



DIGITAL HEALTH AGENCY

DIGITAL HEALTH AGENCY STRATEGIC PLAN 2025-2028

HEALTHCARE MEETS INNOVATION

VISION MISSION & CORE VALUES

Vision

Transformative Digital Health Ecosystem

Mission

To build and sustain a secure, inclusive, and innovative digital health ecosystem by implementing a comprehensive and integrated system that enhances healthcare delivery and access.

Core Values

- C-Collaborative
- I -Integrity
- R-Reliability
- C-Client centric
- L- Leadership through **innovation**
- E-Energetic

PREFACE

The Kenya Digital Health Agency Strategic Plan (2025–2028) represents a significant milestone in the country's commitment to strengthening health systems and achieving Universal Health Coverage (UHC) for all. It sets out a clear and coordinated vision to harness digital technologies in enhancing the accessibility, quality, efficiency, and equity of healthcare delivery.

This Plan is firmly anchored in Kenya's health and development policy landscape, including the Kenya Health Policy (2014–2030), the Health Act (2017), and the recently enacted Digital Health Act (2023), which provides the legal basis for an integrated, secure, and citizen-centred digital health ecosystem. It is further aligned with the Kenya Digital Master Plan (2022–2032) and supports the Bottom-Up Economic Transformation Agenda (BETA) by expanding affordable health services to underserved communities.

Digital health is no longer a luxury but a necessity and a strategic enabler of systemic transformation. It empowers health workers, supports evidence-based decision-making, improves resource efficiency, and brings care closer to individuals and families. This Strategic Plan also reaffirms Kenya's leadership in digital innovation and its alignment with continental and global frameworks, including the African Union Digital Transformation Strategy, the WHO Global Strategy on Digital Health, and the Sustainable Development Goals (SDGs).

The development of this Plan has been informed by an inclusive and consultative process, engaging stakeholders from county governments, frontline health professionals, academia, private sector, development partners, and civil society. It reflects a shared ambition to establish a resilient, future-ready, and people-centred health system.

The Digital Health Agency, as the Ministry of Health's technical and coordination arm for digital transformation, will play a pivotal role in ensuring coherence, innovation, interoperability, and governance. Nonetheless, its success depends on collective ownership and multi-sectoral collaboration.

Let us seize this opportunity to drive equity, accelerate UHC, and transform lives—through digital health—for every Kenyan, everywhere.

HON. ADEN DUALE, EGH

CABINET SECRETARY- MINISTRY HEALTH

FOREWORD

It is with great pride that I present the Digital Health Agency Strategic Plan 2025–2028 a transformative roadmap that seeks to position Kenya as a continental and global leader in digital health innovation. This Plan signifies a critical juncture in our health sector’s evolution towards a more inclusive, efficient, resilient, and responsive system.

Grounded in our vision of enabling digital transformation in healthcare, this Plan reaffirms our mission to deliver a secure, integrated, and people-focused digital health ecosystem that promotes equity, enhances service delivery, and elevates client experience.

Digital transformation is no longer optional; it is a national imperative. As we accelerate progress towards Universal Health Coverage (UHC), digital technologies are proving vital in closing access gaps, empowering health workers, and improving overall system efficiency. Our collective aim is to ensure that every Kenyan benefits from timely, data-driven, and client-centred healthcare services.

This Strategic Plan provides the foundation for coherent digital investments, scaled innovation, and real-time data use in policy and service delivery. It is the result of broad-based consultation and reflects the values of co-creation, sustainability, and local leadership.

I commend the Agency’s leadership, staff, and our partners for their invaluable contributions. But implementation is where impact is truly measured. Success will depend on our ability to deliver this vision with integrity, collaboration, and shared purpose.

Let us embrace this moment to shape a future where technology underpins equity and excellence in healthcare for all.

DR. OUMA OLUGA, OGW

PRINCIPAL SECRETARY,

STATE DEPARTMENT FOR MEDICAL SERVICES

ACKNOWLEDGEMENT

The development of the Digital Health Agency Strategic Plan 2025–2028 has been a deeply collaborative endeavour, made possible through the dedication and support of numerous partners and stakeholders.

We extend our sincere appreciation to the leadership of the Ministry of Health for their guidance and vision, which provided the foundation upon which this Plan was built. We are especially grateful to the Cabinet Secretary for Health, the Principal Secretary for Medical Services, the Board of Directors, and the Acting Chief Executive Officer of the Digital Health Agency for their steadfast commitment to digital transformation in Kenya’s health sector.

Our special thanks go to the DHA team for their professionalism, technical expertise, and tireless efforts in coordinating and shaping this strategy. Their commitment transformed a bold vision into a clear and actionable plan.

We also acknowledge the invaluable contributions of our partners, including Kenyatta National Hospital (KNH), the ICT Authority (ICTA), and other institutions and individuals who participated in technical consultations, stakeholder forums, and validation exercises. Their input ensured that the strategy is grounded in national realities, inclusive in scope, and responsive to the evolving needs of the health system.

As we move forward into implementation, we remain committed to fostering continued collaboration and joint ownership in building a digitally empowered, equitable, and resilient health system for all Kenyans.

MR. SILAS SIMATWO

CHAIRPERSON, BOARD OF DIRECTORS DHA

Executive Summary

The Digital Health Agency (DHA) Strategic Plan 2025–2028 sets out Kenya’s vision to transform healthcare delivery through a secure, integrated, and citizen-focused digital health ecosystem. Established under the Digital Health Act No. 15 of 2023, the DHA operates as a Semi-Autonomous Government Agency with a mandate to lead and coordinate digital health transformation in line with national development priorities, including Universal Health Coverage (UHC), Vision 2030, and the Bottom-Up Economic Transformation Agenda (BETA).

This Strategic Plan offers a structured framework to realise the nation’s digital health ambitions through four strategic pillars:

- Digital Infrastructure and Systems
- Digital Health Governance
- Sustainability
- Institutional Strengthening

These pillars support ten strategic objectives, each with clearly defined Key Performance Indicators (KPIs), timelines, and interventions. The Balanced Scorecard (BSC) methodology is applied to ensure alignment between institutional performance and broader national health goals.

Key priorities include:

- Implementation of a Health Information Exchange (HIE) across public health facilities
- Development of a National Digital Health Superhighway
- Enhancing interoperability and data-driven decision-making
- Strengthening digital health governance, standards, and cybersecurity
- Promoting innovation, research, and public-private partnerships

The total estimated cost for the three-year implementation period is projected at KES 5.2 billion. Funding is expected from government allocations, internally generated revenue, and development partners. A robust resource mobilisation strategy has been developed to address the anticipated funding gap.

Institutional capacity will be expanded through strategic recruitment (from 20 to 105 staff), capacity building, and modernisation of ICT and operational systems. The Plan identifies key risks—ranging from data security to stakeholder alignment—with mitigation strategies embedded throughout.

To ensure effective implementation, the Plan incorporates a comprehensive Monitoring and Evaluation (M&E) framework, including quarterly and annual reviews, digital dashboards, and cascading scorecards at all organisational levels.

By 2028, the DHA aspires to position Kenya as a continental leader in digital health, ensuring every Kenyan can access efficient, equitable, and technology-enabled healthcare.

MR. ANTONY LENAIYARA

CHIEF EXECUTIVE OFFICER, DHA

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DEFINITION OF TERMS

Term	Definition
Digital Health	The use of information and communication technologies (ICT) in health-related fields. It encompasses eHealth, mHealth, telemedicine, electronic medical records (EMR), and health data analytics to improve healthcare delivery, management, and planning
Integrated Health Information System (IHIS)	A system that combines and links data from multiple sources and sectors (e.g., hospitals, labs, pharmacies) into a unified platform to support clinical, managerial, and policy decision-making.
Interoperability	The ability of different information systems, devices, or applications to connect, exchange, and interpret shared data accurately and efficiently.
eHealth	The application of electronic processes and communication tools for health, including EMR, electronic prescriptions, and teleconsultations
mHealth	The use of mobile devices such as smartphones and tablets for medical and public health practice, such as appointment reminders, data collection, and remote patient monitoring
Telemedicine	The remote diagnosis and treatment of patients by means of telecommunications technology, allowing for clinical services without an in-person visit.
Health Information Exchange (HIE)	A system that enables the electronic movement of health-related data among healthcare organizations according to nationally recognized standards
Health Analytics	The use of data analysis tools and methods to derive insights from health data, which support decision-making, resource allocation, and policy development
Cybersecurity	Practices and technologies used to protect digital health systems and data from unauthorized access, attacks, and breaches
Digital Health Ecosystem	An integrated environment of stakeholders, technologies, data, and regulations that collectively support the digital transformation of healthcare services
Digital Health Transformation	A systematic process of adopting digital technologies to fundamentally improve the accessibility, quality, and efficiency of healthcare delivery

ACRONYMS AND ABBREVIATIONS

ACRONYM	MEANING
AI	Artificial Intelligence
AWP	Annual Work Plan
CECs	County Executive Committee Members
CSR	Corporate Social Responsibility
DHA	Digital Health Agency
DHIS	District Health Information System
EAC	East African Community
eHealth	Electronic Health
EMR	Electronic Medical Records
HIE	Health Information Exchange
HRH	Human Resources for Health
ICT	Information and Communication Technology
ICTA	Information and Communication Technology Authority
IHIS	Integrated Health Information System
IP	Intellectual Property
KHSSP	Kenya Health Sector Strategic Plan
KMPDC	Kenya Medical Practitioners and Dentists Council
M&E	Monitoring and Evaluation
MEDS	Mission for Essential Drugs and Supplies
MoH	Ministry of Health
MOICT	Ministry of Information, Communications and Technology
MTP IV	Medium-Term Plan Four
NOC	Network Operations Centre
PPP	Public-Private Partnership
RIS	Regulatory Impact Statement
SCAC	State Corporations Advisory Committee
SDGs	Sustainable Development Goals
SHA	Social Health Authority
SOPs	Standard Operating Procedures
SAGA	Semi-Autonomous Government Agency
TWGs	Technical Working Groups
UHC	Universal Health Coverage
WHO	World Health Organization

CHAPTER ONE: INTRODUCTION

1.1 Background

The Digital Health Agency (DHA) is a Semi-Autonomous Government Agency under the Ministry of Health, established through the enactment of the Digital Health Act No. 15 of 2023. The Agency is mandated to spearhead the digital transformation of Kenya's health sector by developing, operationalising, and maintaining an integrated, secure, and citizen-centric digital health ecosystem. This includes strengthening the digital infrastructure, deploying appropriate technologies, and supporting systems that enhance efficient, coordinated, and quality health service delivery across all levels.

The formation of the DHA builds upon a strong policy and legislative foundation, including the Kenya Health Policy (2014–2030), the Health Act (2017), the Kenya Digital Master Plan (2022–2032), and the Bottom-Up Economic Transformation Agenda (BETA). These frameworks underscore the critical role of digital systems in enhancing transparency, accountability, efficiency, and accessibility in healthcare which are essential building blocks for achieving Universal Health Coverage (UHC).

Since its establishment, the DHA has made significant progress. It has supported the rollout and integration of Health Management Information Systems (HMIS) in 17 counties, particularly in health facilities at levels 2 to 4. Notably, the Agency played a key role in the implementation of the Social Health Insurance Fund (SHIF) under the Taifa Care framework. Additionally, it is leading the development of the Digital Health Superhighway as an initiative aimed at enabling seamless data exchange, real-time access to information, and improved care coordination nationally.

Digital transformation is fundamental to the attainment of UHC, which aims to ensure that all Kenyans can access quality health services without suffering financial hardship. The four pillars supporting UHC are:

- A well-supported, adequately trained health workforce
- Reliable access to quality-assured medical products and technologies
- Sustainable healthcare financing mechanisms
- Robust and effective health information systems

Within this framework, the DHA plays a pivotal role in modernising healthcare service delivery, enabling data-driven decisions, enhancing accountability, and improving health outcomes for all Kenyans.

1.2 Strategy Formulation Process

This Strategic Plan (2025–2028) is the inaugural strategy of the Digital Health Agency. It was developed through a consultative, participatory, and evidence-informed process. A multidisciplinary team coordinated the process, which involved extensive engagement with key stakeholders, including government entities, county health leadership, frontline health workers, development partners, academia, private sector actors, and civil society representatives.

The development process comprised policy reviews, technical workshops, stakeholder consultations, and validation sessions. This inclusive approach ensured that the Plan captures the diverse perspectives, priorities, and aspirations of Kenya's digital health ecosystem. It also guarantees national ownership and alignment with the country's broader health and development agenda.

1.3 1.3 Strategic Alignment

This Strategic Plan aligns with international, regional, and national frameworks aimed at advancing digital health. Of the 17 Sustainable Development Goals (SDGs), SDG 3 (Good Health and Well-being) and SDG 9 (Industry, Innovation and Infrastructure) are particularly relevant to DHA's mandate. The Plan further aligns with the following:

- WHO Global Strategy on Digital Health 2020–2025: Emphasising universal access to people-centred health services supported by digital technologies
- African Union Digital Transformation Strategy for Africa (2020–2030)
- East African Community (EAC) Digital Health Policy Framework and the Digital REACH Initiative
- Kenya's Vision 2030 and Fourth Medium-Term Plan (MTP IV)

These frameworks promote regional cooperation, interoperability of systems, and the use of digital health innovations to improve **population health**.

1.4 Legal and Policy Framework

The DHA operates within a robust legal and policy environment, which includes the following instruments:

- Constitution of Kenya, 2010
- Digital Health Act, 2023
- Data Protection Act, 2019
- Health Act, 2017
- Public Finance Management Act, 2012
- Public Procurement and Asset Disposal Act, 2015
- Kenya Health Policy 2014–2030
- Kenya Communications Act, 1998
- Kenya Digital Master Plan 2022–2032
- Kenya Health Enterprise Architecture Blueprint
- Kenya National e-Health Policy 2016–2030

- Social Health Authority Act, 2023

This legal architecture provides the enabling environment for digital transformation in health, particularly in relation to governance, data protection, service delivery, procurement, and institutional mandates.

1.5 Emerging Issues in Digital Health

As DHA discharges its mandate, several emerging challenges have been identified that may affect the sustainability and impact of digital health transformation:

- **Data Privacy and Security:** Growing public concern about the handling of sensitive personal health data necessitates stringent safeguards and full compliance with the Data Protection Act.
- **System Interoperability:** Fragmented digital systems, particularly in the private sector, hinder data exchange and integrated care.
- **Health Data Governance:** There is a pressing need to implement structured frameworks that ensure data quality, accessibility, accountability, and lifecycle management.
- **Electronic Waste (e-Waste):** Increased digitisation heightens the need for appropriate e-waste management policies and infrastructure.
- **Digital Divide:** Disparities in digital infrastructure and digital literacy across counties pose implementation challenges.
- **Sustainability:** Overreliance on partner-driven funding risks undermining long-term viability; financial and technical sustainability must be prioritised.
- **Cross-Border Health Data Exchange:** There is increasing demand for legal, ethical, and technical frameworks to facilitate safe and regulated data sharing across borders.
- **Intellectual Property (IP) Management:** The growth of innovation in digital health requires clear policies on ownership, licensing, and commercialisation of IP.

1.6 DHA's Role in Digital Health Transformation

The Digital Health Agency is firmly committed to delivering on the vision and objectives outlined in this Strategic Plan. Drawing from its legal mandate and aligned with the Bottom-Up Economic Transformation Agenda (BETA), the Agency provides the infrastructure, systems, standards, and coordination mechanisms needed to lead Kenya's digital health revolution.

Through innovation, strategic partnerships, robust governance, and inclusive stakeholder engagement, DHA aims to:

- Support the integration and interoperability of digital health systems

- Enhance quality, timely, and secure access to health data
- Enable evidence-based decision-making
- Promote accountability, efficiency, and client satisfaction

This Plan articulates priority initiatives that advance DHA's mission to establish a secure, inclusive, and technology-enabled health ecosystem that improves outcomes for every Kenyan.

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CHAPTER TWO: SITUATIONAL ANALYSIS

2.1 Preamble

This chapter presents a comprehensive analysis of the internal and external factors affecting the Digital Health Agency (DHA). It serves as a foundation for strategic decision-making by identifying existing strengths and weaknesses, emerging opportunities and threats, and the wider policy, technological, and socio-economic context in which the Agency operates. The analysis supports informed planning, prioritisation, and risk mitigation throughout the implementation of this Strategic Plan.

2.2 Current Context

2.2.1 2.2.1 Kenya's Digital Health Journey

Kenya has made notable strides in digital health, shaped by progressive policy and legislative frameworks. Between 2010 and 2023, key milestones in this journey include:

- **The Constitution of Kenya (2010)**, which enshrines the right to health and data privacy;
- **The adoption of Electronic Medical Records (EMRs)** through the development of national standards;
- **The National eHealth Policy (2016)**, which laid the groundwork for telemedicine and digital innovations;
- **The Health Act (2017) and Data Protection Act (2019)**, which reinforced governance and data security;
- **The Health Enterprise Architecture Report (2022)**, which provided guidelines for system integration;
- **The Digital Health Act (2023)**, which formalised digital health governance and introduced structured provisions for telehealth and interoperability.

These developments underscore Kenya's firm commitment to leveraging digital technologies to strengthen health systems and advance Universal Health Coverage (UHC).

2.2.2 Key Statistics and Milestones

The following achievements highlight the DHA's early success:

- Enactment of the **Digital Health Act (2023)** and publication of accompanying regulations in **April 2025**;
- Rollout of **Taifa Care HMIS** across **24 counties**, in collaboration with county governments;
- Progress in the **development of a national Health Information Exchange (HIE)**;
- Operationalisation of the **Social Health Insurance Fund (SHIF)** under the **Taifa Care Framework**;

- DHA's classification as a **State Corporation** by the State Corporations Advisory Committee (SCAC) in **October 2024**;
- Completion of **human resource instruments** and a recruitment plan to support institutional expansion.

2.2.3 Challenges and Lessons Learnt

Despite these gains, several operational and institutional challenges have been identified:

- **Political influence:** While political goodwill has been beneficial, it must be managed to safeguard institutional autonomy and technical integrity.
- **Public engagement gaps:** There is a need to strengthen public communication, marketing, and awareness-raising to build trust and uptake.
- **Human resource capacity:** Initial efforts placed strain on a small team, leading to staff fatigue and necessitating urgent recruitment and welfare support.
- **Partner coordination:** Initial engagements with partners revealed gaps in role clarity, highlighting the need for clearly defined responsibilities and joint accountability frameworks.

2.3 2.3 Environmental Scanning

To better understand its strategic environment, DHA conducted a **SWOT** and **PESTEL** analysis. These tools provide insight into internal capabilities and the external context, informing risk management and priority setting.

2.3.1 2.3.1 SWOT Analysis

Table 1: SWOT Summary

Strengths	Strategic Impact
Enabling legal framework (Digital Health Act 2023)	Institutional legitimacy and clarity of mandate
Increasing government support and funding	Improved operational capacity and sustainability
Skilled workforce and local digital health expertise	Enhanced service delivery and innovation
Functional health information systems in several counties	Proof of concept for scalability
Strong foundation as a pioneer in digital health	National leadership and knowledge base

Weaknesses		Strategic Impact
Limited funding for full-scale implementation		Service delivery gaps and resource strain
Inadequate staffing and equipment		Reduced productivity and risk of burnout
Weak collaborative frameworks in some areas		Coordination inefficiencies
Infrastructure gaps, especially in underserved regions		Uneven service coverage and access
Opportunities		Strategic Impact
Political goodwill and high-level support		Policy prioritisation and funding leverage
Growth in demand for digital health services		Public receptiveness and innovation uptake
Increasing mobile penetration and ICT literacy		Broader reach of services
Technological advances (e.g. AI, big data)		Potential for predictive analytics and cost savings
Existing health systems and platforms		Integration and interoperability pathways
Regional cooperation and policy alignment		Harmonised systems and economies of scale
Threats		Strategic Impact
Cybersecurity risks and data breaches		Erosion of public trust and legal exposure
Resistance to change from traditional systems		Delays in implementation
Limited internet connectivity in rural areas		Digital divide and equity issues
Policy instability and shifting government priorities		Disruption of long-term programmes

2.3.2 PESTEL Analysis

Table 2: PESTEL Summary

Dimension	Factor	Strategic Implication
Political	Policy shifts, political goodwill, intergovernmental relations	May influence continuity, investment flows, and governance structures
Economic	Inflation, budget constraints, exchange rate volatility	Affects procurement, operating costs, and staff morale
Social	Cultural beliefs, digital literacy, demographic trends	Impact uptake of services, system design, and equity

Technological	Innovation, system integration, AI, cybersecurity	Requires proactive investment and governance to remain relevant
Environmental	e-Waste, climate change, disaster preparedness	Demands sustainable ICT infrastructure and risk-resilient planning
Legal	Data protection, health regulation, IP management	Requires compliance frameworks and strong legal capacity

2.4 Stakeholder Analysis

Effective implementation of the Strategic Plan relies on inclusive partnerships and clearly defined stakeholder roles. DHA recognises the importance of collaboration across government, private sector, development partners, academia, and civil society.

Table 3: Summary of Stakeholder Expectations

Stakeholder	Expectations of DHA	DHA's Expectations
Health Facilities	Interoperable systems, responsive technical support, stable infrastructure	Quality data reporting, system adoption, adherence to standards
Health Product Suppliers, Insurers	Transparent data access, technical guidance	Compliance with regulations, fee payment, feedback loops
Regulatory Bodies (e.g. KMPDC, NCK)	Seamless integration, accountability	Execution of oversight mandates, support for standards enforcement
Ministry of Health	Delivery of an integrated digital ecosystem	Policy and financial support, coordination with other MoH arms
National Treasury	Prudent resource use, compliance	Budgetary support and policy guidance
Development Partners	Strategic leadership, measurable outcomes	Technical and financial support, alignment with national priorities

County Governments	System deployment, training, policy implementation	Compliance, collaborative planning, sustained system use
Board of Directors	Strategic oversight, transparency	Good governance, regulatory compliance
DHA Staff	Career development, conducive work environment	Service delivery, adherence to values and policies
Office of the Data Protection Commissioner	Secure systems, legal compliance	Guidance on data protection frameworks
Academia and Research Institutions	Collaborative research, access to data	Evidence generation, innovation support
Patients and the Public	User-friendly, secure, and reliable systems	Feedback, adoption of digital health tools

CHAPTER THREE: STRATEGIC FOCUS

3.1 Preamble

This chapter defines the strategic direction of the Digital Health Agency (DHA). It articulates the Agency's mandate, vision, mission, core values, and strategic objectives. It also introduces the strategic pillars that guide implementation and the Balanced Scorecard (BSC) framework that links these objectives to measurable performance.

3.2 DHA Mandate

The DHA is a State Corporation established under the Digital Health Act No. 15 of 2023. It is mandated to:

- Provide a legal and institutional framework for the provision of digital health services;
- Establish and maintain a comprehensive, integrated digital health information system;
- Promote interoperability, data security, innovation, and efficiency within Kenya's digital health ecosystem.

3.3 Vision, Mission, and Core Values

Vision

Transformative Digital Health Ecosystem

Mission

To build and sustain a secure, inclusive, and innovative digital health ecosystem by implementing a comprehensive and integrated system that enhances healthcare delivery and access.

Core Values

DHA is guided by six core values summarised by the acronym **C.I.R.C.L.E.**:

Value	Description
Collaborative	We foster partnerships, transparent communication, and mutual respect; recognising that shared effort yields sustainable solutions.
Integrity	We uphold the highest standards of ethics, accountability, and transparency to build public trust.
Reliability	We commit to delivering timely, consistent, and dependable digital health services that meet stakeholder expectations.

Client-centric	We prioritise the needs and experiences of users, ensuring our services are inclusive, accessible, and impactful.
Leadership through Innovation	We embrace new ideas, technologies, and continuous learning to drive transformation.
Energetic	We approach our mission with enthusiasm, agility, and a shared sense of purpose to deliver results.

3.4 Strategic Objectives

DHA has identified ten strategic objectives that align with its mandate and national priorities:

Objective	Definition
1. Optimise Client Experience	Improve the way clients engage with digital health services to ensure efficiency, satisfaction, and accessibility.
2. Enhance Financial Management	Strengthen the management of financial resources, including budgeting, expenditure tracking, and reporting.
3. Strengthen Partnerships and Collaboration	Build and maintain strategic relationships with public and private sector partners to foster innovation and shared goals.
4. Improve Service Delivery Systems	Enhance the efficiency, quality, and reach of digital health service provision.
5. Strengthen Digital Health Governance	Establish robust policies, standards, and accountability structures to guide digital health implementation.
6. Enhance Risk Management	Identify, assess, and mitigate operational, financial, and technological risks.
7. Promote Information Security	Safeguard health data against unauthorised access, breaches, and loss through strong security protocols.
8. Enhance Research and Innovation	Promote evidence generation and the development of innovative solutions to improve digital health.
9. Strengthen Human Resource Capacity	Build a skilled and adequately staffed workforce to implement and sustain digital health services.
10. Improve Infrastructure and Facilities	Expand and modernise physical and technological infrastructure to support digital health implementation.

3.5 Strategic Pillars and Aligned Objectives

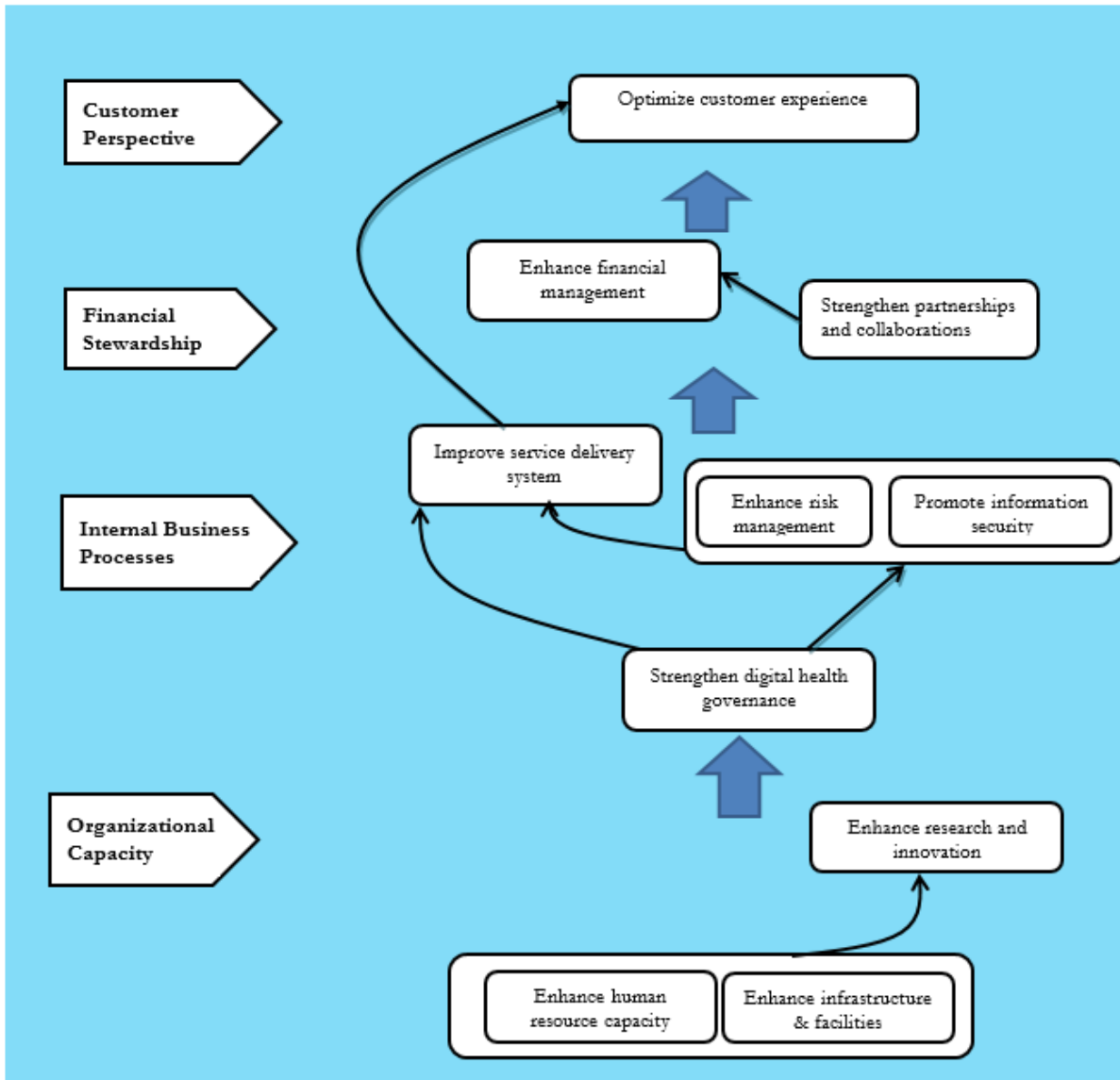
The Strategic Plan is built around four key pillars; each linked to specific objectives:

Pillars	Objectives
Digital Infrastructure and System	Enhance Infrastructure and facilities Improve service delivery system
Digital Health Governance	Strengthening digital health governance Promote information security Enhance risk Management
Sustainability	Enhance Research and innovation Enhance Financial Stewardship Strengthening partnerships and collaboration Optimize Customer Experience
Institutional Strengthening	Enhance Human Resource Capacity

3.6 Strategy Map

The strategy map provides a visual representation of how the DHA's strategic objectives align across four perspectives: Customer, Financial, Internal Processes, and Learning & Growth. It illustrates the cause-and-effect relationships among objectives and how they contribute to the Agency's vision.

Figure 1: Strategy Map



3.7 Balanced Scorecard Framework

The Balanced Scorecard (BSC) is the central tool for operationalising this strategy. It links strategic objectives to measurable Key Performance Indicators (KPIs), targets, and interventions under four performance perspectives:

1. **Customer Perspective**
2. **Financial Perspective**
3. **Internal Business Processes**
4. **Learning and Growth (Institutional Capacity)**

1. CUSTOMER PERSPECTIVE

Strategic Objective: Enhance user experience and stakeholder satisfaction in digital health services.

Objective	KPI	Target	Key Interventions/Initiatives
Optimize customer experience	- % call drop rate - Avg. call wait time - Customer satisfaction index	0% ≤ 30 sec ≥ 80%	- Conduct facility digital readiness assessments and implement recommendations - Establish and operationalize a National Digital Health Call Center - Develop and implement customer feedback and engagement tools (e.g. surveys, hotlines, portals) - Develop SLAs and service charters with digital health providers - Implement a multi-channel communication strategy

2. FINANCIAL PERSPECTIVE

Strategic Objective: Ensure financial sustainability through resource mobilization, efficient spending, and value for money.

Objective	KPI	Target	Key Interventions/Initiatives
Strengthen financial management	- Budget absorption rate - Internal audit compliance score	100% ≥ 90%	- Develop and enforce financial management and procurement policies - Establish internal audit controls and risk frameworks - Digitize budgeting and procurement systems
Mobilize financial resources	- Revenue generated (KES M) - % of DHA fees operationalized - Value of grants secured	300M 100% 150M	- Operationalize DHA cost recovery mechanisms (per Digital Health Act Schedule 3) - Implement a Resource Mobilization and Grants Strategy - Build partnerships with donors and private sector

Expand partnerships	- Number of MOUs signed ≥ 6 - Number of active partners ≥ 10	- Host Annual Digital Health Summit - Implement a Partnership and Stakeholder Engagement Framework - Conduct joint outreach and advocacy initiatives
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3. INTERNAL BUSINESS PROCESSES

Strategic Objective: Improve the quality, security, and efficiency of digital health services and systems.

Objective	KPI	Target	Key Interventions/Initiatives
Modernize digital systems	- % facilities integrated with HIE - % of facilities digitized - # of functional registries - % of facilities using certified systems	100% 100% 6 100%	- Develop and deploy Taifa Care systems - Maintain and support EMR and HMIS platforms - Establish and maintain a Health Information Exchange (HIE) - Develop national digital registries (facilities, providers, patients, etc.) - Certify digital health solutions via system certification framework
Strengthen infrastructure & connectivity	- # of devices distributed - % of health facilities with internet access	74,000 $\geq 90\%$	- Roll out digital infrastructure (devices, servers, bandwidth) - Collaborate with ICTA/MoICT on the Digital Superhighway - Implement Telemedicine, Track & Trace, LMIS, and Ambulance Systems
Enhance cybersecurity & business continuity	- % system uptime - # of security audits - Recovery time objective (hrs)	$\geq 99\%$ $\geq 2/\text{year}$ $\leq 2 \text{ hrs.}$	- Operationalize SOC/NOC/ITOC - Implement national cyber standards and zero-trust architecture - Develop BCP and disaster recovery systems

			- Conduct data protection impact assessments
Promote governance & data use	- # of governance frameworks adopted - % compliance with standards - # of data quality audits	≥3 100% ≥ 3	- Implement Kenya Health Data Governance Framework - Develop and roll out standards (FHIR, SOPs, KPIs) - Adopt AI and big data tools for predictive analytics

4. ORGANIZATIONAL CAPACITY (Learning & Growth)

Strategic Objective: Strengthen institutional capacity for research, innovation, and performance.

Objective	KPI	Target	Key Interventions/Initiatives
Foster innovation & research	- # of new innovations - # of hackathons - # of policy briefs produced	≥ 5 ≥ 3 ≥ 3	- Establish and operationalize a Research and Innovation Hub - Develop a Digital Health Research Agenda - Conduct innovation sprints and health tech challenges
Strengthen human capital	- % of staffing vs approved establishment - Employee satisfaction index - % implementation of TNA	100% ≥ 80% ≥ 90%	- Digitize HR systems - Develop HR instruments and conduct regular training - Implement staff welfare, medical, and pension schemes - Roll out performance management tools
Improve work environment	- Work environment satisfaction index - % of equipment availability	≥ 80% ≥ 90%	- Conduct regular workplace assessments - Implement Preventive Maintenance Plans - Upgrade facilities and equipment procurement systems

CHAPTER FOUR: INSTITUTIONAL FRAMEWORK

4.1 Preamble

This chapter outlines the institutional arrangements, governance structures, and leadership responsibilities that underpin the implementation of the Digital Health Agency's Strategic Plan. It defines the organisational structure, key decision-making bodies, and staff establishment, ensuring that the DHA is equipped to execute its mandate effectively and efficiently.

4.2 Board of Directors

The governance of the DHA is vested in a Board of Directors constituted in accordance with the Digital Health Act, 2023. The Board is responsible for setting the strategic direction, providing oversight, and ensuring the Agency operates within the law and national priorities.

Composition of the Board:

- A Chairperson appointed by the President
- Principal Secretaries (or their representatives) from:
 - Ministry of Health (Medical Services)
 - National Treasury
 - Ministry of Information, Communications and the Digital Economy
- The Data Commissioner (or a representative)
- One independent member representing the private sector
- Three County Governors nominated by the Council of Governors (CoG)
- The Chief Executive Officer (ex-officio member)

Roles and Responsibilities:

- Provide strategic leadership and policy direction to the Agency
- Oversee the management and administration of DHA assets
- Approve policies, operational guidelines, and governance instruments
- Authorise partnerships with national and international institutions
- Approve prudent investment of surplus funds
- Ensure compliance with the Constitution, statutory obligations, and public sector guidelines

4.3 Board Committees

To enhance governance efficiency, the Board has established four standing committees in line with the Mwongozo Code of Governance for State Corporations and the Digital Health Act:

a) Audit and Risk Committee

Chaired by the independent member, this committee oversees financial reporting, internal controls, enterprise risk management, and audit functions. It ensures compliance with legal and regulatory requirements.

b) Finance and Human Resource Committee

Chaired by the National Treasury representative, this committee provides oversight on budgeting, procurement, financial sustainability, and human resource policy and planning.

c) Digital Health Technical and Strategy Committee

Chaired by a representative from the Council of Governors, this committee oversees technical standards, the development of the Comprehensive Integrated Health Information System (CIHIS), and alignment of innovations with strategic goals.

d) Governance and Compliance Committee

Chaired by the representative from the Office of the Data Protection Commissioner, this committee monitors legal and regulatory compliance, internal governance processes, and conflict resolution mechanisms.

4.4 Organogram

The DHA is headed by a Chief Executive Officer (CEO), supported by four Directorates and several specialised divisions and units.

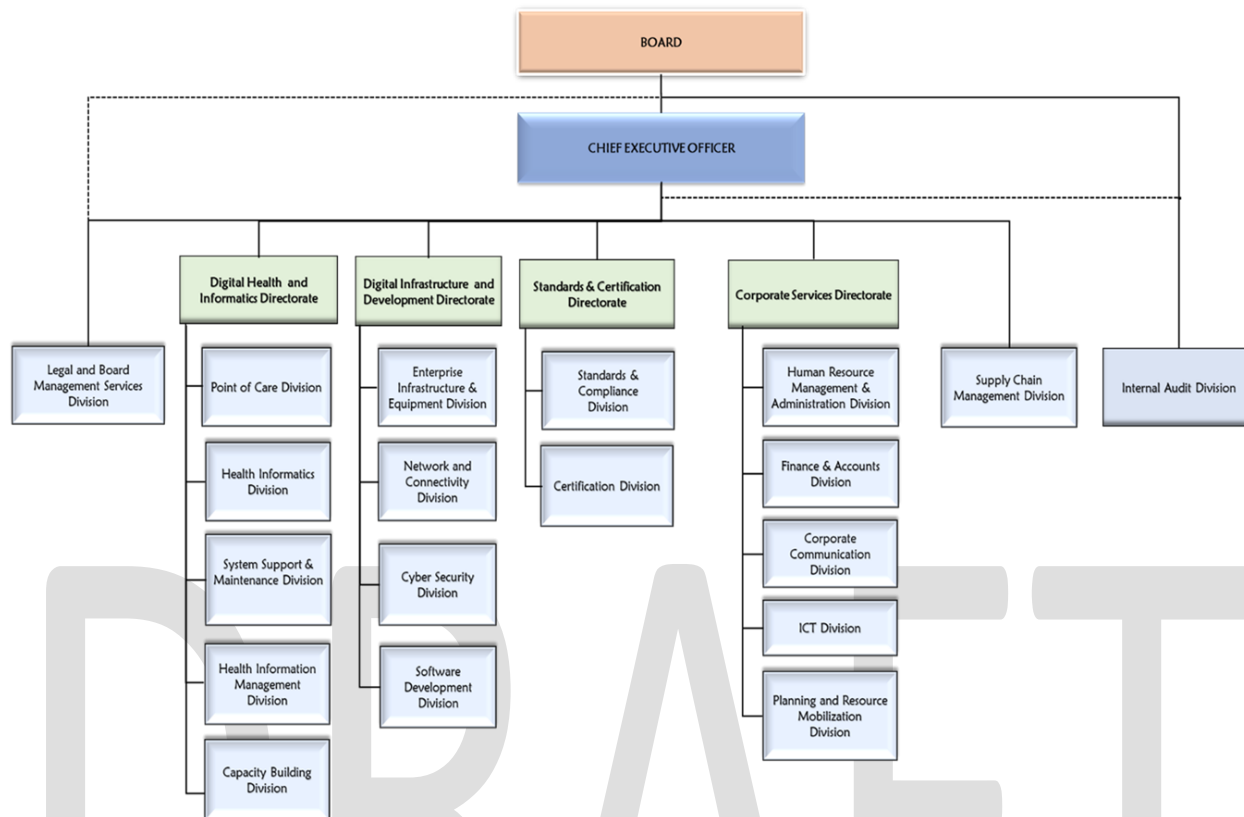


Figure 2: Organogram

4.5 Chief Executive Officer

The Agency is led by the Chief Executive Officer (CEO), who is accountable to the Board of Directors for the overall management and day-to-day operations of the Agency. The CEO is supported by four Directors overseeing key functional areas. The CEO serves as both the Accounting Officer and the Authorized Officer of the Agency, with the responsibility of ensuring the effective and efficient delivery of its mandate. The key functions of the CEO include:

- i) Serving as the Accounting and Authorized Officer of the Agency in accordance with relevant laws and regulations.
- ii) Providing timely, comprehensive, and accurate reports and updates to the Board on key technical, financial, and administrative matters.
- iii) Driving the achievement of the Agency's strategic objectives and performance targets.
- iv) Providing visionary leadership to senior management and staff to foster a high-performance culture.
- v) Ensuring prudent and effective utilization of the Agency's resources.

- vi) Overseeing the preparation of annual budgets and the establishment of robust internal control systems.
- vii) Supervising the development, implementation, and reporting of strategic and operational plans, including quarterly performance reports.
- viii) Managing stakeholder relationships and promoting the corporate image and credibility of the Agency.
- ix) Leading the monitoring and evaluation of projects and programs to ensure accountability, learning, and continuous improvement.
- x) Establishing and maintaining effective administrative structures, processes, and systems to support Agency operations.

4.6 Directorates

The Agency is structured into three (3) technical directorates and one (1) shared services directorate, each comprising various specialized divisions and departments to support efficient service delivery and achievement of strategic objectives.

4.6.1 Digital Health and Informatics Directorate

This is a technical directorate headed by the Director, Digital Health and Informatics. It is responsible for coordinating and managing digital health solutions and health informatics across the health sector.

Key functions include:

- i) Developing, implementing, and continuously reviewing policies, strategies, guidelines, and regulations for digital health services.
- ii) Leading the design, development, deployment, maintenance, and decommissioning of digital health solutions.
- iii) Designing point-of-care solutions with integrated clinical decision support algorithms.
- iv) Developing digital health registries and health information exchange (HIE) systems that are centralized and interoperable.
- v) Establishing data governance frameworks, information exchange protocols, and data protection mechanisms.
- vi) Implementing data analytics platforms, dashboards, and indicator reporting systems to support evidence-based decision-making.

- vii) Implementing system audits, risk management frameworks, user support, data protection assessments, and compliance with regulatory requirements.

4.6.2 Digital Infrastructure and Development Directorate

This technical directorate is headed by the Director, Digital Infrastructure and Development. It oversees the implementation, security, and maintenance of digital health infrastructure and platforms. Key functions include:

- i) Developing and reviewing policies, strategies, and standards for digital health technologies and infrastructure.
- ii) Planning, designing, and implementing secure networks, storage systems, and application platforms.
- iii) Administering and monitoring digital infrastructure and ensuring continuity through disaster recovery mechanisms.
- iv) Developing and enforcing user access management protocols for digital systems.
- v) Establishing and operating both the Security Operations Centre (SOC) and the Network Operations Centre (NOC).
- vi) Incorporating emerging technologies and collaborating with stakeholders to define system architecture and requirements
- vii) Ensures application development, infrastructure optimization, and adherence to evolving technological standards.

4.6.3 Standards and Certification Directorate

This technical directorate is headed by the Director, Standards and Certification. It leads the development, enforcement, and monitoring of standards, quality assurance, and compliance mechanisms. Key functions include:

- i) Developing and reviewing digital health standards, policies, and certification procedures.
- ii) Coordinating audits and preparing certification reports with recommended compliance measures.
- iii) Facilitating the adoption of national and international digital health standards.
- iv) Ensuring compliance with the Digital Health Act, Data Protection Act, and other relevant regulations.

- v) Monitoring and evaluating digital health systems for safety, performance, and ethical standards.
- vi) Building stakeholder capacity through training, awareness, and dissemination of best practices in digital health.

4.6.4 Corporate Services Directorate

This is a shared services directorate headed by the Director, Corporate Services. It provides support across the Agency through coordinated management of key administrative functions. Key areas include:

- i) Finance and accounts management, including budgeting, reporting, and audit coordination.
- ii) Human resource management and administration to support workforce planning, development, and performance.
- iii) Corporate planning, monitoring, evaluation, and research to guide strategic execution.
- iv) Public relations, branding, and corporate communications for internal and external stakeholder engagement.
- v) ICT support and infrastructure services to ensure effective internal systems and service delivery.
- vi) Procurement and logistics management to ensure efficient resource use and compliance with regulatory frameworks.

4.7 Committees

The CEO shall establish other committees;

- i) Executive Management Committee
- ii) Technical Management Committee
- iii) Finance and Administration Committee
- iv) Human Resource Management Advisory Committee/ Employee Performance Management Committee

4.8 Staff Establishment

As of 2025, the DHA has 20 staff in post, with an approved establishment of 375 positions. The Agency plans to onboard 105 additional staff over the next three years, across various cadres to enhance technical and operational capacity.

Summary of Staff Expansion Plan (2025–2028):

Cadre	Approved	In Post	To Recruit (Year 1)	Year 2	Year 3	Total Additions
Directors & Deputy Directors	22	5	4	4	3	11
Technical Officers	310	12	11	37	47	95
Administrative Staff	43	3	0	0	0	0
Total	375	20	15	40	50	105

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CHAPTER FIVE: RESOURCE FLOWS

(This Section is incomplete and will be presented during the meetings)

5.1 Introduction

Effective implementation of this Strategic Plan is dependent on the availability, sustainability, and efficient utilization of financial and non-financial resources. This chapter outlines the projected resource requirements, funding sources, identified resource gaps, and proposed strategies for resource mobilization to support the achievement of the Agency's strategic objectives.

5.2 Resource requirements

The total estimated cost for implementing the Strategic Plan over the three-year period is **Ksh. Xxx Million** as tabulated below:

Table 1: Financial resource requirements

Thematic Area	Resource Requirement in Kshs. Millions Projected				
	Baseline	Year 1	Year 2	Year 3	Total
		2025/26	2026/27	2027/28	
Customer					
Financial					
Internal Processes					
Organizational capacity					
Sub Total					
Personnel Costs					
Operations and maintenance					
Total					

5.3 Projected Revenue

The Agency's projected revenue during the Plan period is **Kes XXX** as detailed below

Table 2: Revenue Projections

Revenue Streams	Baseline	Projected Revenue in Kes. Millions			
		Year 1	Year 2	Year 3	Total

		2025/26	2026/27	2027/28	
AIA					

5.4 Resource Gaps

The plan requires support for the resource gaps totaling KesXXX over the strategy implementation period.

Table 3: Resource Gaps

Item	Budget in Kshs. Millions			
	Year 1	Year 2	Year 3	Total
Requirement				
GoK Allocation				
Funding Gap				

5.5 Resource Assumptions

In developing this strategic plan, the following key assumptions were made:

- i) Continued financial support from the government of Kenya
- ii) Projected revenue collections will be realized as planned
- iii) Inflation and interest rates will remain within manageable levels
- iv) Exchange rates will remain relatively stable during the plan period
- v) No significant policy or regulatory shifts that affect financing

5.6 Resource Mobilization Strategies

In order to bridge the resource gaps and ensure the full implementation of strategic priorities, the Agency will adopt the following resource mobilization strategies:

- i) Optimize revenue generation strategy
- ii) Lobby for increased budgetary allocations
- iii) Optimize and explore public-private partnerships (PPPs) to support infrastructure and technology investments
- iv) Establish a resource mobilization and investment unit within the Agency
- v) Strengthen collaboration and partnerships with development partners
- vi) Promote innovative financing solutions

CHAPTER SIX: RISKS AND RISK MANAGEMENT

6.1 Preamble

The successful implementation of the Strategic Plan is contingent upon the Agency's ability to anticipate, assess, and manage risks that may impede progress toward its strategic objectives. This chapter outlines the risk management framework, categorization of potential risks, and appropriate mitigation measures to safeguard the realization of the plan's intended outcomes.

6.2 Risk management Framework

The Agency adopts a proactive, structured, and integrated approach to risk management. The framework is guided by the principles of enterprise risk management and is aligned with national and international best practices. It aims to:

- i) Identify internal and external risks early;
- ii) Assess their likelihood and potential impact;
- iii) Prioritize and manage risks through preventive and corrective actions;
- iv) Assign clear responsibility and accountability for risk mitigation;
- v) Continuously monitor, review, and update the risk profile.

The risk management process will be embedded across all strategic and operational functions.

6.3 Risk Categorization

Table 4: Risks

Risk	Likelihood (L,M,H)	Severity (L,M,H)	Overall risk level	Mitigation measures
Strategic Risks				
Resistance to change	M	H	6	● Sensitization on benefits of digital health transformation ● Conduct capacity building programs ● Provision of technical support ● Provision of ICT devices and infrastructure ● Continuous assessments on system utilization
Political influence	H	H	9	● Continuous engagement with stakeholders ● Adherence to policies and guidelines ● Continuous staff sensitizations ● Development of subsidiary agreements

Risk	Likelihood (L,M,H)	Severity (L,M,H)	Overall risk level	Mitigation measures
Establishment of allied digital health platforms	M	L	3	- Continuous engagement with stakeholders - Develop and implement scaled based innovative solutions
Emerging digital health technologies	H	M	6	- Benchmarking - Onboarding right competences - Conduct targeted capacity building programs - Lobby for digital health expert scheme of service and compensation model
Technological Risks				
Sub-optimal system integration	M	H	6	- Provision of scale based digital health solutions - Provision of Taifa care HMIS as an alternative digital health solution - Stakeholder sensitization on system certification and onboarding
Data privacy and breaches	H	H	9	- Signing of secrecy oaths and non-disclosure agreements - Adherence to policy and legislative framework - Conduct data protection impact assessment and implement recommendations - Develop and implement data recovery plan - Capacity building on data handling best practice - Digital awareness and literacy to all stakeholder
System penetration	H	H	9	- Develop and implement a data security strategy - Conduct stakeholder sensitization on cyber security threats
System Failures	H	H	9	- Develop and implement robust collaborative framework - Develop and execute relevant service level agreement - Develop and implement risk policy - Develop a system maintenance and support agreement
Financial/ Economic Risks				
Inadequate funding	M	H	9	- Continuous resource mobilization - Execute the project implementation plan - Harness resources from relevant development partners - Budget prioritization
Revenue gaps	H	H	9	- Establish a marketing and product delivery unit - Implement revenue generation strategy - Conduct stakeholder sensitization on Taifa Care

Risk	Likelihood (L,M,H)	Severity (L,M,H)	Overall risk level	Mitigation measures
Inflation	H	H	9	● Inflation buffer during planning ● Market surveillance
Operational Risks				
Talent attraction, retention and attrition	M	M	4	● Develop and implement talent retention policy ● Competitive compensation ● Succession planning ● Staff welfare programs ● Review and implement career progression guidelines ● Implement HR instruments
Unethical practices	L	H	M	● Develop and implement code of conduct ● Adherence of policies and guidelines ● Develop and implement culture change management programs
Compliance/ Legal Risks				
Regulatory compliance	H	H	9	● Dissemination of regulations ● Develop standards and policies ● Develop complains handling mechanisms ● Continuous monitoring of compliance
Ligation	H	H	9	● Conduct legal risk mapping ● Staff sensitization ● Enforce compliance to standards
Duplication of mandate	L	M	2	● Alignment of DHA act and health act ● Implementation of staff establishment

6.4 Risk Management Statement

The Agency is committed to maintaining a resilient and responsive risk management system to safeguard the implementation of this Strategic Plan. This includes continuous monitoring of the internal and external environment, nurturing a risk-aware culture, and integrating risk management practices into planning, implementation, and evaluation processes.

CHAPTER SEVEN: MONITORING AND EVALUATION

7.1 Introduction

The Monitoring and Evaluation (M&E) framework for the Plan will enable the Agency to identify and manage the gaps in the implementation of the Plan. The framework will bring together all the stakeholders to ensure timely implementation and the desired impact. A monitoring and evaluation system will be put in place to ensure performance is reviewed and analyzed on a regular basis. This will consider the internal and external factors that may affect the implementation of the Plan.

This Monitoring and Evaluation framework aims at:

- i) Providing a framework for tracking progress and demonstrating results.
- ii) Building capacity to regularly and systematically track progress of implementation of the Plan.
- iii) Facilitating the Agency and other stakeholders assess performance in accordance with the agreed objectives and performance indicators to support management for results (evidence-based decision making).
- iv) Improving compliance with Government policies (accountability), and constructive engagement with stakeholders (policy dialogue).
- v) Facilitating continuous learning (document and sharing the challenges and lessons learnt)
- vi) Focusing attention of stakeholders and direct efforts towards the ultimate Vision of the Agency
- vii) Informing policy makers about progress towards achieving targets as set in the strategic plan.
- viii) Providing strategic information to decision-makers to make evidence-based decisions.

In addition to the above considerations the M&E framework has been developed for effective monitoring the Plan.

7.2 Monitoring Framework

The Balanced Scorecard and strategy maps will be used as the strategy execution tool to effectively communicate and monitor the achievement of the stated Strategic Objectives.

7.3 Scope of Monitoring

The DHA Planning and Resource Mobilization Division will carry out three types of monitoring which address different stages in the results chain, namely;

- i) Physical implementation monitoring: Will address whether activities and initiatives have taken place in line with timelines and target set achieved.
- ii) Financial implementation monitoring: Will addresses whether budgets have been released and spent in line with allocations; and

- iii) Outputs, outcomes and impact monitoring: To trace whether objectives are being met.

7.4 Responsibilities for Implementation and Monitoring

The following monitoring & evaluation framework will be used to ensure successful implementation of the Plan:

- i) The DHA Productivity and Performance Management Committee shall be established to champion the implementation of the Strategic Plan.
- ii) DHA shall establish a monitoring and evaluation Unit in-charge of co-ordination of M&E activities, data collection, data analysis, reporting and recommending areas of improvement to the Deputy Director, P&RM.
- iii) Quarterly Strategy Performance management meetings will be held to monitor the status of the Strategic Plan implementation.
- iv) The Deputy Director Planning & Resource Mobilization (DDP&RM) of the DHA will provide quarterly reports on implementation status to the CEO and the Board of Directors.
- v) A database of all statistics shall be maintained.
- vi) A dashboard will be developed to monitor the implementation of Key Performance Indicators.

Table 5: Monitoring and Evaluation Responsibilities

No	Tasks	Responsibility
1.	Receiving M&E reports, providing feedback and acting	CEO & Board of Directors
2.	Resource mobilization, collaboration and partnerships, overseeing of reports to Management	DDP&RM
3.	Implementation of Strategic Plan, preparation & submission quarterly reports, receiving feedback and implementing decisions.	DDP&RM
4.	Design M&E tools, supervision of data collection, analysis & reporting and generating M&E reports	DDP&RM
5.	Making strategy reporting part of management Meetings agenda and presentation quarterly reports to the Board	All Directors

7.5 Monitoring of indicators

The Monitoring framework will use performance measures (outcome indicators) to track the achievement of the strategic objectives as outlined in the corporate scorecard. In addition output measures (indicators) will be used to assess the achievement of the initiatives. Annual targets and implementation matrix have been developed for ease of monitoring. (Annex I & III).

7.6 M&E tools

The Monitoring and Evaluation department will develop tools for monitoring and evaluation within one month after the launch of this Strategic Plan.

7.7 Reporting

The M&E framework will generate the following report:

a. Quarterly Performance Reports

At all levels of performance reports will be generated outlining the performance against the strategic objectives outlined in this Strategic Plan. The reports will be discussed by the DHA Management as well as the Agency `s Executive Committee. The finalized report will be submitted to the Board of Management.

b. Annual Strategic Plan Performance Report

Annual Strategic Plan performance reports will be generated. The reports will be validated by stakeholders to:-

- i) Obtain stakeholder insight on the information generated;
- ii) Mitigate bias through discussion of the information generated with key implementers and Objective owners;
- iii) Generate consensus on the findings and gaps
- iv) Strengthening ownership and commitment to M&E activities

7.8 Performance Review and Evaluation

Mid- term and End –term evaluation will be undertaken to inform the review of the Strategic Plan. The Plan will be reviewed at midterm and end-term taking the results of the evaluations process.

7.9 Cascading the Plan

In a bid to translate high level strategy into aligned lower-level objectives and measures, the Agency will adopt a three-tier cascading framework comprising of:

- i) DHA Scorecard
- ii) Divisional/Departmental/Unit Scorecard
- iii) Employee Scorecard

In this regard the Agency will align Vision to make strategy actionable by departments and down to employees while linking rewards, recognition and incentives to results.

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ANNEXES

Annex I: Implementation Matrix and Budget

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
CUSTOMER PERSPECTIVE						
Optimize Customer Experience	Conduct facility readiness assessment for digital health solutions and implement recommendations	Assessment report,	15	0	0	Digital Health and Informatics Directorate
	Develop customer feedback mechanism (real time) [1]	Customer feedback mechanisms	0	3	0	Corporate Services Directorate
	Conduct a customer satisfaction survey and implement recommendations	Survey report	15	15	15	Corporate Services Directorate
	Establish and operationalize a call center	Functional call center	1	2	2	Digital Infrastructure Development Directorate/Digital Health and Informatics Directorate
	Develop and implement Service Level Agreements	Service level agreements	4	4	5	Legal and Board Management services Division
	Develop a communication engagement plan	Communications plan	4	4	4	Corporate Services Directorate
FINANCIAL PERSPECTIVE						
Enhance Financial Management	Develop and implement finance and procurement policies	finance and procurement policies	6	6	0	Corporate Services Directorate
	Operationalize DHA Fees as per the third schedule of the act and regulations	DHA Fee systems operationalized	150	45	45	Corporate Services Directorate
	Develop and submit grants writing	Grant reports	1	1	1	Corporate Services Directorate
Strengthen partnerships and collaboration	Develop and implement a Resource mobilization Strategy	Resource mobilization Strategy	4	1	1	Corporate Services Directorate
	Develop and implement partnership and collaboration framework	Partnership and collaboration framework	4	1	1	Corporate Services Directorate
	Conduct outreaches on digital health [2]	Outreach reports	4	6.5	8	Digital Health and Informatics Directorate

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
	Hold annual Digital Health summit	Post summit report	20	20	20	Digital Health and Informatics Directorate
INTERNAL BUSINESS PROCESS						
Improve service delivery system	Upgrade digital health systems [3]	upgraded system	10	20	40	Digital Infrastructure and Development Directorate
	Develop and deploy Taifa care systems in healthcare facilities	Deployment reports, PoC systems	200	276	300	Digital Health and Informatics Directorate
	Support and maintenance of deployed systems	Systems maintained	15	23	34	Digital Infrastructure and Development Directorate
	Conduct hackathons to systems and registries	Hackathon reports	5	5	5	Digital Infrastructure and Development Directorate
	Develop and implement and maintain the Health Information Exchange Platform	HIE Platform	10	12	15	Digital Infrastructure and Development Directorate
	Provide and maintain digital health infrastructure	Digital health infrastructure reports	200	200	200	Digital Infrastructure and Development Directorate
	Develop and implement the system certification framework	certification framework	0	5	0	Standards and Certification Directorate
	Set up a National Health data bank/Cloud	Health data bank	20	20	25	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
	Develop and implement telemedicine guidelines	Implementation report	3	6	8	Digital Health and Informatics Directorate
	Develop, implement and maintain a National Logistics Management Information System	LMIS System	10	200	0	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
	Develop, implement and maintain a Track & Trace System	Track and Trace system	30	30	10	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
	Develop, implement and maintain a National Ambulance Management System	National Ambulance Management System	0	20	20	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
	Develop, implement and maintain a National Patient Portal	National Patient Portal	35	5	5	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
	Develop, implement and maintain a Telemedicine platform	Telemedicine platform	0	0	20	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
	Develop real time data analytic dashboards	data analytic dashboards	10	15	15	Digital Health and Informatics Directorate
	Adoption of Health-related Emerging technologies	Health technologies in place	1	5	6	Digital Infrastructure and Development Directorate/Digital Health and Informatics Directorate
Strengthen digital health governance	Review and implement Kenya Health data governance framework	Review report, Reviewed framework, implementation reports	0	0	20	Corporate Services Directorate
	Develop and implement Digital health standards [6]	Standards in place	5	7	12	Standards and Certification Directorate
	Develop and implement cyber security framework	framework in place	4	5	0	Digital Infrastructure and Development Directorate
	Develop and implement SOPs for onboarding of systems	SOPS in place	4	6	8	Digital Infrastructure and Development Directorate
	Implement the certification standards	Standards in place	2	2	2	Standards and Certification Directorate
	Adopt AI and big data technology for predictive analytic	AI and Big Data Technologies in use	10	12	15	Digital Infrastructure and Development Directorate
	Develop key performance indicators manual	KPI Manual	0	4	0	Corporate Services Directorate

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
	Conduct data quality audit [7]	DQA reports	20	20	20	Digital Health and Informatics Directorate
	Develop implementation guide for FHIR	FHIR guidelines	5	0	0	Standards and Certification Directorate/Digital Infrastructure and Development Directorate
	Develop and implement agency branding strategy	agency brand items	10	10	10	Corporate Services Directorate
Enhance risk Management	Implement cyber security standards and procedures	cyber security standards in place	8	20	20	Standards and Certification Directorate/Digital Infrastructure and Development Directorate
	Establish National Security operation centre (SOC) & Network operation centre (NOC) & IT operation centre	NOC, SOC and IT operation centers	25	25	25	Digital Infrastructure and Development Directorate
	Develop and implement enterprise risk management policy and plan	enterprise risk management policy and plan	5	8	10	Digital Infrastructure and Development Directorate
	Develop and implement Business continuity plan	Business continuity plan	5	5	5	Digital Infrastructure and Development Directorate
Promote information security	Conduct Data Protection Impact Assessment and implement recommendation	DPIA report	5	7	6	Digital Health and Informatics Directorate
	Develop and implement security awareness and training programs	Training report	20	20	20	Digital Infrastructure and Development Directorate
	Develop and implement data protection policy	Data protection Policy	8	6	5	Digital Infrastructure and Development Directorate
	Develop and implement zero trust security strategy	Zero trust security strategy	5	3	0	Digital Infrastructure and Development Directorate
	Develop and implement e-waste management framework	E-waste management framework	5	5	5	Digital Infrastructure and Development Directorate
ORGANIZATIONAL CAPACITY						

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
Enhance Research and innovation	Establish and operationalize digital health research and innovation hub[8]	Digital Health HUB	10	10	10	Digital Infrastructure and Development Directorate
	Develop and implement digital health research and innovation plan[9]	Research & Innovation Plan	5	2	2	Corporate Services Directorate
Enhance HR Capacity	Develop and implement Human Resource Instruments[10]1	HR instruments implemented	22	35	70	Corporate Services Directorate
	Seek SRC approval on staff salary structures	Staff salary structures	2	2	2	Corporate Services Directorate
	Develop and implement staff induction pack		0.5	0.7	1	Corporate Services Directorate
	Develop and implement HR management solutions[11]	HR solutions in place	5	5	5	Corporate Services Directorate
	Digitize and automate HR processes	Digitized HR Processes in place	8	4	3	Corporate Services Directorate
	Conduct Training Needs Assessment	TNA reports	0.2	0.2	0.2	Corporate Services Directorate
	Develop and implement annual training projections	Training report	3	5	7	Corporate Services Directorate
	Develop and implement a performance management system[12]	Performance management systems in place	4	5	6	Corporate Services Directorate
	Develop and implement staff welfare programmes	Welfare programmes in place	4	4.5	5	Corporate Services Directorate
	Develop and implement a pension scheme	Pension scheme in place	2.3	3.2	3.9	Corporate Services Directorate
	Develop and implement a medical scheme	Medical scheme in place	18	25	30	Corporate Services Directorate
	Develop and implement mortgage scheme [13]	Mortgage scheme in place	100	150	180	Corporate Services Directorate
	Hold quarterly thematic workdays	Thematic day reports	1	1	1	Corporate Services Directorate
	Conduct employee satisfaction survey and implement recommendations	Satisfaction reports	0.5	0.5	0.5	Corporate Services Directorate

PERSPECTIVE/ OBJECTIVE	INITIATIVES	OUTPUT INDICATOR	YEAR 1	YEAR 2	YEAR 3	ACTOR
	Develop and implement staff retention plan	Retention Plan	0	2	2	Corporate Services Directorate
Enhance Infrastructure and facilities	Develop and implement a work environment plan	Office infrastructure plan implemented	28	35	40	Corporate Services Directorate
	Develop and implement an equipment and machinery investment plan.[14]	Equipment and investment plan	54	70	75	Corporate Services Directorate
	Conduct work environment survey and implement recommendations	Work environment survey report	0.5	0.5	0.5	Corporate Services Directorate
	Develop and implement a planned preventive maintenance schedule	Preventive maintenance schedules in place	2	2	2	Corporate Services Directorate

Annex II: Data Definition Table

OBJECTIVES	MEASURES	MEASURES DESCRIPTIONS	DATA SOURCE	COLLECTION FREQUENCY	REPORTING FREQUENCY	OWNER
Optimize Customer Experience	Customer Satisfaction index	Levels of satisfaction of our customers	Survey	Annual	Annual	Corporate Services Directorate
	Average call-wait time (sec)	The amount of time a customer spends waiting to be connected with a call center service representative, whether it's over the phone, through a chat	Call center speech and text analytics	Monthly	Monthly	Digital Infrastructure Development Directorate/Digital Health and Informatics Directorate
	% Call drop rate	Percentage of calls that are prematurely disconnected due to technical issues, before the user terminates the call	Call center total and dropped call analytics	Monthly	Monthly	Digital Infrastructure Development Directorate/Digital Health and Informatics Directorate
Enhance Financial Management	Revenue generation (Kshs. M)	The amount of revenue generated per Anum	Revenue stream reports	Monthly	Monthly	Corporate Services Directorate
	Budget absorption rate	Proportion of budgeted funds that are spent within the financial year	Financial statements, budget implementation reports	Quarterly	Quarterly	Corporate Services Directorate
Strengthen partnerships and collaboration	MOUs signed	Number of MOUs that are signed in a year	Agreement forms	Yearly	Yearly	Corporate Services Directorate
	Number of partners mapped	Number of partners that have been mapped within the year	Partner mapping documentation	Yearly	Yearly	Corporate Services Directorate
	Resources mobilized in (Kshs)	The number of resources mobilized in a financial year in millions of shillings	MOUs, Financial statements	Yearly	Yearly	Corporate Services Directorate
Improve service delivery system	% of existing systems upgraded	The proportion of systems that have been updated to a newer version or enhanced with new features	System Upgrade reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate

OBJECTIVES	MEASURES	MEASURES DESCRIPTIONS	DATA SOURCE	COLLECTION FREQUENCY	REPORTING FREQUENCY	OWNER
	% of public health agencies digitized	Number of agencies with deployed systems	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of health facilities digitized	Proportion of public facilities with fully functional deployed systems	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	No of registries established	The number of registries that have been established	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of public health facilities integrated with the HIE	Proportion of public health facilities with fully functional deployed HIE	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of Facilities using Telemedicine	Proportion of facilities that can practice Telemedicine using deployed systems	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of facilities using the LMIS	Proportion of facilities with fully functional deployed LMIS Systems	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of facilities using the track and trace systems	Proportion of facilities with fully functional deployed track and trace systems	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	No. of devices distributed to healthcare workers	Number of devices distributed to healthcare workers in public health facilities	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% of Health facilities connected to Internet	Proportion of public health facilities connected with any form of internet connectivity	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate

OBJECTIVES	MEASURES	MEASURES DESCRIPTIONS	DATA SOURCE	COLLECTION FREQUENCY	REPORTING FREQUENCY	OWNER
Enhance risk management	% of high risk mitigated	The proportion of identified high-risk issues that have been addressed and reduced to an acceptable level through risk mitigation strategies	Risk management reports	Yearly	Yearly	Standards and Certification Directorate/Digital Infrastructure and Development Directorate
	% system uptime	The percentage time a system is in full functionality	System reports	Yearly	Yearly	Standards and Certification Directorate/Digital Infrastructure and Development Directorate
	System recovery turnaround time	The amount of time it takes to complete system recovery	System reports	Yearly	Yearly	Standards and Certification Directorate/Digital Infrastructure and Development Directorate
Promote information security	No of system security audits	Number of audits carried out on system security	Audit reports	Yearly	Yearly	Digital Health and Informatics Directorate
	% of security system upgrades	Percentage of security upgrades done on the systems	System Upgrade reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% incidences averted	Percentage of the risks averted because of the measures in place	Risk management reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	No of governance framework	Number of governance frameworks in place	Frameworks and reports	Quarterly	Quarterly	Corporate Services Directorate

OBJECTIVES	MEASURES	MEASURES DESCRIPTIONS	DATA SOURCE	COLLECTION FREQUENCY	REPORTING FREQUENCY	OWNER
Strengthen digital health governance	% of digital health solutions certified	Percentage of digital health solutions that are currently certified	Digitization reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	Number of data quality audit	The number of audits done on data quality	Audit reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
	% compliance to statutory requirement	Percentage compliance to the statutory requirements	Compliance reports	Quarterly	Quarterly	Digital Infrastructure and Development Directorate
Enhance Research and innovation	No. of new innovations	Number of new innovations	Reports on innovations	Yearly	Yearly	Digital Infrastructure and Development Directorate
	No of policy briefs	Number of policy brief done in a financial year	Policy briefs	Monthly	Monthly	Corporate Services Directorate
Enhance human resource capacity	Staff in-post against approved establishment	The number of employees in the agency compared to the number authorized in approved staffing structure	HR reports	Yearly	Yearly	Corporate Services Directorate
	% implementation of approved trainings	Proportion of successful planned trainings	HR training reports	Yearly	Yearly	Corporate Services Directorate
	Employee satisfaction index	Levels of satisfaction of the employees	Survey	Yearly	Yearly	Corporate Services Directorate
	Staff performance index	Levels of performance of the staff	Survey	Yearly	Yearly	Corporate Services Directorate
Enhance infrastructure and facilities	Work environment index	Levels of satisfaction of the employees in their working environment	Survey	Yearly	Yearly	Corporate Services Directorate
	% availability of equipment and machinery	The availability of working equipment and machinery in a financial year	Survey	Yearly	Yearly	Corporate Services Directorate

Annex III: Annual Performance Measures

OBJECTIVES	INDICATORS	BASELINE	TARGET	REPORTING FREQUENCY	YEAR 1	YEAR 2	YEAR 3
Optimize Customer Experience	Customer Satisfaction index	0	80	Annual	70	75	80
	Average call-wait time (sec)	10	3	Monthly	3	3	3
	% Call drop rate	20	0	Monthly	15	10	5
Enhance Financial Management	Revenue generation (Kshs. M)	0	300	Quarterly	124.2	126.7	129.2
	Budget absorption rate	100	100	Quarterly	100	100	100
Strengthen partnerships and collaboration	MOUs signed	0	3	Yearly	1	1	1
	Number of partners	0	6	Yearly	2	2	2
	Resources mobilized in (Kshs)	100	600	Yearly	250	400	600
Improve service delivery system	% of existing systems upgraded	20	50	Quarterly	0	50	50
	No. of health agencies digitized	1	10	Quarterly	3	3	4
	% of public health facilities digitized	10	100	Quarterly	50	70	100
	No of registries established	0	6	Quarterly	6	0	0
	% of public health facilities integrated with the HIE	10	100	Quarterly	50	70	100
	% of Facilities using Telemedicine	1	20	Quarterly	5	10	20
	% of facilities using the LMIS	0	100	Quarterly	50	70	100
	% of facilities using the track and trace systems	0	100	Quarterly	50	70	100
	No. of devices distributed to healthcare workers	15,000	74,000	Quarterly	30000	20000	9000
	% of Health facilities connected to Internet	10	70	Quarterly	50	70	70
Enhance risk management	% of high risk mitigated	0	60	Yearly	60	60	60
	% system uptime	70	80	Yearly	80	80	80
	System recovery turnaround time (hrs)	0	1	Quarterly	2	2	2
	No of system security audits (per Anum)	0	2	Yearly	2	2	2

OBJECTIVES	INDICATORS	BASELINE	TARGET	REPORTING FREQUENCY	YEAR 1	YEAR 2	YEAR 3
Promote information security	% of security system upgrades	0	100	Quarterly	70	70	70
	% incidences averted	0	100	Quarterly	70	70	70
Strengthen digital health governance	No of governance framework	0	3	Quarterly	1	1	1
	% of digital health solutions certified	0	100	Quarterly	70	70	70
	Number of data quality audit(per Anum)	0	3	Quarterly	3	3	3
	% compliance to statutory requirement	0	100	Quarterly	80	80	80
Enhance Research and innovation	No. of new innovations	0	5	Yearly	1	2	2
	No of policy briefs	0	3	Yearly	3	3	3
Enhance human resource capacity	Staff in-post against approved establishment	20	375	Yearly	34	89	194
	% implementation of approved trainings	0	100	Yearly	92	92	92
	Employee satisfaction index	0	70	Yearly	60	65	70
	Staff performance index	0	90	Yearly	75	80	90
Enhance infrastructure and facilities	Work environment index	0	80	Yearly	60	70	80
	% availability of equipment and machinery	10	70	Yearly	50	60	70

STRATEGIC PLAN DEVELOPMENT TEAM

Sno		Institution	Designation
1.	Antony Lenaiyara	Digital Health Agency	CEO
2.	Dr Lily Koros	Digital Health Agency	Secretary Administration
3.	Dr Joyce Wamicwe	Digital Health Agency	Digital Health and Informatics Lead
4.	Tom Odede	Digital Health Agency	Corporation Secretary
5.	Dr Jeremiah Mumo	Digital Health Agency	Deputy Director Health Records and Information management
6.	Emma Ndirangu	Digital Health Agency	Deputy Director Office Administrative Services
7.	Diana Kamar	Digital Health Agency	Assistant Director Health Records and Information management
8.	Hellen Kabuchoru	Digital Health Agency	Assistant Director ICT
9.	Samuel Cheburet	Digital Health Agency	Assistant Director Health Records and Information management
10.	Simon Sang	Digital Health Agency	Assistant Director HRM&D
11.	Michael Malua	Digital Health Agency	Principal Internal Auditor
12.	Martha Wangari	Digital Health Agency	Senior Accountant
13.	Mary Ndorongo	Digital Health Agency	Senior ICT Officer
14.	Emmanuel Towett	Digital Health Agency	Senior Economist
15.	Nelly Tekerei	Digital Health Agency	Finance Officer I
16.	Roseline Onchoke	Digital Health Agency	Supply Chain Management Assistant I
17.	Samuel Wachira	Digital Health Agency	Assistant Health Records and Information management
18.	Grace Tarbei	Digital Health Agency	Assistant Health Records and Information management
19.	Stephen Macharia	Ministry of Health	Director Planning
20.	Mary Mwangangi	Ministry of Health	Principal Economist
21.	Silas Tomno	ICT Authority of Kenya	Director Planning
22.	Carol Langat	Kenyatta National Hospital	Chief Manager Strategy and Performance Management
23.	Johnhuss Andoyi	Kenyatta National Hospital	Manager Planning Monitoring and Evaluation
24.	George Owiso	KEHMIS	Deputy Director-Technical