

5.3.5 Other Service Providers

In addition to Telkom Kenya Limited, there exist a number of other providers capable of providing services. Examples include:

- Gilat Alldan - VSAT services
- Kenya Data Networks (KDN) - Wireless Services
- A number of Internet Services Providers

Unlike Telkom Kenya, most of these other service providers do not actually own some of the required infrastructure and have to depend on Telkom for lease of any necessary infrastructure. Furthermore, most of these service providers concentrate their effort in areas of high economic activity, specifically Nairobi and Mombasa.





Government of the Republic of Kenya

Government Information Technology Investment Management *Framework* (GITIM)

*ICT Policies, Guidelines and
Standards for the Public Sector*

Draft GITIM and EISA Strategy Report

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VI. ICT Policies' Considerations and Assumptions

6.1 Definition of Policies

Policies can be broadly defined as courses or principles of action agreed or adopted by an individual, an organization, a society or a government to guide a given process or way of life.

6.2 Definition of ICT

ICT can be broadly defined as technologies and processes that provide an enabling environment for collecting, storing, communicating and disseminating information in a society.

6.3 Definition of ICT Policies

ICT Policies for the public sector in Kenya would therefore be defined as *“The principles of action agreed by the government to guide the use of technologies and processes that provide enabling environment for collecting, storing, communicating and disseminating information within the public sector in Kenya”*.

6.4 Impact of Development and implementation of ICT Policies

Development and successful implementation of ICT policies will stimulate more participation in the socio-economic-political and other developmental activities, which should lead to improved standards of living for the majority of Kenyans and should ultimately enhance sustainable national development.

6.5 Policies, Procedures and Standards:

To enable Government Information Technology Investment Framework to be effective, the adoption of policies, procedures and standards by government departments is important. It is also important that these must be adhered to unless there is good reason not to do so which must be approved by the central governing body (**Kenya Information & Communication Technology Authority (KICTA)**) or a ministerial ICT Steering Committee.

6.6 Purpose

This document establishes policy for the management of Government information and communication resources and investments. Regulations and Procedural guidelines for implementing specific aspects of these policies are included as appendices.

6.7 Applicability and Scope

1. The policy applies to the information and communications activities of all departments of the Government.
2. Information classified for national security purposes shall be handled in accordance with the appropriate national security directives.

6.8 Definitions

Audiovisual production means a unified presentation, developed according to a plan or script, containing visual imagery, sound or both, and used to convey information.

Dissemination means the government initiated distribution of information to the public. Not considered dissemination within the meaning of this policy document is distribution limited to government employees or contractors or grantees, intra- or inter-departmental use or sharing of government information.

Fax means equipment which has the capacity (A) to transcribe text or images, or both, from paper into an electronic signal and to transmit that signal over a regular telephone line, or (B) to transcribe text or images (or both) from an electronic signal received over a regular telephone line onto paper.

Full costs when applied to the expenses incurred in the operation of an information processing service organization (IPSO), is comprised of all direct, indirect, general, and administrative costs incurred in the operation of an IPSO. These costs include, but are not limited to, personnel, equipment, software, supplies, contracted services from private sector providers, space occupancy, intra-departmental services from within the department, services from other government departments, other services that are provided by local governments, Judiciary and the Legislature

Government information means information created, collected, processed, disseminated, or disposed of by or for the Government of Kenya.

Government publication means information, which is published as an individual document at government expense, or as required by law.

Information means any communication or representation of knowledge such as facts, data, or opinions in any medium or form, including textual, numerical, graphic, cartographic, narrative, or audiovisual forms.

Information dissemination product means any book, paper, map, machine-readable material, audiovisual production, or other documentary material, regardless of physical form or characteristic, disseminated by a department to the public.

Information life cycle means the stages through which information passes, typically characterized as creation or collection, processing, dissemination, use, storage, and disposition.

Information management means the planning, budgeting, manipulating, and controlling of information throughout its life cycle.

Information resources includes personnel, information technology and the associated equipment used to collect, process and disseminate government information.

Information Processing Services Department (IPSD) means a discrete set of personnel, information technology, and support equipment with the primary function of providing services to more than one department on a reimbursable basis.

Information Resources Management (IRM) means the process of managing information resources to accomplish departmental missions. The term encompasses the management of information itself and the related resources, such as personnel, equipment, funds, and information technology.

Information system means a discrete set of information resources organized for the collection, processing, maintenance, transmission, and dissemination of information, in accordance with defined procedures, whether automated or manual.

Information system life cycle means the phases through which an information system passes, typically characterized as initiation, development, operation, and termination.

Information technology means the hardware and software operated by a government department or by a contractor of a government department or other organization that processes information on behalf of the government to accomplish a government function, regardless of the technology involved, whether computers, telecommunications, or others.

Major information system means an information system that requires special management attention because of its importance to the departmental mission; its high development, operating, or maintenance costs; or its significant role in the administration of the department's programmes, finances, property, or other resources.

Records means all books, papers, maps, photographs, machine-readable materials, or other documentary materials, regardless of physical form or characteristics, made or received by a government department under law or in connection with the transaction of public business and preserved or appropriate for preservation by that department or its legitimate successor as evidence of the organization, functions, policies, decisions, procedures, operations, or other activities of the government or because of the informational value of the data in them. The term excludes library and museum material made or acquired and preserved solely for reference or exhibition purposes, and extra copies of documents preserved only for convenience of reference.

Records management means the planning, controlling, directing, organizing, training, promoting, and other managerial activities involved with respect to records creation, records maintenance and use, and records disposition in order to achieve adequate and proper documentation of the policies and transactions of the government and effective and economical management of its operations.

Service recipient means an organizational unit, programmatic entity, or chargeable account that receives information processing services from an information processing service organization (IPSO). A service recipient may be either internal or external to the organization responsible for providing information resources services, but normally does not report either to the manager or director of the IPSO or to the same immediate supervisor.

6.9 Policy Considerations and Assumptions

1. The Government is the largest single producer, collector, consumer, and disseminator of information in the Republic of Kenya. Therefore, because of the extent of the government's information activities, and the dependence of those activities upon public cooperation, the management of Government information resources is an issue of growing importance.
2. Government information is a valuable national resource. It provides the public with knowledge of the government, society, and economy (past, present, and future). It is a means to ensure the accountability of government, to manage the government's operations, to maintain the healthy performance of the economy, and is itself a tradable commodity.
3. Systematic attention to the management of government records is an essential component of sound public resources management, which ensures public accountability. Together with records' preservation, it protects the governments historical record and guards the legal and financial rights of the government and the public.
4. The free flow of information between the government and the public is essential to a democratic society. To achieve maximum information access by the public, it is also essential that the government minimizes the paperwork burden on the public and therefore reduces the cost of its information activities.
5. In order to minimize the cost and maximize the usefulness of government information, the expected public and private benefits derived from government information should exceed the public and private costs of the information.
6. The nation stands to benefit immensely from government information disseminated by government departments, educational and other not-for-profit institutions and commercial enterprises.
7. Because the public disclosure of government information is essential to the operation of a democracy, the management of government information resources should protect the public's right of access to government information.
8. The individual's right to privacy must be protected in all government information systems.

9. Departmental strategic planning can improve the operation of government programmes. The application of information resources should support government departments' strategic plans to fulfill their missions. The integration of IRM planning with departmental strategic planning should be used to promote the appropriate application of Government information resources.
10. Because Municipalities and other Local Authorities are important producers of information in many areas such as health, social welfare, labour, transportation, and education, the Government must cooperate with these authorities in the management of its information resources.
11. The open and efficient exchange of scientific and technical government information, sub] to applicable national security controls and the proprietary rights of others, fosters excellence in scientific research and effective use of research and development funds.
12. Government information resources management policies and activities can affect, and be affected by, the information policies and activities of other nations.
13. Users of Government information resources must have skills, knowledge, and training to manage information resources, enabling the Government to effectively serve the public.
14. The application of up-to-date information technology presents opportunities to promote fundamental changes in departmental structures, work processes, and ways of interacting with the public that improve the effectiveness and efficiency of government departments.
15. The availability of government information in diverse media, including electronic formats, permits departments and the public greater flexibility in using the information.
16. Information technology is not an end in itself. It is one set of resources that can improve the effectiveness and efficiency of Government service delivery.

VII. ICT Institutional Management Policies

7.1 ICT Governing Body (KICTA)

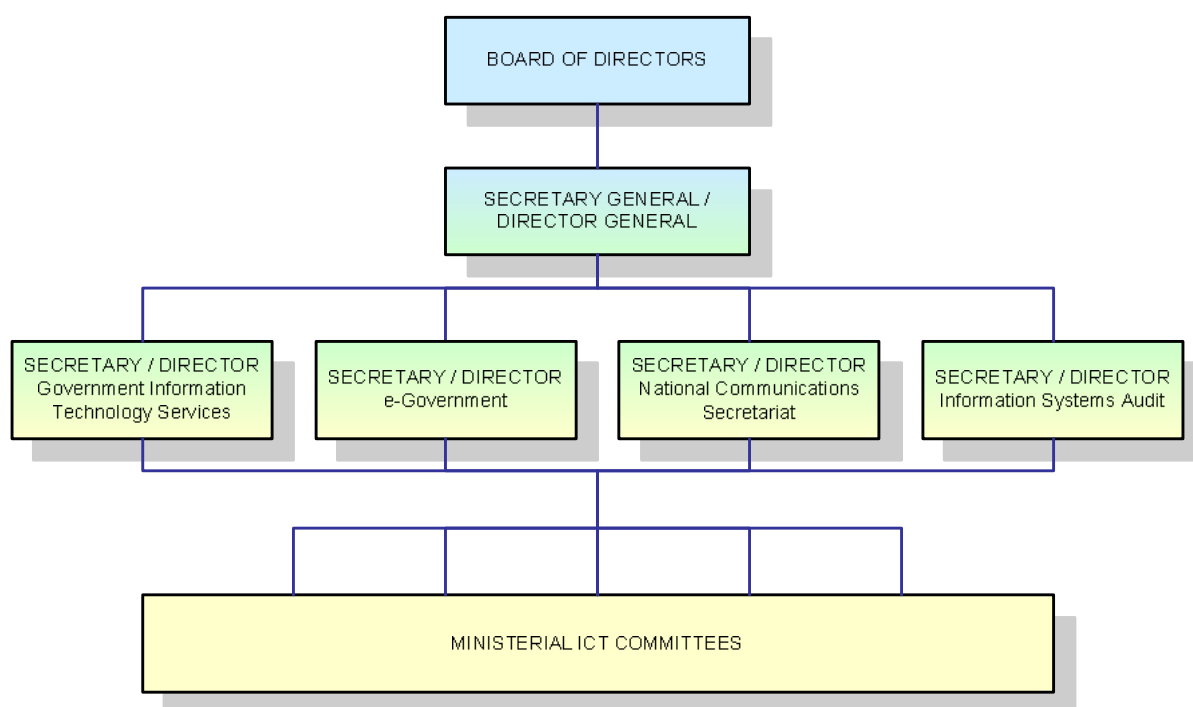
There shall be a **Kenya Information & Communication Technology Authority (KICTA)** charged with the responsibility of managing, coordinating and regulating ICT activities in the public sector. KICTA shall be the custodian of all government information and all ICT programmes and shall be headed by a Director-General or Secretary General who will also be the government's Chief Information Officer at Permanent Secretary Super Scale level.

7.1.1 KICTA Composition and Organisation Structure

KICTA shall combine into a one umbrella organization, the following institutions/organizations:

- ❖ Government Information Technology Services (GITS)
- ❖ E-Government Secretariat (EGS)
- ❖ National Communication Secretariat (NCS)
- ❖ Information Systems Audit Department (To be set up)

KICTA shall have the following institutional structure.



KICTA's board shall comprise of representatives from the following institutions and bodies:

- Communication Commission of Kenya (CCK)
- Attorney General's Chambers
- Ministry of Finance
- Ministry of Information and Communication
- Ministry of Education
- National Security Intelligence Service
- Department of Defence
- Department of Police and
- 6 Private sector/ICT Vendor representatives and 3 ICT Consulting Firms/Consultants (*from the private sector*)

KICTA shall have the following functional descriptions for the departments.

7.1.2 Government Information Technology Services (GITS)

Will provide technical assistance in designing, developing and deploying application systems, communications and security infrastructure in government ministries, departments and parastatals. In providing this assistance, GITS will follow standards develop by the **National Communications Secretariat (NCS)**. GITS will also undertake capacity building by training the core implementation team on computer literacy and web-based applications and internet use.

7.1.3 E-government Secretariat (EGS)

Will coordinate the implementation of the national e-government strategy and ensure the availability, quality, reliability, relevance and frequency of information and services delivered to the citizens. The e-government secretariat will be "*citizen-facing*" and will rely on the infrastructure put in place by GITS. EGS will also harmonise all Ministry websites in a single Government Portal and create email addresses for all civil servants to ease access to Government information and improve communication

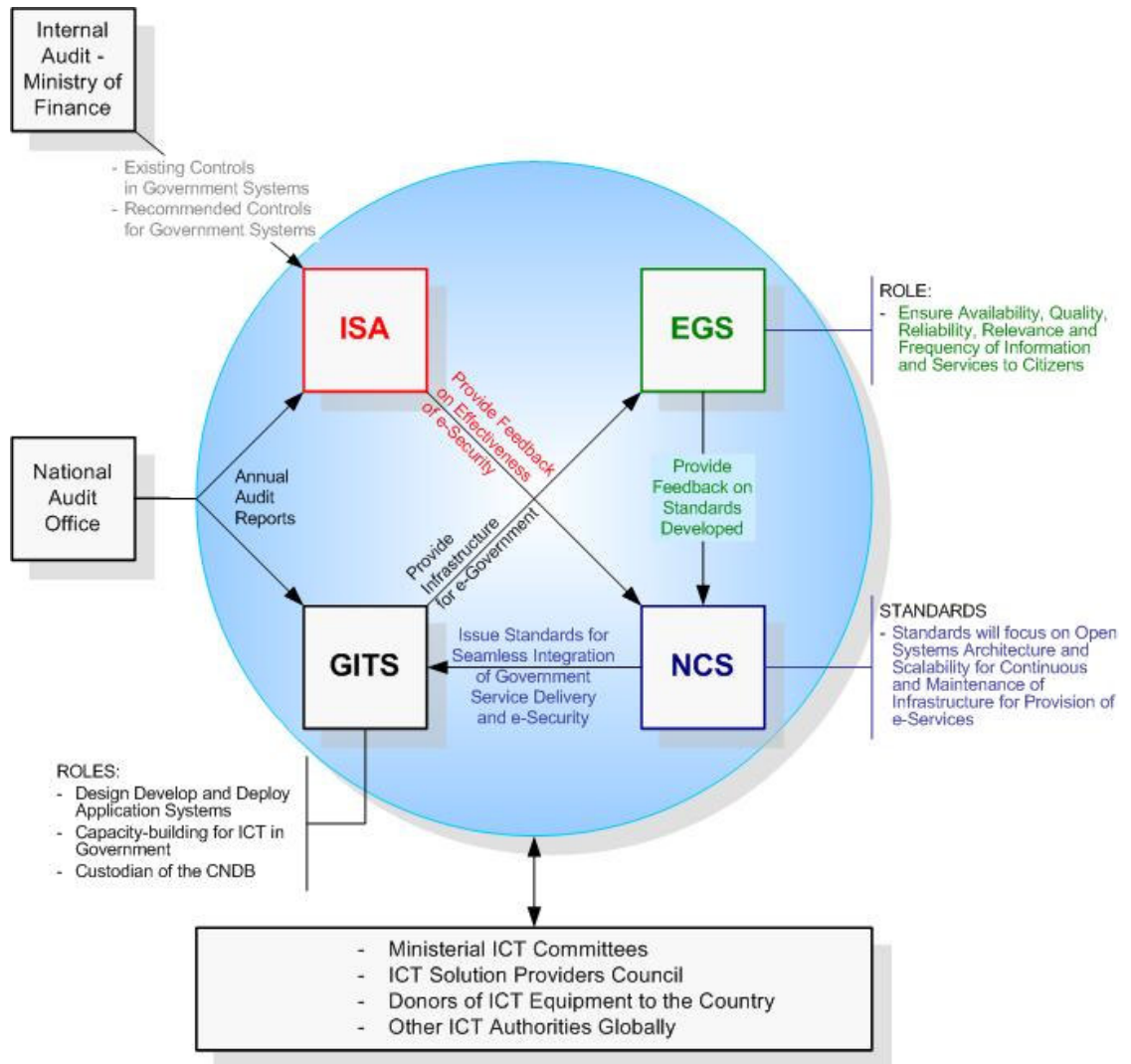
7.1.4 National Communications Secretariat (NCS)

Will set the policies, standards & guidelines to be followed by GITS, EGS and ISA to ensure seamless integration of the Government service delivery mechanism. Such policies will focus on among other areas overlaps, duplication, open-systems architecture and scalability to ensure that there exists building blocks for continuous building and maintenance of the infrastructure to provide e-services. ISA will also set ICT Standards and ensure E-security for e-Government.

7.1.5 Information Systems Audit (ISA)

Will assist in the conceptualization of government ICT projects and will provide continuous monitoring and evaluation of the standards and controls implemented in government information systems. ISA will also work closely with the **National Audit Office** and the **Internal Audit Department** of Ministry of Finance.

The figure below depicts the working relationship between the departments and their relationship with other relevant government departments.



7.2 Management of ICT Projects

7.2.1 Hierarchical Structure

There shall be a four-tier governance structure in the management of ICT projects as follows:

National level: National Steering Committee

Ministerial / Departmental / Parastatal level: Steering Committee

Departmental level: Working groups

Consumer level: User groups

7.2.2 Roles and Responsibilities of the Committees and Groups

The **National ICT Steering Committee** shall handle the following:

- ❖ Compliance with policy and regulations
- ❖ Continuous review of the policy in accordance with technological advancements
- ❖ Coordination of stakeholder programmes
- ❖ Sensitisation of stakeholders on Government ICT initiatives

Ministerial/Parastatal Steering Committee shall be responsible for the following:

- ❖ Continuous review of the policy and strategy in accordance with technological advancements
- ❖ Harmonisation of ICT projects against ICT strategy
- ❖ Prioritisation of proposed ICT projects against available resources
- ❖ Approval of user requests and ICT projects
- ❖ Coordination of the implementation of ICT projects
- ❖ Preparation of regular implementation status reports to the National Steering Committee

Departmental Working Groups shall be responsible for the following:

- ❖ Rationalisation of user requests
- ❖ Formulation and justification of ICT projects in line with the ICT strategy and policy
- ❖ Recommend user requests for approval by the Ministerial/Parastatal Steering Committee

User Groups shall be responsible for the following:

- ❖ Initiation and justification of requests
- ❖ Continuous review of existing ICT facilities
- ❖ Develop implementation plans for approved ICT projects
- ❖ Implement approved ICT projects

7.2.3 The Director General/Secretary General of KICTA

Role

The Director-General of KICTA shall head the National ICT Steering Committee. The role of the DG shall be assigned at a senior executive level to align all ICT management resources with the government's mission, goals, Strategic Plan, and with the ICT and e-governance strategy. This role requires demonstration of strength, independence and experience at an executive level and should focus senior management attention on critical information management issues and decisions.

Responsibilities

The DG shall be responsible for planning and managing the government's ICT resources to contribute tangible benefits to government performance and productivity.

The DG role is specifically responsible for:

- ❖ Developing, maintaining and facilitating the implementation of a sound and integrated ICT strategy for utilization by the government
- ❖ Developing policy and defining standards associated with government-wide ICT management
- ❖ Investment and financial planning for the government's ICT resources
- ❖ Facilitating the effective sharing and transfer of information to harness both formal and informal information sources for strategic advantage
- ❖ Promoting the effective and efficient design and operation of all major ICT processes, including improvements to work processes
- ❖ Analyzing ICT resources strengths and weaknesses and implementing corrective action
- ❖ Advocating for quality information and information systems within government
- ❖ Monitoring and evaluating the performance of information management projects and operations on the basis of auditable performance measurements
- ❖ Establishing monitoring processes which provide accurate, pertinent and timely information to manage investments in information and associated resources
- ❖ Evaluating new information technologies for their potential application to business processes

- ❖ Serving as primary government spokesperson for ICT
- ❖ Establishing formal and informal links and initiatives with users who require, collect, generate, process and manage information
- ❖ Promoting collaborative and cooperative relationships with professionals in information technology, network and telecommunications, data administration, libraries, archives and records management
- ❖ Ensuring that the government is able to comply with requirements concerning information management such as audit, copyright, freedom of information
- ❖ Interfacing with other government agencies, professional bodies and private industry on information management matters
- ❖ Providing recommendations in relation to development of information management policies, procedures and standards, assisting as required in helping formulate new guidance and standards.

7.2.4 Assignment of Responsibilities to Heads of Departments

Each Head of Department shall:

- ❖ Have primary responsibility for managing departmental information resources;
- ❖ Ensure that the information standards, guidelines, rules, and regulations prescribed by Director of Government Information Systems are implemented appropriately within the department;
- ❖ Develop internal departmental information procedures and oversee, evaluate, and otherwise periodically review departmental information resources management activities for conformity with the policies set forth in this policy statement;
- ❖ Maintain an inventory of the department's major information systems, holdings and information dissemination products;
- ❖ Implement and enforce applicable records management procedures, including requirements for archiving information maintained in electronic format, particularly in the planning, design and operation of information systems;
- ❖ Assist Directorate of Government Information Systems in the performance of its functions including provision of services, personnel, and facilities to the extent practicable;
- ❖ Provide Directorate of Government Information Systems with scientific and technical advisory services relating to the development and use of information technology.

7.3 ICT Solution Providers' Council

The government shall deal only with members of a central body representing ICT Solution Providers and shall therefore facilitate the creation of an **ICT Solution Provider's Council (SPC)**.

The SPC shall regulate ICT Solution Provider's (*ICT Vendors and ICT Consultants*) activities and ensure that there is ethical practice within the ICT industry. The structure and management of this body will be discussed and agreed on by the ICT vendors and ICT consultants before being registered.

7.4 Central National Database

There shall be a **Central National Database (CNDB)** as part of efforts to harmonize and integrate data capture, storage and retrieval within the public sector.

A **National Registration Authority (NRA)** created by the government shall run the **Central National Database (CNDB)** to ensure effective management of the database. NRA will be charged with the responsibility of harmonizing and integrating the current duplicated efforts on data capture as well as collecting and managing vital information on the citizenry and other relevant data.

7.5 Primary Key (Social Security Number)

Every newly registered entity to be entered into the CNDB will be assigned a unique identifier (primary key) that will be used to create relations within the existing and newly created databases that this newly registered entity will interact with.

7.6 Human Resources Policy

7.6.1 Recruitment and Progression

Government Ministries and Departments

- ❖ Recruitment for the Government ICT staff shall be geared towards filling positions as laid out in the proposed ICT establishment within KICTA and shall be aimed at fulfilling the objectives of the ICT strategy in government.
- ❖ KICTA shall be represented in every ministry by a relevant ICT professional seconded by GITS.
- ❖ The representative shall work as the head of ICT department in the respective ministry and shall be of a position of a director reporting to the Permanent Secretary of that ministry.
- ❖ There shall be performance benchmarks for each officer in KICTA a clear career progression path based on performance.

Parastatals

- ❖ Recruitment for the ICT staff in parastatals shall be geared towards filling positions as laid out in the proposed ICT establishment within the parastatal and shall be aimed at fulfilling the objectives of the ICT strategy in that parastatal.

- ❖ The head of ICT department in a parastatal shall be appointed at a position of a head of department reporting to the Chief Executive of that parastatal.
- ❖ There shall be performance benchmarks for each officer in KICTA a clear career progression path based on performance.

7.6.2 Training

- ❖ KICTA shall develop training programmes to be conducted in government and parastatals so as to provide regular an well coordinated capacity building programme at all levels to meet the current changing technology trends.
- ❖ There shall be a common professional examination body for ICT exams.

7.6.3 Terms and Conditions of Service

Remuneration: Harmonization of all ICT cadres in the national sector shall be in line with market trends and the ICT professional shall be regarded as other specialized skill in GOK.

7.6.4 Implementation / Compliance with the HR Policies

This will be the responsibility of the ICT secretary in conjunction with Directorate of Personnel Management (DPM).