STRATEGIC PLAN FOR THE PERIOD OF 2021/22 – 2025/26

TABLE OF CONTENTS

LIST OF ABBREVIATION

2G	-	Second Generation Mobile Technology
3G	-	Third Generation Mobile Technology
4G	-	Fourth Generation Mobile Technology
4IR	-	4th Industrial Revolution
AIDS	-	Acquired Immune Deficiency Syndrome
4IR	-	4th Industrial Revolution
ATU	-	African Telecommunication Union
CIA	-	Chief Internal Auditor
DAHRM	-	Director of Administration and Human Resource Management
DC	-	Director of Communication
DICT	-	Director of Information and Communication Technology
DLU	-	Director of Legal Unit
DPMU	-	Director of Procurement Management Unit
DPP	-	Director of Policy and Planning
DSE	-	Dar es Salaam Stoke Exchange
EPOCA	-	Electronic and Postal Communication Act
ERB	-	Engineers Registration Board
FYDP	-	Five Year Development Plan
GDP	-	Gross Domestic Product
HGCU	-	Head of Government Communication Unit
HIV	-	Human Immunodeficiency Virus

ICT	-	Information and Communication Technology
ICTC	-	Information and Communication Technology Commission
IET	-	Institution of Engineers Tanzania
INELSAT	-	International Telecommunications Satellite Organization
IoT	-	Internet of Things
IP/MPLS	-	IP/ Multi-protocol Label Switching
ITSO	-	International Telecommunication Satellite Organization
ITU	-	International Telecommunication Union
IXP	-	Internet Exchange Point
M&E	-	Monitoring and Evaluation
MCIT	-	Ministry of Communication and Information Technology
MoU	-	Memorandum of Understanding
MTB	-	Ministerial Tender Board
MTEF	-	Medium Term Expenditure Framework
NCD	-	Non-Communicable Diseases
NICTBB	-	National Information Communication Technology Broadband Backbone
OPRAS	-	Open Performance Review and Appraisal System
PAPU	-	Pan Africa Postal Union
PCCB	-	Prevention and Combating of Corruption Bureau
PMU	-	Procurement Management Unit
PPP	-	Public Private Partnership

SADC	-	Southern African Development Community
SDGs	-	Sustainable Development Goals
SHIMIWI	-	Shirikisho la Michezo ya Wizara na Idara za Serikali
SP	-	Strategic Plan
SWOC	-	Strengths, Weakness, Opportunity and Challenges
TARURA	-	Tanzania Rural and Urban Roads Agency
TCRA	-	Tanzania Communication Regulatory Authority
TCRA-CCC	-	Tanzania Communication Regulatory Authority - Consumers Consultative Council
TDV	-	Tanzania Development Vision
TPC		Tanzania Postal Corporation
TTCL	-	Tanzania Telecommunication Corporation
TTMS	-	Tele Traffic Monitoring System
TUGHE	-	Tanzania Union of Government and Health Employees
UCSAF	-	Universal Communication Services Access Fund
UPU	-	Universal Postal Union

PREFACE

It is my pleasure to present a five years' strategic plan 2021 – 2026 of the Ministry of Communication and Information Technology.

Information and Communication Technology (ICT) in many facets is commonly referred as the bedrock of nations' economic development in rapidly changing world environment.

Government recognizes that strategic planning, forms a foundation for good leadership and management in all organization. This strategic plan, therefore sets out a common vision, mission and strategic direction for the Ministry of Communication and information Technology on how will fulfill its mandate in the coming five years.

In staying on course, the Ministry will remain committed to the Governments' Five Years Development Plan Phase III (FYDP III) goals, as articulated in vision 2025. In echoing to this Vision, President of United Republic of Tanzania His Excellency Dr. John Pombe Magufuli emphasized during the inauguration of the Twelfth (12th) Parliamentary Session on 13th November, 2020 over the need of expanding the Broadband coverage to 80% by the year 2025. On 5th December, 2020 The President announced the formation of new Ministry of Communication and Information Technology vested with the mandate of furthering Tanzania through the 4th Industrial Revolution (4IR) commonly referred to as Digital economy. This will be possible by utilizing the available opportunities for communities, businesses, policy makers and citizens from all walks of life to harness technologies for improved socio – economic growth and development.

Furthermore, it is stated in the Ruling Party Manifesto of the year 2020 – 2025 on the need for communication and Information Technology to transform our socio - economic sectors. It is understandably that, the Ministry has identified priority

interventions over the medium-term strategy which achieving the envisaged effect of digitally enabled Tanzanian with secure and affordable universal access to digital services. This envisioned impact will be realized through targeted interventions aimed at achieving our planned outcome.

As we embark on the implementation phase, the Ministry will work closely with other sectors. I invite and urge all stakeholders in implementation of the digital transformation plans outlined in this strategic plan.

Dr. Faustine Ndugulile (MP)

Minister of Communication and Information Technology

February 2021

STATEMENT FROM THE PERMANENT SECRETARY

The Ministry acknowledges the great potential of ICT as an enabler for the socio-economic empowerment. This is drawn from the remarkable achievements that Tanzania has made in the past five years, which include: enactment of laws and regulations to strengthening sector management, development of National ICT Broadband Backbone (NICTBB) Infrastructure connecting all major towns and several public offices, improve universal access to ICT services, electronic cash transfer through mobile telephone platforms, and development of postcode and physical addressing system.

This Plan draws its strategic priorities from the achievements of the predecessor, the lessons learnt, emerging issues and challenges. It also takes cognisance of a totally new structure of Government and the general policy direction. It is our conviction that the implementation of these policies, programmes and the associated activities bear the potential to transform Tanzania's socio-economic as envisioned in the Third Five Years National Development Plan.

The plan divulges the vision and mission which guides and govern this dynamic sector. The sector, which is a fast growing, is an enabler to other sectors to be able to increase their contribution to socio-economic advancement of the people. It also presents a commitment through our core values, which emphasize on transparency, working as team in an accountable manner and through exercising professionalism bound with innovativeness in managing the communication sector.

The success of the Strategic Plan will rely, to a great extent, on the cooperation of all stakeholders. I welcome continued support and participation of all stakeholders in its implementation in order to realize the goal of Tanzania's sustained socioeconomic development through transformation into a knowledge-based society. It is my expectation; this Plan will be executed effectively to ensure communication sector contributes significantly to the national development.

The development of this Strategic Plan has been made possible by contributions and commitment of various stakeholders. I wish to thank, the Minister and Deputy Minister of the Ministry of Communication and Information Technology, for their visionary leadership and support. I also thank the Deputy Permanent secretary, Directors, Heads of Departments, Units and Divisions for their dedication, endless commitment and professionalism in the process of this strategy. I further appreciate contributions from other Ministries, specifically, the President's Office – Public Service Management (PO-PSM) for total commitment in guiding through the whole process till we get this valuable living document.

Dkt. Zainab A.S. Chaula

Permanent Secretary

Ministry of Communication and Information Technology

EXECUTIVE SUMMARY

The Ministry of Communications and Information Technology was established on 05th December, 2020 by the President of the United of Republic of Tanzania. The Ministry's key mandate is to formulate and monitor implementation of policies and legal frameworks on information technologies, telecommunications and, Postal services.

This First Five-Year Strategic Plan for the newly established Ministry envisages providing a strategic direction for digital transformation in Tanzania. The plan further ensures that all stakeholders and citizens benefit from opportunities resulting from emerging and increased adoption of digital technologies in socio-economic activities.

The strategic plan is also prepared in line with Government Planning framework which includes National Five-Year Development Plan (2021/2022 – 2025/2026), Ruling Party Manifesto (2020 – 2025), Tanzania Development Vision 2025, Global initiatives under Sustainable Development Goals and other Government Directives geared into ensuring that Tanzania is economically advantaged with the current global phase of the fourth industrial revolution.

The Plan has four chapters whereby: Chapter One (1) is an introduction comprising of historical background, mandate, approach and purpose of the plan; Chapter Two (2) comprises of the situational analysis which entails the review the previous plan and identification of critical issues; Chapter Three (3) presents the current plan which include the new formulated mission, vision and core values; and Chapter Four (4) comprises of result framework which is monitoring and evaluation tool for identified issues of the plan.

To set the focus, the Plan firstly has set-out the Vision for the Ministry, which is "***Digital empowerment for social economic development***". *T*he Ministry has also set the means of

achieving set Vision, which is the Mission statement stating "***To enable provision of reliable and cost-effective Information Technology, Telecommunications and Postal services through innovative environment to transform Tanzania into digital economy***"

Development of this Strategic Plan had gone through a lengthy process of identification, grouping, and developing strategies to address critical issues in the sector. Similar critical issues were grouped together to come up with six (6) high-level strategic objectives, four (4) of which are core business objectives while two (2) are cross-cutting national objectives. Core strategic objectives of the Plan are as follows:

(i) *Access to Information Technology, Telecommunications and Postal Services improved*

(ii) *Digital Empowerment enhanced*

(iii) *Management of Information Technology, Telecommunications and Postal Services Improved*

(iv) *Institutional capacity to deliver its services improved.*

In addition, national-level cross-cutting strategic objectives of this Plan are as follows:

(i) HIV/AIDS infections and non-communicable diseases reduced and supportive services improved.

(ii) National anti-corruption strategy implementation enhanced and sustained

Strategies mapped-up towards achieving the objectives and targets set-forth for the strategies were developed in Chapter three (3) of the Plan. Performance of these strategies will be monitored using Key Performance Indicators which have been developed and forms part of Chapter Four (4). The Plan has two annexes, the Ministry's proposed organization structure and the Strategic Plan Matrix ***(Annex I & II).***

CHAPTER ONE

1.0 INTRODUCTION

This chapter gives a short description of the Ministry Historical Background, mandates, Roles and functions, purpose of the plan, approach adopted, layout and structure of the document.

1.1 Historical Background

The Ministry of Communication and Information Technology was established on 5th December, 2020 by the President of the United of Republic of Tanzania. Previously, the Ministry was one of the sectors comprised in the then Ministry of Works, Transport and Communication, which existed between the years 2015 to 2020. The Ministry is meant to formulate and monitor implementation of policies on information and communication technologies and, Postal services. It is envisaged to drive the digital transformation agenda in Tanzania amid the global fourth phase of industrial revolution.

Cognizant of the role of ICT in social and economic development in Tanzania, the ministry has developed this strategic plan. The Plan is intended to provide a vison and direction that will facilitate the aspiration of the Country to become a high middle-income country by 2025. It is anticipated that the plan will also steer the efforts of the Government to transform the economy to digital economy and positively transforms people's lives socially and economical through technology adoption in various productive sectors.

Accordingly, the plan sets the roadmap on how the Ministry will transform Tanzania to a knowledge-based society that is digitally enabled. The strategic plan is aligned to the National ICT Policy 2016, National Postal Policy 2003, the Ruling Party manifesto 2025, Sustainable Development Goals, and various international goals on digital development.

1.2 Mandate

The President of the United of Republic of Tanzania created a Ministry of Communication and Information Technology on 05th December 2020, which is mandated to formulate and monitor implementation of Policies on Information Technology, Telecommunications and Postal.The Ministry is also responsible for ICT broadband Back-Borne; Performance Improvement and Development of Human resources; extra-Ministerial Departments, Parastatal Organisations; Agencies and Projects under this Ministry.

1.3 Approach

The development process of this Plan used a participatory approach. In this approach, various stakeholders in and outside the ministry provided their inputs to build and refine the Strategy. The stakeholders involved included professionals from department and units in the Ministry, More, experts from the President's Office – Public Service Management and Good Governance participated and facilitated the formulation of the strategy through workshops, group discussion and document reviews.

The development process involved the reviewing of various documents. They included Government directives; policies; international agreements; guidelines; Speech by the President of the United Republic of Tanzania during the opening ceremony of 12th Parliamentary Session; Ruling Party Manifesto (2020-2025); Five Years Development Plan – Phase III; Tanzania Development Vision 2025; Sustainable Development Goals; National Postal Policy 2003; National ICT Policy 2016; National Telecommunication Policy 1997; National Anti-Corruption Strategy; and HIV/AIDS and Non – Communicable Diseases Guideline of 2014.

Further, the Situation Analysis was conducted. This included revisiting and assessing of the current mandate, vision, mission

and core values of the organization. Other tools of analysis were also utilized to deepen the Situation Analysis process, which included Stakeholder Analysis and SWOC Analysis.

A synthesis of the situation analysis was conducted, which came up with critical issues for objectives formulation.

1.4 Purpose of the Plan

The plan is a foundation toward improvement on management of the Communication and Information Technology sector in the country. This was achieved through identification of key policy issues as critical issues through brainstorming and group focus methods. Issues which the envisaged plan address relate direct to the mandate of the Ministry including roles and responsibility which have been vested to the Ministry by the Government.

The Strategic Objectives, together with their strategies and target are key in leading each department to initiate number of activities and outcome indicators over a five-year time frame (2021/22 – 2025/26). This Strategic Plan will ensure that the overriding objectives of the Ministry are spelt out clearly and the necessary accountability is created to achieve the desired improvement in service delivery to customers and stakeholders. As part of the Monitoring and Evaluation (M&E) process that will follow the Strategic Planning Process, the hierarchy of objectives and outcome indicators as enshrined in this Strategic Plan document will be cascaded down to the individual employee level to ensure their achievement within the specified time period. This document will also be used to prepare the Ministry's annual budgets and plans for the next five years.

1.5 Layout of the Plan

The document consists of four main parts; which have been designated as chapters. The first part consists of an introduction which introduce the envisioned plan; issues which have been accorded include methodology, purpose of the plan and

document layout. The second part contain a situational analysis which thorough evaluating the internal and external conditions that affect the Ministry and its mandate. Moreover, it contains also performance review; stakeholder analysis and SWOC analysis. The third part consist of the Ministry vision, mission and core values; objectives, strategies, targets and key performance indicators have also been highlighted in this chapter. Lastly, Monitoring and Evaluation of the plan have been described using a tool of results framework and comprise also evaluation and reporting plan.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

This chapter presents analysis of the implementation of the previous Strategic Plan, implemented by Communication Sector. It also highlights on analysis of current vision and mission, review of relevant Information's, sector and cross cutting policies, stakeholder's analysis, SWOC analysis, recent initiatives and finally critical issues identified.

2.1   Analysis of Current Vision, Mission and Core Values

The Current Mission:

"*To transform Tanzania into a knowledge-based society to harness ICT, Telecommunication and Postal service in the transformation of economy".*

The analysis shows that the mission "is missing as how the transformation will be achieved in the economy.

The current Vision:

"Tanzania to become a model in the development and use of ICT, Telecommunication and Postal services for sustainable socio-economic development".

The analysis of this vision depicts the following: -

i.   The statement is very long and not easily recallable;

ii.   Economy of words; instead of mentioning "ICT, Telecommunication and Postal services" alternatively a single word could have been used (ICT and Postal Services);

iii.   Statement should focus on impact on society instead of process (how society will benefit from initiatives);

iv.   "…to become…" is not a living statement;

Current Core Values:

Integrity	*We treat our customers and other stakeholders fairly and with courtesy. We are ethical in the course of discharging our duties and uphold confidentiality.*
Transparency	*We endeavor to convey correct, timely and complete information about our services and products*
Honesty	*We are determined to treat customers honestly. We build value-added relationships with customers and other stakeholders.*
Team work	*We will always work together to achieve our corporate goals.*
Professionalism	*We will always adhere to ethics and uphold quality and standards in performing our duties.*
Innovativeness	*We will always develop new methods and ideas that will bring positive changes in the sector.*
Accountability	*We will be accountable for and in-charge of addressing the appropriateness of our actions through experience.*
Courtesy	*We will treat others in a polite, friendly and generous manner.*
Fairness	*We will ensure equitable treatment for higher satisfaction and efficiency.*

This core values have the following weakness

i.   Integrity = honesty + courtesy +fairness; have loosely close meaning to integrity. So, we are proposing the same to be trimmed.

ii. Efficiency is the outcome of different initiatives and cannot stand on its own as a core value.

2.2 Review of Relevant Information

A review of National Policies and frameworks was undertaken to obtain key issues to be implemented in the plan, which are related to Communication and Information Technology Sector.

2.2.1 Government Directives and Policies

i. **Speech by the President of the United Republic of Tanzania during the opening ceremony of 12th Parliamentary Session. (Page 31)**

The Speech has recognized the importance of the fourth industrial revolution (4IR) which is steered toward ICT evolution. In the next five years the government has planned to scale-up the uptake of the National Information Communication Technology Backbone (NICTBB) to the district level; increase coverage of broadband by 35 percentage point from the current 45 percent; increase the number of internet users from 45 to 80 percent; promote research and innovation in ICT; and scale up the physical address and postcode project.

The ministry will adopt the Broadband Strategy which is a vehicle for scaling-up ICT infrastructure; enact ICT law which will provide guidance for creation of conducive environment to issues related to ICT; increase number of Wards with physical address and postcode system to 4,067; and increase number of registered ICT professionals to 5,000.

ii. **Ruling Party Manifesto (2020-2025)**

The ruling party manifesto acknowledge the importance of communication sector as an "enabler" of other sector in the contribution to robust economic growth. The Government will enhance the sector by setting-up "an equal playing field" so as the communication cost to be affordable to all. Paragraph 60 consist of task which were executed including: improvement of communication services in 22 Local Council/District by connecting them to NICTBB; decrease communication cost by construction of 7,560 Km of NICTBB; decrease the incidence

which are related to cybercrimes by establishing Computer emergency response team (CERT); and strengthening of ICT usage in the society by increasing the number of internet users from 9 to 23.1 million in 2020.

During the period of the implementation of the same the ministry will embark on the following: enact the *Personal Data Protection Act* which will advance privacy and confidentiality of citizen; enhancement of ICT systems to control security and revenue from the sector; increase the contribution of the sector as percentage of GDP from 1.5 to 3 percent; increase the broadband coverage from 45 to 80 percent by operationalization of the Broadband Strategy; motivating using ICT system in service delivery, business and productivity in order to increase transparency, efficiency and advance the livelihood of citizen economically and socially.

iii.   Five Years Development Plan – Phase III

FYDP III is thematic "*Realizing Competitiveness, Industrialization for Human Development".* Its main objective is to achieve middle-income country status, and an economy that is semi-industrialized, with high level of human development or high-quality livelihoods. Communication sector (Page 106); digital technology has been recognized as a tool to increase productivity, but their influence has been limited on other key components of the competitive ecosystem including e-commerce and digital land registration. Importance of *data* was emphasized and the use of Artificial Intelligence, robot and automation as the new technology which can lead to the fourth industrial revolution and challenges which accompanied them including unemployment and reskilling costs.

Key intervention which will be made by the Ministry include: increase the number of internet user by expanding broadband internet; promote online business to enhance service delivery; establish and Operationalize the Centre of Excellencies; encourage local manufacturers of ICT equipment; register physical address and postcodes in all wards to ensure every

citizen and business is addressed; and identify and register all ICT technicians and professionals.

The Government is set to commission mobile assembly plants through PPP modality; ICT Commission which will be established under the ICT law is expected to be the overseers of matters pertaining to ICT professionals and ICT research and innovation; implementation of the broadband strategy which will increase the broadband coverage from 45 to 80 percent and operationalization and enactment of the Personal Data Protection Act which will advance privacy and confidentiality of citizen.

iv.   Tanzania Development Vision 2025

Tanzania Vision of 2025 focus on High quality livelihood; Peace, stability and unity; Good governance; A well-educated and learning society; and A competitive economy capable of producing sustainable growth and shared benefits. One of the strategies of the goal 4.2 (*Competence and Competitiveness*) insist on *Infrastructure development* and *Promotion of Information and Communication Technologies (ICTs)* to achieve modern and efficient communication through investment in telecommunication and appropriate skills and capabilities respectively. Currently the Ministry continues with extension of the NICTBB projects, initiating the process of enacting ICT Acts. However, the Ministry will do the following to achieve the stated strategy: train and develop ICT professionals; identify and register ICT professionals and continue investment in ICT and physical address Infrastructures.

v.   Sustainable Development Goals (SDGs)

The Sustainable Development Goals (SDGs), also known as the Global Goals, were adopted by all United Nations Member States including Tanzania in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. There are 17 goals to be attained by 2030; Goal number 9 focuses on *Build resilient infrastructure,*

promote inclusive and sustainable industrialization and foster innovation. One of the targets to achieve this is *significantly increase access to information and communications technology and strive to provide universal and affordable access to the Internet* in developing countries by 2030. Agenda 2030 have also delved into crosscutting issues of gender and youth have indicators which are related to ICT issues; *Proportion of individuals who own a mobile telephone, by sex* (Goal 5) and *Proportion of youth and adults with information and communications technology (ICT) skills, by type of skill* (Goal 4) respectively.

Currently the Ministry expands investment in NICTBB projects, initiating the process of enacting ICT Acts. Ministry will achieve this by: upgrade communication towers from 2G to 3G and 4G; extension of National ICT Broadband Backbone (NICTBB); creating conducive environment for investment in ICT; facilitate UCSAF to receive grants from the government, development partners and service levy; this will increase investment through construction of towers.

vi. National Postal Policy 2003

The government in 2003 developed the National Postal Policy to provide guidance and directive of matters related to (i) Universal Postal Services (UPS), (ii) Commercialization of the Public Postal Operator, (iii) Expansion and Modernization of the Postal Network (iv) National Address System (v) Postal Security and safety (vi) Capacity Building (vi) Gender Perspective and (viii) International Cooperation.

During implementation of the Policy, the Government enacted the Electronic and Postal Communications Act (EPOCA) in 2010 and issued Postal Regulations in 2011 which were reviewed in 2018. The Ministry create conducive environment for Postal Services Operations by introducing regulated competition in the postal markets, which increase the provision of postal services and widening choices to consumers whereby licensed postal and courier operators increased from 45 in 2008 to 93 in 2020. Apart

from competition, the Ministry, maintain a monopoly on reserved basic services and The Tanzania Posts Corporation (TPC) is designated for provision of Universal Services (basic service). This results into increase in delivery speed within the country from seven days in 2003 to three days in 2019. The EPOCA, 2010 Act enforced the Implementation of National Addressing and Postcode System whereby 118 Wards countrywide has infrastructure with 499,516 physical addresses. Furthermore, four scanners were provided to TPC to improve safety and security to staff and customers' items; also, customers enjoyed quality service due to good cooperation and collaboration built to Regional and International Organizations.

For the coming five years the ministry will review, National Postal Policy to accommodate drastic technological changes happened in the sector and accommodates the use technology to speed up service delivery and support online business.

vii. National ICT Policy 2016

The policy envisages Tanzania with economically, socially and culturally enriched people in ICT enabled knowledge society. The main objective of the policy is to accelerate socio-economic development with potentials to transform Tanzania into ICT driven middle-income economy and society. The policy has identified ten policy issues including: *Strategic ICT Leadership and Human Capital Development*; *Broadband Access and Infrastructure Development; Frequency Spectrum and Other Scarce ICT Resources*; *e-Services and Local Content Development*; *Cooperation and Collaboration including regional and international*; *ICT Legal and Regulatory Environment*; *ICT Security, Safety and Standardization*; *ICT Sector and Industry Development*; *Productive Sectors Development;* and *Cross cutting issues* which consist of *Gender and Social Diversity*, *ICT for disaster Management*, *Environment*, *Good Governance and Public Private Partnership*.

The policy is implemented through the ICT policy action plan (2016/17 – 2021/22). Notable achievement during the

implementation of the policy include increase in number of internet users to 23.1 from 4.8 percent of the total population. Connection of internet to the following public office: 163 councils, 71 posts, 121 police stations, schools 1172 and 71 courts. Construction and extension of the Optical Fiber Cable to 7910 Km and building of Data Centre which has enhanced data security and decrease the cost of accessing the internet.

The subsequent laws that have been instrumental in enforcing the policy: *EPOCA 2010*; *e-Government Act 2019*; *Universal Communication Access Act 2006*; and *TCRA Act 2003*. However, absence of ICT law which explicitly deals with ICT issues lead to legal gaps in achieving broad objective of the policy. Ministry is on the course of enacting a new ICT law which will accommodate existing setback.

viii. National Telecommunication Policy

The policy was meant to be implemented from 1997 through 2020; aims at ensuring the accelerated development of an efficient telecommunication network that can provide an info-communication infrastructure and universal access to telecommunication services by all sector of the national economy and the segment of the population. The main objective of the policy was to ensure that telecommunication services are provided in a liberalized and competitive manner.

The policy direction which was set to be pursued under the policy include: *financing or arranging to finance, constructing or arranging to construct, operation and maintaining the network in accordance with the legal, regulatory, and competitive market regimes*; *fostering technological advancement in the telecommunications sector including the development of indigenous capabilities*; *ensuring the sustainability or continuity of telecommunication services and the maximum utilization of the installed capacities in the telecommunication sector*; and *ensuring the active participation of all stakeholders in the development of the telecommunication sector* (and other related areas) *at all levels.*

Since the policy was meant to be implemented from 1997 – 2020, there is a need to develop a new policy that will oversee and provide guidance in telecom industry. However, Tanzania is a signatory to various international conversion in telecommunications and a member of international bodies such as ITU, INTELSAT, etc. there is need to develop a new Spectrum Policy.

ix. National Anti – Corruption Strategy

National anti-Corruption Strategy aims at promoting efficiency, transparency and accountability in Public and Private Sectors; Effective enforcement of anti-corruption measures; Capacity building of watchdogs and oversight institutions; and Effective political leadership in the fight against corruption.

The ministry performed the following to achieve the above objectives: revitalizing of integrity committee which has provided training to staff on issues pertaining to the same; provide training to enhance code of ethics and conduct for employees. On the coming five years the ministry will do the following: customize implementation of National Anti-Corruption Strategy and action plan in the ministry; promote Ethical conduct in the ministry; and strengthening capacity building on financial and procurement management.

x. HIV/AIDS Guidelines of 2014

HIV/AIDs were announced as a national calamity in the year 1999. In view of the aforementioned several initiatives have been taken by the Government in reducing infection rate through provision of care and support as well as creation of awareness to the general public.

Moreover, Non - Communicable Diseases have been earmarked as a threat to social economic development in the country. Hence, as a means of protecting public health the Government through its public institutions are supposed to provide care and support in fighting against non-communicable diseases in working places.

The ministry adopted the guidelines by: sensitization and awareness creation programs; formulation of Technical committee on HIV/AIDS and non-communicable disease; provide training to workers on matters pertaining to HIV/AIDs and NCD; provide staff leaving with HIV/AIDS financial support for balance diet; provide protective gears and educational materials to staff. On the coming five years the Ministry will**:** facilitate Technical committee on HIV/AIDS and non-communicable disease; continue provision of awareness and sensitization; and organize workshops and seminars.

2.2.2 Best Practices and Benchmark

The technology advancement, have compelled Governments and other organizations to revisit and plan their business processes to accommodate and adapt to changes brought about by digital technologies. Specific developments include advancements in increase of processing power, storage capacity, and transmission of data. Such development has calumniated into convergence of technologies and reduction of cost of access to data and information. For example, by the end of year 2020, nearly 5 billion people globally were connected on the internet using various devices with different processing and storage capacities. Such developments have the potential to transform societies and business processes of Governments and organizations in service delivery and develop digital economy.

The recent digital transformation initiatives have been sparked by the evolution of advanced digital technologies strongly associated with evolving software-oriented technologies, such as Blockchain, Big Data analytics, and Artificial Intelligence. Other emerging technologies range from user-facing devices (such as computers and smartphones) to 3D printers and wearables and specialized machine-oriented hardware, such as Internet of Things (IoT) and Cloud Computing.

2.3 Performance Reviews

During the implementation of the previous Strategic Plan, the following achievements and constraints for each objective were realized.

A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive services improved

Achievements

i.   The ministry provided financial support to staff who exposed their status of living with HIV/AIDS and Non-communicable diseases. A total of five million Shillings had been provided annually to support staffs living with HIV/AIDS and NCD in order to facilitate them on having appropriate and sufficient diet regarding their health; and

ii.   Knowledge to all staff on proper diet, behavior change and physical exercises. During some staff meeting the health expert have been being invited specifically to provided knowledge to all staffs on diet and physical exercises, experts educated staffs on good eating habit and importance of physical exercises.

Constraints

i.   Reluctant of staff to expose their status of HIV/AIDS fearing Stigmatization from their fellow staff; and

ii.   Insufficient budget for creating awareness to staff living with HIV/AIDS and Non-communicable diseases.

Way Forward

i.   Strengthen awareness on HIV/AIDS and NCD to all staff to voluntarily test their health status and discourage stigmatization; and

ii. Establishment of health training programs. These programs will help staffs to understand themselves better regarding their health, established training programmes will make victims fell like a normal health person and they perform their duties accordingly.

B. National Anti-Corruption Strategy and Action Plan Enhanced and Sustained

Achievements

i. Integrity committee and Complaints handling mechanism was formulated. The committee members get trained; and

ii. One seminar on awareness corruption. During TUGHE meeting in 2020, the expert from PCCB trained staffs on effect of corruption in public services and how to avoid corruptions in the work place.

Constraints

i. Inadequate budget to implement and facilitate committees.

Way Forward

i. To increases staff awareness on Anti-corruption, Vetting and Code of Ethics by using other forums. Experts from PCCB have to be invited using other forums. example during TUGHE meetings those experts have to be given special chance of giving education to staffs on Anti-corruption, Vetting and Code of Ethics; and

ii. Operationalize integrity and Anti-corruption committees.

C. Service delivery, transparency and accountability to the public improved

Achievements

i.   Unqualified audit reports awarded for the consecutive four years (4) for the financial year 2015/16, 2016/17, 2017/18, 2018/2019;

ii.   Financial statements for the financial year 2015/16, 2016/17, 2017/18, 2018/19 and 2019/20 report prepared and disseminated to stakeholders;

iii.   Internal control system strengthened. Performed annually for the financial year 2015/16, 2016/17, 2017/18, 2018/19 and 2019/20 and the   areas which were audited for internal control purposes include, expenditure accounts, Payroll and Human Resource Management, Development Projects, Contract and Procurement Procedures; and

iv.   Documentaries on 5th year success of ICT sector of 5th regime was prepared and disseminated for media consumption to broadcast credible Information to the public. The articles had the following headlines; 94% of Citizens Communicate in the Country; Government Spends 1,143.5 Billion Shillings to Develop Communication Sector; Communication services helps to reduce corona virus transmission; Government Improves Communication Infrastructure; Government protects communication services security to citizens; TTCL now 100% Government Property.

Constraints

i.   Inadequate allocation of resources which lead to some planned activities not performed accordingly;

ii.   Shortage of staffs. This led to non-implementation of planned activities as stipulated in the action plan; and

iii. Delays on implementation of audit recommendations.

Way Forward

i. Review and operationalize communication strategies in order to meet new emerging ICT technology;

ii. Operationalize risk register;

iii. Compliance with financial management rules and regulations; and

iv. Increase number of staffs with respect to shortage gap in order to implement the budget based on CCM Manifesto, 2020, FYDP III and President's speech during the opening of 12th National assembly on November 13, 2020.

D. **Institutional management and capacity to deliver quality services enhanced.**

Achievements

i. Improved Staff knowledge and competence through short term and long-term trainings from 2015/16-2020/21. During that period, six (6) staffs attended long courses in various colleges where 4 staffs were ICT officers, one planning officer and one personal secretary;

ii. Workers participation in Workers' Council, SHIMIWI and TUGHE. Workers are represented in the Workers' Council;

iii. Two (2) Information systems – Document Management System and Help Desk Management Information System are designed and developed;

iv. National Broadband strategy developed. National broadband strategy on networks and connectivity includes the need to ensure the population have

access to reliable broadband services that includes provision of wireless broadband access in public places; as well as socially to facilitate fair and reasonable access to broadband and its benefits for all Tanzanians;

v. The National Cybersecurity Strategy operationalized. This strategy provides guiding principles provided to ensure protection of critical information infrastructure, increase Cybersecurity technical capabilities and awareness across Tanzania, promote local, regional and international collaboration in cybersecurity, enhance the national response to cybersecurity threats/trends and enhance legal and regulatory frameworks to support cybersecurity initiatives in Tanzania;

vi. Open Performance Appraisal and review system is operational. 106 staffs submitted annually OPRAS form in order to show accountability and responsibilities on their stated duties;

vii. Client service charter developed, disseminated to the stakeholders and implemented;

viii. Guideline on subsidy provided by UCSAF on rural telecommunication projects prepared, this helps in implementing the project timely that will finally broaden access to internet by all citizens;

ix. Enactment of Tanzania Telecommunication Act Na.12 of 2017- which establishment of TTCL Corporation;

x. Amendment of the Electronic and Postal Communication Act, to address the issue of E-waste Management;

xi. Amendment of the Electronic and Postal Communication Act,2020- Addressing the issue of listing in the DSE for companies owned by the

Government wholly of at least 25 %;

xii.   22 Regulations under Electronic and Postal Communication Act, this review accommodates the changes of technology and the need of the sector;

xiii. Cyber Crime Regulations Operationalized on 2016;

xiv.   The Electronics and Postal Communication (Domain Names management) Regulations, 2020, which address the issue of registration of Domain names and accreditation of registrar who register domain names;

xv.   The Electronics and Postal Communication (Electronic Communication Equipment standard and E- Waste management) regulations 2020, to address the issue of Electronic waste, procedure of type approval of electronic communication equipment and equipment standardization;

xvi.   The Electronics and Postal Communication (Sim Cards registration) Regulations 2020, which addresses the issues of requirements for registration of Sim Cards activation and deactivation of Sim Card, procedure of selling of Sim Card;

xvii. National Cyber Security Strategy in place; and

xviii. Strategy for countrywide coverage of telecommunication services prepared aiming at strengthening support, guidance and interrelations with stakeholders.

Constraints

i.   Time consuming on license processing;

ii.   Low capacity in preparation of manuals and guidelines; and

iii.   Non-adherence to the planned activities.

Way Forward

    i.   Enactment of National ICT Act and Personal Data Protection Act;

    ii.   Develop guidelines on National ICT Act and Personal Data protection;

    iii.   Review National Postal Policy and prepare Implementation Strategy; and

    iv.   Capacity building to staff.

E.   **Human Capital that is Capable of Championing ICT in the Creation of Tanzania's Knowledge Society Strengthened.**

Achievements

    i.   A body for registration and skills development for ICT Professionals (ICT Human Capital) has been established;

    ii.   ICT Professionals Accreditation Framework for guiding professional registration and professional ICT skills development programs to strengthen Tanzania's knowledge society is in place and operational;

    iii.   Digital Skills Development Framework which facilitates and guides stakeholders in on ICT skills development to meet the dynamic demands of the global digital-driven economy is in place;

    iv.   ICT Industry Talent Development Program (IITDP), which aims at bridging existing gap between the academia and the ICT industry by facilitating graduates access internship in working places and acquire working skills and competence that enables them to compete in the job markets, is established and operational.

<ol type="v" start="5">
Digital Innovation Framework and Soft-Centers development across the country to promote digital innovation in Tanzania in collaboration with private sector in development stage; and
Ministry staff participated in local and professional trainings and workshops (including ERB, IET, and ICTC) by June 2021.

Constraints

<ol type="i">
Non-existence of legal frameworks to enforce ongoing ICT Human capital development initiatives;
Shortage of staff in the Ministry's implementing institution (ICT Commission) to serve the growing demand for professional registration and implement skills development programs; and
Delay in approving proposed frameworks resulting to lagging behind market demands and serving aging technologies thus missing economic opportunities.

Way Forward

<ol type="i">
Legal framework to register and facilitate ICT Human capital development in place; and
The Ministry's institutions acquire competent staffs and form strong administrative managements.

F. Mobilization of Financial Resources for Investment in ICT development, Postal and Telecommunication services improved.

Achievements

<ol type="i">
Implementation of NICTBB infrastructure with 350 Kms built to facilitate communication services, implementation and operationalization of IP/MPLS layer on top of the core NICTBB and the National

Internet Data Center (NIDC) in Dar-es-Salaam. Additionally, Last Mile Connectivity to 55 Government Offices and Institutions is implemented and Provisional Acceptance Test conducted (PAT). Other ongoing projects are on Construction of NICTBB extension at Mtambaswala border Point, Development of NICTBB resilient routes at Northern, Southern and Western Rings, Construction of Last Mile Connectivity to Ministry of Defense (Mtumba Headquarter to Msalato and Kikombo Offices), Relocation of 105 Km of the NICTBB Arusha – Namanga Route and Consultancy service for the study of NICTBB border connectivity with DRC Congo;

ii.   UCSAF Regulations reviewed to accommodate additional funding of ICT and postal infrastructure;

iii.   In collaboration with Mobile Network Operators (MNOs) the Ministry constructed telecommunication Infrastructures amounting to 553 sites which is 50% of the top up costs;

iv.   257 postal offices have been installed with ICT infrastructure, connected to a Wide Area Network and in each post office there is Local Area Network installed. Out of 257 offices; 168 are connected through National ICT backbone (Fiber Network) and 89 are connected through copper-based internet connection. Key ICT systems for postal operations which includes Post global Net-smart system, International Postal System (IPS), International Financial System (IFS) and other systems are in place and operational;

v.   Implementation of physical address and postcode infrastructure has been done in 118 Wards where by 499,496 physical address has been created. This implementation improves service delivery, facilitate online business, increase employment, improve

security to the citizen and enhance revenue collection and physical delivery; and

vi.   ICT Infrastructures in Postal offices developed. 257 postal offices have been installed with ICT infrastructure, connected to a Wide Area Network and in each post office there is Local Area Network installed. Out of 257 offices; 168 are connected through National ICT backbone (Fiber Network) and 89 are connected through copper-based internet connection. Key ICT systems for postal operations which includes post global Net-smart system, International Postal System (IPS), International Financial System (IFS), Customer Declaration System (CDS), Postal management Information system (PMIS), Sage pastel and other systems are in place and operational.

Constraints

i. New and Emerging Technologies-: This led the need to finance upgrade of old technology used in some of the commissioned projects e.g. (financing of upgrade of Telecom infrastructure from 2G to 3G technology). This had a negative impact on the funding capacity of new communication projects;

ii. ICT Infrastructure vandalism; and

iii. Inadequate awareness on the use of physical address. The public at large is not aware on the importance using physical address.

Way Forward

i.   Develop Resource mobilization strategy for investment in ICT infrastructure;

ii.   Contentious training on new emerging technologies,

this will help to cope with new emerging technologies;

iii.   Enforce Cybercrime Act, 2015; and

iv.   Operationalization of Communication Strategy.

G.   National, Regional and International Cooperation and Collaboration for ICT, Posts and Telecommunications Development Enhanced

Achievements

i.   The ministry as an active member in Regional and International Organizations such as ITU, CTO, PAPU, UPU, ATU, SADC, ITSO participated in different activities and meeting which gives the country a good visibility and image in the international cooperation's for a. This will result to:

   a.   Technical support on project implementation whereby staff has been trained on different professional and management knowledge;

   b.   Working tool assistance like vans and ICT equipment which improves service provision;

   c.   Job opportunities to International Organizations whereby Tanzanians holds some of the positions. This improves wellbeing of our citizen;

   d.   Tanzania being member in the Council meeting participated in decision making and protect country's interest;

   e.   Improved international collaborations and knowledge sharing between countries;

   f.   Ratification of Additional Protocols in UPU Act and EAC ICT Protocol helps smooth implementation of technical resolutions reached; and

   g.   Tanzania has been given the opportunity by

UPU to host one of the 5 worldwide Regional Technology Support Centres which is hosted at Tanzania Posts Corporation. The Centre serves all the African English-speaking Countries and results to increase country's income and create job opportunity.

ii. Tanzania as a host country to PAPU, acquired land for PAPU to build its headquarters' office and conference facility. This building will be used to host international meeting which will increase Tanzanians revenue and improve country's economy; and

iii. Collaboration between Tanzania and Vietnam established, Draft MoU in place, final procedures for signing the MoU in progress; This will necessitate the collaboration in ICT between the two countries.

Constraints

i. Ineffective participation in the Regional and International technical forums;

ii. Failure to implement meeting resolution by member countries due to lack of technical capacity and fund; and

iii. Eruption of pandemic disease like COVID-19, political instability and geo-politics.

Way Forward

i. Strengthen participation in international forums;

ii. Capacity building to technical staff;

iii. Establish reliable source of funds to facilitate participation in international forums; and

iv. Operationalize Country Guideline for Participation in Regional and International meetings.

H. Strategic leadership, coordination and Management of Communication Institutions improved

Achievements

i. Reviewed UCSAF Act No. 6/2006 and its Regulations with a view to improve distribution of funds from the Universal Communication Service Access Fund;

ii. Schedule to Posts Corporation Act, 1993 was amended and a Government Notice was issued to that effect. The amendment addresses the issue of Board of the Directors appointment; and

iii. Reviewed UCSAF Act No. 6/2006 and its Regulations with a view to improve distribution of funds from the Universal Communication Service Access Fund.

Constraints

i. Inadequate human and financial resources to undertake Monitoring and Evaluation of Institutions;

ii. Unclear demarcation of responsibilities between the parent Ministry and the Office of Treasury Registrar on management of Institutions;

iii. Shortage of capital investment to some institutions under the Ministry; and

iv. Delays in approval process of various issues from other relevant Authorities.

Way Forward

i. Harmonization of responsibilities between the Ministry and the Office of Treasury Registrar;

ii. Strengthen Monitoring and Evaluation of Institutions under the Ministry;

iii. Conduct study to assess viability of the Institute; and

iv. Security, standardization and regulation of ICT industry, Telecommunication and Postal services strengthened;

Achievements

i. Legal framework in place includes review of National ICT policy 2016 and its implementation Strategy. Review of 22 regulations under Electronic and Postal Communications Act (2010);

ii. Forensic laboratory in place. Gives benefits to facilitate acceptable evidence of cybercrime cases/ trials and assists investigators and prosecutors in proving legitimacy of gathered evidence required for prosecution. It also helps to reduce the time for investigating and preparation of evidence to be presented in front of the court and increase the number of successful cybercrimes cases/trials; as well as to facilitate investigation and evidence creation in criminal cases especially murder cases.

iii. National Cyber Security Strategy: Is the under-establishment Communication guide designed to establish effective information sharing in Cyber security so that to increase awareness and knowledge to stakeholders and general public on Policies, Laws, Regulations and Guidelines governing cyber security for facilitating a secure, safe, resilient and trusted Tanzanian cyberspace. Cyber Security Communication Strategy is also intended to create awareness on separation of powers among key stakeholders including Defence and Security Organs, Law Enforcers, Academic and Research Institutions, Regulatory Bodies, Owners of Critical Information Infrastructure, Private Sector, and Political Leaders on matters related to cyber security

iv. Operationalized TTMS system for monitoring data and information. This system reduces frauds in international calls, it also enables the government to collects its revenues through this system.

v. Central Equipment Identification Registers in place and sim card registration process.

vi. Installation of scanners and other security systems to monitor and track parcels in postal offices,

vii. Availability of installed Internet Exchange Points (IXPs) in a telecommunication; and

viii. Electronic communications equipment standard and e-waste management Regulations (2020) in place, Electronic Communication Equipment Standards Regulations (2018) in place, establishment of ICT law which govern ICT Commission in progress, Electronic and Postal Communications Competitions Regulations (2018) in place, Electronic and Postal Communications online content Regulations (2020).

Constraints

i. Rapid ICT technological growth resulting to increase of cybercrimes incidences;

ii. Inadequate awareness on cyber security to the public;

iii. Inadequate skilled personnel on cyber security; and

iv. Uncoordinated cyber security functions.

Way Forward

i. Establishment of centralized cyber security Centre;

ii. Operationalization of cyber security strategy and cyber security awareness strategy;

iii. Capacity building on cyber security to staff; and

iv. Develop ICT Statistical Database.

I. Support the Development of Competitive ICT Related Industries, Innovation and Services Enhanced:

Achievement

i. Feasibility study conducted on extension of NICTBB to District level which aimed at establishing cost for project implementation;

ii. Capacity building to telephone technicians in repairing mobile phones in order to provide quality services in the country;

iii. Stakeholders meetings on experience sharing on ICT;

iv. The process of establishment and operation of smart phones assembly factory under PPP initiated; and

v. Establishment of Soft Centre to promote digital innovation and commercialization of ICT products solutions.

Constraints

i. Delays in accessing Environmental Impact Assessment Certificate from National Environment Management Council (NEMC);

ii. High annual right of way fees to road reserve on Optic Fibers Cable infrastructure charged by TARURA and TANROADS; and

iii. High cost of investment on ICT infrastructure.

Way Forward

i. Initiate dialogue with respective Ministries in resolving issue of high cost of right of way and fast-tracking

compliment in regulatory bodies i.e. NEMC

ii. Strengthen PPP on ICT issues; and

iii. Developing resource mobilization strategy for implementing ICT related issues

2.4 Stakeholder Analysis

The Ministry of Communication and Information Technology interacts with a number various stakeholder. They include as follows; Institutions under the Ministry; Private Sector; Development Partners; Employees; MDAs; Parliament; General Public; CBOs and Non-Government Organizations (NGOs); Academic & Research Institutions and Regional and International Organization. Therefore, effective achievement of its outcomes depends on the way the Ministry engages those stakeholders in day-to-day operations

S/N	Stakehold-ers	Services Offered	Expectations
1.	**Institutions under the Ministry**	i. Laws, Policies, Regulations and Guidelines on Information Technology, Telecommunications and Postal; ii. Provision of relevant sectoral information; and iii. Technical support & advice on matter related to government and international organizations;	i. Clear and updated policies, legislations, guidelines and regulations; ii. Timely release of correct information and feedback; and iii. Timely and accurate advice on matters submitted

2	Private Sector	i. Policies, legislations, Regulations and Guidelines on implementation of Information Technology, Postal and Telecommunication policies and programs; ii. Technical advice; and iii. Information on ICT investment opportunities;	i. Clear and updated Policies, Legislations, Guidelines and Regulations; ii. Timely and accurate advice on submitted matters; and iii. Relevant information on ICT opportunities
3.	Development Partners	i. Information on areas of collaboration; ii. Policies, Strategies and programs; and iii. Project Implementation Reports	i. Access to accurate information on areas of collaboration; ii. Clear mechanism for collaboration and dialogue; iii. Clear and updated policies, legislations, guidelines and regulations; and iv. Accuracy and timeliness of project implementation reports;

| 4. | Employees | i. Capacity building program

ii. Working facilities and tools;

iii. Handling of Internal complaints;

iv. Technical and Administrative support on labor relations matters;

v. Information for new circulars, regulations and code of conduct.

vi. Advice on HR related Issues (Promotion, Transfer, confirmation) | i. Clear and relevant capacity building programs

ii. Job satisfaction and better employment benefits;

iii. Timely response and feedback on complaints

iv. Timely, Transparency and Fairness on technical and administrative support and labor relations matter

v. Conducive working environment

vi. Staff development and deployment procedures;

vii. Timely and relevant advice on HR related issues |

5.	MDAs	i. Standard guidelines on implementation of ICT, Postal and Telecommunication policies and programs;	i. Clear policies, guidelines and legal framework.
		ii. Capacity building on ICT applications;	ii. Timely and accurate periodic performance and compliance reports;
		iii. Relevant Information on Information Technology, Telecommunication and Postal;	iii. Adequate and relevant information on Information Technology, Telecommunication and Postal;
		iv. Annual and periodic performance reports.	iv. Effective inter-ministerial cooperation.
		v. Technical support and advice	
6.	Parliament	i. Policies, Strategies and Guidelines;	i. Clear policies, strategies and guidelines;
		ii. Information on communications sector;	ii. Timely, relevant and adequate information;
		iii. Awareness and sensitization on Information Technology, Telecommunication and Postal services to the rural and urban population; and	iii. Informative Awareness program
		iv. Periodic Progress Performance Reports on Sectoral matters	iv. Accurate and timely periodic performance reports

7.	General Public	i. Laws, Policies and regulations on Information Technology, Telecommunication and Postal;	i. Clear and implementable laws, regulations and policies;
		ii. Information on communication sector performance;	ii. Timely, accurate and accessible information on sectoral activities and performance;
		iii. Awareness and sensitization on Information Technology, Telecommunication and Postal to the rural and urban population through media, TV and radio;	iii. Clear awareness program,
			iv. Timely feedback and fast response to logged complaints;
		iv. Complaints handling.	v. Informative Awareness program on sectoral issues
			vi. Clear policies and guidelines on modalities for participation in Information Technology, Telecommunication and Postal.
8.	CBOs and Non-Government Organizations (NGOs)	i. Laws, Policies and regulations on Information Technology, Telecommunication and Postal;	i. Clear policies and guidelines on modalities for participation in communication sector;
		ii. Information on communication sector;	ii. Timely, accurate and accessible information on sectoral activities and performance;
		iii. Awareness and sensitization on Information Technology, Telecommunications and Postal policies, laws and regulations.	iii. Informative Awareness program on sectoral issues

9.	Academic & Research Institutions	i. Policies and Legislation on Information Technology, Telecommunication and Postal; ii. Information on required ICT Skills and research areas	i. Clear policies and guidelines on modalities for participation in communication sector; ii. Accurate and clear and relevant ICT Skills and research gaps;
10.	Regional and International Organization	i. Policies and Legislation on Information Technology, Telecommunication and Postal; ii. Information on required ICT Skills and research areas iii. Hosting of International Conference/ Forums	i. Clear policies and guidelines on modalities for participation in communication sector ii. Accurate and clear and relevant ICT Skills and research gaps;

WAY FORWARD

i. Initiate dialogue with respective Ministries in resolving issue of high cost of right of way and NEMC;

ii. Strengthen PPP on ICT issues;

iii. Developing resource mobilization strategy for implementing ICT related issues.

2.5   SWOC analysis

In order for the Ministry to realize its potential, an examination of its operating environment was carried to determine its strengths, weaknesses, opportunities and challenges (SWOC) analysis. Based on its findings, strategies are then put in place to enhance its strengths, eliminate its weaknesses, exploit its opportunities and minimize the effects of the identified challenges. The list of strengths, weaknesses, opportunities and challenges are as illustrated here below

STRENGTHS	WEAKNESSES
i. Leadership with a team work spirit;	i. Inadequate leadership training
ii. Result based accountability;	ii. Shortage staffs;
iii. Creative and innovative leaders;	iii. In effective implementation of training program;
iv. Leadership with collective accountability;	iv. Outdated ICT scheme of services;
v. Committed and transparent leadership;	v. Shortage of working tools and office space;
vi. Ability to enforce legislations and regulations to governing staffs;	vi. Poor awareness about available systems;
vii. Participatory approach in decision making;	vii. Ineffective business process;
viii. Ability to make decision timely;	viii. Electronic files tracking system is not operational;
ix. Competent staffs;	ix. Absence of legal enforcement to protect ICT infrastructures vandalism;
x. Existence of team work;	x. Shortage of staffs;
xi. Internal ICT policy;	xi. Delay in coping with changes of Government financial management processes;
xii. Standard operating Manuals;	
xiii. Client Service Charter;	xii. Weakness in budget planning and implementation; and
xiv. Biometric system for staff registrations;	xiii. Delay of legislations and Regulations to cope with change of ICT technologies.
xv. Well organized Organization Structure;	
xvi. Internal document management system;	
xvii. Ability to manage finances as per planned budget and guidelines;	
xviii. Qualified financial staffs to support budget implementation; and	
xix. Presence of Risk register	

OPPORTUNITIES	CHALLENGES
i. Presence of political will;	i. Uncoordinated ICT functions across different sectors;
ii. Presences of institutions which are technical arm;	ii. Political interference with political interest;
iii. Access to national and international leadership forums;	iii. Shortage of resources (human and financial) to exercise their duties;
iv. Existence of ICT structured training programmes local and international;	iv. Delay in appointing/ confirmations of leaders in several positions;
v. Competent staffs in the labour market;	v. Outdated HR seculars;
vi. Legislations and regulations to governing Human resource;	vi. Shortage of resources (human and financial) to exercise their duties;
vii. Existence of new HCMIS;	vii. Delay of Staffs promotions;
viii. e-government Institution which facilitate integration of service delivery systems;	viii. Inadequate involvement of Institution in System development;
ix. Available of Government e - systems (e-office; Government Mailing System; MUSE, TANEPS, CBMS)	ix. Adopting dynamics of technology growth;
x. Awareness programmes on the use of e- systems;	x. Uncoordinated infrastructures (roads, water, power, NICTBB) development;
xi. Regional ICT masterplan;	xi. Lack of guidelines to retain and use of funds generated by ICT sector for operations and maintenance of ICT infrastructures;
xii. Availability of private investors;	
xiii. ICT systems to manage financial transaction and control;	xii. Financial constraints;
xiv. Development partners support; and	xiii. Conflicting of some Legislations which govern ICT issues; and
xv. International and regional bodies on coordinating and setting standards in ICT sector.	xiv. ICT technologies are dynamic, which lead to frequent changes hence need of frequently review in legislations and Regulations.

2.6 PESTEL analysis

(i) Political

Existence of political will is expected to influence growth of ICT sector and its contribution to socio-economic development. For instance, establishment of a substantive Ministry for Communication and Information Technology will improve effectiveness and efficiency in achieving government goals and fulfilling digital consumer demands like deployment of telecommunication service in rural areas, increase access to broadband access, legal and regulatory frameworks that promote ICT growth, promotion of ICT investment, promoting ICT skills development and, ICT Research and innovation. However, political instability and interests fueled by social pressure and political gain may distract technically derived strategic implementation plans of deployment of ICT services thus depriving the country from achieving its strategic economic goals which are dependent on ICT as a crosscutting sector.

(ii) Economical

In the digital age, growth of any country's economy is highly attributed by adoption of digital technology in manufacturing, production and service sectors. The current 4th Industrial revolution influenced by adoption of advanced digital technologies, increased innovation capabilities and population growth causes increased demand for adoption of ICT in growing economic and social activities. However, advanced digital technology growth goes with growth in cybercrime and cyber warfare activities. This can be an economic disadvantage if the country is not prepared to protect its digital enabled economic activities against such digital threats that can be of economic disadvantage.

(iii) Social

Evolving digital technologies have positively impacted social services in both developing and developed

economies. The use of technology in providing social services through electronic platforms like e-health, e learning, tele-justice, e banking, e-library, e marketing, e-commerce and social media have removed geographical limitations and increased ease of access to social services at an affordable cost. Even more, during catastrophes like the COVID-19 pandemic electronic platforms have been the main means of people to seamlessly access social services. However, advanced use of electronic platform can also cause social disruption by increased interaction of culturally diverse societies. This may lead to exposing people and children to new lifestyle and experiences that are against their cultural norms.

(iv) Technological

Exponential growth in data storage capacities, broadband infrastructure communication capacity like Fibre optic cables and processing speeds have attributed to emerging of advanced technologies like Big Data Analytics, Artificial intelligence, Cloud computing, Robotics, Internet of Things etc. These technologies will become agents of digital transformation in different economic and social development activities. For instance, manufacturing and production sectors will adopt technology solutions that reduce production backlogs and enable increased production output. Service sectors will integrate digital technology solutions that offer better customer experience and business competitive advantage. However, adoption of emerging technologies can be disrupted by unavailability of skilled personnel and policy frameworks that guide and enable consumers to utilize them for economic benefits. Also, integration of these advanced technologies might not be feasible in labour intensive markets widely available in developing economies due to huge cost of investments needed to adopt the technologies especially in manufacturing and production industries.

(v) Environmental

Natural environmental disasters which are not human influenced like Tsunami, earthquakes, and floods have a major impact on development of ICT. The disasters can largely destroy infrastructure investments thus denying people from access to communication services. Besides the natural disasters, human influenced activities like civil, hydro and other utility constructions can affect development and sustainability of ICT infrastructures. Unlawful social behaviors influenced by economical (unemployment), sabotage, ignorance (lack awareness) and political insecurity also result to vandalism on ICT infrastructures thus becoming a major setback in Information Technology, Telecommunication and Postal infrastructure development.

(vi) Legal

Supportive legal frameworks are important towards digital growth and adoption. Legal frameworks define the responsibilities and limitations of key stakeholders that include service providers, consumers and regulatory bodies thus providing a level playing field and satisfaction to involved stakeholders. Governments have a major role to promote and provide attractive environment for investment in digital development. However, the exponential growth of digital technologies tends to be ahead respective supportive legal frameworks. This can be a major setback in digital development if relevant legal frameworks are not in place to support adoption of emerging digital technologies in socio-economic activities.

2.7   Recent Initiatives for Improving Performance

i.   Development of National Broadband Strategy;

ii.   Upgrade previous implemented 2G communication infrastructure to 3G to enable

iii.   users to access broadband services;

iv.   Extend NICTBB to 86,000KM that will cover rollout to the ward level;

v.   Financial assistance of USD 860,000 given to Pan African Postal Union (PAPU) as 50% of the PAPU's budget. This increase country's commitment to International cooperation and adhere to headquarters Agreement between Tanzania and PAPU;

vi.   Procurement and installation of scanners for Tanzania Posts Corporation offices. Fixing of these scanners improves the security of the nation against transportation of explosives, drugs, and illicit items that might be used for terrorism act and drug abuse through postal network;

vii.   100% government ownership of TTCL Corporation after taking back 35% stake in Tanzania Telecommunications Corp (TTCL) from Bharti Airtel for TZS14.6 Billion; and

viii.   Increase government share in Airtel Tanzania from 40 to 49 percent.

2.8 Critical Issues

As a result of environmental scan, a number of issues were identified. The identified issues were re-evaluated to get critical issues, which need to be considered in the plan. The identified critical issues include: -

i.   Strengthen Policies, Legislations and Guidelines on Information Technology, Telecommunication and Postal;

ii.   Strengthen financial resources for the development of Information Technology, Telecommunication and Postal Services;

iii.   Enhance Human Resource management;

iv.   Enhance Collaborations on Information Technology,
       Telecommunication and Postal issues;

v.   Improve internal systems to improve service delivery;

vi.   Strengthen ICT innovation and skill development;

vii.   Enhance Cyber security management;

viii. Strengthen management of institutions under the ministry;

ix.   Improve Information Technology, Telecommunication and Postal Infrastructures; and

x.   Conduct study on identification of direct and indirect contribution of the communication sector to the GDP.

CHAPTER THREE

3.0 THE PLAN

This Chapter presents Objectives and targets that are to be implemented and realized in five years (2021/22 – 2025/26). The Chapter consists of vision, mission, core values, strategic objectives, strategies, Targets and Performance Indicators.

3.1 Mission, Vision and Core Values

Mission

'To enable provision of reliable and cost-effective Information Technology,

Telecommunication and Postal through innovative environment to transform Tanzania into digital economy'.

Vision

'Digital empowered society for Social and economic Development'.

Core Values

Integrity:	*We treat our customers and other stakeholders fairly and with courtesy. We are ethical in the course of discharging our duties and uphold confidentiality.*
Transparency:	*We disseminate and share necessary information about our services and products to the public.*
Teamwork:	*We utilize diverse expertise in achieving our goals.*
Professionalism:	*We make use of high skill and*

	competence in performing our duties.
Innovativeness:	*We develop new methods and ideas that result in to positive outcome in the sector.*
Accountability:	*We are responsible for actions and decisions we make in course of performing our duties.*

3.2 OBJECTIVES

A. HIV/AIDS Infections and Non-Communicable Diseases Reduced and Supportive Services Improved;

B. Effective Implementation of National Anti-Corruption Strategy enhanced and sustained;

C. Access to Information Technology, Telecommunication and Postal services improved;

D. Digital Empowerment enhanced;

E. Management of Information Technology, Telecommunication and Postal Services Improved; and

F. Institutional capacity to deliver its services improved.

3.2.1 OBJECTIVE A: HIV/AIDS infections and non-communicable diseases reduced and supportive services improved.

Rationale

Fighting HIV/AIDS and Non-Communicable Diseases at work place is one of the government priorities. A healthy labour force and healthy nation is essential towards economic development. HIV/AIDS and Non-Communicable Diseases are overwhelming

Diseases affecting human resources in our nation including Communication Sector. The major challenges of these diseases are reduction of labour force through deaths and low productivity associated with unhealthy staffs and their family suffering from HIV/AIDS and Non-Communicable Diseases. In order to address these challenges, the following strategy was identified; -

Strategies

i. Strengthen programs and mechanism to fight HIV/AIDS and Non-Communicable Diseases at work place.

Targets

i. HIV/AIDS and Non-Communicable Diseases at work place programmes developed and implemented by June 2026;

ii. Program to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026; and

iii. Voluntary Cancelling and Testing (VCT) programmes established by June 2026. Indicators.

Indicators

i. Percentage of staffs voluntarily tested on HIV/AIDS and NCD; and

ii. Percentage of staff disclosing their HIV/AIDS health status

3.2.2 OBJECTIVE B: Effective Implementation of National Anti-Corruption Strategy enhanced and sustained

Rationale

Good governance is one of the national agenda. Corruption at large has been weakening good governance and depriving people's rights. Corruption has in most cases hindered rights of people to access services provided. The Ministry will be

implementing the National Anti-Corruption strategy as a means for Institutionalizing measures for combating and preventing corruption. The strategy aims at ensuring and enabling the ministry to execute policy and programmes. In order to address these challenges, the ministry will implement the following strategy.

Strategy

i.   Strengthen Anti-corruption initiatives.

Targets

i.   Anticorruption strategy mainstreamed and implemented; and

ii.   Anti-Corruption programmes implemented by June 2026.

Indicators:

i.   Number of corruption incidences reported.

2.1.3 OBJECTIVE C: Access to Information Technology, Telecommunication and Postal services improved

Rationale

Technology growth is transforming the world to the digital age fueled by digital technological advancements. The digital age will require people and societies to have access to reliable broadband services to be connected and have access to social and economic needs. More than half of the population does not have access to reliable broadband services thus denying people and societies from socio-economic services and opportunities that are digitally enabled Moreover, poor and unequal distribution of infrastructure is a feature common in developing countries. Hence, there is a need of resources, legal base and awareness to achieve the desired result**.**

Strategies

i.   Facilitate mobilization of financial resources;

ii. Enhance coverage of ICT infrastructures; and

iii. Modernize/reform postal sector.

Targets

i.   Resources mobilization guidelines for Information Technology, Telecommunication and Postal services developed and operationalized by June 2022;

ii. Guideline for utilization of fund generated from NICTBB developed and operationalized by June 2022;

iii. Guideline for utilization of fund generated from TTMS reviewed by June 2022

iv. Framework for investment in Universal Services Access developed and operationalized by June, 2023;

v.   NICTBB infrastructures Deployment Plan Developed by June 2022;

vi. Broadband coverage expanded to 80% by June 2025;

vii. NICTBB infrastructures extended to all Districts by June 2025;

viii. Postal infrastructures Deployment Plan Developed and operationalized by June 2022;

ix. Physical addresses infrastructures in twenty-six regions implemented by June 2025; and

x.   Digital delivery map developed and operationalized by June 2025.

Indicators

    i.   Percentage of internet users;

    ii.   Percentage of broadband coverage;

    iii.   Percentage of mobile phones subscribers; and

    iv.   Percentage change of postal services users.

3.2.4 OBJECTIVE D: Digital Empowerment enhanced

Rationale

Technology development has resulted into society change from information base to knowledge base society. Knowledge base can use that knowledge to be innovative by creating solution to localized challenges. This objective is aimed to create society with knowledge and skills to use digital services, develop digital services, live the digital economy and lead and manage digital economy and society. Majority of Tanzanian still have gap in ICT innovation and skills development, but also utilizing ICT skills for effective digital economy. Strategies outlined below need to be taken to transform our society to knowledge base.

Strategies

    i.   Enhance ICT human capital development;

    ii.   Promote ICT Research and Innovation;

    iii.   Strengthen cyber security; and

    iv.   Improve ICT services and systems management.

Targets

    i.   ICT Scheme of service Reviewed by June 2022;

    ii.   Framework for digital skills development prepared and operationalized by June 2025;

    iii.   National ICT research agenda developed by June 2022;

iv.   Framework for digital innovation coordination established by June 2022;

v.   National Framework on protection and use of Critical ICT Infrastructure developed and operationalized by June 2023;

vi.   National cyber security strategy operationalized by June 2025;

vii. National cyber security communication strategy operationalized by June, 2024;

viii. Five (5) National ICT Systems for service delivery developed by June, 2024; and

ix.   Guidelines for development and management of ICT systems developed and operationalized by June 2022.

Indicators

i.   Percentage of users of e-services;

ii.   Percentage change of cyber-crime reported cases;

iii. Number of digital innovative solutions developed;

iv.   Number of registered ICT Professionals; and

v.   Number of professions trained in rare ICT skills.

3.2.5 OBJECTIVE E: Institutional Management of Information Technology, Telecommunications and Postal Services Improved

Rationale

ICT and postal sector management need to be enhanced as it is a key enabler of other sector; moreover, is a trigger contribution to robust economic growth. There are number of institutions managing and using Information Technology, Telecommunications and Postal services all over the country. There is a challenge of overlapping responsibilities which needs

to be resolved through cooperation and collaboration for effective management of sector for proper management of this dynamic sector. Hence, the strategies below will lead us to manage and coordinate sector services to robust socioeconomic growth.

Strategies

i. Formulate and review of policies, legislation, regulations & Guideline;

ii. Strengthen Monitoring and Evaluation of sectoral institutions;

iii. Strengthen Regional and international cooperation; and

iv. Strengthen harmonization and cooperation between Ministry, Institutions under the Ministry and other MDAs.

Targets

i. National ICT Act establish by June 2022;

ii. Personal Data Protection Act established by June 2022;

iii. National Postal Policy reviewed by June 2023;

iv. Four (4) Information Technology, Telecommunications and Postal laws and regulations reviewed by June 2025;

v. National Digital Strategy developed and operationalized by June, 2025;

vi. Framework for Monitoring and Evaluation of institutions under the Ministry developed and operationalized by June 2023;

vii. Monitoring and Evaluation of projects and programs under the Ministry conducted by June, 2026;

viii. Statistical database for Information Technology, Telecommunication and Postal services developed by June, 2023;

ix. Regional and international Information Technology, Telecommunication and Postal services agreements harmonized and implemented by June, 2026;

x. Country coordination framework for participation in regional and international Information Technology, Telecommunications and Postal forums established and operationalized by June, 2022;

xi. Mechanism of cooperating with other MDA's on Information Technology, Telecommunications and Postal related activities developed and operationalized by June 2026; and

xii. Institution under the ministry facilitated to execute their function by June, 2026.

Indicators

i. Number of stakeholder's complaints about services offered by Communication and Information Technology sector; and

ii. Percentage change of Investment in Information Technology, Telecommunications and Postal Sector.

2.1.5 OBJECTIVE F: Institutional Capacity to Deliver Services Improved.

Rationale

The importance of enhancing institutional capacity in service delivery is inevitable. The Ministry of communication and information technology is a new Ministry, established on November 2020. That being the case, it is faced with shortage of office space and working equipment. In this regard, the Ministry have to invest in establishing a good working environment, improving staff skills and acquiring modern working equipment. In order to improve efficiency at work place and capacity to

deliver services, the following strategies will be implemented:

Strategies

i.   Improve Human Resource Management;

ii.   Improve working environment;

iii.   Improve transparency and accountability; and

iv.   Improve institutional efficiency and resource utilization.

Targets

i.   Human resource plans developed and implemented by June, 2026;

ii.   Statutory benefits to responsible Personnel provided by June 2026;

iii.   Working tools and equipment, maintained and procured by June, 2026;

iv.   Ministry office building constructed by June, 2023;

v.   Financial Management Services provided by June, 2026;

vi.   Procurement Services provided by June, 2026;

vii. Internal Audit functions conducted by June 2026

viii. Communication Strategy reviewed and implemented by June, 2026;

ix.   Annual Budget and plans prepared and Implemented by June, 2026;

x.   Monitoring and Evaluation of Ministry Operations conducted by June 2026;

xi.   Internal operations systems automated and updated by June, 2025; and

xii. Internal policies and guidelines reviewed and

implemented by June, 2025.

Indicators

    i.   Level of staff satisfaction;

    ii.   Audit opinion; and

    iii.   Level of Staff Performance.

CHAPTER FOUR

4.0 RESULT FRAMEWORK

4.1 Purpose and Structure

This chapter intends to show how the results envisioned in the Ministry's Five Years Strategic Plan will be measured as well as the benefits that will accrue to its clients and other stakeholders. The Results Framework shows the overall Development Objective (Goal) which is basically the general impact of the Ministry activities; the beneficiaries of services; Results Chain; the Results Framework Matrix, the Monitoring Plan; the Planned Reviews; the Evaluation Plan and finally the Reporting Plan.

Generally, the chapter provides a basis on how various interventions to be undertaken in the course of the Strategic Planning Cycle, will lead to achievement of the Development Objective. It also shows how various interventions will be monitored, what kind of reviews will be undertaken over the period, and what type of evaluation studies will be undertaken to show that the interventions have led to the achievement of intended outcomes. Finally, how the indicators and progress of various interventions will be reported and to which stakeholders.

4.2 The Development Objective

The overriding objective of the Ministry of Communication and Information Technology is '"Innovative Communication and Information Technology solutions enhanced for socio-Economic Development". This goal represents the highest level of results envisioned by the Ministry, the achievement of this Development Objective among others will be influenced by the availability of financial and human resources, the demand for accountability as well as the capacity of the Ministry at Strategic and Operational Levels.

4.3 Beneficiaries of Ministry of Communication and Information Technology Service

Ministry of Communication and Information Technology comprises of ten (10) as identified at stakeholder analysis. The Ministry strives to implement its mandate through developed objectives, strategies and targets to ensure a conducive environment for effective utilization of available Resources.

4.4 Results Chain

A combination of objectives and targets in the Strategic Plan and Activities and Inputs in the Medium-Term Expenditure Framework (MTEF) form The Ministry's Results Chain. The inputs i.e. utilization of resources will lead to achievement of the activities, which will contribute to achievement of outputs. Achievement of outputs will lead to achievement of objectives. Achievement of Ministry of Communication and Information Technology Development objective in the medium term will contribute to the achievement of Tanzania Development Vision 2025, Sustainable Development Goals (SDGs), Ruling Part manifesto, Five Years Development Plan III as well as other relevant information Tanzania.

4.5 Result Framework Matrix

This matrix contains the Ministry's overall Development Objective, Objective Codes, Medium Term Objectives, Intermediate Outcomes and Outcome Indicators. It envisions how the Development Objective will be achieved and how the results will be measured. The indicators in the matrix will be used to track progress towards the achievement of the intermediate outcomes and objectives. The Results Framework Matrix is detailed below: -

Table 1: Result Framework Matrix

Devel-opment Objective	Ob-jective Codes	Medium term Ob-jectives	Intermediate Outcomes	Outcome Indicators
Innova-tive ICT solutions and services enhanced for Socio – Eco-nomic develop-ment.	A	HIV/AIDS Infec-tions and Non-Com-municable Diseases Reduced and Sup-portive Services Improved;	i. Reduced number of new infec-tions; ii. Increased efficiency in service delivery; iii. Increased partici-pation of staffs to the health pro-grammes; and iv. Increased employees undertaking voluntary medical checkups for HIV/AIDS and NCD's.	i. Percent-age of staffs vol-untarily tested on HIV/AIDS and NCD; and ii. Per-centage of staff disclosing their HIV/AIDS health status

Devel-opment Objective	Ob-jective Codes	Medium term Ob-jectives	Intermediate Outcomes	Outcome Indicators
	B	Effective Implemen-tation of National Anti-Cor-ruption Strategy enhanced and sus-tained;	i. Reduced number of corruption incidence reported; ii. Improved ethical conduct among staffs; iii. Increased transparency and fairness in service delivery; and iv. Reduced number of complaints for service delivery.	Number of corruption incidences reported

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
	C	Access to ICT Information Technology, Telecommunication and Postal services improved	i. Increased coverage of Information Technology, Telecommunications and Postal infrastructure; ii. Increased number of internet users; iii. Increased number of Information Technology, Telecommunications and Postal service providers; iv. Increased level of e-services; and v. Increased efficiency of service delivery.	i. Percentage of internet users; ii. Percentage of broadband coverage; iii. Percentage of mobile phones subscribers; and iv. Percentage change of postal services users.

Development Objective	Objective Codes	Medium term Objectives	Intermediate Outcomes	Outcome Indicators
	D	Digital Empowerment enhanced	i. Increased level of ICT skills and competence;	i. Percentage of users of e-services;
			ii. Increased innovations in digital solution and services;	ii. Percentage change of cyber-crime reported cases;
			iii. Improved security in ICT services;	iii. Number of digital innovative solutions developed;
			iv. Reduced digital divide; and	iv. Number of registered ICT Professionals; and
			v. Increased number of registered ICT professionals.	v. Number of professions trained rare ICT skills.

Devel-opment Objective	Ob-jective Codes	Medium term Ob-jectives	Intermediate Outcomes	Outcome Indicators
	E	Institution-al Man-agement of Infor-mation Technolo-gy, Tele-commu-nications and Postal services Improved:	i. Timely delivery of services to its stake-holders; ii. Decrease of com-plaints from its institu-tions; iii. Reduced conflicting of duties; and iv. Increased investments in ICT and postal sec-tor.	i. Percent-age of com-plaints related to Commu-nication and In-formation Technolo-gy sector; ii. Per-centage change of Invest-ment in ICT and Postal Sector.

Devel-opment Objective	Ob-jective Codes	Medium term Ob-jectives	Intermediate Outcomes	Outcome Indicators
	F	Institution-al capacity to deliver its services improved.	i. Improved working envi-ronment; ii.Increased knowledge and skills to staffs; iii. Timely im-plementation of projects; iv.Reduced labour turn-over; v. Increased morale to staffs; vi.Timely preparations of financial statements; vii.Timely procurement of goods and services; and viii.Increased transparency in human resource.	i. Level of staff satis-faction; ii. Audit opin-ion; and iii. Level of Staff Per-formance.

4.6 Monitoring, Reviews and Evaluation Plan.

This section details the Monitoring Plan, Planned Reviews and Evaluation Plan for the period covering the five years of the strategic planning cycle from 2021/22 to 2025/26.

4.6.1 Monitoring Plan

The monitoring plan consists of indicators and their description, baseline for each indicator; indicator target values, data collection and methods of analysis, indicator reporting frequency and who will be responsible for data collection, analysis and reporting. The monitoring plan is detailed below:

Table 2: Monitoring plan

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Indicator Target Value Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
1	Percentage of staffs voluntarily tested on HIV/AIDS and NCD.	This Indicator Intends to measure turn-up of staff willingly checked their health status on HIV/ AIDS and NCDs after awareness interventions. This will be measured by x/y*100 where x is number of staffs tested and	2021	na	8%	18%	30%	40%	50%	MCIT	Documentary review	Annually	Reports on HIV/ AIDS and NCDs	Annually	DAHRM

64

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		y is total number of staff participated in awareness													
2	Percentage of staff disclosing their HIV/AIDS and NCD health status.	This Indicator Intends to establish rate of staff who revealed their status on HIV/AIDS as a result of incentives and their trust on confidentiality and absence of stigma. This will be measured by x/y*100	2020	1%	3%	8%	14%	18%	20%	MCIT	Documentary review	Annually	Reports on HIV/AIDS and NCDs	Annually	DAHRM

65

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
3	Number of corruption incidences reported.	This Indicator Intends to measure level of staff integrity and ethical behaviours related to corruption. This will be measured by x where x is number of corruption cases reported per year. where x is number of staffs revealed their status and y is total number of tested staff.	2021	na	5	4	3	1	0	MCIT	Documentary review	Quarterly	Reports on Anticorruption programs	Quarterly	DAHRM

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
4	Percentage of mobile phones subscribers.	This Indicator Intends to measure trend of change of active mobile users within 90 days. This will be measured by x/y*100 where x is active mobile phones users and y is total population at 18 and above.	2020	50%	56	62	68	74	80%	TCRA/NBS	Documentary review	Quarterly	Reports from NBS and TCRA	Quarterly	DC

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
5	Percentage change of postal services users.	This Indicator Intends to measure proportion of population using at least one of postal services (registered and express). This will be measured by $(x_i-x_0)/x_0 *100$ where x0 baseline year, x1,x2,....x5 is number of postal services users in each year.	2020							TCRA	Documentary review	Quarterly	Report from TCRA	Quarterly	DC

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verifi-cation	Fre-quency of Report-ing	Respon-sibility of Data Collec-tion
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Col-lection Instru-ments and Methods	Fre-quency of Data Collec-tion			
6	Percent-age of internet users.	This Indica-tor Intends to measure extent of people us-ing Internet from any device This will be measured by x/y*100 where x number of internet us-ers and y is total popu-lation.	2020	46	52	59	66	80	85	TCRA	Docu-mentary review	Quar-terly	Report from TCRA	Quar-terly	DC

69

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
7	Percentage of broadband coverage.	This Indicator Intends to measure availability and accessibility of broadband services. This will be measured by x/y*100 where x is an area with access to broadband and y is total country area.	2020	45	52	59	66	80	85	TCRA	Documentary review	Quarterly	Report from TCRA	Quarterly	DC

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
8	Percentage change of cyber-crime reported cases.	This Indicator Intends to measure to what extent ICT systems are secured from cyber-attacks. This will be measured by $(x_1-x_0)/x_0 *100$ where x0 baseline year, $x_1, x_2, \ldots x_5$ is number of Cyber-crime cases.	2020	xx	xx	xx	xx	xx	xx	TCRA	Documentary review	Quarterly	Report from TCRA	Quarterly	DICT

71

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
9	Number of digital innovative solutions developed.	This Indicator Intends to identify ICT based innovations created by Tanzanians This will be measured by number of innovative digital solutions developed.	2020	na						ICTC	Documentary review	Annually	Report from ICTC	Annually	DICT

72

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
10	Percentage of users of e-services.	This Indicator Intends to measure proportion of population using at least one of e-services. This will be measured by x/y*100 where x is people with access to e-service and y is total population.	2021	NIL	27	34	42	51	60	MCIT	Survey Documentary review	Annually	Raw data from survey	Annually	DICT

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis				Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection				
11	Percentage of complaints related to Communication and Information Technology sector.	This Indicator Intends to measure level of stakeholder's satisfaction on quality of services provided by to Communication and Information Technology sector. This will be measured by $(x_1-x_0)/x_0 *100$ where x_0 baseline year number com-plaints,	2021							MCIT	Documentary review	Annually	Complaints Reports	Annually	DAHRM

74

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		x_1, x_2,…x_5 is number of complaints received from stakeholders in a following years.													
12	Percentage change of Investment in Information Technology, Telecommunication and Postal Sector	This Indicator Intends to measure level of conducive environment (ICT Policy, legislation and guideline) to attract investors in ICT and Postal services.	2020	105+						DC	Documentary review	Annually	TIC	Annually	DC

S/N	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis			Means of Verification	Frequency of Reporting	Responsibility of Data Collection
			Date	Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection			
		This will be measured by $(x_1-x_0)/x_0 *100$ where x0 baseline year, $x_1, x_2,...x5$ is number of investors.													

76

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
13	Level of staff satisfaction.	This Indicator Intends to measure quality of services delivered to staffs, related Human Resource issues and working environment. This will be measured by $x/y*100$ where x is number of staffs satisfied with the working environment and y is total number of staff.	2020	45%	50%	55%	60%	65%	70%	MCIT	Survey	Annually	Raw data from survey	Annually	DAHRM

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
14	Audit opinions	This Indicator Intends to measure level of compliance to financial regulations and guidelines. This will be measured by the status of the audited financial reports.	2020	Unqualified with emphasis of matters	Unqualified report	Unqualified report	Unqualified report	Unqualified report	Unqualified report	MCIT	Documentary review	Annually	Audited Financial reports	Annually	CA

78

S/N	Indicator	Indicator Description	Baseline Date	Baseline Value	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Data Source	Data Collection Instruments and Methods	Frequency of Data Collection	Means of Verification	Frequency of Reporting	Responsibility of Data Collection
	Indicator	Indicator Description	Baseline		Indicator Target Value					Data Collection and Methods of Analysis					
15	Level of staff performance.	This Indicator Intends to measure capacity of individual staff to pursue assigned duties. This will be measured by dividing respective sum score marks of all staffs filled in individual OPRAS forms to the total number of staff evaluated.	2020	3.0	2.8	2.6	2.4	2.3	2.0	Staff personal files	Staff personal files	Semi Annually	OPRAS evaluation forms	Annually	DAHRM

79

4.6.2 Planned Reviews

There will be reviews that aim to obtain progress status on the implementation of strategic plan. The planned reviews consist of review meetings, milestones and rapid appraisals.

a)   Review Meetings

Various meetings will be conducted to track progress on the milestones, activities and targets/outputs critical for achievement of organizational objectives. Review meetings are as follows:

Table 3: Review   Meetings

S/N	Type of Meeting	Frequency	Designation of the Chairperson	Participants
1.	Management meeting	weekly	Permanent secretary	Heads of departments and units
2.	Directorate/Units	Monthly	Head of department	Departmental staff
3.	Audit Committee	Quarterly	Chief Accountant-MOF	Member of audit committee
4.	Tender Board	Quarterly	Director of communication	Member of Tender Board
5.	Budget committee	Semi-Annually	DPP	Heads of departments and units/ Budget officers
6.	Workers Council	Annually	Permanent secretary	Representative from departments and units
7.	Integrity Committee	Quarterly	DPP	Selected members
8.	HIV/AIDS and NCDs Committee	Quarterly	DAHRM	Selected members
9.	Entry and Exit Audit meeting	Annually	Permanent Secretary	Heads of Departments and Units

Table 4: Planned Milestones Reviews

YEARS	Planned Review	Milestones	Time-frame	Respon-sible Person
Year I **2021/2022**	Two Reviews (Semi-An-nually)	Develop NICTBB infrastruc-tures Deployment Plan	Decem-ber 2021	DICT
		Establish National ICT Act	June 2022	DLU
		Develop Guidelines for utili-zation of fund generated from NICTBB and TTMS	June 2022	DPP
		Deploy Metro networks and last mile connectivity	June 2022	DICT
		Conduct awareness pro-gramme on HIV/AIDS & NCD's to staffs	June 2022	DAHRM
		Anti-Corruption programs mainstreamed and implement-ed	June 2022	DAHRM
		Develop and Operation-alize NICTBB infrastruc-tures (NICTBB Expansion to 800Gbps and Resilience Routes of Singida-Mbeya, Tab-ora-Uviva/ Tabora-Mlele-Mpan-da and other areas according to services providers demand)	June 2022	DICT
		Develop Two (2) National ICT Systems for service delivery	June 2022	DICT
		Install Physical addresses in-frastructures in 639 wards	June 2022	DC
		Establish Framework for digital innovation and coordination	June 2022	DICT
		Identification digital innovation hubs/ centres nationwide and establish a register for digital innovation centres	June 2022	DICT
		Design of the ICT Research and innovation coordination centre	June 2022	DICT
		Automate Internal operations systems	June 2022	DICT

81

YEARS	Planned Review	Milestones	Time-frame	Respon-sible Person
		Develop Guideline for development and management of National ICT systems	June 2022	DICT
		Establish Personal data protection Act	June 2022	DICT
		Identification of digital skills gap and establishment of the digital skills training plan for ICT Professionals.	June 2022	DICT
		Develop Postal infrastructures Deployment Plan	June 2022	DC
		Establish Country coordination framework for participation in regional and international ICT and Postal forums	June 2022	DC
		Develop Framework for Monitoring and Evaluation of institutions under the Ministry	June 2022	DPP
		Expand Broadband coverage to 45%	June 2022	DICT
		Conduct Monitoring and Evaluation of NICTBB, last mile connectivity and physical address & postcode projects	June 2022	DPP
		Develop Framework for investment in Universal Services Access	June 2022	DC
		Review UCSAF and TPC legislation and regulations	January 2022	DLU
		Establish a National Critical Information Infrastructure register	June 2022	DICT
		Review of National postal policy	June 2022	
Year II 2022/2023	Two Reviews (Semi-Annually)	Develop Two (2) National ICT Systems for service delivery	June 2023	DICT

YEARS	Planned Review	Milestones	Time-frame	Respon-sible Person
		Develop electronic Statistical database for Information Technology, Telecommunication and Postal services	June 2023	DPP
		Expand Broadband coverage to 59%	June 2023	DICT
		Capacity building on digital skills to 400 ICT professionals	June 2023	DICT
		Construction of the ICT Research and innovation coordination centre	June 2023	DICT
		Commercialization and entry to market of 15 digital innovation service solutions	June 2023	DICT
		Deploy Metro networks and last mile connectivity	June 2023	DICT
		Automate Internal operations systems	June 2023	DICT
		Install Physical addresses infrastructures in 298 wards	June 2023	DC
		Develop and Operationalize NICTBB infrastructures (NICTBB Resilience Routes to Cross Boarders of Kasumulo, Rusumo and Kabanga, Namanga and other areas according to services providers demand)	June 2023	DICT
		TTCL and EPOCA legislations reviewed	June 2023	DLU
		Conduct Monitoring and Evaluation of NICTBB, last mile connectivity and physical address & postcode projects	June 2023	DPP
		Review ICT Scheme of service	June 2023	DICT

Year III 2023/2024	Two Reviews (Semi Annually)	Install Physical addresses infrastructures in 3,165 wards	June 2024	DC
		Develop one (1) National ICT Systems for service delivery	June 2024	DICT
		Capacity building on digital skills to 400 ICT professionals	June 2024	DICT
		Broadband coverage expanded to66%	June 2024	DICT
		Commercialization and entry to market of 15 digital innovation service solutions	June 2024	DICT
		Develop Employee Succession plan	June 2024	DAHRM
		Establish National Public Key Infrastructure (NPKI)	June 2024	DICT
		Deploy Metro networks and last mile connectivity	June 2024	DICT
		Develop and Operationalize NICTBB infrastructures (Other remaining areas for Extending the NITCBB to all Districts and Major Towns)	June 2024	DICT
		Conduct Monitoring and Evaluation of NICTBB, last mile connectivity and physical address & postcode projects	June 2024	DPP
Year IV 2024/2025	Two Reviews (Semi Annually)	Expand Broadband coverage to 73%	June 2025	DICT
		Develop and Operationalize NICTBB infrastructures (Other remaining areas for Extending the NITCBB to all Districts and Major Towns	June 2024	DICT
		Conduct Monitoring and Evaluation of NICTBB, last mile connectivity and physical address & postcode projects	June 2025	DPP
		Deploy Metro networks and last mile connectivity	June 2025	DICT
		Capacity building on digital skills to 600 ICT professionals	June 2025	DICT
		Commercialization and entry to market of 15 digital innovation service solutions	June 2026	DICT

Year V 2025/2026	Two Reviews (Semi-Annually)	Conduct Monitoring and Evaluation of NICTBB, last mile connectivity and physical address & postcode projects	June 2026	DPP
		Deploy Metro networks and last mile connectivity	June 2026	DICT
		Automate Internal operations systems	June 2026	DICT
		Commercialization and entry to market of 15 digital innovation service solutions	June 2026	DICT
		Expand Broadband coverage to 80%	June 2026	DICT
		Operationalize National ICT Systems for service delivery	June 2026	DICT
		Operationalize NICTBB infrastructures.		
		Capacity building on digital skills to 700 ICT professionals	June 2026	DICT

4.6.3 Rapid Appraisals

Rapid appraisals intend to gather information for facilitating implementation of planned interventions. The table below indicates the Ministry's Rapid Appraisal for the next five years from 2021/22 to 2025/26

Table 5: Rapid Appraisals

S/N	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsible person
1.	Study on ICT skills gap	This study intends to identify national wide knowledge gap on ICT	i. What are existing ICT skills in the country? ii. What are the emerging skills required? iii. What ICT skills available in the existing training curriculum?	Survey	July-Sept, 2021	DICT
2.	Assessment on Staff satisfaction	This assessment intends to show the level of satisfaction of staff on working environment and other Human resource related issues.	i. What are the staff perceptions on availability of working tools, equipment and office accommodation? ii. What are the staff perceptions on provision of statutory rights? iii. What is the staff opinion on areas to be improved?	Survey	August, 2021	DAHRM

S/N	Rapid appraisal	Description of the rapid appraisal	Appraisal questions	Methodology	Time frame	Responsible person
3.	Study on Information Technology, Telecommunication and Postal statistical data	This study intends to identify availability and reliability of Information Technology, Telecommunications and Postal data	i. What are the sources of data? ii. Who are users of Information Technology, Telecommunications and Postal data? iii. What are the tools for data collection? iv. What are the systems for analysis and dissemination of data?	Survey	Oct-Dec, 2021	DPP
4.	Study on Stakeholders' satisfaction on Information Technology, Telecommunications and Postal services	This study intends to show the level of fulfilment of stakeholder's expectation	i. What are the stakeholder's perceptions on accessibility and quality of ICT and postal services? ii. What is the stakeholder's opinion on areas to be improved?	Survey	Jan-June 2022	DPP

4.6.4 Evaluation Plan

The evaluation plan is a roadmap that identifies the goals and studies to be conducted during the plan, description of each evaluation, evaluation questions, methodology, timeframe and the responsible person, and intends to obtain evidence as to whether the interventions and outputs achieved have led to the achievement of the outcomes as envisioned in the Strategic Plan outputs. The Evaluation Plan Matrix is detailed table show below;

Table 6: Evaluation Plan

S/N	Evaluations	Description of the Evaluation	Evaluation questions	Methodology	Time frame	Responsible person
1.	Accessibility to ICT and Postal services	This evaluation intends to reveal the coverage, accessibility and quality of ICT and Postal services	i. What is the coverage of ICT and postal services? ii. What is the number of ICT and Postal services users? iii. What is the customers' perception on quality and cost of services? iv. What is the service providers' perception on investment cost?	Survey	June 2025	DPP
2.	Impact of e-services on socio-economic development	This study intends to determine the extent use of digital services on socio-economic activities	i. To what extent public use e-services on socio-economic activities? ii. What is the contribution of e-services on socio-economic development? iii. What are the employment opportunities created by e-services?	Survey	June, 2024	DPP

4.6.5 Reporting Plan

This plan shows all reports that will be used in the execution of the strategic plan. The report plan contains both Internal and external.

Table 7: Internal Reporting

Internal reporting plan contains reports that are used by internally. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table below;

S/N	TYPE	RECIPIENT	FREQUENCY	RESPONSIBLE PERSON
1.	Internal Audit Report	Permanent Secretary	Quarterly	CIA
2.	Performance Appraisal	Permanent Secretary	Semi annual	DAHRM
3.	Risk Management Report	Audit Committee	Quarterly	CIA
4.	Provisional Acceptance Test Reports	Permanent Secretary	At the End of the Project	DICT/DC
5.	Final Acceptance Test Reports	Permanent Secretary	After Warranty Period of Project	DICT/DC
6.	Project Progress/ Final Reports	Permanent Secretary	Quarterly	DICT/DC
7.	Factory Acceptance Test Reports	Permanent Secretary	During Start of the Project	DICT/DC
8.	Cyber Security Strategy Reports	Permanent Secretary	Quarterly	DICT
9.	Site visit reports	Permanent Secretary	On Demand	DICT/DC
10.	Monitoring and Evaluation Report	Permanent Secretary	Quarterly	DPP
11.	Legal Report	Permanent Secretary	Quarterly	DLU
12.	Public Communication Review Reports	Permanent Secretary	Monthly	HGCU
13.	Integrity Report	Permanent Secretary	Semi Annually	DAHRM

14.	Anti-corruption Report	Permanent Secretary	Semi Annually	DAHRM
15.	HIV/AIDS and NCD	Permanent Secretary	Quarterly	DAHRM
16.	ICT Statistical Data	Permanent Secretary	Quarterly	DICT

Table 8: External Reporting Plan

External reporting plan contains reports that are used by external entities. The reports are prepared on quarterly and annually basis. The Reporting Plan is detailed in Table below;

S/N	Type of Reports	Recipient	Frequency	Responsible Person
1.	Progressive Performance Report	MOFP	Quarterly	DPP
2.	Procurement Reports	PPRA	Quarterly	DPMU
3.	Manifesto implementation Report	PMO	Semi annual	DPP
4.	Project Progress/ final Reports	MOFP	On request	DICT/DC
5.	Financial Reports	MOFP	Monthly	CA
6.	Salary Reports	PO-PSMGG	Monthly	DAHRM
7.	Human Resource	PO-PSMGG	Annually	DAHRM
8.	Motor vehicle and machines report	Ministry of Work	Annual	DAHRM
9.	Cyber Security Strategy Reports	Chief Secretary	Quarterly	DICT
10.	ICT Statistical Data	TBS	Quarterly	DICT

THE PROPOSED FUNCTIONS AND ORGANISATON STRUCTURE OF THE MINISTRY OF COMMUNICATION AND INFORMATION TECHNOLOGY

(Approved by President on xxxxxxxxxxxx)

PROPOSED ORGANISATIONAL STRUCTURE

STRATEGIC PLAN MATRIX

NO	OBJECTIVES	STRATE-GIES	TARGETS	OUTCOME INDI-CATORS	RESPON-SIBLE
1.	HIV/AIDS infections and non-communicable diseases reduced and supportive services improved.	Strengthen programs and mechanism to fight HIV/AIDS and Non-Communicable Diseases at work place	i. HIV/AIDS and Non-Communicable Diseases at work place programmes developed and implemented by June 2026; ii. Program to support staff living with HIV/AIDS and Non-Communicable diseases implemented by June 2026; and iii. Voluntary, cancelling and testing (VCT) programmes established by June 2026.	i. Percentage of staffs voluntarily tested on HIV/AIDS and NCD; and ii. Percentage of staff disclosing their HIV/AIDS health status :	**DAHRM**
2.	Effective Implementation of National Anti-Corruption Strategy enhanced and sustained.	Strengthen Anti-corruption initiatives.	i. Anticorruption strategy mainstreamed and implemented; and ii. Anti-Corruption programmes implemented by June 2026.	Number of corruption incidences reported.	**DAHRM**

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
3	Access to Information Technology, Telecommunications and Postal services improved.	i.Facilitate mobilization of financial resources; ii.Enhance coverage of ICT infrastructures; and iii. Modernize/reform postal sector.	i.Resources mobilization guidelines for Information Technology, Telecommunications and Postal Services developed and operationalized by June 2022; ii.Guideline for utilization of fund generated from NICTBB developed and operationalized by June 2022; iii.Guideline for utilization of fund generated from TTMS reviewed by June 2022; iv.Framework for investment in Universal Services Access developed and operationalized by June, 2023; v.NICTBB infrastructures Deployment Plan Developed by June 2022;	i. Percentage of internet users; ii. Percentage of broadband coverage; iii. Percentage of mobile phones subscribers; and iv. Percentage change of postal services users.	**DPP/DC/DICT**

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
			vi. Broadband coverage expanded to 80% by June 2025;		
			vii. NICTBB infrastructures extended to all Districts by June 2025;		
			viii. Postal infrastructures Deployment Plan Developed and operationalized by June 2022;		
			ix. Physical addresses infrastructures in twenty-six regions implemented by June 2025; and		
			x. Digital delivery map developed and operationalized by June 2025		

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
4.	Digital Empow-erment en-hanced	i. Enhance ICT human capital development; ii. Promote ICT Research and Innovation; iii. trengthen cyber security; and iv. Improve ICT services and systems man-agement.	i. ICT Scheme of service Reviewed by June 2022; ii. Framework for digital skills devel-opment pre-pared and operation-alized by June 2025; iii. National ICT re-search agenda de-veloped by June 2022; iv. Framework for digital innovation coordination established by June 2022; v. National Framework on protec-tion and use of Critical ICT Infra-structure developed and oper-ationalized by June, 2023;	i. Percent-age of users of e-ser-vices; ii. Per-centage change of cy-ber-crime reported cases; iii. Number of digital innova-tive solu-tions de-veloped; iv. Number of regis-tered ICT profes-sionals	**DICT**

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
			vi. National cybersecu-rity strategy operation-alized by June, 2025;		
			vii. National cyber se-curity com-munication strategy operation-alized by June, 2024;		
			viii. Five (5) National ICT Systems for service delivery de-veloped by June, 2024; and		
			ix. Guidelines for develop-ment and manage-ment of ICT systems de-veloped and operation-alized by June, 2022.		

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
5.	Institu-tional Manage-ment of Infor-mation Technol-ogy, Tele-commu-nications and Post-al ser-vices Im-proved:	i. Formulate and review of policies, legislation, regulations and Guide-line; ii. Strengthen Monitoring and Evalua-tion of sec-toral institu-tions; iii. Strengthen Regional and interna-tional coop-eration; and iv. Strengthen harmoniza-tion and co-operation between Ministry, Institutions under the Ministry and other MDAs.	i. National ICT act estab-lish by June 2022; ii. Personal data protection act estab-lished by June 2022; iii. National Postal Policy reviewed by June 2023; iv. Four (4) In-formation Technology, Telecom-munications and Postal laws and regulations reviewed by June 2025; v. National Digi-tal Strategy developed and opera-tionalized by June, 2025; vi. Framework for Moni-toring and Evaluation of institu-tions under the Ministry developed and opera-tionalized by June 2023;	i. Percent-age of com-plaints related to Commu-nication and In-formation Technolo-gy sector; ii. Per-centage change of Invest-ment in Informa-tion Tech-nology, Telecom-munica-tions and Postal Sector	**DC/DICT**

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
			vii.Monitoring and Evaluation of projects and programs under the Ministry conducted by June 2026;		
			viii.Statistical database for Information Technology, Telecommunications and Postal services developed by June 2023;		
			ix.Regional and international Information Technology, Telecommunications and Postal agreements harmonized and implemented by June, 2026;		
			x.Country coordination framework for participation in regional and international Information Technology, Telecommunications and Postal forums established and operationalized by June, 2022;		

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME INDICA-TORS	RESPONSI-BLE
			xi.Mechanism of co operating with other MDA's on Information Technology, Telecommunications and Postal related activities developed and operationalized by June 2026; and xii. Institution under the ministry facilitated to execute their function by June, 2026.		
6	Institutional capacity to deliver its services improved.	i.Improve Human Resource Management ii.Improve working environment iii.Improve transparency and accountability; and iv.Improve institutional efficiency and resource utilization.	i. Human resource plans developed and implemented by June, 2026; ii.Statutory benefits to responsible Personnel provided by June 2026; iii.Working tools and equipment, maintained and procured by June, 2026; iv.Ministry office building constructed by June, 2023;	i. Level of staff satisfaction; ii.Audit opinion; and iii. Level of Staff Performance.	**DAHRM/ GCU/PMU/ CIA/CA/ / DLU**

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME IN-DICATORS	RESPONSI-BLE
			v.Financial Management Services provided by June, 2026;		
			vi.Procurement Services provided by June, 2026;		
			vii.Internal Audit functions conducted by June 2026;		
			viii.Communication Strategy reviewed and implemented by June, 2026;		
			ix.Annual Budget and plans prepared and Implemented by June, 2026;		
			x.Monitoring and Evaluation of Ministry Operations conducted by June 2026;		
			xi.Internal operations systems automated and updated by June, 2025; and		

NO	OBJEC-TIVES	STRATEGIES	TARGETS	OUTCOME IN-DICATORS	RESPONSI-BLE
			xii.Internal pol-icies and guidelines reviewed and implement-ed by June, 2025.		