



THE COUNTY ASSEMBLY OF NYAMIRA

ICT STRATEGIC PLAN 2017

JANUARY 2017-2022

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LIST OF ACRONYMS

CASB	–	County Assembly Service Board
MCAs	-	Member of County Assembly
GoK	-	The Government of Kenya
ICT	-	Information Communication Technology
MDG	-	Millenium development goals
M&E	-	Monitoring and evaluation
LAN	-	Local area network
NOFBI	-	National optic fiber backbone infrastructure
CCTV	-	Closed circuit television
CAN	-	County Assembly of Nyamira
ICTA	-	Information & Communication Technology Authority

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EXECUTIVE SUMMARY

County Assembly of Nyamira faces significant challenges in delivering organisational efficiencies and improvements. This means taking significant steps to control and reduce operational costs while improving public satisfaction in the face of steadily increasing demand.

The County Assembly of Nyamira ICT Strategy for 2017-2022 reflects a number of changes in our approach to ICT strategic planning to meet this need. This strategy has to be focussed almost exclusively on the capabilities of the County Assembly of Nyamira, ICT delivery Service and on technological directions. In taking a more holistic view, this Strategy starts to recognise the pervasive nature and benefits of ICT as an asset to County Assembly of Nyamira -M.C.As, public and staff - and a growing need to extend ICT investments to real assembly benefits. It also recognises the need for the entire County Assembly of Nyamira to be engaged with the ICT Strategy and for it to address its needs.

It is intended that along with actions outlined in this strategy will improve the alignment of ICT delivery with the needs of the staff in delivering services to the County Assembly of Nyamira and the public. Detailed analysis of the current situation around the ICT environment and operating model on public satisfaction has been key in establishing current and emergent issues and risks. The impacts associated with relevant Strategic Risks - Information Governance, ICT availability and reliability and ICT Governance have also been considered throughout. Delivery of the approach set out in this Strategy and the operation of the ICT Governance framework are both key control measures in the mitigation of these risks.

In drawing these requirements together, the ICT Strategy presents 5 overarching goals:-

- **Reduce costs and improve returns for ICT**
- **Improve institution Satisfaction in the ICT Service delivery**
- **Deliver the systems and technical architecture for the County Assembly of Nyamira**
- **Protect and improve the use of information**
- **Improve outcomes by harnessing ICT skills & innovation**

These are underpinned by detailed actions and strategic measures to deliver these goals and provide transparency on our progress to achieving them. If properly executed and supported, this will deliver an ICT environment and operating model which is more reliable, simpler, cheaper and far more responsive to the institutional needs. In turn, this platform will enable greater sharing of resources and innovation - essential if we are to "do better with less". Long-standing and increasing issues around complexity, duplication and the number of "legacy elements" within the ICT environment must also be addressed if we are to achieve the savings required across our institution. This means greater standardisation of key systems and processes, balancing competing demands for optimal outcomes.

Success in "doing better with less" is linked to ensuring that skilled and professional front-line staff are effectively enabled in terms of improved productivity, enhanced collaboration, more reliable and flexible access to information and systems. These means using ICT to deliver more routine services directly (including self-service) and enabling skilled staff to focus more of their time on the professional activities which will deliver improvements to the institutions key outcomes.

Given these demands and changes, it is clear that the County Assembly of Nyamira must redevelop the way it delivers ICT. This means changes in the way ICT is provided, supported, consumed and delivered. More services will be provided or hosted externally in partnership with other public or private sector organisations. The County Assembly of Nyamira's ICT Service will need to improve and change its skills, processes and responsibilities in response to these changes. It's likely that the institution will share more systems, services and technology with each other and with partner agencies. Work with Finance, Procurement, Human resource, Table office, Research and Security. This is to replace legacy systems currently being undertaken with that aim in mind, potentially implementing externally hosted ICT solutions to reduce costs and enable future sharing opportunities.

This shall enable the M.C.As and staff to use technology for legislative purposes, changing significantly as reflected throughout the ICT policy. Further growth in demand for technology-based citizen contact and engagement (e.g. Web, social networking, smartphones) are expected over the next 5 years. These will provide opportunities for improved service delivery if they are properly considered and planned for, but reputational damage if they are not. The most obvious and immediate impacts to the County Assembly of Nyamira will be in the way that stakeholders engage and interact with us. Greater demands for transparency, easier access to information and simpler, more personalised approaches will feature strongly. Failure to address this will drive towards greater automation and self-service to reduce costs could result in public dissatisfaction.

For the greater County Assembly of Nyamira, partners and public demands for access to information and services are also a significant consideration. A more open and accessible environment is not only achievable but essential and it needs to be balanced with our on-going responsibility to protect and secure data.

PREFACE

Development of the County Assembly of Nyamira's ICT Strategic Plan (2017-2022) is certainly a remarkable development. We hold that this Plan defines our 'North Star'. It defines our path, journey and destiny. The Plan will help us to be more focussed. It will help us harness our limited resources and direct the energies to what is most important.

This ICT Strategic Plan outlines the objectives and activities that will guide us in deepening our legislative assembly culture and improving the administrative mechanisms of our institution. The Plan contains a clear Vision, Mission and Core Values for the department as well as a set of Strategic Objectives that the department will aim to achieve over the period.

On behalf of the ICT department, it is my enormous privilege to present this Strategic Plan. I invite the CASB, Clerk of the County Assembly of Nyamira, departments and all stake holders to embrace our Vision, Mission and Strategic Objectives and to work with us to further improve service delivery.

This is a departmental tool that seeks to define the path of the institution in terms of executing ICT related core activities. For purposes of accountability, monitoring and evaluation, there will be a concrete implementation framework with realistic annual work-plans for the department as whole as well as specific annual departmental work-plans.

Although this Strategic Plan is for the ICT department it belongs to the whole County Assembly. We are eternally reminded that the department exists and serves the County Assembly. The department does not exist for itself. The department must speak to the realities of the County Assembly of Nyamira. The reality of the MCAs and staff of the County Assembly of Nyamira on departmental levels will remain of critical concern to service delivery. That is the reason this department exists. We "**ARISE**"!

May I take this opportunity to sincerely thank the County Assembly Service Board, the Clerk and the members of the department for fully participating in the crafting of the ICT Strategic Plan. We look forward to full realization of the strategic objectives and activities which have been set out in the Plan.



Linet Mokaya, H.O.D

ICT Department

County Assembly of Nyamira

CHAPTER ONE

1.0 Overview

This chapter provides the background information and discusses the County Assembly of Nyamira ICT development status, focus and the department's mandates.

1.1 Overview of County Assembly of Nyamira

The County Assembly of Nyamira was created by the Constitution of Kenya 2010 and operationalised by the County Government Act No. 17 of 2012. Article 7 of the County Government Act outlines Membership of the county assembly and in addition to the members who are elected under Article 177(a), or nominated under Article 177(b) and (c) of the Constitution; and (b) the speaker, who is an ex officio member elected in accordance with Article 178 of the Constitution.

Role of the county assembly

(1) The county assembly shall—

- a. Vet and approve nominees for appointment to county public offices as may be provided for in this Act or any other law;
- b. Perform the roles set out under Article 185 of the Constitution;
- c. Approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
- d. Approve the borrowing by the county government in accordance with Article 212 of the Constitution;
- e. Approve county development planning; and
- f. Perform any other role as may be set out under the Constitution or legislation. No. 17 of 2012 [Rev. 2012] County Governments.

1.2 Mandate of the ICT department in the County Assembly

- a) To develop ICT policy and ICT strategy
- b) To Automate core services
- c) To Maintain server functions
- d) To provide Data management services
- e) To design, develop and maintain the Website
- f) To provide technical support to the members of the county Assembly and staff
- g) To provide and maintain secure user friendly information systems
- h) To distribute computer hardware, peripheral and computer consumables
- i) To provide hardware and software support which includes installation and servicing
- j) To provide software maintenance and troubleshooting,

- k) To solve user problems and assisting them whenever need arises
- l) To provide network administration
- m) To provide administration of emails, intranet, extranet and internet facilities
- n) To provide computer training for the staff and MCA's

1.3 ICT as an enabler

The ICT department must be strengthened since it supports operations of all other departments of the county assembly.

1.4 ICT development status

ICT is a growing aspect in the global phenomena that has impacted positively to the economy, political and social environments. This therefore presents the ICT contextual and situational analysis of the current state of the County Assembly in line with the global and national ICT standards and plans.

According to the National ICT Master Plan, three critical actions that need to be undertaken in order to lay a basis of Kenya transitioning to a Knowledge Society and positioning the country as a regional ICT hub by developing quality ICT infrastructure, developing integrated and secure information infrastructure and developing critical mass of high-end ICT human capital were identified as;

1.3.1 ICT Human Capital and Workforce Development

The development of quality ICT Human Resources is a pre-requisite to the development of a viable ICT sector. It ensures that ICT development, implementation and exploitation are an integral and sustainable component of development. County Assembly staffs require basic and specialised ICT training and capacity building to realise the benefits of ICT.

1.3.2 Integrated ICT Infrastructure

ICT infrastructure is a key foundation necessary for the successful implementation of other foundations and pillars. It seeks to provide the integrated infrastructure backbone required to enable cost effective delivery of ICT products and services to Kenyans, businesses and other stakeholders. Nyamira Assembly has numerous deficiencies as far as ICT infrastructure is concerned. The Assembly faces challenges such as No internet connectivity, inadequate ICT related equipment.

1.3.3 Integrated Information Infrastructure

The national ICT Master Plan recognises that Information is always two ways. The objective is to ensure that there is maximum access to information held by public authorities to all citizens and that public information is readily available through the Assembly portal in an affordable and secure way. This will in turn improve the quality of e- Government services and enable the county Assembly to transition to a knowledge-based society.

Our guiding principle/philosophy of embracing ICT is efficiency and timely services to the people of Nyamira has a major task to set-up and equip existing structures and programs to facilitate an integrated information sharing infrastructure in order to transform the county into a knowledge-based society.

CHAPTER TWO

2.0 Strategic focus

2.1 Introduction

This chapter profiles the strategic focus of the ICT department; it outlines the strategic objectives of the ICT department, the vision, missions, core values and overview of the strategic programs that forms the bedrock and strategic thrust areas for implementations of this plan.

2.1.1 Vision Statement

To become an enabler of change within the Assembly by assisting all departments to enhance productivity through the innovative use of technology.

2.1.2 Mission Statement

To provide appropriate Information and Communication technologies that enable the members and staff of the Assembly to access the information and services necessary to do their jobs.

2.1.3 Objectives

1. To ensure provision and maintenance of infrastructural facilities necessary for ICT development
2. To promote and support the systematic, relevant and sustainable development of ICTs
3. To establish structures for effective implementation of ICTs strategies
4. To ensure equitable access to benefits offered by ICTs across all departments
5. Reduce costs and improve returns for ICT
6. Improve Public Satisfaction in the ICT Service delivery
7. Deliver the systems and technical architecture for a changing County Assembly of Nyamira
8. Protect and improve the use of County Assembly of Nyamira information
9. Improve outcomes in County Assembly of Nyamira by harnessing ICT skills & innovation

2.1.4 Core Values

Cores values for the ICT department are summarised in the following acronym "**ARISE**"

- *Accountability*
- *Reliable, result oriented*
- *Innovation, integrity*
- *Sense of urgency*
- *Excellency*

CHAPTER 3: SITUATIONAL ANALYSIS

3.1 SWOT Analysis

The analysis of strengths, weaknesses, opportunities and threats in the Development of ICT in the County Assembly of Nyamira is summarised below: -

3.1.1 Strengths

- Existence of a framework governing ICT within the County Assembly
- Liberalization of the ICT department
- Availability of National ICT policy framework
- Availability of the wide National ICT Infrastructure ie fibre optic

3.1.2 Weaknesses

- Inadequate proper working tools and ICT equipment
- Inadequate ICT funding
- Poor staff ICT Skills
- Untrained Staff in adequate ICT Skills has led to reduced utilization of ICT Resources.
- Lack of centralised ICT data bank
- Lack of internet

3.1.3 Opportunities

- The high demand by the public for ICTs to transform the delivery of services
- The high demand of ICT services by the departments within the County Assembly
- The right to access to Government information as clearly stipulated in the Constitution of Kenya Chapter 35 (1) (a).
- Increased government support

3.1.4 Threats

- Negative Staff attitude to uptake of ICT i.e Resistance to change
- Personal Interests
- High cost of ICT related services
- Cyber crime
- Insecurity and hacking of systems
- Copyright Software violations

CHAPTER 4.0 STRATEGIC AREAS, OBJECTIVES AND STRATEGIES

4.1 Overview

This chapter articulates the key Priority Strategic Areas (issues) the County Assembly will address to achieve its strategic ICT objectives for the plan period. It also outlines the strategies (activities) that will be undertaken to meet the strategic objectives. The strategic areas have been derived from the situational analysis (chapter three). The progress towards achieving these strategic objectives will be monitored and evaluated against specific outputs and performance indicators as detailed in the Implementation Matrix Table 1 to 7 in chapter 5 below.

4.2 KEY ICT STRATEGIC AREAS

The Assembly will focus on the following strategic issues during the Plan period;

- Strategic Area 1: Policy, ICT governance framework.
- Strategic Area 2: ICT Infrastructure
- Strategic Area 3: Internet Connectivity.
- Strategic Area 4: ICT Capacity.
- Strategic Area 5: Human Resource Development.
- Strategic Area 6: Content and Application Development.
- Strategic Area 7: Communication and Access to Information

4.2.1 Strategic Area 1: Policy, ICT governance framework.

Strategic Objectives:

1. Ensure development and adoption of policies, standards and regulations.

Strategies:

Introduce the required frameworks needed to support usage of the new IT technology and ensure compatibility, interoperability and secure sharing of information.

- Implement Assembly's ICT Policy and ICT governance framework to guide in proper usage and application of ICT equipment, systems and services
- Develop and implement Assembly's ICT Security Policy to guide in secure usage and application of ICT equipment, systems and services

4.2.2 Strategic Area 2: ICT Infrastructure

Strategic Objectives:

1. Maintain a Local Area Network (LAN) infrastructure at County Assembly premises.
2. To build and maintain a County Assembly's Data Center i.e a well-conditioned secure and equipped Server Room at the ICT department that will host the servers which includes; Mail Server, File Servers, Application Servers, hansard server, Biometric server etc.

Strategies:

- Upgrade and maintain local area network (LAN) infrastructure at County Assembly premises
- Install Wireless Network in all the County Assembly premises
- Carry out ICT infrastructure needs assessment for all the departments
- Coordinate with the ICT Authority on the installation and/or extension of the National Optic Fiber Backbone Infrastructure (NOFBI) to ensure seamless integration with LANS
- Provide end-users with adequate access to the LANs and computing facilities
- Partition the ICT room to adequately accommodate ICT staff and the server room
- Consolidate departmental Data Centers to minimize duplication and enhance value.
- Set up and operationalize a central County Assembly's primary Data Center at the ICT room
- Set up Data Backup system to carry out backups for the County Assembly information and data

4.2.3 Strategic Area 3: Internet Connectivity

Strategic Objectives:

1. Provide and maintain adequate internet bandwidth to meet the County Assembly's needs

Strategies:

- Carry out bandwidth needs assessment and current usage of the County Assembly
- Procure adequate bandwidth to meet the entire County Assembly needs
- Procure and install bandwidth management tools to monitor internet traffic with the view to increasing efficiency of internet resources
- Procure Internet modems for use while away from the County Assembly precincts

4.2.4 Strategic Area 4: ICT Capacity

Strategic Objectives: 1. To equip Assembly staff with the ICT tools that they need to efficiently and cost-effectively carry out their work.

Strategies:

- Procure and install recommended genuine operating systems, Office suites, Antivirus etc
- Manage the delivery of services cost-effectively through shared printing, scanning and storage solutions over a local area network
- Equip officers with appropriate computers and other requisite ICT equipment
- Develop standards for acquisition, maintenance and disposal of ICT equipment
- Increase the percentage of ICT budget allocation from the current 1.042% to at least 3% of the County Assembly Budget.

4.2.5 Strategic Area 5: Human Resource Development

Strategic Objectives:

1. To organize and manage ICT human capacity to sustain productivity
2. Strengthen the ICT Department

Strategies:

- Undertake ICT training needs assessment
- Developing an ICT Training Curriculum
- Coordinate and carry out regular ICT Basic training to staff
- Establish an ICT Resource Centre to facilitate access to ICT facilities to all staff and the MCAs
- Upgrade the ICT leadership/headship to align with the other departments

4.2.6 Strategic Area 6: Content and Application Development

Strategic Objectives:

1. To facilitate the ICT department to implement knowledge-based databases and applications to support ease of doing their tasks efficiently and for effective service delivery to the public. To achieve this the following strategies shall be implemented.

Strategies:

- Digitize all departments in the County Assembly
- Build the following databases to support core business processes:
 - ❖ Human Resource -HRMs (ERP SYSTEM)
 - ❖ Procurement – stock inventory (ERP SYSTEM)
- Simplify and automate core business Processes to support effective service delivery by implementing the following core applications:
 - ❖ Project Management System (ERP SYSTEM)

- ❖ Electronic Document Management System (ERP SYSTEM)
- ❖ Asset Management System (ERP SYSTEM)
- ❖ Biometric Access Control System
- ❖ CCTV Surveillance System

4.2.7 Strategic Area 7: Communication and Access to Information

Strategic Objectives:

- Establish Communication and Online access to Assembly's information

Strategies:

- Develop and implement a dynamic, database driven assembly's portal i.e website
- Facilitate online access to the Assembly documents
- Implement a collaborative assembly's official email system and intranet
- Develop and implement a Management Information System to facilitate online access to up to date information
- Upgrade the telephone system to embrace the VOIP technology that is more efficient and reliable.
- Install the following communication facilities:
 - ❖ Tele/Video Conference System
 - ❖ Conference Public Address System
 - ❖ Electronic Notice boards

CHAPTER 5: IMPLEMENTATION

5.1 IMPLEMENTATION MATRIX

Table 1-Strategic Area 1: ICT Policy, ICT governance framework.

Strategic Objectives:

1. Ensure development and adoption of policies, standards and regulations.

Strategies	Expected Output	Key Performance Indicator(s)	Timeframe																Resources KES (Millions)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
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Table 2: Strategic Area 2: ICT Infrastructure

Strategic Objectives:

1. Upgrade and Maintain a Local Area Network (LAN) infrastructure at County Assembly premises.
2. To build and maintain a County Assembly's Data Center i.e a well-conditioned secure and equipped Server Room at the ICT department that will host the servers which includes; Mail Server, File Servers, Application Servers, Hansard server, Biometric server etc.

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Table 3: Strategic Area 3: Internet Connectivity

Strategic Objectives:

1. Provide and maintain adequate internet bandwidth to meet the County Assembly's needs

Strategies	Expected Output	Key Performance Indicator(s)	Timeframe																				Resources KES (Millions)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																				
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Table 4: Strategic Area 4: ICT Capacity

Strategic Objectives:

1. To equip Assembly staff with the ICT tools that they need to efficiently and cost-effectively carry out their work.

Strategies	Expected Output	Key Performance Indicator(s)	Timeframe																				Resources KES (Millions)																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																													
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Develop standards for acquisition, maintenance and disposal of ICT equipment	Standards available	Report																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		

Table 6: Strategic Area 6: Content and Application Development

Strategic Objectives:

1. To facilitate the ICT department to implement knowledge-based databases and applications to support ease of doing their tasks efficiently and for effective service delivery to the public. To achieve this, the following strategies shall be implemented.

Strategies	Expected Output	Key Performance Indicator(s)	Timeframe																				Resources KES (Millions)						
			Year 1				Year 2				Year 3				Year 4				Year 5				Yr 1	Yr 2	Yr 3	Yr 4	Yr 5		
			1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4	1	2	3	4							
Digitize all departments	Digitized records	LSO/LPO																						2.1	2.1	2.0	2.0	2.0	
Build the databases	Systems	Memos																							2.0	2.0	2.2	2.2	2.3

CHAPTER 6.0 FINANCIAL RESOURCES

6.1 Funding this Strategic Plan

The ICT department will require a total budget of Kshs. **67.5 Million** over the five years to implement all the planned programmes and activities in this ICT Strategic plan as detailed in the implementation matrix and summarized in the table below.

Table 8: Resource Requirements (2017/18 – 2021/22) KSh. Million

Strategic Area	2017/18	2018/19	2019/20	2020/21	2021/22	Total
1.	0.5	0.5	-	-	-	1.0
2.	4.1	4.2	4.3	4.3	4.4	21.3
3.	1.5	1.3	1.4	1.5	1.5	7.2
4.	0.5	0.5	0.6	0.7	0.7	3.0
5.	0.5	0.6	0.7	0.8	0.8	3.4
6.	4.1	4.1	4.2	4.2	4.3	20.9
7.	2.1	2.1	2.2	2.2	2.1	10.7
Total	13.1	13.3	13.5	13.7	13.9	67.5

6.2 Funding Strategies

The financial resources are to be sourced from the following:

- i. Recurrent Allocation
- ii. Development Allocation
- iii. Mobilizing External Funding
- iv. Collaboration with other stakeholders

Progress towards strategic objectives will be reviewed on an annually basis by the ICT department to ensure actions are being completed and underlying measures and progress towards the desired outcomes are on target.

PREPARED BY

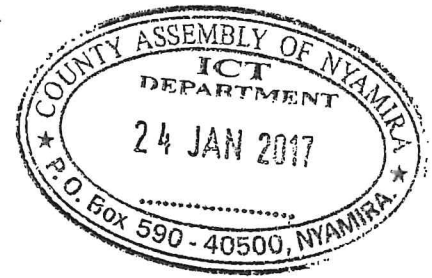
Prepared By: County Assembly of Nyamira ICT staff

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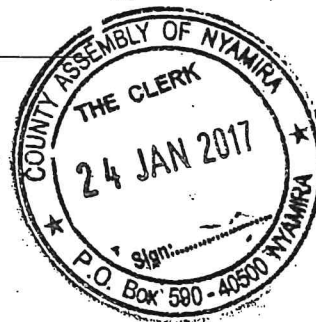


APPROVED BY CLERK COUNTY ASSEMBLY OF NYAMIRA:

Name: Daniel Onina

Signature: [Signature]

Date: 24/01/2017



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