

Towards a Smart Nyeri County



COUNTY GOVERNMENT OF NYERI

ICT STRATEGIC PLAN

2013 - 2017



COUNTY GOVERNMENT OF NYERI ICT STRATEGIC PLAN



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LIST OF ABBREVIATIONS

BPO	-	Business Process Outsourcing
CA	-	County Assembly
CARP	-	Capacity Assessment Review Pro
CBOs	-	Community Based Organisations
CCK	-	Communication Commission of Kenya
CIDP	-	County Integrated Development Programme
DC	-	Data Center
DMS	-	Document Management System
DPs	-	Data Points
EMCA	-	Environment
ERCS	-	Electronic Revenue Collection System
ERP	-	Enterprise Resource Planning System
FBOs	-	Faith Based Organisations
FDI	-	Foreign Direct Investments
FO	-	Fibre Optics
ICT	-	Information Communication Technology
IDCs	-	Information and Documentation Centers
IFC	-	International Finance Corporation
IFMIS	-	Integrated Financial Management Information System
ITES	-	Information Technology Enabled Services
KNBS	-	Kenya National Bureau of Statistics
KPI	-	Key Performance Indicator

LAIFOMS - Local Authority Integrated Financial Operational Management System

LAN	-	Local Area Network
M&E	-	Monitoring and Evaluation
MDA	-	Ministries, Departments and Agencies
MDG	-	Millennium Development Goals
MOU	-	Memorandum of Understanding
NEMA	-	National Environmental Management Authority
NOC	-	Network Operations Center
NOFBI	-	National Optic Fibre Backbone Infrastructure
PESTEL	-	Political, Economic, Social, technological, Environmental and Legal

PMS	-	Performance Management System
PPP	-	Public, Private Partnership
SBP	-	Single Business Permit
SP	-	Strategic Plan
SS	-	Shared Services
SWOT	-	Strengths, Weaknesses, Opportunities and Threats
TOR	-	Terms of Reference
UNDP	-	United Nations Development Programme
WAN	-	Wide Area Network

FOREWORD



**H.E. Hon Nderitu Gachagua,
Governor, County
Government of Nyeri**

County governments in the devolved structure of government have made great strides in improving service delivery to citizens. The new constitutional mandate demands that county governments provide high quality, equitably available and accessible services to all citizens. In addition, the county activities must be geared towards making significant contribution to the national vision and objectives. The broad county development agenda as outlined in the CIDP recognizes the need to build and improve ICT infrastructure to enhance service delivery by use of technology.

It is against this background that my government has realised the need to leverage information and communication technologies in order to facilitate and accelerate achievement of our vision. The county therefore requires, as a matter of urgency, a sound information technology plan that addresses all services delivery, administrative, economic and social aspects of the county. It is noteworthy that while information and communication technology infrastructure and services are ubiquitous in cities and major towns of the country, the less urban neighbourhoods of the country, such as Nyeri, experience invariably poor and low technology presence perpetuated by the existing information and knowledge divide that characterises most developing countries.

For my government to meet the constitutional mandate and make meaningful contribution to the overall government vision, it is incumbent upon us to address this situation of paucity of technology infrastructure and low access to information. The county government therefore embarks on this ambitious ICT initiative in order to leap-frog the county to knowledge based economy.

This strategic plan therefore is a response to the pressing ICT issues in the county which, if well addressed, will improve the county's competitiveness as it put in place programmes for improving internal government efficiencies for effective public service delivery through deployment of shared services, robust business systems and last mile connectivity to existing nation-wide network infrastructure.

The strategic plan also envisages a comprehensive ICT capacity development programme that will enhance technology uptake by the public as well as technology development through promotion of creative development and innovations. To achieve this, the plan proposes collaboration with local and national institutions of higher learning in delivering knowledge and skills as one of the strategies. This will ensure generation of content and solutions that are of global standards and addresses local problems. To execute this plan successfully therefore, I implore each and every county government staff to play their part diligently for the economic growth of our county and promotion of social wellbeing of people with local and national institutions of higher learning in delivering knowledge and skills as one of the strategies. This will ensure generation of content and solutions that are of global standards and addresses local problems.

To execute this plan successfully therefore, I implore each and every county government staff to play their part diligently for the economic growth of our county and promotion of social wellbeing of people.

**H.E. Hon Nderitu Gachagua, Governor,
County Government of Nyeri**

ACKNOWLEDGEMENT

The Department of Education, ICT, Youth and Sports wishes to extend its sincere appreciation to the Governor, County Government of Nyeri, H.E. Hon Nderitu Gachagua, for his vision, leadership and foresight in initiating the development of this strategic plan as a starting point and the basis for the county ICT development initiatives and programmes. His informed acknowledgement of the central role of ICT in attaining efficiency gains in public service delivery as well as its multiplier effect and driver of economic growth has provided and sustained the requisite impetus in the process of developing this strategic plan.

The department would like to acknowledge the efforts and participation of the County Executive Committee Members in the development of this plan. Their contribution during the meeting held on 9th December 2014 provided valuable insight to the vision and aspirations of the county government in both improving service delivery as well as growing the county economy. The department therefore expresses its sincere appreciation to the cabinet and the office of the county secretary, especially the County Secretary, Wambui Kimathi, for the wonderful contribution they made towards the success of this process.

Further, I wish to recognise the immense effort and contribution made by the County ICT Technical Committee during preparation of this plan. The valuable information and material created during the three days workshop set up the basis on which the strategic plan has been founded. The rigorous brainstorming exercises identified the pillars and parameters on which the plan has eventually been defined. Special mention therefore goes to Messrs Onesmus Mwangi, George Mbogo, Stephen Gitonga, Charles Gachanja, Henry Kimuhu, Jack Kabiru, Sally Nyoike, Nelson Ndungu, for their show of dedication to the plan process manifested in their devoted attendance to the plan meetings and commitment in undertaking

of their assignments. To them, the department is immensely indebted and sincerely grateful.

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Finally, I wish to express my gratitude to the office of the Chief Officer for providing the much needed support in organising and facilitating the activities of the plan development process. My hope is for continued support and commitment by all concerned during implementation of this plan

Elijah K. Nguyo,
County Executive Secretary, Education and ICT
April, 2015

EXECUTIVE SUMMARY

This ICT strategic plan represents a pro-active initiative of the County Government of Nyeri towards setting the county ICT agenda. The strategic plan aspires to create an environment conducive to efficient public service delivery, enhance communication both within the county as well as with other counties and national government, address the current wide divide in ICT knowledge and access that characterises the Nyeri county and establishing a thriving local ICT industry sector that could support accelerated economic growth of county.

The development of the plan has been necessitated by the realisation of the new and pressing demands on county governments to meet their service delivery obligations as required by the new constitution that brought about devolved responsibilities between national and county governments. The strategic plan therefore is deliberate attempt to support the county government in meeting its constitutional requirements by fully leveraging ICTs in all its policy and operational processes, communication and establishing a vibrant local ICT industry through innovation and ICT enabled services. The plan specifically intends to:

- Leverage ICTs in its administrative, operational and services delivery processes in order to achieve all round efficiency gains;
- Address the national as well as local digital divide by fostering deep penetration and reach of ICTs into the rural and marginalized areas of the county;
- Establishing a critical mass of ICT knowledge, skills and competences for service delivery and economic stimulation;
- Promoting adoption of information and communication technologies in creation of new product markets by facilitating innovations, business incubation and commercialization of new products;
- Leveraging technology for value addition in traditional services and value chains.

The strategic plan is organised in five chapters with chapter one providing a background, justification, process and goals of the plan. Chapter two is an articulation of the vision, mission and core values of the county ICT function while chapter three provides an analysis of both the internal and external environments and identifies the strengths, weaknesses, opportunities and threats.

Chapter four gives a description of the strategy in terms of strategic objectives, strategies and expected outcomes for each of the four strategic themes. The final chapter outlines how the strategy will be implemented. The chapter includes the budget and schedule of the prioritized strategic initiatives and interventions to be implemented, resource mobilization, implementation plan, monitoring and evaluation, organizational structure, project management and the key risks during strategy execution and the mitigation strategies.

Development of the strategic has been a collaborative and broadly consultative effort spearheaded by the Executive Secretary responsible of ICT. It has been prepared by a committee drawn from key departments of the county government. The plan is a result of discussions, consultations, proposals and recommendations of this committee based on critical analysis of the county technological situation identified through various assessment techniques including sector survey, SWOT analysis, PESTEL analysis and stakeholder analysis. The details and outcomes of each of these processes are as provided in chapter three of this plan.

The plan identifies a number of driving forces that form the rationale and the basis for development and eventual execution. The driving forces are elaborately described in the plan and include the following.

- The Constitution and Devolution of Government
- Growth Opportunity in the IT-Based Services Industry.
- Unprecedented potential of ICT as transformational enabler of Service Delivery
- Millennium Development Goals

■ Vision 2030 and MTPs

The core of this strategic plan is the county ICT strategy outlined in details in chapter four. The chapter provides in comprehensive details the county specific ICT strategies and the associated strategic outcomes and objectives in six broad thematic areas that exhaustively covers all technology aspects that would contribute to overall achievement of the intended strategic plan objectives. The strategic objectives, outcomes, strategies and KPIs for each outcomes are defined in this chapter. The thematic areas include the following .

- Public Service delivery
- Shared Services
- ICT Infrastructure
- ICT Capacity Building
- Innovations and ICT Enabled service
- ICT Legislation

Finally, an implementation matrix based on activities, projects and interventions related to each strategic outcome and objective in a specific thematic area is provided in significant details including the costing for each item in chapter five of the plan. The chapter also identifies the risks that could hinder full and successful execution of the plan as well as mitigations measures to address each specific. In addition, an evaluation and monitoring framework based on the KPIs of the outcomes and output measurements is also provided in this chapter.



The Governor HE. Hon Nderitu Gachagwa, Deputy Governor HE. Hon Samuel Wamaitha Githinji during their swearing ceremony in Nyeri County.

CHAPTER 1 – INTRODUCTION

1.1 Background

The promulgation of the new constitution of Kenya in 2010 heralded a new dawn in political, social, economic and public administration in the country. The devolution of governance to national and county governments marked a significant shift in management and administration of public resources distributing responsibility between the county and national governments. This new dispensation of public administration and economic development poses a number of challenges especially to the counties due to a number of issues foremost of which is the development and resources imbalances occasioned by the long tenure of centralized control and management of resources. This state of affairs has in the long run brought about an economic and resource divide between the urban and rural areas of the country. Nyeri, as is most of the counties is essentially rural and thus falls on the other side of the divide.

Perhaps no other sector this unfortunately sad situation is more significantly manifested than in the ICT sector. While the country has recorded marked progress and growth in the sector, this has been largely skewed in favour of the cities and large towns of the country. For instance, the country is a regional leader in all ICT aspects based on the various international and regional measures and indices. To cite but a few of these measures; tremendous growth has been registered in the ICT sector particularly in mobile telephony subscription within the mobile sub-sector, which according to CCK 2014 report was standing at 31.3 million subscribers and a penetration of 76.9 per cent by September 2013. Mobile money subscription to the three main mobile money service providers for the same period was 25.1 million mobile money subscribers and an estimated 19.1 million Internet users with 47.1 per 100 inhabitants having access to Internet services. While this portrays a glossy national picture, the metrics and indices for most of the rural counties are a reflection of the dismal performance of ICTs and evidence of the ominous ICT knowledge, skills and access divide as the numbers are discernibly biased against the rural population of the country.

It is in this context and against the foregoing background that the County Government of Nyeri has contemplated the preparation and execution of this ICT strategic plan in order to foremost:

- Leverage ICTs in its administrative, operational and services delivery processes in order to achieve all round efficiency gains;
- Address the national as well as local digital divide by fostering deep penetration and reach of ICTs into the rural and marginalized areas of the county;
- Establishing a critical mass of ICT knowledge, skills and competences for service delivery and economic stimulation;
- Promoting adoption of information and communication technologies in creation of new product markets by facilitating innovations, business incubation and commercialization of new products;
- Leveraging technology for value addition in traditional services and value chains.

This strategic plan draws from the county positional and situational advantages, in terms of geographical, demographic, physiological and climatic conditions that the county enjoys. In addition, the county headquarters in Nyeri having been the provincial headquarters in the previous administrative dispensation as well as a comparatively agricultural productive catchment. Further, the county is also a play ground for many leading private and public organizations from all sectors of the economy including, commercial, financial, technology and agribusinesses.

The strategic plan serves also to reflect the commitment of the County Government in promoting efficiency and effectiveness in services delivery as well as rapidly growing the economy of the county and leap-frogging the citizens to the digital age.

1.2 Methodology

The process of developing this strategic plan was first initiated by the Governor of the County Government of Nyeri reaching out to the ICT Authority for support in laying the requisite foundation on which the county was to build its ICT info-structure as well as launch its sound initiatives for sustainable ICT growth and development both as an enabler as well as an economic productive sector in the county. An officer was hence deployed to the county to assist in this process. During the initial discourses, it was agreed that drawing the strategic plan would form the best basis for the above aspiration.

The process entailed review of the various key documents including the County Integrated Development Programme (CIDP), The Draft Feasibility Report of the Kenya Municipal Program, Data Mining Report, Draft ICT Authority Strategic Plan and Kenya ICT Master Plan, Kenya Vision 2030 and associated Medium Term Plans among other un-published literature and Acts of Parliament related to the subject matter.

The process of developing this strategic plan was spear-headed by the Executive Secretary in charge of the department responsible for ICT who constituted a committee from the various key departments with the officer from ICT Authority providing the facilitation and moderation of discussion services. The committee engaged deeply in the process during a three days workshop (See Annex 1.2 and 3). The final draft was presented to the County Executive Committee for understanding, contribution, ownership, adoption and approval.

The Nyeri County Government strategic plan for the period 2013-2017 therefore draws out the strategies that the Government will execute so as to achieve government set goals and objectives for social and economic development of the county alongside and aligned to national development aspirations.



H.E. Hon Nderitu Gachagua, Nyeri Governor, testing different coffee qualities in Nyeri

1.3 DRIVING FORCE FOR ICT STRATEGIC PLAN

1.3.1 The Constitution and Devolution of Government

The promulgation of the new constitution in 2010 marked the beginning of a new era in government structure in Kenya. The creation of the devolved government has provided an opportunity for cascading government services to the lowest level as well as decentralizing planning and decision making. To this end, devolution accords the county governments an opportunity to address the long and persistently unmitigated digital divide between urban and rural areas of the country. This further ensures that the needs of the citizen could be addressed in a more focused manner thus ensuring quality and relevant services. The constitution and devolved governments is an impetus to service delivery improvement as the citizen demands increases due to closer involvement, broad awareness and deeper knowledge.

1.3.2 Growth Opportunity in the IT-Based Services Industry.

The ICT industry has recorded tremendous growth in the global arena. Development of IT-based products and services has become a significant engine for export, economic growth and employment creation. Countries that have focused on development of the IT-based industries, such as Malaysia, South Korea and Singapore, have registered rapid and high economic growth. This growth opportunity through ICT is a key driving force since the opportunity is still attractive as only about 20 per cent of the global IT market has been exploited and thus, there remain a significant room for new entrants.

1.3.3 Unprecedented potential of ICT as transformational enabler of Service Delivery

The transformational power of ICT presents a strategic opportunity that Nyeri County must take and focus on as it formulates its development agenda. The rapid growth of Kenya's mobile networks and the internet as well their continued rapid expansion in reach, including to the lowest income segments of low income countries has accorded every citizen an opportunity for access to quality services.

It is therefore the responsibility of the County government to exploit the available ICT infrastructure for delivery of services to the lowest administrative unit. The trend in readily available "open government data" also provides initiatives from citizens and private enterprise to produce a wide range of new service products. These trends further create an opportunity to use technologies to improve service delivery in all the sectors of the economy.

1.3.4 Millennium Development Goals

While ICTs contribute immensely to accelerate the achievement of all millennium development goals, they make direct and significant contribution to two goals mainly. Due to the multiplier effects of ICT in the productive sectors, their contribution towards eradication of extreme poverty and hunger by facilitating increased production of agriculture, livestock, trade and development of new products markets through ICT enabled services and innovation has contributed to achievement of positive results on this MDG. Leveraging ICT, especially the internet, makes contribution to establishing productive global relationships and networks in seeking solutions to common social economic issues thus contributing to promotion of global partnerships for development. This strategic plan endeavours to identify specific interventions that strive to accelerate achievement of MDGs.

1.3.5 Vision 2030 and MTPs

The Vision 2030 is the economic development blue print for the national government that envisions Kenya as a newly developed middle income economy by the year 2030. In addition to identifying some flagships projects that are either ICT related or based, a number of other projects especially in the economic and social pillars will benefit immensely from leveraging technology in the implementation. The current second Medium Term Plan (MTP II) of the Vision 2030 which aptly has the theme "Strengthening the foundation for a knowledge

economy" will require firm grounding of technology in order to build the requisite foundation for the knowledge economy . County governments therefore are duty bound to make contribution towards achievement of the MTP goals and

eventually the Vision. This plan therefore represent the Nyeri County Government intentions and contribution to the national government vision.

1.4 Organisation of the Plan

This strategic plan document is organised into five chapters. This first chapter provides a background and the justification, process and goals of the plan. Chapter two presents the vision, mission and core values of the ICT function. Chapter three analyses both the internal and external environments and identifies the strengths, weaknesses, opportunities and threats. Chapter four gives a description of the strategy in terms of strategic objectives, strategies and expected outcomes for each of the four strategic themes. The final chapter outlines how the strategy will be implemented. This includes the budget and schedule of the prioritized strategic initiatives and interventions to be implemented, resource mobilization, implementation plan, monitoring and evaluation, organizational structure, project management and the key risks during strategy execution and the mitigation strategies.

CHAPTER 2 - Vision, Mission and Core Values

For the purpose of ensuring focus, purpose and unwavering commitment by all the players in the execution of the strategic plan, the plan will be driven by the following vision, mission and cores values.

2.1 Vision

- To be the county of choice for quality public service and ICT products and services

2.2. Mission

- To promote adoption and application of ICT as well as facilitate development and marketing of ICT products and services.

2.3 Core Values

In addition to the national values as stipulated in the constitution, this ICT strategic plan will strive to build a culture that uphold fundamental principles of business and social ethics that creates an environment of trust and professionalism. In discharging its mandate therefore, the ICT function in the county will therefore be guided by the following core values.

- Integrity:- Shall at all time endeavour to adhere to moral and ethical principles in service to our customers.
- Customer Focus: - Shall always aspire to delight our customer through service quality, efficiency and promptness
- Teamwork :- Shall strive to sub-ordinate personal, department or group prominence for the efficiency of the whole county government



Hon Uhuru Kenyatta, CGH President Of The Republic Of Kenya at Nyeri County with Hon Nderitu Gachagua, Governor, County Government of Nyeri

CHAPTER 3 - Situational Analysis

The proximity to the capital city and the long service of Nyeri town as provincial headquarters notwithstanding, the county has generally lagged behind in terms of ICT development and application. This is largely attributable to the imbalances in resources distribution that characterised the previous constitutional dispensation. However, the county has pockets of competitive as well as comparative advantages in both economic and social aspects.

3.1 Posts and Telecommunications

The county experienced fairly rapid development in communication and internet services as a result of remarkable growth of the mobile telephony and internet hubs in the urban centers. The mobile phone coverage stands at 91 per cent with 384 cyber cafes dotted across the county. This has greatly improved the way people communicate and enhanced efficiency in service delivery. There are six Post Offices, 19 sub-post offices and 25 licensed stamp vendors. The post office faces stiff competition from 30 private courier services mainly G4S, Wells Fargo, 2NK Sacco, 4NTE etc. There are however vast swaths of areas in the county that are still underserved

The rapid adoption of technology has benefited from banking industry as a result of the sector's enhanced use of ICT in form of computerized banking services. Many government departments have as well embraced the use of modern methods of communication through E-Government services by use of automated payment services, e-Mail and mobile money services. This growth is expected to be accelerated in the near future as a result of local termination of the public fibre optic cable (NOFBI) and other private commercial networks. This development is expected to greatly revolutionize communication and information sharing

benefiting the county in the process.

3.2 Limited Access to ICT Services

The county recognizes ICT as a growth sub-sector that has immense potential of unlocking many opportunities in business, education, agriculture, industry and security. It is expected to become the sub-sector of choice for employment of youth and young professionals.

Limited and un-equitable access to ICT services, inadequate funding mechanisms, absence of a reading culture and high costs of acquiring and operating communication equipment are a challenge to the development of the sub-sector. The county has one IDC which lacks requisite ICT equipment and internet connectivity due to inadequate funding. This can be solved through establishment of IDCs in the remaining sub counties, equipping them and connecting them with internet services.

3.3 Limited Government ICT Infrastructure

As mention elsewhere in this strategy, the county, despite having been a provincial headquarter lacks the requisites ICT human and infrastructural resources to enable accelerated automation of the county operations and services. The basic building blocks that are necessary as a spring-board to efficiency through rapid computerization are largely absent in the county government.

For infrastructural resources, the county has a total number of 284 desktops 33 of which are not functional, 64 laptop computers out of which 4 are faulty and no credible server –room or data center. While there are a few LANs within the county, these are mainly owned and in the custody of the national government.

Further, the county has only 5 ICT staff members distributed in far-flung sub-counties as well as in the county assembly thus spreading this resource too thin for effective contribution to the day to day ICT challenges. Of these five, only one is a full college graduate with the majority being holders of college diploma.

3.4 Internal and External Environment

A SWOT analysis of the county in the context of ICT undertaken by the SP committee reveals some inherent strengths as well as infrastructural and resources weaknesses. In addition, opportunities that the county could ride on in the course

of executing this plan were identified for the purpose of leveraging. Further, in order for the county to be able to set up measures to mitigate possible threats in the operational environment, the team endeavoured to identity these threats. The two tables below summarises the finding of the process. The detailed SWOT analysis is given in Annex 1.

3.4.1 Internal environment - Strengths and weaknesses

The table below articulates the ICT strengths and weaknesses of the county

Table 2.1 –Strengths and Weaknesses

Strengths	Weaknesses
•High ICT awareness in the county government •A common email system for all county staff •Ubiquitous internet service •Management support in strengthening of governance •LAIFOMS and IFMIS for revenue collection and expenditure monitoring respectively •A leadership committed to efficiency in service delivery •Shortened decision- making cycle •An ICT aware top leadership •A department dedicated to spearheading/coordinating ICT •Basic computer operations skills broadly available •Availability of basic user skills within county government •High ICT awareness in the general public •High utilisation of mobile technology in service access •Internet broadband availability •Available LAN in most county government offices •ICT innovation initiatives; Nyeri Civic Hack etc •Partnership with Kimathi University	• Poorly defined function and services structure • Low budgetary allocation for procurement of application development • Employee resistance due to fear of disruption in the way of working • Inadequately trained staff on development and use of ICT • Lack of shared infrastructure • Lack of a county ICT acquisition framework • Lack of a county ICT acquisition framework • Incoherence/non-convergent and siloed approach to business systems initiation and development •Lack of policies, standards and guidelines for ICT acquisition and utilisation • Absence of initiative to develop ICT leadership and management •Inadequate technical capacity for system conceptualization, design and development

Strengths	Weaknesses
•Leadership support and commitment •Existence of ICT committee	•budgetary constraints, •A knowledge divide within the county •Lack of structured public ICT knowledge and skills development •Inadequate internet access and availability •Low utilization of LAN due to lack of adequate content •Lack of LANs in sub-county offices •Most buildings hosting county offices do not have the basic infrastructure •Inadequate equipment •Poor maintenance •Inadequate support for promotion of ICT innovations •No framework for engagement with companies for product development •Lack of a Management structure/procedures on Formulation of laws •Delay in approval/ adoption by the Executive Committee •Lack of clear dissemination structure/procedures

3.4.2 External Environment – Opportunities and Threats

The table below articulates the opportunities and threats to county ICT development

Table 2.2 – Opportunities and Threats

Opportunities	Threats
• Availability of customized applications for various shared services • Donor funded programs demanding proper systems for data management in the county • Emerging new technologies for quick and cost effective application deployment • Credible employee database from the CARP • Increased access to open databases for public input and utilisation • Donor funded programs demanding proper systems for data management in the county • Increased need for transparency, productivity, service reliability and standardisation • High citizen awareness and demand for faster, efficient services • ICT and Cyber Security Master Plans by the National Government • Partnership with ICT Authority for development of county ICT roadmaps • Access to ICT solution partners both local and national • Partnership with Local and national universities, • e-learning platform at the national government • Capacity building and knowledge transfer a component in all ICT projects • Availability of structured ICT courses in local and national institutes of higher learning • Standardized and affordable hardware • Locally terminated commercial and public infrastructures (NOFBI, Jamii, Orange, Safaricom) • High number of cyber cafes • Growing demand for services • Partnership with key institution for promotion of innovations, incubation and commercialisation • Statutory requirement for promotion of local companies • Broad spectrum of services and product development choices • Availability of expert advice from the National Government Institutions/ Departments. • Easy access to National Laws • Stakeholders collaboration	• High cost of procuring specialised ICT services • Over-reliance on weak applications may stall services • High costs of acquisition and maintenance of application software could impede timely implementation • Cyber crime • Service disruption due to cyber attacks • Politics interference • Inconsistence ICT leadership • Mis-match of skills to industry requirements. • Inability to attract required technical skills • Transfer of knowledge not suitably delivered, • High attrition of trained staff, • Lack/inadequate ICT tools in the offices • Lack of comprehensive cyber security legislation • Rampant theft • Integration across providers • Implementing centralized control • High cost of building and management of LANs due to highly dispersed county government offices • High cost of setting and running viable data centers • Lack of markets for innovations • Loss of Patents • Loss of Intellectual Property Rights • Comparative affordability • Conflict with National and International Laws and Statutes. • Delay in adoption by the County Assembly. • Inadequate empowerment of the ICT committee for enforcement

3.5 PESTEL Analysis

This ICT strategic plan will be implemented within particular constraints in the global scene that could both facilitate its success as well as impede its successful implementation. Understanding of these global trends and taking advantage of the opportunity by riding on the crest of the positive trends as well as taking mitigating measures to address the negatives will bring the county a step further towards ensuring the success of the plan. These are trends in the local, national and international arena and could be political, Economic, Social, Technological, Environmental or legal in nature. A PESTEL analysis will assist in identifying trends in these environments that could positively or adversely affect the strategic plan. The table below identifies these trends and posits actions for building synergy or mitigations to address the issue or reduce its impact to the plan.

Table 2.3 – PESTEL Analysis

Issue	Trend	Impact/Opportunity/Mitigation
Political	Devolve Government	•County focused ICT development with local funding decisions •Demand for devolved service delivery •County government are supportive of ICT
	Digital Government promise	•Top leadership support in ICT development programmes
	National and Local threats of terrorism;	•Data and information safety •Adoption of secure data and information management
	Un-clear demarcation on some roles in governance	•Delayed decisions and service delivery
Economic	Sound economic growth	•Increased attractiveness to foreign investors as an investment centre hub •Trickle-down effect to the county •Increased investment opportunities

Issue	Trend	Impact/Opportunity/Mitigation
Economic	Increased regional competition from new and upcoming fronts including Southern Sudan, Uganda and Tanzania.	• May erode global positive perception • Reduction in FDI including to the counties
	Rapidly forming and growing economic class -sizeable middle class	• High uptake of ICTs • Increased ICT HR capacity • Higher demand for innovative products • Social tension due to inequality
	High internet penetration	• Use of internet as a service delivery platform
	Ubiquitous ICT infrastructure	• will provide deep and wider ICT out-reach and uptake into rural areas.
Social	Free education at primary and secondary levels	• More educated youth in the labour market • Increased literacy thus improving social welfare
	High literacy rate: 74 % of Kenyan adults are literate. Nyeri is above national average	• Increased demand of ICT products and services • More innovative use of technologies
	Affordability of end user devices computers, laptops and smart phones	• People are more connected through social media and other applications
Technological	High speed and affordable bandwidth	• Will create greater opportunities for all.
	More advanced and affordable technology becoming available.	• Increased use and penetration of internet and mobile telephony
	Advance in storage technologies; virtualisation, cloud computing, co-location etc	• Reduced cost of data hosting and management of data center
	Internet penetration is considerably high at 50% but 96% through mobile telephone	• Increased access to internet and mobile telephone services to rural and other underserved areas

Issue	Trend	Impact/Opportunity/Mitigation
Environmental	High demand for energy to run ICT facilities contribute to energy crisis	•Search for alternative and renewable energy sources •Research on energy efficient technologies for ICT installations
	High volumes of e-waste	•e-waste management challenges •Formulation and enforcement of e-waste disposal policy and regulation
Legal	Increase in cyber crime	•Enactment and enforcement of cyber laws
	Telecom liberalization.	•Improved quality and efficiency of products and services due to increased competition in all electronic services
	Enactment of the Kenya Communication Amendment Act 2009	•Enabled use of digital signatures for electronic business leading to greater e-commerce
	FOI Bill and the e-Transactions Bill are awaiting enactment.	•Increased access to information •Increased demand from the citizenry •Increase e-commerce, mobile money transfer and internet based services

3.5 PESTEL Analysis

In executing this strategic plan, the department responsible for ICT will interact with many stakeholders with varied levels of influence, contribution, impact and priority. Full identification and correct classification of the stakeholders is critical to ensuring ownership at all levels and eventual successful implementation of the strategy. Failure to identify and involve any stakeholders may render futile the whole strategic plan preparation and execution. To this end, the strategic plan development process has put commensurate emphasis to stakeholder identification, categorization, roles and influence/importance to both the development and execution of the strategic plan.

3.6.1 Identification

The ICT department of the Nyeri county government has various internal, interfacial and external stakeholders within the department, Government, the larger county as well as outside at both national and international scenes. Highlights of the various stakeholders are provided below with the detailed analysis provided in Table 2.4.

3.6.2 Internal Stakeholders

The management and employees of the department constitute a stakeholder group to the ICT function. From the head of ICT function down to the cleaner in the department, they all have interests and expectations in the performance and running of the ICT function in the county. However, their interest takes different forms depending on the role they are playing at different times; for instance they can be customers or clients to the ICT function when seeking services or employees when providing services to internal or external customers.

3.6.3 Interface stakeholders

This group of stakeholders constitutes the County Executive Member, the Chief Officer as the Accounting and Authorized Officers. Though they are apparently external to the ICT function, they are in actual fact internal in that they act, from time to time as executives to the function. Their interest to the successful performance of the function, expectations and power are very high.

Other staff from divisions within the department of Education, ICT, Youth and Sports constitutes a stakeholders group with high interest relative to internal customers from other departments. This is because their responsibilities, demands and expectations from the department are very high.

3.6.4 External Stakeholders

The ICT function has various stakeholder groups and individuals who are external to the county government of Nyeri. These include the following.

3.6.4.1. National Government

Various departments of the national government, particularly the Ministry of ICT, form a special group of external stakeholders since they bear great influence and significantly affect the ICT function in the county through enactment and formulation of statutes, policies, standards and guidelines that have national bearing and impact.

3.6.4.2 Community and Faith Based Organisations (CBOs & FBOs)

Due to their activate participation and contribution to development activities in communities, especially at the grassroots, CBOs and FBOs constitute a critical stakeholder group. Their role in information dissemination and outreach is significantly important to the ICT strategic plan formulation and execution. In addition, their role as centers and agencies of extension of cutting-edge technologies provide an opportunity as centers for innovations and information sharing.

3.6.4.3 Technology Vendors and Developers

In addition, vendors of technology and application developers have a stake in this strategic plan in that the strategies spelt out in the plan and the associated activities will affect them in one way or the other. As the department endeavours to implement this strategic plan, it will interact with this stakeholder group in terms of identifying, sourcing and maintaining suitable products and services. Indeed, successful execution of this plan highly depends on the mutual relationships and partnership with this stakeholder group.

3.6.4.4. Development Partners

Due to their "investments" in various information technology activities in the Government, development partners, particularly World Bank, IFC and UNDP hold high stakes in the plan. Their importance and influence to the department is very high and so is their power on matters regarding the implementation of the plan.

3.6.4.5 Suppliers of Goods and Services

This group of stakeholders also wields significant power to the county ICT and holds great interest in its development. Given the dynamism and diversity of information technology goods and services, supplier influence on the strategic plan is high as they vent cutting-edge goods and services. Most of them are agents of multinational ICT companies and therefore they will greatly impact and influence this plan on some major aspects such as licensing.

3.6.4.6 Citizens and Citizens' organization

Finally this stakeholder group also has interest and bears power and influence to the department. Given the low status of information technology implementation in Government, advocacy for equity and equitability in infrastructure development as well as opinions on the slow pace of implementation is rife in this group.

Table 2.4 – Stakeholder Analysis

Stakeholder	Role	Power/Importance/Influence
Internal		
County Executive Committee	Policy formulation and implementation of the CIDP.	Very high
Management Committees of Devolved Funds.	Complementing funding various projects.	High
Departmental Employees	SP Execution, Operations	High
Other county employees	Involvement in systems development, Operations	High
Interfacial		
Governor	Leadership and support	High
Executive Secretary	Leadership and support	High
Chief Officer	Facilitation and participation	High
External		
The National Government	Policy guidance, formulation of conducive laws and training on management skills, enforcement of laws, dispensation of justice, conducting of elections.	High
FBOs (Roman Catholic, PCEA, ACK, SUPKEM, etc)	Participate and contribute in development activities of the county.	Medium
Civil Society Organizations	Participate and contribute in development activities of the county advocacy and awareness creation.	Medium

Stakeholder	Role	Power/Importance/Influence
External		
Community	Provision of skilled/ unskilled labour; Participate in decision making on issues affecting them; Community policing, collaboration with security agents; Active participation in prioritization of projects, implementation and provide information and utilization of infrastructural facilities.	Medium
Development Committees	Provide leadership in development and mainstreaming cross cutting issues in projects and programmes.	Medium
Donors	Inject new resources in form of credit, grants material support and capacity buildings.	Medium
Farmers' Organizations	Extension services and community mobilization.	
Finance Institutions	Avail credit, create awareness and train community on financial management.	Low
Universities and middle level colleges		
Regulatory Boards	Regulation of processing and marketing of the produce	
Kenya National Bureau of Statistics (KNBS)	Collection and dissemination of consumable data for planning purposes	Medium
National Council for Persons with Disability	Enhance capacity of disabled person's organizations, institutions and individuals; Support educational institutions for physically challenged, enhance access to ICT for PWDs	Low
NEMA	Enforcement of EMCA, e-waste	Low
Legislature	Deliberation and approve sector laws & policies and provision of conducive legal environment.	
Private Sector	Partners in service provision; Employment creation; Promotion of private enterprises and competition and supplement government effort through PPP.	Medium
Research Institutions	Carrying out research and development.	High

Stakeholder	Role	Power/Importance/Influence
External		
Commissions	Constitutional mandate implementation	Low
County public service	Human resource management.	High

CHAPTER 4 – County ICT Strategy

4.1 Introduction

The overarching goal of this strategy is to orient the efforts of the county in all sectors towards technology in order to leapfrog economic and social development and accelerate achievement of a leadership position in the digital future. By leveraging the available ICT infrastructure and application technologies, the county shall transform public and business services delivery, increase productivity and competitiveness as well as extend the reach for equitable access to public amenities and services. In this regard, the strategy intends that all productive sectors of the county are thoroughly reviewed in order to identify areas of high growth potential as well as high yield opportunity for rapid intervention through ICT deployment.

To meet this growth potential, the strategy will focus on six broad thematic areas that define the economic, social, political and environmental dynamics of the county. These themes include:

- Public Service delivery
- Shared Services
- ICT Infrastructure

ICT Capacity Building

- Innovations and ICT Enabled service
- ICT Legislation

Addressing these thematic areas will successfully deliver the county to a leadership position in efficient and cost effective service delivery as well as sustain equity in serving the citizens.

4.2 Theme 1 - Public Service Delivery

Rapid economic growth and social wellbeing are particularly driven by a high performing public sector. Timely response to the needs of the businesses and general community is a necessary and at times sufficient condition for fast socio-economic development. To achieve this high socio-economic growth, the county, of necessity, must leverage ICT in all its business processes and service delivery. The strategic plan envisages automation of business processes in all departments so as to improve the speed and quality of services delivered to the public. Business systems will be developed and deployed to specific sectors including finance, trade education, agriculture, tourism, social services among others. By the end of the plan period, it is expected that operational processes in all departments shall be fully automated and physical records digitized. To achieve this county aspiration, the plan posits the following strategic objectives and strategies.

Strategic Objective: To improve operational efficiency in public service delivery

Outcome: Improved efficiency and effectiveness through implementation and sharing of reliable, high quality resilient business systems.

Strategies:

- Conduct needs analysis for county business processes
- Develop and implement business information systems for all service departments
- Develop/Adopt policies, standards and operating procedures to guide implementation and operationalization of automated processes
- Partner with private sector in development and deployment of information systems. -PPP, BPO, Cloud
- Involve public in systems identification, initiation and development process
- Build redundancy in systems for business continuity
- Engage the National government and its agencies in matters of policy guidelines and project funding.

4.3 Theme 2 - Shared Services

Provision of timely and quality services mostly relies on well functioning public service. Internal efficiencies of public service organs are critical to both the general image and performance of the county government. Efficient internal communication and seamless data and information sharing contribute to the overall service delivery process. This could be further facilitated by use of common communication and data management platform across the county government, thus reducing the cost of acquisition and maintenance of the internal communication data management systems and facilities. To meet these stringent demands, the strategic plan proposes promotion and development of a shared services platform for internal processes. Common applications such

email systems, telephone services, web portals, human resources management systems, Enterprise Resource Planning system shall all be centrally deployed and used across all the departments. To this end, the strategic plan strives to meet the following strategic objectives and strategies.

Strategic Objective: Increase internal efficiencies and coherence of processes through use of standard applications and software programmes

Outcome 1: Improved internal efficiency, cost effectiveness and coherence in service delivery

Strategies

- Improve internal efficiency, cost effectiveness and coherence in service delivery
- Promote use of common, shared and integrated applications and software across departments
- Partner with education institutions for development of standard software programs and applications
- Build relationships with credible software developers and vendors for acquisition of reliable solutions.
- Acquire applications and Software Programs services from reliable vendors
- To ensure involvement of ICT operational and technical staff in Applications and Software Programs development processes

Outcome 2: Easy access to public data and information

Strategies

- To develop a centralised data repository
- To provide an interface of all shared applications and software programs to the centralised database

4.4 Theme 3 - ICT Infrastructure Development

To provide efficient and effective services to the public, there is need for building a robust, diverse and ubiquitous ICT physical infrastructure that out-reaches to all citizens in the county. Development of such an infrastructure requires leveraging all available infrastructure services in both the private and public sectors. In addition and in order to ensure favourable utilisation of the infrastructure, optimal traffic and relevant content, shared applications services as well as business systems will be developed and deployed. To create this robust infrastructure for high level public service delivery, the strategic plan will strive to meet the following two strategic objectives.

Strategic Objectives: Provide an elaborate and secure ICT infrastructure with robust networks, high-end Data Centers and adequate modern end-user devices

Outcome 1: Increased availability and access to ICT systems and services

Strategies

- Create a coherent ICT infrastructure development, management and maintenance environment
- Maintain a comprehensive ICT asset register
- Ensure availability, reliability and secure access to ICT systems and services
- Increased access to internet and intranet
- Increase user access to applications and systems

Outcome 2: Increased efficiency and effectiveness in coordination of information and data across the county government offices

Strategies

- Formulate a data management and storage policy framework
- Establish secure and highly available data centers

4.5 Theme 4 – ICT Capacity Development

A sustainable ICT capacity is a pre-requisite to improved quality of service delivery. In addition it is a necessary condition for increased contribution to economic growth through development of ICT products and services as well as creation and development of an ICT products market. The strategic plan identifies the strategic objective and strategies that will ensure development of ICT human capacity that will deliver the ICT vision of the county.

Strategic Objective: To build adequate capacity within the ICT sector

Outcome 1: A skilled and service focused staff

Strategies

- Ensure recruitment and retention of staff with the right skills, competencies and attitude for growth, development and management of the ICT.
- Identifying ICT training needs of the staff
- Develop an ICT training programme for all staff
- Establish partnerships with local ICT training institutions for technical skills development and public education

Outcome 2: A well informed and knowledgeable community

Strategies

- Prepare and execute a programme for community ICT sensitization and education

4.6 Theme 5 - Economic Growth through ICT Innovations

The county government will facilitate creation and growth of local IT-based service industries for increased contribution to fast economic growth and development. It is noteworthy that the county enjoys a competitive advantage in form of two fully fledged universities one of which is science and technology focused. Partnering with these institutions will facilitate creation and support of an ecosystem for innovation that has focus on skills development aligned to the



needs of IT-based service industries. In addition, the strategic plan will facilitate development and support of private sector-led technology parks and targeted research and development.

The strategy also espouses collaboration with local and national universities as well as industry organizations and companies to work together to support incubators schemes, establish facilities for SME financing and training programs so as to foster grass-roots innovation and empower entrepreneurs to generate innovative ICT applications and IT-based solutions that address critical development challenges. ICT enhanced contribution to rapid economic growth will be achieved by striving to meet the following strategic objectives and executing the underlying strategies.

Strategic Objective: Facilitate innovations and development of a thriving ITES market in Nyeri

Outcome 1: A robust local industry for ICT products and services

Strategies

- Harness local ICT knowledge and innovations
- Facilitate creation of a culture and environment for innovations, ITES and value addition
- Facilitate development of infrastructure for creation and value addition of ICT products and services

Outcome 2: Reduced cost of product value chains processes and service delivery

Strategies

- Provide support and incentives for participation in development of ITES products and services

4.7 Theme 6: Legislation

Development and deployment of automated services thrives in a well controlled, managed and regulated environment. This ensures that transformation of service delivery does not encounter any hurdles, legal or regulatory. To ensure a sound legal and regulatory environment, the plan embraces strategies to review, repeal, revise and enact laws that will facilitate creation of the environment conducive to its implementation. These include:

Strategic Objectives: To improve governance for the ICT sector

Outcome: A regulated and controlled ICT sector

Strategies

- Establish a county ICT governance structure
- Formulate ICT laws
- Prepare a structure and procedure for formulation and enforcement of the ICT laws
- Establish a close working relationship with Ministry of ICT
- Develop ICT policy, rules and regulations
- Capacitate the relevant committee of CA for smooth approval of bills.

CHAPTER 5 – Implementation Plan

5.1 Introduction

In order to facilitate achievement of the foregoing strategic objectives and strategies, a number of initiatives and interventions will be employed during the strategic plan period. The initiatives for executing this plan will constitute activities and projects that the county will undertake in timely periods in the tenure of this strategic plan. To ensure smooth and seamless implementation, high level of coordination of the SP projects and activities is necessary. It is imperative therefore that a strong project implementation committee be constituted with the requisite oversight power and authority on the strategic plan implementation coordination. The committee will work closely with the ICT departmental staff as well as staff in user departments for timeliness and relevance of the specific activities and projects.

This chapter provide the strategic plan implementation matrix which is an activity and project based sequential and chronological listing of the strategic plan actions. In addition, the chapter provides a financing strategy for funding the strategic plan activities. The chapter also identifies the risk that could cause failure of the strategic plan and the attendant measures to mitigate the risk for smooth and successful implementation of the plan.

Further a monitoring and evaluation strategy is also provided as part of the implementation plan. The strategy will entail identification of key Performance Indicators (PKIs) for each strategic plan outcome

Finally, the chapter proposes preparation, coordination and execution of a communication strategy for public awareness and ownership. This communication strategy is broad plan that will form the basis of communication plans for individual projects.

5.2 Implementation Matrix

The activities to be undertaken for execution of the SP are provided in the implementation matrix provided in Table 5.1. These are activities and projects as derived from the strategies and outcomes articulated in chapter 3 of this SP. The matrix also provide the total project budget and funding requirements for each activity over the SP period



Miss Tourism Kenya from Nyeri County

IMPLEMENTATION MATRIX

Table 5.1 – Implementation matrix

Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
Public Service Delivery							
Improved efficiency and effectiveness through implementation and sharing of reliable, high quality resilient business systems.	Conduct a baseline business automation needs assessment		Assessment tool Needs assessment report	5	-	-	3
	Set up a policy and standards working group	A conducive ICT technical and operational environment	Policy and standards working group in place	0.5	0.5	0.5	0.5
	Undertake formulation, dissemination and enforcement of policies and standards	Review and formulate 5 policies/ standards.	Policies and standards, level of compliance	10	5	5	5
	Preparation and execution of partnership agreements with specific private sector organizations on system development and deployment	10 Meetings, 5 MOUs	No. of Agreements, No of collaboration products	5	5	5	5
	Conduct public awareness campaign on business systems development plans	Conduct 20 events	No of events, No of participants	5	2	2	2
	Establish a citizen participation portal	An interactive citizen portal in place	TORs, Contracted developer,	10	1.0	1.0	1.0
	Construction, maintenance and upgrade of business systems backup site	Active/Hot backup site	TOR for backup site, contractors hired	-	3	18	
	Establish close relationship with the ministry of ICT and ICT Authority	Close collaboration in diverse areas	No of MOUs and collaboration agreements	0.5	0.5	0.5	0.5
	Design, develop and implement systems in Trade, Agriculture, Finance , Health (Electronic Revenue Collection system, single business permit, M&E system, promotion of e-extension, county registry	Operational business systems in MDAs	No of systems in operation - ERCS, SBP, M&E, Country Registry, Promotion of e-extension	10	20	15	4

Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
Shared Service							
Improved internal efficiency, cost effectiveness and coherence in service delivery	Conduct inter-departmental workshops to build consensus on shared services programme	A widely accepted shared services programme	No of workshops, No of participants, SS program	5	5	-	-
	Prepare and execute a shared services awareness and education programme for senior management	Broad awareness, acceptance and adoption of SS programmes	No. of Workshop held, No of participants	10	-	-	-
	Conduct meetings for preparation of software development agreements and MOUs with education institutions	Agreements and MOU with education institutions	No. of meeting, No of agreements	5	5	5	5
	Conduct assessment and due diligence of software vendors and developers for purpose of framework agreements	Frameworks agreements with vendors	Assessment tool, Vendor/ developer shortlist	5	2	-	-
	Negotiate terms of engagement with selected vendors/developers		No. of MOUs and agreements	10	10	-	-
	Deploy shared services systems (email and messaging, ERP, Project Management, DMS, Security etc.) in all county government agencies	Fully automated and integrated internal processes	County-wide email system, PMS, DMS, Security system	5	30	-	-
	Prepare and execute a programme for staff involvement in specific projects		Staff involvement schedule	0.1	0.1	0.1	0.1
	Undertake a review of county government data requirements	Data catalogue	Comprehensive county government data needs review report/document	5	2	-	-
	Develop and deploy centralized databases on persons, assets,	Centralised access of persons and assets data	Databases on Persons, Assets, Facilities,	5	23.6	50	50

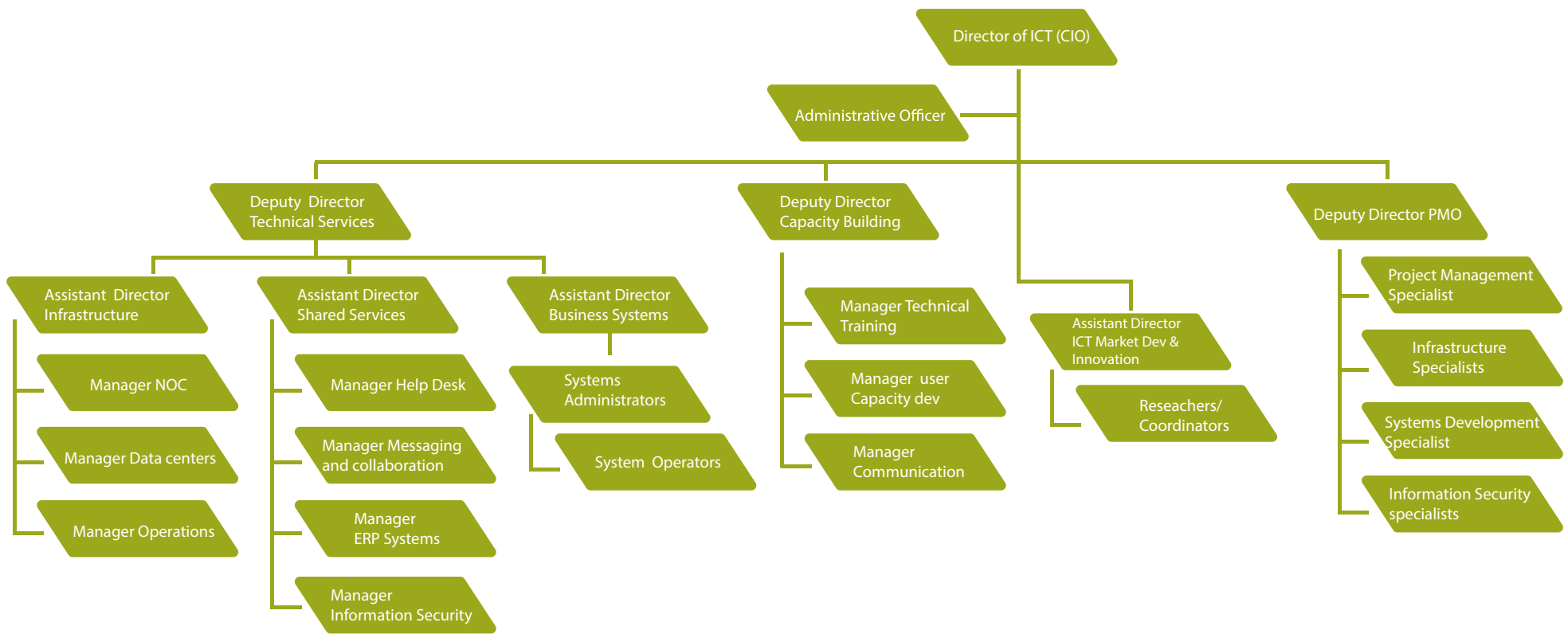
Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
Infrastructure							
Increased availability and access to ICT systems and services	Develop policies, standards and guidelines for networks, data centers and end-user devices	Conducive and coherent ICT development and operational environment	No of policies and standards adopted	5	2	1	1
	Conduct a survey of ICT physical assets	ICT Assets Register	Survey tool, Survey programme	5	0.1	0.1	0.1
	Establish service contracts with data services providers for connectivity	County-wide connectivity	No of contracts and SLAs	5	10	10	10
	Build a Fibre Optic infrastructure linking sub-county and ward offices	50 Km FO cable laid 20,000 users connected to FO	Length in KM, No of terminations points, No of users	-	-	25	25
	Establish Last-Mile connectivity to national infrastructure		No of terminals/base stations	5	-	15	15
	Develop a Town Data center and Call Center	Operational Data Center and call Center	Operational Data center and call center	-	-	150	-
	Establish data and application hosting platform including Cloud computing, Data Centers and Co-location	A framework for data and application hosting	No. of DCs, No of application co-hosted, No of devices co-located, No of applications hosted in the cloud	150	100	15	50
	Establish a Network Operations Center	Efficiency, reliability and high availability of county network	Construction of physical NOC, Fully operational NOC	50	-	-	-
	Provide adequate user access devices	100% staff access to systems and application	No of officers with access to services, No of devices in county offices	100	50	50	50
	Develop and deploy an infrastructure security framework	99.999% service availability	Security framework, Security software and devices, No. of staff sensitized,	50	50	50	50

Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
	Undertake installation of LANS in all government offices	Structured cabling networks in all county offices	No. of buildings with structured LAN, No. of DPs	-	-	-	-
	Development of 4 IDCs in sub-county headquarters	4 IDCs in sub-counties	IDCs Designs, Constructed IDCs, No of people served per day	-	25	-	-
	Provide internet services in all government offices	Broadband internet access to all staff	Bandwidth capacity, No of officers with access, distribution in the county	5	5	5	5
Capacity Building							
A skilled and service focused staff	Develop a staff recruitment and retention policy, procedures and guidelines	A highly motivated and skilled staff	Recruitment and retention policies, procedures and guidelines in place	2	-	-	-
	Conduct staff training needs assessment	Determine knowledge and skills gap	Training needs report	5	-	-	-
	Prepare and execute an all-inclusive and participatory staff capacity development programme – including management, technical, operational and user training	Sustainable skills and knowledge levels	Staff development programme , No of courses executed, No of staff trained	12	12	-	-
	Identify and engage training institutions in ICT capacity building partnerships	Training and capacity development programmes with institutions	No of MOUs, No of courses executed, No of staff trained	0.1	0.1	-	-
A well informed and knowledgeable community	Establish relationships with stakeholders, public and private institution, Community Based Organisations (CBOs), Media houses, youth and women groups.	Full collaboration with all stakeholders	No MOUs, No of events jointly under	0.1	0.1	0.1	0.1

Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
Information and Communication Technology Enabled Services							
Public awareness and access to internet	Organise regular public sensitisation and education and events.	Broad public awareness	No of events	1.0	0.5	0.5	0.5
	Organise media forums, briefing, press conferences and shows	Broad public awareness	No of events	1.0	1.0	1.0	1.0
	Increase public access to internet	Free Internet access to the public	No of internet sites	1.0	0.6	0.6	0.6
Innovations and ICT Enabled Services							
Innovation culture and skills	Organise forums for knowledge sharing and innovations show casing		No of forums	3	3	5	5
	Leveraging and deepening innovation in the curriculum for poly techniques and other colleges	Innovation culture and skills	No. of innovations course and congresses	1.5	1.5	2	2
	Partner with schools and colleges to nurture innovations	Schools and colleges innovation programme	No of schools iand colleges n the programme	1.0	1.0	2.0	2.0
	Conduct sensitization and awareness workshops, road-shows, public forums and conferences	Public awareness on innovations	No of events, No of participants	2.0	2.0	2.5	2.5
	Establish partnerships for development of ICT innovation and business incubation centres	A Vibrant ICT product market	No of business incubation centres	50	50	100	100
	Develop ICT laboratories in schools and colleges	A critical mass of ICT technical knowledge in the county	No of labs, Equipment and facilities	20	20	30	30
	Develop a support and incentives program	Growth of ICT based business startups	No of participants, Amount of money disbursed	10	10	20	25

Outcome	Strategic initiatives / Projects	Targets	KPI (MoV)	Estimated Budget (KES) Million			
				2013/14	2014/15	2015/16	2016/17
Legal							
	Identify and Issue letters of appointment to members.	A well coordinated regulatory process	Letters of appointment, Legal committee in place	-	-	-	-
	Undertake preparation of the county ICT Bill.	A well regulated ICT technical and operational environment	Draft bill, stakeholder contribution, reading in the country assembly, ICT Act in place	3	-	-	-
	Establishment of the structure for enforcement of the ICT Act		Enforcement structure in place	1	-	-	-
	Conduct a workshop of stakeholders and experts for formulation of policy, regulations and rules.	Public awareness	Workshop report, List of participants	3	-	-	-
	Prepare formal terms of collaboration with the ministry of ICT.		MOUs and agreements	1	1	1	1
	Organise workshops with members of the relevant committee of the CA	A well capacitated committee	Workshop report, List of participants	3	1	1	1

5.2 Organisation Structure



5.4 Risks and Mitigation Measures

The process of executing of this strategy may be exposed to certain risks may impede its successful implementation. These risks, their level of impact to the plan and mitigation measures are outlined in Table 5.2.

Table 5.2 - Risks and Mitigation Strategies

Risks	Level	Mitigation Strategies
Low technical capacity to implement the plan	High	•Recruit personnel with qualifications, knowledge and skills commensurate with the tasks •Develop existing technical staff in critical areas •Outsource in areas where the market has better skills and can more efficiently and effectively deliver services
Inadequate resource allocation	High	•Lobby county government to increase budgetary allocation to the ICT, especially for Operations and Maintenance •Aggressively seek funding from partners and donors
Non-operationalization of the project governance structure	High	•Operationalize the project governance structure as proposed in the plan
Non-homogeneous culture across department	Medium	•Implement mechanisms to create a uniform culture that is result-oriented and where there is team spirit •Organize regular team building activities

5.5 Monitoring and Evaluation

During implementation of this plan, a monitoring and evaluation framework that monitors performance based on KPIs, benchmarks and performance standards will be developed and executed. It is noteworthy that since KPIs for all project outcomes have been identified, the M&E framework will be easily deployed for each projects based on the standards and benchmarks for specific project.



Promoting road safety and emergency rescue.

ANNEX 1 - Strengths, Weaknesses, Opportunity and Threats (SWOT) Analysis

Theme	Sub Theme	SWOT			
		S	W	O	T
1 Shared Services	Shared Applications and Software Programs	• High ICT awareness in the county government • High potential of unlocking information sharing opportunities and service delivery • A common email system for all county staff • Ubiquitous internet service	• Poorly defined function and services structure • Low budgetary allocation for procurement of application development • Employee resistance due to fear of disruption in the way of working • Inadequately trained staff on use of ICT • Lack of shared infrastructure • Lack of a county ICT acquisition framework	• Availability of customized applications for various shared services • Cost cutting and increased efficiency and fairness in new and innovative ways • Donor funded programs demanding proper systems for data management in the county • Emerging new technologies for quick • Credible employee database for the CARP	• High cost of procuring specialised ICT services • Over-reliance on weak application may stall services • High costs of application software could impede timely implementation
	Shared Databases	• Increased need for information security • Management support in strengthening of governance	• Slow adoption of ICT in information management • Inadequately trained staff on use of ICT • Incoherence in application procurement	• Increased access to open databases for public input and utilisation • Donor funded programs demanding proper systems for data management in the county • Increased need for transparency, productivity, service reliability and standardisation	• High cost of database setup, maintenance • High susceptibility of access to information by malicious party

Theme	Sub Theme	SWOT			
		S	W	O	T
2. Public service delivery	Business process Systems	• LAIFOMS and IFMIS for revenue collection and expenditure monitoring respectively	• Most business processes are manual • Inadequate ICT skills, • Incoherence/ convergent and siloed approach to business systems initiation and development	• Automation for Efficient and effective service delivery • Faster transmission of information/data • Faster customer service • High citizen awareness and demand for faster, efficient services	• Service disruption due to cyber attacks
	Service delivery Framework	• A leadership committed to efficiency in service delivery • Shortened decision-making cycle	• Lack of policies, standards and guidelines for ICT acquisition and utilisation • Low ICT literacy levels	• ICT Master Plan by the National Government • Stakeholder awareness and potential for collaboration	• Failures in adherence to and enforcement of ICT standards and guidelines
3. Capacity Building	ICT Leadership and management	• A department dedicated to spearheading/ coordinating ICT	ICT leadership and management	for development of county ICT roadmaps	• Continuous ICT leadership
	Technical and operational capacity for public service delivery and county development	• Leadership support • Ability to secure external expertise on specific needs • Existence of some operational competence created through LAIFOMS and IFMIS • Basic computer operations skills broadly available • Availability of basic skills user skills within county government	• Inadequate technical capacity for system conceptualization, design and development • budgetary constraints, • Inadequate capacity for efficient system operations • Inadequate support skills, • Inadequate skills and capacity, • A weak structure for coordination • Unwillingness for the Law enforcers to include criminality in cyber-crimes.	• Access to ICT solution partners both local and national • Partnership with Local and national universities, • e-learning platform at the national government • Capacity building and knowledge transfer a component in all ICT projects • Availability of structured ICT course in local and national institutes of learning	• Mis-match of skills to industry requirements. • Inability to attract required technical skills • Transfer of knowledge not suitably delivered, • High attrition of trained staff, • Lack/inadequate ICT tools in the offices

Theme		Sub Theme				SWOT			
				S	W	O	T		
		Public		•High ICT awareness in the general public •High utilisation of mobile technology in service access	•A knowledge divide within the county •Lack of structured public ICT knowledge and skills development	•Availability of structured ICT course in local and national institutes of learning	•Lack of comprehensive cyber security legislation		
4. Infrastructure		End-user Devices		•Leadership commitment to ICT	•No adequate equipment •Low budgetary allocation	•Standardized h/w •Affordability (low cost of equipment)	•Theft •Obsolete equipment		
		WAN		•Internet broadband availability	•Lack of county intranet linking sub-counties	•Commercial and public infrastructures locally terminated •(NOFBI, Jamii, Orange, Safaricom) •Availability of commercial services •High number of cyber cafes •Technology availability for quick and cost effective deployment	•Integration across providers •Implementing centralized control		
		LAN		•Available LAN in most county government offices •Senior management willingness to put up more LANS	•Inadequate internet access and availability •Low utilization of LAN due to lack of adequate content •Poor network administration •Lack of LANs in sub-county offices	•Incorporating LAN as a component in all application/system development projects where they do not exist or obsolete	•High cost of building and management of LANs due to multiple locations of county government offices		
		Data Center Services		•Fairly modern and robust servers in some county buildings with adequate space for expansion	•Most buildings hosting county offices do not have the basic infrastructure •inadequate space for servers •Inadequate equipment •Poor maintenance	•Growing demand for services •Cloud technology •Opportunities for co-location	•High cost of setting and running viable data centers		

Theme	Sub Theme	SWOT			
		S	W	O	T
5. Innovations and ICT Enabled Services	ICT innovations for economic development	• ICT innovation initiatives; Nyeri Civic Hack etc • Partnership with Kimathi University • Leadership support	• Low local capacity of expertise skills in designing innovative products and services • Inadequate support for promotion of ICT innovations	• Partnership with key institution for promotion of innovations • Potential for incubation and commercialisation of successful innovations • Partnership with local and national companies for development of ICT based solutions • Statutory requirement for promotion of local companies	• Lack of markets for innovations • Loss of Patents • Loss of Intellectual Property Rights
	ICT enabled services	• Leadership commitment	• No framework for engagement with companies for product development	• Broad spectrum of services and product development choices	• Lack of markets • Comparative affordability
6. Legislation	ICT Laws: Adoption, Enactment, Revision, Repealing	• Appointment of a Legal Officer in the County. • Availability of funds	• Lack of a Management structure/procedures on Formulation of laws • Delay in approval/ adoption by the Executive Committee • Lack of clear dissemination structure/ procedures	• Availability of Expert advice from the National Government Institution/ Departments. • Easy access to National Laws • Stakeholders collaboration	• Conflict with National and International Laws and Statutes. • Delay in adoption by the County Assembly
	Policy, Rules and Regulations	• Existence of ICT committee • Top leadership support	• Lack of a Management structure/procedures on , policies etc. • Lack of clear dissemination structure/ procedures	• ICT Master Plan • Cyber Security Master plan	• Inadequate empowerment of the ICT committee for enforcement

ANNEX 2 - Strategic Objectives and Strategies

Theme	Strategic Objective	Outcomes	Strategies
Public service delivery	To improve operational efficiency in public service delivery	Improved efficiency and effectiveness through implementation and sharing of reliable, high quality resilient business systems.	- Conduct needs analysis for county business processes - Develop and implement business information systems - Partner with private sector in development and deployment of information systems.-PPP, BPO, Cloud - Involve public in systems identification, initiation and development process - Establish a backup system for business continuity - Engage the National government and its agencies in matters of policy guidelines and project funding. - Develop/Adopt policies, standards and operating procedures to guide implementation and operationalization of automated processes.
Capacity building	To build adequate capacity within the ICT sector	A well skilled and service focused staff ICT informed and knowledgeable community	- Identify ICT training needs for staff - Ensure recruitment and retention of staff with the right skills, competencies and attitude for growth, development and management of the ICT. - Develop an ICT training programme for all staff - Establish partnerships with local ICT training institution for technical skills development and public education - Prepare and execute a programme for community ICT sensitization and education

Theme	Strategic Objective	Outcomes	Strategies
Shared Applications and Software Programs	Increase internal efficiencies and coherence of processes through use of standard applications and software programmes	- Improved internal efficiency, cost effectiveness and coherence in service delivery	- Identify candidate functions for shared services - Promote use of common, shared and integrated applications and software across departments - Partner with education institutions for development of standard software programs and applications - Build relationships with credible software developers and vendors for acquisition of reliable Applications and Software Programs services from reliable vendors - To ensure involvement of ICT operational and technical staff in Applications and Software Programs development processes
	To enhance efficiency in records management and access to data and information for all departments	- Easy access to public data and information	- Develop a centralised data repository - To provide an interface of all shared applications and software programs to the centralised database
Infrastructure	Provide an elaborate and secure ICT infrastructure with robust networks, high-end Data Centers and adequate modern end-user devices	- Increased availability and access to ICT systems and services - Improved access to internet and intranet - Increased efficiency and effectiveness in coordination of information and data across the county government offices - Increased reliability of ICT equipment and facilities	- Create a coherent ICT infrastructure development, management and maintenance environment - Maintain a comprehensive ICT asset register - Provide county-wide connectivity and linkages - Establish inter and intra departmental linkages - Ensure adequate budgetary provision for a sustainable ICT infrastructure - Establish an ICT emergency/incident response team including developing a periodic risk assessment schedule - Facilitate/incorporate use of end-user devices subject to the ICT policy, terms and conditions - Create periodic institutional Leadership ICT equipment/facilities awareness training/sensitization so as to enhance Leadership commitment to have a robust and reliable ICT infrastructure - Ensure that a data centre is established to coordinate and monitor efficiency of the ICT infrastructure - Ensure that all offices are provided with adequate and reliable WAN and LAN infrastructural facilities

Theme	Strategic Objective	Outcomes	Strategies
Innovations and ICT enabled services for economic development	Facilitate innovations and development of a thriving ITES market in Nyeri	- A robust local industry for ICT products and services - Reduced cost of products value chain - Number of fully commercialised products and services	- Harness local ICT knowledge and innovations - Develop ICT laboratories in schools and other learning institutions - Build a robust ICT innovation centre - Set up ICT business incubation centre - Sensitisation and awareness of ITES to business opportunities - Support upcoming ICT business in development of ITES - Provide incentives for participation in development of ITES products and services
Legislation	To improve governance for the ICT sector	- A regulated and controlled ICT sector	- Establish a county ICT governance structure - Formulate ICT laws - Prepare a structure and procedure for formulation and enforcement of the ICT laws. - Establish a close working relationship with Ministry of ICT - Develop ICT policy, rules and regulations. - Capacitate the relevant committee of CA for the smooth approval of bills

CITIZENS DEVELOPING INNOVATIVE ICT SOLUTIONS FOR NYERI COUNTY



From Left: Mugendi Anthony, Ndungu Joseph, Areba Victor receiving Kshs.50,000 cheque from Nyeri County Deputy Governor, Amb. Samuel Githaiga at the Nyeri Civic Hack event on 2nd Nov 2014

ANNEX 3 - Outcomes and Budget

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
Public Service Delivery					
- Improved efficiency and effectiveness through implementation and sharing of reliable, high quality resilient business systems.	8. Conduct needs analysis for county business processes	- A detailed business automation needs document	Conduct a baseline business automation needs assessment	CIDP, ICT Master Plan	100
	9. Develop/Adopt policies, standards and operating procedures to guide implementation and operationalization of automated processes	- Policy and standards document -A user education programme -Level of adherence to policies and standards by departments	Set up a policy and standards working group Undertake formulation, dissemination and enforcement of policies and standards		
	10. Partner with private sector in development and deployment of information systems. -PPP, BPO, Cloud	- Partnership agreements and MOUs by 2017	Draw agreements with specific private sector organizations Prepare a programme for execution		
	11. Involve public in systems identification, initiation and development process	- Increased awareness and contribution by the public	- Conduct public campaign - Establish a citizen participation portal		
	12. Build redundancy in system for business continuity	Systems backup and replication sites	- Establish close working relations with Infrastructure function - Prepare regular system requirements specifications reports - Construct backup site		

Outcomes	Strategies	Key Output	Strategic Intervention	Link to Other Plans	Budget Kshs. Million
	13. Engage the National government and its agencies in matters of policy guidelines and project funding.	- Formal agreements Joint committees	Establish close relationship with the ministry of ICT and ICT Authority		
	14. Develop and implement business information systems	- Business system in key service delivery sectors	Undertake design, develop and implement systems in Trade, Agriculture, Finance , Health (Electronic Revenue Collection system, single business permit, M&E system, promotion of e-extension, county registry		49
Shared Services					
Improved internal efficiency, cost effectiveness and coherence in service delivery	- Identify candidate functions for shared services	A list of shared services systems A programme for implementation including costing	Conduct inter-departmental workshop to build consensus on shared services programme	ICT Master Plan	100
	-Promote use of common, shared and integrated applications and software across departments	High Level of understanding and awareness on shared services concept and value	Prepare and execute a shared services awareness and education programme for senior management		
	- Partner with education institutions for development of standard software programs and applications	Partnership agreements and MOUs	Conduct meetings for agreements and MOUs Prepare agreements and MOUs		
	- Build relationships with credible software developers and vendors for acquisition of reliable	A shortlist of credible vendors and developers	Conduct assessment and due diligence of software vendors and developers		
	- Acquire applications and Software Programs services from reliable vendors	Contracts for software products and services	Negotiate terms of engagement Deploy shared services systems in all county government agencies		

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
	- To ensure involvement of ICT operational and technical staff in Applications and Software Programs development processes	Staff involved in the ICT development processes Integrated systems across departments	Prepare a programme for staff involvement if specific projects		
Easy access to public data and information	- Develop a centralised data repository	A centralized database	Undertake a review of county government data requirement		
	- To provide an interface of all shared applications and software programs to the centralised database	Reliable access to the centralised data by all systems in the county	Develop the centralized database		
Infrastructure					
Increased availability and access to ICT systems and services	1.Create a coherent ICT infrastructure development, management and maintenance environment	Infrastructure policies, standards and guidelines in place	- Develop policies, standards and guidelines for networks, data centers and end-user devices	ICT Master Plan, CIDP	300
	2.Maintain a comprehensive ICT asset register	Asset register	Conduct a survey of ICT physical assets		
	3.Ensure ubiquitous, reliable and secure county connectivity infrastructure	County wide WAN A framework of data storage and applications hosting A Net Operations Center High access to systems and services	Establish service contracts with data services providers for connectivity Build a Fibre Optic infrastructure linking sub-county and ward offices Establish Last-Mile connectivity to national infrastructure Establish data and application hosting platform including Cloud computing, Data Centers and Co-location Establish a Network Operations Center Provide adequate user access devices		275

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
	4.Increased access to internet and intranet	- Infrastructure security framework - LANs in all county government offices - Information and Documentation Centers - High levels of access to internet and intranet	- Develop and deploy an infrastructure security framework - Undertake installation of LANs in all government offices - Development of 4 IDCs in sub-county headquarters - Provide internet services in all government offices	CIDP	
ICT Capacity Building					
A skilled and service focused staff	5. Ensure recruitment and retention of staff with the right skills, competencies and attitude for growth, development and management of the ICT.	No of skilled ICT staff employed	- Develop a staff recruitment and retention policy, procedures and guidelines - Conduct staff training needs assessment	ICT Master Plan, CIDP, Vision 2030	30
	6. Identifying ICT training needs of the staff	A training needs assessment report	prepare and execute staff capacity development assessment programme		
	7. Develop an ICT training programme for all staff	Staff training and capacity development programme	Organise forums for engagement with departmental staff for preparation of training program		
	8. Establish partnerships with local ICT training institution for technical skills development and public education	- No of Staff trained on ICT. - Number of institutions with training and staff development partnership	- Identify training institutions for partnerships - Organise forums for development of terms of engagement - Formalise the No of linkages established with local training institutions.		

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
A well informed and knowledgeable community	9. Prepare and execute a programme for community ICT sensitization and education	- Citizen Sensitization and education programme - ICT public events conducted in workshops - Level of citizen participation - Frequency and instances of ICT items in the media	Establish relationships with stakeholders, public and private institution, Community Based Organisations (CBOs), Media houses, youth and women groups Organise regular sensitisation and education and events Organise media forums, briefing, press conferences and shows	CIDP, Constitution, ICT Master Plan	20
Innovations and ICT Enabled Services					
A robust local industry for ICT products and services	- harness local ICT knowledge and innovations	Innovations events/forums	Organise forums for knowledge sharing and innovations show casing Leveraging and deepening innovation in the curriculum for schools and colleges Partner with schools and colleges for innovations curriculum development	ICT master Plan, Vision 2030	
	- Facilitate creation of a culture and environment for innovations, ITES and value addition	ITES sensitisation and awareness programme -Sensitisation activities	Conduct sensitization and awareness and workshops, road-shows and conferences		
		-Level of participation by individuals and businesses - Innovations curriculum in schools and colleges	Establish partnerships for development of ICT innovation and business incubation centres		

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
	- Facilitate development of infrastructure for creation and value addition of ICT products and services	Equipped laboratories, Innovation Center Incubation center	Develop ICT laboratories in schools and colleges		
Reduced cost of product value chains processes and service delivery	- Provide support and incentives for participation in development of ITES products and services	- A programme for support and incentives	Develop a support and incentives program	ICT Master Plan	
Legal					
A regulated and controlled ICT sector	1.Establish a county ICT governance structure	ICT committee in place.	Identify and Issue letters of appointment to members.	IICT Master Plan	10
	2.Formulate ICT laws	Enacted ICT laws.	Preparation of the ICT Bill. Conduct Stakeholder forums		
	3. Prepare a structure and procedure for formulation and enforcement of the ICT laws.	A structure for formulation and enforcement ICT policies and guidelines	Development of the structure for formulation and enforcement Policy formulation workshops		
	4. Establish a close working relationship with Ministry of ICT	A formal partnership with the ministry	Collectively prepare formal terms of collaboration Regular collaboration meetings.		
	5. Develop ICT policy, rules and regulations	ICT rules and regulations in place.	Organise stakeholders forums Engagement of experts Issuance of a circular. Conduct public awareness		

Outcomes	Strategies	Key Output	Strategic intervention	Link to Other Plans	Budget Kshs. Million
	6. Capacitate the relevant committee of CA for smooth approval of bills.	- Increased awareness by CA members - Number of forums conducted - Number of CA members sensitised	Organise workshops with members of the relevant committee of the CA		
TOTAL					

County Government of Nyeri

Towards a Smart Nyeri County





Towards a Smart County

