



**COMMUNICATIONS
AUTHORITY OF KENYA**



STRATEGIC PLAN

2023-2027



KENYA
VISION **2030**



Foreword



On behalf of the Board of Directors, Management and Staff of the Communications Authority of Kenya, it is with great pleasure that we present our Strategic Plan for the period 2023-2027. This plan reflects our steadfast dedication towards spearheading digital access for everyone in Kenya, positioning our nation as a frontrunner in the 4th Industrial Revolution.

In an era characterized by rapid technological advancements, we recognize the critical significance of digital access in driving the growth and development of our nation. This Strategic Plan outlines our plays a crucial role in shaping Kenya's future through enabling a sustainable digital society, leveraging technology to propel economic growth and enhancing social well-being. By embracing this transformative journey, we aim to unlock abundant opportunities for our citizens and propel our nation towards a prosperous and digitally empowered future. This is in line with the government's Bottom-up Economic Transformation Agenda (BETA).

We recognize the challenges that lie ahead in the highly dynamic and evolving ICT landscape. Through this strategic plan, we commit to increasing the coverage and penetration of ICT services, bridging the digital divide and ensuring that everyone in Kenya, regardless of their location, has access to affordable and reliable ICT services. Additionally, consumer protection and empowerment remains paramount, and this plan places a strong emphasis on safeguarding the rights and interests of consumers. Creating an enabling regulatory environment is another critical

aspect of our Strategic Plan. We will continue to adapt our regulatory frameworks to keep pace with technological advancements, promote innovation under emerging technologies and encourage healthy competition through market development. Through fostering an environment that nurtures innovation and protects consumer interests, we aim to create a thriving digital ecosystem that drives economic growth and enhances the quality of life for all Kenyans.

In addition, we seek to further support the delivery of BETA by providing opportunities for ICT readiness for Kenyans through the implementation of a flagship project that entails the development of a global innovation hub. This will comprise an ICT convention centre, a Smart Multi-office Storey Block and a Data Centre. These initiatives underline our unwavering commitment to nurturing innovation, encouraging collaboration and upholding excellence in the ICT Sector. The ICT hub will serve as a dynamic centre for research, training, and capacity-building in the realm of ICTs. It will also assume a pivotal role in tackling the strategic challenge of market development and emerging technologies. In tandem, the ICT Hub Convention Centre will stand as a cutting-edge venue, primed to host national and international events, conferences, and exhibitions. It is poised to make substantial contributions to addressing the strategic concern of organizational efficiency and effectiveness. The flagship project holds the potential to reshape the ICT Sector not only in Kenya but throughout the region, fostering innovation, synergy, and a culture of excellence as we address critical strategic issues.

We recognize the need for a highly skilled and adaptable workforce that can navigate the complexities of the digital age. Thus, improving organisational efficiency and building a proficient workforce are also key elements of this strategic Plan. Through capacity-building initiatives and partnerships with relevant stakeholders, we will continue empowering our staff to embrace digital transformation and deliver exceptional services to our stakeholders and the public.

The successful implementation of this Strategic Plan is our utmost priority. I invite all stakeholders, partners and citizens to join us on this transformative journey

Ms. Mary W. Mungai
Chairperson
Board of Directors

Preface and Acknowledgement



I am pleased to present the Authority's Strategic Plan for the period 2023-2027, which represents our collective vision and dedication towards achieving digital access for all Kenyans. This Plan is an outcome of extensive collaboration, valuable insights and firm commitment from a diverse range of stakeholders.

The Authority recognizes the critical role it plays in regulating and promoting the development of the ICT landscape in Kenya. In this rapidly evolving digital era, our Strategic Plan aims to foster a sustainable digital society through responsive regulation. We acknowledge the transformative supremacy of technology and we will strive to ensure that everyone in Kenya can access affordable, reliable and secure ICT services.

This Strategic Plan is built upon a foundation of thorough research, extensive consultations and a deep understanding of the challenges and opportunities that lie ahead. We have engaged with industry experts, government agencies, civil society organizations and other key stakeholders to gain valuable perspectives. We are grateful for their contributions, which have enriched the development of this Plan. We are committed to promoting universal service and access, competition, protecting consumer rights and maintaining regulatory excellence in the ICT sector. Our Plan espouses four Strategic Goals: *Promotion of meaningful connectivity to ICT services; Empowerment and protection of consumers of ICT services; Fostering of competitive ICT markets*

and emerging technologies; and enhancement of organizational efficiency and effectiveness. The Goals are the foundation of our tagline - the 4 "Cs" - Connectivity, Consumers, Competition, and Capacity. The strategic plan is expected to deliver on seventeen (17) Strategic Objectives that align with our vision and mission.

We recognize the need for collaboration and partnerships to achieve our goals and thus will continue to foster strong relationships to drive meaningful change and leverage on shared knowledge. In this regard, we appreciate the support of industry expertise and stakeholders, government agencies, civil societies and international organizations. This Strategic Plan represents a shared commitment to the growth and advancement of the ICT sector in Kenya.

I acknowledge that the path forward will not be without challenges. The rapid pace of technological advancements driven by the 4th Industrial Revolution and evolving consumer needs necessitates agility, adaptability and continuous innovation. I am confident in our ability to navigate through these challenges and seize opportunities to steer Kenya towards a society that provides digital access for all.

I extend my sincere appreciation to all stakeholders who have contributed to the development of this Strategic Plan. Your insights, perspectives and commitment have been instrumental in shaping this Plan. We express our gratitude to the dedicated team at the Communications Authority of Kenya and Projects Ontime Consultant, who have worked tirelessly to bring this Plan to fruition.

We look forward to collaboratively implementing the outlined strategies as we ensure that every Kenyan benefits from the opportunities derived from a digital society.

Mr. Christopher Wambua
Ag. Director General

Table of Contents

FOREWORD	1
PREFACE AND ACKNOWLEDGEMENT	2
TABLE OF CONTENTS	3
LIST OF TABLES	4
LIST OF FIGURES	4
DEFINITION OF KEY CONCEPTS AND TERMINOLOGIES	5
ACRONYMS AND ABBREVIATIONS	6
EXECUTIVE SUMMARY	7
CHAPTER ONE:	
INTRODUCTION	10
1.1 Strategy as an Imperative for Organisational Success	11
1.2 The Context of Strategic Planning	11
1.3 History of the Communications Authority of Kenya	18
1.4 Methodology of Developing the Strategic Plan	18
CHAPTER TWO:	
STRATEGIC DIRECTION	20
2.1 Mandate and Functions of the Authority	21
2.2 Vision Statement	21
2.3 Mission Statement	21
2.4 Strategic Goals	21
2.5 Core values	22
2.6 Quality Policy Statement	22
CHAPTER THREE:	
SITUATIONAL AND STAKEHOLDER ANALYSIS	23
3.1 Situational Analysis	23
3.2 Stakeholder Analysis	36
CHAPTER FOUR:	
STRATEGIC ISSUES AND GOALS	41
4.1 Strategic Issues	42
4.2 Strategic Goals	43
4.3 Key Results Areas	44
CHAPTER FIVE:	
STRATEGIC OBJECTIVES AND STRATEGIES	45
5.1 Strategic Objectives	46
5.2 Strategic Choices	52

CHAPTER SIX:	
IMPLEMENTATION AND COORDINATION FRAMEWORK	54
6.1 Implementation Plan	55
6.2 Coordination Framework	55
6.3 Risk Management Framework	61

CHAPTER SEVEN:	
RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES	64
7.1 Financial Requirements	65
7.2 Resource Mobilization Strategies	65
7.3 Resource Management	66

CHAPTER EIGHT:	
MONITORING, EVALUATION AND REPORTING FRAMEWORK	68
8.1 Monitoring Framework	69
8.2 Performance Standards	70
8.3 Evaluation Framework	70

ANNEX I: Implementation Matrix	74
ANNEX II: Annual Work Plan for FY 2023/2024	83
ANNEX III: Quarterly Progress Reporting Template	86
ANNEX IV: Annual Progress Reporting Template	88
ANNEX V: Evaluation Reporting Template	90

LIST OF TABLES

Table 3.1: Summary of Opportunities and Threats	27
Table 3.2: Summary of Strengths and Weaknesses	32
Table 3.3: Stakeholder Analysis	37
Table 4.1: Strategic Issues, Goals and KRA	44
Table 5.1: Outcome Annual Projections	49
Table 5.2: Strategic Objectives and Strategies	52
Table 6.1: Implementation Matrix	74
Table 6.2: Staff Establishment	57
Table 6.3: Skills Set and Competence Development	58
Table 6.4: Risk Management Framework	62
Table 7.1: Financial requirements for implementing the strategic plan	65
Table 7.2: Resources Gaps	65
Table 8.1: Outcome Performance Matrix	71
Table 8.2: Quarterly Progress Reporting Template	86
Table 8.3: Annual Progress Reporting Template	88
Table 8.4: Evaluation Reporting Template	90

LIST OF FIGURES

Figure 1:1 The Authority's strategic direction over the years	11
Figure 3:1. Communications sub-sector key achievements.	34

Definitions of Key Concepts and Terminologies

Baseline	A description of the initial state of an indicator before the start of a project/programme, against which progress can be assessed or comparisons made.
Indicator	A means for measuring progress/change that results from an intervention. It measures a change in a situation or condition and confirms progress towards the achievement of a specific result. It measures project impact, outcomes, outputs and inputs that are monitored during project implementation.
Information Communications and Technologies (ICTs)	A convergence of a range of technologies and devices that are used to create, process, store and exchange information electronically. Examples of ICTs include computers, smartphones, the Internet, social media and other digital communication tools.
Key Activities	Actions taken or work performed through which inputs are mobilized to produce outputs.
Key Results Areas	These are the broad areas that are expected to deliver results based on the highlighted Strategic Goals.
Meaningful connectivity	This is a level of connectivity that allows users to have a safe, satisfying, enriching and productive online experience at an affordable cost.
Outcome Indicator	This is a specific, observable and measurable characteristic or change that will represent the achievement of the outcome. Outcome indicators include quantitative and qualitative measures.
Outcome	The intermediate results generated relative to the objective of the intervention. It describes the actual change in conditions/situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.
Output	Products, services, or immediate results, tangible or intangible resulting directly from the implementation of activities or applying inputs.
Performance Indicator	A measurement that evaluates the success of programmes, projects, or activities.
Strategic Goal	This is a general qualitative statement on what the Authority is hoping to achieve in the long term. Each Goal, linked to a Strategic Issue, is the foundation of this Plan and is set at the start of the planning process.
Strategic Issues	These are problems or opportunities emanating from situational analysis that an organisation has to manage in order to be able to fulfil its mandate and mission.
Strategic Objectives	These are what the organization commits itself to accomplish in order to achieve strategic goals. Strategic objectives should be SMART; they establish performance levels to be achieved on priority issues and measures of success in fulfilling critical mission statement elements.
Strategies	Broad abstractions which are descriptive of the means for achieving the strategic objectives.
Underserved	Underserved areas have some level of telecommunications infrastructure but often lack access to reliable or high-quality services. This can include areas with slow Internet speeds, limited coverage, or insufficient capacity to meet the needs of the population.
Unserved	This generally refers to areas or populations that have no access to a particular telecommunications service or the Internet. It means that there is a complete absence of the service in these areas.

Acronyms & Abbreviations

4IR	Fourth Industrial Revolution
5G	Fifth Generation Technology
AI	Artificial Intelligence
BETA	Bottom-Up Economic Transformation Agenda
CA	Communications Authority of Kenya
CAMAT	Communications and Multimedia Appeals Tribunal
DTT	Digital Terrestrial Television
EMF	Electromagnetic Fields
Gbps	Giga bites per second
ICT	Information and Communications Technology
IoT	Internet of Things
ISO	International Organization for Standardization
KE-CIRT/CC	Kenya National Computer Incident Response Team Coordination Centre
KICA	Kenya Information and Communications Act
KRA	Key Results Area
MDACs	Ministries, Departments, Agencies and Counties
Mn	Million
MTP IV	Medium Term Plan IV
OECD	Organisation for Economic Co-operation and Development
ONA	One Network Area
PESTEL	Political, Economical, Socio, Technological, Environmental and Legal
PPPs	Public-Private Partnerships
RBC	Resource-Based and Capabilities Analysis
SDGs	The Sustainable Development Goals
SI	Strategic Issue
SG	Strategic Goals
SO	Strategic Objective
USF	Universal Service Fund
VCA	Value Chain Analysis
VRIDU	Valuable, Rare, Inimitable, Durable and Un-substitutable

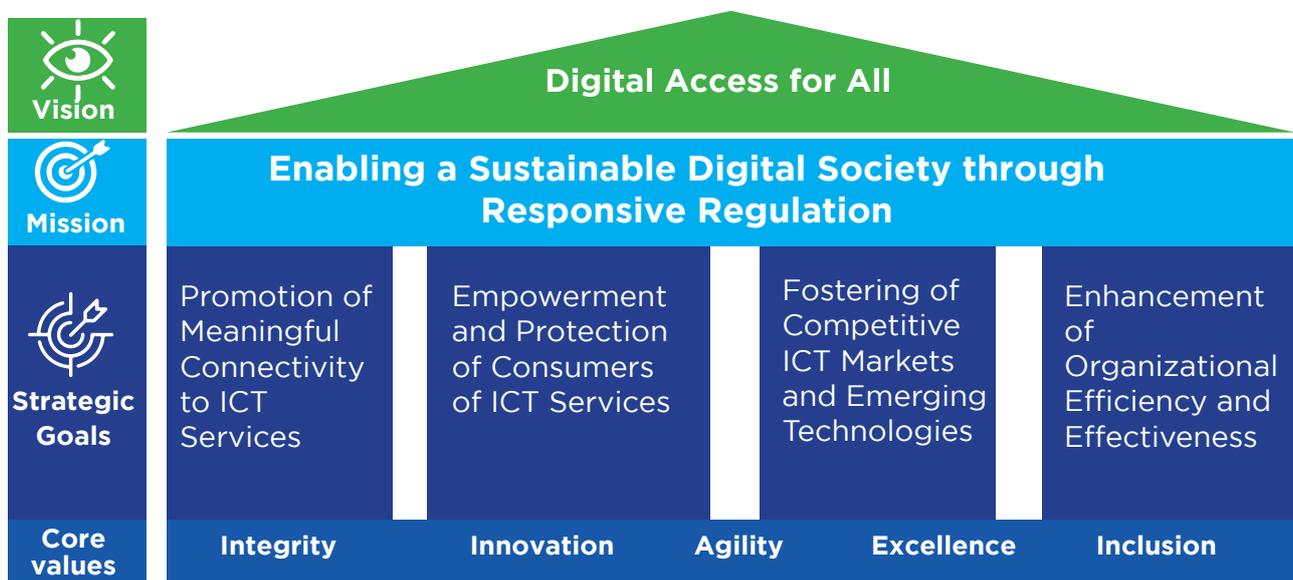
Executive Summary

The Communications Authority of Kenya has developed its Strategic Plan for the period 2023-2027 whose vision is to ensure *Digital Access for All* by embarking on a mission of *Enabling a Sustainable Digital Society through Responsive Regulation*. This reflects the Authority's commitment to ensuring that everyone in Kenya has access to affordable, reliable, and high-quality communication services. The Plan reflects the Authority's dedication to spearheading Kenya's digital revolution, unlocking abundant opportunities for citizens and propelling the nation towards a prosperous and digitally empowered future.

The 2023-2027 Strategic Plan, our fifth iteration, is grounded in a philosophy that places humans at the centre, embraces market-oriented strategies, and relies on evidence-based practices within the highly dynamic ICT landscape. Notably, this Plan is in perfect harmony with both national and international development frameworks, underscoring the

pivotal role of ICT in advancing a range of development aims, such as fostering digital literacy, promoting gender equality, and driving technological innovation.

This Plan's strategic elements collectively form a comprehensive framework that steers the Authority's actions and charts its course in the ICT sector. The Authority is dedicated to realizing its vision and mission guided by core values of *Integrity, Innovation, Inclusion, Agility, and Excellence*. The Authority's strategic direction centres around four pivotal goals to fulfil its vision and mission: *Promotion of Meaningful Connectivity to ICT Services, Empowerment and Protection of Consumers of ICT Services, Fostering of Competitive ICT Markets and Emerging Technologies, and Enhancement of Organizational Efficiency and Effectiveness*. The Strategic Framework highlighting the Authority's strategic direction is shown in the figure below:



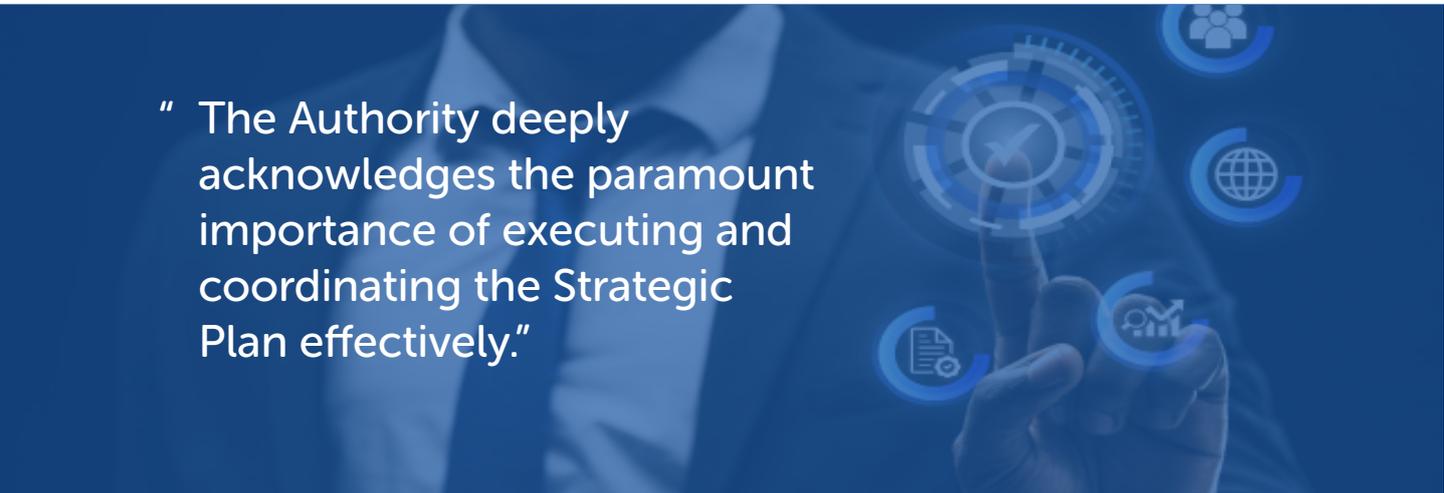
The development of this Strategic Plan took into consideration both the external and internal factors that affect the operations of the Authority. In the macro-environment analysis, the Authority identified opportunities such as a progressive government ICT agenda and emerging AI-powered technologies, which require responsive regulatory frameworks. The micro-environment analysis highlights factors impacting the Authority's access to essential resources, such as labour market dynamics, labour regulations, and the need for competitive compensation. The Internal analysis reveals strengths in governance diversity, policy frameworks, technical expertise, financial management, and brand reputation. However, weaknesses include challenges in culture change, technology adoption, consumer education, office space constraints, and project design and implementation gaps.

The analysis of past performances within the 4th Strategic Plan revealed notable achievements across three Key Result Areas (KRAs). On average, the Plan achieved an implementation rate of 72.6 per cent. Under the Access and Market Development KRA, efforts to bridge the digital divide were evident through Internet connectivity in schools, mobile infrastructure expansion, and impressive growth in digital media subscriptions. Increased access to mobile money and the significant enhancement of international bandwidth signalled greater opportunities for users. The Enabling Environment KRA, the Authority's proactive approach led to the review of key regulations, the development of vital frameworks, and a substantial increase in the detection of cyber threats, safeguarding both consumers and

infrastructure. Under the third KRA on capacity development, the key achievements included aligning human resource practices with national standards, enhancing workforce capacity, and modernizing systems.

At its core, a pivotal milestone within this plan is the establishment of a cutting-edge Global Innovation Hub. The hub will comprise a state-of-the-art ICT Hub Convention Centre, a robust Data Centre, and a Smart Multi-Office Storey. These ground breaking initiatives exemplify the Authority's resolute dedication to fostering a culture of innovation, fostering collaboration, and steadfastly upholding the highest standards of excellence within the dynamic realm of Information and Communication Technology (ICT). This visionary flagship project not only signifies a significant step towards the fulfilment of our strategic vision but also serves as a testament to our unyielding commitment to shaping the future of the ICT landscape. The Global Innovation Hub is poised to be a catalyst for transformative change, a beacon of technological advancement, and a hub of collaborative excellence that will propel the Authority to new heights of success and innovation.

The Authority acknowledges the paramount importance of executing and coordinating the Strategic Plan effectively. In this regard, this Strategic Plan articulates a robust coordination framework, a well-structured institutional framework, a highly competent workforce, effective leadership, and streamlined systems and procedures. This framework ensures that the Plan's execution is smooth and efficient while emphasizing nurturing staff skills and



“ The Authority deeply acknowledges the paramount importance of executing and coordinating the Strategic Plan effectively.”

competency development. This Strategic Plan underscores the pivotal role of leadership, with the Board providing oversight in the development of the Plan and the Management spearheading its implementation. It emphasizes cascading the Plan's elements into specific targets, consistent reporting to the Board, and conducting departmental review meetings to ensure robust execution. Further, the Plan takes a proactive stance by identifying potential implementation risks and categorizing mitigation measures based on their likelihood and severity, ensuring a comprehensive approach to risk mitigation.

To successfully implement this Strategic Plan, a total budget of Ksh 106.985 billion is required over the five years. This significant financial commitment underscores the importance of responsible resource management and the effective strategies outlined in the Plan for mobilizing these funds. The Authority will actively pursue various resource mobilization strategies to diversify its revenue streams and secure the necessary funds. These strategies encompass optimizing licensing and spectrum resource management and

establishing additional revenue generation streams such as the global innovation hub. Additionally, the Authority will quest for Public-Private Partnerships (PPPs) with both local and international development partners, engaging with donors, exploring innovative financing models, and leveraging government funding programs. These collective efforts are designed to ensure that the Authority acquires the essential resources needed to realize its strategic vision.

To drive the successful execution of the Strategic Plan, the Authority has meticulously designed a robust Monitoring, Evaluation, and Reporting system. This framework plays a pivotal role in the Authority's ability to vigilantly track progress, assess performance, and make data-driven decisions throughout the Plan's implementation. It forms the bedrock upon which the Authority will measure strategic objectives, intended outcomes, and planned activities. This comprehensive evaluation framework encompasses both midterm and end-of-term evaluations, ensuring a thorough assessment at critical stages. All these are detailed in the comprehensive strategic plan.

“ To successfully implement this Strategic Plan, a total budget of **Ksh 106.985 billion** is required over the five-year period.”



Chapter

1



INTRODUCTION

This chapter introduces the strategic planning process, highlighting its significance as an imperative for organizational success. It further sets the context for strategic planning by discussing the broader landscape and factors that influence the Authority's delivery of the mandate. Additionally, it delves into the history of the Authority and outlines the methodology used in developing the Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

The Authority recognizes the importance of a robust Strategic Plan for its success. It understands the central role of a well-defined Strategic Plan in achieving its objectives

and realizing its vision. This Plan acts as a roadmap, guiding the Authority’s actions and decisions while keeping a clear focus on corporate objectives and strategic goals. Since its establishment, the Authority has developed and implemented four (4) Strategic Plans as outlined in Figure 1.1.

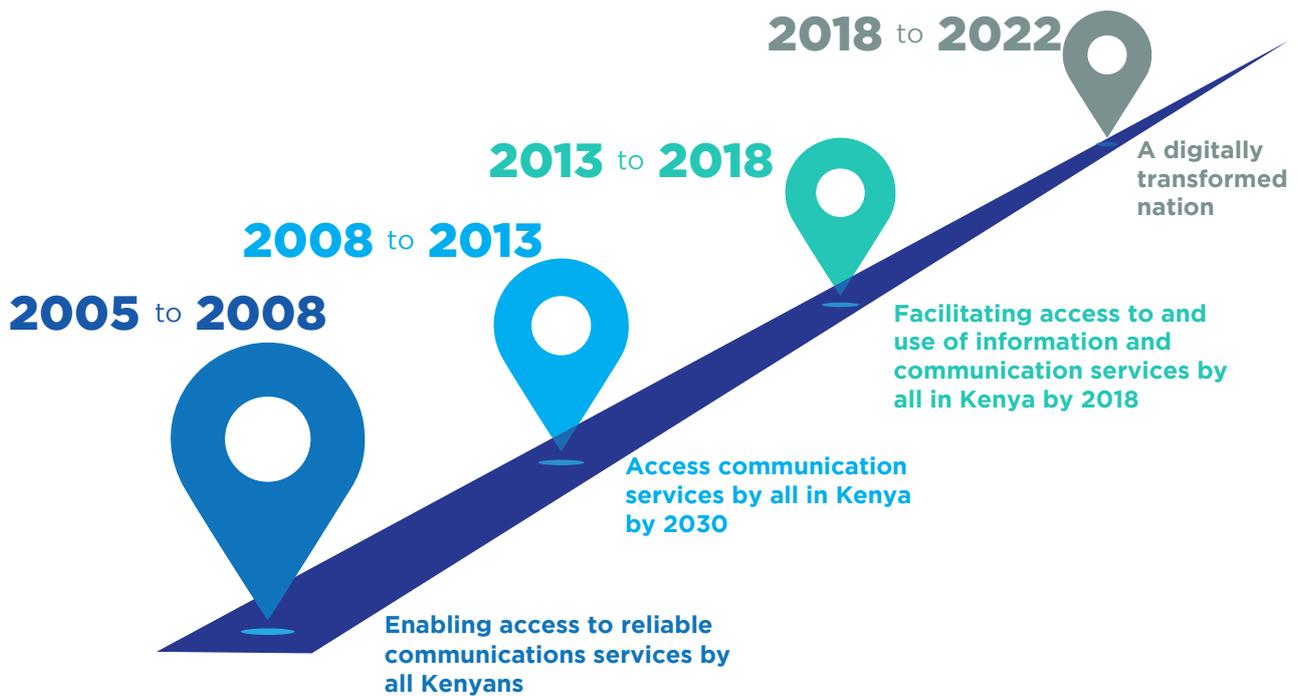


Figure 1:1 The Authority’s strategic direction over the years

1.2 The Context of Strategic Planning

The 5th Strategic Plan considers the volatile, uncertain, complex and ever-dynamic ICT environment in which the Authority operates. This ensures that the selected strategies have a high likelihood of sustained success and will bring about digital access for everyone in Kenya. The strategic philosophy for the next five years is anchored on three core principles, namely, human-centric approaches, market-focus and evidence-based practices. Essentially, we place the needs of citizens at the forefront of our initiatives, ensuring that ICT services are accessible, affordable and tailored to meet their evolving requirements. Importantly, we prioritize fostering a competitive market environment that encourages innovation,

investment and fair practices. To achieve this, we base our decisions and policies on comprehensive data analysis, allowing us to make informed choices that promote efficiency, transparency and effectiveness. Embracing these principles, the Authority strives to ensure an ICT sector that empowers citizens, drives economic growth and enhances socio-economic development in Kenya.

The Strategic Plan was developed in consideration of the following national development priorities regional and international development frameworks: United Nations 2030 Agenda for Sustainable Development, Africa Union Agenda 2063, East Africa Community Vision 2050, Constitution

of Kenya 2010, Kenya Vision 2030, Bottom-up Economic Transformation Agenda (BeTA) and Fourth Medium Term Plan.

1.2.1 United Nations 2030 Agenda for Sustainable Development

Information Communications and Technology is a key enabler for various sectors within an economy. Globally, there is widespread recognition and consensus on the transformative power of ICTs in driving economic, political and societal advancement¹. The Sustainable Development Agenda 2030 underscores the critical role of ICTs in achieving all 17 Sustainable Development Goals (SDGs) and highlights broadband as a key catalyst to accelerate progress². Some of the SDGs that relate directly to the Authority’s mandate include;

<p>4 QUALITY EDUCATION</p>  <p>This goal aims to provide inclusive and equitable quality education to all. ICT plays a crucial role in enhancing education by facilitating e-learning, online resources, and digital skills training for both students and educators.</p>	<p>5 GENDER EQUALITY</p>  <p>In the context of ICT, this goal seeks to bridge the gender digital divide, ensuring equal access and opportunities for women and girls in the digital realm.</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>  <p>This goal focuses on enhancing infrastructure, promoting inclusive and sustainable industrialization, and fostering innovation. In the context of ICT, it seeks to ensure widespread access to reliable and affordable internet services and promote the development and deployment of innovative technologies.</p>	<p>17 PARTNERSHIPS FOR THE GOALS</p>  <p>Collaboration and partnerships are essential to achieve sustainable development. This goal emphasizes the importance of international cooperation, technology transfer, and capacity-building in ICT.</p>
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The Authority is a key player in the country’s efforts to achieve ICT-related Sustainable Development Goals. Positioned as the regulatory body for the ICT sector, CA contributes to these goals through the following strategies:

 <p>Ensuring accessible and affordable ICT services:</p> <p>CA works to expand and improve the country’s ICT infrastructure, aiming to bring internet connectivity to underserved and remote areas, ensuring access for all citizens, regardless of their location or economic status.</p>	 <p>Promoting digital literacy and skills training:</p> <p>The authority collaborates with various stakeholders to develop and implement digital literacy programs, empowering Kenyans with the skills needed to benefit from ICT opportunities fully.</p>	 <p>Encouraging innovation and technological advancement:</p> <p>CA fosters an environment conducive to technological innovation and investment in the ICT sector, encouraging the development of new solutions and services that can drive sustainable development.</p>
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1 <https://www.itu.int/en/mediacentre/backgrounders/Pages/icts-to-achieve-the-united-nations-sustainable-development-goals.aspx>

2 <https://www.itu.int/en/ITU-D/Environment/Pages/Priority-Areas/Sustainable-Development-Goals.aspx>

The Authority undertakes the following initiatives aligned to the achievement of the SDGs:

1. SDG4: The Authority promotes digital literacy and skills training through collaboration with stakeholders, ensuring citizens have the skills to use ICT for education and learning. The Authority contributes to improving the quality of education and supporting lifelong learning opportunities by enhancing digital literacy and provision of broadband services to schools in unserved and underserved areas. To effectively track progress, the Authority will monitor the uptake of ICT skills.
2. SDG5: Bridging the digital divide by implementing proactive measures to promote gender equality in the ICT sector, encouraging the participation and representation of women in the industry and addressing gender disparities in digital access and skills especially in the unserved and underserved areas in the country. To effectively track progress, the Authority will monitor ICT skills uptake and mobile phone ownership by gender.
3. SDG 9: Fostering a conducive environment for technological innovation and investment in the ICT sector. The Authority facilitates the development of new solutions, services, and infrastructure in the ICT sector to ensure widespread access to reliable and affordable Internet services and promote the development and deployment of innovative technologies. The Authority will monitor mobile network coverage, broadband subscriptions and Internet usage which are key facilitators of technological innovation.
4. SDG 17: Partnerships and collaboration with both national and international organizations to foster ICT development, leveraging on technology transfer and expertise exchange to accelerate

progress towards the 2030 Agenda goals. The Authority will partner with stakeholders including Academia. This will ensure accountability and progress towards achieving the SDGs through ICT-enabled initiatives.

1.2.2 Africa Union Agenda 2063

The African Union's Agenda 2063 sets ambitious goals for the development of information and communication technology across the continent³. One of the primary objectives is to establish a single digital market, removing barriers and enhancing connectivity between African nations. This aims to foster economic growth, promote e-commerce, and encourage the exchange of knowledge and expertise. Additionally, Agenda 2063 aims to harness ICT to improve governance, education, and healthcare, thereby creating a more inclusive and sustainable society. To achieve these goals, the Authority plays a crucial role in positioning Kenya as a regional leader in ICT development. Through fostering collaboration with other African countries, the Authority contributes to the realization of Agenda 2063's ICT-related objectives, driving progress and digital transformation across the continent.

1.2.3 East Africa Community Vision 2050

The East African Community Vision 2050 aims to harness the potential of ICT to foster economic growth, social inclusion and regional integration. The specific goals related to ICT include establishing a robust digital infrastructure, promoting digital literacy and skills development, advancing e-governance and public service delivery, and fostering innovation and entrepreneurship in the ICT sector⁴. The Authority is strategically positioned to achieve these goals through responsive regulations. The Authority will promote investment in ICT infrastructure, ensure fair competition among industry players and enforce policies that enhance

³ <https://au.int/en/agenda2063/goals>

⁴ East African Community vision 2050: [eac_vision_2050.pdf \(planning.go.ke\)](https://www.eac.int/planning/vision_2050.pdf)

digital literacy and access to ICT services. Additionally, the Authority will collaborate with other East African Community regulatory bodies to facilitate regional integration and cooperation in the ICT domain, fostering a unified approach towards realizing the EAC Vision 2050 goals.

1.2.4 The Constitution of Kenya 2010

The Constitution of Kenya 2010, contains several clauses related to ICT aimed at fostering the development and regulation of the digital landscape in the country. These provisions primarily fall under the Bill of Rights. Some of these articles include:

<p>Article 31: Right to privacy</p>  <p>This clause guarantees the right to privacy of communication, including electronic communication. It protects citizens from unlawful interception of their communications and ensures the confidentiality and integrity of ICT systems.</p>	<p>Article 33: Freedom of expression</p>  <p>This article guarantees the freedom of expression, including the freedom to seek, receive and impart information and ideas of all kinds through any media. It protects citizens' right to use ICT platforms to express themselves and access information.</p>	<p>Article 34: Freedom of the media</p>  <p>This clause guarantees freedom of the media, encompassing electronic, print, and other forms of media. It aims to protect the freedom of the media from undue control, ensuring a diverse and independent media landscape in the country.</p>	<p>Article 35: Right of access to information</p>  <p>This clause entitles every Kenyan citizen to access information held by the state or any other public entity. It promotes transparency and accountability by enabling citizens to obtain information through ICT channels.</p>
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Article 34 (5) of the Constitution (2010) provides for the independence of the Authority and stipulates its functions as setting media standards, regulating them and monitoring their compliance. It further provides for the establishment of broadcasting and other electronic media subject to licensing and regulation of their airwaves and other forms of signal distribution.

The Authority will therefore create an enabling environment for the advancement of ICT while upholding the constitutional rights of citizens related to protection and privacy, freedom of expression and access to information. This will be done through regulatory frameworks, public education and awareness and collaborations with other Ministries, Departments Agencies and Counties (MDACs).

1.2.5 Kenya Vision 2030, Fourth Medium Term Plan and the Bottom-up Economic Transformation Agenda

Kenya Vision 2030 is a long-term development blueprint aimed at transforming Kenya into a middle-income country by the year 2030. While acknowledging the ICTs as an enabler, the Vision identified specific ICT-related goals to include the establishment of a robust and inclusive digital infrastructure, the promotion of a knowledge-based economy and the widespread adoption of ICTs to enhance service delivery and economic growth. The implementation of Vision is currently in its 4th generation - the Fourth Medium Term Plan (MTP IV) 2023-2027, themed, 'Acceleration of Social Economic Transformation to a More Competitive and Resilient Economy.' The main focus of the MTP IV encompasses expanding

broadband access, increasing digital literacy, fostering innovation and entrepreneurship in the ICT sector and leveraging ICT for better governance and public service delivery. Successful implementation of MTP IV will reshape society towards the adoption and usage of next-generation technologies.

The Authority aims to achieve these objectives through various measures, including policy formulation to encourage digital investment and innovation. It will regulate and license ICT service providers to ensure fair competition and protect consumers while promoting universal connectivity and digital literacy. It will also support research and development to promote e-governance and ICT skills so as to drive Kenya's economic growth.

The Bottom-Up Economic Transformation Agenda (BeTA) is the Government's Plan that is geared towards economic turn-around and inclusive growth through a value chain approach⁵ that will be achieved through targeted investments in five core pillars: Agricultural Transformation; Micro, Small and Medium Enterprises (MSME) Economy; Housing and Settlement; Healthcare; Digital Superhighway and Creative Economy.

The ICT-related goals of BeTA focus on enhancing digital infrastructure, fostering innovation and entrepreneurship, building digital skills, digitizing government services and promoting digital inclusion. The Authority is well-positioned to achieve these goals by formulating and implementing policies, collaborating with various stakeholders, and regulating the ICT sector to create an enabling environment for sustainable growth and development. It will also ensure that there is a robust ICT infrastructure that will support the implementation of BeTA across the country. This active involvement will ensure digital access for all.

Further, expanding the nationwide ICT infrastructure will support smart agriculture,

⁵ [https://africacheck.org/sites/default/files/media/documents/2022-08/Kenya Kwanza UDA Manifesto 2022.pdf](https://africacheck.org/sites/default/files/media/documents/2022-08/Kenya%20Kwanza%20UDA%20Manifesto%202022.pdf)

enabling efficient land use and farming decisions. Leveraging on the sector's ICT infrastructure, the Technical and Vocational Education and Training (TVET) institutions will provide skilled manpower for housing programs and smart health initiatives for universal health coverage. Additionally, an enabling regulatory framework will empower the creative economy, protecting creators and fostering innovation.

1.2.6 Sector Policies and Laws

This section highlights the laws and sector policies that guide the Authority in the realisation of its mandate. These include the Kenya Information and Communications Act, 1998 (KICA), the National ICT Policy Guidelines 2020, the Kenya National Digital Master Plan 2022, the Kenya Digital Economy Blueprint 2019 and the ICT Sector Plan.

1.2.6.1 Kenya Information and Communications Act (KICA, 1998)

The Kenya Information and Communications Act, 1998, is the core legal framework for the Authority's operations. It provides for the establishment, mandate and functions of the Authority.

The ICT sector is dynamic and the KICA has been amended over time to reflect the changing mandate and context under which the Authority performs its responsibilities. Three major amendments have since taken place in 2009, 2013 and 2020. In 2022, the Government initiated another reform process that will amend the KICA and attendant Regulations. The flexible legal framework has allowed the Authority to stretch its scope in order to adequately respond to the needs of the ICT Sector.

The KICA amendment in 2009 led to the establishment of the Universal Service Fund (USF). The USF aimed to enhance universal access to ICTs in commercially unviable areas, bridging the digital divide and ensuring access to communication services for all Kenyans, regardless of location. The amendment also

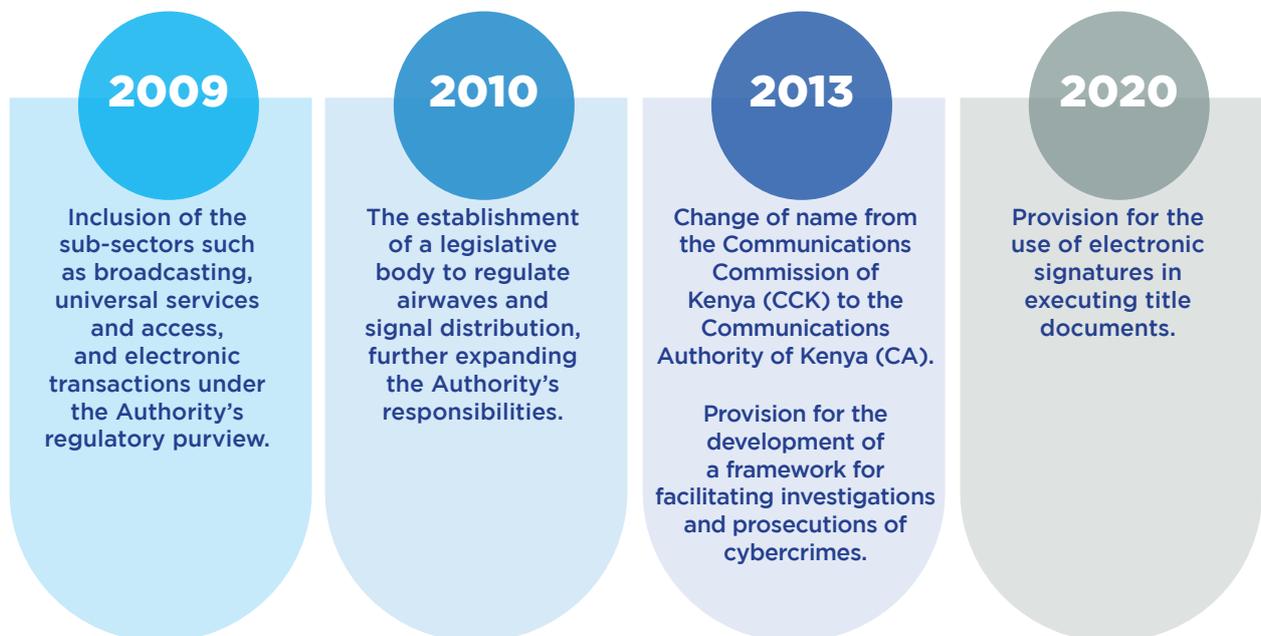
restated the object and purpose of KICA. Broadcasting services were reviewed and provisions for categorization, licensing, programming codes, standards, complaints procedures, penalties and distribution were introduced. These amendments also addressed barriers hindering electronic transactions and promoting e-commerce including fair competition in the ICT sector. Provisions relating to privacy, data protection, consumer rights and dispute resolution mechanisms were also incorporated to safeguard the rights of ICT users.

Further, the KICA was amended in 2013 to align with the Constitution of Kenya, 2010, by renaming the regulatory body from the Communications Commission of Kenya (CCK) to the Communications Authority of Kenya (CA). It also restructured the management and composition of the Board to ensure effective representation and institutional autonomy, strengthening the Authority's ability

to regulate the ICT sector. Additionally, the 2013 amendment addressed the regulation of electronic transactions and cybersecurity, granted the Authority prosecutorial powers for offences under the Act, introduced requirements for SIM card registration to enhance security, and established the Communications and Multimedia Appeals Tribunal (CAMAT), providing a fair and transparent process for addressing disputes.

In a bid to adapt to the highly evolving technology and changes in the ICT sector, an additional amendment was made to KICA in 2020, recognizing electronic signatures for commercial transactions. This legal framework enabled the use of electronic signatures and established their validity in electronic transactions within Kenya. Collectively, these amendments contributed to the development of an innovative, safe and secure ICT sector in Kenya.

Key KICA Amendments



1.2.6.2 The National ICT Policy Guidelines 2020

The National ICT Policy Guidelines 2020 provide a proactive framework for the orderly development of the ICT sector in Kenya, considering the rapid technological advancements. The policy recognises current and emerging technological trends, which include gigabit and petabyte wireless networks, ubiquitous communications, pervasive instrumentation alongside the Internet of Things/Internet of Everything, Big Data, Deep Learning, Blockchain and Digital Currency, the Sharing Economy (sharing of human, physical and intellectual resources), the Gig economy where it is about transforming the future of work, the adaptive security architectures and mass personalisation and personalized manufacturing. This Strategic Plan has identified strategies for implementation that are aligned with the Policy Guidelines and will spur growth not only in the ICT sector but in the entire economy.

1.2.6.3 Kenya National Digital Master Plan 2022-2032

The Kenya National Digital Master Plan for 2022-2032 is a comprehensive strategy that aims to implement impactful ICT programs, including installing 100,000km high-speed fibre optic infrastructure, digitalising government records and automating government systems for interoperability. The Master Plan also recognises the inadequate number of experts in the country with advanced skills essential to facilitate a vibrant digital economy such as to design and support complex digital systems and spur innovation and adoption of new technologies that leverage the opportunities from the 4IR.

Cognizant of these expectations of the Master Plan, the Authority will take the lead in the roll out of the ICT Infrastructure in the country and support the government's digitalization and connectivity initiatives. The Authority may

also pursue futuristic collaborations in Non-Terrestrial Technologies in an effort to achieve ubiquitous Internet in the country. It will also play a crucial role in building a critical mass of IT experts by establishing an African Silicon State of the Art ICT Institute of Excellence. This institute will foster advanced ICT skills, innovations and incubations in emerging technologies. Additionally, the Authority will establish an International Convention Centre/hub to promote international collaboration, knowledge sharing and strategic partnerships. These initiatives will support the development of advanced ICT skills, spur innovation in the country and position Kenya as a hub for technological advancements in the region.

1.2.6.4 Kenya Digital Economy Blueprint

The Kenya Digital Economy Blueprint 2019 is a strategic guide for cultivating a thriving digital economy powered by advanced digital communications and networks. It emphasises critical factors that drive its success, including safeguarding consumer rights, fortifying cybersecurity measures, promoting the adoption of electronic systems, optimising transport infrastructure efficiency and building trust in data management. Notably, the blueprint acknowledges the significant contributions of digital financial solutions.

In appreciation of these developments, the Authority will foster the development of interconnected networks with enhanced privacy and data protection protocols, ensuring the security of digital transactions and information. Furthermore, the Authority's commitment to providing widespread access to high-speed broadband will result in increased connectivity and access to digital services, empowering citizens to fully embrace the opportunities the digital economy presents. These strategic endeavours will position Kenya as a frontrunner in regional digital transformation, stimulating economic growth, job creation and improved quality of life for the citizens.

1.2.6.5 Information, Communications and Technology Sector Plan 2023-2027

The successful implementation of the Sector Plan (2023-2027) will lead to the extension of fibre optic coverage in the sub-counties, locations and ward levels on the Last Mile County Connectivity initiatives. This is expected to spur a wide range of digitally enabled start-ups and investments by the private sector. The sector plan also aims to advance infrastructure development, digital inclusion, e-government and public services, innovation, cybersecurity and data protection, and digital skills and human capital development. Leveraging its regulatory authority and expertise, the CA aims to successfully implement the ICT Sector Plan's goals, fostering a digitally empowered nation and positioning Kenya as a leading player in the global digital economy.

1.3 History of the Communications Authority of Kenya

The Communications Authority of Kenya was established as the national regulatory Authority for the Information and Communications Technology (ICT) sector in 1999 under the KICA. Its establishment was predicated upon the global liberalisation reforms that were transforming the telecommunications and postal sub-sectors.

As a result of these reforms and rapid technological advancements, the ICT sector in Kenya underwent restructuring. The Kenya Postal and Telecommunications Corporation (KPTC) was divided into three legal entities. Telkom Kenya Limited was established to provide telecommunication services, the Postal Corporation of Kenya (PCK) was formed to handle postal & courier services, and the Communications Commission of Kenya (CCK) was created to regulate the ICT sector. This restructuring and establishment of the CCK marked a significant step in revitalizing the telecommunications and postal sub-sectors' growth and development.

Upon inception, the Authority developed two unpublished three-year term Strategic

Plans aligned with the government's Poverty Reduction Strategy Paper from 1999 to 2005. These Plans aimed to promote economic growth, improve governance and employment opportunities and enhance the quality of life for Kenyans. Since 2005, four published Strategic Plans have been developed and implemented, each with its own focus and objectives. The first Plan (2005-2008) facilitated the rapid growth of ICT services following liberalisation reforms. The second Plan (2008-2013) coincided with comprehensive constitutional reforms, strengthening the institutional independence of the Authority and establishing the Universal Service Fund (USF) to promote universal access to communication services.

During the third Plan (2013-2018), Kenya successfully transitioned from analogue to digital television broadcasting, leading to expanded content choices and stimulating investment in the broadcasting industry. The Authority also established the Kenya National Computer Incident Response Team Coordination Centre (KE-CIRT/CC) to address cybersecurity challenges and protect the country's digital infrastructure.

The fourth Strategic Plan (2018-2023) focused on expanding broadband connectivity and services across the country. The Authority's fifth Strategic Plan (2023-2027) aims to build upon past achievements, tackle present challenges and opportunities in the evolving ICT landscape and enhance the Authority's performance in achieving digital access for all. This Plan will guide the Authority's activities and ensure its continued contribution to the growth and development of the ICT sector in Kenya.

1.4 Methodology of Developing the Strategic Plan

The Board, recognizing the importance of charting the Authority's strategic course for the 2023-2027 period, initiated the strategic planning process by determining the rationale and scope of the development of the strategic Plan. In liaison with Management, the Board developed the Terms of Reference (TORs)

for the development of the Authority's Strategic Plan and established a technical committee comprising representatives from all departments to interpret, review and adopt the ToRs, thus laying the foundation for the strategic framework.

The technical committee, based on the ToRs, developed a costed roadmap for the development of the Strategic Plan that was approved for implementation by the Board. Further, the committee developed a strategic framework for the development of the Strategic Plan. At the heart of this strategic framework was a comprehensive description of the global, regional, and national policy, legal, and regulatory frameworks that contextualized the Authority's strategic planning efforts.

The development of the Authority's Strategic Plan provided for a rigorous analysis of both external and internal contexts, accompanied by a thorough stakeholder analysis. The external analysis aimed at gaining insights into the Authority's external environment, identifying opportunities, and pinpointing potential threats, which in turn informed the formulation of strategic responses. The internal analysis assessed the Authority's strengths and weaknesses. Concurrently, the stakeholder analysis defined the relationships with various stakeholders, identifying their roles, expectations, and reciprocal expectations from the Authority.

Drawing from past performance of the 4th Strategic Plan, a review was conducted to

determine achievements, challenges, and valuable lessons learnt. Building on the situational and stakeholder analyses, strategic issues were meticulously identified. The identified strategic issues laid the foundation for the identification of the Authority's Vision, Mission, Core Values and corresponding Strategic Goals. Subsequently, an implementation and coordination framework, as well as a robust risk management framework, were developed. This was complemented by the development of comprehensive resource requirements, mobilization strategies, and the establishment of monitoring, evaluation, and reporting frameworks for the Strategic Plan.

To ensure a well-rounded and inclusive Strategic Plan, the draft was shared with both internal and external stakeholders for validation and feedback. The validated draft Strategic Plan was formally submitted to the State Department for Economic Planning at the National Treasury, the State Department for Broadcasting and Telecommunications, and the Ministry of Information Communications and the Digital Economy for their comprehensive review and consideration and to inform finalization. The Authority incorporated the feedback received and adopted the refined Plan as its strategic roadmap for the period 2023-2027.

Subsequently, the Plan was officially launched and published, signifying readiness for implementation and setting the Authority on its outlined strategic path.

“ To ensure a well-rounded and inclusive Strategic Plan, the draft was shared with both internal and external stakeholders for validation and feedback. ”





Chapter

2



STRATEGIC DIRECTION

This chapter presents the strategic direction of the Authority, encompassing its mandate and functions, vision, mission, strategic goals, core values, and quality policy statement. These elements provide a comprehensive framework for guiding the Authority's activities and shaping its future trajectory in the ICT sector.

2.1 Mandate and Functions of the Authority

The Communications Authority of Kenya draws its mandate from the Kenya Information and Communications Act (KICA), 1998 (Cap. 411A Laws of Kenya). The mandate of the Authority, as provided for in the KICA, is to license and regulate the Information and Communications Sector (broadcasting, multimedia, telecommunications and postal services) and electronic commerce. KICA also mandates the Authority to manage and administer the Universal Service Fund (USF), frequency spectrum, numbering and domain name resources and facilitate cybercrime investigations.

The specific functions of the Authority include the following:

- a) Licensing and regulating provision of all ICT infrastructure, systems and services.
- b) Managing the Country’s frequency spectrum, numbering and domain name resources.
- c) Facilitating the development and management of a national cyber security framework.
- d) Facilitating the development of e-commerce and electronic transactions.
- e) Type approving and accepting ICT equipment meant for use in the Country.
- f) Protecting consumer rights within the ICT environment.
- g) Managing competition in the sector.
- h) Managing and administering the Universal Service Fund (USF).



2.2 Vision Statement

Digital Access for All



2.3 Mission Statement

Enabling a Sustainable Digital Society through Responsive Regulation

“ The mandate of the Authority, as provided for in the KICA Act, is to license and regulate the Information and Communications Sector and electronic commerce.”

2.4 Strategic Goals

Strategic goals are crucial for the Authority as they provide a clear roadmap to ensure digital access for all. The Authority has formulated a strategic direction centred on four key Strategic Goals as follows:

- a) Promotion of Meaningful Connectivity to ICT Services.
- b) Empowerment and Protection of Consumers of ICT Services.
- c) Fostering of Competitive ICT Markets and Emerging Technologies.
- d) Enhancement of Organizational Efficiency and Effectiveness.



2.5 Core values

The core values represent the guiding principles that characterise our culture, behaviours, and decision-making processes. They define our desired attitudes and standards that we uphold to achieve our Vision and Mission. The following shared core values shall guide the Authority.



Integrity:

We adhere to the highest corporate, moral and ethical standards and act professionally, honestly, fairly and transparently.



Innovation:

We embrace a culture of continuous improvement and creative thinking and seek innovative solutions to address industry challenges. Embracing innovation enables us to adapt to a dynamic environment, leverage new technologies and stay at the forefront of industry developments.



Excellence:

We strive for the highest standards of professionalism, performance and service delivery. We aim to consistently exceed expectations and deliver outstanding results in all endeavours.



Inclusion:

We engender diversity, equality and respect for all. We recognise the importance of diverse perspectives, experiences and talents, and we foster an inclusive environment that encourages collaboration, fairness and equal opportunities for all.



Agility:

We pride ourselves on making timely decisions, embrace flexibility and exemplify a culture of openness and responsiveness to change.

2.6 Quality Policy Statement

The Communications Authority of Kenya is committed to the highest standards of quality in facilitating access to and use of ICT services by all in Kenya through responsive regulation. The implementation of the Quality Management System shall support the strategic direction. The Authority shall:

- a) Identify and continuously review internal and external factors which influence its purpose and objectives.
- b) Fulfil its mandate, meet customers' requirements and continually improve on its effectiveness through compliance with ISO 9001:2015 and legal requirements.
- c) Continually review and monitor interested parties' needs and expectations.
- d) Determine and address the risks and opportunities that can affect the delivery of its services and its ability to enhance customer satisfaction.

Chapter

3



SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter explores the situational and stakeholder analysis of the Authority's operating environment. The analysis covers the macro and micro-environment, examining societal, economic, technological and sector-specific factors. It also evaluates the Authority's governance structures, internal processes, resources and capabilities. The chapter further highlights past achievements, challenges and lessons learnt which informed the strategic choices. In addition, it covers the stakeholder analysis identifying key stakeholders and their expectations, enabling the Authority to effectively engage and manage relationships.

3.1 Situational Analysis

This part highlights the external and internal environments that the Authority operates in and an analysis of its past performance.

3.1.1 External Environment

This section provides an understanding and implications of the external environment to the Authority in terms of the opportunities and threats. This analysis provided valuable insights and informed the identification of appropriate strategic responses. The macro and micro environment are described in the sections below.

3.1.1.1 Macro-environment

The Political, Economic, Social, Technological, Environmental and Legal (PESTEL) analysis was conducted to identify and describe some of the external factors that could affect the Authority's ability to implement the Strategic Plan. The factors are described below:

a) Political Factors

- *Progressive Government ICT Agenda:* The Government ICT Agenda highlights the positive influence of government policies and initiatives in the ICT sector. It presents an opportunity for the Authority to collaborate with the government towards achieving common objectives and accelerating the realization of its vision.

b) Economic Factors

- *Macroeconomic factors:* The rising exchange rates impact foreign currency costs and inflation rates, cumulatively affecting ICT goods and services' market prices. To navigate these challenges, the Authority will consider projected exchange rates and inflation rates during project planning and budgeting. This allows for effective cost management and financial planning.

c) Social Factors

- *The bulging youthful population:* The increasing Kenya's young tech-savvy population, demands reliable, available, affordable, quality, and secure digital services. This presents a vast market for ICT products, services, and digital platforms. To capitalize on this opportunity, the Authority will create an enabling environment for ICT adoption, drive innovation, and ensure inclusivity in the provision of ICT services. This will help create employment opportunities for the youth.
- *The Digital Divide:* limited access to ICT services along with the digital divide presents challenges. The Authority will promote the deployment of digital ICT infrastructure and services to unserved and underserved areas. Additionally, improving broadband connectivity across the country is crucial to ensure quality, accessibility, affordability, and secure ICT services for all.

d) Technological Factors

- *Emerging and dynamic technologies:* The advent of technologies under the 4th Industrial Revolution (4IR) powered by AI presents both opportunities and challenges. It requires responsive and agile regulatory frameworks to support the development and adoption of new technologies. The Authority will actively adapt to these changes and collaborate with other stakeholders to facilitate innovation.
- *Sustainable use of ICTs:* To promote the sustainable use of ICTs, the Authority will exploit opportunities for infrastructure sharing, promote the digitalization of ICTs, and encourage green computing practices within the ICT sector. This includes managing the dynamic spectrum effectively, enhancing online safety, and developing a national cybersecurity framework to protect cyberspace.

e) Environmental Factors

- *E-waste pollution and disposal:* The proliferation of e-waste and poor disposal practices pose environmental challenges. To address this, the Authority will implement a Greening ICT agenda and initiatives. Collaborations with other government agencies to establish responsible disposal and recycling centres will help mitigate the impact of e-waste on the environment.
- *Electromagnetic Fields (EMF) exposures and health concerns:* Real or perceived EMF emissions from ICT infrastructure have, in some instances led to resistance to its rollout. To address this, the Authority will comply with environmental conservation policies and regulations. Collaborative supervisory mechanisms for the ICT sector will help ensure safe and responsible deployment of ICT infrastructure.

f) Legal Factors

- *Regulatory frameworks adaptation:* Slow adaptation of legal frameworks to technological changes in the ICT industry, poses legal challenges. The Authority will adopt adaptive regulations that keep pace with fast-paced technological convergence and emerging ICTs. Collaborative regulation with other agencies will facilitate the development of effective and up-to-date regulatory measures for the ICT sector.

3.1.1.2 Micro-environment

The Authority conducted a thorough analysis of its micro-environment in order to identify the factors that directly impact its access to essential resources necessary for achieving its strategic objectives. The analysis allowed the Authority to gain insights into the dynamics and influences within its immediate operating environment and accordingly made informed decisions, as indicated below:

a) Labour Markets

- *Impact:* The availability/unavailability of skilled and qualified workforce,

recruitment and retention strategies, competitive compensation and benefits, and labour regulations all significantly impact the Authority's operations.

- *Strategic Response:* To address these factors, the Authority's strategy includes ensuring the availability of talent necessary to fulfil its mandate. It also emphasizes staying up-to-date with labour regulations to maintain compliance. Creating a favourable work environment for staff and fostering positive labour relations within the organization are essential components of its strategy.

b) Trade Unions, Industry Associations, and Consumer Advocacy Groups

- *Impact:* These groups hold substantial influence within the ICT sector and can affect relations and negotiations. They also play a role in handling labour disputes and conflicts, policy advocacy, and industry development.
- *Strategic Response:* The Authority's strategic response involves understanding labour relations, collective bargaining agreements, and potential negotiations that may impact its operations. It places a strong emphasis on building positive relationships with trade unions, fostering open lines of communication, and promoting employee engagement to maintain a harmonious working environment. Engaging in constructive dialogue, addressing labour-related concerns, and building mutually beneficial relationships with these groups are key elements of its strategy.

c) Customer Profiles

- *Impact:* The dynamic nature of customer preferences, expectations, and needs in the ICT sector requires continuous adaptation. Understanding diverse sector needs through market studies, responsive regulations, enhancing customer satisfaction and empowerment, protecting customer rights, promoting fair competition, and ensuring access to

quality ICT services all have a substantial impact.

- *Strategic Response:* The Authority's strategic response involves conducting market studies to understand the ever-evolving demands of the sector. It emphasizes the importance of implementing responsive regulations tailored to the dynamic ICT sector. Enhancing customer satisfaction, empowering consumers, protecting their rights, promoting fair competition within ICT markets, and ensuring access to high-quality ICT services are key elements of its strategy.

d) Licensees and ICT Service Providers

- *Impact:* Licensees and ICT service providers are instrumental in providing ICT goods and services to citizens and serve as a primary source of financial resources for the Authority.
- *Strategic Response:* To address these factors, the Authority's strategy focuses on ensuring the sustainability and competitiveness of ICT markets. This includes monitoring and enforcing licensee compliance with regulations. Maintaining prudent financial management practices is also crucial to ensure a stable financial foundation for the Authority's operations.

e) Suppliers

- *Impact:* Suppliers are a vital source of reliable, quality, and cost-effective goods and services.

- *Strategic Response:* The Authority's strategic response involves conducting regular supplier performance evaluations and engaging in proactive supplier management practices. It places importance on maintaining strong supplier relationships and mitigating potential risks or disruptions in the supply chain.

f) Government Agencies and Regulatory Bodies

- *Impact:* Government agencies and regulatory bodies would influence the Authority's operations and create complexities due to overlapping jurisdictions.
- *Strategic Response:* The Authority's strategy focuses on effective communication, efficient stakeholder management, and promoting collaborative relationships with these entities. Establishing and maintaining positive interactions with government agencies and regulatory bodies ensures its ability to achieve its goals within a regulated environment.

3.1.2 Summary of Opportunities and Threats

Based on the analysis of the external environment conducted in the previous section, Table 3.1 provides a summary of emergent opportunities and threats.

“ The Authority's strategic response involves conducting market studies to understand the ever-evolving demands of the sector. ”

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none"> • A Progressive Government ICT Agenda 	<ul style="list-style-type: none"> • Significant shift in Government policies that require adaptation by the Industry
Economic	<ul style="list-style-type: none"> • A vibrant Digital Economy • A source of reliable, quality and cost-effective goods and services 	<ul style="list-style-type: none"> • Rising exchange and inflation rates
Social	<ul style="list-style-type: none"> • The youthful tech-savvy population • Increased demand and uptake of ICTs • Dynamic nature preferences, expectations, needs, trends and behaviours of ICT customers • Strong influence of advocacy groups within the ICT sector. 	<ul style="list-style-type: none"> • High unemployment rates • Limited access to quality education • Digital divide gap
Technological	<ul style="list-style-type: none"> • Emerging and dynamic technologies under 4IR powered by AI • The pervasive use of new and emerging ICTs • Dynamic spectrum management, particularly for 5G networks 	<ul style="list-style-type: none"> • Data privacy • Internet of Things Vulnerabilities • Cybersecurity threats and social engineering • Consumer trust issues
Legal	<ul style="list-style-type: none"> • Collaborative regulation with other agencies 	<ul style="list-style-type: none"> • Slow adaptation of legal frameworks to fast-paced technological convergence and emerging ICTs • Labour regulations and potential labour dispute
Ecological	<ul style="list-style-type: none"> • Collaborations with other government agencies to establish an e-waste centre in Kenya for responsible disposal and recycling 	<ul style="list-style-type: none"> • E-Waste pollution, disposal and Management • Electromagnetic Field (EMF) exposures and health concerns from ICT infrastructure

3.1.3 Internal Environment

This section entails the analysis of functional areas to determine their relative contribution to the Authority’s performance. This includes governance and administrative structures, internal business processes, and resources and capabilities.

3.1.3.1 Governance and Administrative Structures

The governance structure of the Authority can be broadly categorized into two tiers, which comprise the Board of Directors and the Management. Section 6 (1) of the KICA vests the management of the Authority with the Board of Directors. The Board is composed

of a chairperson and ten (10) other members. The Board both individually and collectively performs the following duties as set out in the Board Charter: Exercise leadership, integrity and judgment in directing the Authority; Set the vision, mission and values of the Authority; Develop strategies to achieve the Authority's mandate; Determine key performance indicators of the Authority, set targets and monitor performance; Ensure that internal structures and policies are in place; Identify and manage key risk areas; and Ensure preparation of annual financial statements and reports and disclosure of information to stakeholders and oversights internal and external audit functions to ensure transparency and accountability in governance.

To ensure efficiency and effectiveness in executing its mandate of providing strategic direction and oversight, the Board delivers its duties through various Committees. The Committees include the Technical and Broadcasting Standards Committee, Staff and Administration Committee, Finance and Planning Committee, and Board Audit and Risk Assurance Committee.

The Board Technical and Broadcasting Standards Committee provides recommendations to the Board on Technical, Regulatory and Broadcasting matters in the ICT sector. The Staff and Administration Committee provides recommendations to the Board on the Authority's personnel matters, policies, procedures and administrative issues of the Authority. The Finance and Planning Committee provides recommendations to the Board on financial strategies and objectives to foster growth and development in the Authority. The Board Audit and Risk Assurance Committee provides a structured, systematic oversight of the Authority's governance, risk management, and internal control practices.

Section 11 of the KICA provides that the Director-General shall be the chief executive of the Authority and shall, subject to the directions of the Board, be responsible for the day-to-day management of the Authority. The management, under the leadership of

the Director General, is responsible for daily operations.

Conducting a functional analysis of the Authority's various operational areas helped identify strengths and areas for improvement, contributing to its effective regulation and facilitation of the ICT sector as follows:

- a) *Technical operations and compliance function:* The technical operations and compliance function within the Authority focuses on ensuring adherence to technical standards, managing spectrum resources and overseeing infrastructure development. This function demonstrates strength through its technical expertise, monitoring capabilities and enforcement of regulatory requirements. Continuous investment in technical capacity, including training programs for staff and collaborations with industry experts, will further enhance the Authority's ability to effectively regulate the technical aspects of the ICT sector.
- b) *Regulatory and consumer affairs function:* The regulatory and consumer affairs function plays a vital role in developing and implementing regulatory frameworks, handling consumer complaints and promoting consumer protection. Strengths in this function include the formulation of fair and transparent regulations, efficient complaint resolution mechanisms and engagement with stakeholders to address their concerns. To enhance this function, the Authority will focus on proactive monitoring of emerging trends and technologies, engaging in regulatory benchmarking and strengthening consumer education and awareness initiatives.
- c) *Corporate services and administration function:* The corporate services and administration function encompasses financial management, corporate governance, human resources, procurement and general administration.

The Authority demonstrates strength in financial management practices, transparent budgeting processes and efficient resource allocation. Additionally, the Authority exhibits expertise in corporate governance and effective administration, including human resource management and streamlined procurement procedures. Enhancements will be made through optimized financial planning and reporting, exploring innovative funding models, adopting digital solutions for administrative processes and fostering a culture of continuous improvement.

3.1.3.2 Internal Business Processes

The Authority focuses on optimizing activities that contribute to its competitive advantage, improving its internal operational efficiency and delivering greater value to stakeholders in the ICT sector. Value Chain Analysis (VCA) for the Authority was conducted to assess how each primary and support activity creates value, lowers costs and increases customers' willingness to pay as follows:

a) Primary Activities:

- i. *Inbound logistics:* The Authority demonstrates its commitment to efficient and effective management of regulatory goods and services by ensuring transparency in acquiring them and their prudent utilization. This streamlined approach contributes to operational efficiency achieving cost savings and maintaining a high level of service delivery.
- ii. *Operations:* The development and implementation of policies and regulations by the Authority, create value by fostering a favourable ICT environment, promoting fair competition, consumer protection and innovation in the sector. This in turn, increases customers' willingness to pay for reliable and regulated services. Moreover, effective operations lower

costs by minimizing compliance risks, reducing potential legal disputes and enhancing the efficiency of ICT service providers.

- iii. *Outbound logistics:* Timely dissemination of regulatory updates, guidelines and industry reports by the Authority creates value by enhancing transparency, promoting compliance and fostering trust among stakeholders. This in turn, contributes to the willingness of customers to pay for services in a regulated and trustworthy environment. Additionally, efficient outbound logistics processes lower costs by reducing communication barriers, streamlining distribution and minimizing administrative expenses.
 - iv. *Brand awareness:* The Authority's branding and communications strategic activities create value by raising public awareness about the importance of the ICT sector, the Authority's role and the benefits of regulated services. This increases customers' willingness to pay for quality services and promotes market participation.
 - v. *Service:* The Authority's commitment to quality assurance, dispute resolution and consumer education creates value by enhancing consumer confidence, improving service standards and fostering an enabling ICT environment. This in turn, increases customers' willingness to pay for reliable and regulated communication services. Additionally, effective service provision lowers costs by minimizing consumer complaints, reducing the need for dispute resolution and enhancing operational efficiency.
- #### b) Support Activities:
- i. *Procurement:* The Authority's strategic procurement of the regulatory goods and services, such as research and market studies, facilities and equipment and other operational needs and items,

creates value by providing the necessary information and data to make informed decisions and this overly improves regulatory interventions. Efficient procurement processes also lower costs by ensuring cost-effective acquisition of resources, minimizing wasteful spending and optimizing budget allocation.

- ii. *Technological development:* Continuous technological advancements by the Authority create value by improving information systems, databases and analytical tools. This enhances data analysis capabilities, improves decision-making and enables a faster response to emerging regulatory challenges. Technological development also lowers costs by streamlining operations, improving data management efficiency and reducing the time and resources required for regulatory activities.
- iii. *Human resources management:* The Authority's effective recruitment and development of staff create value by enhancing the organization's capabilities to develop and implement effective policies, promote industry growth and provide expert guidance to stakeholders. This expertise contributes to the willingness of customers to pay for reliable and regulated services. Efficient human resource management also lowers costs by ensuring well-trained and motivated staff, minimizing operational errors and reducing costs associated with non-compliance, disputes and ineffective decision-making.
- iv. *Authority's organisational structure:* The Authority's well-structured management team, supported by an effective Board of Directors creates value by enabling an effective Strategic Plan implementation, sound financial management, quality control and oversight and improved decision-making processes. This efficient organisational management structure lowers costs by reducing administrative overheads, improving coordination and

eliminating duplication of efforts.

3.1.3.3 Resources and Capabilities

Based on the Resource Based and Capabilities (RBC) analysis, the following provides strategic advantages and areas of improvement for the Authority:

- a) *Tangible resources:* The Authority possesses tangible resources such as well-established offices and facilities, advanced technological equipment and a dedicated budget. These resources contribute to the Authority's operational effectiveness and enable it to invest in necessary initiatives to transform the ICT sector. However, continuous investment in infrastructure upgrades and advancements is necessary to keep up with evolving technological requirements and maintain operational efficiency. Effective financial management practices, including cost optimization, resource diversification, budget allocation and financial sustainability are crucial for supporting the Authority's activities.
- b) *Intangible resources:* The Authority possesses extensive regulatory knowledge, a strong brand reputation and industry expertise supported by its well-established regulatory frameworks and guidelines. These intangible resources are valuable assets that set the Authority apart from competitors and contribute to its ability to enforce compliance, drive industry growth and maintain a trusted image. Consequently, training programs and collaborations with other regulatory bodies would enhance the Authority's regulatory expertise and further promote best practices in the industry.
- c) *Organizational capabilities:* The Authority demonstrates effective decision-making processes, collaborative networks and an innovative culture. These organizational capabilities enhance the Authority's ability to make

prompt and informed regulatory actions, collaborate with stakeholders and adopt new technologies and approaches to address industry challenges. In this regard, nurturing a culture of innovation, encouraging cross-functional collaboration and developing leadership capabilities would further enhance the Authority's performance and agility in responding to industry dynamics and technological advancements. There will be a need to further develop specialized skills in emerging technologies and regulatory practices to keep pace with industry advancements. Strengthening the collaborations and exploring new partnerships will also expand the Authority's influence, enhance its capabilities and foster innovation and growth in the communications sector.

By further examining these resources and capabilities against the Valuable, Rare, Inimitable, Durable and Un-substitutable (VRIDU) criteria, the following are the Authority's strategic characteristics.

- a) *Valuable*: The Authority's regulatory knowledge, industry expertise and effective decision-making processes create value by ensuring fair competition, consumer protection and industry development. However, continuous improvements in data collection methodologies, data analysis capabilities and the integration of advanced

data analytics tools will enhance the Authority's ability to extract valuable insights and drive informed regulatory actions.

- b) *Rare/Scarce*: The Authority's regulatory mandate and specialized industry knowledge are relatively rare in the market, providing a competitive advantage.
- c) *Inimitable*: The Authority's industry expertise, national, regional and international collaborative networks and Brand reputation are innately unique, contributing to its strategic advantage.
- d) *Durable*: The tangible and intangible resources, as well as the organizational capabilities of the Authority, have proven to be durable over time, enabling sustained performance.
- e) *Un-substitutable*: The Authority manages scarce resources such as frequency and numbering resources and is the only agency mandated to administer such. This strengthens its position not only in the ICT ecosystem but also in the entire government operating structure.

3.1.4 Summary of Strengths and Weaknesses

Based on the analysis of the internal environment conducted in the previous section, Table 3.2 provides a summary of emergent strengths and weaknesses.

“ There will be a need to further develop specialized skills in emerging technologies and regulatory practices to keep pace with industry advancements.”

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	<ul style="list-style-type: none"> • Independence and diversity of the Board • Enabling policy, legal and regulatory tools and frameworks • Technical expertise in regulatory, monitoring capabilities and enforcement of licencing conditions • Strong institutional work ethics • Strong financial management practices, transparent budgeting processes and efficient resource allocation • Robust information systems 	<ul style="list-style-type: none"> • Sub-optimal staff establishment • Culture change • Outpaced on adoption of emerging technologies and in regulatory benchmarking
Internal Business processes	<ul style="list-style-type: none"> • Timely dissemination of regulatory updates, guidelines and industry reports • Improved service standards • Human capacity development 	<ul style="list-style-type: none"> • Inadequate digitalisation of essential workflows • Non-optimal consumer education and awareness initiatives. • Slower response to emerging regulatory challenges
Resources and capabilities	<ul style="list-style-type: none"> • Competent and professional team • Well-established structures and facilities, advanced technological equipment and a dedicated budget • Adequate land-space for infrastructure expansion • Significant influence in key ICT policy-making organisations • A strong Brand reputation and industry expertise supported by its well-established regulatory frameworks and guidelines 	<ul style="list-style-type: none"> • Inadequate office spaces for staff • Insufficient innovative funding models • Gaps in the design and implementation of specialised projects • Skills gaps in emerging ICTs and related areas • Resources diversification and financial sustainability

3.1.5 Analysis of Past Performances

This section provides the key achievements, challenges and lessons learnt from the implementation of the Authority’s 4th strategic Plan.

3.1.5.1 Key Achievements under the 4th Strategic Plan

The Authority’s 4th Strategic Plan was anchored on three (3) Key Result Areas: Access and Market Development, Enabling Environment

and Capacity Development. The Plan had eight (8) Strategic Objectives through which several key achievements were realised. The average level of implementation of the Strategic Plan was recorded at 72.6 per cent. The key achievements under each KRA are discussed in the section below with the assessment providing key insights on the development of the 5th Strategic Plan.

KRA 1: Access and Market Development

This KRA was to be achieved through the facilitation of universal access to ICT services, effective management of competition in the ICT sector and facilitation of the development and quality of ICT infrastructure and services. In a bid to close the digital access gap, the Authority finalized rollout of Internet connectivity in 886 public secondary schools spread across 47 counties. The Authority also finalized Phase I of the cellular mobile infrastructure project which connected 76 sub-locations in unserved and underserved parts of the country with mobile connectivity. Further, the Authority commenced the implementation of Phase II of the project which aims to roll out mobile network infrastructure and services in 101 sub-locations where a total of 51 sub-locations have been covered.

In the broadcasting services sector, significant growth was observed during the implementation of the 4th Strategic Plan. Digital television subscriptions experienced a 25.40 per cent increase, rising from 4.96 million in June 2018 to 6.22 million by June 2023. The number of licensed Free-to-Air TV stations also saw substantial growth, increasing from 67 in June 2018 to 343 (334 Commercial and 9 Community) television stations by June 2023, representing a remarkable 411.94 per cent increase. Additionally, the number of licensed FM radio stations increased from 169 in June 2018 to 275 (201 Commercial and 74 Community FM radio stations) by June 2023, indicating a growth rate of 62.72 per cent. These developments signify expanded access to information and increased opportunities for local content development in Kenya. In the electronic transactions sector, there was a notable increase in *dot.ke* domain users, rising from 75,096 in June 2018 to 103,298 users by June 2023, indicating a growth rate of 37.55 per cent. This indicates a higher utilization of electronic services and opportunities for users.

The postal & courier services played an important role in connecting businesses to consumers especially during the COVID-19 pandemic. The Authority issued additional

postal & courier licenses bringing the total to 327 operators by June 2023, up from 216 in June 2018. This growth has contributed to increased efficiency in door-to-door deliveries of goods and services.

The mobile money subscriptions sub-sector also exhibited steady growth, with a 28.00 per cent increase from 29.68 million in June 2018 to 37.99 million by June 2023. Furthermore, the number of registered mobile money agents increased by 61.28 per cent, reaching 333,753 in June 2023 from 206,940 in June 2018. These trends highlight improved access to mobile money transactions and increased opportunities for users.

Regarding Internet bandwidth, the available international bandwidth experienced a significant growth of 404.11 per cent, rising from 3,277.72 Gbps in June 2018 to 16,523.30 Gbps by June 2023. The country's utilization of this bandwidth also increased to 6,722.21 Gbps by June 2023, compared to 931.37 Gbps in June 2018. These improvements signify a substantial enhancement in the availability and utilisation of international Internet bandwidth in the country.

During the 4th Strategic Plan period, the Authority issued an additional 1,640 telecommunication licenses. The Authority facilitated mobile network operators to broaden their networks through the deployment of additional 2G, 3G and 4G transceivers which stood at 137,316 (2G), 112,584 (3G) and 93,928 (4G). The highest growth was recorded in the 4G category, which rose from 7,469 in June 2018 to 93,92, signalling a tremendous growth towards the embracement of high-speed Internet services. Notably, the Fifth Generation (5G) broadband cellular network technology was rolled out and registered 449,794 subscribers as of June 2023. The mobile phone subscriptions increased from 45.5 million (97.8 per cent penetration) in June 2018 to 66.4 million (131.3 per cent penetration) in June 2023. Internet subscriptions grew from 41.1 million in June 2018 to 49.36 million in June 2023 while broadband subscriptions grew from 20.5 million in June 2018 to 33.32

million in June 2023. In a bid to spur competition and ensure that consumers enjoy affordable communication products and services, the Authority lowered the fixed and mobile termination rate (FTR and MTR) to KES 0.58 per minute from 0.99 per minute. Additionally, the Authority consistently carried out quality of service monitoring across the country. The average level of compliance for Airtel Networks Kenya Limited, Safaricom PLC and Telkom Kenya Limited was recorded as 74.70 per cent, 87.60 per cent and 54.80 per cent, respectively against a required threshold of 80.0 per cent. A summary of the key indicators of growth recorded in the ICT sector during the implementation of the 4th Strategic Plan is shown in Figure 3.1.

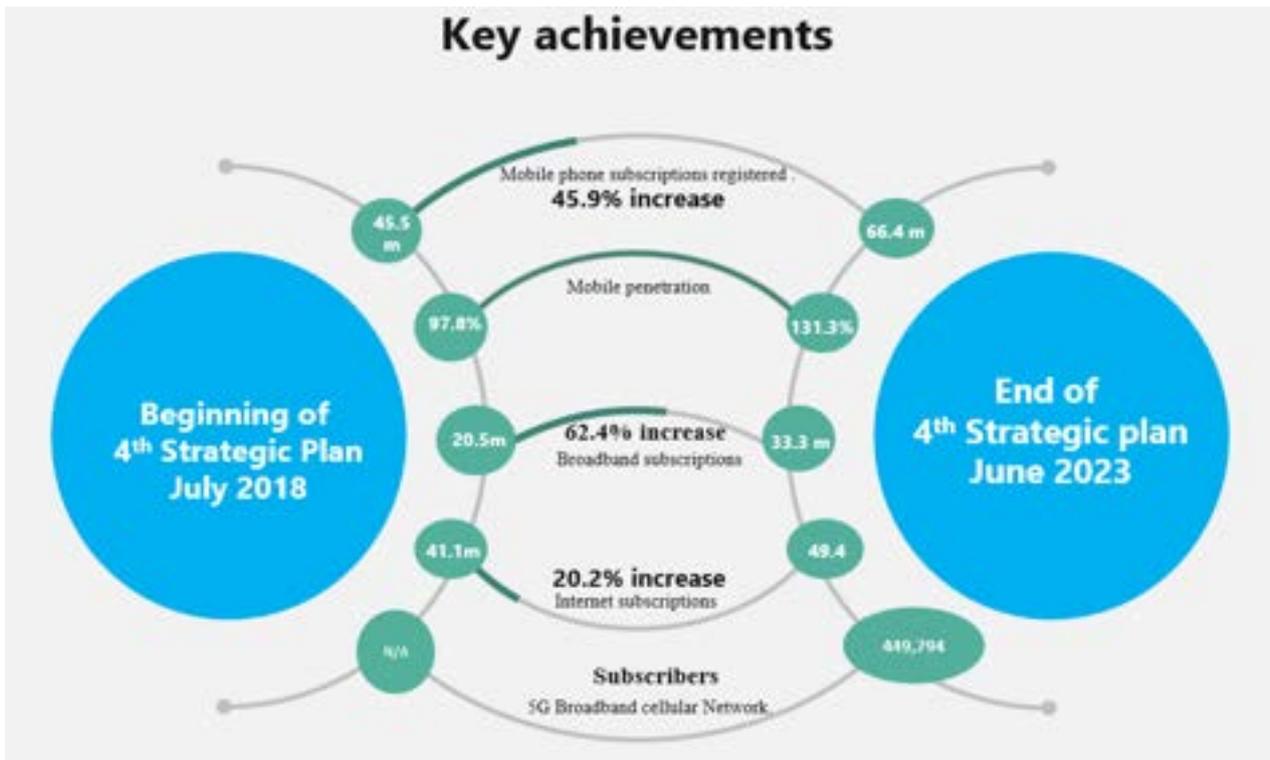


Figure 3.1. Communications sub-sector key achievements

KRA 2: Enabling Environment

The KRA sought to create an environment where all licensees comply with relevant laws, regulations, guidelines and licence conditions. This is achieved through the development of appropriate policies as well as legal and regulatory frameworks. Additionally, this KRA outlined strategies to protect and empower consumers and strengthen stakeholder engagement, partnership and collaboration.

The Authority reviewed KICA together with the attendant regulations and developed a draft amendment to the regulatory frameworks to align it with emerging issues. This was aimed at stimulating the growth of the ICT sector.

The frameworks included a universal service legal and regulatory framework, frequency monitoring and enforcement framework, Dynamic spectrum allocation framework; Consumer protection guidelines and industry customer care standards, and child online protection framework, among others.

In a bid to protect consumers of ICT, the Authority undertook various activities aimed at enhancing national cyber readiness and resilience, enhancement of the capabilities of the National Kenya Computer Incident Response Team Coordination Centre (KE-CIRT/CC) new technologies to detect and analyse cyber-attacks, broadening multi-stakeholder engagement as well as promoting a national

culture of cyber security through various public awareness and engagement activities. As a result, the Authority was able to detect a total of 855.55 million cyber threats in FY 2022/23, up from 23.80 million cyber threats detected in FY 2017/18. Consequently, during the last financial year of the implementation of the 4th strategic Plan, the Authority issued 23.2 million cyber threat advisories, up from 4,169 advisories issued at the beginning of the strategic planning period.

The Authority guarantees consumers' safety as well as the interoperability and integrity of communication network infrastructure by ensuring that ICT equipment intended for use in the country meets the prescribed international and national standards. During the Strategic Plan period, the Authority received and processed 3,469 applications for equipment type approval. This ensured the integrity of the public communications infrastructure deployed in the country.

During the 4th Strategic Plan period, the Authority developed and implemented a stakeholder engagement strategy, a corporate communications strategy, developed a crisis communication Plan and implemented several consumer education and outreach activities. Notably, the Authority launched the second phase of the Child Online Protection (COP) programme and provided advisory information on various consumer issues.

KRA 3: Capacity Development

This internally leaning KRA was intended to ensure an operating environment with an optimal institutional capacity in a bid to achieve operational excellence.

The Authority undertook various initiatives to strengthen its institutional capacity as well as attract, maintain and retain a highly skilled and competent workforce in order to ensure efficient service delivery. Key among this included alignment of human resource management instruments to the Human Resources Policies and Procedures Manual for the Public Service, building capacity of

workforce and industry; improvement of the working environment as well as modernization of its systems and internal processes. The Authority recorded a positive trend in its performance of its corporate performance contract with the FY 2022/23 recording a performance of *Good*.

3.1.5.2 Challenges

The Authority experienced the following challenges during the implementation period of the 4th Strategic Plan 2018-2022.

- a) Vandalism and damage to ICT infrastructure in some regions of Kenya affected the effective rollout of ICT infrastructure.
- b) Difficulties in accessing some regions due to contextual factors slowed down the roll-out of projects under the Universal Service Fund.
- c) Geo-politics on technological neutrality included slow implementation of harmonised regulatory frameworks such as One Network Area (ONA).
- d) The COVID-19 pandemic slowed down stakeholder consultations and collaborations.
- e) The rapid emergence of new technologies and the ever-changing landscape of ICTs, driven by the Fourth Industrial Revolution (4IR), necessitated a regulatory environment that is agile, adaptable and responsive.
- f) The ever-evolving cyber threat landscape presented global concerns regarding online safety and protection.
- g) Technological advancements in multimedia convergence and the increasing impact of globalization, remodelled the ICT sector.

3.1.5.3 Lessons Learnt

The processes, measures and steps that were undertaken during the implementation of the 4th Strategic Plan 2018-2022, entailed valuable lessons and included the following:

- a) Digitalization of compliance and enforcement processes is paramount to enhance the Authority's efficiency and

- effectiveness.
- b) Collaborative efforts in sustainable research, and innovations are necessary during the development of effective and efficient regulations.
- c) Stakeholder involvement enhanced the efficient development of regulations and project implementation processes – more so, the USF projects in covering the unserved and underserved areas.
- d) Protection of ICT critical infrastructure ensured sustainability and continuity of provision of ICT services.
- e) Adoption of a multi-stakeholder approach in project design and implementation led to increased stakeholder buy-ins.
- f) An adequate organizational structure is essential in addressing emerging strategic issues and ensuring seamless workflow within the Authority.

3.2 Stakeholder Analysis

To effectively manage stakeholders, it is necessary to understand the expectations of both internal and external stakeholders. The stakeholder analysis is presented in Table 3.3.



“ Digitalization of compliance and enforcement processes is paramount to enhance the Authority’s efficiency and effectiveness.”

Table 3.3: Stakeholder Analysis

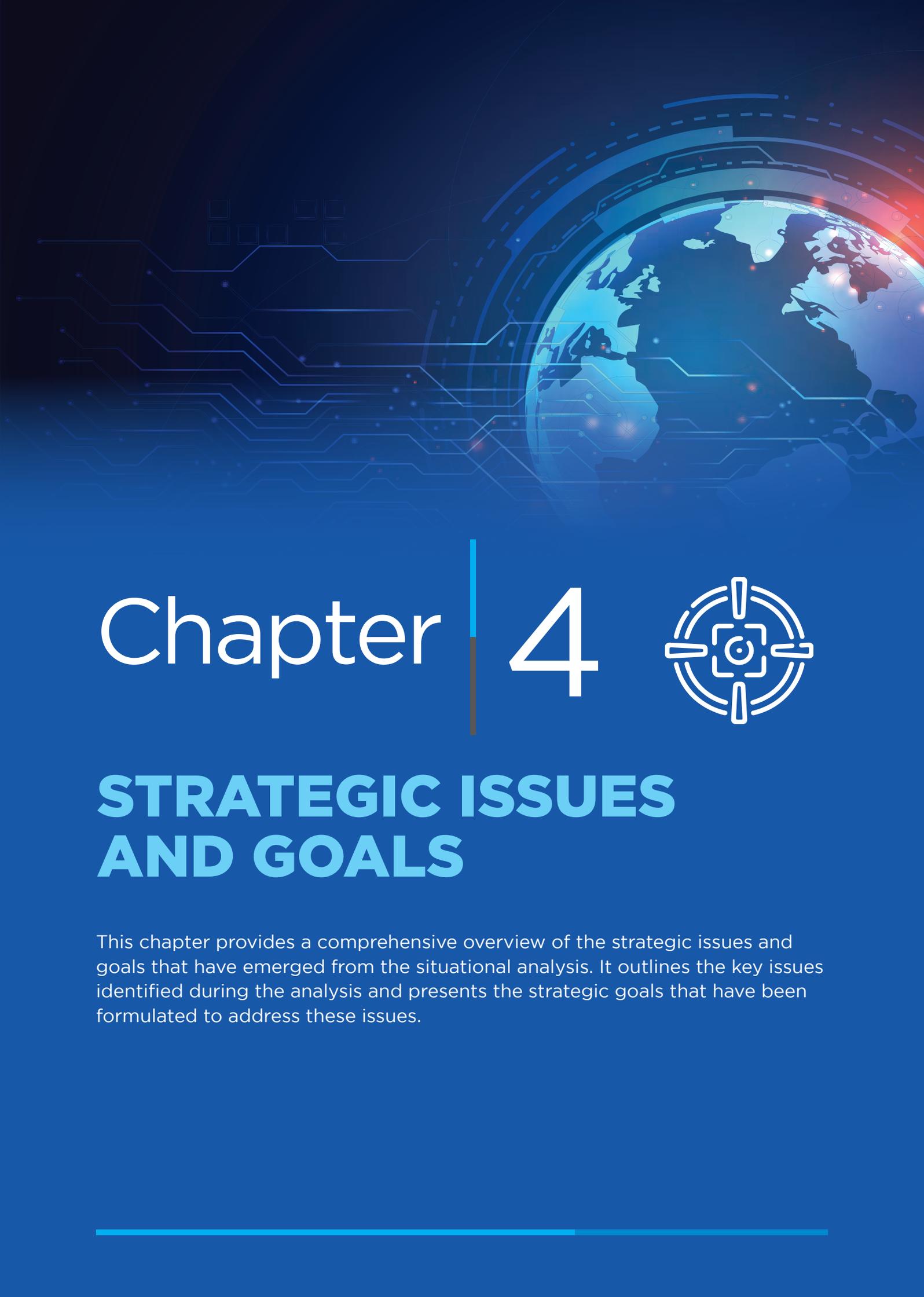
S/No	Stakeholder	Role	Expectation of the Stakeholder from CA	CA's Expectation from the Stakeholder
1.	Consumers of ICT services and the general public	<ul style="list-style-type: none"> Feedback and User Experience Adoption and Utilization of ICT 	<ul style="list-style-type: none"> Universal access to ICT services (reliable, affordable, quality) Provision of a framework and guidelines to protect their rights and obligations on ICT services Create awareness of their rights and obligations Public consultation on key issues 	<ul style="list-style-type: none"> To be aware of their rights and obligations To provide feedback Responsible use of ICTs To participate in public consultation exercises
2.	Ministry of Information, Communications and the Digital Economy	<ul style="list-style-type: none"> Formulation and implementation of ICT policies Budgeting and Resource Allocation 	<ul style="list-style-type: none"> Effective regulation and oversight of the ICT sector Promote innovation efforts within the ICT sector Promotion of universal access to ICT services 	<ul style="list-style-type: none"> Timely formulation of Policies and Laws Effective collaborations on policy formulation Effective allocation of resources
3.	Licensees and ICT service providers	<ul style="list-style-type: none"> Provision of ICT Services Infrastructure Development and Maintenance Innovation and Technology Advancement 	<ul style="list-style-type: none"> An enabling ICT Operating environment Timely issuance and renewal of licenses Compliance with service charter on service delivery timelines Transparency and Fairness 	<ul style="list-style-type: none"> Provision of Reliable, affordable, quality and secure ICT service to consumers Compliance with licence conditions
4.	The Board of Directors	<ul style="list-style-type: none"> Strategic Direction and Policy Formulation Governance and Oversight 	<ul style="list-style-type: none"> Effective leadership and support Timely reporting on key issues Timely progress reports on project implementation. Consultation on key decisions Optimal productivity 	<ul style="list-style-type: none"> Timely approval of key policy issues/budget/procurement Plan/strategic direction Enhance lobbying and networking both locally and internationally Overseeing the development and execution of the organization's Strategic Plan and monitoring its performance

S/No	Stakeholder	Role	Expectation of the Stakeholder from CA	CA's Expectation from the Stakeholder
5.	Employees	<ul style="list-style-type: none"> Execution of assigned duties and responsibilities Service Delivery to customers 	<ul style="list-style-type: none"> Conducive and supportive work environment Opportunities for career growth and development. Effective communication 	<ul style="list-style-type: none"> Optimal productivity Adherence to institutional policies and constitutional requirements
6.	State Department, Constitutional Commissions and other Agencies	<ul style="list-style-type: none"> Policy Development and Implementation 	<ul style="list-style-type: none"> Effective implementation of ICT sector policy, legal and regulatory frameworks Timely progress reports on project implementation 	<ul style="list-style-type: none"> Timely formulation of Policies and Laws Prompt feedback on relevant sector reports Enabling ICT policy, legal and regulatory frameworks Collaboration and Synergy in regulating
7.	Suppliers	<ul style="list-style-type: none"> Provision of Goods and Services 	<ul style="list-style-type: none"> Transparent procurement process Timely Payment of invoices 	<ul style="list-style-type: none"> Delivery of Quality goods, services and works Support in the implementation of programmes and projects.
8.	Civil Society, Non-Governmental Organizations and Associations	<ul style="list-style-type: none"> Advocacy and Policy Engagement Stakeholder Representation Monitoring and Accountability Capacity Building and Awareness Research and Knowledge Sharing 	<ul style="list-style-type: none"> Collaborative and Participatory Regulatory Regime Consultation on key issues and decisions Adherence to provisions of the Constitution Protection of consumer interests 	<ul style="list-style-type: none"> Contribute to the development of ICT policy, legal and regulatory frameworks Provide a forum for the exchange of ideas among industry stakeholders Encourage their members to achieve regulatory compliance Public education and awareness

S/No	Stakeholder	Role	Expectation of the Stakeholder from CA	CA's Expectation from the Stakeholder
9.	County Governments	<ul style="list-style-type: none"> Support ICT Infrastructure Development Support project implementation Partnership 	<ul style="list-style-type: none"> Consultation and involvement in key projects at the County level Universal access to ICT services (reliable, affordable, quality). 	<ul style="list-style-type: none"> Effective collaboration on project implementation Collaboration and Synergy in regulating Support the regional offices in activity implementation
10.	National and County Legislatures	<ul style="list-style-type: none"> Legislation and Policy Development Oversight and Accountability Budget Approval and Resource Allocation 	<ul style="list-style-type: none"> Harmonised and effective regulation and enforcement of compliance in the ICT sector. Development of policy, legal and regulatory frameworks, laws and policy. 	<ul style="list-style-type: none"> Support and collaboration on legal and regulatory interventions Collaborations in the implementation of projects and programmes Promote CA's initiatives towards universal access to ICTs
11.	Judiciary	<ul style="list-style-type: none"> Adjudicating Legal Disputes Interpretation of ICT Laws Guiding Policy Development 	<ul style="list-style-type: none"> Act fairly and impartially in its regulatory functions and decisions Prioritize consumer protection rights such as ensuring fair pricing, quality of service and resolution of consumer complaints Collaboration with the Judiciary on key ICT issues 	<ul style="list-style-type: none"> Fair and impartial decisions on cases involving the Authority Handle cases related to the ICT industry promptly Understand the complexities and intricacies in the ICT industry when making judgement Legal clarity especially where there are legal ambiguities about interpretation Collaboration in addressing emerging legal challenges due to technological advancements

S/No	Stakeholder	Role	Expectation of the Stakeholder from CA	CA's Expectation from the Stakeholder
12.	Learning, Training, Academia and Research Institutions	<ul style="list-style-type: none"> Education and Skill Development Research and Development Curriculum Development Innovation Hubs and Incubators Advisory and Consultancy Services 	<ul style="list-style-type: none"> Sector skills and needs development Collaborations in research, training, innovation and incubations. 	<ul style="list-style-type: none"> Provide capacity building and training on ICTs Develop training curricula and content Collaborations in research, training, innovation and incubations.
13.	Media	<ul style="list-style-type: none"> Provide Feedback and Opinions. Disseminate Information Influence Public Opinions and Create Awareness 	<ul style="list-style-type: none"> Promote initiatives to improve digital literacy Protecting privacy and user information from misuse and unauthorized access Accessibility and affordability 	<ul style="list-style-type: none"> Ethical utilization of the ICT services Compliance with the laws on defamation, hate speech, copyright infringement and cyberbullying Safeguard personal data and respect of user's privacy rights Responsible for content creation and dissemination
14.	Law Enforcement Agencies	<ul style="list-style-type: none"> Cybercrime Investigation Enforce Compliance with Policies and Regulations 	<ul style="list-style-type: none"> Collaboration and information sharing Cooperation in investigations Support public safety and emergency communications 	<ul style="list-style-type: none"> Cooperation and collaborations Support regulatory compliance Handling of personal data and sensitive information responsibly and in accordance with the relevant laws Rapid response to ICT-related crimes

S/No	Stakeholder	Role	Expectation of the Stakeholder from CA	CA's Expectation from the Stakeholder
15.	International Organisations and Affiliate Bodies	<ul style="list-style-type: none"> • Technical Expertise and Knowledge Sharing • Policy Development and Harmonization • Funding and Resource Mobilization 	<ul style="list-style-type: none"> • Alignment and effective implementation of regional and International agreements, treaties and protocols • Share global best practices 	<ul style="list-style-type: none"> • Effective management and harmonisation of global spectrums and other regulatory resources • Share global best practices • Promote cooperation among countries
16.	Private Sector Institutions	<ul style="list-style-type: none"> • Infrastructure Development • Innovation and Research in Emerging Technologies • Investment in the ICT sector 	<ul style="list-style-type: none"> • Enabling regulatory ICT environment • Promotion of fair market competition 	<ul style="list-style-type: none"> • Compliance with regulations • Development and innovation in the ICT sector • Transparency and accurate reporting • Provide high-quality service to consumers • Protection of consumer rights and privacy

The background of the slide is a dark blue gradient. It features a stylized globe in the upper right quadrant, overlaid with a network of glowing blue circuit lines and nodes. A white target icon with a central bullseye and four directional arrows is positioned to the right of the chapter number. A vertical line, colored blue and brown, separates the word 'Chapter' from the number '4'.

Chapter

4



STRATEGIC ISSUES AND GOALS

This chapter provides a comprehensive overview of the strategic issues and goals that have emerged from the situational analysis. It outlines the key issues identified during the analysis and presents the strategic goals that have been formulated to address these issues.

4.1 Strategic Issues

The Authority plays a vital role in ensuring that all citizens have access to reliable and affordable ICT infrastructure and services and that the country remains at the forefront of digital innovation and development. Strategic issues are fundamental policy concerns that demand attention and resolution for the Authority to accomplish its vision and mission. In the context of the 5th Strategic Plan, these issues hold utmost significance as they provide the foundation for the Authority's growth and progress. The Authority has identified four strategic issues in its operating environment, which will inform its strategic direction for the next five years. These include Universal service and access, Consumer protection and safety, Market development and emerging technologies, and Organizational efficiency and effectiveness.

Flagship Project

The successful implementation of this Plan is fundamentally anchored in the establishment of a Global Innovation Hub. This multifaceted centre will serve as a dynamic focal point for nurturing innovation and facilitating collaboration on a global scale. Its delivery includes the creation of three integral components: an ICT Hub Convention Centre, a state-of-the-art Data Centre, and an innovative Smart Multi-Office Storey Building. These visionary initiatives stand as a testament to the Authority's unwavering commitment to fostering innovation, promoting collaboration, and upholding the highest standards of excellence within the ever-evolving ICT sector. Additionally, it amplifies the pivotal role the Authority plays in ensuring access to reliable and affordable ICT infrastructure and services while keeping the country at the forefront of digital innovation and development.

The ICT Hub Convention Centre is poised to be a hub of knowledge exchange, hosting national and international events, conferences, and exhibitions. This centre will provide a platform for thought leaders, experts, and innovators to converge, promoting networking and idea-sharing. Simultaneously, the Data Centre will serve as a secure and technologically advanced hub for data storage and processing, further strengthening the Authority's ability to support digital innovation and infrastructure reliability. The Smart Multi-Office Storey Building will not only symbolize the modernization of the Authority's operations but also provide an innovative workspace designed to enhance organizational efficiency and effectiveness. It will cater to the diverse needs of the Authority's functions and staff, promoting collaboration and the cultivation of an environment that supports the strategic objectives of the 5th Strategic Plan.

4.1.1 Universal Service and Access

In the dynamic landscape of the ICT sector, it becomes imperative to guarantee that ICT services, Internet connectivity and various communication technologies are not only easily attainable but also available, reliable, affordable, accessible and secure for every citizen. Universal service and access encompass the essential goal of making ICT services and infrastructure accessible to all, regardless of their background or circumstances. Prioritizing bridging the digital divide, the Authority endeavours to empower underserved and remote communities, granting them the same opportunities and resources available to more privileged regions. Successfully addressing this issue will become a catalyst for promoting equality and inclusivity and driving socio-economic development throughout the country.

" The successful implementation of this Plan is fundamentally anchored in the establishment of a Global Innovation Hub."



4.1.2 Consumer Protection and Safety

Consumer protection and safety are critical aspects that the Authority must address to foster trust and confidence in the ICT sector. With the rapid evolution of technology and the proliferation of digital services, consumers need assurance that their rights are safeguarded and their privacy is protected. The Authority is required to establish responsive regulations and guidelines to regulate the ICT sector, ensuring fair business practices, transparent pricing and data security measures. Additionally, the Authority is obligated to prioritize efforts to educate consumers about potential risks, cyber threats and their rights, allowing them to make informed decisions and use ICT services safely.

4.1.3 Market Development and Emerging Technologies

Staying abreast of emerging trends and innovations remains crucial for the Authority in the fast-paced ICT sector. The Authority is therefore required to actively monitor the market landscape and promote a conducive environment for healthy competition and innovation. Encouraging research and innovation, fostering partnerships with technology companies and promoting entrepreneurship in the ICT sector will aid in driving growth and technological advancements. The Authority taking lead in successful integration of emerging technologies such as 5G, IoT and AI will revolutionize the sector and bring about significant improvements in service quality and efficiency.

4.1.4 Organizational Efficiency and Effectiveness

The Authority's internal effectiveness directly impacts its ability to achieve its goals and fulfil its mission. The Authority has prioritized optimizing its internal processes, streamlining workflows and enhancing overall efficiency. This will involve implementing modern technologies to automate routine

tasks, investing in employee training and skill development and fostering a culture of innovation and continuous improvement. The Authority will serve its stakeholders more efficiently, proactively respond to challenges and maintain a competitive edge in the dynamic telecommunications landscape.

4.2 Strategic Goals

Arising from the strategic issues listed under Section 4.1, the Authority has developed four Strategic Goals based on the identified Strategic Issues. These include the promotion of meaningful connectivity to ICT services, Empowerment and protection of consumers of ICT services, Fostering of competitive ICT markets and emerging technologies, and Enhancement of organizational efficiency and effectiveness.

4.2.1 Promotion of Meaningful Connectivity to ICT Services

This Strategic Goal aims to promote meaningful connectivity to ICT services for all citizens. It recognizes that true connectivity goes beyond physical access; it is about creating a deeper and more impactful connection with technology for individuals from all walks of life. It focuses on empowering every citizen, irrespective of their background or location, to engage meaningfully with ICT services that can positively impact their lives. Expanding the reach of ICT infrastructure, including Internet connectivity and mobile networks, will enable the Authority to bridge the digital divide and create equal opportunities for all.

To achieve this, the Authority will collaborate with private sector stakeholders to establish and maintain a comprehensive ICT infrastructure network. Moreover, it will implement policies that encourage the deployment of ICT infrastructure in unserved and underserved areas, enabling communities without reliable ICT connectivity to become part of the digital age.

4.2.2 Empowerment and Protection of Consumers of ICT Services

This Strategic Goal aims to empower and safeguard consumers who use ICT services. Given the rapid evolution of technology, it's crucial to ensure that consumers are well-informed and equipped with the necessary tools to make informed decisions when it comes to utilizing ICT services. Achieving this goal will involve implementing educational initiatives and public awareness campaigns to promote digital literacy and raise consciousness about potential risks associated with the usage of ICT.

To accomplish this, the Authority will enforce compliance with regulations and guidelines, thereby protecting consumers' rights and privacy in the digital space. This will include measures to counter cyber threats and prevent any unfair business practices within the ICT sector. These actions will foster trust in the use of ICT services and encourage their widespread adoption.

4.2.3 Fostering of Competitive ICT Markets and Emerging Technologies

This strategic goal will guide the Authority to foster competitive ICT markets and encourage the adoption of emerging technologies. Creating a competitive environment within the ICT sector will foster innovation and motivate the advancement of cutting-edge technologies and services. The goal further aims to achieve improved service quality, more affordable pricing and a broader range of choices

for consumers. In addition, the Authority will invest in research and development to drive innovations and adoption of emerging technologies, which will actively contribute to the country's progress in digital advancement.

4.2.4 Enhancement of Organizational Efficiency and Effectiveness

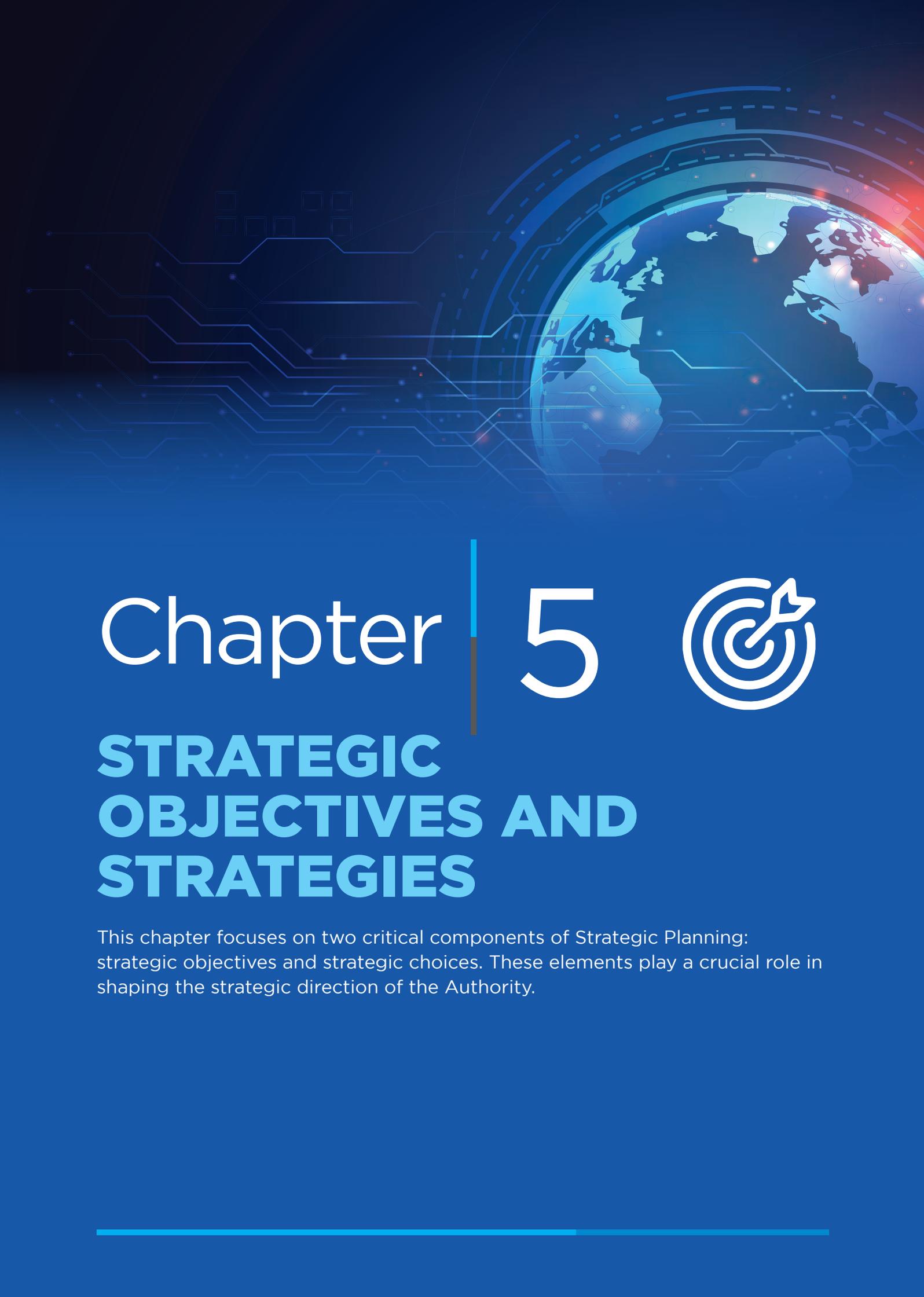
This strategic goal aims to improve the overall efficiency and effectiveness of the organization. To achieve this, the Authority will enhance its internal processes, resource allocation, and decision-making mechanisms. The Authority will streamline its operations through digitalization, adopt best practices and direct its efforts towards achieving meaningful results. Additionally, the Authority understands the value of investing in its workforce, offering them the essential training and tools to excel in their respective roles. Embracing modern technologies in day-to-day operations will further boost efficiency and enable the Authority to adapt swiftly to the ever-evolving ICT landscape. Through these concerted efforts, the Authority aims to optimize its performance and successfully fulfil its vision.

4.3 Key Results Areas

Drawing insights from the strategic issues, strategic goals, status of implementation of the previous Strategic Plans, and the mandate of the Authority, in the next five (5) years, the activities of the Authority will be founded on the following Key Result Areas (KRAs) as shown in Table 4.1.

Table 4.1: Strategic Issues, Goals and KRA

Strategic Issue	Strategic Goal	Key Result Area
SI 1: Universal Service and Access	SG 1: Promotion of Meaningful Connectivity to ICT Services	KRA 1: ICT Infrastructure and Services
SI 2: Consumer Protection and Safety	SG 2: Empowerment and Protection of Consumers of ICT Services	KRA 2: Consumer Protection
		KRA 3: Consumer Empowerment
SI 3: Market Development and Emerging Technologies	SG 3: Fostering of Competitive ICT Markets and Emerging Technologies	KRA 4: Competitive Markets
		KRA 5: Emerging Technologies
SI 4: Organizational Efficiency and Effectiveness	SG 4: Enhancement of Organizational Efficiency and Effectiveness	KRA 6: Institutional Excellence
		KRA7: Environmental Sustainability



Chapter

5



STRATEGIC OBJECTIVES AND STRATEGIES

This chapter focuses on two critical components of Strategic Planning: strategic objectives and strategic choices. These elements play a crucial role in shaping the strategic direction of the Authority.

5.1 Strategic Objectives

The Authority has identified seventeen (17) strategic objectives (SO) in a bid to achieve its set vision, mission and strategic goals. These objectives serve as the foundation for guiding the Authority's actions and initiatives, ensuring a focused and measurable approach as described below:

a) SO1: Increase Broadband Coverage and Usage

The Authority aims to extend broadband Internet services to underserved areas and increase its adoption among the general population. This objective seeks to bridge the digital divide and enable more people to access high-speed Internet, fostering greater connectivity, communication, and participation in the digital economy.

b) SO2: Increase Digital Terrestrial Television Population Coverage and Usage

This objective focuses on extending the reach of digital terrestrial television services to a larger proportion of the population. By promoting the adoption of digital television, the Authority aims to improve the quality of television broadcasting, improve accessibility, and offer a wider range of channels and content choices to viewers.

c) SO3: Expand Postal & Courier Services

The aim is to expand and improve postal & courier services to meet the growing demands of the public. This objective is centred on enhancing postal & courier services to keep pace with the increasing demands of a modern digital society. The focus is on optimizing delivery networks, improving delivery times, and providing reliable and efficient services to cater to the needs of citizens and businesses alike.

d) SO4: Improve Cyber Security Management Infrastructure

This objective emphasizes the development of a strong and resilient cybersecurity infrastructure. The authority aims to safeguard critical ICT assets, protect user data and bolster overall cyber resilience to counter the evolving threats in the digital landscape.

e) SO5: Promote National Public Service in Broadcasting and Postal

This objective focuses on ensuring the sustainability and quality of public broadcasting and postal services. By providing support to the national public service, the Authority aims to strengthen the role of these essential services in disseminating information and serving the public interest.

f) SO6: Improve Online Safety and Security

This objective focuses on improving safety and security measures for online-based activities. It aims to create a safer digital environment by implementing measures to combat cyber threats, fraud, and online abuse and enhance trust and confidence in online interactions, therefore encouraging greater online participation and e-commerce activities.

g) SO7: Improve ICT Customer Experience

This objective is centred on improving interactions and services offered to customers in the ICT sector. By enhancing user satisfaction and streamlining processes, the Authority aims to create a positive and user-friendly experience for citizens and businesses engaging with ICT services. Further, improved customer experience contributes to a thriving and user-centric digital ecosystem.

h) SO8: Promote Digital Empowerment for Women, Youth, Elderly, and Persons with Disabilities (PwDs)

This objective seeks to bridge the digital divide and promote inclusivity

by empowering women, youth, elderly individuals and persons with disabilities in the digital space by providing training, resources, and accessible ICT services. Through digital empowerment, these groups can leverage technology effectively, participate in the digital economy, and contribute to the nation's progress.

- i) SO9: Increase the Level of Consumer Awareness of ICT Services

This objective emphasizes educating consumers about their rights, data privacy, and responsibilities while using ICT services in recognition of the importance of informed and responsible digital practices. By promoting consumer awareness, the Authority aims to foster responsible decision-making and protect consumer interests in the digital realm..

- j) SO10: Increase ICT Sector Competitiveness

This objective focuses on enhancing the competitiveness of the ICT sector within the national and global markets. By fostering innovation, supporting start-ups and creating a conducive business environment, the Authority aims to position the ICT sector as a driver of economic growth and technological advancement.

- k) SO11: Review and Adopt Legal and Regulatory Frameworks

This objective aims to adapt the legal and regulatory framework to keep pace with technological advancements and industry changes. A responsive framework will facilitate innovation, protect consumer interests and foster a dynamic and thriving ICT ecosystem.

- l) SO12: Foster Adoption of New Technologies

This objective focuses on driving the uptake of new technologies in various sectors. The primary goal is to encourage and facilitate the widespread adoption of cutting-edge

technologies by businesses, organizations, and government entities. The emphasis is on increasing the overall usage and integration of new technologies to drive digital transformation, improve efficiency, and enhance service delivery. Additionally, this objective emphasizes nurturing and supporting the commercialisation of the adopted new technologies. This encourages and sustains the successful integration of these technologies into the economy. The Authority will provide the necessary support, resources, and infrastructure to help organizations and individuals embrace and commercialise new technologies effectively.

- m) SO13: Improve Institutional Performance

This objective focuses on enhancing the performance of the Authority. This includes improving its efficiency, effectiveness and accountability. In optimizing internal processes, fostering a culture of excellence and promoting professional development, the Authority aims to enhance its overall performance.

- n) SO14: Nurture a Culture of Excellence

This objective seeks to inculcate a culture of continuous improvement, innovation and professionalism within the authority and the wider ICT sector. The authority aims to attract and retain top talents, drive innovation and achieve higher levels of performance.

- o) SO15: Establish a Centre of Excellence in ICTs, Innovation and Leadership

This objective involves establishing a dedicated centre of excellence that serves as a hub for ICT-related research, innovation and leadership development. By doing so, the Authority aims to foster technological advancements, thought-leadership and capacity building within the ICT sector.

- p) SO16: Improve Brand Equity, Communications and Engagement

This objective will work towards improving the Authority's brand equity and communications strategies. It focuses on enhancing the authority's reputation, brand visibility and public perception. The implementation of effective communication and engagement strategies, will build trust, promote transparency and foster positive relationships with stakeholders and the public.

- q) SO17: Promote Environmental Sustainability and Governance

This objective emphasizes the importance of sustainable practices and responsible governance within the Authority and the ICT sector. It will promote environmental sustainability, energy efficiency and ethical governance in an effort to contribute to environmental conservation and social responsibility.

Effective implementation of these objectives will drive the Authority towards achieving its Strategic Goals and fulfilling its mandate sustainably and responsibly. Table 5.1 provides five (5) year projections for the formulated Strategic Objectives outlining the specific outcomes and results that the Authority aims to accomplish within the implementation period 2023-2027.



Table 5.1 : Outcome Annual Projections

Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Yr1	Yr2	Yr3	Yr4	Yr5
KRA 1: ICT Infrastructure and Services							
SO1: Increase Broadband Coverage and Usage	Increased penetration and coverage of ICTs	% mobile broadband penetration	97.5	97.7	98.0	98.5	99.0
		% population living in areas with broadband coverage	98.5	98.7	98.8	99.0	99.5
		% penetration of Mobile phone usage	58	60	62	64	66
		% penetration of broadband usage	45	50	55	60	65
		% population with access to DTT services	93.0	93.2	93.5	94.0	95.0
SO2: Increase Digital Terrestrial Television Population Coverage and Usage	Increased penetration and coverage of ICTs	% population with access to DTT services	93.0	93.2	93.5	94.0	95.0
SO3: Expand Postal & Courier Services	Increased penetration of E-commerce	% Increase of E-commerce penetration index	-	-	X+10	X+15	X+20
SO4: Improve Cyber Security Management Infrastructure	Upgraded cyber security management infrastructure	% level of implementation of CII security audit recommendations	100	100	100	100	100
SO5: Promote National Public Service in Broadcasting and Postal	Increased access to broadcasting and postal services	Increased No. of public broadcasting offices supported	-	15	15	15	15
		Increased No. of public Postal offices supported	-	25	25	25	25
KRA 2: Consumer Protection							
SO6: Improve Online Safety and Security.	Reduced online cyber threats	Increased initiatives implemented for the Authority's Child Online Protection programme	6	7	9	9	9
		Increased annual security awareness events	1	1	1	1	1
		% level of adoption of technologies for tracking and security for postal and courier services	100	100	100	100	100

Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Yr1	Yr2	Yr3	Yr4	Yr5
SO7: Improve ICT Customer Experience	Increased consumer satisfaction with ICT services	% level of QoS Increased consumer satisfactory index	83	84	85	86	87
KRA 3: Consumer Empowerment							
SO8: Promote Digital Empowerment for Women, Youth, Elderly and PwDs	Increased digital ICT literacy skills	% level of implementation of capacity-building initiatives for youth, women, elderly and PwD Increased access to Educational material by persons with print disabilities (000)	-	100	100	100	100
SO9: Increase the Level of Consumer Awareness of ICT Services	Increased consumer awareness of ICT services	Increased content production on emerging consumer issues	-	7	-	7	-
KRA 4: Competitive Markets							
SO10: Increase ICT Sector Competitiveness	Increased access to ICT services	No. of sector statistics reports (as an indicator for improved trend for access)	4	4	4	4	4
SO11: Review and Adopt Legal and Regulatory Frameworks	Legal and regulatory frameworks reviewed/developed	Reviewed draft Regulations/frameworks	16	6	2	-	-
		Reviewed, developed and implemented collaborative frameworks with MDACs	5	-	10		10
KRA 5: Emerging technologies							
SO12: Foster Adoption of New Technologies	Increased adoption of emerging/ new technologies	% implementation of approved emerging technologies	100	100	100	100	100
		% adoption of revised ICT standards on carbon emissions	100	100	100	100	100
		No. of innovations on-boarded the Sandbox	5	10	10	10	15

Strategic Objective (SO)	Outcome	Outcome Indicator	Projections				
			Yr1	Yr2	Yr3	Yr4	Yr5
KRA 6: Institutional Excellence							
SO13: Improve Institutional performance	Improved institutional performance	% level of implementation of recommendations from TNA and succession plans	100	100	100	100	100
		% level of implementation of revised internal policies/procedures	100	100	100	100	100
		% achievement (to be ranked Very Good)	100	100	100	100	100
		% level of compliance with statutes and directives reports	100	100	100	100	100
		% level of service delivery	100	100	100	100	100
SO14: Nurture a Culture of Excellence	Improved Service Delivery	% implementation of culture audit adopted recommendations					
SO15: Establish a Centre of Excellence in ICTs Innovation and Leadership	Operational Global ICT Innovation Hub/Centre	% level of completion	-	50	80	100	
SO16: Improve Brand Equity, Communications and Engagement.	Increased CA visibility	Improved Perception index (%)	82	83	85	86	88
KRA 7: Environmental Sustainability							
SO17: Promote Environmental Sustainability and Governance	Improved implementation of Sustainable green ICT policies and resources	% level of implementation	100	100	100	100	100

5.2 Strategic Choices

In order to effectively pursue the identified Strategic Objectives and drive positive outcomes in the ICT, the Authority will implement the following strategies aligned to each objective as shown in Table 5.2.

Table 5.2: Strategic Objectives and Strategies

Key Result Area	Strategic Objective	Strategies
KRA 1: ICT Infrastructure and Services	Objective 1: Increase Broadband Coverage and Usage	S1: Broadband Infrastructure Development S2: Support National Digital Transformation Agenda
	Objective 2: Increase Digital Terrestrial Television Population Coverage and Usage	S1: Broadcasting Infrastructure Development S2: Local Content Development
	Objective 3: Expand Postal & Courier Services	S1: Integrated Digital Postal Hubs Development S2: National Addressing System for Kenya (NASK) Operationalization
	Objective 4: Improve Cyber Security Management Infrastructure	S1: Cyber Security Capability Development
	Objective 5: Promote National Public Service in Broadcasting and Postal	S1: Public Postal Infrastructure Development S2: Public Broadcasting Studios Development
	Objective 6: Improve Online Safety and Security	S1: Child Online Protection S2: Postal and Courier Security
	Objective 7: Improve ICT Customer Experience	S1: Quality of Service S2: Quality of Experience
	Objective 8: Promote Digital Empowerment for Women, Elderly and PwDs	S1: Digital Skilling S2: Access to Assistive Technologies
	Objective 9: Increase the Level of Consumer Awareness of ICT Services	S1: Consumer Education and Outreach
	Objective 10: Increase ICT Sector Competitiveness	S1: Market Correction Interventions S2: Access to Scarce Resources (Spectrum, Numbering, Naming and Addressing)
	Objective 11: Review and Adopt Legal and Regulatory Frameworks	S1: Legal and Regulatory Reforms S2: Collaborative Regulation

Key Result Area	Strategic Objective	Strategies
KRA 5: Emerging Technologies	Objective 12: Foster the Adoption of New Technologies	<p>S1: ICT Standards Development/Adoption and Reduction of Carbon Footprints</p> <p>S2: Research and Innovation</p> <p>S1: Talent Management</p>
	Objective 13: Improve Institutional Performance	<p>S2: Performance Management</p> <p>S3: Enhancement of Corporate Governance</p> <p>S4: Improvement of Internal Policies, Processes, Digitalization and Tools</p> <p>S5: Revenue Sustainability</p>
KRA 6: Institutional Excellence	Objective 14: Nurture a Culture of Excellence	<p>S1: Re-engineering organizational culture</p> <p>S2: Service Delivery Improvement</p>
	Objective 15: Establish a Centre of Excellence in ICTs, Innovation and Leadership	<p>S3: Employee Experience Enhancement</p> <p>S1: Global Innovation Hub</p> <p>S2: Modernization of Office Premises</p>
	Objective 16: Improve Brand Equity, Communications and Engagement.	<p>S1: Strategic Partnerships, Linkages and Collaborations</p> <p>S2: Strategic Positioning in ICT Fora</p> <p>S3: Brand Visibility and Awareness</p>
	Objective 17: Promote Environmental Sustainability and Governance	<p>S1: Green ICT and E-waste management</p>
KRA 7: Environmental Sustainability		

Chapter | 6



IMPLEMENTATION AND COORDINATION FRAMEWORK

This chapter emphasizes the importance of effective implementation and coordination of the Strategic Plan. The chapter begins by discussing the implementation Plan, which includes an action Plan, annual work Plan and budget and performance contracting. It then explores the coordination framework, encompassing the institutional framework, staff establishment and competence development, leadership and systems and procedures. Additionally, the chapter addresses the risk management framework, highlighting the need to identify and mitigate potential risks.

6.1 Implementation Plan

This section outlines the roadmap for implementation of the Strategic Plan. It encompasses various components, including the action plan, the Annual Work Plan and budget for the FY 2023/2024 and Performance Contracting, which are crucial for the successful implementation of the Strategic Plan.

6.1.1 Action Plan

The action plan serves as a detailed roadmap that lays out the key elements necessary for the successful execution of the Strategic Plan, including the strategic issues, strategic goals, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and the responsibility for executing the activities. The detailed Action Plan/Implementation Matrix, which provides a comprehensive framework for organizing and tracking the progress of the planned activities is shown in *Annex I*.

6.1.2 Annual Work Plan and Budget

The Authority will align Annual Work Plans with Annual Budgets ensuring that all Strategic Plan activities are adequately funded and resources are allocated optimally. The Annual Work Plan for the financial year 2023/24 is appended in *Annex II*.

6.1.3 Performance Contracting

The Authority in undertaking performance contracting, incorporates activities from its costed Annual Work Plans. This integration aims to align individual and departmental performances with the Strategic Objectives outlined in the Strategic Plan. This will promote accountability and transparency within the Authority, facilitate a systematic review of achievements, challenges and areas for improvement and enable effective monitoring and evaluation of progress towards the desired outcomes. Individual performance targets aligned with the specific objectives of the Strategic Plan will be set between respective staff members and their departmental heads.

These targets will be assessed yearly through performance appraisal tools, with monthly monitoring and quarterly reviews. The Performance review tool will be used to appraise employees' performance, ensuring effective delivery of services and the attainment of the Authority's strategic objectives. This tool will facilitate regular feedback, goal setting and performance evaluation, promoting a culture of accountability and continuous improvement among staff members. This approach ensures that individual performance is aligned with the overall goals of the Strategic Plan.

6.2 Coordination Framework

This part outlines the required institutional framework, staffing, leadership and systems and procedures to coordinate key activities and programs outlined in the Strategic Plan.

6.2.1 Institutional Framework

This sub-section provides a description and an evaluation of the appropriateness and adequacy of the organizational structure, policies, rules and regulations towards support of implementation of the Strategic Plan.

6.2.1.1 Organizational Structure

To facilitate the effective implementation of the Strategic Plan, the Authority has adopted a functional organizational structure. This structure comprises five hierarchical tiers, each with roles and responsibilities. At the top tier is the Board of Directors, which provides strategic direction and governance oversight. The Board sets the overall vision, goals and policies of the Authority, ensuring alignment with the Strategic Plan. Its role is to provide guidance and make key decisions that shape the strategic direction of the Authority.

The next tier is the Senior Management, who are responsible for translating the Board's directives into actionable strategies and initiatives. This level is responsible for formulating detailed plans, allocating resources and overseeing the implementation of the Strategic Plan. They provide leadership and

guidance to the Middle Management and technical/support staff, ensuring the strategic initiatives are effectively executed.

The Middle Management level plays a critical role in coordinating and executing the day-to-day operations of the Authority. Middle Managers provide supervision, guidance and support to the technical and support staff, facilitating smooth coordination and efficient execution of the Strategic Plan.

The technical and support staff form the lower tiers of the organizational structure and they provide specialized expertise and support to the Middle and Senior Management levels, contributing to the successful implementation of the Strategic Plan. The technical staff brings sector-specific knowledge and skills necessary for regulatory functions, such as policy formulation, licensing, compliance, enforcement and consumer protection. The support staff provides administrative, financial, human resources and IT support to ensure smooth operations.

Importantly, the structure is designed with a moderate span of control, ensuring that each level of management can effectively oversee and guide the activities within their purview. This promotes efficiency, clarity and accountability throughout the implementation process.

6.2.1.2 Institutional Policies, Rules and Regulations

The Authority has developed a comprehensive set of institutional policies, rules and regulations to govern its internal operations and to ensure effective governance, transparency and accountability. Their appropriateness and adequacy for supporting the execution of the Strategic Plan has been highlighted below:

a) *Governance and decision-making:* The Authority has policies and rules in place to govern its governance structure and decision-making processes. These frameworks define the roles, responsibilities and authority of the Board of Directors, ensuring effective oversight

and strategic direction. They establish mechanisms for transparent decision-making, conflict-of-interest management and accountability within the organization.

b) *Financial management and accountability:* The Authority has policies and regulations governing financial management and accountability. These frameworks outline procedures for budgeting, financial reporting, procurement and internal controls. They ensure sound financial management, transparency and accountability in the use of resources. These policies and regulations support the effective allocation and utilization of financial resources to support the Strategic Plan.

c) *Information and communication technology (ICT) governance:* The Authority's policies and regulations cover ICT governance within the organization. These frameworks establish guidelines for the use, security and management of ICT infrastructure, systems and data. They ensure the protection of sensitive information, data privacy and effective utilization of ICT resources. These policies and regulations support the efficient and secure operation of the Authority's ICT infrastructure, enabling the implementation of its Strategic Plan.

d) *Legal and regulatory compliance:* The Authority has policies, rules and regulations related to legal and regulatory compliance. These frameworks outline the organization's commitment to adhere to applicable laws, regulations and international obligations. They establish mechanisms for compliance monitoring, reporting and enforcement. These policies and regulations ensure that the Authority operates within the legal framework and maintains regulatory integrity in the communication sector.

e) *Human resource management:* The Authority has policies and regulations related to human resources management. These frameworks cover areas such as recruitment, selection, performance evaluation, training and development, and employee welfare. They ensure

the recruitment of qualified personnel, promote a conducive working environment and provide opportunities for employee growth and development. These policies and regulations support the acquisition and retention of skilled personnel necessary for the successful implementation of strategic initiatives.

6.2.2 Staff Establishment, Skills Set and Competence Development

Successful implementation of the Strategic Plan requires an optimally staffed organisation. The Authority will endeavour to maintain an optimal staff establishment that aligns with its operational needs and the requirements of the Strategic Plan. Regular reviews will be conducted to assess the staffing levels and adjustments where necessary. Table 6.1 illustrates the Authority’s status of staffing distributed by cadre, and Table 6.2 provides the skill sets gaps and competence development plan.

Table 6.2: Staff Establishment

Cadre	Grade	Approved Establishment (A)	Optimal Staffing Levels (B)	In post (C)	Variance D=(B-C)
Senior Management	CA1	1	1	1	0
Senior Management	CA2	3	3	0	3
Senior Management	CA3	22	22	6	16
Middle Management	CA4	40	40	21	19
Middle Management	CA5	59	59	30	29
Technical	CA6	76	76	29	47
Technical	CA7	79	79	42	37
Support	CA8	47	47	65	-18
Support	CA9	34	34	20	14
Support	CA10	17	17	9	8
Support	CA11	18	18	5	13
Total		396	396	228	168

“ The Authority will endeavour to maintain an optimal staff establishment that aligns with its operational needs and the requirements of the Strategic Plan.”

Table 6.3: Skills Set and Competence Development

Cadre	Skills Set	Skills Gap	Competence Development
Senior Management (SM)	<ul style="list-style-type: none"> • Strategic Leadership • Decision-Making • Change Management • Stakeholder Management • Financial Acumen 	<ul style="list-style-type: none"> • Ability to provide visionary leadership and set strategic directions for the organization. • Proficient in making informed and effective decisions that align with organizational goals. • Skilled in leading organizational change and managing transitions effectively. • Strong relationship-building and communication skills to manage stakeholders at various levels. • Understanding of financial management and budgeting to ensure fiscal responsibility. 	<ul style="list-style-type: none"> • Strategic Leadership Development • Decision-Making Enhancement • Emotional Intelligence, Positivity and Negotiation skills • Stakeholder Engagement and Communication • Financial Management skills
Middle Management (MM)	<ul style="list-style-type: none"> • Stakeholder management • Team Leadership • Project Management • Problem-Solving • Communication • Performance Management 	<ul style="list-style-type: none"> • Ability to lead, motivate, and manage teams to achieve departmental objectives. • Proficient in Planning, executing, and monitoring projects to ensure successful outcomes. • Strong analytical skills to identify challenges and implement effective solutions. • Clear and effective communication to facilitate information flow across the organization. • Skill in setting performance expectations, conducting evaluations, and providing feedback to team members. 	<ul style="list-style-type: none"> • Team Leadership and Management • Project Management Excellence • Analytical and Problem-Solving Skills • Effective Communication and Collaboration • Succession Planning, mentorship and coaching

Cadre	Skills Set	Skills Gap	Competence Development
Technical (TS)	<ul style="list-style-type: none"> • Technical Expertise as per specialization • Problem Diagnosis, data analytics and Resolution • Innovation and Creativity • Technical Documentation • Collaboration 	<ul style="list-style-type: none"> • In-depth knowledge and expertise in the specific technical domain relevant to the role. • Ability to diagnose technical issues and provide timely solutions. • Skills to develop innovative solutions and adapt to evolving technologies. • Proficiency in creating clear and comprehensive technical documentation. • Ability to collaborate with cross-functional teams and stakeholders on technical projects. 	<ul style="list-style-type: none"> • Technical Expertise Deepening • Problem Diagnosis, data analytics and Resolution Skills • Innovation/emerging technologies and Adaptability • Effective Technical Documentation
Support (SS)	<ul style="list-style-type: none"> • Administrative and communication efficiency • Customer Service skills • Resource and project management skills • Problem Resolution • Accounting skills 	<ul style="list-style-type: none"> • Strong organizational and time management skills for effective support functions. • Excellent interpersonal skills to provide quality service to internal and external customers. • Skill in managing resources/projects such as facilities, procurement, and logistics. • Ability to address issues and provide support to ensure smooth operations. • Effective communication skills to interact with diverse teams and convey information clearly. 	<ul style="list-style-type: none"> • Administrative Efficiency and Resource/Project Management • Customer Service Excellence • Problem Resolution and Troubleshooting • Effective Communication and Interpersonal Skills

6.2.3 Leadership

The Board of Directors will be responsible for providing oversight of the implementation of this Strategic Plan while the Management Committee will be responsible for the implementation of the Plan. This will include undertaking regular reviews of the status of implementation of the Plan. The Management committee will coordinate the implementation efforts by departments, evaluate the milestones achieved and provide comprehensive reports to the Board. To ensure

timely implementation, the following will be undertaken:

- a) *Cascading of the Strategic Plan:* The different components of the Strategic Plan will be broken down into targets, milestones and deliverables for individual staff members and departments.
- b) *Board-level leadership:* The Board of Directors will receive and review the quarterly implementation status reports. The Board will assess the progress, discuss any challenges or deviations and provide guidance on future directions to ensure successful implementation.
- c) *Management-level leadership:* The Management Committee will meet on a regular basis to review departmental reports and collate and prepare quarterly implementation status reports for sharing with the Board. This regular monitoring will enable the Management to stay informed about the progress made, identify any issues that require attention and take corrective actions if needed.
- d) *Departmental review meetings:* Departmental review meetings will be conducted on a monthly basis to monitor the implementation of detailed departmental work Plans and tasks. These meetings will provide an opportunity for departments to assess their progress, identify any bottlenecks or resource gaps and make necessary adjustments to ensure smooth implementation.

6.2.4 Systems and Procedures

In alignment with the BETA to digitalize government services, the Authority will fully automate its business processes and re-engineer its systems to improve efficiency and effectiveness in service delivery. This strategic move is expected to significantly enhance staff performance by reducing manual interventions in business processes and improving coordination across departments.

In automating its systems, the Authority will be able to reduce turnaround times, improve accuracy and enhance customer satisfaction. Furthermore, automation will help reduce

operating costs by reducing the need for manual labour, ultimately leading to higher efficiency and effectiveness. The re-engineering of systems will enable the Authority to improve its internal communication systems, which will lead to more effective decision-making and overall better management of resources as described below:

- a) The digitalisation of services to improve efficiency and effectiveness in service delivery: This will include the development of online portals and platforms to enable citizens and customers to access services digitally, reducing the need for physical interactions and improving turnaround times.
- b) Re-engineering the Authority's systems and services to accommodate new and emerging technologies: This will enable the Authority to keep up with technological advancements and provide citizens and customers with up-to-date services.
- c) Developing a favourable environment for e-transactions to enhance access to information and other e-services: This will include developing secure and reliable payment systems and improving the digital infrastructure to enable citizens and customers to access government services from anywhere, at any time.
- d) Optimising and enhancing the automation of internal operational processes: Such processes include monitoring and evaluation tools, internal audit and risk assurance, inspections, licensing, billing and supply chain management. Automation will lead to increased efficiency, reduced costs and improved accuracy.
- e) Institutionalising knowledge management and sharing of information within the Authority. This will include establishing a knowledge management system to capture and share best practices, identify challenges, document experiences and disseminate lessons learned.
- f) Providing a conducive working environment that supports remote and flexible working: This will improve staff morale, productivity and work-life balance, ultimately leading to better service delivery.

6.3 Risk Management Framework

During the development of the Strategic Plan, the Authority proactively identified potential risks that could impede its successful implementation. To address these risks and mitigate their negative impacts, the Authority has established robust mitigation measures. The risks have been categorized based on their impact, with high and medium-impact risks requiring immediate attention from the

Management and the Board, while the heads of departments manage low-impact risks.

The proactive approach to risk management demonstrates the Authority’s commitment to addressing potential challenges and maximizing the likelihood of achieving its strategic objectives. Table 6.4 provides an overview of the identified risks and their corresponding mitigation measures.



“ During the development of the Strategic Plan, the Authority proactively identified potential risks that could impede its successful implementation. ”

Table 6.4: Risk Management Framework

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation measures
1.	<ul style="list-style-type: none"> Regulatory environment affected by uncertainties, arising due to changes in government policies, shift in political priorities, updates to existing laws and jurisdictional overlaps 	H	H	H	<ul style="list-style-type: none"> Engage in periodic policy reviews and transparent communication with stakeholders Coordination between regulatory bodies to reduce jurisdiction overlaps and potential legal disputes
2.	<ul style="list-style-type: none"> Rapid technological changes causing regulations ineffectiveness 	H	H	H	<ul style="list-style-type: none"> Fostering agility and flexibility in responding to technological changes in the industry.
3.	<ul style="list-style-type: none"> Destruction of communication networks and harm to people arising from insecurity, vandalism, cyber threats, civil unrests, [leading to degradation of critical ICT infrastructure, data breaches, service disruptions and reputational damage] 	H	H	H	<ul style="list-style-type: none"> Redundancy and resilient systems to ensure service continuity during socio-political instability or vandalism Robust contingency Plans Enhance physical security measures Stakeholder engagement and collaborations to manage security and vandalism risks Robust cybersecurity measures to protect data, infrastructure and services.
4.	<ul style="list-style-type: none"> Budgetary uncertainties caused by changes in government priorities, economic conditions or shifting industry dynamics leading to financial constraints and delays in obtaining necessary approvals for critical regulatory investment decisions. This risk is amplified by over-reliance on one source of revenue 	M	M	M	<ul style="list-style-type: none"> Actively seek opportunities to diversify the revenue streams Implementation of measures to optimize resource allocation and improve operational efficiency

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk level (L/M/H)	Mitigation measures
5.	<ul style="list-style-type: none"> Regulatory capture - Decisions by the Authority deemed unfavourable undermined, resisted or even overruled through the influence of interested parties 	H	H	H	<ul style="list-style-type: none"> Ensure transparency, accountability and independence in decision-making processes Regular stakeholder engagement, effective communication and proactive measures to avoid conflicts of interest Creating a regulatory environment that fosters competition, innovation and fair practices
6.	<ul style="list-style-type: none"> Sanctions and global supply chain disruptions lead to restrictions on the import and use of technology and delays in acquiring essential regulatory resources 	M	M	M	<ul style="list-style-type: none"> Diversification of global suppliers Robust contingency Plans to address potential supply chain disruptions and geopolitical challenges Strategic stockpiles to ensure a continuous supply during disruptions
7.	Operational challenges due to governance failures, lack of capacity, poor culture and resistance to change affecting performance and service delivery.	H	M	M	<ul style="list-style-type: none"> Governance and leadership development programs Regularly assess the skills and competencies of the workforce to identify skill gaps and implement improvement interventions Robust culture change management strategy that involves clear communication, succession planning, employee involvement and incentives for adopting new initiatives.
8.	<ul style="list-style-type: none"> Economic shocks and climate change: Severe economic downturns affecting investments in the ICT markets arising from effects of climate change, inflation and volatility in exchange rates, taxations, pandemics or natural disasters. 	M	M	M	<ul style="list-style-type: none"> Comprehensive contingency Plans, fostering collaboration with industry players and promoting resilient infrastructure Hedging and risk management ICT Greening initiatives Consumer protection and empowerment

Chapter

7



RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

This chapter focuses on resource requirements and mobilization strategies by highlighting the financial requirements, resource gaps and mobilization strategies. The chapter also addresses resource management practices for the effective utilization of human resources and assets. By providing a detailed account of the financial requirements and management strategies, this chapter aims to ensure that the implementation of the Strategic Plan is conducted in a financially responsible and sustainable manner.

7.1 Financial Requirements

This section outlines the estimated budget necessary for the successful implementation of the Strategic Plan over five years. Table 7.1 provides a clear and concise summary of the financial resources required to achieve the goals and objectives as outlined in the Plan.

Table 7.1: Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Million)					
	Year 1	Year 2	Year3	Year 4	Year 5	Total
KRA 1	8,890	6,615	6,190	5,580	6,580	33,855
KRA 2	255	200	200	205	210	1,070
KRA 3	908	1,060	1,020	1,060	1050	5,098
KRA 4	50	113	108	87	87	445
KRA 5	283	253	303	303	363	1505
KRA 6	4,160	17,534	11,380	9592	11,075	53,741
KRA 7	40	103	70	65	65	343
Administrative Cost	1,790	1,969	2,166	2,382	2,621	10,928
TOTAL	16,376	27,847	21,437	19,274	22,051	106,985

The Authority operates on a self-financing model, where, in the past, its operations were fully funded through the revenue it generates. This approach allows the Authority to allocate its resources strategically and prioritize key initiatives while at the same time emphasizing cost management and efficient utilization of resources to ensure revenue sustainability and the long-term viability of its mandate.. Over the next five years, based on the current self-financing model, the Authority projects to generate Ksh. 78.12 billion against a resource requirement of Ksh. 106.985 Billion. In this regard, going forward, to ensure the effective implementation of all planned activities and achieve the set objectives, the Authority will diversify the revenue generation models. The year -to- year resource requirements and estimated allocations are presented in Table 7.2.

Table 7.2: Resources Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn)	Estimated Allocations (Ksh. Mn)	Variance (Ksh. Mn)
Year 1	16,376	11,045	-5,331
Year 2	27,847	12,150	-15,698
Year 3	21,437	13,364	-8,073
Year 4	19,274	14,701	-4,573
Year 5	22,051	16,171	-5,880
Total	106,985	67,431	-39,554

7.2 Resource Mobilization Strategies

To supplement the available resources for the implementation of the Strategic Plan, the Authority has developed a set of resource mobilisation strategies. These strategies aim to increase the Authority's resource base, reduce its reliance on a single source of funding and improve its capacity to implement the Strategic Plan effectively. The following are the key resource mobilisation strategies to be employed by the Authority:

- a) *Diversification of revenue streams:* The Authority will explore opportunities to diversify its revenue sources by streamlining its licensing resource base and efficient spectrum resource management. The Authority will also benefit by establishing an International Convention Centre/hub and an Institute of Excellence for capacity building. These initiatives will additionally enable the Authority to generate additional income through hosting of conferences, events and training programs, while also enhancing its reputation as a leader and a centre of excellence in the industry.
- b) *Enhancing Public-Private Partnerships (PPPs):* The Authority will actively seek partnerships and collaborations with both local and international development partners. The aim is to attract additional resources, expertise and investments to support the implementation of the Strategic Plan. These partnerships will be in the form of joint projects, knowledge sharing, resource mobilization and leveraging each other's strengths for mutual benefit.
- c) *Strategic collaborations with sector and industry partners:* The Authority will foster strategic collaborations with key sector partners, such as government agencies, industry stakeholders, research institutions and regulatory bodies. By working together, sharing resources and aligning efforts, the Authority will enhance the effectiveness of its initiatives, leverage existing networks and collectively pool resources together.
- d) *Funds mobilization initiatives:* The Authority will actively pursue initiatives to mobilize funds from various sources including grants, sponsorships and donations. This will involve engaging with donors, exploring innovative financing models and leveraging government funding programs. Effective funds mobilization will provide the necessary resources to implement initiatives and activities outlined in the Strategic Plan.

7.3 Resource Management

The Authority acknowledges the importance of prudent resource utilization and is committed to ensuring operational efficiency in resource management during the implementation of the Strategic Plan. The Authority will ensure efficient and effective use of resources, reducing waste and maximising the implementation of the Strategic Plan. To achieve this, the following measures will be prioritized:

- a) *Embracing ICT and digitalization:* The Authority will harness the power of technology to streamline and automate its systems and processes, leading to increased efficiency and decreased reliance on manual tasks.
- b) *Fostering innovation:* The Authority will actively encourage and support innovation across all its operations, seeking out and implementing best practices that promote prudent resource management.
- c) *Diversifying revenue sources:* The Authority will explore opportunities to diversify its revenue streams, enabling more effective resource management and reducing dependence on a single source of income.
- d) *Effective Planning:* Each department within the Authority will develop comprehensive and timely annual work Plans and procurement Plans, facilitating efficient budget management and prioritization of activities.
- e) *Expenditure control mechanisms:* The Authority will implement measures to control expenditure growth, including adherence to budgetary constraints, prioritization of programs and reduction of non-essential expenses.
- f) *Implementation of austerity measures:* The Authority will adopt austerity measures to optimize resource utilization, minimizing unnecessary expenditures and ensuring efficient use of available resources.
- g) *Timely financial reporting:* The Authority will uphold a commitment to providing timely financial reporting and conducting regular audits, promoting transparency, accountability and informed decision-making.

- h) *Internal Audit and Financial Risk Assurance:* The Authority will proactively evaluate and implement a robust financial risk management framework, identifying and mitigating potential financial risks to safeguard its fiscal stability and risk assurance. The Authority will avail its books of accounts for statutory audit by the Office of the Auditor General.
- i) *Compliance with laws and regulations:* The Authority will ensure strict adherence to relevant laws and regulations, particularly the Public Finance Management Act 2012, to uphold sound financial management practices and maintain legal compliance.

“ The Authority will avail its books of accounts for statutory audit by the Office of the Auditor General.”



Chapter

8



MONITORING, EVALUATION AND REPORTING FRAMEWORK

This chapter provides an overview of the Monitoring, Evaluation and Reporting Framework employed by the Authority in implementing this Strategic Plan. It begins by introducing the monitoring framework, which tracks the progress and implementation of initiatives using performance indicators. The applicable performance standards that will be used to assess the Authority's effectiveness are also explored. It further discusses the evaluation framework, including mid-term and end-term evaluations. Finally, the chapter provides the reporting framework and feedback mechanism, emphasizing the importance of timely and accurate reporting to inform decision-making.

8.1 Monitoring Framework

The monitoring framework is vital for the authority in tracking the key strategic objectives, outcomes and activities. It provides a basis for timely decision-making. The following forms the basis of the Authority's monitoring framework:

- a) Basis for review of progress on implementation of the Strategic Plan. The Authority has;
 - i. Clearly defined the criteria, benchmarks and standards for reviewing the progress of Strategic Plan implementation.
 - ii. Identified the Key Performance Indicators (KPIs) that will be used to measure progress and achievements.
- b) Data collection methodology on specified indicators. The Authority has;
 - i. Developed a systematic methodology for collecting data on specified indicators to monitor progress using a pre-designed template.
 - ii. Determined the appropriate data sources, such as internal records, surveys, research studies and external data that will be accessed during the Strategic Plan implementation period.
 - iii. Specified the frequency and timeline for data collection under the reporting frameworks and feedback mechanisms section to ensure timely monitoring and reporting.
 - iv. Defined the data collection methods, including qualitative and quantitative approaches, to capture relevant information.
- c) Data analysis and reporting. The Authority;
 - i. Has put in place a structured process for analysing and interpreting the collected data.
 - ii. Has determined methods of analysing the data against the defined indicators and benchmarks to assess the extent of progress and achievement.
 - iii. Has defined ways of identifying trends, patterns and areas of success or challenges based on the data analysis.
- iv. Will prepare regular progress reports that provide a comprehensive overview of the progress made, highlighting key findings, achievements and areas requiring attention or improvement.
- d) Feedback and adaptation. The Authority will;
 - i. Provide feedback on the monitoring results to relevant stakeholders.
 - ii. Using the monitoring data and insights to inform decision-making, identify areas for improvement and make necessary adjustments to the Strategic Plan implementation.
 - iii. Foster a culture of continuous learning and improvement by using monitoring findings to enhance future Planning and implementation efforts.

To effectively track outputs in the action plan implementation matrix, the following steps will be followed:

- a) Determine Key Performance Indicators (KPIs). The Authority has;
 - i. Objectively identified the KPIs from the action plan implementation matrix that will be used to track outputs and outcomes.
 - ii. Selected SMART indicators that are aligned with the goals and objectives of the Strategic Plan.
 - iii. Ensured the chosen indicators provide meaningful insights into the progress and effectiveness of the implemented actions.
- b) Establish baseline data. The Authority has;
 - i. Collected and established the baseline data for the identified indicators as of July 2023, creating a starting point for tracking. The baseline data serves as a reference point for comparison and measuring progress over the implementation period of this Strategic Plan.
- c) Plan for continuous improvement. The Authority;
 - i. Has developed strategies and mechanisms for continuous improvement in achieving the targeted results.

- ii. Will regularly monitor the tracked indicators to identify areas where efficiency and effectiveness can be enhanced.
- iii. Will use the data and insights obtained from market studies and institutional studies to identify gaps, challenges and opportunities for improvement.
- iv. Will implement corrective measures, adjustments, or interventions to optimize performance and enhance the outcomes.

8.2 Performance Standards

The Authority recognizes the importance of incorporating performance norms and standards into a robust monitoring and evaluation framework to track performance and to ensure the successful implementation of the Strategic Plan. The framework considers norms such as focusing on constitutional provisions, National and International Commitments, Utility, Credibility, Ethics, Participatory, and Organisational Culture. It has also considered monitoring and evaluation standards such as; Policy, Programme/Project design and monitoring, Evaluation, Learning and Adaptation, Monitoring and Evaluation, Human resource, and Institutional framework.

In alignment with internationally accepted norms and evaluation standards, the Authority will also use a comprehensive evaluation framework that aligns with the Organisation for Economic Co-operation and Development (OECD) evaluation criteria as described below:

- a) *Relevance*: The framework will assess the extent to which the Strategic Plan aligns with the objectives, priorities and needs of the ICT sector in Kenya. It will evaluate the Strategic Plan's ability to address current and emerging challenges and capitalize on opportunities for sector growth and development.
- b) *Efficiency*: The framework will evaluate the efficient use of resources, including financial, human and technological, in

implementing the Strategic Plan. It will assess the cost-effectiveness of activities and initiatives, ensuring that resources are optimally utilized to achieve desired outcomes.

- c) *Effectiveness*: The framework will measure the extent to which the Strategic Plan achieves its intended outcomes and objectives. It will assess the effectiveness of various initiatives and interventions in bringing about positive changes in the ICT sector. This evaluation will help identify areas of success improvement or further attention.
- d) *Success*: The framework will assess the overall success of the Strategic Plan in meeting its intended goals and objectives. It will consider the degree to which the Plan has achieved its intended impact, such as promoting access to ICT services, fostering innovation and enhancing digital inclusion in Kenya.
- e) *Sustainability*: The framework will evaluate the sustainability of the Strategic Plan's outcomes and impact. It will assess the Plan's ability to create lasting changes and contribute to the long-term growth and development of the ICT sector. This evaluation will consider factors such as policy continuity, stakeholder engagement and capacity-building initiatives.

8.3 Evaluation Framework

Evaluation is a crucial component of the strategic planning process as it helps the Authority assess the progress of the Strategic Plan's implementation, measure the achievement of objectives, evaluate program outcomes and determine the desired impact. The Authority will conduct both mid-term and end-term evaluations. In the context of this Strategic Plan, Table 8.1 provides the Outcome Performance Matrix.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid Term Period	End Term Period
KRA 1: ICT Infrastructure and services	<ul style="list-style-type: none"> Increased penetration and coverage of ICTs 	• % mobile broadband penetration	97.4	2023	98.0	99.0
		• % population living in areas with broadband coverage	98.0	2023	98.8	99.5
		• % penetration of Mobile phone usage	56	2023	62	66
		• % penetration of broadband usage	40	2023	55	65
	<ul style="list-style-type: none"> Increased penetration and coverage of ICTs 	• % population with access to DTT services	92.1	2023	93.5	95.0
	<ul style="list-style-type: none"> Increased penetration of E-commerce 	• % Increase of E-commerce penetration index	X	2024	X+10	X+20
	<ul style="list-style-type: none"> Upgraded cyber security management infrastructure 	• % level of implementation of CII security audit recommendations	100	2023	100	100
	<ul style="list-style-type: none"> Increased access to broadcasting and postal services 	• Increase in No. of public broadcasting offices supported	-	2023	30	60
		• Increase in No. of public Postal offices supported	-	2023	50	100
	KRA 2: Consumer Protection	<ul style="list-style-type: none"> Reduced online cyber threats 	• Increased initiatives implemented for the Authority's Child Online Protection programme	10	2023	22
• Increased annual security awareness events			1	2023	3	5
• % level of adoption of technologies for tracking and security for postal and courier services			-	2023	100	100
<ul style="list-style-type: none"> Increased consumer satisfaction with ICT services 		• % level of QoS	82.6	2023	85.0	87.0
		• Increased % consumer satisfaction index	78.0	2023	93	100
KRA 3: Consumer Empowerment	<ul style="list-style-type: none"> Increased digital ICT literacy skills 	• % level of implementation of capacity-building initiatives for women, elderly and PwD	NA	2023	100	100
		• Increased access to Educational material by persons with print disabilities (000)	NA	2023	20	40
	<ul style="list-style-type: none"> Increased consumer awareness of ICT services 	• Increased content production on emerging consumer issues	NA	2023	7	14

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid Term Period	End Term Period
KRA 4: Competitive Markets	Increased access to ICT services	<ul style="list-style-type: none"> No. of sector statistics reports (as an indicator for improved trend for access) 	4	2023	10	20
	Legal and regulatory frameworks reviewed/developed	<ul style="list-style-type: none"> Reviewed draft Regulations/frameworks Reviewed, developed and implemented collaborative frameworks with MDACs 	16	2023	22	24
		<ul style="list-style-type: none"> % implementation of approved emerging technologies 	NA	2023	15	25
KRA 5: Emerging technologies	Increased adoption of emerging/ new technologies	<ul style="list-style-type: none"> % adoption of revised ICT standards on carbon emissions 	NA	2023	100	100
		<ul style="list-style-type: none"> No. of innovations on-boarded the Sandbox 	NA	2023	25	50
		<ul style="list-style-type: none"> % level of implementation of recommendations from TNA and succession plans 	100	2023	100	100
KRA 6: Institutional Excellence	Improved institutional performance	<ul style="list-style-type: none"> % achievement (to be ranked Very Good) 	90	2023	100	100
		<ul style="list-style-type: none"> % implementation of culture audit adopted recommendations 	100	2023	100	100
		<ul style="list-style-type: none"> % level of compliance with statutes and directives reports 	100	2022	100	100
	Improved Service Delivery	<ul style="list-style-type: none"> % level in compliance with service charter 	100	2023	100	100
		<ul style="list-style-type: none"> % implementation of culture audit adopted recommendations 	100	2023	100	100
	Operational Global ICT Innovation hub/centre	<ul style="list-style-type: none"> % level of completion 	NA	2023	80	100
KRA 7: Environmental Sustainability	Increased CA visibility	<ul style="list-style-type: none"> Improved Perception Index(%) 	80	2023	85	88
	Improved implementation of Sustainable green ICT policies and resources	<ul style="list-style-type: none"> % level of implementation 	NA	2023	100	100

8.3.1 Mid-Term Evaluation

The mid-term evaluation, scheduled to take place after two and a half years of implementation, will provide a comprehensive review of the Strategic Plan's performance. This evaluation will assess the status of the strategic goals, objectives, initiatives, activities and key performance indicators (KPIs). Various evaluation tools will be utilized, including analysis tools such as Value Chain Analysis (VCA), Resource Based View (RBV), Functional Analysis (FA), Comparative Analysis (CA) and PESTEL. The findings from this mid-term evaluation will inform decision-making for the second phase of the Strategic Planning cycle, ensuring the Plan remains aligned with organizational goals and objectives.

8.3.2 End-Term Evaluation

Upon reaching the end of the strategic planning period, an end-term review will be conducted. This review will serve as the foundation for the subsequent strategic planning period, guiding the Authority in developing the next Strategic Plan. The end-term review will provide insights into the overall performance, accomplishments and areas for improvement, enabling the Authority to adapt its strategies and priorities for future planning cycles.

By conducting these evaluations, the Authority will ensure that the implementation of the Strategic Plan is continuously assessed and refined. This iterative process allows for adaptive management, evidence-based decision-making and continuous improvement in achieving organizational objectives and desired outcomes.

8.3.3 Reporting Framework and Feedback Mechanism

The reporting framework and feedback mechanism are essential components of the Authority's Strategic Plan. They provide a structured approach to capture, analyse and utilize feedback to drive continuous improvement and align initiatives with Strategic Objectives.

The Authority recognizes the importance of learning from experiences and adopting best practices. To facilitate effective reporting and documentation, the Management Committee will utilize the following reporting tools:

- a) *Quarterly Progress Reporting:* Quarterly reporting allows for regular reporting on progress, highlighting achievements, targets and any variances. It provides a comprehensive overview of the Authority's performance in relation to the Strategic Plan as shown in Table 8.2 (*Annex III*).
- b) *Annual Progress Reporting:* Annual progress reporting enables the Authority to assess its annual achievements, compare them with set targets and evaluate any variances. It provides a broader perspective on the Authority's progress over the course of the year as shown in Table 8.3 (*Annex IV*).
- c) *Evaluation Reporting:* This reporting focuses on evaluating key performance indicators and outcomes related to the Authority's Strategic Objectives. It allows for a comprehensive assessment of the Authority's performance and provides valuable insights for future planning. Table 8.4 (*Annex V*) provides the template for evaluation reporting.

These reporting tools ensure that the Authority captures valuable information about best practices, challenges encountered and lessons learned. By utilizing these templates, the Authority will be comprehensively describing the identified best practices, documenting the specific steps taken to implement them and highlighting the strategies employed to overcome challenges.

The dissemination of best practices and lessons learned is vital for organizational learning and sector-wide improvement. The Authority will utilize various channels for sharing these insights, including departmental meetings, quarterly reports and institutional newsletters. These platforms will foster knowledge exchange and promote the adoption of effective practices throughout the Authority.

In addition to formal reporting channels, the Authority will utilize interactive platforms such as workshops, training sessions and team-building events to facilitate discussions and encourage staff members to share their experiences. These interactive sessions will nurture a culture of continuous improvement and enhance the organization's understanding and adoption of effective practices.

ANNEX I: Implementation Matrix
Table 6.1: Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility		
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Strategic Issue 01:	Universal Service and Access																
Strategic Goal 01:	Promotion of Meaningful Connectivity to ICT Services																
KRA 01:	ICT Infrastructure and Services																
Outcome:	Increased penetration and coverage of ICTs																
Strategic Objective 01:	Increase Broadband Coverage and Usage																
Broadband Infrastructure Development	Facilitate the rollout of basic and broadband wireless networks and services in all remaining unserved and underserved	Basic and wireless broadband network coverage	% Population Coverage	99	98	98.25	98.50	98.75	99	1000	1000	1000	500	500	500	USF	SCM/MIRC
	Amend licences to provide for roll-out obligations for broadband (5G) and other non-terrestrial technologies	Roll-out of obligations for broadband	No. of Licences Amended	4	-	-	4	-	-	-	-	-	-	-	-	FSM	FSM/PTS
	Undertake monitoring of the roll-out obligations for broadband	Compliance report of obligations for broadband	% Level of Compliance	100	100	100	100	100	100	100	20	20	20	20	20	CE	CE/MIRC
	Facilitate the rollout of high-capacity national digital connectivity (superhighway) infrastructure in unserved and underserved areas	Increased Rollout of Fibre Optic Cable Infrastructure	No. of KMs Rolled Out	2,500	500	1000	1000	-	-	-	1000	2000	2000	-	-	USF	SCM/MIRC
Support National Digital Transformation Agenda	Licensing of Community Networks	Licensed Community Networks	No. of Licensees	50	10	10	10	10	10	-	-	-	-	-	PTS	MMS/FSM/CM	
	Digitalization of the Authority's services offered to the Citizens (On-Boarding to E-citizen Platform)	Digitalized Services Offered to Citizens	No. of services	200	100	50	25	25	900	700	600	600	600	600	ICT	PTS/MMS/FSM	
	Facilitate digitalization of basic public services	Digitalized public institutions	No. of MDAs	5	1	1	1	1	1000	2000	2000	2000	2000	2000	USF	SCM/LS	
Strategic Issue 02:	Universal Service and Access																
Strategic Goal 01:	Promotion of Meaningful Connectivity to ICT Services																
KRA 01:	ICT Infrastructure and Services																
Outcome:	Increased penetration and coverage of ICTs																
Strategic Objective 02:	Increase Digital Terrestrial Television Population Coverage and Usage																
Broadcasting Infrastructure Development	Facilitate Rollout of Broadcasting Networks & Services in Unserved and Underserved Areas	DTT and FM radio coverage in unserved and underserved sub-locations	No. of Sub-locations Covered	1200	-	300	300	300	300	500	500	500	500	500	500	USF	MMS/SCM/MIRC
	Harmonize identification of channels in DTT Networks	Harmonized identification of channels in DTT networks	% Level of Harmonization	100	100	50	100	-	-	10	10	10	10	10	MMS	FSM/MIRC	
	Undertake monitoring of the roll-out obligations for BSDs licenses	Compliance Report on Rollout Obligations	% Level of Compliance	100	100	100	100	100	100	10	10	10	10	10	CE	MIRC	
	Implement the Digital Sound Broadcasting Framework	Digital Sound Broadcasting Services Framework	% Level of Implementation	100	-	100	100	100	100	20	20	20	20	20	MMS	FSM	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility			
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Local Content Development	Support the implementation of relevant content and applications to serve the unserved and underserved communities.	Relevant Local Content and Applications	% Level of Implementation	100	100	100	100	100	100	1000	1000	1000	1000	1000	1000	USF	MMS	
Strategic Issue 01: Universal Service and Access																		
Strategic Goal 01: Promotion of Meaningful Connectivity to ICT Services																		
KRA 01:	ICT Infrastructure and Services																	
Outcome:	Increased penetration of E-commerce																	
Strategic Objective 03:	Expand Postal & Courier Services																	
Integrated Digital Postal Hubs Development	Review and implement the Postal & Courier market structure	Additional Postal & Courier Operators On-boarded	No. of New Licensees	150	30	30	30	30	30	30	30	30	30	30	30	30	30	MMS/FSM/CM
	Review the compliance and enforcement framework for Postal & Courier operators	Postal & Courier Compliance and Enforcement Framework	% Level of Compliance	100	100	100	100	100	100	100	100	100	100	100	100	100	100	PTS/MIRC
	Establishment of Citizen Service consolidation centres in unserved and underserved areas	Citizen Service Consolidation Centres	No. of Centres	100	20	20	20	20	20	20	20	20	20	20	20	20	20	PTS/MIRC/SCM
	Develop NASK Standards and Post Codes	NASK Standards and Codes	No. of NASK Standards and Codes	1	1	1	1	1	1	1	1	1	1	1	1	1	1	RA
National Addressing System for Kenya (NASK) Operationalization	Develop a NASK Database framework and management system	Database Framework and Management System	% Level of Implementation	100	100	100	100	100	100	100	100	100	100	100	100	100	100	MIRC/CE
	Undertake NASK Pilot in 2 Counties (City and Rural County)	NASK Piloted in Two (2) Counties	No. of Counties	2	2	2	2	2	2	2	2	2	2	2	2	2	2	MIRC/CE
	Facilitate development of the NASK Policy and legal instruments	Operationalized NASK Policy	% Level of Operationalization	100	100	100	100	100	100	100	100	100	100	100	100	100	100	PTS
Strategic Issue 01: Universal Service and Access																		
Strategic Goal 01: Promotion of Meaningful Connectivity to ICT Services																		
KRA 01:	ICT Infrastructure and services																	
Outcome:	Upgraded cyber security management infrastructure																	
Strategic Objective 04:	Improve Cyber Security Management Infrastructure																	
Cyber Security Capability Development	Review and Implement interventions for Critical Information Infrastructure (CII) as per audit reports.	Audit Reports	% Level of Implementation	100	100	100	100	100	100	100	100	100	100	100	100	100	100	CS
	Review and implement licensing regime for dot KE registry, dot KE registrars, Internet Exchange Points (IXP) and Electronic Certification Service Providers (E-CSPPs)	Revised Licensing Regime Framework	% Level of Implementation	100	100	100	100	100	100	100	100	100	100	100	100	100	100	CS

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility			
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue 01:	Universal Service and Access																	
Strategic Goal 01:	Promotion of Meaningful Connectivity to ICT Services																	
KRA 01:	ICT Infrastructure and Services																	
Outcome:	Increased access to broadcasting and postal services																	
Strategic Objective 05:	Promote National Public Service in Broadcasting and Postal																	
Support the Public Postal Infrastructure	Strengthen the strategic role of the Public Postal Operator (support the operationalization of Post offices in the unserved and underserved areas)	Operational Post Offices in the unserved and underserved areas	No. of Post offices	100	-	25	25	25	25	25	125	125	125	125	125	125	USF	PTS
	Support the Public Broadcasting Studios	Strengthen the strategic role of the Public Broadcaster (support the operationalization of KBC studios in the unserved and underserved areas)	Operational Public studios in the unserved and underserved areas	No. of Studios	20	-	5	5	5	5	-	125	125	125	125	125	USF	MMS
Strategic Issue 02:	Consumer Protection and Safety																	
Strategic Goal 02:	Empowerment and Protection of Consumers of ICT Services																	
KRA 02:	Consumer Protection																	
Outcome:	Reduced online cyber threats																	
Strategic Objective 06:	Improve Online Safety and Security																	
Child Online Protection	Implement the Authority's Child Online Protection programme	Child Online Protection programme implemented	No. of Programme / Initiatives	40	6	7	9	9	9	9	125	50	50	55	60	60	PEA	ALL
	Facilitate the use of technology in postal and courier services tracking and security	Technology for tracking and security adopted	% Level of Adoption	100	100	100	100	100	100	100	-	20	20	20	20	20	PTS	CC/MIRC
Strategic Issue 02:	Consumer Protection and Safety																	
Strategic Goal 02:	Empowerment and Protection of Consumers of ICT Services																	
KRA 02:	Consumer Protection																	
Outcome:	Increased consumer satisfaction with ICT services																	
Strategic Objective 07:	Improve ICT Customer Experience																	
Quality of Service	Undertake Measurement of Quality of Service for communication services	Quality of Service Report	% Level of QoS	87	83	84	85	86	87	87	100	100	100	100	100	100	MIRC CE	PTS MMS
	Implement the consumer protection guidelines and customer care standards	Consumer Protection standards implemented	% Level of implementation	100	100	100	100	100	100	100	5	5	5	5	5	5	CPA	PEA
	Resolve Consumer complaints and Enquiries	Improved customer satisfaction	Satisfaction index (%)	100	83	88	93	98	100	100	25	25	25	25	25	25	CPA	PEA
	Implement Citizen's Service Delivery Charter	Adherence to Service Charter Commitments	% Level of implementation	100	100	100	100	100	100	100	-	-	-	-	-	-	CPA	PEA

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility			
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue 02:	Consumer Protection and Safety																	
Strategic Goal 02:	Empowerment and Protection of Consumers of ICT Services																	
KRA 03:	Consumer Empowerment																	
Outcome:	Increased digital ICT literacy skills																	
Strategic Objective 08:	Promote Digital Empowerment for Women, Youth, Elderly and PwDs																	
Digital Skilling	Support development and rollout of curriculum for software coding for learners	Software coding curriculum in place	% Level of implementation	100	100	100	100	100	100	100	100	500	500	500	500	500	USF	SCM
	Support the rollout of digital literacy programs, especially for the youth, women, elderly and persons living with disability in unserved and underserved areas	Trained youth, women, elderly and PwD	% level of implementation	100	100	100	100	100	100	100	100	90	90	90	90	90	USF	SCM
	Build the cyber-security capacity of leaders, technical officers and university students (boot camps and hackathons)	Trained leaders, technical officers and students at boot camps	No. of people trained (000)	8	2	2	2	2	2	2	2	120	120	130	130	130	CS	MIRC/CC
	Public awareness on online safety (cyber, postal & courier security)	Conduct annual cyber security awareness events	Annual Security awareness events	5	1	1	1	1	1	1	1	30	30	40	40	40	CS	CC/MIRC
	Carry out annual postal security awareness events	Annual Security awareness events	5	1	1	1	1	1	1	1	1	30	30	40	40	40	CC/MIRC	
Access to Assistive Technologies	Support Access to Education content by learners with print disabilities (KIB project)	Access to Educational material by persons with print disabilities	No. of learners assessing (000)	50	10	10	10	10	10	10	80	105	70	70	70	USF	SCM	
Strategic Issue 02:	Consumer Protection and Safety																	
Strategic Goal 02:	Empowerment and Protection of Consumers of ICT Services																	
KRA 03:	Consumer Empowerment																	
Outcome:	Increased consumer awareness of ICT services																	
Strategic Objective 09:	Increase the Level of Consumer Awareness of ICT Services																	
Consumer Education and Outreach	Implementation of the Authority's consumer education, empowerment and outreach programme	Consumer education, empowerment and outreach programmes	No. of programmes	5	1	1	1	1	1	1	1	200	220	230	240	250	PEA	ALL
	Production of content in emerging consumer issues for distribution(channels -Email, website, social media, mobile apps, gamification e.t.c)	Content on emerging consumer issues	No. of content types	14	7	-	7	-	15	-	20	-	15	-	20	-	PEA	CC/ HRA
	Develop and implement a monitoring and evaluation framework for consumer education and empowerment programmes and initiatives	Monitoring and evaluation framework	% level of implementation	100	100	100	100	100	100	100	100	8	10	10	10	10	PEA	CC/ HRA &MIRC

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years		Target					Budget in Ksh Millions					Responsibility				
				Y1	Y2	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Y6	Y7	Lead	Support		
Strategic Issue 03:	Market Development and Emerging Technologies																			
Strategic Goal 03:	Fostering Competitive ICT Markets and Emerging Technologies																			
KRA 04:	Competitive Markets																			
Outcome:	Increased access to ICT services																			
Strategic Objective 10:	Increase ICT Sector Competitiveness																			
Market Correction Interventions	Undertake competition market reviews	Competition and market review study report and recommendations	% Level of implementation	100	-	100	100	100	100	100	100	100	100	100	100	85	85	CM	SCM	
	Review Compliance requirements for assigned scarce resources	Revised compliance requirements	No. of revised compliance requirements	2	-	1	-	-	-	-	-	-	-	-	-	-	-	CE	MIRC PTS FSM MMS	
	Address Cross-border Frequency Coordination and forced roaming frameworks	Harmonized cross-border frameworks	% level implementation	100	100	100	100	100	100	100	100	100	100	100	100	100	2	2	FSM	MMS STA CM MIRC CE
	Review the requirements for the assignment of numbering resources	Revised numbering resources framework	No. of revised assignment requirements	1	-	1	-	-	-	-	-	-	-	-	-	-	-	-	STA	RA
Strategic Issue 03:	Market Development and Emerging Technologies																			
	Fostering Competitive ICT Markets and Emerging Technologies																			
KRA 04:	Competitive Markets																			
Outcome:	Legal and regulatory frameworks reviewed/developed																			
Strategic Objective 11:	Review and Adopt Legal and Regulatory Frameworks																			
Legal and Regulatory Reforms	Review of Policy, Legal and Regulatory Frameworks	Reviewed draft Regulations/frameworks	No. of frameworks	24	16	8	2	2	40	10	5	-	-	-	-	-	-	RA	ALL	
	Review of KICA	Draft amended KICA	No. of amendments	1	1	-	-	-	5	-	-	-	-	-	-	-	-	RA	ALL	
Collaborative Regulation	Develop architecture to facilitate active capacity sharing of networks	Active capacity sharing of networks	No. of sharing architecture	1	-	1	1	1	-	10	15	-	-	-	-	-	-	FSM	MIRC	
	Review, Develop and implement collaborative frameworks with MDACs	Collaborative frameworks	No. of frameworks	25	5	10	10	10	-	-	-	-	-	-	-	-	-	RA	ALL	

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility		
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support		
Performance Management	Develop and Monitor the implementation of the Authority's Work Plans	Authority's Work Plans	% level of Implementation	100	100	100	100	100	100	100	0	0	0	0	0	RPQM	All
	Develop Performance Contracts in line with the Strategic Plan and Performance Contracting Guidelines	Corporate Performance Contracts	% implementation of performance contracts	100	100	100	100	100	100	5	10	15	20	25	RPQM	All	
	Monitor and evaluate implementation of Performance Contracts in line with the Strategic Plan and PC Guidelines	Quarterly and Annual PC Evaluation Reports	% achievement (to be ranked Very Good)	100	100	100	100	100	100	5	10	15	20	25	RPQM	All	
	Development of Strategic Plans	Revised and new Strategic Plans	No. of Strategic Plans	2	-	1	-	15	40	RPQM	All						
	Adherence to Mwongozo Code of Governance for State Corporations	Mwongozo code of governance compliance	% level of compliance	100	100	100	100	100	5	5	5	5	5	5	LS	IA & RA	
Enhancement of Corporate Governance	Undertake Internal Audit and Risk Assurance	Audit reports	% implementation of adopted recommendations	100	100	100	100	100	100	5	5	5	5	5	IA&RA	ALL	
	Adherence to reporting requirements in statutes and directives	Statutes and directives compliance reports	% level of compliance	100	100	100	100	100	100	-	-	-	-	-	LS	RPQM, SCM, F&A & HRA	
	Implementation of the procurement and disposal plans	Procurement and disposal plan implementation reports	% level of implementation	100	100	100	100	100	64	65	70	75	80	SCM	LS		
	Periodic review and implementation of Internal Policies, Strategies and Procedures	Revised internal policies/procedures	% level of implementation	100	100	100	100	100	100	-	-	-	-	-	ALL	ALL	
	Modernize National KE-CIRT/CC Tools & Technology and upgrade of NPKI	Enhanced KE-CIRT/CC tools and technologies	% level of implementation	100	100	100	100	100	100	1000	1000	1000	1000	1000	CS	SCM	
Improvement of Internal Policies, Processes, Digitalization and Tools	Undertake international accreditation of the National Public Key Infrastructure (NPKI) (Web-Trust Accreditation of NPKI)	Web Trust Accreditation of NPKI	% level of implementation	100	-	100	-	100	-	100	-	100	-	-	CS	SCM/ RPQM	
	Maintenance of ISO certifications (internal and external audits of QMS and ISMS)	ISO certification	% Level of compliance	100	100	100	100	100	25	30	35	40	50	RPQM	RPQM		
	Review the ERM Framework	Revised ERM framework implemented	% Level of implementation	100	100	100	100	100	15	20	20	20	30	RPQM	RPQM		
	Enhancement of Technical Regulatory tools, equipment and systems ⁶	Upgraded technical and regulatory tools, equipment and systems	% level of implementation	100	10	20	30	20	1700	1800	2000	2000	2000	2000	ALL	ALL	
	Establish a revenue assurance framework and implement new revenue sources	Revenue assurance framework	% implementation	100	100	100	100	100	-	1	-	-	-	-	F&A	ALL	
Revenue Sustainability	Enhance the USF Fund mobilization	USF fund mobilization framework	% implementation of the recommendations	100	20	30	30	20	7	5	5	3	3	F&A	F&A/USF		

6 These include - Telecom Quality-of-Service Monitoring System, Electromagnetic Radiation Monitoring System, Broadcast Network Quality of Service Monitoring System, Radio Spectrum Management & Monitoring System, data dump analysis system, Device Management System, ICT Equipment test system for conformance and interoperability, Enterprise Location Intelligence System, Information Access Policy for Regulatory Data, E-Learning platform for sensitization of broadcasters on regulatory requirements

Strategy	Key Activities	Expected Output	Output Indicator	Target for 5 Years Y1	Target					Budget in Ksh Millions					Responsibility			
					Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support			
Strategic Issue 04:	Organizational Efficiency and Effectiveness																	
Strategic Goal 04:	Enhancement of Organizational Efficiency and Effectiveness																	
KRA 06:	Institutional Excellence																	
Outcome:	Improved Service Delivery																	
Strategic Objective 14:	Nurture a Culture of Excellence																	
Re-engineering organizational culture	Conduct culture Audit, change management and certificate verification	Culture Audit recommendations reports	% implementation of adopted recommendations	100	100	100	100	100	100	100	5	5	5	5	5	5	IA	IA & RA
	Team fusion and cohesion building for staff	Team fusion and cohesion-building initiatives conducted	No. of initiatives	10	2	2	2	2	2	2	10	10	10	10	10	10	HRA	HRA
	Leadership, Mentorship and Development	Leadership development programmes conducted	No. of trainings	20	4	4	4	4	4	4	10	10	10	10	10	10	HRA	HRA
	Monitoring the implementation of the Citizen Service Charter	Compliance with the Citizen Service Charter reports	% Level of Compliance	100	100	100	100	100	100	100	-	3	-	3.5	-	-	CPA	ALL
	Develop and implement the Service Delivery Strategy	Service Delivery Strategy Implemented	% level of implementation	100	100	100	100	100	100	100	3	15	15	15	15	15	CPA	ALL
Service Delivery Improvement	Identification and digitalization of the Authority's services	Digitalised services	% level of digitalization	100	85	90	100	100	100	100	-	-	-	-	-	-	ICT	All
	Performance and Organizational Change Management	Performance and Organisational Change Management Framework	% implementation of recommendations	100	100	100	100	100	100	5	20	20	20	20	20	20	HRA	HRA
	Enhance the work environment for staff	Improved work environment	Staff Satisfaction Index	100	100	100	100	100	100	23	30	50	75	100	100	HRA	RPQM & CPA	
	Secure staff and asset-based risks	Enhanced security of staff and assets	% level of implementation	100	100	100	100	100	100	35	35	35	35	35	35	LS	LS	
Strategic Issue 04:	Organizational Efficiency and Effectiveness																	
Strategic Goal 04:	Enhancement of Organizational Efficiency and Effectiveness																	
KRA 06:	Institutional Excellence																	
Outcome:	Level of implementation of the ICT Centre/hub of Excellence																	
Strategic Objective 15:	Establish a Centre of Excellence in ICTs Innovation and Leadership																	
Global Innovation Hub	Development of ICT Hub Convention Centre	Operational Global ICT Innovation Hub/ Centre	% level of Completion	100	-	50	80	100	100	-	12000	6000	6000	6000	6000	6000	HRA	F&A & SCM
	Development of Smart Multi-Office Storey Block	Office Block developed	% level Completion	100	-	50	80	100	100	-	3200	1000	1000	1000	1000	1000	HRA	F&A & SCM
	Establishment of a Data Centre	Data Centre developed	% level of implementation	100	100	100	-	-	-	400	-	-	-	-	400	-	ICT	ICT
	Establish alternative funding models	Approved alternative funding models framework	% level of the recommendations adopted	100	-	-	-	-	100	-	-	-	-	-	-	-	F&A	ALL
	Review and assess office premises and generation of designs	Office premises design reports	No. of Designs reports	1	1	-	-	-	-	5	-	-	-	-	-	-	HRA	ALL
Modernization of Office Premises	Office Renovation and Refurbishment	Renovated and refurbished offices	% of implementation	100	80	20	80	100	100	80	20	20	20	20	20	20	HRA	ALL
	Implementation of modular offices	Constructed modular offices	% of implementation	100	80	20	-	-	-	-	-	-	-	-	-	-	HRA	ALL

ANNEX II: Annual Work Plan for FY 2023/2024

Strategy	Key Activities	Expected Output	Output Indicator	Target for FY 2023/24	Budget in Ksh Millions	Responsibility	
						Lead	Support
Broadband Infrastructure Development	Facilitate the rollout of basic and broadband wireless networks and services in all remaining unserved and underserved	Basic and wireless broadband network coverage	% Population Coverage	98	1000	USF	SCM/MIRC
	Undertake monitoring of the roll-out obligations for broadband	Compliance report of obligations for broadband	% Level of Compliance	100	20	CE	CE/MIRC
Support National Digital Transformation Agenda	Facilitate the rollout of high-capacity national digital connectivity (superhighway) infrastructure in unserved and underserved areas	Increased Rollout of Fibre Optic Cable Infrastructure	No. of KMs Rolled Out (000)	0.5	1	USF	SCM/MIRC
	Licensing of Community Networks	Licensed Community Networks	No. of Licensees	10	-	PTS	MMS/FSM/CM
Broadcasting Infrastructure Development	Digitalization of the Authority's services offered to the Citizens (On-Boarding to E-citizen Platform)	Digitalized Services Offered to Citizens	No. of services	100	700	ICT	PTS/MMMS/FSM
	Facilitate digitalization of basic public services	Digitalized public institutions	No. of MDAs	1	1000	USF	SCM/LS
Local Content Development	Undertake monitoring of the roll-out obligations for BSDs licensees	Compliance Report on Rollout Obligations	% Level of Compliance	100	10	CE	MIRC
	Support the implementation of relevant content and applications to serve the unserved and underserved communities.	Relevant Local Content and Applications	% Level of Implementation	100	1000	USF	MMS
Integrated Digital Postal Hubs Development	Review and implement the Postal & Courier market structure	Additional Postal/Courier Operators On-boarded	No. of New Licensees	30	-	PTS	MMS/FSM/CM
	Review the compliance and enforcement framework for Postal & Courier operators	Postal and Courier Compliance and Enforcement Framework	% Level of Compliance	100	10	CE	PTS/MIRC
National Addressing System for Kenya (NASK) Operationalization	Develop NASK Standards and Post Codes	NASK Standards and Codes	No. of NASK Standards and Codes	1	50	PTS	RA
	Facilitate the development of the NASK Policy and legal instruments	Operationalized NASK Policy	% Level of Operationalization	100	80	RA	PTS
Cyber Security Capability Development	Review and implement interventions for Critical Information Infrastructure (CII) as per audit reports.	CII Cyber Security Audit Reports	% Level of Implementation	100	20	CS	ICT
	Review and implement licensing regime for dot KE registry, dot KE registrars, internet Exchange Points (IXP) and Electronic Certification Service Providers (E-CSPs)	Revised Licensing Regime Framework	% Level of Implementation	100	-	CS	PTS/RA
Child Online Protection	Implement the Authority's Child Online Protection programme	Child Online Protection programme implemented	No of Programme /Initiatives	6	125	PEA	ALL
Postal and Courier Security	Facilitate the use of technology in postal and courier services tracking and security	Technology for tracking and security adopted	% Level of Adoption	100	-	PTS	CC/MIRC
	Undertake Measurement of Quality of Service for communication services	Quality of Service Reports	No of yearly statistical reports	4	100	MIRC CE	PTS MMS
Quality of Experience	Implement the consumer protection guidelines and customer care standards	Consumer Protection standards implemented	% Level of implementation	100	5	CPA	PEA
	Resolve Consumer complaints and Enquiries	Improved customer satisfaction	% Satisfaction Index	100	25	CPA	PEA
Digital Skilling	Implement Citizen's Service Delivery Charter	Adherence to Service Charter Commitments	% Level of implementation	100	-	CPA	PEA
	Support development and rollout of curriculum for software coding for learners	Software coding curriculum in place	% Level of implementation	100	500	USF	SCM
Access to Assistive Technologies	Build the cybersecurity capacity of leaders, technical officers and university students (boot camps and hackathons)	Trained leaders, technical officers and students at boot camps	No. of people trained (000)	2	120	CS	MIRC/CC
	Conduct annual cyber security awareness events	Annual Security awareness events	No. of Events	1	-	CS	MIRC/CC
Consumer Education and Outreach	Carry out annual postal security awareness events	Annual Security awareness events	No. of Events	1	-	PTS	MIRC/CC
	Support Access to Education content by learners with print disabilities (KIB project)	Access to Educational material by persons with print disabilities	No. of learners assessing (000)	10	80	USF	SCM
Consumer Education and Outreach	Implementation of the Authority's consumer education, empowerment and outreach programme	Consumer education, empowerment and outreach programmes	No. of programmes	1	200	PEA	ALL
	Develop and implement a monitoring and evaluation framework for consumer education and empowerment	Monitoring and evaluation framework	% level of implementation	100	8	PEA	CC/ HRA &MIRC

Strategy	Key Activities	Expected Output	Output Indicator	Target for FY 2023/24	Budget in Ksh Millions	Responsibility	
						Lead	Support
Access to Scarce Resources (Spectrum, Numbering, Naming and Addressing)	Address Cross-border Frequency Coordination and forced roaming	Harmonized cross-border frameworks	% implementation	100	5	FSM	FSM
	Review of Policy, Legal and Regulatory Frameworks	Reviewed draft regulations/frameworks	No. of frameworks	16	40	RA	ALL
	Review of KICA	Draft amended KICA	No. of amendments	1	5	RA	ALL
Legal and Regulatory Reforms	Review, Develop and implement collaborative frameworks with MDACS	Collaborative frameworks	No. of frameworks	5	-	RA	ALL
	Review and adoption of updated existing ICT standards on reduction of carbon emissions	Revised ICT standards on carbon emissions	% level of adoption	100	-	STA	FSM/PTS
ICT Standards Development/ Adoption and Reduction of Carbon Footprints	Develop and implement a framework for the Assessment of Exposure to Radiofrequency Electromagnetic Fields.	Framework for RF EMF	% level of implementation	100	3	STA	FSM PTS MMS
	Conduct research on regulatory strategies for the deployment and usage of broadband	New regulatory strategies proposed	No. of studies	1	20	RPQM	ALL
Research and Innovation	Undertake research on new and emerging technologies (AI, Blockchain, IoT, LORA WAN, secure e-transaction, Quantum computing, Big Data Analytics etc.)	New and emerging technologies research report and recommendations	% implementation of adopted recommendations	100	100	RPQM	ALL
	Implement Regulatory Sandbox Framework	Innovators on-boarded the Sandbox	No. of innovations	5	25	RPQM	ALL
	Undertake Competition Study in the Broadcasting Sub-Sector	Competition study report and recommendations	% level of Implementation	100	85	CM	MMS
	Undertake Data Pricing Study	Data pricing study report and recommendations	% level of implementation	100	50	CM	PTS/FSM/MMS/ RPQM
	Talent Sourcing	New staff recruited	No. of staff vacancies filled	12	-	HRA	CC
	Build capacity by enhancing competencies and succession planning.	Training Needs Assessment reports and succession plans	% level of implementation	100	185	HRA	ALL
	Rewards and Recognition Framework	Revised rewards and recognition framework	% level of implementation	100	-	HRA	F&A
	Development of HR Policy and Instruments	HR policy and instruments	No. of instruments	2	-	HRA	ALL
	Develop and Monitor the implementation of the Authority's Work Plans	Authority's Work Plans	% level of implementation	100	-	RPQM	All
	Develop Performance Contracts in line with the Strategic Plan and Performance Contracting Guidelines	Corporate Performance Contracts	% level of implementation	100	5	RPQM	All
Performance Management	Monitor and evaluate implementation of Performance Contracts in line with the Strategic Plan and PC Guidelines	Quarterly and Annual PC Evaluation Reports	% achievement(to be ranked Very Good)	100	5	RPQM	All
	Adherence to Mwongozo Code of Governance for State Corporations	Mwongozo code of governance compliance	% level of compliance	100	5	LS	IA & RA
Enhancement of Corporate Governance	Undertake Internal Audit and Risk Assurance	Audit reports	% implementation of adopted recommendations	100	5	IA&RA	ALL
	Adherence to reporting requirements in statutes and directives	Statutes and directives compliance reports	% level of compliance	100	-	LS	RPQM, SCM, F&A &HRA
Improvement of Internal Policies Processes, Digitalization and Tools	Implementation of the procurement and disposal plans	Procurement and disposal plan implementation reports	% level of implementation	100	64	SCM	LS
	Periodic review and implementation of Internal Policies, Strategies and Procedures	Revised internal policies/ procedures	% level of implementation	100	-	ALL	ALL
	Modernize National KE-CIRT/CC Tools &Technology and upgrade of NPKI	Enhanced KE-CIRT/CC tools and technologies	% level of implementation	100	1000	CS	SCM
	Maintenance of ISO certifications (internal and external audits of QMS and ISMS)	ISO certification	% Level of compliance	100	25	RPQM	RPQM
	Review the ERM Framework	Revised ERM framework implemented	% implementation of ERM framework	100	15	RPQM	RPQM
Enhancement of Technical Regulatory tools, equipment and systems ⁷	Upgraded technical and regulatory tools, equipment and systems	% level of implementation	10	1700	ALL	ALL	

7 These include - Telecom Quality-of-Service Monitoring System, Electromagnetic Radiation Monitoring System, Broadcast Network Quality of Service Monitoring System, Radio Spectrum Management & Monitoring System, data dump analysis system, Device Management System, ICT Equipment test system for conformance and interoperability, Enterprise Location Intelligence System, Information Access Policy for Regulatory Data, E-Learning platform for sensitization of broadcasters on regulatory requirements

Strategy	Key Activities	Expected Output	Output Indicator	Target for FY 2023/24	Budget in Ksh Millions	Responsibility	
						Lead	Support
Revenue Sustainability	Establish a revenue assurance framework and implement new revenue sources	Revenue assurance framework	% implementation	100	-	F&A	ALL
	Enhance the USF Fund mobilization	USF fund mobilization framework	% implementation of the recommendations	100	7	USF	F&A
Re-engineering organizational culture	Conduct culture Audit, change management and certificate verification	Culture audit recommendations reports	% implementation of adopted recommendations	100	5	IA & RA	ALL
	Team fusion and cohesion building for staff	Team fusion and cohesion-building initiatives conducted	No. of initiatives	2	10	HRA	ALL
	Leadership, Mentorship and Development	Leadership development programmes conducted	No. of trainings	4	10	HRA	ALL
	Monitoring the implementation of the Citizen Service Charter	Compliance of the Citizen Service Charter reports	% Level of Compliance	100	-	CPA	ALL
Service Delivery Improvement	Develop and implement the Service Delivery Strategy	Service Delivery Strategy Implemented	% level of implementation	100	3	CPA	ALL
	Identification and digitalization of the Authority's services	Digitalised services	% level of digitalization	85	-	ICT	All
Employee Experience Enhancement	Performance and Organizational Change Management	Performance and Organisational Change Management Framework	% implementation of recommendations	100	5	HRA	ALL
	Enhance the work environment for staff	Improved work environment	Improved Staff Satisfaction Index	100	23	HRA	HRA & RPQM & CPA
Global Innovation Hub	Secure staff and asset-based risks	Enhanced security of staff and assets	% level of implementation	100	35	LS	LS
	Establishment of a Data Centre	Data Centre developed	% level of implementation	50	400	ICT	ICT
Modernization of Office Premises	Review and assess office premises and generation of designs	Office premises design reports	No. of Designs reports	1	5	HRA	ALL
	Office Renovation and Refurbishment	Renovated and refurbished offices	% of implementation	60	80	HRA	ALL
Strategic Partnerships, Linkages and Collaborations	Implementation of modular offices	Constructed modular offices	% of implementation	80	-	HRA	ALL
	Implement Corporate Social Responsibility (CSR) Programmes	CSR programmes implementation	% level of implementation	100	43	CC	ALL
	Strengthen Partnerships, Collaborations and Cooperation	Collaborations and partnerships in place	No. of partnerships	1	20	CC	ALL
	Formulation and articulation of National positions in ICT Fora	National positions in ICT Action plan reports	No of reports	4	-	CC	ALL
Strategic Positioning in ICT Fora	Coordinate Kenya participation in ICT Fora	ICT Fora Coordination meetings	No of coordination meetings	30	300	CC	ALL
	Implement recommendations arising from the ICT Fora	ICT Fora meetings reports and recommendations	% of adopted recommendations implemented	100	-	CC	ALL
Brand Visibility and Awareness	Secure and maintain leadership positions in ICT fora	ICT Fora positions secured/maintained	No of positions secured and maintained	2	-	CC	ALL
	Conduct stakeholder engagements	Stakeholder meetings and engagements conducted	No. of stakeholder engagement meetings	4	100	CC	ALL
	Conduct Media Relations engagements	Media relations engagements conducted	No. of media engagements	2	50	CC	ALLCC
	Conduct Digital Media Communications campaigns	Digital media communications visibility campaigns conducted	No. of campaigns	4	50	CC	ALL
Green ICT and E-waste management	Develop and implement a green ICT framework	Green ICT Frameworks	No. of frameworks	1	-	HRA	STA
	Grow Trees	Trees planted and grown	No. of Trees (000)	200	40	HRA	ALL

ANNEX III: Quarterly Progress Reporting Template
Table 8.2: Quarterly Progress Reporting Template

Communications Authority of Kenya
 Quarterly Progress Report
 Quarter Ending [xxxx]

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year [xxxx]			Cumulative to Date (Years)			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		
Basic and wireless broadband network coverage	% Population Coverage									
Compliance report of obligations for broadband	% Level of Compliance									
Increased Rollout of Fibre Optic Cable Infrastructure	No. of KMs Rolled Out									
Licensed Community Networks	No. of Licensees									
Digitalized Services Offered to Citizens	No. of services									
Compliance Report on Rollout Obligations	% Level of Compliance									
Relevant Local Content and Applications	% Level of Implementation									
Additional Postal & Courier Operators On-boarded	No. of New Licensees									
Postal & Courier Compliance and Enforcement Framework	% Level of Compliance									
Operationalized NASK Policy	% Level of Operationalization									
Revised Licensing Regime Framework	% Level of Implementation									
Child Online Protection programme implemented	No of Programme /Initiatives									
Annual Security awareness events	No. of Events									
Technology for tracking and security adopted	% Level of Adoption									
Consumer Protection standards implemented	% Level of implementation									
Adherence to Service Charter Commitments	% Level of implementation									
Software coding curriculum in place	% Level of implementation									
Trained leaders, technical officers and students at boot camps	No. of people trained									
Access to Educational material by persons with print disabilities	No. of learners assessing									
Consumer education, empowerment and outreach programmes	No. of programmes									
Monitoring and evaluation framework	% level of implementation									
Harmonized cross-border frameworks	100% implementation									
Draft amended KICA	No. of amendments									

Expected Output	Output Indicator	Annual Target (A)	Quarter for Year [xxx]			Cumulative to Date (years)			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		
Reviewed draft Regulations/frameworks	No. of frameworks									
Collaborative frameworks	No. of frameworks									
New and emerging technologies research report and recommendations	% implementation of adopted recommendations									
Innovators on-boarded the Sandbox	No. of innovations									
Data pricing study report and recommendations	% implementation of adopted recommendations									
New staff recruited	No. of staff vacancies filled									
Training Needs Assessment reports and succession plans	% level of implementation									
Authority's Work Plans	% level of implementation									
Quarterly and Annual PC Evaluation Reports	% achievement(to be ranked Very Good)									
Procurement and disposal plan implementation reports	% level of implementation									
USF fund mobilization framework	% implementation of the recommendations									
Culture Audit recommendations reports	% implementation of adopted recommendations									
Digitalised services	% level of digitalization									
Performance and Organisational Change Management Framework	% implementation of recommendations									
Enhanced security of staff and assets	% level of implementation									
Data Centre developed	% level of implementation									
Office premises design reports	No. of Designs reports									
Communications and Stakeholder Engagement Strategy	% Level of implementation									
CSR programmes implementation	% level of implementation									
Collaborations and partnerships in place	No. of partnerships									
Stakeholder meetings and engagements conducted	No. of stakeholder engagement meetings									
Media relations engagements conducted	No. of media engagements									
Trees planted and grown	No. of Trees (000)									

ANNEX IV: Annual Progress Reporting Template
Table 8.3: Annual Progress Reporting Template

Communications Authority of Kenya
 Annual Progress Report
 Year Ending [xxxx]

Expected Output	Output Indicator	Achievement for Year [xxx]			Cumulative to Date (years)			Remarks	Corrective Intervention
		(A) Target	(B) Actual	(B-C) Variance	(D) Target	(E) Actual	(E-D) Variance		
Basic and wireless broadband network coverage	% Population Coverage								
Compliance report of obligations for broadband	% Level of Compliance								
Increased Rollout of Fibre Optic Cable Infrastructure	No. of KMs Rolled Out								
Licensed Community Networks	No. of Licensees								
Digitalized Services Offered to Citizens	No. of services								
Compliance Report on Rollout Obligations	% Level of Compliance								
Relevant Local Content and Applications	% Level of Implementation								
Additional Postal & Courier Operators On-boarded	No. of New Licensees								
Postal & Courier Compliance and Enforcement Framework	% Level of Compliance								
Operationalized NASK Policy	% Level of Operationalization								
Revised Licensing Regime Framework	% Level of Implementation								
Child Online Protection programme implemented	No of Programme /Initiatives								
Annual Security awareness events	No. of Events								
Technology for tracking and security adopted	% Level of Adoption								
Consumer Protection standards implemented	% Level of implementation								
Adherence to Service Charter Commitments	% Level of implementation								
Software coding curriculum in place	% Level of implementation								
Trained leaders, technical officers and students at boot camps	No. of people trained								
Access to Educational material by persons with print disabilities	No. of learners assessing								
Consumer education, empowerment and outreach programmes	No. of programmes								
Monitoring and evaluation framework	% level of implementation								
Harmonized cross-border frameworks	100% implementation								
Draft amended KICA	No. of amendments								
Reviewed draft Regulations/frameworks	No. of frameworks								
Collaborative frameworks	No. of frameworks								

Expected Output	Output Indicator	Achievement for Year [xxx]			Cumulative to Date (years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-C)	Target (D)	Actual (E)	Variance (E-D)		
New and emerging technologies research report and recommendations	% implementation of adopted recommendations								
Innovators on-boarded the Sandbox	No. of innovations								
Data pricing study report and recommendations	% implementation of adopted recommendations								
New staff recruited	No. of staff vacancies filled								
Training Needs Assessment reports and succession plans	% level of implementation								
Authority's Work Plans	% level of implementation								
Quarterly and Annual PC Evaluation Reports	% achievement(to be ranked Very Good)								
Procurement and disposal plan implementation reports	% level of implementation								
USF fund mobilization framework	% implementation of the recommendations								
Culture Audit recommendations reports	% implementation of adopted recommendations								
Digitalised services	% level of digitalization								
Performance and Organisational Change Management Framework	% implementation of recommendations								
Enhanced security of staff and assets	% level of implementation								
Data Centre developed	% level of implementation								
Office premises design reports	No. of Designs reports								
Communications and Stakeholder Engagement Strategy	% Level of implementation								
CSR programmes implementation	% level of implementation								
Collaborations and partnerships in place	No. of partnerships								
Stakeholder meetings and engagements conducted	No. of stakeholder engagement meetings								
Media relations engagements conducted	No. of media engagements								
Trees planted and grown	No. of Trees (000)								

ANNEX V: Evaluation Reporting Template
Table 8.4: Evaluation Reporting Template

Communications Authority of Kenya
 Evaluation Report
 Year Ending [xxxx]

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid Term Evaluation		End of plan period evaluation		Remarks	Corrective Interventions
			Value	Year	Target	Achievement	Target	Achievement		
KRA 1: ICT Infrastructure and services	Increased penetration and coverage of ICTs	% mobile broadband penetration	97.4	2023	98.0		99.0			
		% population living in areas with broadband coverage	98	2023	98.8		99.5			
		% penetration of Mobile phone usage	56	2023	62		66			
		% penetration of broadband usage	40	2023	55		65			
KRA 2: Consumer Protection	Increased penetration and coverage of ICTs	% population with access to DTT services	92.1	2023	93.5		95.0			
		% increase of E-commerce penetration index	x	2024	X+10		X+20			
		% level of implementation of CII security audit recommendations	100	2023	100		100			
		Increase in no. of public broadcasting offices supported	-	2024	30		60			
KRA 3: Consumer Empowerment	Increased access to broadcasting and postal services	Increase in no. of public Postal offices supported	-	2024	50		100			
		Increased initiatives implemented for the Authority's Child Online Protection programme	10	2023	22		40			
		Increased annual security awareness events	1	2023	3		5			
		% level of adoption of technologies for tracking and security for postal and courier services	-	2023	100		100			
KRA 4: Competitive Markets	Increased consumer satisfaction with ICT services	% level of GoS	82.6	2022	85		87			
		Increased % consumer satisfaction index	78.0	2019	93		100			
		% level of implementation of capacity-building initiatives for youth, women, elderly and PwD	TBD	2024	100		100			
		Increased access to Educational material by persons with print disabilities (000)	TBD	2024	20		40			
KRA 5: Emerging technologies	Increased digital ICT literacy skills	Increased content production on emerging consumer issues	TBD	2024	7		14			
		No. of sector statistics reports (as an indicator for improved trend for access)	100	2023	10		20			
		Reviewed draft Regulations/frameworks	16	2023	22		24			
		Reviewed, developed and implemented collaborative frameworks with MDACs	NA	2024	15		25			
KRA 5: Emerging technologies	Increased adoption of emerging/ new technologies	% implementation of approved emerging technologies	NA	2023	100		100			
		% adoption of revised ICT standards on carbon emissions	TBD	2024	100		100			
		No. of innovations on-boarded the Sandbox	NA	2023	25		50			

Key Result Area	Outcome	Outcome Indicator	Baseline		Mid Term Evaluation		End of plan period evaluation		Remarks	Corrective Interventions
			Value	Year	Target	Achievement	Target	Achievement		
KRA 6: Institutional Excellence	Improved institutional performance	% level of implementation of recommendations from TNA and succession plans	100	2023	100		100			
		% level of implementation of revised internal policies/procedures	100	2023	100		100			
		% Achievement (to be ranked Very Good)	100	2023	100		100			
	Improved Service Delivery	% level of compliance with statutes and directives reports	100	2022	100		100			
		% level of service delivery	100	2023	100		100			
		% implementation of culture audit adopted recommendations	100	2023	100		100			
KRA 7: Environmental Sustainability	Level of implementation of the ICT centre/hub of excellence	NA	2024	80		100				
	Increased CA visibility	80	2023	85		88				
	Improved implementation of Sustainable green ICT policies and resources	NA	2023	100		100				

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**COMMUNICATIONS
AUTHORITY OF KENYA**

CA is ISO 9001:2015 and
ISO 27001:2013 certified

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STRATEGIC PLAN 2023-2027

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