



NATIONAL COMMUNICATIONS SECRETARIAT

STRATEGIC PLAN

2023 – 2027



Fostering Kenya's Digital Transformation Journey

VISION

A Trusted Hub for ICT Advisory Services

MISSION

To Provide Quality Policy Advisory Services That Foster Efficient Use of ICT Resources

CORE VALUES

**Integrity
Transparency
Patriotism
Inclusivity
Good Governance**

FOREWORD

On behalf of the Ministry of Information, Communications and the Digital Economy, I am happy to present the Strategic Plan for the period 2023-2027 for the National Communications Secretariat. This Strategic Plan is as a result of critical synthesis and integration of the mandate of the Secretariat as envisaged in the Kenya Information and Communications Act (KICA) Cap 411A.

In the spirit of the Kenya Vision 2030, whose objective is to transform Kenya into a newly industrializing country, middle income country, providing high quality of life to all its citizen in a green and secure environment. The Information Communication Technology (ICT) sector has been identified as an enabler in the realization of the vision 2030 objectives.

Implementation of this Plan will transform the Secretariat into a trusted hub for ICT advisory services in Kenya accelerating the digital transformation agenda. The strategic plan will be a tool for improving efficiency and effectiveness in service delivery. I note that the strategies, activities and budgets have been aligned with the national development priorities, articulated in the Kenya Vision 2030 and the fourth Medium Term Plan (MTP); the Bottom-up Economic Transformation Agenda (BETA); East African Community (EAC) Vision 2050; United Nations (UN) Agenda 2063 for sustainable development; and other international and regional treaties and conventions.

The Secretariat through this strategic plan has committed to review and develop effective ICT policies to improve ICT business environment, increase the ICT sector contribution to Gross Domestic Product (GDP) and improve the ICT sector competitiveness index. This will call for collective collaboration between the Secretariat, the Ministry and other government agencies to realize these planned objectives.

As the Cabinet Secretary, I commit to provide policy direction and the necessary support for successful implementation of the strategic plan. I commend the Communication Secretary and Staff for this well thought strategic plan and wish them success in the planned activities.

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

PREFACE

I am pleased to present the Strategic Plan of the National Communications Secretariat (the Secretariat) for the period 2023– 2027. This Strategic Plan provides a clear roadmap that will enable the National Communications Secretariat to continue to execute its mandate toward the achievement of its Vision and Mission statements. Overall, the five-year Plan takes into consideration the critical requirements by the Ministry of Information Communication and the Digital Economy (MIDCE) for advisory services touching on ICT policies and plans.

The Strategic plan presents the key imperatives for NCS success, presents the mandate vision and mission statement and the strategic goals to be realized. Further, the plan has taken into consideration the external and internal environment identifying strategic issues goals and key result areas and outlines the strategic objectives to be implemented in the next five years. It is noted that a monitoring and evaluation (M&E) framework has been developed to monitor the implementation of this critical document throughout the planned period.

The State Department for Broadcasting and Telecommunications, commits to support the Secretariat in resource mobilization and institutional capacity development to implement the strategic plan. I call upon the Secretariat to continue working with all stakeholders in the ICT sector to continuously contribute to the development of appropriate policies and review the relevant statutory instruments and strategies on behalf of the state department and the ministry at large.

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

ACKNOWLEDGEMENT

This Strategic Plan was prepared in an inclusive consultative and participatory process that involved all the internal and external stakeholders. A technical committee with representation from the National Communication Secretariat (NCS), State Department for Broadcasting and Telecommunications, State Department for Information, Communication and the Digital Economy and the Office of Data Protection Commissioner (ODPC) developed the draft which was validated by stakeholders whose valuable inputs were incorporated in the final strategic plan. I wish to extend my appreciation to the officers and all stakeholders for their tireless efforts in the preparation of this strategic plan.

Implementing this strategic plan successful will depend on the strategic policy guidance of the Cabinet Secretary Ministry of Information Communication and the Digital Economy, and the Principal Secretary, State Department for Broadcasting and Telecommunications, provision of sufficient budget resources from National Treasury and Communications Authority of Kenya (CA), the State Department for Public Service, the Public Service Commission (PSC) in approval of Human Resource (HR) Instruments, and Salaries and Remuneration Commission (SRC), the commitment of staff and lastly support from all other stakeholders.

In conclusion, I give my personal commitment to lead the Secretariat in implementing the set-out objectives successfully.

Eng. Vincent Adul, HSC
Ag. Communications Secretary
National Communications Secretariat

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DEFINITION OF CONCEPTS AND TERMINOLOGIES

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

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

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

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

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

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

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

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

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

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

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

Project: A combination of set objectives to be accomplished within a fixed period.

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

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

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

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

Strategic Objectives: These are in line with Secretariat commitments in realizing the strategic goals.

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

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

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

ACRONYMS AND ABBREVIATIONS

AI	Artificial Intelligence
ATI	Access to Information
ATU	African Telecommunications Union
AU	African Union
BCP	Business Continuity Plan
BETA	Bottom-Up Economic Transformation Agenda
CA	Communications Authority of Kenya
CAMAT	Communications and Multimedia Appeals Tribunal
COMESA	Common Market for Eastern and Southern Africa
CTO	Commonwealth Telecommunications Organizations
EAC	East African Community
EACO	East Africa Communications Organization
ERP	Enterprise Resource Planning
GDP	Gross Domestic Product
GSMA	Global System for Mobile Communication Association
HR	Human Resource
ICANN	Internet Corporation for Assigned Names and Numbers
ICT	Information Communications Technology
ICTA	ICT Authority
ID	Identity
IGF	Internet Governance Forum
IFMIS	Integrated Financial Management Information System
ISO	International Organization for Standardization
ITU	International Telecommunications Union
KBC	Kenya Broadcasting Corporation

KICA	Kenya Information and Communications Act
KIMC	Kenya Institute of Mass Communication
KOTDA	Konza Technopolis Development Authority
KRA	Key Results Area
KPTC	Kenya Posts and Telecommunications Corporation
M&E	Monitoring and Evaluation
MCK	Media Council of Kenya
MDACs	Ministries, Departments, Agencies and Counties.
MICDE	Ministry of Information, Communications and the Digital Economy
M2M	Machine to Machine
MSME	Medium, Small and Micro Enterprises
MTP	Medium Term Plan
M&E	Monitoring and Evaluation
NASK	National Addressing System of Kenya
NCS	National Communications Secretariat
NGO	Non-Governmental Organization
ODPC	Office of the Data Protection Commissioner
ONA	One Network Area
PAPU	Pan African Postal Union
PCK	Postal Corporation of Kenya
PDT	Programme for Developing and Training
PESTEL	Political, Economic, Social, Technological, Environmental, Legal
PFMA	Public Finance Management Act
PRIDA	Policy and Regulation Initiative for Digital Africa
PSC	Public Service Commission
RET	Renewable Energy Technology
SEZs	Special Economic Zones
SRC	Salary and Remuneration Commission

SDG	Sustainable Development Goals
SMART	Specific, Measurable, Attainable, Realistic and Timebound
SO	Strategic Objective
SOP	Standard Operating Procedures
SWOT	Strengths, Weaknesses, Opportunities, Threats
TV	Television
TORs	Terms of Reference
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNICEF	United Nations International Children's Emergency Fund
UPU	Universal Postal Union
WRC	World Radiocommunications Conference
WTSA	World Telecommunication Standardization Assembly

EXECUTIVE SUMMARY

The Strategic Plan for National Communications Secretariat has been developed in cognizance of the Secretariat's mandate as stipulated in Section 84 of the KICA, Cap 411A of the Laws of Kenya, Kenya Vision 2030 (with special reference to MTP III), the Constitution of Kenya, the BETA, Africa Agenda 2063, Sustainable Development Goals (SDG) and other prevailing legal and policy documents. Successful implementation of this Strategic Plan will be based on stakeholder engagement, good governance and a professional approach to service delivery.

The Secretariat envisions being *"A trusted hub for ICT advisory services"* in Kenya's digital transformation journey as it aims *"to provide the government with quality Policy Advisory services that foster efficient use of ICT resources."*

Chapter One underscores the importance of strategic planning in achieving the NCS success. The plan is developed in context with the aspirations of the UN 2030 Agenda for sustainable development; Africa Agenda 2063; East African Cooperation (EAC) Vision 2050; The Constitution of Kenya 2010; Kenya Vision 2030; Bottom-up Economic Transformation Agenda (BETA); the Fourth Medium Term Plan (MTP IV) as well as sectoral policies and laws. It also highlights the history of NCS and gives the methodology used in developing this Strategic Plan.

Chapter Two focuses on the mandate of the Secretariat and highlights its Vision and Mission, strategic goals to be realized as well as the core values that will guide the implementation of the proposed programs in the Plan period.

Chapter Three focuses on the external and internal environment in which NCS operates and reviews the achievements, challenges and lessons learnt in the previous plan period. It further identifies the Strengths, Weaknesses, Opportunities and Threats to its operations as well as the role of key stakeholders and their expectations during the implementation of the Plan.

Chapter Four highlights the strategic issues, goals and Key Result Areas (KRA) that guide policy direction for the Secretariat during the Plan implementation period.

Chapter Five outlines the strategic objectives and strategies to be implemented for the realization of the mandate of the Secretariat.

Chapter Six provides the implementation plan which includes an action plan, annual workplan and budget, and performance contracting. The chapter also has the coordination framework encompassing the institutional framework, staff

establishment and competence development, leadership systems and procedures. The Chapter also addresses the risk management framework.

Chapter Seven focuses on implementation of the strategic plan identifying resource gaps, proposes resource mobilization strategies and resource management framework.

Chapter Eight presents a monitoring, evaluation and reporting framework on which the strategic plan implementation will be monitored against set performance standards. The plan will be subjected to midterm and end term evaluation. The results of implementation will be reported to the State Department for Economic and Planning using the Kenya Evaluation Guidelines 2020 and the Kenya norms and standards for M&E on quarterly and annual basis.

CHAPTER ONE: INTRODUCTION

Overview

This chapter underscores the importance of strategic planning in achieving the NCS success. The plan is developed in context with the aspirations of the UN Agenda 2030 Agenda for sustainable development; Africa Agenda 2063; East African Cooperation (EAC) Vision 2050; The Constitution of Kenya 2010; Kenya Vision 2030; Bottom-up Economic Transformation Agenda (BETA); the Fourth Medium Term Plan (MTP-IV) as well as sectoral policies and laws. It also highlights the history of NCS and gives the methodology used in developing this Strategic Plan.

1.1 Strategy as an Imperative for Organizational Success

The Secretariat commits to achieve the planned objectives that have been anchored on strategic issues and key result areas. The plan has identified strategies that would steer the secretariat towards achievement of planned objectives, high levels of performance and realization of its vision.

NCS was established through Sec.84 of KICA 1998 and operationalised through Legal Notice no.22 of February 1999 when the first Communication Secretary was appointed in 2001. The Secretariat has a staff complement of 21 against approved staff establishment of 26. NCS has submitted revised organizational structure and staff establishment of 55 for approval by the Public Service Commission (PSC).

The Secretariat is committed to achieving its mandate of advising the Government on the adoption of ICT policies that:

- i. promotes the benefits of technological development to all users of postal and telecommunication facilities;
- ii. fosters national safety and security, economic prosperity and the delivery of critical social services through posts and telecommunications;
- iii. facilitates and contributes to the full development of competition and efficiency in the provision of services both within and outside Kenya; and
- iv. fosters full and efficient use of telecommunication resources including effective use of the radio spectrum by the Government in a manner which encourages the most beneficial use thereof in the public interest.

1.2 The Context of Strategic Planning

This strategic plan has taken into consideration national development priorities, regional and international development frameworks. Kenya's development agenda is articulated in several documents including Kenya Vision 2030, UN Sustainable

Development Goals and Africa Union Agenda 2063, East African community Vision 2050, Constitution of Kenya 2010, Kenya Vision 2030, BETA and MTP-IV and Sector policies and laws.

1.2.1 United Nations 2030 Agenda for Sustainable Development

The Sustainable Development Goals (SDGs) are global calls to action to transform the world into a better and more sustainable future for all. It is part of the UN 2030 Agenda for Sustainable Development that was agreed upon by 193 member states in September 2015 as a shared blueprint for peace and prosperity for people and the planet, now and into the future.

NCS has identified eight (8) SDGs that relate to its mandate such as SDG 3 (Good Health and Well-Being), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Development), SDG 9 (Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 12 (Sustainable Consumption and Production), SDG 13 Climate Action; and SDG 17 (Global Partnerships).

Table 1. 1: Role of NCS in Sustainable Development Developed (SDGs) and Africa Agenda 2063

S/No.	Programme	Role of NCS	Activities
1.	SDG 3: Good Health and Well-Being Agenda 10 aspiration No.1	NCS will advise the government on relevant ICT policies that enable: <ul style="list-style-type: none"> • Access to connectivity and information sharing on health matters • Online learning channels • Remote diagnostics, patient monitoring • Provision of payment options for health services 	Develop and Review Policy and Regulatory Frameworks
2.	SDG 4: Quality education Agenda item 72 (c)	NCS will advise on relevant ICT policies that increase access to quality education, increase connectivity and encourage efficiency for provision of quality education: <ul style="list-style-type: none"> • Access in underserved and unserved areas • Connectivity to enhance interaction and communication. 	Develop and Review Policy and Regulatory Frameworks

S/No.	Programme	Role of NCS	Activities
		<ul style="list-style-type: none"> Efficiency -more people and instant communication, smart systems 	
3.	SDG 5: Gender Equality Agenda item 72 (k) and item 28	<p>NCS will advise on ICT related policies that aim to achieve gender equality and empowerment of all women and girls through enhanced access, connectivity and efficiency in ICT by:</p> <ul style="list-style-type: none"> Enabling access to information related to healthcare and nutrition, training and education, and employment and markets. Increasing digital connectivity Connecting women to online markets and services so as to increase economic productivity. Leveraging analytics to understand the needs of women and create specific solutions to support their participation and capabilities. 	Develop and Review Policy and Regulatory Frameworks
4.	SDG 8: Decent Work and Economic development Agenda item 72 (a)	<p>NCS will develop ICT policies that promote sustained, inclusive and sustainable economic growth such as</p> <ul style="list-style-type: none"> Incorporating ICT skills in capacity building so that devices are used beyond personal communication but as business tools Promoting virtual work platforms (internet jobs) as well as within Kenya, having ICT infrastructure that provides for effective virtual offices in order to reduce on operational costs and enhance time management as well as encourage a 24-hour economy in all sectors. This will increase productivity, which enhances economic growth. 	Develop and Review Policy and Regulatory Frameworks

S/No.	Programme	Role of NCS	Activities
5.	SDG 9: Innovation and Infrastructure Agenda Item 72 (g) Connect Africa through world class infrastructure	<p>NCS will prepare ICT policy proposals that aim at developing and modernizing the country's ICT infrastructure through having smart rail links, smart energy and water systems and smart buildings among others that will be realized through:</p> <ul style="list-style-type: none"> • Construction and extension of the Standard Gauge Railway Line • Expansion of roads and transport network • Construction of adequate and affordable housing. <p>Develop advisories on ICT related policies geared towards increasing the share of manufacturing and industry in GDP, increasing the share of manufactured products in Kenya's exports as well as the establishment of Special Economic Zones (SEZs), industrial parks, innovation hubs and incubation centers.</p>	Develop and Review Policy and Regulatory Frameworks Policy advisory
6.	SDG 11: Sustainable Cities and Communities Agenda 10 aspiration No.1	<p>NCS will prepare advisories on ICT related policies that make cities and human settlements inclusive, safe, resilient and sustainable through:</p> <ul style="list-style-type: none"> • Increasing access to information via SMS alerts, online or through media broadcasting as an essential to the provision and use of basic city systems, such as transport, emergency response, housing, education and healthcare. • Enabling ICT connectivity between individuals and organizations. <p>Supporting ICT resource-efficient building and the management of sustainable cities through smart building applications, smart water and energy grids and intelligent</p>	Develop and Review Policy and Regulatory Frameworks

S/No.	Programme	Role of NCS	Activities
		transport systems such as smart city mobility, big data analytics	
7.	SDG 12: Sustainable consumption and production Agenda item 72 (e) modernization of African agriculture and agro-businesses	NCS will advise the government on relevant ICT policies, programs and projects that will affect: <ul style="list-style-type: none"> • Modern agriculture for increased production, productivity and value addition to agricultural produce and contribute to farmer knowledge in agriculture, open up the global market to Kenya; hence lead to Kenya's collective food security. • Smart agriculture, irrigation systems, machine to machine (M2M) technology. 	Develop and Review Policy and Regulatory Frameworks
8.	SDG 13: Climate action	NCS will advise the Government on relevant climate action which will be incorporated into the ICT policies, programs and projects that will affect: <ul style="list-style-type: none"> • E-waste • Renewable energy technology (RET) to reduce carbon emission and the sharing of towers for reduction in energy intensity. • Use of Artificial Intelligence (AI) 	Develop and Review Policy and Regulatory Frameworks to incorporate climate action matters
9.	SDG 17: Global partnerships	NCS will develop ICT policies that support and strengthen global partnership for purposes of sustainable development.	Develop and Review Policy and Regulatory Frameworks address global partnerships issues

1.2.2 African Union Agenda 2063

Africa Union (AU) Agenda 2063 dubbed “The Africa We Want” is Africa’s blueprint and master plan for transforming Africa into the global powerhouse of the future. It is the continent's strategic framework that aims to deliver on its goal for inclusive

and sustainable development. The agenda identifies key activities to be undertaken in its 10-year Implementation Plans which will ensure that it delivers both quantitative and qualitative transformational outcomes for the continent.

NCS has identified Aspirations 1, 2 and 3 in Africa Union Agenda 2063 as follows:

Table 1.2: Aspirations 1, 2 and 3 in Africa Union Agenda 2063

Aspirations	Description	NCS Role
Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development	Well-educated and skilled citizens, underpinned by science, technology and innovation for a knowledge society is the norm and no child shall be absent from school due to poverty or any form of discrimination. Development of Smart Cities	Spearhead the development of National ICT policies in harmony with the UN Agenda 2063 Aspirations to build a continent on equal footing with the rest of the world as an information society, an integrated e-economy where every government, business and citizen has access to reliable and affordable ICT services by increasing broadband penetration, broadband connectivity and providing access to ICT to children in schools and venture capital to young ICT entrepreneurs and innovators, roll-out digital TV broadcasting and establishment of National Addressing System
Aspiration 2: An integrated continent, politically united, based on the ideals of Pan-Africanism and the vision of Africa's Renaissance	Have world class, integrative infrastructure that crisscrosses the continent; Be a continent of seamless borders, and management of cross-border resources through dialogue. Connect Africa through world-class Infrastructure, including interconnectivity between island states and the mainland, and with a concerted push to finance and implement the major infrastructure projects	Increased access to information supports AU aspirations for good governance, democracy, respect for human rights, justice and the rule of law
Aspiration 3: An Africa of good governance, democracy, respect	Have capable institutions and transformative leadership in place at all levels.	

for human rights, justice and the rule of law		
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1.2.3 East Africa Community Vision 2050

The overall aspiration of the EAC Vision 2050 is to transform the EAC Bloc into an upper middle-income region within a secure and politically united economies based on principles of inclusiveness and accountability. The key pillars of the Vision include infrastructure development, industrialization, tourism, trade and services development, among others. NCS will advise the government on ICT policies that will contribute towards the Visions' quest to provide access to modern, fast and affordable infrastructure which will promote cross-border trade and investments, enhance inclusiveness in development and promote socio-economic transformation.

1.2.4 Constitution of Kenya

NCS is cognizant of all the Articles of the Constitution. In particular, NCS will further the realization of on the objectives and provisions of: Article 10 (National Values and Principles of Governance), Article 31 (Privacy), Article 33 (Freedom of expression), Article 34 (Freedom of the media), Article 35 (Access to information), Article 232 (National Values and Principles of Public Service) and the Fourth Schedule of the Constitution through provision of policy and legal advisory services.

1.2.5 Kenya Vision 2030 Bottom-up Economic Transformation Agenda and Fourth Medium Term Plan

NCS will play a role towards realization of projects and programs outlined in the Fourth MTP of Vision 2030 and the BETA. NCS shall therefore, seek to realize the milestones in various programs as outlined in Table 1.1 below:

Table 1.3: Fourth Medium Term Plan

S/No.	Program	Role of NCS
1.	Infrastructure	NCS will assist in the development of ICT Policies and Frameworks that will enable the government to come up with SMART infrastructure such as rail, roads and energy, Broadcasting, ICT and Digital Economy.
2.	Social Sector	NCS will advise the government on ICT-related policies that will support measures geared towards

S/No.	Program	Role of NCS
		achieving comprehensive human and social welfare projects and programs.
3.	Environment and Natural Resources	Provide advisory in the establishment of Information Management Systems.
4.	Finance and Production	NCS will advise on the development of policies to support this sector in terms of: <ul style="list-style-type: none"> • Improvement of enabling environment for growth of Medium, Small and Micro Enterprises (MSMEs) • Development of ICT and ICT-related skills • Development of E-commerce • Development of Digital Economy • Digital Identity (ID)
5.	Governance and Public Administration	NCS will advise the government on the adoption of a Communication policy that fosters national safety and security through effective use of National Radio Frequency Spectrum and adoption of e-government.

1.2.6 Sector Policies and Laws

NCS will review the National ICT Policy, National ICT Master plan, the National Radio Frequency Spectrum Policy, National Addressing System of Kenya (NASK) Policy and Bill and National Access to Information (ATI) Policy. Participate in review and implementation of international treaties, facilitate in the attainment of Kenya international obligations in ICT through participation and implementation of international treaties and conventions as follows:

Table 1.4

S/No.	Convention	Member Obligation	Role of NCS
i.	International Telecommunications Union (ITU)	Member states are responsible for implementing the shared global decisions on the use of the radio spectrum, promotion of international	Policy advisory services on spectrum management, telecommunications, cyber security, international roaming,

		cooperation in assigning satellite orbits, improvement of communication infrastructure in the developing world, and establishment of worldwide standards that foster seamless interconnection of a vast range of communication systems.	one network area etc.
ii.	Universal Postal Union (UPU)	The UPU Treaty obligates member states to implement shared decisions under the successive World Postal Strategies.	Provision of Policy advisory services that improve interoperability of networks infrastructures, adoption of sustainable modern products and functional universal service obligations.
iii.	African Telecommunications Union (ATU)	The ATU coordinates African decision Making and implementation at continental level on all telecommunications matters.	Participate and contribute to the African Group meetings to formulate African Common Proposals to key treaty-making meetings and conferences
iv.	Pan-African Postal Union (PAPU).	The PAPU coordinates decision Making and implementation at continental level under the World Postal Strategies.	Participate and contribute in the African Group meetings to formulate African Common Proposals to key treaty-making meetings and conferences

v.	Common Market for Eastern and Southern Africa (COMESA)	Harmonization of ICT policies and implementation of common programmes in the region.	Participate and contribute in the COMESA meetings to formulate harmonized policy and legal frameworks for the region.
vi.	East African Cooperation (EAC)	Harmonization of ICT policies and implementation of common programmes in the region.	Participate and contribute in the EAC meetings to formulate harmonized policy and legal frameworks for the region.
vii.	Commonwealth Telecommunications Organizations (CTO)	Member states are obligated to promote efficient development of ICTs, cooperation and partnership amongst CTO and to develop and implement programmes and activities.	Participate in various meetings and forums to share experiences, capacity building and also provide leadership in various programmes under the organization. Kenya is a member of the Programme for Development and Training (PDT).
viii.	Smart Africa Initiative	Kenya was assigned a responsibility to Champion for the Digital Economy Project in Smart Africa Alliance and Smart Africa.	Advisory role in Digital Economy Policy and Digital Economy Strategy development Experiential learning and sharing of Digital Economy transformation in Member countries
ix.	Internet Corporation for Assigned Names	The ICANN manages and coordinates the global internet resources and	Participate in Governance Advisory Committee meetings and present

	and Numbers (ICANN)	helps to ensure a stable, secure, and unified internet. Member states are obligated to Make decisions on internet governance, verify, register secure, and report on domain names and numbers under .ke during ICANN annual meetings.	Kenya's position on the internet governance domain and numbers.
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1.3 History of National Communications Secretariat

The Secretariat was operationalised in 1999 when the telecommunications and postal sector underwent liberalization. Before then, the ICT sector was under the defunct Kenya Posts and Telecommunications Corporation (KPTC), which was responsible for regulation and operations of all the activities of the sector. The liberalization of the sector brought dissolution of KPTC and formation of the following institutions:

- i. Communications Commission of Kenya (now Communications Authority of Kenya) as the regulatory body for the sector
- ii. Telkom Kenya as the national telecommunication operator
- iii. Postal Corporation of Kenya (PCK) as the national public postal operator
- iv. Communications Appeals Tribunal (now Communications and Multimedia Appeals Tribunal (CAMAT) as the appellate body for the sector
- v. National Communications Secretariat

The reform process proposed the establishment of the National Communications Secretariat (NCS) as a statutory body mandated to provide policy advisory services to the Government of Kenya through the Ministry in charge of Information, Communication and Technology. The Secretariat was established through the Kenya Information and Communications Act (KICA) 1998. It was operationalized through Legal Notice No.22 of February 15, 1999, which brought the Section 84 of the KICA 1998 into operation. Currently the Secretariat is domiciled in the State Department of Broadcasting and Telecommunications in the Ministry of Information, Communications and the Digital Economy. The functions of NCS include:

- i. Advising on development and review ICT sector policies, strategies, legislation and regulations;
- ii. Managing public participation & stakeholder engagements for MICDE

- iii. Carrying out ICT policy research and analysis;
- iv. Advising on the most efficient and effective way of managing the radio frequency spectrum;
- v. Conducting continuous review of ICT developments, locally, regionally and globally;
- vi. Preparing draft country position papers for international meetings and conferences relating to ICT; and
- vii. Preparing draft policy papers and legislation on ICTs
- viii. Preparing draft concept notes, cabinet memos, advisories

1.4 Methodology of Developing the Strategic Plan

The development of this strategic plan involved a consultative and participatory approach that enabled sharing of information, ideas and insights among the various stakeholders, with a view to enhance ownership and commitment of the resultant strategy. The stakeholders included NCS Staff, the Ministry of Information, Communications and The Digital Economy, Office of the Data Protection Commissioner (ODPC), Communications Authority of Kenya, and Kenya Year Book Editorial Board, Konza Technopolis Development Authority (KOTDA), Kenya Institute of Mass Communication (KIMC), Kenya Broadcasting Corporation (KBC), Postal Corporation of Kenya (PCK), ICT Authority (ICTA) and Media Council of Kenya (MCK). The review was undertaken through a process involving the following stages:

Stage 1: Initiation of the process

- i. The NCS management initiated the strategic planning process through the appointment of a committee to spearhead the preparation exercise. The management adopted the terms of reference by determining the rationale and scope of the review and/or development of the Strategic Plan;
- ii. Top leadership develops Terms of Reference (TORs) for the review and/or development of the Secretariat's Strategic Plan; and
- iii. Top leadership forms and guides a technical committee to review and/or develop the Secretariat's Strategic Plan

Stage 2: Development

- i. Desk review of relevant documents
- ii. Environmental scanning to determine SWOT and PESTEL factors
- iii. Development of a zero draft
- iv. Management interactive workshop

Stage 3: Validation and finalization

- i. Validation of draft Strategic Plan by stakeholders
- ii. Adoption of the Strategic Plan by Management
- iii. Launch of the Strategic Plan 2023-2027

CHAPTER TWO: STRATEGIC DIRECTION

Overview

This chapter focuses on the mandate of the Secretariat and highlights its Vision and Mission, strategic goals to be realized as well as the core values that will guide the implementation of the proposed programs in the Plan period.

2.1 Mandate

The mandate of NCS as stipulated in Section 84 of the KICA, 1998, is to advise the government on the adoption of a communication policy that:

- i. Promotes the benefits of technological development to all users of postal and telecommunication facilities;
- ii. Fosters national safety and security, economic prosperity and the delivery of critical social services through post and telecommunications;
- iii. Facilitates and contributes to the full development of competition and efficiency in the provision of services both within and outside Kenya; and
- iv. Fosters full and efficient use of telecommunication resources including effective use of the radio spectrum by the government in a manner that encourages the most beneficial use thereof in the public interest.

2.2 Vision Statement

A trusted hub for ICT advisory services

2.3 Mission Statement

To provide quality policy advisory services that foster efficient use of ICT resources.

2.4 Strategic Goals

- i. Strengthen policy, legal and institutional frameworks in the ICT sector.
- ii. Enhance research and innovation in the development of policy and legal frameworks.
- iii. Strengthen institutional capacity and structure.

2.5 Core Values

The Secretariat's core values are in line with Article 10, and Article 232 on National Values and Principles of Governance of the Constitution of Kenya and are outlined in table 2.1 below:

Table 2.1: Core Values

S/No.	Core Value	Description	Strategies to inculcate the core values
1.	Integrity	Upholding strong moral principles, honesty, maintaining high ethical standards	<ul style="list-style-type: none"> • Compliance with legal and regulatory frameworks, internal policies and procedures. • Partnering with others in the fight of corruption
2.	Transparency	Openness and honesty	<ul style="list-style-type: none"> • Automating processes and procedures
3.	Patriotism	To proudly love our country more than any other	<ul style="list-style-type: none"> • Buy Kenya build Kenya • Compliance with legal and regulatory frameworks • Participate in national causes
4.	Inclusivity	To provide equal access to opportunities and resources for people who might otherwise be excluded or marginalized	<ul style="list-style-type: none"> • Inclusive talent acquisition, fair talent development and rewards • Mainstreaming equal access to opportunities and resources • Public participation • Establishing non-discrimination frameworks
5.	Good Governance	Prudent management of resources and adherence to the rule of law	<ul style="list-style-type: none"> • Having systems and structures for accountability

2.6 Quality Policy Statement

NCS will strive to continuously develop robust enabling policies and legal frameworks that are fit for purpose, enhance the ICT sector's ability to withstand and cope with the fast-evolving landscape and respond to long term needs.

CHAPTER THREE: SITUATIONAL AND STAKEHOLDER ANALYSIS

Overview

This chapter focuses on the external and internal environment in which NCS operates and reviews the achievements, challenges and lessons learnt in the previous plan period. It further identifies the Strengths, Weaknesses, Opportunities and Threats (SWOT) to its operations as well as the role of key stakeholders and their expectations during the strategic plan implementation.

3.1 Situational Analysis

The Secretariat operates in a rapidly evolving sector which presents challenges and affects operational efficiency. This section evaluates the overall operational environment and identifies specific opportunities.

3.1.1 External Environment

An environmental scan was carried out to understand the operational environment of NCS using PESTEL and SWOT techniques.

3.1.1.1 Macro Environment

The PESTEL tool was used to analyze the Macro environment to identify external factors which have both direct and indirect impact on the decision making and performance of the Secretariat. Table 3.1 summarizes opportunities and threats that were identified.

Table 3.1 Summary of Opportunities and Threats

Environmental Factor	Opportunities	Threats
Political	<ul style="list-style-type: none">• Political goodwill• Political stability• International cooperation	<ul style="list-style-type: none">• Political vested interests• Political changes in priorities• Political instability
Economic	<ul style="list-style-type: none">• Fast growing economy• Fast growing ICT sector• Emerging digital and	<ul style="list-style-type: none">• Corruption and bribery• High cost of ICT equipment and infrastructure• Economic shocks

	creative economy	<ul style="list-style-type: none"> • Vandalism of ICT infrastructure
Social	<ul style="list-style-type: none"> • Availability of skilled youthful labor market (workforce strength) 	<ul style="list-style-type: none"> • Digital divide • Diverse cultural norms • Changing consumer preferences • pandemics • Inadequate Digital literacy
Technological	<ul style="list-style-type: none"> • High internet and telecommunication penetration • Digital transformation • Emerging technologies • Digitization of government services 	<ul style="list-style-type: none"> • Increase in cybercrime • Rapid technological changes • Data breach • Fake news • High cost of technology • Digital infrastructure vandalism • High cost of ICT infrastructure
Environmental	<ul style="list-style-type: none"> • Eco Friendly technologies • Climate change financing • Environmental research 	<ul style="list-style-type: none"> • Inadequate mitigation on climate change • inadequate E-waste management
Legal	<ul style="list-style-type: none"> • Institutional reform • Existence of KICA • International and regional treaties and conventions • Existence of the State Department for Parliamentary Affairs that can help in fast tracking the legislative agenda 	<ul style="list-style-type: none"> • Weak institutional framework • non-compliance with international obligations

3.1.2 Internal Environment

The section provides an analysis of the Secretariat's governance and administrative structures, internal business processes, resources and capabilities using the Functional Analysis technique.

3.1.2.1 Governance and the Administrative Structure

The Secretariat was established under Sec.84 of KICA 1998 and is headed by the Communications Secretary, who is both the Authorized and Accounting Officer. In addition, the Communications Secretary is responsible for overseeing the day-to-day operations of the Secretariat.

The Secretariat has four directorates headed by Experts as follows: Communications Radio Technology, Communications Technology, Communications Economics and Planning, Communications Legal Policy and Governance. The four directorates are supported by five (5) divisions namely HR & Administration, Finance and Accounts, Internal Audit, Supply Chain Management and ICT.

The four directorates are as follows:-

i. Communication Radio Technology

This Directorate is responsible for provision of policy advisories that foster efficient use of radio frequency spectrum and telecommunication resources for safety, security.

ii. Communications Technology

The Directorate is responsible for provision of policy advisories on communications technology, internet technologies, infrastructure projects, new and emerging communication technologies.

iii. Communications Economics and Planning

The Directorate is responsible for provision of advisory service on policies and strategies that promote the e-commerce, Postal and Courier Services, Digital Transformation of the Kenyan economy, research to enhance competition and efficiency; economic prosperity and delivery of critical social services; advise on alignment of national ICT policies to the National Development Agenda.

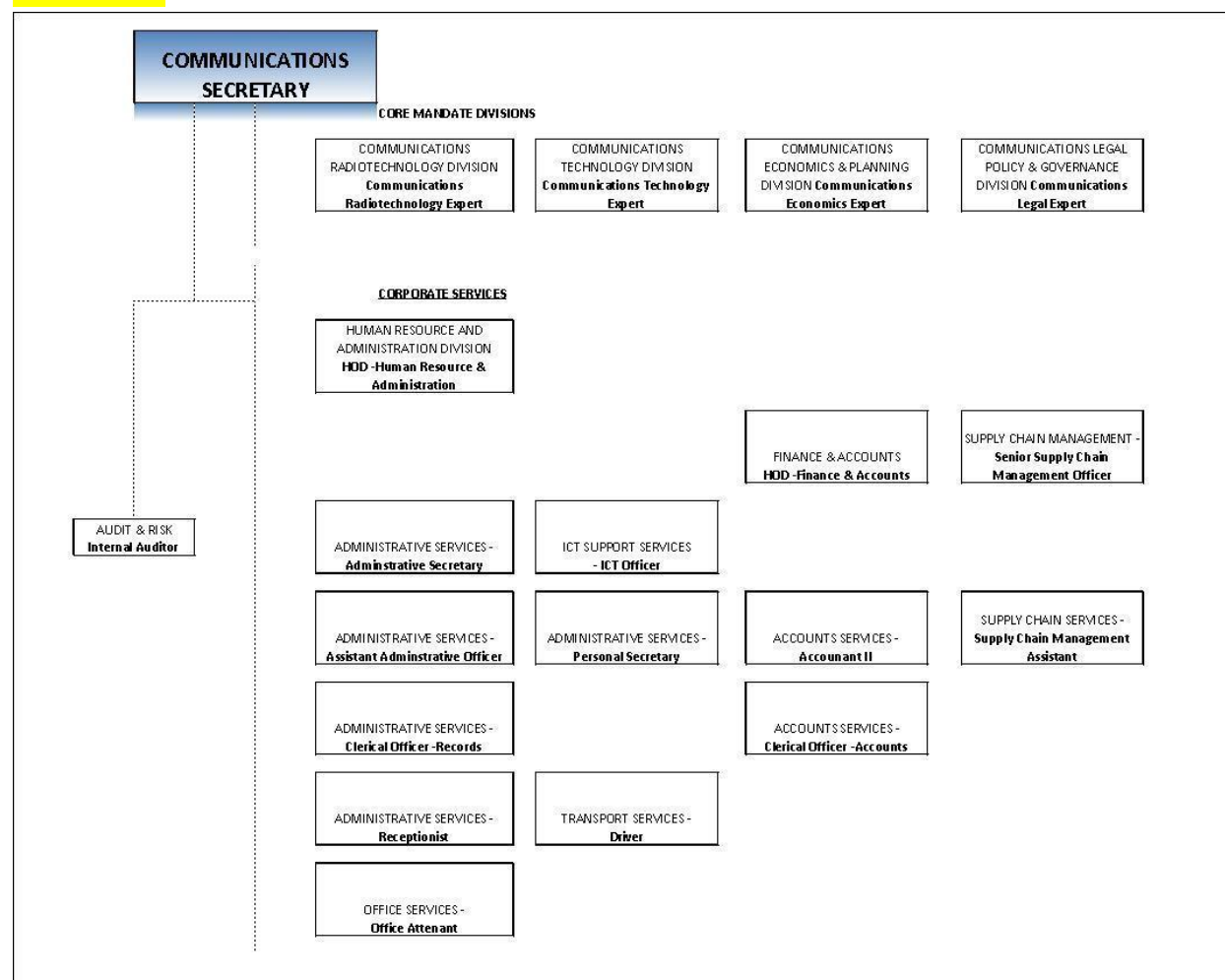
iv. Communications Legal Policy and Governance

The Directorate is responsible for policy advisory and formulation and review of ICT-related Laws, Policies, Regulations and other Statutory Instruments in conformity with the Constitution and Laws of Kenya.

v. Human Resources and Administration Services

The Human Resource and Administrative Officer will be responsible to the Communications Secretary for all personnel and administrative matters that includes: Accounts; Internal Audit; Supply Chain Management and ICT.

Pic 1: Current Organizational Structure to be aligned with the Terms and conditions



Governance and Administrative Gaps

- i. The approved Terms and Conditions of the Secretariat Staff establishment of 2002 proposes creation of a board which contravenes KICA.
- ii. The functions of Finance and Accounts, Internal Audit and Supply Chain Management in the approved Terms and Conditions are placed under the HR & Administration services which are not aligned to the current Public Finance Management Act 2012 and Public Procurement and Disposal Act 2015.
- iii. The Terms and Conditions place ICT function under HR which is not in line with best practices.

- iv. The rapidly changing technology requires a review of functions and responsibilities of the existing technical directorates.
- v. The approved staffing levels and establishment are inadequate to execute the Secretariat mandate.
- vi. All staff in the Secretariat are on Fixed Term Contracts.

3.1.2.2 Internal Business Processes

In order to enhance efficiency and effectiveness in service delivery NCS has automated HR and Administration, Finance and Accounts; Supply Chain Management and ICT processes through the ERP system. In addition, NCS has developed and implemented internal policies and procedure manuals, for the above departments.

Despite having automated the processes and procedures NCS registry is yet to be fully digitized. Further, there is a need to review and update SOPs as well as develop a Business Continuity Plan (BCP) for the entire organization.

NCS has an interactive website and social media platform, however, there is a need for development and review of a Communication Strategy for the Secretariat. This will ensure focused attention on public communication, facilitating strategic planning and continuous improvement in dissemination of information and stakeholder engagement.

3.1.2.3 Resources and Capabilities

NCS has tangible and intangible resources and organizational capabilities. The tangible resources include: finance; vehicles and furniture and equipment. The intangible resources include: knowledge and skills, reputation. These resources enable NCS to offer policy advisory services. However, due to inadequacy of resources there is need to continue to invest in both tangible and intangible resources for continued provision of high quality services.

3.1.3 Summary of Strengths and Weaknesses

An analysis of the Secretariat's internal environment was undertaken to provide information on how the internal environment impact on the operations of the Secretariat. The internal environment has analyzed the strengths and weaknesses. The strengths and weaknesses are outlined in Tables; 2.3, 2.4, 2.5 and 2.6 below respectively:

Table 3.2: Strengths and Weaknesses

S/No.	Factor	Strength	Weakness
1.	Governance and Administrative Structures	<ul style="list-style-type: none"> • Anchored in an Act of Parliament (KICA 1998) • Approved Terms and Conditions of Service (2002) • Diversity and professionalism 	<ul style="list-style-type: none"> • Legislative gaps • Delayed approval of Organization Structure and Staff Establishment and Career guidelines
2.	Internal Business Processes	<ul style="list-style-type: none"> • Implemented ERP system • Institutional website and social media • Internal policies and SOPs 	<ul style="list-style-type: none"> • Lack of public communication section • Lack of digitization of registry • Inadequate operational committees
3.	Resources and capabilities	<ul style="list-style-type: none"> • Availability of skilled workforce • Sufficient financial resources • physical assets: vehicles; furniture; equipment 	<ul style="list-style-type: none"> • Inadequate staffing

3.1.4 Analysis of Past Performance

An assessment was undertaken to determine key achievements, challenges and lessons learnt from the implementation of the previous Plan period (2017-2022). The National Communications Secretariat aims at addressing the challenges it encounters in a coordinated manner in order to align to international best practices, build on its core strengths and address weaknesses, opportunities and threats arising from its external environment. In spite of challenges highlighted in this Plan, NCS will continue to execute its mandate and remains committed to upholding ethical and responsible principles in its advisory role in order to contribute to the advancement of the ICT sector.

3.1.4.1 Key Achievements

The Key achievements of the Secretariat are outlined in **table...** highlighting Key Result Areas.

KRA 1: ICT Policy Advisory, Research and Innovation

Review the achievement highlighted as per the strategies of the strategic plan (2021-2025)

The NCS developed the following policy and legal frameworks: National ICT Policy (2019); National Digital Master Plan 2022-2032; ICT Master plan (2019-2029); Digital Economy Blueprint 2019; Data Protection Act, 2019; Draft ICTA Bill; KoTDA Bill; Computer Misuse and Cyber Crime Act 2018; Draft Film Policy and Draft Film Bill; Draft Public Relations and Communication Management Policy and draft public relations and Communication Management Bill; National Radiofrequency Spectrum Policy 2020; Draft KICA regulations.

The Secretariat surpassed its target of developing six (6) policies having developed seven (7) during the period. Further, the Secretariat was able to meet the target of developing six (6) legal frameworks.

In addition, the Secretariat prepared country position papers on World Radiocommunication Conference(WRC) and ICANN Annual General Meeting; UPU Council of Administration; ITU meetings; among others. However, it is noted that some of the policies and legal frameworks require to be finalized during this plan period.

KRA 2: Institutional Capacity

NCS developed the HR instruments which includes the organizational structure and staffing; career progression guidelines and human resource policy and procedure manual. These were submitted and are awaiting approval by PSC. NCS recruited key positions and trained 90% of its staff during the plan period.

NCS automated key processes involving procurement, HR and Administration, and finance and accounts activities through installation of Enterprise Resource Planning system.

In order to improve the work environment NCS renovated its premises and upgraded its equipment including purchase of furniture

Internal policies developed include Procurement Manual and Audit Manual and Charter

(Delete the table - The information contained in the table below should be in prose)

Table 3.3: Key achievements

S/ No.	Achievements	Evidence
1.	Developed ICT Policy and legal framework	<ul style="list-style-type: none"> Kenya National Digital Master plan (2022-2032) Data Protection Regulations (2021) Kenya National E-commerce Strategy (2023)
2.	Successful realization of converged ICT services	<ul style="list-style-type: none"> The KBC Project – Digital Terrestrial Television coverage roll-out.
3.	Enhanced the ICT Policy Framework	<ul style="list-style-type: none"> Data Protection Policy, 2019 National ICT Policy, 2019 Draft Wireless Broadband Spectrum Policy Review of National Public Communication Policy Draft Digitization of Government Records Draft National Film Policy Contributed towards the preparation of the Artificial Intelligence and Distributed Ledger Technology Taskforce Report Current chair of the E-Commerce and National Addressing System Taskforce Draft Public Relations and Communications Management Policy and Bill Access to Information Regulations Taskforce Chair of the Digital Economy Strategy Steering Committee
4.	Enhanced regulatory environment in ICT	<ul style="list-style-type: none"> KICA 2013 (Amended) Data Protection Act, 2019 ICT Authority Order Kenya Institute of Mass Communication Order Access to Information Act 2016 Media Council Act 2013 Computer Misuse and Cyber Crime Act 2018

S/ No.	Achievements	Evidence
5.	Reduced cost of communication to enhance trade services	<ul style="list-style-type: none"> One Network Area (ONA) – Northern Corridor Integrated Project initiative
6.	Created a Framework for Mobile Money interoperability	<ul style="list-style-type: none"> Mobile money interoperability across networks
7.	Enhanced technical Kenya's interests in the international ICT arena	<ul style="list-style-type: none"> Smart Africa Alliance- Transform Africa Summit Policy and Regulation Initiative for Digital Africa – (PRIDA) East Africa Communications Organization (EACO) Universal Postal Union (UPU) Pan-Africa Postal Union (PAPU) United Nations Conference on Trade and Development (UNCTAD) GSM Association Internet Corporation for Assigned Names and Numbers (ICANN) Internet Governance Forum (IGF) International Telecommunication Union (ITU) <ul style="list-style-type: none"> Led the Kenya delegation during the just concluded World Radio communications Conference 2019 (WRC-19) that took place in Sharm-El-Sheikh, Egypt in October and November 2019 Contributed towards the preparation of Kenya's position within the National Preparatory Committee for ITU-Plenipotentiary Conference 2018 (ITU-PP18) and actively participated during the (ITU-PP18) Contributed towards the preparation of Kenya's position within the National Preparatory Committee for ITU-World Telecommunications Development

S/ No.	Achievements	Evidence
		<p>Conference 2017 (ITU-WTDC-2017)</p> <ul style="list-style-type: none"> – Contributed towards the preparation of Kenya's position within the National Preparatory Committee for ITU-World Standardization Assembly 2016 (ITU-WTSA 2016) • Africa Telecommunication Union (ATU) <ul style="list-style-type: none"> – Contributed towards the preparation of Kenya's position within the ATU National Preparatory Committee for the World Radio communications Conference 2019(ATU-WRC19)

3.1.4.2 Challenges

The Secretariat experienced the following challenges during the implementation of the previous strategic plan. These challenges were delayed disbursement of budget allocations and delayed approval of HR instruments.

3.1.4.3 Lessons learnt

The Secretariat has learnt the following:

- i. NCS noted that pandemic can provide opportunities for innovation for example some activities such as stakeholder meeting could be carried out virtually/online.
- ii. Effective coordination by agencies is critical in developing cross-cutting policy issues.

3.2 Stakeholder Analysis

NCS has conducted a stakeholder mapping analysis in order to understand the role and expectations of the stakeholders and vice versa. A summary of the stakeholder analysis is as shown in Table 3.3 below:

Table 3.4: Stakeholder Analysis

			•	•

			1.	1.

CHAPTER FOUR: STRATEGIC ISSUES, GOALS AND KEY RESULT AREAS

Overview

This chapter highlights the strategic issues, goals and Key Result Areas (KRA) that guides policy direction for the Secretariat during the Plan implementation period.

4.1 Strategic Issues

The Secretariat has identified the following four (4) strategic issues emanating from some of the challenges identified, situational and stakeholder analysis, that may affect its operations. These issues form the basis for formulation of strategic goals and KRAs.

- i. ICT Policy legal and institutional frameworks
- ii. Research and innovation
- iii. Institutional capacity

4.2 Strategic Goals

NCS will strive to achieve the following strategic goals:-

- i. Strengthen Policy legal and institutional framework in the ICT sector
- ii. Enhance research and innovation in the development of policy and legal frameworks
- iii. Strengthen institutional capacity and structure

4.3 Key Result Areas

The Secretariat has targeted the following KRAs:-

- i. Policy, legal and institutional frameworks
- ii. Research-based policies and innovation
- iii. Human capacity development
- iv. Corporate development and governance
- v. Financial resource management

Table 4.1: Strategic Issues; Goals and KRA

Strategic Issue	Goal	KRAs
ICT Policy environment legal and institutional frameworks	Strengthen policy legal and institutional framework in the ICT sector	KRA 1: Policy legal and institutional frameworks
Research and Innovation	Enhance research and	KRA 2: Research-based

	innovation in the development of policy and legal frameworks	policies and innovation
Institutional Capacity	Strengthen institutional capacity and structure	KRA 3: Human capacity development KRA 4: Corporate development and governance KRA 5: Financial resource management

CHAPTER FIVE: STRATEGIC OBJECTIVES AND STRATEGIES

Overview

This chapter outlines the strategic objectives and strategies to be implemented for the realization of the mandate of the Secretariat.

I.1 Strategic Objectives

NCS has identified the Strategic Objectives to be realized during the plan period. These strategic objectives are aligned to the goals. The Secretariat aims to:

1. Provide advisory services on ICT policy, legal and institutional frameworks.
2. Enhance Strategic partnership and collaborations.
3. Promote research-based policies and innovation.
4. Strengthen human resource management and development.
5. Promote leadership and good corporate governance.
6. Enhance financial resource mobilization.
7. Enhance financial management.

The table below summarizes the strategic objectives, outcomes, outcome indicators and the annual targets.

Table 5.1: Outcome Annual Projections

Strategic Objective	Outcome	Outcome indicator	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
KRA 1: Policy, Legal and Institutional Framework							
SO1: To provide advisory services on ICT policy, legal and institutional frameworks	Improved business environment for the ICT sector	% growth of the ICT sector	2	2	2	2	2
		Contribution of ICT to GDP (provide additional data)					
		ICT competitiveness index					

SO2: Strategic partnership and collaborations	Improved business environment for the ICT sector	ICT competitiveness index					
KRA 2: Research-based Policies and Innovation							
SO3: To promote research-based policies and innovation	No. of employment in the ICT sector						
	Improved business environment for the ICT sector	Share of research and innovation allocation to total NCS budget					
		Share of research and innovation allocation to total NCS budget					
KRA 3: Human Capacity Development							
SO4: To strengthen human resource management and development	Customer Satisfaction index	Customer Satisfaction index	5	7	9	10	12
	Improved service delivery	Employee Satisfaction index	80	85	85	85	90
	Effective Organizational structure	Productivity index	100	100	100	100	100
	Professional	Productivity	100	100	100	100	100

	and skilled staff	index					
KRA 4: Corporate Development and Governance							
SO5: To promote leadership and good corporate governance	Enhanced accountability and transparency	% score on national values and principles of governance	80	90	100	100	
		% compliance	100	100	100	100	100
	Compliance with policies and procedures	% compliance	100	100	100	100	100
KRA 5: Financial Resource Management							
SO6: To enhance financial resource mobilization	Improved service delivery	% absorption of budget	100	100	100	100	
SO7: To enhance financial management	Prudent utilization of financial resources	Customer satisfaction index					

I.2 Strategic Choices

Table 5.2: Strategic Objectives and Strategies

KRA	Strategic Objectives	Strategies
KRA 1: Policy legal and institutional framework	To develop and review ICT policy, legal and institutional frameworks	Review existing ICT policy legal and institutional frameworks
		Develop new policies and legal frameworks

	Establish strategic partnerships and collaborations	To advance Kenya interest in regional and international forums
		Develop and implement a partnership and collaboration framework with local and international organizations.
KRA 2: Research-based policies and innovation	To promote research-based policies and innovation	Conducting research on new and emerging technologies
		Disseminate research findings to relevant stakeholders
		Enhance the secretariat's resource center
		Conduct impact assessment on policy and legal frameworks
KRA 3: Human Capacity Development	To strengthen human resource management and development	Review existing HR instruments
		Human resource management
		Human resource development
KRA 4: Corporate development and governance	To promote leadership and good corporate governance	Develop and implement Standard Operating Procedures
		Develop and implement Service Charter
		Develop and implement Risk Management Strategy
		Develop and implement CSR strategy
		Review Corporate Governance Structures
		Develop and implement ISO 9001 on quality management
KRA 5: Financial	To enhance financial	Develop resource mobilization

Resource Management	resource mobilization	strategy
		Establish partnership and collaborations
	To enhance financial management	Comply with PFMA
		Review and implement the internal finance SOP

CHAPTER SIX: IMPLEMENTATION AND COORDINATION FRAMEWORK

Overview

This chapter provides the implementation plan which includes an action plan, annual workplan and budget, and performance contracting. The chapter also has the coordination framework encompassing the institutional framework, staff establishment and competence development, leadership systems and procedures. The Chapter also addresses the risk management framework.

6.1 Implementation Plan

For Successful implementation of this Plan NCS will develop an implementation plan that includes action plan, annual work plan and budgeting and performance contracting.

6.1.1 Action Plan

NCS will implement the outlined plan implementation matrix which constitutes strategic issues, strategic goals, KRAs, outcomes, strategic objectives, strategies, key activities, expected outputs, indicators, annual targets, annual budgets and responsibilities for execution of the activities.

Table 6.1 Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: ICT Policy, Legal and Institutional Framework																
Strategic Goal: Strengthen Policy, legal and institutional framework in the ICT sector																
KRA 1: Policy, Legal and Institutional frameworks																
Outcome: Improved business environment for the ICT sector																
SO1: To provide advisory services on ICT Policy, Legal and Institutional frameworks																
Review existing ICT policy legal and institutional frameworks	Review Policy Frameworks	Policy Documents Frameworks	Number of Policy Documents reviewed Frameworks	10	2	2	2	2	2						CEE	
	Review Legal Frameworks	Draft bills Legal Frameworks	Number of draft bills Frameworks	10	2	2	2	2	2						CLE	

	Review Regulatory Frameworks	Draft Regulatory Frameworks	Sets Number of draft regulations reviewed Frameworks	510	12	21	21	21	21						CLE	
	Review Institutional Frameworks	Institutional Frameworks	Number of Frameworks	5	1	1	1	1	1						CS	
Develop new Policies and legal frameworks	Develop new policies	Policies	No of Policies developed	8	2	2	2	1							CTE	CRTE
Develop new Legal Frameworks	Develop new legal frameworks	Draft Bills	No of Policies developed	9	2	2	2	2	1						CLE	
SO2: Establish Strategic Partnerships and Collaborations																
To Advance Kenya interest in regional and international forums	Prepare Country position papers	Country position papers	No. of position papers and reports	20	4	4	4	4	4						CS	EXPERTS
	Leverage on	Reports and	No. of	20	4	4	4	4	4						CS	EXPERTS

	experience and knowledge sharing in international organizations	advisories	reports and advisories prepared													
Develop and implement a partnership and collaboration framework with local and international organizations	Map potential partners stakeholders and collaborators	Database of partners and collaborators Prepare	No. of Database	1	1	-	-	-	-						CS	EXPERTS
	Develop framework for collaboration and partnerships	Internal Policy document	No. of internal policy documents	1	1	-	-	-							CS	EXPERTS
	Hold Stakeholder consultations	Stakeholder forums	No. of forums	5	1	1	1	1	1						CS	ALL EXPERTS

Table 6.1 Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Research and Innovation																
Strategic Goal: Enhance research and innovation in the development of policy and legal frameworks																
Outcome: Improved business environment for the ICT sector																
SO3: To promote research-based policies and innovation																
Conducting research on new and emerging technologies	Carry out operational research	Operational research reports	No. of operational research reports	25	5	5	5	5	5						CTE	ALL E
	Develop research and position papers	Research and Position Papers	No. of Research and position papers	60	10	11	12	13	14						CTE	

	Conduct sectoral research studies	Sectoral Research Studies	No. of Sectoral Research Studies	9	1	2	2	2	2						CEE	
Disseminate research findings to relevant stakeholders	Publish ICT research findings in print and electronic form	Reports published	No. of reports published	14	2	3	3	3	3						CEE	EXPERTS
Enhance the secretariat's resource center	Establish a repository of ICT statistics	ICT statistics repository portal	operational Portal												ADMIN	
	Develop resource center enhancement plan	Plan	Plan	1	1	-	-	-	-						CEE	
	Implement resource center enhancement Plan	Enhanced resource center	level of implementation	100%	30%	50%	75%	90%	100%						CEE	
Conduct impact assessment on policy and legal frameworks	Carry out evaluation of impact assessment reports of ICT	Impact assessment Reports	No. of impact assessment	5	1	1	1	1	1						CEE	

	programs		reports													
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Table 6.1 Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Institutional Capacity																
Strategic Goal: Strengthen institutional capacity and structure																
KRA 3: Human capacity development																
Outcome 1: Improved service delivery																
Outcome 2: Effective Organizational structure																
Outcome 3: Professional and skilled staff																
SO4: To strengthen human resource management and development																
Review existing HR instruments	Review Organizational structure and staffing; Career progression guidelines; HR policy and procedure manual; Salary structure	Approved HR instruments	No. of Instruments	4	3	1	-	-	-							HR

Human resource management	Develop Annual HR Plan	Approved Annual HR Plan	Annual HR Plan	5	1	1	1	1	1						HR	
Human resource development	Develop staff training and Continuous Professional Development	Approved Annual Training and CPD Plans	Training and CPD Plans	10	2	2	2	2	2						HR	
	Training of Staff	Staff Trained	% of implementation	100%	100	100	100	100	100						HR	

Table 6.1 Implementation Matrix

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Institutional Capacity																
Strategic Goal: Strengthen institutional capacity																
KRA 4: Corporate development and governance																
Outcome 1: Enhanced accountability and transparency																
Outcome 2: Compliance with policies and procedures																
SO5: To promote leadership and good corporate governance																
Develop and implement internal corporate governance policy	Formulate Corporate governance policy	Approved Policy	Policy	1	1										CL E	
	Develop internal SOPs	Standard Operating Procedures	No. of SoPs	10	2	2	2	2	2						CS	
	Implement internal SOPs	Compliance Report	Level of compliance	100%	100	100	100	100	100						CS	

Strategy	Key Activities	Expected Output	Output Indicators	Target for 5 Years	Target					Budget					Responsibility	
					Y1	Y2	Y3	Y4	Y5	Y1	Y2	Y3	Y4	Y5	Lead	Support
Strategic Issue: Institutional Capacity																
Strategic Goal: Strengthen institutional capacity																
KRA 5: Financial Resource Management																
Outcome 1: Improved service delivery																
Outcome 2: Prudent utilization of financial resources																
SO6: To enhance financial resource mobilization																
Develop resource mobilization strategy	Prepare a resource mobilization plan	Resource mobilization Plan	Approved resource mobilization Plan	1	-	1	-	-	-						CS	
Establish partnership and collaborations	Map the partners	Signed MoUs	No. of MoUs signed	3	-	1	-	1	1						CS	
SO7: To enhance financial management																

Comply with PFMA	Prepare Statutory Reports	Reports	No. of Reports	25	5	5	5	5	5							CS	
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6.1.2 Annual Workplan and Budget

The implementation matrix table 6.1 above will be realized through the annual work plans for the next five (5) years. The Secretariat has developed its first-year annual work plan shown in Annex.... The costing of the activities was based on medium term expenditure framework annual budget expenditure for FY 2023/24.

6.1.3 Performance Contracting

To improve service delivery the Secretariat will implement this Plan through the Annual Performance Contracts where annual targets will be derived from the cost Annual Work Plans as Annexed in further performance contract will be cascaded to each staff.

6.2 Coordination Framework

NCS has established a framework which indicates how programmes and activities that are key in this Plan's implementation will be coordinated through an institutional framework, staffing levels, skills set and competencies, leadership and systems and procedures.

6.2.1 Institutional Framework

The Secretariat is established under Sec.84 of KICA 1998 and currently has a staff establishment of 26. In order to support the accomplishment of the strategic initiatives set out herein, the Plan proposes the restructuring of the Secretariat to a staff establishment of 55 as highlighted in section 3.

II. Communications Technology Directorate;

The directorate will be responsible for:-

- i. Emerging technologies
- ii. Digital infrastructure
- iii. Internet technologies

III. Radio Communication and Multimedia Directorate

The directorate will be responsible for:-

- i. Radio communication
- ii. Broadcasting and multimedia

IV. Digital Economy and Research;

The directorate will be responsible for:-

- i. E-Commerce, postal and courier services
- ii. Digital transformation

- iii. Planning and research

V. Legal Affairs Directorate

The directorate will be responsible for:

- i. Legal advisory
- ii. Legal services

VI. Corporate Services Directorate

The directorate will be responsible for:

- i. Human Resources and Administration
- ii. Finance and Accounts
- iii. Public Communications
- iv. Information Technology

Stand-alone Section

- v. Internal Audit; and
- vi. Supply Chain Management

6.2.2 Staff establishment, skills set and competence development

The section describes the staffing levels, skills sets and competencies that will be required for effective organization implementation of this plan. An evaluation of the existing staffing levels skills sets and competencies is as show in the table 6.2 and 6.3 below:-

Table 6.2: Staff Establishment

Cadre	Approved Establishment (A)	Optimal Staffing levels (B)	In-post (C)	Variance
Communication s Secretary	1	1	1	0
Engineers	2	12	2	10
Economists	1	11	1	10
Legal Officers	1	3	1	2
Accountants	2	3	2	1
Human Resource	2	5	2	3

Management Officers				
ICT Officers	1	2	1	1
Supply Chain Management Offices	2	3	2	1
Auditors	1	2	1	1
Office administrators	4	8	2	6
Records Management Officers	0	1	1	0
Public Communication Officers	0	2	0	2
Clerical Officers	1		1	
Drivers	3	5	3	2
Support Staff	2			
	23	58		

Table 6.3: Skills Set and Competence Development

Cadre	Skill Set	Skills Gap	Competence Development
Communications Secretary	Policy formulation, Research, Analytical skills, Communication skills, Strategic and innovative thinking, Interpersonal skills, Ability to mobilize resources,	Governance, Leadership, Business re-engineering, Emerging Technologies, Transformative, Leadership skills, Financial Management,	Governance, Leadership, Business re-engineering, Transformative Leadership skills, People management,

	Negotiation skills	Procurement, Data protection	
Communication Technology Officers	Policy formulation, Research, Analytical skills, Strategic thinking,	Strategic and innovative thinking, Governance, Emerging Technologies, Data protection	Governance, Leadership, strategic and innovative thinking, people management
Radio Communication Officers	Policy formulation, Research, Analytical skills, Strategic thinking,	Strategic and innovative thinking, Governance, Emerging Technologies, Data Protection	Governance, Leadership, strategic and innovative thinking, people management
Communication Economic Officers	Research; Planning; Data collection, Statistical analysis Database management Performance management, monitoring and progress reporting Project Planning and Management	Knowledge on big data technologies statistical analysis skills Project Planning and Management Data Protection	Training on Project Planning and Management Report writing Professional Certifications On-the-Job Projects and cross-functional collaboration
Communication Legal Officers	Legal drafting; negotiation; Research; Policy formulation, Research, Analytical skills, Strategic thinking	Strategic and innovative thinking, Governance, Emerging Technologies, Data Protection	Governance, Leadership, strategic and innovative thinking, people management

ICT Officers	<p>Computer Maintenance and Security</p> <p>Information Security</p> <p>Troubleshooting hardware and software</p> <p>Knowledge of operating systems</p> <p>Basic network troubleshooting</p>	<p>Cybersecurity</p> <p>Emerging technologies</p> <p>Networking</p> <p>Support and maintenance</p> <p>Data Protection</p> <p>Big Data Analytics</p> <p>Software Engineering</p> <p>Database management</p>	<p>Training in Computer Hardware Maintenance and Support Training in Information Security Management</p> <p>Training in advanced networking concepts</p> <p>Cyber Security Awareness and Training</p> <p>Continuous training on emerging technology oriented courses</p> <p>Networking</p> <p>Software Engineering, Support and Maintenance</p>
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Finance/ Accounts Officers	<p>Financial analysis and reporting</p> <p>Budgeting and financial planning</p> <p>ERP user's skill</p> <p>Standards of accounting</p> <p>Program Based Budgeting</p> <p>Public Finance Management</p> <p>International Public Sector Accounting Standards</p> <p>Financial Accounting, Reporting and Analysis</p> <p>Cash Management</p> <p>Financial</p>	<p>Financial planning</p> <p>Financial regulations</p>	<p>Public Finance Management Course</p> <p>Advanced financial planning/ budgeting courses</p> <p>Regulatory compliance training</p> <p>Data analysis training</p> <p>Risk management seminars</p> <p>Financial reporting</p> <p>Budgeting and forecasting</p> <p>Cash and Treasury Management Training</p> <p>Financial Management for Project Accountants Implementing Donor Funded projects</p>
HRM&D Officers	<p>Leadership skills</p> <p>Counseling & Coaching</p> <p>Mentoring & Coaching</p> <p>Occupational Health and Safety</p> <p>Recruitment and</p>	<p>Leadership skills</p> <p>Human Relation Skills</p> <p>Occupational Health and Safety</p> <p>Advanced HR analytics skills</p> <p>Knowledge of labor</p>	<p>Capacity build on Leadership, Human Relation Skills,</p> <p>Occupational health and safety</p> <p>HR analytics training</p> <p>Labor law and</p>

	talent management Employee relations and conflict resolution Performance appraisal and feedback	laws and regulations	compliance courses Feedback and performance management workshops Payroll Administration Management ERP users
Clerical Officers	Computer application skills Advance Ms, Excel Skills Customer care	Computer skills, numerical skills Advance Ms. , Excel Skills Customer care skills	Trainings on Advance computer applications skills customer care.
Auditors	Fraud Investigation and Prevention Risk Assessment Management Audit and Risk Assurance Audit Committee Trainings	Fraud Investigation and Prevention Risk Assessment Management	Audit related courses
Office Administrative Personnel	Office management skills	Customer care relations Secretarial management skills Supervisory skills	Training on customer relations, Secretarial management and Supervisory courses

Supply Chain Management Personnel	Asset Management and disposal Public Procurement & Contract Management training ERP users	Asset Management and disposal skills IFMIS user skills	Public Procurement & Contract Management training Training on ERP users Asset Management and disposal skills
Drivers	Basic Automobile Mechanics First Aid Course Basic Automobile Mechanics Customer Care and Protocol	Defensive driving First Aid Course	Refresher course in Defensive driving First Aid Basic Automobile Mechanics

Table 6.3 skills and Competence development

6.2.3 Leadership

This Plan will be implemented through strategic theme teams. The teams are aligned to each strategic issue for accountability and coordination in the execution of the activities as indicated in Annex...

Strategic Theme Teams and ToRs

Theme Team (Strategic Issues)	ToRs	Activities	Lead Department	Responsibility
Enabling, facilitative and fair ICT policy and legal frameworks.	(To provide text)	Development, Review of ICT policy and Legal frameworks	Communications Secretary	CEO
Research and Innovation	(To provide text)		Radio communications and	RCE & CLE

			Communications Legal	
Policy impact assessment and Evaluation (Measuring progress)	<p>Develop a Monitoring and Evaluation Framework.</p> <p>Develop Monitoring and Evaluation Internal Standard Operating Procedures and Frameworks including standardized templates for reporting on a quarterly, semi-annual and annual basis;</p> <p>Institutionalize and implement the policy and frameworks;</p> <p>Ensure annual corporate work plans are developed, aligned to the Strategic Plan and cascaded to individual departments</p> <p>Generate, maintain and review a set of strategic objectives drawn from the ME&R framework of the Plan</p> <p>Undertake periodic visits to programmes to ensure reported implementation conforms to facts on the ground; and evaluate the impact of the programmes.</p> <p>Coordinate meetings to review progress and resolve issues that may</p>		Communications Economic	CEE

	<p>arise in the implementation</p> <p>Hold quarterly meetings to evaluate progress made in implementing planned activities, detailing progress made, challenges encountered and the way forward</p> <p>Provide relevant reports to management on the Plan implementation status.</p> <p>Carry out annual M&E follow-up on NCS CSR projects;</p> <p>Follow up on adoption and implementation on ICT policies reviewed or developed</p> <p>Carry out impact evaluation on policies implemented once after every five years.</p> <p>Develop database for M&E</p>			
Institutional Capacity Development	To provide text		Human Resource and Administration	HR&A

6.2.4 Systems and procedures

NCS has put in place the required internal systems, processes and standard operating procedures for effective and efficient implementation of this Strategic Plan. NCS has implemented an ERP which has automated HR, finance, and

procurement processes and will further enhance the system to provide for risk management system, audit, customer management system and performance management and M&E.

Further NCS will develop and implement a quality management system which will guide NCS in continuous improvement. The Secretariat will also digitize its services in line with the digital transformation agenda.

6.3 Risk Management Framework

NCS has identified and categorized the risks that may hinder the realization of this strategic plan. These risks are categorized and prioritized based on the likelihood of occurrence and expected impact. Further, the secretariat has suggested strategies for mitigation which will be monitored, reviewed and updated regularly. Table 6.4 below summarizes the risks mitigation framework.

Table 6.4: Risk Management Framework

S/No.	Risks	Risk Likelihood (L/M/H)	Severity (L/M/H)	Overall Risk Level (L/M/H)	Mitigation Measure(s)
001	Fast Evolving technology	H	M	H	<ul style="list-style-type: none"> • Research and development • Recruitment of personnel • Continuous professional development • Continuous training • enhanced performance management • partnership and collaboration
002	Inadequate Stakeholder Participation of in policy development and review	L	H	H	<ul style="list-style-type: none"> • Sensitization • Public awareness
003	Disaster Occurrence	H	H	H	<ul style="list-style-type: none"> • Develop a disaster recovery plan
004	Inadequate	H	H	H	<ul style="list-style-type: none"> • Prioritization of

	funding Delayed disbursement				activities <ul style="list-style-type: none"> Develop Resource mobilization strategy
	Non-approval of the proposed organization structure	H	H	H	Collaboration with PSC

CHAPTER SEVEN: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Overview

This chapter outlines the resource requirements, mobilization strategies and resource management for implementing the strategic plan.

7.1 Financial Requirement

Table 7.1 Financial Requirements for Implementing the Strategic Plan

Cost Item	Projected Resource Requirements Ksh. Mn					
	Year 1	Year 2	Year3	Year4	Year 5	Total
KRA I Policy, legal and institutional framework	33.1	36.37	39.37	43.97	48.4	201.21
KRA 2 Research-based policies and innovation	0.5	5	10	13	15	
KRA 3 Human Capacity Development	172.96	135.26	148.75	163.7	179.5	
KRA 4 Corporate Development and Governance						
KRA 5 Financial Resources Management						
Administrative costs						
Total						

KEY RESULT AREA	STRATEGIC OBJECTIVE	Financial Resource Requirements Estimate (KES. Million)					
		2019/20	2020/21	2021/22	2022/23	2023/24	Total
Policy, legal and regulatory framework	1. To foster an enabling environment for ICT development	31.3	34.43	37.9	41.7	45.8	191.13
	2. To foster an enabling environment for digital transformatio n	1.8	1.94	1.47	2.27	2.6	10.08
	Sub Total	33.1	36.37	39.37	43.97	48.4	201.21
Research and Innovation							
Institutiona l Capacity	3. To attract and retain competent human capital	150.07	110.1	121.1	133.2	146.45	660.92
	4. To enhance financial management	1.58	1.76	1.93	2.12	1.59	8.98
	5. To promote efficient supply chain management practices	15.7	17.3	19	21	23	96
	6. To entrench corporate	1.54	1.7	1.88	2.06	2.6	8.088

	governance						
	7. To integrate IT in NCS operations	4.7	4.4	4.84	5.32	5.87	24.43
	Sub Total	172.96	135.26	148.75	163.7	179.5	
Total		206.06	171.86	188.34	207.82	228.6	

Table 7.2 Resource Gaps

Vote Heads	Recurrent Expenditure Projections (KES. Millions)					
	2019/20	2020/21	2021/22	2022/23	2023/24	Total
Staff Costs	80	88	96.8	106.48	117.13	488.41
Operations and maintenance	71.3	63.3				
Development expenses	78.7	28.7	31.57	34.73	38.20	211.9
Total Expenditures	230	180	198	217.8	239.58	263.54
Sources of Revenues						
Internally generated revenue	-	-	-	-	-	-
Grants from GoK	170	170	170	170	187	867
Externally generated revenue	-	-	-	-	-	-
Total Revenue	170	170	170	170	187	867
Resource Gaps						

7.2 Resource Mobilization strategies

The main source of funding for the Secretariat is the GoK through recurrent budget.

In order to bridge the resource gaps of **Kshs.....** as indicated in table 7.2. The Secretariat will use the following strategies:-

- Justify the need for additional funding from government budgetary allocation during the MTEF budget process

- ii. Establishing strategic collaborations and partnerships
- iii. Generation of A.I.A commercializing research papers (consultancy services)

7.3 Resource Management

NCS will adopt measures to ensure efficient, effective and economic utilization of resources geared towards digital economy transformation. This will facilitate job creation, equity, skills development and enhancement of social security.

To comply with the PFM Act, actual budgets will be checked continually against planned funds and variances investigated. Consequently, there will be reviews that shall be undertaken annually, mid-term and end-term.

NCS will develop a well-defined implementation, monitoring, evaluation and reporting mechanism to ensure effective realization of the set targets

CHAPTER EIGHT: MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

This chapter presents monitoring, evaluation and reporting framework on which the strategic plan implementation will be monitored against set performance standards. The plan will be subjected to midterm and end term evaluation. The results of implementation will be reported to the State Department for Economic and Planning using the Kenya Evaluation Guidelines 2020 and the Kenya norms and standards for M&E on quarterly and annual basis.

8.1 Monitoring Framework

This plan takes into consideration progress made in the implementation of the previous strategic plan during which data on specific indicators was used to inform the annual targets. The Secretariat shall undertake quarterly and annual progress reviews to track the planned implementation.

The secretariat will establish a Monitoring and Evaluation committee composed of representatives from all directorates and departments, that will be responsible for coordinating, monitoring and reporting on the implementation of the Strategic Plan.

8.2 Performance Standards

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

The Secretariat has outlined the standards for tracking the attainment of performance standards of this strategic plan. This includes but is not limited to the following:-

- I. Outcome performance indicators
- II. Output performance indicators
- III. Efficiency performance indicators

I. Outcomes Performance Indicators

The Strategic Plan seeks to realize the following outcomes:-

Improved business environment for the ICT sector will be measured by the % growth of the ICT sector and the % contribution of the ICT sector to GDP.

Policy effectiveness will be measured by the effectiveness of the ICT policies in improving ICT competitiveness index.

Improved service delivery will be measured by % of customer satisfaction, % of employee satisfaction and % increase in staff productivity.

Effective leadership and good governance will be measured by the level of compliance with existing laws and regulations.

II. Outputs performance indicators

The output performance indicators in this strategic plan are as follows:-

Policy, legal and institutional frameworks - will be measured by the number of policies legal and institutional framework developed and reviewed.

Research – This will be measured by the number of sectoral research published and disseminated.

Modernization of NCS resource center this will be measured by % implementation of resource centre modernisation plan.

Partnership and collaboration will be measured by the number of reports prepared and submitted on partnership and collaboration on ICT international matters.

Policy M&E framework – this will be measured by the number of M&E reports submitted on policy implementation.

HR instruments – this will be measured by the number of HR instruments prepared and approved by relevant bodies.

III. Efficiency Performance Indicators

Efficiency indicators will be measured by resource utilization in the delivery of the output.

8.3 Evaluation Framework

The Secretariat will assess the level and extent of achievement of the objectives towards attainment of the strategic goals along respective KRAS. Table 81. summarizes the outcome indicators, baseline and targets.

Table 8.1: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1	Improved business environment for ICT sector	% growth of the ICT sector	7.7	2022		
		% contribution of the ICT sector to GDP	2.4	2022	3	5
KRA 2	Policy Effectiveness	ICT competitiveness index.	To be provided			
KRA 3	Improved service delivery	% of customer satisfaction,	x	2023	x+10	x+15
		% of employee satisfaction	x	2023	x+10	x+15
		% increase in staff productivity index	x	2023	x+5	x+10
KRA 4	Effective leadership and good governance	% Compliance with existing regulations, laws -			100	100
KRA 5	Finance resource management	% absorption of budget	80	2023	100	100

8.3.1 Mid-term Evaluation

The secretariat will engage an independent consultant to carry out midterm evaluation in the 2nd quarter of FY.2025/26. The plan evaluation process will be in line with Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.3.2 End-term Evaluation

The Secretariat will engage an independent consultant to carry out end term evaluation in Qtr.4 of FY.2027... The end term evaluation process will be in line with Kenya Evaluation Guidelines 2020 and the Kenya Norms and Standards for M&E.

8.4 Reporting Framework and Feedback Mechanism

NCS undertakes to quarterly and annually report the plan implementation status using the prescribed templates provided in table 8.3 table 8.4 in **Annex** and submit to the National Treasury and planning and the ministry of Information Communication and the Digital Economy .

The annual and quarterly reports will capture the lessons learnt which will inform continuous adjustments and improvement of the necessary corrective interventions in the strategy to prevent deviation from the performance standards. Reporting the progress of implementation is critical in adjusting strategic directions and measuring performance.

Table 8.2: Quarterly Progress Reporting Template

Quarterly Progress Report

National Communications Secretariat

Quarterly ending

Expected output	output indicator	Annual Target(A)	Quarterly for year			Cumulative to Date			Remarks	Corrective Intervention
			Target(B)	Actual(C)	Variance(C-B)	Target (E)	Actual(F)	Variance(F-E)		

Table 8.3: Annual Progress Reporting Template

National Communications Secretariat

Annual Progress Report

Year ending...

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

Table 8.4: Evaluation Reporting Template

National Communications Secretariat

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