



PROPOSED IMPLEMENTATION ARRANGEMENTS FOR TCIP

1. The Kenya Transparency & Communications Infrastructure Project (TCIP) will be anchored at the Ministry of Information and Communications (MoIC).

Implementation Agency: the ICT Board

2. The MoIC is in the process of setting an independent agency called the Information & Communications Technology Board (the “ICT Board”) which will be in charge of marketing Kenya ICT business process outsourcing opportunities both abroad and in Kenya. It is proposed that part of the ICT Board would also play the role of the TCIP implementation unit in charge of the coordination of the project activities. The TCIP-related staff would include an ICT Board Deputy-Managing Director (or the “TCIP-DMD”, with a role equivalent to that of a project manager/coordinator), as well as financial management specialists, procurement officers, technical manager, M&E specialist and a Governance officer (the latter two reporting directly to the Board of Directors of the ICT Board).

3. The Government is particularly keen in having built-in governance mechanisms to ensure the ICT Board is results-oriented and delivers in line with a set of targets to be agreed upon.

4. In this context, and as part of the measures to strengthen the governance framework, the following features are being proposed:

5. **Governance Oversight Committee:** it is proposed that the Board of directors overseeing the ICT Board would act as an independent Governance Oversight Committee (GOC) in charge of fiduciary and governance oversight of the main disbursement areas for TCIP, and responsible for the monitoring implementation of the M&E framework, the risk management framework, and of relevant performance agreements. It is proposed that the GOC would have a mixed representation from public and private sector (ex-officio Permanent Secretaries from MoIC, Finance and the Attorney General’s Office, as well as 5 members from the private sector chosen by professional bodies). It is also proposed by the Government that due consideration should be given to gender representation and age profile for GOC membership. The GOC will meet every 2 months.

6. **Risk management:** It is also proposed that an institutional risk management framework be established based on consultation and that a risk-based internal audit approach be adopted.

7. **Monitoring & Evaluation and disclosure of information:** It is proposed that monitoring & evaluation related to project funding and implementation be carried out by the eGovernment Office (which has M&E capability) in the Office of the President and that M&E output be disclosed to the GOC as well as publicly disclosed. The M&E arrangements should be compliant with recently enacted anti-corruption legislation¹.

¹ Including the Anti Corruption and Economic Crimes Act; the Public Officer Ethics Act; the Government Financial Management Act; the Public Procurement and Disposal Act and the Public Audit Act.



8. **Performance agreements:** Activity performance agreements would be signed between the ICT Board and line ministries/agencies/entities that are benefiting from this project. Annual performance contracts would be signed between the Board of directors of the ICT Board and its key staff (Managing Director and deputy Managing Directors). On-going monitoring of the activity performance agreements and annual performance contracts will be carried out by the Governance officer.
9. **Communication strategy:** A far reaching communication strategy will be developed in close consultation with key stakeholders and substantive working partnerships with private sector participants.
10. These efforts would be supported by the Bank in increased public dissemination of information, including supervision reports on the project's performance.
11. It is also proposed that the compensation package for the Managing Director and the TCIP-DMD be inclusive of a TCIP project performance-related component. The award of this compensation component would have to be validated by the GOC only if targets have been achieved.

Other executing agencies under the oversight of the ICT Board

12. The eGovernment Office in the Office of the President would be tasked with the implementation of the eGovernment applications component as well as with the overall project M&E arrangements
13. The newly created Procurement Authority would be tasked with implementation of the e-procurement activities.
14. Kenet (Kenya Education Network) would be tasked with implementing the capacity pre-purchase scheme for the universities and technical college.
15. The BPO Industry Association would be tasked with implementing the capacity pre-purchase scheme for the BPO industry.
16. All other TCIP activities would be implemented by the ICT Board.