
Kenya Information Network Centre

STRATEGIC PLAN 2011—2013



Where the Internet Begins

TABLE OF CONTENTS

INTRODUCTION	5
EXECUTIVE SUMMARY	6
ORGANIZATION OF THE STRATEGIC PLAN	8
SUMMARY OF MOST IMPORTANT POINTS IN THE ENVIRONMENT	10
ENVIRONMENTAL ANALYSIS.....	14
UNDERLYING ASSUMPTIONS	21
STRATEGIC DIRECTION	22
CORPORATE SOCIAL INVESTMENT.....	24
QUICK WINS.....	24
DEPARTMENTS' MANDATES.....	26
STRATEGIC ACTION PLAN FOCUS BY YEAR	28
MONITORING AND EVALUATION.....	37
STRENGTHENING THE FOUNDATION.....	37
SELECTING IMPLEMENTATION PRIORITIES.....	40

Message from the Chairman of the Board of Director

I have the pleasure to present to you the Kenya Network Information Centre (**KENIC**) Strategic Plan for the period 2011- 2013. The Plan is the outcome of extensive consultations between **KENIC** and key stakeholders.

This exercise of planning, aligning, and measuring performance is critical as the success of **KENIC** determines the level of success in the ecommerce sector of the economy. Through the strategy articulation, measurement, project and process management, the organization provides stakeholders with a clear line of sights of what results are achieved and how they are achieved.

It is even more crucial now with the national agenda of Kenya Vision 2030, where Information technology plays a pivotal role in creating a conducive environment for high performance, thereby becoming the engine of growth in national development. The challenges facing the ecommerce sector and more so domain names administration call for a result oriented Internet registry.

This strategic plan focuses on various key results areas that will enable **KENIC** realize its vision, mission and mandate.

In developing the plan, **KENIC** has taken cognizant of the emerging issues affecting Kenya's country code top level domain, challenges faced in its endeavor to manage the .KE domain namespace as well as the opportunities presented by those challenges and emerging issues.

It is anticipated that the strategies and objectives identified in this document will assist in increasing access to .KE Domain names, ensure affordability, availability and reliability of the .KE namespace.

I am confident that this strategic plan will yield **improved performance** in overall service delivery and consequently **becoming** a world-class Internet Registry that is recognized and valued by the Internet community in Kenya and international arena

I believe that the strategic plan **will bridge the gap between our mission, vision, strategy and our day to day actions** and spur the country's code top level domain development.

Sammy Buruchara
Chairman

Message from the Chief Executive Officer

The Kenya Network Information Centre (**KENIC**) was created in 2002 with responsibility of managing the dot KE country code Top Level Domain (ccTLD) name space, Kenya's unique, authentic and globally recognized identity on the Internet.

This Strategic Plan is the result of concerted efforts by the registry to provide the necessary framework to re-engineer rapid growth of the .KE domain namespace. It serves as a building block for the current and future development of the .KE domain namespace **through benchmarking and the monitoring performance against agreed targets.**

To realize the Vision, the registry has developed strategies, which will be translated into measurable activities, and targets that will be periodically reviewed. These activities and targets, which will chart the future direction for **KENIC**, are reflected in the key result areas which are stakeholders, Departmental and individual **main** goals. **Within those key results areas, departmental and individual objectives will be identified together with the competencies required to achieve those objectives. Those competencies are anchored on our core values.** The Plan provides the framework for decision-making in the registry and helps to explain its role, thereby playing a critical role in stimulating change in its operations.

KENIC, as a whole, is committed to implement the Strategic Plan through preparation of Annual Work Plans by the Departments, Management and Board. In preparing these Work Plans, cognizance will be accorded to the priorities of the registry as outlined in the Strategic Plan.

As the Chief Executive Officer it is my obligation to enlist teamwork, so as to develop corporate ownership of the process and outcomes.

Finally, I wish to thank all **KENIC** Staff, Board members and stakeholders whose ideas and time have informed this document.

Joe Kiragu

Chief Executive Officer

INTRODUCTION

The Board of Directors and Staff of **KENIC** developed this strategic plan with assistance from International Development Partners (EA) Ltd. It provides **KENIC** with a three-year roadmap for supports, services and organization development. The Board of Directors and staff will review progress quarterly and will review and update the plan annually as needed.

This plan was developed through extensive involvement and guidance from the Board of Directors and staff. The Strategic Planning Committee included two board members and two staff on the management team. This Committee met twice to ensure that there is understanding from both the consultant and the team in terms of what needs to be done. The consultant met with the management team separately to reflect on the mission, vision, core operating values and assumptions underlying the organization's approach to its work. These meetings set the stage for a work session including the board and staff during which the organization's strategic direction was defined. The staff helped coordinate the planning process and provided important support and analysis to complete this plan.

International Development Partners (EA) Ltd started the planning process by conducting an environmental scan including an internal organizational assessment and interviews with key stakeholders and a review of internal documents. The environmental scan and organizational assessment helped **KENIC** assess both the challenges and opportunities it is likely to face over the next three years and set the context for the choices reflected in this strategic plan.

EXECUTIVE SUMMARY

KENIC was founded as a result of a broad based consultative process of the "Local Internet Community", with the mission to *"Manage and promote the .dot ke registry for you and me in an efficient and reliable manner so as to safeguard and sustain the authentic Kenyan identity on the internet."*

Background and History

Kenya Network Information Centre (**KENIC**) was borne through a broad based consultative process of the "Local Internet Community" with an aim to institute a local non-profit organization to manage and operate the .KE ccTLD. These was an initial step to facilitate growth of the Internet sub-sect and foster the uptake of ICT's in the country through a public private partnership (ppp's).

In addition, the understanding that ccTLDs are a national resource that should be managed in a way consonant to the interests of the public and the industry also drove the founder members to establish the body. It was further envisioned that the task of managing the dot ke ccTLD was best suited to an organization which is representative of the local Internet community and has been established with the appropriate resources to move Kenya forward in the global world of the Internet with the full support of the Government.

Membership

KENIC's membership is made of Board Members and Associate Members. The current **KENIC** membership comprises of a good cross-section of the Kenyan Internet community and the Government.

KENIC's Board members were drawn from the Communications Commission of Kenya (CCK), Computer Society of Kenya (CSK), Kenya Information Society (KIS), Kenya Education Network (KENET), and Nationwide Taskforce on Electronic Commerce, the Government, and the Telecommunications Service Providers of Kenya (TESPOK). The East African Internet Association (EAIA) was incorporated as an associate member.

Direction and Results

The strategic direction and goals included in this plan are **KENIC's** response to its understanding of what its customers value most about the organization, and current opportunities and challenges for offering a high quality system of support in to customer/registrars and its people.

The three-year period of this strategic plan will be a time of assessing and deepening **KENIC** approaches to its work. Concurrently, **KENIC** will take more of a leadership role in working with a broader array of the Internet community, and it will explore actively engaging in strategic partnerships.

With a fresh perspective on its vision, understanding what it does well, and the environment in which it operates, **KENIC** will pursue the following strategic direction:

- a. Enhance the capacity of customers and registrars
- b. Improve customer service to registrars and end users.
- c. Engage in Strategic Partnerships so as to embed .ke registrations.
- d. Develop and implement an effective marketing strategy to target existing mobile and internet users; position of Products and services to win the heart of end users
- e. Automate the sales process to improve accessibility and enhanced service to customers
- f. Recruit, develop and retain staff with relevant skills
- g. Create an empowering work environment that inspires and motivate staff so as to create passion in their work.

Successful implementation of this strategic plan will result in more quality supports and services delivered to customers, registrars and registrants; **KENIC's** enhanced visibility on the local and international scene. The ultimate result **KENIC** aspires to achieve is far beyond high quality supports and services for customers. It is about creating a paradigm shift in the way the registry is managed and services delivered to end users. It is about living the mission, values and vision of the organisation to the fullest.

ORGANIZATION OF THE STRATEGIC PLAN

As noted, this strategic plan is intended to be a management tool for **KENIC**. This plan has two purposes. First, it presents the most comprehensive compilation of the plan and its component parts. It is a record of the strategic planning process and the decisions reached by the Board of Directors and staff. Second, it is a reference guide for strategic planning. At the beginning of each section is a definition of the component part. There are a few footnotes with additional helpful tips about how **KENIC** can use the information in the plan. In the future **KENIC** may choose to produce a summary version of the plan for distribution to its primary and supporting partners and other stakeholders.

Situation Analysis

Gap Analysis

The gap analysis is about identifying the difference between the current situation and what is desired. It allows the planning team to see how closely or distantly the organization lies compared to the strategic plan. It forms the basis for long-term strategic planning and for improving day-to-day processes and place the overall operation in a stronger position to meet the goals set out in the strategic plan.

The 2007 -2010 **KENIC** Strategic Management Review Report revealed that most of the “objectives” and activities set for the previous strategic period were achieved. However, it is worth noted that the previous document did not set clear performance indicators to allow the reviewing committee to know who was supposed to do what and by when.

The following are the major Gaps identified in the implementation of the 2007-2010 Plan:

1. To develop an effective Awareness campaign to sensitize people on the dot KE name space and increase the number of domain names

- Exploiting endorsement opportunities
- Inclusion of the country code Top Level Domain (ccTLD) in the Kenyan academic curriculum
- Joint marketing initiatives with **KENIC** stakeholders
- Developing an Annual Report (Magazine) for **KENIC**
- Developing a newsletter (quarterly) that spells out the activities of **KENIC**

2. To enhance the Technical Function in order to increase its efficiency and effectiveness

- Setting up an Computer Security Incidence Response Team (CSIRT)
- Setting up a Research and Development facility to developing existing systems developing new systems in line with the needs of the organisation and enhancing creativity and innovativeness

3. To make KENIC a truly World Class organisation by adopting international best practice standards through ISO Certification

- Developing policies and procedures on the operations of KENIC
- Documenting the policies and procedures in line with professional ethics
- Engaging the services of a consultant to guide the organisation to ISO certification

Lessons Learnt

Based on past experiences, key lessons for building future successes include the following:

- Key employees from all areas of the business should be included.
- The strategic plan needs to be communicated to and understood by all employees.
- Departments need to develop their own supporting tactical plans with specific objectives that focus on supporting the overall strategic plan of the company is the final piece.
- Accountability for execution is the glue that holds the plan together.
- The strategic plan developed has the potential to substantially improve the company's performance, but adequate thought must be given to implementing, execution and accountability for the success of the plan.
- Specific real-world objectives must be set.
- The objectives should be specific so that there is no ambiguity about what is required.
- Expected timing and personnel accountability should be created throughout the action planning for each objective. Ideally there should be one individual who is accountable to company management for reaching each core initiative or critical success factor.

SUMMARY OF MOST IMPORTANT POINTS IN THE ENVIRONMENT

An **environmental scan**, called the *e-scan* for short, is a process for discovering and documenting facts and trends in the operating environment of an organization that are likely to affect the organization in its future work. *E-scan* findings are used to orient strategic planning participants on the context in which the organization's mission is carried out. It is often put in the framework of a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis. **Strengths** are internal characteristics, qualities, and capacities that are doing well and are part of the reason the organization's accomplishments. **Weaknesses** are internal qualities that need to be improved. **Opportunities** refer to external activities or trends that the organization may benefit from, connect with or take advantage of to grow or enhance its performance. **Threats** are external activities or trends that threaten the current and future success of the organization.

The following is a brief summary of opportunities, threats, strengths and weaknesses highlighted by the board and staff of **KENIC**. They represent a small portion of the complete environmental scan attached to this strategic plan.

Strengths

KENIC key strengths include the organization's demonstrated ability to provide high quality, necessary services, through its technically competent staff and a well-organized set up. The board as well as the staff is committed, and there is sense teamwork across the organisation. **KENIC** is a unique organisation and it is financial stability. When there is a challenge, the organization meets it through consensus and innovation. **KENIC** has an excellent reputation and is looked to by other service providers as a leader in corporate governance.

Weaknesses

Some believe that **KENIC** significant growth has led to an over emphasis on the technical aspects of the business, lack of skills and human resources to engage in marketing and advocacy. The lack of alternative domain dispute resolution mechanisms has contributed to a negative consumer perception, lack of structure for control and coordination of registrars activities has encouraged unfair practices in the market (high-prices) and inconsistency and poor service level. There is a perceived need for improved management practices, use of technology, and increased use of media to create awareness and increase the organisation's visibility.

Opportunities

The opportunities considered most important included:

1. ***There is a huge untapped market and opportunity for advocating the .ke domain.***

There appears to be increased emphasis on the need for computer literacy in every sector of the economy and out of the 1 700 000 IP addresses there are only 2% has the .ke domain names.

Implications: As the technology becomes more accessible, the demand for domain registration is bound to increase. **KENIC** should be proactive and anticipate the demand and come up with strategies to enhance the visibility and attractiveness of the .ke brand.

2. ***Kenya has high internet penetration rate:*** With 4 million internet users and 18 million mobile subscribers, who will soon enter the era of digital advertising, is substantial opportunity for **KENIC** to market and advocate for the .ke brand.

Implications: **KENIC** could capitalise on the development happening in the telecommunication industry, where more value-added services are being introduced. **KENIC** can exploit the new technologies and features both as a transaction channel and a vehicle to market and advertise the .ke brand.

3. ***Expanded mandate and value-added services.*** The changes in the legislature provide **KENIC** with an opportunity to broaden the scope of its activities and venture into value-adding.

Implications: **KENIC** could look into expanding its mandate to include value-added services through leveraging of its technical capabilities and resources, and grow the business and its revenue streams.

4. ***New and emerging technologies:*** The advent of fibre optics, broadband, etc., will sure increase the usage of the internet and increasing the number of new users.

Implications: **KENIC** could be proactive and launch its advocacy campaign to position the .ke brand, create awareness, increase the preference rate and win the hearts of new users, thereby increasing the uptake of the .ke domain.

5. ***Strategic partnerships with private and public organisations and institutions nationally, regionally, and internationally.*** As the administrator of the .ke country-code-top-level domain, **KENIC** has a global exposure.

Implications: **KENIC** could identify strategic partners nationally, regionally, and internationally to

leverage its capabilities, support the attainment of its strategic objective of enhancing the uptake of the .ke domain locally and internationally, and in its .ke advocacy programme.

6. **Introduction of new generic Top Level Domains (gTLDs).** There is an increased demand for gTLDs which constitutes a window of opportunity for **KENIC** in its quest to repositioning of the .ke ccTLDs to compete in the global market against the 'official' gTLDs.

Implications: **KENIC** could maximise on the increase in demand for those gTLDs to increase the uptake of the .ke domain, position itself among the top in the world and at the same time generate additional revenue. **KENIC** could offer technical support and consultancy to corporate, (large and small) popularise the gTLDs globally by exploiting the patriotism in the Diaspora and/or providing dedicated third level domain registrations for the local market.

7. **Friendly Government and open policy window.** Though the changes in the Kenya Communication Amendment Act represent a threat to **KENIC** operations, it is also an indication that the policy makers are open to changes that are favourable to **KENIC**.

Implications: In order to enhance the trust and confidence of the end users have in the organisation, **KENIC** could together with the stakeholders, lobby for the creation of a Domain Name Dispute Resolution Policy or Framework to handle domain names disputes.

Threats

The threats considered most important included:

1. **The .com and other gTLDs.** The gaining in popularity of the .com and the new gTLDs constitute a major threat for **KENIC**.

Implications: **KENIC** needs to adopt a more "aggressive" marketing approach to create the awareness of the .ke domain. **KENIC** can capitalise on its technology based operating environment and incorporate the social media in its marketing mix to heighten awareness and sell more of .ke.

2. **New Act and Regulations:** The Kenya Communications (Amendment) Act empowering the Ministry of Communication to grant licenses to entities to administer sub-domains in the ccTLD represents a threat for **KENIC**.

Implications: Should any person or organisation be granted a license to operate a second-level domain, this would mean competition, **KENIC** losing its uniqueness and probably some of its control on the local domain market. There is need for **KENIC** to maintain market leadership and

toughen barriers to entry. This can be achieved through service enhancement, automation and value-added services.

3. **Political uncertainties:** With the election in two years it is difficult to predict who will form the next government and who will be the next Minister of Information, Communication and Technology.

Implications: Being under the umbrella Ministry of Information and Communications, and under the sponsorship of Communications Commission of Kenya (CCK), it is in the best interest of **KENIC** to maintain close and strong relationship with those two instances to ensure positive influences, stability and continuity for the benefits of registrants.

4. **Internet security and governance:** The internet access, combined with mobile technologies, will keep on generating a wave of entrepreneurs providing greater access to social services, transport, education, finance and healthcare. On the other hand, those positive development will also generate security issue that can negatively affect the consumers perception and **KENIC** in the process.

Implications: It is vital that **KENIC** take the lead in bringing, policy makers, industry , civil society, and technical and intergovernmental organizations to work identify and discuss Internet governance issues such as the security of the domain name system (DNSSEC), spam and cybercrime, identity and identification, and private sector security regimes.

ENVIRONMENTAL ANALYSIS

PESTEL FACTORS	KEY POINTS	RELEVANCE TO KENIC
POLITICAL	<ul style="list-style-type: none"> Lack of understanding and knowledge of the internet. Political interference on the ccTLD Investment in the ICT infrastructure Government promotion on the go.ke domain and the digitization of government businesses (E-governance) Enabling environment International environment linkage with the local environment (No boundaries). Internet governance dominated by the west. 	<ul style="list-style-type: none"> The Multi-stakeholder approach creates a conducive environment for KENIC operation More Government entities using .KE domains will increase customer confidence on .KE domains Increased awareness of Internet governance leads to increased use of .KE domain names
	<ul style="list-style-type: none"> High taxation rates Poverty levels- low purchasing power Growth of GDP Vision 2030 and the Economic Stimulus Program. Pricing structure of the registrars. Lack of registration capacity as an entity. Online and mobile payment challenges EAC common market Growth in E-services. 	<ul style="list-style-type: none"> It is important for KENIC to ensure that Domains are affordable With Growth in GDP more people can afford domains thus increased uptake Better packaging of domains will lead to increased uptake <p>Domain accessibility is important for increased .KE domains uptake and sustainability</p>
SOCIAL	<ul style="list-style-type: none"> Increase in Social Networking Cyber crimes "Foreign is better myth" Domain name as a status/identity symbol Multi-lingualism Demand for local content "SMS" culture 	<ul style="list-style-type: none"> KENIC must demonstrate that .KE domains complement and benefit people's lifestyle and behavior KENIC should position its products based on changing social cultures.
TECHNOLOGICAL	<ul style="list-style-type: none"> Innovation Ipv6 DNSSEC RIR (Regional Internet Roles) ICANN/IANA Mobile payments Convergence of technologies The changes in the general internet infrastructure 	<ul style="list-style-type: none"> KENIC should keep abreast with fast technological change to provide a resilient, stable and reliable .KE domain namespace provisioning
ENVIRONMENTAL	<ul style="list-style-type: none"> Increase in E-waste Green world Decrease of carbon miles. Depletion of natural resources. 	<ul style="list-style-type: none"> KENIC participation at policies and strategies discussions for dealing with e-waste in Kenya
LEGAL	<ul style="list-style-type: none"> Increase in Domain disputes Increase in awareness in intellectual property rights. Borderless nature of the internet Technology preceding legislation. Internet governance New Constitution Communication Amendment Act 2009 Multi-lateral treaties 	<ul style="list-style-type: none"> A well-established dispute resolution process will ensure that .KE domains abuse is minimized. KENIC should conform with legislative obligations

Mission

An organization's mission statement is an opportunity to convey in a concise and compelling way the very foundation of the organisation– what it does, for whom, and why. Stakeholders want to be part of making this happen and they want the organization to be remembered for this in the future.

KENIC's mission is:

"Manage and promote the .dot ke registry for you and me in an efficient and reliable manner so as to safeguard and sustain the authentic Kenyan identity on the internet."

Given the short period of time since **KENIC** created its mission and there has not been any fundamental change in its mandate, there was no need to change the mission during the strategic planning exercise.

Vision

The vision statement describes the organization in the somewhat distant future—3 to 5 years. A vision is simply an ideal future state for the organization. It is important because it gives employees an understanding of where the organization is going and what it is trying to achieve. The vision statement should be short, simple, and reflect the uniqueness of your organization. The idea is to push the thinking out far enough that it is not tightly constrained by the current environment and capacities.

3 Year Vision for KENIC

KENIC envision to achieve “.Ke for every name in Kenya by being a world-class internet registry.”

KENIC introduces a new sharper vision statement in this strategic plan. This statement reflects two dimensions that define the purposes of the organization and its intended contributions to improving its corporate brand image and the service it provides to the Local Internet Community who are served through its efforts.

The two dimensions are:

- .Ke for every name in Kenya -- means aiming at developing the .dot ke brand to be part of the Kenyan pride and preferred domain .

- Being a world-class internet registry -- means ranking among the foremost internet registry in the world, and recognized for the quality of the people, the service and innovation.

Context

In the year 2013, there will be greater acceptance and full penetration of the dot ke domains in the Kenyan Internet community, improved services and support and more prevalent and helpful technology will add value to the Internet community in Kenya. At the same time, because of population growth, the increasing access to technology, and increasing demand in e-transactions, the needs of Internet users will remain extensive and varied. While significant strides will have been made in people's acceptance of the dot ke domain names, there will be an on-going push for stakeholders' inclusion and participation.

Role and Responsibilities

KENIC is the leader in identifying needs and bringing together key stakeholders and services for the operation and development of the institution to be at par with the world's bests-in-class. Specifically **KENIC** will operate with its mandate to:

- Act as a trustee for the .KE country-code-top-level-domain
- Become the dot KE administrative contact as well as technical contact
- Administer the .KE ccTLD and the Second Level Domains
- Maintain and promote the operational stability and utility of the .KE ccTLD
- Ensure cost-effective administration of the .KE ccTLD and its sub-domains
- Notify the Internet Corporation of Names and Numbers (ICANN) of any change to the contact information about the .KE ccTLD.
- Provide name service for all .KE, and ensure that the database is secure and stable.
- Allow ICANN to access dot KE zone files and registration date (up to date) continuously maintain a **KENIC** website at all times with all the registration information meet all its financial obligations to ICANN comply with all global ICANN Internet policies and help in their development.

KENIC plays a leadership role in advocating at all levels of government, and with the private sector and the public at large for the adoption and positioning of the dot ke domain names in Kenya. **KENIC** encourages and supports individuals and corporate in pursuing this advocacy agenda.

Funding Sources

KENIC has a robust and innovative income generating programme from the selling of the dot ke

domains through its pool registrars.

Core Operating Values

Core Operating Values are the fundamental set of beliefs or principles at the heart of the organization. Values help to describe the culture that the organization is trying to build. Organizations that are trying to change their culture are attempting to achieve a shared set of values. They determine how the organization behaves in carrying out its mission.

Simply identifying the values is not enough. To achieve the clarity, involvement, and commitment to a set of values that are meaningful to employees and leaders, the values need to be specific.

After values were identified, the Board of Directors and the staff of **KENIC** wrote a definition, importance statement, and set of best practices for each value. The definition makes the value unique to **KENIC**. The importance statement describes why the value will help **KENIC** achieve future success. The best practices provide concrete examples of behaviours or actions that are consistent with the value. The following core values influence the culture and public image of **KENIC** as an effective multi-stakeholders organization serving a wide variety of individuals and organisations.

1. COMMITMENT TO EXCELLENCE

Definition

At **KENIC**, Commitment to Excellence is defined at two levels:

1. At individual level it simply means being the best you can be, right where you are, with exactly what you have, doing whatever you're doing.
2. At organizational level, Commitment to Excellence means a bias towards continuous improvement; it is our driving philosophy for being a company of the highest quality, aiming at being a world-class registry.

At **KENIC**, Commitment to Excellence is the umbrella beneath which reside a set of principles, methods, and tools that provide employees with the training and resources necessary to meet the mission needs of each and every customer.

Importance

In our business sector, where change is the only constant, being "good" is not enough; we need to strive to be on top of things and be the best. Our Customers expect nothing less but the best, and **KENIC** is committed to meeting and even exceeding customers to win the

preferred domain status.

KENIC's Best Practices

At **KENIC**,

- Leaders and staff demonstrate commitment to the vision, mission and values of **KENIC**.
- We invest in Research and Development to create high-value solutions for our customer
- We operate at top efficiency to deliver cost –effective solutions to the market --
Automation of services
- We always look for ways to improve our operations and processes in order to deliver consistent product quality, reliable delivery and service, and distinctive technology.
- We consistently develop the capacity of our people and customers(registrars)
- We have a Performance Management System that is aligned with our strategic priorities.
- **KENIC** educates the public and advocates for the .ke brand name.

2. TEAM WORK

Definition

At **KENIC**, Teamwork means pulling together different talents and resources to achieve **KENIC's** strategic vision; valuing differences as well as the unique talents, and team members are highly energized every time they together, and developing the synergy where collective output exceeds individual input.

Importance

In today's business climate, it is difficult to work through the long list of urgent priorities single-handedly. It is only through the synergy of a well-functioning team that we can add value to each other and to our organisation. When a team works well together, customers can feel it.

KENIC's Best Practices

At **KENIC**,

- Teamwork starts at the top with a supportive board providing clear direction and leadership.
- The Board as well as the staff hold regular meetings to share information, solve issues and make decision in an open and candid manner.
- Leaders make sure all employees have a clear understanding how they fit into the bigger picture, as well as the WIIFM factor (What's In It For Me?)
- The Board gives the team (staff) as much control as possible and promotes a sense of

ownership

- Team members are eager to take responsibility and become accountable.
- Leaders seek ways to recognize the team's progress, clear roadblocks for them, and create internal champions who appreciate the value of their work.

3. INTEGRITY

Definition

In **KENIC**, Integrity means the sense of wholeness derived from being honest, transparent, reliable, accountable, consistent, impartial, trustworthy and loyal to our stakeholders, in our interactions while carrying out its core mandate.

Importance

Integrity is the most important value in any business. As the .ke registry, that is a result of multi-stakeholders partnership it is imperative to maintain the highest level of integrity and build trust.

KENIC's Best Practice

At **KENIC**,

- The registry financial information are updated and reported in a timely, complete and accurate manner.
- Leaders and staff are accountable for their actions and words
- Staff are treated fairly and in an impartial manner
- Leaders and employees ensure a reliable registry system that is impartial at all times to all stakeholders
- We do our business in transparency and free of corruption
- We "walk the talk" – living by our values.

4. RESPECT AND FAIRNESS

Definition

We define Respect and Fairness as treating everyone equally through accurate and objective decisions based on fair procedures and processes; it is the understanding and appreciating each other's uniqueness and giving credit where it is due.

Importance

Respect and Fairness is important because accurate decisions constitute an important element of fair treatment, which in turn constitutes an important aspect of respect to the person. Respect and Fairness facilitates and promotes teamwork, open communication, and creates harmony and brings out the best in people.

KENIC's Best Practices

At **KENIC**,

- Leaders create and implement procedures and policies that are fair and equitable to all
- Leaders listen and accommodate ideas from all staff, & customers irrespective of their status
- Innovation is encouraged and reward is based on performance.
- We give and request feedback from staff, board and customers and take action accordingly
- We treat people with courtesy, politeness, and kindness.
- Coworkers are encouraged to express opinions and ideas freely.
- We listen to what others have to say before expressing our viewpoint.
- We use people's ideas to change or improve work; and let them know that their idea is being used, or, better yet, the person with the idea is encouraged to implement the idea.
- We never insult people, name call, disparage or put down people or their ideas; nor do we constantly criticize over little things, belittle, judge, demean or patronize.
- People are treated the same no matter their race, religion, gender, size, age, or origin.

UNDERLYING ASSUMPTIONS

This is a set of beliefs about the world that frame an organization's work. Underlying assumptions inform the approach to the work or why an organization chooses to tackle problems or issues in a certain way. They make it clear why an organization's Board of Directors and staff believe that the actions they will take will have the desired results.

All of **KENIC** services and the way it goes about its work are based on the fundamental beliefs:

- √ Anything can be improved
- √ It is possible to make a positive difference in the lives of the Local Internet Community through advocacy and service delivery
- √ The ICT sector is in its infancy and bound to develop and growth exponentially
- √ Engaging broad-based stakeholders and building partnerships bring understanding, collaboration, support and commitment
- √ Well-trained and motivated staff makes a difference in their own lives and that of others
- √ Supporting the registrars and the end-users through capacity building, training and development will propel **KENIC** to its vision.

Customers

*The **primary customer** of an organization is the person or thing whose life the organization most wants to impact/change on a regular, ongoing basis. The primary customer is not necessarily someone you can reach or someone you can sit down with and talk to directly. Identifying the primary customer puts priorities in order and gives you a reference point for critical decisions.*

*The **supporting customers** of the organization are all the people who must be satisfied in order for the organization to succeed. There can be many supporting customers. They are engaged with the organization to "support" the accomplishment of the mission.*

KENIC exists to impact the life of every Kenya internet users through brand advocacy and efficient management of the .ke registry. These individuals constitute the **Primary Customer** of the organisation.

STRATEGIC DIRECTION

The strategic direction is a succinct statement about the strategy or approach an organization will take toward its work over a specific period of time. The statement is based on a combination of both the current environment (the opportunities and threats facing the organization) and the mission and competencies of the organization. It is often a direct response to the strategic questions asked by an organization.

Based on the Board of Directors' understanding of **KENIC's** vision, primary customer, core values, and the opportunities and threats in the current environment, the next three years will be a time of assessing and deepening its approaches to its work. Concurrently, **KENIC** will take more of a leadership role in working closely with registrars and it will explore the possibility of developing partnerships nationally, regionally and internationally to promote and advocate for the .KE domain.

KENIC will review and deepen its existing direct supports and services to customers and registrars to ensure over time that they are delivering world-class service to end users. The emphasis on further intensifying a closer relationship and strengthening of the registrar base would be the priority in the early years, and so growth in numbers of registrar would not be a priority, if at all, until the later years of the plan. A customer request resolution and a feedback mechanism will be put in place to track and manage service level.

KENIC will further assess **customers and registrars'** service to registrants to identify gaps or opportunities for shifts in service delivery. This assessment will serve as the basis for expanding or adding new services. The model emphasizes **enhancing the capacities customers and registrars** through awareness programmes, training and technical support, and participation in and integration of policies and procedures. **KENIC** is committed to ensuring that all of its programs are exemplary.

KENIC will take a leadership role in initiating talks and working with a range of partners and create joint-initiatives that support **KENIC's** agenda to grow .KE uptake in Kenya. **KENIC** has identified **potential strategic partners locally as well as internationally** that will be contacted and initiate dialogue with. **KENIC** will actively participate and contribute internationally to policy making and technical process development and enhance its visibility on the international arena.

KENIC will appoint a marketing officer who will be responsible for the development of an effective marketing strategy aiming at **positioning the .KE brand in such a way so as to win the heart of end users**. The strategy will focus growing the .KE user base by targeting the **growing numbers of mobile and internet users**. The marketing mix will integrate below and above the line marketing with

social media and internet tools. **KENIC** will also focus on positive PRE and take the lead in lobbying and influencing stakeholders and policy makers for favourable policies and legal environment.

KENIC is aware that its success is highly dependent on the quality of its people and their ability to performance at the highest. **KENIC** will **create an empowering work environment that attracts, develops and retains high calibre staff.**

“Attract” -- to ensure that it attracts the best staff, **KENIC** will establish the staff and competency requirements of the organisation, review its scheme of service, and set up a transparent recruitment process.

“Develop” – to ensure that training and development is aligned with strategic priorities, **KENIC** will conduct a competency gap analysis to identify the gaps between the organisational requirements and the workforce capabilities and an annual training plan be developed and implemented.

“Retain” – the key to employee retention is that employees must feel appreciated, recognised and rewarded for their good performance or behaviours. **KENIC** will set up a performance management system that cascades down accountabilities and rewards high performers.

“Creating an empowering work environment” – the Board of Directors is committed to foster a performance culture with strong values of trust, caring fairness, and respect within the organization. Directors and leaders will provide visible, transparent and accessible leadership and lead by example to **inspire and motivate staff to develop passion in what they do.**

The Board of Director understands that it has a very important **oversight role** in the strategy-making, strategy-executing process! The Board will exercise strong oversight to ensure **action-oriented, operations-driven** activities aimed at shaping performance are executed to benefit stakeholders and will make sure **executive actions** are not only **proper** but also **aligned** with **interests of stakeholders.**

KENIC will emphasize building its essential financial resources to invest in providing world-class services. This includes building the endowment and establishing a maintenance fund to take care of the **leveraging its technical capabilities to facilitate the automation of the sales process.** This initiative will be part of **KENIC’s** endeavour to enhance customers and registrars’ capabilities, which will require that **KENIC** provides registrars with APIs and online payment gateway, sign up merchant banking services for online sales fulfilment.

CORPORATE SOCIAL INVESTMENT

It is more obvious today that corporate social investment is becoming ever more strategically focused, it also makes sense for businesses to align their corporate social investment spend with their core business objectives and imperatives. Such an approach moves CSI out of the charitable sphere into one in which true partnerships with beneficiaries, government and NGOs bring about long-term sustainable development to the benefit of all. It is against this background, and guided by the key social development needs highlighted by government, that **KENIC** will henceforth select its CSI projects.

QUICK WINS

The Strategic Planning session generated dozens issues that need fixing, some are daunting tasks but others are quite easy to fix. By identifying and achieving these "quick wins," **KENIC** will prove to employees that it is serious about improving the business and that it is serious about listening to their ideas. This will not only increase their motivation and their loyalty to the organisation, it will also make them far more patient, understanding, and supportive throughout the strategic implementation process. A great strategy is useless if the employees are not on board or if they jump ship when the management team makes its first error. Once the strategic plan has been adopted by the board, the Impact/Effort Grid can be used to identify quick-wins and a successful implementation may begin.

Given the scarcity of resources and authority it is critical that the organisation identifies those interventions that are most feasible with high payoff for implementation. The quick are those actions that will provide the greatest results for the efforts put in.

The numbers appearing in the green box of the Impact/Effort Grid in Appendix B, indicate those activities that have been identified as Quick Wins that are worth implementing in the first year, followed by those in the blue and yellow boxes.

IMP
ACT

9.1 Idea Selection Grid

7, 8, 13, 30, 31, 38, 39, 41, 42, 43, 44, 45	1, 3, 4, 5, 6, 10, 11, 12, 14, 15, 16, 17, 18, 19, 20, 21, 22, 23, 24, 25, 26, 27, 28, 29, 32, 33, 34, 40.	
35, 36, 37,	2	
		9
1 Little	2 Moderate	3 Great
EFFORT		

DEPARTMENTS' MANDATES

Technical Department

- Developing the mechanisms and strategies for operations and promotion of the .KE registry.
- Administer the .KE and its sub-domains and effectively provide Domain Registry Services to the Kenyan local Internet community.
- Providing administrative and technical support to enhance service delivery in provision of technical services for the KE Registry.
- Ensuring that **KENIC** is involved in regional and international organization in the formulation and implementation of coordination policies of the Internet core technical and organizational elements in the interest of the Kenyan Internet Community.
- Designing and implementing methodologies to facilitate public and Kenyan Internet Community participation in policy-development procedures.
- Managing the day-to-day running of the organization based on the organization's policy.
- Preparation and presentation of reports and management papers on the organizations activities.

Finance Department

- Processing, recording, classifying and summarizing routine accounting transactions
- Compiling various documents such as supplier invoices, verifying their accuracy and initiating payments in accordance with established procedures.
- Banking and preparing monthly supplier accounts reconciliation and journal entries.
- Filing statutory returns for PAYE, NHIF, NSSF, VAT, etc.;
- Processing journal entries or other financial system entries.
- Maintaining records through filing, retrieval, retention, storage, compilation, coding and updating.
- Accounting and research functions for the organization
- Formulating sound financial policy procedures and control systems.
- Preparing, monitoring, controlling and evaluating expenditure budgets.
- Procuring office supplies.
- Assisting in the management of the day-to-day running of the organization based on the organization's policy.
- Assisting in the preparation of reports and management papers on the organizations activities.
- Preparing **KENIC** financial reports

STRATEGIC ACTION PLAN FOCUS BY YEAR

The following is a summary of the anticipated major focus of activities by Critical Success Factors (in addition to on-going operations) for **KENIC** Board of Directors and Staff in each year of the strategic plan. The Champion/s of each CSF is/are indicated in brackets.

CSF 1: Enhance the capacity of customers and registrars (Moses)

Strategies	Activities	Expected Output	Responsibility Centre/Actors	Output Indicators	Performance Targets		
					2011	2012	2013
Capacity Building	Train Registrars on EPP registry integration(Sales automation)	<ul style="list-style-type: none"> - Registrar automated sales process - Fast product delivery 	PM	-No. of trained registrars	25	30	35
				-No. of automated sales processes	20	25	35
	Train Registrars on DNSSEC	<ul style="list-style-type: none"> - DNSSEC deployment - Secure and resilient domain resolution 	PM	-No. of trained registrars	25	30	35
				-No. of Registrars with DNSSEC deployments	0	20	30
Awareness	Conduct workshops on KENIC products and repackaging	<ul style="list-style-type: none"> - Well informed customers on KENIC products and repackaging - Increased uptake - Improved services 	MKTG	No.of Participants	50	30	30
				No. of workshops conducted	2	1	1
				No of registrars with repackaged products	15	20	30
	Conduct open forums on KENIC policies, Internet policies and emerging issues	<ul style="list-style-type: none"> - Well informed customers on KENIC policies - Registrars understand the dynamics of Internet community 	MKTG	No. of participants	40	45	50
			-No of forums	1	1	1	
Enhance .KE Domains Security	Create a DNSSEC test-bed	<ul style="list-style-type: none"> - Experimental .KE domains DNSSEC platform - Signed and validated zones 	PM	No. of signed zones	10	0	0
	Deployment of DNSSEC			No. of signed zones	1	9	0

CSF 2: Improve Customer Service to Registrars and End-Users (Moses)

Strategies	Activities	Expected Output	Responsibility Centre/Actors	Output Indicators	Performance Targets		
					2011	2012	2013
Customer Support tools	Create ticketing/help desk knowledge base system	<ul style="list-style-type: none"> - An automated customer help desk system - An knowledge base of customers complaints and solutions - Improved customer service 	PM	No. of trained registrars	25	30	35
				No. of registrars using help-desk system	15	30	45
				No. of tickets created			
Customer Relationships	-Regular Customers Visits	<ul style="list-style-type: none"> - Enhanced relationship with customers - Feedback on KENIC operations, products and services - Improved customer service 		No. of registrars visited	24	36	48
			MKTG				
	Conduct customer satisfaction survey	<ul style="list-style-type: none"> - Feedback on KENIC operations, products and services - Improved customer service 	MKTG	No of surveys conducted	2	2	2
				No. of participants	120	140	150

CSF 3: Engage in Strategic partnerships so as to embed .ke registrations (Alice\ Lucky\Michael)

Strategies	Activities	Expected outcome	Responsibility Centre/ Actors	Output Indicators	Performance Targets		
					2011	2012	2013
Create strategic partnerships with the Government of Kenya to advocate and popularize the uptake of .KE domain names amongst stakeholders as well as increase of Internet usage in Kenya.	Initiate dialogue leading to letters of intent and memorandums of understanding (MoU) with the Kenya ICT Board, Ministry of Information and Communication, E-Government Directorate, Ministry of Youth, Ministry of Education, Kenya Film Commission, Brand Kenya, Communications Commission of Kenya, Kenya Intellectual Property Institute, Registrar of Companies, Government Spokesman, Parliament, CDF, Athletics Kenya, Kenya Tourist Board, 47 county governments etc.	Improved awareness, appreciation and joint-initiatives of KENIC and .KE domain names for their organizations and sector stakeholders. Increased uptake of .KE domain names.	CEO,	New partnerships Domains registered per partnership	5 5000	10 7000	5 8000
Create strategic partnerships with the key private sector organizations to advocate and popularize the uptake of .KE domain names amongst stakeholders as well as increase Internet usage in Kenya	Initiate dialogue leading to letters of intent and memorandums of understanding (MoU) with CISCO, Nokia, Safaricom, Microsoft, Kenya Airways, Telcos, ISPs, Lawyers/LSK, Financial Services Providers, Associations and Societies, Co-operatives, Educational and Training Institutions, NGOs, and Media.	Improved awareness, appreciation and joint-initiatives of KENIC and .KE domain names for their organizations and sector stakeholders. Increased uptake of .KE domain names.	CEO	New partnerships Domains registered per partnership	5 5000	10 7000	15 8000
Create strategic partnerships with international organisations and participate and contribute to policy and technical processes	ICANN, IETF, AFTLD, ITU, AFRINIC, AFNOG, IANA etc.	Visibility in the international arena Decisions favoring Kenya and other developing countries Gaining knowledge, competence, and exposure.	CEO	Implemented best practices Meeting reports			

**CSF 4 & 5: Develop and Implement an effective Marketing Strategy to target existing mobile and internet uses;
Position products and services to win the hearts of End-users (Ali)**

Strategies	Activities	Expected outcome	Responsibility Centre/Actors	Output Indicators	Performance Targets		
					2011	2012	2013
<p style="color: green; font-size: small;">KENYA INFORMATION NETWORK CENTRE: STRATEGIC PLAN (2011-2013)</p> Development & Implementation of Marketing Plan	Recruit a Marketing Officer	Marketing Officer in place	BOD	carrying out of marketing function			
	Prepare Marketing Plan for approval by Admin Manager and BOD	Annual Road Map for Marketing activities	MKTG	implementation and achievement of marketing targets	Mar-11	Jan-12	Jan-13
Advertising and PR	Appoint Agency to develop creative positioning and Brand Manual	clear and concise Brand interaction - both internally and externally		Positive Brand visibility and desired positioning	Synovate media tracking tool		
	Media planning	Allocate funds and advertise in different media outlets - Online and offline (e.g. Google; Facebook; radio; TV, Newspapers etc.)		visibility and media tracking	Synovate media tracking tool		
	Public Relations & Advocacy Plan	Positive PR and ability to lobby & influence stakeholders and policy makers for favorable policy and legal environment		Changes in policy and law favorable to KENIC	Lobbying - Jan-11 - Positive PR Visibility	Positive PR Visibility	Positive PR Visibility
Marketing to internet and mobile users using internet, mobile, and offline, marketing mediums.	Redesign the KENIC web site to be user-friendly, informative, mobile web compatible, sales and customer service focused (i.e. push leads to registrars and encourage feedback).	Increased sales and retention of .KE domain names as well as improved .KE brand positioning and awareness in the marketplace.	MKTG	Total number of domain names	50,000	100,000	200,000
	Engage Internet marketing through email marketing, web marketing (Google, etc.), mobile marketing (mobile web and SMS), social media, etc. Co-branded marketing campaigns offline and online with leading Kenyan brands such as Safaricom, Kenya Airways, Kenya ICT Board, Kenya Tourist Board, Athletics Kenya, EABL, etc.			New domains registered per month	3,000	4200	8400
	Engage Below and Above the Line Marketing Campaigns, Public Relations, Communications and Events to increase KENIC and .KE brand awareness for ALL stakeholders.			Increase number of domain names registered and renewed per registrar.	80% per year per registrar	80% per year per registrar	80%per year per registrar
	Recruit a senior KENIC marketing, communications and						32

CSF 6: Automation of the Sales Process (Ali)

Strategies	Activities	Expected Outcome	Responsibility Centre/ Actors	Time Frame	Output Indicators	Performance Targets		
						2011	2012	2013
Upgrading Technology to facilitate automation of the sales process	Revamp website	User friendly website with a strong call to action for .ke registration	PM/MKTG	Mar-11	+vet User feedback and increase in unique visitors	Up 25%	Up 50%	Up 150%
	Provide Registrars with APIs and online payment gateway	A new online distribution outlet through our Registrars		Mar-11	Number of new online distribution outlets	25%	50%	Cumulative 75%
	Identify and sign up merchant banking services for online sales fulfillment	Registrars confident and signed up for online payment gateway	FM	Mar-11	No of online transactions vis-à-vis offline	10% online sales	20% online sales	50% online sales
	Training of	Better understanding and	PM	Through out	Number of new	25%	50%	Cumulative

Capacity Building	Registrars	usage of the automation process			online distribution outlets			75%
	Incentive for online transactions	Higher online sales	FM	Through out	No of online transactions vis-à-vis offline	10% online sales	20% online sales	50% online sales
	Online customer service support	Higher customer satisfaction	PM	Through out	Customer Satisfaction Index	70% CSI	75% CSI	80% CSI

CSF 7: Recruit, Develop and Retain staff with relevant skills (Charles)

Strategies	Activities	Expected outcome	Responsibility Centre/ Actors	Output Indicators	Performance Targets		
					2010/11	2011/12	2012/13
Review scheme of service	Staff satisfaction survey Assess Organisational staff requirements	Survey report	FAM	Right staff recruited			
	Revise the organogram in line with new strategic plan Define qualification, experience and job description Revise the salary scheme Recruit new staff	New organogram Revised job description New salary scheme New staff	BOD	Updated employment scheme			
	Staff exit interview	Exit interview report	CEO				
	Develop Loan policy. Procure group life insurance	Group loan policy A group life insurance.	FAM FAM				
Staff Capacity building	Develop training policy Identify training needs and develop training plan	Training policy Training needs analysis	FAM CEO		Training programme		

CSF 8 Create a work environment that empowers staff to perform better (Michael)

Strategies	Activities	Expected outcome	Responsibility Centre/Actors	Output Indicators	Performance Targets		
					2011	2012	2013
Review the HR policy and other policies.	Provide necessary working tools.	Necessary working tools provided	CEO	Conducive working environment and internal control s in place.			
	Develop communication policy	Communication policy					
	Performance management system.	Performance appraisal system in place.					
	Review other policies	Revised policies					
Inspire and motivate staff	Leadership by example	Inspired staff	CEO				
	Cascade the strategic plan						
	Inculcate the right culture	Internalized strategic plan					
	Develop motivation tools:	Right culture in place.					
	Reward System	Motivation tools developed.					
Employee feedback system							

MONITORING AND EVALUATION

Monitoring and Evaluation will be done through periodic review meetings to consider progress made. Departments will monitor programmes and projects administered within their respective jurisdictions. Monthly reports will be submitted indicating progress made, any deviations, their causes and corrective measures taken. Monitoring and Evaluation Committee consisting of all heads of departments and Board members will be put in place and will meet quarterly to review progress made.

At the organisational level, a performance management system will be implemented to align individual performance with organizational priorities. The system will not only measure results in terms of “what” needs to be done but “how” things get done. This option allows the cascading of accountability as well as integrating business and culture strategies.

STRENGTHENING THE FOUNDATION

With the strategic focus set, **KENIC** have begun to develop a solid foundation from which to move forward.

Too often organizations put much time and effort into creating their vision, CSFs, and values, and almost no effort into making sure leaders are committed to them and employees understand them. The vision and values might be posted in the lobby and added to the annual report. The CSFs might show up in the introduction to a strategic plan. Unfortunately, this is their typical and brief use.

The vision, CSFs, and values should be used to begin aligning the organization. The first step to alignment is to create understanding. The consultant recommends some best practices for creating understanding.

- Board members and all employees in the organization need to attend a Strategic Plan review meeting during which they discuss about the organization’s environment and why it is driving change. They discuss the vision, CSFs, and values. They understand what the organization plans to do to drive the change and what they need to do to support the change.
- Every employee (Board members who wish to) is trained on how to manage performance, lead through vision and values. They learn to refer to the organization’s vision and values when discussing day-to-day issues; to understand how they can personally contribute to achieving the organization’s vision; and when taking action, to ensure that policies and procedures are consistent with vision and values.
- Every current improvement team needs to review its mission to ensure that it is driving toward a CSF.

If not, the team should be disbanded. The mission of every new improvement team should directly drive a CSF.

- Annual business plans need to be reformatted so the link to CSFs is direct.
- Performance plans for every employee have objectives that link to the CSFs and behavioral expectations that link to the values.

SELECTING IMPLEMENTATION PRIORITIES

The following is a summary of the anticipated major focus of activities by Critical Success Factors (in addition to on-going operations) for **KENIC** Board of Directors and Staff in each year of the strategic plan.

CSF 1: Enhance Capacity of customers and registrars			IMPACT	EFFORT
Strategies	Activities	Expected Output		
Capacity Building	1. Train Registrars on EPP registry integration (Sales automation)	<ul style="list-style-type: none"> – Registrar automated sales process – Fast product delivery 	H	M
	2. Train Registrars on DNSSEC	<ul style="list-style-type: none"> – DNSSEC deployment – Secure and resilient domain resolution 	M	M
Awareness	3. Conduct workshops on KENIC products and repackaging	<ul style="list-style-type: none"> – Well informed customers on KENIC products and repackaging – Increased uptake – Improved services 	H	M
	4. Conduct open forums on KENIC policies, Internet policies and emerging issues	<ul style="list-style-type: none"> – Well informed customers on KENIC policies – Registrars understand the dynamics of Internet community 	H	M
Enhance .KE Domains Security	5. Create a DNSSEC test-bed and Deployment of DNSSEC	<ul style="list-style-type: none"> – Experimental .KE domains DNSSEC platform – Signed and validated zones 	H	M

CSF 2: Improve customer service to registrars and end users.			IMPACT	EFFORT
Strategies	Activities	Expected Output		
Customer Support tools	6. Create ticketing/help desk knowledge base system	<ul style="list-style-type: none"> – An automated customer help desk system – An knowledge base of customers complaints and solutions – Improved customer service 	H	M
Customer Relationships	7. Regular Customers Visits	<ul style="list-style-type: none"> – Enhanced relationship with customers – Feedback on KENIC operations, products and services – Improved customer service 	H	L
	8. Conduct customer satisfaction survey	<ul style="list-style-type: none"> – Feedback on KENIC operations, products and services – Improved customer service 	H	L

CSF 3: Strategic partnerships so as to embed .ke registrations.			IMPACT	EFFORT
Strategies	Activities	Expected outcome		
Create strategic partnerships with the Government of Kenya to advocate and popularize the uptake of .KE domain names amongst stakeholders as well as increase of Internet usage in Kenya.	9. Initiate dialogue leading to letters of intent and memorandums of understanding (MoU) with the Kenya ICT Board, Ministry of Information and Communication, E-Government Directorate, Ministry of Youth, Ministry of Education, Kenya Film Commission, Brand Kenya, Communications Commission of Kenya, Kenya Intellectual Property Institute, Registrar of Companies, Government Spokesman, Parliament, CDF, Athletics Kenya, Kenya Tourist Board, 47 county governments etc.	<ul style="list-style-type: none"> – Improved awareness, appreciation and joint-initiatives of KENIC and .KE domain names for their organizations and sector stakeholders. – Increased uptake of .KE domain names. 	H	G
Create strategic partnerships with the key private sector organizations to advocate and popularize the uptake of .KE domain names amongst stakeholders as well as increase Internet usage in Kenya	10. Initiate dialogue leading to letters of intent and memorandums of understanding (MoU) with CISCO, Nokia, Safaricom, Microsoft, Kenya Airways, Telcos, ISPs, Lawyers/LSK, Financial Services Providers, Associations and Societies, Co-operatives, Educational and Training Institutions, NGOs, and Media.	<ul style="list-style-type: none"> – Improved awareness, appreciation and joint-initiatives of KENIC and .KE domain names for their organizations and sector stakeholders. – Increased uptake of .KE domain names. 	H	M
Create strategic partnerships with international organisations and participate and contribute to policy and technical processes	11. Create strategic partnerships with ; ICANN, IETF, AFTLD, ITU, AFRINIC, AFNOG, IANA etc.	<ul style="list-style-type: none"> – Visibility in the international arena – Decisions favoring Kenya and other developing countries – Gaining knowledge, competence, and exposure. 	M	M

CSF 4 & 5: Develop a marketing to target the existing mobile and internet; and Positioning of products and services to win the hearts of end users				
Strategies	Activities	Expected outcome	IMPACT	EFFORT
Marketing to internet and mobile users using internet, mobile, and offline, marketing mediums.	12. Redesign the KENIC web site to be user-friendly, informative, mobile web compatible, sales and customer service focused (i.e. push leads to registrars and encourage feedback).	Increased sales and retention of .KE domain names as well as improved .KE brand positioning and awareness in the marketplace.	H	M
	13. Engage Internet marketing through email marketing, web marketing (Google, etc.), mobile marketing (mobile web and SMS), social media, etc.		H	L
	14. Co-branded marketing campaigns offline and online with leading Kenyan brands such as Safaricom, Kenya Airways, Kenya ICT Board, Kenya Tourist Board, Athletics Kenya, EABL, etc.		H	M
	15. Engage Below and Above the Line Marketing Campaigns, Public Relations,		H	M
	16. Communications and Events to increase KENIC and .KE brand awareness for ALL stakeholders.		H	M
	17. Recruit a senior KENIC marketing, communications and advocacy resource who will be able to formulate, execute and manage KENIC and .KE marketing activities		H	M
	18. Create incentives for existing and prospective domain name registrants to buy .KE domain names from KENIC registrars.		H	M
Development & Implementation of Marketing Plan	19. Prepare Marketing Plan for approval by Admin Manager and BOD	Annual Road Map for Marketing activities	H	M
	20. Appoint Agency to develop creative positioning and Brand Manual	Clear and concise Brand interaction - both internally and externally	H	M
Advertising and PR	21. Media planning	Allocate funds and advertise in different media outlets - Online and offline (e.g. Google; Facebook; radio; TV, Newspapers etc.)	H	M
	22. Public Relations & Advocacy Plan	Positive PR and ability to lobby &	H	M

		influence stakeholders and policy makers for favorable policy and legal environment		
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CSF 7 : Recruit, develop and retain staff with relevant			IMPACT	EFFORT
Strategies	Activities	Expected outcome		
Review scheme of service	29. Staff satisfaction survey		H	L
	30. Assess Organisational staff requirements and revise the organogram in line with new strategic plan	New organogram	H	L
	31. Define qualification, experience and job description	Revised job description	H	M
	32. Revise the salary scheme	New salary scheme	H	M
	33. Recruit new staff	New staff	H	M
	34. Staff exit interview	Exit interview report	M	L
	35. Develop Loan policy.	Group loan policy	M	L
	36. Procure group life insurance	A group life insurance.	M	L
Staff Capacity building	37. Develop training policy	Training policy	H	L
	38. Identify training needs	Training needs analysis	H	L
	39. Training programme		H	M

CSF 8: Create an empowering work environment that inspires and motivate staff				IMPACT	EFFORT	FOUR
Strategies	Activities	Expected outcome				
Review the HR policy and other Upgrading Technology to facilitate automation of the sales process	Provide necessary working tools. 1. Revamp website	User friendly website with a strong call to action for .ke registration	H	H	L	M
	2. Provide Registrars with APIS and online payment gateway	Communication distribution outlet through our Registrars	H	H	L	M
	Performance management system to cascade the strategic plan	Performance appraisal system in place.	H		L	
	3. Identify and sign up merchant banking services for online sales fulfillment	Registrars confident and signed up for online payment gateway		H		M
Capacity Building	4. Training of Registrars	Better understanding and usage of the automation process	H	H	L	M
	5. Incentive for online transactions	Higher online sales		H		M
	6. Online customer service support	Higher customer satisfaction		H		M

APPENDIX A

Cash Flow Projections 2011

For internal Use Only