

Republic of Kenya



MINISTRY OF INFORMATION, COMMUNICATIONS AND TECHNOLOGY



**MINISTERIAL
STRATEGIC
PLAN
2013-2017**

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List of Acronyms

List of Acronyms

AG	-	Attorney General
BKB	-	Brand Kenya Board
BPO	-	Business Process Outsourcing
CAK	-	Communication Authority of Kenya
CBK	-	Central Bank of Kenya
CIC	-	Constitution, Implementation Commission
DDI	-	Diaspora Direct Investment
DI	-	Department of Information
DPC	-	Department of Public Communications
EAC	-	East African Community
EACO	-	East African Communication Organisation
FDI	-	Foreign Direct Investment
GDC	-	Government Data Centre
GDP	-	Gross Domestic Product
GOK	-	Government of Kenya
IBM	-	International Business Machines
ICT	-	Information, Communication and Technology
ICTA	-	Information, Communication and Technology Authority
IPRS	-	Integrated Population Registration System
ITES	-	IT Enabled Services
KBC	-	Kenya Broadcasting Corporation
KCAA	-	Kenya Civil Aviation Authority
Ke- Cirt/CC	-	Kenya Computer Incident Team Coordination Centre
KIE	-	Kenya Institute of Education
KIMC	-	Kenya Institute of Mass Communication
KISE	-	Kenya Institute of Special Education
KNA	-	Kenya News Agency
KNBS	-	Kenya National Bureau of Statistics
KOTDA	-	Konza Technopolis Development Authority
KPI	-	Key Performance Indicator
KPLC	-	Kenya Power and Lighting Company

List of Acronyms

KRA	-	Kenya Revenue Authority
KYEB	-	Kenya Yearbook Editorial Board
M&E	-	Monitoring and Evaluation
MCK	-	Media Council of Kenya
MDAs	-	Ministry Departments and Agencies
MDP	-	Ministry of Devolution and Planning
MOA	-	Media Owners Association
MoE	-	Ministry of Education
MoF	-	Ministry of Finance
MoH	-	Ministry of Health
MoICT	-	Ministry of Information, Communications and Technology
MOU	-	Memorandum of Understanding
MTEF	-	Medium Term Expenditure Framework
MTP	-	Medium Term Plan
NAS	-	National Addressing System
NCPWD	-	National Council of People with Disability
NCS	-	National Communication Secretariat
NEMA	-	National Environment Management Authority
NGO	-	Non-governmental organisation
NOFBI	-	National Optic Fibre Backbone Infrastructure
NSIS	-	National Security Intelligence Service
OP	-	Office of the President
PCAK	-	Public Communication Authority of Kenya
PCK	-	Postal Cooperation of Kenya
PKI	-	Public Key Infrastructure
PPP	-	Public Private Partnership
RCA	-	Root Certification Authority
RRIs	-	Rapid Result Initiatives
SAGAs	-	Semi Autonomous Government Agencies
SDGs	-	Suitable Development Goals
TEAMS	-	The East African Marine Cable System
USF	-	Universal Service Funds

Foreword by the Cabinet Secretary

FOREWORD BY THE CABINET SECRETARY



The long-term strategic vision for the Information, Communication and Technology (ICT) sector is well articulated in the Kenya Vision 2030, the country's long-term development plan. This plan is being interpreted and implemented through subsequent five-year medium term plans. According to Vision 2030, the BPO sub-sector alone is projected to generate over 20,000 job opportunities and contribute more than 10 per cent to the national Gross Domestic Product (GDP) over the Plan period. These projections entail development of a vibrant ICT sector to promote expansion and to drive productivity in other growth sectors, including agriculture, manufacturing, tourism, financial and entertainment industries. At the same time, ICT influences and promotes equity, transparency and accountability in the socio-political sectors necessary for wealth and job creation.

To achieve the above, the Government created the Ministry of Information, Communications and Technology through executive Order No. 2 of 2013, along with its associated agencies with the mandate to develop and implement appropriate policies and programmes aimed at generating ICT related products and services required by providers of such goods and services in both Government and the private sector. To effectively carry out its mandate, the ministry has developed its 2013-17 Strategic Plan.

ICT will be instrumental in enhancing good governance and efficiency across all sectors of the economy leading to improved public service delivery. Among other considerations, this Strategic Plan aims to deepen and strengthen the foundation aimed at transforming Kenya into a knowledge-based and a globally competitive nation. This transformation will be done in line with the Vision 2030, by encouraging and stimulating investments in the sector through rapid expansion of ICT networks and services that are affordable and accessible to all.

The global trend in the delivery of telecommunications, broadcasting information technology and postal services requires that governments, supported by a strong and independent regulatory institutional set-up should ensure a holistic management of available resources. In this regard, the Government consolidated all ICT development activities under an ICT Authority (ICTA) to ensure prudent utilisation of available resources. This will be done through integration and collaboration with the public, private and non-governmental stakeholders in the development planning and implementation of various initiatives and activities. This strategy is expected to enhance participation in the development of hardware and software, infrastructure, local content, and Information Technology Enabled Services (ITES).

It is my sincere hope that the full implementation of this Plan will provide the necessary enabling environment which will propel the country's economic growth through increased productivity spanning all the sectors of our economy.

FRED MATIANG'I, PhD
**CABINET SECRETARY FOR INFORMATION,
COMMUNICATIONS AND TECHNOLOGY.**

Preface and Acknowledgement by the Principal Secretary

PREFACE AND ACKNOWLEDGEMENT BY THE PRINCIPAL SECRETARY



The ministry acknowledges the great potential of ICT as an enabler for the society's socio-economic empowerment. This is drawn from the remarkable achievements that Kenya has made in the past five years, which include: electronic cash transfer through mobile telephony platform, development of 60 per cent of the planned national ICT infrastructure to improve universal access to ICT services, connectivity to the international broadband highway through four sub-marine fibre optic cables, connecting all major towns through the National Optic Fibre Backbone Infrastructure (NOFBI), and the development and implementation of the Kenya Communications (Amendment) Act, 2009 and the Kenya Information and Regulations, 2010.

In this Plan, the ministry draws its strategic priorities from the achievements of the predecessor, the lessons learnt, emerging issues and challenges. It also takes cognisance of a totally new structure of Government and the general policy direction. It is our conviction that the implementation of these policies, programmes and the associated activities bears the potential to transform Kenya's way of life as envisioned in the second medium term plan.

This Plan has prioritised various programmes and activities for implementation under six broad strategic priorities, namely: (i) Policy, legal, regulatory and institutional reforms; (ii) Improvement of universal access to ICT services; (iii) Building capacity within the ICT sector (iv) Creating employment and facilitating economic growth; (v) Building a digital economy and Government; and (vi) Promoting regional integration through ICT.

In the fulfillment of Article 10 of the Constitution of Kenya, 2010, the Ministry adopted a participatory approach where senior staff in the Ministry and its Semi-Autonomous Government Agencies (SAGAs), the Kenya Private Sector Alliance (KEPSA), the academia, the physically challenged and the county governments presented their views and proposals on the various issues considered in the Plan.

To deliver its planned objectives, the ministry's institutional structure has been reorganised to include the ICT Authority (ICTA), the Postal Corporation of Kenya (PCK), the Information and Public Communications Directorate, Kenya Broadcasting Corporation (KBC), the Communication Authority of Kenya (CAK), Kenya Institute of Mass Communication (KIMC), the Media Council of Kenya, the Kenya Yearbook Editorial Board (KYEB) and the Brand Kenya Board (BKB).

This Strategic Plan would not have been effectively delivered without the full commitment and dedication of the Ministerial Taskforce, which coordinated and managed the process.

As we embark on the implementation phase, the ministry will work closely with other sectors whose services contribute to its outcomes to ensure all projects and programmes are implemented successfully. Specifically, the availability and distribution of electricity is important to induce the use of ICTs; access roads and way-leaves are required to access many of our sites, while security and water are basic and critical requirements in areas of our interest.

The ministry will strive to implement the Plan through performance contract targets, annual work plans and individual work plans. In addition, a monitoring and evaluation framework will be developed and used to track the implementation of projects and programmes.

In conclusion, I thank all those who participated in the preparation of this Plan, including all government ministries and agencies, community-based organisations, non-governmental organisations and the private sector whose diverse contributions made this exercise a success.

JOSEPH TIAMPATI OLE MUSUNI
PRINCIPAL SECRETARY, MINISTRY OF INFORMATION,
COMMUNICATIONS AND TECHNOLOGY

Executive Summary

The Ministry of Information, Communications and Technology's Strategic Plan spells out key policy actions, legal and regulatory frameworks, institutional reforms, programmes and projects that will be implemented in the 2013-2017 medium term plan period. The Plan takes into consideration the requirements of the Kenya Constitution, 2010, and the Second Medium Term Plan (MTP2) of the Kenya Vision 2030 Long Term Blue Print.

This Strategic Plan promises effective utilisation and application of ICTs across multi-faceted service delivery and internal government operations with a view to achieve the goals of Vision 2030. The Plan is based on assessment and analysis of current social-economic, political and environmental climates and the past performance in order to ensure that national aspirations, stakeholder requirements and global best practices are taken into account.

The Plan starts by presenting the background of the ICT sector and its status in **chapter one**. It identifies the vision as *"Kenya as a globally competitive knowledge-based economy"* while the mission is *"To facilitate universal access to ICT infrastructure and services within the country"*. The plan spells out the mandate and the goal of the ministry. The **chapter also** reviews the performance of the sector during the first Strategic Plan period 2008-2013 and builds on the results to ensure that completed projects are well utilised while those on-going are completed in the second MTP period. Emerging issues, challenges and lessons learned area also highlighted.

Situation analysis is dealt with in **Chapter two. A detailed** environmental scan has identified internal and external factors that are likely to influence the ministry's activities and incorporates them in the development strategies. Following a review of the ministry's functions, recommendations are made on merging certain functions under internal departments or with others under different ministries to remove overlaps and duplication. The chapter ends with a SWOT and sector related challenges analysis.

Chapter three and four details the national development agenda and the role of ICT. Chapter three highlights priority areas to be addressed under the second medium term plan, including the Kenya Constitution 2010, devolution issues, security, equity and governance. Stakeholder analysis is also discussed. Chapter four details the sector's flagship and other projects to be implemented in the second MTP period.

In line with the Vision 2030 overarching goal of making Kenya a middle income nation by the year 2030, **Chapter five** defines the ministry's strategic areas, objectives and strategies and its overall goal of strengthening the foundation of a competitive knowledge-based economy by tackling the under-listed strategic areas:

1. Policy, legal, regulatory and institutional reforms
2. National Broadband Connectivity Network
3. Digital economy and government
4. ICT capacity
5. Strong public private partnership (county and regional integration)
6. Content and application development
7. Employment and wealth creation
8. Mainstreaming of crosscutting issues

From the above strategic areas, the plan proposes various programmes and projects that will be implemented during the plan period. First to enhance business environment within the sector, the ministry will develop, review and amend policy, legal, regulatory and institutional frameworks to spur growth. Proper formulation and review of policies, legal and institutional frameworks will play a key role to achieve the objectives and goals of the Plan. Other key programmes to be implemented in this strategic area include restructuring of Kenya Broadcasting Corporation (KBC) and the Postal Corporation of Kenya (PCK); rolling out of the Digital Government Initiative and the National Electronic Payment System; roll out of the 4G network and broadband connectivity and public information and communication management.

To improve broadband connectivity, the Government will continue to build high-speed broadband national ICT Infrastructure comprising the Backbone Infrastructure Network and the Long-term Technology Evolution (LTE) network projects, among others. On a digital economy and government, the plan proposes to improve access to ICTs, develop critical mass of local ICT skills and secure all networks and facilities in the country.

The Government also proposes to create ICT centres of excellence, incubation hubs and labs, develop ICT skills data banks, develop industry-based curriculum and modernise ICTs training facilities. To enhance equity and equality, the ministry will promote county and regional integration through harmonisation of ICT strategies. A county liaison office at the ministry's headquarters will be established.

The plan proposes to streamline the management of public information and communication through

Executive Summary

development and implementation of a public communication policy to be used across all government agencies. The ministry will also support local content and application development where Kenyans will be encouraged to tell their stories on the net.

The Government will develop capacity within the ICT sector and also establish techno-cities and multimedia parks to create employment and wealth for Kenyans. The plan also ensures that cross-cutting issues are mainstreamed in all programmes that will be implemented during the plan period.

In line with the Kenya Vision 2030, the Plan recognises Business Process Outsourcing (BPO) as its flagship. The programme entails the establishment of a techno-city at Konza in Makueni and Machakos counties, marketing, capacity building and development of business incentives packages to attract investors in this field.

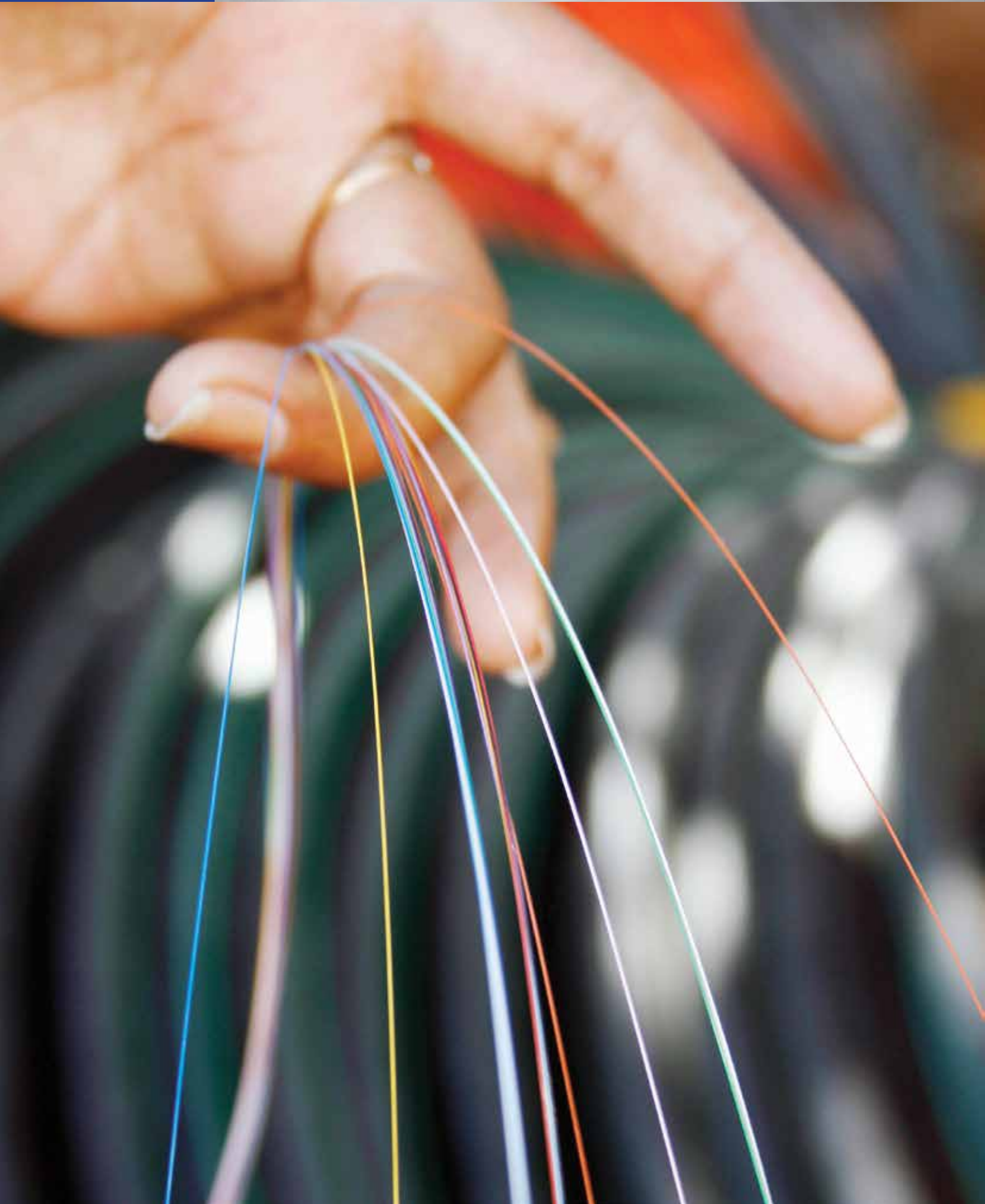
The plan classifies those projects that would be implemented within the Public Private Partnership (PPP) initiatives. It also identifies energy, science and technology, education and training, trade and industry as key enablers for a successful and sustainable knowledge-based economy.

To successfully implement the plan, **chapters six** and **seven** draw out the implementation model and coordination framework. In particular, chapter six lists all the departments and parastatals in the ministry, detailing their role towards the achievement of the plan. Chapter seven explains strategies to achieve the planned objectives and also the sources of required funds. **Chapter eight** gives details of capacity building, the resultant costs and development strategy. **Chapter nine** highlights the risks that may affect the implementation of the Plan and gives recommendation on risk management.

The human capacity and structure required to successfully deliver the Plan; financial requirements for the activities in the programmes have been worked out and explicitly tabulated in **Chapter ten**. To implement the programmes, the ministry requires approximately KSh575 billion from the Government while the private sector is expected to invest in the other identified areas. The Ministry also proposes to carry out monitoring and evaluation exercises to ensure that various activities are undertaken within the specified timeframe. Achievable and objectively verifiable indicators have been developed to guide the monitoring and evaluation activities in Chapter twelve.

In its conclusion, the Strategic Plan looks at recommendations to be addressed for its successful implementation. It is expected that successful implementation of this Plan will provide the necessary tool to manage our knowledge for development in order to transform Kenya into a Digital Economy.

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CHAPTER ONE

1.0 INTRODUCTION

Over the past decade, the Government has initiated and adopted several policies, laws and regulations to guide the growth of information and communication technology (ICT) in order to harness its potential for socio-economic development. However, the convergence in the modern technology requires continuous review of the policy and legal frameworks to accommodate technological changes for maximum utilisation of ICT's potential and benefits.

ICT advances over the past few decades have seen the convergence of broadcasting, telecommunications, computing and content. The developments have changed the way business is conducted, facilitated learning and knowledge sharing, generated new global information flows, empowered citizens and communities, resulting in a global information society. Increasingly, ICT is playing the central catalytic role in pushing the development process forward and boosting the efficiency of the increasingly integrated global economy. In industrial countries, it is widely acknowledged to be the engine of economic growth and directly linked to productivity. Consequently, countries that have harnessed the ICT potential have attained significant social and economic development. The Government of Kenya is, therefore, committed to creating an enabling environment for members of the public to access information as provided for in Chapter 35 (1) (a) of the Constitution of Kenya.

Kenya has always been among the leaders in the region in the deployment of ICT. The country's capacity to develop as a leading ICT hub will determine the future success of Kenya in enhancing its competitiveness in the regional and global economy, and improving the quality of life of its people. However, this will only be achieved through application of international best practices in the use of ICT in all aspects and sectors of its economy.

Since most industrial countries and many developing nations have already set out to become leading regional and global ICT hubs, it is essential that a high level of priority and commitment by the Government and the private sector of Kenya is given to fast-track the successful implementation of the Strategic Plan so that the objectives set-out above are achieved. Success in achieving this objective requires sustained effort in setting policies, devising strategies, and adopting standards that ensure the full potential of ICT to be harnessed so as to meet the present and future social, economic and cultural sustainable development aspirations of the people of Kenya.

The Government has recognised the importance of ICT in stimulating national development, in particular, modernisation and globalisation of the economy, and creating a platform for participation by all sections of the population. In this context, the Government has initiated the process of developing a comprehensive National ICT Policy.

This policy document serves to guide ICT development, access and its utilisation on a national scale to meet the challenges of the information age. It will also lay the foundation for the development of a comprehensive ICT Master Plan.

1.1 VISION, MISSION, MANDATE AND CORE VALUES.

1.1.1 VISION

Kenya as a globally competitive knowledge-based economy.

1.1.2 MISSION

To facilitate universal access to ICT infrastructure and services all over the country.

Introduction

1.1.3 CORE VALUES

The Ministry will adhere to the following core values and principals in order to achieve the planned objectives.

- Accountability and transparency
- Equity and equality
- Professionalism and ethical practices
- Teamwork and passion for results
- Honesty and integrity
- Innovativeness and creativity
- Efficiency and effectiveness
- Patriotism

1.1.4 MANDATE AND FUNCTION OF THE MINISTRY

The mandate of the Ministry is as derived from the Executive Order No. 2/2013 of May 2013, which sets out the following functions: -

- Information Communications Technology (ICT),
- Broadcasting
- Language management policies
- Public communications
- Promotion of e-government
- ICT training and standards development and administration
- Development of national communications capacity and infrastructure
- Provision of public relations services
- Promotion of software development industry
- Fibre optics infrastructure development and management
- Policy on software licensing regime
- ICT Agency (E-Government, Kenya ICT Board, and Government Information Technology Services)
- Provision of ICT consulting to other government departments
- Provision of advisory services on acquisition of ICT and telecommunication services and equipment to Government ministries and departments
- Telecommunication services
- Development of national communication capacity
- Infrastructure and Dissemination of public information through Kenya Broadcasting Corporation (KBC)
- Mass media capacity building at Kenya Institute of Mass Communications (KIMC)
- Regulatory services through the Communications Authority of Kenya (CAK)
- Postal Corporation of Kenya (PCK)
- National Communications Secretariat (NCS)
- Multimedia Appeals Tribunal
- Kenya Year Book Editorial Board (KYEB)
- Konza Technopolis Development Authority (KOTDA)
- Infrastructure development through the ICT Authority

1.2 STRUCTURE OF THE MINISTRY

The Ministry is composed of two major sub-sectors, namely information and broadcasting, and communications. The information and broadcasting sub-sector is responsible for gathering and dissemination of news and information through radio and television, production and dissemination of features, training of mass media personnel, information marketing, advertising and image building. Through press accreditation, it also regulates the activities of local and foreign journalists to ensure upholding of mass media communication professionalism and ethics.

The information and broadcasting sub-sector is made up of two main departments:

- a) The Department of Information
- b) The Department of Public Communications

Specialised activities under the sub-sector are performed by Semi-Autonomous Government Agencies (SAGAs), which include the Kenya Broadcasting Corporation (KBC), the Kenya Yearbook Editorial Board, Kenya Institute of Mass Communications and the Media Council of Kenya.

The communications sub-sector comprises the telecommunications, ICTs and the postal services. The main departments are:

- a) The Department of Telephone services
- b) Directorate of Communications; and
- c) The Information Technology Services Unit.

Specialised services under this sub-sector are performed by the Communication Authority of Kenya, the National Communications Secretariat, the Communications Multimedia Appeal Tribunal, the Postal Corporation of Kenya, the Kenya ICT Authority, The East African Marine System (TEAMS) and the proposed Fibre Optic National Network (FONN).

1.3 PAST PERFORMANCE

1.3.1 ACHIEVEMENTS UNDER STRATEGIC PLAN 2008-2013

Under the first Vision 2030-based Strategic Plan, the ICT sector made tremendous progress. Kenya led the world in electronic cash transfer through the mobile telephony platform, resulting in immense benefits to micro-credits and savings. The sector also witnessed development of 60 per cent of the planned national ICT infrastructure to improve universal access to ICT services. The country is currently connected to the international broadband highway through the SEACOM, TEAMS, EASSY, and LION cables. All major towns in the country are now connected through the National Optic Fibre Backbone Infrastructure (NOFBI) and Government Common Core Network (GCCN). Demand for the Internet and data services has been rising, with Internet subscription increasing from 1,579,387 subscribers in 2009 to 8,506,748 in 2012. This has enhanced business activities and created job opportunities.

The Government developed a tier-2 Government Data Centre (GDC) infrastructure to ensure security of Government data and applications. Bandwidth support to government offices was increased from 80 to 100 MB of broadband Internet capacity. This has improved the quality and reliability of the Government's communication system. Several ministries have developed online systems geared towards improving service delivery. They include the re-engineered Integrated Financial Management Information System (IFMIS); County Revenue Collection System; application of public service jobs online; status tracking of ID and passports; public examination results and candidate selection into secondary schools; digitised education content in 12 subjects at the secondary school level; online submission of tax returns; online custom declaration; electronic reporting of corruption; and a business licensing e-registry.

The Konza Techno City business plan with its physical development plan was developed. The focus areas to drive growth of the Techno-City include BPO, Internet Enabled Services (ITES), software development, data centres, disaster recovery centres, call centres and light assembly manufacturing. Other initiatives in the sector included establishment of digital villages, digitising government records and providing connectivity to government, learning and social institutions; software development and film production; and establishment of an open data portal. This has made Kenya to be ranked second in Africa and 22nd (2012) worldwide in the open data initiative.

The Government developed and implemented the Kenya Communications (Amendment) Act, 2009, and the Kenya Information and Communications Regulations, 2010. These legislations led to improved competition and broad choices of ICT services.

Introduction

The ICT sector in Kenya grew at an average of nearly 20 per cent annually from 1999 to 2013. The number of phone subscriptions has grown from the equivalent of one per 1,000 adults in 1999 to nearly one per adult in 2013. Internet usage rates for 2013 were around five for every ten adults. Person-to-person mobile money transactions at the end of 2010 were equivalent to around 20 per cent of the GDP with two of every three Kenyan adults being users.

ICT has been one of the main drivers of Kenya's economic growth over the last decade. Since 2000, Kenya's economy grew at an average of 3.7 per cent, with ICT being responsible for 0.9 of the 3.7 per cent annual GDP growth, and for all of Kenya's GDP per capita growth (World Bank).

The 2013 statistics show that the ICTs forward and backward linkages have continued to improve, with employment opportunities hitting over 150,000. For instance, there were 103,165 mobile money agents by June 2013. The number, according to the CBK data, has been growing by at least 3,000 agents each month. The rise in the number of agents indicates increased access of mobile money transfer services as well as creation of employment opportunities in ICT.

Other areas that are likely to grow exponentially include the broadcasting services when the country fully migrates to the digital platform where over 200 TV channels will be made available, ITES/BPO Services when the first phase of Konza Techno-City is implemented, software and hardware development, among many others. The table below shows performance of ICT in the last nine years.

TABLE 6: KEY INFORMATION AND COMMUNICATIONS ECONOMIC INDICATORS

Indicator	2005	2006	2007	2008	2009	2010	2011	2012	As at 30th Sep 2013
1 Mobile telephony									
Mobile telephony capacity	6,800,000	10,600,000	18,200,000	25,964,700	29,400,000	46,628,948	47,677,000	49,977,000	55,077,000
Mobile subscribers	6,484,791	9,304,818	12,933,653	17,362,257	19,364,559	24,968,891	26,980,771	30,432,782	31,301,506
Mobile penetration (%)	15.74	21.62	33.65	39	49.7	63.2	68.4	77.2	76.9
Licensed mobile operators	2	2	2	4	4	4	4	4	4
Mobile money transfer service subscribers						10,615,386	17,395,727	19,318,684	25,114,462
Licensed mobile money transfer service operators			1	1	3	5	6	6	6
2 Fixed telephony									
Fixed line/wire line capacity	513,82	516,993	505,103	512,281	485,581	421,528	400,764	380,135	362,627
Wire line connections	293,364	339,229	527,064	247,972	243,656	226,587	92,275	70,390	58,749
Wireless connections	-	84,107	274,449	448,529	429,289	154,161	186,939	177,910	150,590
Total wire line & wireless connections	293,364	347,226	527,064	696,501	672,945	380,748	279,214	248,300	209,339
Fixed line tele-density (%)		0.86	0.90	1.8	1.7	0.96	0.71	0.63	0.51
3									
International outgoing fixed line traffic (minutes)	42,558,605	46,957,348	27,363,876	15,582,304	14,471,643	14,761,211	11,455,952	20,058,628	121,164,636
International incoming fixed line traffic (minutes)	157,836,403	113,692,918	85,672,270	83,148,332	88,538,230	38,550,399	31,866,685	17,796,496	154,885,621
4	Internet and data services								
Licensed Internet service providers	72	66	96	108	124	132	141	165	169
Licensed data carrier network operators	2	3	6	8	12	19	19	20	21

Indicator	2005	2006	2007	2008	2009	2010	2011	2012	As at 30th Sep 2013
Internet subscribers	527,460	555,550	1,385,148	1,679,776	1,981,048	3,296,975	6,152,664	8,506,748	11,671,337
Estimated internet users ¹	1,054,920	1,111,000	2,770,296	3,359,552	3,962,096	8,884,850	11,305,592	13,537,658	19,162,055
Internet penetration (%)	3.0	3.0	7.5	8.7	9.7	22.1	28.7	35.5	47.1
International Internet leased bandwidth (Mbps)	160.17	174.43	485.14	1,421.15	9,949.9	20,209.5	53,479.78	278,329	360,900.1
5									
Licensed radio stations	225	270	284	323	376	387	435	461	579
Licensed TV stations	77	105	112	121	108	108	104	2282	371
Digital signal distributor service providers	0	0	0	0	1	1	1	2	2
6	Postal and courier services								
PCK postal outlets	768	721	744	710	702	698	690	634	622
Private letter boxes	400,016	411,716	414,616	412,006	410,709	414,750	427,900	431,181	432,000
Letter posting boxes	1,049	966	827	890	905	890	890	752	890
Public counter positions	1,388	1,388	1,390	1,279	1,229	1,296	1,261	1,030	1102
Stamp vending licences	4,242	4,125	4,609	4,505	4,454	5,205	5,260	2,847	4,274
Stamp vending machines	-	264	246	280	297	280	280	280	280
Private courier operator outlets	521	554	606	622	625	840	635	683	707
Licensed postal and courier operators					164	159	176	190	214

Source CAK

1.3.2 EMERGING ISSUES AND CHALLENGES

The ICT sector as a whole faced the following challenges in the implementation of the first Vision 2030-based strategic plan programmes:

- Inadequate financing coupled with delayed disbursement;
- Inadequate human capacity for research and development in ICT and the film industry;
- Inadequate legislation for better exploitation of ICT in commerce and entertainment with adequate safeguards against crime and ICT media abuse;
- Decentralised ICT coordination structures leading to slow implementation of automated systems, duplication and implementation of ICT innovations;
- Digital divide between the rural and urban areas which limits public awareness of the advantages and opportunities of ICT;
- Slow adoption of ICT services by learning, social and government institutions;
- Non-incorporation of ICT cabling in new building designs;
- Lack of harmonised data management system;
- Inadequate information resource centres in the rural areas;
- Low ICT skills;
- Vandalism of ICT infrastructure;
- Sophistication in cyber attacks and cyber crimes;
- Lack of or inadequate supply of affordable and uninterrupted power supply; and
- Limited penetration of telecommunication infrastructure in rural areas

1.3.3 LESSONS LEARNT

The cost of communication may have come down considerably but there still remains a wide digital divide between urban and rural areas. The cost of ICT delivery, utilisation and maintenance in the rural areas also tend to be higher than in the urban areas.

Reforms in trade and industry are key in enabling e-business to flourish. However, these reforms are yet to be fully realised and can only be achieved if there is political stability and peace among citizens. In the years of relative peace, the country experiences growth and development due to increased investments, calm and focus among citizens.

Delay in the implementation of these initiatives was experienced when the ministry was involved in lengthy tendering and negotiation process, particularly on the privatisation of Telkom Kenya and the awarding of tender to implement the TEAMS project. Competition has been observed to be a good element for development, especially in the growth of Foreign Direct Investment (FDI) and Diaspora Direct Investment (DDI). In telecommunication, for instance, the cellular market has grown and spread all over the country, allowing Kenyans to communicate easily and carry out economic activities. Competition has also lowered the cost of communication.

For Kenya to have a fully ICT induced economy, the ICT users must be literate enough rather than only having ICT systems and content alone. Education and training curricular reviews have not been carried out to ensure this is done. Population awareness of ICT should be championed countrywide to spread the use and importance of ICT, and also educate the illiterate on some basic facts of ICT. For Kenya to fully utilise ICT as an economic driver, there is need to address other support sectors such as energy whose cost and availability of energy has hindered the development of ICT.

Kenya has a population with different talents as far as innovations in ICT application in mobile technologies is concerned. This, therefore, calls for the country to start programmes that recognise talents and start growing them. The current state of ICT infrastructure is still a major hindrance to the country's full exploitation of the economic and commercial potential of the sector. To develop this infrastructure, private sector participation will be needed. Public sector communications must be well managed and coordinated by State entities to project a positive image of the Government.

Managing communications is essential in meeting the high expectations of the citizenry for quality public service delivery. Poor management of public communications reduce Government visibility, accessibility and acceptability. This subsequently results in reduced public trust and confidence in the integrity, reliability and impartiality in the Public Service.

The ongoing modernisation of equipment has improved the information gathering and delivery to the citizenry. Budgetary constraints delayed the implementation and extension of information resource centres. Freezing of recruitment and blocking of staff promotions affected effective delivery of services to the public. Expansion of the media space saw the growth of social media, which has improved uptake of information.

The successful implementation of TEAMS as a PPP indicates that the Government can effectively collaborate with the private sector to implement key programmes which require huge capital investment through a structured PPP framework.

CHAPTER TWO

2.0 SITUATIONAL ANALYSIS

2.1 INTRODUCTION

Currently Kenya is one of Africa's fastest growing ICT markets where ICTs have increased productivity in all spheres of production process and have enabled expansion of skills, contributing to improved standards of living for Kenyans. The First Strategic plan of 2008-12 aimed at addressing the key foundation components in ICT in order to achieve the goal of becoming a knowledge-based economy. The second Strategic Plan 2013-17 will build on the areas identified in the first plan, which consists of the following: Development of national ICTs policies and legal frameworks, infrastructure development, capacity development, content and application development, employment and wealth creation, and public private partnerships.

2.2 ENVIRONMENTAL SCAN

The environmental scan will be analysed from the perspectives of opportunities and threats at three levels namely: Global, regional and local. The scan will revolve around political, economic, social, technological, environmental and legal issues.

The key highlights are contained in the tables below:

Table 1: Environmental scan

Dimension	Issues and/or developments that is likely to impact on the Ministry's capacity to achieve its objectives.			What effect do the changes present in terms of opportunities and threats to the Ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Political	Growing insecurity due to global terrorism	Piracy in the Horn of Africa	Terrorist attacks in Kenya	Global and regional collaboration to combat terrorism	Reduced tourists due to perceived insecurity
	Middle East conflicts	Political instability within the region	Conflicts between communities locally	Peaceful co-existence of communities	Wars
	Increased awareness on human rights issues	Respect/observance of human rights issues	Human rights issues enshrined in the Constitution	A just and fair society	Infiltration of undesirable foreign values and practices
	Millennium Development Goals	Millennium Development Goals adopted by regional governments	Government committed to achieve MDGs	Global support to achieve MDGs	Missing MDG targets by 2015
	Global financial crisis destabilising free markets and causing civil unrest	Destabilisation of regional integration arrangements	Shift political alignment to emerging economies	New political realignment	Invasion by developed countries
	Increased political cooperation and alliances that are leading to creation of economic blocs	Establishment of the EAC COMESA, and NEPAD, AGOA, EU-ACP agreements	Increased likelihood of East African political federation	Federal system of Government	Loss of sovereignty

Situational Analysis

Dimension	Issues and/or developments that are likely to impact on the ministry's capacity to achieve its objectives.			What effect do the changes present in terms of opportunities and threats to the ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Economic	Global village phenomenon in information sharing	Harmonisation of ICT policies	Development of national ICT policy	Knowledge-based economy	Fraud
	Liberalisation and tendency to lessen government involvement in business	New operators leading to increased competition	ICT sector in Kenya liberalised	Better and affordable quality services	Unhealthy competition
	Global information flows favouring the industrialised economies	Formation of information flows in regional trading blocks, custom unions	Formation of information flow in local content	Global village	Weakening of nationalism
	Formation of Free Trade Area Agreements & WTO	Formation of regional trading blocs with developed countries	Increased international trade	Larger markets	Domination by economies of developed countries
	Food insecurity	Formation of common food related policies at regional level	Development of national food policy	Global support in the wake of hunger and starvation	Dumping of contaminated food
	Growth of outsourcing Global financial crisis.	Enhancement of intra-African trade	Enhancement of EAC/COMESA trade	Enhancement of local production capacity and market	Imported inflation and economic crisis

Dimension	Issues and/or developments that are likely to impact on the ministry's capacity to achieve its objectives			What effect do the changes present in terms of opportunities and threats to the ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Social	Increased movement of skilled human resources worldwide	Increased cross-border movements and interactions	Rapidly growing labour force	Increased appreciation of the cultural and geographical diversities of the region leading to increased regional tourism and trade.	Growing unemployment due to lack of competitive skills
	Increased permanent migration to some countries, e.g. USA	Loss of expertise	Exodus of skilled labour	Remittances from abroad	Brain drain
	Interactions have increased spread of HIV/AIDS and other diseases	Spread of HIV and AIDS across borders	Spread of HIV in all parts of the country	Global support to Combat HIV/AIDS and other diseases	Increased HIV/AIDS infections
	Proliferation of undesirable audio-visual material	Increasing undesirable social contacts across ethnic, regional and other facets	Increased proliferation of undesirable material among women, children and other vulnerable groups	Spread of ideas and divergent views	Cultural degradation due to global cultural influences

Situational Analysis

Dimension	Issues and/or developments that are likely to impact on the ministry's capacity to achieve its objectives			What effect do the changes present in terms of opportunities and threats to the ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Environmental	Increased involvement of environmentalists and NGOs in trade and industrial issues	Involvement of NGOs and CBOs in trade and industrial issues	Mainstreaming of environmental issues in national priorities	Global partnership	Curtailling of certain development activities through environmental action groups
	Climate change	Initiatives to address climate change adopted	Measures to protect environment impact of climate change initiated	Global partnership	Conflicts at implementation of climate change initiatives

Dimension	Issues and/or developments that are likely to impact on the ministry's capacity to achieve its objectives			What effect do the changes present in terms of opportunities and threats to the ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Legal	Growth of global village phenomena means that countries have to be more aware of laws governing information and content sharing across borders	Establishment of the EAC, COMESA, and NEPAD, AGOA, EU-ACP agreements which have legal frameworks that bind all participating countries	Inadequate legal framework governing information and content sharing	Legal framework informed by laws governing information and content sharing across borders	Restrictive laws and regulations that can constrain the growth of ICT in Kenya
	International conventions and protocols	Legally binding conventions and protocols already in place	Institution established to handle ratification of conventions and protocols	Globally binding legal agreements, conventions and protocols	Unfavourable and legally binding international conventions and protocols

Situational Analysis

Dimension	Issues and/or developments that are likely to impact on the ministry's capacity to achieve its objectives			What effect do the changes present in terms of opportunities and threats to the ministry?	
	Globally	Regionally	Locally	Opportunities	Threats
Technology	Growing use of ICT and e-commerce	Growing adoption of ICT in business within the region	Growing adoption of ICT in business locally	Increased capacity for dissemination of information; including marketing of country products through the Internet	Reduced need for work force due to automation, further worsening unemployment situation
	Global village phenomena impact on language, education and how we communicate, etc	Growing adoption of ICT by regional Governments. More governments are becoming a driving force in pushing ICT adoption in the economy	Business transactions in Kenya quickened through e-commerce	Faster speeds of communication	Cyber crime
	Growth of outsourcing	Bigger market for outsourcing	Growth of BPO and back office operations	Creation of BPO jobs	Lack of regulation
	Proliferation of undesirable audio-visual material	Proliferation of pornographic material within the region	Access of pornographic material by children	Increased business	Proliferation of pornographic material
	Rapid technological innovations	Challenges with keeping pace with the changing technology	Need for regular updates and purchases	New ICT systems	Rapid technological changes
	Digital broadcasting	Challenge in regional digital migration	Implementation challenges	Increased range of media products and modes of delivery	Abuse of technology

2.3 SWOT ANALYSIS

The analysis of strengths, weaknesses, opportunities and threats in ICT is summarised below:

2.3.1 STRENGTHS

1. Creation of ICT authority as a one stop shop for all ICT related issues
2. Liberalisation of the ICT sector
3. Availability of National ICT policy framework
4. Availability of legal framework which recognises e-commerce
5. Directorate of Information and Public Communications with national coverage
6. Improved private sector participation and PPP arrangements

2.3.2 WEAKNESSES

1. Inadequate human resource capacity
2. Inadequate proper working tools and equipment
3. Weak and obsolete policy, legal and regulatory framework for the sector
4. Inadequate funding
5. Lack of centralised ICT data bank
6. Inadequate and poor infrastructure
7. Unhealthy competition among private ICT operators

2.3.3 OPPORTUNITIES

1. Big markets in BPO/ITES (IT-enabled services) industries
2. Existence of international ICT companies locally
3. Existence of terrestrial and submarine fibre networks for broadband connectivity
4. Vibrant private sector and stakeholders
5. Untapped potential in local and regional markets
6. Increased adoption of ICT in work and social places
7. Increased government support
1. Price wars among private players
2. Drift towards monopoly status of Safaricom in mobile services by edging out other competitors
3. Poor services and congestion of network
4. High charges of communication services
5. High taxation of ICT related services
6. Domination by foreign investors and multinationals
7. Cyber crime
8. Moral degradation as a result of negative material available on Internet
9. Use of ICT to carry out terrorist activities

2.3.4 THREATS

1. Price wars among private players
2. Drift towards monopoly status of Safaricom in mobile services by edging out other competitors
3. Poor services and congestion of network
4. High charges of communication services
5. High taxation of ICT related services
6. Domination by foreign investors and multinationals
7. Cyber crime
8. Moral degradation as a result of negative material available on internet
9. Use of ICT to carry out terrorist activities

Situational Analysis

2.3.5 NATIONAL, REGIONAL AND GLOBAL DEVELOPMENT CHALLENGES

Despite the development strides made during the first medium term plan (2008-2012), the remaining development gap should be prioritised and implementation of appropriate initiatives aimed at addressing perennial challenges should be sustained. These challenges include:

- Low domestic savings and investments
- High levels of unemployment
- High energy costs compared to other BPO competing destinations
- High cost of finance
- Inefficiencies in rail and port operations
- Major economic and social disparities
- Rapid population growth rate, informal settlements, governance problems and insecurity
- High dependence on rain-fed agriculture
- Narrow range of exports
- Threats from climate change

2.4 ICT-RELATED CHALLENGES TO BE ADDRESSED

- ICT services in unserved and underserved areas and for persons with disabilities
- How to harness ICT for efficient and effective government, economic growth and job creation for the youth
- High cost and unreliability of Telecommunication
- Small talent of BPO/industry specific skills
- Lack of standardisation of components and systems being procured and applied across the Government
- Limited country-wide ICT awareness that hinders cultural and attitudinal change
- A wide internal digital divide between rural and urban areas as well as low bandwidth
- High costs of migration from analogue to digital broadcasting
- Cyber crime
- Regional disparities in adoption and utilization of ICT services slowing speed of regional integration
- Inadequate policies and legal frameworks
- Inadequate competent and skilled human capacity

Kenya's Development Agenda

CHAPTER THREE

3.0 KENYA'S DEVELOPMENT AGENDA

The Kenya Vision 2030 is a long-term development blueprint for the country. The aim of the Vision is to make Kenya “a globally competitive and prosperous country with a high quality of life by 2030”. It aims at transforming Kenya into “a newly-industrialised, middle income country providing a high quality of life to all its citizens in a clean and secure environment”. Simultaneously, the Vision aspires to meet the MDGs for Kenyans. The Vision is anchored on economic, social and political pillars.

The economic pillar aims to achieve an economic growth rate of 10 per cent annually and sustaining the same till 2030 in order to generate more resources to address the MDGs. A number of flagship projects have been identified in every sector. These are to be implemented over the vision period to facilitate the desired growth that can support the implementation of the MDGs on a sustainable basis. The key sectors identified under this pillar are shown in Table 3 below:

Table 3: Economic pillar sectors

Sector	Objective
Tourism	To be one of the top ten long-haul tourist destinations in the world, offering high-end, diverse and distinctive visitor experience.
Agriculture	To promote an innovative, commercially-oriented and modern agriculture sector.
Manufacturing	To have a robust, diversified and competitive manufacturing sector.
Wholesale and retail trade	To move towards raising earnings by giving our large informal sector opportunities to transform itself into a part of the formal sector that is efficient, multi-tiered, innovative and diverse in product range.
Business process outsourcing	To become the top off-shoring destination in Africa.
Financial services	To create a vibrant and globally competitive financial sector promoting high levels of savings and financing for Kenya's investment needs. To become a regional financial services sector.

The social pillar seeks to create a just, cohesive and equitable social development in a clean and secure environment. The specific sectors included are as shown in Table 4:

Table 4: Social pillar sectors

Sector	Objective
Education and training	To provide globally competitive and quality education, training and research.
Health	To improve the overall livelihood of Kenyans by providing an efficient, integrated, high quality, affordable health care system.
Water and sanitation	To ensure improved water and sanitation are available and accessible to all.
Environment	To be a nation with a clean, secure and sustainable environment by 2030.
Housing and urbanisation	To provide an adequately and decently housed nation in a sustainable environment.
Gender, youth and vulnerable groups	Gender equity in power and resource distribution, improved livelihoods for all vulnerable groups, and responsible globally competitive and prosperous youth.

Kenya's Development Agenda

The political pillar aims to realise an issue-based, people-centred, result-oriented and accountable democratic system. The specific areas covered include:

Table 5: Political Pillar Sectors

Sector	Objective
Rule of law	Adherence to the rule of law as applicable to a modern market-based economy in a human rights respecting state.
Electoral and political processes	To cultivate genuinely competitive and issue-based politics.
Democracy and public service delivery	To create a people-centred and politically-engaged open society.
Transparency and accountability	To create transparent, accountable, ethical, results-oriented government institutions.
Security, peace building and conflict management	To provide security to all persons and property throughout the Republic.

3.1 PRIORITY AREAS TO BE ADDRESSED UNDER THE SECOND MEDIUM TERM PLAN 2013-17.

The Second MTP outlines policies designed to implement devolution, accelerate growth, reduce poverty, transform the structure of the economy and create more quality jobs, as the country prepares to achieve middle income status by 2030.

The following are key priority areas that the Government will implement over the Plan period:

Constitution and Devolution: The Government is committed to full implementation of the Constitution to ensure the rapid set-up of all the county institutions. Chapter Two, Article 6 (1) to (3) and the Fourth Schedule of the Constitution will be implemented without disrupting public service delivery at national and county levels.

Priority will be given to the development of the capacity of all county governments, improve policy coordination and implementation in order to get the full benefits of devolution.

National cohesion: The government believes in unity with diversity as a principle. It will therefore build peace, reduce ethnic rivalry and promote issue-based politics by providing a framework for inter-ethnic peace building founded on mutual respect and resolution of conflicts.

Security: Security in the country will be addressed in order to provide individual safety to Kenyans and to investors. The National Police Service will, therefore, be better trained and equipped and the operational capability improved. In line with the Constitution, security regulations and behaviour must conform to local and international human rights standards.

Drought emergencies and food security: The Government will prioritise implementation of the Ending Drought Emergencies (EDE) plan as an integral part of this MTP. Priority will also be given to increasing investment in irrigation to reduce the country's dependence on rain-fed agriculture. Strategies to mechanise agriculture, revive cooperatives and farmers unions and subsidise farm inputs will be undertaken. Additionally, emphasis on value addition in the production and supply chain will be prioritised.

Equity in access to opportunities and lower cost of living: The government will lay emphasis on implementation of affirmative action in employment opportunities in public sector, and ensure resource distribution addresses regional imbalances. Another key priority will be to reduce the cost of living through lowering the cost of food and other basic needs. The Government will, therefore, support expansion of production of food through irrigation, use of local competitively priced supply chains to deliver food to consumers more cheaply and im-

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proved management of the marketing systems.

Health: Kenya has made major gains in health care, especially in tackling communicable diseases such as HIV-AIDs, T.B and malaria. However, a lot still needs to be done to improve the overall health care system. The Government will put emphasis on universal access to health care, preventive and primary health care, clean water, management of communicable disease, maternal and child health, and non-communicable diseases. It will also invest in medical research, pharmaceutical production and health tourism as a means of diversifying external revenue sources and serve as a regional hub for health services.

Education: Significant progress was made under First MTP but several challenges persist and in particular, quality. The Government will, therefore, focus on addressing low enrollment in areas that remain below the national average, retain students in school up to 18 years, provide education more effectively through a digital platform, and match education and training with the demand for the skills required in the workplace. In addition, the Government will hire additional teachers in order to lower pupil-teacher ratio and improve quality as well as ensure that teachers devote the required time to teaching and learning.

Infrastructure: The Second MTP will build on successes of the First MTP. New investments will include cheaper and adequate electricity; local and regional rail and road networks that provide safe, efficient and cost effective transport; adequate water for households and industry; affordable quality housing and sustainable environmental management.

Industrialisation: The Kenyan economy is still reliant primarily on agriculture and services. The growing consumer demand for manufactured goods has been met mainly by imports. The government will facilitate growth of the manufacturing sector; make agriculture competitive and diversify the economy for employment creation. The Government will also support local entrepreneurs to increase their share in local and external markets through better supply chain and making local enterprises more price-competitive in order to serve a growing local, regional and continental market.

Improved trade: The country will focus on expanding trade to increase its share in the fast expanding regional and other emerging markets. Trade in the broader region will be backed by joint infrastructural investments with neighboring countries. During the plan period, the Government will facilitate research in business development and entrepreneurship under a new entity called "Biashara Kenya" to provide funding and leverage investment from local banks. This will develop capacity and productivity of local manufacturing geared to competitively priced quality exports to Africa and the global market.

Investment to support growth: The strategies in the Second MTP are designed to increase investment to GDP ratio by investing prudently in key sectors. Land reforms and registration will be undertaken to make land a productive asset. In addition, new initiatives will be undertaken to encourage the financial sector mobilize savings and improve resource allocation to key growth sectors.

Competitiveness and rebalancing growth: To make Kenya globally competitive, the Government will increase investment in expansion, development and modernisation of roads, rail, ports, ICT and telecommunications in order to make Kenya a top logistics hub. In addition, priority will be given to development of the Lamu Port, Southern Sudan and Ethiopia Transport (LAPSSSET) corridor and the oil, gas and other mineral resources sector to spur higher economic growth. Priority will also be given to implementing the National ICT Master Plan (2013-2017) and the implementation of reforms to improve World Bank. The PPP Act will be operationalised to facilitate private sector investment in infrastructure in order to enhance efficiency and competitiveness of the economy.

Strengthening social protection: The Government will deepen the effectiveness of social protection by bringing more areas and groups under social protection coverage. This will be done by enhancing social assistance, social security and health insurance.

Governance and public financial management reforms: The Public Financial Management Act (2012) will be implemented with the aim of exercising controls in public spending and improving the quality of public expenditure through full implementation of the Integrated Public Financial Management Systems (IFMIS) at national and county levels.

Further training of public officials involved in budgeting and expenditure at both levels of government will be

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undertaken. Reforms in public financial management will be guided by transparency, cost- efficiency better delivery of public services, and accountability to the public on taxation and the use of public funds.

Land reforms: The National Land Policy of 2007 will be reviewed to align it with the Constitution. Land will be adjudicated and title deeds issued to individuals and communities that presently lack these in order to promote secure land ownership and more investment.

Arts, sports and culture: Investment will be made to position creative arts, cultural heritage and sports as major sources of employment and income earning opportunities especially for the youth. The strategy will be to identify and nurture talents, support its commercialisation and provide necessary infrastructure at national and county levels.

3.2 SECTOR STAKEHOLDERS

Table 1: Role of sector stakeholders

Stakeholder	Roles
The Treasury	Programme funding and formulation of financial policies
Government ministries and agencies	Formulation and implementation of Government policies
Development partners	Provides funds and technical support
The public	Produces data, tax payers, suppliers and consume services
NGOs	Facilitate and mobilise programme implementation
CBOs	Facilitate and mobilise programme implementation Community advocacy
Academic institutions	Provision of expertise, professionalism, human capacity building and promotion of science, technology and innovations Knowledge transfer of new innovations
International research institutions	Collaborative research, collaboration in programme development, implementation and provision of quality and efficient extension services, policy guidelines, synergies and capacity building
Industry regulators and marketing agents	Marketing and industry regulation
Private sector	Partnering with sector in programme development and implementation

Role Of The ICT In Kenya's Development Agenda

CHAPTER FOUR

4.0 ROLE OF THE ICT IN KENYA'S DEVELOPMENT AGENDA

The Government recognises ICT as a foundation for economic development. Kenya's vision of a knowledge-based economy aims at shifting the current industrial development path towards innovation where creation, adoption, adaptation and use of knowledge remain the key source of economic growth. ICT is a critical tool for expanding human skills and rests largely on a system of producing, distributing and utilising information and knowledge that in turn plays a great role in driving productivity and economic prosperity

4.1 FLAGSHIP PROGRAMMES AND PROJECTS

Under the second MTP, the sector is expected to deliver the following programmes;

4.1.1 Upgrading national ICT infrastructure

This will be achieved through the expansion of fibre optic networks to cover hospitals, schools, police stations and other public service institutions.

4.1.2 Improving public service delivery using ICT

The programme entails leveraging on ICT to deliver efficient and effective public service.

4.1.3 ICT industry development

This will include the establishment of Konza Techno City Phase I, marketing of Kenya as a BPO/ITES destination and providing incentives to local and international BPO / ITES companies.

4.1.4 Generation of ICT contents

The ministry in partnership with institutions of higher learning will create local content aimed at spurring new business opportunities in the 47 counties. This will create employment and generate wealth.

4.1.5 Upgrading ICT capacity

The programme aims at facilitating training of professionals in the ICT sector. Emphasis will be placed in encouraging ICTs training in educational institutions and setting up of county ICT incubation hubs to empower the youths with the necessary training and work experience to develop market-ready ICT services and products.

4.1.6 Policy, legal and institutional reforms

This programme will aim at providing a conducive environment for the private sector through developing, reviewing and enacting the necessary policies. In addition, it will include restructuring of existing institutions to comply with the Constitution and improve their efficiency and commercial viability.

Role Of The ICT In Kenya's Development Agenda

4.2 OTHER PRIORITY PROJECTS

The other key ICT projects that have been identified for implementation during the 2013-17 Plan period that will build the foundation for national transformation and enable the successful implementation of Vision 2030, include:

4.2.1 Digital Government Initiative Phase 1

The programme aims at driving the efficiency, effectiveness and accountability in Government.

4.2.2 National Electronic Payment Gateway

This will aim at providing a platform for non-cash government payments in line with implementing the presidential directive of 10th November, 2013.

4.2.3 Public Information Management

This programme aims to enhance and coordinate Government communication to the public.

4.2.4 Restructuring of KBC

The project aims at improving the effectiveness, efficiency and profitability of KBC.

4.2.5 Establishment of Konza Techno City Phase 1

Konza Techno City is a Vision 2030 flagship project to position Kenya as a leading ICT destination by leveraging and expanding Kenya's technology focused industries.

4.2.6 Cyber Security and Enhanced Government Websites

The aim of the project is to transform the Kenya Government into a Digital Government the project specifically endeavors to;

- Increase the efficiency and effectiveness of Government operations through shared, optimized business processes which are adopted across departments;
- Delight citizens with citizen-centric, quick, easy to access and easy to use public services;
- Improve the local and international reputation of the Government of Kenya through straightforward, transparent and convenient service delivery to citizens, businesses and investors.

4.2.7 Roll out of Long Term Technologies Evolution (4G LTE).

To Provide Broadband Connectivity to Government agencies, national institutions and commercial service Providers.

4.2.8 County Connectivity

The project aims at providing high capacity broadband connectivity to counties.

These key initiatives are elaborated upon in Chapter Five

Ministry's Strategic Issues and Priorities

CHAPTER FIVE

5.0 MINISTRY'S STRATEGIC ISSUES AND PRIORITIES

This chapter discusses the identified strategic issues, the objectives and strategies to be implemented over the next five years in order to realise the intended mission.

5.1 KEY STRATEGIC ISSUES

The ministry will focus on the following strategic issues during the Plan period;

- Strategic Issue 1:** Inadequate policy, legal, regulatory and institutional reforms.
- Strategic Issue 2:** Poor national ICT infrastructure.
- Strategic Issue 3:** Poor public service delivery.
- Strategic Issue 4:** Small ICT capacity.
- Strategic Issue 5:** High rate of unemployment.
- Strategic Issue 6:** Unparalleled county governments and regional ICT initiatives
- Strategic Issue 7:** Uncoordinated public information and communication.
- Strategic Issue 8:** Inadequate mainstreaming of cross-cutting issues.

5.2 STRATEGIC PRIORITIES, PROGRAMMES AND PROJECTS

In playing its part and contributing effectively to the achievement of the objectives of Vision 2030, the ministry will implement key ICT initiatives identified in the Vision 2030 and the second MTP 2013-17. To this end, the ministry will pursue the following priorities, programmes and projects.

- Develop and review policy, legal, regulatory and institutional framework to facilitate development and growth in ICT.
- Develop modern ICT infrastructure;
- Enhance service delivery through e-Government services;
- Build capacity within the ICT sector;
- Leverage on ICT to create employment and facilitate growth of other sectors in the economy;
- Promote county and regional integration through ICT;
- Collect, collate and disseminate credible information to promote knowledge-based society; and
- Mainstream cross-cutting issues.

Ministry's Strategic Issues and Priorities

5.2.3.1 Develop and review policy, legal, regulatory and institutional framework to facilitate development and growth in ICT

The following policy, legal and institutional reforms will be necessary for effective implementation of projects:

Policy reforms

- Review National ICT Policy, 2006, to re-align it with the Constitution of Kenya, 2010, and the best international practice;
- Develop and roll out of the National ICT Master Plan;
- Develop and implement the National Broadband Strategy;
- Finalise and operationalise the National Cyber Security Framework;
- Develop the National Addressing System (NAS) Policy;
- Fasttrack the enactment of the Data Protection Bill and Policy;
- Fasttrack the enactment of the Access to information Bill and Policy;
- Develop e-Waste Management Policy;
- Finalise infrastructure sharing policy;
- Develop Spectrum Management Policy; and
- Develop and enact KOTDA, KIMC and ICTA Acts.

Legal reforms

- Review of Media Act 2014 and Kenya Information and Communication Act (KICA)
- Review the Kenya Information and Communication Amendment Act 2014

Institutional reforms

- Transform Communication Commission of Kenya to an Independent Communication Authority of Kenya.
- Establishment of a National ICT Agency
- Restructure Kenya Broadcasting Corporation
- Restructure Postal Corporation of Kenya
- Operationalise Konza Technopolis Development Authority

5.2.3.2 Develop modern ICT infrastructure

The following strategies will be implemented in order to achieve universal broadband connectivity:

- Expansion of fibre optic networks to cover government, social and learning institutions;
- Operationalise Universal Service Fund to finance the rollout of infrastructure and access of service to the unserved and underserved areas will be created;
- Establish wide area network and network operations centre to ensure that each county headquarters use a broadband network with a minimum capacity of 4mbps per agency, VOIP telephony and unified communication systems;
- Roll out of 4G networks to provide faster Internet and increase bandwidth capacity;
- Establish data centres designed to ensure that strategic public data is stored in secure locations with minimal risk and delivered cost-effectively;
- Enhance cyber security to reduce the risk of cyber attacks and create a more secure network from the level of the major national public gateways to the user;
- Implement Public Key Infrastructure (PKI) to authorise and authenticate information systems in the

Ministry's Strategic Issues and Priorities

country. The Root Certificate Authorities to facilitate the use of digital certificates will be set up;

- Develop a national addressing system project to identify streets, buildings, plots and other infrastructure and allocating them a street address;
- Build capacity for the Kenya Computer Incidence Response Team and Coordination Centre (KE-CIRT/CC) to coordinate computer related incidences in the country; and
- Roll out of the digital TV infrastructure in all the remaining counties (from 60 per cent coverage to 100 per cent) to move from analogue to digital TV broadcasting migration.

5.2.3.3 Enhance service delivery through e-Government services

The ministry will implement the following strategies in order to improve service delivery through leveraging on ICTs:

- Roll out Digital Government Initiative Phase I;
- Support food security through development of a digital land management system, GIS, mapping of farm productivity, forecasting, digital meteorological systems, and market information systems, e-farming, farm produce management systems, agricultural information systems, remote sensing, population management systems and health and nutrition information systems;
- Initiate e-government systems to complete development of National Integrated Monitoring and Evaluation System (NIMES), e-Promis, National Integrated Education Information Management System (NIEIMS), National Integrated Land Management Information System (NILMIS), performance contracting online tracking system, Government shared services, Government Data Centre, Community Learning Information Centres, IFMIS, revenue collection system (CIFMIS), Interactive Voice Response System and Government unified messaging system;
- Enhance the Kenya Open Data Initiative (KODI) portal and ensure that relevant organisations and ministries upload current and consistent information in a timely manner; and
- Integrate ICT in education to familiarise young Kenyans with ICT as a learning tool. Digitise primary school content and offer technical support to the primary school laptop's programme.

5.2.3.4 Build capacity within the ICT sector

The ministry plans to increase the ICT talent pool through implementing the following strategies:

- Set up of county ICT incubation hubs to empower the youths with the necessary training and work experience to develop market-ready ICT services and products to meet the needs of the industry and government;
- Set up national ICT centres of excellence in order to develop a critical mass of human resource required to support capacity for the industry;
- Create a Government wide ICT training and certification programme outsourced to the private sector;
- Develop ICT human resource in the Government to enhance ICT knowledge and skills;
- Create data bank of ICT skills for the economy;
- Facilitate the roll out of mandatory ICT training in all teacher training colleges and TVET in collaboration with Ministry of Education;
- Facilitate the development of ICT curricula that align skills with industry demands and global standards in collaboration with Institutions of learning; and
- Modernise training infrastructure at Kenya Institute of Mass Communication.

Ministry's Strategic Issues and Priorities

5.2.3.5 Leverage on ICT to create employment and facilitate growth of other sectors in the economy

The ministry aims to create employment through promotion of BPO/ITEs services. This will be achieved through the following strategies;

- Create 20,000 direct jobs through establishing Konza Techno City Phase I;
- Set up digital villages to provide over 30,000 opportunities for BPO by 2017;
- Develop e-commerce to enable entrepreneurs to obtain skills to sell their products/services over the Internet. The programme will involve use of high-resolution GIS maps of all the inhabited areas of Kenya; development of a national e-commerce master plan, an e-commerce policy, an updated courier services policy, a content business model policy; and e-commerce legislation and related regulation;
- Automate trade customs and clearance (single window);
- Roll out national payment gateway;
- Implement IBM Research Lab Project;
- Outsource digitisation activities and maintenance of Government infrastructure and facilities;
- Promote local software development and hardware manufacturing and make them affordable and accessible through the existing fiscal concessions by the Government; and
- Facilitate incubation of youth start-ups at ICT labs for commercialisation.

5.2.3.6 Promote county and regional integration through ICT

The ministry is committed to full implementation of the Constitution to ensure the rapid set-up of all the county institutions. Chapter Two, Article 6 (1) to (3) and the Fourth Schedule of the Constitution will be implemented without disrupting public service delivery at national and county levels. Priority will be given to the development of the capacity of all county governments, improve policy coordination and implementation and harmonisation of regional ICT obligations. Towards this, the ministry will pursue the following strategies:

- Establish County Liaison office at the ministry's headquarters;
- Implement NOFBI II to cover all county headquarters;
- Facilitate holding of quarterly county consultation forums;
- Facilitate the roll out of county-based radio and TV broadcasting;
- Facilitate digitisation of physical plans on properties in counties;
- Identify and offer appropriate ICT skills for resource/ community-based empowerment;
- Facilitate the roll out of shared ICT systems;
- Sign MOUs with county governments on ownership and management of ICT programmes and projects;
- Harmonise regional ICT policies and regulatory framework with EAC, COMESA and ITU;
- Implement harmonized SIM card registration regime under the Northern Corridor Infrastructure Integration;
- Adopt Common Mobile Network under the Northern Corridor Infrastructure Integration; and
- Enhance representation at regional ICT meetings.

Ministry's Strategic Issues and Priorities

5.2.3.7 Collect, collate and disseminate credible information to promote knowledge-based society

The ministry will inform and communicate Government information to the public in a coordinated and harmonized manner. Toward this, the following strategies will be implemented;

- Collect, package and disseminate information;
- Modernise and network Kenya News Agency;
- Digitise current and historical materials;
- Refurbish, modernise and expand national and regional publications and printing services;
- Develop National Public Sector Communications Policy.
- Develop crisis, emergency and risk communications manual/guidelines;
- Establish National Communications and Media Centre;
- Establish 47 county public communications offices;
- Establish 249 sub-county public communications offices;
- Establish a National Media Monitoring Centre;
- Publish journals, booklets and other publications aimed at improving the Government's image;
- Facilitate the establishment of a government advertising agency; and
- Develop a media public communication strategy.

5.2.3.8 Mainstream cross-cutting issues

The ministry has identified the following cross-cutting issues for mainstreaming in its core programmes:

- HIV and AIDS prevention and management;
- Gender;
- Youth;
- People living with disability;
- Corruption;
- Energy;
- Environment and sustainable development; and
- National values and cohesion.

A summary of the strategic priorities to be implemented under each strategic issue is shown Annex 3 in Chapter Ten.

CHAPTER SIX

6.0 IMPLEMENTATION MODEL

In order to achieve the planned objectives, the ministry has adopted the following implementation model to guide the coordination, resource mobilisation and implementation of the Strategic Plan;

- Policy and projects will be implemented through the various departments and parastatals under the ministry as indicated below.
- The Cabinet Secretary, the Principal Secretary, all heads of departments and parastatals will take a leading role in making sure that the ministry delivers the expected results to the people of Kenya.
- The ministry will build teamwork to ensure that every officer understands what is expected of them.
- The ministry also aims to acquire ISO certification on service delivery to ensure services offered meet international standards.
- A Ministerial Project Monitoring Committee will be formed to monitor and evaluate plan implementation. The Central Planning and Project Monitoring Unit will form the secretariat while all implementing agencies will be members of the committee.
- The Strategic Plan will be implemented through the performance contract, ministerial annual work plan, departmental work plans and individual performance appraisal.

6.1 ADMINISTRATION, PLANNING AND SUPPORT SERVICES (HQS)

6.1.1 ADMINISTRATION

The Administration Division will be responsible for overall administration and management of the ministry's departments, sections and units; and supervision of the parastatals under its domain. During the Plan period, the division will be responsible for coordination and supervision of all programme and project implementation, and logistical and operational activities necessary for plan implementation. The department will take lead in policy, legal and institutional reforms and also participate in all other programmes.

6.1.2 HUMAN RESOURCE MANAGEMENT

The Human Resource Division will continue to interpret policies and provide services pertaining to human resource management to other departments and parastatals in the ministry. In line with this Strategic Plan, the division will:

- i. Implement and cascade performance appraisal system.
- ii. Ensure effective organisation and administration of human resource management services, including appropriate human resources policies, rules and regulations in the Civil Service for effective performance and productivity.
- iii. Facilitating recruitment, placement, training and development.
- iv. Human resource planning communications, discipline, remuneration and staff welfare.
- v. Facilitate staff deployment and management, and administration of clerical/secretarial/records management personnel in the Civil Service.

Implementation Model

6.1.3 HUMAN RESOURCE DEVELOPMENT

The Human Resource Development Department aims at unlocking the potential in human resources for excellent performance in public service delivery. It also aims at providing leadership and spearheading capacity building activities in the ministry through training for improved performance.

The broad objective of the Human Resource Development Department is to develop staff for improved performance and career development and to meet the training needs of the ministry.

The specific objectives are to:

- i. Effectively and efficiently manage the training function.
- ii. Identify and select suitable candidates for various training programmes.
- iii. Undertake training needs assessment.
- iv. Design and implement various training programmes.
- v. Monitor and evaluate the training activities.
- vi. Maintain skills inventory in the ministry.

The functions of the department include;

- i. Management and co-ordination of training by providing policy guidelines on all issues pertaining to training in the ministry.
- ii. Secretary to the Ministerial Training Committee (MTC).
- iii. Implementation of the decisions made by MTC.
- iv. To administer scholarships to the ministry as may be issued by donor countries through the Directorate of Public Service Management.
- v. To prepare training budget.
- vi. To prepare training projections in consultation with the heads of departments.
- vii. To monitor and evaluate training activities.
- viii. Management of the internship/industrial attachment programme.

6.1.4 CENTRAL PLANNING AND PROJECT MONITORING UNIT

The Central Planning and Project Monitoring Unit will be 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. Specifically the Unit will;

- i. Develop indicators for monitoring the implementation of Vision 2030.
- ii. Monitor and evaluate the implementation of development projects.
- iii. Prepare and coordinate the implementation of performance contracts.
- iv. Enhance international economic integration on ICT.
- v. Develop annual work plan and governance action plans.
- vi. Develop a statistical database for planning purposes.

6.1.5 ACCOUNTS

The Accounts Division, in liaison with the Finance Division, will;

- i. Advise the accounting officer on all accounting matters pertaining to the ministry.
- ii. Ensure effective requisition and disbursement of funds for implementation of the entire ministry's activities.
- iii. Ensure timely accounting for all appropriation in aid and expenditures of the ministry.
- iv. Implement sound accounting systems and Integrated Financial Management Systems (IFMIS).

Implementation Model

6.1.6 FINANCE

The Finance Division will be in charge of financial management of the Ministry. These will include:

- i. Processing of annual forward and revised estimates.
- ii. Issuance of authority to incur expenditure (AIE).
- iii. Expenditure forecasts and monitoring.
- iv. Prioritisation of projects and activities for the purpose of financial allocations in the budget.
- v. Overseeing commitment of funds and expenditure trends and overall financial management and control of voted funds.

6.1.7 SUPPLY CHAIN MANAGEMENT UNIT

The Procurement Division will be responsible for:

- i. Procurement of goods, services, and works according to the procurement regulations and procedures.
- ii. Disposal of all identified idle assets in accordance with the Public Procurement and Disposal Act.
- i. Facilitate the implementation of e-procurement.

6.1.8 INTERNAL AUDIT

The Internal Audit Unit will offer an independent and objective assessment and consulting services aimed at adding value to the Ministry through:

- i. Review of risk management structures.
- ii. Enforcing internal controls and governance processes.

6.1.9 AIDS CONTROL UNIT

The unit will ensure that the spread of HIV/AIDS is combated through:

- ii. Effective utilisation of ICT to collect, analyse and disseminate information relating to HIV/AIDS.
- iii. Ensure health and safety of workplace through adoption of prevention, care and support programmes for the workplace and beyond by developing sector-specific workplace policy.

6.1.10 PUBLIC RELATIONS UNIT

The Public Relations Unit will enhance and maintain the positive image of the Ministry through:

- i. Ensuring effective and efficient communication channels between internal and external publics;
- ii. Planning and overseeing ministry's publications.
- iii. Disseminate information on Vision 2030.

6.1.11 LEGAL UNIT

The unit will carry out mitigation measures involving the ministry, drafting of policies and memorandum of understanding.

6.2 DEPARTMENT OF INFORMATION

The department will play a critical role in the implementation of the following strategies aimed at ensuring universal access to information. These will include:

- i. Formulation, interpretation and implementation of government information policies, programmes and strategies.

Implementation Model

- ii. Gathering, processing, packaging and disseminating information on Government programmes and projects.
- iii. Creating awareness on the Constitution of Kenya, 2010, and Kenya Vision 2030 through its national, county and sub-county information structures.
- iv. Provide access to information to the public as provided for in the Constitution.
- v. Tap and utilise modern technology to make available to the public accurate and timely news and information.

6.2.1 DEPARTMENT OF PUBLIC COMMUNICATIONS

In March, 2010, a task force on review of the organizational structure and staff establishment recommended the separation of the Department of Information and Public Communications.

The separation saw the new Department of Public Communications operate in ministries. The goal was to transform public communications to build confidence and catalyse national development as well as project a positive image of the Government to the public.

With the implementation of the Constitution of Kenya, 2010, the Department undertook the process of expanding its mandate to reach the counties and sub-counties through the following functions:

- i. Formulate, interpret and implement Government public communication policies, programmes and strategies.
- ii. Brand, promote and maintain positive image of the Government at the national and international level.
- iii. Develop and nurture relations with internal and external publics.
- iv. Undertake research on public opinion on sector-specific areas and emerging issues in public communications in the national and county governments and provide appropriate interventions.
- v. Communicate development projects in line with the Constitution and Kenya Vision 2030.
- vi. Manage public communications services that enhance security, peace and national cohesion through media monitoring and research.
- vii. Promote stakeholder engagement and public participation in national development.
- viii. Monitoring and managing content of ministry and county websites.
- ix. Enhance good working relationship between the Government, media and the general public
- x. Publish journals, booklets and other publications aimed at improving the Government's image

6.2.2 DEPARTMENT OF TELEPHONE SERVICES.

Following the Executive Order No. 2/2013 of May 2013, the placement of telephone services was transferred from the Office of the President, Department of Personnel Management to the Ministry of Information, Communications and Technology. This department will be responsible for deployment of telecommunication officers in the National Government.

6.2.3 AUTONOMOUS AND SEMI-AUTONOMOUS GOVERNMENT AGENCIES

6.2.3.1 KENYA BROADCASTING CORPORATION (KBC)

Kenya Broadcasting Corporation (KBC) is a state corporation established by an Act of Parliament, Cap 221 of the Laws of Kenya, to undertake public broadcasting services. Its main mandate is to inform, educate and entertain the public through radio and television services and propagate all that consolidates national unity, peace and development. Its primary objectives are to:

- Increase understanding among the people on government development policies and strategies;
- Impart knowledge through the process of effective communication with the public;
- Promote an effective approach to the use of radio and television as tools for national development; and
- Offer suitable entertainment services to the people of Kenya.

Implementation Model

Under the Plan period, the Government will facilitate the migration process from analogue to digital broadcasting. In addition, the ministry plans to spearhead KBC's restructuring.

6.2.3.2 COMMUNICATION AUTHORITY OF KENYA

The Kenya Communications Amendment Act (2013), established the Communications Authority of Kenya (CAK), as the regulatory body for the communications sector to regulate telecommunications, postal and radio communication services. The CAK's objectives and mandate are spelt out in the Kenya Information and Communications Act, Cap 411A and Policy Guidelines as to:

- a. Ensure optimal utilisation of financial, human and physical resources.
- b. Ensure optimal management of frequency spectrum and numbering and addressing resources.
- c. Foster growth, competition and investment in the sector.
- d. Ensure operators' compliance with the Act, regulations and licensing conditions.
- e. Ensure the achievement of universal access to ICT services.
- f. Ensure the development and formulation of adequate standards for the ICT sector in the country.
- g. Protect the rights of users of ICT services.
- h. Promote development of ICT systems and services in accordance with recognised international standards, practices and public demands.
- i. Further the advancement of technology relating to the ICT sector.
- j. To contribute to overall Government objectives towards human, social and economic development through facilitating universal access and use of ICTs.

6.2.3.3 POSTAL CORPORATION OF KENYA

The Postal Corporation of Kenya (PCK) was established by the Postal Corporation of Kenya Act (1998), to provide communications, distribution and financial services. Currently, PCK has a monopoly in stamp production and provision of private letterboxes. It competes with private operators in all other market segments. The corporation is now being re-positioned to provide new ICT-based products to remaining relevant in an increasingly competitive market environment. The ministry plans to restructure PCK and roll out national electronic payment system utilising PCK.

6.2.3.4 ICT AUTHORITY

The ICT Authority was established in May, 2013, through Legal Notice under the State Corporations Act Cap 446. During the Plan period, the Authority will:

- Develop and position Kenya as the preferred ICT destination in Africa;
- Develop and promote competitive ICT industries in Kenya;
- Develop world class Kenyan ICT institutions;
- Increase access and utilisation for ICT;
- Promote the e-government services; and
- Roll out Digital Government Initiative.

6.2.3.5 MEDIA COUNCIL OF KENYA

The Media Council of Kenya was established by the Media Act 2007 as the leading institution in the regulation of media, conduct and discipline of journalists.

The Council plans to:

- Recruit highly skilled staff that will spearhead the implementation of its strategic programmes;
- Strengthen the media monitoring unit through the acquisition of a monitoring system;
- Spearhead the adoption of a standardised curriculum for middle level training institutions in mass media; and
- Develop Elections Reporting Guidelines for journalists in preparation of the 2013 general elections in an effort to promote responsible journalism and foster national cohesion.

6.2.3.6 KENYA YEARBOOK EDITORIAL BOARD

The Kenya Yearbook was established vide legal Notice No. 187 of 2nd November, 2007. The Board plans to:

- Compile, edit and publish the Kenya Yearbook;
- Document and detail the work of the Government of Kenya in the Yearbook in partnership with the people;
- Explain in the Yearbook the programme of action to sustain and speed up progress towards the kind of society Kenyans desire; and,
- Convey in the Yearbook the immense resources of Kenya and potential to be tapped.

6.2.3.7 MULTIMEDIA APPEAL TRIBUNAL

The Kenya Communication Amendment Act (2013) established the Communications Appeal Tribunal, for the purpose of arbitrating disputes between parties in the communications sector.

6.2.3.8 NATIONAL COMMUNICATIONS SECRETARIAT

The National Communications Secretariat (NCS) was established through the Kenya Communications Act of 1998 to advise the Government on info-communications policies. Its mandate includes advising on policies, carrying out specialised research and conducting continuous review of development under the info-communications sector.

6.2.3.9 KONZA TECHNOPOLIS DEVELOPMENT AUTHORITY (KOTDA)

KoTDA was established vide Legal Notice No. 23 of 5th April, 2012, to coordinate the planning and development of the SMART City.

6.2.3.10 KENYA INSTITUTE OF MASS COMMUNICATIONS (KIMC)

Kenya Institute of Mass Communication was established vide Legal notice 197 of 2011 to develop talent pool for the sector. The institution offers training in mass media.

CHAPTER SEVEN**7.0 CO-ORDINATION FRAMEWORK**

In order to achieve the above objectives and successfully implement the Strategic Plan, MoICT will continuously review and develop key performance management systems ensuring effective adjustments in management process, especially in its annual performance contracts. Specifically, the ministry will employ the following measures for successful implementation of its 2013-2017 Strategic Plan:

7.1 STRATEGY(S) TO ACHIEVE PLANNED OBJECTIVES**7.1.1 STAKEHOLDER ENGAGEMENT**

The ministry will continue engaging stakeholders on the implementation of the plan through workshops, seminars and other fora to evaluate the processes in order to generate and implement appropriate and timely interventions. This approach, among other benefits, will ensure the requisite participation of all the key partners in the implementation and delivery of the Plan.

7.1.2 ANNUAL PERFORMANCE CONTRACT(S)

Preparation of annual performance contract targets by the ministry will form the basis of the realisation of the strategic plan's objectives.

7.1.3 PREPARATION OF THE MINISTERIAL ANNUAL WORK-PLANS

The Ministry will prepare its annual work plan, prioritising key activities to be implemented during the plan period. This work plan will be derived from the strategic plan.

7.1.4 PREPARATION OF DEPARTMENTAL ANNUAL WORK-PLANS

Preparation of the departmental work-plan will be derived from the ministerial performance contract and the ministerial work-plan. The departmental work-plan will detail key activities to be implemented under their mandate and in the Strategic Plan.

7.1.5 PERFORMANCE APPRAISAL SYSTEMS

The heads of departments will cascade the departmental work from the ministerial performance contract and then set individual targets from the departmental work-plan. Each head of department will appraise the staff on the targets signed with the Principal Secretary and later signed with the departmental staff.

7.1.6 INDIVIDUAL WORK-PLANS

Individual work plans will be based on departmental annual work plan. Every individual staff will contribute to achievement of the ministry's strategic goals and objectives.

7.1.7 PREPARATION OF BUDGET PROPOSALS

The ministry will prepare its budget proposal to the National Treasury during the Plan period prioritising key programmes and projects financial requirements to be implemented during the(MTE) period. This will enable the ministry to mobilise the required resources for the implementation of the Plan.

7.1.8 MONITORING & EVALUATION

Periodic monitoring and evaluation (M&E) exercise will also enhance the success of the Plan implementation. Heads of departments and project coordinators will carry out monthly, quarterly and biannual M&E by giving quarterly progress reports submitted to the Principal Secretary and the Cabinet Secretary.

7.1.9 BI-MONTHLY PROJECTS REPORTING

The Plan implementation will be conducted through bi-monthly reporting of priority projects using the prescribed format.

7.1.10 HUMAN RESOURCE

The ministry will provide an enabling working environment to its employees to ensure maximum output towards the Plan implementation. It will also continue offering capacity building in key areas that requires intervention.

7.1.11 FINANCIAL CONSTRAINTS

The no commitment by the National Treasury to fund new projects, in addition to provision of inadequate funds, contributes to untimely implementation and completion of the programmes.

7.2 SOURCES OF FUNDS

The ministry will prepare its budget proposal to the National Treasury during the Plan period, prioritising financial requirements of key programmes and projects to be implemented during the MTEF period. This will enable the ministry to acquire the required resources for Plan implementation. In addition, the ministry encourages public private partnership initiatives in the Plan implementation by engaging the private sector stakeholders, bilateral and multilateral development donors, support agencies and non-governmental organisations in funding key ICT priority programmes and projects.

CHAPTER EIGHT

8.0 CAPACITY BUILDING

8.1 CAPACITY ASSESSMENT

The Ministry is in charge of four technical units, namely departments of Information, Public Communications, Telephone Services and ICT. The four departments require personnel with professional skills in the field of information, public communications, telephone operations and ICT operations. The ministry also has the added new responsibility of ICT development in the country. The creation of the ICT Authority is intended to create a one stop shop for all ICT related issues. The ministry, therefore, needs to recruit ICT professionals, information and public communication officers to work in these departments.

- A capacity analysis needs to be done in the Department of Information and Public Communications to facilitate optimal utilisation of personnel in the most efficient and effective way, and help the departments in achieving their set goals and objectives. With the creation of counties and county governments, a new structure needs to be developed to take cognisance of establishment of co-ordination, collaboration and linkage mechanisms for wider consultations amongst national and county governments.
- Employment of information and public communications officers in the devolved units of government and facilitating and equipping the departments for effective service delivery.

The Departments of Public Communications and that of Information are highly affected by shortage of staff, partly due to non-filling of posts left vacant by retirement, resignations, deaths, transfers and dismissals. As at June, 2004, the ministry's establishment was at 2,051 posts with an in post of 715 officers. Due to reorganisation of the Government, the Ministry has an authorised establishment of 2,051 with an in post of 754 and a variance of 1,297 officers. This has affected productivity in the said technical departments. Shortage of staff and lack of essential equipment has also hindered efficient service delivery.

8.2 CAPACITY DEVELOPMENT STRATEGY

In order to address the human resource capacity constraints, the ministry plans to develop a critical human resource mass that is capable of delivering the results of Kenya Vision 2030 through appointment, recruitment and capacity building of new officers to fill the vacant posts. In addition, the ministry should procure additional modern equipment to facilitate officers in the ministry to discharge their duties. ICT Authority needs to be adequately staffed and equipped. The ministry endeavours to offer training to all its officers and develop a sound succession management plan.

8.3 COST OF CAPACITY BUILDING AND DEVELOPMENT STRATEGY

The estimated cost of capacity development is Ksh.20M million per annum to cover personnel and training. Additional resources will be required for personnel emoluments and procurement of plant and equipment.

CHAPTER NINE**9.0 ACCOUNTABILITY AND RISK MANAGEMENT**

The following are some of the organisational, financial, technological, political, structural and environmental changes that could affect implementation of the plan.

9.1 ORGANIZATIONAL FACTOR

All departments in the ministry will be required to co-operate and harmonise work plans towards the implementation of planned programmes. Lack of proper co-ordination may derail completion of programmes.

9.2 FINANCIAL FACTOR

Inadequate funds to the ministry's budget have a negative effect in the implementation of the Plan. Bilateral and multilateral development partners, and non-governmental organisations should, therefore, supplement the National Treasury through (PP) arrangements and Government to Government initiatives.

9.3 TECHNOLOGICAL FACTOR

Trends in technology may affect implementation of the Strategic Plan both positively and negatively. If the nation adapts to changes in technology, it will be easier for a successful implementation. Conversely, failure will stagnate the implementation of planned projects.

9.4 POLITICAL FACTOR

Political stability will favour implementation but poor governance and political instability will hinder the smooth running of operations and projects towards implementing the Plan.

9.5 STRUCTURAL FACTOR

Construction of roads may tamper with or damage fibre optic cables that have already been put in place. Buildings should also be designed to include broadband cabling for easy connections.

9.6 ENVIRONMENTAL FACTOR

Some programmes may be affected by vagaries of weather. Terrestrial fibre may be washed away by floods or wind if not well buried in the earth. It is recommended that climatic conditions be considered when such projects are being implemented.

9.7 EXPECTED RISKS AND MITIGATION ACTIONS

The following are expected risks and their action for mitigation:

9.8 POOR GOVERNANCE

Increased poor governance may affect implementation of the Plan. The ministry will introduce ICT solutions and applications at all levels Government.

9.9 KNOWLEDGE AND SKILLS

The ministry will initiate training programmes and also ensure transfer of skills and learning from best practices both locally and internationally. It will also allow skilled ICT workers from foreign countries to work in Kenya so as to share and transfer knowledge to the local staff.

9.10 POOR INFRASTRUCTURE

The ministry will ensure that existing infrastructure gaps are identified and addressed, it will develop modern infrastructure to improve connectivity within and outside the country.

9.11 BARRIERS TO INVESTMENT

Counties will be encouraged to open up to ICT investments by offering incentives to both foreign and local investors.

9.12 INCREASED COMPETITION FROM REGIONAL COMPETITORS

From this kind of risk, the ministry will provide adequate incentives to willing investors and clients both foreign and local. It will also carry out effective marketing campaigns that promote Kenya as a BPO destination.

9.13 SLOW LEGAL REFORMS

Slow adoption to legal reforms may affect implementation of the Plan. The ministry will ensure immediate response to reforms through formulating and implementing policies.

9.14 CONCLUSION

For successful Implementation of this Plan, it is recommended that:-

1. The government avails the required funds for projects implementation.
2. Restructuring of the Sector be given first priority.
3. Recruitment of the required staff be effected.
4. Necessary legislations and policies be enacted.
5. The Ministry Continues utilizing PPP framework in project implementation.
6. Government appropriately positions ICT as a 21st Century infrastructure.
7. Government embraces a coordinated and harmonized of ICT deployment.
8. Government leverage on Shared Infrastructure Frameworks for Information Sharing and Management
9. The Ministry reviews and adopts a progressive and effective spectrum strategy.
10. The Ministry Utilizes and mitigates against identified opportunities and risks respectively.

CHAPTER TEN

10.0 ANNEXURE

10.1 STAFF ESTABLISHMENT

MINISTRY OF INFORMATION, COMMUNICATIONS AND TECHNOLOGY STAFF ESTABLISHMENT AS AT FEBRUARY, 2014

Table 8: Staff establishment

DESIGNATION	J/G	A/E	I/POST	OPTI- MAL	VAR.
ADMINISTRATION					
Cabinet Secretary	4	1	1	1	0
Principal Secretary	U	1	1	1	0
Secretary Administration	T	0	1	1	1
Secretary Information	T	1	2	1	1
Director of Administration	S	1	1	1	0
Senior Deputy Secretary	R	1	1	1	0
Deputy Secretary	Q	1	1	1	0
Under Secretary	P	2	1	2	-1
Senior Assistant Secretary	N	2	0	2	-2
Principal State Counsel	N	1	1	1	0
Senior Executive Secretary	N	0	1	0	1
Executive Secretary	M	3	1	3	-2
Assistant Secretary III/II/I	K/L/M	3	2	3	-1
State Counsel II/I/ Senior	K/L/M	1	1	1	0
Senior Personal Secretary	L	4	4	4	0
Telephone Supervisor II/I	J/K	2	2	2	0
Principal Driver	J	0	3	0	3
Security Officer II/I	J/K	2	1	2	-1
Personal Secretary III/II/I	H/J/K	11	14	11	3
Secretarial Assistant II/I/Senior	G/H/J	11	4	11	-7
Telephone Operator II/I/Senior	F/G/H	4	4	4	0
Clerical Officer II/I/Senior	F/G/H	8	3	8	-5
Mechanic III/II/I/Chargehand/Senior	E/F/G/H	2	0	2	-2
Security Warden III/II/I	E/F/G	4	0	4	-4
Receptionist Assistants III/II/I	D/E/F	16	0	16	-16
Driver III/II/I/Senior/Chief	D/E/F/G/H/J	13	10	13	-3
Support Staff III/II/I/Support Staff Supervisor/Cleaning Supervisor III/II/I	A-G	12	10	12	-2

Annexure

DESIGNATION	J/G	A/E	I/POST	OPTI- MAL	VAR.
Sub total		107	70	108	-37
HUMAN RESOURCE MANAGEMENT					
Deputy Director- HRM	R	0	1	1	1
Senior Assistant Director- HRM	Q	1	0	1	-1
Assistant Director - HRM	P	1	0	1	-1
Principal - HRM	N	1	2	1	1
Chief HRMO	M	1	1	1	0
HRM Officer II/I/Senior	J/K/L	4	2	4	-2
Human Resource Management Assistant III/II/I/Senior	H/J/K/L	4	9	4	5
Clerical Officer II/I/Senior	F/G/H	10	4	10	-6
Sub total		22	19	23	-3
HUMAN RESOURCE DEVELOPMENT					
Senior Assistant Director - HRD	Q	1	0	1	-1
Assistant Director - HRD	P	1	1	1	0
HRM Officer II/I/Senior	J/K/L	1	1	1	0
Clerical Officer II/I/Senior	F/G/H	2	1	2	-1
Sub total		5	3	5	-2
PLANNING					
Chief Economist/Statistician	R	1	1	1	0
Deputy Chief Economist/Statistician	Q	1	0	1	-1
Principal Economist/Statistician	P	1	0	3	-1
Senior Economist/Statistician II/I	M/N	1	3	3	2
Economist/Statistician II/I	K/L	2	2	2	0
Sub total		6	6	10	0
FINANCE					
Chief Finance Officer	R	1	1	1	0
Deputy Chief Finance Officer	Q	1	0	1	-1
Senior Principal Finance Officer	P	1	1	1	0
Principal Finance Officer	N	1	0	1	-1
Senior Finance Officer	M	1	0	1	-1
Finance Officer III/II/I	J/K/L	3	2	3	-1
Sub total		8	4	8	-4
ACCOUNTS					
Senior Assistant Accountant General	Q	1	0	1	-1
Principal Accountant	N	1	1	1	0
Chief accountant	M	1	1	1	0

Annexure

DESIGNATION	J/G	A/E	I/POST	OPTI- MAL	VAR.
Senior Accountant	L	2	1	2	-1
Accountant II/I	J/K	17	9	17	-8
Clerical Officer II/I/Senior	F/G/H	0	6	0	6
Sub total		22	18	22	-4
SUPPLY CHAIN MANAGEMENT					
Senior Assistant Director Supply Chain Management	Q	1	0	1	-1
Assistant Director Supply Chain Management	P	0	1	0	1
Chief Supply Chain Management Officer	M	1	0	1	-1
Supply Chain Management Officer II/I/Senior	J/K/L	5	3	5	-2
Supply Chain Management Assistant III/II/I	H/J/K	8	2	8	-6
Sub total		15	6	15	-9
ICT					
Senior Assistant Director of ICT	Q	1	0	1	-1
Assistant Director of ICT	P	1	1	1	0
Principal ICT Officer	N	1	0	1	-1
Chief ICT Officer	M	1	0	1	-1
Senior ICT Officer	L	1	1	1	0
ICT Officer III/II/I	H/J/K	7	3	7	-4
Sub total		12	5	12	-7
RECORDS MANAGEMENT					
Assistant Director Records Management	P	1	0	1	-1
Principal Records Management Officer	N	1	0	1	-1
Chief Records Management Officer	M	3	0	3	-3
Senior Records Management Officer	L	7	0	7	-7
Records Management Officers III/II/I	H/J/K	14	6	14	-8
Sub total		26	6	26	-20
AIDS CONTROL UNIT					
Assistant Director Film Services	P	0	1	1	1
Senior Superintendent Electronics	L	0	1	1	1
Sub total		0	2	2	2
TELECOMMUNICATION SERVICES					
Senior Assistant Director - Telephone Services	Q	1	1	1	0
Assistant Director - Telephone Services	P	1	0	1	-1
Principal Telephone Exchange Supervisor	N	1	1	1	0
Chief Telephone Exchange Supervisor	M	2	0	2	-2
Senior Telephone Exchange Supervisor	L	2	2	2	0
Telephone Exchange Supervisor I	K	3	2	3	-1
Telephone Exchange Supervisor III/II	H/J	8	0	8	-8
Sub total		18	6	18	-12
KOTDA					
Vision Sector Director	T	1	1	1	0

Annexure

DESIGNATION	J/G	A/E	I/POST	OPTI-MAL	VAR.
Deputy Director - Public Communications	R	0	1	0	1
Under Secretary	P	0	1	0	1
Assistant Director - HRM	P	0	1	0	1
Accountant II/I	J/K	0	1	0	1
Support Staff III/II/I/Support Staff Supervisor/Cleaning Supervisor III/II/I	A-G	0	1	0	1
Sub total		1	6	1	5
PUBLIC COMMUNICATIONS UNIT (HQS.)					
Senior Assistant Director Public Communications	Q	2	0	2	-2
Chief Public Communications Officer/Principal	M/N	2	0	2	-2
Public Communications Officer III/II/I	H/J/K	2	1	2	-1
Technical Officer/Cameraman/Photographer III/II/I	H/J/K	1	0	1	-1
Technical Officer Electrical/Electronics III/II/I	H/J/K	2	0	2	-2
Sub total		9	1	9	-8
Total (HQS. & ADMINISTRATIVE SERVICES)		251	152	255	-99
DEPARTMENT OF E- GOVERNMENT					
Secretary, Information & Communication Technology	T	1	1	1	0
Director, Information Communication Technology	S	4	1	4	-3
Deputy Director, Information communication Technology	R	6	2	6	-4
Senior Assistant Director, Information Communication Technology	Q	11	2	11	-9
Assistant Director, Information Communication Technology	P	16	2	16	-14
Principal Information Communication Technology Officer	N	24	1	24	-23
Chief Information Communication Technology Officer	M	7	2	7	-5
Senior Information Communication Technology Officer	L	5	6	5	1
Information Communication Technology Officer III/II/I	H/J/K	2	15	2	13
Sub total		76	32	76	-44
SUPPORT SERVICES (E-GOVT)					
Under Secretary, Administration	P	1	0	1	-1
Assistant Director, Public Communications	P	1	0	1	-1
Principal Economist	P	1	0	1	-1
Senior Economist/Statistician II/I	M/N	0	1	1	1
Senior Legal Officer	N	1	0	1	-1
Chief Supply Chain Management Officer	N	1	0	1	-1
Supply Chain Management Assistant III/II/I	H/J/K	1	2	1	1

Annexure

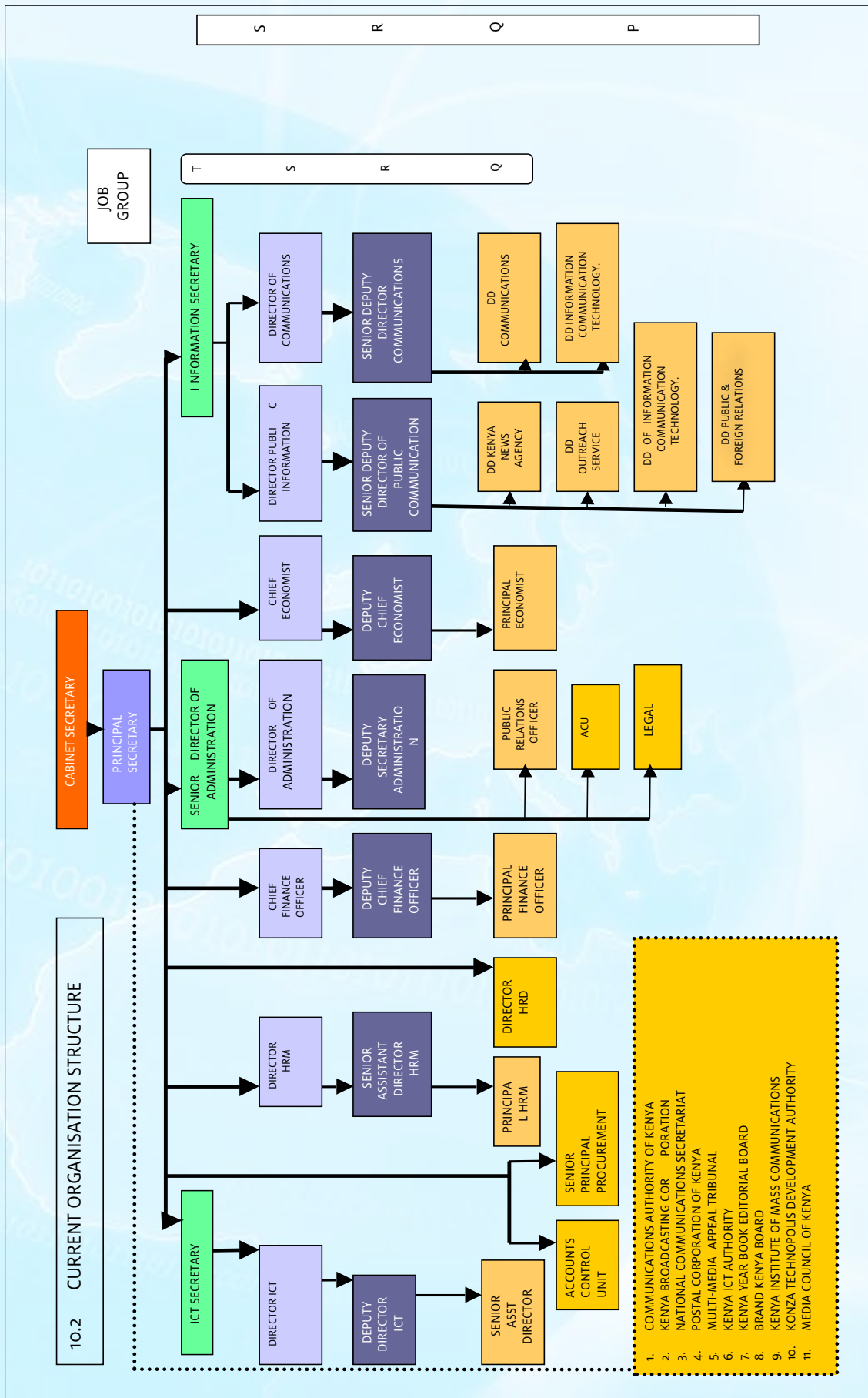
DESIGNATION	J/G	A/E	I/POST	OPTI-MAL	VAR.
Senior Human Resource Officer	N	1	0	1	-1
Principal Finance Officer	N	1	0	1	-1
Senior Executive Secretary	N	1	1	1	0
Accountant I	K	1	0	1	-1
Personal Secretary II/I/Senior	K/L/M	6	2	6	-4
Records Management Officer	L	1	0	1	-1
Clerical Officer II/I/Snr./Chief	F/G/H/J	2	1	2	-1
Driver III/II/I/Senior/Chief	D/E/F/G/H	7	2	7	-5
Support Staff III/II/I/Senior	A/B/C/D/E/F/G	8	3	8	-5
Sub total		34	12	35	-22
E-GOVERNMENT COUNTIES					
Deputy Director, Information communication Technology	R	0	0	0	0
Senior Assistant Director, Information Communication Technology	Q	0	0	0	0
Assistant Director, Information Communication Technology	P	47	0	47	-47
Principal Information Communication Technology Officer	N	0	0	0	0
Chief Information Communication Technology Officer	M	0	0	0	0
Senior Information Communication Technology Officer	L	47	0	47	-47
Information Communication Technology Officer I/II/III	K/J/H	47	0	47	-47
Sub total		141	0	141	-141
Total (E-GOVERNMENT)		251	44	252	-207
Information Services					
Director of Information	S	1	0	1	-1
Deputy Director of Information- Field Services	R	1	0	1	-1
Deputy Director of Information - Technical Services	R	1	0	1	-1
Deputy Director of Information – Photographic and Electronic Media	R	1	1	1	0
Senior Assistant Director of Information	Q	13	1	13	-12
Senior Assistant Director of Information-Photographic services	Q	1	0	1	-1
Assistant Director of Information	P	17	6	17	-11
Principal Information Officer	N	3	3	3	0
Principal Librarian	N	1	0	1	-1
Principal Photographic Officer	N	5	0	5	-5
Principal Superintendent (Electronics)	N	1	0	1	-1
Assistant Government Printer	N	1	0	1	-1
Senior Principal Library Assistant	N	0	1	0	1
Chief Information Officer	M	13	13	13	0
Chief Librarian	M	1	0	1	-1
Chief Photographic Officer	M	10	0	10	-10

Annexure

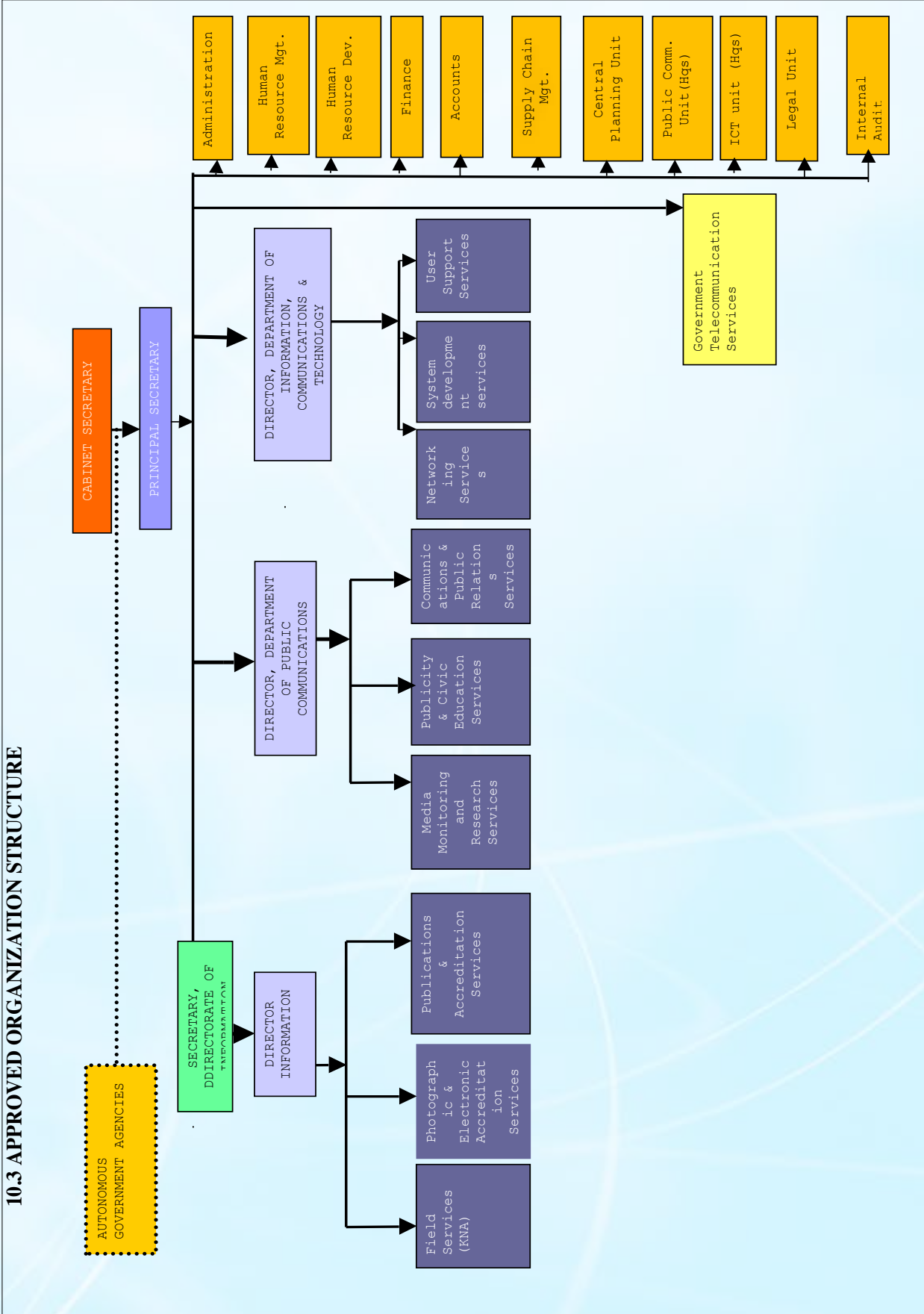
DESIGNATION	J/G	A/E	I/POST	OPTI-MAL	VAR.
Chief Superintendent (Electronics)	M	1	0	1	-1
Chief Superintendent Printer	M	2	0	2	-2
Assistant Secretary I	M	1	0	1	-1
Senior Information Officer	L	12	3	12	-9
Senior Librarian	L	25	0	25	-25
Senior Superintendent (Electronics)	L	4	1	4	-3
Senior Superintendent Printer	L	1	1	1	0
Senior Photographic Officer	L	9	2	9	-7
Senior Tele-printer Supervisor	L	1	0	1	-1
Senior Supply Chain Management Officer	L	1	0	1	-1
Senior Personal Secretary	L	1	2	1	1
Senior Security Officer	L	0	1	0	1
Librarian I	K	2	0	2	-2
Superintendent (Electronics)	K	12	1	12	-11
Film Officer I	K	8	0	8	-8
Assistant Secretary III/II/I	K/L/M	1	0	1	-1
Accountant II/I	J/K	1	1	1	0
HRM Officer II/I/Senior	J/K/L	2	0	2	-2
Supply Chain Mgt. Officer	J	0	1	0	1
Library Assistant II/I/Senior/Chief	H/J/K/L	10	1	10	-9
Photographic Officer III/II/I	H/J/K	45	1	45	-44
Printer III/II/I	H/J/K	20	0	20	-20
HRM Assistant III/II/I/Senior	H/J/K/L	1	1	1	0
Personal Secretary III/II/I	H/J/K	13	9	13	-4
Tele-printer Supervisor III/II/I	H/J/K	2	10	2	8
ICT Officer III/II /I	H/J/K	3	1	3	-2
Records Management Officer III/II/I	H/J/K	4	2	4	-2
Senior Inspector (Electronics)	J	19	0	19	-19
Graphic Designer II	J	1	0	1	-1
Security Officer II/I	J/K	3	1	3	-2
Information Officer III/II/I	H/J/K	37	7	37	-30
Inspector (Electronics)	H	32	0	32	-32
Assistant Graphic Designer	H	1	0	1	-1
Film Officer III	H	16	1	16	-15
Assistant Security Officer	H	3	0	3	-3
Telephone supervisor III	H	1	0	1	-1
Supply Chain Management Assistant IV/III/II/I	G/H/J/K	2	2	2	0
Photographic Assistant I	G	1	1	1	0

Annexure

DESIGNATION	J/G	A/E	I/POST	OPTI- MAL	VAR.
Library Assistant III/II	G/H	15	0	15	-15
Secretarial Assistant II/I/Snr.	G/H/J	39	14	39	-25
Tele-printer Operator II/I/Senior	E/F/G	12	0	12	-12
Telephone Operator I/II/Senior	E/F/G	4	0	4	-4
Clerical Officer II/I/Snr/Chief	F/G/H/J	23	9	23	-14
Security Warden III/II/I/Senior	D/E/F/G	2	0	2	-2
Driver III/II/I/Snr/Chief/Principal	D/E/F/G/H/J	70	33	70	-37
Support Staff III/II/I/Senior/Supervisor/Cleaning Supervisor III/II/I	A-G	102	35	102	-67
Total (INFORMATION HQS.)		635	166	635	-469
COUNTIES					
Assistant Director Information	P	47	3	47	-44
Principal Information Officer	N	47	37	47	-10
Chief Information Officer	M	47	34	47	-13
Senior Information Officer	L	49	31	49	-18
Information Officer III/II/I	H/J/K	188	85	188	-103
Photographic Officer III/II/I	H/J/K	47	4	47	-43
Tele-printer Supervisor III/II/I	H/J/K	47	1	47	-46
Security Warden III/II/I/Senior	D/E/F/G	188	1	188	-99
TOTAL(COUNTIES)		660	284	660	-206
GRAND TOTAL		2,052	754	2,057	-1,298



10.3 APPROVED ORGANIZATION STRUCTURE



1. 10.4 INDICATORS FOR MONITORING ACHIEVEMENTS

STRATEGIC PRIORITIES : Improved Governance of ICT sector										
OUTCOME: Well regulated and administered ICT Sector										
OUTCOME INDICATOR: Number of ICT Policies, laws and institutional frameworks developed and reviewed										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	Target YR 5 2017/18
Policies developed and re-viewed. Laws enacted/reviewed/amended and Institutions established and restructured	3 policies and Acts reviewed	No.	2012	0	0	3	0	0	0	0
	10 policies and Acts Developed	No.	2012	0	2	6	6	5	2	2
	3 Institutions established	No.	2012	0	2	1	1	0	0	0
	2 Institutions restructured	No.	2012	0	0	1	2	2	2	2
STRATEGIC PRIORITIES: Develop Modern ICT Infrastructure										
OUTCOME: Improved Universal Access to ICT Services										
OUTCOME INDICATOR: Increased % of connectivity										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	Target YR 5 2017/18
ICT Infrastructure modernized	Terrestrial Fibre Optic Networks Constructed	KMS	2012	4,000	0	1,600	1,600	1,600	1,600	1,600
	Universal Service Funds Operationalized	%	2012	0	10	40	50	0	0	0
4G Network rolled out	County government buildings Connected	No.	2012	0	0	141	100	100	100	100
	Data Centre Established	No	2012	0	25	25	25	25	25	0
Cyber Security Enhanced	Cyber Security Enhanced	%	2012	1	0	0	1	1	1	1
	Digital TV infrastructure coverage	%	2012	30	50	25	25	0	0	0
			2012		60	70	80	90	100	100

STRATEGIC PRIORITIES: Enhance Service Delivery through e-Government Services									
OUTCOME: Increased Efficiency in the Provision of Government Services									
OUTCOME INDICATOR: % of Government Services Automated									
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18
Government Services automated and high end ICT skills developed	Digital Government Initiative Phase I rolled out	%	2012	0	10	100	0	0	0
	e-agriculture services rolled out	No.	2012	0	0	0	1	1	1
Government services automated and high end ICT skills developed	E-government systems initiated	No	2012	0	1000	2000	3000	4000	5000
	Kenya Open Data Initiative (KODI) portal Enhanced	No.	2012	0	50	100	200	300	400
	ICT in education and digitize Primary school Content and offer technical support to the primary school laptop's programme integrated	No	2012	3	23	30	35	40	50
	% of Digital literacy for citizens Increased	%	2012	0	10	20	30	40	50

STRATEGIC PRIORITIES: Build Capacity within the ICT Sector										
OUTCOME: Increased ICT Talent pool										
OUTCOME INDICATOR: % of ICT literacy										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	
Improved ICT training infrastructure	County ICT Incubation Hubs established	No.	2012	0	0	50	100	100	40	
	National ICT Centres of Excellence established	No.	2012	0	1	1	1	1	1	
	Government wide ICT training and certification programme rolled out	No.	2012	0	0	0	1	1	1	
	ICT human resource in government to enhance ICT knowledge and skills	No	2012	0	0	6	4	4	4	
	ICT skills data bank	No.	2012	0	0	1	1	1	1	
	ICT training in all Teacher training Colleges and TVET rolled out	No.	2012	0	0	40	50	80	100	
	ICT curricula that align skills with industry demands and global standards developed	No	2012	0	0	1	0	0	0	
	KIMC training infrastructure modernized	%	2012	0	10	10	20	30	30	
STRATEGIC PRIORITIES: Leverage on ICT to Create Employment and Facilitate Growth of other Sectors in the Economy										
OUTCOME: Increased BPO/ITES										
OUTCOME INDICATOR: No. Jobs/ITES created										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	
BPO/ITES established	% contribution of ICT to GDP	No	2012	0	3-5	4	4-5	5	5.5	
	No. Of jobs created	No.	2012	0	500	500	1000	3000	1500	
	BPO opportunities provided in digital villages	No.	2012	0	0	0	1,000	1,000	1,000	
	e-commerce developed	%	2012	0	10	20	20	25	25	
	Trade customs and clearance automated	%	2012	0	50	10	10	10	20	
	National payment gateway rolled out	%	2012	0	50	50				
	IBM research laboratory project implemented	%	2012	0	50	10	10	10	20	
	Digitization activities, maintenance of Government infrastructure and facilities outsourced	%	2012	0	20	20	20	20	20	
	Local software development and hardware manufacturing promoted	No	2012	0	0	1	1	1	2	
	Incubation of youth start-ups at ICT labs facilitated	No	2012	0	5	5	8	10	20	

STRATEGIC PRIORITIES: Collect, Collate and Disseminate Credible Information to Promote Knowledge Based Society										
OUTCOME: Informed citizenry										
OUTCOME INDICATOR: Number of stories and news features produced and disseminated										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	
Stories and news features produced and disseminated	Information collected, packaged and disseminated	No.	2012	0	42,000	42,000	42,000	42,000	42,000	
	Kenya news Agency modernized	%	2012	0	10	10	20	20	40	
	Current and historical materials digitized	No	2012	0	6,000	7,000	8,000	9,000	10,000	
	National and Regional publications & printing services refurbished, modernized and expanded	%	2012	0	10	10	20	20	40	
	National Public Sector Communications Policy Developed	No.	2012	0	0	1	0	0	0	
	Crisis, Emergency & Risk Communications Manual/Guidelines Developed	No.	2012	0	0	3	2	2	2	
	National Communication media centre established	No	2012	0	0	0	0	1		
	Establish 47 County Public Communications Offices.	No.	2012	0	0	0	0	10	20	17
	Establish 249 sub-county Public Communications offices.	No.	2012	0	0	0	0	50	100	99
	National Media Monitoring Centre established	No.	2012	0	0	0	0	0	0	1
	Journals, booklets and other publications aimed at improving Government Image Published	No.	2012	0	2400	2400	2400	2400	2400	2400
	Establishment of Government Advertising Agency Facilitated			2012	0	0	0	1	0	0
	Media Public Communication Strategy developed	No.	2012	0	0	0	1	0	0	0

PLAN IMPLEMENTATION MATRIX

Strategic Issue	Strategic Priorities	Activities	Objectively Verifiable Indicators	Source of Funds	Indicative Budget (Kshs Millions)						
					2013/14	2014/15	2015/16	2016/17	2017/18		
Inadequate Policy, Legal, Regulatory and Institutional Reforms	Develop and review Policy, Legal, Regulatory and Institutional Frameworks to facilitate development and growth in the ICT Sector	Review National ICT Policy, 2006	Reviewed National ICT Policy	GOK	1820	3165	3175	3305	3620		
		Develop and rollout of the National ICT Master Plan;	National ICT Master Plan developed and rolled out	GOK/ Partners	✓	✓	✓	✓	✓		
		Develop and Implement the National Broadband Strategy;	National Broadband Strategy developed and implemented	GOK/ Partners	✓	✓	✓	✓	✓		
		Finalize and operationalize National Cyber Security Framework	National Cyber Security Framework finalized and operationalized	GOK/ Partners	✓	✓	✓	✓	✓		
		Develop the National Addressing System (NAS) Policy	National Addressing System (NAS) Policy developed	GOK/ Partners	✓	✓	✓	✓	✓		
		Fact track the Enactment of the Data Protection Bill and Policy	Data Protection Act enacted and Policy developed	GOK	✓	✓	✓	✓	✓		
		Fact track the Enactment of the Access to Information Bill and Policy	Access to Information Act enacted and Policy developed	GOK	✓	✓	✓	✓	✓		
		Develop E-waste Management Policy	E-waste Management Policy developed	GOK	✓	✓	✓	✓	✓		
		Finalize Infrastructure sharing Policy	Infrastructure sharing Policy developed	GOK/ Partners	✓	✓	✓	✓	✓		
		Develop Spectrum Management Policy	Spectrum Management Policy developed	GOK	✓	✓	✓	✓	✓		
		Develop and Enact KOTDA, KIMC, ICTA Acts	KOTDA, KIMC, ICTA Acts enacted	GOK	✓	✓	✓	✓	✓		
		Review of Media Act 2014 and Kenya Information and Communication Act (KICA)	Media Act 2014 and Kenya Information and Communication Act (KICA) reviewed	GOK/ Partners	✓	✓	✓	✓	✓		
		Transform Communication Commission of Kenya to an Independent Communication Authority of Kenya.	Independent Communication Authority of Kenya operational	GOK	✓	✓	✓	✓	✓		
		Establishment of a National ICT Agency	ICT Authority operational	GOK	✓	✓	✓	✓	✓		
		Restructure Kenya Broadcasting Corporation	Kenya Broadcasting Corporation Restructured	GOK	✓	✓	✓	✓	✓		
Restructure Postal Corporation of Kenya	Postal Corporation of Kenya Restructured	GOK	✓	✓	✓	✓	✓				
Operationalize Konza Technopolis Development Authority	Konza Technopolis Development Authority operational	GOK	✓	✓	✓	✓	✓				

STRATEGIC PRIORITIES: Mainstreaming key cross cutting issues										
OUTCOME: Enhanced collaboration										
OUTCOME INDICATOR: Mainstreamed Programmes										
OUTPUT	OUTPUT INDICATOR	UNIT	BASELINE YEAR 2012	BASELINE VALUE	Target YR 1 2013/14	Target YR 2 2014/15	Target YR 3 2015/16	Target YR 4 2016/17	Target YR 5 2017/18	
Cross cutting issues Mainstreamed	% of HIV/AIDS activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of Promotion of gender activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of Promotion of youth activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of promotion of disability activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of promotion of energy activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of promotion national values and cohesion mainstreamed		2012	0	100	100	100	100	100	
	% of Environmental sustainability activities mainstreamed	%	2012	0	100	100	100	100	100	
	% of corruption eradication activities mainstreamed	%	2012	0	0	100	100	100	100	

Strategic Issue	Strategic Priorities	Activities	Objectively Verifiable Indicators	Source of Funds	Indicative Budget (Kshs Millions)					
					2013/14	2014/15	2015/16	2016/17	2017/18	
Poor National ICT Infrastructure	Develop Modern ICT Infrastructure	Expansion of Fibre Optic Networks to cover government, social and learning institutions.	Fibre Optic Networks expanded to cover government, social and learning institutions.	GOK	2500	2800	1300	2600	2100	
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
		Operationalize Universal Service Fund	Universal Service Fund Operational	GOK	✓	✓	✓	✓	✓	✓
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
		Establish Wide Area Network and Network Operations Centre to ensure that each county headquarters use a broadband network with a minimum capacity of 4mbps per agency, VOIP telephony and unified communication systems.	Wide Area Network and Network Operations Centre Established at County	GOK/ Partners	✓	✓	✓	✓	✓	✓
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
		Roll out of 4 G Networks	4 G Networks rolled out	GOK/ PPP	✓	✓	✓	✓	✓	✓
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
		Establish Data Centres	Data Centres Established	GOK/ PPP	✓	✓	✓	✓	✓	✓
✓	✓				✓	✓	✓			
✓	✓				✓	✓	✓			
Enhance cyber security	cyber security master plan implemented	GOK/ PPP	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Implement Public Key Infrastructure (PKI)	Public Key Infrastructure (PKI) established	GOK/ PPP	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Develop a National Addressing System	National Addressing System operational	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Build capacity for the Kenya Computer Incident Response Team and Coordination Centre (KE-CIRT/CC)	Training on Kenya Computer Incident Response Team and Coordination Centre (KE-CIRT/CC) done	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Roll out of the Digital TV Infrastructure in all the remaining counties	Digital TV Infrastructure in all the remaining counties rolled out	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Poor Public Service Delivery	Enhance Service Delivery through e- Government Services	Roll out Digital Government Initiative Phase I	Digital Government Initiative Phase I rolled out	GOK/ Partners	100	3650	3000	2350	500	
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
					✓	✓	✓	✓	✓	
Roll out e-agriculture services	e-agriculture services developed	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Initiate E-government systems	E-government systems rolled out	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Enhance the Kenya Open Data Initiative (KODI) portal	Open Data Initiative (KODI) portal uploaded with information	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			
Integrate ICT in education and digitalize Primary school Content and offer technical support to the primary school laptop's programme	ICT Mainstreamed in education	GOK/ Partners	✓	✓	✓	✓	✓	✓		
			✓	✓	✓	✓	✓			
			✓	✓	✓	✓	✓			

Strategic Issue	Strategic Priorities	Activities	Objectively Verifiable Indicators	Source of Funds	Indicative Budget (Kshs Millions)						
					2013/14	2014/15	2015/16	2016/17	2017/18		
Small ICT Capacity	Build Capacity within the ICT Sector	Set up of County ICT Incubation Hubs	County ICT Incubation Hubs established	GOK	800	500	550	550	600		
		Set up National ICT Centres of Excellence	National ICT Centres of Excellence established	GOK	✓	✓	✓	✓	✓		
		Create a Government wide ICT training and certification programme	Government wide ICT training and certification programme rolled out	GOK	✓	✓	✓	✓	✓		
		Develop ICT human resource in government to enhance ICT knowledge and skills	ICT human resource in government to enhance ICT knowledge and skills	GOK	✓	✓	✓	✓	✓		
		Create data bank of ICT skills for the economy	ICT skills data bank	GOK	✓	✓	✓	✓	✓		
		Facilitate the roll out of Mandatory ICT training in all Teacher training Colleges and TVET in collaboration with Ministry of Education.	ICT training in all Teacher training Colleges and TVET rolled out	GOK/ Partners	✓	✓	✓	✓	✓		
		Facilitate the Development of ICT curricula that align skills with industry demands and global standards in collaboration with institutions of learning.	ICT curricula that align skills with industry demands and global standards developed	GOK/ Partners	✓	✓	✓	✓	✓		
		Modernize training infrastructure at Kenya Institute of Mass Communication (KIMC)	KIMC training infrastructure modernized	GOK	✓	✓	✓	✓	✓		
		High Rate of unemployment	Leverage on ICT to Create Employment and facilitate growth of other sectors in the economy.	Create 17,000 direct jobs through Establishing Konza Techno City Phase I	17,000 direct jobs through Establishing Konza Techno City Phase I created	GOK/ Partners	500	2200	2500	3500	4500
				Set up digital villages to provide over 30,000 opportunities for Business Process Outsourcing (BPO)	30,000 opportunities BPO in digital villages provided	GOK/ Partners	✓	✓	✓	✓	✓
Develop e-commerce	e-commerce developed			GOK/ Partners	✓	✓	✓	✓	✓		
Automate trade customs and clearance (single window)	trade customs and clearance automated			GOK	✓	✓	✓	✓	✓		
Roll out National payment gateway	National payment gateway rolled out			GOK	✓	✓	✓	✓	✓		
Implement IBM Research Lab Project	IBM Research Lab Project implemented			GOK	✓	✓	✓	✓	✓		
Outsource digitization activities and maintenance of Government infrastructure and facilities	digitization activities and maintenance of Government infrastructure and facilities outsourced			GOK	✓	✓	✓	✓	✓		

<p>unparalleled County Governments and Regional ICT Initiatives</p>	<p>Promote County and Regional Integration through ICT</p>	<p>Promote local software development and hardware manufacturing and make them affordable and accessible through the existing fiscal concessions by the Government; Facilitate Incubation of Youth start ups at ICT labs for commercialization.</p>	<p>affordable and accessible local software development and hardware manufacturing promoted</p>	<p>GOK</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Incubation of Youth start ups at ICT labs for commercialization facilitated</p>	<p></p>	<p>GOK</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Establish County Liaison office at Ministry Headquarters; Implement NOFBI II to cover all Counties' HQs</p>	<p>County Liaison office at Ministry Headquarters established</p>	<p>GOK</p>	<p>✓</p>	<p>310</p>	<p>450</p>	<p>510</p>	<p>330</p>
<p></p>	<p></p>	<p>Facilitate Holding of quarterly County Consultation Forum</p>	<p>NOFBI II implemented</p>	<p>GOK/Partners</p>	<p>✓</p>	<p></p>	<p></p>	<p></p>	<p></p>
<p></p>	<p></p>	<p>Facilitate the roll out of county-based Radio & TV broadcasting</p>	<p>Holding of quarterly County Consultation Forum facilitated</p>	<p>GOK/Stakeholders</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Facilitate Digitization of Physical plans on properties in counties</p>	<p>the roll out of county-based Radio & TV broadcasting facilitated</p>	<p>GOK</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Identify and offer appropriate ICT skills for Resource/Community-based empowerment</p>	<p>Digitization of Physical plans on properties in counties facilitated</p>	<p>GOK</p>	<p></p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Facilitate the roll out of shared ICT systems</p>	<p>appropriate ICT skills for Resource/Community-based empowerment identified and offered</p>	<p>GOK/Communities</p>	<p></p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Sign MOUs with County Governments on ownership and management of ICT Programmes and Projects.</p>	<p>shared ICT systems rolled out</p>	<p>GOK</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Harmonize regional ICT Policies and regulatory framework with EAC, COMESA and ITU</p>	<p>Signed MOUs</p>	<p>GOK/County governments</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Implement Harmonized SIM card Registration Regime under the Northern Corridor Infrastructure Integration</p>	<p>Harmonized EAC, COMESA and ITU ICT Policies and regulatory framework</p>	<p>GOK</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Adopt Common Mobile Network under the Northern Corridor Infrastructure Integration</p>	<p>Harmonized SIM card Registration Regime under the Northern Corridor Infrastructure Integration harmonized</p>	<p>GOK</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p>Enhance representation at regional ICT meetings</p>	<p>Common Mobile Network under the Northern Corridor Infrastructure Integration adopted</p>	<p>GOK/Operators</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>
<p></p>	<p></p>	<p></p>	<p>No. of representation at regional ICT meetings</p>	<p>GOK</p>	<p>✓</p>	<p></p>	<p>✓</p>	<p>✓</p>	<p>✓</p>

Strategic Issue	Strategic Priorities	Activities	Objectively Verifiable Indicators	Source of Funds	Indicative Budget (Kshs Millions)					
					2013/14	2014/15	2015/16	2016/17	2017/18	
Uncoordinated Public Information and Communication	Collect, collate and disseminate credible information to promote knowledge based society	Collect, package and disseminate Information	No. of stories	GOK	170	420	500	720	875	
		Modernize and network Kenya News Agency (KNA)	KNA modernized and networked	GOK	✓	✓	✓	✓	✓	
		Digitize current and historical materials	No. of current and historical materials digitized	GOK	✓	✓	✓	✓	✓	
		Refurbish, modernize and expand national and regional publications & printing services	National and Regional publications & printing services Refurbished, modernized and expanded	GOK	✓	✓	✓	✓	✓	
		Develop National Public Sector Communications Policy.	National Public Sector Communications Policy developed	GOK	✓	✓	✓	✓	✓	
		Develop Crisis, Emergency & Risk Communications Manual/Guidelines.	Crisis, Emergency & Risk Communications Manual/Guidelines developed	GOK	✓	✓	✓	✓	✓	
		Establish National Communications and Media Centre.	National Communications and Media Centre established	GOK	✓	✓	✓	✓	✓	
		Establish 47 County Public Communications Offices.	47 County Public Communications Offices established	GOK	✓	✓	✓	✓	✓	
		Establish 249 sub-county Public Communications offices.	249 sub-county Public Communications offices established	GOK	✓	✓	✓	✓	✓	
		Establish a National Media Monitoring Centre	National Media Monitoring Centre established	GOK	✓	✓	✓	✓	✓	
		Publish Journals, booklets and other publications aimed at improving Government Image.	No. of Journals, booklets and other publications aimed at improving Government Image published	GOK	✓	✓	✓	✓	✓	
		Facilitate the Establishment of Government Advertising Agency.	Government Advertising Agency established	GOK	✓	✓	✓	✓	✓	
		Develop a Media Public Communication Strategy	Media Public Communication Strategy developed	GOK	✓	✓	✓	✓	✓	
		Inadequate mainstreaming of Cross cutting issues	Mainstream Cross cutting Issues	HIV and AIDS prevention and management	% of HIV and AIDS prevention and management mainstreamed	GOK	100	200	250	250
Gender Mainstreaming	% of Gender Mainstreamed			GOK	✓	✓	✓	✓	✓	
Youth Mainstreaming	% of Youth Mainstreamed			GOK	✓	✓	✓	✓	✓	
People living with Disability Mainstreaming	% of People living with Disability Mainstreamed			GOK	✓	✓	✓	✓	✓	
Corruption Eradication	% of corruption eradication mainstreamed			GOK	✓	✓	✓	✓	✓	
Energy conservation Mainstreaming	% of Energy conservation Mainstreamed			GOK	✓	✓	✓	✓	✓	
Environment and sustainable development Mainstreaming	% of Environment and sustainable development Mainstreamed			GOK	✓	✓	✓	✓	✓	
National Values and Cohesion Mainstreaming	% of National Values and Cohesion Mainstreamed			GOK	✓	✓	✓	✓	✓	
Total cost						6,300	13,377	11,785	13,605	12,833

