INFORMATION COMMISSION

SEYCHELLES

STRATEGIC PLAN

2026 to 2028

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List of Abbreviations and Acronyms

ATI	Access to Information
ATIA	Access to Information Act, 2018
CEO	Chief Executive Officer
CIC	Chief Information Commissioner
DPA	Data Protection Act, 2023
HoIH	Head of Information Holder
ICT	Information and Communication Technology
InfoCom	Information Commission
IO	Information Officer
MDAs	Ministries, Departments and Agencies
MEL	Monitoring, Evaluation and Learning
NIC	National Integrity Coalition
NCCC	National Cybersecurity Coordination Committee
OGP	Open Government Partnership
PPBB	Programme Performance-Based Budgeting
RBM	Results-Based Management
SADC	Southern African Development Community
SOP	Standard Operating Procedure
UNESCO	United Nations Educational, Scientific and Cultural Organization

Foreword

Message from the Chief Information Commissioner

I am excited to share the Information Commission's second Strategic Plan, a roadmap that reflects both our vision for the future and our unwavering commitment to advancing the principles of human rights and good governance, and service excellence.

This Strategic Plan places the rights of the people of Seychelles at its heart and intends to communicate a broad overview of the organization's goals and objectives to practically deliver on its vision and mandate. It is further expected to be supplemented annually with detailed activities through an established process of year-end review and action planning exercises.

This Strategic Plan is a result of collaborative effort and past learning. It integrates inputs from our dedicated team as well as key external stakeholders such as Information Officers and Head of Information Holders of public bodies, and members of the communities we serve. It has been shaped by collective country and global sector evolving priorities and trends on access to information and data protection, with the Information Commission faithfully engaged in civil initiative platforms such as the Open Government Partnership (OGP), independent constitutional bodies initiative platforms such as the National Integrity Coalition (NIC), and the National Cybersecurity Coordination Committee (NICC).

We live in a world where information is the driving force of daily life and is a significant factor in the advancement of democratic governance shaping our interactions, decisions, communications, influencing how we perceive and engage with the world around us. The Information Commission realizes its critical enforcement and awareness raising role, and pledges to uphold the right to access public information and personal data privacy envisioned in Articles 28 and 20 of the Seychelles Constitution and consequent regulations respectively. Nonetheless, implementation success and a magnified impact of our constitutional articles, regulations, and such Strategic Plans lies in collaboration with all stakeholders; uniting in purpose to align strategies and to leverage resources in the realization of these aspirations.

I urge all stakeholders to join the Information Commission on this empowering journey for the collective benefit of the people of Seychelles and turn vision into reality.

Ms Mumtaz Chaka

Executive Summary

Message from the Chief Executive Officer

The Information Commission (InfoCom) Strategic Plan 2026-2028 marks an important phase in strengthening our regulatory role under the Access to Information Act, 2018 and the Data Protection Act, 2023. Together, these laws uphold fundamental constitutional rights and support transparency, accountability and trust in public institutions.

Aligned with the Government's vision for a modern and responsive public service, this Strategic Plan sets out a focused and practical direction for the next three years. It prioritises effective implementation and enforcement of the two Acts, strengthened public awareness and education and the continued development of InfoCom's institutional capacity.

The Plan also places strong emphasis on improving internal systems, performance management and digital processes to ensure efficiency, accountability and quality service delivery. At the same time, InfoCom will deepen collaboration with national, regional and international partners to promote good governance and shared learning.

As governance and information environments continue to evolve, InfoCom will remain adaptable and forward-looking. Through innovation, professional development and responsible use of technology, the Commission will strengthen its ability to respond to emerging challenges in access to information and data protection.

The Strategic Plan 2026-2028 provides a clear framework to guide implementation, support public sector reform and uphold citizens' rights. It reaffirms InfoCom's commitment to independent regulation, ethical information management and service to the people of Seychelles.

Ms Diana Benoit
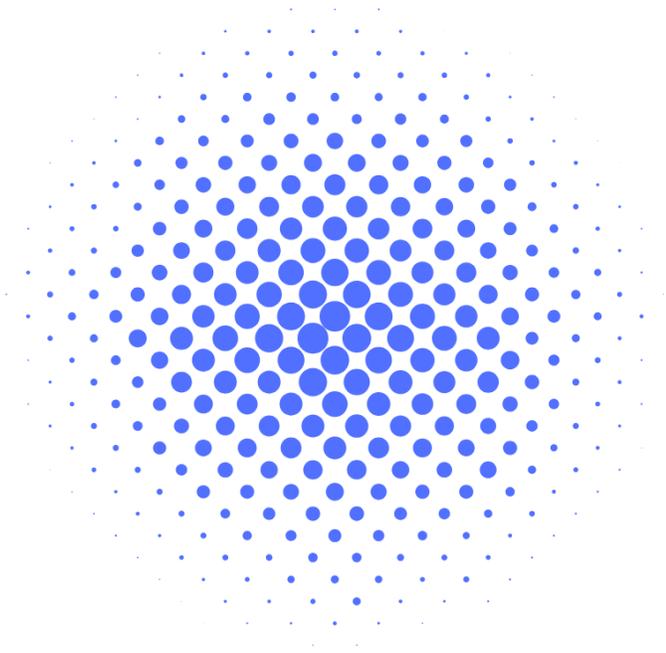
PART 1

Introduction

1.1 Background

The Information Commission (InfoCom) was formally established in 2018 following the enactment of the ATIA, 2018, which gives effect to Article 28 of the Constitution of the Republic of Seychelles on the right of access to official information. InfoCom began its operations in 2019, initially focusing on setting up administrative structures, developing procedures and supporting public bodies in implementing the provisions of the Act. Since then, InfoCom has progressively strengthened its institutional capacity, ensuring that transparency and accountability become embedded across government and public institutions.

InfoCom's responsibilities expanded significantly with the coming into force of the DPA, 2023, which assigns it the role of regulator and enforcer of privacy and data protection standards in Seychelles. This second mandate, aligned with Article 20 of the Constitution on the right to privacy, complements the objectives of the ATIA, 2018 and establishes a comprehensive framework for information governance in both the public and private sectors.

Between 2023 and 2025, InfoCom made notable progress in strengthening compliance with the ATIA, 2018, developing operational guidelines and initiating capacity-building and awareness programmes. The period also saw the establishment of data protection procedures, public consultations and regional collaborations supported by partners such as UNESCO and the Centre for Law and Democracy. These achievements laid a solid foundation for the next strategic period, which aims to deepen implementation, improve enforcement and strengthen institutional resilience.

The Strategic Plan 2026-2028 therefore represents a consolidation phase in InfoCom's evolution. It reflects lessons learned from the first implementation cycle and sets out a clear direction for the future. The plan focuses on enhancing regulatory effectiveness, expanding awareness of citizens' rights, improving coordination with stakeholders and building a sustainable Commission that supports a culture of good governance, openness and respect for privacy in Seychelles.

1.2 Vision

Empowering the people of Seychelles to exercise their constitutional right to public information and personal data privacy, fostering transparency, trust and a culture of good governance.

1.3 Mandate

InfoCom operates as an independent statutory body entrusted with enforcing two complementary laws that uphold fundamental rights guaranteed under the Constitution of the Republic of Seychelles.

Mandate for ATIA, 2018

To promote and enforce the right of every person to access official information held by public authorities, as recognised under Article 28 of the Constitution. InfoCom's role is to strengthen good governance through enhanced transparency, accountability and citizen participation. ATIA, 2018 empowers InfoCom to monitor and ensure compliance, adjudicate appeals, guide information officers and raise awareness of the public's right to information.

Mandate for DPA, 2023

To uphold the right to privacy set out in Article 20 of the Constitution by regulating and overseeing the processing of personal data in both public and private bodies. InfoCom ensures that data is collected, used and stored responsibly, securely and transparently. Its mandate includes issuing guidance, monitoring compliance, investigating complaints and promoting best practices that balance personal privacy with legitimate organisational and national interests.

1.4 Core Values

InfoCom's work is guided by a set of core values that define how it operates, makes decisions and serves the public. These values reflect the principles of fairness, accountability and integrity that underpin its mandate to promote access to information and protect personal data.

- To safeguard and serve
- To inspire integrity and good citizenship
- To be impartial and accountable
- To foster open, innovative and systematic practices
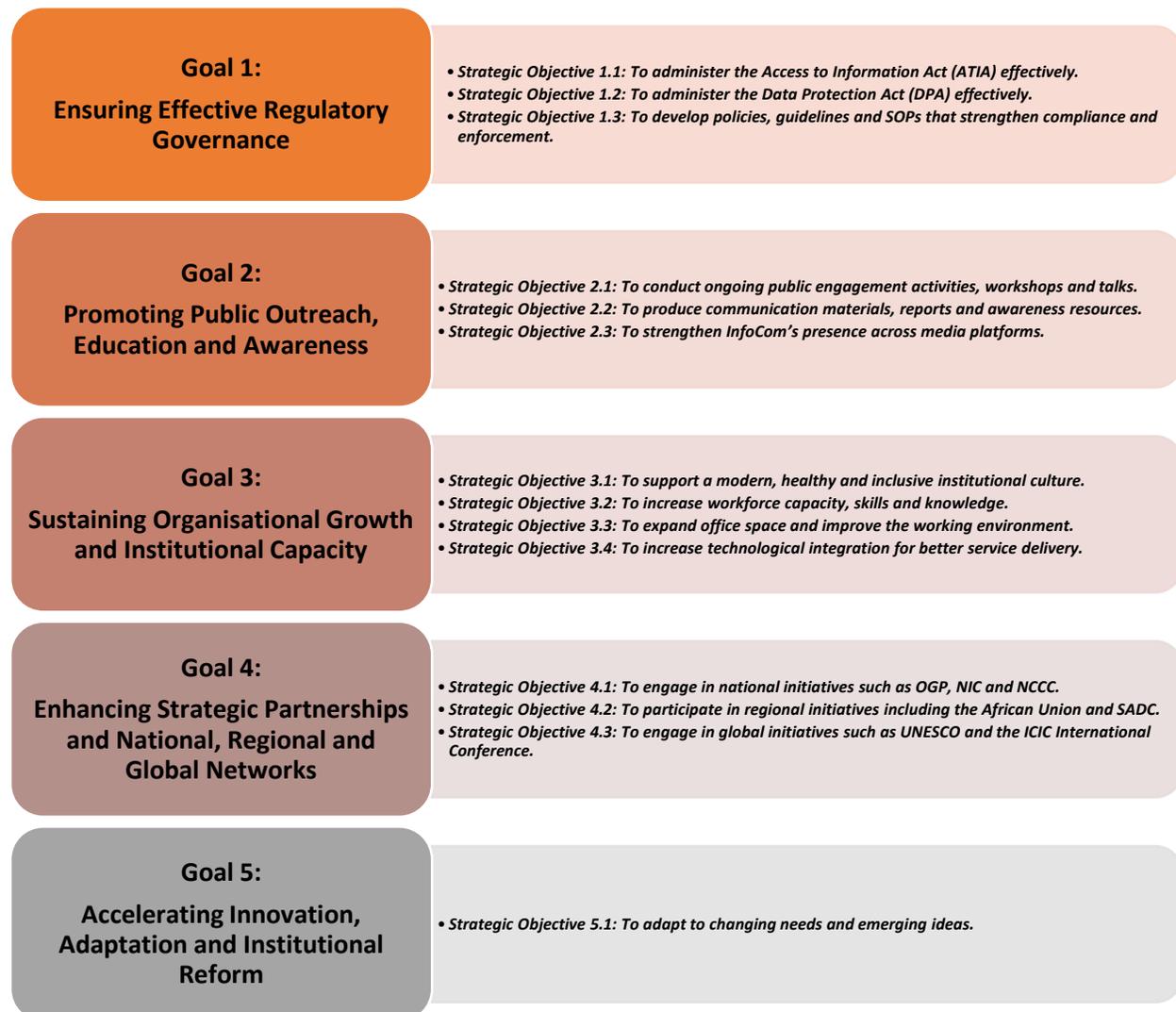- To work collaboratively and with respect
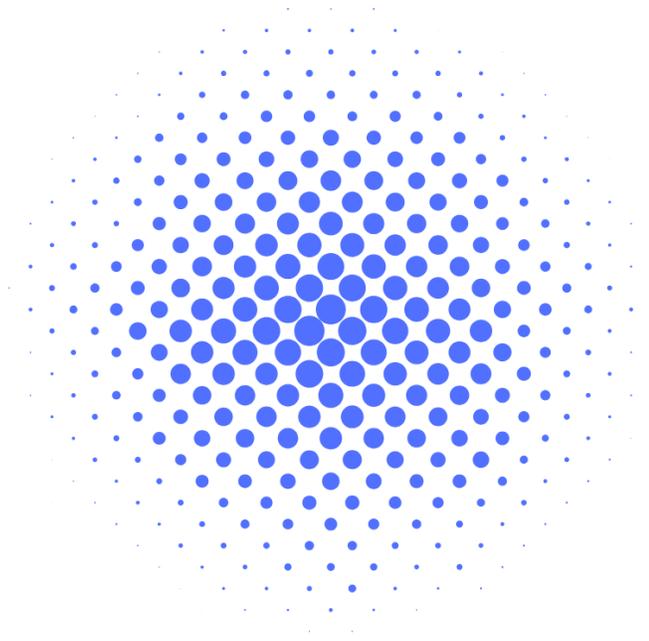
PART 2

Strategic Goals and Objectives

2.1 Strategic Goals

InfoCom has identified five strategic goals supported by specific objectives that reflect its regulatory mandates, institutional priorities and future direction. These goals outline where it aims to focus its efforts and how it intends to strengthen transparency, data protection, public engagement, organisational development and innovation.

Goal 1: **Ensuring Effective Regulatory Governance**	• *Strategic Objective 1.1: To administer the Access to Information Act (ATIA) effectively.* • *Strategic Objective 1.2: To administer the Data Protection Act (DPA) effectively.* • *Strategic Objective 1.3: To develop policies, guidelines and SOPs that strengthen compliance and enforcement.*
Goal 2: **Promoting Public Outreach, Education and Awareness**	• *Strategic Objective 2.1: To conduct ongoing public engagement activities, workshops and talks.* • *Strategic Objective 2.2: To produce communication materials, reports and awareness resources.* • *Strategic Objective 2.3: To strengthen InfoCom's presence across media platforms.*
Goal 3: **Sustaining Organisational Growth and Institutional Capacity**	• *Strategic Objective 3.1: To support a modern, healthy and inclusive institutional culture.* • *Strategic Objective 3.2: To increase workforce capacity, skills and knowledge.* • *Strategic Objective 3.3: To expand office space and improve the working environment.* • *Strategic Objective 3.4: To increase technological integration for better service delivery.*
Goal 4: **Enhancing Strategic Partnerships and National, Regional and Global Networks**	• *Strategic Objective 4.1: To engage in national initiatives such as OGP, NIC and NCCC.* • *Strategic Objective 4.2: To participate in regional initiatives including the African Union and SADC.* • *Strategic Objective 4.3: To engage in global initiatives such as UNESCO and the ICIC International Conference.*
Goal 5: **Accelerating Innovation, Adaptation and Institutional Reform**	• *Strategic Objective 5.1: To adapt to changing needs and emerging ideas.*

2.2 Strategic Objectives

Goal 1: Ensuring Effective Regulatory Governance

Strategic Objective 1.1: To administer the Access to Information Act (ATIA) effectively.

Effective administration of the ATIA is essential to safeguarding the public's right to information, supporting accountability in public bodies and ensuring that transparency becomes a routine part of government practice.

Strategic Approach:
- Provide guidance and support to MDAs on their obligations.
- Monitor compliance through audits, reviews and assessments.
- Handle appeals and complaints promptly and fairly.
- Develop tools and training to strengthen implementation.

Strategic Objective 1.2: To administer the Data Protection Act (DPA) effectively.

Strong administration of the DPA helps protect personal data, build trust in both public and private organisations and ensure that information is handled responsibly.

Strategic Approach:
- Issue guidance to data controllers and processors.
- Conduct compliance checks, investigations and audits.
- Raise awareness on responsible data handling.
- Support institutions to adopt secure and privacy-centred practices.

Strategic Objective 1.3: To develop policies, guidelines and SOPs that strengthen compliance and enforcement.

Clear policies and procedures create consistency, guide decision-making and support institutions in meeting their obligations under the Acts, while strengthening InfoCom's own regulatory processes.

Strategic Approach:

- Draft and update policies and SOPs for ATIA and DPA processes.
- Consult stakeholders to ensure relevance and feasibility.
- Publish clear guidance materials for public use.
- Review and refine procedures regularly.

Goal 2: Promoting Public Outreach, Education and Awareness

Strategic Objective 2.1: To conduct ongoing public engagement activities, workshops and talks

Regular engagement allows InfoCom to reach diverse audiences, share knowledge and promote understanding of information rights and data protection.

Strategic Approach:

- Organise regular workshops and talks for MDAs, civil society organisations and schools.
- Participate in national events that provide platforms for outreach.
- Work with partners to broaden engagement and reach targeted groups.

Strategic Objective 2.2: To produce communication materials, reports and awareness resources.

Well-designed communication materials support continuous learning and make information about the Acts more accessible, understandable and practical for users.

Strategic Approach:

- Develop clear and user-friendly materials, including manuals, posters and digital content.
- Publish annual reports and special updates to keep stakeholders informed.
- Ensure materials are accessible, widely distributed and available in digital formats.

Strategic Objective 2.3: To strengthen InfoCom's presence across media platforms.

A strong media presence is essential to increasing visibility, reaching wider audiences and ensuring that accurate information on access to information and data protection is shared consistently.

Strategic Approach:

- Share regular updates through traditional media, social media and the website.
- Issue press releases and interviews to highlight key messages.

Goal 3: Sustaining Organisational Growth and Institutional Capacity

Strategic Objective 3.1: To support a modern, healthy and inclusive institutional culture.

A positive organisational culture improves morale, encourages collaboration and ensures that staff feel valued and supported in fulfilling InfoCom's mandate.

Strategic Approach:
- Promote teamwork, open communication and a respectful working environment.
- Introduce initiatives that support staff well-being and inclusion.
- Reinforce organisational values in daily practice and decision-making.

Strategic Objective 3.2: To increase workforce capacity, skills and knowledge.

A skilled and well-supported workforce strengthens InfoCom's ability to deliver its mandates, adapt to new demands and maintain high professional standards.

Strategic Approach:
- Recruit staff to fill priority positions.
- Provide continuous training and professional development.
- Strengthen skills in access to information, data protection and digital governance.

Strategic Objective 3.3: To expand office space and improve the working environment.

Adequate office space and a functional working environment are necessary to improve productivity, enable growth and support safe and comfortable working conditions.

Strategic Approach:
- Relocate to expanded premises within the budget period.
- Improve workspace layout to support teamwork and efficiency.
- Ensure safety, accessibility and comfort for staff and visitors.

Strategic Objective 3.4: To increase technological integration for better service delivery.

Strong digital systems and tools enhance efficiency, improve internal coordination and ensure that InfoCom can meet the demands of a modern information landscape.

Strategic Approach:

- Introduce digital systems for records management and reporting.
- Ensure staff receive training on all digital processes.

Goal 4: Enhancing Strategic Partnerships and National, Regional and Global Networks

Strategic Objective 4.1: To engage in national initiatives such as OGP and NIC.

National partnerships help to align InfoCom's work with broader governance reforms and promote unified efforts toward transparency and responsible information management.

Strategic Approach:

- Participate actively in national working groups and governance initiatives.
- Provide technical input on transparency and data protection reforms.
- Align outreach and policy activities with national priorities.

Strategic Objective 4.2: To participate in regional initiatives including the African Union.

Regional engagement provides opportunities for knowledge exchange, collaboration and shared learning across countries with similar governance goals.

Strategic Approach:

- Engage in regional forums on access to information, privacy and digital governance.
- Share knowledge and practices with regional regulators and networks.
- Join regional training and capacity-building programmes.

Strategic Objective 4.3: To engage in global initiatives such as UNESCO and the ICIC International Conference.

Participation in global networks strengthens InfoCom's visibility, enables learning from international best practices and supports alignment with global standards.

Strategic Approach:

- Attend international conferences, meetings and knowledge-sharing events.
- Strengthen ties with global organisations working on information governance.
- Share Seychelles' experiences and adopt global standards and lessons learned.

Goal 5: Accelerating Innovation, Adaptation and Institutional Reform

Strategic Objective 5.1: To adapt to changing needs and emerging ideas.

Remaining responsive to new trends, technologies and social expectations allows InfoCom to improve its services, stay relevant and anticipate future challenges in governance and information management.

Strategic Approach:
- Identify reforms that improve InfoCom's effectiveness.
- Encourage innovation in internal processes and service delivery.
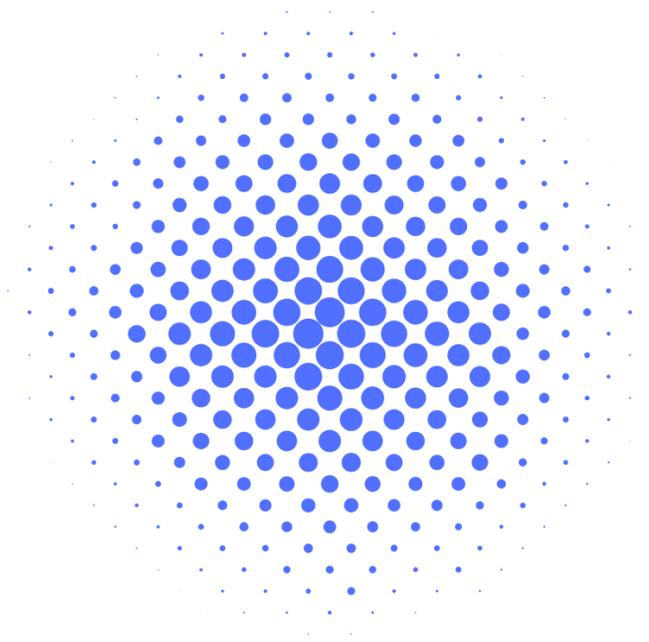
PART 3

Implementation

3.1 Organisation Structure and Resources

The Commission has adopted a strengthened internal structure for 2026-2028 to enhance coordination, accountability and efficiency in delivering its mandates under the ATIA, 2018 and the DPA, 2023. **Error! Reference source not found.** reflects the existing organisational structure based on the approved 2026 budget, including the upgrade of the Information Analyst and Data Protection Analyst posts to senior level.

3.1.1 Current Organisational Structure (2026)
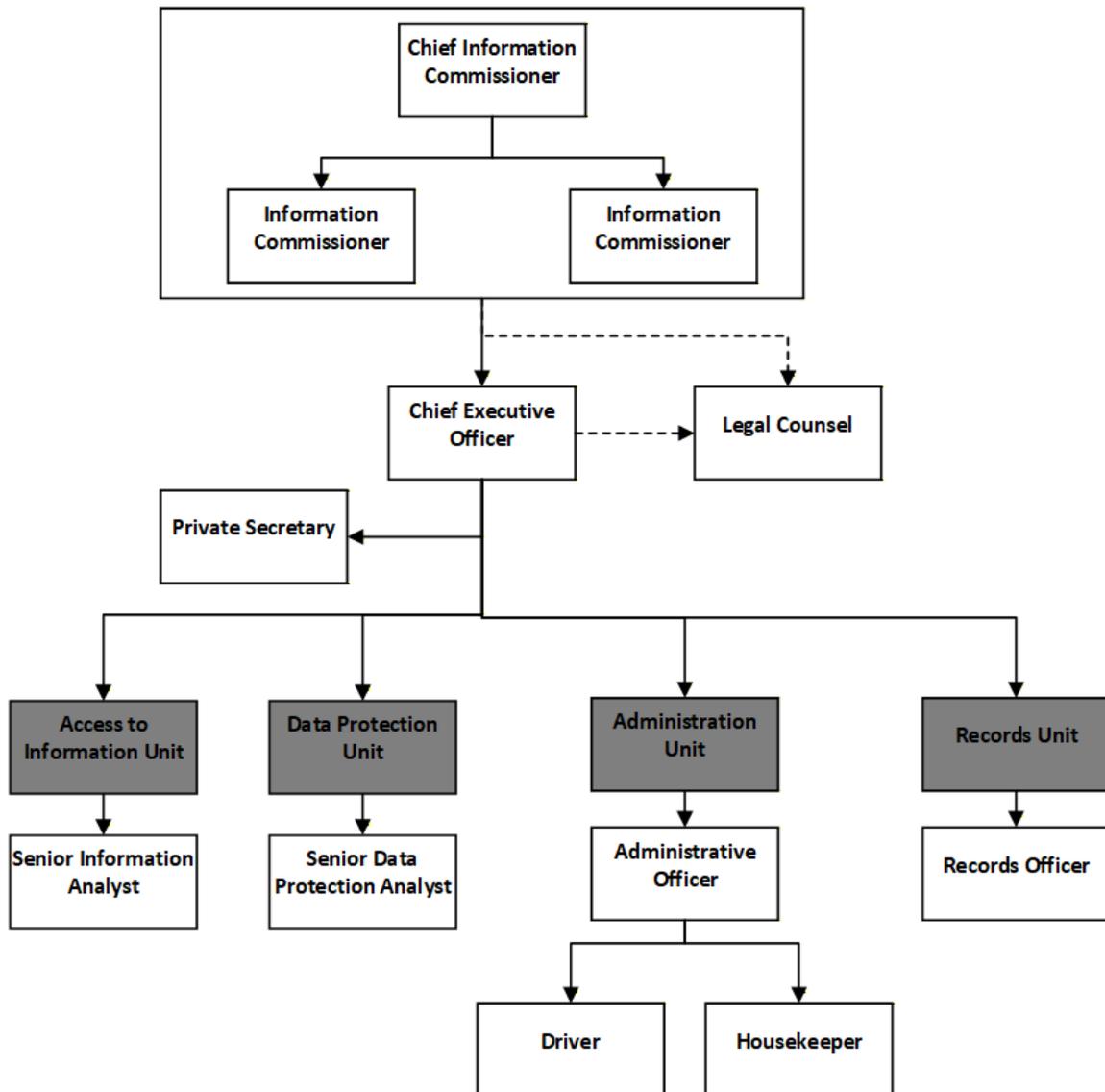
Figure 1: Current Organogram for the Information Commission (2026)

3.1.2 Future Organisational Structure and Capacity (2028)

As the Commission continues to grow and its responsibilities expand, there is a need to plan for a structure that can sustainably support increased demand, emerging priorities, and future development. This forward-looking approach allows the Commission to anticipate capacity needs and strengthen its ability to deliver its mandates effectively over the medium term.

Figure 2 presents an aspirational organisational structure outlining where the Commission aims to be by 2028. This structure reflects anticipated growth in workload and responsibilities and includes additional officers within the ATIA and DPA to manage increasing requests, specifically an Information Analyst for the ATI Unit and a Data Protection Analyst for the DP Unit. It also provides for a Senior Legal Officer to support the administration of both Acts, a HR and Budget Management Assistant to strengthen internal HR and financial support functions, and a part-time Communications Consultant to support the Commission's communications, outreach, and education initiatives, including the review and implementation of its communications strategy.
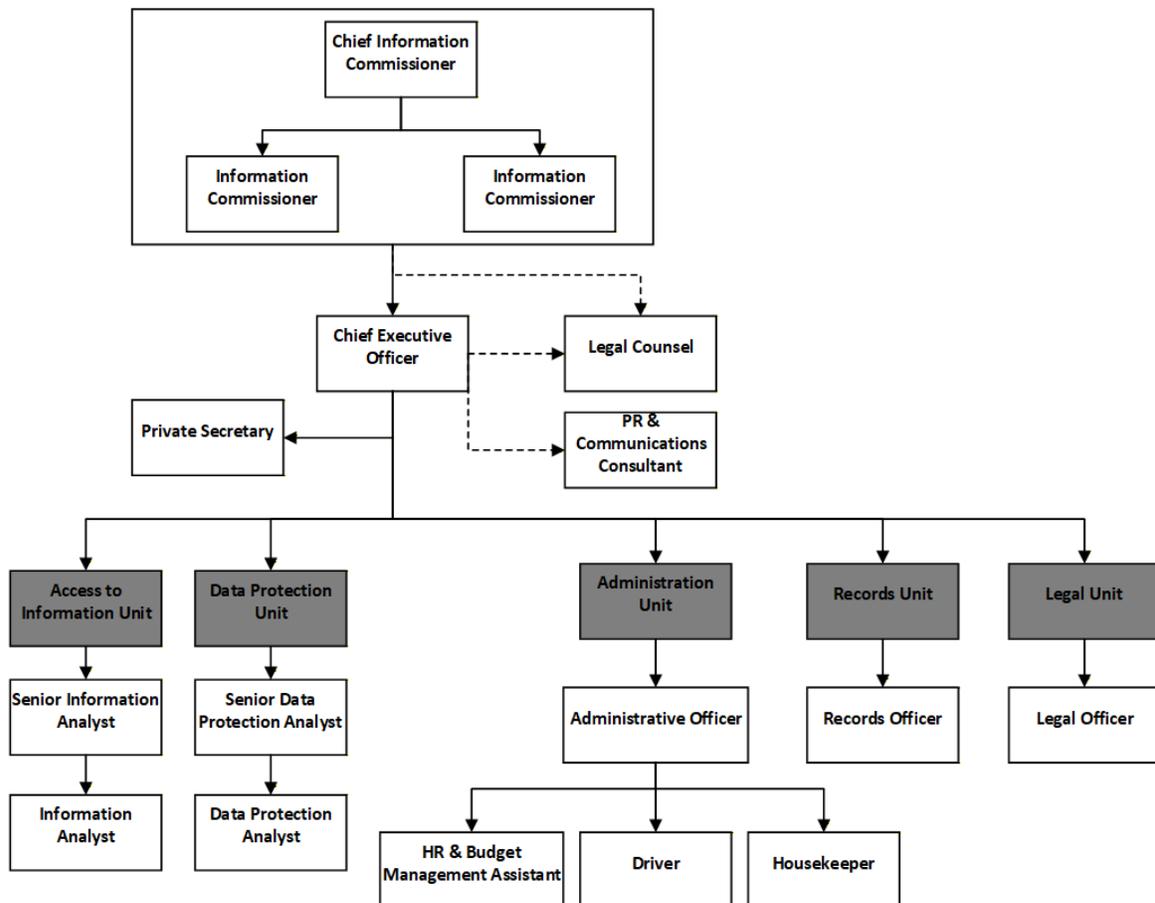

Figure 2: Future Organisational Structure and Capacity by 2028

3.2 Change Management

InfoCom recognises that managing change effectively is essential to achieve the goals of the Strategic Plan 2026-2028. As the Commission grows in scope and responsibility under the ATIA, 2018 and the DPA, 2023, it must remain flexible, well-coordinated and staff-driven. Therefore, InfoCom will focus on practical and achievable actions to ensure smooth transitions, strengthen staff capacity and maintain effective communication across all levels. Change will be introduced gradually and supported through teamwork, leadership and clear planning.

	Key Focus Areas	Action Points
1.	Align staff roles and priorities with the evolving functions.	• Conduct a review of current job descriptions and responsibilities to identify overlaps or gaps. • Update the organogram and role profiles to reflect new mandates under the ATI and DPA. • Hold a team workshop to clarify individual priorities and align them with organisational objectives. • Establish regular staff briefings or update meetings led by the CEO
2.	Provide training and coaching to improve readiness for new systems and processes.	• Develop a short annual training plan based on skill gaps and upcoming digital initiatives. • Organise targeted workshops on data protection, access to information and digital record management.
3.	Review policies and workflows to improve efficiency and consistency.	• Audit existing HR, finance and operational policies to identify areas needing revision. • Streamline approval and reporting processes to reduce bottlenecks. • Document standard operating procedures for recurring tasks. • Present revised policies to the Board for validation and implementation.
4.	Use technology to support faster, more transparent operations.	• Introduce an online InfoCom Portal to enable electronic submissions, progress tracking and easy access to information and communication with the Commission. • Expand the use of the InfoCom website to make it more informative, interactive and regularly updated. • Provide basic ICT training to ensure all staff can use the digital tools effectively.

3.3 Key Policies and Procedures to be Developed

To support consistent decision-making, strengthen regulatory functions and improve internal operations, InfoCom will develop and implement several key policies and procedures during the 2026–2028 period. These policies will guide the Commission's work under both the Access to Information Act, 2018 and the Data Protection Act, 2023.

Policies and procedures to be developed:
- Data Protection Policy and Guidelines
- Investigation Policy for ATIA and DPA
- Hearing Policy for ATIA and DPA
- Information Security and Cybersecurity Plan
- Administrative Policy (including vendor directory and key government contacts)
- Finance and Ways-of-Working Policy
- Emergency Protocols and Procedures
- Updated Fines Policy (in consultation with the Attorney General's Office)

3.4 Public Awareness and Education

InfoCom aims to strengthen its communication and outreach activities to ensure that citizens, public officials and private entities are aware of their rights and responsibilities. Efforts will focus on delivering consistent, accessible and locally relevant messages through both traditional and digital platforms.

	Key Focus Areas	Action Points
1.	**Increase public knowledge of the rights to access information and data protection.**	- Develop simple brochures, infographics and videos explaining citizens' rights under the ATIA, 2018 and DPA, 2023. - Conduct awareness sessions in schools, workplaces and community centres. - Mark key international days such as the *International Day for Universal Access to Information* and *Data Protection Day* with public campaigns.
2.	**Strengthen communication with IOs, HoIHs and Data Controllers.**	- Issue regular guidance notes and updates on compliance requirements. - Organise biannual engagement meetings or forums for updates and feedback. - Develop a dedicated section on the InfoCom website for resources and reporting templates.

	Key Focus Areas	Action Points
3.	**Build a recognisable and trusted public image for InfoCom**	• Develop a consistent visual identity and key messaging framework. • Use the three national languages and accessible formats to reach diverse audiences. • Maintain an active presence on major social media platforms with regular posts and updates. • Collaborate with local media and participate in national events to increase visibility.

3.5 Partnerships and Collaboration

InfoCom will strengthen collaboration with national and international stakeholders, including public bodies, private sector organisations, media institutions, civil society and development partners, to support the effective implementation of the ATIA, 2018 and the DPA, 2023. Engagement will focus on regular communication, joint capacity-building activities and inclusive participation in awareness and policy initiatives that promote transparency, accountability and information rights.

	Key Focus Areas	Action Points
1.	**Encourage collaboration with MDAs, civil society and academia to promote transparency and privacy awareness**	• Partner on joint awareness campaigns, research and public dialogues. • Engage universities to integrate ATI and DPA topics into academic programmes.
2.	**Strengthen ties with regional and international networks for knowledge sharing and training opportunities**	• Participate in regional conferences, workshops and peer exchange programmes. • Establish formal cooperation with information and data protection authorities in other countries. • Leverage international platforms to access technical assistance and best practices.

3.6 SWOT Analysis

InfoCom's operating environment presents a mix of internal strengths and weaknesses, as well as external opportunities and threats. The following Strength, Weakness, Opportunities and Threat (SWOT) Analysis provides an overview of these factors to guide strategic planning, resource allocation and performance improvement for the 2026 to 2028 period.

| STRENGTHS	WEAKNESSES
• Established legal mandates under both the ATIA, 2018 and the DPA, 2023, reinforcing institutional legitimacy. • Growing technical expertise and professional commitment among Commissioners and staff. • Clear organisational structure with defined roles and accountability mechanisms. • Positive collaboration with government agencies, civil society and development partners. • Progressive adoption of digital tools for communication, records management and outreach. • Commitment to transparency, ethics and results-based performance.	• Limited human and financial resources to fully meet regulatory and outreach demands. • Gaps in specialised expertise in areas such as data protection, communication and investigation. • Inconsistent compliance across public bodies due to varying institutional capacities. • Limited visibility and public understanding of InfoCom's role and responsibilities. • Dependence on external technical support for system development and training.
OPPORTUNITIES	**THREATS**
• Increasing national focus on governance reforms and institutional accountability. • New data protection framework creating momentum for improved digital governance. • Expanding regional and international partnerships for training and technical assistance. • Potential for digital transformation to improve efficiency and public engagement. • Growing youth and citizen interest in transparency, privacy and civic participation.	• Resource limitations and economic pressures affecting budget sustainability. • High turnover or competition for skilled professionals in the public sector. • Cybersecurity risks and emerging digital threats to data protection. • Slow adoption of new policies and record-keeping practices in some institutions. • Resistance to change among stakeholders unfamiliar with governance reforms.

3.7 Implementation Roadmap

 To ensure that the Strategic Plan 2026–2028 is implemented in a structured and realistic manner, InfoCom will prepare annual action plans that outline specific activities, timelines and expected outputs for each strategic objective. These action plans will guide day-to-day implementation and allow adjustments based on operational needs, staffing levels and budget availability.

Key Focus Areas:
- Annual action plans aligned to the Strategic Goals and Objectives
- Activity schedules and timelines for each year
- Resource planning linked to available HR and budget
- Clear responsibilities for each unit
- Periodic review to update plans based on emerging priorities

Key activities	2026	2027	2028
Develop annual action plan	x	x	x
Conduct ATIA compliance audits	x	x	x
Conduct DPA compliance checks and investigations	x	x	x
Develop policies and SOPs (ATIA, DPA, cybersecurity, finance, admin, emergency, fines)	x	x	-
Workforce expansion and capacity building	x	x	-
Public engagement activities, workshops, talks	x	x	x
Production of communication and awareness materials	x	x	x
Strengthen media and digital presence	x	x	x
Office relocation or expansion work	-	x	x
Technology integration and digital tools rollout	-	x	x
National partnerships (OGP, NIC)	x	x	x
Regional engagement (African Union, others)	x	x	x
International participation (UNESCO, ICIC)	x	x	x
MEL monitoring and annual reviews	x	x	x
Mid-term strategic review	-	x	-
Preparation of next strategic plan (2029-2031)	-	-	x
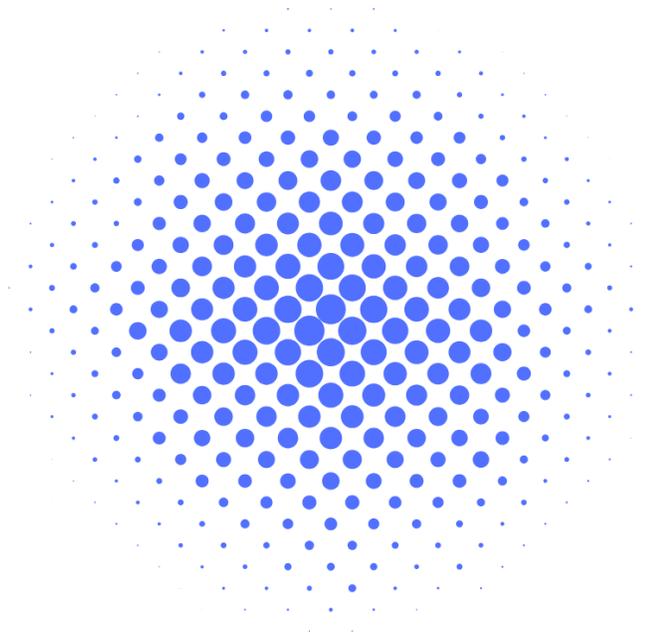
PART 4

Budget and Economic Impact

4.1 Budget Priorities

InfoCom's 2026-2028 budget is structured to sustain and strengthen its mandates under the ATIA, 2018 and the DPA, 2023. Funding will continue to be primarily provided by the Government of Seychelles, while additional support will be sought from sponsors and partners for conferences, training and project-based activities.

The key priorities during this period include:

- Recruitment, retention and training of qualified staff to deliver effective services.
- Engagement of consultants, including communication, IT, legal and regulatory specialists, to complement internal capacity and provide targeted technical support where required.
- Investment in digital systems to enhance transparency and efficiency.
- Implementation of sustained education and communication initiatives to increase understanding of information rights and data protection.
- Strengthening investigative and compliance functions, including audits and appeals handling.

The Commission will continue to adhere to the Programme Performance-Based Budgeting (PPBB) framework and will ensure that financial planning remains transparent, accountable and aligned with national priorities.

Consolidated Position		2026			2027	2028
SR'000s	Total to be appropriated	Compensation of Employees	Use of Goods and Services	Capital	Forecast	Forecast
P1: Information, Management and Administration	3,997	2,072	1,926	-	3,996	4,013
Total	3,997	2,072	1,926	-	3,996	4,013

4.2 Economic Impact

InfoCom's activities strengthen governance, public accountability and citizen trust, which in turn enhance economic performance. By promoting access to information and data protection practices, InfoCom helps build transparency and integrity across institutions. These efforts contribute to a governance environment that supports long-term national development.

Economic benefits are expected through:

- Strengthened public confidence and international credibility in Seychelles' governance systems.
- Better informed decision-making and efficient public service delivery.
- Enhanced investor trust due to adherence to privacy and transparency standards.
- Empowered citizens participating more actively in economic and civic life.

4.3 Action Points

To ensure effective use of financial resources and measurable results, InfoCom will:

1. Continue to identify cost-saving measures and promote efficient use of funds.
2. Strengthen internal financial management systems and reporting processes in line with national audit standards.
3. Engage with the Ministry of Finance, Economic Planning, Trade and Investment for periodic reviews and adjustments of budget allocations.
4. Seek partnership opportunities with international and regional bodies for technical assistance and co-financing.
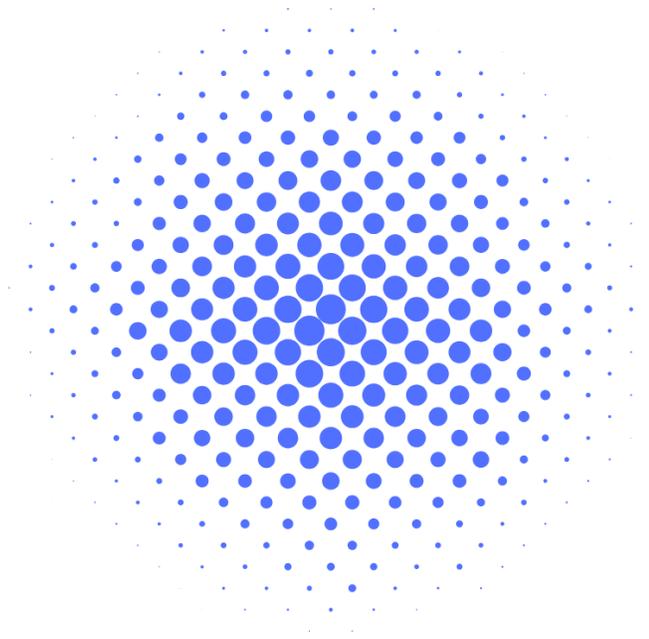
PART 5

Performance Monitoring, Evaluation and Learning (MEL)

5.1 MEL Framework

InfoCom will continue to use a Monitoring, Evaluation and Learning (MEL) approach to track progress, measure results and drive continuous improvement in implementing the Strategic Plan 2026-2028. The MEL framework will assess performance across all levels of the Commission, ensuring accountability, transparency and informed decision-making. This approach will enable InfoCom to collect and analyse data systematically, identify challenges early and make timely improvements.

Key Focus Areas	Objectives	Action Points
Performance Tracking, Evaluation and Learning	Track progress, evaluate performance and apply lessons to improve planning and operations.	• Set clear indicators and reporting tools. • Collect and analyse data regularly. • Conduct annual and mid-term reviews. • Capture and share lessons learned. • Integrate findings into future plans and training.
Accountability	Strengthen transparency and stakeholder communication.	• Publish annual performance report. • • Share results with the Vice-President's Office, National Assembly, MDAs and other partners.
Integration	Align MEL with national planning and reporting systems.	• Align performance indicators with the PPBB framework. • Integrate financial and performance reviews. • Strengthen internal reporting tools and templates.