

**The National Treasury AND ECONOMIC PLANNING**

**THE STATE DEPARTMENT FOR ECONOMIC PLANNING**

**Draft**

**DIGITIZATION AND AUTOMATION Strategy**

**2023 - 2027**

# List of Abbreviations

BETA : Bottom-up Economic Transformation Agenda

SDEP : State Department for Economic Planning

ICT : Information & Communication Technology

KM : Knowledge Management

MDAs : Ministries, Departments and Agencies

MTP : Medium Term Plan

DDPs : Digitally disadvantaged persons

PWDs : Persons with disabilities

RTO : Recovery Time Objective

SDG : Sustainable Development Goals

WCAG : Web Content Accessibility Guidelines

SWOT : Strengths, Weaknesses, Opportunities and Threats

MOU : Memorandum of Understanding

M&E : Monitoring and Evaluation

MIS : Management Information System

# Acknowledgement

# 1.0 INTRODUCTION

## 1.1 History and Background

The planning function in Kenya dates back to the pre-independence period and can be traced to the Oliver Lyttleton Constitution of 1954, when the Ministry of Finance and Development was created. On attainment of independence in December 1963, the Ministry of Economic Planning and Development was created to spearhead development planning in Kenya. It had three divisions or units that included: Administration, Statistics, and Planning.

Over the years, the planning mandate has been executed either in a fully-fledged Ministry or in a division of the Ministry responsible for Finance and Planning. In 2013, Planning became a State Department under the Ministry of Devolution and Planning and in 2017, it was moved to The National Treasury and Planning.

**2.0 MDA Situational Analysis, and Rationale**

**2.1 Situational Analysis**

The State department for Economic Planning undertook situational analysis of its digitization and automation based on digitization and automation / Operational Priorities, vis-a-viz the current status of digitization and automation in the country. This was done through the analysis of State department for Economic Planning’s Strengths, Weaknesses, Opportunities and Threats (SWOT).

|  |  |
| --- | --- |
| **Strengths** * Highly skilled and qualified manpower.
* Adoption of digitization and automation in service delivery.
* Conducive working environment.
* High demand for services
* Legal and institutional framework is well defined in the constitutional and provided for in the executive order.
* Automated communication systems
* Automated Human Resource records.
* Developed robust problem-solving mechanism/conflict resolutions.
* Active customer feedback
* Good leadership support
* Positive customer support
 | **Weakness*** Lack of integration of ICT systems.
* Inadequate staff across all cadres
* Inadequate ICT tools, equipment and networking of ICT systems.
* Weak succession planning and management.
* Inability to attract and retain qualified staff due to disparities in remuneration across Government department agencies.
* Inadequate office space and equipment
* Network and system outage affecting service delivery negatively
* Low accessibility of Government services
 |
| **Opportunities*** Government digitization agenda
* High digital devices penetration
* Political stability and goodwill.
* Advancement of ICT infrastructure, systems and capacity development.
* Wide internet connectivity through the roll out of NOFBI and private fibre cable
* Digitally disadvantaged persons(DDPs) and PWDs needs are an opportunity for inclusive needs
* High demand for government services from citizens
* Developed robust problem-solving mechanism/conflict resolutions.
* Training institutions offering tailor made learning programs
* Growing culture on M &E and reporting across all MDA’s
 | **Threats** * High staff turnover
* Cyber security risks
* Budget austerity measures, which affect implementation of planned programmes.
* Natural calamities
* High cost of borrowing
* Vested interest
* Governance and integrity issues.
* Inadequate legislative and institutional framework
* Rapid change of ICT Technologies
 |

# Digitization and automation strategic orientation

A center of excellence in National Development Planning for high quality of life for all Kenyans.

***Mission***

To provide leadership in National and Sectoral Development Planning by coordinating the formulation, implementation, review, tracking and reporting of development plans, policies, and strategies to advance Kenya’s socio-economic transformative agenda.

***Core Values***

The State Department shall uphold the following core values:

* **Transparency and Accountability:** The State Department shall conduct its business and offer services to its stakeholders in a transparent and accountable manner.
* **Professionalism and Ethical Practices:** All staff shall uphold high moral standards and professional competence in service delivery.
* **Teamwork:** The State Department shall promote collaborative efforts of all actors to achieve a common goal.
* **Passion for Results:** The State Department shall relentlessly pursue timely attainment of targeted results at all levels through high level of coordination, and networking.
* **Customer Centered:** The State Department is committed to uphold customer driven and focused service delivery.
* **Participatory Approach and Inclusiveness:** The State Department is committed to consultations, joint and comprehensive partnership in all its affairs.

## Objectives of the digitization and automation Strategy

1) To enhance digitization and automation advocacy and awareness

2) Enhance and strengthen digitization and automation infrastructure to support Programmes in priority areas

3) Promote programmes in line with the government’s national development agenda and emerging industry needs.

4) To incorporate measures that will enable people with disabilities to access online services

## Policy and Legal Framework

This strategy is anchored on the following policy and legal framework:

1. **Vision 2030 through MTP – IV**

Kenya Vision 2030 and its Medium-Term Plans recognize the role of Research, Science, Technology, and Innovation (RSTI) in increasing productivity, enhancing efficiency levels, accelerating economic development, as well as creating comparative advantage and competitiveness of the country. Similarly, the Authority’s role in the Vision 2030 is to develop and execute a comprehensive model for pension reform. To accomplish this role, research and innovation will be critical hence the need for a digitization and automation Strategy.

1. **The Bottom-Up Economic Transformation Agenda 2022 – 2027 (BETA)**

The main objective of the Bottom-Up Economic Transformation Agenda (BETA) is to improve the livelihoods and welfare of Kenyans. The state department for economic planning’s role in supporting implementation of policies and promoting investment in five BETA pillars that are expected to have the highest impact at the bottom of the economy is critical. These pillars include Agricultural Transformation and Inclusive Growth; transforming the Micro, Small and Medium Enterprise (MSMEs) Economy; Housing and Settlement; Healthcare; and Digital Superhighway and Creative Economy. The digitization and automation Strategy 2023-2026 will position the state department for economic planning strategically to facilitate achievement of the BETA transformation agenda.

1. **African Agenda 2063**

Africa’s Agenda 2063 guiding vision is ‘’an integrated, prosperous and peaceful Africa, driven by its citizens and representing a dynamic force in the international arena.’’

SDEP will deliver effective and efficient services in line with the aspiration No. 3 of Agenda 2063-Africa of good, governance, democracy, respect for human rights, justice and the rule of law.

**c) Constitution of Kenya**

Article 6(3) of the constitution provides that “any state organ shall ensure reasonable access to its services in all parts of the Republic so far as it is appropriate to do so having regard to nature of the service to be provided”.

Articles 35,46 and 232 of the constitution of Kenya 2010 provides for the right of citizens to goods and services of reasonable quality, privacy and access to information held by the state among other rights, values and principles of governance and public service that bind all state organs and state officers.

 d**) Data protection Act, 2019**

Data protection Act,2019 gives effect to article 35 0f the constitution and makes provision for the Regulation of the processing of personal data subjects and obligations of data controllers.

**e) Sustainable Development Goals (SDGs**) 8

Kenya's digital transformation is a strategic alignment of the Kenya Kwanza agenda with the United Nations Sustainable Development Goal (SDG) 8.

This alignment is pivotal in fostering consistent, inclusive, and sustainable economic growth, productive employment, and decent work for all, reflecting the core values of the Kenya Kwanza agenda.

SDG 8, which focuses on promoting consistent, inclusive, and sustainable economic growth, full and productive employment, and decent work for all, is at the core of our digital strategy. Through expanding digital infrastructure, fostering digital literacy, and creating economic opportunities, we are laying the groundwork for a future where every Kenyan thrives in the digital age.

**f)The Kenya Digital Masterplan 2022-2032**

The Kenya Digital Masterplan 2022-2032 envisages a digitally empowered citizenry, living in a digitally enabled society.

SDEP shall enhance the uptake of Government services (both digital and in person services through implementing the commitments of the Kenya National Digital Masterplan 2022-2032 that provides for a robust digital ecosystem anchored on four pillars; Digital infrastructure, Digital services and Data management, Digital skills as well as Digital innovation &Enterprise.

**g)The Kenya Kwanza Manifesto**

The Kenya Kwanza Manifesto envisages a digital agenda aimed at transitioning Kenya from a semi-analog economy to a digital economy. It commits to among others:

1) Expand universal broadband by the construction of 100,000 km of National fiber optic connectivity network across the country

2) Digitize and automate all government critical processes and make available 80% of government services online.

3) Reduce the cost of calls and data to allow wananchi and especially the youth to use online platforms for entertainment, information and business.

SDEP will play a key role in the availability, inclusivity, and accessibility of Government services in line with the Digitization Agenda.

Digitization and automation strategies for the state department for economic planning

**Table 1** Digitization and automation **strategies**

| **S. No.** | **The Strategic Issue** | **Strategic Objective(s)** | **Strategies for digitization and automation** |
| --- | --- | --- | --- |
|  | HumanResourceDevelopment | To enhance quality and capacity of digitizatized and automated human resource To have a paperless SDEP | * Spearhead establishment and operationalization of digitization committee
* Conduct a baseline survey to establish the status of digitization and automation at SDEP
* Develop a workplace digitalization strategy
* Identify services to be digitized
* Automation of 20% of the identified services
 |
|  | Infrastructure for SDEP, and Digital Readiness | To enhance and SDEP infrastructure to support Programmes in priority areas  | * Establish the status of Digitization and automation infrastructure, level of integration and digital readiness
* Develop and Implement Business continuity and Disaster recovery plan
* Implement online customer feedback mechanism to provide customer complaints in SDEP platforms
* Sensitization on MIS portal for SDEP
* Equip service delivery platforms with assistive devices and tools to enhance accessibility and ensure inclusivity of services for PWDs
* Upgrade existing computers and software
* Digitize all records with the aim of establishing a paperless office
 |
|  | Data protection and cyber security | To develop mechanisms for sustainable financial resource mobilization and investment in digitization and automation | * Develop a disaster recovery plan
* Conduct cyber security risk assessment to uncover gaps in SDEP’s security controls
* Develop a backups and storage strategy
* Dissemination of information security policy
* Transition from single factor to multi factor authentication
* Sensitization and training of users on Data Protection Act, Computer Misuse and cyber-crimes Act information security policy
* Sensitization and training of users on data protection act
 |
|  | Digitization and automation advocacy andawareness | To enhance Digitization and automation advocacy and awareness  | * Support and sensitize SDEP staff on digitization and automation covering both the headquarters and field stations
* Engage expert dialogues on the role and state of digitization and automation
* Participate in conferences, exhibitions/fairs, digitization and automation networks
* Develop digitization and automation strategy
 |
|  | Education and Training  | To align digitization and automation training programmes to SDEP goals, and objectives | * Develop programmes with industry to strengthen technological capabilities
* Participate in conferences, exhibitions/fairs, digitization and automation networks
* Collaborate with Tertiary
* Involve PWDs in digitization and automation
 |
| 1.
 | Technologydevelopment,transfer anddiffusion | To Use emerging trends to enhance digitization and automation | * Sensitize SDEP staff on cyber security
* Participate in emerging trends workshops
* Conduct retreats to create awareness on the importance of digitization and automation
* Align Technology
 |
|  | Collaborations andpartnerships in digitization and automation | To establish and strengthen strategic collaborations and partnerships at national, regional and international levels.  | * Establish collaborations in digitization and automation.
* Participate in digitization and automation networks at national, regional and international levels
* Establish areas of support in digitization and automation
 |
|  | In adequate digital skills | To equip individuals with digital skills  | * Sensitize all citizens on the benefits of digital skills and their application in the digital economy.
* Sensitize citizens on digital skills and responsible online behavior to enable them to be active and successful participants in the digital society and raise awareness of risks in terms of digital rights and subsequent responsibilities, online safety and security.
 |
|  | Digital inclusion | To enhance inclusivity, accessibility and support for Government digital and assisted services to all citizens To have accessible communication infrastructure to enable them to participate indigital economic transformation. | * Adopt e-inclusion and e-accessibility activities and programmes
* Have e-platforms that are PWD friendly
* Establish an Inclusive ICT development ecosystem.
* Ensure digital platforms conform to WCAG guidelines
 |
|  | Gender Mainstreaming | To promote gender equality in all digitization and automation related programmes and activities, and in decision making | * Ensure gender equality in participation and distribution of opportunities in digitization and automation
* Enhance gender parity in digitization and automation programmes.
 |
|  | Environmental Sustainability and Green Initiatives | To enhance environmental sustainability and green initiatives | * Incorporate environmental sustainability considerations into digitization and automation strategies, such as reducing paper usage and energy consumption.
* Explore opportunities to leverage digital technologies to support eco-friendly practices, such as remote work and virtual meetings.
* Explore how digital technologies can enhance accessibility for employees with disabilities, such as providing screen readers or speech recognition software to support individuals with visual or mobility impairments.
* Consider the environmental impact of accessibility solutions and prioritize eco-friendly options, such as energy-efficient assistive devices and sustainable design practices.
* Consider the environmental impact of accessibility solutions and prioritize eco-friendly options, such as energy-efficient assistive devices and sustainable design practices.
 |
|  | Customer Experience and Satisfaction | To improve customer experience through digitization | * Prioritize customer-centricity in digitization and automation initiatives to enhance the overall customer experience.
* Gather feedback from customers and stakeholders to identify pain points and areas for improvement in digital services and processes.
* Implement user-friendly interfaces and intuitive design principles to optimize the usability of digital platforms and applications.
 |
|  | Digital Literacy and engagement | Enhance digital literacy and promote active engagement in the digital transformation process. | * Implement digital literacy campaigns: Conduct educational programs and workshops to improve digital skills among the general staff

Encourage Digital Initiatives: Support movements and projects that aim to solve department problems through digital solutions |
|  | Digital Governance and Policy Framework | Develop a robust governance structure and policy framework that supports and regulates the digital transformation efforts. | * Enact Digital Transformation Policies: Formulate and implement policies that guide digital transformation practices.
* Strengthen Regulatory Oversight: Establish committees to oversee digital services and infrastructure, ensuring compliance with laws and standards.
 |
|  | Resistance by staff to adapt to change | Develop change management and digitization and automation to staff | * Change management Trainings and capacity building on digital interventions
* Awareness and sensitizations
 |

# IMPLEMENTATION FRAMEWORK OF THE DIGITIZATION AND AUTOMATION STRATEGY

**Table 2: Implementation Framework of the Institutional STI Strategy**

| **The Strategic Issue** | **Strategy** | **Expected Results** | **Performance****Indicator(s)** | **Means of Verification** | **Estimated cost in Kshs.** |
| --- | --- | --- | --- | --- | --- |
| HumanResourceDevelopment | * Increase staff core competencies to support digitization and automation
 | Improved competency of staff  | Number of staff trained  | Human Resource Records |   |
| * Establish digitalization committee
 | Staff Retention | Appointed digitalization committee members | Appointment letters |   |
| * Promote coaching and mentoring in digitization and automation
 | Improved productivity and efficiency | Productivity index | Productivity data | - |
| * Conduct a baseline survey to establish the status of digitization and automation at SDEP
 | Status of digitization and automation baseline survey at SDEP known | digitization and automation baseline survey report | Approved report | - |
| * Develop a workplace digitalization strategy
 | workplace digitalization strategy |  digitalization and automation strategy report | Approved Report | - |
| Infrastructure for digitization and automation, and Digital Readiness | * Establish the status of SDEP infrastructure and digital readiness
 | Report on status of SDEP infrastructure & digital readiness | Report on digitization and automation infrastructure & digital readiness | Approved Report |  |
| * Implement online customer feedback mechanism to provide customer complaints in SDEP platforms
 | Working online customer feedback mechanisms platforms | No. of Working online customer feedback mechanisms platforms | Reports  |  |
| * Build capacity on digital skills and competencies of emerging technologies
 | Improved digital competencies  | No of people trained on digital skills | Digital competency survey report |  |
| * Develop and implement business continuity and disaster recovery plan
 | Improved recovery time objective(RTO) | recovery time objective RTO | Test and exercising reports |  |
| Digitization and automation advocacy andawareness | * Organize, support, and hold workshops/conferences to disseminate digitization and automation outcomes/findings
 | Improved awareness  | Level of awareness | Survey report |  |
| * Organize, support, and hold digitization and automation stakeholder forums
 | Improved awareness Adoption of digitization and automation outcomes  | Level of awarenessNo of digitization and automation outcomes adopted  | Survey report | - |
| * Participate in conferences, exhibitions/fairs, digitization and automation networks
 | Improved digitization and automation networks  | No. of digitization and automation networks established  | Conference reports | - |
| * Strengthen data management and dissemination
 | Updated database with complete and accurate informationIncreased access and usage of data | Data base No. of dissemination channels  | ICT audit reportsDissemination reports | - |
| Technologydevelopment,transfer anddiffusion | * To establish Innovation framework
 | Increased creativity and innovation  | Approved innovation frameworkNo. of innovations  | Approved innovate frameworkInnovation reports  |  |
| * organize and support annual conferences, exhibitions, hackathons, and expert dialogues pertaining digitization and automation
 | Increased creativity and innovation  | No. of innovations | Conference reports |  |
| * Sensitization of staff on intellectual property rights including application for patents and utility models
 | Increased awareness of staff on intellectual property rights  | No. of Applications for Patents, and Registration of utility models | Sensitization reports Records on patents  |  |
| * Strengthen industry-academia linkages to encourage technology transfer
 | Improved linkages | No. of MoUs signed  | MoU records  |  |
| * Enhance knowledge management
 | Improved evidence-based decision making | KM maturity level | Knowledge management implementation reports  |  |
| * To protect the equitable rights of the SDEP, its innovator(s), researchers, sponsors and the public.
 | Improved protection of rights | Revenue sharing framework Assignability of rights No, of innovations  | Innovation policy implementation report |  |
| Collaborations andpartnerships in digitization and automation | * Promote multidisciplinary and multi- institutional teams for collaborative research and development.
 | Enhanced collaboration | No. of collaborative activities  | Collaboration reports  |  |
| * Participate in digitization and automation networks at national, regional and international levels
 | Improved networks and knowledge | No. of forums attended | Reports  |  |
| Gender Mainstreaming | * Ensure gender equality in participation and distribution of opportunities in digitization and automation
 | Enhance gender parity in digitization and automation programmes. | Gender ratios in digitization and automation programmes  | Reports  | - |
| Environmental Sustainability and Green Initiatives | * Incorporate environmental sustainability considerations into digitization and automation strategies, such as reducing paper usage and energy consumption.
 | Cost savings, resource conservation and improved efficiency and productivity | Paper reduction and process effiency | Audit and documentation |  |
|  | * Explore opportunities to leverage digital technologies to support eco-friendly practices, such as remote work and virtual meetings.
 | Decreased paper usage and process efficiency | Reduction in paper usage and technology adoption | Virtual meeting usage and surveys |  |
|  | * Explore how digital technologies can enhance accessibility for employees with disabilities, such as providing screen readers or speech recognition software to support individuals with visual or mobility impairments.
 | Improved workplace inclusion and enhanced productivity | Usage of accessibility tools | Accessibility technology deployment, training, and support |  |
|  | * Consider the environmental impact of accessibility solutions and prioritize eco-friendly options, such as energy-efficient assistive devices and sustainable design practices.
 | Key solutions on environmental sustainability. | Key solutions should be available. | Virtual meeting usage and surveys |  |
| Digital Literacy and Engagement | * Implement Digital Literacy Campaigns: Conduct educational programs and workshops to improve digital skills among the general staff.
 | Increased digital competency and adoption of new technologies | Participation rates | Feedback and Satisfaction Surveys |  |
|  | * Encourage Digital Initiatives:
* Support movements and projects that aim to solve department problems through digital solutions.
 | Improved collaboration and communication | User Satisfaction and Feedback | User Satisfaction and Feedback |  |
| Digital inclusion | * Adopt e-inclusion and e-accessibility activities and programmes
* Involve employees with disabilities in the design and testing phases of digital products and services to ensure they meet accessibility standards and address the diverse needs of all users.
* Solicit feedback from customers with disabilities to identify areas for improvement in digital experiences and prioritize enhancements that enhance accessibility and usability
 | Identification of Accessibility BarriersImproved User Experience for Customers with Disabilities | User Satisfaction and Feedback | Positive Brand Perception and ReputationIncreased Customer Engagement |  |
|  | * Establish an Inclusive ICT Development Ecosystem.
 | Accessibility Testing and QA ProcessesAccessible Design and Development Practices | User Satisfaction and Feedback | Increased Customer Engagement |  |

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# 5.0 Monitoring and Evaluation (M&E) And Reporting

## 5.0 Overview

This chapter presents the monitoring, evaluation and reporting framework of the Science Technology and Innovation strategy. This will involve a systematic and continuous process of collecting and analyzing information based on the indicators, targets and provision of feedback. The results of M&E will be used to make corrective actions, improve implementation of activities and also inform future digitization and automation plans of the state department for economic planning.

## 5.1 Monitoring Implementation of the digitization and automation strategy

Monitoring the implementation of the plan will act as an early warning system to detect potential bottlenecks and help to make adjustments where necessary. Monitoring will involve collecting and analyzing information relating to the various indicators in the implementation matrix of the strategic plan. During the plan period, state department for economic planning will ensure seamless, accurate and timely information on implementation using electronic systems.

Activities that will require re-scheduling or revision of targets will be adjusted through a re-negotiated process with the top management.

## 5.2 Evaluation of the digitization and automation

Evaluation will involve a systematic and objective process of examining the relevance, effectiveness, efficiency and impact (both expected and unexpected) of the strategies. Evaluation will be done through formal surveys and assessments and will look at what will be accomplished against the set targets. Three major evaluation activities will be undertaken. These include mid-term evaluation; end- term evaluation and ad hoc evaluation (where necessary).

### **5.2.1 Mid-Term Evaluation**

The State department for Economic Planning will conduct a mid-term evaluation of this Strategic Plan to examine the progress towards achieving the set targets. The evaluation will be spearheaded internally by the digitization and automation Strategic Plan Implementation Committee. This will be undertaken in the financial year 2024/2025.The recommendations of mid-term evaluation will help in making improvements to the digitization and automation Strategic Plan implementation process.

### **5.2.2 End-term Evaluation**

End-term evaluation will be conducted at the end of the digitization and automation Strategic Plan period and the achievements, challenges, lessons learnt and recommendation will inform the next cycle of the digitization and automation strategic planning process for state department for economic planning.

### **5.2.3 Adhoc Evaluation**

Ad hoc evaluation may be commissioned by the Principal Secretary, State Department for Economic Planning in case of significant and unexplained variance between the planned and achieved performance targets. Such variances will be identified through the regular quarterly and annual reports.

## 5.3 Reporting

All Directorates in SDEP will be involved in monitoring and reporting on the progress of achievement of results and objectives based on the key indicators agreed upon in this Science Technology and Innovation Strategy. This will be achieved by ensuring collection and provision of timely and accurate data during the plan period. The directorates will be expected to generate reports on a quarterly, bi-annual and annual basis or as outlined in the implementation matrix in the annexes.

## 5.4 Digitization and automation Strategy Review

This digitization and automation Strategy shall be reviewed at mid-term and end-term.