



NATIONAL PRODUCTIVITY AND PERFORMANCE CONFERENCE - 2026

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KENYA SCHOOL
OF GOVERNMENT
- NAIROBI

**Theme: Productivity for Fiscal Sustainability
and Efficient Service Delivery**

Leveraging Emerging Technologies & Digital Transformation to Enhance Productivity and Performance in Public Service Delivery in Kenya

PRESENTER

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<https://productivityconference.src.go.ke>

Presentation Overview

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Labour, allocative & total factor productivity in public service

02

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Kenya's Digital Masterplan, AI Strategy, GEA & GIF

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Eight priority actions for measurable gains

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The Way Forward

Digital Productivity Roadmap 2026–2032

Defining Productivity in Public Service

PRODUCTIVITY = Volume & quality of outputs per unit of labour, time, or financial input

PERFORMANCE = Efficiency, effectiveness, quality, accessibility, transparency & timeliness

Labour Productivity

- Output per public servant per unit time
- Services processed, applications completed
- eCitizen: daily transactions ↑ 300%+
- Officers serve more citizens with less admin

Example: eCitizen grew from KES 20M to KES 900M daily revenue

Allocative Efficiency

- Resources directed to highest-value uses
- IFMIS: budget execution & procurement integrity
- Reduced wastage, leakages & duplication
- Data-driven policy decisions and targeting

Example: IFMIS adoption → 42.2% improvement in financial management quality

Total Factor Productivity

- Overall output from ALL inputs combined
- Technology amplifies every unit of effort
- Cloud & automation lower marginal costs
- Scales without proportional staff growth

Example: 22,000+ eCitizen services with same government workforce

Kenya's Policy & Digital Strategic Framework

Kenya National Digital Masterplan 2022-2032 — Four Strategic Pillars

01
Digital Infrastructure

100,000 km fibre
25,000 hotspots
1,450 digital hubs

02
Digital Gov Services & Data

eCitizen services
GEA & GIF launched 2026
Cloud-First Policy

03
Digital Skills

Digital Hubs
RCOC
DigiKen Innovation Hubs
AI literacy programme

04
Digital Innovation & Enterprise

National AI Strategy 2025–30
Konza Cloud
BPO/GBS expansion

Enabling Regulatory Architecture

Data Protection Act (2019) Legal basis for data collection & processing; ODPC established 2023

National AI Strategy (2025–2030) 6 pillars: Infrastructure, R&D, Talent, Governance, Investment, Ethics

Cybersecurity Strategy (2022–2027) Protects critical information infrastructure across public sector

Kenya Cloud Policy (2025) Cloud-first mandate; data sovereignty & classification standards

GEA & GIF (April 2026) Whole-of-government interoperability standards for all MDAs

National Data Governance Policy Expected July 2026 — addresses fragmented systems & standards

Global Benchmarks: Technology as a Driver of Productivity & Digital Economy Growth

Digital Economy % of GDP | Latest official figures from national statistics offices — linked to technology-driven productivity gains

MALAYSIA

MyDigital & Madani Economy Framework

23.4%

of GDP | Latest official: 2024

RM 451.3 billion

DOSM ICTSA 2024 (published Oct 2025)

2025 target: 25.5% of GDP (MDEC)

HOW TECHNOLOGY ENHANCES PRODUCTIVITY

Cloud-first mandate: all agencies since 2021 — eliminates duplicated ICT infrastructure across 26 ministries

MyDigital ID: centralised national digital identity enabling seamless citizen-government interaction

Shared platform model: modelled on Singapore GovTech — proven to reduce per-agency ICT costs

Digital investment: key driver of Malaysia's 5.1% overall GDP growth in 2024 (MDEC, Feb 2025)

KEY OUTCOMES

- ▶ 90%+ government services digitised
- ▶ ICT: 3rd-largest national GDP contributor
- ▶ ICT workforce: 1.24 million (7.8% of total)

SINGAPORE

GovTech — Whole-of-Government Digital Platform

18.6%

of GDP | Latest official: 2024

S\$ 128.1 billion

IMDA Digital Economy Report 2025 (Oct 2025)

Growing 12%/yr vs. 7.3% overall GDP growth

HOW TECHNOLOGY ENHANCES PRODUCTIVITY

GCC Next: whole-of-gov cloud platform — shared infrastructure cuts per-agency ICT costs significantly

MyInfo: pre-fills all government forms with verified data — eliminates officer re-entry workload

"Golden path": standardised shared tech platforms; GovTech embeds enabling staff inside agencies

214,000 tech jobs: generated by the digital economy in 2024 — high-value, high-productivity roles

KEY OUTCOMES

- ▶ DE = S\$1 of every S\$6 of national GDP
- ▶ Top 3 globally — UN e-Government Index
- ▶ Non-ICT sectors generate 2/3 of DE value

VIETNAM

National Digital Transformation Programme

14.02%

of GDP | Actual full-year: 2025

US\$ 72.1 billion

Vietnam NSO / Min. of Science & Technology, Jan 2026

2025 target met; 2030 target: 30% of GDP

HOW TECHNOLOGY ENHANCES PRODUCTIVITY

VNeID: national digital ID system enabling access to all government services online

Service digitisation: 70%+ administrative services online — high-volume routine services drive fast gains

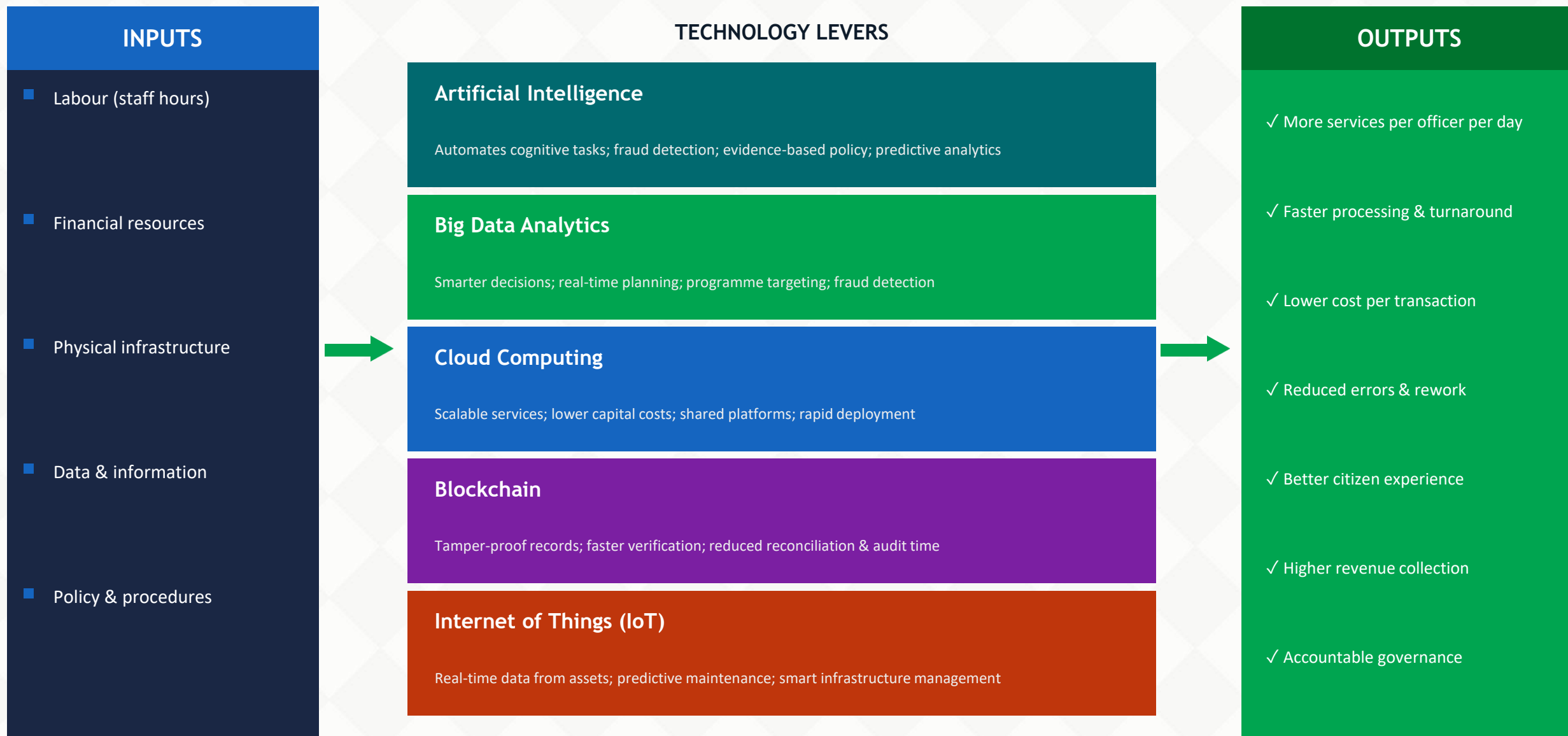
Fastest-growing DE: digital economy grew at 14.6% in 2025 — well above national GDP growth rate

2030 vision: 30% of GDP from digital economy (Resolution 57-NQ/TW, Politburo target)

KEY OUTCOMES

- ▶ DE grew 1.64x from 2020 to 2025
- ▶ Top 50 UN e-Gov improver (2024 index)
- ▶ DE value-added up 14.6% year-on-year

How Technology Drives Productivity & Performance



Kenya's Digital Transformation: Key Achievements

22,000+

eCitizen services
(Dec 2022: only 356)

~ KES 900M

daily revenue collected
(was KES 60M — +300%)

37,000+ km

fibre optic infrastructure
deployed nationally

78.4M

mobile subscriptions
Q2 2025/26

62.0M

internet subscribers;
83.2% on mobile broadband

84.8%

adults financially included
via mobile money (M-Pesa etc.)

Flagship Digital Platforms Driving Productivity

eCitizen Platform

22,000+

govt services online
(from 397 in 2022)

~ KSh 1B

daily revenue collected
(from KSh 60M)

PRODUCTIVITY GAINS

- 13.5M+ registered users; 500,000 daily visits to the platform
- Single sign-on across all national & county government services
- Consolidated paybill 222222 — 1,130 fragmented paybills closed
- PFM eCitizen Regulations 2026 — full statutory legal framework

PERFORMANCE OUTCOMES

- Eliminated physical queues — 24/7 digital access from any device
- Revenue grew 1,567%: KSh 60M to KSh 1B daily (PS Kipsang, 2025)
- Auditable, traceable transactions — reduced fraud & corruption

Social Health Authority (SHA)

30.97M

Kenyans registered
= 58% of population

2,779

facilities transacting
on SHA digital claims

PRODUCTIVITY GAINS

- 8 integrated data systems across all 47 counties — real-time intelligence
- 5,549 active facilities; 2 counties (Mandera & Wajir) at 100% transacting rate
- Biometric Health ID links patient identity, facility & claims digitally
- KSh 11B in fraudulent claims blocked (Oct 2024–Apr 2025, MoH audit)

PERFORMANCE OUTCOMES

- Mombasa leads SHA coverage at 80.8%; national average 58% of population
- Projected KSh 133B/yr revenue vs KSh 78.8B under NHIF (+69%)
- 4.5M treated under primary fund; 2.2M under specialised care (Jul 2025)

UHR & Maisha Namba

20,000

ghost workers identified
& removed from payroll

13M+

Maisha Namba digital
IDs issued to date

PRODUCTIVITY GAINS

- UHR consolidates HR data for all national & county government
- KSh 5.7B in off-payroll payments identified & plugged (Controller of Budget)
- Birth registrations now processed online via Maisha Namba
- Passport processing cut from weeks to 7 days normal / 24 hrs emergency

PERFORMANCE OUTCOMES

- Single ID across SHA, KRA, IEBC, Immigration — eliminates re-entry
- Faster personnel actions & payroll accuracy across all public service
- Wage-bill integrity: duplicate & fraudulent entries eliminated

Emerging Technologies: AI, Big Data & Cloud Computing

Artificial Intelligence

National AI Strategy 2025–2030 | 6 Priority Areas

- RCOC: civil servants building AI literacy across MDAs
- GPRS Dashboard System: Reporting using Llama Use Case
- 15 DigiKen Innovation Hubs target 4,500 direct jobs by 2027
- Priority sectors: health, education, agriculture, revenue administration
- Governance framework: ethics, bias, transparency & accountability built in

Productivity Impact: Automates cognitive tasks; officers handle more cases with better decision support

Big Data Analytics

High Potential — Underutilized Resource

- Enables real-time service delivery planning for county governments
- OGP open data commitments lower barriers to data access
- Fraud detection: better targeting of public expenditure leakages
- Replaces fragmented manual analysis with integrated data-driven insights
- World Bank: Big Data identified as primary enabler of government productivity

Productivity Impact: Better forecasting, improved targeting, stronger monitoring of government results

Cloud Computing

Kenya Cloud Policy 2025 | Cloud-First Mandate

- Pay-per-use model eliminates high capital ICT infrastructure expenditure
- Konza Cloud: sovereign compute backbone for national public services
- AI workloads and national data sovereignty anchored locally
- Shared services across all MDAs — scales without hardware investment
- May 2026 forum: data centres as strategic national economic assets

Productivity Impact: Shorter deployment times, shared services, better availability & disaster recovery

Blockchain & IoT – Technology Impact Summary

Blockchain

- Single source of truth for all government documents
- Tamper-proof records at Huduma Centres
- Accelerates import/export document processing (KEBS, KRA, KPA)
- Land titling & affordable housing programme support
- Maisha Namba integration — secure digital identity service

Productivity Impact: Reduces verification & reconciliation time; lowers fraud; strengthens accountability

Internet of Things (IoT)

- Sensor networks for rural water pump monitoring & maintenance
- Smart city infrastructure at Konza Technopolis
- Predictive maintenance — anticipates failures before they occur
- Environmental & public infrastructure real-time data collection
- IoT + AI + Big Data = predictive governance capabilities

Productivity Impact: Reduces manual inspections; faster maintenance response; better service continuity

Technology Impact Summary Across Governance Dimensions

Technology	Automation	Decision Support	Service Delivery	Efficiency Gain
Artificial Intelligence	High	Very High	High	Labour cost & time savings
Big Data Analytics	Medium	Very High	Medium	Better targeting & forecasting
Cloud Computing	High	Medium	Very High	Lower capital & marginal cost
Blockchain	Medium	Low	High	Trust, fraud reduction
IoT	High	Medium	Medium	Predictive maintenance

Key Challenges to Technology-Driven Productivity

01 Fragmented Systems

5 Billion

govt records still to be digitised

Kenya Digital Master Plan Target

- Kenya Digital Master Plan: 5B legacy govt records across 80+ MDAs remain in analogue form
- 10,000 government endpoints now protected with XDR — ICT Sub-Sector Report FY 2026/27
- National Public Key Infrastructure (NPKI) operationalised in 5 MDAs to date
- Siloed systems block real-time inter-agency data sharing and audit trails
- Manual workflows drive processing delays, error rates & leakage across service delivery

02 Weak Data Governance

184

ODPC compensation orders issued — Jan 2026

ODPC Annual Report FY 2025/26

- Kenya Privacy Scorecard 2024: national privacy index at 40% — down from 47.3% in 2023
- 2 out of 3 State agencies still not registered with the ODPC as of April 2025
- ODPC issued 16 enforcement notices to non-compliant data controllers in FY 2025/26
- Total compensation payouts topped KSh 30 million from 2025 cases alone (Jan 2026)
- 1,529 data-breach complaints received, investigated & determined within 90 days in FY 2025/26

03 Cybersecurity Threats

3.3B

cyber threats detected — Q3 Jan–Mar 2026

CA Kenya Q3 2025-26 (Jan-Mar 2026)

- CA Kenya Q3 2025-26 Report: 3.37B threats detected Jan–Mar 2026 (41st Edition, Apr 2026)
- Peak: 4.6B threats in Q2 Oct–Dec 2025 — a 441% surge in a single quarter (CA Kenya)
- 68.7M malware attempts targeted at Critical Information Infrastructure — Jan–Mar 2026
- 46.4M brute force attacks; govt systems, ISPs & cloud providers are primary targets
- KSh 29.9B (US\$230M) estimated cybercrime losses to Kenya in 2025 — Smartcomply/TechCabal

Strategic Recommendations

R1

Legislate Interoperability

Enact law mandating GEA/GIF compliance — move from policy to enforceable standards for all MDAs with designated compliance authority

R2

Accelerate Digitization

Priority programme: digitize manual records; automate high-volume services with explicit productivity targets and timelines

R3

National Data Governance

Finalize & operationalize Data Governance Policy (July 2026); common data models, metadata standards, and secure sharing protocols

R4

Strengthen Cybersecurity

Full National Cybersecurity Strategy implementation; systematic risk assessments; fill 45,000+ cybersecurity vacancies across public sector

R5

Scale AI & Emerging Tech

Structured AI pilot programme across health, agriculture, education & revenue administration with clear governance, ethics & accountability

R6

Bridge the Digital Divide

Targeted broadband & hub investments in 23 underconnected counties; community digital skills programmes; public-private financing models

R7

Build Institutional Capacity

Strengthen ICT & data governance units in all MDAs; embed digital transformation KPIs in performance contracting frameworks

R8

Culture of Continuous Learning

Mechanisms for pilot lessons-sharing; academic-industry-civil society partnerships; user feedback loops into system design and improvement

The Way Forward: Kenya Digital Productivity Roadmap

IMMEDIATE 2026-2027

1

- Enact interoperability legislation

- Finalize National Data Governance Policy

- Launch Manual records digitization programme

- Deploy full National Cybersecurity Strategy

SHORT-TERM 2027-2028

2

- Scale AI pilots: health, agriculture, revenue

- GEA/GIF compliance in all MDAs

- Connect 23 underserved counties with broadband

- Embed digital KPIs in performance contracts

MEDIUM-TERM 2028-2030

3

- Whole-of-government shared tech platform

- AI-powered predictive service delivery

- 90%+ identified government services fully digitized

- Bridge rural-urban digital divide

VISION 2032 Digital Kenya

4

- Top 10 e-Government in Africa (UN Index)

- Digital economy at 20%+ of GDP

- Every county fully connected & productive

- Self-learning, data-driven public service

Key Conclusions

- Strong FOUNDATIONS in place: Digital Masterplan, AI Strategy, GEA/GIF, eCitizen 22,000+ services, IFMIS, UHR
- RESULTS ARE VISIBLE: eCitizen revenue +300%, 78.4M mobile subscriptions, 84.8% financial inclusion
- GLOBAL LEADERS show the path: Technology + Legislation + Institutions = sustained productivity gains (Estonia, Singapore, Rwanda)
- FULL POTENTIAL UNREALIZED: Fragmented systems, cybersecurity threats, digital divide & skills gaps must be urgently addressed
- ★ **THE PRIZE: An efficient, accountable, citizen-centric Kenya public service — productivity gains equitably realized across all 47 counties**

Thank You

