REPUBLIC OF KENYA

The National Treasury & Economic Planning

The National Treasury

ICT STRATEGIC PLAN 2025-2028

REPUBLIC OF KENYA

The National Treasury & Economic Planning

The National Treasury

FOREWORD

The National Treasury (TNT) recognizes the pivotal role that Information and Communication Technology (ICT) play in enhancing operational efficiency, ensuring effective resource utilization, and delivering seamless services to citizens.

As we continue to integrate ICT into our operations for strategic purposes, it has become clear that developing a comprehensive ICT Strategic plan is essential. This strategic plan will guide the optimal use of ICT to fulfil TNT's mandate while aligning with national goals and ICT strategies, policies and standards.

With the rapid advancement of technologies, ICT has continued to reshape service delivery, becoming an indispensable tool for promoting good governance and supporting the effective service delivery.

This ICT Strategic Plan is designed to:

(i) Accelerate the digital transformation of the National Treasury;
(ii) Ensure compliance with Government ICT Strategies, Legislations, Policies and Standards;
(iii) Increase uptake of ICT enabled services;
(iv) Align ICT initiatives with the TNTEP Strategic Plan (2023-2027); and,
(v) Support the integration of emerging technologies into the TNT operations while addressing emerging challenges posed by the emerging technologies.

The strategic plan will be implemented through five Key Result Areas (KRAs): ICT Infrastructure Management; Systems and Applications Management; ICT Security; ICT Policies and legal framework; and ICT Capacity Development.

This Plan will provide a solid framework for the continued growth, ICT good governance, and service delivery in an increasingly digital landscape. It is expected to enhance ICT uptake, innovations, and strategic partnerships that will drive sustainable ICT developments that facilitate the achievement of TNT's goals.

I look forward to the successful implementation of this strategic plan, which will pave the way for a more connected and efficient National Treasury.

Dr. Chris Kiptoo, CBS
PRINCIPAL SECRETARY
The National Treasury

PREFACE AND ACKNOWLEDGEMENT

The ICT Department within the National Treasury is responsible for the overall management and coordination of ICT functions. The department also advises on ICT-related opportunities to enhance service delivery, ICT literacy and while addressing ICT related challenges.

The need to improve service delivery within TNT led to the development of this ICT Strategic plan, ensuring compliance with the Government's ICT governance standards. Furthermore, experiences within the technological and operational environment, along with emerging issues, provided the impetus for formulating this strategic plan.

This ICT Strategic Plan provides a clear and actionable roadmap for harnessing ICT to support TNT's mandate. By aligning ICT initiatives with TNT's overarching strategic objectives, this plan aims to ensure that technology acts as an enabler of effective governance, operational efficiency, and effective service delivery.

This strategic plan outlines the steps necessary to optimize ICT infrastructure, Systems and applications, human resources, and strategic partnerships. In facing the challenges posed by rapid technological advances, this strategic plan will ensure that TNT remains agile, secure, and well-equipped to serve the TNT staff and citizens effectively. The strategic plan provides the necessary tools to enable TNT meet its goals, ensuring that it stays ahead in a fast-evolving technological environment.

The development of this ICT Strategic Plan has been made possible by the valuable contributions of numerous individuals and teams, whose expertise, insights, and support were instrumental throughout the process. I extend my sincere gratitude to the leadership of the National Treasury for the support and guidance. I also appreciate stakeholders from various departments, whose input in identifying key objectives and shaping strategies has ensured that the plan reflects the diverse needs of TNT.
Additionally, I acknowledge the dedication of the team that developed this strategic plan in liaison with ICT department. Finally, I recognize the commitment and valuable contribution of all TNT staff towards the development of this Plan. I am confident that this ICT Strategic Plan will serve as a cornerstone for TNT's continued success, driving our mission forward and contributing to the broader national agenda of digital transformation.

EDWARD RUTEERE
DIRECTOR, ICT

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ACRONYMS AND ABBREVIATIONS

AGPO	Access to Government Procurement Opportunities
AI	Artificial Intelligence
BETA	Bottom-Up Economic Transformation Agenda
CA	Communications Authority
CCTV	Closed Circuit Television
CGS	Credit Guarantee Scheme
CPPMU	Central Planning and Project Monitoring Unit
CS	Cabinet Secretary
DG	Director General
EGP	Electronic Government Procurement
FOTMIS	Foreign Travel Management Information System
GHRIS	Government Human Resource Information System
HoD	Head of Department
HR	Human Resource
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Authority
IFMIS	Integrated Financial Management Information System
IPPD	Integrated Payroll and Personnel Database
IoT	Internet of Things
KNEST	Kenya National Entrepreneurs Savings Trust
KPIs	Key Performance Indicators
KRAs	Key result areas
LAN	Local Area Network
M&E	Monitoring and Evaluation

MDACs	Ministries, Departments, agencies and Counties
MTP	Medium Term Plan
NT&EP	The National Treasury and Economic Planning
ODPC	Office of Data Protection Commissioner
PESTEL	Political, economic, social, Technological, environmental and Legal
PFM	Public Finance Management
PIMIS	Public Investments Management Information System
PMIS	Pension Management Information System
PS	Principal Secretary
SOPs	Standard Operating Procedures
SWOT	Strength, weakness, opportunities and threats
TNT	The National Treasury
TORs	Terms of Reference

DEFINITION OF TERMS

TERM	**DEFINITION**
Big Data	Large volumes of data generated from various sources such as government systems, citizens, and businesses. Big data analytics can be used to inform policy, improve service delivery, and predict trends in national development.
Blockchain Technology	A decentralized and secure method of recording transactions or data with potential to improve transparency, security, and efficiency in government processes.
Cloud Computing	The delivery of computing services such as storage, processing power, and software applications over the internet. Cloud computing is used to reduce the cost and complexity of ICT infrastructure, providing scalable solutions to the government and private sectors.
Cybersecurity	The practice of protecting ICT systems, networks, and data from digital attacks, unauthorized access, and other cyber threats.
Data Privacy	The protection of personal data from misuse or unauthorized access. The implementation of laws and practices to ensure individuals' personal data is secured and used responsibly.
Digital Inclusion	The practice of ensuring all individuals and communities, especially vulnerable groups, have access to ICT tools and skills.
Digital Literacy	The ability to use digital tools and technologies effectively.

TERM	DEFINITION
	Improving digital literacy is critical for ensuring that citizens can participate in the digital economy and engage with e-Government services.
Digital Transformation	The process by which organizations, including government entities, use digital technologies to fundamentally change how they operate, deliver services, and engage with citizens. It involves transforming business models, processes, and strategies through technology.
e-Citizen	The **Kenya eCitizen portal** is the official gateway to government services across all ministries, counties, departments, and agencies. Citizens with a registered online account, you can apply for services like passports, business registrations, driver's licenses, and pay online without visiting the physical point of service.
ICT Governance	The framework, policies, processes, and practices used to ensure that ICT resources are managed effectively, aligned with organizational objectives, and deliver value to the stakeholders.
ICT Infrastructure	The physical and virtual resources necessary for the operation and management of ICT within an organization. This includes hardware (such as servers, routers, and workstations), networks, data centers, and cloud-based resources.
ICT Innovation	The development and implementation of new ICT solutions that improve processes, services, or experiences. This includes adopting emerging technologies like artificial intelligence, machine learning, and automation in government functions.
ICT Standardization	The process of establishing technical standards for ICT systems, ensuring consistency, interoperability, and compatibility across systems and devices.
ICT Strategic plan	A comprehensive plan that outlines the goals, objectives, actions, and resources required to effectively use ICT to support an organization's mission and vision.
Internet of Things (IoT)	A network of physical devices embedded with sensors and software that can collect and exchange data. IoT has applications in sectors like agriculture, healthcare, and infrastructure management.
Key Result Areas	Specific areas of focus or objectives that are critical for achieving the goals outlined in the plan. These areas represent the primary drivers of success and performance measurement.
Risk Management	The process of identifying, assessing, and mitigating risks associated with ICT systems and projects. This involves ensuring that ICT projects are protected from threats like cyberattacks, data breaches, and system failures.

EXECUTIVE SUMMARY

The National Treasury (TNT) plays a crucial role in managing public resources and ensuring financial accountability for the government of Kenya. In this digital age, the Ministry's ability to efficiently execute its mandate hinges on its capacity to leverage Information and Communication Technology (ICT) to optimize operations, enhance service delivery, and promote transparency. This ICT Strategic Plan outlines the vision, goals, and initiatives that will guide the National Treasury in maximizing the value of ICT in transforming public finance management.

This plan is designed to provide a clear and comprehensive roadmap for the integration and advancement of ICT within TNT. It aligns ICT priorities with the TNT's broader strategic goals, ensuring that technology supports TNT's core functions, improves governance, and delivers effective services to citizens.

The ICT Strategic Plan is driven by five Key Result Areas:

1. **ICT Infrastructure Management:** Optimizing and modernizing the TNT's ICT infrastructure, including networks, data centers, and end-user devices, to create a secure and reliable foundation for all operations.
2. **Systems and Applications Management:** Enhancing business applications, communication platforms, and operating environments to improve functionality, increase operational efficiency, and ensure seamless integration across various systems.
3. **Information Security:** Ensuring that security measures are in place to protect sensitive data, maintain system integrity, and safeguard against the growing threat of cybercrime.
4. **ICT Governance:** Establishing robust governance structures to ensure that ICT initiatives are strategically aligned with TNT's objectives and are managed efficiently.
5. **ICT Capacity Building:** Strengthening ICT skills and capacity within through training and professional development, ensuring that TNT staff are equipped to navigate the evolving digital landscape.

The strategic goals of the plan are:

- **Enhancing ICT infrastructure** to support TNT's operational needs and ensure secure, reliable systems.
- **Improving ICT systems and applications** to drive operational efficiency and improve service delivery.
- **Enhance Information Security** to ensure that security measures are in place to protect sensitive data, maintain system integrity, and safeguard against the growing threat of cybercrime.
- **Strengthening ICT governance** to promote effective oversight, strategic alignment, and risk management.
- **Building ICT capacity** to ensure that the TNT can effectively adopt, integrate, and sustain new technologies.

In addition, the ICT Strategic Plan emphasizes the importance of aligning TNT's ICT activities with national ICT strategies, including the Government's ICT governance standards and policies. It also recognizes the critical role that emerging technologies and innovations will play in shaping the future of public finance management and service delivery.

The successful implementation of this ICT Strategic Plan will position TNT as a leader in public finance management, ensuring that it not only keeps pace with global technological trends but also remains responsive and adaptive to the needs of citizens. It will enable TNT to effectively support the government's digital transformation agenda, improve internal processes, and enhance service delivery to the public.

With the collective commitment of leadership, stakeholders, and staff, the National Treasury is poised to harness the full potential of ICT to drive innovation, efficiency, and accountability in TNT's operations and service delivery.

This ICT Strategic Plan represents a forward-thinking approach to governance in the digital age, laying a strong foundation for a connected, agile, and sustainable TNT that is capable of meeting the evolving needs of the government and the public.

CHAPTER ONE

01

INTRODCUTION

INTRODUCTION

Overview

This chapter introduces the rationale for strategic planning as a key foundation for success, ensuring alignment with the National Treasury and Economic Planning Strategic Plan (2023-2027), the National ICT Policy (2019), the National Digital Masterplan (2022-2032), and other ICT strategies, policies, and legislations. It also highlights the importance of strategic planning in effectively leveraging advancements in ICT. A brief background of the National Treasury is provided, followed by an outline of the methodology used in developing the National Treasury ICT Strategic Plan (2025-2028).

1.1 Strategic plan as an imperative for Organizational success

For prudent public finance management and economic excellence, the National Treasury has embraced ICT to enhance service delivery. The need to leverage on emerging technologies prompted the ICT unit to initiate the development of the ICT Strategic Plan, in alignment with the Government IT governance standards and global best practices. Additionally, the Ministry's experiences in its technological and operational environment served as a key driver for the formulation of this strategic plan.

In order to advance the mandate of the National Treasury, and achieve the ICT department's objectives, five Key Result Areas (KRAs) have been identified in this Strategic Plan, which include: ICT Infrastructure Management; Systems and Applications Management; ICT Cyber and Physical Security; ICT Policies and legal framework; and ICT Capacity Development. The department has identified strategic objectives under each KRAs, which, when implemented, will address strategic issues identified in this Plan. The identified ultimate strategic goals are: Enhance ICT Infrastructure; Improve systems and applications; Enhance ICT Security; Enhance ICT Governance; and Strengthen ICT Capacity.

1.2 Context of Strategic Plan

The Government's efforts to enhance service delivery, promote economic growth, and leverage technology to improve service delivery informed the development of this Strategic Plan. Additionally, the National Treasury has recognized the importance of ICT as a key enabler in achieving its mandate. This context is influenced by the following key factors:

1.2.1 The Constitution of Kenya

The Constitution provides a strong legal framework for addressing ICT issues, emphasizing the role of technology in governance, economic development, and the protection of individual rights. It guides the development of ICT policies, regulations, and infrastructure. Several provisions address key areas related to ICT, including governance, management of public finance, digital inclusion, access to information, and privacy.

1.2.2 Kenya Vision 2030

Kenya's Vision 2030, the country's long-term development blueprint, emphasizes the role of ICT in achieving socio-economic development. As part of this vision, ICT sector is expected to play a pivotal role in driving innovation, improving service delivery, and fostering economic diversification.

The Bottom-Up Economic Transformation Agenda (BETA)

The Bottom-Up Economic Transformation Agenda is a key part of the government's development strategic plan aimed at uplifting the livelihoods of ordinary Kenyans, particularly those in the lower-income brackets. One of the pillars focuses on creating a Digital Superhighway through integration of ICT across key sectors such as agriculture, education, healthcare, and financial services.

1.2.3 National ICT Policy (2019)

The policy aims to create a robust ICT ecosystem by promoting innovation, digital inclusion, and the development of ICT infrastructure. It outlines strategic directions for utilizing ICT to drive national development, improve governance, and create jobs.

1.2.4 National Digital Masterplan (2022-2032)

This plan outlines a framework for achieving a digitally transformed economy. It highlights the need for a connected nation, focusing on infrastructure, digital skills, cybersecurity, and emerging technologies to drive digital transformation across all sectors.

1.2.5 Data Protection Act (2019)

The Data Protection Act seeks to safeguard the privacy and protection of personal data, aligning with global best practices in data protection. The Act establishes a legal framework for the collection, processing, storage, and sharing of personal data by both public and private entities. It ensures that data subjects (individuals whose personal data is being processed) have control over their personal information and provides mechanisms for compliance and enforcement. With the growing digital footprint, cybersecurity and data protection have become vital areas of focus to strengthen ICT security, safeguard public data, and protect citizens from emerging digital threats.

1.2.6 Government of Kenya's IT Governance Standards

Effective ICT governance is critical to ensure accountability, transparency, and alignment with national objectives, guiding the responsible use of technology in public sector institutions. These Standards are designed to ensure that ICT is effectively and efficiently managed across government institutions. These standards provide a framework for achieving transparency, accountability, and the optimal use of ICT resources in line with national development goals. They are designed to improve service delivery, enhance public sector efficiency, and align ICT strategies with the overall goals of the government.

1.2.7 Emerging Technologies and Digital Economy

Emerging technologies such as artificial intelligence (AI), blockchain, internet of things (IoT), 5G, big data analytics, and cloud computing are playing a central role in enhancing productivity, improving governance, and creating new opportunities for the public. Continued investment in emerging technologies and skills development, the government is poised to advance its digital transformation agenda.

1.3 History of the National Treasury and ICT Department

The National Treasury has evolved from managing the country's initial financial needs to playing a central role in modern economic planning, budgeting, and public financial management. It shapes the government's economic policies and direction, overseeing national fiscal policies, implementing development programs, and ensuring the efficient use of public funds. The Treasury has continually adapted to new solutions and innovations, including advancements in ICT.

The National Treasury derives its mandate from Article 225(1) of the Constitution of Kenya, as actualized through the Public Finance Management (PFM) Act, 2012. Additionally, its functions are further defined by Executive Order No. 2 of 2023.

In fulfilling its mandate, the National Treasury has leveraged technology to provide innovative services. As the technological landscape continues to evolve, new opportunities emerge for enhanced service delivery and decision-making. Over the years, the Treasury has embraced ICT innovations to improve the efficiency and effectiveness of government services.

The ICT department is tasked with managing ICT infrastructure, systems and applications, and capacity building for end-users, all aimed at supporting the core mandate of the National Treasury. Specific functions of the National Treasury are outlined in Chapter Two.

1.4 Methodology of Developing the Strategic Plan

1.4.1 Initiation of the Strategic Plan Development

The development of the ICT Strategic Plan 2025-2028 was initiated following approval by the Principal Secretary, National Treasury. The development team was provided with a Terms of Reference (ToRs) based on the Guidelines for the Preparation of Strategic Plans and Performance Contracts, which served as a framework for guiding the process. As the first step in structuring the plan, a review of the National Treasury and Economic Planning (TNTEP) Strategic Plan 2018-2022 was conducted. This review was aimed at establishing a basis for the development of the ICT Strategic Plan.

1.4.2 Development of the Strategic Plan

The priorities outlined in this ICT Strategic Plan were informed by insights gained from the review of the TNTEP Strategic Plan 2018-2022 and feedback from key stakeholders. These stakeholders included top management and various departments within the National Treasury.

The development team then organized several drafting sessions to collect and analyze input, which culminated in the creation of an initial draft of the Strategic Plan. This draft was presented to the top management and heads of departments/directorates at the National Treasury for validation. Following the incorporation of their feedback, the development team finalized the plan, which was subsequently approved by top management.

CHAPTER TWO

02
STRATEGIC DIRECTION

CHAPTER 2: STRATEGIC DIRECTION
STRATEGIC DIRECTION

Overview

This chapter provides a detailed description of the mandate, vision, mission, strategic goals and core values of the Department. A quality policy statement demonstrating Department's commitment to its customers while implementing this strategic plan is also outlined.

2.1 Mandate of the ICT Department

The mandate of the department is to:

i. Enhance ICT literacy and capacity in conjunction with HR;
ii. Promote e-Government services;
iii. Enhance service delivery through digitalization of functional processes in The National Treasury;
iv. Promote integration of ICT systems at The National Treasury through adoption of emerging Innovations;
v. Establish, develop and maintain secure ICT infrastructure and systems;
vi. Advice on the design, development and implementation of critical ICT projects in The National Treasury

2.2 Vision Statement

ICT Enabled Public Finance Transformation.

2.3 Mission Statement

To leverage ICT in transforming public finance management and economic development through cutting edge ICT infrastructure, skills development and innovations for improved public service delivery.

2.4 Strategic Goals

During the strategic plan implementation period, the Department will seek to achieve the following strategic goals:

1. Enhance ICT Infrastructure
2. Improve ICT systems and applications
3. Enhance ICT Governance
4. Strengthen ICT Capacity

2.5 Core Values

The Department will uphold the following core values to support the implementation of this strategic plan:

I Integrity
C Customer Centric
T Teamwork

S Stakeholder participation

Table 1: Core values

Value	Description
Integrity	Uphold high moral standards and professional competence in ICT service delivery
Customer Centric	Put ICT Users first and continuously provide equitable, timely and quality ICT services that match and or exceed their expectations
Teamwork	Embracing teamwork and commitment through collaboration and consultations.
Stakeholder participation	Adopt a participatory approach to ICT products development and service delivery

2.6 Quality Policy Statement

The ICT Department is committed to delivering high-quality, reliable, and secure digital services that meet the needs of all users including TNT Staff, citizens, government institutions, and stakeholders. We ensure continuous improvement in our processes, adherence to global best practices, and compliance with relevant standards and regulations. By fostering a culture of innovation, collaboration, and accountability, we aim to enhance service delivery, drive operational efficiency, and support the digital transformation agenda of the government.

CHAPTER THREE

03
SITUATIONAL AND STAKEHOLDERS ANALYSIS

CHAPTER 3: SITUATIONAL AND STAKEHOLDER ANALYSIS

SITUATIONAL AND STAKEHOLDER ANALYSIS

This chapter analyses the Department's external and internal operating environment. It examines the external environment which presents opportunities and threats. The analysis also assesses Department's governance and administrative structures, internal business processes, resources and capabilities, past performance as well as stakeholders.

3.1 Situation Analysis

3.1.1 External Environment

The external environment encompasses a broad spectrum of factors that lie outside the immediate control of the ICT department but are critical in shaping its strategic direction and operational efficacy.

3.1.1.1 Macro Environment

The macro environment was analyzed using PESTEL (Political, Economic, Social, Technological, Environmental and legal) to identify trends in the local and national arena. The analysis therefore assists in identifying trends in these environments that could positively or adversely affect implementation of the Strategic plan.

Political Factors

Political goodwill: The Government of Kenya has prioritized Digital Superhighway as a key driver for the country's economic transformation, creation of jobs and growth. The National development agenda e.g. the Vision 2030 through its fourth Medium Term Plan (MTP IV) and the Bottom-up Economic Transformative Agenda (BETA) identifies the digital sector as an engine of economic growth. In addition, the Government has made high level policy pronouncements on digital access of government services to enhance transparency and efficiency in service delivery. This includes the use of government digital payments through eCitizen paybill number 222222, development of KONZA Technopolis to be a technological hub and implementing digital villages in all wards.

Political Stability: Kenya has enjoyed political stability over the years, allowing for continuous access and use of ICT infrastructure nationwide. However, periods of political unrest especially during national elections can hinder progress in ICT infrastructure and implementation through vandalism of the installed ICT infrastructure

Economic Factors

Resource Requirements: Acquisition of ICT infrastructure commands huge budgetary requirements. However, government budgetary allocations through the exchequer are not adequate to optimally equip the National Treasury with the requisite ICT infrastructure. Further, lack of reliable power supply especially at the County and sub-county treasuries affect provision of e-government services as ICT infrastructure fully rely on availability of stable power supply.

Cost of ICT Infrastructure: Increasing cost of ICT investments i.e. hardware, software, network equipment and cloud services affects ICT deployment. This may be attributed to high exchange rates fueled by inflation rate and increased interest rates as most of these infrastructures are imported. Additionally, lengthy procurement processes arising from donor conditionalities, slow provision of requisite technical specifications delays the process of acquiring the ICT infrastructure.

Foreign Aid and Grant: Availability of foreign aid and grants enhances the development and implementation of ICT services. However, dependency and overreliance on such aid can hinder self-sustainability.

Social Factors:

User Preferences: There is still a high number of staff using unofficial emails that can bring security risks, legal and compliance issues, lack of accountability and reduced professionalism. The department can also suffer from fragmented communication and integration challenges. There is therefore a need to provide secure, user friendly corporate email solutions and also enforce policies that mandate the use of official email accounts for all work-related communication. The employees also need regular training on compliance requirements.

Digital literacy.: This is the inability of staff to use basic ICT applications. This can create significant challenges for organizations, impacting productivity, efficiency, and competitiveness. Employees unable to effectively use digital tools may take longer to complete tasks, leading to delays. Low digital proficiency can result in frequent mistakes, such as mismanaging data or misusing software applications. Digital illiteracy can also hinder employees' ability to engage with customers on digital platforms, impacting satisfaction.

Technophobia: The fear or aversion to technology among staff, may hamper the department's ability to adapt to technological advancements and achieve digital transformation. Staff or stakeholders with technophobia may resist adopting new tools, delaying the implementation of the IT strategic plan. In addition, a fear of technology can create a negative work culture, discouraging innovation and collaboration. Technophobia may lead to underutilization of implemented technologies, reducing the Return on Investment (RoI). The Employees may also rely on outdated or manual processes, decreasing productivity and increasing operational costs.

Youthful Staff: The National Treasury through the Public Service Commission continues to recruit staff who are young and techno savvy. The growing number of youthful staff may increase the demand for ICT services and therefore more infrastructure. The young staff may also demand service delivery through newer technologies. Shifting towards remote or hybrid work models, may necessitate secure and scalable ICT solutions and therefore need for Upskilling and reskilling due to technological advancements.

Ecological Factors:

e-Waste: There is growing number of unutilized and unrepairable ICT devices. This number is expected to grow with increased use coupled with growing number of users. These may cause environmental concerns and therefore require special attention.

Climate Change: One of the significant impacts of climate change is the alteration of weather patterns. Kenya, like many regions globally, experiences shift in temperature, precipitation, and the frequency of extreme weather events. These variations directly affect ICT infrastructure and may interrupt ICT Service delivery

Technological Factors

Emergence of new technologies: such as artificial intelligence, cloud computing, block chain, IOT, quantum computing, machine learning and big data

Legal factors

ICT Policy and Regulatory Framework: Changes in the in the policy and regulatory framework for ICT at the national level will affect the Department's operations and service delivery. This is because the Department is mandated to ensure compliance with ICT policies, laws and standards. Such changes may require budgetary allocations as well new skills.

Table 2: Summary of Opportunities and Threats

Factor	Opportunities	Threats
Political	• Government support of the digital agenda; • Technical and financial support from development partners	• Political unrests especially during elections interrupts ICT infrastructure thus hindering efficient and effective service delivery;
Economic	• Increased demand for ICT enabled services; • Potential for ICT support from development partners	• Budgetary constraints • ICT infrastructure cost overruns • Loss of ICT Services by users
Social	• Increased uptake of new technology	• Environmental Degradation • Interruption of ICT services
Technological	• ICT innovation and advancement;	• High cost of upgrading ICT infrastructure • Cyberattacks
Legal	• Compliance tools • Intellectual Property rights Protections, • Anti-cybercrime services and laws available.	• High compliance costs • Litigation costs,

3.1.3 Internal Environment

A Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of the ICT Unit reveals some infrastructural and resources strengths as well as inherent weaknesses. In addition, the plan also reveals opportunities that the Unit could ride-on in the course of its execution for the purpose of leverage. Further, in order for the department to set up measures to mitigate possible threats in the operational environment, the strategic plan endeavored to identify these threats.

3.1.3.1 Governance and Administrative Structures

The ICT department at the National Treasury is headed by the Director of ICT supported by heads of functional areas. The department is responsible for several key functions, including enhancing ICT literacy, promoting e-Government services, and driving service delivery through digitalization. The department also focuses on integrating ICT systems through emerging

innovations, maintaining secure ICT infrastructure, and advising on critical ICT projects. It is structured into the following functional areas: Administration, User Support and Maintenance, Network Infrastructure, Systems Administration, Web and Email, and ICT Security.
The department benefits from strong support from top management, as evidenced by the National Treasury and Economic Planning Strategic Plan, the National ICT Policy, National Master Plan, and ICT governance standard. However, the department is faced with key challenges such as lack of approved organizational structure, Lack of continuous skills development, skills mismatch and weak collaboration between internal and external stakeholders. To address these challenges, it is recommended to develop governance structures, conduct training and job evaluations, and sensitization of stakeholders to foster collaboration.

Table 3: ICT Department Establishment

S/No	Designation	CSG	AE
1	Director, Information Communication Technology	5	1
2	Deputy Director, Information Communication Technology	6	3
3	Assistant Director, Information Communication Technology	7	9
4	Principal Information Communication Technology Officer	8	18
5	Senior ICT Officer	9	18
6	ICT Officer II/I	11/10	
7	Principal ICT Assistants	8	6
8	Senior ICT Assistants	9	6
9	ICT Assistants III/II	12/11	6
	Sub-Total		**67**

3.1.3.2 Internal Business Processes

Key processes of the department include: development of technical specifications; preparations of Terms of Reference (TORs) for systems; system development; ICT training and awareness and ICT support and services. The ICT department has developed the Information Security Policy for PFM ICT systems. However, the ICT department processes lack documented Standard Operating Procedures (SOPs) for guiding the operations in the department.

In addition, the department provides technical support to core business processes and workflows that enable them to deliver their services to achieve internal efficiency. Automated systems such as IFMIS, PIMS, and PIMIS, EGP, Government Digital Payment system, Telephony System, CCTV systems, GIMIS, Websites, Emails, Debt Information Management System, AGPO, TEAMMATE, CGS portal and KNEST.

Most of these systems work in isolation with little or no seamless sharing of data. Secondly, they have been developed and operate on different platforms denying the National Treasury benefits that would accrue if the systems were operating on a shared platform. The department also offers support to systems developed by other government agencies such as; GHRIS, IPPD, Webex, and FOTMIS among others. The department operates in a fairly conducive environment coupled with senior management support has enabled the department to deliver its mandate consumerate to the availed resources.

3.1.3.3 Resources and Capabilities

The department has continuously been funded through the exchequer but the funding is inadequate to implement prioritized ICT activities. In some instances, some business processes have been funded through partnerships. Various skills set exist in the Department including web designing, database administration, networking, programming, ICT security, maintenance skills, however, skills in emerging technologies such as AI, data analytics, cloud computing, block chain are inadequate. The Department heavily relies on skills from vendors due to inadequate training on emerging technologies and ineffective knowledge transfer mechanisms. The ICT department manages and supports various ICT infrastructure such as; datacenter, LAN, Computing devices (laptops, desktops, smartphones, printers, IPads etc.). However, Most of the ICT infrastructure require upgrades, maintenance or replacement.

3.1.4 Summary of Strengths and Weaknesses

The analysis identifies strengths, weaknesses, and strategic recommendations across three key areas: Governance and Administrative Factors, Internal Business Processes, and Resources and Capabilities. Each area plays a crucial role in determining the overall effectiveness and efficiency of organizational operations.

Table 4: Summary of Strengths and Weaknesses

Factor	Strengths	Weaknesses	Strategic Action
Governance and Administrative Factors	▪ Functional departmental sections ▪ Supportive leadership ▪ Existing Ministerial Strategic Plan and National ICT Master Plan and ICT Standards ▪ Good will from development partners	▪ Lack of approved organizational structure for ICT ▪ Lack of continuous skills development ▪ Skills mismatch ▪ Weak collaboration between internal and external stakeholders	▪ Establish collaborative frameworks ▪ Collaborate with HR to undertake skills set analysis ▪ Establish internal ▪ stakeholder collaborative framework
Internal Business Processes	▪ Automated Processes ▪ Conducive work environment ▪ existence of a robust Information Security Policy for PFM systems ●	▪ Lack of a Quality Management System ▪ Inadequate standard operating procedures ▪ Lack of enforcement of the standard operating procedures ▪ Systems operating in silo (duplication of systems)	▪ Develop management Systems ▪ Ensure strong enforcement of SOPs through leadership commitment, regular training, ▪ develop and implement integration framework for all PFM systems
Resources and Capabilities	▪ Diverse Skill Set ▪ Existing ICT Infrastructure ▪ Annual Budgetary Allocations ▪ Partner support	▪ Lack of modern ICT equipment/infrastructure ▪ Inadequate skills on emerging technologies ▪ understaffing ▪ Inadequate Budgets	▪ Collaborate with HR department to develop the ICT structure ▪ Invest in upgrading existing ICT infrastructure ▪ Adequate budget allocations/resource mobilization

3.1.5 Analysis of Past Performance

Through the analysis of the previous cycle of the NT&EP Strategic Plan (2018-2022), key milestones, challenges, gaps, lessons learnt and emerging trends under ICT were noted as discussed below.

3.1.5.1 Key Achievements

The key milestones based on the past performance under each Key Result Areas have been summarized in the sub-sections below.

3.1.5.1.1 KRA 1: Stable and sustainable macroeconomic environment

The ICT dept collaborated with Govt Digital payment to undertake process re-engineering that led to cataloging and on boarded of 7,500 government services onto the E-Citizen against a target of 380 services for the National Treasury and Economic Planning plan period 2018-2022. This contributed to enhanced efficiency in the delivery of services to the citizens and increased outreach to over nine million Kenyans.

3.1.5.1.2 KRA 2: Resource mobilization for financing public expenditure

The ICT department provided department technical and infrastructural support for the Meridian Web-Based Data System for debt management for effective and efficient management of data. Further, the ICT department supported enhancement of Digital Payments Services that led to onboarding 179 MDACs with 4,129 services which led to reduced leakages and increased ordinary revenue collection by 46% from **Ksh. 1.5 trillion** in FY 2018/19 to estimated **Ksh 2.1** trillion in FY 2022/23.

3.1.5.2 Challenges

The department faced the following challenges during the implementation of the Ministry's strategic plan 2018-2022:

i. Inadequate ICT Structure to respond to the highly specialized, dynamic industry demands, growth and sophisticated trends in the contemporary institutions and governments for service delivery
ii. Resistance to adopt new or emerging technologies
iii. Obsolete existing ICT infrastructure, Existing Local Area Network, Data Centre and other hardware that have reached end of life.

3.1.5.3 Lessons Learnt

In the period under review, the following key lessons were learnt:

i. Stakeholders' sensitization is important for attainment of the deliverables, leveraging on technology and quick adoption before the landscape changes.
ii. Effective teamwork and adequate training of staff on strategic plan implementation will help achieve intended outcomes.
iii. Capacity building of staff in specialized ICT skills and project management may enhance the economic planning function at all levels.
iv. Enhanced update of technological innovations, and government priority on digitalization and digitization of services in operations can enhance service delivery.
v. Alignment of automation with legal interpretation in terms of the provisions of the Constitution of Kenya, Acts of Parliament and other bidding articles as provided

CHAPTER FIVE

05

STRATEGIC OBJECTIVES AND STRATEGIES

CHAPTER 5: STRATEGIC OBJECTIVES AND STRATEGIES

STRATEGIC OBJECTIVES AND STRATEGIES

5.1 Strategic Objectives

The strategic objectives show the results that the Department seeks to achieve within strategic plan implementation period. They represent the specific changes that will be realized upon the successful implementation of the strategic plan. The strategies that will be required to achieve the strategic objectives are also identified and summarized in the table 7.

5.2 Strategic objectives and Strategies

Table 7: Strategic Objectives and Strategies

KRAs	Strategic Objective(s)	Strategies
ICT Infrastructure Management	• To Enhance efficiency and reliability in accessing ICT services.	• Install and upgrade LANs • Modernize data center • Equip end user with adequate and appropriate equipment
Systems and Applications Management	• To enhance integration and interoperability of systems. • To enhance digitalization of the National Treasury services.	• Develop and implement an integrational and interoperability framework. • Development of digitization concept and sensitization of business process owners.
ICT Security	• To enhance confidentiality, integrity and availability of ICT services.	• Fast track Implementation of the Information Security policy for PFM ICT systems.
ICT Policies and legal framework	• To enhance compliance to ICT legislations, policies and standards	• Strengthen the inspection of ICT systems on compliance with legislations, policies and standards • Develop and implement ICT standard operating procedures
ICT Capacity Development	• To improve the ICT capacity for the National Treasury	• Establish partnerships and collaborations for resource mobilization. • Provide appropriate ICT tools and equipment for technical staff • Enhance the skills of ICT staff and users.

CHAPTER SIX

06
IMPLEMENTAION AND CORDINATION FRAMEWORK

CHAPTER 6: IMPLEMENTAION AND COORDINATION FRAMEWORK

IMPLEMENTATION AND CORDINATION FRAMEWORK

This chapter presents the structure of the current and the proposed organizational structure and functions of the ICT unit. It also presents the financial resources required and allocated over the strategic plan period including resource mobilization strategies. The purpose of this implementation and coordination mechanism is to adopt a coordinated approach, establish common objectives, harmonize efforts and use available (human and financial) resources efficiently to fully implement the strategic plan. The framework will guide in formulating action plans, mobilizing the necessary resources to implement the actions, monitoring and evaluating the strategic plan and reporting.

6.1. Implementation Plan

6.1.1 Action Plan

The action plan is represented as an implementation matrix that contains strategic issues, strategic goals, KRA, strategic objectives, strategies, key activities, expected output, output indicators, annual targets, annual budget, and the responsibility for execution of activities. The implementation plan is attached as an Annex.

6.1.2 Annual Workplans

To successfully realize the goals and objectives of the ICT Strategic plan, annual workplans will be prepared to guide implementation of planned activities and realization of desired outputs and outcomes. Annual workplans will be developed timely and costed to aid in budget preparation. The implementation matrix will be used to prepare work plans for each year of the strategic plan implementation.

6.1.3 Performance Contracting

The Department will operationalize the strategic plan through the performance contracting initiative in line with the guidelines issued by the State Department for Performance and Delivery Management. Performance targets for the individual staff will be drawn from the strategic plan each year.

6.2 Coordination Framework

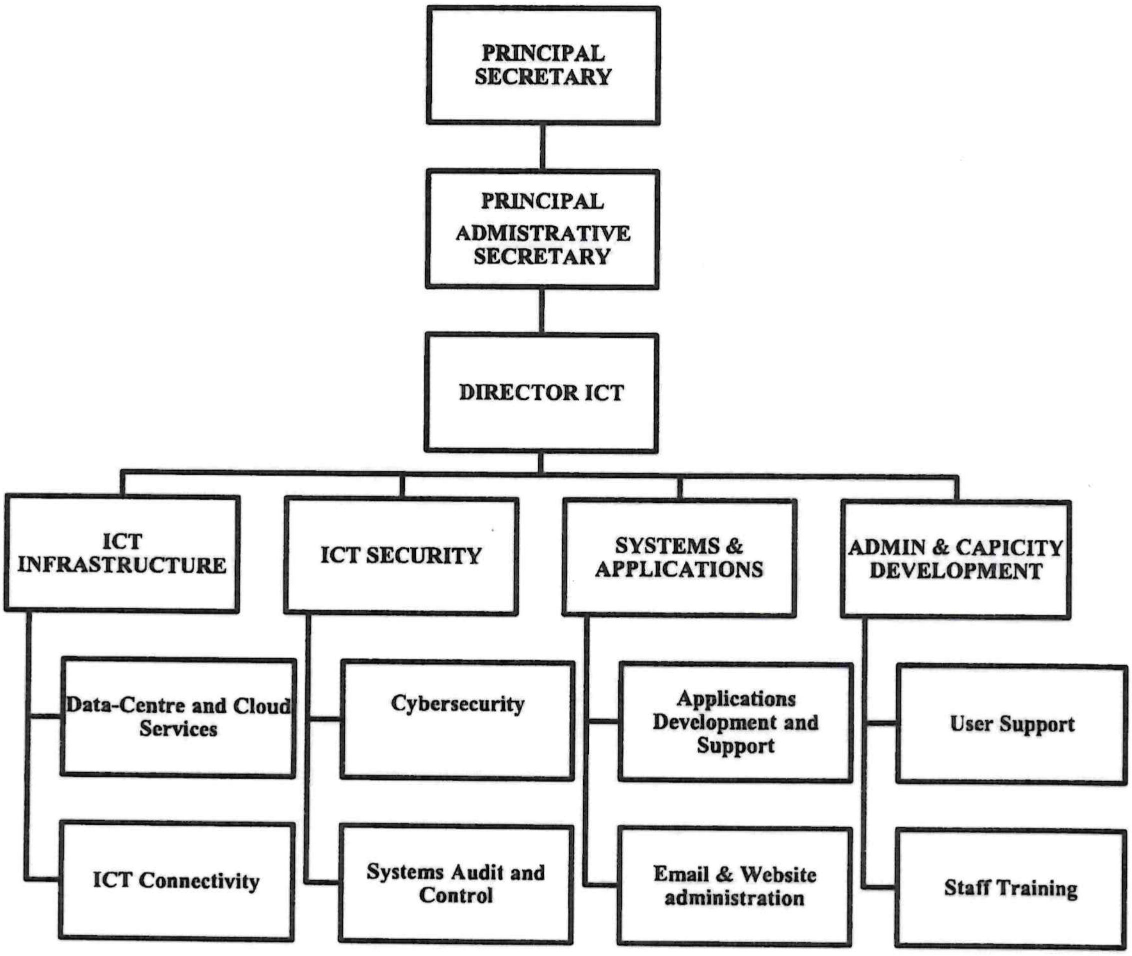
This section covers the institutional framework, staff establishment, skillset and competency development, leadership and system procedures.

6.2.1 Institutional Framework

An Organization Structure has been proposed with an aim to maximize the efficiency and success of the Department; enhance working relationships with various sections of the Department; and retain order and command whilst promoting flexibility and creativity. The functions are grouped into four (4) sections reporting to the Director ICT. These sections include: ICT Infrastructure; ICT

Systems and Applications; ICT Security and Audit Control; and ICT Capacity Development and General Administration

Figure 1: Approve Organizational Structure



6.2.2 Staff Establishment, Skills Set and Competence Development

In order to implement this strategic plan, the Department will require an optimal staffing level, skill set and competence in various cadres as indicated in tables 8 and 9

Table 8: ICT Staff

S/No	Designation	CSG	A/E	Optimal	In- post	Variance
1	Director, ICT	5	1	3	3	(2)
2	Deputy Director, ICT	6	3	6	5	(2)
3	Assistant Director, ICT	7	9	10	10	1

S/No	Designation	CSG	A/E	Optimal	In- post	Variance
4	Principal ICT Officer	8	18	21	7	(11)
5	ICT Officer I/Senior	10/9	18	50	26	8
6	ICT Officer III/II	12/11				
7	Principal ICT Assistants	8	6	50	0	(6)
8	Senior ICT Assistants	9	6	50	0	(6)
9	ICT Assistants III/II	12/11	6	50	0	(6)
	Sub Total		**67**	**240**	**51**	
	Support Services					
1	Office Administrator	11	1	2	2	1
2	Office Assistants	15	1	2	2	1
3	Driver	15	0	1	0	0
4	Clerical Officer	14	0	1	0	0
	Total		**69**	**246**	**55**	

The Skills set and competence development required for the different cadres of staff is summarized in table 9

Table 9: Skills Set and Competence Development

S no.	Cadre	Skills Set	Skill Gap	Competence Development
1	Director	• Transformative Leadership • Corporate Governance • Problem Solving • Emotional Intelligence • Decision Making • Conflict Resolution • Critical Thinking • Project management	• Transformative Leadership • Project management • Conflict Resolution	• Training
2	Web Administrators	• Database Administration • Web Design • Database security • Coding • Graphic design • Critical thinking • Project Management	• Coding • Project Management	Training

S no.	Cadre	Skills Set	Skill Gap	Competence Development
3	Network Administrators	• Networking • Network Monitoring • Network security • Leadership • Critical thinking • Team building • Communication skills • Project Management	• Network Monitoring • Network security • Project Management	• Training
4	System Developers	• Programming Languages • Cloud Computing • Database Management • Cyber Security • Analytical Thinking • Project Management	• Programming Languages • Cloud Computing • Project management	• Training
5	ICT Technicians	• Communication • System Security Protocols. • Problem solving • Hardware Trouble shooting • Interpersonal skills • Time Management	• Hardware Trouble shooting	• Training
6	AI Specialists	• Data Analysis • Data Modelling • Project management	• Data Analysis • Data Modelling • Project management	• Training
7	Senior/Assistant (Office Assistant/Driver/ Operator	• Communication skills; • Personal grooming; • Interpersonal skill; and • Organizational skills. • Integrity	• Communication skills; • Personal grooming; • Interpersonal skill; and • Organizational skills. • Integrity	• Recruitment/ • Deployment

6.2.3 Leadership

The overall responsibility for the implementation of this strategic plan lies with the Steering committee with technical support from the technical committee.

6.2.3.1 Steering committee

The Steering committee will comprise Principal Secretary – chairman of the committee, Principal Administrative Secretary - Member, Director of Administration – Member and Head of ICT as the Secretary. The Committee will perform the following functions:

i. Provide strategic leadership and governance oversight toward realization of strategic plan objectives.
ii. Deliberate and approve the recommendations submitted by the Technical Committees;
iii. Set out the specific objectives;
iv. Review periodic progress reports on the implementation of agreed targets. Ensure effective

oversight through regular review of reports from the Technical Committees;

v. Review and update the strategic plan.
vi. Approve the work plans.
vii. Strengthen linkages and synergy with other stakeholders.

6.2.3.2 Steering committee membership

The technical committee will be composed of Director of Administration – Chairperson; Head ICT – Secretary; and a nominee from technical each department and shall perform the following functions:

i. Develop the annual work plans for implementation of the strategic plan.
ii. Undertake monitoring, evaluation and reporting on the implementation of the strategic plan;
iii. Provide technical requirements and information necessary during implementation of the strategic plan to the steering committee;
iv. Prepare guidelines for specific thematic areas requirements.

6.5 Risk Management

A risk management framework is based on the analysis of a combination of risk factors including, impact (what effect the risk would have on the organization's core business if it occurred) and likelihood (the probability of the risk occurring). Because of the complexity and fast changing nature of ICT, education and awareness is essential to ensure risks are recognized – not just at the top management level but at all levels throughout the organization. An ICT risk register will be maintained to ensure that a thorough review of all ICT related risks takes place on a periodic basis and for providing assurance to management that ICT risks are being addressed. Currently the risk and compliance division manage and monitors all risks within the organization, including ICT risks. The risks anticipated during the implementation of this strategic plan are listed in

the table below

Table 10: Risk Management

Risk ID	Risk Event	Risk Source External (E), Internal (I)	Risk Category	Consequence of Risk to Objectives	Likeli-hood	Impact	Overall risk rating L*I	Existing Control	Strategic Initiative (Risk Response)	Risk Owner
ICT/001/1/JUNE 2025	Data loss	▪Weak /shared passwords (I). ▪Use of personal emails and computers for official use(I) ▪Cyber Attacks (phishing malware, DoS.) (E). ▪Lack of data backup (I) ▪Human Interference (I) ▪Negligence (I), ▪Lack of security safeguards (e.g. antivirus, firewall) (I) ▪Natural calamities (e.g. fire, lightening) (E) ▪Terrorism (E) ▪Electrical and electrostatic problems (E) (I) ▪Use of unlicensed software (I)	▪Technological /operational	▪Delay/disruption of services ▪Delays on decision making ▪Reputation damage ▪Litigation	2	3	6	▪Data Protection Act 2019 ▪Fire walls ▪ICT standards ▪Physical deterrents to server rooms and virtual access policy ▪Offsite Back up ▪Fireproof cabinets ▪CCTV ▪Security officers ▪Computer misuse and cyber-crime ▪Act No 5 of 2018 ▪Circular: ▪SH/EOP/1VOL. IV (23)- Guidance on ICT Projects ▪Circular: SH/EOP/1 VOL. IV (27)- Domain and email protection ▪Circular: ▪SH/ADM/23 (11))- Use of Official Emails ▪Backup power (generator, UPS and Batteries)	▪Enforce use of strong passwords (on IFMIS, Emails) ▪Development and implementation of a Business Continuity Plan (BCP)and disaster recovery plan (DRP) ▪Sensitization of the TNT staff ▪Continuous training on ICT personnel. ▪Advocate for procurement of security equipment and software ▪Enforcement of Circular on use of official email ▪Propose guidelines on the use of personal laptops ▪Implement anti-static equipment ▪Use of cloud backup ▪Procurement of adequate ICT equipment (desktops and laptops) ▪Procure software licenses	PS/DICT

Risk ID	Risk Event	Risk Source External (E), Internal (I)	Risk Category	Consequence of Risk to Objectives	Likeli -hood	Impact	Overall risk rating L*I	Existing Control	Strategic Initiative (Risk Response)	Risk Owner
ICT/001/2/June2025	Compromised data integrity and data confidentiality	▪Sharing /weak passwords (I). ▪Use of personal ICT equipment (I) ▪Cyber-attacks(I/E) ▪Resistant to change(I)	Technological	▪Inappropriate / Delay in decision making. ▪Delay in service delivery ▪Disputes/Litigations	1	3	3	▪Data Protection Act 2019 ▪Computer misuse and cyber-crime ▪Act No 5 of 2018 ▪GoK ICT standards ▪Firewall ▪Antivirus software ▪PFMR ICT Security policy	▪Implement Strong Access Controls and Authentication mechanism (biometrics, OTP) ▪Implement Intrusion Detection/prevention Systems ▪Implement TNT ICT Policy ▪ ▪Regular system audit and vulnerability assessments	DICT

Risk ID	Risk Event	Risk Source External (E), Internal (I)	Risk Category	Consequence of Risk to Objectives	Likeli -hood	Impact	Overall risk rating L*I	Existing Control	Strategic Initiative (Risk Response)	Risk Owner
001/3/JUNE 2025	Cyber security attacks	▪Firewall misconfiguration (I) ▪Inadequate internet security software(I) ▪Unskilled staff in ICT security (I) ▪Ineffective/obsolete access controls(I) ▪Use of personal computers(I) ▪Use of unlicensed software(I) ▪Lack of system upgrades/updates(I) ▪Use of personal ICT equipment to access GoK resources(I)	Technological	▪Service interruptions/system downtime ▪Loss of confidentiality ▪Reputation damage ▪Loss of funds	2	3	6	▪GoK ICT Standards ▪Circulars: ▪SH/EOP/1VOL. IV (23)- Guidance on ICT Projects ▪Circular: SH/EOP/1 VOL. IV (27)- Domain and email protection ▪Support from MoICT (CA, Konza,ICTA, NC4) ▪Data Protection Act 2019 ▪Computer misuse and cyber-crime Act No 5 of 2018 ▪Antivirus software ▪PFMR ICT Security Policy	▪Implement strong access controls and authentication mechanism ▪Regular system audit and vulnerability assessments ▪Conduct regular ICT security awareness ▪Deploy intrusion detection system (IDS) and Intrusion Prevention system (IPS) ▪Regular system upgrades/updates ▪Implement TNT ICT Policy ▪Implement BCP and DRP ▪Procure adequate ICT equipment and software	DICT.IA
ICT/001/4/JUNE 2025	Systems downtime	▪Hosting Servers failure (I) ▪Network/internet downtime(I/E) ▪Cyber-attacks (I/E) ▪Unlicensed software(I) ▪Lack of software upgrades/updates(I/E)	Technological	▪Disruption of Service delivery ▪Reputation damage ▪Delay in decision making	2	3	6	▪Support from MoICT (Konza, ICTA) ▪System maintenance Contracts (SLA) ▪Network maintenance contracts (SLA)	▪Implement network and systems redundancy ▪Develop and implement a business continuity plan (BCP) and DRP	DICT

Risk ID	Risk Event	Risk Source External (E), Internal (I)	Risk Category	Consequence of Risk to Objectives	Likeli -hood	Impact	Overall risk rating L*I	Existing Control	Strategic Initiative (Risk Response)	Risk Owner
		▪Shared band with (E) ▪Power Interruptions (I) & (E) ▪Vandalism (E)		▪Stakeholder dissatisfaction					▪Continuously monitor and analyse system vulnerabilities. ▪Continuous network monitoring	
ICT/001/5/JUNE 2025	Frequent breakdown of ICT equipment	▪Lack of maintenance plan (I) ▪Counterfeit Accessories e.g. tonners. ▪Unlicensed software (I) ▪Aged ICT equipment (I) ▪Insufficient ICT budget(E) ▪Inadequate specifications ▪Lack of diagnostic tools	Operational/organizational	▪Delay of service delivery ▪Delay in decision making	2	3	6	▪ICT equipment procurement plans ▪Inspection and Acceptance Committee ▪Gok ICT standards	▪Ensure maintenance Contracts for all ICT equipment. ▪Liaise/lobby with BFEA/RMD on ICT equipment budget ▪Procurement of required diagnostic tools ▪Setup a diagnostic lab	PS/ DICT
ICT/001/6/JUNE 2025	Failures to adopt to emerging technological changes	▪Inadequate ICT staff specialized trainings (I) ▪Inadequate specialized ICT staff(I) ▪Rapid technological changes/ Emerging technologies (E) ▪Outdated/obsolete ICT equipment(I) ▪Resistance to change(I) ▪Lack of awareness	Technological	▪Poor service delivery ▪Slow uptake of technology ▪Reputation damage ▪	2	3	6	▪On job trainings ▪MOICT (ICTA, Konza) support ▪ICT policy ▪ICT Procurement plan ▪Training plan	▪Train ICT staff on emerging technologies ▪Sensitize TNT staff on emerging technologies ▪Liaise with BFEA for enhanced ICT budget.	DICT, DHRM &D

CHAPTER SEVEN

07
RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

CHAPTER 7: RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

RESOURCE REQUIREMENTS AND MOBILIZATION STRATEGIES

Overview

The successful implementation of the ICT strategic plan requires substantial financial resources. Therefore, adequate resources are required to finance the activities defined in the implementation matrix. The strategic plan will be financed through the national government. However, mobilization of resources from other sources is encouraged. It's expected that TNT will allocate enough resources for implementation of the strategic plan. Table 11 show the financial requirements of each KRA and table 12 indicates the resource gaps.

7.1 Financial requirements

In developing this Strategic Plan, resource requirements were carefully aligned with the ICT strategic objectives, strategies, and planned activities. Table 11 outlines the financial resources needed over the five-year period, providing annual and cumulative allocations for each Key Result Area (KRA). This structured approach enables the ICT department to monitor and manage resources efficiently, ensuring adequate funding for strategic initiatives. The total projected requirement over the three years is **1839.33** million.

Table 11: Financial Requirements

Cost Item	Projected Resource Requirements (Kshs. Million)			
	Year 1	Year 2	Year 3	Total
KRA 1	274.20	555.80	579.60	1409.60
KRA 2	-	36.00	36.00	72.00
KRA 3	0.50	40.50	30.60	71.60
KRA 4	12.75	5.50	13.25	31.50
KRA 5	-	56.64	23.99	80.63
Administrative Costs	50.00	55.00	60.00	165.00
Total	337.45	758.44	743.44	1839.33

The Table 12 below outlines the projected financial gaps over the three-year period of the Strategic Plan. By the end of the three-year period, the total resource gap stands at **1674.33** million underscoring the need for additional resource mobilization strategies to meet the strategic objectives of the ICT Department effectively.

Table 12: Resource Gaps

Financial Year	Estimated Financial Requirements (Kshs. Million)	Estimated Allocations (Kshs. Million)	Variance (Kshs. Million)
2025/26	337.45	50.00	287.45
2026/27	758.44	55.00	703.44
2027/28	743.44	60.00	683.44
Total	1839.33	165.00	1674.33

7.2 Resource Mobilization Strategies

To bridge the resource gap and successfully implement the activities in this strategic plan to achieve its strategic objectives, an all-inclusive resource mobilization strategic plan is essential. The ICT Department is expected to deploy strategic resource mobilization plans to provide a sustainable and secure funding base throughout the implementation period.

The identified viable strategies are outline in table 13 below:

Table 13: Resource Mobilization Strategies for the ICT Department

Strategic plan	Description
1. Additional GoK Funding	Lobby for increased funding from the Medium-Term Expenditure Framework (MTEF) budget sector working group.
2. Enhance collaborations with Departments	Technical Departments are allocated funds during the budget process to develop own systems and train staff. The Department of ICT will collaborate with these Departments to enhance ICT resource base to implement this Strategic plan.
3. Partnerships with Development Partners	Pursue agreements with development partners for financial and technical support.
4. Incentives to attract and retain competent staff	Develop competitive incentives to attract and retain skilled professionals.

7.3 Resource Management

To ensure efficient and responsible management of resources, the ICT Department will implement various strategic measures aimed at optimizing resource use, reducing costs, and enhancing operational effectiveness. Table 14 outlines the specific resource management actions the ICT Department will undertake, emphasizing a commitment to sustainability, cost-effectiveness, and continuous improvement in service delivery.

7.3-1 Resource Management Measures

Table 14: Resource Management Measures

Measure	Description
1. Leveraging ICT	Utilize ICT solutions to enhance administrative efficiency and reduce operational costs.
2. Incentivizing Human Resources	Implement incentives within the scheme to attract and retain skilled personnel.
3. Continuous Training and Capacity Building	Provide ongoing training and development programs for staff to enhance skills and performance.
4. Monitoring and Evaluation (M&E)	Establish frameworks and conduct periodic M&E activities to assess the scheme's alignment with strategic objectives and ensure optimal resource allocation.
5. Integration of Systems	This will increase efficiency and reduce costs of maintenance

CHAPTER EIGHT

08
MONITORING, EVALUATION AND REPORTING FRAMEWORK

CHAPTER 8: MONITORING, EVALUATION AND REPORTING FRAMEWORK

MONITORING, EVALUATION AND REPORTING FRAMEWORK

Overview

This chapter outlines the framework for Monitoring, Evaluation, and Reporting (MER) throughout the implementation of the Strategic Plan. Recognizing the importance of an effective MER system, this framework aims to ensure that the ICT objectives are achieved with cost-effectiveness, timeliness, and high quality. The MER framework will facilitate continuous assessment, enabling informed adjustments and promoting accountability in reaching strategic goals.

8.1 Monitoring framework

Monitoring is an ongoing process involving the systematic collection and analysis of data on specified indicators to assess progress toward achieving ICT objectives and efficient use of allocated funds. The Monitoring Framework ensures that the Strategic Plan's implementation adheres to the established timeline.
This framework is built on key result areas, strategic objectives, key performance indicators, and targets, forming the foundation of the Plan's M&E structure. Monitoring will be aligned with organizational annual work plans, performance contracts, departmental annual work plans, and individual work plans. Progress against specific targets will be tracked and reported monthly, quarterly, and annually, with evidence-based insights guiding organizational decision-making.

8.2 Performance Standards

The M&E Framework will adhere to recognized norms and standards. The ICT Monitoring and Evaluation Section will oversee the identification of these standards, which will guide the development of the framework. Key performance indicators (KPIs) at the outcome, output, and efficiency levels will be used to monitor progress against the Strategic Plan. Dedicated performance teams will be appointed to track the implementation of KPIs, assess outputs and outcomes, and evaluate performance levels. This approach ensures that all monitoring activities are consistent, reliable, and aligned with ICT objectives.

8.3 Evaluation framework

Evaluation will be a structured and impartial process to assess the progress and effectiveness of the ICT department in meeting strategic objectives across each KRA. This process will allow the department's management to determine whether interventions are aligned with strategic goals and are executed efficiently. A M&E Framework will be developed to standardize the evaluation of these interventions, ensuring consistency and rigor. Key stakeholders, including technical departments and directorates, will participate in the evaluation process, offering insights and policy recommendations drawn from their observations. The ICT department is committed to transparency and accountability, making evaluation findings accessible to all members of TNT. The assessment will focus on outcome indicators, targets, and baseline measures, as outlined in Table 15.

Table 15: Outcome Performance Matrix

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 1: ICT Infrastructure Management	Increased efficiency and reliability in accessing ICT services.	Frequency of infrastructure availability-Network Uptime (%)	90	2024/25	93	96
KRA2: Systems and Applications Management	Enhanced integration and interoperability of systems	No of systems integrated	3	2024/25	5	7
	Enhanced digitalization of the National Treasury services	Proportion of processes digitalized (%)	25	2024/25	30	40
KRA 3: ICT Security	Enhanced confidentiality, integrity and availability of ICT services	Number of security incidents	3	2024/25	2	1
		Response time to security incidents	10mins	2024/25	8 mins	8 mins
KRA 4: ICT Policies and legal framework	Enhanced compliance to ICT legislations, policies and standards	Number of non-compliance incidents or violations	5	2024/25	3	1

Key Result Area	Outcome	Outcome Indicator	Baseline		Target	
			Value	Year	Mid-Term Period	End-Term Period
KRA 5: ICT Capacity Development	Improved ICT capacity for the National Treasury	Average resolution time for support tickets	24 hrs	2024/25	12 hrs	8 hrs
		User satisfaction with IT support services (%)	90	2024/25	93	95
		User to Equipment Ratio	1:1	2024/25	1:1	1:1

8.3.1 Mid- Term Evaluation

The Mid-Term Evaluation will include a comprehensive review of the Strategic Plan conducted after one and a half years of implementation. This evaluation will assess progress, identify challenges, capture lessons learned, and provide actionable recommendations to support the achievement of objectives within the plan's timeframe.

8.3.2 End- Term Evaluation

The End-Term Evaluation will be conducted at the conclusion of the Strategic Plan period to assess the overall implementation and outcomes. This evaluation will draw conclusions, capture lessons learned, and establish a knowledge base to guide future planning and decision-making.

8.4 Reporting framework and feedback mechanism

ICT Department will prepare quarterly and annual progress reports, a mid-term review report, and an end-term evaluation report to track Strategic Plan implementation. The M&E section will coordinate the consolidation, reporting, and dissemination of monitoring and evaluation findings. Each ICT functional area will develop annual work plans and budgets aligned with the Strategic Plan, ensuring that performance contracts and appraisals are tied to these objectives. Functional areas will also submit project progress reports for M&E consolidation.

To support the monitoring and evaluation process, ICT will establish committees responsible for these functions. Mid-term (FY 2026/2027) and end-term (FY 2027/2028) reviews of the Strategic Plan will be conducted, guided by insights from ongoing monitoring reports. The preparation and timely submission of monitoring reports for decision-making will follow the timelines outlined in Tables 16, 17 and 18.

ANNEX I: IMPLEMENTATION MATRIX

Table 16: Implementation Matrix

Strategic plan	Key Activities	Expected Output	Output Indicators	Target for 3 Years	Target			Budget (Ksh. Millions)			Responsibility	
					Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
Strategic Issues: Strategic Issues: ICT Infrastructure												
Strategic Goal: Enhance ICT Infrastructure												
KRA 1: ICT Infrastructure Management												
Strategic Objective: To Enhance efficiency and reliability in accessing ICT services.												
Install and upgrade LANs	Carry out conformity assessment and network audit for LAN, Wireless and bandwidth	Assessment report	Report	5	-	3	2	0	9	6	ICT/Network Team	
	Develop Terms of Reference for upgrade and for new LANs	ToR for LAN Upgrades and new LANs	ToR reports	5	1	2	2	4	8	8		
	Procurement of Upgrade of LAN and new LANs	upgrade LANs in all buildings for TNT	% level of upgrade of TNT LANs	100	-	40	100	0	212	318		
	Procurement and installation of second WAN link for redundancy	LSO/Contract	WAN link in place	1	1	1	-	3	9	12		
	Procure and install sufficient wireless devices.	LSO/Contract	No of installed Wireless Access Points	100	20	60	100	1	2.6	3.4		
	Train network administrators.	Training Report	No. of Trained LAN Administrator	25	5	10	10	0.7	1.7	2.2		
	Monitoring and Evaluation.	Monitoring reports	No of Reports	3	1	1	1	4	5	6		
Modernize data center	Carry out conformity assessment on Data Centre	Assessment report	Report	2	1	-	1	1	0	1	ICT/Network Team	
	Develop Terms of Reference on Power Backup, Cooling System, Security, floor enhancement, fire suppression, Alarm system, Monitoring system, Passive equipment (cabinet and cable management)	ToR	No. of.ToR reports	2	1	-	1	3	0	3		

Strategic plan	Key Activities	Expected Output	Output Indicators	Target for 3 Years	Target			Budget (Ksh. Millions)			Responsibility	
					Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
	upgrade and modernize the TNT data centre as per the TOR	upgrading and modernization Contract	% level of upgrade and modernization of data centre	100	40	80	100	80	80	40		
	Monitoring and evaluation.	Monitoring Report	Report	3	1	1	1	1.5	1.5	2.0		
Equip end users with adequate and appropriate equipment	undertake ICT inventory;	Inventory report	updated inventory report	1	1	1	1	0	0	0	ICT/User support and Maintenance team	
	undertake tagging of ICT equipment	Tagged ICT equipment	% of ICT equipment tagged	100	30	60	100	1	2	2		
	Procure modern ICT equipment for staff	modern ICT equipment for staff	% level of modernization of ICT equipment	100	30	60	100	150	200	150		
	Service and maintenance of ICT equipment	Maintained ICT equipment	No of maintenance contracts	2	1	-	1	23	23	24		
	Identification of ICT equipment and accessories for disposal	list of identified equipment for disposal	% level of Disposed ICT equipment	100	100	100	100	2	2	2		
Strategic Issues: ICT Security: Systems and Applications												
Strategic Goal: Improve systems and applications												
KRA 2: Systems and Applications Management												
Strategic Objective: To enhance confidentiality, integrity and availability of ICT services.												
Develop and implement an integration and interoperability framework	Assess, Design, implement, test, monitor and document integration & Interoperability framework	Integration and interoperability report	Number of Reports	1	-	1	-	0	5	0	ICT Head	
Development of digitization concept and sensitization of business process owners.	Sensitize business process owners	Sensitized departments	Number of departments sensitized	8	-	4	4	0	6	6	ICT head	User department
	Identify processes	Process mapped	Number of departments mapped	8	-	4	4	0	4	4	ICT head	User department
	Carry out BPR	Re engineered processes	Number of departments	8	-	4	4	0	6	6	ICT head	User departments

Strategic plan	Key Activities	Expected Output	Output Indicators	Target for 3 Years	Target			Budget (Ksh. Millions)			Responsibility	
					Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
Leverage on emerging technologies and innovations	Digitalize processes	Automated processes	Number of departments	8	-	4	4	0	20	20	ICT head	User departments
	Sensitize users on emerging technologies	Sensitized users	Number of departments	8	-	4	4	0	6	6	ICT head	User depts
	Develop models and frameworks for adoption	Frameworks and Models developed	Number of departments	8	-	4	4	0	10	10	ICT Head	User depts
Strategic Issues: ICT Security												
Strategic Goal: Enhance ICT Security												
KRA 3: ICT Cyber and Physical Security												
Strategic Objective: To enhance confidentiality, integrity and availability of ICT services.												
Fast track Implementation of the Information Security policy for PFM ICT systems.	Sensitization of users on ICT security	Users are sensitized	No. of users sensitized	240	-	120	120	0	14	14	Head ICT security	
	ICT security professional training for ICT officers	ICT officers trained	No. of ICT officers trained	10	-	5	5	0	1.5	1.6	Head ICT Security	
	Establishment of a security operation center (SOC)	Operational SOC in place	Percentage of completion of Operational SOC	100%	-	33	67	0	5	15	Head ICT Security	
	Publish and circulate the Information security policy for PFM ICT systems to all departments within the National Treasury	Information Security policy Hard copies published	No. of copies	200	200	0.5	-	0.5	0	0	Head of ICT Security	
	Develop and implement business continuity and disaster recovery plan	a developed business continuity and disaster recovery plan	No. of developed business continuity and disaster recovery plan	1	-	1	-	0	20	0	Head of ICT security	
Strategic Issues: ICT Governance												
Strategic Goal: Enhance ICT Governance												
KRA 4: ICT Policies and legal framework												
Strategic Objective: To enhance compliance to ICT legislations, policies and standards												
Strengthen the inspection of ICT systems on compliance with legislations, policies and standards	Quarterly review of ICT Technical specifications	Reviewed ICT Technical Specifications	No. of reviewed ICT Technical specifications	10	2	4	4	1.5	3	3	Head, Infrastructure	
	Annual ICT Systems audits to ensure adherence to legislations, policies and standards	ICT Systems Audit Report	No. of ICT Systems Audit Reports	3	1	1	1	2	2.5	3.0	Head, Infrastructure	

Strategic plan	Key Activities	Expected Output	Output Indicators	Target for 3 Years	Target			Budget (Ksh. Millions)			Responsibility	
					Y1	Y2	Y3	Y1	Y2	Y3	Lead	Support
Develop and implement ICT standard operating procedures	Evaluate existing ICT processes and identify areas that require formal SOPs	Gap Analysis Report	No. of Gap Analysis Reports	2	1	-	1	2	0	2	Head, Infrastructure	
	Develop draft ICT SOPs	Draft ICT SOPs	No. of Draft ICT SOPs	2	1	-	1	5	0	3		
	Workshops to review and validate the draft ICT SOPs with stakeholders	Revised ICT SOPs	No. workshops	4	2	-	2	2	0	2		
	Publish ICT SOPs	Approved and Published ICT SOPs	No. of published copies	200	100	-	100	0.05	0	0.05		
	Sensitization of ICT staff and users on ICT SOPs	Sensitized users	No. of ICT staff and users sensitized	100	1	-	1	0.2	0	0.2		
Strategic Goal: ICT Capacity Development												
KRA 5: ICT Policies and legal framework												
Strategic To improve the ICT capacity for the National Treasury												
Establish partnerships and collaborations for resource mobilization.	Identify suitable partners and collaborators	Partnerships and collaborations	Number of partnerships collaborations	5	-	3	2	0	0	0	ICT Section heads	Top management
Provide appropriate ICT tools and equipment for technical staff.	Procure appropriate ICT tools and equipment for technical staff	Technical Staff equipped with tools and equipment	Number of technical staff equipped	53	-	25	18	0	8	6	Director ICT	Procurement/CFO
			Programming	4	-	4	-	0	2	0		
			Networking	3	-	3	-	0	0.15	0		
			Security	3	-	3	-	0	3	0		
			Computer tool kits	5	-	3	2	0	0.09	0.09		
			The number of equipment procured	53	-	30	23	0	6	2.3		
Enhance the skills of ICT staff and users.	Continuous training of ICT staff and end users.	Well trained ICT staff and end users.	The number of officers trained	500	-	350	150	0	50.4	21.6	Director ICT	Director HRM&O

ANNEX II: QUARTERLY PROGRESSIVE REPORTING TEMPLATE

QUARTERLY PROGRESS REPORT
QUARTER ENDING……………………………………

Table 17: Quarterly Progressive Reporting Template

Expected output	Output Indicator	Annual Target (A)	Quarter for year…………			Cumulative to Date			Remarks	Corrective Intervention
			Target (B)	Actual (C)	Variance (C-B)	Target (E)	Actual (F)	Variance (F-E)		

ANNEX III: ANNUAL PROGRESSIVE REPORTING TEMPLATE

ANNUAL PROGRESS REPORT
YEAR ENDING…………………………..

Table 18: Annual Progressive Reporting Template

Expected output	Output Indicator	Achievement for Year………			Cumulative to Date (Years)			Remarks	Corrective Intervention
		Target (A)	Actual (B)	Variance (B-A)	Target (D)	Actual (E)	Variance (E-D)		

ANNEX IV: EVALUATION REPORTING TEMPLATE

Table 19: Evaluation Reporting Template

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

The National Treasury & Economic Planning

The National Treasury

REPUBLIC OF KENYA

The National Treasury,
Treasury Building, 14th Floor,
Harambee Avenue,
P.O. Box 30007-00100, Nairobi
Tel: +254 020 2252299
Website: www.treasury.go.ke