Vision
Digital Access for All

Mission
Enabling a Sustainable Digital Society through Responsive Regulation

Core Values
Integrity; Innovation; Inclusion; Agility; Excellence

Communications Authority of Kenya
Foreword

On behalf of the Communications Authority of Kenya (CA), we are pleased to present our 2023-2027 Strategic Plan, reflecting our commitment to ensuring digital access for all Kenyans and positioning Kenya as a global digital leader.

In an era of rapid technological advancements, digital access is crucial for our Nation’s growth. This plan aims to create a sustainable digital society, drive economic progress, and enhance social well-being, unlocking opportunities for our citizens and a digitally empowered future.

Our objectives align with the government’s Bottom-up Economic Transformation Agenda, digital infrastructure projects, and digitalization of government services, expediting Kenya’s digital transformation.

The vision is “Digital Access for All,” with a mission to build a digitally inclusive society through responsive regulation. Consumer protection, expanding ICT services, bridging the digital divide, and ensuring affordable access, are our key focus areas. A flexible regulatory environment that encourages innovation and competition is critical.

Efficiency and a skilled workforce are our priorities, and will be achieved through capacity building and partnerships. We invite stakeholders and citizens to join us in this transformative journey.

Ms. Mary W. Mungai
Chairperson
Board of Directors

Preface and acknowledgement

I am pleased to present the Authority’s 2023-2027 Strategic Plan, a culmination of collaboration and dedication to achieve Digital Access for All Kenyans. In a rapidly evolving digital landscape, our mission is to nurture a sustainable digital society through responsive regulation, ensuring affordable, reliable, and secure ICT services.

This plan is rooted in thorough research, extensive consultations, and an understanding of upcoming challenges and opportunities. We’ve engaged with stakeholders, including industry experts, government agencies, and civil society organizations, enriching the plan’s development. The plan encompasses four strategic goals: meaningful ICT connectivity, consumer empowerment and protection, fostering competitive ICT markets and emerging technologies, and improving organizational efficiency.

We acknowledge the necessity for collaboration and partnerships to meet our goals, recognizing the strength in unity. Despite anticipated challenges due to rapid technological advancements and evolving consumer needs, we remain confident in our ability to navigate these obstacles and lead Kenya towards digital access for all.

We express gratitude to all stakeholders and the dedicated Communications Authority of Kenya team for shaping this plan. It signifies a shared commitment to the ICT sector’s growth in Kenya, and we look forward to collaborative implementation, ensuring that every Kenyan benefits from a digital society.

Mr. Christopher Wambua
Ag. Director General
The Communications Authority of Kenya’s Strategic Plan for 2023-2027 was meticulously developed through a rigorous process as illustrated below:

**Methodology**

- **Senior Management**
  - Determined the need for the review and development of the plan

- **Technical Committee**
  - Interpreted the terms of reference set by the Senior Management and established a strategic framework.

- **Board Committee**
  - Determined the strategic direction, including the Vision, Mission, Strategic Goals, Core Values and the Flagship Projects

- **Internal Stakeholders**
  - Assessed the Authority’s strengths and weaknesses and later validated the strategic plan

- **External Stakeholders**
  - Identified external opportunities and threats and later validated the Strategic Plan

- **State Dept. for Economic Planning**
  - Reviewed the Strategic Plan

- **Publish the Strategic Plan**
Our Strategic Direction

Communications Authority of Kenya has developed its Strategic Plan for the period 2023-2027 with a vision of Digital Access for All, which reflects its commitment to ensuring that all Kenyans have access to affordable, reliable, and high-quality communication services. This Plan’s strategic elements collectively form the Authority’s strategic direction as summarised in the figure below:

Digital Access for All

Enabling a Sustainable Digital Society through Responsive Regulation

Promotion of Meaningful Connectivity to ICT Services
Empowerment and Protection of Consumers of ICT Services
Fostering of Competitive ICT Markets and Emerging Technologies
Enhancement of Organizational Efficiency and Effectiveness

Integrity
Innovation
Agility
Excellence
Inclusion

Flagship Projects

During the period of this Strategic Plan 2023-2027, the Authority shall embark on innovatory flagship projects to revolutionize the country’s ICT landscape. The first project shall be to establish an African Silicon State of the Art ICT Institute of Excellence, a pioneering institution designed to cultivate advanced ICT skills, foster innovations, and incubate emerging technologies, playing a pivotal role in shaping the next generation of tech leaders. Additionally, CA shall establish an International Convention Centre/hub, embodying the Nation’s commitment to global collaboration, knowledge sharing, and strategic partnerships, and positioning Kenya as a central hub for technological advancements in the African region.
Our Strategic Plan provides a clear roadmap to achieve the Digital Access for All, focusing on four key Strategic Goals, Seven Key Result Areas and Seventeen Strategic Objectives as described below:

### Strategic Goal 1

**Promotion of Meaningful Connectivity to ICT Services**

<table>
<thead>
<tr>
<th>Key Result Areas</th>
<th>Strategic Objectives</th>
<th>Outcome</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>KRA 1: ICT Infrastructure and Services</strong></td>
<td><strong>S1: Broadband Infrastructure Development</strong></td>
<td>Increased penetration and coverage of ICTs</td>
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<tr>
<td><strong>S1: Broadband Infrastructure Development</strong></td>
<td>Key Activities • Rollout of broadband networks in remaining unserved and underserved areas • Roll-out of obligations for broadband</td>
<td></td>
</tr>
<tr>
<td><strong>S2: National Addressing System for Kenya (NASK) operationalization</strong></td>
<td>Key Activities • Postal and Courier market structure • Citizen Service Consolidation</td>
<td></td>
</tr>
<tr>
<td><strong>S2: Local Content Development</strong></td>
<td>Key Activities • NASK Standards and codes • Database framework and management system • NASK piloted in (2) counties • Operationalization of NASK Policy</td>
<td></td>
</tr>
<tr>
<td><strong>S3: Broadcasting Infrastructure Development</strong></td>
<td>Key Activities • DTT and FM radio coverage in unserved and underserved sub-locations • Digital Sound Broadcasting Framework</td>
<td></td>
</tr>
<tr>
<td><strong>S4: Cyber Security Capability Development</strong></td>
<td>Key Activities • CII Cyber Security Audit • Revise licensing regime framework</td>
<td></td>
</tr>
<tr>
<td><strong>S5: Support the public postal Infrastructure</strong></td>
<td>Key Activities • Operationalize public studios in the unserved and underserved areas</td>
<td></td>
</tr>
<tr>
<td><strong>S6: Support the public broadcasting studios</strong></td>
<td>Key Activities • Operationalize public studios in the unserved and underserved areas</td>
<td></td>
</tr>
</tbody>
</table>

**Key Activities**

- Rollout of broadband networks in remaining unserved and underserved areas
- Roll-out of obligations for broadband
- NASK Standards and codes
- Database framework and management system
- NASK piloted in (2) counties
- Operationalization of NASK Policy
- CII Cyber Security Audit
- Revise licensing regime framework
- Operationalize public studios in the unserved and underserved areas
**Strategic Goal 2**

**Key Result Areas**

**KRA 2: Consumer Protection**

**Strategic Objectives**

- **Outcome**
  - Improved Online Safety and Security
  - Reduced online cyber threats
  - S1: Child Online Protection
  - S2: Postal and Courier Security

**Key Activities**

- **S1: Child Online Protection**
  - Implement the Authority’s Child Online Protection programme

- **S2: Postal and Courier Security**
  - Facilitate technology adoption for tracking and security

**KRA 3: Consumer Empowerment**

**Strategic Objectives**

- **Outcome**
  - Increased ICT Customer Experience
  - Increased digital ICT literacy skills
  - S1: Digital Skilling
  - S2: Access to Assistive Technologies

**Key Activities**

- **S1: Digital Skilling**
  - Implement the outreach programme

- **S2: Access to Assistive Technologies**
  - Distribution and dissemination of content

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**Connectivity | Consumers | Competition | Capacity**

**STRATEGIC PLAN 2023-2027 (Popular Version)**
Strategic Goal 3

Fostering of Competitive ICT Markets and Emerging Technologies

**Key Result Areas**

**Strategic Objectives**

**Outcome**

**Strategies & Key activities**

**KRA 4: Competitive Markets**

- Increase ICT Sector Competitiveness
  - Key Activities
    - Competition and market review study

- Increased access to ICT services
  - Key Activities
    - Review compliance frameworks for assigned scarce resources
    - Review Regulations on Spectrum, Domain Names, Numbering
    - Revise National spectrum plan

- S1: Market Correction Interventions

- S2: Access to Scarce Resources
  - Key Activities
    - Review collaborative frameworks

**KRA 5: Emerging Technologies**

- Review and adopt Responsive Legal and Regulatory Framework
  - Key Activities
    - Legal and Regulatory Reforms
    - Review of KICA

- Increased legal and regulatory frameworks reviewed/developed
  - Key Activities
    - Legal and Regulatory Reforms
    - Review of KICA

- S1: Legal and Regulatory Reforms

- S2: Collaborative Regulation
  - Key Activities
    - New and emerging technologies research
    - Sandbox innovations
    - Data pricing study

- Foster Adoption of New Technologies
  - Key Activities
    - Revise ICT standards on carbon emissions
    - Framework for RF EMF

- Increased adoption of emerging/new technologies
  - Key Activities
    - Interventions
    - Scarce Resources
    - Regulatory Framework

- S2: Research and Innovation

**Key Results**

- Increased access to ICT services
- Increased legal and regulatory frameworks
- Increased adoption of emerging/new technologies
Communications Authority of Kenya's Strategic Plan 2023-2027 is our commitment to driving innovation, growth and sustainability in the ICT sector. Together we will achieve Digital Access for All by Enabling a Sustainable Digital Society through Responsive Regulation.
Strategic Goal 4

Enhancement of Organizational Efficiency and Effectiveness

Key Result Areas (KRA)

**KRA 6: Institutional Excellence**

- **Strategic Objectives**
  - Establish a Centre of Excellence in ICTs Innovation and Leadership
  - Improve Brand Equity, Communications and Engagement.
  - Increased CA visibility

- **Key Activities**
  - Implementation of the centre/hub
  - S1: Global Innovation Hub
  - S2: Modernization of Office Premises

- **Strategies & Key activities**
  - Key Activities
    - Office Renovation and Refurbishment
    - Establishment of a Data Centre
    - Establish alternative funding models

- **Outcome**
  - S1: Strategic Partnerships, Linkages and Collaborations

**KRA 7: Environmental Sustainability**

- **Promote Environmental Sustainability and Governance**
  - Improved implementation of Sustainable green ICT initiatives

- **Key Activities**
  - S1: Green ICT and E-waste management
  - Key Activities
    - Develop and implement a green ICT framework
    - Establish an E-waste centre
    - ICT sector EIA guidelines
    - Grow Trees

- **Key Activities**
  - Coordinate Kenya participation in ICT Fora
  - Secure and maintain leadership positions in ICT fora

- **S3: Brand Visibility and Awareness**
  - Key Activities
    - Conduct corporate Media Campaigns
    - Conduct stakeholder engagements
    - Conduct Media Relations engagements
    - Conduct Digital Media Communications campaigns

**Institutional excellence and environmental sustainability**
Implementation and Risk Management Framework

To ensure the smooth and effective implementation of the Strategic Plan, the Authority will execute a comprehensive approach centred on the implementation plan and robust risk management strategies.

The Implementation Plan:
The Strategic Plan is supported by a comprehensive implementation framework that includes a detailed action plan, annual work plans and budgets, and performance contracting. Within this framework, there are a total of 36 strategies and 105 key activities, all strategically designed to effectively deliver the objectives of the Strategic Plan.

Risk Management Framework:
To ensure the successful implementation of the Strategic Plan, the Authority has established a robust risk management framework. This framework addresses key strategic risks, such as policy uncertainties, arising due to changes in government policies, shift in political priorities or updates to existing laws, rapid technological changes causing regulations ineffectiveness, geopolitics, economic shocks and climate change as well as human capital challenges and governance uncertainties. Effective mitigation measures have been devised for each of these risks preparing the Authority to navigate uncertainties and ensure the Strategic Plan’s effectiveness.

Monitoring, Evaluation and Reporting

Evaluation Framework
A comprehensive monitoring framework will track the strategic objectives, outcomes, and activities which includes a defined criteria and Key Performance Indicators (KPIs) to measure progress.

Evaluation and Reporting Framework
An evaluation framework will facilitate progress assessment, objective achievement measurement, and impact determination. The reporting framework and feedback mechanism will provide a structured approach to capture, analyse and utilize feedback throughout the period to drive continuous improvement and align initiatives with the strategic objectives.

The mid-term evaluation, will be conducted after 2.5 years, comprehensively reviewing the strategic goals, objectives, and key performance indicators so as to guide decisions for the plan’s second phase. The end-term review, will be conducted at the plan’s conclusion, to inform subsequent strategic planning, providing insights for future strategies and priorities.

Resource Requirements

Financial Requirements:
To effectively execute this Strategic Plan, a total budget of Ksh 106.985 billion is necessary over the next five years. This substantial financial requirement highlights the critical need for responsible resource management. It’s essential to note that the Authority operates on a self-financing model, meaning its operations rely entirely on the revenue it generates. Consequently, the Authority places great importance on prudent cost management and efficient resource utilization. These efforts are crucial to ensuring the sustainability of revenue and the long-term viability of its activities.
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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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