

**GUIDELINES FOR IMPLEMENTATION OF THE
DIGITALIZATION OF GOVERNMENT SERVICES
PERFORMANCE CONTRACT INDICATOR FY 2026/2027
(23RD CYCLE)**

PRESENTATION BY

Directorate of Digital Government and Data Governance

State Department for ICT and Digital Economy

September, 2026

INTRODUCTION

- The Government continues to prioritize Digital Transformation as a key enabler of efficient, transparent, secure and citizen-centric service delivery.
- In line with the Performance Contracting Guidelines for FY 2026/27 (23rd cycle), Digitalization of Government Services indicator requires all Ministries, Counties, Departments and Agencies (MCDAs) to institutionalize the implementation of the Government Enterprise Architecture (GEA) and Government Interoperability Framework (GIF).
- The GEA and GIF provides a common framework for **aligning business processes, data, applications and technology investments** with Government priorities while promoting interoperability, standardization, efficient utilization of public resources, enhanced cybersecurity and seamless delivery of Government services.

The Digitalization Indicator

- Aims to facilitate MCDAs to;
 - Develop Institutional Enterprise Architecture.
 - Establish a comprehensive ICT systems and API inventory.
 - Re-engineer core prioritized services.
 - Digitalize the re-engineered services and onboarding onto e-Citizen portal where applicable.

Why the GEA

Despite significant Government investments in Digital Transformation various challenges persist

- I. Systems become fragmented
- II. Investments are duplicated
- III. Data remains siloed
- IV. Services fail to integrate leading to limited interoperability
- V. Inconsistent standards and cyber security measures

Result: Lack of citizen trust and digital services that do not scale up.

Importance of the GEA (Whole of Government Approach)

- I. **Government Enterprise Architecture (GEA)** is the Government of Kenya's authoritative Whole-of-Government framework and management discipline for planning, designing, integrating, and governing the evolution of public sector institutions, services, information, and technology.
- II. It provides a structured approach for understanding how Government currently operates and directing its transformation toward a coordinated, efficient, secure, and digitally enabled future state in which Government functions as a Single, Integrated Enterprise.
- III. Ensures that Government operates cohesively rather than as a collection of independent systems and initiatives.

CONT.

- IV. It assesses the current (“as-is”) environment, including institutional mandates, policies, services, processes, data ecosystems, applications, infrastructure, and operational capabilities, and **defines a clear pathway toward a desired (“to-be”) architecture** that supports National Development Priorities, improves service delivery outcomes, strengthens accountability, and optimizes the use of public resources.
- V. Adopts an **enterprise-wide perspective** that ensures business capabilities, information assets, digital platforms, and technology infrastructure are **coherently designed, integrated, and governed across institutional boundaries**.
- VI. Promotes **interoperability, reuse of shared platforms and services, standardization, and evidence-based decision-making**, enabling Government to respond effectively to evolving policy demands, technological change, and emerging risks.

Step by step guidelines on the sub-indicators

1. Institutional Enterprise Architecture

- MDCAs are expected to develop and customize their Enterprise Architecture (EA) to their domain-specific and sector-specific architectures aligned to the mandates.
- This shall entail:

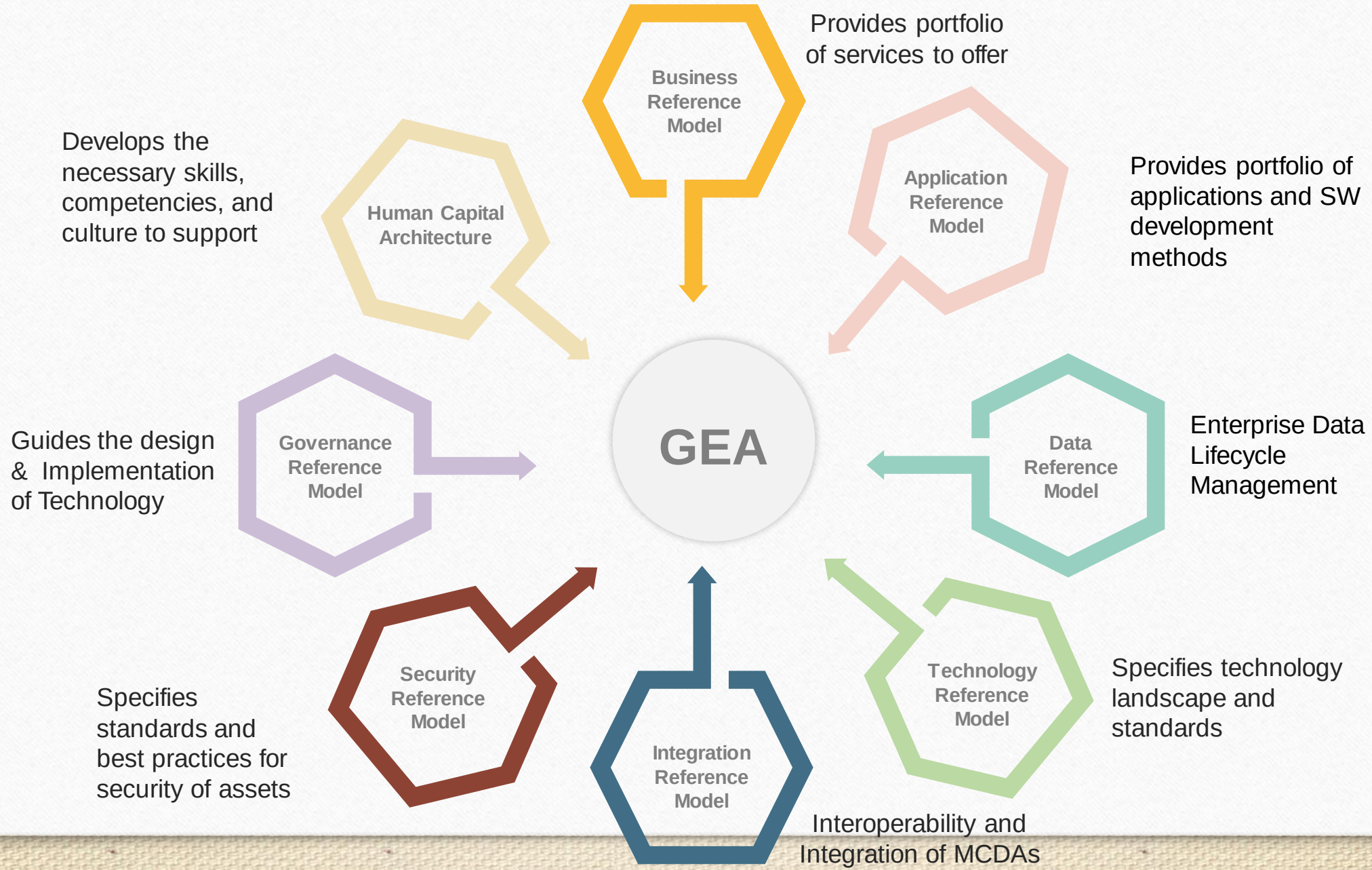
i. Definition of sector and agency value streams and services (Value streams represent the end-to-end flow of activities that deliver value to citizens, businesses, or internal stakeholders).

ii. Design Business, Data, Application, Integration, Technology, Security, and Human Capital Architectures relevant to their domain

- **Business processes/ Business Architecture:** Defines what the organization does, its goals, and how work gets done.
- **Data architecture:** Information (Data) Architecture: Manages how information is created, stored, and shared. Describes the government's core data assets are managed and utilized.

CONT.

- **Applications:** Maps out the software programs the institution uses to automate business processes and manage data.
 - **Technology infrastructure:** Outlines the physical hardware, network infrastructure and cloud solutions that hosts applications.
-
- **Governance:** Rules and standards for purchasing and building technology. Establishing decision-making structures, policies, and processes to manage and enforce the GEA.
 - **Security Architecture:** Protecting the confidentiality, integrity, and availability of Government information and technology assets.
 - **Integration Architecture:** Ensuring seamless data flow, process orchestration, and communication across government entities and systems. Inter-Ministry reporting, workflow & Data Integration.
 - **Human Capital Architecture:** Skills Development, Workforce Planning and Change Management. Developing the necessary skills, competencies, and culture to support a digitally transformed Government.



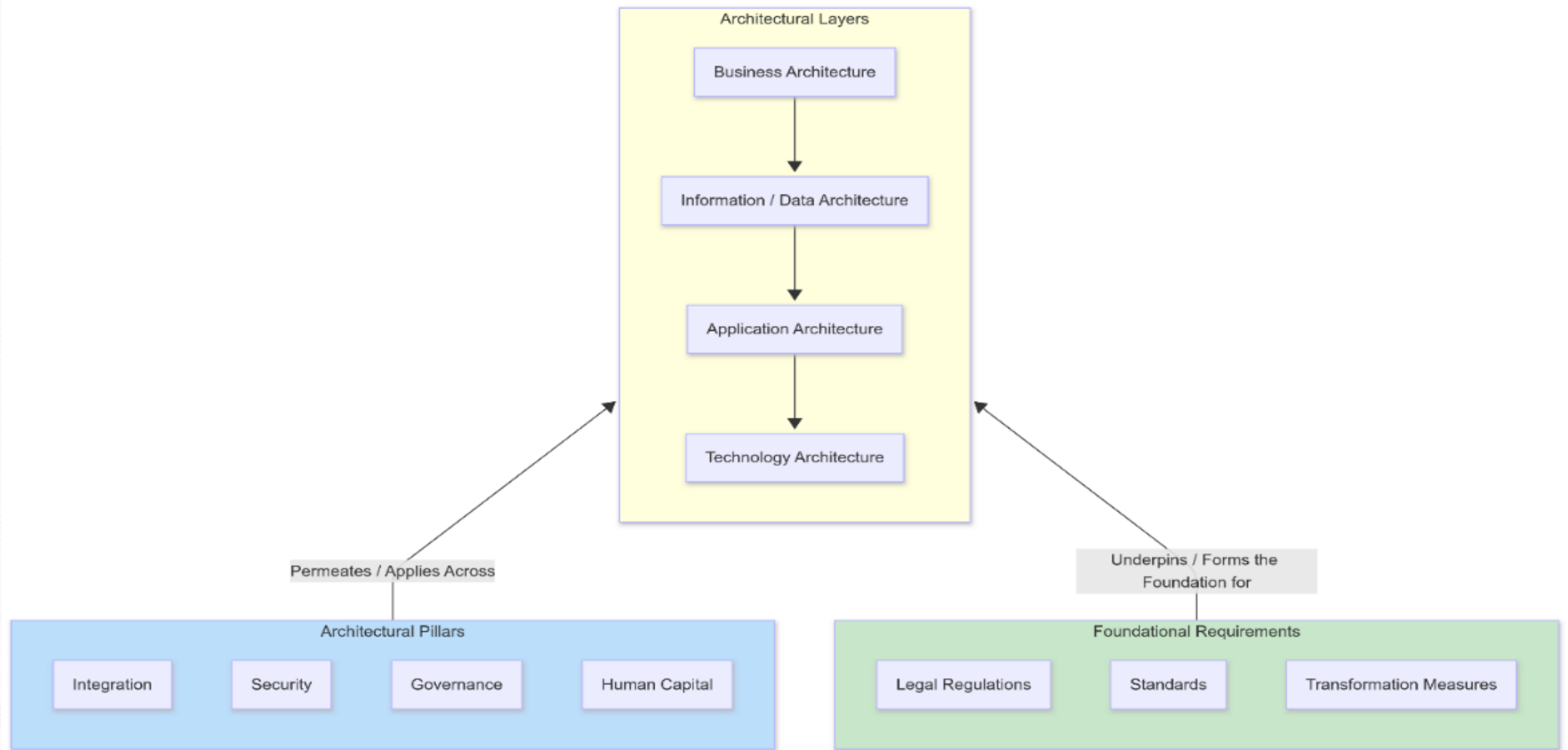
Business Architecture Layer

- Business Architecture defines how Government organizes its capabilities, services, value streams, and operating model to deliver measurable public value in alignment with national policy, fiscal priorities, and Whole-of-Government mandates. It establishes a common blueprint that ensures coherence across MCDAs.
- At the core of the Business Architecture is the **‘Service’** concept whether it is citizen-facing, back office anchored in clearly defined business capabilities and supported by shared national platforms.
- It attempts to answer key enterprise questions:
 - i. Why do we exist (purpose)?
 - ii. What services and functions do we perform?
 -  iii. Who are the stakeholders involved? 

Cont.

- i. How fast and effectively can services be delivered?
 - ii. How much value do these services generate in relation to cost and outcomes?
-
- iii. What capabilities must government build or strengthen to deliver strategic outcomes?
 - iv. How are services funded and governed across their lifecycle?
 - v. What risks could affect service delivery continuity?
- **Business Architecture (BA)** forms the **foundational layer** of GEA, defining its core functions, services, and strategic objectives from a citizen-centric perspective and provides the base upon which the other architecture domains, Information, Application, Technology, Security, and Governance are built and aligned.

GEA Architectural Layers and Supporting Pillars



CONT.

iii. Identify shared service opportunities and dependencies

- These are functions or capabilities that can be **centralized and reused** across multiple business units or agencies (Data centers, digital payment gateways, unified portals, HR, finance, procurement).
- Dependencies show how systems, processes, or data flows rely on one another — essential for risk management and planning.

iv. Develop Transformation Roadmap aligned to Institutional Priorities

- Translate high-level institutional goals into actionable, time-bound initiatives across technology, people, and processes. It's where enterprise architecture becomes a strategic enabler for public value.
- The developed **Institution Enterprise Architecture** shall be submitted to the State Department for ICT and Digital Economy for **approval**.
- The EA shall be reviewed annually and updated to reflect evolving Digital Government frameworks.

Summarized steps in Development of Institutional EA

1. Define sector and agency value streams and services
2. Map the identified services (AS-IS) and (TO- BE) processes
 - Baseline (As-Is) Organizational Assessment: Review existing processes, roles, legal mandates and governance gaps
 - Target (To-Be) Organizational Operating Model: Define future integrated process models, governance and collaboration structures
 - Gap Analysis: Compare As-Is and To-Be to identify changes in the business workflows, skills, governance and mandates
3. Design Business, Data, Application, Integration, Technology, Security, and Human Capital Architectures
4. Identify shared service opportunities and dependencies
5. Develop Transformation Roadmap aligned to Institutional and National Priorities (WoG)

What is key to note

- By applying systematic baseline (“as-is”) and target-state (“to-be”) architecture analysis, GEA enables MCDAs to:
 - I. Identify duplication, fragmentation, and capability gaps
 - II. Rationalize applications, data assets, and infrastructure
 - III. Define coherent transformation roadmaps aligned to national priorities
 - IV. Coordinate investments across institutional boundaries
- GEA, therefore, serves as the **architectural backbone of the WoG** operating model, ensure that all **digital initiatives** whether Sector, Department or Agency specific or cross-cutting the Government ecosystem, contribute to a coherent, interoperable, and reusable Government Digital Services that deliver measurable value to Citizens and all Stakeholders.

2. ICT Systems and API Inventory/Register

- MCDAs shall establish and maintain a comprehensive inventory/register of ICT systems, applications, and APIs.

a) ICT Systems / Applications Inventory

- **System details:** Name, type (ERP, CRM, HR system, etc.), purpose, and description.
- **Ownership and maintenance responsibility:** Department or individual responsible.
- **Lifecycle status:** Development, testing, production, or decommissioned.
- **Dependencies:** Links to other systems, integrations, or data sources.
- **Compliance metadata:** Licensing, vendor contracts, and regulatory requirements.

CONT.

b) API Inventory/Register

- **API metadata:** Title, description, type (REST, SOAP, GraphQL), and version.
- **Endpoints:** URLs, schemas, and contracts.
- **Ownership & contacts:** Who manages the API.
- **Lifecycle stage:** Testing, production, deprecated.
- **Documentation links:** External or internal references.
- **Security context:** Authentication methods, sensitivity of data, exposure risks.
- **Tracking data:** Usage statistics, performance metrics, and error logs

The inventory shall be submitted to the State Department for ICT & Digital Economy (SDICT&DE) through the digitalization portal.

3. Core Services Identification and Prioritization

- MCDAAs shall identify Core Services (citizen centric and back office services) and Prioritize for Business Process Re-engineering

4. Re-engineering of Core Services

- MCDAAs shall re-engineer at-least two core services end-to-end.

Re-engineering shall focus on:

- Eliminating redundancies
- Streamlining workflows
- Enhancing user experience
- Documentation shall include: current (“AS-IS”) processes, challenges, and re-engineered (“TO- BE”) processes.

5. Digitalization and Onboarding to e-Citizen platform

- MDAs shall digitalize at least the two re-engineered services and on boarded to e-Citizen platform where applicable

6. Data Protection and Cybersecurity

- MDAs must implement measures on:
 - Cybersecurity risk management
 - Business continuity strategies
 - Data protection compliance
- All digitalized services must adhere to the Data Protection Act and relevant ICT standards.

REPORTING AND MONITORING

- MCDAs shall submit quarterly reports on each sub-indicator via the online digitalization portal (<https://digitalization.ict.go.ke>).
- Performance will be assessed against the five sub indicators:
 - I. Institution Enterprise Architecture developed (40%)
 - II. ICT Systems and APIs Inventory/ Register established (40%)
 - III. Core Services Identified and Prioritized for Business Process Re-engineering (5%)
 - IV. At Least two Core Services Re-engineered End-to-End (10%);
 - V. Digitalization of at least two Re-Engineered Services and Onboarding onto e-Citizen where Applicable (5%)

WAY FORWARD

1. MCDAs to nominate two Government Enterprise Architecture (GEA) focal point officers and submit nomination letters through digitalization@moict.go.ke
2. Undertake comprehensive capacity building and training for the nominated Officers to strengthen their competences in GEA Implementation and Governance.
3. Submit the Institution's ICT Systems and API Inventory/Register through digitalization portal at <https://digitalization.ict.go.ke>.
4. Submit the Institutional Enterprise Architecture through Online Audit and Compliance Tracking Dashboard integrated with the digitalization portal (<https://digitalization.ict.go.ke>) for compliance monitoring and reporting.

Conclusion

- GEA implementation will typically follow an agile iterative, risk-aware, and enforceable approach, drawing from established TOGAF's Enterprise Architecture methodology and Agile architecture practices.
- The methodology explicitly recognizes that architecture is not delivered once, but will evolve iteratively through controlled change, continuous learning, and incremental value realization.
- The transition will occur across three main phases: Foundational (Year 1–2), Expansion (Year 3–5), and Maturity (Year 6–10).

End

Thank you!