KENYA COMMUNITY-CENTRED CONNECTIVITY INITIATIVES (CCCIs)

STRATEGIC PLAN 2025-2027

APC ASSOCIATION FOR PROGRESSIVE COMMUNICATIONS

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1. Executive summary

1.1 Our vision, mission and strategic intent

Community-centred connectivity initiatives (CCCIs) envision a digitally inclusive Kenya, where every community, regardless of location, income level or demographic profile, has equitable access to meaningful, affordable and empowering digital connectivity. Rooted in the principle that communities themselves are best placed to define their development paths, CCCIs strive to transform digital access from a commodity into a shared community asset.

Our mission is to strengthen the ecosystem of grassroots connectivity initiatives by enabling supportive policy environments, sustainable infrastructure, local innovation and inclusive capacity building. CCCIs are not merely about access to technology; they are about allowing the communities to co-create digital futures that are culturally relevant, socially just, economically viable and environmentally sustainable.

This strategy marks a decisive shift in Kenya's approach to digital inclusion: from top-down connectivity to bottom-up empowerment. It lays out a bold, coordinated vision that puts communities at the centre of their digital transformation.

Strategic vision and guiding principles

Strategic priorities and expected outcomes

To operationalise this vision, the strategy is anchored around six interlinked strategic priorities:

- Inclusive infrastructure and affordable access – Expand community-owned and community-managed connectivity infrastructure using affordable, reliable and energy-efficient technologies.
- Local innovation, services and digital content – Support the development and adoption of locally relevant digital services and content in local languages.
- Capacity building and human capital development – Build technical, business and governance skills for community-centred connectivity operators and managers.
- Enabling policy and regulation – Advance policy and regulatory reforms that improve spectrum access, reduce barriers for CCCIs and strengthen compliance with licensing and operational requirements.
- Governance, inclusion and social equity – Embed environmental, social and governance (ESG) principles in CCCI governance and operations.
- Sustainable financing and strategic partnerships – Establish diversified financing mechanisms and partnerships to ensure long-term CCCI viability.

1.2 Theory of change

This theory illustrates how investments in CCCIs will lead to intended outcomes and long-term impact.

Why a national strategy for CCCIs?

While the enabling environment for community-led digital models is improving, there is no coordinated national framework that unifies the vision, objectives and pathways for CCCIs to scale sustainably and equitably.

This strategy seeks to fill that gap.

By identifying key structural barriers and aligning public, private and civil society efforts, it aims to:

- Support diverse community-led connectivity actors to formalise, thrive and interconnect.
- Anchor CCCIs within national ICT, education, inclusion and economic strategies.

- Establish standards, support systems and learning platforms for long-term resilience.
- Ensure the voices and needs of rural, remote and marginalised communities are systematically integrated into Kenya's digital transformation journey.

In doing so, the strategy responds to the urgency of the moment: to build a digitally sovereign, inclusive and just future – powered by communities, for communities.

1.3 Strategic pillars overview

Strategic pillar 1: Inclusive infrastructure and affordable access

Expand and strengthen community-owned and community-managed connectivity infrastructure, ensuring affordable, reliable and energy-efficient access for underserved areas.

Strategic pillar 2: Local innovation, services and digital content

Foster homegrown technology solutions, relevant digital services and culturally appropriate content that address local needs and drive community participation.

Strategic pillar 3: Capacity building and human capital development

Build technical, managerial and entrepreneurial skills within communities to enable effective network deployment, operation and governance.

Strategic pillar 4: Enabling policy and regulation

Advance supportive policies, regulatory frameworks and spectrum management approaches that facilitate the growth and sustainability of community-centred connectivity initiatives.

Strategic pillar 5: Governance, inclusion and social equity

Promote transparent, participatory and environmentally responsible governance of CCCIs, ensuring gender equity, youth engagement and inclusion of marginalised and under-represented groups.

Strategic pillar 6: Sustainable financing and strategic partnerships

Develop and implement innovative, diversified financing mechanisms, including public financing, impact investment, blended finance and community enterprise models, to ensure the long-term viability of CCCIs. Strengthen multistakeholder partnerships

across government, private sector, civil society and development agencies to mobilise resources, share expertise and scale community-centred connectivity solutions.

1.4 Expected outcomes by 2027

- A minimum of 40 new or upgraded CCCI networks established across Kenya, extending affordable and reliable connectivity to diverse communities.
- At least 10 locally developed digital solutions deployed through CCCIs, with 50% of platforms hosting local-language and culturally relevant content.
- At least 200 trained community network practitioners, with a minimum of 30% women and youth, and all registered CCCIs equipped with documented sustainability plans.
- Community network licensing is fully implemented, fair spectrum pricing frameworks are in place and at least 30 new CCCIs are registered and compliant with regulatory requirements.
- All registered CCCIs operate under ESG-aligned governance frameworks, with strengthened community-led decision-making structures and at least 40% representation of women, youth and marginalised groups in leadership and governance roles.
- Diversified financing mechanisms are in place, with 50% of CCCIs operating sustainable business models eligible for funding.

1.5 Plan period snapshot: 2025-2027

The strategy covers the period 2025-2027, aligning with:

- The Kenya Digital Master Plan 2022-2032
- Vision 2030 and other national development frameworks aligned with the Sustainable Development Goals (SDGs)
- The current Universal Service Fund (USF) implementation cycle
- Nationwide digital inclusion initiatives

This period offers a strategic window to deepen community-led digital inclusion, by leveraging recent policy reforms, expanded national broadband investments and an increasingly vibrant network of community innovators. The strategy builds on existing momentum, scales proven models and co-creates innovative approaches to reach Kenya's most digitally excluded populations, particularly those in rural, underserved and marginalised communities.

Kenya's enabling environment for community-led digital models has advanced in recent years, but there is still no unified national framework to guide their sustainable and equitable growth. This strategy fills that gap by providing a coordinated vision, clear objectives and practical pathways for scaling CCCIs across the country.

While engaging community networks and other key stakeholders in Kenya's digital ecosystem in two physical workshops that took place in October and December 2024, six strategic pillars were identified spanning infrastructure, technical capacity, regulatory policies, digital innovation, gender inclusion, funding and partnership as key to the desired operation, sustainability and impact of CCCIs. Hence, in this strategy, these pillars are shared as key strategic areas with various activities and developments that can be pursued to lead towards the sustainability of CCCIs.

2. Background

2.1 Understanding Kenya's digital divide

Kenya stands at a pivotal moment in its journey toward full digital inclusion. The International Telecommunication Union (ITU) distinguishes between "universal access", which is the physical availability of ICT services, and "meaningful connectivity", which enables people to go online regularly with the right devices, sufficient data and fast, reliable connections. Crucially, meaningful connectivity also requires digital skills and relevant local content, reminding us that infrastructure alone does not guarantee true inclusion.

Kenya has a firm policy and legal framework prioritising universal access to services and infrastructure, anchored in the Constitution (2010), Vision 2030 and supporting ICT strategies. The Kenya National ICT Policy Guidelines (2020) promote a mobile-first approach, universal service obligations, local ownership, innovation incentives and data protection. The Kenya National Digital Master Plan (2022–2032), aligned with Vision 2030, focuses on four pillars – digital infrastructure, government, skills and innovation –with goals such as 100,000 km of fibre, 25,000 public Wi-Fi hotspots, 20 million citizens trained and expanded local tech manufacturing. Sustainability, cybersecurity and governance are cross-cutting priorities.

In recent years, Kenya has made significant strides in expanding universal access, primarily driven by the rapid growth of mobile broadband networks. By early 2025, approximately 48% of the country's 57 million people were online, marking a considerable improvement from previous years. Yet, more than half the population remains offline, with the most significant gaps in rural, low-income and underserved areas where affordability is a critical barrier. The 2023/2024 Kenya Housing Survey highlights the depth of these inequalities. Urban areas far outpace rural ones in ICT adoption. Computer usage in cities is three times higher than in rural regions, with Nairobi recording a usage rate of 27.8% compared to just 1.1% in Mandera and Marsabit. Internet access shows an even sharper divide: 57% penetration in urban areas versus 25% in rural areas. Given that most Kenyans live in rural counties, this urban-rural gap underscores the urgency of targeted interventions. For CCCIs, this context presents both a challenge and an opportunity. Kenya's progress in network expansion provides a strong foundation, but achieving meaningful connectivity will require a sharper focus on affordability, equitable access and community-led solutions.

2.2 Kenya's broadband value chain

Kenya's broadband ecosystem operates through a layered value chain that moves internet services from global networks to individual users. It begins with international connectivity via submarine fibre optic cables landing in Mombasa, including TEAMS, SEACOM, EASSy, LION-2, PEACE and forthcoming systems like 2Africa and Africa-1. Bandwidth then travels through the national and regional distribution networks, supported by the government's National Optic Fibre Backbone Infrastructure (NOFBI) and extensive private sector investment from operators such as Safaricom, Liquid Telecom, Wananchi/Zuku and Jamii Telecom. Utility firms like Kenya Power and KETRACO also contribute by integrating fibre into power infrastructure, while KENET connects education and research institutions. The last mile covers the direct connection to users through fixed broadband in commercially viable areas and mobile broadband, which reaches almost all populated regions but varies in quality. Wi-Fi is widely used in public hotspots, homes and underserved areas, especially in dense informal settlements where affordability and ease of deployment make it attractive. In the most remote areas without terrestrial infrastructure, satellite connectivity is an increasingly viable option, with low Earth orbit (LEO) systems introducing new possibilities for access.

2.3 Broadening the scope: From community networks to community-centred connectivity initiatives (CCCIs)

Community networks (CNs) are locally owned and operated digital infrastructures created to deliver affordable, relevant and sustainable connectivity in areas underserved or overlooked by commercial internet providers. Their role extends beyond providing internet access; they are designed to empower communities, enabling meaningful digital participation aligned with local socioeconomic and cultural priorities.

In Kenya, CNs have emerged as both a grassroots response to digital exclusion and a policy-supported approach to closing the last-mile connectivity gap. Recent reforms, most notably the creation of a dedicated Community Network Licensing Framework, have opened new opportunities for community-led connectivity. While CNs remain an essential model for reaching rural and underserved areas, they represent only one pathway for communities to shape their connectivity solutions. To better reflect Kenya's diverse geographic, economic and social contexts, the national strategy now embraces a broader category of CCCIs, which includes CNs alongside other community-driven models such as cooperatives, social enterprises and municipally led broadband projects.

2.4 Principles of a community-centred connectivity initiative

Addresses community needs

Provides meaningful communications infrastructure or services that respond to the specific needs and interests of communities whether urban, rural or remote, empowering them to participate in their own social, cultural and economic development.

Participatory

Ensures that community members actively shape the vision, design, deployment, operation and use of the infrastructure or services through inclusive and participatory processes.

Supportive

Collaborates with a variety of stakeholders to realise the community's vision in a manner that respects and strengthens the community's autonomy and decision-making power.

Promotes well-being

Improves the personal, social, political and economic well-being of community members, especially those who are structurally marginalised – such as women, youth, the elderly, refugees, ethnic minorities and persons with disabilities.

Advances human rights

Upholds the communications rights and other fundamental rights of individuals and communities, including the rights to education, health and cultural expression, as well as the collective rights of racial, ethnic and Indigenous groups.

Gender transformative

Acknowledges and addresses gender power dynamics within the community. Promotes the active participation of women and gender-diverse people in the governance, management and use of infrastructure or services and integrates gender equity into all operations.

Culturally rooted

Sustains local cultures, languages and traditional practices especially those under threat and ensures the creation and dissemination of relevant, meaningful content in local languages that is inclusive and accessible.

Environmentally aware

Designs and operates infrastructure or services in ways that protect the environment and biodiversity and with respect for communities and ecosystems in the territories they occupy.

Ensures safety

Prioritises the online and offline safety of all community members, especially those most vulnerable to harm such as women, children, the elderly and marginalised groups from technology-facilitated abuse and other digital risks.

Sustainable

Strives for long-term operational and financial sustainability by aligning with local economic values and practices, ensuring resilience and self-reliance.

Capacity building

Builds the technical skills needed within the community to manage and maintain the infrastructure or services and strengthens digital literacy so users can navigate the internet safely, access opportunities and respond to crises such as climate change or pandemics.

Community ownership

Promotes open and inclusive governance and management that leads to genuine community ownership of the infrastructure or services.

Connected to others

Recognises itself as part of a global ecosystem of community-driven initiatives, committed to sharing experiences, strengthening mutual support and engaging in collective, multistakeholder advocacy for inclusive, sustainable and rights-respecting internet access.

3. Strategic direction

Strategic pillars

This strategy is anchored in six interdependent pillars, each addressing a critical domain required to build a sustainable and impactful CCCIs ecosystem in Kenya. These pillars emerged through a participatory co-design process involving CN operators, grassroots leaders, policy makers, technical experts and development partners. They reflect the core enablers of digital inclusion when framed through community priorities, aspirations and realities.

Each pillar comprises a clear strategic objective, a series of sub-objectives and targeted actions to be implemented across the 2025-2027 plan period. Together, they form a cohesive framework that moves beyond infrastructure deployment to embed sustainability, innovation, equity and governance within CCCIs.

3.1 Strategic pillar 1: Inclusive infrastructure and affordable access

Context and rationale

Expand and strengthen community-owned and community-managed connectivity infrastructure, ensuring affordable, reliable and energy-efficient access for underserved areas. Despite Kenya's growing investment in digital infrastructure, significant gaps persist in the equitable distribution and accessibility of connectivity. The majority of existing community networks cite infrastructure-related constraints as a primary barrier to service delivery and sustainability. These include:

- Limited or unaffordable access to reliable backhaul (e.g. fibre, microwave links).
- High capital and maintenance costs for towers, routers and other critical hardware.
- Unreliable electricity supply, with limited off-grid energy alternatives.
- A lack of access to advanced network management systems for troubleshooting, monitoring and provisioning.
- Vulnerability of existing infrastructure to weather-related disruptions and theft.

The strategic imperative, therefore, is to enable CCCIs to access, operate and maintain reliable infrastructure that is both technically robust and financially viable, while ensuring flexibility for local adaptation.

Strategic objective

Expand access to high-quality, affordable and context-appropriate digital infrastructure for CCCIs to deliver sustainable last-mile connectivity.

Sub-objectives and strategic actions

Backhaul access and affordability
Support CCCIs to secure affordable, scalable and reliable upstream connectivity by negotiating favourable access to middle-mile providers and advocating for tiered pricing models.

Strategic actions:

- Facilitate peer-to-peer learning sessions for CCCIs, focusing on their shared experiences, negotiation tactics and backhaul partnership models to strengthen their collective bargaining knowledge.
- Provide tools and frameworks that help CCCIs evaluate backhaul options, understand service level agreements (SLAs) and assess long-term scalability requirements specific to their organisational needs.

- Advocate with regulators and policy makers for tiered pricing structures, open access requirements and transparent interconnection policies that benefit CCCIs.
- Create networking opportunities and introductions for CCCIs to connect with potential backhaul providers, ensuring CCCIs acquire the skills and knowledge to negotiate and manage these relationships independently.

Resilient and scalable network design
Enable CCCIs to deploy reliable, scalable infrastructure that aligns with best practices in network engineering and sustainability.

Strategic actions:
- Facilitate technical knowledge exchange sessions where experienced CCCI operators share lessons learned, troubleshooting strategies and innovative design solutions with emerging CCCIs.
- Develop and share context-specific network deployment templates for different environments alongside guidance on quality, affordable hardware and software.
- Establish and maintain a shared digital repository of tested equipment specifications, deployment templates and technical documentation that CCCIs can access and contribute to base on their field experiences.

Power and energy resilience
Address the lack of reliable electricity in underserved regions through support for off-grid energy solutions integrated with connectivity infrastructure.

Strategic actions:
- Raise awareness among CCCIs about partnership opportunities with energy-focused social enterprises and mini-grid providers and support them in identifying viable collaboration and financing options.

Expected outcomes (2025-2027)

- At least 50% of CCCIs are connected to subsidised or tiered-cost backhaul through strategic partnerships.
- Renewable energy adoption, particularly solar, increased across 40% of CCCIs in off-grid areas.
- National repository of shared equipment designs, vendor lists and deployment templates established and actively maintained.
- Enhanced local capacity to plan, deploy and manage infrastructure suited to Kenya's diverse geographic and socio-economic contexts.

3.2 Strategic pillar 2: Local innovation, services and digital content

Foster homegrown technology solutions, relevant digital services and culturally appropriate content that address local needs and drive community participation.

Context and rationale

The transformative power of connectivity lies not merely in access but in the ability of communities to create, share and benefit from locally relevant digital solutions. CCCIs represent more than infrastructure; they are enablers of social and economic innovation, platforms for local voice and vehicles for empowerment. Despite expanding connectivity footprints, a persistent gap exists in the availability and adoption of digital services that reflect local contexts, languages and cultural realities. Most CCCIs continue to face challenges in developing sustainable digital offerings that meet the practical needs of their communities. These include tools for e-learning, e-agriculture, e-health, civic participation, local marketplaces and content that affirms local identity. For CCCIs to catalyse meaningful development outcomes, they must evolve into platforms for innovation supporting local problem-solvers, amplifying indigenous knowledge and generating livelihoods through digital entrepreneurship. This requires enabling infrastructure, skills, seed funding, partnerships and policy environments that promote experimentation and protect local innovation.

Strategic objective

Catalyse the development and scaling of inclusive, locally relevant digital services and innovation ecosystems for unserved, underserved and marginalised communities.

Sub-objectives and strategic actions

Promote community-led innovation for local challenges
Enable communities to design and implement digital solutions tailored to their social, economic and cultural needs.

Strategic actions:
- Provide small grants to co-create and prototype community-driven applications in e-agriculture, e-learning, e-health and citizen participation.
- Map existing platforms for local hosting of content created by communities and provide alternatives on what communities can leverage.

Strengthen local content creation and language inclusion
Bridge the relevance divide by supporting the creation, hosting and dissemination of culturally resonant content in local languages.

Strategic actions:
- Establish digital storytelling labs in partnership with media and creative arts institutions to document local culture, oral histories and community narratives.
- Partner with linguists and educators to translate critical digital tools, e-services and training resources into local languages.
- Encourage community radio stations and podcasts to integrate digital literacy, civic education and e-governance topics.

Leverage emerging technologies for social impact
Prepare CCCIs to deploy emerging technologies in ways that address real community needs while safeguarding against digital risks.

Strategic actions:
- Pilot affordable artificial intelligence (AI) and internet of things (IoT) solutions for early warning systems and environmental monitoring that provide hyper-local data, ensuring all innovations incorporate privacy-by-design and strong data protection measures.
- Build partnerships and communities of practice to establish CCCIs as strategic collaborators in developing community-driven AI applications, including efforts to preserve local languages through the creation of text and audio resources that support language technology development.

Expected outcomes (2025-2027)

- Communities develop and launch digital solutions tailored to local needs, supported by small grants and accessible content hosting.
- Local-language digital content increases through storytelling initiatives, translations and community media partnerships.
- CCCIs pilot affordable AI and IoT technologies for community needs, with strong privacy safeguards and collaboration networks.

3.3 Strategic pillar 3: Capacity building and human capital development

Context and rationale

The sustainability and effectiveness of CCCIs hinge on substantial human capital. Infrastructure and regulation alone cannot deliver lasting impact without technical, managerial and community skills to operate, scale and innovate. Over the past five years, at least 11 communities and institutions in Kenya have benefited from initiatives such as the Kenya National School of Community Networks (KNSCN), creating a connected cohort of local operators and fostering community ownership. However, challenges persist:

- CCCIs struggle with regulatory compliance, network set up, cybersecurity and spectrum management.
- Operational tasks such as billing and customer management are often manual due to limited tools and knowledge.
- Talent retention is difficult, especially in rural areas, where skilled individuals move to urban centres or private sector roles.
- Capacity building is fragmented and mostly project-based, lacking accreditation, mentorship, continuous learning and a national curriculum tailored to diverse CCCI models and geographies.

To build a resilient ecosystem, a strategic shift is needed from ad hoc training to a coordinated national approach that institutionalises capacity development, fosters peer learning and embeds human capital as a core pillar of digital inclusion.

Strategic objective

Develop robust, inclusive training programmes and knowledge-sharing platforms to strengthen the technical, operational and strategic capabilities of CCCIs.

Sub-objectives and strategic actions

Develop and validate a standardised national curriculum for CCCIs
Create a nationally recognised curriculum that meets the technical, social, entrepreneurial and governance needs of CCCIs, ensuring it aligns with national qualifications frameworks and adapts to diverse community contexts.

- Conduct needs assessments with CCCIs across diverse regions to identify key skills gaps and training priorities.
- Engage stakeholders, including CCCIs, educators and industry experts in participatory workshops to design curriculum content.

- Establish an accreditation framework in partnership with national education authorities to formalise the curriculum's recognition.
- Develop flexible learning modules to accommodate different learning environments and resource levels.
- Create a system for ongoing curriculum review and updates to respond to technological and community changes.

Establish CCCI training hubs in pilot communities
Identify and train a cohort of local trainers through a structured training of trainers (ToT) programme based on the standardised curriculum to ensure quality and scalable delivery.

Strategic actions:
- Design and implement a comprehensive ToT programme to train and certify trainers from CCCIs, technical and vocational education and training (TVET) and learning institutions, ensuring consistent, high-quality instruction across decentralised hubs.
- Support the setup of local training hubs within pilot CCCIs to provide ongoing training, mentoring and practical hands-on experience tailored to community needs.

Ensure gender-responsive and inclusive training
Integrate gender-responsive and inclusive approaches throughout curriculum design and delivery to promote equitable participation of women, youth and marginalised groups.

Strategic actions:
- Embed gender and inclusion topics within all technical courses and implement equitable recruitment practices, such as targeted outreach, childcare support and scholarships to increase diverse representation.
- Train facilitators on inclusive teaching methods, unconscious bias and accessible learning, while monitoring participation data to identify gaps and provide targeted support, such as mentorship and refresher sessions.

Expected outcomes (2025-2027)

- A national curriculum and certification framework for community connectivity is formalised and implemented nationwide.
- At least 200 CCCI practitioners are trained, with 70% achieving certification through national or international partnerships.
- Four or more CCCIs establish functional training labs or ICT hubs actively engaged in community outreach.

3.4 Strategic pillar 4: Enabling policy and regulation

Advance supportive policies, regulatory frameworks and spectrum management approaches that facilitate the growth and sustainability of community-centred connectivity initiatives.

Context and rationale

A transparent, inclusive and enabling regulatory environment is essential for CCCIs to thrive. In Kenya, the introduction of the Community Network and Service Provider (CNSP) License by the Communications Authority (CA) marked a significant milestone towards legitimising and supporting grassroots connectivity providers. However, uptake of this license remains limited. Many CCCIs, especially those in early stages or operating informally, lack the technical, legal or administrative capacity to navigate licensing and compliance processes. Others are unaware of the opportunity altogether. While national frameworks, such as the Kenya National Digital Master Plan and ICT Policy 2020, emphasise universal access and inclusion, the operationalisation of these goals often lacks alignment with the lived realities of community-led initiatives. For instance, current spectrum management practices, taxation regimes, data protection requirements and infrastructure-sharing rules are not fully adapted to the hybrid social−enterprise models that CCCIs represent.

To strengthen the policy and regulatory environment, CCCIs must be supported so that they can engage meaningfully with regulators, advocate for appropriate reforms and access knowledge tools that demystify legal obligations and entitlements.

Strategic objective

Create an enabling and adaptive policy environment that supports the growth, innovation and sustainability of CCCIs while enhancing their capacity to engage constructively with regulatory processes.

Sub-objectives and strategic actions

Promote awareness and adoption of CCCI licensing pathways
Improve understanding and uptake of CCCI licensing pathways, including the CNSP license, by simplifying application, compliance and renewal processes.

Strategic actions:
- Document and disseminate case studies of successful CCCIs to illustrate the full licensing journey, including costs, benefits and sustainability lessons.

- Convene county-level sensitisation forums to engage grassroots innovators, social enterprises, cooperatives and community groups.
- Strengthen sector associations and advocacy platforms such as the Association of Community Networks in Kenya to act as collective voices, raise awareness of CCCIs and provide ongoing support to new applicants and licensed operators.

Strengthen the legal, regulatory, compliance and advocacy capacity of CCCIs
Equip CCCIs with the knowledge and skills to comply with regulations on licensing, spectrum use, taxation, data protection and digital safety, while empowering them to advocate for enabling policies.

Strategic actions:
- Develop modular training programmes covering regulatory compliance and advocacy tailored for community operators.
- Partner with pro bono legal services and university law clinics to support CCCIs in contracts, licensing, compliance filings and policy advocacy.
- Create practical toolkits and templates, including privacy policies, compliance checklists, regulatory calendars and advocacy guides for easy use by CCCIs.
- Support the capacity development of sector associations to effectively assist CCCIs in navigating licensing and compliance processes through training, resource development and stakeholder engagement.

Align infrastructure sharing and spectrum access policies with CCCIs needs
Ensure that spectrum access, tower co-location and infrastructure leasing frameworks explicitly accommodate non-commercial and hybrid actors such as CCCIs.

Strategic actions:
- Advocate for affordable shared or secondary spectrum access, including unlicensed bands.
- Propose policies establishing community-priority zones where infrastructure is reserved for or shared with CCCIs.
- Participate actively in spectrum and infrastructure planning processes led by government stakeholders to promote geographic and model inclusivity.

Expected outcome (2025-2027)

- At least 80% of active CCCIs are licensed under the CNSP framework or other applicable national mechanisms.
- Simplified compliance toolkits and training materials are adopted by over 50 CCCIs nationwide.

- CCCIs regularly participate in national policy consultations
- CCCIs have institutionalised representation within national ICT sector platforms and policy forums.

3.5 Strategic pillar 5: Governance, inclusion and social equity

Promote transparent, participatory and environmentally responsible governance of CCCIs, ensuring intergenerational (children, youth and the elderly) equity, youth engagement and inclusion of marginalised and underrepresented groups (Indigenous and refugee communities and internally displaced persons). ESG is positioned as a cross-cutting theme across all pillars, ensuring that environmental, social and governance principles are actionable and measurable.

Context and rationale

CCCIs are more than technical projects; they are social institutions rooted in communities. For CCCIs to be sustainable and transformative, they must embed good governance, intergenerational equity, human rights and inclusive participation. Many CCCIs currently lack formal governance, clear roles, transparent decision making and community engagement processes. While informality can be a strength, the absence of accountability risks sustainability, trust and inclusiveness. Marginalisation based on gender, disability, youth exclusion and power imbalances often persists, potentially reinforcing inequalities. This pillar seeks to establish governance and intergenerational equity as core foundations for CCCIs, ensuring they are representative, rights-based and equipped to handle ethical, social and ecological challenges.

Strategic objective

Institutionalise inclusive governance, inter-generational equity, rights-based approaches and ESG principles in the design, operation and monitoring of CCCIs, linking them to measurable outcomes across all six pillars.

Sub-objectives and strategic actions

Promote gender-transformative and disability-inclusive approaches
- Integrate gender and disability inclusion in planning, with clear indicators for monitoring.
- Implement targeted capacity-building programmes for CCCIs that focus on promoting inclusion of underrepresented groups, including women, youth and persons with disabilities (PWDs).

- Partner with organisations of PWDs to co-design accessible services and governance.
- Progressively increase leadership representation of women, youth and PWDs, supported by mentorship, succession planning and capacity building to ensure effectiveness.

Embed rights, accountability and community oversight
- Develop community charters on digital rights and data protection.
- Train CCCIs on financial integrity, transparent reporting, anti-corruption safeguards, data governance, safeguarding policies, digital ethics, privacy and cyber safety.
- Institutionalise regular community consultations, satisfaction surveys and feedback mechanisms using digital tools.
- Publish CCCI performance and transparency reports in accessible formats through a central CCCI portal and annual forums, with custody and verification managed by a technical working group.

Strengthen internal governance
- Develop adaptable governance templates (constitutions, roles, codes of conduct, conflict resolution).
- Provide an inclusive "governance toolkit" with registration documents, policies and governance structures tailored for NGOs, community-based organisations (CBOs), cooperatives, social enterprises, societies and emerging CCCIs.
- Train CCCI leaders on participatory governance, financial accountability and ethical decision making.
- Establish advisory boards/community councils with representation from women, youth, elders and persons with disabilities.
- Support legal registration under relevant cooperative, association or non-profit frameworks.

Expected outcomes (2025-2027)

- All CCCIs operating with documented governance frameworks and community representation structures.
- Progressive achievement of at least 50% representation of women, youth and PWDs in leadership, supported by mentorship and capacity building.
- Ninety percent of CCCIs implementing community feedback mechanisms and publishing annual transparency reports.
- ESG key performance indicators (KPIs) embedded in the monitoring, evaluation, learning and adaptation (MELA) framework and applied across CCCIs.

- National inclusive toolkit on gender-transformative, disability-inclusive and ESG-integrated governance adopted by sector stakeholders and embedded in future CCCI policies.

3.6 Strategic pillar 6: Sustainable financing and strategic partnerships

Develop and implement innovative, diversified financing mechanisms, including public financing, impact investment, blended finance and community enterprise models, to ensure the long-term viability of CCCIs. Strengthen multistakeholder partnerships across government, the private sector, civil society and development agencies to mobilise resources, share expertise and scale community-centred connectivity solutions.

Context and rationale

CCCIs require sustainable financial, institutional and social models to thrive beyond pilot phases. Many remain dependent on short-term grants, limiting scale and resilience. Diversifying funding sources, including public financing, impact investment and community enterprise, is crucial. CCCIs also need strong partnerships with the government, the private sector, civil society and development actors to mobilise resources, share expertise and align with national priorities. This pillar focuses on building resilient financing models and ecosystem-wide partnerships to ensure CCCIs can grow and endure.

Strategic objective

Develop diversified funding models and strategic partnerships that enable long-term sustainability and scaling of CCCIs.

Sub-objectives and strategic actions

Build blended financing and revenue models
- Support CCCIs to diversify income beyond donor grants by developing sustainable business and community funding models.
- Map and promote viable CCCI business models, such as pay-per-use and tiered pricing.
- Facilitate social enterprises offering paid services to cross-subsidise connectivity.
- Explore bulk bandwidth procurement and community-based financing like micro-contributions.
- Mobilise public sector resources

- Leverage national and county government funding to support CCCIs and integrate them into public digital equity efforts.
- Engage with the USF for multi-year CCCI support aligned with national goals.
- Advocate for CCCI budget lines in county integrated development plans and innovation funds.
- Promote inclusion of CCCIs in e-government and public Wi-Fi programmes.

Strengthen multi stakeholder partnerships and organisational readiness
- Forge partnerships across sectors and enhance CCCI capacity to access funding and manage resources.
- Develop an investable portfolio highlighting CCCI impact and efficiency.
- Convene donor-CCCIs targeted stakeholder in-person meeting/round tables and leverage global coalitions for catalytic funding.
- Provide training and tools for financial management, compliance and sustainability planning.

Expected outcomes (2025-2027)

- CCCIs operate with sustainable social enterprise models.
- CCCIs are co-funded or supported through government or development partner programmes.
- Multi-year CCCI support integrated into USF priorities and county budgets.
- Thirty CCCIs trained in social enterprise models.

Strategic enablers for the Kenya national CCCI strategy
The successful implementation of Kenya's national CCCI strategy hinges on a well-coordinated ecosystem of strategic enablers. These enablers create the essential conditions for effective deployment, sustainable operations and scalable impact. They encompass key actors and institutions that must collaborate within Kenya's multistakeholder digital governance framework to bridge the digital divide and ensure inclusive connectivity for all communities.

Community-centred connectivity organisations and associations
These groups lead grassroots implementation by mobilising local communities and advocating for connectivity solutions driven by community needs and priorities. The newly formed Association of Community Networks in Kenya (ACNKe) provides a unified voice for advocacy and knowledge sharing. They are critical in ensuring that connectivity initiatives are relevant, accessible and owned by the communities they serve.

Government agencies and regulatory bodies
Serving as foundational enablers, government institutions establish the necessary policy frameworks and regulatory environments that allow community networks to thrive. Their roles include spectrum allocation, crafting enabling policies and providing regulatory certainty that supports sustainable operations and growth of community networks.

Private sector and technology partners
This group brings vital technical expertise, innovative technologies and infrastructure support essential for the effective deployment and scaling of community networks. Key players include telecommunications equipment suppliers, internet service providers offering backhaul connectivity and tech companies developing open-source, community-tailored networking solutions. The private sector is crucial in delivering affordable and appropriate technologies, building technical capacity within communities, fostering innovation through partnerships and supporting locally relevant digital services.

Development partners and donors
These stakeholders provide indispensable financial resources and technical assistance that enable community-centred connectivity initiatives to scale. Through grants, concessional financing and knowledge transfer, they help overcome initial capital barriers and support the development of sustainable business models. Their contributions are especially valuable for pilot projects, impact measurement and generating evidence to inform and shape policy frameworks.

Multistakeholder coordination mechanisms
KICTANet is a vital enabler that facilitates collaboration across all stakeholder groups. Kenya's robust multistakeholder ICT governance experience provides a strong foundation for CCCI implementation. These mechanisms foster inclusive, collaborative governance, which is essential for the success and sustainability of CCCIs.

4. Implementation framework

The success of this strategic plan depends on a coherent, participatory and well-sequenced implementation approach that ensures ownership, agility and accountability across all levels. The implementation framework operationalises the strategy by assigning clear roles, timelines and performance metrics to strategic objectives and activities. It also promotes structured coordination across stakeholders, including CCCIs, government agencies, development partners and community groups.

To achieve the vision of inclusive and sustainable digital access, the strategy will be implemented in three interlinked phases over the 2025-2027 period. Each phase builds upon the previous one to allow for learning, adjustment and scaling.

Purpose and approach

This implementation framework provides a coordinated roadmap for translating the strategic priorities of the CCCI strategy into action. It identifies the key actors, time frames, sequencing and mechanisms required to operationalise the six pillars outlined in this strategy over the 2025-2027 period.

Recognising the diversity of stakeholders – from grassroots innovators and county governments to regulators, donors and private sector partners – the implementation framework adopts a distributed model anchored in ecosystem leadership, collective accountability and adaptive learning.

4.1 Phased implementation approach

Implementation will be structured across three overlapping phases:

- Seeding and alignment (2025-2026): Focused on institutional coordination, pilot activities, resource mobilisation and systems strengthening at national and county levels.
- Scaling and localisation (2026-2027): Expanding reach and deepening impact across diverse geographies, sectors and community models.
- Consolidation and sustainability (2027 and beyond): Embedding CCCIs in national frameworks, ensuring financial resilience and institutionalising inclusive governance.

Phase	Time frame	Strategic focus
Phase I: Seeding and alignment	2025-2026	Strengthening institutional capacity, policy alignment and early infrastructure pilots.
Phase II: Scaling and localisation	2026-2027	Scaling proven models, deepening partnerships and expanding innovation and inclusion programmes.
Phase III: Consolidation and sustainability	2027 and beyond	Institutionalising resilient governance, financing models and long-term digital equity systems.

4.2 Core implementation mechanisms

A multistakeholder national CCCI steering group

A multistakeholder national CCCI steering group will be established to coordinate the implementation of this strategy. This group will serve as the central body for policy guidance, oversight and alignment, bringing together diverse representatives from across the ecosystem, including:

- Government institutions and relevant public sector agencies
- CCCI associations and grassroots organisations
- Civil society organisations, organisations of persons with disabilities and women and youth groups

- Development partners and funding agencies
- Academic and technical institutions.

Core functions:
- Provide strategic guidance, ensure policy alignment and coordinate resources.
- Monitor progress and guide adaptive adjustments to the implementation plan.
- Foster cross-sector collaboration and facilitate conflict resolution.

Pillar working groups

A dedicated working group will support each strategic pillar, convened and coordinated by a lead institution drawn from relevant stakeholders within the ecosystem. These working groups will be responsible for detailed implementation planning, partner engagement and technical delivery for their respective pillars.

County-level implementation platforms

To ensure localisation and alignment with devolved governance systems, county CCCI taskforces will be established in priority regions. These taskforces will:

- Integrate CCCI activities within local development planning frameworks.
- Coordinate local stakeholders, resources and accountability mechanisms.
- Engage with community structures such as local leaders, youth and women's groups.

Initial focus areas will be selected based on existing CCCI activity, digital inclusion needs and readiness to scale.

4.3 Resource requirements and funding plan

A comprehensive resource mobilisation plan will be developed in year 1, aligned with each pillar and co-created with key stakeholders. Key sources will include:

- Universal Service Fund (USF)
- Development partner grants
- County and national government budget lines
- Corporate social responsibility (CSR) and private sector co-financing
- Community contributions and earned revenue from CCCIs.

An investment case document – outlining projected returns, cost-per-user benchmarks and social impact narratives – will accompany the implementation framework to attract catalytic funding.

4.4 Monitoring, evaluation, learning and adaptation (MELA)

A robust MELA system will be integrated into the implementation process to ensure that evidence and learning drive continuous improvement. Key features will include:

- Baseline assessments and community-led needs mapping
- Regular progress reviews are aligned with strategic indicators
- Real-time digital dashboards and data visualisation tools
- Participatory reflection forums incorporating community voices
- Learning exchanges across regions, sectors and stakeholder groups.

5. Monitoring and evaluation framework

5.1 Objectives

Purpose

The MELA framework ensures that the CCCI Strategic Plan 2025-2027 remains responsive, accountable and impact oriented. It supports real-time decision making, promotes evidence-based planning and embeds continuous learning and course correction across the strategy lifecycle.

MELA is not treated as an external or compliance-focused process but as an integral learning engine driven by CCCIs and their communities.

Core principles:

- **Participatory:** Communities, CCCI implementers and partners are actively involved in defining indicators, collecting data and interpreting results.

- **Adaptive:** Feedback loops are institutionalised to allow for timely adjustments based on what works or does not work.

- **Equity focused:** Data is disaggregated and analysed to highlight progress (or gaps) in gender, age, disability and geography.

- **Digitally enabled:** Tools and dashboards are digital-first but offline-accessible to accommodate rural realities.

5.2 Key components

Results framework and indicator structure

MELA tracks results at four levels:

Level	Results tracked
1	Input/Activity
2	Output
3	Outcome
4	Impact

Each strategic pillar has a dedicated results and indicator matrix as annexed in this strategy document for detailed reference below:

	Strategic objective	Expected outcome	Outcome indicators	Baseline	EOP targets	Lead/ Responsible
3.1.1 Strategic pillar 1: Inclusive infrastructure and affordable access	Objective 1: Expand access to high-quality, affordable and context-appropriate digital infrastructure for CCCIs to deliver sustainable last-mile connectivity.					
		At least 50% of CCCIs are connected to subsidised or tiered-cost backhaul through strategic partnerships.	The proportion of CCCIs connected to subsidised or tiered-cost backhaul through strategic partnerships.	To be determined (TBD)	TBD	TBD
		Renewable energy adoption, particularly solar, increased across 40% of CCCIs in off-grid areas.	The proportion of CCCIs that have adopted renewable energy, particularly solar, in off-grid areas.	TBD	TBD	TBD
		National repository of shared equipment designs, vendor lists and deployment templates established and actively maintained.	Number of national repository of shared equipment designs, vendor lists and deployment templates established and actively maintained.	TBD	TBD	TBD

	Strategic objective	Expected outcome	Outcome indicators	Baseline	EOP targets	Lead/ Responsible
		Enhanced local capacity to plan, deploy and manage infrastructure suited to Kenya's diverse geographic and socioeconomic contexts.	Proportion of CCCIs with enhanced local capacity to plan, deploy and manage infrastructure suited to Kenya's diverse geographic and socio-economic contexts.	TBD	TBD	TBD
3.1.2 Strategic pillar 2: Local innovation, services and digital content	Objective: Catalyse the development and scaling of inclusive, locally relevant digital services and innovation ecosystems for unserved, underserved and marginalised communities.					
		Communities develop and launch digital solutions tailored to local needs, supported by small grants and accessible content hosting.	Proportion of communities supported by small grants that have developed and launched digital solutions tailored to local needs.	TBD	TBD	TBD
		Local-language digital content increases through storytelling initiatives, translations and community media partnerships.	Percentage of increase of local-language digital content.	TBD	TBD	TBD
		CCCIs pilot affordable AI and IoT technologies for community needs, with strong privacy safeguards and collaboration networks	Proportion of CCCIs piloting affordable AI and IoT technologies for community needs.	TBD	TBD	TBD

	Strategic objective	Expected outcome	Outcome indicators	Baseline	EOP targets	Lead/ Responsible
3.1.3 Strategic pillar 3: Capacity building and human capital development	Objective: Develop robust, inclusive training programmes and knowledge-sharing platforms to strengthen the technical, operational and strategic capabilities of CCCIs.					
		A national curriculum and certification framework for community connectivity is formalised and implemented nationwide.	Number of national curricula formalised and implemented nationwide.	TBD	TBD	TBD
		At least 200 CCCI practitioners are trained, with 70% achieving certification through national or international partnerships.	Percentage of CCCI practitioners achieving certification through national or international partnerships.	TBD	TBD	TBD
		Four or more CCCIs establish functional training labs or ICT hubs actively engaged in community outreach.	Number of functional training labs or ICT hubs engaged in community outreach.	TBD	TBD	TBD
3.1.4 Strategic pillar 4: Enabling policy and regulation	Objective: Create an enabling and adaptive policy environment that supports the growth, innovation and sustainability of CCCIs while enhancing their capacity to engage constructively with regulatory processes.					
		At least 80% of active CCCIs are licensed under the CNSP framework or other applicable national mechanisms.	Percentage of active CCCIs licensed under the CNSP framework.	TBD	TBD	TBD

	Strategic objective	Expected outcome	Outcome indicators	Baseline	EOP targets	Lead/ Responsible
		Simplified compliance toolkits and training materials are adopted by over 50 CCCIs nationwide.	Number/Proportion of CCCIs adopting simplified compliance toolkits and training materials-	TBD	TBD	TBD
		CCCIs regularly participate in national policy consultations.	Level of participation in national policy consultations.	TBD	TBD	TBD
		CCCIs have institutionalised representation within national ICT sector platforms and policy forums.	Proportion of representation of CCCIs in national ICT sector platforms and policy forums.	TBD	TBD	TBD
3.1.5 Strategic pillar 5: Governance, inclusion and social equity	Objective: Institutionalise inclusive governance, equity and rights-based approaches in the design, operation and monitoring of CCCIs.					
		All CCCIs operating with documented governance frameworks and community representation structures.	Percentage of CCCIs with documented governance frameworks and functional community representation structures.	TBD	TBD	TBD
		Progressive achievement of at least 50% representation of women, youth and PWDs in leadership, supported by mentorship and capacity-building.	Percentage of leadership positions in CCCIs held by women, youth and PWDs, disaggregated by category.	TBD	TBD	TBD
		Ninety percent of CCCIs implementing community feedback mechanisms and publishing annual transparency reports.	Percentage of CCCIs with institutionalised community feedback mechanisms and percentage of CCCIs publishing annual transparency reports.	TBD	TBD	TBD

	Strategic objective	Expected outcome	Outcome indicators	Baseline	EOP targets	Lead/ Responsible
		ESG (environmental, social, governance) KPIs embedded in the MELA framework and applied across CCCIs.	Degree of integration of ESG KPIs in CCCI MELA systems and percentage of CCCIs applying ESG indicators in operations.	TBD	TBD	TBD
		National inclusive toolkit on gender-transformative, disability-inclusive and ESG-integrated governance adopted by sector stakeholders and embedded in future CCCI policies.	Availability and adoption rate of national inclusive governance toolkit among CCCIs and sector stakeholders.	TBD	TBD	TBD
3.1.6 Strategic pillar 6: Sustainable financing and strategic partnerships	Objective: Develop diversified funding models and strategic partnerships that enable long-term sustainability and scaling of CCCIs.					
		CCCIs operate with documented sustainability and income generation models.	Proportion of CCCIs operating with documented sustainability and income generation models.	TBD	TBD	TBD
		CCCIs are co-funded or supported through government or development partner programmes.	Proportion of CCCIs co-funded or supported through government or development partner programmes.	TBD	TBD	TBD
		Multi-year CCCI support integrated into USF priorities and county budgets.	Proportion of integration of multi-year CCCI support into USF priorities and county budgets.	TBD	TBD	TBD
		Thirty CCCIs trained in financial management and resource mobilisation.	Number/proportion of CCCIs trained in financial management and resource mobilisation.	TBD	TBD	TBD

Data collection and tools

MELA employs mixed-methods, including:

- Mobile-based surveys and offline-compatible forms
- Periodic community scorecards and satisfaction audits
- Technical quality of service metrics (e.g. uptime, speed, latency)
- Case studies and narrative outcome harvesting
- Gender and inclusion audits using standardised templates.

Data will be collected quarterly and aggregated bi-annually for national review.

National MELA dashboard

A shared digital MELA platform will be developed and maintained. It will offer:

- Real-time reporting from CCCIs
- Dynamic visualisations of county and national performance
- Public access to open data (disaggregated by gender, age, region)
- A learning repository (toolkits, case studies, adaptive lessons).

This platform will also be integrated with county monitoring and evaluation systems and the Kenya Digital Economy Blueprint progress tracking system.

Learning and review mechanisms

Learning forum	Frequency	Purpose
Community reflection days	Semi-annually	Local review of performance, challenges and adaptations
County CCCI review forums	Annually	Share outcomes with county governments and development actors
National learning summits	Annually	Cross-sectoral review, policy alignment and peer learning among all stakeholders
MELA briefs and reports	Quarterly	Evidence synthesis and recommendations for decision makers and partners

5.3 Roles and responsibilities

Actor	MELA role
Sector associations and advocacy groups	Aggregates data, manages dashboard, leads learning events, synthesises insights
CCCI operators	Primary data collection, community engagement, feedback integration
County governments	Facilitate local MEL activities, provide validation and reporting support
Government stakeholder	Policy alignment, integration into national development indicators
Research institutions	Conduct evaluations, deep dives, equity assessments and impact measurement studies

Adaptive management and decision loops

- MELA outputs will feed into the annual strategy review cycle, led by the national steering group.
- Implementation partners will receive quarterly performance dashboards to inform programming.
- Real-time data from CCCIs will inform target adjustments, strategy pivots and emerging opportunities.

6. Risk management framework

6.1 Risk and risk mitigation

CCCIs, by their nature, operate within dynamic environments characterised by infrastructural gaps, evolving policy landscapes, funding volatility and deep-rooted socioeconomic inequalities. While these challenges are not unique to Kenya, their intersectionality in underserved communities presents distinctive risks that could undermine the implementation and sustainability of this strategic plan.

This section identifies key categories of risk and proposes proactive, context-aware mitigation strategies to ensure resilience, adaptability and continuity of CCCIs across all 47 counties.

6.2 Overview of key risk categories and mitigation strategies

Risk category	Description	Proposed mitigation strategies
Funding shortfalls	Limited access to start-up capital, operational budgets or long-term funding for infrastructure and programmes.	• Develop a diversified funding portfolio (government grants, USF, philanthropic donors, private partnerships). • Build proposal development capacity within CCCIs. • Leverage pooled procurement to reduce costs.
Regulatory delays or uncertainty	Misalignment between CCCI models and existing licensing or compliance frameworks. Low awareness or uptake of CNSP licensing pathway.	• Strengthen engagement with the Communications Authority (CA), the Ministry of Information, Communications and Technology (MoICT) and the ICT Authority (ICTA). • Use regulatory sandboxes to test innovations.
Limited institutional capacity	Gaps in technical skills, financial management, governance and organisational development within CCCIs.	• Institutionalise a national capacity-building curriculum. • Establish mentorship and incubation hubs. • Promote peer-to-peer learning through communities of practice.
Technological obsolescence	Use of outdated or unsupported hardware/software that limits scalability or resilience.	• Promote standardised, future-proof deployment models. • Partner with local universities and global tech firms for innovation scouting. • Incorporate regular tech audits.
Digital exclusion and inequity	Persistence of gender, age, disability and income-related access barriers even within CCCIs.	• Embed gender and inclusion lenses in all CCCI design and MEL. • Partner with inclusive development organisations. • Co-design services with marginalised groups.
Weak community ownership	Lack of genuine community participation in governance and decision making can lead to disengagement or project failure.	• Institutionalise participatory planning and governance models. • Facilitate regular community scorecards and feedback loops. • Promote community-led accountability mechanisms.
Security and privacy risks	Inadequate cybersecurity measures and weak data protection practices could expose users to harm.	• Build CCCI capacity in cybersecurity best practices. • Align all operations with the Data Protection Act. • Promote awareness on digital safety at the grassroots level.
Climate and environmental risks	Infrastructure damage due to extreme weather (e.g. flooding, lightning), energy instability or environmental degradation.	• Encourage use of renewable, resilient infrastructure. • Invest in lightning protection, off-grid power and climate-proof network design. • Track environmental indicators in MEL.

Fragmented coordination	Duplication of efforts or competition among CCCIs, CSOs and partners due to lack of a central coordination mechanism.	• Empower sector associations and advocacy groups) to serve as a coordination and convening body. • Establish national and county-level forums. • Share data and insights through a unified digital MELA platform.
Political and governance risks	Changes in government, political interference or lack of commitment to digital inclusion agendas at national or county level.	• Anchor CCCIs in county development plans and Vision 2030 frameworks. • Engage members of parliament (MPs), members of county assemblies (MCAs) and digital champions. • Build multi-partisan advocacy alliances.

6.3 Risk monitoring and early warning mechanisms

To ensure timely response to emerging risks, the following tools and processes will be institutionalised:

- Quarterly risk dashboards submitted by CCCIs through the MELA platform.
- Annual resilience reviews during the National Learning Forum.
- Red flag reporting systems for real-time alerts on funding, infrastructure or security threats.
- County resilience focal points trained in risk identification and rapid mitigation planning.

These mechanisms will be coordinated by sector associations and advocacy groups, in partnership with government stakeholders and CCCI operators, ensuring that risks are not only identified but responded to proactively and collaboratively.

7. Annexes

Annex 1: Glossary of terms

Term	Definition
Anchor institution	Refers to locations / entities (public, for-profit or non-profit) that have a significant local presence and serve as the community's social and economic anchor by providing vital services,. These include educational institutions, community centres, government agencies, libraries, NGOs, hospitals and health clinics, financial institutions and cultural/religious organisations. Priority should be placed on institutions that target and serve women, girls and marginalised groups.
Backhaul	The intermediate links between the core network and the subnetworks at the edge (e.g. linking CNs to national fibre).
Backhaul communication	Transport of aggregate communication signals from base stations to the core network.
Bandwidth	The range of frequencies available to be occupied by signals. In analogue systems, it is measured in hertz (Hz) and in digital systems in bits per second. The higher the bandwidth, the greater the amount of information that can be transmitted in a given time.
Broadband	High-speed internet access. In Kenya, it can be described as delivering 10 Mbps for a home with five users, school access points and healthcare and public sector facilities access points.
Community network	This is a "communication network" owned, operated and used by citizens in a participatory and open manner.

Community network (CN)	Locally owned and operated telecommunications infrastructure serving unconnected or underserved communities.
Community-centred connectivity	Connectivity that is shaped by the community itself in a manner that reflects the different interests and relationships within the community – even if the community does not directly provide the infrastructure and services itself.
Community-centred connectivity initiative (CCCI)	Locally driven, participatory connectivity efforts tailored to community needs and priorities.
Connectivity	The capability to provide end users with connection to the internet and other communication networks.
Customer premises equipment	The network equipment installed at a user's home or office.
End user	An individual or group of individuals (including within an organisation) that access the provided network services.
Environmental, social and governance (ESG)	Principles guiding ethical, sustainable development.
Fixed wireless access	A wireless access (end-user radio connection(s) to core networks) application in which the location of the end-user termination (the end-user radio equipment antenna) and the network access point to be connected to the end user are fixed.
Meaningful connectivity	Internet access that is regular, reliable, fast, affordable and supported by relevant digital skills and content.
Monitoring, evaluation, learning and adaptation (MELA)	The system used to track strategy implementation and support evidence-based decision making.
National Optic Fibre Backbone Infrastructure (NOFBI)	The Kenyan government's national open-access fibre network.
Universal Service Fund (USF)	Public fund designed to subsidise access to ICT services in underserved areas.

Annex 2: Strategic pillars at a glance

Pillar	Focus
1. Inclusive infrastructure and affordable access	Expand backhaul, last-mile solutions and robust infrastructure for CCCIs.
2. Local innovation, services and digital content	Foster community-driven digital solutions and contextually relevant platforms.
3. Capacity building and human capital development	Develop and deliver standardised, certified training programmes for technical and leadership roles.
4. Enabling policy and regulation	Reform licensing, taxation, spectrum access and policy alignment.
5. Governance, inclusion and social equity	Embed environmental sustainability, equity and human rights in all CCCI processes.
6. Sustainable financing and strategic partnerships	Mobilise finance, coordinate partner support and unlock institutional collaboration.

Annex 3: Indicative implementation timeline

Year	Key milestones
2025	• Steering group launched • Pillar working groups formed • County taskforces initiated in five counties • CNSP awareness campaign begins
2026	• First cohort of CCCIs certified • USF-supported pilots deployed in selected counties • Governance toolkits adopted and in use • MELA platform launched and operationalised nationally • Digital innovation labs and entrepreneurship programmes scaled to 15 counties • Targeted stakeholder in-person meeting round tables and CSR partnerships secured

2027	• Inclusive design benchmarks institutionalised across CCCIs • County co-investment frameworks formalised • Seventy-five percent of CCCIs implementing approved sustainability plans • National curriculum for community networks certified • One hundred CCCIs certified and operating under CNSP standards • Policy reforms documented and codified into practice • Final strategy review completed • National learning summit convened • Legacy roadmap for 2031-2040 developed

Annex 4: MELA indicator matrix (summary)

Result level	Sample indicator	Means of verification
Input	Number of CCCI toolkits distributed	Distribution logs
Output	Number of CCCIs trained and licensed	Licensing registry, training attendance
Outcome	Percentage of increase in community members accessing internet	Usage surveys, ISP logs
Impact	Increase in rural employment and digital services uptake	Household surveys, local business reports
Input	Number of CCCI toolkits distributed	Distribution logs
Output	Number of CCCIs trained and licensed	Licensing registry, training attendance
Outcome	Percentage of increase in community members accessing internet	Usage surveys, ISP logs
Impact	Increase in rural employment and digital services uptake	Household surveys, local business reports

Note: Full indicator reference guide available at the performance monitoring framework and results indicator matrix tables.

Annex 5: List of existing CCCIs in Kenya (2025)

Name	County	Operating	Licensing status	Technology used	Services offered	Community groups served	Sustainability model
Arid Lands Information Network (ALINet)	Laikipia		Licensed				
AheriNet	Kisumu, Siaya		Licensed				
Action Pour Le Progress	Turkana						
Angaza	Nairobi		Application phase				
AthiCN	Meru		Licensed				
Dunia Moja	Kilifi		Licensed				
Global Innovation Valley (GIV)	Turkana		Letter of offer				
Kijiji Yeetu	Siaya		Licensed				
Lanet Umoja	Nakuru						
Ngikeyokok	Turkana						
Oasis Mathare	Nairobi	Oasis Mathare					
Siaya Community Library	Siaya	Siaya Community Library C.B.O					
Tanda CN	Nairobi	Tanda CBO	Licensed				
Nyatike	Siaya						
Ateker	Turkana						
Tech Village	Bungoma		Licensed				
Sere	Kajiado						

A full database is hosted and updated quarterly on the sector associations and policy groups platform.

Annex 6: Sample ESG checklist for CCCIs

This checklist helps CCCIs to assess their performance in integrating environmental, social and governance (ESG) principles. It expands the high-level version by including measurable indicators, guiding questions and links to core principles.

Domain	Checklist items
Environmental	
	Are renewable and energy-efficient sources (solar, wind, efficient devices) used?
	Is e-waste managed properly (collection, recycling, safe disposal)?
	Are biodiversity and ecosystems protected (impact assessments, restoration, habitat protection)?
	Are climate resilience measures integrated (disaster preparedness, adaptation strategies)?
	Are water and natural resources used responsibly in operations?
Social	
	Are women, youth and PWDs actively represented in governance, design and service delivery?
	Are programmes ensuring intergenerational equity (benefits for current and future generations)?
	Are digital rights and online safety safeguards in place (privacy, child protection, cyber safety)?
	Do CCCIs contribute to local livelihoods and community development?
	Are training and capacity-building programmes gender-responsive and disability-inclusive?
Governance	
	Is there a community advisory board/council with diverse representation?
	Are financial records and decisions shared transparently with communities (are reports accessible)?

	Are anti-corruption measures in place (policies, audits, whistleblowing mechanisms)?
	Are data governance safeguards applied (privacy, cybersecurity, compliance with the Data Protection Act)?
	Are community feedback, surveys and grievance redress mechanisms institutionalised?

How to use the checklist

- **Scoring:** Each item is scored as 0 (not in place), 1 (partially in place) or 2 (fully in place).

- **Annual reporting:** CCCIs compile scores into an annual ESG performance report, published via the CCCI portal and verified by a technical working group.

- **Improvement:** Low-scoring areas should guide priority actions for governance strengthening, inclusion and environmental sustainability.

Annex 7: Implementation partners and roles

Partner	Role
Sector associations and advocacy groups	Coordination, MELA, training content repository
Government stakeholder	National integration, backhaul access, infrastructure policy alignment Licensing, spectrum access, sandbox pilots
Universities and TVETs	Training delivery, certification, research support
Donor partners	Funding, technical support, innovation pilots
County governments	Local deployment, support centres, public infrastructure access
Global CN networks (e.g. APC)	Knowledge exchange, advocacy, tools and international learning

Annex 8: Strategy review and reporting schedule

Activity	Timeline	Responsible
Baseline assessment	Q2 2025	Sector associations and advocacy groups + county focal points
Mid-term review	Q2 2026	Independent evaluators
Annual learning summit reports	Q4 annually (2025-2027)	Sector associations and advocacy groups + national steering team
Final evaluation	Q1 2027	External M&E consortium

Annex 9: Performance monitoring framework

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
3.2.1 Strategic pillar 1: Inclusive infrastructure and affordable access							
Objective 1: Expand access to high-quality, affordable and context-appropriate digital infrastructure for CCCIs to deliver sustainable last-mile connectivity.							
3.2.1.1 Backhaul access and affordability	Objective: Support CCCIs to secure affordable, scalable and reliable upstream connectivity by negotiating favourable access to middle-mile providers and advocating for tiered pricing models.						
	3.2.1.1.1 Facilitate leasing agreements between CCCIs and infrastructure providers such as NOFBI, KENET and KPLC.	Number of leasing agreements between CCCIs and infrastructure providers such as NOFBI, KENET and KPLC facilitated.	TBD	TBD	TBD	TBD	
	3.2.1.1.2 Establish a Kenyan working group on affordable backhaul to drive collective advocacy and technical collaboration.	Number of functional working groups comprising industry experts, CCCIs, government agencies and development partners.	TBD	TBD	TBD	TBD	
	3.2.1.1.3 Identify a host institution for the working group.	Number of host institutions identified and engaged.	TBD	TBD	TBD	TBD	
	3.2.1.1.4 Support bulk procurement and pooled bandwidth sharing through cooperative models or intermediary associations.	Amount of support for bulk procurement and pooled bandwidth sharing through cooperative models or intermediary associations.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
3.2.1.2 Resilient and scalable network design (Outcome 1)	Objective: Enable CCCIs to deploy reliable, scalable infrastructure that aligns with best practices in network engineering and sustainability.						
	3.2.1.2.1 Provide technical support for resilient network design, including redundancy measures, and maintain a shared repository of tested equipment and designs.	Amount of technical support provided for resilient network design.	TBD	TBD	TBD	TBD	
	3.2.1.2.2 Develop and share context-specific network deployment templates for different environments alongside guidance on quality, affordable hardware and software.	Number of context-specific network deployment templates for different environments developed and shared.	TBD	TBD	TBD	TBD	
3.2.1.3 Power and energy resilience (Outcome 1)	Objective: Address the lack of reliable electricity in underserved regions through support for off-grid energy solutions integrated with connectivity infrastructure.						
	3.2.1.3.1 Raise awareness among CCCIs about partnership opportunities with energy-focused social enterprises and mini-grid providers and support them in identifying viable collaboration and financing options.	Number of awareness campaigns conducted among CCCIs about partnership opportunities with energy-focused social enterprises and mini-grid providers.	TBD	TBD	TBD	TBD	
	3.2.1.3.2 Conduct research to explore how CCCIs can integrate renewable energy and solar solutions as part of their resilience and sustainability strategies.	Number of identified viable business models that support reliable and cost-effective energy for connectivity	TBD	TBD	TBD	TBD	
		Number of identified technical approaches that support reliable and cost-effective energy for connectivity.	TBD	TBD	TBD	TBD	
		Number of identified policy enablers that support reliable and cost-effective energy for connectivity.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
3.2.2 Strategic pillar 2: Local innovation, services and digital content							
Objective: Catalyse the development and scaling of inclusive, locally relevant digital services and innovation ecosystems for unserved, underserved and marginalised communities.							
3.2.2.1 Promote community-led innovation for local challenges (Outcome 2)	Objective: Enable communities to design and implement digital solutions tailored to their social, economic and cultural needs.						
	3.2.2.1.1 Provide small grants to co-create and prototype community-driven applications in e-agriculture, e-learning, e-health and citizen participation.	Value of catalytic grants to be disbursed for co-creation and prototyping community-driven applications.	TBD	TBD	TBD	TBD	
		Number of CCCIs/CNs awarded catalytic grants to co-create and prototype community-driven applications.	TBD	TBD	TBD	TBD	
		Number of prototype community-driven applications piloted.	TBD	TBD	TBD	TBD	
	3.2.2.1.2 Mapping existing platforms for local hosting of content created by communities and providing alternatives on what communities can leverage.	Number of existing platforms for local hosting of community content mapped.	TBD	TBD	TBD	TBD	
		Number of environmental resilience/climate justice actions supported/ implemented for the CCCIs.	TBD	TBD	TBD	TBD	
3.2.2.2 Strengthen local content creation and language inclusion (Outcome 2)	Objective: Bridge the relevance divide by supporting the creation, hosting and dissemination of culturally resonant content in local languages.						
	3.2.2.2.1 Establish digital storytelling labs in partnership with media and creative arts institutions to document local culture, oral histories and community narratives.	Number of digital storytelling labs established in partnership with media and creative arts institutions.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.2.2.2 Partner with linguists and educators to translate critical digital tools, e-services and training resources into local languages.	Number of linguists and educators partnered with to translate critical digital tools, e-services and training resources into local languages.	TBD	TBD	TBD	TBD	
	3.2.2.2.3 Encourage community radio stations and podcasts to integrate digital literacy, civic education and e-governance topics.	Number of community radio stations and podcasts encouraged to integrate digital literacy, civic education and e-governance topics.	TBD	TBD	TBD	TBD	
3.2.2.3 Leverage emerging technologies for social impact (Outcome 2)	Objective: Prepare CCCIs to deploy emerging technologies in ways that address real community needs while safeguarding against digital risks.						
	3.2.2.3.1 Pilot affordable AI and IoT solutions for early warning systems and environmental monitoring that provide hyper-local data, ensuring all innovations incorporate privacy-by-design and strong data protection measures.	Number of affordable AI and IoT solutions for early warning systems and environmental monitoring that provide hyper-local data piloted (sensor and internet of things).	TBD	TBD	TBD	TBD	
	3.2.2.3.2 Build partnerships and communities of practice to establish CCCIs as strategic collaborators in developing community-driven AI applications, including efforts to preserve local languages through the creation of text and audio resources that support language technology development.	Number of communities of practice established and engaged.	TBD	TBD	TBD	TBD	
3.2.3 Strategic pillar 3: Capacity building and human capital development							
Objective: Develop robust, inclusive training programmes and knowledge-sharing platforms to strengthen the technical, operational and strategic capabilities of CCCIs.							
3.2.3.1 Develop and validate a standardised national curriculum for CCCIs	Objective: Create a nationally recognised curriculum that meets the technical, entrepreneurial and governance needs of CCCIs, ensuring it aligns with national qualification frameworks and adapts to diverse community contexts.						

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.3.1.1 Conduct needs assessments with CCCIs across diverse regions to identify key skills gaps and training priorities.	Number of needs assessments conducted with CCCIs across diverse regions.	TBD	TBD	TBD	TBD	
	3.2.3.1.2 Engage stakeholders, including CCCIs, educators and industry experts in participatory workshops to design curriculum content.	Number of CCCI capacity-building curriculum content materials co developed.	TBD	TBD	TBD	TBD	
	3.2.3.1.3 Establish an accreditation framework in partnership with national education authorities to formalise the curriculum's recognition.	Number of accreditation frameworks developed in partnership with national education authorities.	TBD	TBD	TBD	TBD	
		Number of CCCIs certified by the accreditation framework.	TBD	TBD	TBD	TBD	
	3.2.3.1.4 Develop flexible learning modules to accommodate different learning environments and resource levels.	Number of flexible learning modules developed.	TBD	TBD	TBD	TBD	
		Number of CCCI capacity built using the co-designed capacity-building curriculum.	TBD	TBD	TBD	TBD	
	3.2.3.1.5 Create a system for ongoing curriculum review and updates to respond to technological and community changes.	Number of systems created for ongoing curriculum review and updates.	TBD	TBD	TBD	TBD	
3.2.3.2 Establish CCCI training hubs in pilot communities	Objective: Identify and train a cohort of local trainers through a structured training-of-trainers (ToT) programme based on the standardised curriculum to ensure quality and scalable delivery.						
	3.2.3.2.1 Design and implement a comprehensive ToT programme to train and certify trainers from CCCIs, TVETs and learning institutions, ensuring consistent, high-quality instruction across decentralised hubs.	Number of comprehensive ToT programmes designed and implemented.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.3.2.2 Support the setting up of local training hubs within pilot CCCIs to provide ongoing training, mentoring and practical hands-on experience tailored to community needs.	Number of local training hubs set up and supported within pilot community networks.	TBD	TBD	TBD	TBD	
3.2.3.3 Ensure gender-responsive and inclusive training	Objective: Integrate gender-responsive and inclusive approaches throughout curriculum design and delivery to promote equitable participation of women, youth and marginalised groups.						
	3.2.3.3.1 Embed gender and inclusion topics within all technical courses and implement equitable recruitment practices, such as targeted outreach, childcare support and scholarships, to increase diverse representation.	Number of technical courses embedded with gender and inclusion topics.	TBD	TBD	TBD	TBD	
	3.2.3.3.2 Train facilitators on inclusive teaching methods, unconscious bias and accessible learning, while monitoring participation data to identify gaps and provide targeted support, such as mentorship and refresher sessions.	Number of facilitators trained on inclusive teaching methods, unconscious bias and accessible learning.	TBD	TBD	TBD	TBD	
3.2.4 Strategic pillar 4: Enabling policy and regulation							
Objective: Create an enabling and adaptive policy environment that supports the growth, innovation and sustainability of CCCIs while enhancing their capacity to engage constructively with regulatory processes.							
3.2.4.1 Promote awareness and adoption of CCCI licensing pathways (Outcome 1)	Objective: Improve understanding and uptake of CCCI licensing pathways including the CNSP licence by simplifying application, compliance and renewal processes.						

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
.	3.2.2.4.1 Develop a simplified licensing and compliance toolkit for CCCIs by engaging a multidisciplinary team of experts covering areas such as telecom licensing, spectrum management, data privacy, cyber security, taxation, environmental permitting and consumer protection to co-create a practical toolkit tailored for CCCIs.	Number of simplified licensing and compliance toolkit(s) for CCCIs developed by engaging a multidisciplinary team of experts.	TBD	TBD	TBD	TBD	
	3.2.2.4.2 Host county-level sensitisation forums to engage grassroots innovators and social enterprises.	Number of county-level sensitisation forums hosted to engage grassroots innovators and social enterprises.	TBD	TBD	TBD	TBD	
	3.2.2.4.3 Strengthen sector associations and advocacy platforms to act as collective voices, raise awareness of CCCIs and provide ongoing support to new applicants and licensed operators.	Number of sector associations and advocacy platforms strengthened.	TBD	TBD	TBD	TBD	
	3.2.2.4.4 Develop case studies showcasing successful CCCIs to highlight the licensing journey, costs and benefits.	Number of case studies/ knowledge research/ typology studies developed showcasing successful CCCIs to highlight the licensing journey, costs and benefits.	TBD	TBD	TBD	TBD	
	3.2.2.4.5 Carry out a comprehensive study to analyse other typologies of CCCIs in Kenya, including social cooperatives and social micro and small enterprises.	Number of typology studies conducted.	TBD	TBD	TBD	TBD	
3.2.4.2 Strengthen the legal and regulatory capacity of CCCIs (Outcome 1)	Objective: Equip CCCIs with the knowledge and skills to comply with regulations on licensing, spectrum use, taxation, data protection and digital safety, while empowering them to advocate for enabling policies.						

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.4.2.1 Develop modular training programmes covering regulatory compliance and advocacy tailored for community operators.	Number of modular training programmes developed covering regulatory compliance and advocacy tailored for community operators.	TBD	TBD	TBD	TBD	
	3.2.4.2.2 Partner with pro bono legal services and university law clinics to support CCCIs in contracts, licensing, compliance filings and policy advocacy.	Number of pro bono legal services and university law clinics partnered with to support CCCIs.	TBD	TBD	TBD	TBD	
	3.2.4.2.3 Create practical toolkits and templates, including privacy policies, compliance checklists, regulatory calendars and advocacy guides for easy use by CCCIs.	Number of practical compliance toolkits and templates developed.	TBD	TBD	TBD	TBD	
	3.2.4.2.4 Build the capacity of ACNKe and the Network Service Providers Association of Kenya (NESPAK) to effectively support community network licensing and operations through training, resource development and stakeholder engagement initiatives.	Number of capacity building sessions aimed at building community network licensing and operations	TBD	TBD	TBD	TBD	
3.2.4.3 Align infrastructure sharing and spectrum access policies with CCCI needs (Outcome 1)	Objective: Ensure that spectrum access, tower co-location and infrastructure leasing frameworks explicitly accommodate non-commercial and hybrid actors such as CCCIs.						
	3.2.4.3.1 Advocate for affordable shared or secondary spectrum access, including unlicensed bands.	Number of affordable shared or secondary spectrum access, including unlicensed bands, advocated for.	TBD	TBD	TBD	TBD	
	3.2.4.3.2 Propose policies establishing community-priority zones where infrastructure is reserved for or shared with CCCIs.	Number of policies establishing community-priority zones where infrastructure is reserved for or shared with CCCIs.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.4.3.3 Participate actively in spectrum and infrastructure planning processes led by the Communications Authority (CA) and ICT Authority (ICTA) to promote geographic and model inclusivity.	Number of CA and ICTA meetings participated in.	TBD	TBD	TBD	TBD	
3.2.5 Strategic pillar 5: Governance, inclusion and social equity							
Objective: Institutionalise inclusive governance, equity and rights-based approaches in the design, operation and monitoring of CCCIs.							
3.2.5.1 Promote gender-transformative approaches (Outcome 3)							
	3.2.5.1.1 Integrate gender and disability inclusion in planning, with clear indicators for monitoring.	Number of initiatives to Integrate gender and disability inclusion in planning, with clear indicators for monitoring.	TBD	TBD	TBD	TBD	
	3.2.5.1.2 Develop strategic actions for 2026/2027 with the help of a gender expert to guide how CCCIs can become more inclusive and gender responsive while positioning connectivity as a tool for advancing gender equality and social economic empowerment.	Number of gender strategic actions developed.	TBD	TBD	TBD	TBD	
	3.2.5.1.3 Provide targeted leadership and technical training, mentorship and peer support for women, youth and PWDs.	Number of targeted leadership and technical training, mentorship and peer support initiatives provided for women, youth and PWDs.	TBD	TBD	TBD	TBD	
	3.2.5.1.4 Partner with organisations of persons with disabilities to co-design accessible services and governance.	Number of organisations of persons with disabilities partnered with	TBD	TBD	TBD	TBD	
	3.2.5.1.5 Conduct accessibility audits and incorporate universal design and assistive technologies.	Number of accessibility audits conducted.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
3.2.5.2 Embed rights, accountability and community oversight (Outcome 3)		58	TBD	TBD	TBD	TBD	
	3.2.5.2.1 Develop community charters on digital rights and data protection.	Number of community charters on digital rights and data protection developed.	TBD	TBD	TBD	TBD	
	3.2.5.2.2 Train staff and users on safeguarding policies, digital ethics, privacy and cyber safety.	Number of staff members and users trained on safeguarding policies, digital ethics, privacy and cyber safety.	TBD	TBD	TBD	TBD	
	3.2.5.2.3 Institutionalise regular community consultations, satisfaction surveys and feedback mechanisms using digital tools.	Number of CCCIs with institutionalised community feedback and complement mechanism.	TBD	TBD	TBD	TBD	
	3.2.5.2.4 Publicly share CCCI performance and transparency reports in accessible formats.	Number of CCCI performance and transparency reports shared.	TBD	TBD	TBD	TBD	
	3.2.5.2.5 Promote embedding of ESG principles into key performance indicators.	Number of CCCIs with ESG key performance indicators internalised.	TBD	TBD	TBD	TBD	
3.2.5.3 Strengthen internal governance							
	3.2.5.3.1 Develop adaptable governance templates (constitutions, roles, codes of conduct, conflict resolution).	Number of adaptable governance templates developed.	TBD	TBD	TBD	TBD	
	3.2.5.3.2 Train CCCI leaders in inclusive participatory governance, financial accountability and ethical decision making.	Number of CCCI leaders trained in participatory governance, financial accountability and ethical decision making.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.5.3.3 Establish advisory boards/community councils with representation from women, youth, elders and PWDs.	Number of advisory boards/community councils established with representation from women, youth, elders and PWDs.	TBD	TBD	TBD	TBD	
	3.2.5.3.4 Support legal registration under relevant cooperative, association or non-profit frameworks.	Number of legal registrations under relevant cooperative, association or non-profit frameworks supported.	TBD	TBD	TBD	TBD	
	3.2.5.3.5 Develop an inclusive national toolkit on gender transformative, disability-inclusive and ESG-integrated governance.	Number of inclusive governance toolkits on gender transformative, disability-inclusive and ESG-integrated governance.	TBD	TBD	TBD	TBD	
3.2.6 Strategic pillar 6: Sustainable financing and strategic partnerships							
Objective: Develop diversified funding models and strategic partnerships that enable long-term sustainability and scaling of CCCIs.							
3.2.6.1 Build blended financing and revenue models (Outcome 2)							
	3.2.6.1.1 Support CCCIs to diversify income beyond donor grants by developing sustainable business and community funding models.	Number of CCCIs supported to diversify income by developing sustainable business and/or community funding models.	TBD	TBD	TBD	TBD	
	3.2.6.1.2 Map and promote viable CCCI business models such as pay-per-use and tiered pricing.	Number of viable CCCI business models mapped and promoted.	TBD	TBD	TBD	TBD	
	3.2.6.1.3 Facilitate social enterprises offering paid services to cross-subsidise connectivity.	Number of social enterprises facilitated that offer paid services to cross-subsidise connectivity.	TBD	TBD	TBD	TBD	
	3.2.6.1.4 Explore bulk bandwidth procurement and community-based financing, such as micro-contributions.	Number of bulk bandwidth procurement and community-based financing explored.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
3.2.6.2 Mobilise national and county government resources (Outcome 2)							
	3.2.6.2.1 Leverage national and county government funding to support CCCIs and integrate them into public digital equity efforts.	Number of national and/or county government funding leveraged to support CCCIs and integrate them into public digital equity efforts.	TBD	TBD	TBD	TBD	
	3.2.6.2.2 Engage with the Universal Service Fund for multi-year CCCI support aligned with national goals.	Number of engagements with the Universal Service Fund for multi-year CCCI support.	TBD	TBD	TBD	TBD	
	3.2.6.2.3 Advocate for CCCI budget lines in county integrated development plans and innovation funds.	Number of CCCI budget lines in county integrated development plans and/or innovation funds advocated for.	TBD	TBD	TBD	TBD	
	3.2.6.2.4 Promote inclusion of CCCIs in e-government and public Wi-Fi programmes.	Number of instances of inclusion of CCCIs in e-government and public Wi-Fi programmes.	TBD	TBD	TBD	TBD	
3.2.6.3 Strengthen donor and philanthropic partnerships (Outcome 2)							
	3.2.6.3.1 Forge partnerships across sectors and enhance CCCI capacity to access funding and manage resources.	Number of partnerships across sectors mapped and created.	TBD	TBD	TBD	TBD	
	3.2.6.3.2 Develop an investable portfolio highlighting CCCI impact and efficiency. Helping CCCIs to position themselves for donor funding by aligning their thematic focus to the donor priorities.	Number of investable portfolios developed highlighting CCCI impact and efficiency.	TBD	TBD	TBD	TBD	

Objective	Expected output/Objectives	Output indicators	EOP targets	2025	2026	2027	Lead/ Responsible
	3.2.6.3.3 Facilitate targeted stakeholder in-person meetings with Digital Access Programme Kenya and British Council, Ministry of ICT and Digital Economy, Information and Communication Technology Authority, National Industrial Training Authority, Kenya Community Development Foundation, African Women's Development and Communication Network (FEMNET), Communication Authority and Association of Community Networks of Kenya.	Number of targeted stakeholder in-person meetings held.	TBD	TBD	TBD	TBD	
	3.2.6.3.4 Develop micro enterprise modules that include financial management, compliance and sustainability planning for CCCIs.	Number of micro enterprise modules developed for CCCIs.	TBD	TBD	TBD	TBD	
	3.2.6.3.5 Provide training for micro enterprise modules for financial management, compliance and sustainability planning.	Number of trainings provided for financial management, compliance and sustainability planning.	TBD	TBD	TBD	TBD	