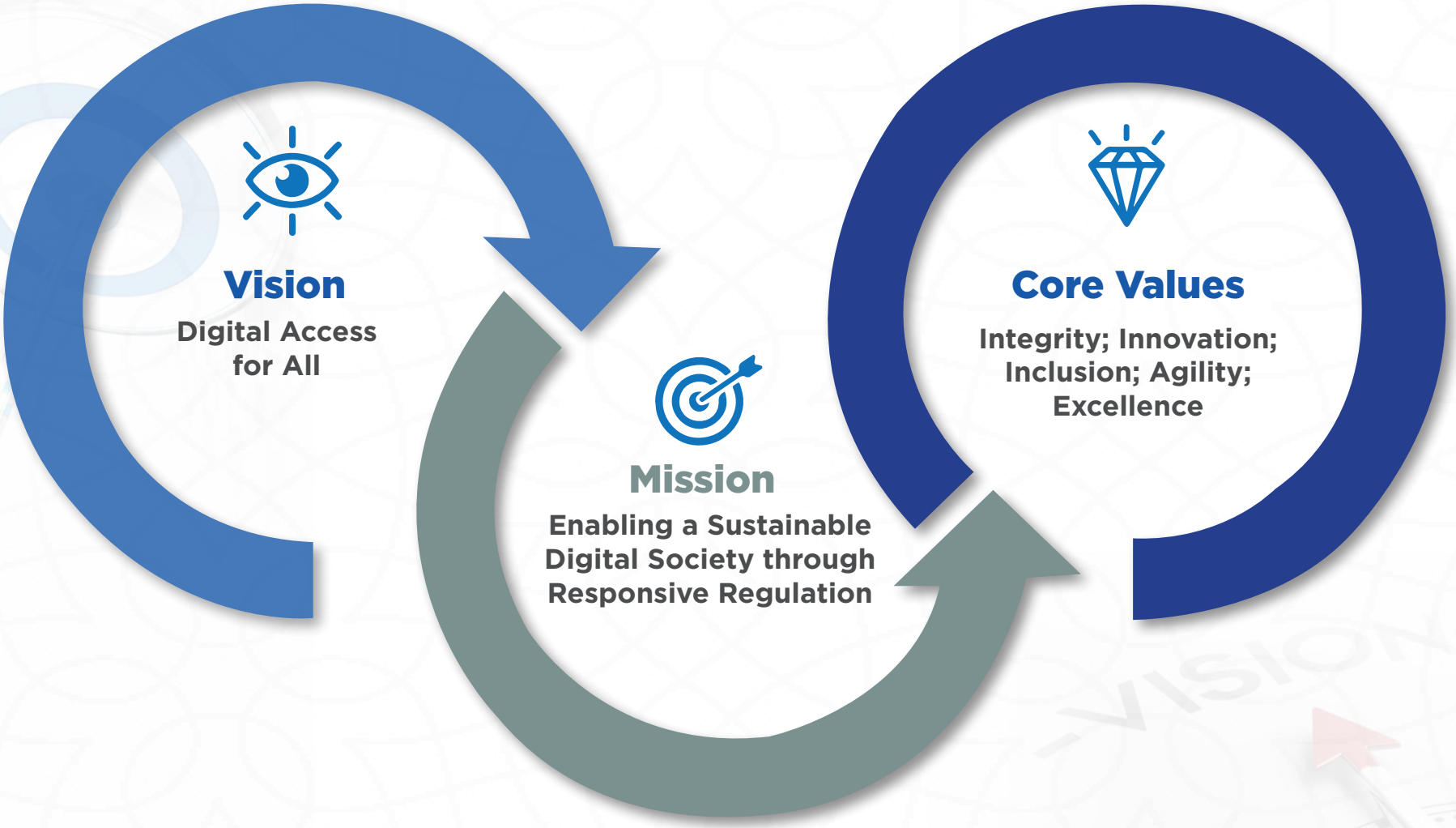
COMMUNICATIONS AUTHORITY OF KENYA

STRATEGIC PLAN 2023-2027

(Popular Version)

Connectivity | Consumers | Competition | Capacity

KENYA VISION 2030



Connectivity | Consumers | Competition | Capacity

Foreword

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

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

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

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

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

Ms. Mary W. Mungai, CBS
Chairperson
Board of Directors

Preface and acknowledgement

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

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

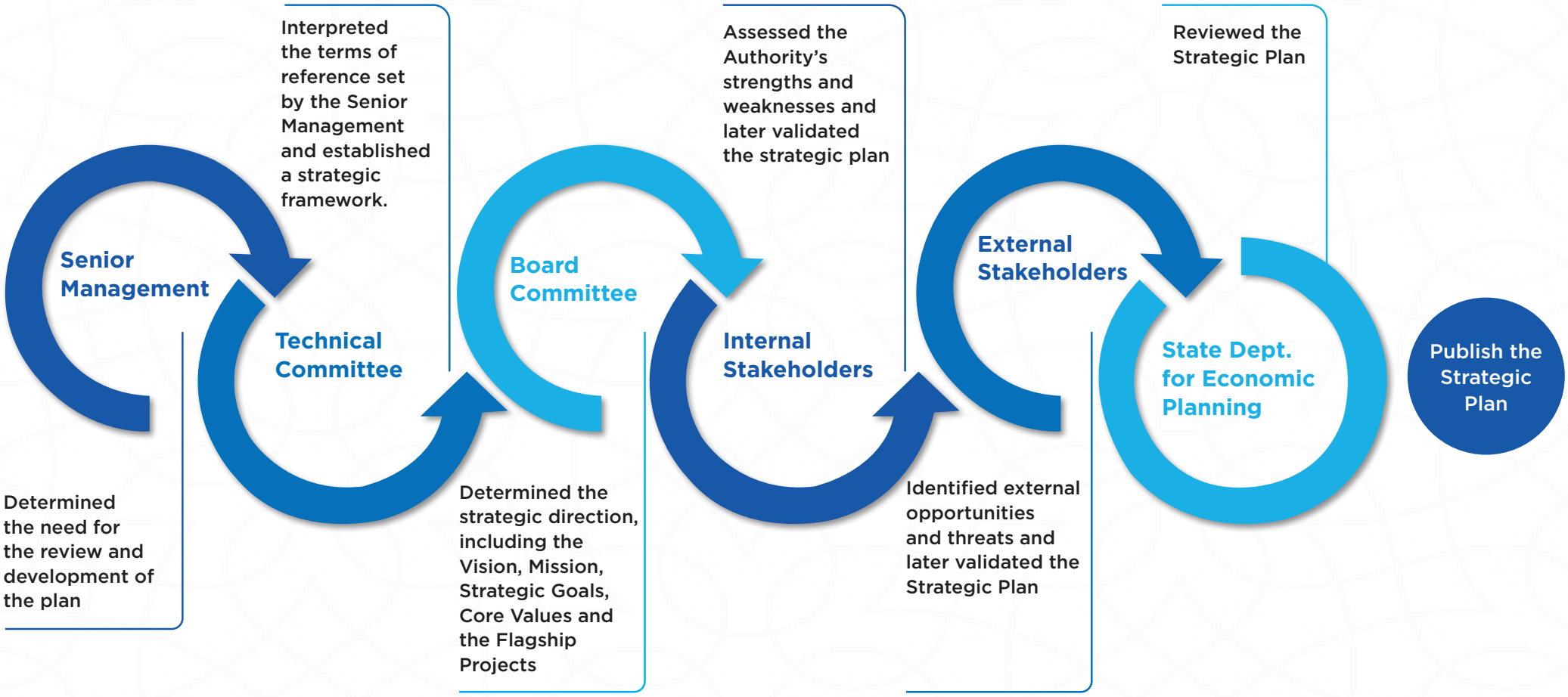
We acknowledge the necessity for collaboration and partnerships to meet our goals, recognizing the strength in unity. Despite anticipated challenges due to rapid technological advancements and evolving consumer needs, we remain confident in our ability to navigate these obstacles and lead Kenya towards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

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

Mr. David Mugonyi, EBS
Director General

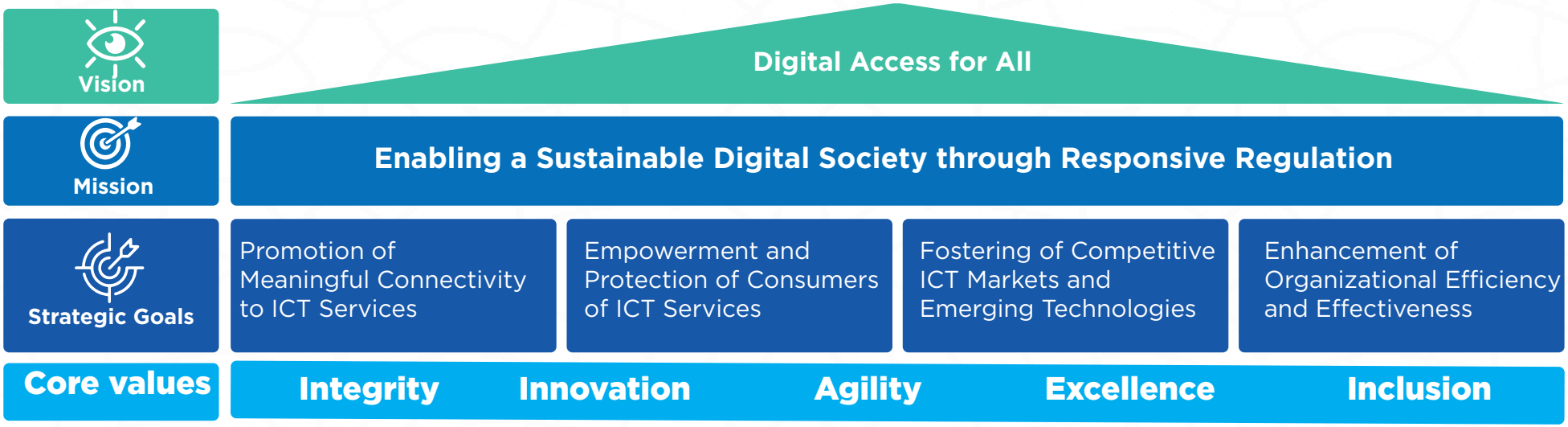
Methodology

The Communications Authority of Kenya's Strategic Plan for 2023-2027 was meticulously developed through a rigorous process as illustrated below:



Our Strategic Direction

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



Flagship Projects

During the period of this Strategic Plan 2023-2027, the Authority shall embark on innovatory flagship projects to revolutionize the country's ICT landscape. The first project shall be to establish an African Silicon State of the Art ICT Institute of Excellence, a pioneering institution designed to cultivate advanced ICT skills, foster innovations, and incubate emerging technologies, playing a pivotal role in shaping the next generation of tech leaders. Additionally, CA shall establish an International Convention Centre/hub, embodying the Nation's commitment to global collaboration, knowledge sharing, and strategic partnerships, and positioning Kenya as a central hub for technological advancements in the African region.

Our Strategic Plan provides a clear roadmap to achieve the Digital Access for All, focusing on four key Strategic Goals, Seven Key Result Areas and Seventeen Strategic Objectives as described below:

Strategic Goal 1 — **Promotion of Meaningful Connectivity to ICT Services**

Key Result Areas — **KRA 1: ICT Infrastructure and Services**

Strategic Objectives

- Increase Broadband Coverage and Usage
- Expand Postal/ Courier Services
- Increase Digital Terrestrial Television (DTT) Population Coverage and Usage
- Improve Cyber Security Management Infrastructure
- Promote National Public Service in Broadcasting and Postal

Outcome

- Increased penetration and coverage of ICTs
- Increased penetration of E-commerce
- Increased penetration and coverage of ICTs
- Upgraded cyber security management infrastructure
- Increased access to broadcasting and postal services

Strategies & Key activities

S1: Broadband Infrastructure Development

Key Activities
- Rollout of broadband networks in remaining unserved and underserved areas
- Roll-out of obligations for broadband

S2: Support National Digital Transformation Agenda

Key Activities
- Roll out of fibre optic cable infrastructure
- Community networks
- Digitalization of basic public services

S1: Integrated Digital Postal Hubs Development

Key Activities
- Postal and Courier market structure
- Citizen Service Consolidation

S2: National Addressing System for Kenya (NASK) operationalization

Key Activities
- NASK Standards and codes
- Database framework and management system
- NASK piloted in (2) counties
- Operationalization of NASK Policy

S1: Broadcasting Infrastructure Development

Key Activities
- DTT and FM radio coverage in unserved and underserved sub-locations
- Digital Sound Broadcasting Framework

S2: Local Content Development

Key Activities
- Relevant local content and applications

S1: Cyber Security Capability Development

Key Activities
- CII Cyber Security Audit
- Revise licensing regime framework

S1: Support the public postal Infrastructure

Key Activities
- Operationalize Post Offices in the unserved and underserved areas

S2: Support the public broadcasting studios

Key Activities
- Operationalize public studios in the unserved and underserved areas

Strategic Goal 2 — **Empowerment and Protection of Consumers of ICT Services**

Key Result Areas

KRA 2: Consumer Protection

Strategic Objectives

- Improve Online Safety and Security
- Improve ICT Customer Experience

Outcome

- Reduced online cyber threats
- Increased consumer satisfaction of ICT services

Strategies & Key activities

S1: Child Online Protection

Key Activities
- Implement the Authority's Child Online Protection programme

S2: Postal and Courier Security

Key Activities
- Facilitate technology adoption for tracking and security

S1: Quality of Service

- Undertake measurement of QoS for communications services

S2: Quality of Experience

Key Activities
- Customer Protection Standards
- Customer satisfaction survey

KRA 3: Consumer Empowerment

Strategic Objectives

- Promote Digital Empowerment for Women, Youths, Elderly and PwDs
- Increase the Level of Consumer Awareness of ICT services

Outcome

- Increased digital ICT literacy skills
- Increased consumer awareness of ICT services

Strategies & Key activities

S1: Digital Skilling

Key Activities
- Capacity Building programmes

S2: Access to Assistive Technologies

Key Activities
- Access to Educational material by persons with print disabilities (KIB project)

S1: Consumer Education and Outreach

Key Activities
- Implement the outreach programme
- Distribution and dissemination of content

Strategic Goal 3 — **Fostering of Competitive ICT Markets and Emerging Technologies**

Key Result Areas

KRA 4: Competitive Markets

Strategic Objectives

- Increase ICT Sector Competitiveness
- Review and adopt Responsive Legal and Regulatory Framework

Outcome

- Increased access to ICT services
- Increased legal and regulatory frameworks reviewed/developed

Strategies & Key activities

- **S1:** Market Correction Interventions
  - **Key Activities**
    - Competition and market review study
- **S2:** Access to Scarce Resources
  - **Key Activities**
    - Review compliance frameworks for assigned scarce resources
    - Review Regulations on Spectrum, Domain Names, Numbering
    - Revise National spectrum plan
- **S1:** Legal and Regulatory Reforms
  - **Key Activities**
    - Legal and Regulatory Reforms
    - Review of KICA
- **S2:** Collaborative Regulation
  - **Key Activities**
    - Review collaborative frameworks

KRA 5: Emerging Technologies

Strategic Objectives

- Foster Adoption of New Technologies

Outcome

- Increased adoption of emerging/ new technologies

Strategies & Key activities

- **S1:** ICT Standards Development/ Adoption and Reduction of Carbon Footprints
  - **Key Activities**
    - Revise ICT standards on carbon emissions
    - Framework for RF EMF
- **S2:** Research and Innovation
  - **Key Activities**
    - New and emerging technologies research
    - Sandbox innovations
    - Data pricing study

Strategic Goal 4 — **Enhancement of Organizational Efficiency and Effectiveness**

Key Result Areas — **KRA 6: Institutional Excellence**

Strategic Objectives	Improve Institutional Performance		Nurture a Culture of Excellence
Outcome	Improve institutional performance		Improved Service Delivery
Strategies & Key activities	**S1:** Revenue Sustainability	**S3:** Performance Management	**S1:** Re-engineering organizational culture
	Key Activities • Establish a revenue assurance framework	**Key Activities** • Implementation of the Authority's Work Plans • Performance Contracts	**Key Activities** • Culture Audit and change management • Leadership Mentorship and Development
	S2: Talent Management	**S4:** Enhancement of Corporate Governance	**S2:** Service Delivery Improvement
	Key Activities • Talent Sourcing • Build capacity • Rewards and Recognition Framework • Development of HR Policy and Instruments	**Key Activities** • Mwongozo code of governance compliance • Statutes and directives compliance	**Key Activities** • Revision of the Customer Service Policy • Service Delivery Strategy • Digitalization of the Authority's services
		S5: Improvement of Internal Policies, Processes, Digitalization and Tools	**S3:** Employee Experience Enhancement
		Key Activities • Procurement and disposal plans • Modernize National KE-CIRT/CC Tools and Technology • Review the ERM Framework	**Key Activities** • Performance and Organizational Change Management • Enhance the work environment

Communications Authority of Kenya's Strategic Plan 2023-2027 is our commitment to driving innovation, growth and sustainability in the ICT sector. Together we will achieve Digital Access for All by Enabling a Sustainable Digital Society through Responsive Regulation.

Strategic Goal 4 — **Enhancement of Organizational Efficiency and Effectiveness**

Key Result Areas (KRA)

KRA 6: Institutional Excellence

Strategic Objectives

- Establish a Centre of Excellence in ICTs Innovation and Leadership
- Improve Brand Equity, Communications and Engagement.

Outcome

- Implementation of the centre/ hub
- Increased CA visibility

Strategies & Key activities

S1: Global Innovation Hub

Key Activities
- ICT Hub Convention Centre
- Smart Multi-Office Storey Block
- Establishment of a Data Centre
- Establish alternative funding models

S2: Modernization of Office Premises

Key Activities
- Office Renovation and Refurbishment
- Implementation of modular offices

S1: Strategic Partnerships, Linkages and Collaborations

Key Activities
- Communications and Stakeholder Engagement Strategy
- Corporate Social Responsibility (CSR) Programmes

S2: Strategic Positioning in ICT Fora

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

S3: Brand Visibility and Awareness

Key Activities
- Conduct corporate Media Campaigns
- Conduct stakeholder engagements
- Conduct Media Relations engagements
- Conduct Digital Media Communications campaigns

KRA 7: Environmental Sustainability

Strategic Objectives

- Promote Environmental Sustainability and Governance

Outcome

- Improved implementation of Sustainable green ICT initiatives

S1: Green ICT and E-waste management

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

Implementation and Risk Management Framework

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

The Implementation Plan:

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

Risk Management Framework:

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

Monitoring, Evaluation and Reporting

Evaluation Framework

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

Evaluation and Reporting Framework

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

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

Resource Requirements

Financial Requirements:

To effectively execute this Strategic Plan, a total budget of Ksh 88.599 billion is necessary over the next five years. This substantial financial requirement highlights the critical need for responsible resource management. It's essential to note that the Authority operates on a self-financing model, meaning its operations rely entirely on the revenue it generates. Consequently, the Authority places great importance on prudent cost management and efficient resource utilization. These efforts are crucial to ensuring the sustainability of revenue and the long-term viability of its activities.

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COMMUNICATIONS AUTHORITY OF KENYA

CA is ISO 9001:2015 and ISO 27001:2013 certified

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STRATEGIC PLAN
2023-2027

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