

Executive summary

KENYA COMMUNITY-CENTRED CONNECTIVITY INITIATIVES (CCCI)s

STRATEGIC PLAN 2025-2027



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1. Overview of the Kenya Community-Centred Connectivity Initiatives (CCCI) Strategic Plan 2025-2027

The next three years present a decisive opportunity to shape Kenya's digital future. While the country has made significant progress in network coverage and digital services, too many people remain excluded or only partially connected. Rural communities, women, youth and persons with disabilities continue to face formidable barriers that limit their access to meaningful, affordable connectivity. If these divides are left unaddressed, Kenya risks entrenching inequality, losing momentum in its digital economy, and forfeiting opportunities for innovation, resilience and inclusion. This Strategic Plan responds to that urgency by positioning community-centred connectivity initiatives (CCCI) as a cornerstone of Kenya's digital transformation. CCCI embody an approach that is locally owned, inclusive and sustainable, ensuring that communities are not merely passive beneficiaries of connectivity, but active shapers of their digital futures.

2. Vision, mission and strategic intent

At its core, this strategy is driven by a simple but powerful vision: **a digitally inclusive Kenya where every community, irrespective of location, income or identity, has equitable access to meaningful, affordable and empowering digital connectivity.**

Achieving this vision requires deliberate investments in both infrastructure and people, ensuring that connectivity is not just about access to the internet, but about enabling communities to learn, work, innovate and thrive.

The mission of the **strategy is to strengthen an ecosystem of grassroots connectivity initiatives** by enabling supportive policy environments, resilient infrastructure, local innovation, inclusive capacity building and diversified financing. This mission reframes connectivity as a shared community asset, moving away from top-down models of delivery to approaches that are co-created and co-governed with communities themselves. It signals a decisive shift in Kenya's digital agenda, recognising that community ownership and accountability are critical for building lasting and equitable connectivity solutions.

3. Theory of change

The strategy rests on a clear theory of change: when community-centred connectivity is combined with enabling regulation, sustainable financing, inclusive training and locally relevant digital services, it can transform social and economic opportunities at scale. Inputs such as policy reforms, targeted investment and technical support will produce outputs including licensed community networks, trained practitioners and expanded local services. These outputs, in turn, will generate outcomes such as wider access to affordable internet, increased digital skills and stronger community governance structures. Ultimately, the strategy envisions impact in the form of enhanced digital equity, improved livelihoods and resilient communities that can participate fully in the digital economy.

By linking grassroots energy with national policy and global momentum, the strategy creates a pathway for CCCIs to become legitimate, investable and impactful actors in Kenya's connectivity ecosystem. This approach ensures that community-led solutions are not isolated experiments, but integral components of the national digital transformation agenda.

Why a national strategy for CCCIs?

Although Kenya has a strong track record of ICT policy and infrastructure expansion, there has been no coordinated framework to guide the growth and sustainability of community-centred connectivity models. As a result, CCCIs often operate with fragmented support, unclear regulatory pathways, and short-term financing that limits their ability to scale.

This Strategic Plan fills that gap by aligning community priorities with national and county digital strategies. It provides a roadmap for standardising tools, strengthening partnerships and mobilising long-term finance. Most importantly, it centres communities as co-creators of connectivity solutions, ensuring that investments in infrastructure translate into real improvements in education, livelihoods, health and civic participation.

4. Strategic pillars

The strategy is built around six interlinked strategic pillars that together provide a comprehensive framework for action.

Pillar 1: Inclusive infrastructure and affordable access

The first pillar focuses on expanding and strengthening community-owned infrastructure so that underserved areas can access affordable, reliable and energy-efficient connectivity. It addresses critical challenges such as backhaul costs, resilient network design and sustainable power solutions.

Pillar 2: Local innovation, services and digital content

The second pillar recognises that connectivity is valuable only when it enables people to meet real needs. This pillar supports the development of local-language content, culturally relevant applications, and services in sectors such as health, education and agriculture. It ensures that digital tools respond to the daily realities of Kenyan communities.

Pillar 3: Capacity building and human capital development

The third pillar invests in people. It seeks to establish a national curriculum and certification pathway for community network practitioners, building the technical, managerial and governance skills necessary for CCCIs to thrive. Special emphasis is placed on equipping women and youth to take up leadership roles within the sector.

Pillar 4: Enabling policy and regulation

The fourth pillar calls for reforms that legitimise and encourage CCCIs. By simplifying licensing, expanding spectrum access and supporting infrastructure sharing, this pillar reduces entry barriers and enables community-driven networks to flourish alongside national operators.

Pillar 5: Governance, inclusion and social equity

The fifth pillar ensures that CCCIs embody rights-based, gender-transformative and environmentally sustainable approaches. It promotes inclusive governance models that amplify the voices of women, youth, persons with disabilities, Indigenous groups and refugees, ensuring that no community is left behind.

Pillar 6: Sustainable financing and strategic partnerships

Finally, the sixth pillar addresses the critical challenge of resources. It advances diversified financing models, including engagement with universal service funds, blended finance, corporate social responsibility initiatives and community-owned enterprises. It also calls for building strong partnerships across government, the private sector and civil society to mobilise both financial and technical support.

5. Expected outcomes by 2027

By the end of 2027, the strategy envisions a transformed connectivity landscape in Kenya. At least 40 new or upgraded CCCIs will extend affordable, reliable internet to underserved communities, reaching thousands of households. Locally developed digital solutions – with at least half delivered in local languages, including Kiswahili – will support livelihoods, education and civic engagement.

The strategy also commits to building human capital: at least 200 community network practitioners will be trained and certified, with no fewer than 30% being women and youth. Community networks will be fully licensed and compliant under supportive regulatory frameworks, with at least 30 CCCIs registered and operating with sustainability plans.

Governance will be strengthened, with CCCIs adopting ESG-aligned frameworks and ensuring that women, youth and marginalised groups hold at least 40% of leadership positions. Financing will be diversified and stabilised, with half of all registered CCCIs running on sustainable business models that are investable and scalable.

6. Plan period: 2025-2027

The plan covers the period 2025-2027, aligning with the Kenya Digital Masterplan (2022-2032), Vision 2030 and ongoing universal service fund cycles, and builds on recent policy reforms and growing grassroots momentum.

7. Implementation framework

Implementation is phased to allow for learning, adaptation and consolidation. The first phase focuses on seeding and alignment, laying the regulatory, financial and institutional foundations. The second phase emphasises scaling and localisation, ensuring that CCCIs grow in number and capacity across counties. The final phase focuses on consolidation and sustainability, embedding CCCIs into Kenya's long-term digital infrastructure and governance frameworks.

Core implementation mechanism: To ensure coordination and accountability, implementation will be guided by a multistakeholder national CCCI steering group, supported by pillar working groups, county task forces, and a national monitoring, evaluation, learning and accountability platform. This ensures that progress is evidence-based, transparent and continuously adaptive.

8. Monitoring, evaluation, learning and adaptation (MELA)

To ensure that the strategy remains both adaptive and impact-driven, a robust MELA framework will be embedded throughout implementation. This framework combines baseline assessments with real-time performance dashboards, participatory review processes, and gender-disaggregated data analysis. Progress will be monitored quarterly through dashboards that track key indicators, while annual national learning forums will provide opportunities for reflection, knowledge exchange and course correction. By grounding decisions in evidence and continuous feedback, the strategy guarantees accountability, responsiveness and alignment with emerging needs.

9. Risk management and sustainability

Delivering the strategy requires foresight in managing risks and safeguarding long-term impact. Anticipated risks include funding shortfalls, regulatory delays and persistent socioeconomic inequalities. Mitigation measures are built into the plan, including diversified financing models, regulatory sandboxes to accelerate innovation, national curricula for capacity building, and inclusive governance mechanisms. Further, emphasis is placed on climate resilience, cybersecurity safeguards, and strengthened community ownership to ensure that connectivity solutions remain sustainable, resilient and secure well beyond the strategy period.

10. Conclusion

Delivering on this strategy requires coordinated leadership, strong political will and sustained investment. Policy makers, regulators, private sector actors, civil society and communities themselves must move from fragmented projects to a shared roadmap that scales what works and accelerates inclusive digital transformation.

If implemented with commitment, the Kenya CCCI Strategic Plan will convert connectivity from an infrastructural goal into a driver of equity, jobs, services and resilience. It will demonstrate that meaningful connectivity, when community-owned and community-centred, can transform lives and lay the foundation for a just and inclusive digital future for all Kenyans.

