REPUBLIC OF KENYA

Ministry of Information, Communications and the Digital Economy

State Department for Broadcasting and Telecommunications

STRATEGIC PLAN 2023-2027

"Empowering Communication, Enhancing Connectivity"

KENYA VISION 2030

i

Vision

Empowering citizens with reliable and affordable information

Mission

To ensure universal access to high quality broadcasting and telecommunication services, promote innovation and digital inclusion, protect consumer interest, and support Bottom-Up Economic Transformation Agenda to enhance the quality of life and economic growth for all citizens.

Core Values (TRIP)

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

FOREWORD

This Strategic Plan 2023-2027 marks concerted efforts by the Government and all Stakeholders in the Broadcasting and Telecommunications Sub-sector in ensuring 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 at no expense of those at the top.

The aim of preparing this plan is to ensure the State Department's vision of Empowering citizens with reliable and affordable information is aligned to Bottom-up Economic Transformation Agenda (BETA), Kenya Vision 2030, Sustainable Development Goals (SDGs), Africa Agenda 2063 and other National Government priorities.

To achieve the policy direction, the State Department will develop and review policy, legal and institutional frameworks in the Broadcasting and Telecommunications subsector, Provide Strategic Government Communication Services, Bridge the digital divide in public broadcasting Services, develop e -commerce, regulate information and communications sector, develop Mass Media Skills and Media regulatory services. Further, the State Department will gather, package and disseminate information on the following six pillars: Health, Agriculture, MSME, manufacturing, education and Financing as well as enhancing revenue collection.

The ICT sector as projected in the Kenya Vision 2030 is expected to contribute 10% to the Gross Domestic Product (GDP) of Kenyan economy. As an enabler, ICT has contributed immensely to improvement in e-government services, e-business, e-commerce, entrepreneurship and digital skills and enhancing market competitiveness

of the country's products and services. ICTs have impacted positively on governance and other sectors of the economy and have effectively played a key role in international and regional economic integration, improved living standards, narrowed the digital divide, as well as improved resource utilization and management.

During 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 startups and investments by leading multinational technology companies. This will be driven mainly by continued expansion of the national ICT infrastructure targeting the unserved and underserved areas countrywide. This is expected to further raise mobile phone and internet penetration contributing to employment creation through expanded media industry such as publishing in print and digital formats, Video/Film products, Streaming Media and in social media. The strategies in the plan will be also includes establishment of National Addressing system, and Revitalization of PCK, KBC and KNA. This will have tangible impacts on Kenya's development and prosperity.

The plan has taken cognizance that prioritization of projects and programmes is important since the resources are scarce and the State Department must contribute towards bringing down the cost of living, eradicating poverty, creating jobs, increasing revenue collection, improving our foreign exchange balance and increasing economic growth.

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

Mr. Eliud O. Owalo, FIHRM, EGH
Cabinet Secretary
Ministry of Information, Communications and The Digital Economy

PREFACE AND ACKNOWLEDGEMENT

This Strategic Plan 2023-2027 gives a coordinated and integrated approach in executing the mandate of the State Department for Broadcasting and Telecommunications. It envisages coordinating and aligning all strategies, programmes and activities of the State Department and Agencies under it towards achieving strategies in enabling other sectors that form the five core pillars of the Government: Bottom-up Economic Transformation Agenda including Health, Housing and Settlement, Agriculture, Micro Small and Medium Enterprises (MSME) and Digital Superhighway and creative Economy Pillars. In this plan, emphasis is placed on Broadcasting and Telecommunications Infrastructures and services, policy, institutional and legal frameworks.

The State Department will ensure that all major policies on Government priorities are communicated effectively to the citizens. It will also pay special attention to building partnerships with the media houses locally and internationally. The media are essential partners that can ensure citizens have access to information that is essential to the health of our democracy and the overall development of our country.

The plan sets out to build on achievements of the previous strategic plans while being aligned to Bottom-up economic transformation agenda and National Priorities in Fourth Medium Term Plan 2023-2027. This plan also identifies five (5) Key Result Areas (KRAs) with the corresponding strategic objectives and strategies for its effective implementation. These KRAs: Policy, Legal and Institutional Reforms, Universal Access to Information, Telecommunications Infrastructure and services, Local content development and capacity development.

The process of developing the Strategic Plan was initiated by the top management who developed the Terms of Reference and appointed a technical committee that reviewed the Strategic Plan 2018-2022, coordinated the development of the Strategic Plan 2023-2027 and aligned it to Bottom-up Economic Transformation Agenda (BETA), Kenya

Vision 2030, Sustainable Development Goals (SDGs), Africa Agenda 2063 and other National Government priorities. The process also involved development, validation, and finalization by sharing with the internal and external stakeholders for the purpose of validation.

I would like to thank all the Heads of Directorate and Departments, staffs and stakeholders which comprised other State Departments and Agencies, and the Private Sector who made valuable input towards the preparation and compilation of this Strategic Plan.

Edward Waswa Kisiang'ani, (Ph.D.), CBS
Principal Secretary
State Department for Broadcasting and Telecommunications

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ACRONYMS AND ABBREVIATIONS

AU	African Union
BETA	Bottom-Up Economic Transformation Agenda
BPO	Business Process Outsourcing
CA	Communications Authority
CCK	Communication Commission of Kenya
CPPMD	Central Planning and Project Monitoring Department
DNC&V	Directorate of National Cohesion and Values
DTTV	Digital Terrestrial Television
EAC	East African Community
FM	Frequency Modulation
GAA	Government Advertising Agency
Gbps	Gigabit per second
GCCN	Government Common Core Network
GDP	Gross Domestic Product
GOK	Government of Kenya
GUCS	Government Unified Communication Services
ICT	Information, Communications and Technology
ITES	Information Technology Enabled Services
KBC	Kenya Broadcasting Corporation
KIMC	Kenya Institute of Mass Communication
KNA	Kenya News Agency
KRA	Key Result Area
LMCCP	Last Mile Country Connectivity Project
MCK	Media Council of Kenya
MDAs	Ministries, Departments and Agencies
MDACs	Ministries Departments Agencies and Counties
MICDE	Ministry of Information, Communications, and the Digital Economy
MSMEs	Micro Small and Medium Enterprises

MTP	Medium Term Plan
NAS	National Addressing System
NGCC	National Government Contact Centre
PCK	Postal Corporation of Kenya
PESTEL	Political, Economic, Social, Technological, Ecological and Legal
SAGA	Semi-Autonomous Government Agencies
SDG	Sustainable Development Goal
USF	Universal Service Fund
NGCC	National Government Contact Centre
MLPWH&UD	Ministry of Lands, Public Works, Housing& Urban Development
MoI & NA	Ministry of Interior and National Administration
MoTII	Ministry of Trade Investments and Industry
BSS	Broadband Satellite Service
TNT	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 because 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 must manage 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.

EXECUTIVE SUMMARY

The State Department was created through the Executive Order No. 1 of 2023 as the State Department for Broadcasting and Telecommunications. The mandate of the State Department was further revised through the Executive Order No. 2 of 2023 issued on 1st November 2023 (Revised).

The State Department envisions to Empower citizens with reliable and affordable information. It aims to ensure universal access to high quality broadcasting and telecommunication services, promote innovation and digital inclusion, protect consumer interest, and support Bottom-Up Economic Transformation Agenda to enhance the quality of life and economic growth for all citizens. It also aspires to inculcate values of teamwork, responsiveness, innovation, and professionalism. In addition, the State Department commits to ensure quality services that meet and exceed customer expectations are provided.

During the implementation of the previous strategic plan (2018-2022), the State Department achieved the following key milestones: finalized 6 policies and 7 Bills. To increase public access to information, the proportion of the population covered by digital terrestrial television grew from 78% in 2018 to 92.13% by 2023 against a target of 100% coverage; modernized 31 KNA Stations; provided 16,000 Digital Terrestrial Television (DTTV) and Broadcasting set-top boxes to 800 villages; disseminated 16,000 TV features and 76,000 News items. However, the State Department faced several challenges that hindered the plan's implementation: inadequate funding; low literacy levels and slow adoption of technologies and attacks and COVID-19 pandemic. The challenges and lesson learnt have informed the fifth Strategic Plan 2023- 2027.

The Plan 2023- 2027 has identified seven Key Result Areas (KRAs) for implementation over period i.e. Policy, Legal and Institutional frameworks; Broadcasting and Telecommunications infrastructure; Universal Access to Information; Local content development; Capacity Development. Further, specific strategic objectives and corresponding strategies have been developed for each KRA.

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

The State Department recognizes that for successful implementation of this plan, there is need for enhanced mobilization of resources both financial and human capital. The State Department will require **KShs. 100 billion** against an estimated resource allocation of **KShs. 36.7 billion** to implement this plan. This translates to a resource gap of **KShs. 62.2 billion.** Resource mobilization strategies will be implemented to bridge the financial resource gap for effective implementation of the prioritized commitments. In addition, the State Department 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 organized into eight chapters addressing different thematic areas as follows: Chapter one on background; Chapter two on Strategic direction; Chapter three on Situational and stakeholder Analysis; Chapter four and five on Strategic goals, KRAs, Objectives and Strategies. Chapter six is on Implementation and Coordination framework; Chapter seven on Resource Requirement and allocation, Chapter eight on Monitoring, Evaluation and Reporting.

CHAPTER ONE: INTRODUCTION

1.0 Overview

This chapter comprises of the Strategy as an imperative for organisational success, context of Strategic Planning, History of the State Department and the methodology used in developing this Strategic Plan.

1.1 Strategy as an Imperative for Organisational Success

This strategic plan defines the direction in which the State Department will take to achieve its objectives and goals that are in line with its vision and mission. The Plan takes into account the volatile, uncertain, complex and ever-dynamic environment in which the Department operates. This ensures that the selected strategies will sustain success and will guarantee universal access to information for all Kenyans. In order to have a shared sense of responsibility, the Department engaged all stakeholders in the planning process. The plan will increase operational efficiency among leadership.

The State Department will strive towards realization of strategic government communication services; bridging the digital divide by Universal Service Fund , public broadcasting Services through Kenya Broadcasting Corporation and Kenya News Agency, Kenya Yearbook Editorial Board; Development of e-commerce in the country by Postal Corporation of Kenya; Provision of Government Advertising and Telecommunications services for MDAs; Regulation of information and communications sector through Communications Authority; Mass Media Skills development through Kenya Institute of Mass Communications; Media regulatory services through Media Council of Kenya; and talent promotion and Job creation through Studio Mashinani Initiative by KBC.

1.2 The Context of Strategic Planning

The Strategic Plan has been developed in line with the United Nations 2030 Agenda of Sustainable Development, African Union Agenda 2063, East Africa Community Vision 2050, Constitution of Kenya, Kenya Vision 2030, Bottom-Up Economic Transformation Agenda (BETA) and Fourth Medium Term Plan 2023-2027 and the Sector Policies and Laws.

1.2.1 United Nations 2030 Agenda of Sustainable Development

The State Department will play an enabling role by providing communication services on all the seventeen (17) Sustainable Development Goals (SDGs). On SDGs Goal 9, "Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation", the State Department will increase universal access to information and communications technology.

1.2.2 African Union Agenda 2063

Under Aspiration 1 on a prosperous Africa, based on inclusive growth and sustainable development, the priority area involves; Goal 1: increasing income, providing jobs and decent work. The State Department will promote the development of local content and create employment through establishment of Studio Mashinani in all counties.

Goal 2: Well, educated citizens and skills revolution underpinned by science, technology and innovation: this will be realised through 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 State Department will develop and implement postal, courier and Telecommunications development programmes that seeks to attain universal access to information infrastructure and services and build competence, confidence and security in the information society. This will be achieved through:

Promotion of postal and courier services, facilitating the attainment of universal access to postal and telecommunications infrastructure and services, building capacities to enhance active participation in the information society and the knowledge economy.

1.2.4 Constitution of Kenya

In the implementation of this plan, the State Department will ensure adherence to Article 10 and 232 of the Constitution on National Values and Principle of Governance and Values and Principle of Public Service.

Article 33(1) a of the Constitution of Kenya 2010 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 that broadcasting and telecommunications sectors provide a platform for diverse voices, opinions, and ideas to be expressed and disseminated.

Article 34 on "Freedom of the media,": This is implemented through provision of policy directions and conducive environment.

Article 35 outlines that "every citizen has the right of access to information, and the State is obligated to actualize this right." In addition, the Constitution provides for the economic and social rights of every citizen. The State Department in this plan will ensure the guiding principles in the constitution will be adhered to.

1.2.5 Kenya Vision 2030, BETA and Fourth Medium Term Plan

The State Department plays a key role in realization of Kenya Vision 2030, BETA and Fourth Medium Term Plan. The Plan aims at enabling the State Department to achieve the objectives of the Vision 2030, BETA and MTP IV as well as the National Priorities. The Plan will focus on expanding and improving the broadcasting and telecommunications infrastructure through enhancing mobile network coverage, radio and television signal coverage, upgrading and expansion of communication and broadcasting systems, and promoting the development of digital broadcasting platforms.

In addition, the strategic plan will prioritize initiatives that foster innovation, entrepreneurship, and job creation in the broadcasting and telecommunications sector.

1.2.6 Sector Policies and Laws.

Sector Policies: Kenya has developed sector-specific policies that outline the objectives and principles guiding the broadcasting and telecommunications sector. These policies provide a framework for the development and regulation of the industry, covering areas such as infrastructure development, service provision, competition, consumer protection, and content regulation. The strategic plan aligns with National ICT Policy 2020 and the Digital Blueprint to ensure consistency and implementation of the government's vision for the sector.

i. National ICT Policy 2020

Kenya's National ICT policy, 2020 provides a framework that will help realize the potential of Kenya's digital economy by creating an enabling environment for all citizens and stakeholders. Specifically, the policy seeks to facilitate the creation of infrastructure and frameworks that support the growth of the digital economy. The State Department will leverage on ICT in the packaging and dissemination of information.

ii. Digital Economy Blueprint

Kenya's Digital Economy Blueprint is the anchor document for Kenya's Digital Revolution Strategy and is premised on five key pillars. These are: providing affordable, accessible, and reliable digital infrastructure; development of digital government; development of digital business; development of digital skills and values; and creation of an ecosystem that enables and cultivates innovation-driven entrepreneurship. The State Department will create awareness on the unlocking the potential of the digital economy. The Department will promote e-commerce through the implementation of the Kenya E-commerce Strategy.

Laws and Regulations: Kenya has enacted laws and regulations that govern the broadcasting and telecommunications industry. These include the Kenya Information and Communications Act (KICA), 1998 which establishes the regulatory framework for the sector, and the Kenya Information and Communications Regulations, which provide detailed guidelines for various aspects of the industry. This plan will ensure compliance and enforcement mechanisms are in place to achieve the desired outcomes in broadcasting and telecommunications sector.

International Treaties and Conventions

Kenya is a party to several international treaties and conventions that relate to broadcasting and telecommunications. These agreements provide a basis for cooperation, standardization, and harmonization with other countries. The treaties and conventions include East African Community Protocol on Information Communications and Technology, International Telecommunications Union and Dubai Convention on International Telecommunication Regulations, 2012. The strategic plan recognizes these international obligations and aligns its objectives with the provisions of these treaties and conventions.

1.3 History of the Organisation

Information department was established in 1939 by the colonial administration to keep the public updated on the 2nd World War. After independence, the Government

retained the Department under the Ministry of Information and Broadcasting as a tool for gathering and disseminating news and information. The mandate of the State Department was later expanded through the National Treasury Circular no. 09/2015 of July 2015 that created the Government Advertising Agency (GAA) to manage public sector advertising services.

In addition, a pioneer broadcasting house in Kenya had started with an English radio station in 1928 and later a first television station in 1962 which was known as the Voice of Kenya (VoK) then. Later, the Kenya Broadcasting Corporation (KBC) was established in 1989 through an Act of Parliament, Chapter 221. KBC enjoyed a monopoly of broadcasting in the country until 1990 when the airwaves were liberalised thus admitting commercial stations.

The Telecommunications and Postal Services in Kenya were offered by the East African Posts & Telecommunication (EAP&T) from 1948 to 1977. The dissolution of the first EAP&T in 1977, led to the formation of Kenya Posts and Telecommunications Corporation (KPTC) which was later restructured in 1999 to form three separate entities: Telkom Kenya as a telecommunications service provider, Kenya Postal Corporation for postal services and the Communication Commission of Kenya, (CCK) a licensing and regulatory authority of the government. The Government Telecommunication Services was established in 1977 to streamline and standardize telecommunications operations in government under the Office of the President but was later moved to the State Department of ICT in 2013.

Currently, the State Department of Broadcasting and Telecommunications (BT), in the Ministry of Information, Communication and the Digital Economy (MICDE) is created through an Executive Order No. 1 of 2023. The functions of the Department include development and review of policy, legal and institutional frameworks in the Broadcasting and Telecommunications subsector, Co-ordination of National Government Advertising services; Provision of Public Communications; Provision of Postal and Courier Services; Development of policy on Local Content; Promote

Telecommunications, Postal services and Electronic Commerce; Provision of Government Telecommunications Services; and provision of Strategic Government Communication Services through the Government Spokesperson.

1.4 Methodology of Developing the Strategic Plan 2023-2027

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 Strategic Plan 2018-2022 as per the Revised Guidelines on the Preparation of the Fifth Generation Strategic Plan 2023-2027. The Committee received proposals on Vision, Mission, Strategic objectives and Key Result Areas 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 taken through the validation process and submitted to the top management before it was finalized, adopted, and published.

CHAPTER TWO: STRATEGIC DIRECTION

2.0 Overview

This chapter outlines the Mandate, the Vision, the Mission Statement, Core Values, Strategic Goals with their strategic issues and the Quality Policy statement during the plan period.

2.1 Mandate

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

- Telecommunications Policy
- Broadcasting Policy
- Coordination of National Government Advertising Services
- Public Communications
- Postal and Courier Services
- Policy on development of Local Content
- Telecommunications, Postal Services and Electronic Commerce
- Government Telecommunications Services

2.2 Vision Statement

Empowering citizens with reliable and affordable information

2.3 Mission Statement

To ensure universal access to high quality broadcasting and telecommunication services, promote innovation and digital inclusion, protect consumer interest, and support Bottom-Up Economic Transformation Agenda to enhance the quality of life and economic growth for all citizens.

2.4 Strategic Goals

i.   Strengthened Broadcasting and Telecommunications policies, legal, Regulatory and institutional frameworks.

ii. Enhanced information dissemination and communication services

iii. Enhanced broadcasting and telecommunication infrastructure and services.

iv. Promotion of Local content

v. Strengthened organizational efficiency and effectiveness

2.5 Core Values

The State Department 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 commit to embrace teamwork to realize 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 State Department is committed to facilitating the provision of information and communication services that are timely, accurate, affordable, efficient and effective which meet and exceed the needs and expectations of our customers.

CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

3.0 Overview

This chapter provides the situation and stakeholder analysis. It focuses on the external environment, a summary of Opportunities and Threats, internal environment, a summary of Strength and Weaknesses, Analysis of Past Performance, lessons learnt and stakeholder analysis.

3.1 Situational Analysis

The situational analysis provides the external and internal environments, key achievements, challenges, lessons learnt.

3.1.1 External Environment

There are various external factors that affect the implementation of projects and programmes. These include peace and security in other countries as well as changes in climatic patterns which affect the cost of resources.

3.1.1.1 Macro-environment

The State Department analyzed the external factors that affect the implementation of projects and programmes through 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: Favorable 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 neighbors may impact on the implementation of programmes and projects.

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

Technological Factors: Emergence of new technologies such Artificial Intelligence, block chain technologies will improve efficiency and productivity. Rapid technological advancement of ICT infrastructure and systems and 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 harmonized affecting investment in counties and across borders.

3.1.2 Summary of Opportunities and Threats

Clearly, there are opportunities and threats based on the analysis of the external environment as presented in Table 3.1.

Table 3. 1: Summary of Opportunities and Treats

Environmental factor	Opportunities	Threats
Political	Existence of Political good will ensure continuity in implementation of projects and programmes in the State Department	Vested political interests
Economic	Leveraging on ICT to create employment among the youth.	High rate of unemployment within the country may lead to vandalism of ICT infrastructure and cyber crime
Social	i. Availability of trained and skilled manpower in ICT and mass media. ii. Growth in worldwide media and telecommunication services	i. Increased use of social media has led to cybercrime and moral degradation

Environmental factor	Opportunities	Threats
	iii. Presence of international media houses and telecommunications locally	ii. Distortion of local content by the international media
Technological	i. Availability of new technologies and advanced devices/equipment ii. Availability of technical training institutions locally and internationally. iii. Highly skilled manpower in the country	i. Rapid change in technology may lead to obsolescence of devices rendering them worthless. ii. Evolving cybersecurity iii. Copyright and Piracy iv. Digital divide between the served, unserved and underserved areas. v. High cost of ICT equipment and maintenance vi. Vandalism of ICT infrastructure.
Legal	i. Existence of the Constitution ii. Existence of Laws and policies governing information and content sharing iii. Existence of the State Department for Parliamentary Affairs that can help in fast tracking the legislative agenda	i. Lack of harmonized laws in Regional economic communities leading to non-conformity of content regulations and increased Cybercrime. ii. Existing legislative gaps on Broadcasting and Telecommunication laws and policies
Ecological	Presence of environmental laws and regulations	i. Non-compliance of environmental laws and regulations may lead to poor disposal of ICT equipment and materials affecting the environment. ii. Non-Enforcement of laws and regulations.

Environmental factor	Opportunities	Threats
		iii. Nonexistence of disposal sites for e-waste.

3.1.3 Internal Environment

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

3.1.3.1 Governance and Administrative Structures

In order to achieve the planned objectives, the Ministry through the strategic leadership of the Cabinet Secretary assisted by the Principal Secretary will oversee the implementation of this plan. The Ministry is structured into two State Departments namely: - State Department for Broadcasting and Telecommunications (BT) and State Department for Information Communication Technology and the Digital Economy (ICT-DE).

The State Department for Broadcasting and Telecommunications is headed by the PS who coordinates formulation and implementation of Policy, legal and institutional frameworks, projects and programmes.

To execute its functional areas, there are two (2) technical directorates namely Information and Public Communications, one department, the Government Advertising Agency and the Office of the Government Spokesperson. The eight (8) General Administration and support services departments complements the technical departments in the implementation of the plan. The key functions of the Departments and Directorates are as outlined below:

i. **Administration**- The Department is responsible for coordination of all administrative duties in the State Department. Coordinate the formulation and review of policies, legal and institutional frameworks,

ii. **Finance**- is responsible for financial management of the State Department.

iii. **Central Planning and Project Monitoring Department (CPPMD)-** The CPPMD is responsible for micro and macro-economic policy, updating core set of indicators for monitoring the implementation of Vision 2030 and MDGs, economic planning, analysis and monitoring of development projects.

iv. **Accounts**- is responsible for financial accounting matters pertaining to the State Department

v. **Human Resource Management and Development-** Human Resource Management & Development is responsible for overall administration and management of the human resource under the State Department.

vi. **Public Communications**- is responsible for communication matters within the State Department

vii. **Supply Chain Management-** Procurement of goods, works and services as per the approved procurement plan and asset disposal.

viii. **ICT**- ensure access to ICT services.

ix. **Internal Audit**- will offer an independent and objective assessment and consulting services aimed at adding value to the State Department

x. **Legal Services-** the Legal Section will ensure that the State Department is legally compliant in all its undertakings.

xi. **AIDS Control Unit**- The Unit will ensure Effective collection, analysis and disseminate of information relating to HIV/AIDS

Technical Directorates and Departments

i. **Directorate of Information**

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 information.

ii. **Directorate of Public Communications**

The Directorate is responsible for initiation, formulation, interpretation and implementation of National Public Communications policies, projects, programmes and strategies. It also cultivates a positive image to build confidence in Government and catalyze national development through proactive public communications on National Government priorities.

iii. Government Advertising Agency (GAA)

GAA is responsible for consolidating and authorizing Public Sector Advertising services; development, implementation and reviewing of Advertising, Editorial and Creative Production policies, standards, procedures and guidelines. In addition, GAA publishes MyGov weekly newspaper that amplifies government policies, programmes; and carries tender advertisements and other public notices.

Proposed Directorates:

After analyzing the functions of the State Department as spelt out in the Executive Order No. 1 of 2023, and considering the Constitution of Kenya and other relevant policy documents including National Government Plan (BETA), it was recommended that the State Department be re-organized into the following directorates:

i. Information and Broadcasting

The directorate will be charged with the overall coordination and management of information and broadcasting functions. It will be headed by an Information and Broadcasting Secretary who will be responsible to the Principal Secretary.

The Directorate will be composed of the following divisions:

a) Kenya News Agency
b) Publications
c) Central Media and Partnerships
d) Media Training and Capacity Building
e) Broadcasting and multi-Media

ii. Public Communications

The Directorate will be charged with the overall coordination and management of Public Communications function. It will be headed by a Secretary Public Communications who will be responsible to the Principal Secretary. The Directorate will be composed of the following divisions:

      a) Public Relations

      b) National Government Contact Center

      c) Digital Communications

      d) Research and Media Monitoring

iii. Telecommunications Directorate

The Directorate will be charged with the overall coordination and management of Telecommunications function. It will be headed by a Secretary Telecommunications who will be responsible to the Principal Secretary.

The Directorate will be composed of the following divisions:

    a) Telecommunications Infrastructure

    b) Standards and competition

    c) Multilateral and Bilateral Affairs

iv. Postal and Courier Services Directorate

The Directorate will be charged with the overall coordination and management of Postal and Courier functions. It will be headed by a Secretary Postal and Courier Services who will be responsible to the Principal Secretary.

The Directorate will be composed of the following divisions:

    a) Postal Infrastructure and Logistics

    b) Courier Services and E-commerce

    c) National Addressing System

v. Government Advertising Directorate

The Directorate will be charged with the overall coordination and management of Government Advertising functions. It will be headed by a Secretary Government Advertising who will be responsible to the Principal Secretary.

The Directorate will be composed of the following divisions:

a) Editorial and Publication
b) Advertising
c) Creative Production
d) Compliance and Quality Assurance

Semi-Autonomous Government Agencies (SAGAs).

The SAGAs under the State Department are as follows:

i. 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.

ii. Communications Authority of Kenya (CA)

The Communications Authority of Kenya was established through the Kenya Information Communications (Amendment) Act, 2013 as the regulatory body for the communication's sector to regulate telecommunications, postal and radio communication services.

iii. 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, registration for delivery of newspapers and periodicals and provide new products based on new ICT technologies for improved service delivery.

iv.   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.

v.   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.

vi.   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.

vii.   Telkom Kenya

Established as a telecommunications operator in April 1999, Telkom is a technology company that provides integrated solutions to individuals, Small and Medium-sized Enterprises (SMEs), Government and large corporates in Kenya, drawing from a diverse solutions suite that includes voice, data/connectivity, digital financial services, as well as network services. Powered by its vast fibre optic infrastructure, it is also a major provider of wholesale carrier-to-carrier traffic, within the country and the region.

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 specialized research, and conduct continuous review of development under the info-communications sector.

ii. The Universal Service Advisory Council (USAC)

The Universal Service 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

The State Department will enhance efficiency and effectiveness in service delivery through digitization of records and digitalization of services, establishing a Modern Information Management System to ensure real time dissemination, automation of media monitoring, create a virtual citizen engagement platform (e-participation), develop an Invoicing System for Public Sector Advertising System, install in copy software for the production of MyGov newspaper and undertake staff capacity building

3.1.3.3 Resources and Capabilities

The State Department has tangible and intangible resources, and organizational capabilities. The tangible resources: information and communication Infrastructure, land, vehicles, finance, furniture and equipment. Intangible resources Human capital with requisite knowledge and skills, reputation, experience and culture. These resources enable the State Department to offer information, communications, and technology services. Nevertheless, due to inadequacy of resources, the State Department will continually invest in both tangible and intangible resources for high quality services.

3.1.3.4 Summary of Strengths and weaknesses

Table 3.2 Presents a summary of Strengths and weaknesses based on the analysis of internal environment

Table 3. 2: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses
Governance and Administrative Structure	i. Availability of policy and legal framework ii. Stakeholder engagement iii. Compliance to regulatory frameworks iv. Clear organizational structure v. Field offices present countrywide	i. Policy and Legislative gaps ii. Expired Legal Notices for some SAGAs iii. Inadequate information flow iv. Inadequate Comprehensive ICT systems
Internal Business Processes	i. Customer-Centric ii. Effective Coordination of digitalization of Government Services iii. Effective Performance management iv. Effective Coordination of Strategic Government Communication services	i. Inadequate automation of processes ii. Inadequate training
Resources and Capabilities	i. Skilled Workforce ii. Strategic Partnerships iii. Data and Information Assets iv. Nationwide broadband connectivity v. Nationwide presence of Ministry offices	i. Inadequate technical human resource ii. Inadequate technical equipment iii. Insufficient financial resources iv. Lack of interoperability of ICT systems v. Inadequate Broadband Connectivity

3.1.5 Analysis of Past Performance

The State Department implemented its programmes and projects based on the resources available and recorded milestones/achievements as detailed below:

3.1.5.1 Key Achievements

The State Department implemented its programmes and projects based on the resources available. Key achievements based on Key Result Areas (KRA) is detailed below:

KRA 1: Policies, Legal and Institutional Frameworks:

The State Department, 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 State Department finalized the following policies and Bills:

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 Policy2022; Draft National Communication Policy,2022

ii. **Legal Frameworks**:

Media Council Act 2019; Draft National Film Bill; Draft National Spectrum Bill; Draft Public Relations and Communication Management Bill; Draft National Addressing Systems Bill.

iii. **Institutional Reforms:**

To revitalize the broadcasting and telecommunications sector, the State Department initiated restructuring reforms on the following institutions:

a) Kenya Broadcasting Corporation

b) Postal Corporation of Kenya

c) The Technical Departments

KRA 2: ICT Infrastructure and e-Government Services

i. KBC Migration from Medium Wave to FM Radio Transmissions.

To address the audience coverage, the State Department targeted to transition KBC from medium/short wave to FM radio transmission. The transitioning is at 40% complete against a target of 100%. This has enabled universal access to information through accessible FM sites with infrastructure, Functional Radio Broadcast Equipment and a high-quality FM Radio Broadcast

ii. Modernization of KNA

Modernization of KNA has been done through refurbishment of 31 stations out of targeted 50 stations. Modern communications equipment: laptops, computers and furniture were purchased and distributed.

iii. Digital Terrestrial Television

To increase public access to information, the proportion of the population covered by digital terrestrial television grew from 78% in 2018 to 92.13% by June 2023 against a target of 100% coverage.

iv. Provision of Basic Voice Infrastructure under the universal service obligation

The State Department finalized Phase I of the cellular mobile infrastructure project, which connected 76 sub-locations in unserved and underserved parts of the country with mobile connectivity. Further, the State Department 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 sublocations connected to 127.

KRA 3: Universal access to Information

i. **National Government Contact Centre (NGCC)**

To enhance Government Communication services to the public, the State Department established NGCC which is at 80% completion level. The State Department 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 State Department provided 16,000 Digital Terrestrial Television (DTTV) 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 State Department 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 Publication against a target of 520; and published four (4) editions of the Kenya Yearbooks and cabinet profile publications.

iv. The State Department 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. **Studio Mashinani Initiative**

To empower the creative Sector, the State Department established seven (7) studios out of a target of 20; 2 in Nairobi, 1 Kitui, 1 Mombasa, 1 Kisumu, 1 Machakos, 1 Murang'a, Eldoret and Kisii towns are ongoing. A total of 396 productions have been made in the Studios.

A total of 145 productions have been made in the Studios. In addition, Kenya Broadcasting Corporation (KBC) established a channel, Y254 dedicated to youth, to facilitate the commercialization of the artists' talents.

ii. **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 Centers in Nyeri and Bomet were established. In addition, the e-film shop -one stop-shop for film services (OSS) was developed, Kenya Film School was established, the Nairobi Film Centre (formerly Nairobi Cinema) was acquired and refurbished with a 25% completion rate.

KRA 5: Governance and Human Resource Development

i. **Mass Media Skills Development**

To enhance ICT and mass media skills development, the State Department established and equipped four (4) modern studios against a target of 4 at KIMC. The State Department also completed the construction of two hostels at KIMC (405 bed capacity Hostels), the tuition block, and a modern catering unit. The State Department also trained over 2,000 mass media personnel at the KIMC. Further, career progression for a total of 191 members of staff was implemented.

3.1.5.2 Challenges

The State Department 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. COVID-19 pandemic led to adoption of technology to hold virtual meetings, cost reduction, emergence of Over-the-Top services and Internet of things (IoT), e-commerce

ii. Enhancing uptake of ICT technology improves service delivery in public sector.

iii. Public Private Partnership is key in the development of ICT and infrastructure.

3.2 Stakeholder Analysis

The State Department recognizes the roles played by its stakeholders in promoting the growth and development of the sector in offering affordable public services as indicated in the table 3.3.

Table 3. 3: Stakeholders Analysis.

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
1.	The Presidency	Provide strategic leadership and direction	• Offer excellent public services • Cooperate and collaborate with State and non-State actors in service delivery. • Implement all relevant Presidential Directives, executive orders and circulars.	Timely Communication of relevant Presidential Directives to facilitate efficient service delivery

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
			• Actively engage the public	
2.	Parliament	Budget approval oversight and Legislation.	• Response to parliamentary questions • Consultation on issues that require legislation and submission of draft bills • Adherence to rules and regulations of the government • Development and tracking of policies • Advisory/policy services on the economy.	• Fast-tracking the enactment of laws • Goodwill and commitment
3.	Judiciary	Adjudication of cases	Comply with the laws, court orders and judgements	Interpretation of laws
4.	The National Treasury and Economic planning	• Provide financial and economic guidance. • Provision of finances.	Comply with economic and financial policies, regulations, strategies and plans	• Support on formulation of alternative funding proposals/ PPPs • Adequate funding of projects, Programmes and formulation of financial and planning policies • Timely release of ex-chequer.
5	Ministries Department and Agencies	Implementation of government policies projects, strategies, plans and programmes	Provision of Skills and expertise in the information and communications services.	• Mainstream information and communication services in their operations. • Allocation of appropriate budgets for

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
				information and communication services. • Collaboration in formulation and implementation of Government policies.
6	Office of the Attorney General and Department for Justice	Advice government on legal issues	• Propose changes to laws and policies • Seek legal advice and guidance	• Provision of legal guidance and support ii. Legal representation
7.	County Governments	Governing the County	iii. Policy guidance on Broadcasting and Telecommunications iv. Give support services on Broadcasting and Telecommunications matters	• Adherence to the laid down regulations and procedures
8.	Commissions and Independent offices	Perform functions assigned to them as per the constitution	• Adherence to Constitution and set guidelines • Collaboration and partnerships • Timely reporting	• Provision of standards and norms • Collaboration and partnerships • Feedback and reports
9.	Public Service Commission	Recruitment, discipline and provide policy direction on HRM&D	Compliance with HRM & D policies in the execution of all HRM&D functions	• Recruitment of staff • Facilitation in development of HRM&D policies and guidelines and Auditing of the implementation of the same.
10.	Academic Institutions	Provide expertise, professionalism,	v. Create linkages between the	vii. Provision of expertise, professionalism, human capacity.

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
		human capacity building	industry and academia. vi. Involvement and consultations in research, regulations and curriculum development	viii. Provide and disseminate research findings.
11.	Development Partners	Financial support to government projects and programmes	• Accountability and transparency in project management • Prompt reporting of key milestone projects • Adherence to project/program guidelines	• Timely disbursement of allocated resources • Technical assistance • Alignment to country's development priorities
12	NGOs/CBOs/FBOs	Support project implementation and advocacy	Partnership and cooperation with government	Facilitate program implementation and community advocacy
13.	Local and International Research Institutions	Conduct research and dissemination	• Collaboration in research, programme development, policy formulation and capacity building.	Sharing of best practices in research, programme development, policies and capacity building
14.	Broadcasting and Telecommunications industry players.	Provision of Broadcasting and Telecommunications services	• Providing a conducive business environment and regular consultation • Corrupt-free practices in service delivery • Adoption of PPP arrangements in project	Partnering with the Government in the development of policies, programme development and implementation. Adherence with the policies and regulations

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
			implementation.	
15.	Suppliers	Provision of goods and services	• Provision of relevant procurement information • Transparent procurement and fair competition • Timely payments for services rendered	• Value for money in procurement of goods and services • Honor contractual obligations
16.	Professional Bodies	Provision of accreditation services to industry players	• To subscribe the staff with the relevant professional bodies.	• Accredit the staff • Capacity build the staff
17.	Regional and International Institutions/ Bodies	Domestication and implementation of agreements, treaties, protocols and conventions	• Ratification of regional agreements, treaties, protocols and conventions	• Collaboration in domestication and implementation of agreements, treaties, protocols and conventions
18.	Media	Provision of accurate news and information	Fair regulation practices	Accurate and responsible reporting

S/no.	Name of Stakeholder	Role	Expectation of the Stakeholder	Expectation of the Organization
19.	The Public	Comply with laws and support the government	● Effective and efficient service delivery. ● Provide information on the services offered. ● Active public engagement	● Public ownership and protection of broadcasting and telecommunications infrastructure. ● Compliance with laws and regulations ● Public participation

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

4.0 Overview

The chapter entails the Strategic Issues, Strategic Goals, and Key Result Areas to inform the policy direction in 2023-2027.

4.1 Strategic Issues

The following strategic issues were identified after a comprehensive review of Department's situational and stakeholder analysis.

i. **Policy, Legal, Regulatory, and Institutional frameworks:** The State Department 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 State Department hinders the successful implementation of projects and programmes as envisaged in the Kenya Vision 2030 and the BETA.

ii. **Access to information dissemination and communication services**: There is inadequate information and communication services on government policies, initiatives, projects and programmes to the public.

iii. **Telecommunication infrastructure and services:** 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.

iv. **Local content development:** The country is experiencing unemployment especially among the youth.

v. **Organizational efficiency and effectiveness:** Inadequate funds and human capacity hinder the effective implementation of the projects and programmes.

4.2 Strategic goals

To ensure the digital and creative economy benefits become a reality as projected under the Government's Bottom-Up Economic Transformative Agenda (BETA), the State Department will continue promoting universal access to information for an informed citizenry. During the plan period the Department commits to:

i.   Strengthen Broadcasting and Telecommunications policies, legal, Regulatory and institutional frameworks.
ii. Improve access to information and communication services
iii. Improve broadcasting and telecommunication infrastructure and services.
iv. Promote of Local content
v.   Strengthen organizational efficiency and effectiveness.

4.3 Key Result Areas/Key Focus Areas

To achieve its Vision and Mission the State Department has developed five key result areas that include.

i.   Policy, Legal, Regulatory and Institutional Frameworks
ii. Universal Access to Information
iii. Broadcasting and telecommunications Infrastructure and services
iv. Local content development
v.   Capacity Development

The strategic issues, goal and key result area are summarized in Table 4.1

Table 4. 1: Strategic Issues, Goals and Key Result Areas

Strategic Issue	Goal	Key Result Area
Policy, Legal, Regulatory and Institutional frameworks.	Strengthen Broadcasting and Telecommunications policies, legal, Regulatory and institutional frameworks.	**KRA 1:** Policy, Legal, regulatory and Institutional Frameworks

Strategic Issue	Goal	Key Result Area
Access to Information dissemination and communication services	Improve access to information and communication services	**KRA 2:** Universal Access to Information
Telecommunication infrastructure and services	Improve broadcasting and telecommunication infrastructure and services.	**KRA 3:** Broadcasting and telecommunications Infrastructure and services
Local content	Promote of Local content and job creation	**KRA 4:** Local content development
Organizational efficiency and effectiveness	Strengthen organizational efficiency and effectiveness.	**KRA5:** Capacity Development

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

5.0 Overview

The chapter entails the strategic objectives, outcomes, outcome indicators, projections and strategic choices the State Department will pursue to achieve its strategic objectives.

5.1 Strategic Objectives

The State Department has identified the Strategic Objectives based on the financial performance, customer focus, internal business process, learning and growth, social justice and environmental performance which are aligned with Strategic goals as presented in Table 5.1:

i. Strengthen strategic policy direction.
ii. Strengthen legal and regulatory framework.
iii. Revitalize institutions.
iv. Increase public access to information.
v. Provide government advertising services.
vi. To provide reliable Broadcasting and Telecommunications infrastructure
vii. Increase employment opportunities for the youth.
viii. Strengthen Postal and Courier services
ix. To improve requisite mass media skills
x. To improve skills for staff in the support departments
xi. To improve leadership and governance.

Table 5. 1: Outcomes Annual Projections

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
KRA 1: Policy, Legal, regulatory and Institutional Framework							
SO1: To strengthen strategic policy direction **SO2:** To strengthen legal and regulatory framework **SO3:** To revitalize institutions	Improved working and business environment	Percentage change in customer satisfaction	70%	75%	80%	90%	100%
KRA 2: Universal Access to Information							
SO4: 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%
SO5: To Provide Government Advertising services	Access to advertising services	Percentage of population with access to advertising services	60%	70%	80%	90%	100%
KRA 3: Broadcasting and telecommunications Infrastructure							
SO6: To provide reliable broadcasting and telecommunicati	Increased access to mobile devices	% increase in penetration of smart mobile phones usage	62	64	66	68	70

Strategic Objective	Outcome	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
ons infrastructure	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
KRA 4: Local content development							
SO7: To increase employment opportunities for the youth	Increased job opportunities	No of productions in studio Mashinani	588	840	1092	1728	1764
SO8: 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
KRA 5: KRA5: Capacity Development							
SO9: To improve requisite mass media skills	Improved communication skills	No. of Information and Public Communications officers trained	100	200	300	400	500
	Improved mass media skills s et	Number of trained mass media practitioners	500	1000	1500	2000	2500
SO10: To improve skills for staff in the support departments.	Enhanced service delivery	No. of staff trained	100	100	100	100	100
SO11: To improve leadership and governance.	Improved leadership and governance	customer satisfaction index	100	100	100	100	100

5.2 Strategic Choices

Having assessed various options and selecting most effective way to achieve specific objectives, the State Department has selected the strategic choices presented in Table 5.2.

Table 5. 2: Strategic Objectives and Strategies

Key Result Area	Strategic Objectives	Strategies
KRA 1: Policy, Legal, regulatory and Institutional Framework	SO1: To strengthen strategic policy direction SO2: To strengthen legal and regulatory framework SO3: To revitalize institutions	S1: Develop policies, legislations, regulations strategies, guidelines, standards and procedures. S2: Review policies, legislations, strategies, guidelines standards and procedures S3: Ratify and Domesticate Regional and international Instruments S4: Undertake Institutional Reforms
KRA 2: Universal Access to Information	SO4: To increase public access to information. SO5: To promote Government Advertising services	S5: Carry out public awareness campaigns S6: Strengthen Public information management S7: Dissemination of credible information S8: Digitalize Government Advertising services
KRA 3: Broadcasting and Telecommunications Infrastructure	SO6: To provide reliable broadcasting and telecommunications infrastructure	S9: Increase access to affordable smart mobile devices S10: Increase radio and television coverage
KRA 4: Local content development	SO7: To increase employment opportunities for the youth	S11: Digitalize local Content S12: Monetizing of local digital content
KRA 5: Capacity Development	SO8: To improve requisite technical skills	S13: Enhance KIMC's capacity S14: Develop centres of excellence
	SO9: To improve support services skills	S15: Develop human resource capacity

Key Result Area	Strategic Objectives	Strategies
	SO10: To improve leadership and governance.	S16: Promote principles of good leadership, national values and governance

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CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

6. 0 Overview

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

6.1 Implementation Plan

The section provides an implementation plan which describes how the Strategic Plan will be operationalized. It includes an action plan, Annual workplan and Budget and performance contracting as part of result-based management instruments.

6.1.1 Action Plan

The action plan provides a structured and organized approach to achieving set goals and addressing identified Strategic Issues. Action Plan outlines strategic issues, strategic goals, outcomes, strategic objectives, strategies, key activities, expected outputs, output indicators, annual targets, annual budgets and the responsibility for executing the activities. The Action plan assigns specific responsibilities to specific Departments, making it clear who is responsible for each task. This accountability ensures that progress is monitored, and tasks are completed on time.

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: Implementation Matrix.

6.1.2 Annual Workplan and Budget

Annual workplan outlines what needs to be achieved, providing a roadmap for success. It helps in prioritizing tasks and projects. By mapping out what needs to be done over the year, it becomes easier to allocate resources and determine which tasks are most critical. The State Department will develop costed annual work plans based on the yearly targets in the implementation matrix. The State Department will align Annual budget with Annual workplan ensuring that all strategic plan activities are adequately funded, and resources are allocated optimally.

6.1.3 Performance Contracting

Performance Contracting is aimed at improving efficiency and effectiveness in the delivery of the public services. The State Department will align the Performance Contract to the costed Work plan attached. Performance targets set will be monitored quarterly and evaluated at the end of every Financial Year.

6.2 Coordination Framework

This section provides a highlight of the Department's institutional framework, the staff establishment, skill set and competence development framework. It also describes the leadership structure, systems and procedures to support the implementation of the strategic plan.

6.2.1 Institutional Framework

The State Department has been operating according to the provisions of the Constitution, Executive Order No 1 of 2023, Public Service Human Resource Policies and Procedures manual, Approved Staff establishment and the Approved Organizational Structure. To effectively implement this Plan, the State Department has proposed review of the existing functional organizational structure. The organization structure is attached as an annex.

6.2.2 Staff Establishment, Skillset and Competence Development

The State Department has an approved staff establishment of 873 against an optimal level of 1,182. The in-post comprises of 370 thus leading to a variance of 812 as summarized in table 6.1.

Table 6. 1. 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	460	472	168	304
Public Communications Officers	119	68	47	21
Photojournalist Officers	84	141	9	132
Administrative Officers	6	10	5	5
ICT Officers	6	4	1	3
HRM&D Officers	11	18	10	8
Accountants	8	19	16	3
Supply Chain Management Officer	13	23	17	6
Economists	5	7	6	1
Finance Officers	5	6	7	-1
Records Management Officers	8	13	9	4
Security Officers	6	4	0	4
Office Administrators	24	93	22	71
Clerical Officers	7	73	9	64
Graphic Designer Officers	4	28	0	28
Broadcasting & Multimedia Officers	0	1	0	1
Telecommunications Personnel	0	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	0	4	0	4
E-Commerce and Courier Services Officers	0	3	0	3
National Addressing System Officers	0	3	0	3
Advertising Officers	8	21	0	21
Editorial and Publications Officers	0	10	0	10
Creative Production Officers	0	11	0	11

CADRE	(A) Approved Establishment	(B) Optimal Staffing Levels	(C) In post	(D) Variance D=B-C
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	71	92	18	74
Support Staff	7	24	17	7
GRAND TOTAL	**873**	**1182**	**370**	**812**

Developing a strong skill set and improving competence is crucial for personal and professional growth. Table 6.2 presents the cadre, skill set, skills gap and competence development.

Table 6. 2: Skills Set and Competence Development

Cadre	Skill Set	Skills Gap	Competence Development
Drivers	Basic Automobile Mechanics First Aid Course	Basic Automobile Mechanics Defensive driving First Aid Course	Refresher course in Defensive driving, first Aid and Basic Automobile Mechanics
ICT Officers	Networking & programming skills, support and maintenance	Networking & programming skills, support and maintenance	Continuous training on emerging technology-oriented courses
Finance/Accounts Officers	IFMIS users' skill	IFMIS trainings	Refresher course in IFMIS system
Economist	Project Management	Project Planning Management	Training on Project Planning and Management
HRM&D Officers	Leadership skills Human Relation Skills Counselling & Coaching	Leadership skills Human Relation Skills	Capacity build on Leadership, Human Relation Skills, occupational health and safety

Cadre	Skill Set	Skills Gap	Competence Development
	Mentoring & Coaching Occupational Health and Safety	Occupational Health and Safety	
Information Officers	Camera stunt skills Video editing skills Graphic design Artificial Intelligence Photography (Photoshop)	Drone piloting skills Graphic design Artificial Intelligence Photography (Photoshop)	Trainings on drone operations, Graphic design, Artificial Intelligence and Photography (Photoshop)
Public Communication Officers	Speech, press releases & Report writing communication skills Public relations skills Concept writing	Public speaking Customer care skills Protocol and event management skills	Refresher courses on speech and report writing, protocol and event management and customer care/Public relations
Clerical Officers	Computer application skills Advance Ms. Excel Skills Customer care	Computer skills, numerical skills Advance Ms. Excel Skills Customer care skills	Trainings on Advance computer applications skills and customer care.
Advertising Officers	In-copy editing skills Graphic design Media integrated management	Graphic design skills Media integrated management skills Social media application skills	Trainings on Graphic design courses, In-copy editing, Media integrated management and social media applications.
Auditors	Fraud Investigation and Prevention Risk Assessment Management	Fraud Investigation and Prevention Risk Assessment Management	Audit related courses
Office Administrative Personnel	Office management skills	Customer care relations Secretarial management skills	Training on customer relations, Secretarial management and Supervisory courses

Cadre	Skill Set	Skills Gap	Competence Development
		Supervisory skills	
Supply Chain Management Personnel	Asset Management and disposal	Asset Management and disposal skills	Training on IFMIS use and Asset Management and disposal skills
	IFMIS users	IFMIS user skills	

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.

The Department will execute this Plan through the Strategic Theme Teams. The following Strategic Theme Teams will be formed to be responsible for the various KRAs:

i.   **Policy and Regulation Team**: This team will be responsible for formulating policies and regulations that govern broadcasting and telecommunications activities in Kenya.

ii.   **Technical Departments Team**: This team will be responsible for Broadcasting and Telecommunication infrastructure and Information dissemination and communication services. The team will also be responsible for the development of local content.

iii.   **Organizational Team**: This team will focus on Good Governance and Leadership, Capacity building, Financial Management, Performance Contracting and Monitoring and Evaluation.

6.2.4   Systems and Procedures

There is need to digitize and digitalize Departments operations for the efficiency and effectiveness in service delivery.

The State department plans to undertake the following to improve efficiency and effectiveness of its operations:

i. **Digitalization:**

Digitize services to improve service delivery.

ii. **Leadership and Governance**

Establish knowledge management system to collect, organize, store and share data and best practices.

iii. **Standard Operating Procedures (SOPs)**

Develop detailed SOPs for key processes related to broadcasting and telecommunication operations.

Adoption of ISO standards of operations.

6.3 Risk Management Framework

The State Department identified some of the risks and mitigation measures as highlighted in Table 6.3:

Table 6. 3: Risk Management Framework

Risk Class/Category	Risks	Risk Likelihood (L/H/M)	Severity (L/H/M)	Overall Risk Level (L/H/M)	Mitigation Measures(s)
Financial	● Inadequate Financial Allocation ● Budgetary reallocations and delays in release of funds ● Delayed payments by MDAs for Services offered	H	H	H	● Engage National Treasury and Development Partners ● Enhancement of AIA generation
Legal	Litigation	M	M	M	● Adhere to the rule of law and procedures ● Use of Alternative Dispute Resolutions
Human resources capacity	Inadequate skills in new media	H	M	M	Capacity building, knowledge management
Environmental	Disposal of obsolete equipment and materials	M	M	M	● Prompt disposal of obsolete equipment ● Digitize and dispose documentation materials

CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

7.0 Overview

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

7.1 Financial requirements

The State Department will require a total of KShs. 99.851 billion to implement this Plan as summarized in Table 7.1.

Table 7. 1: The table below provides the projected financial resource requirement

Cost Area	Projected Resource Requirements (KShs. M)					
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
KRA1: Policy, Legal, Regulatory and Institutional Frameworks	230.00	550.00	385.00	280.00	260.00	**1,705.00**
KRA 2: Broadcasting and telecommunications Infrastructure and services	16,666.50	17,771.50	18,271.50	17,054.50	17,114.00	**86,878.00**
KRA3: Universal Access to Information	955.00	940.00	935.00	860.00	860.00	**4,550.00**
KRA4: Local content development	300.00	456.00	427.50	426.00	390.00	**1,999.50**
KRA5: Capacity Development	318.80	1,107.30	1,130.30	1,131.30	1,031.30	**4,719.00**
Total	**18,470.3**	**20,824.80**	**21,149.30**	**19,751.80**	**19,655.30**	**99,851.50**

7.1.1 Resource Gaps

The State Department's projected allocation is KShs.37.682 billion against a requirement of KShs.99.8515 billion representing a resource gap of KShs.62.170 billon. The resource gap is presented in Table 7.2.

Table 7. 2: Resource gap

Financial Year	Estimated Financial Requirements (KShs. M) (A)	Estimated Allocations (KShs. M) (B)	Variance (KShs) C = (A-B)
Year 1	1,705.00	1,200	505
Year 2	86,878.00	6,993	79,885
Year 3	4,550.00	1,699	2,851
Year 4	1,999.50	1,350	650
Year 5	4,719.00	1,368	3,351
Total	**99,851.50**	**37,682**	**62,170**

7.2. Resource mobilization strategies

To implement the Plan, the financial resources amounting to KShs **99,851**million will be required. The estimated allocation is Ksh.37,682 million leading to a resource gap of Ksh.62,170 million over the five years period. To bridge the resource gap, resources will be mobilized from various sources such as the National Treasury, generation of AIA, development partners and public-private partnerships. Additionally, the Department will ensure prudent management of available resources. In summary the following will be undertaken:

i. **Enhance mobilization of funding from the National Government (exchequer):** The State Department 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.

      i. **Resource mobilization initiatives for Development Partners.**

ii. **Public-Private partnerships**

The State Department 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.

iii. **Generation of AIA through commercialization of assets and ICT services**:

The State Department will continuously explore sustainable mechanisms to reinforce its resource streams through generation of AIA

7.3. Resource Management

The State Department will prioritize programmes to enable the realization of Bottom-Up Economic Transformation Agenda (BETA). In line with the constitution and the Public Finance Management Act on prudent utilization of allocated resources, the State Department has prioritized and categorized 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 State Department will take the following measures to ensure prudent and efficient utilization of resources:

i. **Well defined monitoring and evaluation framework:** The State Department will implement a well-defined implementation, monitoring, evaluation, and reporting mechanism to ensure effective realization 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 State Department endeavors to fortify leveraging on technology and innovation, automating systems and

processes as well as digitalizing services for effectiveness and efficiency in service delivery.

iii. **Effective planning and budgeting:** The State Department acknowledges the need to enhance prioritization 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 State Department will ensure timely reporting of projects and programmes milestones for effective decision making.

v. **Prioritize projects** according to the National Treasury Circular on projects (PIM guidelines) and Public Financial Management Act, 2012.

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

8.0 Overview

The 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 State Department's effectiveness. It further elaborates the evaluation framework, including mid-term, end-term evaluation, reporting framework and feedback mechanism. The M&E shall be guided by Transparency, Accountability, Participation, Competence, Integrity and Communications principles.

8.1   Monitoring Framework

The State Department will conduct periodic Monitoring exercises to enhance 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 State Department will establish a Monitoring and Evaluation committee to be coordinated by the Central Planning and Project Monitoring Department. The committee will form part of the Ministerial Committee. The main activities of the committee will be to:

i.   Provide policy guidance on M&E to ensure that M&E activities are relevant, useful, timely, and credible.

ii.   Review and approve annual work plans and quarterly and annual progress reports.

iii.   Develop M&E Framework to guide its activities.

The M&E committee(s) will be operationalized within first year of the plan period based on National Treasury Circular and PIMS Guidelines.

The yearly targets as outlined in the implementation matrix in Table 6.1 will be mainstreamed into the annual Performance Contract and work plans. There will be quarterly and annual reporting on implementation of the plan.

8.2   Performance Standards

The Performance Standards of the State Department will be based on internationally accepted norms and standards and will include relevance, efficiency, effectiveness, success and sustainability.

Relevance: the framework will assess the extent to which the strategic plan aligns with the objectives, priorities and needs of the Broadcasting and Telecommunications sector.

Efficiency: the framework will evaluate the efficient use of resources/ use of resources at least cost.

Effectiveness: the strategic plan will assess the extent to which the strategic plan achieves its objectives.

Success: Assess the overall success of the strategic plan in meeting its intended objectives.

Sustainability: It assesses the plans ability to create lasting changes.

The State Department has outlined standards for tracking performance of the Strategic Plan through defining the Key Performance Indicator identified at outcome and output. The Strategic Theme Teams through the coordination of the Director CPPMD will be responsible for data collection for respective KRAs.

8.3   Evaluation Framework

The Evaluation process will be conducted on Mid-term, End-term and at project and programme level to assess impact of the plan:

Programme/ Project evaluations: evaluation plan 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.

Mid-term review: 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.

A Results Scorecard (RS) will be presented on an annual basis to the Principal Secretary presenting a cumulative progress towards the achievement of the annual targets. The Results Scorecard will comprise mainly quantitative and qualitative indicators. 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
KRA1: Policy, Legal, Regulatory and Institutional frameworks	Improved working and business environment	% change in customer satisfaction	37.5	2022/23	80	100
KRA2: Telecommunications infrastructure	Universal Access to Information, Communication and Technologies	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
KRA3: Digital Government services and products	Increased access to digital government services	% of government services on-boarded online	20	2022/23	60	80
		% of government	20	2022/23	75	100

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End of Plan Period
		back-office processes digitalized				
KRA 4: 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
KRA 5: Business Process Outsourcing (BPO)/IT Enabled services and Local Content Development	Increased employment opportunities for the youth through ICT	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
KRA 6: Capacity Development	Improved productivity/ quality service delivery	Productivity index	-	2022/23	100	100
		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 State Department will undertake its Mid-Term Evaluation of the Strategic Plan and the following will be taken into consideration.

i. Review Evaluation Guidelines and Norms: Familiarizing with the Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards of Monitoring and Evaluation.

ii. Define Evaluation Objectives: Clearly define the objectives and scope of the mid-term evaluation. Determine what aspects of the State Department for Broadcasting and telecommunications strategic plan will be assessed.

iii. Develop an Evaluation Framework: Develop an evaluation framework that outlines the evaluation questions, indicators, data sources, and methods. Ensure that the framework aligns with the evaluation guidelines and norms.

iv. 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.

v. Data Analysis: Analyze the collected data to assess the extent to which the strategic plan is achieving its objectives. Use appropriate analytical techniques to interpret the data and identify trends, patterns, and areas of success or challenges.

vi. Evaluate Implementation: Assess the implementation of the strategic plan against the planned activities, timelines, and allocated resources. Identify any bottlenecks, gaps, or factors contributing to success.

vii. Assess Outcomes and Impact: Evaluate the outcomes and impact of the strategic plan. Determine the extent to which it has achieved its intended results and made a positive difference in the broadcasting and telecommunications sector.

viii. Reporting and Recommendations: Prepare an evaluation report that includes findings, conclusions, and recommendations. Dissemination and Utilization: Share the evaluation findings and recommendations with relevant stakeholders.

ix. Use of Evaluation results: Encourage the utilization of the evaluation results for decision-making, policy formulation, and program improvement.

8.3.2. End-Term Evaluation

The State Department will undertake its End-Term Evaluation of the Strategic Plan as following the same methodology that was applied in the Mid-term evaluation.

8.4. Reporting Framework and Feedback Mechanism

The State Departments has adopted a reporting and feedback mechanism to capture, analyze and utilize feedback for continuous improvement and learning. The reports will inform budget, planning and addressing emerging challenges in areas where the set targets were not achieved. The reports include:

i. Quarterly Progress Reporting Template: Table 8.2. Allows for regular reporting on progress on a quarterly basis. The report is on quarterly achievements against target.

ii. Annual Progress Reporting Template: Table 8.3. Assesses annual achievements against set annual target.

iii. Evaluation Reporting Template Table 8.4. This report focuses on evaluating key performance indicators and outcomes related to the State Department strategic objectives. It allows for comprehensive assessment of performance and provides information for learning and decision making.

Table 8. 2: Quarterly Progress Reporting Template

State Department for Broadcasting and Telecommunications

Quarterly Progress Report

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)		

Table 8. 3: Annual Progress Reporting Template

State Department for Broadcasting and Telecommunications

Annual Progress Report

Year ending…

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)		

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 I: 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, legislations, regulations strategies, guidelines, standards and procedures.	Develop legal frameworks	legal frameworks finalized KICA	No. of Bills/Framework completed	4	1	2	1	_	_	50	100	50	0	0	SDBT	AG
	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 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

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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 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
	Develop GAA Bill	GAA Bill developed	GAA Bill	1	_	_	1	_	_	0	0	30	0	0	SDBT	Cabinet, AG, Parliament and TNT
	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	Gazette 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	Public Relations and Communication Management (IPRACM)	2	_	1	1	_	_	0	10	10	0	0	SDBT	Cabinet, AG, PRSK, Parliament, and TNT

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
		developed	Policy and Act													
Review Policies, legislations, regulations strategies, guidelines, standards and procedures.	Review Digital Creative Economy DPA, 2019	Digital Creative Economy DPA, 2019 reviewed	Reviewed Act	1	_	1	_	_	_	0	15	0	0	0	SDBT	AG
	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	SDBT	Cabinet, AG, , Parliament, and TNT
	Review KBC Act, 1988	KBC Act reviewed	Reviewed KBC Act	1	_	_	1	_	_	5	10	10	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	SDBT	Cabinet, AG, , Parliament, and TNT
	Review MCK Act,2013	MCK Act reviewed	Reviewed MCK Act	1	_	1	_	_	_	0	25	0	0	0	SDBT	Cabinet, AG, , Parliament, and TNT
	Ratify, domesticate and implement regional and international instruments	Ratified, domesticated and implemented regional and internatio	No of domesticated resolutions	10	2	2	2	2	2	20	20	20	20	20	SDBT	Cabinet, AG, Parliament, MFA, and TNT

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
		nal instruments														
Undertake institutional reforms	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										230	550	385	280	260		
Strategic issue: Broadcasting and Telecommunication infrastructure and services.																
Strategic goal: Enhanced broadcasting and telecommunication infrastructure and services.																
Key Result Area 2: Broadcasting and telecommunications Infrastructure and services																
Outcome: Universal Access to Information																
Strategic Objective: To provide reliable broadcasting and telecommunications infrastructure country wide.																
Develop Broadcasting and Telecommunication infrastructure	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	SDBT	SDICT-DE
	Complete Government	Government contact	% of completion	100	60	70	80	90	100	0	10	10	0	0	SDBT	SDICT-DE

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
	contact centre	centre completed														
	Last mile connectivity to postal offices	Postal offices connected	No. of offices	300	60	60	60	60	60	300	300	300	300	300	SDBT, PCK	SDICT-DE
Provide Internet and broadcasting services through satellite	Authorize MNOs to provide "Direct to Device (D2D)," satellite service	Authorize MNOs to provide "Direct to Device (D2D)," satellite service	Number of MNOs authorized	5	1	1	1	1	1	0	0	0	0	0	SDBT	CA
			No. of smartphones connected to the satellite D2D service	100	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	SDBT	CAK & KBC
Increase radio and television coverage	Expand Digital Terrestrial Television Coverage.	National Coverage of the Digital Terrestrial	% coverage	95	93	93.2	93.5	94	95	100	100	100	100	100	SDBT	KBC & CA

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
		Television														
	Installation of Communication masts in unserved and underserved areas	Communication masts installed	No. installed	50	10	10	10	10	10	100	100	100	100	100	SDBT	KBC & CA
	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	KBC & CA
	Provide Basic Voice Infrastructure	Basic Voice Infrastructure provided	% of completion	100	55	70	85	90	100	200	200	200	200	200	SDBT	KBC & CA
	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	KBC & SDICT &DE
Subtotal KRA 2										16,666.50	17,771.50	18,271.50	17,054.50	17,114		

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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 3: 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, Info byte, Agenda Kenya	Kenya Yearbook, BETA biography Series, Info byte, Agenda Kenya Published	No. of publications	25	5	5	5	5	5	10	10	10	10	10	SDBT	KYEB
	Publication of Weekly	Weekly MyGov News	No. of MyGov	250	50	50	50	50	50	750	750	750	750	750	SDBT	KYEB and Media Houses

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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
	MyGov News Paper	Paper published														
Strengthen Public information management	Establishment and maintenance of a modern information management system	network security Enhanced	% of completion	100	100	100	100	100	100	50	50	50	50	50	SDBT	
		Modern information management system established	% completion rate	100	20	40	60	80	100	10	10	10	10	10	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			SDBT	SDICT&DE

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 KRA3										955	940	935	860	860		
Strategic issue: Local content development																
Strategic goal: Promotion of Local content and job creation																
Key Result Area 4: Local content development																
Outcome: Increased employment opportunities for the youth																
Strategic Objective 7: To increase employment opportunities for the youth																
Digitalize and commercialize local Content	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	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
	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

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
Promote e-commerce and logistics	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 KShs. (Mn)	12.3	2.5	2.5	2.3	2.5	2.5	0	0	0	0	0	SDBT	PCK
Subtotal KRA 4										300	456	427.50	426	390		
Strategic issue: Finance, capacity building and human capital development																
Strategic goal: Enhance Skilled workforce and Institutional excellence																
Key Result Area 5: Capacity Development																
Outcome: Improved productivity																
Strategic Objective: To enhance/develop 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	DNC&V
	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	PSC

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
	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	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	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	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	TNT
Develop human resource Capacity	Facilitate Mass Media training.	Trained Mass Media Personnel	No. of Personnel Trained	150	30	30	30	30	30	4	4	4	4	4	SDBT	KIMC, MCK
	Train technical staff	Trained technical staff	No. of staff trained	2,000	400	400	400	400	400	20	20	20	20	20	SDBT	Training Institutions, NT&EP, Public

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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
																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	SDBT	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,KIMC	
	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	SDBT	Training Institutions, NT&P, Public Service, MOL&SP
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 centres of excellence	Develop standard operating procedures	Standard operating procedures developed	No. of SOPs developed	4	1	2	1	-	-	5	10	5	0	0	SDBT	PS, AG, NT&EP

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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
Subtotal KRA 5										318.80	1,107.30	1,130.30	1,131.30	1,031.30		

Figure 1: Organizational Structure for the State Department for Broadcasting and Telecommunications