capital Management Information System (HCMIS), Mfumo wa Uhasibu Serikalini (MUSE), Planning and Reporting system (PlanRep) and Tanzania National Electronic Procurement System (TANePS). In addition, the Bureau is using e-Ping system and East African Community Information Sharing Platform (EAC-ISP). The Bureau is currently working on the systems that will enable online documentation (e-office) and Human Resources Management Information System (HRMIS).

Among the initiatives taken by the Bureau to strengthen ICT was formulation of the TBS ICT Policy of 2017. The Policy was triggered by many things, some of them being rapid changes in world technology, particularly in ICT which were affecting planning in ICT infrastructure. Inadequate ICT expertise always creates a gap in human resource requirements in ICT and inadequate material and financial resources require a sound policy. Also, the general growth and integration of TBS activities with national initiatives were fostered by the development of products, services, research, technological activities, policies as well as the growth of the number of customers which depended on the availability of ICT services and systems. All these prompted TBS to develop an institutional ICT policy to guide the governance and implementation of ICT infrastructure.

The general objective of ICT Policy of 2017 was to support the strategic vision of TBS by improving operational efficiency and exchange of information through the appropriate application of ICT in standardization, conformity assessment and metrology activities. To some extent this was achieved by more than 90% with the following evidences; more than 95% of TBS staff have access to computers and the core businesses of TBS services which are standards formulation, quality assurance services, metrology and testing are all automated. In addition, the Bureau has developed about four (4) management information systems (MIS) which support delivery of TBS services.

Moreover, the number of staff in the ICT unit has increased from 5 staff in 2017 to 14 staff in June 2022. Financing in ICT infrastructure has been increased for both internal and external sources; internally TBS has been setting aside funds of more than one billion shillings annually to facilitate Bureau's ICT activities. Externally Trade Mark East Africa (TMEA) has supported the Bureau with about two billion shillings to strengthen standardization and quality assurance services through ICT capacity building.

The Bureau has established the ICT Steering Committee which foresees the ICT governance activities and manages implementation of the ICT Policy and Strategy. On one hand, Disaster Recovery Plan which is reviewed regularly in accordance with new

risks in order to maintain ICT services business continuity has been developed. On the other hand, Primary and Secondary Disaster Recovery Sites have been established purposely for hosting developed management information systems and providing secured backup environment.

TBS ICT security has been taken as a serious issue whereby more than 90% of TBS information is secured. Moreover, 95% of the Bureau's offices have been connected to shared Internet link and more than 98% of TBS staff have government mail for official communications. Meanwhile, antivirus software of the Bureau is being updated annually to strengthen security of computers. The Bureau outsources ICT services from trustworthy service providers and ensures all service providers/vendors comply with Service Level Agreements (SLAs).

Despite the achievements made during implementation of ICT Policy of 2017 and the fact that ICT is dynamic, the Bureau still faces challenges in ICT assets management, leadership and governance, compliance, projects management, Procurement of ICT equipment and services, infrastructure and maintenance, service management, security, financing and human resource. This prompts the Bureau to continue strengthening ICT activities and other key needs which include; security issues; network infrastructure; procurement of state-of-the-art ICT equipment; development, administration and maintenance of management information systems; optimizing human resource and investing in capacity building to ICT staff; hence, regular review of the ICT policy is inevitable.

CHAPTER TWO

RATIONALE, OBJECTIVES AND SCOPE OF ICT POLICY

2.1 Rationale

Information and Communication Technology (ICT) is important in enabling organizations to effectively and efficiently implement their mandated functions. Organizations that have embraced ICT and made it an important aspect of their agenda have reaped benefits in improving services and increasing productivity. In recognizing the importance of ICT as a critical factor for enabling the implementation of its mandate, the Bureau established ICT Policy since 2010, which was revised in 2017.

The review of the ICT Policy of 2017 has been necessitated by the changing environment and technology in the Bureau's operations which were not covered in the second edition of the policy, including an increase in the application of ICT in standardization, safety, quality assurance, metrology, testing and service delivery operations to improve efficiency in the Bureau's functioning.

Given that a number of changes have taken place in recent years and the fact that the Bureau is required to comply with e-Government Act of 2019 and its Regulations of 2020, related policies, laws, regulations, standards and guidelines during planning, acquisition, implementation, delivery, support and maintenance of ICT infrastructure and systems, the Bureau decided to review the Policy in order to align it with the aforesaid changes.

This Policy is aimed at providing guidance in the deployment of ICT to improve internal and external service delivery as well as efficiency and effectiveness of the Bureau's operations.

2.2 Vision, mission and core values

2.2.1 Vision

"Sustainable standardization for high quality livelihood society"

2.2.2 Mission

"To promote standardization, safety and quality assurance in industry and commerce through standards development, certification, registration, inspection, testing and metrology services for sustainable socio-economic development"

2.2.3 Core Values

a) Integrity

We ensure continuous and consistent provision of services with high degree of honesty and impartiality by adhering to moral and ethical principles and values.

b) Customer focused

We prioritize customers' needs first, therefore committed to responding timely and proactively to their expectations.

c) Team Work

We work together by sharing experiences while respecting each other to realize institutional goals.

d) Accountability

We shall be responsible to our actions, decisions and outcomes in executing our functions.

e) Transparency

We ensure open sharing of information and proper provision of feedback to our stakeholders in equal treatment.

2.3 Policy Objectives

2.3.1 Main Objective

The main objective of this ICT Policy is to guide the Bureau in overseeing ICT activities in execution of its mandate.

2.3.2 Specific Objectives

The Specific Objectives of the TBS ICT Policy are as follows:

a) ICT assets management enhanced;
b) ICT leadership and governance enhanced;
c) ICT compliance maintained;
d) ICT projects management enhanced;
e) Procurement of ICT equipment and services improved;
f) ICT infrastructure and maintenance improved;
g) ICT service management enhanced;
h) ICT security enhanced;
i) ICT financing enhanced; and
j) ICT human resource enhanced.

2.4 Scope of Policy

This policy applies to all TBS operations and stakeholders in areas of standardization, safety and quality assurance, metrology, testing and service delivery including public sector, private sector and development partners.

CHAPTER THREE

POLICY ISSUES, OBJECTIVES AND STATEMENTS

3.1 Policy issue: ICT financing

The Bureau has been allocating funds for implementation of its mandated functions in each financial year. However, the funds allocated for ICT activities have been insufficient. Likewise, various development partners have been supporting the Bureau financially, but most of the support provided has been extended to activities other than ICT. This situation has slowed down implementation of ICT activities within the Bureau.

3.1.1 Policy objective

ICT financing enhanced

3.1.2 Policy statement

The Bureau shall prioritize allocation and soliciting of sufficient funds to support ICT activities.

3.2 Policy issue: ICT assets management

The Bureau has been investing a considerable amount of funds for acquisition of ICT assets, each of which has a lifespan of three years. However, the Bureau has been managing those acquired ICT assets without having specific institutional mechanisms for asset management and disposal.

3.2.1 Policy objective

ICT assets management enhanced

3.2.2 Policy statements

The Bureau shall:

a) Establish mechanism for ICT asset management;
b) Establish mechanism for disposing ICT equipment; and
c) Provide adequate and appropriate protection of ICT assets.

3.3 Policy Issue: ICT leadership and governance

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 its strategies and objectives. The general objective of ICT governance is to put the strategic and operational management of ICT within the principles of ICT governance and the context of organization's strategic directions.

TBS organization structure recognizes the ICT function and the Bureau has constituted its institutional ICT Steering Committee which oversees ICT leadership and governance. However, the composition of the Steering Committee which is reflected in the existing ICT Policy of 2017 is not in line with the existing e-Government Act and its Regulations. Moreover, the Act stipulates new directives on ICT leadership and governance to be observed by Government institutions.

3.3.1 Policy objective

ICT leadership and governance enhanced

3.3.2 Policy statements

The Bureau shall:

a) Re-establish ICT Steering Committee in line with e-Government Act and its Regulations; and
b) Establish a mechanism for enhancing ICT leadership and governance.

3.4 Policy Issue: ICT compliance

The Bureau has been complying with Government and e-Government guidelines and directives on ICT matters before enactment of the e-Government Act. However, with the enactment of e-Government Act, the Bureau is required to comply with the Act and its

Regulations during planning, acquisition, implementation, delivery, support and maintenance of ICT infrastructure and systems.

3.4.1 Policy objective

ICT compliance strengthened

3.4.2 Policy statements

The Bureau shall:

a) Strengthen compliance with National ICT Policy, e-Government Act and its Regulations and any other relevant government policies, laws and regulations; and

b) Improve guidelines for ICT acceptable use and prohibited conducts.

3.5 Policy Issue: ICT projects management

The Bureau has been implementing a number of ICT projects, including infrastructure improvement and development of management information systems before enactment of the e-Government Act of 2019. However, with the enactment of the Act, the Bureau is required to comply with the Act and its Regulations during ICT project establishment, implementation and completion.

3.5.1 Policy Objective

ICT projects management enhanced

3.5.2 Policy Statement

The Bureau shall strengthen conformity to the Government ICT projects management guidelines

3.6 Policy Issue: Procurement of ICT hardware, software and services

The Bureau has been procuring ICT hardware, software and services in each financial year. However, the Bureau has been facing a number of challenges including untimely delivery of the procured items and services.

3.6.1 Policy Objective

Procurement of ICT hardware, software and services improved

3.6.2 Policy Statements

The Bureau shall:

a) Establish necessary controls to ensure timely ICT procurements; and
b) Enhance compliance with e-Government Standards and Guidelines in ICT procurement.

3.7 Policy issue: ICT human resources

ICT human resources cover the collective skills, knowledge, attitudes or other intangible assets possessed by an individual that can be used to achieve the institution's objectives. The Bureau has an appropriate scheme of service which attracts and retains ICT staff that are competent and experienced. However, the existing Bureau's scheme of service lacks some ICT cadres recommended by the e-Government Authority. Moreover, there is a shortage of ICT staff and training due to rapid technological changes.

3.7.1 Policy objective

ICT human resources enhanced

3.7.2 Policy Statements

The Bureau shall:

a) Establish mechanism for capacitating TBS human resource in ICT;
b) Establish mechanism for retaining qualified ICT personnel; and
c) Improve ICT scheme of service and mechanism for recruiting ICT personnel.

3.8 Policy issue: ICT Infrastructure and maintenance

ICT infrastructure is the backbone for supporting the TBS operations as it enables processing and exchange of information and provides secure access to different applications. This consists of all hardware such as network devices, servers, computers, laptops, storage devices, back-up devices and other operating facilities. However, the

Bureau is facing a number of challenges such as power outage, unreliable internet connectivity, insufficient hosting and maintenance services. Moreover, the recently established TBS zonal and border offices need improvement in ICT infrastructure. Reliable ICT infrastructure is imperative in supporting and facilitating the achievement of TBS strategic goals.

3.8.1 Policy objective

ICT infrastructure and maintenance enhanced

3.8.2 Policy statements

The Bureau shall:

    a) Improve ICT infrastructure architecture;
    b) Strengthen Internet connectivity;
    c) Improve power stability;
    d) Improve hosting environment;
    e) Improve webinar environment;
    f) Enhance ICT maintenance services;
    g) Establish reliable computer network at zonal and border offices; and
    h) Improve ICT Business Continuity Plan.

3.9 Policy issue: ICT security

ICT security covers all the processes by which computer-based equipment and systems are protected from unauthorized access, change or destruction. The Bureau has deployed state-of-the-art secured network devices in most of its premises. Moreover, the Bureau provides specialized ICT security trainings to its ICT personnel for awareness and protection purposes. However, other staff lack ICT security awareness despite being key users of ICT applications and devices. Currently, TBS like any other organization might face cyber-attack if strong protection measures are not in place.

3.9.1 Policy objective

ICT security enhanced

3.9.2 Policy Statements

The Bureau shall:

a) Strengthen network security;
b) Strengthen cyber security; and
c) Establish ICT security policy and its strategy.

3.10 Policy issue: ICT services management

ICT services management deals with how ICT resources and institutional activities are delivered as intended. The Bureau has deployed necessary ICT resources including hardware and software to ensure smooth implementation of its mandated functions. However, the Bureau faces challenges including insufficient ICT helpdesk services, inadequate change management skills, insufficient outsourced service delivery, limited service integration and unreliable system accessibility.

3.10.1 Policy objective

ICT services management enhanced

3.10.2 Policy Statements

The Bureau shall:

a) Improve ICT helpdesk services;
b) Establish change management plan;
c) Enhance contract management for ICT outsourced services; and
d) Strengthen systems integration and reliability.

CHAPTER FOUR

LEGAL AND IMPLEMENTATION FRAMEWORK AND MONITORING AND EVALUATION

4.1 Legal and Regulatory Framework

In order to facilitate execution of this ICT Policy, it is essential that a supporting legal and regulatory framework be defined, which should also include the prevailing institutional Act and its regulations. An appropriate and dynamic legal/regulatory framework is mandatory to act as the foundation for carrying-out the ICT activities at the Bureau. The development and implementation of effective legal and regulatory framework can support the use and deployment of ICT systems in TBS operations.

TBS being government institution is obliged to align its ICT systems with the National ICT Policy of 2016, e-Government Act of 2019 and its Regulations of 2020. Thus, in order to support effective implementation of this policy, TBS will review its operational procedures so as to align with legal and regulatory framework.

4.2 Implementation Framework

For the purpose of implementation of this Policy, the Bureau shall adhere to the following:

a) The Director General shall appoint ICT Steering Committee composed of the following:

   i) Director General (Chairperson);
   ii) Manager responsible for ICT (Secretary);
   iii) Manager responsible for planning (member);
   iv) Manager responsible for Procurement (member);
   v) Chief Accountant (member);
   vi) Chief Internal Auditor (member);
   vii) At least one Director from core business (member); and
   viii) One officer from Ministry responsible for Industry (members).

b) The ICT Steering Committee shall perform the following functions:

   i) To review and approve ICT policy and strategy of the Bureau;
   ii) To review and advice ICT investment portfolio priorities;

iii) To ensure alignment of ICT with the Bureau's business needs;

iv) To ensure e-Government guidelines and standards are implemented by the Bureau;

v) To ensure continuous monitoring and evaluation of the Bureau's ICT projects;

vi) To review and approve the Bureau's disaster recovery plan and ensure its effective implementation;

vii) To approve any other Bureau's e-Government sub-committee as may be, from time to time, be constituted and address specific ICT related matters;

viii) To prepare and submit quarterly Ministerial e-Government progress report to e-GA; and

ix) To perform such other functions as may be directed by the Director General or e-GA.

c) The Bureau shall:

i) Allocate funds for procurement of ICT infrastructure;

ii) Employ qualified personnel to implement the policy; and

iii) Provide enabling environment for progressive implementation of ICT functions in the Bureau.

d) The Office Responsible for ICT shall:

i) Establish and maintain ICT infrastructure;

ii) Administer TBS website;

iii) Prepare and implement annual preventive maintenance plan for ICT equipment;

iv) Backup official data/information;

v) Maintain a schedule for computer life span and disposal;

vi) Facilitate installation of programs and software;

vii) Provide end-user support in ICT usage;

viii) Develop and maintain management information systems; and

ix) Develop and maintain ICT procedures.

4.3 Monitoring and Evaluation Framework

Monitoring and evaluating ICT functions help the Bureau to generate and manage relevant information in order to maintain output quality, improvement and future planning. Effective monitoring and evaluation is aimed at judging if the ICT functions are

in the right direction. A transparent mechanism for monitoring and evaluation of ICT performance shall be established.