



REPUBLIC OF KENYA

## MINISTRY OF INFORMATION, COMMUNICATIONS AND THE DIGITAL ECONOMY

Transforming society through information, communication and technology

# STRATEGIC PLAN

2023 - 2027





REPUBLIC OF KENYA

## MINISTRY OF INFORMATION, COMMUNICATIONS AND THE DIGITAL ECONOMY

### **Vision**

An Informed and Digitally-empowered Kenyan Society

### **Mission**

To provide policy direction on digital infrastructure and communication services by leveraging on technology and innovation for socio-economic transformation and global competitiveness.

### **Core Values (TRIP)**

T-Teamwork  
R-Responsiveness  
I- Innovation  
P-Professionalism





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## ACRONYMS AND ABBREVIATIONS

|                  |                                                                  |
|------------------|------------------------------------------------------------------|
| <b>AI</b>        | Artificial Intelligence                                          |
| <b>AU</b>        | African Union                                                    |
| <b>BETA</b>      | Bottom-Up Economic Transformation Agenda                         |
| <b>BPO</b>       | Business Process Outsourcing                                     |
| <b>CA</b>        | Communications Authority of Kenya                                |
| <b>CCK</b>       | Communication Commission of Kenya                                |
| <b>CCP</b>       | County Connectivity Project                                      |
| <b>CPPMD</b>     | Central Planning and Project Monitoring Department               |
| <b>DLP</b>       | Digital Literacy Programme                                       |
| <b>DNC&amp;V</b> | Directorate of National Cohesion and Values                      |
| <b>DTTV</b>      | Digital Terrestrial Television                                   |
| <b>EAC</b>       | East African Community                                           |
| <b>FM</b>        | Frequency Modulation                                             |
| <b>GAA</b>       | Government Advertising Agency                                    |
| <b>Gbps</b>      | Gigabit per second                                               |
| <b>GCCN</b>      | Government Common Core Network                                   |
| <b>GDC</b>       | Government Data Centre                                           |
| <b>GDP</b>       | Gross Domestic Product                                           |
| <b>GOK</b>       | Government of Kenya                                              |
| <b>GUCS</b>      | Government Unified Communication Services                        |
| <b>ICT</b>       | Information, Communications and Technology                       |
| <b>ICTA</b>      | Information Communication Technology Authority                   |
| <b>ITES</b>      | Information Technology Enabled Services                          |
| <b>KBC</b>       | Kenya Broadcasting Corporation                                   |
| <b>KIMC</b>      | Kenya Institute of Mass Communication                            |
| <b>KNA</b>       | Kenya News Agency                                                |
| <b>KoTDA</b>     | Konza Technopolis Development Authority                          |
| <b>KRA</b>       | Key Result Area                                                  |
| <b>LAN</b>       | Local Area Networks                                              |
| <b>LDD</b>       | Logical Data Design                                              |
| <b>LMCCP</b>     | Last Mile Country Connectivity Project                           |
| <b>MCK</b>       | Media Council of Kenya                                           |
| <b>MDAs</b>      | Ministries, Departments and Agencies                             |
| <b>MDACs</b>     | Ministries, Departments, Agencies and Counties                   |
| <b>MICDE</b>     | Ministry of Information, Communications and the Digital Economy  |
| <b>MSMEs</b>     | Micro, Small and Medium Enterprises                              |
| <b>MTP</b>       | Medium-Term Plan                                                 |
| <b>NAS</b>       | National Addressing System                                       |
| <b>NGCC</b>      | National Government Contact Centre                               |
| <b>NOC</b>       | Network Operation Centre                                         |
| <b>NOFBI</b>     | National Optic Fibre Backbone Infrastructure                     |
| <b>ODPC</b>      | Office of the Data Protection Commissioner                       |
| <b>ONA</b>       | One Network Area                                                 |
| <b>PCK</b>       | Postal Corporation of Kenya                                      |
| <b>PESTEL</b>    | Political, Economic, Social, Technological, Ecological and Legal |



|                     |                                                                               |
|---------------------|-------------------------------------------------------------------------------|
| <b>EARTTDFP</b>     | Eastern Africa Regional Transport, Trade and Development Facilitation Project |
| <b>SAGAs</b>        | Semi-Autonomous Government Agencies                                           |
| <b>SDT</b>          | State Department for Trade                                                    |
| <b>SDG</b>          | Sustainable Development Goal                                                  |
| <b>TEAMS</b>        | The East African Marine System                                                |
| <b>UHC</b>          | Universal Health Coverage                                                     |
| <b>USAC</b>         | Universal Service Advisory Council                                            |
| <b>USF</b>          | Universal Service Fund                                                        |
| <b>NGCC</b>         | National Government Contact Centre                                            |
| <b>MLPWH&amp;UD</b> | Ministry of Lands, Public Works, Housing & Urban Development                  |
| <b>MoI &amp; NA</b> | Ministry of Interior and National Administration                              |
| <b>MoTII</b>        | Ministry of Trade Investments and Industry                                    |
| <b>MNOs</b>         | Mobile Network operators                                                      |
| <b>BSS</b>          | Broadband Satellite Service                                                   |
| <b>TNT</b>          | The National Treasury                                                         |



## DEFINITIONS OF CONCEPTS AND TERMINOLOGIES

**Baseline:** A description of the initial state of an indicator before the start of a project/ programme, against which progress can be assessed or comparisons made.

**Blockchain:** is a decentralized and distributed ledger technology that enables secure and transparent record-keeping of digital transactions.

**Indicator:** A means for measuring progress/change that results from an intervention. It is used to measure a project impact, outcomes, outputs and inputs that are monitored during project implementation to assess progress.

**Information and Communications Technologies (ICTs):** A convergence of a range of technologies and devices that are used to create, process, store and exchange information electronically.

**Key Activities:** Actions taken or work performed, through which inputs are mobilized to produce outputs.

**Key Results Areas:** Are broad areas in which you are expected to deliver results.

**Outcome Indicator:** This is a specific, observable and measurable characteristic or change that will represent the achievement of the outcome.

**Outcome:** The intermediate results generated relative to the objective of the intervention. It describes the actual change in situation as a result of an intervention output(s) such as changed practices as a result of a programme or project.

**Output:** Products, services, or immediate results, tangible or intangible resulting directly from the implementation of programme, project or activity.

**Performance Indicator:** A measurement that evaluates the success of programmes, projects, or activities.

**Programme:** A grouping of similar projects and /or services performed to attain a specific objective. A programme must be mapped from specific objectives.

**Project:** A set of coordinated activities implemented to meet specific objectives within defined time, cost and performance parameters/deliverables.

**Skills:** refer to a person's ability to perform specific tasks effectively, acquired through knowledge, training, and experience. These abilities can be categorized into various types, including technical or hard skills, soft skills, and domain-specific skills.

**Strategic Goal:** A broad objective to guide the Ministry's efforts in achieving its mandate. Strategic goals are tied to organization's mission and vision and serve as the foundation for the development of specific strategies and activities.

**Strategic Issues:** These are problems or opportunities emanating from situational analysis that an organization has to manage in order to be able to fulfil its mandate.

**Strategic Risks:** These are risks that affect the achievement of the overall objectives of the organizations.

**Strategies:** These are the broad abstractions which are descriptive of the means of achieving the strategic objectives.

**Target:** A result to be achieved within a given period.

**Value Chain:** Describes the sequence of efficient processes and procedures through which a product or service is created and delivered to customers.

## FOREWORD

**T**he Strategic Plan 2023-2027 marks concerted efforts, by the government and all stakeholders in the ICT sector, to ensure that priority programmes and projects in the Bottom-up Economic Transformation Agenda (BETA) are implemented as planned. The Plan is a link to empowering the masses at the base of the economic pyramid.

The aim of preparing this Plan is to ensure the Ministry's vision of "an informed and digitally-empowered Kenyan society" is aligned to the Kenya Government Transformative Agenda, Kenya Vision 2030, Sustainable Development Goals (SDGs), Africa Agenda 2063 and other National Government priorities. The government's major goal of transforming Kenya into a digitalised knowledge-based economy will be realised through the following pillars: Agriculture; Micro, Small and Medium Enterprise (MSME) economy; Housing and Settlement; Healthcare; and the Digital Superhighway and Creative Economy. These pillars are in tandem with the priorities outlined in the Digital Economy Blueprint and the Digital Master Plan 2022-2032.

The ICT sector in the Kenya vision 2030 is expected to contribute 10% to the Gross Domestic Product (GDP) of the Kenyan economy. As an enabler, ICT has contributed immensely to improvement in e-government services, e-business, e-commerce, entrepreneurship, digital skills and enhancing market competitiveness of the country's products and services. ICT has positively impacted on governance and other sectors of the economy and effectively played a key role in international and regional economic integration, improved living standards, narrowed the digital divide, as well as improved resource utilisation and management.

As per the 2023-2027 Medium Term Period, the government commits to provide an enabling business environment that enhances access to information and spawns a wide range of digitally enabled start-ups and investments by leading multinational technology companies. The notable strategies in the plan are; Establishment of national addressing system; Revitalization of PCK, KBC and KNA; Roll out of broadband connectivity to the ward level; Installation of free public Wi-Fi in public spaces; Digitalisation of government services; and strengthening of data protection and enhancement of cyber-security.

This Plan sets out to build on achievements of the previous strategic plans while being aligned to the BETA and the National Priorities in the Fourth Medium-Term Plan 2023-2027. The Plan identifies seven (7) Key Result Areas (KRAs) with corresponding strategic objectives for effective implementation. These KRAs include: Policy, Legal and Institutional Frameworks; Digital Superhighway and Telecommunications Infrastructure; Digital Government Services and Products; Universal Access to Information; Business Process Outsourcing (BPO)/ IT Enabled Services (ITES) and Local Content Development; Governance, Finance and Human Capital Development; and Cyber Security, Data Governance and Emerging Technologies.

The Plan takes cognisance that prioritisation of projects and programmes is crucial towards eradicating poverty, creating jobs, increasing revenue collection and improving our foreign exchange balance for economic growth and development.

The Ministry will collaborate with all relevant stakeholders to finance and ensure successful implementation of identified programmes, projects, policies, and legal and institutional reforms.



*Eliud Owalo*

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Ministry of Information, Communications and the Digital Economy



## **PREFACE AND ACKNOWLEDGEMENT**



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**T**he Strategic Plan, 2023-2027 presents a co-ordinated and integrated approach in executing the mandate of the Ministry. It envisages aligning all strategies, programmes and activities with the core pillars of the government, namely; Healthcare; Housing and Settlement; Agriculture; Micro, Small and Medium Enterprises (MSME); and the Digital Superhighway and creative Economy.

The Strategic Plan seeks to strengthen the innovation ecosystem and widen ICT adoption in order to increase productivity and competitiveness for socio-economic development. Our Plan articulates shared vision, mission, core values, strategic objectives, strategies, and resource requirements, management and mobilisation to realise effective implementation. This Plan recognises the strengths and opportunities for optimal exploitation of the sector's potential. It also identifies weaknesses and threats, and the respective strategic measures for effective implementation.

Communication is a critical lever that affects change. New technology is rapidly creating opportunities and challenges and it is crucial that public communicators embrace innovation and continuous improvement, while maintaining the highest ethical standards. This Strategic Plan sets out the areas where we must focus our efforts to deliver more effective communication and campaigns, work across organisational boundaries to innovate and embrace the opportunities presented by new technology and deliver to citizens with one voice.

Among our priorities is economic transformation through increased digital job creation, inclusive growth and keeping the public informed about critical legislation and access to public services. Further, the Ministry will pay attention to building government relationship with the media locally, regionally, and globally. The media is an instrumental partner, which ensures citizens have access to information that is essential to our democracy and overall development of the nation.

We extend our appreciation to the Directors of Planning and their team, Heads of Directorates, Departments, Agencies, the private sector, and other stakeholders who made valuable inputs towards the logical conclusion of the development process of this Strategic Plan.

## EXECUTIVE SUMMARY

The Ministry was created through the Executive Order No. 1 of 2023 as the Ministry of Information, Communications and the Digital Economy (MICDE). The mandate of the Ministry was further revised through the Executive Order No. 2 of 2023 issued on 1st November 2023 (Revised). The Ministry comprises of two State Departments, namely: The State Department for Broadcasting and Telecommunication and the State Department for ICT and the Digital Economy.

The Ministry envisions having an informed and digitally-empowered Kenyan society. It aims to provide policy direction on digital infrastructure and communication services by leveraging on technology and innovation for socio-economic transformation and global competitiveness. It also aspires to inculcate values of teamwork, responsiveness, innovation, and professionalism. In addition, the Ministry commits to ensure quality services that meet and exceed customer expectations.

During the implementation of the previous Strategic Plan (2018-2022), the Ministry achieved the following key milestones:

- Finalised 6 policies and 7 bills
- Internet subscriptions increased from 41.1 million in June 2018 to 49.36 million in June 2023, while broadband subscriptions grew from 20.5 million in June 2018 to 33.32 million in June 2023
- Installed 8,900 km of NOFBI
- Connected 443 government buildings, 91 hospitals, 23 police stations and 886 public secondary schools.
- To increase public access to information, the proportion of the population covered by Digital Terrestrial Television (DTTV) grew from 78% to 92.13% by 2023 against a target of 100% coverage
- Modernised 31 KNA stations
- Provided 16,000 DTTV and Broadcasting set-top boxes to 800 villages
- Disseminated 16,000 TV features and 76,000 news items.

However, the Ministry faced several challenges that hindered the plan's implementation: inadequate funding; low literacy levels and slow adoption of technologies; cyber threats and attacks and the COVID-19 pandemic. The challenges and lesson learnt have informed the fifth Strategic Plan 2023- 2027.

The Plan 2023- 2027 has identified seven KRAs for implementation over the stated period. These are: Policy, Legal and Institutional Frameworks; Digital Superhighway and Telecommunications Infrastructure; Digital Government Services and Products; Universal Access to Information; Business Process Outsourcing (BPO)/ IT Enabled Services (ITES) and Local Content Development; Governance, Finance and Human Capital Development; and Cyber Security, Data Governance and Emerging Technologies. Further, specific strategic objectives and corresponding strategies have been developed for each KRA.

The identified KRAs and corresponding strategies are in the context of the Fourth Medium Term Plan 2023-2027 with clear focus on the BETA. It also incorporates the aspirations of the United Nations 2030 Agenda for Sustainable Development and Africa's Agenda 2063. ICT and Digital Economy have been identified as an enabler to the five pillars of BETA.

The Ministry recognises that for successful implementation of this plan, there is need for enhanced mobilisation of resources - both financial and human capital. The Ministry will require Sh456 Billion against an estimated resource allocation of Sh168.3 Billion to implement this plan. This translates to a resource gap of Sh287.4 Billion. Resource mobilisation strategies will be implemented to bridge the financial resource gap for effective implementation of the prioritised commitments. In addition, the Ministry has developed a Monitoring and Evaluation framework that will be used to track progress of implementation of projects and programmes.

In conclusion, the Plan is organised into eight chapters addressing different thematic areas as follows: Background; Strategic Direction; Situational and Stakeholder Analysis; Strategic Goals, KRAs, Objectives and Strategies (two chapters); Implementation and Coordination Framework; Resource Requirement; Monitoring, Evaluation and Reporting.



# CHAPTER ONE

## INTRODUCTION

### Overview

This chapter presents the context and the significance of the Strategic Plan 2023-2027 in relation to the mandate of the Ministry. It covers strategy as an imperative for organisational success, the context of strategic planning, history of the Ministry and the methodology used in developing the Strategic Plan.

### 1.1. Strategy as an Imperative for Organisational Success

This Strategic Plan defines the direction in which the Ministry will take in order to achieve its objectives and goals in line with its vision and mission. The Plan takes into account the volatile, uncertain, complex and ever-dynamic environment in which the Ministry operates. This ensures that the selected strategies will sustain success and will guarantee universal access to information and ICT services for all Kenyans.

The Ministry has a clear and comprehensive mandate to formulate and implement policies, strategies, and programmes that promote the growth and development of the ICT sector. This includes overseeing the expansion of broadband connectivity, supporting e-government initiatives, development of the smart city, data protection and fostering innovation and entrepreneurship in the technology industry. The Ministry also plays a crucial role in digital literacy programmes, ensuring that Kenyan citizens have the necessary skills to participate in the digital economy.

The Ministry is committed to promote universal access to information and ICT services as envisaged in the Constitution, the Kenya Vision 2030, Medium-Term Plans and the BETA. Further, it aims to establish a robust ICT-driven economy, powered by ICT infrastructure and innovations towards meeting Kenya's 21st Century needs. Towards this, the Ministry endeavours to provide universal access to Internet and broadband solutions, driven by a robust optic network backbone. In addition, the Ministry is committed to enhancing last mile connectivity, implementing strategies that will facilitate access to both low-cost devices and universal access to the Internet.



The Ministry will strive towards realisation of strategic government communication services through bridging the digital divide through Universal Service Fund; enhancing public broadcasting services through Kenya Broadcasting Corporation, Kenya News Agency and Kenya Yearbook Editorial Board; development of e-commerce; provision of Government Advertising and Telecommunications services for MDAs; regulation of information and communications sector; mass media skills development; media regulatory services; and talent promotion and job creation.

## 1.2. The Context of Strategic Planning

The Strategic Plan has been developed taking into consideration the national and international commitments. These include: Constitution of Kenya, BETA, Kenya Vision 2030, Fourth Medium-Term Plan 2023-2027, United Nations 2030 Agenda of Sustainable Development, African Union Agenda 2063 and the East Africa Community Vision 2050.

### 1.2.1 United Nations 2030 Agenda for Sustainable Development

The United Nations 2030 Agenda for Sustainable Development is a ground-breaking global initiative that charts a transformative path towards a more equitable, sustainable and prosperous world encompassing a wide range of economic, social and environmental challenges. The Ministry will play an enabling role for all the 17 Sustainable Development Goals (SDGs). In particular, the Ministry will address the following goals:

**SDG 4** (Quality Education): The Ministry aims to improve access to quality education by enhancing quality training of mass media practitioners and on-job journalists, promoting digital literacy and leveraging digital platforms and technologies, bridging the digital divide and enhancing educational access.

**SDG 8** (Decent Work and Economic Growth): The Ministry will actively contribute to job creation and economic development through monetising local content, fostering the development of digital economy (digital hubs and the Ajira programme), nurturing innovation, supporting digital start-ups and fostering entrepreneurship to create job opportunities and drive economic growth.

**SDGs 9** (Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation): The Ministry will increase universal access to information and communications technology by expanding broadband connectivity and 4G/5G Internet especially to the unserved and underserved areas.

**SDG 16** (Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels): The Ministry will ensure information access by all and protect fundamental freedoms, in accordance with national legislation and international agreements.

### 1.2.2 Africa Union Agenda 2063

The African Union's Agenda 2063 is a strategic framework for the socio-economic transformation of the African continent over a 50-year period, from 2013 to 2063. One of its key pillars is the development of ICT to drive economic growth, improve governance, and enhance the quality of life for people living in Africa.

The Strategic Plan will contribute to the achievement of the first and second aspirations through the following initiatives:

**Aspiration 1** on a prosperous Africa, based on inclusive growth and sustainable development, the priority areas are: increasing income by providing jobs and decent work; and enhancing Africa's human capital made up of well-educated citizens with skills revolution underpinned by science, technology and innovation. The Ministry will promote the development of local content and create employment through establishment of Studio Mashinani in all counties as well as capacity building of mass media skills practitioners.

**Aspiration 2** on an integrated continent, politically united based on the ideals of Pan Africanism and the vision of Africa's Renaissance: The Strategic Plan aims to improve access to information by promoting affordable and reliable broadcasting and telecommunications services. This includes expanding the coverage of radio and television broadcasting and increasing mobile network coverage. Increased access to information supports the AU's aspirations for informed citizenry, transparency and accountable governance.

### 1.2.3 East Africa Community Vision 2050

The East African Vision 2050 is a long-term development strategy for the East African Community (EAC). The EAC is a regional economic bloc comprising eight (8) member states: Burundi, Kenya, Rwanda, South Sudan, Tanzania, DRC, Uganda and Somalia. The EAC Vision 2050 was adopted by the member Heads of State in 2012 aiming to transform the EAC into a prosperous and competitive upper-middle-income region by 2050. The 2050 vision statement for ICT is 'to build and sustain a people-centred, inclusive, and development-oriented information society within the EAC. The Ministry will play a key role in three of the six pillars of the EAC Vision 2050.

**Pillar 1 (Infrastructure Development):** The Ministry will develop digital infrastructure, including broadband networks, digital hubs, research institutions, digital parks and data centres, which are continuously essential for digital connectivity and economic growth.

The Ministry will also promote postal, courier and telecommunications development programmes that seek to attain universal access to information infrastructure and services while also building competence, confidence and security in the information society. Further, the Ministry will build capacities to enhance active participation in the information society and the knowledge economy.

**Pillar 3 (Industrialisation):** The Ministry will play pivotal role in driving industrialisation within the EAC. It will enhance the competitiveness of Kenyan industries through digital transformation, e-government services, ICT infrastructure development, and support for start-ups and innovation. Additionally, investing in digital skills development, cross-border collaboration, trade facilitation, research and development, and cyber-security measures will foster a conducive environment for industrial growth not only in Kenya, but also across the EAC. Further, by leveraging on technology and fostering collaboration, the Ministry aims to contribute to economic growth, job creation and improved living standards for its citizens and the broader East African Community.

**Pillar 4 (Environmental Protection and Sustainable Development):** The Ministry commits to promote the adoption of green technologies, digital solutions for environmental monitoring, and sustainable digital practices, aligning with the on-going goal of environmental protection and sustainable development.

### 1.2.4 Constitution of Kenya

In the implementation of this plan, the Ministry will ensure adherence to:

**Article 10** on National Values and Principles of Governance and Article 232 on Values and Principles of Public Service: the Ministry commits to promote transparency, undertake public participation, ensure accountability in the management of ICT resources, uphold respect for human rights, promote national unity, uphold professional ethics and make merit-based appointments, among others.

**Article 31** on Privacy: the Article provides that every person has the right to privacy, which includes the right not to have information relating to their family or private affairs unnecessarily required or revealed, and the privacy of their communications infringed. The Ministry will strengthen data protection and cyber-security measures and laws to protect against cyber threats and promote public awareness of cyber-security best practices.

**Article 33(1)** on Freedom of Expression: the Article indicates that every person has the right to freedom of expression, which includes the freedom to seek, receive, or impart information or ideas. The Strategic Plan will ensure provision of a platform for diverse voices, opinions and ideas to be expressed and disseminated.

**Article 34** on Freedom of the Media: this will be implemented through provision of policy directions and conducive environment.

**Article 35** on Access to Information requires that: (1) every citizen has the right of access to information held by the State; and information held by another person and required for the exercise or protection of any right or fundamental freedom, (2) every person has the right to the correction or deletion of untrue or misleading information that affects the person, (3) the State shall publish and publicise any important information affecting the nation. The Ministry will promote transparency through open data initiatives; make government information and data accessible to the public; improve access to the Internet and digital resources, especially in underserved areas; implement e-government initiatives to provide online access to government services; and promote digital literacy to ensure citizens can effectively use online services.



### **1.2.5 Kenya Vision 2030, BETA and the Fourth Medium-Term Plan**

The Ministry plays a critical enabling role in the achievement of the goals of BETA, Kenya Vision 2030, and its Medium-Term Plans. In addition, it plays a major role in poverty reduction through access to information on credit and markets as well as enhancing efficiency in the management and production process of the small, medium and large enterprises. The sector also enhances use of mass media and communication networks raising productivity and service delivery in the economy.

Information is requisite for the development of a knowledge-based society and for mainstreaming the Kenyan populace into the national development agenda. The Ministry will play its role of disseminating information using modern communication infrastructure to enable the achievement of the national priorities. Further, the Ministry will directly contribute to the BETA pillars as follows:

#### **1.2.5.1: Healthcare**

Access to information on self-health care is a pre-requisite for a healthy nation. The government is committed and determined to realise the constitutional right to health by delivery of a Universal Health Coverage (UHC) system. The Ministry will support the health sector to leverage on information technology through e-health and telemedicine to drive responsiveness, efficiency, seamlessness and transparency between health service providers. Connectivity of hybrid telecommunications and ICT infrastructure will boost flow of information in both headquarters and rural areas to disseminate information about public health care.

#### **1.2.5.2: Agricultural Transformation and Inclusive Growth**

The government aims to transform the economy from food deficit to surplus producers through inputs, finance and intensive agricultural extension support. The Ministry in collaboration with relevant stakeholders endeavours to disseminate research and worldwide knowledge-based information on food and nutrition to increase production and food security. The use of technology or e-agriculture is critical towards accelerating agricultural and rural developments by adopting innovative means to improve the existing information and communication processes. Information on market prices for agricultural commodities, agriculture machinery, climate, value addition and early warning information will be packaged and disseminated through media outlets.

#### **1.2.5.3: Housing and Settlement**

The government aims to increase new housing to 250,000 per annum through the affordable housing programme. The Ministry will engage in the production and dissemination of media programmes in collaboration with stakeholders on new technologies in the construction of affordable modern, social houses. In addition, the Ministry commits to entrench ICT and telecommunications infrastructure within the planning and construction of all buildings in the Country.

#### **1.2.5.4: Transforming the Micro, Small and Medium Enterprises**

The government is committed to transform the MSMEs sector through ending criminalisation of work, reviewing and rationalising businesses, increasing access to finance, development of infrastructure and capacity building. The Ministry will facilitate implementation of Kenya's e-commerce strategy and enhance information and knowledge management of MSMEs. Further, it will engage in the production and dissemination of media programmes in collaboration with stakeholders on initiatives promoting MSMEs. It is implementing the One Network Area (ONA) to reduce data and call charges across borders and extension of fibre across the country to increase Internet access. The Ministry will also increase access to finance through digital finance.

#### **1.2.5.5: Digital Superhighway and Creative Economy**

The government commits to bridge the digital divide across the country and reduce the cost of doing business. The Ministry plays a critical role in delivery of the government core priorities with the Digital Superhighway and digitalisation as the key thematic focus. ICT is an enabler across the government, through overall delivery of digital economy for sustainable economic development in Kenya. In addition, the digital superhighway will play a critical role in making tremendous achievement in the four (4) other pillars of the government agenda: Healthcare, Agriculture, MSME and Housing as well as enhancing revenue collection. This will be realised through ICT infrastructure expansions such as laying of the fibre optic cable, implementation of last mile connectivity to public institutions, installation of public Wi-Fi hotspots and operationalisation of the disaster recovery centre, among others.



Further, the Ministry commits to engage in production and dissemination of media programmes in collaboration with stakeholders and development of Africa Regional e-commerce hub programme, among other initiatives. The Ministry will also work with stakeholders to expand the space for creativity including freedom of expression and protection of intellectual property rights.

The Ministry will also strengthen the Office of Data Protection Commissioner to ensure compliance with Data Protection Laws and establish a cyber-security centre to deal with cyber- crime.

#### **1.2.6 Sector Policies and Laws**

The Strategic Plan is anchored on the various sector policies and laws. These include: the National ICT Policy Guidelines, Computer Misuse and Cybercrimes Act 2018, Kenya Information and Communications Act and its Regulations, Data Protection Act, Postal Corporation of Kenya Act. The Ministry continues to strengthen the existing legal and policy framework that supports the Digital Superhighway, digitalisation of government services and e-commerce.



The Ministry commits to ratify the African Union Convention on Cyber Security and Personal Data Protection (The Malabo Convention). Under the aegis of the African Union, the Malabo Convention envisages Africa as a single entity for purposes of data protection and privacy. It calls for a harmonised, independent and robust continental legal framework, which will protect all the peoples of Africa, and people in Africa, from processors and data controllers.

### **1.3. History of the Ministry**

Before Kenya's independence, the East African Posts and Telecommunications Corporation managed telecommunications and postal services. In 1963, the Ministry was established through Executive Order No. 1 of 1963 as the Ministry of Information and Broadcasting. Its primary function was to provide information to the public about government policies and programmes, and to promote national unity. The Ministry focused on developing radio broadcasting and television. It also established several newspapers and magazines to disseminate government information. In the 1980s, the Ministry began to focus on developing telecommunications infrastructure, as well as launching several initiatives to promote the use of computers in government and education.

In 1999, Executive Order No. 2 of 1999 was issued that led to the creation of the Directorate of Information Technology (DIT) within the Office of the President, thus recognising the importance of ICT in government operations. Executive Order No. 1 of 2003 was then issued in 2003 that established the Ministry of Information and Communication (MOIC), marking the beginning of a dedicated ministry responsible for ICT and communication matters.

Between 2003 and 2013, under the purview of MOIC, the ICT sector in Kenya experienced significant growth. Initiatives to expand ICT infrastructure and promote digital literacy and innovation were launched, setting the stage for further advancements. In 2013, reflecting the growing importance of technology in Kenya, the Ministry underwent a name change through Executive Order No. 1 of 2013 and became the Ministry of Information, Communication, and Technology (ICT). Further streamlining of ICT-related functions occurred with the establishment of the State Department for ICT on June 30 2014. It was formed to take on the responsibility for planning, developing and implementing ICT policies and programmes, signifying a more focused approach to ICT governance.

The government's commitment to integrating technology into education and human resource development was demonstrated with the launch of the Digital Literacy Programme, aimed at equipping primary school children with essential ICT skills. The Ministry is currently created through the Executive Order No. 2 of 2023 as the Ministry of Information, Communications and the Digital Economy (MICDE).

### **1.4. Methodology of Developing the Strategic Plan**

This Strategic Plan was prepared through the initiative of the top management, who developed the Terms of Reference and appointed a Technical Committee that reviewed the Strategic Plan 2018-2022 as per the Revised Guidelines on the Preparation of the Fifth Generation Strategic Plan 2023-2027, incorporating MTP IV and the Government Agenda (BETA). The committee received inputs from various departments and prepared the initial draft plan.

The draft Strategic Plan was circulated to the top management and key stakeholders who reviewed it and provided inputs, which were incorporated. The document was validated and submitted to the top management before it was finalised, published, launched and disseminated.



# CHAPTER TWO

## STRATEGIC DIRECTION

### Overview

This chapter presents the mandate, vision, mission, strategic goals and core values that will guide the Ministry to implement its strategies for the period 2023-2027.

### 2.1 Mandate

The mandate of the Ministry is derived from the Executive Order No. 2 of 2023, which stipulated the following functions:

- i. Telecommunications policy;
- ii. Broadcasting policy;
- iii. Co-ordination of national government advertising services;
- iv. Public Communication;
- v. Postal and courier services;
- vi. Policy on development of local content;
- vii. Telecommunications, postal services and electronic commerce;
- viii. Government telecommunications services;
- ix. To facilitate the development of the information and communications sector (including broadcasting, multimedia);
- x. Data protection policy and regulation of personal data services;
- xi. National ICT policy;



- xii. Promotion of ICT innovation and digital economy;
- xiii. Promotion of e-government;
- xiv. Promotion of software development industry;
- xv. Provision of ICT technical support to MDAs;
- xvi. Policy on automation of government services;
- xvii. Development of national communication capacity and infrastructure; and
- xviii. Management of national fibre optic infrastructure

## **2.2 Vision Statement**

An informed and digitally-empowered Kenyan society

## **2.3 Mission Statement**

To provide policy direction on digital infrastructure and communication services by leveraging on technology and innovation for socio-economic transformation and global competitiveness.

## **2.4 Strategic Goals**

- i. Strengthen policies, legal, regulatory and institutional frameworks.
- ii. Strengthen broadband access.
- iii. Improve universal access to digitised government services
- iv. Improve access to information and communication services
- v. Improve digital economy and e-commerce
- vi. Develop skilled workforce and institutional excellence
- vii. Facilitate a secure data driven digital ecosystem leveraging on emerging technologies

## **2.5 Core Values**

The Ministry, in implementing the Strategic Plan will draw values and principles of public service as anchored in the constitution of Kenya; Article 232 which includes the following;

- i. T-Teamwork: The Ministry commits to embrace teamwork to realise its strategic objective
- ii. R-Responsiveness: The Ministry will respond promptly to issues for timely intervention
- iii. I-Innovation: The Ministry commits to embrace creative and innovative solutions in the implementation of this plan.
- iv. P-Professionalism: Ministry commits to high standards of professional ethics upholding its values as anchored in the constitution.

## **2.6 Quality Policy Statement**

The Ministry is dedicated to delivering world class digital, information and communication infrastructure and services for improved quality of life of citizens. We are committed to cultivating a work environment that promotes teamwork, creativity, loyalty, motivation, commitment and enthusiasm amongst our staff and stakeholders.



## CHAPTER THREE

### SITUATIONAL AND STAKEHOLDER ANALYSES

#### Overview

This chapter provides the situational and stakeholder analysis. The situational analysis focuses on the external environment, a summary of opportunities and threats, internal environment, a summary of strength and weaknesses, analysis of past performance and lessons learnt. The stakeholder analysis provides the expectation of the stakeholder and the Ministry.

#### 3.1 Situational Analysis

The situational analysis provides the external and internal environments, key achievements, challenges, lessons learnt and a summary of opportunities and threats.

##### 3.1.1 External Environment

The Ministry's external environment is informed by an in-depth analysis of its macro and micro environments. This culminated into identification of various factors that affect the implementation of projects and programmes. These include international, global and regional peace and security situations and changes in climatic patterns affecting the cost of resources.

The Ministry has endeavoured to leverage on regional and international cooperation and engagements to ensure that Kenya is able to harness global opportunities. To implement this Strategic Plan effectively, the current legal, institutional and regulatory framework will be reviewed and aligned to the strategic policy focus.

### 3.1.1.1: Macro-Environment

The Ministry analysed the external factors that affect the implementation of projects and programmes through application of the Political, Economic, Social, Technological, Ecological and Legal (PESTEL) tool as follows:

**Political Factors:** Government goodwill and political stability may affect the success of implementation of projects and programmes. Good political climate will positively affect project implementation. There is need to create peace and stability in the region.

**Economic Factors:** Favourable economic conditions are a pre-requisite for an increasing fiscal space. Economic conditions, such as inflation, interest rates, and low economic growth in the country and its neighbours may impact on the implementation of programmes and projects.

**Social and Cultural Trends:** Retrogressive cultural practices, values, and social trends may derail the implementation of projects and programmes.

**Technological Factors:** Emergence of new technologies such as Artificial Intelligence (AI) and blockchain technologies will improve efficiency and productivity. Rapid technological advancement of ICT infrastructure and systems and a paradigm shift through the expansion and use of intelligent technologies leads to obsolescence of ICT equipment, thus leading to increasing cost.

**Environmental Factors:** There is increasing need for environmentally responsive investments to mitigate the effects of climate change. Non-compliance of environmental laws and regulations may lead to pollution from e-waste.

**Legal Factors:** Laws and regulations across borders may not be harmonised affecting investment in counties and across borders.

### 3.1.2 Summary of Opportunities and Threats

Table 3.1 analyses opportunities and threats that may affect the Ministry's performance and its decision making as identified through PESTEL.

**Table 3.1: summary of opportunities and threats**

| ENVIRONMENTAL FACTOR | OPPORTUNITIES                                                                                                                                                                                                        | THREATS                                                                                                                                                                                                                                                                                    |
|----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Political</b>     | i. Existence of Political good will for effective implementation of projects and programmes in the Ministry                                                                                                          | i. Vested political interests affecting effective implementation of policies and priorities                                                                                                                                                                                                |
| <b>Economic</b>      | i. Leveraging on ICT to create employment among the youth.                                                                                                                                                           | i. vandalism of ICT infrastructure<br>ii. Cyber crime                                                                                                                                                                                                                                      |
| <b>Social</b>        | i. Availability of trained and skilled manpower in ICT and mass media.<br>ii. Growth in worldwide media and telecommunication services<br>iii. Presence of international media houses and telecommunications locally | i. Increased use of social media has led to cybercrime and moral degradation<br>ii. Distortion of local content by the international media                                                                                                                                                 |
| <b>Technological</b> | i. Availability of new technologies and advanced devices/equipment<br>ii. Availability of technical training institutions locally and internationally.                                                               | i. Rapid change in technology may lead to obsolescence of devices rendering them worthless.<br>ii. Increased cybercrime<br>iii. Digital-divide between the served, unserved and underserved areas.<br>iv. High cost of ICT equipment and maintenance<br>v. Vandalism of ICT infrastructure |

**Summary of opportunities and threats (Continued)**

| ENVIRONMENTAL FACTOR | OPPORTUNITIES                                                                                                                                                                                                                                                         | THREATS                                                                                                                                                                                                                                          |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Legal</b>         | <ul style="list-style-type: none"> <li>i. Existence of Laws and policies governing ICT Sector aligned with the constitution</li> <li>ii. Existence of the State Department for Parliamentary Affairs that can help in fast tracking the legislative agenda</li> </ul> | <ul style="list-style-type: none"> <li>i. Lack of harmonized laws in regional economic communities leading to non-conformity of content regulations and increased cybercrime</li> <li>ii. Existing legislative gaps in the ICT sector</li> </ul> |
| <b>Ecological</b>    | <ul style="list-style-type: none"> <li>i. Presence of environmental laws and regulations</li> </ul>                                                                                                                                                                   | <ul style="list-style-type: none"> <li>i. Non-compliance of environmental laws and regulations may lead to e-waste.</li> </ul>                                                                                                                   |

The Ministry will leverage on the opportunities and mitigate on the threats identified above.

**3.1.3 Internal Environment**

This section provides an analysis of the governance and administrative structures, internal business processes, resources and capabilities.

**3.1.3.1 Governance and Administrative Structures**

The Ministry is structured into two (2) State Departments namely: State Department for Information and Communications Technology and the Digital Economy (ICT-DE) and the State Department for Broadcasting and Telecommunications (BT). Programmes, projects, policy, legal and institutional frameworks in the Ministry are implemented through general administration and support services, seven (7) technical directorates and two (2) departments, 11 Semi-Autonomous Government Agencies (SAGAs) and two (2) Advisory Councils.

The SAGAs are managed through Boards of Directors with well-defined administrative structures. This is significant for effective implementation of projects and programmes as well as streamlining the reporting structure for the outputs and outcomes for decision making. In addition, the Ministry has well defined stakeholder engagement framework that will play a critical role towards realising the envisaged KRA during the plan period.

**3.1.3.1.1: Directorates/Departments**

There are six (6) technical directorates and 10 support services departments that oversee the implementation of this plan. The key mandates/functions of the Directorates/Departments are outlined below:

**3.1.3.1.2: General Administration**

The Directorate is responsible for coordination of all administrative functions in the Ministry. The Departments/ Divisions under General Administration comprise the following: Administration, Finance, Central Planning and Project Monitoring Department (CPPMD), Accounts, Human Resource Management and Development, Public Communications, Supply Chain Management, ICT, Internal Audit and Legal Services.

**3.1.3.1.3: Technical Directorates****Directorate of ICT Infrastructure**

The mandate of the Directorate is to develop and implement ICT infrastructure policies, strategies, guidelines and standards; ICT connectivity, national communication infrastructure and national data centres and cloud services; and partnership and liaison services.

**Directorate of e-Government and Digital Economy**

The mandate of the Directorate is to develop and implement policies, strategies, guidelines and standards on e-government services, data management, research, digital innovation and incubation, software development and digital services, e-commerce and entrepreneurship

**Directorate of ICT Security and Audit Control**

The mandate of the Directorate is to develop, implement and review ICT security, audit and control policies, strategies, guidelines and standards; Cyber security and systems audit and control



### **Directorate of Information and Broadcasting**

The Directorate is responsible for initiation, formulation, interpretation and implementation of government information policies, projects, programmes and strategies aimed at improving universal access to information. In addition, it gathers, packages and disseminates accurate information. The Directorate will also be charged with the overall co-ordination and management of broadcasting and multimedia functions, media training and capacity building and management of regional and county offices.

### **Directorate of Public Communication**

The Directorate is responsible for initiation, formulation, interpretation and implementation of National Public Communication policies, projects, programmes and strategies. It also cultivates a positive image by building confidence in government agenda and catalysing national development through proactive Public Communication. In addition, the Directorate will be charged with consolidating and authorising public sector advertising services; and development, implementation and reviewing of advertising, editorial and creative production policies, standards, procedures and guidelines. Further, it will co-ordinate and manage the Government Advertising Agency (GAA), which publishes *MyGov*, the official government newspaper that amplifies government policies, programmes; and carries tender advertisements and other public notices.

### **Directorate of Telecommunications and Postal Services**

The Directorate will be charged with the overall co-ordination and management of Telecommunications, Postal, Courier services and e-commerce functions.

### **Semi-Autonomous Government Agencies (SAGAs) and Advisory Councils**

#### **i. Information and Communications Technology Authority (ICTA)**

The ICTA was established through a Legal Notice of May, 2013 under the State Corporations Act Cap 446. The corporation was established in August 2013, vide Kenya Gazette Supplement No. 118, Legal Notice No.183. Its key functions are: to set and enforce ICT standards and guidelines; facilitate and regulate the design, implementation and use of ICTs in the public service; promote ICT literacy and capacity; promote e-Government services; facilitate optimal electronic forms, records and equipment use in public service; promote ICT innovation and enterprise; and facilitate the establishment, development and maintenance of secure ICT infrastructure and systems.

#### **ii. Konza Technopolis Development Authority (KoTDA)**

KoTDA was established vide Legal Notice No. 23 of 5th April, 2012 to coordinate the planning and development of the Konza Technopolis Smart City as a Kenya Vision 2030 flagship project. Its functions are: facilitating and managing information technology, industrial incubation parks, science and technology parks together with related facilities within the buffer zone and Konza Technopolis; and liaising with government and neighbouring counties on regulatory matters relating to investments in the area.

#### **iii. The Office of the Data Protection Commissioner (ODPC)**

The Office of the Data Protection Commissioner was established in November 2020 as an independent state office pursuant to the Data Protection Act, 2019. Its functions are: to regulate the processing of personal data; ensure that the processing of personal data of subject is guided by the principles set out in Section 25 of the Act; protect the privacy of individuals; establish the legal and institutional mechanism to protect personal data; and provide data subjects with rights and remedies to protect their personal data from processing that is not in accordance with the Act.

#### **iv. The East African Marine System (TEAMS)**

The East African Marine System (TEAMS) Kenya limited is a company which owns the 5,000-km fibre-optic undersea cable which links Kenya's coastal town of Mombasa with Fujairah in the UAE. TEAMS was built as a joint venture between the Government of Kenya, the Kenyan Telecommunication Operators, who hold 85 per cent shares and UAE-based operator Etisalat, with 15 per cent. TEAMS cable is connected to the Kenya national fibre backbone network and other major backhaul providers, thus extending the gigabit submarine capacity to the rest of the East African countries: Uganda, Rwanda, Burundi and Tanzania through cross-border connectivity arrangements.

#### **v. Kenya Advanced Institute of Science and Technology (KAIST)**

Kenya-AIST was established vide The Universities Act No. 42 of 2012 to be the leading organisation in

Kenya in the field of technology research to accelerate advancement and uptake of modern technology. The institution is mandated to undertake high end training, research and innovation on science and technology to foster future industries in Kenya and beyond.

vi. **Kenya Broadcasting Corporation (KBC)**

Kenya Broadcasting Corporation was established through an Act of Parliament Cap 221 of 1989 to undertake public broadcasting services to inform, educate and entertain the public through radio and television services.

vii. **Communications Authority of Kenya (CA)**

The Communications Authority of Kenya was established through the Kenya Information Communications Act, 1998 as the regulatory body for the communication's sector to regulate telecommunications, postal and radio communication services.

viii. **Postal Corporation of Kenya (PCK)**

The Postal Corporation of Kenya was established by the Postal Corporation of Kenya Act, 1998 and is mandated to provide and operate postal services, postal financial services and registration for delivery of newspapers and periodicals.

ix. **Media Council of Kenya (MCK)**

Media Council of Kenya is established under the Media Council Act 2013 for purposes of setting media standards and ensuring compliance with those standards as set out in Article 34(5) of the Constitution and for connected purposes.

x. **Kenya Yearbook Editorial Board (KYEB)**

The Kenya Yearbook Editorial Board (KYEB) was established vide legal Notice No. 187 of 2nd November 2007. It is mandated to enhance government communications and produce publications highlighting developments in all sectors to promote public awareness by ensuring that citizens and the international community understand and appreciate the government's efforts in promoting development.

xi. **Kenya Institute of Mass Communication (KIMC)**

Kenya Institute of Mass Communication was established vide Legal Notice No. 197 of 2011 (Amended through Legal Notice No. 83 of 2012). It is mandated to offer training in communication and cinematic-arts; produce and disseminate products in communication and cinematic-arts and develop and provide educational, cultural, professional, technical and vocational services to the community.

#### **Advisory Bodies and Secretariat**

i. **National Communications Secretariat (NCS)**

The National Communications Secretariat was established vide the Kenya Communications Act of 1998. It is mandated to advise the government on info-communications policies, carry out specialised research, and conduct continuous review of development under the info-communications sector.

ii. **The Universal Service Fund Advisory Council (USFAC)**

The Universal Service Fund Advisory Council was established vide Kenya Information and Communication (Amendment) Act, 2013 to advise the Communications Authority of Kenya and provide strategic policy guidance for the administration and implementation of the Universal Service Fund.

#### **3.1.3.2 Internal Business Processes**

To enhance efficiency and effectiveness in service delivery, the Ministry has analysed and documented working guidelines, operating manuals and procedures that offer consistent norms and standards in the work environment. The Ministry is carrying out digitisation of records and services, establishment and development of various Modern Information Management Systems that among others, ensures real time dissemination, automation of media monitoring, creation of a virtual citizen engagement platform (e-participation), and development of an Invoicing System for public sector advertising.

#### **3.1.3.3 Resources and Capabilities**

The Ministry has tangible and intangible resources, and organisational capabilities. The tangible resources include: ICT infrastructure, land, vehicles, finance, furniture and equipment. Intangible resources include: human capital with requisite knowledge and skills, reputation, experience and culture. These resources enable the Ministry to offer information, communication and technology services. Nevertheless, due to inadequacy of resources, the Ministry will continually invest in both tangible and intangible resources for high quality services.

### 3.1.4 Summary of Strengths and Weaknesses

An analysis was undertaken to identify the internal strengths and weaknesses as shown in Table 3.2

**Table 3.2: Summary of strengths and weaknesses**

| FACTOR                                         | STRENGTHS                                                                                                                                                                                                                                                                            | WEAKNESSES                                                                                                                                                                                                                                                                             |
|------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Governance and Administrative Structure</b> | <ul style="list-style-type: none"> <li>i. Availability of policy and legal framework</li> <li>ii. Stakeholder engagement</li> <li>iii. Compliance to regulatory frameworks</li> <li>iv. Clear organizational structure</li> <li>v. Field offices present countrywide</li> </ul>      | <ul style="list-style-type: none"> <li>i. Policy and Legislative gaps</li> <li>ii. Expired Legal Notices for some SAGAs</li> <li>iii. Inadequate information flow</li> <li>iv. Inadequate Comprehensive ICT systems</li> </ul>                                                         |
| <b>Internal Business Processes</b>             | <ul style="list-style-type: none"> <li>i. Customer-Centric</li> <li>ii. Effective Coordination of digitalization of Government Services</li> <li>iii. Effective Performance management</li> <li>iv. Effective Coordination of Strategic Government Communication services</li> </ul> | <ul style="list-style-type: none"> <li>i. Inadequate automation of processes</li> <li>ii. Inadequate training</li> </ul>                                                                                                                                                               |
| <b>Resources and Capabilities</b>              | <ul style="list-style-type: none"> <li>i. Skilled Workforce</li> <li>ii. Strategic Partnerships</li> <li>iii. Data and Information Assets</li> <li>iv. Nationwide broadband connectivity</li> <li>v. Nationwide presence of Ministry offices</li> </ul>                              | <ul style="list-style-type: none"> <li>i. Inadequate technical human resource</li> <li>ii. Inadequate technical equipment</li> <li>iii. Insufficient financial resources</li> <li>iv. Lack of interoperability of ICT systems</li> <li>v. Inadequate Broadband Connectivity</li> </ul> |

### 3.1.5 Analysis of Past Performance

This section highlights the performance of the Ministry during the plan period 2018-2022.

#### 3.1.5.1 Key achievements

The Ministry implemented its programmes and projects based on the resources available. Key achievements based on the KRA is detailed below:

#### **KRA 1: Policies, legal and institutional frameworks:**

The Ministry, in partnership with other stakeholders, instituted various policies and legal reforms aimed at creating an enabling environment to foster faster growth of the ICT sector. The Ministry finalised 6 policies and 7 bills against a target of 10 and 11 respectively. Further, the Ministry initiated the development of the remaining 4 policies and 4 bills as highlighted:

- i. Policies: National Digital Masterplan 2022-2032; Digital Economy Blue-Print 2019; National Broadband Strategy 2018-2023; National ICTs Policy 2019; National Cyber Security Strategy 2022; National Radio Frequency Spectrum policy 2020; Public Relations and Communication Management Policy; Draft National Addressing System Policy 2022; Draft National Film Policy 2022; and the Draft National Communication Policy 2022.
- ii. Legal frameworks: Computer Misuse and Cyber Crime Act 2018; National ICTs policy Guidelines 2019; Data Protection and Privacy Act 2019; Data Protection Regulations 2021; Media Council Act 2019; Draft National Film Bill; Draft National Spectrum Bill; Draft Public Relations and Communication Management Bill; and the Draft National Addressing Systems Bill.

#### **KRA 2: ICT infrastructure and e-Government services**

- i. Internet connectivity  
Internet subscriptions increased from 41.1 million in June 2018 to 49.36 million in June 2023. A key driver of this growth was increase in Fibre to the Home (FttH) subscriptions from 129,979 in 2018 to 660,741 subscriptions in June 2023, accounting for 56.1 per cent of total fixed broadband subscriptions. The expansion reflects the country's commitment to enhancing digital connectivity. Mobile broadband is the

most preferred Internet technology for individual customers due to its availability and affordability compared to fixed broadband. Broadband subscriptions grew from 20.5 million in June 2018 to 33.32 million in June 2023 (Communications Authority Quarterly reports).

- ii. National Optic Fibre Backbone Infrastructure (NOFBI)  
The Ministry installed 8,900 Km of National Optic Fibre Backbone Infrastructure against the targeted 9,500 Km. This extended the fibre network to Sub-County headquarters.
- iii. Government Common Core Network (GCCN)  
The Ministry upgraded this network and connected an addition 26 more MDAs to the Government Common Core Network (GCCN) programme resulting in a total of 78 connected MDAs against a target of 100 within Nairobi. This ensured provision of reliable and stable interconnectivity between MDAs for efficient delivery of government services.
- iv. Last Mile Country Connectivity Project (LMCCP)  
The Ministry connected 443 government buildings, 91 hospitals and 23 police stations to the government backbone network in the counties for enhanced service delivery.
- v. Provision of broadband connectivity to schools under universal service obligation  
To increase access to Internet services and e-learning, the Ministry connected 886 public secondary schools out of the targeted 896.
- vi. East Africa trade facilitation programme  
To enhance regional connectivity, the Ministry rehabilitated 630 Kms of Fibre Optic Cable from Eldoret to Nadapal at the common border with South Sudan.
- vii. KBC migration from medium wave to FM radio transmissions  
To address the audience coverage, the Ministry targeted to transition KBC from medium/short wave to FM radio transmission. The transitioning is 40 per cent complete. This has enabled universal access to information through accessible FM sites with infrastructure, functional radio broadcast equipment and a high-quality FM radio broadcast.
- viii. Modernisation of KNA  
Modernisation of KNA has been done through refurbishment of 31 stations out of the targeted 50 stations. Modern communications equipment; laptops, computers and furniture were purchased and distributed.
- ix. Digital terrestrial television  
To increase public access to information, the proportion of the population covered by digital terrestrial television grew from 78% to 92.13% by June 2023 against a target of 100% coverage.
- x. Provision of basic voice infrastructure under the universal service obligation  
The Ministry finalised Phase I of the cellular mobile infrastructure project, which connected 76 sub-locations in unserved and underserved parts of the country with mobile connectivity. Further, the Ministry commenced the implementation of Phase II of the project, which aims to roll out mobile network infrastructure and services in 101 sub-locations where a total of 51 sub-locations have been covered. This brings the total number of sub-locations connected to 127.

### **KRA 3: Universal access to information**

- i. National Government Contact Centre (NGCC)  
To enhance government communication services to the public, the Ministry established NGCC which is at 80% completion level. The Ministry also established forty-six (46) call centres in the counties under the County Connectivity Initiative.
- ii. Digital villages  
To promote access to public information through provision of digital satellite television, the Ministry provided 16,000 DTTVs and broadcasting set-top boxes to 800 villages out of a target of 2,000 in all the 47 counties. 2,400 public institutions were also provided with either a television or an LCD in the identified villages.
- iii. Public information management  
To improve on access to the public information, the Ministry produced and disseminated daily news and information to all media stations and online platforms; held 175 bi-weekly media briefings on government

projects, programmes and initiatives; produced and disseminated 16,000 TV features and 76,000 news items; produced 250 weekly MyGov publications against a target of 520; and published four (4) editions of the Kenya Yearbook and Cabinet series publications.

- iv. The Ministry also developed 20 media standards; accredited an average of 4,418 journalists annually; developed, produced and disseminated 200 IEC materials; produced and uploaded 24 monthly editions of Mawasiliano and County Focus Bulletins; and published 32 editions of regional publications.

#### **KRA 4: ICT and BPO development**

- i. **Konza National Data Centre and Smart City Facilities**  
The data centre, which supports nationally IT dependent solutions and services, is complete and operational, whereas the Smart City facilities are at 58% completion.
- ii. **Ajira Digital Programme**  
To access online and digitally-enabled jobs, the Ministry targeted to train and link 240,000 youth to online jobs. Out of these, 91,615 were trained through the programme including 2,000 in remote areas using the Digi-Truck project. The project has enabled 1,942,609 youths to access online and digitally-enabled jobs.
- iii. **Promotion of Local ICT Manufacturing Industry**  
The Ministry established two (2) local device assembly plants against target of two (2) - at JKUAT and Moi University. The production capacity for both assembly plants is 1200 LDDs per day.
- iv. **Regional integration of the BPO/ITES ecosystem**  
To establish a single digital market for efficient cross-border trade in East Africa, the Ministry connected all the EAC border points, developed a framework for interoperability, financial systems, and implemented One Network Area with Rwanda, Uganda, and Southern Sudan, thus reducing the cost of roaming charges within the region.
- v. **Studio Mashinani initiative**  
To empower the creative sector, the Ministry established seven (7) studios out of a target of 20; 2 in Nairobi, 1 Kitui, 1 Mombasa, 1 Kisumu, 1 Machakos and 1 Murang'a. Studios in Eldoret and Kisii towns are still being set up. A total of 396 productions have been made in the 7 studios.
- vi. **Local digital content development**  
To promote the development of high-quality, easily accessible, relevant local digital content and to make Kenya the destination for African content, two (2) regional film incubation centres in Nyeri and Bomet were established. In addition, the e-film shop, a one stop-shop for film services was developed. Further, the Kenya Film School was established, the Nairobi Film Centre (formerly Nairobi Cinema) was acquired and refurbished with a 25% completion rate.
- vii. **Software development**  
Established the African Development Centre in collaboration with Microsoft employing 500 software engineers.

#### **KRA 5: Governance and human resource development**

- i. **Digital literacy programme (DLP)**  
To enhance the quality of teaching and learning in public primary schools, the Ministry provided 21,638 public primary schools out of the targeted 21,729 with learning devices under the DLP Phase I; and installed a total of 1,169,000 devices for both regular and special needs education. The Ministry also trained 93,009 teachers on ICT.
- ii. **Capacity building of MDACs on ICT**  
To enhance capacity, the Ministry trained 488 ICT officers across the MDACs.
- iii. **The presidential digital talent programme**  
To drive the digital economy agenda, the Ministry trained 2,100 ICT graduates against a target of 2,500 under its internship programme.
- iv. **ICT and mass media skills development**  
To enhance ICT and mass media skills development, the Ministry established and equipped four (4) modern studios against a target of 4 at KIMC. The Ministry also completed the construction of two hostels at KIMC (405 bed capacity hostels), the tuition block, and a modern catering unit. The Ministry also trained over 2,000 mass media personnel at the KIMC.

**KRA 6: Universal access to ICT services**

- i. Office of Data Protection Commissioner  
The Ministry established and operationalised the Office of the Data Protection Commissioner in November, 2020, realising the following:
  - Initiated the process of signing and ratifying of the African Union Convention on Cybersecurity and Personal Data Protection (Malabo Convention) as well as attaining Observer Status under the Council of Europe Convention for the protection of individuals with regards to automatic processing of personal data: ETS No.108 (Convention 108). This will facilitate establishment of data protection frameworks aimed at strengthening fundamental rights, enhance cross-border data flows, boost international trade and attainment of Africa Agenda 2063 and Sustainable Development Goals 2030;
  - Received, reviewed and registered a total of 2,482 data controllers and data processors. The registration of data controllers and data processors enhances oversight on the processing of personal data across the country;
  - Developed five (5) sector specific guidance notes in Finance, Telecommunication, Health, Education and Private Security to aid data controllers and data processors to process personal information and enhance trust and transparency in personal data protection.
  - Carried out 42 audits/inspections of data controllers and data processors to ascertain level of compliance with Data Protection Act, 2019 and Data Protection Regulations.
  - Received 3,553 complaints and investigated and resolved a total of 2,761 complaints. This represents 78%.
  - Issued 26 determinations, three (3) enforcement notices and two (2) penalty notices.
  - Carried out 17 investigations to gather enough evidence to prove or disprove data breach allegation.
  - Developed the Alternative Dispute Resolution framework.
  - Conducted awareness campaigns targeting key data controllers and data processors in all the 47 counties to enhance compliance.
  - Trained a total of 2,000 data controllers and data processors in both the public and the private sector
  - Fully automated its services by implementing Enterprise Resource Planning System and the Customer Management System, which includes registration and complaints management systems.

Kenya through the ODPC, was elected as the First Vice Chair of the Network of African Data Protection Authorities (NADPA) during the Annual General Meeting (AGM) held in Burkina Faso in May, 2023. Further, Kenya won the bid to host the 2024 NADPA AGM conference in Nairobi. This signifies the country's strategic regional leadership on matters relating to personal data protection. To enhance the country's position at the international level, the ODPC is an active member of Common Threat Network of Commonwealth Countries and the Global Privacy Assembly.
- ii. Information security  
The Ministry developed Information Security Standards (ISS) (second edition 2019). The ISS establishes security guidelines for MDACs as custodians of public information and data.

**3.1.5.2 Challenges**

The Ministry faced the following challenges in implementation of its programmes/projects:

- i. Inadequate funding for capital infrastructure and O&M
- ii. Low digital literacy levels and slow adoption of technologies
- iii. Cyber threats and attacks
- iv. Vandalism and destruction of ICT infrastructure
- v. Prolonged process of acquisition of way leaves/right of way for ICT infrastructure
- vi. COVID-19 pandemic
- vii. Inadequate staffing and skill levels

**3.1.5.3 Lessons Learnt**

- i. Enhancing uptake of ICT improves service delivery in the public sector
- ii. Public-private partnership is key in the development of ICT infrastructure
- iii. Combined effort between the regulators, consumers and the service providers are key to curb dissemination of harmful content
- iv. The dynamics in the ICT sector requires frequent retooling of staff

## 3.2 Stakeholder Analysis

Table 3.3 below gives a brief analysis of the key stakeholders that will play an important role in fulfilling the mandates of the Ministry:

**Table 3.3: Stakeholder analysis**

| S/<br>no. | Name of<br>Stakeholder                                    | Role                                                                             | Expectation of the<br>Stakeholder                                                                                                                                                                                                                                                   | Expectation of the<br>Ministry                                                                                                                                                                                                                              |
|-----------|-----------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.        | The Presidency                                            | Provide strategic leadership and direction                                       | i. Offer excellent public services<br>ii. Cooperate and collaborate with State and non-State actors in service delivery.<br>iii. Implement all relevant Presidential Directives, executive orders and circulars.<br>iv. Actively engage the public                                  | Timely Communication of relevant Presidential Directives to facilitate efficient service delivery                                                                                                                                                           |
| 2.        | Parliament                                                | Budget approval oversight and Legislation.                                       | i. Response to parliamentary questions<br>ii. Consultation on issues that require legislation and submission of draft bills<br>iii. Adherence to rules and regulations of the government<br>iv. Development and tracking of policies<br>v. Advisory/policy services on the economy. | i. Fast-tracking the enactment of laws<br>ii. Goodwill and commitment                                                                                                                                                                                       |
| 3.        | Judiciary                                                 | Adjudication of cases                                                            | i. Comply with the laws , court orders and judgements                                                                                                                                                                                                                               | i. Interpretation of laws                                                                                                                                                                                                                                   |
| 4.        | The National Treasury and Economic planning               | ii. Provide financial and economic guidance.<br>iii. Provision of finances.      | i. Comply with economic and financial policies, regulations, strategies and plans                                                                                                                                                                                                   | i. Support on formulation of alternative funding proposals/ PPPs<br>ii. Adequate funding of projects, Programmes and formulation of financial and planning policies<br>iii. Timely release of ex-chequer.                                                   |
| 5         | Ministries Department and Agencies                        | Implementation of government policies projects, strategies, plans and programmes | i. Provision of Skills and expertise in the information and communications services.                                                                                                                                                                                                | i. Mainstream information and communication services in their operations.<br>ii. Allocation of appropriate budgets for information and communication services.<br>iii. Collaboration in formulation and implementation of Government policies and projects. |
| 6         | Office of the Attorney General and Department for Justice | Advice government on legal issues                                                | i. Propose changes to laws and policies<br>ii. Seek legal advice and guidance                                                                                                                                                                                                       | i. Provision of legal guidance and support<br>ii. Legal representation                                                                                                                                                                                      |

**Stakeholder analysis (Continued)**

| S/ no. | Name of Stakeholder                           | Role                                                          | Expectation of the Stakeholder                                                                                                                                                                             | Expectation of the Ministry                                                                                                                 |
|--------|-----------------------------------------------|---------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| 7.     | County Governments                            | Governing the County                                          | i. Policy guidance on Broadcasting and Telecommunications<br>ii. provide support services on Broadcasting and Telecommunications matters<br>iii. provide support services on ICT Infrastructure Way leaves | i. Adherence to the laid down regulations and procedures                                                                                    |
| 8.     | Commissions and Independent offices           | Perform functions assigned to them as per the constitution    | i. Adherence to Constitution and set guidelines<br>ii. Collaboration and partnerships<br>iii. Timely reporting                                                                                             | i. Provision of standards and norms<br>ii. Collaboration and partnerships<br>iii. Feedback and reports                                      |
| 9.     | Public Service Commission                     | Recruitment, discipline and provide policy direction on HRM&D | i. Compliance with HRM & D policies in the execution of all HRM&D functions                                                                                                                                | i. Recruitment of staff<br>ii. Facilitation in development of HRM&D policies and guidelines and Auditing of the implementation of the same. |
| 10.    | Academic Institutions                         | Provide expertise, professionalism, human capacity building   | i. Create linkages between the industry and academia.<br>ii. Involvement and consultations in research, regulations and curriculum development                                                             | i. Provision of expertise, professionalism, human capacity.<br>ii. Provide and disseminate research findings.                               |
| 11.    | Development Partners                          | Financial support to government projects and programmes       | i. Accountability and transparency in project management<br>ii. Prompt reporting of key milestone projects<br>iii. Adherence to project/ program guidelines                                                | iii. Timely disbursement of allocated resources<br>iv. Technical assistance<br>v. Alignment to country's development priorities             |
| 12.    | Non- state actors (NGOs/CBOs/ FBOs)           | Support project implementation and advocacy                   | i. Partnership and cooperation with government                                                                                                                                                             | i. Facilitate program implementation and community advocacy                                                                                 |
| 13.    | Local and International Research Institutions | Conduct research and dissemination                            | i. Collaboration in research, programme development, policy formulation and capacity building.                                                                                                             | i. Sharing of best practices in research, programme development, policies and capacity building                                             |
| 16.    | Suppliers                                     | Provision of goods and services                               | i. Provision of relevant procurement information<br>ii. Transparent procurement and fair competition<br>iii. Timely payments for services rendered                                                         | i. Value for money in procurement of goods and services<br>ii. Honor contractual obligations                                                |
| 17.    | Private sector                                | Partner with the Government in ICT sector development         | Create an enabling environment.                                                                                                                                                                            | Support in the Government initiatives                                                                                                       |
| 18.    | Professional Bodies                           | Provision of accreditation services to industry players       | i. To subscribe the staff with the relevant professional bodies.                                                                                                                                           | i. Accredite the staff<br>ii. Capacity build the staff                                                                                      |

**Stakeholder analysis (Continued)**

| S/<br>no. | Name of<br>Stakeholder                                                      | Role                                                                                         | Expectation of the<br>Stakeholder                                                                                                                                                                     | Expectation of the<br>Ministry                                                                                                                                                                                                    |
|-----------|-----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 19.       | Regional and<br>International<br>Institutions/ Bodies                       | Domestication and<br>implementation of<br>agreements, treaties,<br>protocols and conventions | i. Ratification of regional<br>agreements, treaties,<br>protocols and conventions                                                                                                                     | i. Collaboration in<br>domestication and<br>implementation of<br>agreements, treaties,<br>protocols and<br>conventions                                                                                                            |
| 20.       | Media                                                                       | Provision of accurate news<br>and information                                                | i. Fair regulation practices                                                                                                                                                                          | i. Accurate and responsible<br>reporting                                                                                                                                                                                          |
| 21.       | Public                                                                      | Comply with laws and<br>support the government                                               | i. Effective and efficient<br>service delivery.<br>ii. Provide information on the<br>services offered.<br>iii. Active public engagement                                                               | i. Public ownership<br>and protection of<br>broadcasting and<br>telecommunications<br>infrastructure.<br>ii. Compliance with laws<br>and regulations<br>iii. Public participation                                                 |
| 23.       | Mobile Network<br>Operators                                                 | Provide mobile<br>communication services                                                     | i. Fair and transparent<br>regulatory environment for<br>competition.<br>ii. Spectrum allocation for<br>efficient network operation.<br>iii. Support for rural connectivity<br>initiatives            | I. Investment in<br>infrastructure expansion.<br>II. Compliance with<br>regulations ensuring<br>universal internet access.<br>III. Participation in public-<br>private partnerships for<br>network development.                   |
| 24.       | Internet Service<br>Providers                                               | Offer internet access and<br>related services                                                | i. Regulatory framework<br>promoting affordable,<br>reliable internet services.<br>ii. Collaboration on<br>cybersecurity initiatives.<br>iii. Support for digital literacy<br>and inclusion programs. | iv. Compliance with<br>regulations ensuring<br>universal internet access.<br>v. Contribution to national<br>broadband expansion<br>goals.<br>vi. Support for initiatives<br>enhancing digital literacy<br>and inclusion.          |
| 25.       | Foreign Missions<br>Stationed in Kenya                                      | Represent their respective<br>countries                                                      | i. Collaboration on<br>international ICT projects<br>and initiatives.<br>ii. Assistance in attracting<br>foreign investment in the ICT<br>sector.                                                     | i. Support for diplomatic<br>efforts promoting ICT<br>and Broadcasting<br>development.<br>ii. Sharing best practices<br>and technology solutions.<br>iii. Facilitation of<br>partnerships<br>with international<br>organizations. |
| 26.       | Multi nationals<br>in information<br>communication and<br>Technology sector | Provide technology products<br>and services                                                  | i. Collaboration opportunities<br>for research, development,<br>and innovation.<br>ii. Support for local ICT and<br>Mass Media ecosystem<br>through capacity building<br>programs.                    | i. Investment in local<br>talent development and<br>technology transfer.<br>ii. Adherence to local<br>regulations and<br>standards.                                                                                               |

### 3.3 Key Success Factors for Implementation of the Plan

Successful implementation of the Strategic Plan is pegged on the following factors:

- i. Highly skilled workforce in areas of software development, data analytics, cyber-security and public communications.
- ii. Strong collaboration and partnerships with key stakeholders.
- iii. Enabling legal and regulatory frameworks







# CHAPTER FOUR

## STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

### Overview

This chapter highlights the strategic issues, Goals and KRAs to inform the policy directions in 2023- 2027.

### 4.1 Strategic Issues

From the previous Strategic Plan implementation period 2018-2022, the following key strategic issues have been identified.

- i. Policy, legal, regulatory, and institutional frameworks: The Ministry takes cognizance that sound policies, regulatory and institutional frameworks are a prerequisite for effective and efficient service delivery. Nevertheless, inadequate policy, legal, regulatory, and institutional framework in the Ministry hinders the successful implementation of projects and programmes as envisaged in the Kenya Vision 2030 and the BETA.
- ii. Broadband access: Inadequate broadband coverage and high cost of connectivity remains a bottleneck towards reducing the digital divide, as well as enhancing the business continuity. A large portion of the country is either unserved or underserved.
- iii. Automation of government services: The Ministry underpins the significance of automation of government services as a great step towards increasing efficiency, effectiveness and transparency in the public sector. Nevertheless, most of government services are provided through a manual system resulting to slow and delay in citizen service delivery.
- iv. Access to information and communication services: There is inadequate information on government policies, initiatives, projects and programmes to the public.

- v. Digital jobs and local content development: The country is experiencing unemployment especially among the youth.
- vi. Cyber security, data governance and emerging technologies: The Ministry recognises that as the government digitises its operations, it automatically increases its attack surface from the perspective of both insider and external actors in the digital space. In the fast-paced world of technological development, keeping abreast with the technological development is crucial.
- vii. Finance and human capital development: Inadequate funds and human capacity hinder the effective implementation of the projects and programmes.

## 4.2 Strategic Goals

To ensure the implementation of the Ministry's core mandate and aligning it to the BETA, the Ministry commits to:

- i. Strengthen policies, legal, regulatory and institutional frameworks.
- ii. Strengthen broadband access
- iii. Improve universal access to digitised government services
- iv. Improve access to information and communication services
- v. Improve digital economy and e-commerce
- vi. Secure data driven digital ecosystem
- vii. Improve human capacity and institutional excellence

## 4.3 Key Results Areas

The following KRAs have been identified for the plan period:

- i. Policy, legal, regulatory and institutional frameworks
- ii. Digital superhighway and telecommunications infrastructure
- iii. Digital government services and products
- iv. Universal access to information
- v. Business Process Outsourcing (BPO)/IT enabled services and local content development
- vi. Cyber security, data governance and emerging technologies
- vii. Capacity development

**Table 4.1: Strategic Issues, goals and Key Result Areas**

| STRATEGIC ISSUE                                          | GOAL                                                                 | KRAS                                                                                        |
|----------------------------------------------------------|----------------------------------------------------------------------|---------------------------------------------------------------------------------------------|
| Policy, legal, regulatory and institutional frameworks.  | Strengthen Policies, Legal, Regulatory and Institutional frameworks. | KRA 1: Policy, Legal, Regulatory and Institutional Frameworks                               |
| Broadband access                                         | Strengthen broadband access                                          | KRA 2: Digital superhighway and Telecommunications infrastructure                           |
| Automation and digitization of government services       | Improve universal access to digitized Government Services            | KRA 3: Digital Government services and products                                             |
| Access to information and communication services         | Improve access to information and communication services             | KRA 4: Universal Access to Information                                                      |
| Digital jobs and local content development               | Improve Digital economy and e-commerce                               | KRA 5: Business Process Outsourcing (BPO)/IT Enabled services and local content development |
| Finance, and human capital development                   | Improve human capacity and institutional excellence                  | KRA 6: Capacity Development                                                                 |
| Cyber Security Data governance and emerging technologies | Secure data driven digital ecosystem                                 | KRA 7: Cyber Security, Data Governance and Emerging Technologies                            |



# CHAPTER FIVE

## STRATEGIC OBJECTIVES AND STRATEGIES

### Overview

This chapter outlines the KRAs with their objectives and strategies that will guide the Ministry in implementing its mandate. It also presents the outcome of the strategic objectives, outcome indicators and annual projections for the next five years.

### 5.1 Strategic Objectives

The Ministry has identified the strategic objectives based on the financial performance, customer focus, internal business process, learning and growth, social justice and environmental performance. These are aligned with strategic goals and against strategic issues. The Ministry aims to:

1. Strengthen strategic policy direction;
2. Strengthen legal and regulatory framework;
3. Revitalise and alignment of institutions' mandates;
4. Expand broadband connectivity;
5. Improve broadcasting and telecommunications infrastructure and services;
6. Improve access to digital government services and products;
7. Increase public access to information;
8. Provide government advertising services;
9. Facilitate the development of ITES;
10. Increase employment opportunities for the youth;
11. To promote sustainable growth of software industry and development of local content;
12. Strengthen postal and courier services
13. To enhance digital and mass media skills
14. To improve skills for staff in the support departments
15. To promote a secure data-driven digital ecosystem leveraging on emerging technologies

**Table 5.1: Outcomes Annual Projections**

| Strategic Objectives                                                                                                                                      | Outcome                                                         | Outcome Indicator                                                                             | Projections |        |        |        |        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------|-----------------------------------------------------------------------------------------------|-------------|--------|--------|--------|--------|
|                                                                                                                                                           |                                                                 |                                                                                               | Year 1      | Year 2 | Year 3 | Year 4 | Year 5 |
| Key Result Area 1: Policy, Legal, Regulatory and Institutional frameworks                                                                                 |                                                                 |                                                                                               |             |        |        |        |        |
| SO1: To strengthen strategic policy direction<br>SO2: To strengthen legal and regulatory framework<br>SO3: To revitalize and align Institutions' mandates | Improved working and business environment                       | % change in customer satisfaction                                                             | 70          | 75     | 80     | 90     | 100    |
| Key Result Area 2: Digital Superhighway and Telecommunications infrastructure                                                                             |                                                                 |                                                                                               |             |        |        |        |        |
| SO4: To expand broadband connectivity                                                                                                                     | Universal Access to Information, communication and technologies | population with internet subscriptions (mn)                                                   | 49.36       | 55     | 60     | 70     | 75     |
|                                                                                                                                                           |                                                                 | % increase in penetration of smart mobile phones usage                                        | 62          | 64     | 66     | 68     | 70     |
|                                                                                                                                                           |                                                                 | Population with broadband subscriptions (mn)                                                  | 33.5        | 40     | 45     | 50     | 55     |
| SO5: To improve Broadcasting and Telecommunications infrastructure and services                                                                           | Universal access to information                                 | Proportion of household with access to radio                                                  | 46          | 55     | 70     | 80     | 100    |
|                                                                                                                                                           | Increased Digital Terrestrial Television Coverage               | % increase of population with access to DTT services                                          | 93          | 93.2   | 93.5   | 94     | 95     |
| Key Result Area 3: Digital Government Services and Products                                                                                               |                                                                 |                                                                                               |             |        |        |        |        |
| SO6: To improve access to digital Government services and products.                                                                                       | Increased access to digital government services                 | % of government services on-boarded online                                                    | 30          | 50     | 60     | 70     | 80     |
|                                                                                                                                                           |                                                                 | % of government back office processes digitalized                                             | 25          | 50     | 75     | 100    | 100    |
|                                                                                                                                                           |                                                                 | No. of citizens trained on digital skills                                                     | 50,000      | 75000  | 100000 | 125000 | 150000 |
|                                                                                                                                                           |                                                                 | % of population accessing digital products and services                                       | 24          | 30     | 45     | 55     | 70     |
| SO7: To increase public access to information                                                                                                             | Informed citizenry                                              | Proportion of the population with access to information on Government projects and programmes | 60          | 65     | 70     | 75     | 80     |
| SO8: To Provide Government Advertising services                                                                                                           | Access to advertising services                                  | % of population with access to advertising services                                           | 60          | 70     | 80     | 90     | 100    |

**Outcomes Annual Projections (Continued)**

| Strategic Objectives                                                                                    | Outcome                                                      | Outcome Indicator                                             | Projections |           |           |           |           |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------|-------------|-----------|-----------|-----------|-----------|
|                                                                                                         |                                                              |                                                               | Year 1      | Year 2    | Year 3    | Year 4    | Year 5    |
| Key Result Area 5: Business Process Outsourcing (BPO)/IT Enabled services and Local Content Development |                                                              |                                                               |             |           |           |           |           |
| SO9: To facilitate the development of ITES                                                              | Increased employment opportunities for the youth through ICT | No. of youths connected to online jobs (ITES/ BPOs)           | 1,500,000   | 2,000,000 | 2,500,000 | 3,000,000 | 3,500,000 |
| SO10: To increase employment opportunities for the youth                                                | Increased employment opportunities for the youth             | No of productions in studio mashinani                         | 588         | 840       | 1092      | 1728      | 1764      |
| SO11: To promote sustainable growth of software industry and development of local content               | Increase employment opportunities                            | Number of job opportunities created                           | 500,000     | 1,000,000 | 1,500,000 | 2,000,000 | 2,500,000 |
|                                                                                                         |                                                              | Number of Startups established                                | 50          | 60        | 70        | 80        | 90        |
|                                                                                                         |                                                              | Number of products commercialized                             | 100         | 100       | 100       | 100       | 100       |
| SO12: Strengthen Postal and Courier services                                                            | Increased access to postal and courier services              | No. of persons using postal and courier services              | 2,200,000   | 2,500,000 | 3,000,000 | 3,500,000 | 4,000,000 |
| Key Result Area 6: Cyber Security, Data Management and Emerging Technologies                            |                                                              |                                                               |             |           |           |           |           |
| SO15: To promote a secure data-driven digital ecosystem leveraging on emerging technologies             | Improved productivity                                        | Productivity index                                            | 100         | 100       | 100       | 100       | 100       |
|                                                                                                         |                                                              | No. of public sector workforce trained on ICT                 | 50000       | 75000     | 100000    | 125000    | 150000    |
|                                                                                                         | Improved communication skills                                | No. of Information and Public Communications officers trained | 100         | 200       | 300       | 400       | 500       |
|                                                                                                         | Improved mass media skills set                               | Number of trained mass media practitioners                    | 500         | 1000      | 1500      | 2000      | 2500      |
| SO14: To improve skills for staff in the support departments                                            | Enhanced service delivery                                    | No. of support staff trained                                  | 100         | 100       | 100       | 100       | 100       |

## 5.2 Strategic Choices

**Table 5.2: Strategic Objectives and Strategies**

| Key Result Areas (KRA)                                                                             | Strategic Objectives (SO)                                                                                                           | Strategies (S)                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>KRA 1:</b> Policy, Legal, Regulatory and Institutional Frameworks                               | <b>SO1:</b> To strengthen strategic policy direction                                                                                | <b>S1.1:</b> Develop policies, legislations, regulations strategies, guidelines, standards and procedures.                                                                                                                                                                         |
|                                                                                                    | <b>SO2:</b> To strengthen legal and regulatory framework                                                                            | <b>S1.2:</b> Review policies, legislations, strategies, guidelines standards and procedures<br><b>S1.3:</b> Ratify and domesticate regional and international Instruments                                                                                                          |
|                                                                                                    | <b>SO3:</b> To revitalize Institutions                                                                                              | <b>S1.4:</b> Undertake institutional reforms                                                                                                                                                                                                                                       |
| <b>KRA 2:</b> Digital Super-highway and Telecommunications Infrastructure                          | <b>SO4:</b> To expand broadband connectivity                                                                                        | <b>S2.1:</b> Develop reliable ICT and telecommunication infrastructure<br><b>S2.2:</b> Provide Internet and broadcasting services through satellite<br><b>S2.3:</b> Develop infrastructure sharing mechanism                                                                       |
|                                                                                                    | <b>SO5:</b> To improve broadcasting and telecommunications infrastructure and services                                              | <b>S2.4:</b> Increase access to affordable smart mobile devices<br><b>S2.5:</b> Increase radio and television coverage<br><b>S2.6:</b> Enhance business continuity                                                                                                                 |
| <b>KRA 3:</b> Digital Government services and Products                                             | <b>SO6:</b> To improve access to digital Government services and products.                                                          | <b>S3.1:</b> Digitalize Government services<br><b>S3.2:</b> Enhance Integration, interoperability and availability of systems<br><b>S3.3:</b> Leverage local startups and MSMEs to develop Government solutions                                                                    |
| <b>KRA 4:</b> Universal Access to Information                                                      | <b>SO7:</b> To increase public access to information<br><b>SO8:</b> To Provide Government Advertising services                      | <b>S4.1:</b> Carry out public awareness campaigns<br><b>S4.2:</b> Strengthen Public information management<br><b>S4.3:</b> Dissemination of credible information<br><b>S4.4:</b> Digitalize Government Advertising services                                                        |
| <b>KRA 5:</b> Digital Business (Business Process Outsourcing / ITES and Local Content Development) | <b>SO9:</b> To facilitate the development of ITES                                                                                   | <b>S5.1:</b> Develop a smart city<br><b>S5.2:</b> Establish digital hubs                                                                                                                                                                                                           |
|                                                                                                    | <b>SO10:</b> To increase employment opportunities                                                                                   | <b>S5.4:</b> Digitalize and commercialize local content<br><b>S5.6:</b> Undertake research and create innovation in the field of Applications and Content Development                                                                                                              |
|                                                                                                    | <b>SO11:</b> To promote sustainable growth of software industry and development of local content                                    | <b>S5.3:</b> Promote local ICT manufacturing and software industries                                                                                                                                                                                                               |
|                                                                                                    | <b>SO12:</b> Strengthen Postal and Courier services                                                                                 | <b>S5.5:</b> Promote e-commerce and logistics                                                                                                                                                                                                                                      |
| <b>KRA 6:</b> Cyber Security, Data Governance and emerging technologies                            | <b>SO13:</b> To promote a secure data driven digital ecosystem leveraging on emerging technologies.                                 | <b>S7.1:</b> Enhance data governance, privacy and protection<br><b>S7.2:</b> Build and strengthen resilient cyber Security<br><b>S7.3:</b> Build and strengthen emerging technology capabilities.                                                                                  |
| <b>KRA 7:</b> Capacity Development                                                                 | <b>SO11:</b> To enhance digital skills and mass media skills<br><b>SO12:</b> To improve skills for staff in the support departments | <b>S6.1:</b> Promote principles of good leadership, national values and governance<br><b>S6.2:</b> Develop human resource Capacity<br><b>S6.3:</b> Strengthen training facilities.<br><b>S6.4:</b> Develop Centers of excellence<br><b>S6.5:</b> Strengthen resource mobilization. |



## CHAPTER SIX

### IMPLEMENTATION AND CO-ORDINATION FRAMEWORK

#### Overview

The implementation of this Strategic Plan will be spearheaded by the Ministry through its two State Departments. The chapter provides the implementation plan, which includes an action plan, annual work plan and budget, and performance contracting. Further, it outlines the co-ordination framework, encompassing the institutional framework, staff establishment and competence development, leadership, systems and procedures. The chapter also addresses the risk management framework, highlighting the need to identify and mitigate potential risks.

#### 6.1 Implementation Plan

The implementation plan describes how the Strategic Plan will be operationalised. It includes an action plan, annual work plan and budget and performance contracting as part of result-based management instruments.

##### 6.1.1 Action Plan

The action plan is presented as an implementation matrix, which includes output indicators that allow for the monitoring of progress and the evaluation of the planned activities as shown in Annex I.

##### 6.1.2 Annual Work Plan and Budget

The Ministry will develop costed annual work plans based on the yearly targets in the implementation matrix. The Ministry will align annual work plan with the annual budget.

### 6.1.3 Performance Contracting

The Ministry will align the performance contract to the annual work plan. Performance targets set will be monitored quarterly and reports submitted to Public Service Performance Management Unit for evaluation and appraisal.

## 6.2 Co-ordination Framework

This section provides the co-ordination framework including the institutional framework, staff establishment, skillset and competence development, leadership and systems and procedures.

### 6.2.1 Institutional Framework

The Ministry operates according to the provisions of the Constitution, Executive Order No 2 of 2023, Public Service Human Resource Policies and Procedures manual, approved staff establishment and the approved organisational structure. To effectively implement this plan, the Ministry has proposed review of the existing functional organisational structure.

### 6.2.2 Staff Establishment, Skillset and Competence Development

The Ministry has an approved staff establishment of 1,382 against an optimal level of 1,736. The in-post comprises of 600, thus leading to a variance of 1,133 as summarised in Table 6.1. Table 6.2 and Table 6.3 provide a broader analysis of staff establishment for the Broadcasting and Telecommunications and ICT and Digital Economy State Departments, while skillset and competence development are shown in Table 6.2.

**Table 6.1: Staff Establishment**

| STATE DEPARTMENT                    | (A ) Approved Establishment | (B ) Optimal Staffing Levels | (C ) In post | (D ) Variance D=B-C |
|-------------------------------------|-----------------------------|------------------------------|--------------|---------------------|
| Broadcasting and Telecommunications | 911                         | 1265                         | 405          | 860                 |
| ICT & Digital Economy               | 471                         | 471                          | 195          | 273                 |
| <b>Total</b>                        | <b>1382</b>                 | <b>1736</b>                  | <b>600</b>   | <b>1133</b>         |

**Table 6.2. Approved Establishment for State Department for Broadcasting and Telecommunications**

| CADRE                             | (A ) Approved Establishment | (B ) Optimal Staffing Levels | (C ) In post | (D ) Variance D=B-C |
|-----------------------------------|-----------------------------|------------------------------|--------------|---------------------|
| Chief Administrative Secretary    | 0                           | 1                            | 0            | 1                   |
| Principal Secretary               | 1                           | 1                            | 1            | 0                   |
| Advisor -Policy Affairs           | 0                           | 0                            | 1            | -1                  |
| Information Officers              | 449                         | 472                          | 168          | 304                 |
| Public Communications Officers    | 119                         | 68                           | 47           | 21                  |
| Photojournalist Officers          | 92                          | 141                          | 9            | 132                 |
| Administrative Officers           | 6                           | 10                           | 5            | 5                   |
| ICT Officers                      | 11                          | 4                            | 1            | 3                   |
| HRM&D Officers                    | 10                          | 18                           | 10           | 8                   |
| Accountants                       | 9                           | 19                           | 16           | 3                   |
| Supply Chain Management Personnel | 10                          | 23                           | 17           | 6                   |
| Economists                        | 4                           | 7                            | 6            | 1                   |

**Approved Establishment for State Department for Broadcasting and Telecommunications (Continued)**

| CADRE                                           | (A ) Approved Establishment | (B ) Optimal Staffing Levels | (C ) In post | (D ) Variance<br>D=B-C |
|-------------------------------------------------|-----------------------------|------------------------------|--------------|------------------------|
| Finance Officers                                | 6                           | 6                            | 7            | -1                     |
| Records Management Officers                     | 7                           | 13                           | 9            | 4                      |
| Security Officers                               | 4                           | 4                            | 0            | 4                      |
| Office Administrators                           | 63                          | 93                           | 22           | 71                     |
| Clerical Officers                               | 64                          | 73                           | 9            | 64                     |
| Graphic Designer Officers                       | 19                          | 28                           | 0            | 28                     |
| Broadcasting & Multimedia Officers              | 1                           | 1                            | 0            | 1                      |
| Telecommunications Personnel                    | 8                           | 11                           | 0            | 11                     |
| Standards and Competition Officers              | 0                           | 3                            | 0            | 3                      |
| Multilateral and Bilateral Affairs Officers     | 0                           | 3                            | 0            | 3                      |
| Postal Infrastructure and Logistics Officers    | 3                           | 4                            | 0            | 4                      |
| E-Commerce and Courier Services Officers        | 2                           | 3                            | 0            | 3                      |
| National Addressing System Officers             | 2                           | 3                            | 0            | 3                      |
| Advertising Officers                            | 12                          | 21                           | 0            | 21                     |
| Editorial and Publications Officers             | 9                           | 10                           | 0            | 10                     |
| Creative Production Officers                    | 9                           | 11                           | 0            | 11                     |
| Compliance and Quality Assurance Officer        | 0                           | 9                            | 0            | 9                      |
| Marketing Officers                              | 0                           | 5                            | 0            | 5                      |
| Film Officers                                   | 0                           | 0                            | 2            | -2                     |
| Technician /Superintendent Electronics Officers | 20                          | 1                            | 2            | -1                     |
| Printers                                        | 0                           | 0                            | 1            | -1                     |
| Rigging Assistants                              | 0                           | 0                            | 1            | -1                     |
| Librarians                                      | 0                           | 0                            | 1            | -1                     |
| Drivers                                         | 69                          | 92                           | 18           | 74                     |
| Support Staff                                   | 16                          | 24                           | 17           | 7                      |
| <b>GRAND TOTAL</b>                              | <b>997</b>                  | <b>1182</b>                  | <b>370</b>   | <b>812</b>             |



**Table 6.3: Staff Establishment for State Department for ICT and Digital Economy**

| Cadre                            | Approved Establishment (A) | Optimal Staffing Levels (B) | In post (C) | Variance    |
|----------------------------------|----------------------------|-----------------------------|-------------|-------------|
| D = ( B-C)                       |                            |                             |             |             |
| Cabinet Secretary                | 1                          | 1                           | 1           | 0           |
| Principal Secretary              | 1                          | 1                           | 1           | 0           |
| CAS                              | 1                          | 1                           | 0           | -1          |
| Personal Assistant               | 0                          | 0                           | 0           | 0           |
| Advisor -Policy Affairs          | 0                          | 0                           | 3           | +3          |
| Support Staff                    | 13                         | 13                          | 10          | -3          |
| Administrative Officers          | 5                          | 5                           | 9           | +4          |
| Economists                       | 5                          | 5                           | 7           | +2          |
| State Counsel                    | 2                          | 2                           | 2           | 0           |
| Cleaning Supervisors             | 8                          | 8                           | 4           | -4          |
| Drivers                          | 23                         | 23                          | 19          | -4          |
| Senior Information Officer       | 0                          | 0                           | 1           | +1          |
| Technician /Camera Man II        | 1                          | 1                           | 0           | +1          |
| Photojournalist Assistant I      | 0                          | 0                           | 1           | +1          |
| Office Administrative Officers   | 23                         | 23                          | 17          | -6          |
| Clerks                           | 15                         | 15                          | 16          | +1          |
| Finance Officers                 | 4                          | 4                           | 4           | 0           |
| Supply Chain Management Officers | 14                         | 14                          | 10          | -4          |
| Record Officers                  | 7                          | 7                           | 3           | -4          |
| Public Communication Officers    | 3                          | 3                           | 4           | -1          |
| Accountants                      | 9                          | 9                           | 10          | +1          |
| HRM Officers                     | 10                         | 10                          | 9           | -1          |
| ICT Officers                     | 325                        | 325                         | 66          | -259        |
| <b>GRAND TOTAL</b>               | <b>470</b>                 | <b>470</b>                  | <b>197</b>  | <b>-273</b> |

Table 6.4: Skills Set and Competence Development

| Cadre                         | Skill Set                                                                                                                                                                                                                                                                                                                                                                                                  | Skills Gap                                                                                                                                                                                                                                                                                                                                                                                                                                | Competence Development                                                                                                                                                                                                                                                                                                                                                                          |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Information Officers          | i. Camera stunt skills<br>ii. Video editing skills<br>iii. Graphic design<br>iv. Artificial Intelligence<br>v. Photography (Photoshop)                                                                                                                                                                                                                                                                     | i. Drone piloting skills<br>ii. Graphic design<br>iii. Artificial Intelligence<br>iv. Photography (Photoshop)                                                                                                                                                                                                                                                                                                                             | i. Trainings on drone operations, Graphic design, Artificial Intelligence and Photography (Photoshop)                                                                                                                                                                                                                                                                                           |
| Public Communication Officers | i. Speech, press releases & Report writing communication skills<br>ii. Public relations skills<br>iii. Concept writing                                                                                                                                                                                                                                                                                     | i. Public speaking<br>ii. Customer care skills<br>iii. Protocol and event management skills                                                                                                                                                                                                                                                                                                                                               | i. Refresher courses on speech and report writing, protocol and event management and also customer care/Public relations                                                                                                                                                                                                                                                                        |
| Advertising Officers          | i. In-copy editing skills<br>ii. Graphic design<br>iii. Media integrated management                                                                                                                                                                                                                                                                                                                        | i. Graphic design skills<br>ii. Media integrated management skills<br>iii. Social media application skills                                                                                                                                                                                                                                                                                                                                | i. Trainings on Graphic design courses, In-copy editing, Media integrated management and Social media applications.                                                                                                                                                                                                                                                                             |
| ICT Officers                  | i. Computer Maintenance and Security<br>ii. Information Security Management System<br>iii. Troubleshooting hardware and software<br>iv. Knowledge of operating systems<br>v. Basic network troubleshooting<br>vi. Cyber security<br>vii. Networking & programming skills, support and maintenance<br>viii. Data analytics, Big data AI                                                                     | i. Advanced networking<br>ii. Telecommunication and Transmission Technologies<br>iii. cybersecurity best practices<br>iv. Limited exposure to emerging technologies<br>v. Networking & programming skills, support and maintenance<br>vi. Leverage on the growth of ICT sector<br>vii. Digital Marketing<br>viii. Information Security<br>ix. AI and Machine Learning Science<br>x. Data Analysis and Science<br>xi. Big Data Specialists | i. Training in Computer Maintenance and Security<br>ii. Training in Information Security Management System<br>iii. Training in advanced networking concepts<br>iv. Certifications<br>v. On-the-Job Training and cross-training opportunities<br>vi. Advanced training in threat intelligence and ethical hacking<br>vii. Continuous training on emerging technology-oriented courses            |
| Finance/Accounts Officers     | i. Financial analysis and reporting<br>ii. Budgeting and financial planning<br>iii. IFMIS user's skill<br>iv. Standards of accounting<br>v. Program Based Budgeting<br>vi. Public Finance Management<br>vii. International Public Sector Accounting Standards<br>viii. Financial Accounting, Reporting and Analysis<br>ix. Cash and Treasury Management<br>x. Financial Management for Project Accountants | i. knowledge of financial planning<br>ii. Understanding of financial regulations                                                                                                                                                                                                                                                                                                                                                          | i. Public Finance Management Course<br>ii. Advanced financial planning/budgeting courses<br>iii. Regulatory compliance training<br>iv. Data analysis training<br>v. Risk management seminars<br>vi. Financial reporting<br>vii. Budgeting and forecasting<br>viii. Cash and Treasury Management Training<br>ix. Financial Management for Project Accountants Implementing Donor Funded projects |
| Economist/ Statisticians      | i. Data collection, Statistical analysis<br>ii. Database management<br>iii. Performance management, monitoring and progress reporting<br>iv. Project Planning and Management                                                                                                                                                                                                                               | i. big data technologies<br>ii. Advanced statistical analysis skills<br>iii. Project Planning and Management                                                                                                                                                                                                                                                                                                                              | i. Training on Project Planning and Management<br>ii. Report writing<br>iii. Professional Certifications<br>iv. On-the-Job Projects and cross-functional collaboration                                                                                                                                                                                                                          |

### **Skills Set and Competence Development (Continued)**

| <b>Cadre</b>                      | <b>Skill Set</b>                                                                                                                                                                                                                                           | <b>Skills Gap</b>                                                                                                                                                          | <b>Competence Development</b>                                                                                                                                                                                                                                    |
|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HRM&D Officers                    | i. Leadership skills<br>ii. Counselling & Coaching<br>iii. Mentoring & Coaching<br>iv. Occupational Health and Safety<br>v. Recruitment and talent management<br>vi. Employee relations and conflict resolution<br>vii. Performance appraisal and feedback | i. Leadership skills<br>ii. Human Relation Skills<br>iii. Occupational Health and Safety<br>iv. Advanced HR analytics skills<br>v. Knowledge of labor laws and regulations | i. Capacity build on Leadership, Human Relation Skills,<br>ii. occupational health and safety<br>iii. HR analytics training<br>iv. Labor law and compliance courses<br>v. Feedback and performance management workshops<br>vi. Payroll Administration Management |
| Clerical Officers                 | i. Computer application skills<br>ii. Advance Ms, Excel Skills<br>iii. Customer care                                                                                                                                                                       | i. Computer skills, numerical skills<br>ii. Advance Ms. , Excel Skills<br>iii. Customer care skills                                                                        | i. Trainings on Advance computer applications skills<br>ii. Customer care.                                                                                                                                                                                       |
| Auditors                          | i. Fraud Investigation and Prevention<br>ii. Risk Assessment Management<br>iii. Audit and Risk Assurance<br>iv. Audit Committee Trainings                                                                                                                  | i. Fraud Investigation and Prevention<br>ii. Risk Assessment Management                                                                                                    | i. Audit related courses                                                                                                                                                                                                                                         |
| Office Administrative Personnel   | i. Office management skills                                                                                                                                                                                                                                | i. Customer care relations<br>ii. Secretarial management skills<br>iii. Supervisory skills                                                                                 | i. Training on customer relations, Secretarial management and Supervisory courses                                                                                                                                                                                |
| Supply Chain Management Personnel | i. Asset Management and disposal<br>ii. Public Procurement & Contract Management training<br>iii. IFMIS users                                                                                                                                              | i. Asset Management and disposal skills<br>ii. IFMIS user skills                                                                                                           | i. Public Procurement & Contract Management training<br>ii. Training on IFMIS users<br>iii. Asset Management and disposal skills                                                                                                                                 |
| Drivers                           | i. Basic Automobile Mechanics<br>ii. First Aid Course<br>iii. Basic Automobile Mechanics                                                                                                                                                                   | i. Defensive driving<br>ii. First Aid Course                                                                                                                               | i. Refresher course in Defensive driving<br>ii. First Aid<br>iii. Basic Automobile Mechanics                                                                                                                                                                     |

### **6.2.3 Leadership**

The Cabinet Secretary and the Principal Secretaries will provide the requisite leadership throughout the implementation period of the Strategic Plan, where strategic theme teams per KRAs will be appointed with clear Terms of Reference. In addition, in the implementation matrix, there is clear responsibility for the identified targets/ key activities.

### **6.2.4 Systems and Procedures**

The Ministry will improve service delivery through adoption of ICT solutions for ease of access; fast; cost effective; convenient and efficiency in service delivery. In addition, it will digitise and digitalise the Ministry's operations for the efficiency and effectiveness in service delivery. This will be undertaken through the following:

- Digitalisation of government services: This will be done through re-engineering of business processes and the application of digital technologies to enhance government service delivery. In addition, it will involve aligning institutional structures, functions, policies and strategies that will facilitate progressive digitalisation. The Ministry will onboard citizen-facing services to the eCitizen platform and adopt paperless office for government operations.
- Knowledge management: The Ministry will establish a knowledge management system to collect, organise, store and share data. It will include sharing the best practices.
- International Organisation for Standardisation (ISO) certification: The Ministry will develop detailed standard operation procedures (SOPs) for key processes.

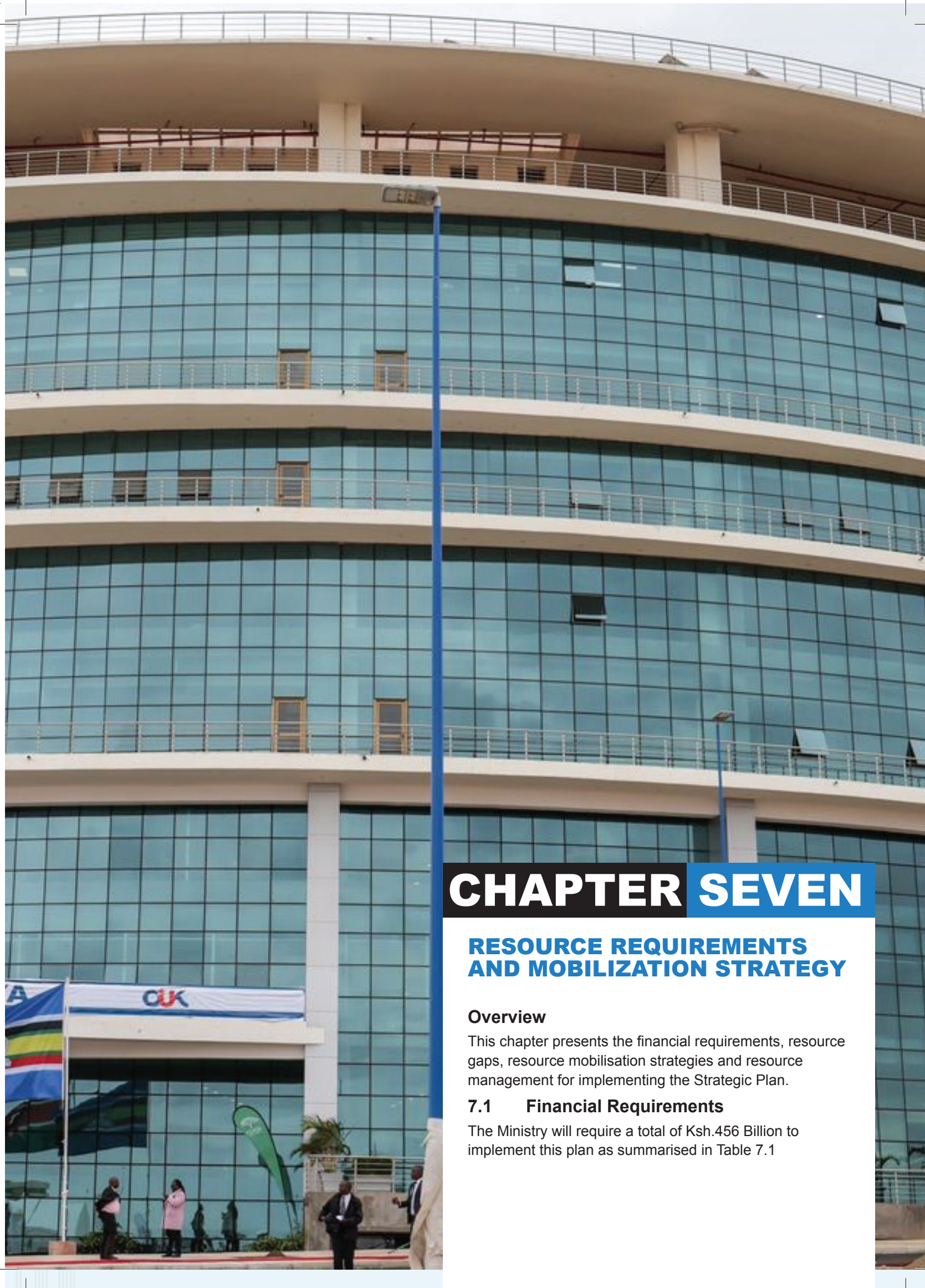
### 6.3 Risk Management Framework

The Ministry identified the risks and the proposed possible mitigation measures as shown in Table 6.5.

**Table 6.5: Risk Management Framework**

| S/No | Risks                                                                                                                                             | Likelihood (L/H/M) | Severity (L/H/M) | Overall Risk Level (L/H/M) | Mitigation Measures(s)                                                                                                                                                                                                                                                                                                                              |
|------|---------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1    | Cybersecurity Risks: Cyberattacks, data breaches, malware, and phishing                                                                           | H                  | H                | H                          | <ul style="list-style-type: none"> <li>Implement robust cybersecurity measures, including firewalls, intrusion detection systems, and encryption.</li> <li>Conduct regular security audits and vulnerability assessments</li> </ul>                                                                                                                 |
| 2    | Data Privacy Risks: data loss, integrity, privacy                                                                                                 | M                  | H                | H                          | <ul style="list-style-type: none"> <li>Compliance with data protection regulations and review data governance policies, laws, regulations.</li> <li>Encrypting sensitive data and restrict access to authorized personnel.</li> <li>Regularly audit data access and usage.</li> </ul>                                                               |
| 3    | Infrastructure Risks: hardware failures or outages, software Vulnerabilities, vandalism                                                           | M                  | M                | M                          | <ul style="list-style-type: none"> <li>Implement redundant systems and backup solutions to ensure high availability.</li> <li>Conduct routine maintenance and upgrade critical infrastructure components.</li> <li>Develop a comprehensive business continuity and disaster recovery plan.</li> <li>Securitization of ICT infrastructure</li> </ul> |
| 4    | Vendor and Supply Chain Risks: Dependency on Vendors, Supply Chain attacks                                                                        | M                  | M                | M                          | <ul style="list-style-type: none"> <li>Assess and vet vendors for security and reliability.</li> <li>Include security requirements in vendor contracts.</li> <li>Regularly review and audit vendor security practices</li> <li>Compliance to green procurement procedures</li> </ul>                                                                |
| 5    | Human Resource Risks: Skills shortages, employee turnover, or inadequate training                                                                 | M                  | M                | M                          | <ul style="list-style-type: none"> <li>Invest in ongoing training and skill development.</li> <li>Cross-train staff to reduce dependencies on specific individuals.</li> </ul>                                                                                                                                                                      |
| 6    | Financial: Inadequate Financial Allocation, Budgetary reallocations and delays in release of funds, Delayed payments by MDAs for Services offered | H                  | H                | H                          | <ul style="list-style-type: none"> <li>Engage National Treasury and Development Partners</li> <li>Enhancement of AIA generation</li> </ul>                                                                                                                                                                                                          |
| 7    | Legal: Litigation                                                                                                                                 | M                  | M                | M                          | <ul style="list-style-type: none"> <li>Adhere to the rule of law and procedures</li> <li>Use of Alternative Dispute Resolutions</li> </ul>                                                                                                                                                                                                          |
| 8    | Environmental: Disposal of obsolete equipment and materials                                                                                       | M                  | M                | M                          | <ul style="list-style-type: none"> <li>Prompt disposal of obsolete equipment</li> <li>Digitize and dispose documentation materials</li> <li>E-Waste management</li> </ul>                                                                                                                                                                           |
| 9    | Non-compliance of environmental laws and regulations may lead to e-waste.                                                                         |                    |                  |                            | <ul style="list-style-type: none"> <li>Ensure there is commitment to comply to environmental laws and regulations during project planning and implementation of programmes and projects</li> </ul>                                                                                                                                                  |





# CHAPTER SEVEN

## RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGY

### Overview

This chapter presents the financial requirements, resource gaps, resource mobilisation strategies and resource management for implementing the Strategic Plan.

### 7.1 Financial Requirements

The Ministry will require a total of Ksh.456 Billion to implement this plan as summarised in Table 7.1

**Table 7.1: Financial Requirements for Implementing the Strategic Plan**

| Cost Item                                                                                          | Projected Resource Requirements (Ksh. Mn) |                  |                  |                 |                 |                  |
|----------------------------------------------------------------------------------------------------|-------------------------------------------|------------------|------------------|-----------------|-----------------|------------------|
|                                                                                                    | Year 1                                    | Year 2           | Year 3           | Year 4          | Year 5          | Total            |
| KRA1: Policy, Legal, Regulatory and Institutional Reforms                                          | 673                                       | 645              | 450              | 280             | 260             | 2,308            |
| KRA2: Digital superhighway and Telecommunications infrastructure                                   | 64,573.50                                 | 65,111.50        | 63,434.34        | 61,184.50       | 60,494.00       | 314,798          |
| KRA3: Digital Government services and products                                                     | 2,305                                     | 8,895            | 8,695            | 8,675           | 8,605           | 37,175           |
| KRA 4: Universal Access to Information                                                             | 955                                       | 940              | 935              | 860             | 860             | 4,550            |
| KRA5: Business Process Outsourcing (BPO), IT Enabled Services (ITES) and local content development | 2,070                                     | 17,293           | 10,863           | 5,891           | 2,243           | 38,360           |
| KRA 6: Cyber Security, Data Governance and emerging technologies                                   | 133                                       | 1,948            | 2,433            | 2,418           | 1,838           | 8,770            |
| KRA7: Capacity Development                                                                         | 1,782.80                                  | 4,237.30         | 3,010.30         | 2,511.30        | 2,411.30        | 13,953           |
| Administrative Cost                                                                                | 5,600                                     | 5,691            | 5,304            | 6,091           | 6,105           | 28,868           |
| <b>Total</b>                                                                                       | <b>78,092.3</b>                           | <b>104,760.8</b> | <b>95,124.64</b> | <b>87,910.8</b> | <b>82,816.3</b> | <b>455,995.3</b> |

### 7.1.1 Resource Gaps

The Ministry's projected allocation is Ksh.168.3 Billion against a requirement of Ksh.456 Billion representing a resource gap of Ksh.287.5 Billion.

**Table 7.2: Resource Gaps**

| FY           | Requirement (Kshs.Mn)<br>(A) | Estimated Resource Allocation<br>(Kshs. Mn) (B) | Variance (Kshs. Mn)<br>(A-B) |
|--------------|------------------------------|-------------------------------------------------|------------------------------|
| Year 1       | 78,092.3                     | 28,152.60                                       | 50,121.7                     |
| Year 2       | 104,760.8                    | 35,788.30                                       | 68,972.5                     |
| Year 3       | 95,124.6                     | 34,295.30                                       | 60,352.1                     |
| Year 4       | 95,124.6                     | 34,772.50                                       | 60,352.1                     |
| Year 5       | 82,816.3                     | 35,259.00                                       | 47,557                       |
| <b>Total</b> | <b>455,918.6</b>             | <b>168,267.70</b>                               | <b>287,355.4</b>             |

## 7.2 Resource Mobilization Strategies

### Resource mobilisation strategies

To implement the Plan, the financial resources amounting to Sh456 Billion will be required. In order to facilitate the implementation of this Strategic Plan, the Ministry shall explore the following strategies:

- Enhance mobilisation of funding from the National Government (Exchequer):  
The Ministry will actively engage the National Treasury through the Energy and ICT Sector Working Group to ensure availability of resources towards effective implementation of projects and programmes.
- Resource mobilisation initiatives for development partners;
- Public-Private Partnerships (PPS):  
The Ministry will actively explore collaborations and partnerships with various development partners both

at the local and international arena. This is geared towards enlarging the resource base to supplement resources from the exchequer.

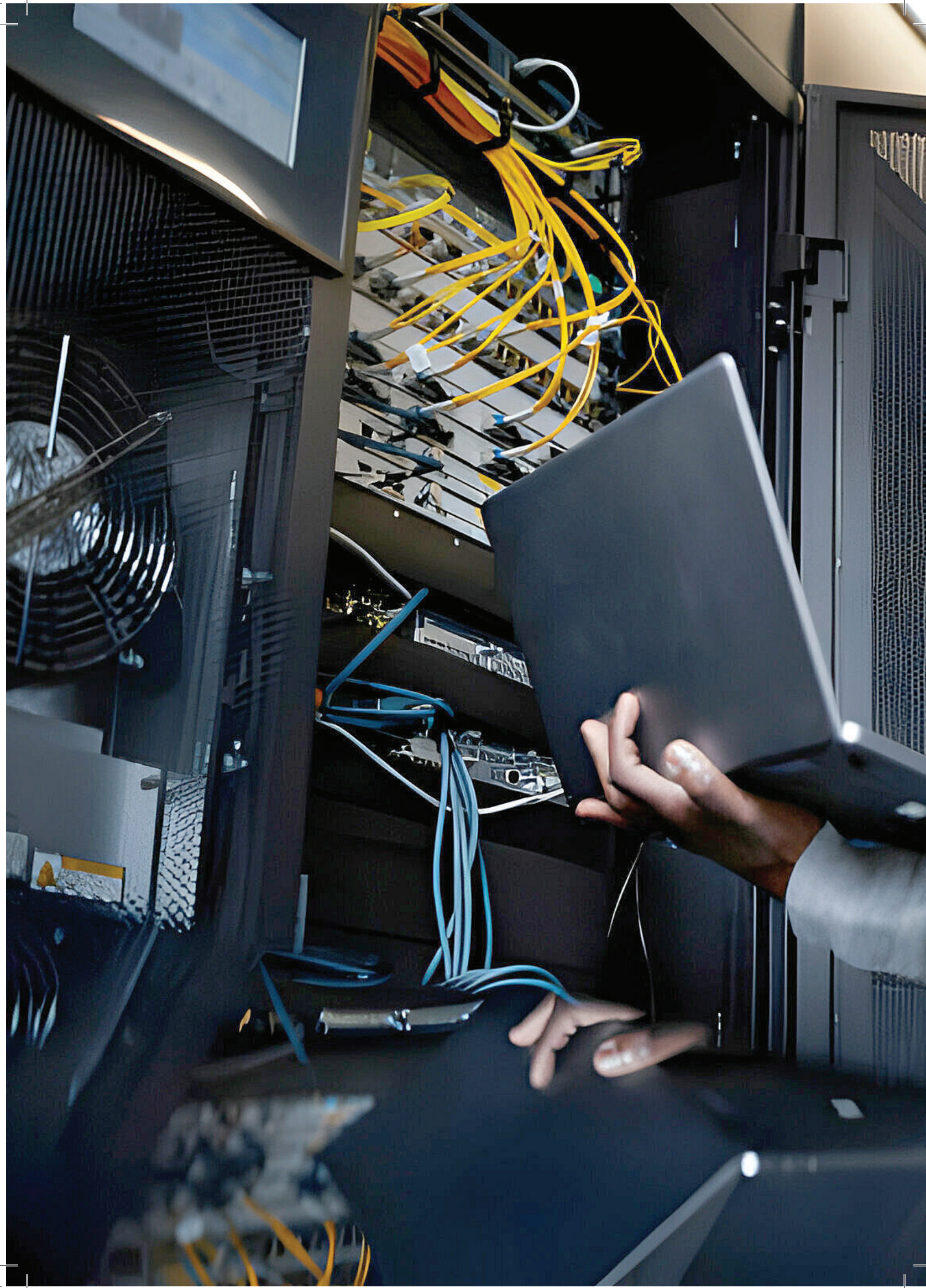
- iv. Generation of AIA through commercialisation of assets and ICT services:  
The Ministry will continuously explore sustainable mechanisms to reinforce its resource streams through generation of AIA.

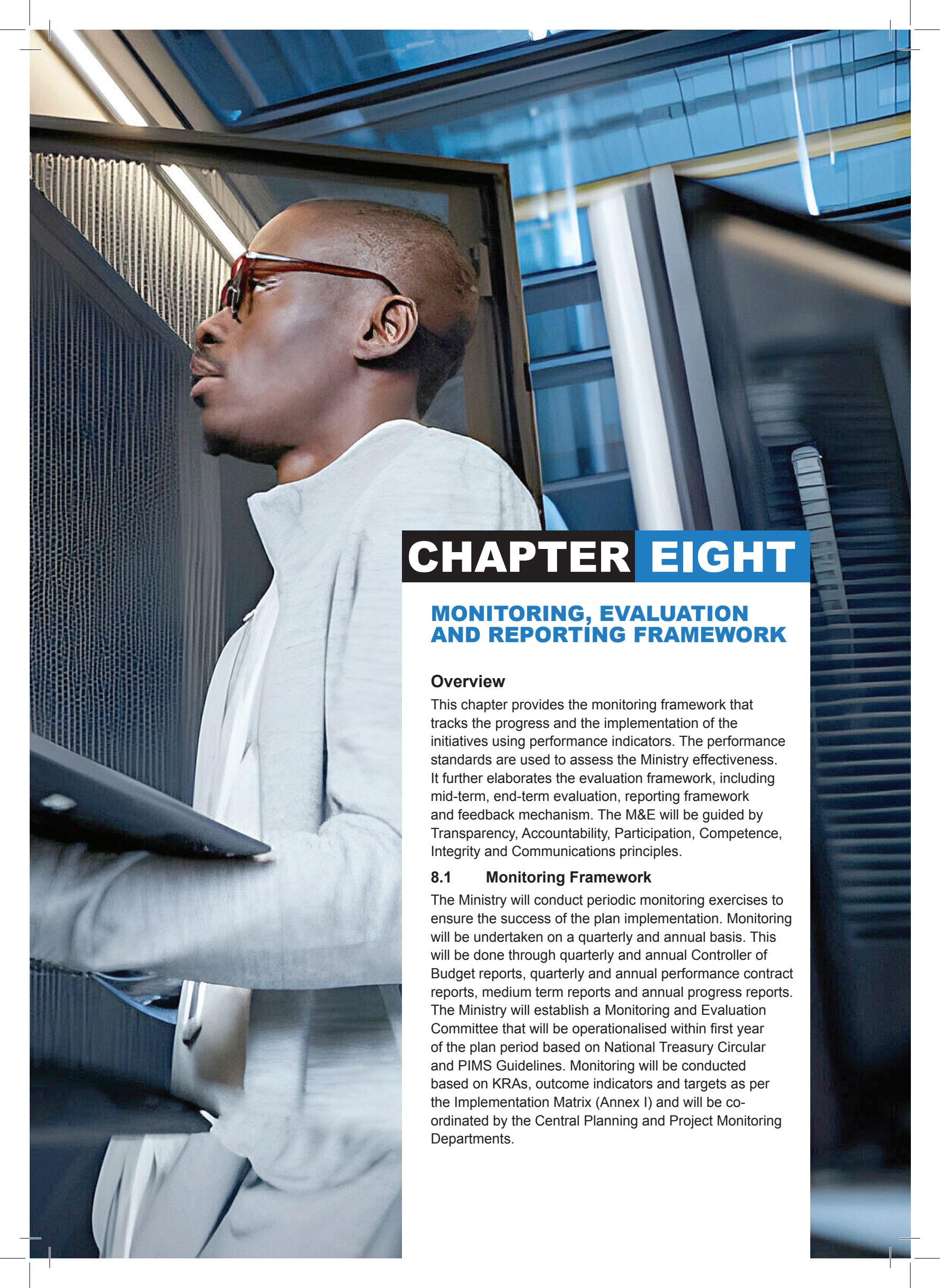
### 7.3 Resource Management

The Ministry will prioritise programmes to enable the realisation of BETA. In line with the constitution and the Public Finance Management Act on prudent utilisation of allocated resources, the Ministry has prioritised and categorised its programmes and projects into Quick Wins/Short term (implementable within 6 months), medium-term (implementable within 1 year) and long-term (to be implemented within 5 years).

In addition, the Ministry will take the following measures to ensure prudent and efficient utilisation of resources:

- i. Well-defined monitoring and evaluation framework: The Ministry will implement a well-defined implementation, monitoring, evaluation and reporting mechanism to ensure effective realisation of the set targets. This is crucial to ensure adherence to the Public Investment Management Regulations throughout the project life cycle.
- ii. Leveraging on technology and innovation: The Ministry endeavours to fortify leveraging on technology and innovation, automating systems and processes as well as digitalising services for effectiveness and efficiency in service delivery.
- iii. Effective planning and budgeting: The Ministry acknowledges the need to enhance prioritisation of projects and programmes, thus ensuring setting of SMART targets and indicators as well as aligning the available resources with specific deliverables for effective implementation and sustainability.
- iv. Prompt progress reporting: The Ministry will ensure timely reporting of projects and programmes milestones for effective decision making.



A man with short dark hair and glasses, wearing a white long-sleeved shirt, is looking intently at a large digital screen. The screen displays a complex, grid-like pattern of data. The background shows a modern office environment with large windows and architectural details.

## CHAPTER EIGHT

### MONITORING, EVALUATION AND REPORTING FRAMEWORK

#### Overview

This chapter provides the monitoring framework that tracks the progress and the implementation of the initiatives using performance indicators. The performance standards are used to assess the Ministry effectiveness. It further elaborates the evaluation framework, including mid-term, end-term evaluation, reporting framework and feedback mechanism. The M&E will be guided by Transparency, Accountability, Participation, Competence, Integrity and Communications principles.

#### 8.1 Monitoring Framework

The Ministry will conduct periodic monitoring exercises to ensure the success of the plan implementation. Monitoring will be undertaken on a quarterly and annual basis. This will be done through quarterly and annual Controller of Budget reports, quarterly and annual performance contract reports, medium term reports and annual progress reports. The Ministry will establish a Monitoring and Evaluation Committee that will be operationalised within first year of the plan period based on National Treasury Circular and PIMS Guidelines. Monitoring will be conducted based on KRAs, outcome indicators and targets as per the Implementation Matrix (Annex I) and will be co-ordinated by the Central Planning and Project Monitoring Departments.

The Committee will be composed of members from the Ministry and other stakeholders. The main activities of the Committee will be to:

- Provide policy guidance on M&E to ensure that M&E activities are relevant, useful, timely, and credible;
- Review and approve annual work plans and quarterly and annual progress reports;
- To develop M&E Framework to guide its activities.

The M&E framework will be critical in provision of the following forms of feedback:

- i. Evidence based policy formulation: The feedback from the M&E will inform development of effective policies, projects and programmes
- ii. Feedback to Medium Term Expenditure Framework (MTEF): Effecting monitoring remains a prerequisite for the Ministry's planning and budgeting. The budgeting process shall be clearly guided by well-formulated targets and indicators capable of being measured. The M&E reports will play a key role in determining resource allocation for optimal results.

## **8.2 Performance Standards**

The Performance Standards for Monitoring and Evaluation Framework of the Ministry will be based on the Kenya National Evaluation Guidelines 2020 and the Kenya Norms and standards for the Monitoring and Evaluation, consistent with internationally accepted norms and standards and will include; relevance, efficiency, effectiveness, success and sustainability.

- i. Relevance: The framework will assess the extent to which the Strategic Plan aligns with the objectives, priorities and needs of the ICT sector.
- ii. Efficiency: The framework will evaluate the efficient use of resources/use of resources at least cost.
- iii. Effectiveness: The monitoring and evaluation will assess the extent to which the Strategic Plan achieves its objectives.
- iv. Success: Assess the overall success of the Strategic Plan in meeting its intended objectives.
- v. Sustainability: It assesses the plans ability to create lasting changes.

## **8.3 Evaluation Framework**

The evaluation process will be conducted on Mid-Term and End-Term to assess impact of the plan. Programme/ Project evaluations plans will be developed to come up with programme-specific assessments during the period of Strategic Plan implementation. This will be based on evaluation guidelines developed by the State Department for Economic Planning.

A Results Scorecard (RS) will be presented on an annual basis to the Principal Secretary representing a cumulative progress towards the achievement of the annual targets. The Results Scorecard will comprise mainly of quantitative and qualitative indicators.

Midterm review will be undertaken in FY 2025/26 to ascertain the achievements against what was planned. End term review will be conducted and will focus on the extent to which the impact and outcome results have been achieved over the implementation period. This evaluation is scheduled for FY 2027/28, and the findings will be expected to inform the development of the next Strategic Plan.

## Outcome Performance Matrix

The table 8.1 outlines the outcome indicators, baselines and the targets for the Key Result Areas.

**Table 8.1: Outcome Performance Matrix**

| Key Result Area                                                          | Outcome                                                         | Outcome Indicator                                                                | Baseline      |         | Target          |                    |
|--------------------------------------------------------------------------|-----------------------------------------------------------------|----------------------------------------------------------------------------------|---------------|---------|-----------------|--------------------|
|                                                                          |                                                                 |                                                                                  | Value         | Year    | Mid-Term Period | End of Plan Period |
| <b>KRA 1:</b> Policy, Legal, Regulatory and Institutional frameworks     | Improved working and business environment                       | % change in customer satisfaction                                                | 37.5          | 2022/23 | 80              | 100                |
| <b>KRA 2:</b> Digital Superhighway and Telecommunications infrastructure | Universal Access to Information, Communication and Technologies | Population with internet subscriptions                                           | 49 Million    | 2022/23 | 60 Million      | 75 Million         |
|                                                                          |                                                                 | % penetration of smart mobile phones                                             | 60.9          | 2022/23 | 85              | 100                |
|                                                                          |                                                                 | Population with broadband subscriptions                                          | 33.32 Million | 2022/23 | 45 Million      | 55 Million         |
|                                                                          |                                                                 | Proportion of household with access to radio                                     | 70            | 2022/23 | 80              | 100                |
|                                                                          |                                                                 | % increase of population with access to DTT services                             | 92.1          | 2022/23 | 93.5            | 95                 |
| <b>KRA3:</b> Digital Government services and products                    | Increased access to digital government services                 | % of government services on-boarded online                                       | 20            | 2022/23 | 60              | 80                 |
|                                                                          |                                                                 | % of government back office processes digitalized                                | 20            | 2022/23 | 75              | 100                |
|                                                                          |                                                                 | No. of citizens trained on digital skills                                        | 40,000        | 2022/23 | 100,000         | 150,000            |
|                                                                          |                                                                 | % of population accessing digital products and services                          | 20            | 2022/23 | 45              | 70                 |
| <b>KRA 4:</b> Universal Access to Information                            | Informed citizenry                                              | % of population with access to information on Government projects and programmes | 55            | 2022/23 | 70              | 80                 |
|                                                                          |                                                                 | % of population with access to advertising services                              | 55            | 2022/23 | 80              | 100                |

**Outcome Performance Matrix (Continued)**

| Key Result Area                                                                                    | Outcome                                                      | Outcome Indicator                                                               | Baseline  |         | Target          |                    |
|----------------------------------------------------------------------------------------------------|--------------------------------------------------------------|---------------------------------------------------------------------------------|-----------|---------|-----------------|--------------------|
|                                                                                                    |                                                              |                                                                                 | Value     | Year    | Mid-Term Period | End of Plan Period |
| <b>KRA 5: Business Process Outsourcing (BPO)/IT Enabled services and Local Content Development</b> | Increased employment opportunities for the youth through ICT | No. of youths connected to online jobs (ITES/BPOs)                              | 145,719   | 2022/23 | 250,000         | 350,000            |
|                                                                                                    |                                                              | No. of productions in studio mashinani                                          | 366       | 2022/23 | 1092            | 1764               |
|                                                                                                    |                                                              | No. of persons using postal and courier services                                | 2,116,400 | 2022/23 | 3,000,000       | 4,000,000          |
| <b>KRA 6: Cyber Security, Data Governance and Emerging Technologies</b>                            | Secure cyberspace                                            | % security incidents detected and resolved                                      | 100       | 2022/23 | 100             | 100                |
|                                                                                                    |                                                              | No. of emerging technologies adopted (Cloud AI, Block chain, health – robotics) | 1         | 2022/23 | 1               | 1                  |
|                                                                                                    |                                                              | No. of citizens sensitized on data protection                                   | 2000      | 2022/23 | 7000            | 9000               |
| <b>KRA 7: Capacity Development</b>                                                                 | Improved productivity/ quality service delivery              | Productivity index                                                              | -         | 2022/23 | 100             | 100                |
|                                                                                                    |                                                              | No. of public sector workforce trained on ICT                                   | 45000     | 2022/23 | 100000          | 150000             |
|                                                                                                    |                                                              | No. of Information and Public Communications officers trained                   | 100       | 2022/23 | 300             | 500                |
|                                                                                                    |                                                              | Number of trained mass media practitioners                                      | 500       | 2022/23 | 1500            | 2500               |

**8.3.1 Mid-term Evaluation**

The Ministry will undertake its Mid-Term evaluation of the as follows:

- Define evaluation objectives: defining the objectives and scope of the mid-term evaluation and which aspects of the Ministry's Strategic Plan will be assessed.
- Develop an evaluation framework: develop an evaluation framework that outlines the evaluation questions, indicators, data sources, and methods aligning with the evaluation guidelines and norms.
- Data collection: collect relevant data on indicators to assess the progress and performance of the Strategic Plan. This will involve various methods, such as surveys, interviews, questionnaires. Consider both quantitative and qualitative data to provide a comprehensive evaluation.
- Data analysis: analyse the collected data to assess the extent to which the Strategic Plan is achieving its objectives. Appropriate analytical techniques to interpret the data and identify trends, patterns, and areas of success or challenges will be used.

- v. Evaluate implementation: assess the implementation of the Strategic Plan against the planned activities, timelines and allocated resources through identifying any bottlenecks, gaps, or factors contributing to success.
- vi. Assess outcomes and impact: evaluate the outcomes and impact of the Strategic Plan and determine the extent to which it has achieved its intended results and made a positive difference in the ICT sector.
- vii. Reporting and recommendations: prepare an evaluation report that includes findings, conclusions, and recommendations.
- viii. Dissemination and utilisation: share the evaluation findings and recommendations with relevant stakeholders.
- ix. Use of evaluation results: encourage the utilisation of the evaluation results for decision-making, policy formulation, and programme improvement.

#### **8.3.2 End-Term Evaluation**

The End-Term Evaluation will be conducted and will focus on the extent to which the impact and outcome results have been achieved over the implementation period. This evaluation is scheduled for 2027/28, and the findings will be expected to inform the development of the next Strategic Plan.

#### **8.4 Reporting Framework and Feedback Mechanism**

An effective and efficient progress reporting will be a critical component for successful implementation of the Strategic Plan. The Ministry will use prescribed templates provided in Tables 8.2, 8.3 and 8.4 for quarterly and annual reporting. A Results Scorecard (RS) will be presented on an annual basis to the Cabinet Secretary representing a cumulative progress towards the achievement of the annual targets. The Results Scorecard will comprise mainly of quantitative and qualitative indicators.

The monitoring and evaluation reports will be used to initiate actions to demonstrate the effectiveness of the Ministry in the implementation of funded projects and programmes to improve the lives of Kenyans. The documentation and sharing of best practices will be premised on various success stories and lessons learnt on implementation actions initiated by the government and various actors.



## Progress Reporting Template

The following templates will be used for reporting on the progress of implementation of programmes and projects:

### i. Table 8.2: Quarterly Progress Reporting Template

| Expected Output | Output Indicator | Annual Target (A) | Quarterly for year. |            |                | Cumulative to Date |            |                | Remarks | Corrective Intervention |
|-----------------|------------------|-------------------|---------------------|------------|----------------|--------------------|------------|----------------|---------|-------------------------|
|                 |                  |                   | Target (B)          | Actual (C) | Variance (C-B) | Target (E)         | Actual (F) | Variance (F-E) |         |                         |

### ii. Table 8.3: Annual Progress Reporting Template

| Expected Output | Output Indicator | Achievement for year.. |           |               | Cumulative to Date |           |               | Remarks | Corrective Intervention |
|-----------------|------------------|------------------------|-----------|---------------|--------------------|-----------|---------------|---------|-------------------------|
|                 |                  | Target(A)              | Actual(B) | Variance(B-C) | Target (D)         | Actual(E) | Variance(E-D) |         |                         |

### iii. Table 8.4: Evaluation Reporting Template

| Key Result Area | Outcome | Outcome Indicator | Baseline |      | Mid-Term Evaluation | End of Plan Period Evaluation |             | Remarks | Corrective Intervention |
|-----------------|---------|-------------------|----------|------|---------------------|-------------------------------|-------------|---------|-------------------------|
|                 |         |                   | Value    | Year | Target Achievement  | Target                        | Achievement |         |                         |

## Annex 1: Implementation Matrix

| Strategy                                                                                                                                              | Key Activities                                                   | Expected Output                                       | Output Indicators                                     | Target for 5 years                | Target |    |    |    |    | Budget (Mn) |    |     |    |    | Responsibility |                                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------|-----------------------------------|--------|----|----|----|----|-------------|----|-----|----|----|----------------|---------------------------------|
|                                                                                                                                                       |                                                                  |                                                       |                                                       |                                   | Y1     | Y2 | Y3 | Y4 | Y5 | Y1          | Y2 | Y3  | Y4 | Y5 | Lead           | Support                         |
| Strategic issue: Policy, legal, regulatory and institutional frameworks                                                                               |                                                                  |                                                       |                                                       |                                   |        |    |    |    |    |             |    |     |    |    |                |                                 |
| Strategic goal: Strengthen policies, legal, Regulatory and institutional frameworks.                                                                  |                                                                  |                                                       |                                                       |                                   |        |    |    |    |    |             |    |     |    |    |                |                                 |
| KRA 1: Policy, Legal, Regulatory and Institutional Reforms                                                                                            |                                                                  |                                                       |                                                       |                                   |        |    |    |    |    |             |    |     |    |    |                |                                 |
| Outcome: Improved working and business environment                                                                                                    |                                                                  |                                                       |                                                       |                                   |        |    |    |    |    |             |    |     |    |    |                |                                 |
| Strategic Objective: To enhance policy, legal regulatory, institutional frameworks for effective service delivery and conducive business environment. |                                                                  |                                                       |                                                       |                                   |        |    |    |    |    |             |    |     |    |    |                |                                 |
| Develop Policies, regulations, guidelines, standards and procedures.                                                                                  | Develop Cyber Security Policy and Guideline                      | Finalized Cyber Security Policy and Guidelines        | No. of cyber security policy and guidelines developed | 2                                 | 1      | 1  | –  | –  | –  | 10          | 20 | 0   | 0  | 0  | SDICTDE        | AG, NC4                         |
|                                                                                                                                                       |                                                                  | Develop legal frameworks                              | legal frameworks finalized (KICA, ICT/ICTA, KOTDA)    | No. of Bills/ Framework completed | 4      | 1  | 2  | 1  | –  | –           | 50 | 100 | 50 | 0  | 0              | SDICTDE                         |
|                                                                                                                                                       | Develop AI Policy and Bill                                       | AI Policy and Bill developed                          | AI Policy and Bill                                    | 2                                 | –      | 1  | 1  | –  | –  | 0           | 10 | 10  | 0  | 0  | SDICTDE        | Cabinet, Parliament and TNT     |
|                                                                                                                                                       | Develop BPO Policy and Strategy                                  | BPO Policy and Strategy developed                     | BPO Policy and Strategy                               | 2                                 | –      | 1  | 1  | –  | –  | 0           | 10 | 10  | 0  | 0  | SDBT           | SDICTDE                         |
|                                                                                                                                                       | Develop Data Management Policy and Bill                          | Data Management Policy and Bill developed             | Data Management Policy and Bill                       | 2                                 | –      | 1  | 1  | –  | –  | 0           | 10 | 0   | 0  | 0  | SDICTDE        | Cabinet, Parliament, AG and TNT |
|                                                                                                                                                       | Develop Open Data Framework and Policy                           | Open Data Framework and Policy developed              | Open Data Framework and Policy                        | 1                                 | 1      | –  | –  | –  | –  | 10          | 0  | 0   | 0  | 0  | SDICTDE        | Cabinet, Parliament, AG and TNT |
|                                                                                                                                                       | Develop National Communication Policy                            | National Communication Policy                         | National Communication Policy                         | 1                                 | –      | 1  | –  | –  | –  | 0           | 15 | 0   | 0  | 0  | SDBT           | Cabinet, Parliament, AG and TNT |
|                                                                                                                                                       | Finalize the National Addressing System of Kenya Policy and Bill | NAS Policy and Bill developed                         | NAS Policy and Bill                                   | 2                                 | 1      | 1  | –  | –  | –  | 10          | 8  | 0   | 0  | 0  | SDBT           | Cabinet, Parliament, AG and TNT |
|                                                                                                                                                       | Develop Access to Information Policy and Regulation              | Access to Information Policy and Regulation developed | Access to Information Policy and Regulation           | 2                                 | –      | 1  | 1  | –  | –  | 0           | 12 | 5   | 0  | 0  | SDBT           | AG, Parliament                  |
|                                                                                                                                                       | Develop KIMC Bill                                                | KIMC Bill developed                                   | KIMC Bill                                             | 1                                 | –      | –  | 1  | –  | –  | 0           | 30 | 0   | 0  | 0  | SDBT           | Cabinet, Parliament, AG and TNT |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                                      | Key Activities                                                                | Expected Output                                                               | Output Indicators                                                     | Target for 5 years | Target |    | Budget (Mn) |    |    |    |    | Responsibility |    |    |      |         |                                                      |
|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------|--------|----|-------------|----|----|----|----|----------------|----|----|------|---------|------------------------------------------------------|
|                                                                                               |                                                                               |                                                                               |                                                                       |                    | Y1     | Y2 | Y3          | Y4 | Y5 | Y1 | Y2 | Y3             | Y4 | Y5 | Lead | Support |                                                      |
| Review Policies, legislations, regulations, strategies, guidelines, standards and procedures. | Develop KYEB Bill                                                             | KYEB Bill developed                                                           | KYEB Bill                                                             | 1                  | -      | 1  | -           | -  | -  | -  | 0  | 30             | 0  | 0  | 0    | SDBT    | Cabinet, AG, Parliament and TNT                      |
|                                                                                               | Develop Public Sector Advertising Policy and Guidelines                       | Public Sector Advertising Policy and Guidelines developed                     | Gazetted Public sector advertising Policy and guidelines              | 2                  | -      | 1  | 1           | -  | -  | -  | 0  | 15             | 10 | 0  | 0    | SDBT    | Cabinet, AG, Government Printer, Parliament, and TNT |
|                                                                                               | Develop Public Relations and Communication Management Policy and Bill         | Public Relations and Communication Management Policy and Bill developed       | Public Relations and Communication Management (IPRACM) Policy and Act | 2                  | -      | 1  | 1           | -  | -  | -  | 0  | 10             | 10 | 0  | 0    | SDBT    | Cabinet, AG, PRSK, Parliament, and TNT               |
|                                                                                               | Develop a Results Framework for the Digital Infrastructure Policy             | Result Framework Developed                                                    | Result Framework                                                      | 1                  | 1      | -  | -           | -  | -  | 84 | 0  | 0              | 0  | 0  | 0    | SDICTDE | MoINA                                                |
|                                                                                               | Develop Integrated Infrastructure Development Policy                          | Infrastructure Policy Developed                                               | Infrastructure Policy                                                 | 1                  | 1      | -  | -           | -  | -  | 84 | 0  | 0              | 0  | 0  | 0    | SDICTDE | AG                                                   |
|                                                                                               | Review National ICT Policy                                                    | Finalized ICT Policy                                                          | Operational ICT Policy                                                | 1                  | -      | 1  | -           | -  | -  | 0  | 20 | 0              | 0  | 0  | 0    | SDICTDE | AG                                                   |
|                                                                                               | Review Digital Creative Economy DPA, 2019                                     | Digital Creative Economy DPA, 2019 reviewed                                   | Reviewed Act                                                          | 1                  | -      | 1  | -           | -  | -  | 0  | 15 | 0              | 0  | 0  | 0    | SDBT    | AG                                                   |
|                                                                                               | Review Computer Misuse and Cybercrime Act, 2018                               | Computer Misuse and Cybercrime Act, 2018 reviewed                             | Reviewed Act                                                          | 1                  | -      | -  | 1           | -  | -  | 0  | 0  | 15             | 0  | 0  | 0    | SDICTDE | AG, NC4                                              |
| Undertake institutional reforms                                                               | Review Consumer Protection Act, 2012                                          | Consumer Protection Act, 2012 reviewed                                        | Reviewed Act                                                          | 1                  | -      | -  | 1           | -  | -  | 0  | 0  | 0              | 20 | 0  | 0    | SDICTDE | AG                                                   |
|                                                                                               | Review of Kenya National Digital Master Plan                                  | Kenya National Digital Master Plan reviewed                                   | Reviewed plan                                                         | 1                  | -      | 1  | -           | -  | -  | 0  | 15 | 0              | 0  | 0  | 0    | SDICTDE | MDCAs                                                |
|                                                                                               | Review Kenya Information Communication Act, 1998 and regulations              | Amended Kenya Information Communication Act, 1998 and regulation              | No. of regulation reviewed                                            | 16                 | 8      | 8  | -           | -  | -  | 10 | 10 | 0              | 0  | 0  | 0    | SDBT    | Cabinet, AG, Parliament, and TNT                     |
|                                                                                               | Review KBC Act, 1988                                                          | KBC Act reviewed                                                              | Reviewed KBC Act                                                      | 1                  | -      | -  | 1           | -  | -  | 5  | 10 | 10             | 0  | 0  | 0    | SDBT    | Cabinet, AG, Parliament, and TNT                     |
|                                                                                               | Review PCK Act, 1998                                                          | PCK Act reviewed                                                              | Reviewed PCK Act                                                      | 1                  | -      | 1  | -           | -  | -  | 0  | 20 | 0              | 0  | 0  | 0    | SDBT    | Cabinet, AG, Parliament, and TNT                     |
|                                                                                               | Ratify, domesticate and implement regional and international instruments      | Ratified, domesticated and implemented regional and international instruments | No of domesticated resolutions                                        | 10                 | 2      | 2  | 2           | 2  | 2  | 20 | 20 | 20             | 20 | 20 | 20   | SDBT    | Cabinet, AG, Parliament, MFA, and TNT                |
|                                                                                               | Develop/review of Institutional Frameworks (ICTDE, ICTA, KoTDA, KAIST, TEAMS) | Institutional Framework Developed/ Reviewed                                   | No. of Institutional Framework developed                              | 5                  | 1      | 2  | 2           | -  | -  | 5  | 20 | 20             | 0  | 0  | 0    | SDICTDE | AG                                                   |
|                                                                                               | Establish Council of the Future                                               | Council of the Future established                                             | Council of the Future                                                 | 1                  | -      | -  | -           | -  | -  | 50 | 0  | 0              | 0  | 0  | 0    | SDICTDE | MDAs                                                 |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                                                             | Key Activities                                                                                                               | Expected Output                                                           | Output Indicators                      | Target for 5 years | Target |        |        |        |        | Budget (Mn) |        |          |        |        | Responsibility |                           |  |
|----------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|----------------------------------------|--------------------|--------|--------|--------|--------|--------|-------------|--------|----------|--------|--------|----------------|---------------------------|--|
|                                                                                                                      |                                                                                                                              |                                                                           |                                        |                    | Y1     | Y2     | Y3     | Y4     | Y5     | Y1          | Y2     | Y3       | Y4     | Y5     | Lead           | Support                   |  |
|                                                                                                                      | Establish Data Governance Council                                                                                            | Data Governance Council established                                       | Data Governance Council                | 1                  | -      | -      | -      | -      | -      | -           | 200    | 0        | 0      | 0      | SD/ICTDE       | MDAs                      |  |
|                                                                                                                      | Revitalize PCK                                                                                                               | PCK revitalized                                                           | %Revitalization                        | 100                | 60     | 75     | 85     | 95     | 100    | 20          | 20     | 20       | 20     | 20     | SDBT           | National Treasury, ICT-   |  |
|                                                                                                                      | Revamp KBC.                                                                                                                  | KBC Revamped                                                              | Revamped KBC                           | 100                | 60     | 75     | 85     | 95     | 100    | 20          | 20     | 20       | 20     | 20     | SDBT           | National Treasury, ICT-DE |  |
|                                                                                                                      | Modernize KNA.                                                                                                               | KNA Modernized                                                            | Modernized KNA                         | 100                | 30     | 50     | 70     | 90     | 100    | 95          | 180    | 200      | 220    | 200    | SDBT           | National Treasury, ICT-DE |  |
| Subtotal KRA 1                                                                                                       |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        | 673         | 645    | 450      | 280    | 260    |                |                           |  |
| Strategic issue: Broadband access                                                                                    |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        |             |        |          |        |        |                |                           |  |
| Strategic goal: Strengthen policies, legal, Regulatory and institutional frameworks.                                 |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        |             |        |          |        |        |                |                           |  |
| Key Result Area 2: Digital Superhighway and Telecommunications infrastructure                                        |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        |             |        |          |        |        |                |                           |  |
| Outcome: Universal Access to Information, communication and technologies                                             |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        |             |        |          |        |        |                |                           |  |
| Strategic Objective: To expand digital superhighway broadcasting and Telecommunications infrastructure country wide. |                                                                                                                              |                                                                           |                                        |                    |        |        |        |        |        |             |        |          |        |        |                |                           |  |
| Develop reliable ICT and Telecommunication infrastructure                                                            | Construct 100,000 km of Fibre under the Digital Superhighway (52,000km by the government and 48,000km by the private sector) | 100,000 km of Fibre constructed                                           | Km of Fibre laid out                   | 100,000            | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 24,000      | 24,000 | 24,000   | 24,000 | 24,000 | SD/ICTDE       | ICTA, KenHA               |  |
|                                                                                                                      | Expand and upgrade the integrated government unified communications system to cover all MDAs and counties.                   | Upgraded and expanded GUC System                                          | No. of users connected to GUC          | 100,000            | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 1,000       | 1,000  | 1,000    | 1,000  | 1,000  | SD/ICTDE       | MDCAs                     |  |
|                                                                                                                      | Implement Last mile connectivity to government offices, Hospitals and learning institutions.                                 | Last mile connectivity to government offices and other institutions       | No. of institutions connected          | 2,000              | 400    | 400    | 400    | 400    | 400    | 4,830       | 4,830  | 3,502.84 | 3,220  | 3,220  | SD/ICTDE       | County Government         |  |
|                                                                                                                      | Last mile connectivity to academic institutions (Primary, Secondary & Tertiary)                                              | Academic institutions connected                                           | No. of academic institutions connected | 10,000             | 2,000  | 2,000  | 2,000  | 2,000  | 2,000  | 10,000      | 10,000 | 10,000   | 10,000 | 10,000 | SD/ICT-DE      | MOE                       |  |
|                                                                                                                      | Establish Green data centre and compute infrastructure                                                                       | Green Data centers established in Konza Technopolis and Olkaria tech park | No of Active Data centers              | 4                  | -      | 1      | 1      | 1      | 1      | 0           | 100    | 100      | 100    | 100    | SD/ICTDE       | KoTDA                     |  |
|                                                                                                                      | Modernize Kenya News Agency infrastructure.                                                                                  | KNA infrastructure modernized                                             | % of completion                        | 100                | 40     | 55     | 70     | 85     | 100    | 110         | 250    | 200      | 43     | 0      | SDBT           | MLPWH&UD                  |  |
|                                                                                                                      | Upgrade the Government media Centre                                                                                          | Government media Centre upgraded                                          | % of completion                        | 100                | 40     | 60     | 80     | 100    | -      | 200         | 80     | 80       | 80     | 0      | SD/ICTDE       | KoTDA                     |  |
|                                                                                                                      | Complete Government contact centre                                                                                           | Government contact centre completed                                       | % of completion                        | 100                | 60     | 70     | 80     | 90     | 100    | 0           | 10     | 10       | 0      | 0      | SD/ICTDE       | KoTDA                     |  |
|                                                                                                                      | Last mile connectivity to postal offices                                                                                     | Postal offices connected                                                  | No. of offices                         | 300                | 60     | 60     | 60     | 60     | 60     | 300         | 300    | 300      | 300    | 300    | SD/ICT-DE      | PCK                       |  |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                            | Key Activities                                                           | Expected Output                                                     | Output Indicators                          | Target for 5 years | Target |      |      |     |     | Budget (Mn) |           |           |           |           | Responsibility |                                 |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------|--------------------|--------|------|------|-----|-----|-------------|-----------|-----------|-----------|-----------|----------------|---------------------------------|
|                                                                                     |                                                                          |                                                                     |                                            |                    | Y1     | Y2   | Y3   | Y4  | Y5  | Y1          | Y2        | Y3        | Y4        | Y5        | Lead           | Support                         |
| Provide Internet and broadcasting services through satellite                        | Authorize MNOs to provide "Direct to Device" satellite service           | Authorize MNOs to provide "Direct to Device" satellite service      | Number of MNOs authorized                  | 5                  | 1      | 1    | 1    | 1   | 1   | 0           | 0         | 0         | 0         | 0         | SDBT           | CA                              |
|                                                                                     |                                                                          |                                                                     |                                            |                    | 20     | 20   | 20   | 20  | 20  | 1.5         | 1.5       | 1.5       | 1.5       | 1.5       | SDBT           | CA                              |
|                                                                                     | Prepare and submit BSS notification to ITU                               | BSS notifications prepared and submitted to ITU                     | Kenya Broadcasting Satellite Service (BSS) | 5                  | 1      | 1    | 1    | 1   | 1   | 15,600      | 15,600    | 15,600    | 15,600    | 15,600    | CA             | MICDE, Kenya, Space Agency, DoD |
|                                                                                     | Train engineers on BSS operation                                         | Engineers trained on BSS operation                                  | No. of engineers trained                   | 100                | 20     | 20   | 20   | 20  | 20  | 10          | 10        | 10        | 10        | 10        | SDBT           | CAK, Space Agency, DoD          |
|                                                                                     | Acquire BSS                                                              | BSS acquired                                                        | BSS                                        | 1                  | -      | -    | 1    | -   | -   | 0           | 0         | 100       | 0         | 0         | MICDE          | CAK & KBC                       |
| Increase access to mobile devices                                                   | Manufacture/assemble affordable Smart Device                             | Availability of smart devices with a price range of \$40            | No. of devices manufactured/assembled (mn) | 10                 | 1      | 2    | 2    | 3   | 2   | 107         | 200       | 100       | 100       | 100       | SDICTDE        | Private Sector                  |
| Increase radio and television coverage                                              | Expand Digital Terrestrial Television Coverage.                          | National Coverage of the Digital Terrestrial Television             | % coverage                                 | 95                 | 93     | 93.2 | 93.5 | 94  | 95  | 100         | 100       | 100       | 100       | 100       | SDBT           |                                 |
|                                                                                     | Increase FM radio transmission coverage                                  | FM Radio Transmissions coverage increased                           | No. of Licensed FM radio                   | 500                | 300    | 350  | 400  | 450 | 500 | 45          | 620       | 620       | 620       | 802.5     | SDBT           |                                 |
|                                                                                     | Provide Basic Voice Infrastructure                                       | Basic Voice Infrastructure provided                                 | % of completion                            | 100                | 55     | 70   | 85   | 90  | 100 | 200         | 200       | 200       | 200       | 200       | SDBT           |                                 |
|                                                                                     | Automate and Upgrade KBC's Broadcast House and ICT Infrastructure        | KBC's Broadcast House and ICT Infrastructure automated and upgraded | % of completion                            | 100                | 50     | 75   | 100  | -   | -   | 0           | 500       | 950       | 0         | 0         | SDBT           |                                 |
| Develop infrastructure sharing mechanism                                            | Develop integrated ICT infrastructure sharing framework                  | Integrated ICT infrastructure sharing framework developed           | % of completion                            | 100                | 100    | -    | -    | -   | -   | 10          | 0         | 0         | 0         | 0         | SDICTDE        | MDAs                            |
|                                                                                     | Develop framework and rollout digital identity                           | Framework for digital identity developed                            | % of completion                            | 100                | 30     | 25   | 20   | 15  | 10  | 4500        | 3750      | 3000      | 2250      | 1500      | SDICTDE        | Mol & NA                        |
| Enhance Business continuity (Hosting, colocation and cloud services for the region) | Complete and operationalize ICT Disaster Recovery Centre operationalized | Disaster Recovery Centre operationalized                            | % of completion                            | 100                | 20     | 20   | 20   | 20  | 20  | 2260        | 2260      | 2260      | 2260      | 2260      | SDICTDE        | Mol & NA                        |
| Subtotal KRA 2                                                                      |                                                                          |                                                                     |                                            |                    |        |      |      |     |     | 64,573.50   | 65,111.50 | 63,434.34 | 61,184.50 | 60,494.00 |                |                                 |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                                      | Key Activities                                                     | Expected Output                               | Output Indicators                                                                | Target for 5 years | Target |     | Budget (Mn) |     |     |       |       | Responsibility |       |         |         |         |
|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------------------------|--------------------|--------|-----|-------------|-----|-----|-------|-------|----------------|-------|---------|---------|---------|
|                                                                                               |                                                                    |                                               |                                                                                  |                    | Y1     | Y2  | Y3          | Y4  | Y5  | Y1    | Y2    | Y3             | Y4    | Y5      | Lead    | Support |
| Strategic issue: Automation and digitization of government services                           |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Strategic goal: Strengthen policies, legal, Regulatory and institutional frameworks.          |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Key Result Area 3: Digital Government Services and products                                   |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Outcome: Increased access to digital government services                                      |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Strategic Objective : To improve universal access to digital government services and products |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Digitalize Government services                                                                | Identify and digitalize government operational systems and records | Digitalized system and records                | % of Government services digitalized                                             | 100                | -      | 25  | 50          | 75  | 100 | 0     | 5,000 | 5,000          | 5,000 | 5,000   | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | % of government records digitized                                                | 100                | -      | 25  | 50          | 75  | 100 | 0     | 2,000 | 2,000          | 2,000 | 2,000   | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | % of MDAs onboarded to the e-citizen portal.                                     | 100                | 70     | 100 | 100         | 100 | 100 | 2,000 | 1,000 | 1,000          | 1,000 | 1,000   | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | % implementation of unified communication solutions.                             | 100                | 100    | 100 | 100         | 100 | 100 | 50    | 100   | 100            | 100   | 100     | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | No of use cases for application of emerging technologies (data analytics and AI) | 5                  | -      | 2   | 2           | 1   | 0   | 200   | 200   | 200            | 100   | SDICTDE | MDAs    |         |
|                                                                                               | Establish Digitization fund                                        | Digitization fund established                 | No of sandboxes and simulation environments                                      | 5                  | -      | 1   | 1           | 1   | 2   | 0     | 50    | 50             | 50    | 100     | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | % of establishment                                                               | 100                | -      | -   | 100         | -   | -   | 0     | 0     | 0              | 0     | 0       | SDICTDE | NT, AG  |
|                                                                                               |                                                                    |                                               | % digitization of KBC archiving materials                                        | 100                | 100    | 100 | 100         | 100 | 100 | 200   | 200   | 200            | 200   | 200     | SDBT    | SDICTDE |
|                                                                                               |                                                                    |                                               | DPI baseline study report                                                        | 1                  | 1      | -   | -           | -   | 30  | 0     | 0     | 0              | 0     | 0       | SDICTDE | MDAs    |
|                                                                                               |                                                                    |                                               | DPIP developed                                                                   | 1                  | -      | 1   | -           | -   | 0   | 200   | 0     | 0              | 0     | 0       | SDICTDE | MDAs    |
| Enhance integration, interoperability and availability of systems                             | Develop and implement Government Enterprise Architectures          | Government Enterprise Architecture developed; | % of implementation of single sign-on G2G application                            | 100                | -      | 70  | 80          | 90  | 100 | 0     | 300   | 100            | 100   | SDICTDE | MDAs    |         |
|                                                                                               |                                                                    |                                               | No. of framework implemented                                                     | 6                  | 1      | 2   | 2           | 1   | -   | 20    | 40    | 40             | 20    | 0       | SDICTDE | MDAs    |
| Leverage local startups and MSMEs to develop Government solutions                             | MSMEs to develop Government solutions                              | Solutions powered by MSMEs                    | % of solutions powered by MSMEs                                                  | 100                | 5      | 30  | 65          | 80  | 100 | 5     | 5     | 5              | 5     | SDICTDE | KoTDA   |         |
|                                                                                               |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     |       |       |                |       |         |         |         |
| Subtotal KRA 3                                                                                |                                                                    |                                               |                                                                                  |                    |        |     |             |     |     | 2,305 | 8,895 | 8,695          | 8,675 | 8,605   |         |         |

Annex 1: Implementation Matrix (Continued)

| Strategy                                                                           | Key Activities                                                               | Expected Output                                                            | Output Indicators          | Target for 5 years | Target |     | Budget (Mn) |     |     |     |     | Responsibility |     |     |      |                       |
|------------------------------------------------------------------------------------|------------------------------------------------------------------------------|----------------------------------------------------------------------------|----------------------------|--------------------|--------|-----|-------------|-----|-----|-----|-----|----------------|-----|-----|------|-----------------------|
|                                                                                    |                                                                              |                                                                            |                            |                    | Y1     | Y2  | Y3          | Y4  | Y5  | Y1  | Y2  | Y3             | Y4  | Y5  | Lead | Support               |
| Strategic issue: Access to information and communication services                  |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
| Strategic goal: Enhance access to information and communication services           |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
| Key Result Area 4: universal access to information                                 |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
| Outcome: Informed citizenry                                                        |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
| Strategic Objective : To improve access to information for a knowledgeable society |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
| Carry out public awareness campaigns                                               | Audience analysis                                                            | Analysis report                                                            | No. of reports             | 20                 | 4      | 4   | 4           | 4   | 4   | 20  | 20  | 20             | 20  | 20  | SDBT | Media Houses          |
|                                                                                    | Develop of IEC material                                                      | IEC materials developed                                                    | No. of Materials Developed | 1000               | 200    | 200 | 200         | 200 | 200 | 10  | 10  | 10             | 10  | 10  | SDBT | Media Houses          |
|                                                                                    | Establish Virtual Citizen Engagement Platform                                | Virtual Citizen Engagement Platform established                            | Percentage completion      | 100                | -      | 50  | 100         | -   | -   | 0   | 30  | 50             | 0   | 0   | SDBT | Media Houses          |
|                                                                                    | Promote Partnership with media houses                                        | Partnership with media houses                                              | No. of Partnerships        | 10                 | 2      | 2   | 2           | 2   | 2   | 5   | 5   | 5              | 5   | 5   | SDBT | Media Houses          |
| Dissemination of credible information                                              | Publication of Kenya Yearbook, BETA biography Series, Infobyte, Agenda Kenya | Kenya Yearbook, BETA biography Series, Infobyte, Agenda Kenya Published    | No. of publications        | 25                 | 5      | 5   | 5           | 5   | 5   | 10  | 10  | 10             | 10  | 10  | SDBT | KYEB                  |
|                                                                                    | Publication of Weekly MyGov News Paper                                       | Weekly MyGov News Paper published                                          | No. of MyGov               | 250                | 50     | 50  | 50          | 50  | 50  | 750 | 750 | 750            | 750 | 750 | SDBT | KYEB and Media Houses |
| Strengthen Public information management                                           | Establishment and maintenance of a modern information management system      | network security Enhanced Modern information management system established | % of completion            | 100                | 100    | 100 | 100         | 100 | 100 | 50  | 50  | 50             | 50  | 50  | SDBT |                       |
|                                                                                    | Undertake market share survey for KBC                                        | market share survey for KBC undertaken                                     | % of market share          | 50                 | 20     | 25  | 30          | 40  | 50  | 0   | -   | -              | -   | -   | SDBT | KBC                   |
|                                                                                    | Conduct customer satisfaction index                                          | customer satisfaction index conducted                                      | satisfaction index         | 10                 | 10     | 10  | 10          | 10  | 10  | 5   | 5   | 5              | 5   | 5   | SDBT | KBC                   |
|                                                                                    | Upgrade the media monitoring and research equipment                          | media monitoring and research equipment upgraded                           | % of completion            | 100                | 50     | 100 | -           | -   | -   | 25  | 25  | 0              | 0   | 0   | SDBT | Media Houses          |
| Digitalize Government Advertising services                                         | Upgrade mygov.go.ke portal                                                   |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |
|                                                                                    |                                                                              | mygov.go.ke portal upgraded                                                | % of completion            | 100                | 40     | 70  | 100         | -   | -   | 50  | 25  | 25             | 25  |     | SDBT | SDICT&DE              |
|                                                                                    |                                                                              |                                                                            |                            |                    |        |     |             |     |     |     |     |                |     |     |      |                       |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                                      | Key Activities                                          | Expected Output                                              | Output Indicators                                | Target for 5 years | Target    |           | Budget (Mn) |           |           |       |        | Responsibility |       |       |         |                      |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------|--------------------------------------------------------------|--------------------------------------------------|--------------------|-----------|-----------|-------------|-----------|-----------|-------|--------|----------------|-------|-------|---------|----------------------|
|                                                                                               |                                                         |                                                              |                                                  |                    | Y1        | Y2        | Y3          | Y4        | Y5        | Y1    | Y2     | Y3             | Y4    | Y5    | Lead    | Support              |
|                                                                                               | Develop an invoicing system                             | Invoicing system developed                                   | % completion                                     | 100                | 100       | -         | -           | -         | -         | 15    | 0      | 0              | 0     | 0     | SDBT    | SDICT&DE             |
|                                                                                               | Installing in copy editing software for MyGov           | copy editing software for MyGov developed                    | % of completion                                  | 100                | 100       | -         | -           | -         | -         | 5     | 0      | 0              | 0     | 0     | SDBT    | SDICT&DE             |
| SUBTOTAL KRA4                                                                                 |                                                         |                                                              |                                                  |                    |           |           |             |           |           | 955   | 940    | 935            | 860   | 860   |         |                      |
| Strategic issue: Digital jobs and local content development                                   |                                                         |                                                              |                                                  |                    |           |           |             |           |           |       |        |                |       |       |         |                      |
| Strategic goal: Improve Digital Economy and e-commerce                                        |                                                         |                                                              |                                                  |                    |           |           |             |           |           |       |        |                |       |       |         |                      |
| Key Result Area 5: Business Process Outsourcing (BPO) and Local content development           |                                                         |                                                              |                                                  |                    |           |           |             |           |           |       |        |                |       |       |         |                      |
| Outcome: Increased employment opportunities for the youth through ICT                         |                                                         |                                                              |                                                  |                    |           |           |             |           |           |       |        |                |       |       |         |                      |
| Strategic Objective 7: To facilitate the development of ITES                                  |                                                         |                                                              |                                                  |                    |           |           |             |           |           |       |        |                |       |       |         |                      |
| Develop smart city                                                                            | Establish Konza Digital Media City                      | Media City established                                       | % of completion                                  | 100                | -         | 21        | 32          | 63        | 100       | 0     | 7,812  | 3,910          | 1,145 | 1,338 | SDICTDE | NT, SPORTS           |
|                                                                                               | Develop Konza Techno City Phase II                      | Konza City phase II established                              | % of completion                                  | 100                | -         | 45        | 79          | 100       | -         | 0     | 6,500  | 5,000          | 3,000 | 0     | SDICTDE |                      |
|                                                                                               | Establishment of digital hubs                           | Digital hubs established                                     | No. of Hubs established                          | 1,450              | 290       | 390       | 490         | 280       | -         | 1,500 | 2,000  | 1,000          | 800   | 0     | SDICTDE | COG, MOE, MOL&SP, NT |
|                                                                                               | Train youths on digital literacy                        | Youths trained through digital hubs                          | No of youths trained                             | 20 M               | 5,000,000 | 5,000,000 | 5,000,000   | 5,000,000 | 5,000,000 | 50    | 50     | 50             | 50    | 50    | SDICTDE | COG, MOE, MOL&SP, NT |
| Promote Local ICT manufacturing and software industries                                       | Connect youths to online jobs                           | 900,000 youths connected to online jobs (ITES/BPOs)          | No of youths connected to online jobs            | 2,000,000          | 400,000   | 400,000   | 400,000     | 400,000   | 400,000   | 160   | 160    | 160            | 160   | 160   | SDICTDE | COG, MOE, MOL&SP, NT |
|                                                                                               | Establish local ICT Manufacturing Industry.             | Software and electronic manufacturing industries established | No. of ICT manufacturing plants                  | 4                  | 1         | 1         | 1           | 1         | 1         | 50    | 300    | 300            | 300   | 300   | SDICTDE | MOIT&I, NT &P, MOE   |
|                                                                                               | Establish Studio Mashinani                              | Studio Mashinani                                             | No established                                   | 18                 | 3         | 3         | 4           | 4         | 4         | 0     | 156    | 127.5          | 126   | 120   | SDBT    | KBC, Counties        |
|                                                                                               | Studio Mashinani Digital Content (Audio Visual)         | Digital Content (Audio Visual)                               | No. of recordings                                | 5,712              | 588       | 840       | 1,092       | 1,728     | 1,764     | 0     | 0      | 0              | 0     | 0     | SDBT    | KBC, Counties        |
| Digitalize and commercialize local Content                                                    | Establish Media Park                                    | Media park established                                       | % completion                                     | 100                | 20        | 40        | 60          | 80        | 100       | 200   | 200    | 200            | 200   | 200   | SDBT    | KBC                  |
|                                                                                               | Digitalize KNA Content                                  | KNA Content digitalized                                      | % digitalization                                 | 100                | 20        | 40        | 60          | 80        | 100       | 0     | 0      | 0              | 0     | 0     | SDBT    | KNA                  |
|                                                                                               | Provide Telecommunications, Postal and Courier Services | Increase on persons using postal and courier services        | No. of persons using postal and courier services | 4,000,000          | 2,200,000 | 2,500,000 | 3,000,000   | 3,500,000 | 4,000,000 | 0     | 0      | 0              | 0     | 0     | SDBT    | PCK                  |
|                                                                                               | Establishment of E-commerce hubs                        | e-commerce hubs                                              | No. of Hubs                                      | 47                 | 10        | 10        | 10          | 10        | 7         | 100   | 100    | 100            | 100   | 70    | SDBT    | MoTII                |
|                                                                                               | Increase revenue for PCK                                | Revenue for PCK increased                                    | Pre-Tax Profit in KSh. (Mn)                      | 12.3               | 2.5       | 2.5       | 2.3         | 2.5       | 2.5       | 0     | 0      | 0              | 0     | 0     | SDBT    | PCK                  |
| Undertake research and create innovation in the field of Applications and Content Development | Develop the silicon savannah innovation platform        | Silicon savannah innovation platform developed               | % completion                                     | 100                | 20        | 75        | 85          | 98        | 100       | 10    | 15     | 15             | 10    | 5     | SDICTDE | NT&P, MOIT&I,        |
| Sub TOTAL KRA 5                                                                               |                                                         |                                                              |                                                  |                    |           |           |             |           |           | 2,070 | 17,293 | 10,863         | 5,891 | 2,243 |         |                      |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                                                 | Key Activities                                                                | Expected Output                                                | Output Indicators                                                | Target for 5 years | Target |        | Budget (Mn) |        |        |    |     | Responsibility |       |       |         |                     |
|----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------|--------------------|--------|--------|-------------|--------|--------|----|-----|----------------|-------|-------|---------|---------------------|
|                                                                                                          |                                                                               |                                                                |                                                                  | Y1                 | Y2     | Y3     | Y4          | Y5     | Y1     | Y2 | Y3  | Y4             | Y5    | Lead  | Support |                     |
| Strategic issue: Emerging technologies, cyber security and data management                               |                                                                               |                                                                |                                                                  |                    |        |        |             |        |        |    |     |                |       |       |         |                     |
| Strategic goal: Facilitate secure data driven digital ecosystem leveraging on emerging technologies      |                                                                               |                                                                |                                                                  |                    |        |        |             |        |        |    |     |                |       |       |         |                     |
| Key Result Area 6: Cyber Security, Data Governance and Emerging technologies                             |                                                                               |                                                                |                                                                  |                    |        |        |             |        |        |    |     |                |       |       |         |                     |
| Outcome: Secure digital assets                                                                           |                                                                               |                                                                |                                                                  |                    |        |        |             |        |        |    |     |                |       |       |         |                     |
| Strategic Objective : promote a secure data-driven digital ecosystem leveraging on emerging technologies |                                                                               |                                                                |                                                                  |                    |        |        |             |        |        |    |     |                |       |       |         |                     |
| Strengthen data governance, privacy and protection                                                       | Assess and audit data controllers and data processors                         | Data controllers and data processors assessed and audited      | No. of data controllers and data processors assessed and audited | 15,000             | 1,000  | 2,000  | 3,000       | 4,000  | 5,000  | 5  | 10  | 15             | 20    | 25    | SDICTDE | MO&NA               |
|                                                                                                          | Train Data controllers and processors                                         | Trained Data controllers and processors                        | No. of Data controllers and processors trained                   | 15,000             | 1,000  | 2,000  | 3,000       | 4,000  | 5,000  | 5  | 10  | 15             | 20    | 25    | SDICTDE | MO&NA               |
|                                                                                                          | Collaborate in International in data protection and cybersecurity initiatives | International partnerships and collaborations                  | No. of regional controllers and international events             | 9                  | 1      | 2      | 2           | 2      | 2      | 10 | 10  | 10             | 10    | 10    | SDICTDE | SDBT, CA, ICTA      |
|                                                                                                          | Establish a Government security operation centre                              | Government ICT security operation centre                       | % operationalized                                                | 100                | -      | 30     | 60          | 90     | 10     | 0  | 900 | 900            | 900   | 300   | SDICTDE | SDBT, CA, MO&NA, NT |
| Build and strengthen resilient cyber security systems                                                    | Establish sectoral ICT security operation centres                             | Sectoral ICT security operation centres implemented            | No. of ICT security operation centres operationalized            | 7                  | -      | 1      | 2           | 2      | 2      | 0  | 500 | 1,000          | 1,000 | 1,000 | SDICTDE | SDBT, CA, MO&NA, NT |
|                                                                                                          | Ratify and Sign Malabo Convention on Cybersecurity and Data Protection        | Malabo Convention operationalized                              | % operationalized                                                | 100                | 100    | -      | -           | -      | -      | 20 | 0   | 0              | 0     | 0     | SDICTDE | AG                  |
|                                                                                                          | Develop Data Sharing Code                                                     | Data Sharing Code developed                                    | % completed and implemented                                      | 100                | -      | 50     | 100         | -      | -      | 0  | 100 | 100            | 0     | 0     | SDICTDE | CA, ICTA            |
|                                                                                                          | Establish a Cyber Security Agency                                             | A Cyber Security Agency established                            | % established                                                    | 100                | -      | 30     | 60          | 90     | 10     | 0  | 150 | 150            | 150   | 50    | SDICTDE | SDBT, CA, MO&NA, NT |
|                                                                                                          | Establish a Cyber Security Academy                                            | A Cyber Security Academy established                           | % established                                                    | 100                | -      | 10     | 30          | 60     | 100    | 0  | 50  | 100            | 150   | 250   | SDICTDE | CA, ICTA, NT        |
|                                                                                                          | Capacity Building and Awareness on Cyber Security                             | Informed citizens/public servants                              | No. of participants trained                                      | 130,000            | 15,000 | 20,000 | 25,000      | 30,000 | 40,000 | 75 | 100 | 125            | 150   | 160   | SDICTDE | CA, ICTA            |
|                                                                                                          | International Collaboration in cyber-Security                                 | Partnerships and collaborations with the International players | No. of partnerships                                              | 23                 | 4      | 4      | 5           | 5      | 5      | 10 | 10  | 10             | 10    | 10    | SDICTDE | SDBT, CA, ICTA      |

## Annex 1: Implementation Matrix (Continued)

| Strategy                                                                         | Key Activities                                                 | Expected Output                                                    | Output Indicators                         | Target for 5 years | Target |     | Budget (Mn) |     |     |     |       | Responsibility |       |       |                 |                                |
|----------------------------------------------------------------------------------|----------------------------------------------------------------|--------------------------------------------------------------------|-------------------------------------------|--------------------|--------|-----|-------------|-----|-----|-----|-------|----------------|-------|-------|-----------------|--------------------------------|
|                                                                                  |                                                                |                                                                    |                                           |                    | Y1     | Y2  | Y3          | Y4  | Y5  | Y1  | Y2    | Y3             | Y4    | Y5    | Lead            | Support                        |
| Build and strengthen emerging technology capabilities.                           | Develop Asset mapping and risk register for ICT systems        | Asset mapping register system                                      | No. of Asset mapping register system      | 1                  | -      | 1   | -           | -   | -   | 0   | 100   | 0              | 0     | 0     | SDICTDE         | MDAs                           |
|                                                                                  | Build capacity to anticipate and exploit emerging technologies | Capacity to anticipate and exploit emerging technologies Increased | No of emerging technologies exploited     | 5                  | 1      | 1   | 1           | 1   | 1   | 8   | 8     | 8              | 8     | 8     | SDICTDE         | MDAs                           |
| Subtotal KRA 6                                                                   |                                                                |                                                                    |                                           |                    |        |     |             |     |     | 133 | 1,948 | 2,433          | 2,418 | 1,838 |                 |                                |
| Strategic issue: Finance, capacity building and human capital development        |                                                                |                                                                    |                                           |                    |        |     |             |     |     |     |       |                |       |       |                 |                                |
| Strategic goal: Enhance Skilled workforce and Institutional excellence           |                                                                |                                                                    |                                           |                    |        |     |             |     |     |     |       |                |       |       |                 |                                |
| Key Result Area 7: Capacity Development                                          |                                                                |                                                                    |                                           |                    |        |     |             |     |     |     |       |                |       |       |                 |                                |
| Outcome: improved productivity                                                   |                                                                |                                                                    |                                           |                    |        |     |             |     |     |     |       |                |       |       |                 |                                |
| Strategic Objective : To enhance/develop digital and mass media technical skills |                                                                |                                                                    |                                           |                    |        |     |             |     |     |     |       |                |       |       |                 |                                |
| Promote principles of good leadership national values and governance             | Enforcement of national values and principles                  | national values and principles enforced                            | % implementation                          | 100                | 100    | 100 | 100         | 100 | 100 | 2   | 2     | 2              | 2     | 2     | STBT & SDICT&DE | DNC&V                          |
|                                                                                  | Establish framework to certify and regulate ICT professionals  | ICT professional body established                                  | No of bodies established                  | 1                  | -      | 1   | -           | -   | -   | 0   | 250   | 0              | 0     | 0     | SDICT           | NT&P, PUBLIC SERVICE           |
|                                                                                  | Harness leadership skills on staff                             | Staff trained on leadership skills                                 | No. of staff trained                      | 180                | 20     | 40  | 40          | 40  | 40  | 3   | 6     | 6              | 6     | 6     | STBT & SDICT&DE | PSC                            |
|                                                                                  | monitor and evaluate implementation of projects                | Improved projects completion rate                                  | No. of M&E reports                        | 4                  | 4      | 4   | 4           | 4   | 4   | 12  | 12    | 12             | 12    | 12    | STBT & SDICT&DE | NT&P                           |
|                                                                                  | Comply to national values and principles                       | national values and principles complied to                         | % compliance                              | 100                | 100    | 100 | 100         | 100 | 100 | 10  | 10    | 10             | 10    | 10    | STBT & SDICT&DE | Directorate of National Values |
|                                                                                  | Train staff on leadership and governance                       | Staff trained on leadership and governance                         | No. of staff trained                      | 250                | 50     | 50  | 50          | 50  | 50  | 10  | 10    | 10             | 10    | 10    | STBT & SDICT&DE | PSC, NT                        |
|                                                                                  | Mainstreaming cross- cutting issues                            | cross- cutting issues mainstreamed                                 | No. of cross- cutting issues mainstreamed | 10                 | 10     | 10  | 10          | 10  | 10  | 5   | 5     | 5              | 5     | 5     | STBT & SDICT&DE | MDAs                           |
| Strengthen resource mobilization                                                 | Develop Resource mobilization framework                        | Resource mobilization framework                                    | Framework                                 | 1                  | 1      | -   | -           | -   | -   | 5   | 0     | 0              | 0     | 0     | STBT & SDICT&DE | TNT                            |

## Annex 1: Implementation Matrix (Continued)

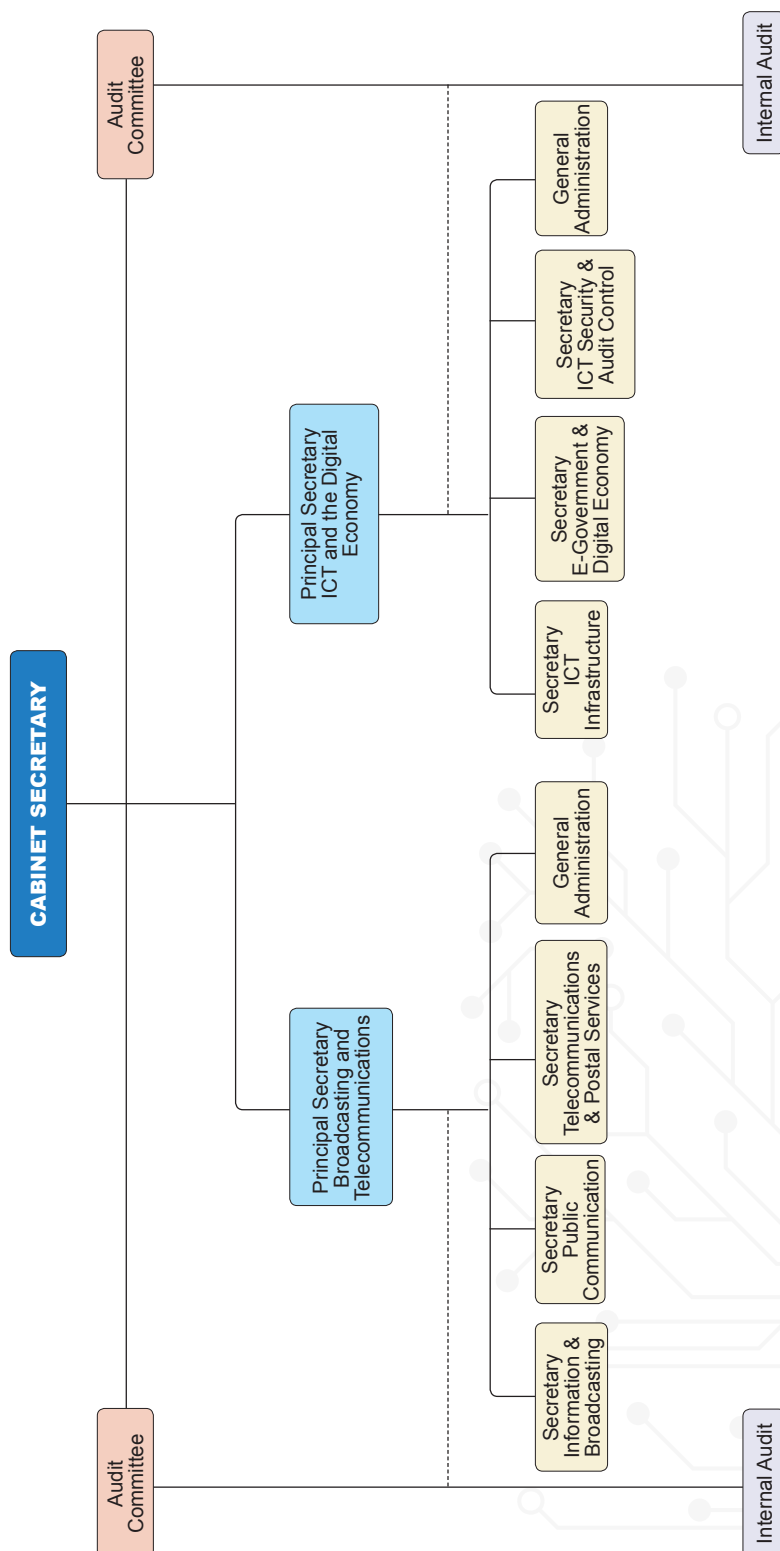
| Strategy                        | Key Activities                                                                      | Expected Output                                                       | Output Indicators                                                         | Target for 5 years | Target |        |        |        |        | Budget (Mn) |     |     |     |     | Responsibility  |                                                     |
|---------------------------------|-------------------------------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|--------------------|--------|--------|--------|--------|--------|-------------|-----|-----|-----|-----|-----------------|-----------------------------------------------------|
|                                 |                                                                                     |                                                                       |                                                                           |                    | Y1     | Y2     | Y3     | Y4     | Y5     | Y1          | Y2  | Y3  | Y4  | Y5  | Lead            | Support                                             |
| Develop human resource Capacity | Develop Resource mobilization framework                                             | Resource mobilization framework                                       | Framework                                                                 | 1                  | -      | -      | -      | -      | -      | 5           | 0   | 0   | 0   | 0   | STBT & SDICT&DE | TNT                                                 |
|                                 | Strengthen the capacity of ICT and communication staff in MDAs                      | Officers in Public Service trained in High-End Specialized ICT areas. | No. of Public Service officers trained in High-End Specialized ICT areas. | 20,000             | 4,000  | 4,000  | 4,000  | 4,000  | 4,000  | 200         | 200 | 200 | 200 | 200 | SDICTDE         | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Facilitate ICT and Mass Media training.                                             | Trained ICT and Mass Media Personnel                                  | No. of Personnel Trained                                                  | 150                | 30     | 30     | 30     | 30     | 30     | 4           | 4   | 4   | 4   | 4   | STBT & SDICT&DE | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Roll out mass media and digital skills development program.                         | Citizens trained on digital Literacy skills.                          | No. of citizens trained on basic digital literacy skills.                 | 20 M               | 4 M    | 4M     | 4M     | 4M     | 4M     | 900         | 900 | 900 | 900 | 900 | STBT & SDICT&DE | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Capacity build civil servants on digital skills.                                    | civil servants with digital skills                                    | No. of Civil servants trained                                             | 150,000            | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 | 80          | 80  | 80  | 80  | 80  | SDICTDE         | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Train technical staff                                                               | Trained technical staff                                               | No. of staff trained                                                      | 2,000              | 400    | 400    | 400    | 400    | 400    | 20          | 20  | 20  | 20  | 20  | STBT & SDICT&DE | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Train support services staff                                                        | Support services staff trained                                        | No. of support services staff trained                                     | 250                | 50     | 50     | 50     | 50     | 50     | 5           | 5   | 5   | 5   | 5   | STBT & SDICT&DE | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Capacity Building, Awareness Creation and Extension of Quality Services Obligations | Capacity Building Awareness Created                                   | Capacity Building Awareness                                               | 1                  | -      | -      | -      | -      | -      | 84          | 0   | 0   | 0   | 0   | SDICTDE         | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Train media practitioners                                                           | Media practitioners trained                                           | No. of Media practitioners trained.                                       | 2,500              | 500    | 500    | 500    | 500    | 500    | 50          | 50  | 50  | 50  | 50  | SDBT/MCK        | Training Institutions, NT&P, Public Service, MOL&SP |
|                                 | Undertake Continuous training of staff                                              | staff trained                                                         | No. of officers trained                                                   | 471                | 94     | 94     | 94     | 94     | 95     | 7.3         | 7.3 | 7.3 | 7.3 | 7.3 | SDICTDE         | Training Institutions, NT&P, Public Service, MOL&SP |

## Annex 1: Implementation Matrix (Continued)

| Strategy                       | Key Activities                                                                                                  | Expected Output                                                                                            | Output Indicators                                         | Target for 5 years | Target |    |    |    |     | Budget (Mn) |          |          |          |          | Responsibility |                                                     |
|--------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------------------|--------|----|----|----|-----|-------------|----------|----------|----------|----------|----------------|-----------------------------------------------------|
|                                |                                                                                                                 |                                                                                                            |                                                           |                    | Y1     | Y2 | Y3 | Y4 | Y5  | Y1          | Y2       | Y3       | Y4       | Y5       | Lead           | Support                                             |
| Strengthen training facilities | Modernize training infrastructure at Kenya Institute of Mass Communication                                      | training infrastructure at KIMC modernized                                                                 | % of completion                                           | 100                | 30     | 50 | 65 | 85 | 100 | 40.5        | 200      | 200      | 200      | 200      | SDBT           | KIMC                                                |
|                                | Establishment of the KIMC Eldoret Campus                                                                        | KIMC Eldoret Campus                                                                                        | % of completion                                           | 100                | 30     | 50 | 65 | 85 | 100 | 140         | 766      | 794      | 800      | 700      | SDBT           | KIMC                                                |
|                                | Develop standard operating procedures                                                                           | Standard operating procedures developed                                                                    | No. of SOPs developed                                     | 4                  | 1      | 2  | 1  | -  | -   | 5           | 10       | 5        | 0        | 0        | MICDE          | PS, AG, NT&P                                        |
|                                | Set up a centres of excellence on emerging technology, testing, standardizing, accreditation, certification     | Centres of excellence on emerging technology, testing, standardizing, accreditation, certification set up  | % completion of Konza centres of excellence               | 100                | 5      | 30 | 50 | 75 | 100 | 200         | 200      | 200      | 200      | 200      | SDICTDE        | Konza                                               |
|                                | Set up a centres of excellence on software development, testing, standardizing, accreditation and certification | Centers of excellence on software development, testing, standardizing, accreditation, certification set up | No. of centres of excellence                              | 2                  | -      | 1  | 1  | -  | -   | 0           | 500      | 500      | 0        | 0        | SDICTDE        | Training Institutions, NT&P, Public Service, MOL&SP |
|                                | Set up National regulatory and innovation sandbox and policy lab                                                | National regulatory and innovation sandbox policy lab set up                                               | National regulatory and innovation sandbox and policy lab | 1                  | -      | 1  | -  | -  | -   | 0           | 1,000    | 0        | 0        | 0        | SDICTDE        | MOE, NT&T, INDUSRY                                  |
| Subtotal KRA 7                 |                                                                                                                 |                                                                                                            |                                                           |                    |        |    |    |    |     | 1,782.80    | 4,237.30 | 3,010.30 | 2,511.30 | 2,411.30 |                |                                                     |



## MINISTRY'S ORGANOGRAM







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