



**Communications
Commission
of Kenya**

Strategic Plan: 2008 - 2013

Contents

1.0	Part 1	v
1.1	Abbreviations and acronyms	vi
1.2	List of tables and figures	vi
1.3	Definition of terms	vii
1.4	Foreword by the Chairman of the Board	viii
1.5	Preamble by the Director-General	ix
1.6	Executive summary	x
1.6.1	Preamble	x
1.6.2	Mission	x
1.6.3	Challenges	xi
1.6.4	Vision	xi
1.6.5	Values charter	xi
1.6.6	Key Result Areas	xii
1.6.7	Resource requirements	xii
1.6.8	Monitoring and evaluation	xiii
2.0	Introduction	1
2.1	Rationale for strategic plan	1
2.2	Methodology for developing the plan	2
2.3	Organisation of the plan	3
3.0	Institutional framework	4
3.1	Background information	4
3.2	The Commission's mandate	4
3.3	Objectives of the Commission	5
3.4	Key outputs and outcomes	5
3.5	Current performance levels	6
3.5.1	Licensing of operators (telecoms and postal/courier)	6
3.5.2	Allocation and management of frequency spectrum	7
3.5.3	Establishing interconnection principles among the operators	7
3.5.4	Tariff regulation	8
3.5.5	Type-approval of communications equipment	8
3.5.6	Assignment of numbering resources	8
3.5.7	Enforcement of communications licence conditions and regulations	9
3.5.8	Regulation of broadcasting services	9



3.6	Organisation of the Commission	9
3.6.1	Management structure	9
3.6.2	Technical committees	10
3.7	Governance structure – Board of Directors	12
3.7.1	Current organisation structure	13
4.0	Situational analysis	14
4.1	Government agenda	14
4.1.1	Economic Recovery priorities	14
4.1.2	Vision 2030 priorities	15
4.2	External environment	15
4.2.1	Political/legal environment	15
4.2.2	Economic environment	16
4.2.3	Socio-cultural environment	17
4.2.4	Technological environment	18
4.2.5	Responding to the challenges	19
4.3	Internal environment	20
4.3.1	Leadership	20
4.3.2	Strategy	21
4.3.3	Organisational structure	22
4.3.4	People and resources	22
4.3.5	Systems and processes	23
4.3.6	Culture and values	23
4.3.7	Client focus	24
4.3.8	Responding to the internal challenges	24
4.4	Summary of challenges facing the Commission	25
5.0	Future strategy	27
5.1	Preamble	27
5.2	Redefined mission statement	27
5.3	Vision	27
5.4	Core values	27
5.5	Key Result Areas	28
5.5.1	An enabling regulatory framework	28
5.5.2	Facilitate universal access	29



Contents continued...

5.5.3	Share strategy, develop capacity and change management	29
5.5.4	Efficiently managing scarce resources	30
5.5.5	Management of competition	30
5.5.6	Consumer education and protection	31
5.5.7	Enhancing accountability, systems and processes	31
5.5.8	International liaison and corporate communications	32
5.6	Strategic action plans	32
6.0	Implementing the strategy	33
6.1	Staffing complement	33
6.2	Resources	33
6.3	Monitoring and evaluation	33
6.4	Critical Success Factors	34
6.5	Negative forces on implementation	34
7.0	Conclusion	35
7.1	Value and lessons of the strategic planning process	35
	Annex A.1 KRAs, goals, strategic objectives and strategies	36

1 Part 1

1.1 Abbreviations and acronyms

AD	Assistant Director
AGM	Annual General Meeting
ARICEA	Association of Regulators of Information and Communication for Eastern Africa
ASP	Applications Service Provider
ATU	Africa Telecommunications Union
BPO	Business Process Outsourcing
CA	Consumer Affairs
CCK	Communications Commission of Kenya
CERT	Communications Emergency Response Team
CPR	Communication and Public Relations
CSP	Contents Service Provider
CSR	Corporate Social Responsibility
CTMA	Competition, Tariffs and Market Analysis
CTO	Commonwealth Telecommunication Organization
DCNO	Data Carrier Network Operator
DG	Director General
DMP	Dominant (significant)Market Power
EARPTO	East African Regulatory, Postal and Telecommunications Organization
ERS/ERSWEC	Economic Recovery Strategy for Wealth and Employment Creation
ENUM	Electronic Numbering
FA	Finance and Accounts
FSM	Frequency Spectrum Management
HR	Human Resource
HRA	Human Resource and Administration
ICT	Information and Communications Technology
IDN	Internationalised Domain Names
IGF	Internet Governance Forum
IMIS	Integrated Management Information System
IPv6	Internet Protocol version 6
ISO	International Organisation for Standardisation
IT	Information Technology
ITU	International Telecommunication Union
KCCT	Kenya College of Communications Technology



KRA	Key Result Area
LA	Legal Affairs
LCS	Licensing, Compliance and Standards
LRIC	Long Run Incremental Cost
M & E	Monitoring and Evaluation
MDA	Ministries, Departments and Agencies
MPER	Ministerial Public Expenditure Review
NFP	Network Facilities Provider
PAPU	Pan African Postal Union
PCK	Postal Corporation of Kenya
PDNO	Public Data Network Operator
PKI	Public Key Infrastructure
PPP	Public Private Partnerships
PR	Public Relations
PROC	Procurement
QOS	Quality of Service
QSMS	Quality of Service Monitoring System
RBM	Results Based Management
RRI	Rapid Results Initiative
SLA	Service Level Agreement
TOFA	Table of Frequency Allocation
USO	Universal Service Obligation
UPU	Universal Postal Union
VSAT	Very Small Aperture Terminal
WRC 2011	World Radio Conference 2011
WTSA	World Telecommunication Standardization Assembly

1.2 List of tables and figures

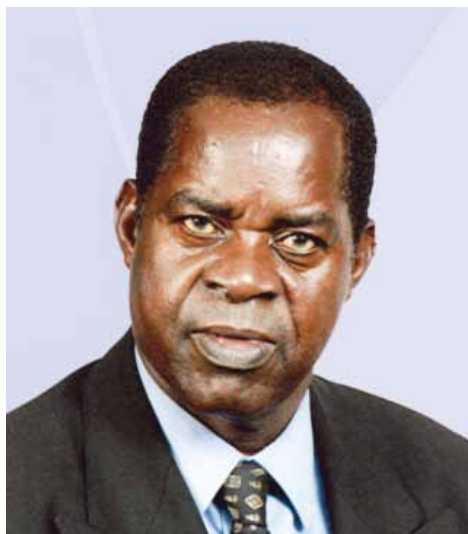
Table/Figures	Details
1	Key outputs and outcomes
2	Technical Committees
3	Sub-committees of the Board
A	Organisation structure
B	Situational analysis framework
Annex A.1	KRAs, goals, strategic objectives and strategies

1.3 Definition of terms

Term	Definition
Core values	The fundamental rules by which the Commission wants to conduct “business”
Goal	High level statements of what needs to happen to achieve a KRA
Key Result Area	The areas on which the Commission will focus in order to achieve results
Mission	The purpose for which the Commission or department exists based on the circular on organisation of government, statutes of parliament and mandate
Outputs	The product or service that the Commission produces
Performance Indicator	The measure used to assess the performance of the Commission or department in service delivery
Results Framework	Captures the purpose for which the Commission exists based on the circular of Government, legal mandate or other policy documents that define the role and functions of the Ministries, Departments and Agencies (MDA). The Results Framework will identify the current objectives, outputs and the performance indicators
Service Delivery Targets	Are specific outputs needed to achieve the Strategic Objectives
Situation Analysis	Is the critical assessment of the environment in which the Commission operates. It contains four elements: external influences and trends; government agenda, strengths and weaknesses; and challenges
Strategic Action Plan	Sets out the parameters that lead to the fulfilment of the Commission’s Vision and Goals. It contains three elements: Strategic Objectives, Strategies, and Service Delivery Targets
Strategic objectives	Are broad, long-term targets designed to achieve the organisation’s mission. Ideally they are time bound, measurable and outcome oriented
Strategy	Method and/or procedure for achieving the strategic objective
Vision	A vibrant and compelling image of the desired future state of the organisation



1.4 Foreword by the Chairman of the Board



Hon. Eng. Philip O. Okundi, EBS, HSC
Chairman

On behalf of the Board of Directors, Management and Staff of the Communications Commission of Kenya (CCK), I am happy to present the Commission's Second Strategic Plan for the period 2008 – 2013. This Strategic Plan comes at a time when Kenya is poised for an ICT-driven social and economic transformation in line with Vision 2030. The Commission, through this plan, intends to play its rightful role of catalysing the economy and thus turning the vision into reality.

The Commission has just gone through its first Strategic Plan (2005-08), which was informed by the national priorities set out in the Economic Recovery Strategy for Wealth and Employment Creation (ERSWEC 2003 – 2007) and other policy documents. As we enter into the new Strategic Plan period, we will continue to take into account the national

priorities that require our input while being primarily guided by the Vision 2030. Under the Economic Pillar of Vision 2030, Business Process Outsourcing (BPO) has been identified as a key growth area. The key driver for the success of BPO is access to reliable and affordable broadband services, which lies within the broader mandate of the Commission.

During the strategic planning process, the Commission refined its Vision and Mission to align them with the aspirations of Vision 2030. The revised mission is ***to facilitate access to communications services through enabling regulation and catalyse the country's socio economic development.***

In line with this mission, the Commission has done considerable self-reflection and carried out an analysis of the external environment to identify the current and future challenges. Informed by these challenges and with focused determination to remain true to our mission, the Commission has identified specific policy measures and priorities that will deliver the results required to facilitate access. Key amongst these priorities is a robust regulatory framework, managing competition, consumer information/education and protection, upholding the public interest and the need to continue to build the capacity of the Commission to respond to the emerging challenges.

Successful implementation of this Plan calls for internal transformation in order to enhance efficiency, effectiveness and greater client orientation. Through this process, the Commission has identified a set of values that will build the cultural foundation required to align ourselves to the new strategy. I have every confidence that we will deliver on this Plan and thus make a positive contribution to the economy of this country.

As a Board, we offer our full commitment to the implementation of this Strategic Plan and invite all stakeholders to partner with us and support the Commission in every way possible.

Together, we can realise our vision- Access to communications services by all in Kenya by 2030.

1.5 Preamble by the Director General



Charles J. K. Njoroge
Director-General

This Strategic Plan is the culmination of an extensive consultation process with our staff and other key stakeholders. The involvement of our stakeholders has resulted in more clarity of the Commission's role as encapsulated in the refined mission statement, vision and Key Result Areas (KRAs).

It is important that all of us take time to internalise the mission statement and its core constituents. Our core purpose is to facilitate access to communications services. Access will be evaluated on the basis of coverage, quality and affordability. We will primarily fulfil our mandate by ensuring that the sector is facilitated through an enabling legislation and regulation. The Commission will work with all stakeholders to ensure that the requisite changes in the regulations are effected on a timely basis for the benefit of the sector. Our ultimate aim is to catalyse the transformation of

Kenya's socio-economic landscape and contribute to broad-based improvements in the quality of life for Kenyans. The understanding and internalization of the mission will contribute immensely to galvanising all the knowledge, skills, and energies within the Commission towards realising our national aspirations.

The Strategic Plan will provide the basis for planning and allocation of resources. It will serve as the benchmark against which we shall constantly evaluate the extent to which our resource allocation remains consistent with the mission and our vision.

This Strategic Plan identifies eight KRAs. The KRAs will be the basis of holding every department, unit and individual to account in line with the Government's strategy for institutionalising Results Based Management (RBM). The KRAs include: an enabling regulatory framework; facilitating universal access to ICT services; sharing the strategy, developing capacity and change management; efficient management of scarce resources; management of competition; consumer education and protection; enhancing accountability, systems and process; and international liaison and corporate communication. All the KRAs have been translated into a 'Strategic Results Matrix' that links our day-to-day performance with the outputs and outcomes as stipulated in our mission and vision.

I am confident that the process we went through in preparing this strategic plan ensured that there is a common understanding, ownership and commitment to its implementation. I commit to remain the primary custodian and driver of the implementation process while keeping everybody focused on the results that need to be delivered as well as the changing environment and adapting the strategy as necessary.

On behalf of the Commission, I wish to express my gratitude to all those who participated or supported us in any way or form in the preparation of this Strategic Plan. This has been a challenging but fruitful process full of lessons. I have no doubt that those who participated in the process have gained a better understanding of the strategic planning process which will inform such future initiatives.



1.6 Executive summary

1.6.1 Preamble

The Communications Commission of Kenya (CCK or the Commission) has been implementing its first three-year (2005-08) Strategic Plan in line with the 9th National Development Plan (2002-08) and the Economic Recovery Strategy for Wealth and Employment Creation, 2003-07 (ERS/ERSWEC). The first Strategic Plan ended on 30th June 2008 and the Commission has developed its successor - a comprehensive five-year Strategic Plan that draws from the experience of the first Strategic Plan and also takes into account the rapid developments in the sector globally.

The preparation of the 2008-2013 Strategic Plan was carried out in a participatory manner that brought together all departments and units as well as the entire CCK leadership. This was considered critical to ensure a common understanding, ownership and commitment to sharing and implementing the strategy. While the Director-General is the primary custodian and driver of the strategic direction that the Commission takes, all other members of staff must also own the strategy and implement it even as they remain alert to the changing environment and adapting the strategy as necessary. The approach adopted in the preparation of this Strategic Plan was therefore aimed at embedding this dynamism within the Commission through comprehensive understanding and ensuring that strategic orientation is a continuous process.

The key elements agreed within the strategic planning framework are briefly set out in this Executive Summary.

1.6.2 Mission

One of the most essential elements in a strategic plan is a clear, concise and memorable purpose statement that can help an organisation to galvanise all its energies and resources towards that purpose. Above all, it is not just the words included in the mission statement that help an organisation to align and focus on its purpose, but the process of defining the statement is critical in ensuring that there is comprehensive understanding and ownership within the organisation.

It is within this context that the Commission revisited the current mission statement and determined that this needed to be redefined to more clearly capture the core mandate of the Commission and the outcome it is contributing to.

The redefined mission statement is to *facilitate access to communications services through enabling regulation and catalyse the country's socio-economic development.*

Within this mission statement, the core and unique role played by the Commission is *"to facilitate access to communications services"* where *"access"* is broadly defined to include affordability, quality and reach.

The revised Mission statement will serve to refocus the Commission staff as well as provide clarity to all stakeholders on the CCK's core function. It will also serve to renew internal stakeholders' commitment to meeting the Commission's mandate, with the ultimate aim of making a tangible contribution to the country's socio-economic development.

1.6.3 Challenges

The Commission faces a number of challenges in its endeavour to achieve this mission. The challenges emanate from both the internal and external environments and include an inadequate legal and regulatory framework, rapidly evolving technological trends, security threats to communications networks, and high expectations from stakeholders.

The Commission has instituted a number of strategies to mitigate the risks posed by these challenges and spur it to deliver on its mandate. Additionally, the Commission has identified a set of values and Key Result Areas (KRAs) to guide its operations for the next five years.

1.6.4 Vision

The previous vision of the Commission was *"enable access to reliable communications services by all Kenyans"*. This was re-defined in order to align it with the mission statement and the core function of the Commission which is facilitation of access to communications services. The revision process involved receiving feedback from stakeholders and envisioning sessions at which the Commission described the future state that the country will experience if the Commission lives up to its mission. The revised vision was agreed as *access to communications services by all in Kenya by 2030*.

This vision takes cognizance of the refined mission and envisages a situation where the work of the Commission enables all actors within the sector to collaborate in providing a wide range of ICT services to all in Kenya.

The redefined vision is time-bound in line with the country's vision to be a middle-income state by the year 2030. The communications sector is expected to play a key role in the realisation of Vision 2030.

1.6.5 Values charter

In order to align more to the mission and vision as well as equip the Commission with the means to overcome the challenges it faces and will continue to face, there is need for a visible transformation by all. The transformation will be guided by a set of core values that will form the standards of behaviour for the Commission. Every member of staff as well as the actors who engage with the Commission will be expected to internalise these values and to hold each other to account in exemplifying them. The



Commission and its staff have committed to the following set of core values:

1. To act with integrity;
2. To be open in communication;
3. To be innovative;
4. To act diligently;
5. To be fair in all engagements;
6. To be results-oriented;
7. To embrace teamwork; and
8. To respect all.

1.6.6 Key Result Areas

The Commission has identified eight Key Result Areas (KRAs) to focus on during the strategy period. These KRAs have been broken down into goals, strategic objectives and strategies. The specific strategies have been further broken down into detailed action plans outlining the various activities, resource requirements, timeframes and responsibilities for the delivery of each strategy.

These KRAs are outlined below:

- An enabling regulatory framework;
- Facilitate universal access to ICT services;
- Share strategy, develop capacity and change management;
- Efficient management of scarce resources;
- Management of competition;
- Consumer education and protection;
- Enhancing performance and accountability; and
- International liaison and corporate communication.

1.6.7 Resource requirements

The implementation of this Strategic Plan requires both financial and physical resources. The total cost of implementing the plan over the five-year period is estimated at Kshs 3.6 billion. The Commission has various sources of revenue for the implementation of the strategies identified in the Strategic Plan. Some of the cost votes will be covered under the annual budget for projects, personnel emoluments and other support functions.

The Commission has also undertaken to put in place a conducive environment for private sector players to invest especially in infrastructure development through partnerships with the Government. Staffing is a critical resource for the success of this strategy and the Commission will from time to time review its optimal staffing levels in terms of numbers and skills to ensure adequate human resource capacity.

1.6.8 Monitoring and evaluation

The Strategic action plans have sufficient detail to enable the monitoring of progress of implementing the Strategy for each key result area. In addition, it was agreed that:

- each responsible officer will extract the specific targets and provide implementation reports on a regular basis;
- the strategy will be translated into performance responsibilities for senior staff including detailed work plans against which performance will be evaluated on a regular basis;
- a senior management meeting chaired by the Director-General will be held on a regular basis to report progress over the implementation of the plan;
- the Commission will undertake a mid-term review of implementation and incorporate any changes in the sector;
- specific issues will be identified and action plans prepared to address any bottlenecks in the implementation of the strategy; and
- the annual performance contracts signed between the Commission and the Government will pick the particular year's targets whose implementation is monitored and reported through the performance cycle.

The Commission has undertaken to monitor the implementation of the Strategic Plan as part of a continuous process intended to embed a culture of continuous performance improvement.



2.0 Introduction

2.1 Rationale for strategic plan

The Government of Kenya is committed to efficient service delivery to the public. To achieve this, the government has adopted Results Based Management (RBM) in the Public Service as the vehicle to deliver targeted results to Kenyans. Performance contracting, the development of Service Charters and the implementation of Rapid Results Initiatives (RRI) have been the front runner initiatives in the institutionalisation of RBM. All the three interventions are based on institutional strategic plans, thus making them one of the most important management tools in modern public service institutions. The Strategic Plan is a mandatory tool for all institutions in the public service.

Strategic planning is one of the key building blocks in the institutionalisation of RBM and delivery of targeted results for Kenyans that will contribute to the realization of the national aspirations and improved quality of life. Strategic planning is the mechanism by which Ministries, Departments and independent Agencies set out their short-term and medium-term priorities. In line with the Government's strategy for performance improvement in the Public Service, the process of developing a strategic plan involves:

- defining the results framework for each institution, the performance indicators used to measure performance as well as the baseline for the key outputs;
- carrying out a systematic analysis of the environment in which the organisation operates, including linkage into the organisation's deliverables by assessing what clients want and have a right to expect;
- clarifying the organisation's Vision and the core values that will guide performance;
- agreeing on KRAs, Goals, Strategic Objectives and Strategies, and defining Service Delivery Targets; and
- drafting a strategic plan in the context of the organisation's mandate, vision, mission and values.

In addition, strategic plans are expected to be "living documents that all staff in the organisation will use as a basis for planning their day-to-day activities."

In order to meet these expectations, strategic planning has to become a meaningful process for organisations– from the senior most to the lowest levels. Indeed, top management has to be prepared to "lead, develop and own the process" and "key stakeholders must also be involved." The essence of this exercise is to get all those who matter to be involved right from the beginning in order to lay the proper foundation on which other processes can be built including annual performance contracts and work plans, quarterly work plans, periodic performance monitoring and embedding a culture of continuous improvement in the organization.

2.2 Methodology for developing the plan

This Strategic Plan has been developed through an approach and methodology that is intended to ensure ownership, commitment and leadership by the staff. The key elements of the methodology included:

- A comprehensive understanding of the current mandate, mission, and outputs of the Commission;
- An outline of the current levels of performance by the Commission;
- A review of various government policy documents to understand the national priorities that the Commission will need to contribute to during the Strategy period;
- A situational analysis to confirm the relevant external and internal factors that impact on the Commission's performance as well as carrying out a stakeholder analysis to identify the key actors that the Commission has to interact with in delivering its mandate and the challenges that these present;
- Agreement of the key challenges presented by the government agenda and environment, and which the Commission will need to specifically respond to as part of its strategy;
- Confirmation of the mission, vision and core values of the Commission;
- Identification of the key result areas that the Commission will focus on during the strategy period;
- Preparation of strategic action plans for each of the key result areas.

This Strategic Plan has been prepared by the Commission under the leadership of the Director-General and the coordination of the Competition, Tariffs and Market Analysis (CTMA) Department. KPMG, an external consultant, provided assistance and the necessary facilitation.

The approach involved:

- Review of the existing strategic plan (2005 – 2008) that provided the threshold for additional information gathering and facilitation;
- Completion of a strategic planning questionnaire to obtain an understanding of the Commission and other stakeholders' view on: the current Government priorities, the role of the Commission in achieving these and gaps that would hinder the realisation of that role, and stakeholders' expectations with regard to Commission's core service delivery areas;
- Participation in interviews which validated the Commission's and departmental functions, strategic direction and the core values;



- Participation at Strategic Planning workshops which validated the following:
 - The Mission, core functions, key outputs and outcomes;
 - External and internal environment, stakeholder analysis and the resulting challenges faced by the Commission; and
 - Key elements of the future strategy, including the Mission and Key Result Areas.
- Development of Goals, Strategic Objectives, Strategies and Service Delivery Targets for the identified KRAs as part of comprehensive action plans to implement the strategy.

The process was designed to engage the Commission in identifying the strategic issues facing the organization and the initiatives necessary to transform the organisation to be better aligned to its role. Most members of the Commission devoted considerable effort in the process and demonstrated enthusiasm, ownership and commitment to implementing the plan. This momentum needs to be sustained to ensure that the initiatives set out in this plan are translated into action and used to carry along those that may not have participated in the preparation of the strategic plan.

2.3 Organisation of the plan

Further to this introduction, the Plan is structured as follows:

Chapter 3	Institutional Framework providing background information on the Commission, including the current Tier 1 organisation chart and levels of performance;
Chapter 4	Examines the Situation Analysis of the Commission including the government agenda, the external and internal environment analysis. This section also provides a stakeholder analysis;
Chapter 5	Portrays the Future Strategy including the agreed Mission statement, Vision and core values. It also presents the Key Result Areas that the Commission will particularly focus on during the strategy period;
Chapter 6	Presents Implementing the Strategy covering monitoring and evaluation, negative force on implementation and critical success factors and negative forces on implementation;
Chapter 7	Conclusion gives a summary of the value and lessons from the strategy development process.
Annex A.1	Detailed Matrix containing a summary of KRAs, Goals, Strategic Objectives and Strategies

3.0 Institutional framework

3.1 Background information

The Commission was established in February 1999 by the *Kenya Communications Act, 1998*, to license and regulate telecommunications, radio communication and postal services in Kenya.

The Commission plays a critical role in the management of Kenya's ICT sector. The Commission licenses operators and assigns frequencies to telecommunications service providers and broadcasters. It also acts as the watchdog of the consumer by making sure that standards of quality are maintained in both the services and equipment provided. It ensures public service obligations are carried out while at the same time guaranteeing the protection of both consumer and investor interests.

Since its establishment, the Commission developed its first three-year Strategic Plan (2005-08) in 2005 which is currently in its final implementation phase. The Plan was drawn in line with the *9th National Development Plan (2002-08)* and the *Economic Recovery Strategy for Wealth and Employment Creation, 2003-07 (ERS)*. It also formed the basis of the initial Performance Contracting cycles.

The objective of this Strategy is, therefore, to develop a comprehensive road map for the next five years clearly identifying the short and medium term strategies for the Commission. The strategic plan clearly states the strategies to be implemented, time frame and requisite resources necessary for execution.

3.2 The Commission's mandate

The legal framework under which the Commission operates is spelt out in the *Kenya Communications Act, 1998* (the Act), and *the Kenya Communications Regulations, 2001*. The Act provides the framework for regulating the communications sector in Kenya. Enacted by Parliament in 1998, the Act was a deliberate attempt to provide a legal framework for the implementation of the *Postal and Telecommunications Sector Policy Statement* (the Policy Statement), which had been issued by the then Ministry of Transport and Communications in January 1997. The *Kenya Communications Regulations 2001* clarify and expound on the Act. The Policy Statement defines the policy backdrop within which the telecommunications, radio communication and postal services are operated and provides a framework for the introduction of structural changes in the sector. The policy framework was set out against a deliberate move by the government to optimise the sector's contribution to the development of the economy as a whole by ensuring the availability of efficient, reliable and affordable communications services throughout the country.



In order for the Commission to keep abreast of the dynamic changes in the sector, proposals for the amendment of the Act were made through the *Kenya Communications (Amendment) Bill, 2008*. The Bill seeks to make certain amendments to the Act aimed at streamlining and introducing regulatory standards in information technology and broadcasting. This has been proposed to be achieved through transforming the Commission into a converged Information and Communication Technology (ICT) sector regulator.

3.3 Objectives of the Commission

The following are the goals and objectives of the Commission:

- a) To ensure prudence in financial management;
- b) To ensure optimal management of scarce Frequency Spectrum and Numbering resources;
- c) To foster growth, competition and investment in the sector;
- d) To ensure operators' compliance with the Act, Regulations and license conditions;
- e) To ensure the achievement of Universal access in communications services countrywide;
- f) To ensure the development and formulation of adequate standards for the communications sector in the country;
- g) To protect the rights of users of communications services;
- h) To promote development of communications systems and services in accordance with recognized international standards, practices and public demands;
- i) To further the advancement of technology relating to the communications sector; and
- j) To contribute to overall Government objectives towards human, social, and economic development.



3.4 Key outputs and outcomes

As part of the strategic planning process, the Commission has identified the key outputs and outcomes summarised in the Table 1 below:

Table 1: Key outputs and outcomes

Outputs	Performance indicators	Outcomes
<ul style="list-style-type: none"> • Mobile operators licensed • Broadcasting networks licensed • Number of equipment type approved • Numbers assigned • Frequencies assigned • Postal/courier operators licensed 	<ul style="list-style-type: none"> • Number of licences issued • Timely standards & type approval • Number of type approval cases handled • Ranges of numbers and access codes assigned 	<ul style="list-style-type: none"> • Increase access to all varieties of communications services • Equipment compatibility and seamless services • ‘Better consumer experience’ • Increased investment opportunities.
<ul style="list-style-type: none"> • Policies, laws and regulations enforced • Tariffs regulated • Guidelines issued 	<ul style="list-style-type: none"> • Timely enforcement of license conditions and regulation of tariffs 	<ul style="list-style-type: none"> • Fair play • Licence compliance • Clear rules • Governance improved • Reliability • ‘Better consumer experience’
<ul style="list-style-type: none"> • Improved access and connectivity • Universal access promoted 	<ul style="list-style-type: none"> • Levels of penetration 	<ul style="list-style-type: none"> • New services to the community which result in creation of job opportunities • ‘Better consumer experience’
<ul style="list-style-type: none"> • Interconnection agreements approved • Consumer education programmes implemented 	<ul style="list-style-type: none"> • Internal efficiency and effectiveness 	<ul style="list-style-type: none"> • Quality service • Improved and competitive business environment • Informed customers • Improved image



3.5 Current performance levels

The current performance data is important as it forms the baseline against which future performance can be measured. The Commission has established baseline performance and will continuously update performance levels internally and benchmark its performance with that of the industry. Based on feedback received from both the Commission's staff and key external stakeholders, there is consensus that the current performance is good and to the expectations of most stakeholders. Recommendations received on areas that require improvement have been addressed in this strategy. The current level of performance for each of the key outputs is summarised below:

3.5.1 Licensing of operators (telecoms and postal/courier)

The Commission has enhanced and streamlined its licensing procedures over time to ensure that the licensing framework gives a clear definition of the market structure and allows for operators to compete freely. Under the current licensing and regulatory regime, the Commission has segmented the market structure into Facility-based Operators, Non-facility based Operators (which include value-added service providers), and general dealers of telecommunications products and services. The market structure has been revised and licences consolidated to reflect convergence in technologies. An example of recent consolidation of licences was the case of Data Carrier Network Operator (DCNO) licence that merged licences for Commercial Very Small Aperture Terminals (VSAT) Networks, Internet Backbone and Gateways, and Public Data Network Operators (PDNO) with international gateway licences.

To harness the emerging technological opportunities as well as address various regulatory challenges, the Commission has developed the requisite licensing principles and guidelines for the implementation of a unified licensing framework. The new framework takes into account the technological convergence within the ICT sector. The Commission proposes to adopt a market structure with three main segmentations: Network Facilities Provider (NFP), Applications Service Provider (ASP), and Content Services Provider (CSP).

The Commission has so far issued GSM licences to four major telecommunications network operators, namely, Safaricom, Celtel (Currently branded as Zain), Econet, and Telkom Kenya. In addition, there are two operational Local Loop Operators - Flashcom and EM Communications (branded as Popote Wireless).

In the postal and courier sub-sector, there was only one licensed public postal operator -the Postal Corporation of Kenya, and 140 private courier operators by end of December 2007. The growth in the number of operators has led to increased competition and consumer choice in the sub-sector.

3.5.2 Allocation and management of frequency spectrum

The Commission ensures efficient utilization of the spectrum resource through frequency allocation, planning, monitoring and inspections. The Commission allocates frequencies to licensed communications operators based on the services to be offered and the prevailing market demands. Spectrum utilization audit is also carried out from time to

time to establish the allocations and the use of the resource. The Commission continuously revises the frequency allocation table and avails the schedule for public scrutiny.

The large appetite for communications services in Kenya has resulted in significant increase in the demand for frequencies. The expansion of telecommunications networks, additional broadcasting licences and trial of new services in the market are major contributors to the increase in demand. The latest major frequency allocation is the assignment -on trial basis- in the 2GHz band for the 3G mobile services necessitated by the growing demand for high speed mobile data and multimedia services.

The Commission is involved in the process of migration from analogue to digital television broadcasting by 2015. This will help ease the pressure on demand for frequencies in the broadcasting sector which still has a considerable number of applicants on the waiting list.

3.5.3 Establishing Interconnection principles among the operators

In 2006/7, the Commission successfully completed a telecommunication network cost study that developed a structured and cost-based interconnection framework to be implemented up to 2010. The structure was developed on the basis of the Long Run Incremental Costing (LRIC) framework. This is meant to foster a well managed regulatory regime, which will ensure that telecommunications operators are able to provide services without any hindrance. Initial reports on the review of the implementation of Phase One of the cost-based interconnection framework reveal that the industry has enjoyed an enabling environment for growth in both volumes of traffic and investment flows.

To ensure fair play among the operators and protect interests of the consumers, the Commission has also developed a set of interconnection guidelines which are based on equitable and competitive interconnection principles. These guidelines include technical, costing, reporting requirements, accounting separation and Dominant Market Power aspects of interconnection.

The interconnection principles allow for the operators to negotiate among themselves and enter into contracts to govern interconnection agreements which they later file with the Commission for review and approval. The Commission has always ensured that the operators agree on favourable interconnection terms and that there is no discrimination in interconnection rates offered and requisite interconnection services provided. The Commission has also taken a lead in resolving interconnection disputes that arise between operators in a fair and efficient manner.

3.5.4 Tariff regulation

The Commission is required by the Act to protect the rights of all users of communications services with respect to the prices charged for and the quality of such services. To this end, the Commission regulates tariffs in certain market segments to ensure competition thrives in the sector. The Commission uses price cap regulation to protect consumers from exploitation in market segments characterized by monopolistic features. Price cap regulation entails developing a formula to determine the maximum allowable price increases for a regulated operator's services for a specified number of years. The



regulated tariffs are mainly for the Public Postal Licensee, Postal Corporation of Kenya, and the fixed line operator, Telkom Kenya.

Though retail tariffs for mobile telephony are not strictly regulated, operators are required to file their tariff reviews with the Commission as a way of ensuring that the retail charges for the various services are priced competitively. Currently, the Commission is regulating mobile off-net tariffs.

3.5.5 Type-approval of communications equipment

The Commission continues to ensure that licensees comply with specified technical standards and safety requirements while at the same time guaranteeing network safety. The Commission thus type-approves the network/terminal equipment of the operators on a 'need be' basis.

3.5.6 Assignment of numbering resources

The Commission assigns numbering resources to licensed operators. The mobile service is the single largest consumer of numbering resources and the Commission has so far assigned a total of twenty four (24) Mobile National Destination Codes to the four licensed mobile telecommunications operators. The Commission has also issued three (3) International Signalling Point Codes to the cellular mobile operators with international gateway licences.

3.5.7 Enforcement of communications licence conditions and regulations

The Commission issues licences with specific conditions that define the way licensees are expected to carry out their activities while ensuring certain minimum standards are maintained. The Commission has ensured conformity to licensing conditions by carrying out field visits and tests against some standard parameters. The Commission also independently verifies compliance with the quality of service targets for mobile operators using a cellular mobile Quality of Service Monitoring System (QSMS).

3.5.8 Regulation of broadcasting services

The current *Kenya Communications Act, 1998*, does not give the Commission direct mandate to regulate broadcasting services in Kenya. The Commission's regulatory role in broadcasting is limited to assignment of frequency spectrum. The Ministry of Information and Communications issues broadcasters with permits, authorizing them to provide services within designated parts of the country.

3.6 Organisation of the Commission

3.6.1 Management structure

The current organisation structure of the Commission is based on the core functions and is intended to present the optimal arrangement to deliver services efficiently and effectively. The Commission revises the structure on a need-to-be-basis to take into account changes in the environment.

The Commission's organisation structure is arranged according to the core outputs with support departments and units providing ancillary services to the core divisions. The current structure is composed of the following departments:

- Competition, Tariffs and Market Analysis (CTMA);
- Consumer Affairs (CA);
- Finance & Accounts (FA);
- Frequency Spectrum Management (FSM);
- Human Resource and Administration (HRA); and
- Licensing, Compliance and Standards (LCS).

In addition, there are four units under the Office of the Director-General namely:

- Communication and Public Relations;
- Information Technology;
- Internal Audit Services; and
- Procurement.

Directors head departments while the units are headed by Assistant Directors except the Procurement Unit which is currently established at the manager level.

3.6.2 Technical committees

The operations of the Commission are supported by various technical committees that are responsible for deliberating on technical issues and provide recommendations for approval by the Board. The key committees are:

Table 2: Technical committees

Name of the Committee	Functions
The Management	Overseeing day to day operations of the Commission. Comprises of all HODs, Heads of units under the Director-General's office and is chaired by the Director General.
Communications Licensing Committee (CLC)	The CLC is a standing committee set up by the Commission's Board of Directors, in accordance with clause 13 of the Act, to assist in vetting and evaluation of licence applications. The CLC draws its membership from LCS, CTMA, FSM, Legal, F&A and representatives from the Office of the President.
Focus Group on New and Emerging Technologies (FoGNETs)	This is the Commission's technology watchdog whose main objective is to develop timely market oriented analysis on new and emerging technologies locally and internationally and make recommendations that guide the Commission in its regulatory mandate.
Interconnection Committee	This Committee reviews the interconnection framework as dictated by market changes.



Service Charter Committee(SC)	This Committee evaluates the commitments made by the Commission to the public on service delivery targets and proposes improvement approaches and initiatives.
Type-Approval Committee	This Committee evaluates and approves telecommunications equipment for use in the industry. Its membership comprises of representatives from LCS, FSM,CTMA and F&A.
Data Committee	The functions of this Committee are to provide reliable and timely statistics in the Commission and to the public.
International Organisation for Standardisation (ISO) Committee	Evaluates Commission procedures.
Debt Collection Committee	Follow-up on unpaid debts and make recommendations on way forward to the Commission's management.
Tender Committee	Made up of Heads of Departments and is responsible for Commission procurement according to the public procurement legislation. Evaluation sub-committees are appointed on need be basis.
Procurement Committee	Made up of Senior Managers – officially appointed by the DG. The committee is in charge of approving tenders below Kshs 500,000.
Disposal Committee	Made up of Senior Managers – officially appointed by the DG. Assesses obsolete items and recommend for disposal.
Inspection & Acceptance Committee	Made up of Officers – officially appointed by the DG. Inspect goods, services, works undertaken by the Commission.
Integrity Assurance Committee	The main role of the committee is to lead the integrity and anti-corruption initiatives.
Gender Officers	Appointment of Gender Officers by the DG. The main role of this committee is to mainstream gender issues in the Commission policies and programs.
Staff Matters Committee	Made up of Officers – officially appointed by the DG. The main role of this committee is to look into staff matters like staff progression, appraisals, disciplinary matters, promotions e.t.c.



3.7 Governance structure – Board of Directors

The Board of Directors provides guidance and policy oversight to the Management in the running of the Commission's Affairs. The Board is supported by the committees set out in the Table 3 below:

Table 3: Sub-committees of the board

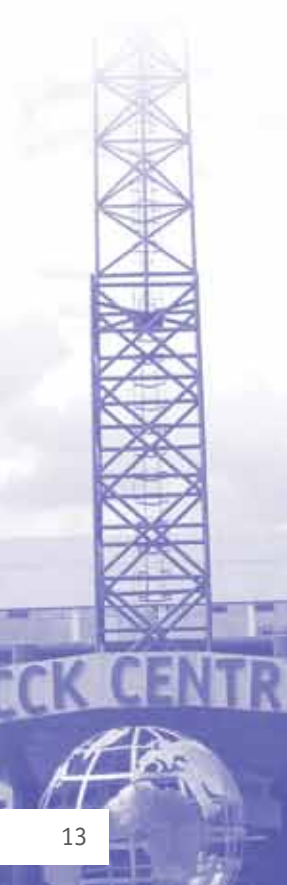
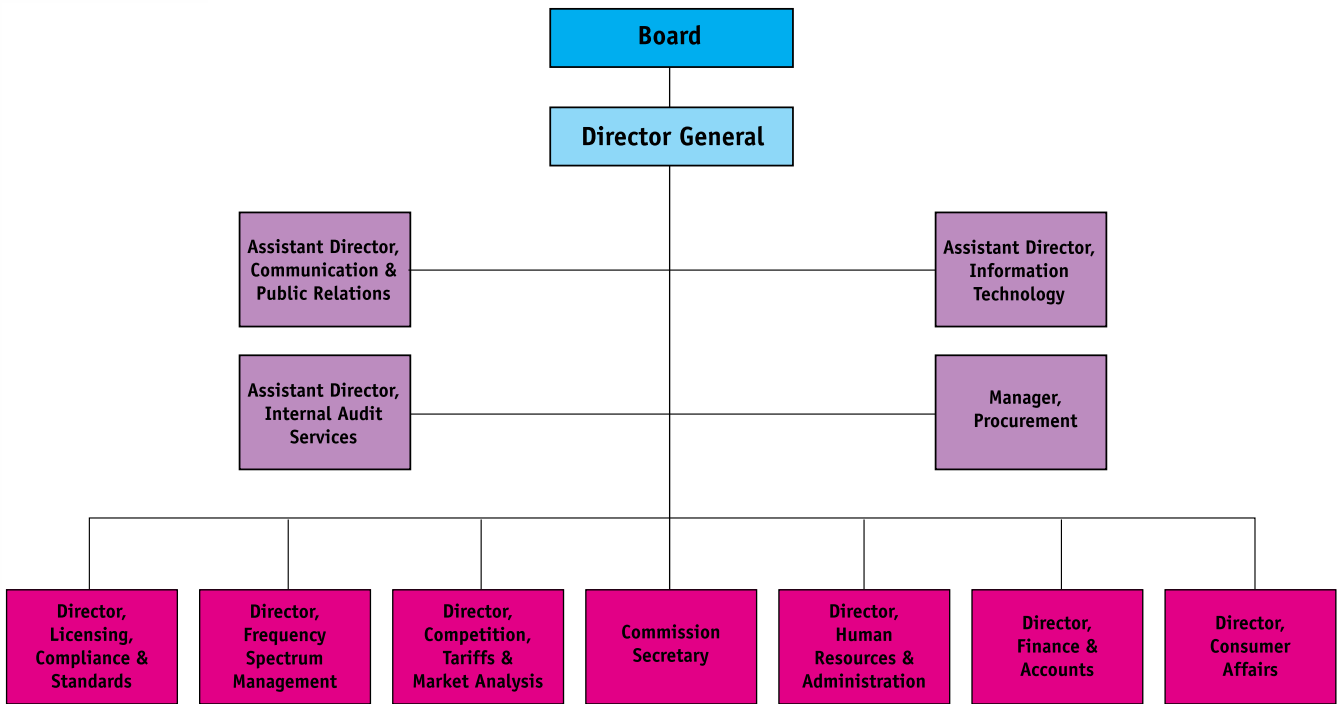
Sub-committee	Function
Technical committee	Technical matters
Staff Affairs committee	Human resources
Finance Committee	Finance
Audit Committee	Audit

The current organisation chart is illustrated overleaf.



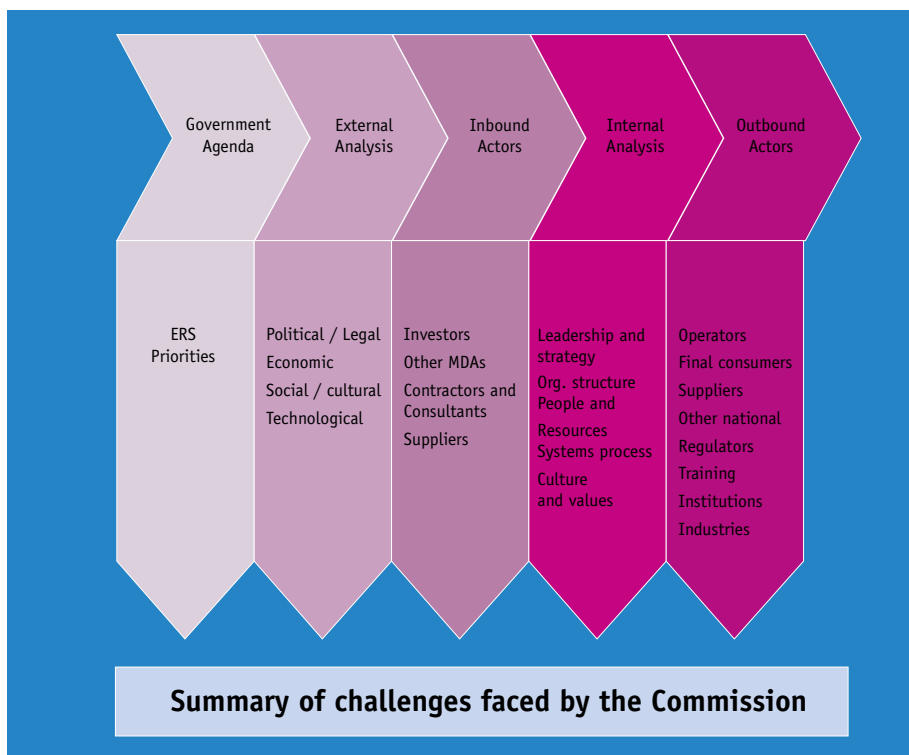
3.7.1 Current Organisation structure

Figure A: Organisation structure



4.0 Situational analysis

Figure B: Situational analysis framework



The situation analysis was conducted in the context of the framework illustrated below:

4.1 Government agenda

4.1.1 Economic Recovery priorities

Under the ERSWEC (2003 – 2007), the Government of Kenya’s aim was to accelerate economic growth, increased productivity in all sectors and alleviate poverty. The ERSWEC as well as other Government policies indicated that the identified priorities should be reflected in all efforts to improve performance and spur economic development. The prioritised areas included:

- Zero tolerance to corruption;
- Creating an enabling environment for private-sector led growth to create employment and wealth;
- Redefining the role of Government to that of ‘facilitator and enabler’ rather than ‘doer’ and focusing on core functions by reducing duplication, overlaps and divesting non-core functions;
- Increased coverage and access to public services for citizens/customers, especially the poor;
- Strengthening and enforcing the rule of law;



- Enhancing efficiency, effectiveness and accountability in the public sector to improve utilisation of resources, simplify processes and reduce unnecessary red-tape; and
- Enhance professionalism, empowerment and motivation for public servants, including management of HIV/AIDS in the workplace.

The Commission recognizes the above listed areas as priorities that require specific strategies.

4.1.2 Vision 2030 priorities

Kenya's Vision 2030 is the new blue-print to guide the country's development agenda during the period 2008 to 2030. It aims at making Kenya a newly industrialising, "middle income country providing high quality life for all its citizens by the year 2030". The vision is based on three pillars namely: economic, social and political.

Under the Economic Pillar, the ICT sector has been identified as one of the key drivers of the vision with BPO as a key flagship project. The key driver for BPO sub-sector is the quality of communications services, including the Internet. The 2030 vision for the BPO sub-sector is for Kenya to become one of the top three investment destinations in Africa.

The Commission has recognised the key role it needs to play in the achievement of the Vision 2030 priorities and specific policy measures will be identified for implementation during the strategy period. The Commission will endeavour to effectively regulate and manage the ICT sector which is seen as a key driver for the industrialisation process.

4.2 External environment

Analysis of the external environment focused on the political and legal, economic, social and cultural, and technological factors that impact on the Commission's performance. A review of these factors was conducted to identify the opportunities and threats that the Commission will need to take into account as part of the strategy.

4.2.1 Political/Legal environment

At the time of the analysis, the political/legal environment was considered to present positive factors that will propel the Commission in delivering the specific services under its mandate. The key opportunities identified are summarised below:

- The Commission enjoys political goodwill and the enormous support from the Ministry of Information and Communications. The support stems from the government's recognition of the significance of the ICT sector in achieving Vision 2030.
- The legislation governing the sector is clear and the Commission's mandate is known to all players. However, several areas of improvement have been identified and shall be addressed through the Kenya Communications Amendment Bill, 2008, which is currently before Parliament. The Commission's Legal Affairs Department participates in the process of drawing up bills. This provides an opportunity for the Commission



to ensure that the review of the legal framework is in tandem with the fast changing ICT market.

The Political and legal environment also presents perceived threats which the Commission must mitigate to ensure that service delivery is not hindered. The threats are as follows:

- The revisions of the legal framework governing the ICT sector has taken longer than earlier anticipated. The delay is affecting the Commission's capacity to address some of the emerging issues;
- The lack of a Public Private Partnership (PPP) policy to guide private sector investment in the sector has led to limited private sector participation in the development of infrastructure. The underdevelopment of communications infrastructure has greatly contributed to the current low access levels.
- There has been a high turnover of personnel at the policy making level (there have been three ministers and four permanent secretaries at the Ministry of Information and Communications since 2002), resulting in lack of continuity;
- In some instances, perceptions of political interference arising from historical factors as well as the current governance framework have continued to undermine the Commission's image as an independent regulator.
- Being a state corporation, CCK is, to a limited extent, affected by bureaucracy in the government. This is because some of the Commission's service delivery procedures involve seeking Government approval.
- The electioneering and post-election period has slowed down economic activity and considerably dented the country's image as an attractive investment destination. Like other actors in Kenya, the Commission will have an uphill task in attracting the required investment to meet some of the targets intended in the new Strategic Plan.

4.2.2 Economic environment

The prevailing economic environment has presented the Commission with the following opportunities:

- The vibrant economy in recent years has led to an increased number of operators and growth in demand for communications services. In spite of the recent shock to the economy, it is anticipated that, in the medium to long-term, economic activity will pick up considerably and provide a conducive environment for the Commission to realise the goals in the Strategic Plan;
- The Government has prioritised the ICT sector as one of the key drivers for growth and the achievement of Vision 2030. This prioritisation means that there is going to be a lot of focus in the industry and large amounts of investible resources will be directed into the sector;
- The high levels of economic growth have improved access to communications services



due to increased disposable incomes, leading to greater uptake of communications services by a larger proportion of the population;

- Increased investment in the industry has resulted in improved infrastructure development, entry of more players, and deployment of modern networks, leading to improved access;
- Liberalisation of the market has led to an increase in the number of operators in the market. This has provided choice to consumers of ICT services at competitive prices.

In the economic arena, the Commission will have to grapple with the following threats in its quest to facilitate access to communications services by all.

- Fuelled by increased consumer awareness and a large underserved population, the demand for ICT services is growing at a very fast rate and could easily outstrip the supply. Currently, some operators are not in a position to offer quality services and congestion especially in the mobile telephony and Internet segments is a common occurrence. The Commission will need to successfully reverse the situation by intensifying the compliance and enforcement measures.
- Price is a key factor in the achievement of universal access to communications services. Although the last few years have witnessed marked reduction in the prices of ICT services, the current price levels are still not affordable to a large percentage of the population. This has rendered a significant proportion of Kenyans either underserved or unserved.

4.2.3 Socio-cultural environment

The main opportunities attributed to the socio-cultural environment that will support the Commission in achieving its service delivery promise include:

- Increased awareness of ICTs, improved literacy levels and broadening up of communications services have contributed to increased demand and consumption of ICT services. The Commission's work is well cut out to create an enabling environment to serve what appears to be a market full of unlimited opportunities, including the provision of social services such as education, health and enterprise development.
- A large (and growing) proportion of the Kenyan population is young, dynamic and technologically savvy hence demand for existing and new service offerings is expected to continue to grow. As a result of the progressive culture of Kenyans (who are open to changes and willing to experiment), uptake of ICT services (especially mobile telephony) in the country has been growing impressively in the recent past.

There are, however, a number of threats that the Commission must address. These include:

- Language barrier remains a challenge for many as English is the standard communication language in the ICT sector. This situation will continue to constrain the Commission's endeavour to increase the uptake of ICT services. However, it could also present an opportunity to facilitate the fast-tracking of Kiswahili-based ICT services.



- The poverty levels and theft of computers in schools under the universal access programme are a challenge in implementing universal access strategy;
- Marginalised areas remain un-attractive to commercial ventures by the private sector. Such areas will therefore continue to have limited access, unless the government itself provides ICT services. Provision of services by Government will go against its role as an enabler rather than a doer;
- Age tends to be a barrier to uptake of ICT services and thus the aged are unable to utilise modern communications services. This, however, is not a major barrier at present as Kenya has a largely youthful population.

4.2.4 Technological environment

The level of advancement in technology in the country is an important determinant of the degree of usage of communications services. The opportunities that favour the Commission in the technological arena include:

- Suppliers are responsive to the needs of the sector and therefore there is availability of software and hardware to address any emerging issues and advanced needs. The advances in technology now make it possible to produce software to resolve language barriers;
- Technological advancements have enabled the Commission to improve service delivery at minimal incremental costs, leading to favourable licence fees for operators. The advances in technology have led to reductions in the required level of investment for new operations as well as creating opportunities for reducing operational costs. All these translate to more affordable services as well as higher returns on investment;
- Kenya and indeed Africa are able to make 'quantum' leaps by leveraging on the lessons learnt from the developed countries. As a result, there may be greater opportunities for more rapid roll-out of new technologies as our maturity path is considerably reduced.

The threats identified emanating from the levels of technology available to the sector and the world in general include:

- Access to communications services by the persons living with disabilities especially the visually impaired remains a challenge. Not much action has been taken towards facilitating access of ICT services to persons living with disabilities, which means that this group of the population is under-served;
- The frequent change in technology means increase in the rate of obsolescence in the sector and calls for frequent replacement of obsolete infrastructure and equipment. There is also the threat of e-waste i.e. technological hardware discarded as a result of obsolescence. An example is the issue of discarding the current TV sets once the migration from analogue to digital broadcasting technology takes place;
- The fast changing technology has led to high staff training costs for the Commission and other players in the sector as the staff have to constantly keep upgrading their skills as the environment changes;



- Cyber crime is on the increase, slowing down the development of the sector, and leading to considerable losses by the affected operators and users;
- The delays in investing in broadband technology have considerably limited access and services opportunities and as a result, continues to be a disincentive for investors in the sector;
- Certain technologies like WiMax may require bands that are not free and the Commission needs to do spectrum re-farming to free them.
- There is a disconnect between the rate of legislative development and the rapid changes in the ICT technology with the former considerably lagging behind and therefore impeding investment and development in the sector.
- In order to provide leadership, remain credible and meet the expectations of stakeholders in the sector, CCK needs to make considerable investment in research and latest technologies. In addition to the cost implications, there is the threat that the Commission may at times not meet these expectations.

4.2.5 Responding to the challenges

In order to address the issues presented by this external environment, the Commission will need to put in place mitigating strategies. Various strategies have been identified to respond to the key threats and subsequently included under the respective KRAs in the detailed action plans. The key strategies are as follows:

- A review of the current policy framework will be carried out with a view to making it supportive to convergence, competition, investment and other dynamic changes in the sector. The proposals will then be forwarded to the Ministry of Information and Communications. The Commission will also work with relevant authorities such as the parent Ministry and Parliament to win support for the enactment of the new legal framework. To ensure compliance to licence conditions, the Commission will develop procedures for compliance and enforcement. In addition, the Commission will support negotiations and the drafting of Service Level Agreements (SLAs), as well as monitor and verify compliance returns.
- In order to enhance uptake of communication services in under-served and un-served areas, the Commission will facilitate infrastructure rollout by: conducting studies to identify access gaps and subsidy requirements, establishing public access points, supporting PPP initiatives, and providing incentives to licensees to roll out services in the unserved areas.
- To ensure optimal quality of service to licensees and end-users, the Commission will carry out annual customer satisfaction surveys, benchmark with other regulators for improvement and put in place a customer feedback mechanism.
- To enhance consumer awareness, the Commission will develop and disseminate advisory and informational materials, and undertake consumer education outreach activities including the use of the media to achieve a wider coverage of consumers.
- To keep up with the evolving technology, a unified licensing regime will be



implemented. In addition infrastructure sharing regulations and procedures will be developed and regular audits carried out to ensure compliance. A framework for broadband access will also be developed.

- To promote capacity building in the ICT sector, the Commission will support capacity building institutions such as Kenya College of Communications Technology (KCCT), and provide industrial attachment to university and college students.
- The Commission also intends to take the lead in ICT industry-related initiatives such as ICT security and the Next Generation Networks (NGN). This will be done through facilitation of the deployment of Public Key Infrastructure (PKI) and Internet Protocol version 6 (IPv6), respectively.

4.3 Internal environment

The review of internal environment focused on key organisational components to identify the strengths and weaknesses facing the Commission. The internal analysis focussed on the following areas:

4.3.1 Leadership

Good leadership is key to the development of any organisation. Leadership at the Commission is provided by the Board, the Director-General and the senior Management team. Various committees are also in place to support both the Board and the Management team.

The main strengths identified in relation to leadership include:

- The Commission's leadership has appropriate academic and professional qualifications at all levels, as well as sector experience. Members of the board and the management team are, therefore, well equipped to provide the required leadership and stewardship to propel the sector to the higher levels of service delivery;
- The leadership has provided dynamism and flexibility to remain alert to the rapid changes in the ICT sector and to respond appropriately;
- The leadership is focused on results and has put in place regular performance reviews against plans to ensure the Commission does not deviate from set targets;
- The leadership has inculcated a culture of action to deliver the Commission's strategic plan and performance contract.

Some of the areas that have been identified as needing improvement in the area of leadership include:

- Leadership (i.e. heads of departments) is perceived to lack focus on strategic issues and is instead seen to dwell on operational matters. In addition, management meetings do not give due attention to the strategic issues;



- Leadership still carries the historical baggage of being susceptible to political interference given that the Government remains the appointing authority for the Board and Director-General. Those involved in the appointment may have vested interests which may weigh in their appointment decision. Lack of security of tenure for the top leadership enhances the perception of lack of independence;
- Succession planning is lacking at the top level leadership. Skills and information monopoly is sometimes concentrated on individuals at the top level and is not cascaded down to those at lower levels. This poses a threat in the event of high turnover at the senior management level, which would result in discontinuity and considerable loss of institutional memory. There is also a clear bias on engineering expertise whereas a broader range of expertise is clearly required to run the operations of the Commission.

4.3.2 Strategy

In the area of strategy, the Commission is nearing the end of the implementation of its first Strategic Plan (2005-08) and the following strengths have been identified:

- The strategy provides clarity especially in the mission of CCK. This has resulted in some specific milestones being delivered during the strategy period. These include initiation of the unified licensing strategy process, development and implementation of an equitable cost-based interconnection framework, contribution to the review of regulations, and planning of frequency spectrum.
- Departments have translated the strategy into their own plans and shared these with their staff.
- The Strategy and Performance Contract have engendered a focus on results and provided the impetus for improved performance in the Commission.
- The Strategy led to the alignment of the structure to the strategic priorities and core mandate of the Commission. It has also contributed to the beginning of transformation in attitudes and behaviour within the Commission.

However, there are weaknesses that have been identified with respect to Strategy and key among these include:

- The Strategy was not widely understood and shared in the Commission, resulting in mixed messages being sent by different leaders. This could be attributed partly to lack of staff involvement in Strategy development and partly due to lack of dissemination of a common understanding of the Commission's Strategy.
- The Strategy is also perceived to have been over-ambitious and lacking the level of detail required for regular performance monitoring;
- The strategy was too internally focused and did not provide the 'big-picture' required to guide the sector. Rather than focus on the emerging needs of the sector, the strategy was inward-looking and therefore not sufficiently proactive to anticipate the client needs that would evolve in the sector.



4.3.3 Organizational structure

The main strengths attributed to organizational structure include:

- The structure is seen to be aligned to the Strategy and dynamic enough to allow rapid responsiveness to emerging trends and related HR development.
- The current structure is perceived to have engendered a results-oriented management culture where departments are held accountable for specific results.

There are, however, a number of weaknesses that have been identified in relation to the structure, including:

- Whilst the structure was aligned to the strategy, the alignment is not sufficient as some key functions of the Commission were not accorded due prominence in the structure. An example of this is Postal services which do not have a designated department in the structure. Additionally, the current structure limits staff growth in terms of the positions available for advancement.
- There is also a perceived mis-match of some functions and units, with a feeling that some functions currently sit in the wrong units. There is need for rationalisation in order to align the functions with the units in which they sit.

4.3.4 People and resources

People are the single most important resource for any organisation and this is no exception for the Commission. The strengths that will support the Commission in this area include:

- Competent and qualified personnel who are able to keep up with the rapid changes in the sector and also engage with the various actors;
- Staff are multi-skilled and equipped with the necessary tools which enable them to deliver. There was a general consensus that most departments have enough members of staff with the required skills and capabilities. In addition, staff have been fully equipped with the appropriate 'tools of trade' to enable them to discharge their duties effectively;
- Recruitment is done on a needs-basis and the Commission has a good training programme and provides staff opportunities for development including exposure to best practices.

The weaknesses identified relating to 'People and Resources' include:

- The people's strength sometime result in undermining of institutional systems with greater reliance on individuals rather than sustainable systems;
- Although most members of staff have transformed from the civil service *modus operandi*, some are yet to acquire the dynamism and attitude required for the attainment of the Commission's objectives; and
- In some quarters, there is inadequate teamwork and cooperation among staff which is exacerbated by poor internal communication. Decision making is top-down, with minimal participation by those involved in implementation.



4.3.5 Systems and Processes

Feedback from most of the stakeholders indicated that the systems and processes at CCK are good. The following strengths were cited:

- There has been a focused introduction of integrated systems including automation and rationalisation of processes to improve service delivery;
- The ISO certification that is underway is expected to result in considerable improvements in systems;
- The introduction of Performance Contracting and Performance Management in general has resulted in considerable energy being released to improve performance. These systems need to be strengthened and sustained throughout the strategic plan period.
- While some stakeholders have criticised some staff for maintaining some 'civil service mentality', most people feel that CCK has shed the legacy bureaucratic systems through the introduction of modern systems.

However, the following weaknesses have been identified in this area:

- Some of the Commission's systems are still bogged down by red tape which sometimes delays service delivery. An example is the issuance of licences which is affected by required lapsed time before processing;
- Some of the Commission's systems are designed or operate as stand alone and are not adequately integrated with other systems. This insufficient integration has led to inefficiencies in service delivery;
- There are security challenges based on the level of automation and especially for on-line systems;
- In some instances there is lack of adherence to established systems and procedures. There is a tendency to rely on individuals rather than systems and procedures, while in other instances the procedures are flouted;
- Poor or non-existent communication systems that have resulted in the alienation of staff. Communication breakdown has been cited in a number of instances and is perceived to contribute significantly to low morale.

4.3.6 Culture and values

As an organisation that is taking the lead in transforming the fortunes of the country in the ICT sector, internally CCK has also been in the front-line in spearheading innovation, creativity and results-orientation. However, some ground still remains to be covered to put the Commission at the top-end of innovation and pro-activeness.

Some of the strengths identified in this area include:

- A culture of action and speed in getting things done;



- Consultative, open and honest environment;
- Transformation from 'civil service' mentality to results orientation and focus on client requirements;
- Nibble organisation that is able to respond to rapidly changing environment.

However, there are areas of weaknesses that need to be addressed, including:

- Weak internal communication system that have hindered the building of strong relationships within the organisation and even inter-departmental effectiveness, with most departments working in a 'silo mentality';
- Lack of equity and fairness in regard to the relative esteem with which particular departments are associated with. Some departments are perceived to be more prominent while others are treated as peripheral, which leads to low staff morale in the affected departments;
- The decision making mechanism is bureaucratic.
- Focus on the future environment that CCK would like to create is lacking. Departments are too focused on the current state of affairs in the sector and are not able to visualize an ideal and compelling state of the sector in the future and how to get there;
- While most of the CCK staff have transformed from the 'civil service mentality', there are pockets of staff who are too inward-looking and resistant to change;
- Some leaders are seen to have a boss-mentality that inhibits performance.

4.3.7 Client focus

The mandate of CCK demands that it maintains constant contact with the market to understand and respond to the needs and aspirations of the various clients. Though the Commission has in the past adequately addressed this concern, the rapid changes in technological environment demands that it focuses on modern technologies of gathering, analysing and interpreting market and client data. This calls for special focus on research, planning, monitoring and evaluation processes.

4.3.8 Responding to the internal challenges

In order to address the internal challenges facing the Commission, the following strategies will be put in place:

- The leadership will take a greater role in sharing the strategy, clarifying the Mission and Vision, and galvanising the entire organisation to rally behind the strategy and deliver exceptional performance results.
- The Commission intends to promote the understanding and ownership of the Strategy through revitalizing internal communication and information sharing across all departments and levels, promoting the Vision, Mission and supporting values and participation of staff in implementation. To promote understanding of the Strategy





among industry stakeholders, the Commission intends to publicly launch the Strategy and also conduct regular stakeholders' forums, as well as communicating the Strategy through its website and bulletins.

- The Commission intends to recruit and retain highly skilled workforce and also promote capacity building in ICT by among other things implementing needs-based training, career planning and succession planning, job enrichment and collaborating with bilateral donors and other bodies in bridging the digital divide in Kenya.
- To ensure that the workforce is motivated and adaptive to the changes in the sector, the Commission intends to give priority to its human capacity, ensure that communication channels between the Board and staff are effective, review health, safety and environmental protocols as well as carrying out staff re-engineering. A redesign of the staff reward scheme will also be carried out as a tool of motivation.
- Internal communication will be promoted through development of an internal communications policy, development of an intranet, convening weekly management meetings and using events and meetings as a tool for internal communication.
- To ensure that support systems and procedures are efficient, the Commission intends to computerize all its departments, ensure adherence to procedures and statutory requirements, implement the procedures approved through ISO certification and ensure continuous improvement on ISO standards.

4.4 Summary of challenges facing the Commission

From the situation analysis, the Commission identified the following challenges that need to be addressed during the planning period in order to achieve its mandate and vision:

- Rapidly evolving technological trends in the sector that the Commission needs to keep up with amidst international competing interests;
- Considerable interest from the rest of the world in emerging markets which place additional pressure on the Commission;
- Anticipating and providing an enabling framework for convergence (platforms, operators and consumers);
- Security threats to communications networks and services (cyber-terrorism, cyber-crimes, spam, invasion to privacy);
- Perverse social impact of greater access to communications services (content);
- High expectations from the sector to catalyze broad-based economic growth in Kenya;
- Need to safeguard consumer rights in a rapidly expanding and less informed market;

- Maintaining the appropriate balance between facilitating competition, providing sufficient returns to investors, and promoting universal access in an environment of competing interests;
- Managing the environmental pressures occasioned by rapid advancements in technology;
- Maintaining independence and respect from all stakeholders as an objective and fair regulator amidst risk of external interference- including political uncertainty;
- Improving internal communication, cooperation and teamwork to harness and bring on board all disciplines required to implement the strategy;
- Transforming to strategic focus and results orientation to meet the changing demands in the sector;
- Maintaining a balance between compliance while remaining sufficiently agile and dynamic as a Government agency; and
- Developing a legislative and regulatory framework that is responsive to changes in the sector.

The Commission took into account these challenges when setting the goals and identifying the objectives, strategies and action plans to deliver the levels of performance that are consistent with its vision and values. The proposed remedies to these challenges provided input to the Commission's future strategy as set out in Section 5.



5.0 Future strategy

5.1 Preamble

The future Strategy for the Commission is informed by detailed research, consultations and information analysis to ensure a clear understanding of its mandate, the environment in which it operates, challenges it is facing and future aspirations. This Strategy will guide the Commission's operations for the next five years in its endeavour to facilitate access to communications services to all in Kenya. The top management organ of the Commission is in agreement that the Strategy is a live document and will be revised as/if the environment changes and as new factors come into play.

5.2 Redefined mission statement

In order to ensure clarity, understanding, ownership, and relevance of the Mission Statement, the Commission reviewed the main outputs it delivers, what constitutes the final output, the beneficiaries and its contribution to Kenya's development.

Based on the review, the Commission redefined its mission statement as:

To facilitate access to communications services through enabling regulation and catalyse the country's socio-economic development.

Embodied in this statement is the core function of the Commission- "to facilitate access to communications services". Access is broadly defined to mean cost, quality and reach. By carrying out this core function primarily through enabling regulation – the policy, legal framework, regulations, and enforcement regime – the Commission will catalyse and add impetus to Kenya's socio-economic development.

In order to achieve the mission, it is critical that Commission staff fully internalise this mission and be "mission-focused" in all their undertakings. The staff must ensure that everything they do can be directly identified with this mission statement. This will require investment in time by the top management to share the mission and Strategy with all staff.

5.3 Vision

The vision describes 'a future desired state' that the Commission envisions to achieve based on its mandate, the challenges it has identified and within the confines of the agreed mission. Based on the challenges identified during the situational analysis and the redefined mission, the new vision that will guide the strategic initiatives during the current strategy period and beyond is:

Access to communications services by all in Kenya by 2030.

5.4 Core values

To ensure unity of purpose towards the vision, there is a need to have a set of core values that will guide the Commission as it delivers the strategy. The set of values will contribute in



bridging the gap between where the Commission “is at now” and where it intends to be in the future (vision) in terms of behaviours. The following core values are to guide the expected change in behaviour and be more aligned to the vision and mission.

Integrity: Undertake all our engagements with the highest level of professional integrity.

Communication: Be open and honest in our communication and promote transparency in all our undertakings.

Innovation: Be innovative and embrace continuous improvement in all service delivery engagements.

Diligence: Be diligent in all our engagements and discharge our duties with genuine passion and dedication.

Fairness: Be fair in all our engagements and discharge our duties with neutrality and impartiality, without fear or favour.

Results focus: Be results-oriented in the discharge of our duties.

Teamwork: Uphold teamwork and collaboration in order to realize the synergies of working together.

Respect: Always treat people with utmost respect and courtesy.

These values will be translated into a ‘Values Charter’ for wide dissemination to staff and all stakeholders.

5.5 Key Result Areas

In the new strategy, the Commission will endeavour to effectively regulate the communications sector and provide an enabling environment to all players to deliver services. In order to achieve this, the Commission will focus on the following Key Result Areas:

5.5.1 An enabling regulatory framework

The development and existence of an enabling legal and regulatory framework is key to ensuring that users/customers derive maximum benefit from communication services in terms of price, choice, and quality, while encouraging investment in infrastructure, promoting innovation, increasing competition, and encouraging efficient use of radio spectrum and numbering resources. The Commission is committed to the twin principles of regulation: access and affordability and takes cognizance of the need to review and update the policy and regulatory framework in accordance with the converged regime. To this end, the Commission will, where necessary, propose changes to the existing policy, legal and regulatory frameworks to the parent ministry.

The aim shall be to create a conducive environment in which businesses can operate without hitches or barriers that are related to legal and regulatory policy frameworks. The Commission shall implement strategies aimed at ensuring that as operators/service providers embrace the new technologies, they operate within specified guidelines that allow for fairness and growth. Such guidelines will be reviewed periodically as market conditions change and in accordance with international best practices.



5.5.2 Facilitate universal access

The Commission has a mandate to facilitate the provision of communications services in Kenya including the under-served and un-served areas. The Commission is committed to ensuring that ICT services are available and affordable throughout the country and will support the widespread availability and the widest reach and access to such services. This will be achieved through the implementation of various strategies including:

- supporting the roll-out of national infrastructure and other initiatives aimed at improving provision of ICT services in the under-served and un-served areas; and
- supporting the development of content and the required ICT human capacity for rural development and access to communication services by all.

The Commission will adopt strategies that provide an environment in which people living with disabilities and in the underserved and un-served areas are able to access and increase uptake of communications services. The Commission will pursue Public-Private Partnership (PPPs) arrangements to attract investment in the sector especially in the development of infrastructure.

5.5.3 Share strategy, develop capacity and change management

5.5.3.1 *Sharing strategy*

In order to ensure that the Commission strives to remain a highly productive, adaptive, and innovative organization over the next five years, it will continuously implement fundamental changes that are necessary to allow the organization to face the technological and economic challenges and opportunities ahead. The Commission will share the strategy both internally with all staff and externally with players in the industry as a way of ensuring effective, clear, open and interactive communication to all stakeholders. The sharing of the strategy will ensure that there is a common purpose and intent amongst all players and that all resources and initiatives are marshalled towards the achievement of a common mission and strategic direction. The Commission will make use of modern, user-friendly information technologies as part of these communications.

5.5.3.2 *Capacity development and change management*

The Commission's regulatory role over the ICT sector requires that it recruits and retains highly skilled-staff who are capable of harnessing ICT developments for the country's benefit. The Commission will ensure optimization of staff in terms of numbers, skills, knowledge and workload. To ensure that the staff compliment is adequately skilled and updated to perform their roles effectively, the Commission will review its structure and confirm the knowledge and skills required for each position. These will be captured in comprehensive job descriptions which will be the basis for job evaluation, recruitment and performance management. The Commission shall provide and sustain critical needs-based training and development



through specialised courses, international exposure, job enrichment and multi-skilling. In addition to providing for internal capacity building, the Commission will endeavour to promote capacity building in the entire ICT sector by supporting some of the key institutions involved in ICT related training and development activities.

The Commission also recognises the dynamism of the communications sector and the need to maintain a workforce that is well-motivated, with the right attitudes and adaptive to change. During the Strategic Plan period, the Commission will implement an attitude and change management programme to ensure that the staff have the right attitudes, receptive to the frequent changes in both the internal and external environments. The Commission shall also endeavour to improve employee's quality of work life on and off the job by addressing the diverse range of needs including remuneration and recognition aimed at increasing their job satisfaction and improving their attitude to work. In addition, the Commission will adopt strategies that instil culture change and compliance with its core values. It is believed that the internalisation of the agreed core values will have a positive impact on the Commission's culture.

5.5.4 Efficiently managing scarce resources

Efficient and effective management of the radio frequency spectrum and numbering resources and facilitation of access to Rights of Way are important milestones in ensuring a dynamic and competitive communications sector. In order to promote the growth and rapid deployment of innovative and efficient communications technologies, the Commission shall endeavour to optimally assign and manage the scarce resources under its jurisdiction. During this plan period, the Commission will continuously monitor the utilization of the allocated resources and update the national plans in accordance with the envisaged market changes and guidelines agreed at the various local and international forums.

The Commission, through planning, managing and monitoring the usage of the scarce resources, will ensure efficiency is achieved by reducing wastage and ensuring that resources are put to the highest level of productivity. As a first step towards the achievement of this KRA, the Commission will identify which frequency bands are most appropriate for the various kinds of services and allocate such frequencies for provision of the respective services.

5.5.5 Management of competition

In order to ensure that the communications sector contributes to the country's overall development through increased access and affordable communications services to consumers and foster innovation in the sector, the Commission will be required to manage competition amongst the players. The Commission will periodically analyse and evaluate the market to establish the number of operators, the level of service provision (involving both the type and quality of services) and the costs of obtaining those



services. The Commission will also endeavour to establish the commercial relationship between operators in accordance with the basic requirements provided in the policy guidelines and legal framework, including interconnection and quality of services. This will ensure that the operators treat each other fairly and without giving undue advantage to others.

To enhance competition, the Commission will implement strategies aimed at curbing anti-competitive behaviour among operators, ensuring high delivery of quality and reliable services, foster innovation and allow open entry for all. Other strategies that the Commission intends to implement in order to increase competition include national roaming and number portability. Similarly, review of postal monopoly will be considered with a view to enhancing competition in, and affordability of postal/courier services.

5.5.6 Consumer education and protection

In recognition of the need to strengthen the capacity to protect consumer interests, the Commission has created a Consumer Affairs (CA) Department that will be expected to empower and protect consumers. The creation of the Department has been necessitated by an increase in the number of players in the communications sector and incidences involving violations of the rights of consumers. During the plan period, the Commission will empower consumers through education and the provision of the requisite information. The Commission will also protect consumers through resolution of complaints and disputes, the review of regulations on consumer protection from time to time, review and supervision of consumer contracts and Service Level Agreements and the provision of advice to consumers regarding safety of products and services in the market.

The strategies that the Commission shall adopt include creating consumer awareness on the services on offer in the market, licensed service providers, the prices and quality of the services and their rights as the users. The consumers will be enlightened on the procedures of channelling complaints. The Commission will put in place a mechanism of resolving the complaints.

5.5.7 Enhancing accountability, systems and processes

To ensure accountability and performance improvement, the Commission will continuously review and update its internal systems and processes. The Commission shall adhere to sound and firm procedures and meet all statutory requirements with optimum efficiency and within the prescribed timeframes. The Commission aspires to be ISO 9001:2000 accredited and compliant. ISO certification will enhance efficiency and effectiveness by ensuring that the right systems, processes and procedures are in place. Specific strategies will be implemented during the strategic plan period to contribute to the enhancement of accountability, systems and processes supporting both service delivery and reporting.



5.5.8 International liaison and corporate communication

International liaison forms the link between the organisation and the rest of the world in terms of communication and exchange of knowledge of technical departments in international meetings and fora. This will involve the distribution of both informative and image building communication, organizing corporate functions, logistical support for international and regional meetings, workshops, and travels.

The perception of the Commission is a source of significant goodwill both internally and externally and will need to be safeguarded and defended at all times particularly to enhance its image as a credible, independent and fair regulator. During the strategic plan period, the Commission will ensure that it applies impartiality, transparency and accountability internally and externally, while carrying out its mandate in an honest and responsible manner. The Commission will also conduct its affairs in a progressive style that will direct and control the organization to excel and attain its objective as well as promote the communication and dissemination of all appropriate information.

5.6 Strategic action plans

Detailed Strategic Action Plans have been prepared for each of the above Key Result Areas and are included in Annex A.1



6.0 Implementing the strategy

6.1 Staffing complement

The implementation of this strategy requires an optimal level of staffing in numbers, skills and the right attitudes. On commencement of the implementation of the Strategic Plan, the Commission will assess the optimal staff requirements and if any gaps are identified, requisite measures will be implemented to supplement the competencies. On a continuous basis, staff requirements will be assessed and capacity building initiatives implemented. The nature of the changing environment in the communications sector will necessitate frequent review of staff terms and conditions of employment and capacity especially skills, and the implementation of competitive remuneration and capacity development initiatives.

6.2 Resources

The implementation of this Strategic Plan requires both financial and physical resources. The total cost of implementing the plan, which has been arrived at by totalling the cost of implementing all strategies over the five (5) year period, is estimated at Kshs 3.6 billion.

The Commission has various revenue sources for the implementation of various strategies identified in the Strategic Plan. These include frequency spectrum management fees, annual operating licence fees, application fees, rental income, interest and public private partnerships.

Some of the cost votes will be covered under the annual budget under already funded projects, personnel emoluments and other support functions.

6.3 Monitoring and evaluation

The strategic action plans have sufficient detail to enable the monitoring of progress of implementing the strategy for each key result area. Specifically:

- each responsible officer will extract the specific targets and provide implementation reports on a regular basis;
- the strategy will be translated into performance responsibilities for senior staff including detailed work plans against which performance will be evaluated on a regular basis;
- a senior management meeting chaired by the Director General will be held on a regular basis to report progress over the implementation of the Plan;
- the Commission will undertake a mid-term review of implementation and incorporate any changes in the sector;
- specific issues will be identified and action plans prepared to address any bottlenecks in the implementation of the Strategy; and
- The annual performance contracts signed between the Commission and the Government will pick the particular year's targets whose implementation is monitored and reported through the performance contracting office.

6.4 Critical Success Factors

The Commission has identified the following critical factors for the successful implementation of the Strategy:

- Understanding of the Strategy by all those who are involved in its implementation;
- Provision of leadership and commitment from the Commission's top management. The leadership is required to lead by example;
- Effective communication between all implementers on activities and outcomes;
- The timely implementation of activities;
- Availability of resources as identified under each strategy;
- Effective translation of strategic plan targets to annual plans and budgets; and
- Regular review, performance oversight, measurement and reporting.

6.5 Negative forces on implementation

The Commission has identified some factors that may negatively impact on the realisation of the goals set out in the strategy. These include:

- Political instability and interference;
- Economic instability and unavailability of financial resources;
- Delay or lack of enactment of an enabling legal framework;
- Frequent changes in top leadership and lack of continuity;
- Regulatory capture;
- Inability to keep pace with rapid technological changes in the industry and high costs of the change over;
- Lack of required capacity – human and physical resources

The Commission is committed to mitigating the occurrence of any of the above by seeking support from the relevant authorities.



7.0 Conclusion

7.1 Value and lessons of the strategic planning process

The Communications Commission of Kenya (CCK) has devoted considerable effort and resources in the development of the Strategic Plan for the period 2008-2013. This effort has helped the Commission to recognise that the engagement in the strategic planning process is as important as the final strategy. The process of strategic planning is itself challenging and at the end of the exercise there was cause for celebration. The Commission has noted that there is scope for improvement and this will be done through the annual planning and the mid-term review of the Plan.

During the process, the core strategic planning team identified very important lessons which are documented below for posterity:

- Teamwork is very important in the preparation and implementation of the Strategy;
- The process enhanced cohesion between the Commission team and galvanised them for the implementation of the strategies;
- Respect for all is very important – including the person, ideas and effort;
- The consultative process employed in the preparation of the Strategic Plan ensured that views from a wide range of stakeholders are considered;
- The process served as an eye-opener and a point of clarifying the core purpose of the Commission as ‘the facilitation of access to communications services’
- The process enabled the team to view the Commission at the corporate level, have a bird’s-eye view of the operations and CCK’s contribution to the national economy. In this way, the process enhanced the participants’ strategic perspective;
- The process followed during the formulation and reconfirmation of the Mission statement led to greater understanding and clarity;
- The process of strategic planning is very involving, hence enhancing ownership; and
- The greater involvement has ensured a common understanding of each one’s specific role and the role of others.

Annex A.1 KRAs, goals, strategic objectives and strategies

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
1.0 An enabling legal and regulatory framework	1.1 An efficient and effective legal and regulatory framework	1.1.1 To have a communication sector policy and regulatory framework that supports convergence, competition, investment and dynamic changes in the sector.	<p>1.1.1.1 Review the current Policy Framework (March 2006) and forward proposals to the Ministry of Information and Communication.</p> <p>1.1.1.2 Work with relevant authorities (e.g. Ministry of Information and Communications, Parliament) for the enactment of the ICT – related legislations.</p> <p>1.1.1.3 Review and update the current technical, costing, licensing and regulatory reporting guidelines to support a converged regime and other changes in the Sector.</p> <p>1.1.1.4 Develop a conducive regulatory, licensing and policy framework for universal access.</p> <p>1.1.1.5 Carry out benchmark studies with regulators worldwide</p>
		1.1.2 To monitor operators/ service providers' compliance with the Act, Regulations, and License conditions.	<p>1.1.2.1 Review and update procedures for compliance and enforcement.</p> <p>1.1.2.2 Analyze and publish QOS data, Telecom, Postal, Broadcasting statistics.</p> <p>1.1.2.3 Support negotiations and drafting of Service Level Agreements (SLAs).</p> <p>1.1.2.4 Verify the correctness of the compliance returns from licensees.</p>
		1.1.3 To have in place a consultative framework with industry stakeholders	1.1.3.1 Develop a framework for industry stakeholder consultations.
	1.2 Communications sector responsive to technological advancement and market needs	1.2.1. To review the market structure.	<p>1.2.1.1 Conduct periodic market studies.</p> <p>1.2.1.2 Continuous research into emerging issues and multi-disciplinary research.</p> <p>1.2.1.3 Develop new cost-based structure mechanism.</p>
		1.2.2 To implement a unified/converged licensing regime.	<p>1.2.2.1 Develop convergence/infrastructure sharing regulations and procedures.</p> <p>1.2.2.2 Commencement of the unified licensing regime.</p> <p>1.2.2.3 Licensee audits for compliance after unification.</p> <p>1.2.2.4 Develop a framework for the broadband access (i.e. cost based).</p>

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
2.0 Universal access to ICT services	2.1 Facilitate universal access to ICT services	2.1.1 To facilitate infrastructure rollout in underserved and un-served areas (effective coverage).	2.1.1.1 Put in place measures to ensure that communication is sustainable in underserved and un-served areas. 2.1.1.2 Conduct studies on ICT coverage in underserved and un-served areas and identify access gaps and subsidy requirement. 2.1.1.3 Introduce national roaming
		2.1.2 To facilitate increased uptake of quality communications services in the under-served and un-served areas.	2.1.2.1 Facilitate increased access of public access to communication services. 2.1.2.2 Facilitate public access points to facilitate capacity building.
		2.1.3 To facilitate the development of and access to a wide range of relevant local content.	2.1.3.1 Support through a PPP framework projects and initiatives aimed at developing relevant local content telecentres and ICT centres.
		2.1.4 Ensure access of communications services to persons with special needs.	2.1.4.1 Develop incentive mechanism to encourage licensees to provide for people with special needs in conformity with the existing laws, policies and treaties. 2.1.4.2 Support ICT training centres for persons with disabilities.
	2.2 Emergency preparedness	2.2.1 Support the assessment of the country's readiness, survivability and flexibility of the communications assets in the event of a disaster.	2.2.1.1 Participate in periodic assessment of the country's readiness, survivability and flexibility of the communication assets in the event of a disaster.
		2.2.2 Ensure the ability to recover from communications outage/disruption.	2.2.2.1 Develop guidelines that promote access to effective and reliable communications services to be used in emergency situation by public safety, health, defence, and other emergency personnel. 2.2.2.2 Develop framework for facilitating the restoration of the country's communications infrastructure and facilities after disruption by any cause.

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
3.0 Share Strategy, develop capacity and change management	3.1 Shared Strategy (including mid-term reviews)	3.1.1 To ensure that staff understand the organization's corporate strategy and own it.	<p>3.1.1.1 Communicate and share information regarding strategy and the organization's initiatives across all departments and levels.</p> <p>3.1.1.2 Promote the Commission's vision and mission and reinforce supporting values.</p> <p>3.1.1.3 Participation of staff in implementation of strategy/ Enhance linkages between daily tasks and strategy.</p> <p>3.1.1.4 Conduct continuous reviews of the Commission's strategic plan.</p> <p>3.1.1.5 Establish feedback mechanism.</p>
		3.1.2 Ensure that the strategy is understood among the industry stakeholders/ To share strategy with other players in the industry.	<p>3.1.2.1 Public launch of the Strategy.</p> <p>3.1.2.2 Stakeholders' consultation.</p> <p>3.1.2.3 Use of website for external communication.</p> <p>3.1.2.4 Use the monthly e-bulletin and CCK Bulletin to share the strategy with the industry.</p> <p>3.1.2.5 Publish the Strategy and distribute to key stakeholders</p>
	3.2 Capacity Building	3.2.1 Recruit, train and retain a highly motivated and skilled workforce.	<p>3.2.1.1 Corporate governance training for the Board members.</p> <p>3.2.1.2 To fill in capacity gaps on a continuous basis.</p> <p>3.2.1.3 Implement training and development plans based on identified corporate and individual training needs.</p> <p>3.2.1.4 Continuously update training need criteria to reflect the dynamism in the sector.</p> <p>3.2.1.5 Benchmarking exercise to inform capacity building plan.</p> <p>3.2.1.6 Prepare career paths and succession planning.</p> <p>3.2.1.7 Implement job enrichment.</p> <p>3.2.1.8 Re-design recognition policy/strategic rewards e.g. bonuses.</p>
		3.2.2 To promote capacity building in the ICT sector.	<p>3.2.2.1 Collaborate with bilateral donors / bodies (e.g. ITU, CTO, and UPU) in bridging the digital divide in Kenya.</p> <p>3.2.2.2 Support KCCT and other institutions in ICT capacity building activities.</p> <p>3.2.2.3 Provide opportunity for industrial attachment in the Commission for University / college students.</p>
	3.3 Change Management	3.3.1 Ensure a workforce that is adaptive to change	<p>3.3.1.1 Effective and efficient communication channels at all levels.</p> <p>3.3.1.2 Continuously review and implement structural changes to enhance efficiencies.</p> <p>3.3.1.3 Review and enhance the health, safety and environmental protocols.</p> <p>3.3.1.4 Provide/ Carry out staff re-engineering (culture change).</p>

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
4.0 Efficiently Managing Scarce Resources	4.1 Optimally managed resources (Radio frequency spectrum, Numbering and Codes)	4.1.1 To review and release spectrum within the 2.3 to 2.7 GHz and 400 & 800 GHz currently in use by government agencies.	4.1.1.1 To provide financial support to the affected government agency(ies) or department(s) during the process of releasing of the targeted frequencies. 4.1.1.2 Re-allocate freed frequencies effectively.
		4.1.2 All radio networks operated as per the assigned parameters.	4.1.2.1 Monitor the utilisation of the radio frequency spectrum resource. 4.1.2.2 Continuous review of the monitoring capabilities of the Commission.
		4.1.3 Transition from analogue to digital television broadcasting by 2012.	4.1.3.1 To authorize the entity(ies) to develop digital TV broadcasting infrastructure 4.1.3.2 To support the activities of the National Digital Television Committee on transition to digital TV broadcasting
		4.1.4 Provide for an up to date demand-based numbering plan in accordance with technological changes and market demand.	4.1.4.1 Carry out annual numbering audits for the assigned numbers and the reserved resources. 4.1.4.2 Benchmark on ENUM to inform performance improvements.
		4.1.5 Facilitate effective management of postal code address system.	4.1.5.1 Benchmark with other regulators. 4.1.5.2 Develop a framework that encourages door step service delivery of letters.
		4.1.6 To ensure market oriented allocation and assignment policies of the scarce resources.	4.1.6 .1 To promote economic pricing of scarce resources.
		4.1.7 Review of the National Table of Frequency Allocation (TOFA) plan by 2012.	4.1.7.1 Prepare for the WRC 2011 Conference (Preparation of the country position). 4.1.7.2 Review of the National Table of Frequency Allocation (TOFA) taking into account proceedings and Final Acts of WRC2011.
		4.1.8 To develop Number Portability guidelines for the country.	4.1.8.1 To develop Number portability guidelines.

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
5.0 Management of competition	5.1 Sustainable and efficient competition across the communications sector	5.1.1 To promote efficient delivery and innovation in the market of all communications service through a competitive wholesale market.	<p>5.1.1.1 To develop an incentive mechanism for roll out of modern services especially broadband.</p> <p>5.1.1.2 Conduct periodic market studies on competition.</p> <p>5.1.1.3 Develop and implement guidelines for effective competition and dispute resolution among operators.</p>
		5.1.2 To ensure effective interconnection and access pricing policies for all communications services.	<p>5.1.2.1 Implementation of cost-based pricing mechanisms.</p> <p>5.1.2.2 Periodic review of the interconnect structure to reflect the technological and legal changes.</p> <p>5.1.2.3 Develop and implement guidelines for access pricing.</p>
		5.1.3 To eliminate anti-competitive behaviour in all markets.	<p>5.1.3.1 Identify and eliminate the market barriers that prevent competition and the growth of operators in the era of changing technologies.</p> <p>5.1.3.2 Issue guidelines with respect to DMP operators.</p> <p>5.1.3.3 Periodic review of the price regulation mechanism to include all the facets of communications services.</p> <p>5.1.3.4 Strengthen tariff regulations in the emerging markets in the era of changing technologies.</p> <p>5.1.3.5 Review monopoly of postal services.</p>
		5.1.4 To ensure quality services are delivered.	<p>5.1.4.1 Enforce the implementation of SLAs.</p> <p>5.1.4.2 Monitoring and evaluation of the quality of service provided in all communications services.</p>

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
6.0 Consumer Education and Protection	6.1 Consumers protected	6.1.1 To ensure that products and services are sensitive to the needs of consumers.	6.1.1.1 Facilitate development and use of a code of practice for the provision of Premium Rate Services. 6.1.1.2 Review Quality of Service parameters of various licences. 6.1.1.3 Amend relevant Licence Conditions to address consumer protection issues. 6.1.1.4 Engage various licensees through stakeholders' forums on various consumer issues e.g. quality of service, malpractices e.t.c. in the sector.
		6.1.2 To ensure that the Commission procedures and performance deliver the optimal quality of service to licensees and end-users	6.1.2.1 Carry out annual Customer Satisfaction Surveys/ implement findings. 6.1.2.2 Benchmarking for improvement. 6.1.2.3 Put in place customer feedback mechanism.
		6.1.3 To promote use of industry best practice by licensees and consumers towards environmental protection.	6.1.3.1 Hold an annual workshop to address environmental and public health issues. 6.1.3.2 Produce and distribute material on e-waste among other relevant wastes.
	6.2 Empowered Consumers	6.2.1 Ensure that consumers have access to accurate information so that they can make informed decisions.	6.2.1.1 Produce and disseminate advisory and informational material on various consumer issues. 6.2.1.2 Undertake Consumer Education outreach activities. 6.2.1.3 Publish articles and supplements on consumer issues.
			6.2.2 To build partnerships with relevant organizations.

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
7.0 Enhance accountability, systems and processes	7.1 An accountable and transparent Commission	7.1.1 To ensure sound financial management.	7.1.1.1 Ensure timely invoicing and collection of revenue. 7.1.1.2 Ensure prompt payments and sound expenditure control. 7.1.1.3 Efficient cash and treasury management. 7.1.1.4 Provide timely and accurate reports (annual accounts, tax compliance, budgeting and remittances).
		7.1.2 To adhere to all statutory requirements.	7.1.2.1 Provide timely and accurate annual and performance contract reports. 7.1.2.1 Timely Board Meetings – Corporate governance principles.
	7.2 Efficient support systems and procedures	7.2.1 To promote modern service delivery approaches.	7.2.1.1 Adopt the Rapid Results Initiative for efficient service delivery. 7.2.1.2 Organize anti-corruption initiatives.
		7.2.2 ISO certification and compliance.	7.2.2.1 Implement the approved procedures (FSM, Licensing, HRA, Audit, IT e.t.c.). 7.2.2.2 Continual improvement on ISO standards.
		7.2.3 To computerize Commission operations while enhancing IT security.	7.2.3.1 Computerization of the Commission's departments, and implementation of IMIS. 7.2.3.2 Put in place a Network Management System. 7.2.3.3 Security, protection and improvement of the Systems.
		7.2.4 To ensure the Commission is on the lead in ICT industry related initiatives.	7.2.4.1 Facilitate the deployment of ICT security services – Public Key Infrastructure (PKI) 7.2.4.2 Facilitate the deployment of new and emerging technologies e.g. IPv6 (Internet Protocol version 6). 7.2.4.3 Involvement in global and regional Internet policy development activities and hosting of Internet Corporation for Assigned Names and Numbers (ICANN) 2010 forum 7.2.4.4 Setup a Computer Security Incident Response Team (CSIRT) 7.2.4.6 Facilitate the deployment of CERT (Communications Emergency Response Team).
		7.2.5 Ensure an effective risk management and control	7.2.5.1 Assess and mitigate financial, operating and business/organizational risk. 7.2.5.2 To minimize exposure to legal risk and ensure effective representation of the Commission's interest.
		7.2.6 Put in place an efficient and effective procurement/ supplier base, storage and disposal system in line with the procurement act and regulations.	7.2.6.1 To have a supplier performance monitoring and evaluation system. 7.2.6.2 Put in place procurement storage and disposal policy. 7.2.6.3 Develop key performance indicators and evaluation tools. 7.2.6.4 Promote understanding of the Public Procurement Act & Regulations in the Commission.

KEY RESULT AREAS	GOALS	STRATEGIC OBJECTIVES	STRATEGIES
8.0 International Liaison and Corporate Communication	8.1 Visible, well understood and highly regarded by all stakeholders	8.1.1 To manage Commission's corporate reputation/image (Promoting external communication)	8.1.1.1 Production of publicity materials. 8.1.1.2 Produce and air media campaign. 8.1.1.3 Promote the CCK brand in the public arena. 8.1.1.4 Re-design and update corporate website & other online platforms. 8.1.1.5 Coordinate local events and consultative fora. 8.1.1.6 Carry out perception surveys. 8.1.1.7 Coordinate CSR activities. 8.1.1.8 Equip the library to be one stop shop for ICT information.
		8.1.2 To ensure effective representation in international meetings and conferences.	8.1.2.1 Facilitate the consolidation of positions to international meetings and fora. 8.1.2.2 Coordinate participation in Study Groups, international and regional meetings, conferences and exhibitions. 8.1.2.3 Maintain good relations with relevant regional and international organisations.
		8.1.3 To promote internal communication.	8.1.3.1 Develop an internal communications policy for the Commission. 8.1.3.2 Develop a corporate intranet as a tool of internal communication and manage its content. 8.1.3.3 Develop an in-house weekly e-bulletin. 8.1.3.4 Use events/meetings as a tool of internal communication. 8.1.3.5 Convene management committee meetings weekly. 8.1.3.6 Put up notice boards on all floors & manage them.
		8.1.4 To ensure fulfilment of Kenya's obligation under any international treaty or agreement relating to communications services	8.1.4.1 Facilitate implementation of decisions and resolution of relevant intergovernmental organizations 8.1.4.2 Facilitate payment of membership fees to the said organizations