![KICTAnet - Kenya ICT Action Network logo]

ICT development in Kenya;
Strategic positioning to catalyse growth

(Draft final v1)

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Table of contents

Context: The Kenya ICT Action Network (KICTANet)

KICTANet was created in October 2004 and currently comprises over 50 organisations and networks of ICT initiatives in the country as a multi-stakeholder network with members from the private sector, civil society, media, academia, development partners and government. It is a network of committed volunteers from organisations, networks and groups, who believe in collaborative policy advocacy activities and the sharing of resources and skills. The advocacy activities are focused on the development and use of ICT to support poverty reduction and the transformation of livelihoods. For the past years, KICTAnet has acted as a central meeting point and platform for collaboration and activity for various stakeholders (media, civil society, private sector, development partners and government) interested in greater and more affordable access to Internet and Communications Technologies (ICTs) and services in Kenya.

The multi-stakeholder model for advocacy and input in ICT policy has proven to be very effective. For the time that the network has been in operation, members have contributed time, provided in-kind and cash contributions as required implementing activities.

Objectives of the Kenya ICT Action network are:

- ∆ To improve the effectiveness of ICT policy advocacy work by expanding base for support of ICT initiatives, providing support for members actions and audience for members ideas

- ∆ Encourage engagement in mutually supportive activities for lasting change

- ∆ Facilitate effective dissemination channels regarding the ICT policy process to keep everyone updated on what is going on in the sector

- ∆ Provide access to varied and multiple resources/skills

- ∆ Pool limited resources for the common goal to achieve effects that single organisations cannot

- ∆ Form a nucleus for action and attract other networks

- ∆ Link organisations and networks working at the community level to those specialised and working in the broader political space

Since creation, KICTANet quickly filled a gap that existed to a create platform that brought together key stakeholders in the industry in a slogan – *lets talk though we may not agree-* . Today the organisation is acknowledged in government and out of the government. The process did have risks but most importantly are the valuable lessons for KICTANet and for others to learn . It will be a vantage point for the organisation to look back as well as inward on what it could have done differently and the likely outcomes. This will provide a framework to create strategies for future to ensure its continued relevance in the fast changing market

(Source: KICTANet documentation)

Acronyms

APC	Association of Progressive Communications
CATIA	Catalyzing access to ICT in Africa
CCK	Communications Commission of Kenya
ICT	Information and communications Technologies
KICTAnet	Kenya ICT Action Network
KIF	Kenya ICT Federation
MoIC	Ministry of information and Communications
MSP	Multi stakeholder process
NCS	National Communications Secretariat
nd	No date
RoK	Republic of Kenya
TESPOK	Telecommunications Service Providers of Kenya

Operational definitions

Multi-stakeholder

Multi-stakeholder is a broad term to describe grouping of governmental, intergovernmental, civil society and private sector stakeholders to bring about change. These changes include;

- sharing information on problems and solutions
- developing guidelines for best practice for policy making, commercial activities and reporting etc
- developing and delivering action plans for implementation

Calder (nd)

Networks Ownership

'a phenomenon where the members work within the network and not for it , not simply performing the business of the network but taking responsibility for the ensuring that the business remain important , beneficial and well implemented'

Bernard (98)

Executive Summary:

This research commissioned by KICTAnet seeks to take a vantage point to look backwards and forward into the future to seek a strategic positioning considering; the socio/economic and political dynamic drivers that influence ICT policy change and how should multi stakeholder efforts respond and catalyse change.

The study investigated the socio-political and economic dynamics influencing ICT development that pointed to the creation of KICTAnet and the previous efforts to establish multi-stakeholder partnerships. It discusses KICTAnet and its internal dynamics to manage differing membership expectations, asses the impact of KICTAnet and lessons on ICT evolution and to propose a strategic future role and positioning to catalyse ICT policy development.

This descriptive research collected primary and secondary data. Field data was collection over the months of May /June /July 2007 amongst KICTAnet membership through purposive sampling from a list comprising a population of 342. From this population, 25% of the membership was sampled. The data obtained from field, literature review and mailing list activity of KICTANet mailing list after analysis forms the basis of this report

The key finding in this research is that KICTAnet is a good initiative that is on *'top of things'* that have filled a gap to provide a mechanism for social exchange for the industry at strategic level. However, to remain strategic and relevant, it should position itself to be the frontier buster on ICT issues. Kictanet nevertheless has to continuously review its mission to avoid collapse like other initiatives whose mission was narrow and become irrelevant. For Kictanet to maintain its pre-eminent positioning, it has to offer a value proposition to the industry. This will be attained by focusing on a core role of forum for exchange, lead advocacy and lobby, scope trends in the industry and rally the industry to address key issues and significantly avoid involvement on day to day issues of stakeholders. KICTANet should continue to champion cross cutting issues on content, infrastructure, and the marginalized consumers. In order for it to accomplish its mandate effectively, a thin secretariat is to be maintained to give direction.

The preferred membership structure is core team who carry the spirit of the kictanet and other members drawn from sectoral interests and members at large. Membership would include; core team acting as vision setters, corporate - providing technical skills and individual members to tap into organisations that would not otherwise be members.

To sustain and strengthen kictanet ,it is recommended that kictanet formalise its structure, create a well moderated blog for pre-researched debates, focus on strategic issues based around scenario planning, and review membership structure. While institutional membership is to be preferred to provide a longer term view as well as funding, individual membership is just as critical to take into account individuals who cannot join through their organisation eg UN agencies and government yet provide valuable intellectual experiences.

1 Background:

This study reviews the evolving ICT policy and regulatory environment in Kenya and the gaps that emanate from the changing dynamics and explores where KICTAnet contributes or can contribute to this development .The study further explores the internal dynamics of KICTAnet and how the key drivers of the organisation influence it to ensure success towards its mission. The study output   contributes towards defining how KICTAnet   can position itself to contribute to effective change to serve the nation and the ICT consumer.

1.1 *Project Objectives:*

 The general objective is to take stock of the last three years of KICTANet existence and explore a strategic positioning to ensure a relevance for KICTAnet and proactive contribution to ICT   development in Kenya . To achieve this general objective, the study has the following specific objectives, to;

Δ Investigate the socio-political and economic dynamics influencing ICT development and the prevailing situation that pointed to the necessity of creation of KICTAnet and document previous efforts to establish multi-stakeholder partnerships (MSP) forums and challenges faced.

Δ Describe KICTAnet and its internal operational dynamics to manage differing membership expectations

Δ Assess the impact of KICTANet and lessons on ICT policy evolution

Δ Propose a strategic future role and positioning   to catalyze   ICT policy development

1.2 *Research questions*

What is the optimal strategic positioning of KICTANet considering;

Δ the socio/economic and political dynamic drivers that influence ICT policy change and how should MSP efforts respond to this change

Δ kictanet and   its internal dynamics and membership what is the motivation of continued membership or departure

Δ the impact

Δ the optimal strategic position to catalyse change

1.3 Importance of the study

In seeking to address the fast changing dynamics affecting ICT policy development and how to catalyse its growth in the long term, the study attempts to define strategic options that KICTAnet can pursue and an entry point to steward the ICT policy evolution in Kenya. Consequently, the study would be of interest to a number of stakeholders in ICT sector described below.

Kenya government and its organs will have clarity on a professional body that they can deal with. The current National ICT Policy guideline gazetted in March 2006 stresses the role of the civil society organisations, private sector and professional organisations. The government recognises the necessity of these institutions among others playing their respective but interdependent roles to promote ICT growth. In the National ICT Policy the government recognises the role of the civil society –' *to inform the policy making process by making relevant contributions in regard to ICT access, e-education, poverty reduction and e-Governance.*' Similarly, the policy recognises a need for strong professional bodies '.. *to foster professional ethics, standards and human resource development.*' (RoK 2006). KICTAnet seeks to contribute in that space and the study explores how best it achieves these key objectives to contribute to the government's objective for ICT development.

The private sector as well as the media will understand and appreciate the role of a professional organisation that seeks to be an honest broker in the development of the ICTs in Kenya. The dramatic changes in the ICT sector are confusing to many stakeholders and an institution that seeks to create understanding is imperative.

Countries with CATIA programmes and African countries generally can learn significant lessons on do's and don'ts for an effective multi-stakeholder partnership. The emerging ICT technologies and consumer demands put immense pressure for change. It is imperative that the stakeholders develop vehicles to manage change and lessons from the study would be useful in this regard.

KICTAnet members have a formal framework to share and modulate expectations for overall ICT market growth. The membership has very varied expectations and how to handle these expectations is important for the growth of KICTAnet into the future

Finally, the leadership in KICTAnet will have a strategic view to guide KICTAnet growth and contribution in the future.

1.4 Scope of the study

The scope of the study is KICTAnet operations within the Kenyan ICT policy and regulatory dynamic. The study   traces the policy and regulatory framework evolution   and seeks to develop a scenario over the next few years to position KICTAnet.

1.5 Research process

Data and analysis framework for this study is abased on an exploratory and qualitative research to describe perceptions of stakeholders on the role and space of KICTANet and the future positioning to continue being relevant and playing a role in catalysing ICTs in Kenya. Research design for field data is described in detail in section 7.2.   Prior to field work, literature review was undertaken to set the context for the study and identify body of knowledge on theoretical foundations on policy development, multi-stakeholders processes, networking and policy evolution in Kenya. Other sources of data used reviewed for this research included KICTANet mailing list . The literature review and field data and mailing data form the basis of this study.

1.6 Structure of the document

 Section 2 describes the Kenyan ICT evolution in Kenya to address the changing social political environment and demand for improved services by citizens. This section traces the various policy statements and the consequences. The section also reviews the often-divergent views of the key stakeholders and therefore a need to   evolve an organisation that can create synergy among the players

Section 3 defines KICTANet evolution as a answer to create synergy among the divergent views of the key stakeholders and identifies areas that would be of concern to the budding KICTANet
Section 4 reviews the perception of KICTANet by members. Data for the section was collected from interviews and defines a strategic positioning for the organisations
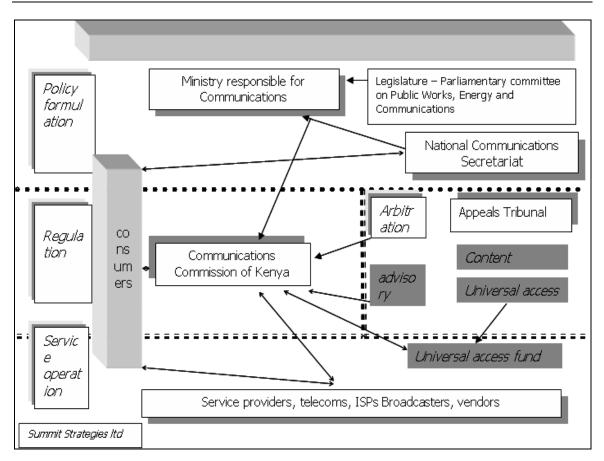
After the conclusions, recommendations, and research design, a key area is background information that informs the study on multi-stakeholder process and networks. This is in section 7.3

2 ICT policy evolution and changing scenario

The government   implemented ICT policy reforms between 1999 and 2006 which resulted in a number of structural changes in the ICT sector. The policy documents released in January 1997, April 1999, and Dec 2001   illustrated in Fig 1   resulted in the following key structural changes;

- Elucidation of a long term vision of the ICT sector to contribute to socio -economic development

- Redefinition and clarification of roles in telecommunication sector development. The policy statements identified distinct roles for policymaking, market regulation in a competitive environment, dispute resolution and operation of services among multiple players. Private sector would henceforth be the key investor in the sector with profit being a key incentive as illustrated in fig 1

- Promulgation of a new market structure driven by the private sector in a competitive environment. Government was to withdraw as an investor through privatisation of the incumbent telecommunications sector provider.

Figure 1: roles definition in ICT sector

In operation of services, multiple operators compete in various market segments based on a philosophy of private sector operation in a competitive environment. The government consider competition as a tool to safeguard consumer interest by forcing lower tariffs and improved quality of service.

It is clear that not all objectives were realised. As illustrated in Fig 2, some of the efforts to deepen the liberalisation were not achieved . Additionally, these policies were inadequate in key areas and did not especially address convergence in ICT but instead focused on telecommunications only. This resulted in the clamour to review the December 2001 policy guideline. Multiple players lobbying for an new ICT policy ended with divergent perspectives and strategies resulting in loss of synergy.

Figure 2: timeline of ICT evolution addressing changing demands

Timeline	January 1997	April 1999	Dec 2001
	Policy evolution		
Tool	Postal & Telecommunications Sector Policy Statement	Telecommunications & Postal Sector Policy Statement	Telecommunications & Postal Sector Policy Guidelines
Objective	Improve access to telephony services		

Strategies	1) Restructure incumbent operator – Kenya Posts and Telecom Corporation to separate roles
	2) Privatise the incumbent telecommunications operator – Telkom Kenya Ltd
	3) Establish of new regulatory framework
	4) Introduce competition in a defined market structure
	5) Provide for universal service to cater for those disadvantaged by commercial market forces
	6) Enforce foreign equity restrictions to 30%
	
	Policy established a policy
		In addition to strategies of January 1997 ,
		  1. Reversed foreign equity participation to a maximum of 60%
		  2. Determined that 26% equity stake of Telkom Kenya ltd to be sold to a strategic investor
		
		Clarified
		  1) role of the regulator
		  2) role of policy advisory secretariat
		  3) the market structure – provided for a five year exclusivity to incumbent on voice market
			Gazetted the April 1999 policy statement to conform with the requirement of the Kenya Communications Act 1998
			
			Other policy actions defined in the strategy were:
			  1) Exempt government agencies from frequency licensing fees and licensing conditions
			  2) Reverse foreign equity participation to maximum of 70%
			  3) Reverse equity to be sold strategic investor to that 49% in privatisation

	advisory secretariat to advise on necessary policy changes	Recognised the provision of internet backbone	
Stakeholder involvement	Government only		
Regulatory evolution			
Legislation	Enactment of Kenya Communications Act 1988 Provided for establishment of; 1) Regulator – Communications Commission of Kenya 2) Policy advisory secretariat _ national Communications Secretariat 3) Dispute resolution mechanism - Appeals Tribunal Defined mechanism to manage the sector		Kenya Telecommunications Regulations 2001 Provided for operational guidelines on; 1) Fair competition 2) Operator Licensing 3) Frequency licensing 4) Interconnection 5) Type approval of equipment 6) Numbering 7) Tariff regulation 8) Operator reporting
Regulation		Licences issued in line with market structure defined the Policy guidelines. Enforced monopoly for five years in fixed line services	Failed privatisation of incumbent operator Failed licensing process for 1) Commercial trunked radio licences (2) 2) Regional telecommunications

			operator licences (7) Failed licensing process for 1) Second network operator 2) 3rd cellular mobile operator
Operational consequences			
Market competition		Monopoly in fixed line , and international services for five years Duopoly cellular operators Multiple players in internet service providers	
Growth and expansion indicators	Fixed line penetration – 1% Mobile penetration – 0.01% Internet usage –negligible		Fixed line penetration – 0.7% Mobile penetration - 12% Internet usage penetration 4.5%
Affordability	Internet dial-up from USD 185 per month Mobile – total entry costs approx US$3850		Internet dial-up US$13 per month Mobile - total entry costs approximately US$40 Fixed local – increase in local calls , decrease in other national and international call tariffs
Consequential new investments flows			
Successful		1) Cellular licence USD 110M (2) 2) Regional Telecommunications Operator US$0.5M (1) 3) Internet and data operators licensing (multiple)	1) Cellular infrastructure investment estimated at US$ 600 M 2) Committed investment by regional telecommunications operator of US$20 000 over

first 3 years of operation

3) Significant infrastructure investment

Unsuccessful

1) Privatisation of incumbent operator licence   US$ 350M and additional US$ 500Million investment over four years on offer

2) Seven Regional Telecommunications Operator licences pledged at US$ 38 M and US$326 million in infrastructure investment over first three years of operation

3) Commercial Trunked Radio Operator licences -

4) Second National Operator

5) 3rd cellular operator – licence fee US$27M and US$75M immediate infrastructure investment on offer

Source: Summit Strategies from respective policy statements

The intention of the policy was to position ICT as a service to the economy. Despite early attempts by the government to review the sector policy to widen its scope and integrate the policy with socio-economic endeavours, this was not to be until 2006. This slow pace of ICT policy development had encouraged other sectors to produce sectoral strategies with a consequential loss of synergy. Incidentally, the first one was the government itself releasing an e-government strategy in 2003. The same year however, the government initiated a policy review to address the policy weakness with a national ICT policy realised and gazetted in March 2006. The key focus is illustrated in Figure 3

Figure 3: addressing the changing paradigms

Timeline	Aug 2003	June 2005	March 2006
Policy evolution			
Tool	'Draft' National ICT infrastructure	Draft ' National ICT Policy ' – not finalised by government National stakeholder consultation	National ICT Policy guideline approved by Cabinet and Gazetted
Objective	Exploit ICTs to improve the livelihoods of the Citizens and become a centre of excellence in the Region and Internationally		
Key features		Convergence of services Exploitation of ICT for national development No monopoly	
Stakehol der involvem	Controlled stakeholder involvement	Open to all stakeholders to contribute. Government proactively facilitated contribution	

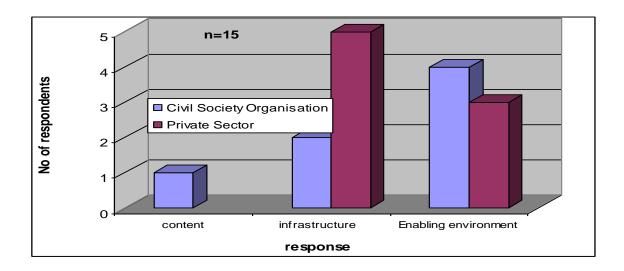| ent		by all stakeholders	
Regulatory evolution			
Regulatio n		New licensing framework published by CCK - technology neutral	Information & Communicatio ns Bill 2006 (Draft) published to repeal Kenya Communicatio ns Act 1998

Source: Summit Strategies

2.1 Lobbying ICT policy ; *divergent views, divergent strategies*

In a research carried out for Institute of Economic Affairs reported in Mureithi (2003), findings report disparate perspectives by key stakeholders on policy focus. The study conducted among 32 key government agencies, ICT private sector suppliers and civil society involved in ICTs sought to identify the factors and perspective on ICT policy development in the country.

When questioned about the issues that need to be addressed to support ICT development the study noted disparity of views. The civil society for example stated that the key issue to address in policy is the enabling environment[1] while the private sector indicated that the critical component for ICT policy to address is the infrastructure . Both parties do not see content as major issue as indicated in Figure 4

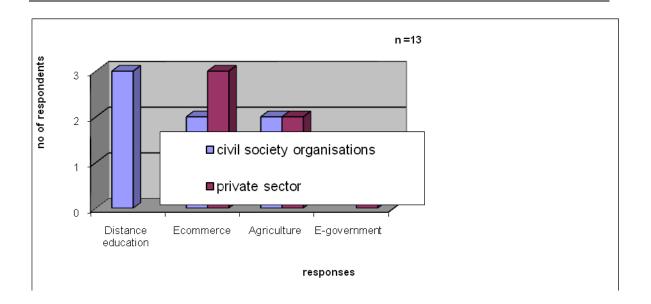**Figure 4: differing perception of critical issues**

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[1] Enabling environment for the purpose of the study relate of the policy and legal framework that the business operates under.

Among the reasons advanced by the private sector for their choice was that infrastructure is the basic requirement for any meaningful implementation. Private sector also recognised a need for government to provide an enabling environment but this was secondary in ranking. Civil society on the other hand considered enabling environment as a key issue arguing that it would be much easier to address the challenges brought about by other constraints. Secondly, it would mean that dialogue amongst all stakeholders was open, and as such, cooperation was a prime consideration. Each stakeholder was therefore investing resources in areas it considered important at the expense of synergy.

Secondly, the two major stakeholders private sector and civil society organisations did not agree on the key applications to drive ICTs. The private sector was of the opinion that the key driver for ICT development was e-commerce while for civil society it was education as indicated in Figure 5

Figure 5: flagship to stimulate ICT growth

According to the respondents from the private sector, e-commerce encourages transparency, lowers costs; reduce barriers to entry, fosters competition, innovation, better service delivery, data services, and accessibility. CSOs on the other hand indicated that wide access to education   can be equated to universal access to information and therefore empower the population . This would result in increased wealth creation, use of telemedicine etc

The study further found E-governance   as the most important application followed by agriculture and e-commerce for organisations responding as ICT users. They presumably saw government as an obstacle and therefore would get the greatest benefits from   an efficient government using e-government. A further question in the survey indicated that all the players including government agencies have invested and continue to invest resources to contribute in the development of an ICT policy framework

Based on this survey, it is clear that the key stakeholders - private sector, civil society and users - were   pulling in different directions. These are the challenges driving various interest groups in the search of an overarching solution and KICTAnet   entered the space with these dynamics

2.2 Opportunities to create synergy
The literature in this field illuminates some key challenges that needed to be addressed

Δ Changing dynamic of ICT sector influenced by consumer taste – the legal framework follows the market. How can KICTAnet handhold and fast track the process as an intervention?

Δ What capacities does KICTAnet need to handhold on behalf of stakeholders?

Δ Can KICTAnet develop a mechanism using scenario planning tools to tap future trends and prepare be a frontier buster to and design a path for growth

Δ Can KICTAnet develop an enduring vision mission and over the long term and what structure within it can sustain this vision?

3 KICTANet as an Multi-stakeholder process (MSP) - foundations and evolution

KICTANet is a network and applies a multi-stakeholder process as defined by Bernand (98) and Calder(nd). The details of the networks and multi-stakeholders processes are discussed in detail in section 7.3.2.3

Kenya ICT Action Network (KICTAnet)established in Oct 2004 sought to develop a niche the ICT sector and according to Munyua (2005) the founder and convener of KICTANet the following is a summary of the key milestones in the first years of KICTANet

- Δ March 2004 - Association of Progressive Communications (APC)/Catalysing Access to ICT in Africa (CATIA) projects organised a national ICT convention. This was part of the a project to stimulate discussions around how policy advocacy activities would be conducted at the national level.

- Δ July 2004 - APC convened a meeting in Nairobi national animators from Kenya, Nigeria, Mozambique and Ethiopia and conceptualised a framework to launch a multi-stakeholder partnership process (MSP) to address priority issues in ICTs. National level coordinators were appointed in Oct 2004. APC had initially contemplated of the following stakeholder groups: ,media, private sector and civil society and creating a mechanism for collaboration.

- Δ Oct 2004 - establishment of KICTAnet - this is achieved through a series of workshop meetings. The meetings identified both the stakeholders and issues to be addressed by MSP process. Initial corporate members were APC/CATIA project, TESPOK, Summit Strategies Ltd, Media Council, Kenya ICT Federation (KIF) and Kenya WSIS Civil society caucus. the motivation for the formation was to

  - ■ address the common concern of the stalled ICT policy process and ,

  - ■ create synergy for advocacy of common areas of interests

- Δ November 2004 - IDRC organise a visioning workshop and   KICTAnet is invited to collaborate in the development of a desired state of the ICT landscape   in Kenya as well as sectoral roadmaps. During this workshop, the Minister responsible for communications   released   ICT draft policy and invited   public input. Soon, thereafter KICTANet launched

a 5 week email based process to comment on ICT draft policy . This was preceded by training on the use of email facilitation . The final comments were presented to the government

∆ March 2005 - organised a second national convention whose key theme was to evaluate progress on the national ICT policy process. KICTAnet was officially launched with many organisations making commitments to join. This convention was held against the backdrop of a disbanded CCK board. KICTAnet members particularly TESPOK opposed the ministers action .

∆ May 2005 - The government through then Permanent Secretary Eng James Rege invited KICTAnet to seat on the organising committee to develop a programme and process for final analysis of the draft ICT policy as well as organise a national multi stakeholder workshop to discuss the final draft policy. KICTAnet supports these activities financially as well as providing skills and resources, KICTANet members TESPOK, Summit Strategies, KIF and others are invited to a committee formed during the Mombasa workshop held in June 2005. During this workshop the KICTAnet submission on ICT draft policy is used as a working document.

The multl-stakeholder process provides some interesting lessons enumerated below

∆ ICT policy development was a dynamic process with broad and complex issues playing out concurrently

∆ diversity is a reality reflecting the different constituencies of interested parties

∆ relationships are dynamic which grow and die over time

∆ parties cooperate, compete and co-evolve developing new capabilities and sometimes catalysing others
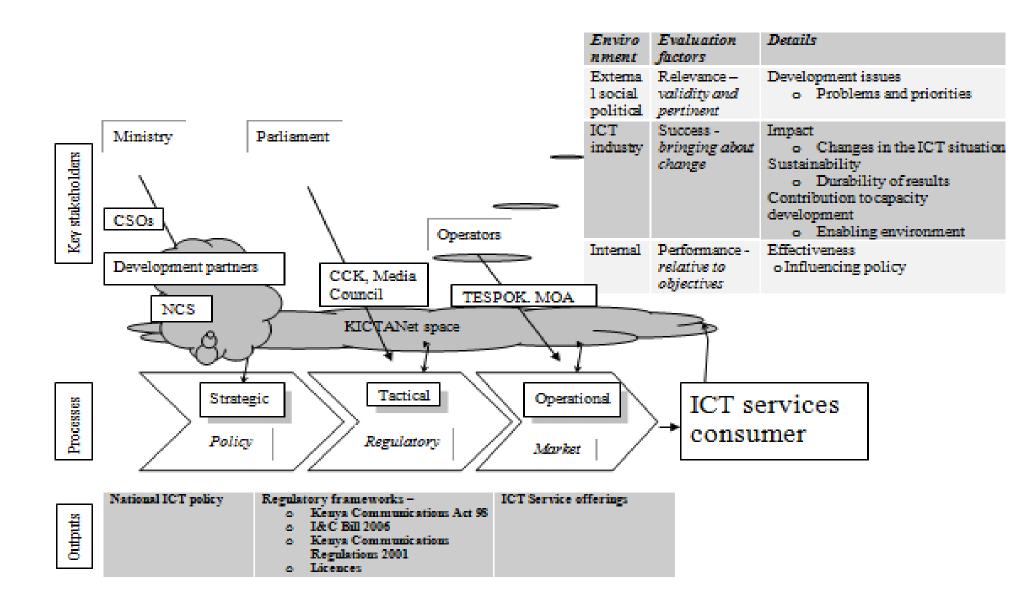
It is this changing dynamic that KICTANet seeks to understand through this study.

4   KICTANET Strategic Evaluation; the outside- inside view

Respondents to the research interview recognise the   involvement of KICTANet is crosscutting recognising policy as driving regulation, which in turn provide enabling business environment. Respondents concur that an institution as KICTANET needs to exist to act as a catalyst for change, a pace setter, scenario planner and a sounding board where its membership can put ideas but which does not necessarily bind them.

KICTANet should therefore focus on strategic issues   helping the membership understand the strategic issues that integrate the stakeholder community of at policy, regulatory, operational and most importantly the consumer. Kictanet would achieve this by positioning itself across the four stakeholder interest areas , and create a mechanism to take on board concerns, trends and create a platform to analysis and catalyse the sector towards a common goal that nurtures the industry forward.   The role and positioning is summarised by Fig 6

Figure 6: positioning KICTANet

Enviro nment	Evaluation factors	Details
External social political	Relevance – *validity and pertinent*	Development issues ○ Problems and priorities
ICT industry	Success - *bringing about change*	Impact ○ Changes in the ICT situation Sustainability ○ Durability of results Contribution to capacity development ○ Enabling environment
Internal	Performance - *relative to objectives*	Effectiveness ○ Influencing policy

Key stakeholders

Ministry

Parliament

CSOs

Operators

Development partners

CCK, Media Council

TESPOK. MOA

NCS

KICTANet space

Processes

Strategic

Policy

Tactical

Regulatory

Operational

Market

ICT services consumer

Outputs

National ICT policy	Regulatory frameworks – ○ Kenya Communications Act 98 ○ I&C Bill 2006 ○ Kenya Communications Regulations 2001 ○ Licences	ICT Service offerings

4.1   Strategic issues for KICTANet   and its role to catalyse the market

The research reveals that KICTANet should operate at *strategic level focusing on issues that integrate all stakeholders in the industry* and avoid involvement on industry specific issues.   To realise and help stakeholders realise these objectives KICTANet activities should be   information exchange platform and advocacy and lobbying.   Other activities that the respondents think are significant is   vision setting to help the ICT sector develop scenarios into the future and strategies to achieve them. This would help the sector adequately prepare for the future undertaking sector analysis and pilot projects   was not considered significant.   Presumably, this was seen as an operational issue that could be undertaken by the respective industry associations.   The order of priority is illustrated in fig 7

Figure 7: prioritising the strategic objectives

KICTANet core activities	Priority Level
– Information exchange – Advocacy and lobbying	1
Meetings	2
Vision setting	3
Sector analysis	4
Projects	5

Source: Field survey (2007)

Respondents indicated that the *information exchange* role should focus on the areas of emerging technologies,   information security and intellectual property rights. On the emerging technologies, there is urgency to take stock of whether Kenya is receiving or deploying current or obsolete technology. A case in point is the phasing out of IP V4 for IP V6. Is Kenya ready for IPV6 and what is the industry doing about it? In terms of information security, how well coordinated are organisations in the event of an attack and natural disasters. These are cross cutting issues that Kictanet should coordinate and sharing ideas as information exchange platform

For KICTAnet to remain strategic and relevant to the industry; it should position itself to be the *frontier buster* on ICT issues as illustrated in Fig 6. The platform already provided acts as a brainstorming mechanism for the industry. An area Kictanet should perfect is scenario planning to enable operators and

consumers position themselves for the future. In recognition of the often-conflicting interests of industry, KICTAnet should avoid involvement in the day-to-day activities of the stakeholders. KICTAnet should be an information exchange point to the different stakeholders on the ground; its role should be informative at the regional, national and global level on various ICT sector issues.

Advocacy and lobbying is a paramount activity that Kictanet has done well and should continue. Respondents indicated that the specific areas of advocacy and lobbying should continue to be in the areas of infrastructure, content and rural connectivity. Advocating for affirmative action such as favourable policy to stimulate ICT growth and development in the rural areas and filling in the gap where necessary by supporting implementation and upcoming initiatives. Respondents felt that the current cost of connectivity is still too high; and that Kictanet could conduct an independent study to determine reasons for the high cost and ensure that the cost is affordable to all.

The current engagement is more opportunistic in nature due to short-term focus. Windows of opportunity however emerge from the discussion topics on some ongoing debates that can be captured, polished and implemented. The organisation according to the respondents should be able to position itself by defining its mandate to ensure its relevance and not only addressing the agenda of the day but also _shaping discussions of future trends_.

Kictanet can not force itself among the ICT fraternity but should _develop a value proposition_ that is a win-win and synergistic. To the stakeholders, the value proposition is to stimulate the creation of an enabling business environment and forum for social exchange among ICT fraternity . KICTAnet would initiate a debate for the members to discuss, the resolution can then be presented to the relevant authorities e.g. The Ministry of Information and Communication. The ministry would then check whether such a policy is in place and if not, draft in consultation with the membership a sessional paper to be tabled in parliament for discussion and possible enactment.

Searching of new opportunities as well as strengthening members capacity was not considered important enough to engage KICTANet. To many respondents this an operational matter.

To ensure quality   debates, the respondents stressed that it is important to carry out a scoping research on topics for discussion. The discussions should converge on issues relating to ICT industry and relationships with the market players. However, external issues relating to the industry on the applications of broader consumers should also be considered to offer an all-inclusive environment.

Besides the main activity of information exchange, advocacy and lobbying, other generic issues are policy, consumer and regulatory issues. Currently, the cost of connectivity is high in the rural areas; KICTANet could carry out research on behalf of its members to ascertain the reasons and lobby the government for action.

Other issues to focus on include; how to build, manage and articulate favourable policy framework. Respondents highlighted key relevant discussions in the past that yielded tangible results; these included both the TEAMS and the fibre optic projects.

Respondents recognise performance of KICTANet. Commendable results from the debates have been achieved before which   include ICT policy among others. KICTANET took the lead to collate people's ideas and ensured the issues were within the realms of its membership.

In its strategic oversight in the industry, *KICTANet should not aspire to be a niche player but span across the sector*. Internal and operational issues of players should not be a sphere for kictanet. None of the respondents mentioned that this has ever happened instead respondents noted that KICTAnet's involvement cuts across the entire market players. On the breadth of issues, KICTAnet according to the survey should focus more on ICT industry and the relationships with the market players. An enabling environment needs to be created between the industry, the market and applications of broader consumer interest. To achieve this, KICTANet needs to initiate well-researched debates whose resolution can be adopted by the different stakeholders within the industry. Other issues for consideration are developing content and information tools to enhance knowledge sharing.

4.2   Challenges for multi-stakeholders processes in ICT sector

KICTAnet is on '*top of things*' and current according to respondents. This is as it should be and therefore need to create mechanisms to filter and create awareness of the new trends of interest to the ICT fraternity. The mechanism

for acquiring this information can be problematic. Some respondents felt that, KICTanet is a good initiative but lacks focus and there is a tendency of the members digressing from discussion topics,. It is also not possible to pre-empt an upcoming debate topic and access of previous discussions is limited. To forestall this trend, a _well-structured blog needs to be created_ that fits within the framework of policy, regulatory, operational and general concerns with a moderator conversant with discussion topics steering the process. This would ensure that members log onto and contribute in the specific areas of interest consequently keeping away non-serious people. Respondents felt that the participation of the general membership is however above average.

A key concern of the respondents is the high rate of the   collapse of membership based initiatives over the last decade . These are indicated in the Fig 8, KICTANET should learn lessons and avoid similar pitfalls.

Figure 8: efforts on multi-stakeholders process

Institution	mission
East African internet association	introduce Internet in the country
Kenya National ICT forum	Contribute towards formulation of ICT policy
National e-commerce Task Force	To lobby the government in the implementation of e-commerce
Telecommunications Dealers Association of Kenya	To bring down the cost of telecom accessories
Kenya Information Society	Catalyse the growth of an information society
Telecommunications User Association	Lobby for service level agreement with the providers
Information Technology Standards association	Foster IT standards

Existing institutions

Institution	Main objective
Computer society of Kenya	To make IT more accessible
Telecommunications service providers of Kenya	To liberalise Internet provision
Media owners association	Enabling environment for media
Linux chix	To promote use of open source

Information available on the ICT initiatives cited in Fig 8 indicated that the initiatives that collapsed had *a narrow focus on the market* and once the issue was addressed the reason for existence ceased. The other major challenge was *consistent funding*. These are issues that KICTANet should address to survive. Those initiatives that are existing continue to review their mission and relevance.

Impact and success of Kictanet should be accessed through impact evaluation. As part of the strategic plan done annually, KICTANet should asses the key issues to the satisfaction of its membership by evaluation and polling members. Other proposal is through workshops to sensitise its membership

Relationship with key stakeholders was clear; the sampled members proposed synergistic and partnership forms of relationships. *The organisation should*

remain open and all-inclusive. According to one of the donors, however the current network is difficult to define who they are. It is critical for the organisation to reconsider whether it would want to continue that way or change into a more professional body. It must rise above sector concerns of the day-to-day industry issues, the government and avoid political issues.

4.3 Management of KICTANet; engaged but not tied

Being an organisation, it envisages a form of membership of individuals or institutions with a structure to govern behaviour in the processes of KICTANet. The study explored the preferred mode of membership, how the members realise benefits of that membership which would be a basis for their continued contribution and the internal management processes for decision making and management structure.

The preferred form of membership according the study is institutional. Thus, the primary *members of KICTANet should be institutions and not individuals*. However, some of the respondents indicated that the   individual members should also be allowed to be members.   Both options have advantages. Institutional membership, which include industry associations as corporate organisations, give a sense of stability to the operations of KICTANet by virtue of the long-term view of institutions. However, it was argued that   there are many individuals participating in the work of the KICTANet who cannot join KICTANet as institutions. All participants in the work of KICTANet from government for example cannot participant as government, and neither are UN agencies as well as development partners who are active in KICTANet. Yet, locking out such individuals denies KICTANet access to the wealth of knowledge from such organisations. Secondly, certain respondents felt that they would not want KICTANet decisions to necessarily tie their organisations This pointed to a need for categorisation of membership each with rights and obligations as illustrated in figure 9

Individual membership comes with the benefits of tapping free resource of the various organisations such as UN agencies and government organisations that would otherwise not be members of KICTAnet. This makes it possible to work with such organisations without necessarily committing them.

ICT stakeholders are outward looking and have the interest of the totality of ICT sector at heart. The respondents indicated that they *measure the utility and benefits of KICTANet by how well it addressed sector wide issues*. It is only

after addressing critical sector wide issues that they now turned inwards to inquire what KICTANet brought directly to there institutions.   KICTAnet is a platform that the membership uses to bring out issues affecting the industry in a multi stakeholder environment. The survey shows that the members would measure benefits derived by KICTAnet addressing critical sector issues at hand and secondly addressing the mission of member organisations. KICTAnet's mission as an organisation comes last in the priority of its membership. The secretariat should ensure that the issues brought forward are well researched, debated and appropriate solution is achieved in the end.

4.3.1 Management structure and relationships

The *preferred management structure is the secretariat as a clearinghouse*. The secretariat would facilitate and manage events as well as carrying out scoping on behalf of the industry before any debate commences in a consultative leadership style.

The study shows that KICTAnet should consult members before any decision is taken. It is also important to evaluate the issues and give direction to speed up decisions. Mobilisation of vision to achieve an objective comes in second.

There is a *danger of opportunists hijacking the discussion platform* to drive their agenda forward, to avert this situation, there is need to appoint a strong conversant moderator to give directions and also sensitise members on the importance of the institution.
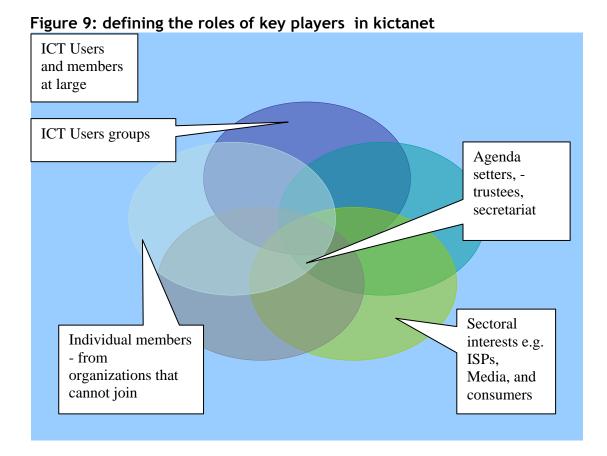
To make a binding decision, a poll should be taken to obtain majority view; this facilitates a more democratic debating atmosphere.   Other proposed method is through consensus. With the current structure of the kictanet, it is not practical to do a poll because of the loose structure.

  The research supports a model   as proposed by Bernand (98) for a lean structure   comprising of the following key features with a few additions illustrated in Fig 9 .

 Membership comprise of the agenda setters, sectoral interests and members at large and users . Agenda setters are the founders and comprise   a few dedicated team members who set the agenda. They *carry the spirit of the network and have a strong attachment to the mission* of the Kictanet. These should be the trustees and augmented by   members who demonstrate interest in the long term sustainability of KICTANet . These can be drawn from sectoral interests , ICT user groups, individuals from organisations who cannot

be members of the organisation due to legal nature of their institutions . Outside this core team are the members at large and ICT users. From the short experience of KICTANet these members   enter the network and leave just as easily. Such members are not *mission driven* but *function or task driven* and once such need was realised the members left the network . This was noted when developing ICT policy, Cellular consumer's debate when some members come and leave just as soon as their issues are addresses.

This structure will allow new members to enter easily and release those not getting value from the network. Selection of membership   could be both individual and corporate

Figure 9: defining the roles of key players in kictanet

This structure illustrated in Fig 9 will allow KICTANet to organise itself as a formal institution but with a platform for debate by any interested party. The structure will also help develop KICTanet exploit the benefits of multi-stakeholder model as proposed Calder (nd) which include ;

- transparency and inclusivity,
- comprehensive analysis of issues,
- holistic planning through action of all members,
- sharing of skills and fostering innovation, leveraging financial resources,
- supporting leaders and encouraging laggards,
- developing trust and sense of ownership and commitment to take action.

A weakness of the model is that conditions of trust must exist, the issue of legitimacy and especially whether civil society should be involved in policy development, lack of capacity to participate due to the divergent membership views, difficulties in measuring success .

KICTANet is addressing these challenges particularly legitimacy by registration as a trustee.

4.4 Looking to the future: building on effectiveness of KICTANET

Like other organisations, KICTANet would like to review its effectiveness particularly as viewed by its membership. According to the survey, a *good indicator for success is the number of ideas and interventions generated by the KICTANet system*. The number of interventions indicates that the membership continues to see value as to want to either contribute new ideas or seek to intervene in a idea that is under discussion. This would suggest that the KICTANet should monitor the activity of members in its programmes, meetings, workshops and mailing list as an indicator on how well it is performing. Low traffic is a measure of the reducing interest in the programmes on under discussions. Other indicators include the number participating in its events, and external recognition of KICTANet. Fig 10 illustrates the success indicators in a descending order.

Figure 10: defining success of KICTANet

Item	rating
– Member endorsement – Number of ideas/interventions contributed	1
External recognition	2
Participation at events	3

Source: Field survey (2007)

In the next 3-5 years the key concerns of the sector according to the survey will continue to be *content issues, applications for socio economic development and enabling environment* for growth. Other suggestions are that infrastructure should include soft elements including; software, research and human resource development.

According to the Permanent Secretary Ministry of Information and Communication dr Bitange Ndemo, KICTANet in the next 3-5 years should develop a fully-fledged national blog that satisfies the needs of the industry, policy and regulatory bodies. The *forum needs to come up with developmental issues including, ways of using ICT to alleviate poverty in the rural areas*. The institution needs to do more research and learn from examples of developing nations of India and Malaysia.

Edith Adera Senior programme officer IDRC felt that KICTANet should continue to provide a platform for debate on policy discussion involving; civil society, academia, media and the private sector. It should act as a first point of contact when new issues in the sector are discussed and should provide a

conducive environment when industry issues of multi stakeholder nature are discussed.- *An organisation that not only responds to issues on opportunistic manner but have a long term agenda and rally stakeholders towards that agenda*. KICTAnet should be more sustainable and be less donor dependant.

Industry view is that *KICTANet should be the single most effective ICT policy development platform/community in the region*. When an agenda item is brought to the table, resolutions are brought to the attention of the relevant authorities and incorporated in the policy documents. This can either be local, institutional or national policy.

KICTANet should continue doing self-evaluation and see how it is fitting in the industry and some of the key areas is external recognition

5   Conclusion

The study reveals that KICTANet occupies a unique space in the industry, since there is no such institution existing that addresses the various industry concerns from a multi-stakeholder perspective and cuts across the different segments of the industry from the policy, regulatory and operational levels. The stakeholders see value in   KICTANET by providing a platform for free debate involving the different players in the industry.   Its existence is highly pegged on the value proportion of the industry

The way forward is to maintain a light secretariat that would collate and articulate concerns on behalf of its membership and provide direction in the long term. Its focus should remain at a strategic level where it does scoping for its members. To maintain trust and confidence with its members, it should always remain non-partisan and non-political. In addition, it should not involve itself in the day-to-day activities of the stakeholders.

6 Recommendations

For KICTANET to position itself to deliver its mandate and to remain relevant in the future, the following recommendations require attention.

1. Develop a well-structured blog with different discussion groups that address the various needs of the stakeholders before end of 2007. The blog segments to include; Policy, Regulatory and Operational. For each debating process, a moderator familiar with the topic of discussion is to be appointed.

2. KICTANET through a thin secretariat, provide continuous scoping process on industry issues such as content, emerging technologies, intellectual property rights and rural connectivity. As part of KICTAnet's strategic planning process, define annually strategic issues that would guide the debates, this is to be done in close consultations with its members.

3. In consultation with its membership, establish committees that would meet quarterly to articulate policy guidelines that can be embraced by the policy and regulatory bodies. The committee membership should constitute policy, regulatory and operational. This can fall within the regular maintenance meetings that KICTANET holds to reduce costs.

4. KICTANET to act as national industry point of call where multi stakeholder concerns relating to ICT can be discussed on a non-partisan platform. To achieve this, it must rise above the day-to-day activities of the stakeholders.

5. To create a national awareness and highlight the effectiveness of KICTANET, the deliberations resulting from the debates that have been adopted should be posted on the website and work continuously with media interested in ICT to highlight the success stories.

6. The membership of KICTANET to remain loose to enjoy tapping into individuals from institutions that would not otherwise be corporate members. In addition, for the corporate members, should be the bedrock of KICTANet .

7. As part of its long-term plan, KICTANET should start the process of transforming itself into a professional body, where members subscribe. The membership structure to remain corporate and individual. This would give it an identity and be more sustainable.

7   Appendices

7.1 References

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7.2   Methodology and design/ Project Activities

7.2.1 Research design

This is an exploratory and qualitative research to describe perceptions of stakeholders of the role and space of KICTAnet and the future positioning to continue being relevant and playing a role in catalysing ICTs in Kenya

7.2.2 Sampling Methodology

Population frame comprise of all ICT stakeholders at policy, regulatory and operational as well as consumers and partners with interest in Kenya ICT evolution and participate in the activities of KICTANet. This information was provided by KICTANet secretariat and categorized the following sectors, policy and regulatory, Media, ICT operators, which include telecom operators and key ISPs, Development partners, Academia, Consumer groups, Civil society organisations, other networks – local and international, private sector and individuals as set out in Fig 11 Purposive sampling was carried out to ensure that the gatekeepers were included. For the remaining membership, systematic sampling was used, which resulted in 20% of the total membership being sampled.

7.2.3 Data collection

Questionnaires, semi-structured face to face interviews as well as document review was used to collect data.   A total of 120 questionnaires were sent out representing 35% of the total membership of 342 as obtained from the mailing list. For the mails that bounced, a replacement was done using the same sampling method.. to increase response rate , reminders were sent out at least three times before replacement.

Face to face, interview was carried out with the key stakeholders from the interest areas. The data collection period was in June/July 2007

Figure 11: illustrative member categories for sampling

Sector	Institution
Policy and regulatory	Permanent Secretary / Ministry of Information and Communications
	National Communications Secretariat
	Communications Commission of Kenya
	E-government
Media	*Broadcasting sector*
	Citizen TV
	Capital FM
	Nation – electronic, print
	East Africa Standard
	Media Owners association
	radio waumini
	Radio Simba
ICT operators in Kenya -	*Telecom*
	Telkom Kenya
	Flashcom
	Safaricom
	Celtel Kenya
	Kenya Data Networks
	Kenya Pipeline Company
	Key ISPs
	Iconnect
	Wananchi online
	NairobiNet
	Sahan Net
	Mitsumi Net
	Kenya Web
	Kenya Web
	ARCC
	UUNET
	Todays Online
	Access Kenya
	TESPOK
	Donors
Development	IDRC

partners	
	USAID
	OSISA
	OSEA
	APC
	UNDP
Academia	UON
	Computer Pride
	KCCT
	Kenya Methodist University
	Egerton University
	Strathmore University
Consumer groups	consumer network of Kenya/ISOC
Civil Society	FEMNET
Organisations	ALIN
	Linux Chix
	Children Voices Foundation
	African Women and Child Feature
	Kenya ICT Youth Caucus (made in Kenya)
	KENIC
	FAWE
	Afri Afya
Other networks - Local	
	KEMRI
	MYWO
	NGO council
	UNECA
	UNECA
	Computer Society
	EcoNews Africa
	Technology Associates
	Africa E Development
	COVAW
	Computer Society
	Other networks - International
Private sector	
	Lantech
	Nordic Telecoms
	Centurion Systems

	Symphony Group Ignite Consulting Kencall AITEC
Individuals	

7.2.4 Data analysis

Once data was collected, the data was be checked for completeness, ready for analysis. The process included a cross check on the validity of data and content analysis to look for emergent patterns against data and linkages among parts of various data.

7.3 Contextualising ICT development dynamic in Kenya

7.3.1 Context of the study

The study takes into account the stakeholders, the processes and the environment of ICT development as illustrated in Fig 12 Stakeholders include the Ministry of Information and Communications (MoIC) driving policy, parliament as the custodian of the ICT law, operators and finally consumers as key in the operations, provision and consumption of services. Under these key stakeholders, there are others playing a key role as indicated in Fig 12.The processes include the realisation of a broad policy guideline to encapsulate the strategic intent at national level . This intent is to the realised by the legal framework and finally licensing to guide the market players.

Each of the stakeholders operate in a distinct environment . In developing the ICT policy, MoIC seeks to create relevance of the sector to the rest the economy and therefore concerned about development issues while the regulator operate at the industry level and concerned about the success of the industry in bringing about change, and finally the operators are concerned by an environment that enhances their performance as measured by effectiveness , efficiency and timeliness.

The study reviewed the environment and a strategic positioning of the KICTAnet . Should KICTANet be cross cutting across all stakeholders or should be an in-depth (vertical) to serve a niche? The research discussed the implications of both dimensions.

Figure 12; contextual illustration of possible KICTANet space

Source: Summit Strategies (2006)

7.3.2 Glimpses of literature

The literature reviewed for the study illustrates past research work and body of knowledge and experiences based on four broad dimensions namely,

Δ the evolution of ICT policy in Kenya and understanding of theoretical framework under-girding its evolution and the entry point for civil society

Δ internal operations of the MSP and lessons for KICTanet

∆   the impact of MSP processes and

∆   finally strategy concepts and strategic options

This information seeks to set a backdrop of the experiences that could help KICTAnet to understand the environment and managing the changing dynamics
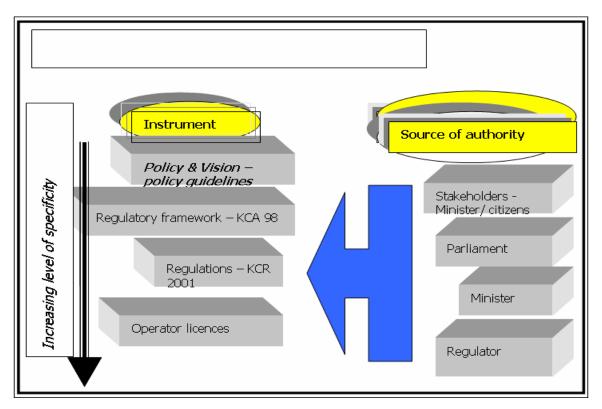
7.3.2.1 Socio political dynamics influencing ICT development

According to Brock (1994)   public policy creates public good by creating a predictable framework that results in production of goods and services. The premise that   the policy framework is predictable and should not easily be changed once implemented is a logic that drove US telecommunications policy development

Developing countries like Kenya appear to be driven by the same   desire. To develop a framework that captures the aspiration of the citizen condensed into a policy document . This would also be a promise and   coalesce efforts to achieve certain goals. Conscious of the poor and unpredictable quality of services, the policy evolution   is based around the recognition to create public good which is predictable. All other features around policy are tools to realise this objective

In doing so, Kenya opted for a tied framework with the policy instrument driving legal and regulatory aspects. This is illustrated in fig 13
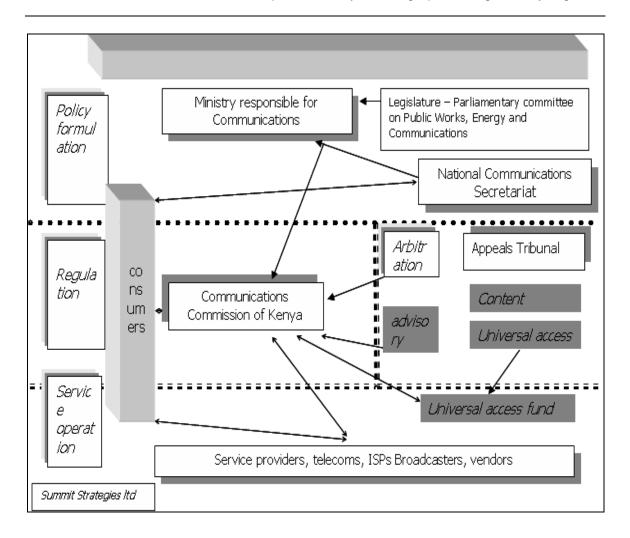

Figure 13; Tiered approach to ICT sector management

Source: Summit Strategies ltd (2006)

No theoretical framework was available to justify this tiered approach in the ICT sector management, however, the liberalisation process in Africa since 1995 have created similar structures and liberalised ICT environments are now characterised by a clear distinction between the ministry responsible for communications, a regulator and the operators each with a distinct role. Based on this framework, Kenya developed a institutional framework illustrated in Fig 14 established by the Kenya Communications Act 1998.

Figure 14; institutional positioning of policy

To assist the Minister to design policy, the Kenya Communications Act 1998 provides for the establishment of National Communications Secretariat (NCS). Other institutions that can influence telecommunications policy and regulation are set out in figure and include;

Δ The Parliamentary oversight through the Parliamentary Committee on Energy, Communications and Public Works. Aside from the Act, Parliament has not influenced ICT policy lately.

Δ In making ICT regulations, the minister has a duty to consult CCK. This allows CCK to contribute in regulation formulation indirectly.

Δ Monopolies and Prices Commission (MPC) Act allow the Commissioner to determine matters that may affect competition in the economy including companies in telecommunications business. In the liberalised segment in the Internet provision, MPC has had a role to ensure competition and control mergers. In 1999, MPC cleared the take-over of an ISP (Net 2000) by another ISP (Africa Online) concurring that the

resulting merger did not affect market concentration of Internet business.

Δ Kenya Communications Act 98 establishes sector specific dispute resolution mechanism in the implementation of the Act. Any dispute in the application of the Act by CCK is referred to the Appeals Tribunal. The decision of the Appeals Tribunal can be appealed in the Court of Appeal. The Tribunal jurisdiction is limited to the interpretation of Kenya Communications Act. By 2003, the Tribunal had delivered a judgement on interconnection rate dispute between the then Kencell Communications ltd a cellular operator and Telkom Kenya ltd among others disputes

The shaded boxes namely, Content and Universal Access Advisory Boards as well as Universal Access Fund   are proposed by the Kenya Information & Communications Bill 2006 .

7.3.2.2 Role of networks in relation to performance of KICTANet; Multi-stakeholder partnership and networks in ICT

Multi-stakeholder partnerships and networks are now commonly used terms and often in usage cited interchangeably. However, literature cited in this paper suggests that networks is an essential tool for the multi-stakeholder partnership process.

According to Calder (nd) multi-stakeholder partnership is a broad term to describe grouping of governmental, intergovernmental, civil society and private sector stakeholders to bring about change. These changes includes;

- sharing information on problems and solutions
- developing guidelines for best practice for policy making, commercial activities and reporting etc
- developing and delivering action plans for implementation

Earlier literature define networks . In a review of a experiences of knowledge networks carried out on the International Development Research Centre (IDRC) supported networks, Bernard (1998) argues that *'networks are more or less effective on the basis of how well they accommodate the different motivations, needs and capacities of members, donors and participating organizations; and how well they respond to their environments in doing so*'

The building blocks of the multi-stakeholder are networks which according to Tandon (1998) are distinct from other forms of organisations such as formal

membership organisations and umbrella organisations. A key advantage of networks i.e. network advantage for information networks over individual or collaborative approaches to change are;

- Δ emphasis on joint value creation by all members within the network

- Δ strengthening the capacity of research and communications in all members

- Δ Identification and implementation of strategies to engage decision makers more directly. Network members bring with them their own contacts and spheres of influence thereby extending their reach and influence of all partners Creech (2001)

Bernard (98) attempted to discover the factors associated with network success and failure and note as follows, that ;

- Δ flexible internal management that allows the creation of solidarity around a shared purpose and allow members to work together on a common tasks. Where the only tasks were the purpose of the network , such a network remains dependent on the outside initiator and become increasingly irrelevant to the national context

- Δ learning through diversity by recognising that the members come from different backgrounds. While the diversity is advantageous it also spawns high level of turnover which may make it difficulty to strengthen network capacity.

- Δ creating shared agreement through clear goals and limited focus

- Δ managing change to be able to adapt over time in line with changing circumstances

A key theme for success is sense of ownership. Bernard (98) defines ownership as a

'a phenomenon where the members work within the network and not for it , not simply performing the business of the network but taking responsibility for the ensuring that the business remain important , beneficial and well implemented'

Finally, in their research Tandon (1998) identifies six core issues for effective networks, namely:

- Δ *Participation versus responsibility* A balance between participation in, and responsibility for, the network must be promoted among its

members. The more widely shared the responsibility for network direction, the more sustainable the network.

∆ *Coordination versus control* The purpose of coordination is to ensure the promotion of communication, not to control the activities of those who are part of the network. Those who associate with the network remain autonomous.

∆ *Links between the person and the institution* The key is to ensure that individuals are as active as institutions in networks. Institutional bases are critical for a network, but these institutions must respect the autonomy, informality, and space that the individuals in a network require to be able to effectively serve the mandates of the network.

∆ *Information versus action* There is an important distinction between solidarity and action. Although solidarity can be responded to by many members of the network, action requires the commitment of institutions to undertake follow-up programs.

∆ *Focus versus inclusion* Focus allows a network to influence public policy more coherently; inclusive networks disseminate ideas and experiences more widely.

∆ *Process versus structure* A certain amount of structure is necessary for continuity and accomplishment of purpose, but this structure must not curtail the evolution of the processes. (Tandon 1998)

7.3.2.3 Characteristics of networks

Networks can be categorised by types i.e. purpose, structure or function. According to Bernard (1998), the following are the defining characteristics of IDRC supported networks;

∆ are social arrangements much more than technical linkages of members who commit to one another for joint exchange to action and learning

∆ are forums for social exchange to allow members and users to interact, establish new relationships

∆ open new opportunities

∆ strengthen capacities among the individuals , institutions and within sectors

∆ sustain capacities by creating an enabling environment for sustaining potential for more focused research and development or by filling the gap of weak institutions

Δ enable creativity and risk taking by creating intellectual, emotional, and professional space for people and institutions to engage in new and uncertain activity without the need to commit too far'

7.3.2.4 Impact of MSP processes

Wilcox (2003)reports that some of the features of networks to realise the benefits are

- Δ non-hierarchical with many links between members

- Δ their activities focus on information and communications

- Δ their structures are relatively light with a small core

- Δ the main beneficiaries are likely to be members (Wilcox 2003)

To realise the benefits Tandon (98) in their research among civil society noted that the recurring purpose of people centred networks among the civil society which of interest to KICTAnet are to ;

- Δ communicate among actors

- Δ mobilise energy and resources as new ideas , designs and perspectives

- Δ build linkages among actors

- Δ influence public policy through shared analysis and vision
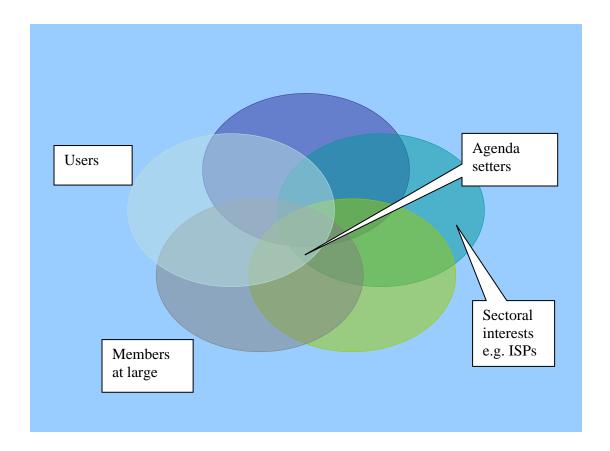
7.3.2.5 Structure and style

Bernand (98) explored a number of the structures that the enable   the networks to function . Typical structures are lean comprising of the following key features

Membership comprise of the agenda setters and members at large. agenda setters in all networks there are a few dedicated team members who set the agenda. They carry the spirit of the network and have a strong attachment to the mission of the network. Outside this core team are the members at large . The members-at-large have a high propensity to   enter the network and leave just as easily. Such members were not *mission driven* but *function or task driven* and once such need was realised the members left the network

Such a structure allow new members to enter easily and release those not getting value from the network .Selection of membership   could be both individual and corporate

Figure 15: dynamism of membership of networks

Communications strategy of the network established a communications strategy to the loop in all the members increasingly this is email based. Other tools for communications include informal and formal meetings/events.

Membership expectations varied widely and the greatest challenge was to manage these interests

7.3.2.6 Strategy and strategic options

According to Calder (nd) the benefits of multi-stakeholder model include; transparency and inclusivity, comprehensive analysis of issues, holistic planning through action of all members, sharing of skills and fostering innovation, leveraging financial resources, supporting leaders and encouraging laggards, developing trust and sense of ownership and commitment to take action.

The model also has shortcomings and one of them is that applicability is limited to where conditions of trust exist, the issue of legitimacy and especially whether civil society should be involved in policy development, lack of capacity to participate due to the divergent membership views, difficulties in measuring success (Calder ())

7.4 Questionnaire

Name		
Membership type	Personal	Institutional /name
Email address		

Strategic issues for Kictanet

1. To achieve its objectives, the activities of kictanet should be

Informatio n exchange	mee ting s	proj ects	Learni ng	Secto r analy sis	Vision settin g	Advoca cy and lobbyin g

2. What should these activities aim to achieve as a value proposition for the stakeholders

Social exchange among ICTs fraternity	New opportunities	Strengthen member capacities	Create enabling environment	Other specificy

3. What are the generic focus that kictanet should continue focusing on

Policy	Regulatory/legal	Operational	consumer	Other

4. What should be the breadth of issues?

External to ICT industry on the application s of	ICT industry and relationship s the market players	Internal and operationa l issues of the market players	Defined market segments eg ISP, broadcastin g etc	Other Specify

broader consumers				

5. In your opinion is kictanet current (on top of things) on the critical issues of the ICT sector

yes	no	Do not know

6. How should kictanet asses the key issues to the satisfaction of its membership?

evaluation	Poll from members	Members prompt	Other suggest	

7. What should define the relations with key stakeholders

synergistic	partnership	subcontract	Loose association	Other

8. In your opinion what is the timeframe of the issues that kictanet focuses on

Short term	Medium term	Long term	As need arise

Management of the kictanet

9. What is the best form of membership to realise the objectives of the kictanet

individual	institutional	Other

10. The target member should measure benefits by the following measure

Address critical issue at hand of the sector	Address mission of my organisation	Address mission of kictanet	other

11. The preferred management structure to realise the mission is

Core team with loose members at large	Organic bureaucracy	Secretariat as clearing house	Other specify

12. The preferred leadership style and relationship between the core team and members at large to realise the mission efficiently is best illustrated by the following statement

'Try this ' Core team focus on capacity building	'Do as I do now' Sets the pace	What do you think ?' Listen to members	'members come first' Seek harmony	'Come with me' mobilise to a vision	'Do what I tell you' coercion

13. A binding decision is made by Kictanet when

Poll is taken to obtain majority view	Decision of core team carries	None against an intended a decision	Other

Assessing success and impact

14. The best indicator for success of kictanet is measured by

Member endorsement	Participation at events	Number of ideas/intervention Contributed	External recognition

The evolving sector over the next 3-5 years

15. The key concerns for the sector will be

Infrastructure deployment	Content issues access and relevance	Applications for socio economic development	Enabling environment for growth	Other (specify)

16. The need for intervention in the sector by the following stakeholders will

	increase	Remain same	Decrease	Do not know
Policy maker				
Regulator				
Civil society				