



**THE UNITED REPUBLIC OF TANZANIA
MINISTRY OF AGRICULTURE**

SUGAR BOARD OF TANZANIA ICT POLICY



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FOREWORD

In provision of services through regulatory body and foster development in the Sugar Sub sector, the Sugar Board of Tanzania (SBT) continues to build Legal and Regulatory capacity by enforcing compliance of the Sugar Industry Act 2001 and Regulations of 2010 (*As Amended*) in line with sugar standards and quality parameters.

The focus is strongly directed to investment of new sugar projects to increase sugar production and attain self sufficiency, to enhance production and productivity of smallholder farmers, control and curb illegal sugar smuggling, abuse of industrial imported sugar concessions, diversion of transit sugar into the local market and amendment of the Sugar Industry Act and Regulations to extend the regulatory scope of the Sugar Industry along with the use of ICT.

To achieve SBT vision, ICT has become an intrinsic part in the daily working environment and is changing the way communication is done within the Government, between Government and private sector and between Government and citizens.

The use of Information and Communications Technology (ICT) is vital in ensuring that SBT achieves its vision of a self sufficient sugar Industry. In this regard the adoption

and proper use of ICT is crucial. The implementation of the ICT policy establishes a framework for governing ICT and ensures that SBT adopt the fast changing technology landscape. The achievement of the objectives and goals of this policy calls for concerted efforts from all SBT staff.

Mwamini J. Mwalemi
CHAIRPERSON, BOARD OF DIRECTORS

PREFACE

In the current technological world, networked organizations with business units are the order of the day, and developing institutional-wide systems requires a policy framework. ICT is an enabler and to this end the integration of ICT in operations is an objective in the SBT strategic plan 2017 – 2022 towards the realization of a self sufficient sugar Industry by 2022. This has reinforced the need for investment in ICT to contribute to the efficiency of the organization in service delivery to foster economic development via sugar Industry geared towards the realization of this vision.

The purpose of the ICT Policy is to facilitate SBT, in ensuring that they have access to best practices for the identification, protection and management of ICT and therefore maximizing the benefits and returns from public investment in ICT sector. Furthermore, the review of this policy is aligned with the guidelines and standards provided by the e-Government Authority (e-GA) with regards to the e-Government Act No. 10 of 2019 and its General Regulations 2020.

SBT is keen to adopt and operationalize the Government standards and guidelines, ensure availability of stable and fast quality internet within the Board further acknowledges

the importance of investing on ICT and shall support ICT utilization in service provision purposely for development of Sugar Industry in the Country.



Prof. Kenneth M.K. Bengesi
DIRECTOR GENERAL
SUGAR BOARD OF TANZANIA

Glossary

ICT Policy– This policy which elaborates on SBT's ICT Management by providing statements of the purpose, direction and required activities for the entire ICT Management Framework, also it is known as ICT Policy of SBT

Acronyms

- **BOD** - Board of Directors
- **CCTV** – Closed Circuit Television
- **DG** - Director General
- **e-GA**- e-Government Authority
- **ICT** – Information & Communication Technology
- **PPA**- Public Procurement Act
- **SBT** - Sugar Board of Tanzania

1. BACKGROUND

Introduction

The Sugar Board of Tanzania (SBT) recognizes the effective use of Information Communication and Technology (ICT) for economic growth of the nation, especially in performing its functions and operations to improve service delivery to its clients and related stakeholders. Subsequent to importance of ICT in development efforts of the sugar industry, it requires a well-developed technology investment plan and intelligent deployment and maintenance management.

In a view of the above, a comprehensive framework supported by ICT Policy to provide appropriate guidelines to harness ICT potential is necessary to achieve SBT strategic objectives.

In the due course SBT has realized this potential and has been making efforts to adopt and making use of ICT rules and guidelines from the e-Government Authority (e-GA). The ICT Policy ensures the ICT infrastructure and capacity are utilized effectively and are aligned to the SBT's strategic objectives, the National ICT Policy, National e-Government Strategy and the e-Government Standards and Guidelines.

This ICT Policy supports SBT Vision that is "to become an efficient and effective regulatory body able to service and support the sugar industry towards achieving competitiveness and sustainability". In this view, ICT policy is a backbone of SBT's core functions of SBT to realize its future.

Moreover, the SBT being a key player in supporting the Government in achieving its Goals and objectives contributes directly and indirectly to the achievement of the National Goals and related objectives and aspirations.

Rationale of the ICT Policy

The complexity of environment in which the SBT is operating is increasingly demanding integration of ICT in its operations to improve efficiency and effectiveness of service delivery. As the more operations are increasingly depending on ICT, the Board runs a danger of risk vulnerability. It is from this context, the SBT needs to develop and operationalize a comprehensive ICT Policy to guide all decisions pertaining to ICT adoption and usage.

Objectives of the ICT Policy

This ICT Policy provides the highest level of ICT directives for SBT. The main purpose is to ensure SBT's ICT related investment, operations and maintenance processes and the usage are well directed. The specific objectives of this policy are;

- i. To put the strategic and operational management of ICT within the context and principles of ICT Governance.
- ii. Based on ICT planning, management and best practices, to ensure that SBT ICT infrastructure operations are optimized in order to support delivery of its regulatory and sugar industry development functions.
- iii. To equip SBT with adequate, multi-skilled personnel and ICT professionals in order to achieve ICT organization goals;
- iv. To ensure that ICT applications that are in use or are acquired to address the

requirements of the SBT, provide reasonable return on investment;

- v. To ensure all SBT's staff use ICT facilities and services in the appropriate manner and other persons do not misuse SBT ICT facilities and services.
- vi. To promote and provide SBT with the mechanism that ensure information security to support and achieve its strategic goals and provide awareness to SBT's staff and stakeholders on their responsibilities with respect of ICT security based on the best practices; and e-Government standards.

Scope of the ICT Policy

This ICT Policy applies to all SBT's staff and its stakeholders, all users of ICT equipment owned or leased by the Board as well as all equipment connected to SBT's ICT related infrastructure and all SBT's ICT related resources and services.

2. ICT POLICY STATEMENTS

ICT Governance

ICT Governance is an integral part of corporate governance and consists of the leadership, organizational structures and processes that ensure that the

organization's ICT sustains and extends the organization's strategies and objectives.

The general objective of ICT Governance is to put the strategic and operational management of ICT within the principles of ICT Governance and within the context of SBT strategic directions. The specific objectives of ICT Governance are:

- i. Establishing a framework for ICT investment decisions, accountability, monitoring and evaluation; and
- ii. Ensuring there is formal ICT governance process that is consistent across the enterprise and has strong accountability.

ICT Processes and Organization

SBT will set up an ICT governance model so that it has the right structure to manage ICT operations and a secure ICT environment that complies with Government standards.

There shall be an ICT Steering Committee to determine prioritization of ICT-enabled investment programmes in line with the Institution's business strategy and priorities, track status of ICT initiatives, resolve resource conflicts and monitor ICT services.

SBT shall establish a strong ICT unit capable of supporting strategic objectives of the institution.

SBT shall ensure that ICT strategic plan and Enterprise Architecture are established and operationalized.

SBT shall ensure that ICT plans fit the current and on-going needs of the institute and that the ICT plans support the institute strategic plans.

SBT shall ensure that, the ICT Risk Management is periodically done, where ICT risk assessment is conducted and reviewed, likelihood and occurrence identified, mitigation strategy established and the SBT shall define a set of policies for ICT security, which shall be approved by the Board of Directors, published and communicated to employees and relevant external stakeholders.

ICT Resources Management

SBT shall define a set of policies for ICT security, which shall be approved by the Board of Directors, published and communicated to employees and relevant external parties.

SBT shall ensure that ICT acquisitions are made for approved reasons in an approved way; on the basis of appropriate and on-going analysis.

SBT shall ensure that there is appropriate balance between costs, risks, long-term and short-term benefits.

ICT Performance Management

SBT shall ensure that ICT is fit for its purpose in supporting the Institution, is kept responsive to changing

business requirements.

SBT shall ensure that ICT Services are defined, e.g. Email services, Printingservices, video conferencing, etc.

SBT shall establish mechanism for evaluating and monitoring ICT services (E.g. Service availability, staff satisfaction / feedback system).

Conformance

SBT shall ensure that ICT conforms to e-Government standards and guidelines and all external regulations complies with all internal policy, procedures and practices.

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

ICT Projects Management

SBT shall ensure that ICT conforms to the Government ICT projects management procedures and complies with all internal developed procedures for managing projects. SBT will monitor the key ICT projects undertaken and provide regular progress reports on risks identified and preventive/detective actions taken.

Procurement of ICT Equipment and Services

SBT will implement the necessary controls to ensure that all ICT procurements are done in line with

requirements of Public Procurement Act(PPA)

User Departments shall establish and submit, in writing, all ICT related requirements whether ad-hoc or planned, to ICT Unit which will process and submit them to Procurement Management Unit.

ICT Unit shall ensure that all requirements for ICT procurements comply with e-Government Standards and Guidelines.

Procurement Management Unit shall not procure any ICT System, Service, Equipment, Consumable or Accessory if the request is not originating from ICT Unit.

ICT Infrastructure

ICT infrastructure is the backbone for supporting SBT operations by enabling information exchange and providing secure access to different applications. This consists of all hardware devices such as network devices, servers, workstations, laptop, storage, back-up, operating facilities and supporting platform like operating systems and databases.

The objective of managing ICT Infrastructure is to ensure that SBT's ICT infrastructure operations are optimized in order to deliver higher level service quality and support business-relevant operations based on ICT planning and management best practices.

Infrastructure Planning and Designing

SBT shall ensure that ICT infrastructure architecture is in place and in line with the Institution's current and future requirements.

SBT shall ensure that appropriate ICT infrastructure is setup and wellmanaged.

Data Management and Storage

SBT shall ensure that all business related data shall be stored in a way to facilitate back up procedures and access.

ICT Equipment and Hosting

SBT shall acquire desktop computers, laptop, servers, printers and networking equipments from authorized suppliers.

All ICT resources shall be acquired in consultation with ICT Unit.

SBT shall ensure that appropriate environment for hosting computing and storage equipment based on standards and best practices is established.

Infrastructure Maintenance and Support

SBT shall ensure that all ICT infrastructure components are maintained at a reasonable operational and secure level.

SBT shall ensure that standard software list including the operating system to be installed into the Institution's equipment is established.

SBT shall procure maintenance services from organizations that havetechnical capabilities.

SBT shall ensure that maintenance services are

procured in consultation with ICT Unit

Software Applications of SBT

Applications are software designed for end-users to use in their daily operations to support SBT functions and processes.

In this SBT Policy, the general objective of managing applications is to ensure that ICT applications that are in use or are to be acquired, address the business requirements of the Institute and provide reasonable return on investment. The specific objectives of these are:

- i. To ensure system acquired follow proper procedures;
- ii. To establish controls for efficient acquisition and administration of applications;
- iii. To enhance accountability on the management and usage of ICT Applications.

Applications Acquisition and Deployment

There shall be clear understandable business and system requirements before any application acquisition. User departments shall submit to ICT Unit their ICT requirements to be included in ICT resource budget.

All applications supplied shall be checked by ICT Unit to verify the technical specifications if requirements established are met and approved.

ICT Unit shall establish appropriate software standards to facilitate acquisition or development.

ICT Unit shall ensure the best configuration is adopted for the system acquired.

Applications Maintenance and Support

Administration and maintenance of applications shall be an on-going process that will last throughout the life cycle of the application.

Every application acquired by SBT shall have documentation in place and updated regularly.

Installation of additional applications or overriding existing one shall follow change management procedures.

Software acquired for installation into SBT equipment shall be licensed.

ICT Service Management

ICT Service management deals with how ICT resources and core business practices altogether are delivered in such a way that the end user experiences the most desired results from accessing the entire solution stack.

The objectives of ICT Service Management are:

- iv. To improve internal and external stakeholders satisfaction.

- v. To assist in defining meaningful metrics to measure service results and using the metrics to drive continuous service improvement.
- vi. To enable the monitoring and improvement of service quality through the effective application of processes.
- vii. To ensure compliance with all e-Government Standards and Guidelines relating to the ICT Service Management.

ICT Service Desk

SBT shall operate an ICT service and support function which will ensure that business disruptions are minimized, users' queries are responded to and ICT problems are resolved. An ICT Service Management document shall be developed accordingly.

Management of Service Levels

SBT shall ensure that for every ICT services provided, Service Level Agreements between the providers and the recipients are established.

SBT shall ensure that reports on service quality are reviewed periodically with customers along in order to determine things that could be added or changed to improve service delivery and support.

Management of Third Party Services

SBT shall ensure proper processes and procedures for

managing vendors are in place.

SBT shall ensure that services procured from third parties (suppliers, consultants, vendors and partners) meet business requirements.

SBT shall ensure that it builds good relationships with the business and third party providers to ensure that ICT services delivered continue to meet evolving Institution's business needs.

ICT Service Requests, Incidents and Problems Management

SBT shall set up a single point of contact i.e. service desk for end users where requests will be recorded, escalated to the correct group, resolved and closed to ensure restoration of normal service operations as quickly as possible.

SBT shall ensure that ICT service catalogue is prepared and approved.

SBT shall ensure that Service Requests and Incidents Management processes and procedures are established to ensure minimal adverse impacts on customers.

SBT management shall review all reports about problems that resulted to systems downtime in order to identify root causes of problems.

Change Management

SBT shall ensure that a process for recording, assessing and authorizing all changes prior to implementation, including changes, procedures, processes, systems and

service parameters are established.

ICT Service Availability

SBT shall ensure availability of services, when needed and as defined in approved Service Level Agreements.

ICT Service Continuity

SBT shall conduct a Business Impact Analysis to identify critical Business functions to be supported by ICT.

SBT shall ensure that a robust business continuity and service recovery plans are in place and that these plans are regularly reviewed and tested and key staffs are appropriately trained.

Configuration Management

All information regarding ICT assets, Service Level Agreements, End User documentations version control and change requests shall be loaded into the configuration management system.

Capacity Management

SBT shall establish a capacity plan to monitor ICT resources usage for existing and planned systems in order to assist in time and cost effective purchase of additional resources so as to avoid panic purchase when resources run out.

Data Management

SBT's business requirements for data management shall

be determined and data shall conform to the Government data and metadata standards.

SBT shall develop procedures for effective and efficient data storage, retention and archiving to meet business objectives, SBT's ICT Security Policy and regulatory requirements.

ICT Security

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

The general objective of managing ICT Security is to provide SBT with information security mechanism to support the Institution to achieve its strategic goals based on best practices. The specific objectives of managing ICT Security are:

- i. Protection of SBT's ICT resources from accidental or malicious act while preserving the open information sharing requirements of the Government; and
- ii. Making SBT's stakeholders aware of their responsibilities with respect of ICT Security.

ICT Security Management

SBT shall actively support ICT security within the Institution through clear direction, demonstrated commitment, explicit assignment, and acknowledgment of ICT security responsibilities.

SBT shall ensure information systems are designed, acquired and implemented with effective ICT security controls to safeguard the integrity, confidentiality and continual availability throughout the entire life cycle. ICT Security Policy shall be established to highlighting the implemented ICT security controls that ensures ICT security risks are mitigated and controlled.

The ICT Security Policy may be complemented by other ICT security sub-documents that define more specific security policies for individual components of the ICT environment.

All users of SBT systems shall be responsible for protecting the institute's information resources.

SBT shall retain overall responsibility and ownership for all Institution's information assets.

Monitoring

SBT will monitor use of its ICT facilities and premises. This includes, but not restricted to, accessing and

reviewing the contents of servers, email accounts, hard drives, text messages, the telephone system, voicemail and mobile telephone logs, access control logs and CCTV recordings. This is to ensure that the institution's business interests are protected, for quality control purposes, to detect abuse of the systems, or to detect or prevent crime or misconduct.

Continuity Management

SBT will maintain its ICT environment so that it remains in a running state and does not affect the business performance or services. A disaster recovery plan will be developed accordingly.

ICT Steering Committee

The **ICT Steering Committee** shall be established in accordance with section 18 (1) of the e-Government Act No. 10 of 2019 to provide technical guidance on implementation of ICT initiatives.

The committee shall be composed of a minimum of six (6) and maximum of seven (7) members as follows:-

- i. Accounting Officer who shall be the chairperson of the committee;
- ii. Head of the ICT who shall provide secretariat of the committee;
- iii. Head of Planning;
- iv. Head of Procurement;
- v. Chief Internal Auditor;

- vi. Chief Accountant;
- vii. Head of Regulatory Services or at least one member of key business.

The committee shall also be composed of a member from the Ministry of Agriculture pursuant to section 18 (4) of the e-Government Act No. 10 of 2019.

Roles and Responsibilities of ICT Steering Committee

- i. To review and recommend ICT policy and strategy of the institution, followed by approval of Board of Directors.
- ii. To ensure alignment of ICT with organization's business needs so that ICT initiatives and services facilities achievement of organization's strategic objectives
- iii. To review and provide advice on ICT investment portfolio and priorities with a view of attaining value delivery;
- iv. To ensure all ICT related risks are properly managed, this includes reviewing and approving institutional disaster recovery plan and ensure it is effectively implemented
- v. To ensure e-Government guidelines and

- standards are implemented by institution in order to meet compliance requirements
- vi. To ensure optimal resource utilization in ICT initiatives implementation, including proper management of infrastructure, human capital and finance
 - vii. To undertake continuous monitoring and evaluation of institutional ICT projects to ensure the anticipated benefits are realized
 - viii. To approve any other institutional e-Government sub-committee as may, from time to time, be constituted and address specific ICT related matters
 - ix. To prepare and submit other functions as may be directed by the Accounting Officer or Authority
 - x. To perform such other function as may be directed by the Accounting Officer of Authority.

Operation of ICT Steering Committee

In carrying out its roles and responsibilities set out in Section 18 (3) of the Act, the Committee shall at all times recognize its overriding responsibility to act honestly, fairly, diligently and in accordance with the Charter with meeting affairs accordingly.

Meetings

The Committee shall determine the conduct of its meetings as follows:-

- (a) The meet once in every three months.
- (b) Two third of the members shall form a quorum for meeting
- (c) An ordinary meeting of the Committee shall be convened by the Chairman, and the notice specifying the place, date and time of the meeting shall be sent to each member at his usual place of business or residence
- (d) Where the Chairman is unable to act by any reason, the Vice Chairman, selected amongst members present , shall convene the meeting
- (e) The Committee may review its own decision made under this Charter
- (f) Decision of the Committee shall be decided by majority of the vote of the members present and in the event of the equality of the vote the Chairman shall have a casting Vote
- (g) The Committee may from time to time co-opt any person whose presence is in its opinion desirable to attend and to participate in deliberation of the meeting of the committee and such person shall have no right to vote
- (h) Members may attend meeting of the committee by teleconference videoconference, or by similar communication equipment by means of which all persons participating in the meeting can communicate with each other.

Agenda Items for Committee Meetings

Agenda of the Committee may be determined in the following manner

- (i) The Chairperson of the Committee, in consultation with the Committee Secretary will develop the agenda and circulate to members before due date of the meeting.
- (j) A detailed agenda and, to the extent feasible, supporting documents and proposed resolution will be provided to the members at least 7 days prior to each Committeemeeting.

Minutes of the Committee Meetings

The Secretary shall record minutes in proper form of each meeting of the Committee, to be confirmed by the Committee in the next meeting.

Reporting Responsibilities

The Committee shall quarterly report to the e-Government Authority about ICT implementation issues and progress.

3. IMPLEMENTATION, REVIEWS AND ENFORCEMENT

Implementation and Reviews

This ICT Policy shall come into operation once tabled, agreed in management meeting, and approved by the Board, and then shall be considered mandatory for all

SBT operations.

The policies described below provide top level issues for common understanding of adoption and usage at the Institution based on e-Government standards and guidelines and where necessary detail procedures could be developed.

SBT management will use this ICT Policy in conjunction with the relevant documents and guidelines to ensure that it operates within a well geared ICT ecosystem. All employees and other authorized users of SBT shall comply with requirements of this ICT Policy.

The head responsible for ICT shall enforce compliancy by using audit trails and triggering access denial to SBT systems and networks.

SBT staff found to have violated this ICT Policy may be subject to withdrawal and or suspension of systems and network privileges or disciplinary action in accordance with rules defined SBT administrative and staff regulations.

This ICT Policy shall be reviewed within three years, or whenever business environment change in a way that affects the current policy.

Exceptions

3.2.1. In case of any exceptions to this policy, it

shall be thoroughly documented and follow through a proper channel of authorization using the same authority which approved this document.

Roles and Responsibilities SBT Board of Directors

Review and approve ICT Policy, and provide strategic directives on utilization of ICT in order to enhance productivity by ensuring effective and efficient systems; Ensure implementation of the ICT Policy.

SBT Directors, Head of Sections and Units

Shall ensure that all users under their supervision are aware and comply with this policy;
Shall provide adequate and appropriate protection of ICT assets and resources under their control;
Shall ensure availability, integrity and confidentiality of information produced by systems under their areas of functional responsibilities and thereby ensure continuity of operations; and
Shall be custodian of "Data and Information" for their respective Departments, Sections and Units.

SBT Head of ICT Unit

Subject to general oversight of the Board of Directors and advice of the ICT Steering Committee, the Head responsible for ICT shall oversee the overall implementation of this ICT Policy; and in particular

he/she shall;

Coordinate the review and amendment of this SBT ICT Policy, as and when required in order to accommodate new technologies or services, applications, procedures and perceived dangers;

Plan and Develop ICT Strategy and SBT are Enterprise Architecture and ensure its implementation.

Monitor adherence to the ICT Policy and the presence of potential threats and risks by ensuring periodic ICT security reviews are conducted.

Keep abreast of ICT developments in respect of ICT industry in General and SBT's systems in particular.

Initiate and recommend proposals to change, modify or improve this policy and Recommend procedures, standards and policies for effective implementation of this policy in line with e-Government Standards and Guidelines.

Be the custodian of all ICT resources of SBT including those centrally stored in server room/data centre.

SBT Head of Internal Audit Unit

Shall audit the ICT Function of SBT and ensure compliancy with the ICT Policy.

SBT Users of ICT Systems

Shall be responsible to safeguard ICT assets of SBT in their custody. Shall comply with this ICT Policy.

3.4. Monitoring and Evaluation

- 3.4.1.1. ICT Steering Committee shall meet at least quarterly to monitor and evaluate the achievements in ICT initiatives against SBT ICT Policy 2020, Strategic Plan and Enterprise Architecture.

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