COMMUNICATIONS AUTHORITY OF KENYA

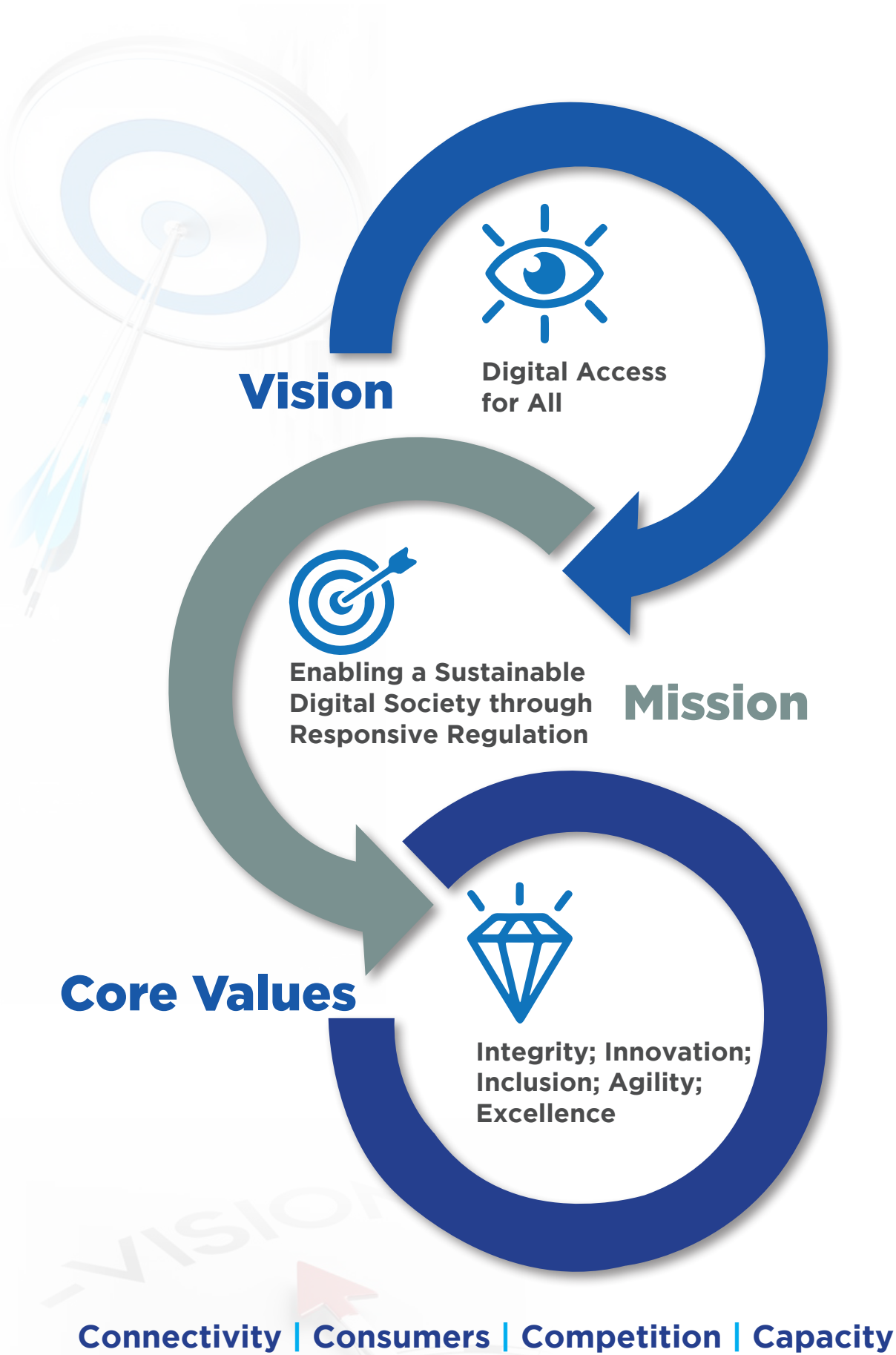# STRATEGIC PLAN
2023-2027
(Public Version)

KENYA VISION **2030**

Vision

Digital Access for All

Mission

Enabling a Sustainable Digital Society through Responsive Regulation

Core Values

Integrity; Innovation; Inclusion; Agility; Excellence

Connectivity | Consumers | Competition | Capacity

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 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 increase the coverage and penetration of ICT services, bridge the digital divide and ensure 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 delivery of BETA by providing opportunities for ICT readiness for Kenyans through 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, CBS
Chairperson
Board of Directors

Preface and Acknowledgement

I am pleased to present the Authority's Strategic Plan for the period 2023-2027 that 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 aligned to 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 Revolutionand 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. David Mugonyi, EBS
Director General

Connectivity | Consumers | Competition | Capacity

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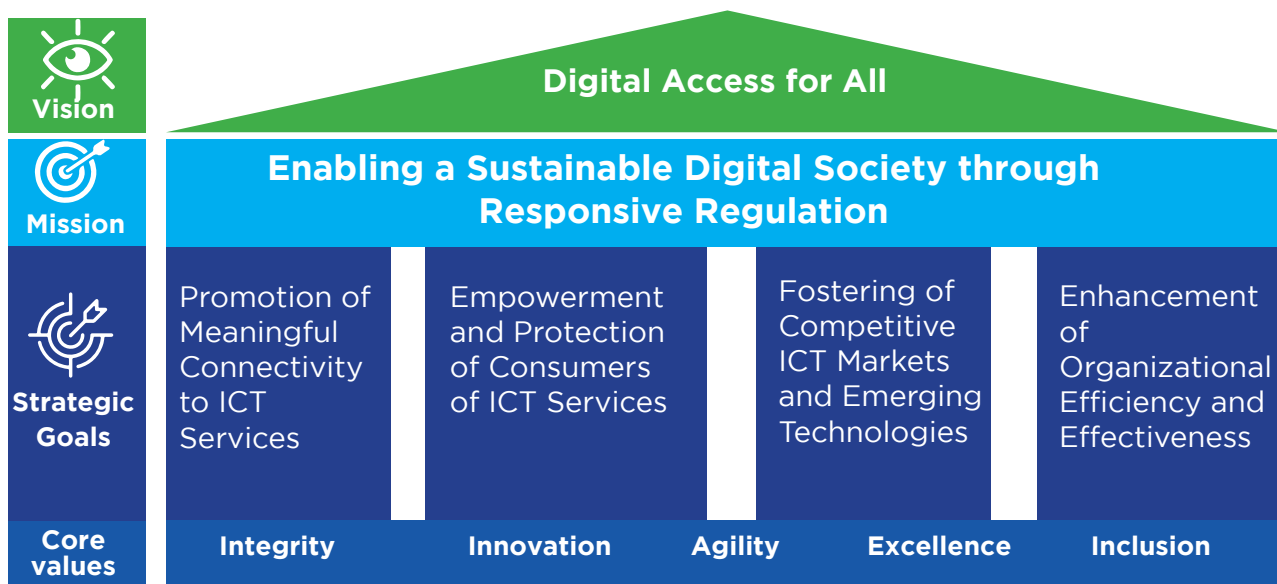## LIST OF TABLES

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Summary

Communications Authority of Kenya lays out its 2023-2027 Strategic Plan with a core vision of Digital Access for All. This plan focuses on making high-quality communication services accessible, affordable, and reliable for all Kenyans. Through responsive regulation, this plan will enable a sustainable digital society. It is people-centric, embraces market-oriented strategies, and relies on evidence-based practices.

The plan encompasses four primary 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.* It is anchored on seven (7) Key Result Areas and upholds seventeen (17) strategic objectives that align with the vision and mission. This strategic plan is founded on the core values of Integrity, Innovation, Inclusion, Agility, and Excellence.

The Strategic Framework highlighting the Authority's strategic direction is shown in the figure below:

Vision	Digital Access for All			
Mission	Enabling a Sustainable Digital Society through Responsive Regulation			
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	Enhancement of Organizational Efficiency and Effectiveness
Core values	Integrity	Innovation · Agility	Excellence	Inclusion

To successfully implement this Strategic Plan, a total budget of KSh 88.599 billion is required over the five years. 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.

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.
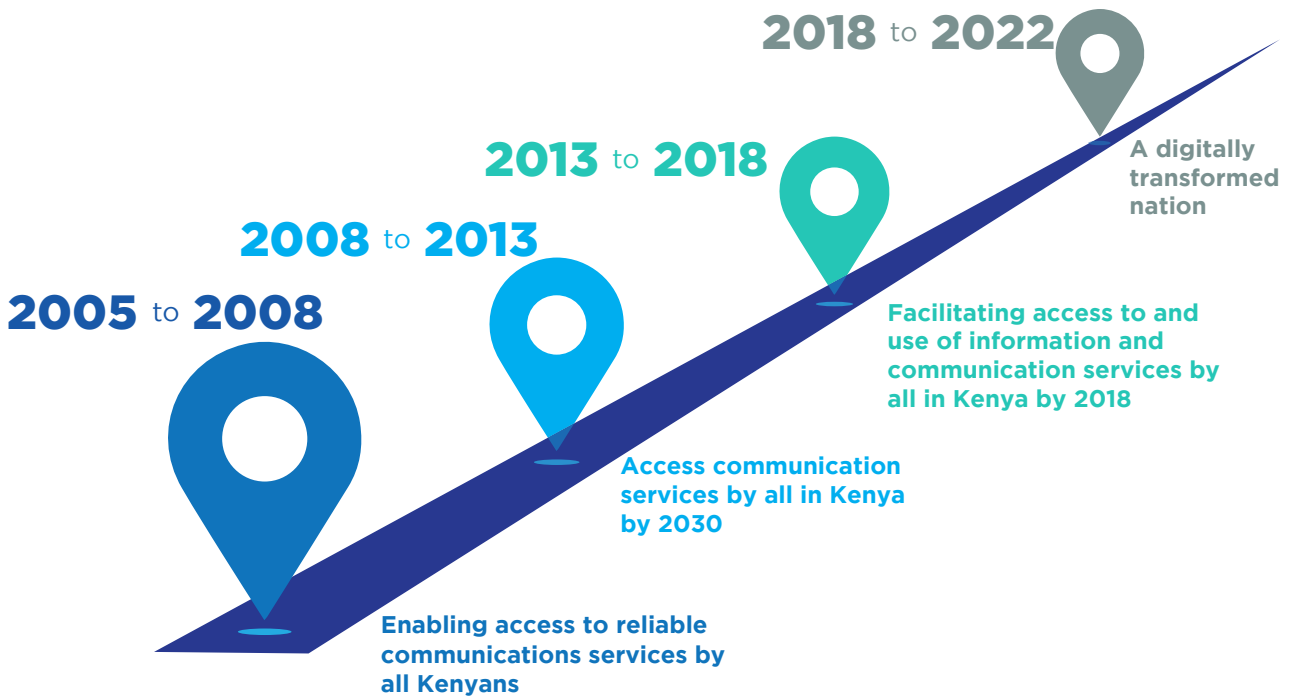

2005 to **2008**
Enabling access to reliable communications services by all Kenyans

2008 to **2013**
Access communication services by all in Kenya by 2030

2013 to **2018**
Facilitating access to and use of information and communication services by all in Kenya by 2018

2018 to **2022**
A digitally transformed nation

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 Context of Strategic Planning

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 advancement[1]. The Sustainable Development Agenda 2030 underscores the critical role of ICTs in achieving all the 17 Sustainable Development Goals (SDGs) and highlights broadband as a key catalyst to accelerate progress[2]. Some of the SDGs that relate directly to the Authority's mandate include;

4 QUALITY EDUCATION	**5 GENDER EQUALITY**	**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**	**17 PARTNERSHIPS FOR THE GOALS**
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.	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.	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.	Collaboration and partnerships are essential to achieve sustainable development. This goal emphasizes the importance of international cooperation, technology transfer, and capacity-building in ICT.

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:

Ensuring accessible and affordable ICT services:	**Promoting digital literacy and skills training:**	**Encouraging innovation and technological advancement:**
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.	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.	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.

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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 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 continent[3]. 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 sector[4]. 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)

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:

Article 31: **Right to privacy**	Article 33: **Freedom of expression**	Article 34: **Freedom of the media**	Article 35: **Right of access to information**
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.	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.	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	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

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 the 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, 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 approach[5] 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

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 Authority in the realisation of its mandate. These include: Kenya Information and Communications Act, 1998 (KICA), the National ICT Policy Guidelines 2020, Kenya National Digital Master Plan 2022, 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
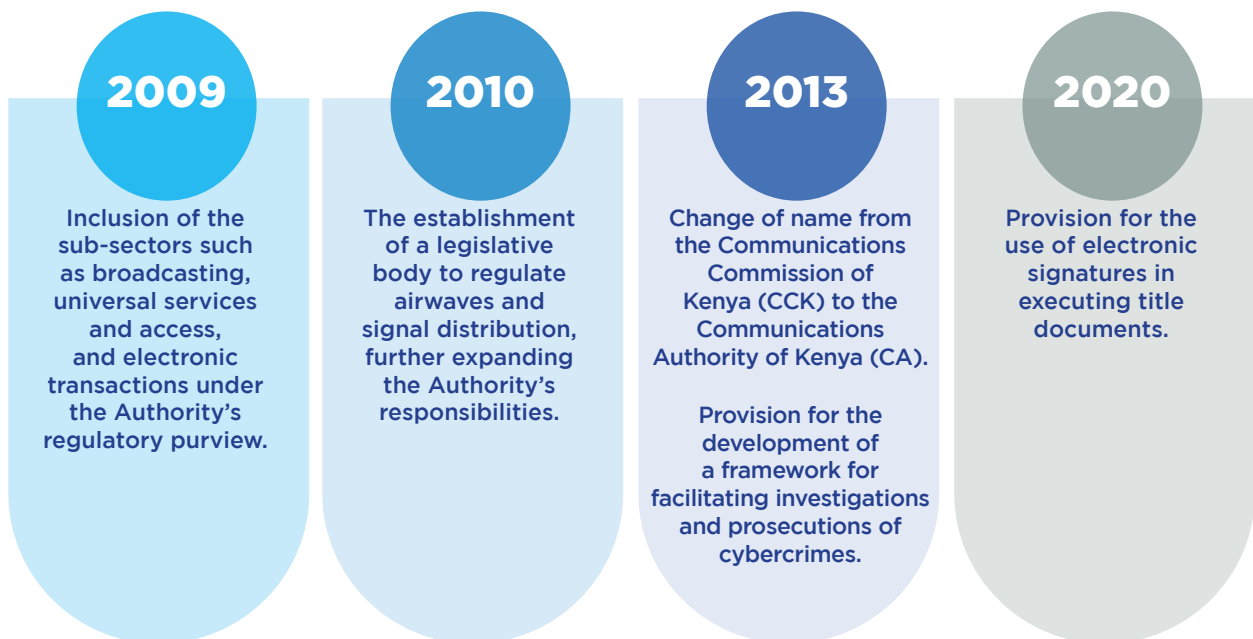
restated the object and purpose of KICA. Broadcasting services were reviewed and provisions for categorization, licensing, programming codes, standards, complaints procedures, penalties and distribution were introduced. These amendments also addressed barriers hindering electronic transactions and promoting 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 offenses under the Act and 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

2009
Inclusion of the sub-sectors such as broadcasting, universal services and access, and electronic transactions under the Authority's regulatory purview.

2010
The establishment of a legislative body to regulate airwaves and signal distribution, further expanding the Authority's responsibilities.

2013
Change of name from the Communications Commission of Kenya (CCK) to the Communications Authority of Kenya (CA).

Provision for the development of a framework for facilitating investigations and prosecutions of cybercrimes.

2020
Provision for the use of electronic signatures in executing title documents.

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 Internet of

Connectivity | Consumers | Competition | Capacity

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 to the ICT sector but to 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 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, employment opportunities and an enhanced quality of life for Kenyans. Since 2005, four published Strategic Plans have been developed and implemented, each with its 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 initiated the strategic planning process for 2023-2027 by defining the vision and goals. A technical committee representing all departments created a roadmap and a comprehensive strategic framework considering global, regional, and national contexts. External and internal analyses, alongside stakeholder assessments, informed strategic responses. Past performance review guided the identification of core issues and the formulation of Vision, Mission, and Goals. The plan underwent rigorous validation with internal and external stakeholders and was submitted to government departments for review. After feedback incorporation, the finalized Strategic Plan was officially launched, marking the Authority's strategic direction for 2023-2027.

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 names 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 names 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

2.5 Core values

The following shared core values shall guide the Authority:
a) Integrity
b) Innovation
c) Excellence
d) Inclusion
e) Agility

2.4 Strategic Goals

The Authority has formulated a strategic direction centered 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.

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 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.

Table 3.1: Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	• A Progressive Government ICT Agenda	• Significant shift in Government policies that require adaptation by the Industry
Economic	• A vibrant Digital Economy • A source of reliable, quality and cost-effective goods and services	• Rising exchange and inflation rates
Social	• 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.	• High unemployment rates • Limited access to quality education • Digital divide gap
Technological	• Emerging and dynamic technologies under 4IR powered by AI • The pervasive use of new and emerging ICTs • Dynamic spectrum management, particularly for 5G networks	• Data privacy • Internet of Things Vulnerabilities • Cybersecurity threats and social engineering • Consumer trust issues
Legal	• Collaborative regulation with other agencies	• Slow adaptation of legal frameworks to fast-paced technological convergence and emerging ICTs • Labour regulations and potential labour dispute
Ecological	• Collaborations with other government agencies to establish an e-waste centre in Kenya for responsible disposal and recycling	• E-Waste pollution, disposal and Management • Electromagnetic Field (EMF) exposures and health concerns from ICT infrastructure

3.1.2 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.

Table 3.2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and administrative structures	• 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	• Sub-optimal staff establishment • Culture change • Outpaced on adoption of emerging technologies and in regulatory benchmarking
Internal Business processes	• Timely dissemination of regulatory updates, guidelines and industry reports • Improved service standards • Human capacity development	• Inadequate digitalisation of essential workflows • Non-optimal consumer education and awareness initiatives. • Slower response to emerging regulatory challenges
Resources and capabilities	• 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	• 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

3.1.3 Analysis of Past Performances

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

3.1.3.1 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 the 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 93,928, 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.
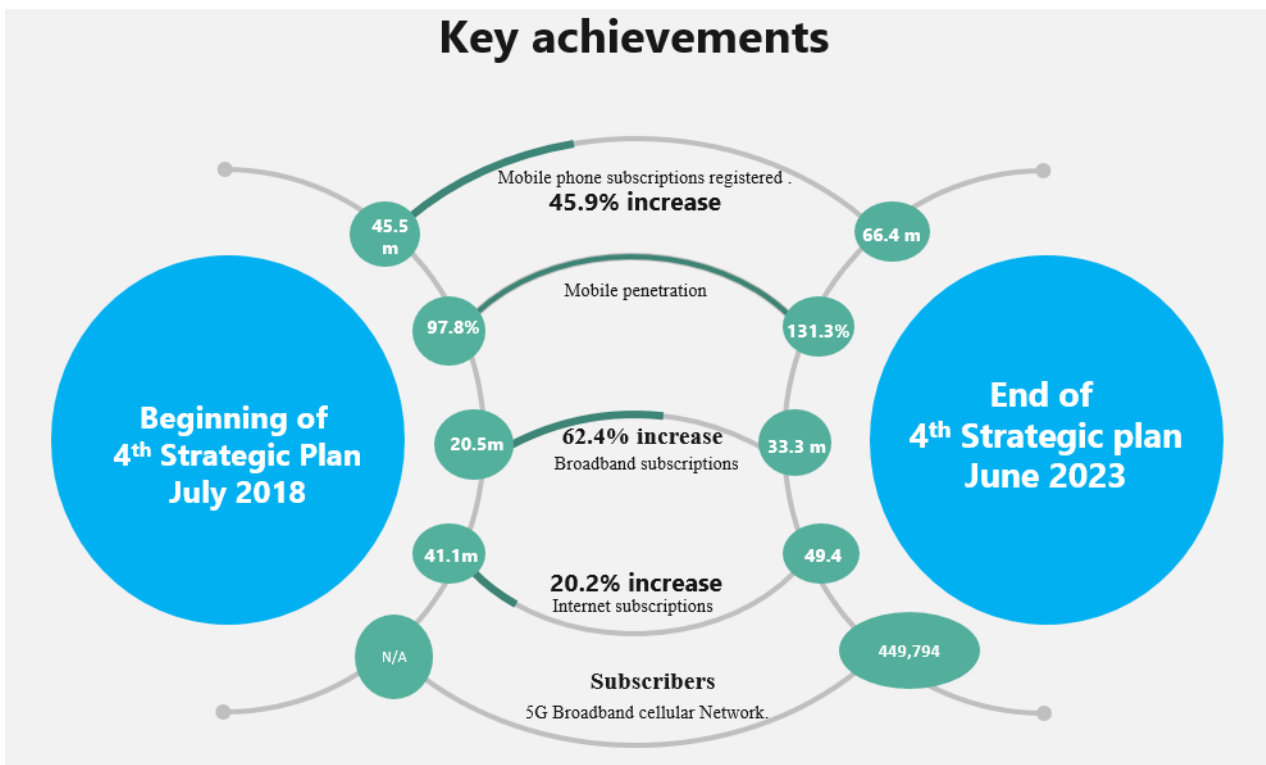
Figure 3:1. Communications sub-sector key achievements

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: 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*.

3.1.3.2 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.

3.1.3.3 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, the Authority conducted stakeholder analysis to ascertain the expectations of both internal and external stakeholders. The detailed stakeholder analysis is shared separately.

" The Authority recorded a positive trend in its performance of its corporate performance contract with the FY 2022/23 recording a performance of Good."
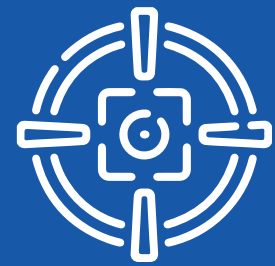
Chapter 4

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 inits 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, 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 is a critical aspect 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 requires 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: 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

The aim of this strategic goal is 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 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 the 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, in a bid to achieve its set vision, mission and strategic goals, has identified seventeen (17) strategic objectives (SO). 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, online abuse, 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

Recognizing the importance of informed and responsible digital practices, this objective emphasizes educating consumers about their rights, data privacy, and responsibilities while using ICT services. 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 in a sustainable and responsible manner. Table 5.1, provides 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.

" This objective emphasizes the importance of sustainable practices and responsible governance within the Authority and the ICT sector."

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
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 of ICT services	% level of QoS	83	84	85	86	87
		Increased consumer satisfactory index	83	88	93	98	100
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	-	100	100	100	100
		Increased access to Educational material by persons with print disabilities (OOO)	-	10	10	10	10
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 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 of statutes and directives reports	100	100	100	100	100
SO14: Nurture a Culture of Excellence	Improved Service Delivery	% level of service delivery	100	100	100	100	100
		% 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

Connectivity | Consumers | Competition | Capacity

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
KRA 2: Consumer Protection	**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
KRA 3: Consumer Empowerment	**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
KRA 4: Competitive Markets	**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 adoption of New Technologies	**S1:** ICT Standards Development/Adoption and Reduction of Carbon Footprints
		S2: Research and Innovation
	Objective 13: Improve Institutional Performance	**S1:** Talent Management
		S2: Performance Management
		S3: Enhancement of Corporate Governance
		S4: Improvement of Internal Policies, Processes, Digitalization and Tools
		S5: Revenue Sustainability
KRA 6: Institutional Excellence		**S1:** Re-engineering organizational culture
	Objective 14: Nurture a Culture of Excellence	**S2:** Service Delivery Improvement
		S3: Employee Experience Enhancement
	Objective 15: Establish a Centre of Excellence in ICTs, Innovation and Leadership	**S1:** Global Innovation Hub
		S2: Modernization of Office Premises
		S1: Strategic Partnerships, Linkages and Collaborations
	Objective 16: Improve Brand Equity, Communications and Engagement.	**S2:** Strategic Positioning in ICT Fora
		S3: Brand Visibility and Awareness
KRA 7: Environmental Sustainability	**Objective 17:** Promote Environmental Sustainability and Governance	**S1:** Green ICT and E-waste management
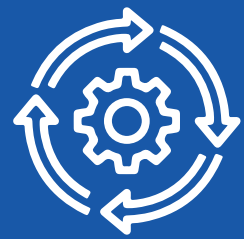
Chapter | 6

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 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 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 enables 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.

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.

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.

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 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.

6.2.3 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.

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. *Annex II* provides an overview of the identified risks and their corresponding mitigation measures.

" 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. "

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 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 a period of five (5) years. Table 7.1 summarizes the financial resources required to achieve the planned activities under each KRA.

Table 7.1 (a): Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements (Ksh. Millions)					Total
	Year 1	Year 2	Year 3	Year 4	Year 5	
KRA 1	4,188.94	6,362.30	6,290.00	6,180.00	5,580.00	28,601.24
KRA 2	294.14	269.29	200.00	205.00	210.00	1,178.43
KRA 3	2,112.47	359.79	1,080.00	1,140.00	1,130.00	5,822.26
KRA 4	151.17	132.17	108.00	87.00	87.00	565.34
KRA 5	75.95	94.64	303.00	303.00	363.00	1,139.59
KRA 6	4,588.66	7,219.31	8,390.00	2,541.00	5,105.00	27,843.97
KRA 7	56.43	57.16	70.00	65.00	65.00	313.59
Administrative Cost	3,881.59	4,849.52	4,376.88	4,774.78	5,252.26	23,135.03
TOTAL	**15,349.35**	**19,344.18**	**20,817.88**	**15,295.78**	**17,792.26**	**88,599.45**

The Authority finances its operations from revenue generated from its regulatory mandate. The main drivers of revenue generation include:

i.   Frequency spectrum fees payable by all operators assigned different bands of frequency to provide services. These include the telecommunications service providers for mobile, fixed, voice and internet services, including providers of private communication networks; and multi-media service providers such as broadcasters.

ii. Annual operating licence fees payable by all licensees in the Authority except technical personnel, contractors and vendors

iii. Finance income earned from financial investments

iv. Other income generated from penalties and fines; rental income and periodic disposal of idle assets.

In addition, to the revenue generated internally, the Authority manages the USF revenue generated via a levy payable by licensees in the ICT sector.

The estimated revenue generation is presented in Table 7.1 (b) below.

Table 7.1 (b): Estimated revenue for the period FY 2023-27 (in Ksh. Millions)

Description	FY2023/24	FY2024/25	FY2025/26	FY2026/27	FY2027/28
Frequency Spectrum Fees	10,254.24	11,279.67	13,535.60	16,242.72	19,491.26
Annual Operation License Fees	2,045.25	3,116.99	3,740.39	4,488.47	5,386.17
Finance Income	1,024.46	973.24	875.92	744.53	595.62
Other Income	4.17	6.26	31.29	62.58	75.10

USF levy and finance income	3,217.79	4,230.77	5,053.83	5,308.24	5,583.07
Total	**16,545.92**	**19,606.93**	**23,237.03**	**26,846.54**	**31,131.23**
5 - Year Total Estimated Revenue					**117,367.66**

Table 7.2: Resource Gaps

Financial Year	Estimated Financial Requirements (Ksh. Mn) [A]	Estimated Allocations/ Generated Revenue (Ksh. Mn) [B]	Variance (Ksh. Mn) [B-A]
Year 1	15,349.35	16,545.92	1,196.57
Year 2	19,344.18	19,606.93	262.75
Year 3	20,817.88	23,237.03	2,419.15
Year 4	15,295.78	26,846.54	11,550.76
Year 5	17,792.26	31,131.23	13,338.97
Total	**88,599.45**	**117,367.66**	**28,768.21**

7.2 Resource Mobilization Strategies

During the 5-year Strategic Plan period, the Authority estimates to generate Kshs 117.367 billion to finance the planned activities. These resources will be mobilized from not only the traditional sources which include: Frequency spectrum fees; Annual operating licence fees; USF levy; Finance income; and other income generated from rental income; penalties and fines] but also new revenue sources arising from resource mobilization strategies.

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 through embracing ICT and digitalization, fostering innovation, diversification of revenue sources, effective planning, expenditure control mechanisms, implementation of austerity measures, timely financial reporting, internal audit and financial risk assurance, and compliance with laws and regulations among others measures.

" 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.

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.

8.1 Monitoring Framework

The Authority has established a comprehensive monitoring framework to track its strategic objectives, outcomes, and activities. This framework includes defined criteria and Key Performance Indicators (KPIs) to measure progress. The Authority has structured data collection methods, determining sources, frequency, and analysis techniques. Regular progress reports will be prepared, highlighting achievements and areas needing attention. Feedback from stakeholders will inform decision-making, fostering continuous learning and improvement. To track action plan implementation, the Authority has identified KPIs, established baseline data, and planned for continuous improvement, utilizing market and institutional studies to optimize performance. Corrective measures will be implemented based on insights gained from monitoring and analysis.

8.2 Performance Standards

The Authority emphasizes the integration of performance norms and standards in its monitoring and evaluation framework to ensure successful Strategic Plan implementation. This framework includes constitutional, national, and international considerations, focusing on utility, credibility, ethics, and participatory standards. The evaluation standards align with OECD criteria, assessing the plan's relevance, efficiency, effectiveness, success, and sustainability. It evaluates the plan's alignment with ICT sector needs, efficient resource use, achievement of outcomes, overall success, and lasting impact. The evaluation aims to identify successes, areas for improvement, and strategies for long-term sector growth and development, adhering to international best practices.

8.3 Evaluation Framework

Evaluation plays a vital role in the Authority's strategic planning, facilitating progress assessment, objective achievement measurement, and impact determination. Mid-term and end-term evaluations shall be conducted, utilizing tools like Value Chain Analysis and Comparative Analysis. The mid-term evaluation, will be conducted after 2.5 years, comprehensively reviewing the strategic goals, objectives, and key performance indicators, guiding decisions for the plan's second phase. The end-term review, conducted at the plan's conclusion, informs subsequent strategic planning, providing insights for future strategies and priorities. These evaluations enable continuous assessment, evidence-based decision-making, and iterative improvement in organizational objectives and outcomes.

8.4 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.

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 year.

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.

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.

" 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."

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	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
	Increased penetration and coverage of ICTs	• % population with access to DTT services	92.1	2023	93.5	95.0
	Increased penetration of E-commerce	• % Increase of E-commerce penetration index	X	2024	X+10	X+20
	Upgraded cyber security management infrastructure	• % level of implementation of CII security audit recommendations	100	2023	100	100
	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		• Increased initiatives implemented for the Authority's Child Online Protection programme	10	2023	22	40
	Reduced online cyber threats	• 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
	Increased consumer satisfaction of ICT services	• % level of QoS	82.6	2023	85.0	87.0
		• Increased % consumer satisfactory index	78.0	2023	93	100
KRA 3: Consumer Empowerment	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
	Increased consumer awareness of ICT services	• Increased content production on emerging consumer issues	NA	2023	7	14

Key Result Area	Outcome	Outcome Indicator	Baseline Value	Baseline Year	Target Mid Term Period	Target End Term Period
KRA 4: Competitive Markets	Increased access to ICT services	• No. of sector statistics reports (as indicator for improved trend for access)	4	2023	10	20
	Legal and regulatory frameworks reviewed/developed	• Reviewed draft Regulations/frameworks	16	2023	22	24
		• Reviewed, developed and implemented collaborative frameworks with MDACs	NA	2023	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				
		• No. of innovations on-boarded the Sandbox	NA	2023	25	50
KRA 6: Institutional Excellence	Improved institutional performance	• % level of implementation of recommendations from TNA and succession plans	100	2023	100	100
		• % achievement (to be ranked Very Good)	90	2023	100	100
		• % implementation of culture audit adopted recommendations	100	2023	100	100
		• % level of compliance of statutes and directives reports	100	2022	100	100
	Improved Service Delivery	• % level in compliance with service charter	100	2023	100	100
		• % implementation of culture audit adopted recommendations	100	2023	100	100
	Operational Global ICT Innovation hub/ centre	• % level of completion	NA	2023	80	100
	Increased CA visibility	• Improved Perception index(%)	80	2023	85	88
KRA 7: Environmental Sustainability	Improved implementation of Sustainable green ICT policies and resources	• % level of implementation	NA	2023	100	100

ANNEX II: Risk Management Framework

S/No	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation measures
1.	• Regulatory environment affected by uncertainties arising due to changes in government policies, shifts in political priorities, updates to existing laws and jurisdictional overlaps	H	H	H	• Engage in periodic policy reviews and transparent communication with stakeholders. • Coordination between regulatory bodies to reduce jurisdiction overlaps and potential legal disputes
2.	• Rapid technological changes causing regulations ineffectiveness	H	H	H	• Fostering agility and flexibility in responding to technological changes in the industry.
3.	• Destruction of communication networks and harm to people arising from insecurity, vandalism, cyber threats, and civil unrest [leading to degradation of critical ICT infrastructure, data breaches, service disruptions and reputational damage]	H	H	H	• Redundancy and resilient systems to ensure service continuity during socio-political instability or vandalism • Robust contingency Plans • Enhance physical security measures • Stakeholder engagement and collaboration to manage security and vandalism risks • Robust cybersecurity measures to protect data, infrastructure and services.
4.	• Budgetary uncertainties caused by changes in government priorities, economic conditions or shifting industry dynamics lead 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	• 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.	• Regulatory capture - Decisions by the Authority deemed unfavourable undermined, resisted or even overruled through the influence of interested parties	H	H	H	• 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.	• Sanctions and global supply chain disruptions leading to restrictions on the import and use of technology and delays in acquiring essential regulatory resources	M	M	M	• 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 affect performance and service delivery.	H	M	M	• 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.	• 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	• Comprehensive contingency Plans, fostering collaboration with industry players and promoting resilient infrastructure • Hedging and risk management • ICT Greening initiatives • Consumer protection and empowerment

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STRATEGIC PLAN
2023-2027

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