



COUNTY GOVERNMENT OF LAIKIPIA
COUNTY GOVERNMENT ADMINISTRATION,
COORDINATION, ICT & PUBLIC SERVICE
(ICT SECTION)



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2024-2028

DEPARTMENTAL VISION, MISSION, AND CORE VALUES

Vision

Be the leader in transforming Laikipia into a regional ICT hub and a globally competitive digital economy

Mission

To champion and harness ICT for efficient and effective public service delivery, wealth creation and well-being of all

Core Values

People-centeredness

Equity

Accountability

Efficiency

Professionalism

Innovativeness

THE FOREWORD

As we embark on a transformative journey towards realizing the vision and aspirations of Laikipia County, it is with great pride that I present the ICT Strategic Plan for the period 2024-2028. This plan is a testament to our unwavering commitment to leveraging technology to enhance service delivery, promote transparency, and foster innovation within the county.

The strategic plan has been developed with a keen understanding of the pivotal role ICT plays in modern governance and sustainable development. By aligning our ICT initiatives with the international and national development frameworks, including the United Nations 2030 Agenda, the African Union Agenda 2063, and Kenya Vision 2030, we are positioning Laikipia County as a leader in digital transformation.

Our ICT strategic plan is guided by the principles of inclusivity, efficiency, and resilience. It aims to expand our ICT infrastructure, improve data management and security, and foster a culture of digital literacy and innovation among our staff and citizens. These efforts will not only enhance the quality of services provided to the residents of Laikipia County but also ensure that our county remains competitive in an increasingly digital world.

I would like to extend my heartfelt gratitude to all the stakeholders who contributed to the development of this strategic plan. Your insights, expertise, and dedication have been invaluable in shaping a roadmap that will drive Laikipia County towards a brighter, more connected future.

As we move forward, I urge all departments and partners to embrace the opportunities presented by this plan and work collaboratively towards achieving our shared goals. Together, we can harness the power of ICT to transform Laikipia County and improve the lives of our people.

Mrs. Purity Kendi Gitonga
County Executive Committee Member
Laikipia County Government

ACKNOWLEDGEMENT

The Laikipia County ICT strategic plan (2024-2024) preparation is possible through immense sacrifice from many stakeholders. Special commendation goes to ICTA for and the department of finance for providing guidance and footprint in this process. Special appreciation goes to HE Mr. Joshua W. Irungu, the Laikipia County Government Governor and H.E Mr. Reuben Kamuri, County Deputy Governor through the CEC and Chief Officer for County Government Administration coordination, ICT and Public Service. Many thanks go to the Honorable Speaker and Clerk to the County Assembly of Laikipia for their valuable contribution into the preparation of this strategy. Special thanks also go to the County Secretary Mr. Koinange Wahome for his support in the process of drafting the ICT strategy plan and submission to County cabinet. Special commendation goes to the ICT Directors of the County Government and County Assembly for coordinating the Technical Committee and stakeholders' validation workshops and the participation and effort by the different departments and stakeholders in the County Government of Laikipia into this report.

We acknowledge the support of the above persons in the different stages of the assignment and we are confident that with the implementation of this Strategy the future of Laikipia County in the use of ICT in offering services to the citizens will be a great success. The commitment and participation of all stakeholders in this process will ensure that the County Government delivers the services to the people.

With the already set up planning committee, committed stakeholders and the good will of the Governor towards enhancing community development, we are confident that Laikipia County will be able to compete effectively in both the National, regional and global environment.

Thank you so much.

H.E Joshua Irungu
The Governor, County Government of Laikipia

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LIST OF ABBREVIATIONS AND ACRONYMS

BPO	Business Process Outsourcing
CCK	Communication Commision of Kenya
CRA	Commission on Revenue allocation
DCO	District Cooperative Officer
EAC	East Africa Community
ECD	Early Childhood Development
ICT	Information and communication Technology
VSAT	Very Small Aperture Terminal
MTP	Medium-Term Plan
KNIMP	Kenya National ICT Master Plan
EASSY	East African Submarine Cable System
LION	Lamu-Ijara-Ogaden Network
NBS	National Bureau of Statistics
SEACOM	South East Africa Cable System.
TEAMS	The East African Marine System.
SWOT	strengths, weaknesses, opportunities, and threats

EXECUTIVE SUMMARY

The Laikipia County ICT Strategic Plan 2024-2028 outlines a comprehensive framework for leveraging information and communication technology to enhance governance, service delivery, and community engagement. This strategic plan is developed in alignment with international, regional, and national development agendas, such as the United Nations 2030 Agenda for Sustainable Development, African Union Agenda 2063, and Kenya Vision 2030. By embracing digital transformation, Laikipia County aims to improve operational efficiency, increase transparency, and promote socioeconomic growth.

Key Objectives:

1. **Infrastructure Enhancement:** Strengthen the county's ICT infrastructure to ensure reliable, high-speed connectivity and support for digital services across all departments and regions.
2. **Digital Literacy and Inclusion:** Implement programs to increase digital literacy among county staff and citizens, ensuring equitable access to online services and bridging the digital divide.
3. **Data Management and Security:** Establish robust data management systems to ensure data security, privacy, and facilitate data-driven decision-making across the county's operations.
4. **E-Government Services:** Expand and improve e-government platforms to make county services more accessible, user-friendly, and transparent to the public.
5. **Innovation and Technology Adoption:** Foster a culture of innovation by adopting emerging technologies to enhance operational efficiency and service delivery.

Strategic Approach:

This strategic plan is structured around several key result areas, including infrastructure development, service accessibility, data security, and training and education. Each area is supported by specific strategies, including public-private partnerships, regulatory frameworks, resource allocation, and continuous monitoring and evaluation.

The methodology adopted to arrive at the ICT strategic plan, for includes but not limited the following: Discussions with the relevant stakeholders, planning meetings held with County chief officers, technical meetings held with heads of department, relevant information gathered from documents provided at the county level and focus group discussions and stakeholder forums interest groups in the County.

Current ICT Status

- 1) **Infrastructure and Connectivity:** The County Government requires a robust ICT infrastructure. Currently, Laikipia County has developed a sub-optimal infrastructure that can support deploying ICT enabled service delivery. The infrastructure includes connection to NOFBI at Nanyuki, Nyahururu and Rumuruti towns. In addition, the infrastructure for mobile communication like masts, VSAT do exist. Internet connection is reliable in urban areas in the County. Monitoring of network availability and capacity is carried out. All the major ISP Players are in the County. They include

liquid Telkom, Jamii, Access Kenya, Safaricom, Airtel, Orange, Wavex, Mawingu. Laikipia County has a server room. As we stand Laikipia HQ, Offices in Nanyuki, Annex, NTRH, Rumuruti Hospital with the help from ICTA they have been connected with the NOFBI fiber cable with up to speed of 100MBPs

- 2) *Public Service Delivery Systems:* The purpose of developing the ICT infrastructure is to facilitate deploying ICT enabled service delivery. In general, service delivery is largely manual while internal coordination mechanisms are manual resulting in loss of time. Currently, Laikipia County implements several ICT enabled systems in finance and administration. They include Laikipia Pay (for revenue collection), IFMIS (for procurement, budgeting, back office accounting) and IPPD (Salaries processing). However, is not interoperable. Laikipia County has a domain name and the officials' mails are hosted on the same. Laikipia County has a website. This website is externally hosted. The county assembly has its own website: Assembly.laikipiacounty.go.ke. Social media usage in official communication within Laikipia County is high. Automation of workflows and processes is limited.
- 3) *Human Capital and Workforce Development:* Deploying ICT requires a skilled human capital and workforce development that is alive to that reality. The current workforce cannot fully support deploying ICT. Specifically, the

ICT staff in the County is currently 7 in number are few in numbers. The ICT staff support the technical implementation of the existing systems in Finance and administration.
- 4) *Policy Environment and Legal Framework:* Deploying ICT requires a robust and sound legal and policy framework. Currently, Laikipia County has an ICT and communication policy. In addition, the ICT department has developed an ICT commitment service charter. The County has neither a strategic plan nor an investment framework.
- 5) *Change Management:* the techno infrastructure is not flexible enough to accommodate not scalable and not interoperable; the current organizational structure of ICT is flexible enough to support change and no programmes currently in place to train in change manage
- 6) *Citizen Involvement and Participation:* Citizen Participation in County Government processes such as budgeting is limited and mostly conducted through public non-ICT based channels like public *barazas*. In addition, a citizen participation portal is not in place

Gap Analysis

1. ICT Infrastructure:

- *Current Status:* Limited ICT infrastructure with inconsistent connectivity and inadequate network coverage in rural areas.
- *Desired State:* Comprehensive, high-speed ICT infrastructure that ensures reliable and widespread connectivity across the entire county.

2. **Digital Literacy and Inclusion:**
 - *Current Status:* Low levels of digital literacy among county staff and citizens, leading to underutilization of digital services.
 - *Desired State:* High levels of digital literacy with widespread use and accessibility of digital services for all residents.
3. **Data Management and Security:**
 - *Current Status:* Fragmented data management systems with limited security measures and data integration.
 - *Desired State:* Integrated and secure data management systems that ensure data privacy, security, and facilitate data-driven decision-making.
4. **E-Government Services:**
 - *Current Status:* Limited e-government platforms with low adoption rates and accessibility issues.
 - *Desired State:* Comprehensive, user-friendly e-government platforms that offer a wide range of services, ensuring ease of access and use.
5. **Innovation and Technology Adoption:**
 - *Current Status:* Slow adoption of new technologies and a lack of innovation in service delivery.
 - *Desired State:* Proactive adoption of innovative technologies and solutions to enhance service delivery and operational efficiency.

Identified Gaps

1. *Infrastructure Gaps:* Inadequate investment in ICT infrastructure, particularly in rural areas, leading to limited connectivity and accessibility issues.
2. *Skills and Competency Gaps:* Insufficient digital skills and training among county staff and the public, hindering the effective use of ICT tools and services.
3. *Security and Data Management Gaps:* Lack of comprehensive data security measures and integrated data management systems, posing risks to data privacy and security.
4. *Service Delivery Gaps:* Limited range and accessibility of e-government services, resulting in low adoption and usage by citizens.
5. *Innovation Gaps:* Resistance to change and slow adoption of emerging technologies, affecting the county's ability to innovate and improve service delivery.

Strategies to Bridge Gaps

1. *Investment in Infrastructure:* Allocate resources to develop and upgrade ICT infrastructure, focusing on extending connectivity to underserved areas.
2. *Digital Literacy Programs:* Implement training programs to enhance digital literacy and competencies among county staff and citizens.
3. *Strengthening Data Security:* Develop robust data security protocols and integrate data management systems to protect sensitive information and enhance decision-making.
4. *Expanding E-Government Services:* Develop and implement comprehensive e-government platforms, making them more accessible and user-friendly for the public.
5. *Promoting Innovation:* Encourage a culture of innovation by adopting emerging technologies and fostering partnerships with tech companies and innovators.

This gap analysis outlines the current challenges and the desired future state, providing a clear roadmap for strategic initiatives to bridge these gaps and achieve the county's ICT objectives.

The implementation of this strategic plan will involve collaborative efforts among various stakeholders, including government departments, private sector partners, and the community. By working together, we can ensure the successful realization of our ICT goals and contribute to the overall development of Laikipia County.

Conclusion:

The Laikipia County ICT Strategic Plan 2024-2028 is a bold and forward-thinking blueprint designed to position the county as a leader in digital governance and innovation. Through dedicated efforts and strategic investments in ICT, we aim to transform our county's service delivery and improve the quality of life for all our residents.

This executive summary provides a concise overview of the strategic plan, highlighting its key objectives, strategic approach, and the anticipated impact on Laikipia County.

Strategy that the county will undertake

The County Government shall implement the following roadmaps.

Strategy 1: Infrastructure and Connectivity: Network infrastructure and information access to enhance with the latest technology. This ICT strategy road map premises on a radical shift in the technology used to deliver ICT services. The County shall seek to improve the communication and ICT infrastructure across the County.

Strategy 2: Public Service Delivery Systems: ICT will act as a hub for knowledge and best practice of the latest solutions available to the public sector in the County of Laikipia. The County shall seek to achieve the following objective that touch on public service delivery systems. The County shall seek to develop and implement automated public service delivery systems

Strategy 3: Human Capital and Workforce Development: The successful implementation of ICT projects is heavily dependent of the availability of human resource with the relevant ICT skills. Skill sets demanded in the Information and Communication Technology (ICT) cluster are particularly dynamic and require continuous learning. The County shall seek to improve the HR ICT capacities in the County.

Strategy 4: Policy Environment and Legal Framework: Legislation frequently lags behind technology, but the County Government cannot afford to disregard the issues.

The County Government shall ensure the enactment of ICT laws that are in tandem with the national ICT laws. The County shall seek to develop and implement a comprehensive ICT legal and policy framework

Shared services Plan: Sharing entails utilizing resources available to ensure optimal performance and reduce duplication. The County shall seek to identify ICT based services to be shared and develop a comprehensive policy for sharing ICT based services

Change Management Plan: A fundamental element of ICT road map is change. People are crucial in change management, without people this strategy will not be achieved. The County shall seek to achieve the following objectives:

- 1) *Structure: re –engineer the organizational structure to support ICT change*
- 2) *People: training to facilitate a paradigm shift with respect to ICT based change annually*
- 3) *Technology: Procure and install scalable interoperable and integrated ICT systems throughout the road map period*

Citizen Involvement and Participation: Transforming ICT based citizen involvement and participation is key to their access to services and contribution to County affairs. The County shall seek to achieve the following objectives:

- 1) *Develop web based collaborative platforms*
- 2) *Promote the use local radio stations and television to enhance citizen participation*
- 3) *Source ICT technologies to address people with special needs (PWDs) to effectively participate in county affairs*

The *Strategy* plan shall require a mixed financing approach through internal equity and external funding.

Chapter One:

INTRODUCTION AND BACKGROUND

Overview

The Laikipia County ICT Strategic Plan 2024-2028 sets forth a clear roadmap to harness the power of information and communication technology (ICT) to enhance the county's governance, service delivery, and community engagement. This strategic plan is crafted in line with global, regional, and national development frameworks and seeks to position Laikipia County as a leader in digital innovation and efficiency.

The Context of Strategic Planning

The strategic plan is developed in consideration of various frameworks and plans, including:

1. **United Nations 2030 Agenda for Sustainable Development:** Aligning with the global goals of sustainable development, Laikipia County aims to leverage ICT to promote inclusive and sustainable economic growth, foster innovation, and improve the quality of education and healthcare.
2. **African Union Agenda 2063:** In line with Africa's blueprint for socio-economic transformation, the strategic plan seeks to harness the potential of ICT in driving the county's growth, fostering digital inclusivity, and improving governance.
3. **East African Community Vision 2050:** The plan aligns with the vision of a prosperous and competitive East Africa, focusing on digital infrastructure development and regional integration through technology.
4. **Constitution of Kenya:** Ensuring adherence to the principles of the Kenyan Constitution, the strategic plan emphasizes transparency, accountability, and citizen participation through ICT.
5. **Kenya Vision 2030 and the Bottom-Up Economic Transformation Agenda:** The strategic plan supports Kenya's long-term development blueprint and the Bottom-Up Economic Transformation Agenda by promoting ICT as a driver for innovation, entrepreneurship, and job creation.
6. **County Integrated Development Plan (CIDP) 2023-2027:** This strategic plan aligns with the county's development priorities, focusing on enhancing service delivery, infrastructure development, and community engagement through ICT.
7. **Sectoral and Departmental Plans, Policies, and Laws:** The plan is informed by existing policies and laws that guide the use and management of ICT resources within the county.

History of the Department

The ICT Section of Laikipia County was established to centralize and streamline the county's ICT operations and enhance digital service delivery. Over the years, the Section has evolved to become a critical player in the county's governance, focusing on improving infrastructure, fostering digital literacy, and ensuring data security. The Section's core functions include managing the county's ICT infrastructure, developing e-government services, and promoting digital inclusivity among the county's residents.

The development of this strategic plan followed a comprehensive and participatory approach, including:

1. **Instigation of the Process:** Initiated by the ICT department in collaboration with key stakeholders, the strategic planning process aimed to align the county's ICT goals with broader development objectives.
2. **Development:** The plan was developed through a series of consultative workshops, stakeholder engagements, and expert inputs to ensure a holistic and inclusive approach.
3. **Validation:** The draft plan was reviewed and validated by various stakeholders, including government officials, private sector partners, and community representatives, to ensure its relevance and feasibility.
4. **Finalization:** Following validation, the plan was finalized and approved by the relevant authorities, setting the stage for its implementation over the next five years.

I. Background of the County

This section presents the location and position of Laikipia County, its administrative and political units as well as the arms of the County Government. It also highlights the ICT establishment in the County.

II. County General Information

The Constitution 2010 created a devolved system of government through the establishment of counties. The county governments are responsible for spearheading development in their respective areas of jurisdiction.

Laikipia County is one of the 14 counties within the Rift Valley region. It borders Samburu County to the North, Isiolo County to the North East, Meru County to the East, Nyeri County to the South East, Nyandarua County and Nakuru County to the South West and Baringo County to the West. It lies between latitudes 0° 18' and 0° 51' North and between longitude 36° 11' and 37° 24' East. It covers an area of 9,462 km² and the 15th largest County in the country by land size.

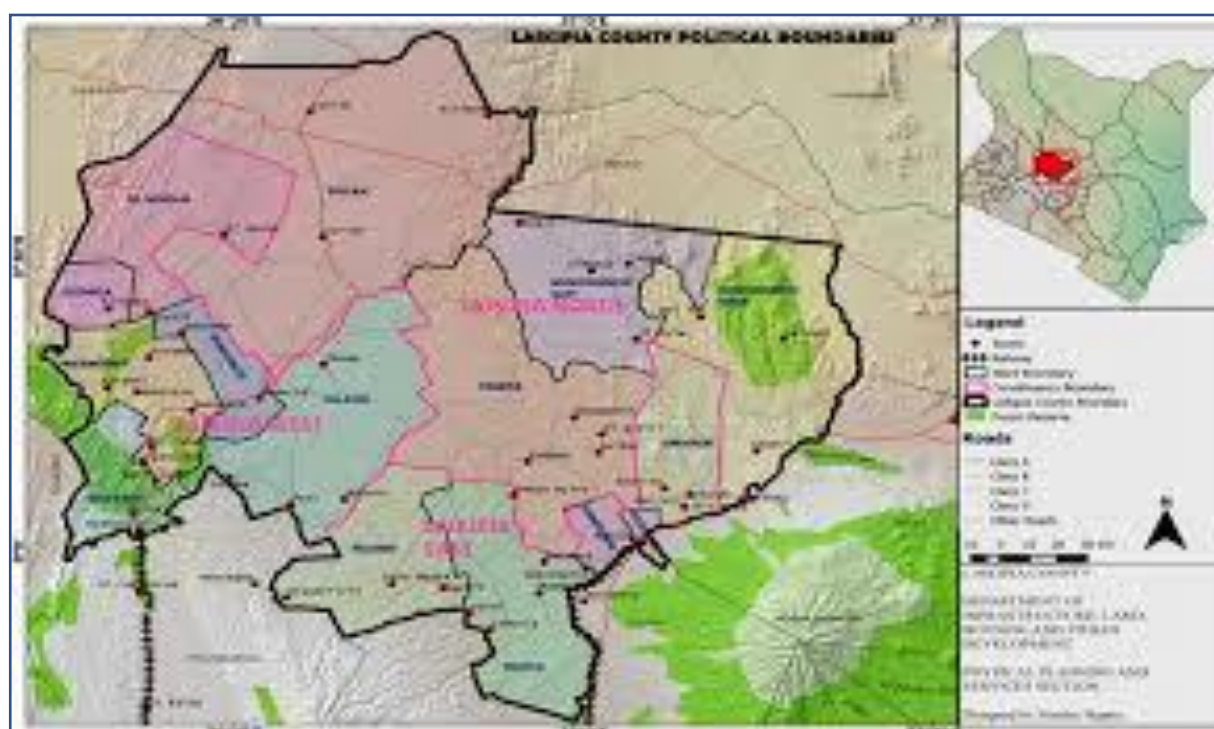
The County has three sub county units namely Laikipia East Constituency, Laikipia West Constituency and Laikipia North constituency. The county has 15 electoral wards, 5 in Laikipia East, 6 in Laikipia West and 4 in Laikipia North constituencies. Laikipia County comprises three administrative sub-counties (the Constituencies) namely: Laikipia East, Laikipia North and Laikipia West. The Laikipia East Sub-County lies to the east, Laikipia north to the North and Laikipia West to the west of the County. The sub-County headquarters are at Rumuruti. The County is further sub divided into 15 divisions, 51 locations and 96 sub-locations.

Table 1-1 County Electoral Wards by Constituency

Name of Constituency	Name of Wards	Number of Wards
Laikipia North	Mukogodo East, Mukogodo West, Segera, Sosian	4
Laikipia East	Ngobit, Tigithi, Thingithu, Nanyuki, Umande	5
Laikipia West	Olmoran, Rumuruti Township, Githiga, Marmanet, Igwamiti, Salama	6
Total		15

The County consists of 15 divisions, 51 locations, and 96 sub-locations respectively. The Laikipia East sub-county lies to the east, Laikipia North to the north, Laikipia Central to the southeast, Nyahururu to the southwest, and Laikipia West to the west of the county.

Figure 1-1 Political and Administrative Units



Demographics

Laikipia County has a diverse demographic profile. Here's an overview based on recent data:

1. **Population:** As of the 2019 Kenya Population and Housing Census, Laikipia County had an estimated population of around 518,560 people.
2. **Population Growth:** The county has experienced steady growth over the years due to both natural increase and migration, particularly in urban areas like Nanyuki and Nyahururu.

3. **Age Distribution:** The population is fairly young, with a significant proportion being children and youth. Approximately 45% of the population is under the age of 15.
4. **Gender Distribution:** The gender ratio is relatively balanced, with a slight skew towards females in some areas.
5. **Ethnic Composition:** The county is home to several ethnic groups, including:
 - **Kikuyu:** Predominant in areas such as Nyahururu and parts of Laikipia West.
 - **Maasai:** Found primarily in the northern and southern parts of the county.
 - **Pokot:** Present in the western parts of the county.
 - **Other Groups:** Including various communities such as the Samburu and Turkana in some regions.
6. **Urban vs. Rural:** The county has a mix of urban and rural populations, with urban areas like Nanyuki and Nyahururu being more densely populated compared to the rural regions.
7. **Education:** Literacy rates are relatively high, with significant investments in education contributing to a growing number of people with primary and secondary education.
8. **Economy:** The economy is based on agriculture, tourism, and increasingly, real estate and services due to urban growth.

For the most current and detailed demographic data, you might refer to the latest census reports, county government publications, or research from institutions like the Kenya National Bureau of Statistics.

III. *The County Executive*

The County Executive Committee is composed of the county governor and the deputy county governor; executive committee members appointed by the County Governor, with the approval of the assembly, from among persons who are not members of the assembly. Like other County Governments, the Governor assisted in the daily operations of the County by a Deputy Governor; heads Laikipia County.

IV. *The County Assembly*

Laikipia County Assembly consists of 23 members; 15 are elected and 8 nominated. The speaker heads the Assembly while the Clerk is the chief operating officer. The Assembly has constituted eight broad sectoral committees.

V. *The County Public Service Board*

The County Public Service Board is a creation of the County Government Act (2012). The board has a limited function on the human resource replicating the public service commission. It has a composition of 5 members with a Secretariat that manages the day to day affairs of the Board. The Law mandates the Board to establish and abolish offices, appoint staff, disciplinary control, promotion of values and principles, advise on human resources planning and management and capacity building as well as performance management.

VI. *ICT in Laikipia County*

The County Government commits itself to provide superior services that are ICT enabled. The County Government has a Section of ICT that is a shared function with County Administration Department. The department promotes the development of ICT in the County and supports the Finance and Administration departments to deploy national ICT requirements such as deploying IPPD and IFMIS that are core in the implementation of the County ICT programmes.

ICT is not well positioned within the county structure and it's not well deployed in the County considering the inadequate resources, vastness of the County topography and some areas in Laikipia North.

1.1 Purpose and Scope of the ICT Roadmap

This section outlines the objectives of this ICT Strategic plan, the rationale as well as the scope as outlines through the parameters of the Strategic plan. This Strategic plan takes cognizance of the parallel strategic planning process. It builds on this vigour and attempts to optimize ICT deployment. This Strategic plan is very specific to the ICT needs and develops a robust financing mechanism beyond the County's internal equity.

1.2 Objectives of ICT Roadmap

The 5 Year Strategic plan aims at achieving the following four (4) broad objectives:

- 1) To develop a coordinated and coherent approach for ICT road map development and guidelines which will enable each County to provide high-quality and cost-effective ICT-enabled services that meet the needs of County residents;
- 2) Foster innovation, best practice, and value for money in the use of ICT in management of County resources, learning and Citizen outreach;
- 3) To define the conditions under which it will be possible to provide a shared and optimized ICT infrastructure with appropriate user support and standards for the National Government and the Laikipia County

Government;

To among other things identify:

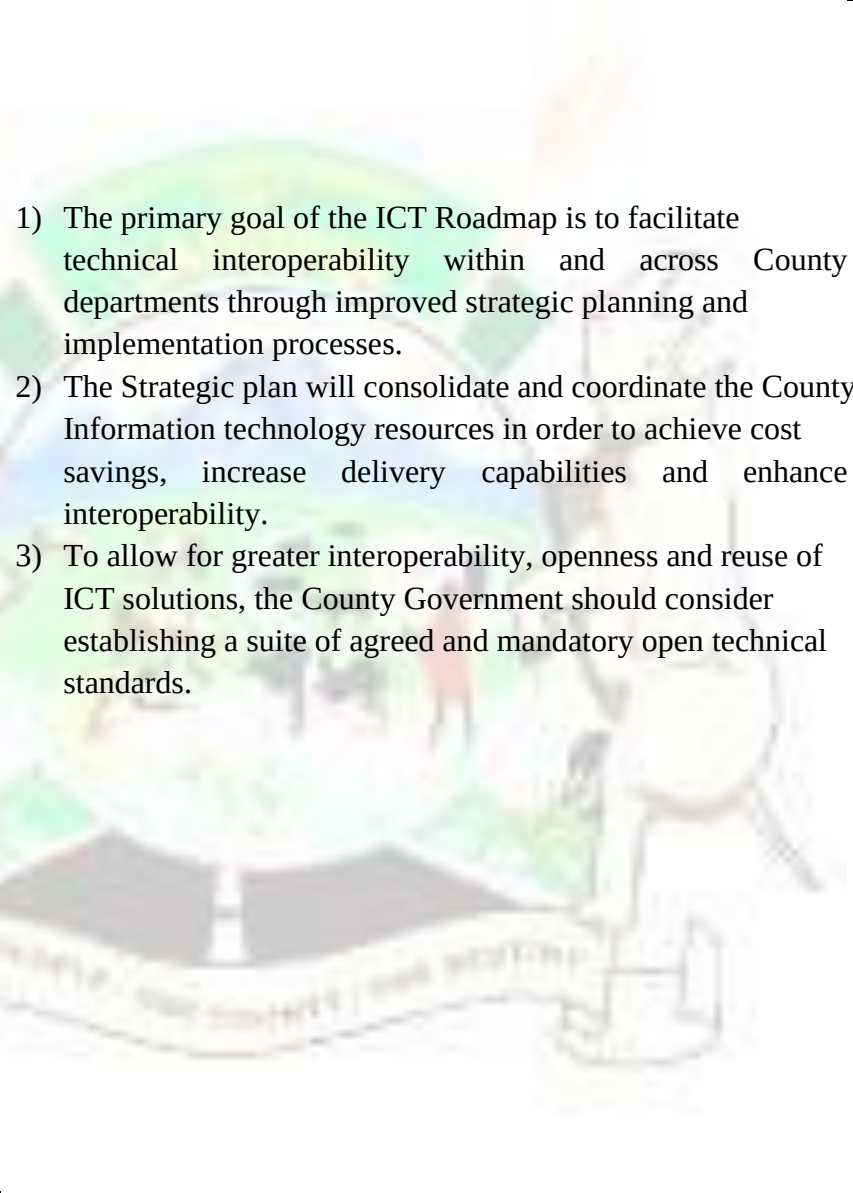
- 1) Short term quick wins;
- 2) The priorities for investment;
- 3) The plans for development;
- 4) Employment and support of ICT services and infrastructure which support the County's Citizen outreach, learning, and administrative activities;
- 5) A change management plan,
- 6) Detailed strategies for refinement and evaluation of performance, culture, communications, data reporting and any other strategic management identified issues necessary for successful implementation of the Strategic plan in relation to ICT services for the Laikipia County Government.

1.3 Scope of the Roadmap

The scope of this ICT Roadmap covers all Laikipia County ICT Programmes and Services. These programmes and services are critical to enable the people of Laikipia deliver their required outputs in support of service, directorate and County objectives. In the approach and design of this roadmap, attention is paid to 5 elements that are conceptually defined as brought out in Table 1.5.

Table 1-5 Conceptual Definition and Scope

No	Interpreted Issue	Details
1	Capacity Building	1) Strategic investment in ICT will ensure the efficient use of resources, encourage capacity building and ensure the ongoing management of ICT assets. 2) Programs and capacity-building initiatives are to be put into place so that the ICT services within the County are operated in a sustainable manner. 3) It must provide relevant and useful services, content and products that County residents would be willing, and able, to pay for.
2	Infrastructure	1) ICT enables operational and business areas to deliver efficiencies across the enterprise, leading to continuous improvement and more effective Departmental outputs. 2) ICT will be provided efficiently and ‘run and maintain’ costs will be driven down year on year. 3) ICT procurement will take sustainability, security, information management and compatibility and co-existence requirements fully into account.

3	Interoperability	 1) The primary goal of the ICT Roadmap is to facilitate technical interoperability within and across County departments through improved strategic planning and implementation processes. 2) The Strategic plan will consolidate and coordinate the County Information technology resources in order to achieve cost savings, increase delivery capabilities and enhance interoperability. 3) To allow for greater interoperability, openness and reuse of ICT solutions, the County Government should consider establishing a suite of agreed and mandatory open technical standards.
4	Change Management	1) The ICT Strategic plan is a significant change management document for the County that is underpinned by County's ICT Guiding Principles and objectives. 2) It has been developed to enable the County to improve and transform its productivity and service delivery for people, communities and business in the Laikipia County Government territory using ICT in a way that is forward looking, adaptable and reliable.
5	Policy Environment	1) ICT Programmes need to be delivered within a defined legal policy environment. 2) This should include systematic examination of the technical aspects of ICT deliverables, such as information security policy and access control, taking into account threats, vulnerabilities and impacts at all stages of service/product development, implementation or use.

1.4 ICT Achievements, Challenges and Lessons learnt

Achievements

1. **Infrastructure Development:**
 - **Expansion of Connectivity:** Significant progress in expanding internet to all government officers and hospital.
 - **Government Systems Modernization:** Implementation of digital platforms for public services, improving efficiency in processes like service delivery and record-keeping.
2. **E-Government Services:**
 - **System Automation:** Automated revenue system form manual paper work to Laikipia pay web and app system.
 - **Digital Payments:** Integration of digital payment systems for services, reducing the need for physical transactions and increasing convenience for residents.
3. **Capacity Building:**
 - **Partnerships and Collaborations:** Establishment of partnerships with tech firms and educational institutions to foster innovation and skill development.

Challenges

1. **Infrastructure Gaps:**
 - **Rural Connectivity:** Persistent challenges in providing reliable internet access and technological infrastructure in remote and underserved areas.
 - **Equipment and Maintenance:** Issues related to the procurement, maintenance, and updating of ICT equipment.
2. **Cybersecurity Concerns:**
 - **Data Protection:** Difficulty in ensuring the security of digital data and systems, leading to concerns over data breaches and cyber-attacks.
 - **Awareness and Compliance:** Low levels of cybersecurity awareness and compliance among some users and departments.
3. **Resource Constraints:**
 - **Funding:** Limited financial resources allocated for ICT projects, affecting the scale and scope of implementation.
 - **Skilled Personnel:** Shortage of skilled ICT professionals, impacting the development and maintenance of ICT systems.
4. **Integration Issues:**
 - **System Compatibility:** Challenges in integrating new ICT systems with existing legacy systems, leading to inefficiencies and operational disruptions.
 - **Data Sharing:** Difficulties in sharing data across different departments and agencies due to incompatible systems and lack of standardization.

Lessons Learned

1. **Stakeholder Engagement:**
 - **Inclusion:** Engaging all relevant stakeholders, including end-users and service providers, is crucial for successful ICT project implementation.
 - **Feedback Mechanisms:** Establishing mechanisms for continuous feedback helps in identifying issues early and making necessary adjustments.

2. **Sustainable Planning:**

- **Long-Term Vision:** Developing a long-term ICT strategy with clear goals and milestones ensures sustained progress and alignment with broader development objectives.
- **Scalability:** Designing systems and infrastructure with scalability in mind helps accommodate future growth and technological advancements.

3. **Training and Support:**

- **Capacity Building:** Continuous training and support for users and staff are essential for effective utilization of ICT systems and tools.
- **User-Friendly Solutions:** Implementing user-friendly solutions increases adoption rates and reduces resistance to new technologies.

4. **Regular Reviews and Updates:**

- **Monitoring and Evaluation:** Regular monitoring and evaluation of ICT projects and systems help identify areas for improvement and ensure that objectives are being met.
- **Adaptability:** Being adaptable and responsive to emerging technologies and changing needs is vital for maintaining relevance and effectiveness.

By addressing these challenges and applying these lessons, Laikipia County can continue to enhance its ICT capabilities and achieve its strategic goals

THE COUNTY ICT CONTEXT AND SITUATIONAL ANALYSIS

The world's advances in ICT over the last 20 years have been phenomenal. A world without mobile phones and computers is unimaginable. Remarkable transitions are evident through Worldwide –Web, high-speed broadband internet and universal increase in the use of mobile devices to communicate and collect information. ICT is the critical enabler that will allow governments to take advantage of the opportunities in today's 'hyper-connected' and information-rich world to create responsive State Services.

2.1 Overview of the Global, Regional and National ICT Trends

The rapid advancements in the field of Information Technology (IT) and the resultant explosive growth of the information services sector have radically changed the world's economic and social landscapes. These changes have given rise to a new society based on information and knowledge. This has further resulted in new avenues of development, employment, productivity, efficiency, and enhanced economic growth.¹

2.1.1 Global ICT Trends

ICT is key infrastructure in a modern organisation and is essential for the efficient and reliable delivery of services expected by the community. ICT is an enabler of change, assisting the streamlining of business processes to support continuous improvement and the resultant productivity and service benefits.

The world's advances in ICT over the last 20 years have been phenomenal. The uses of ICT have been so pervasive that we cannot imagine a world without mobile phones and computers. ICTs have gained increased importance especially with the advent of globalization and increased information –intensive economic activities (World Bank 2006). As a result, both the private and public sector acknowledge ICT's pivotal role in national development because the use of ICTs enhances public sector effectiveness, efficiency and transparency. It also creates substantial profits for the firms. The world has noted the rapid advances in ICTs but the degree of advancement is not evenly distributed.

There exists a digital divide, as the penetration of high-end technology is often restricted to more advanced countries. In this regard, the global community, through the World Summit on the Information Society (WSIS) strives to address the key issue of decreasing the digital divide while increasing communication and exploring the potential of ICTs in advancing the goals of the United Nations Millennium Declaration

There have been continuous and rapid changes in the technology landscape that have seen the growth in the use of consumer technology in business, mobile services, readily accessible broadband, and

This introduction and background section provides a comprehensive overview of the strategic plan's context, the department's history, and the methodology used in its development, setting the foundation for the subsequent chapters.

¹ Republic Of Kenya : National Information & Communications Technology (ICT) Policy; Ministry Of Information & Communications, January 2006:9

2.1.2 Regional ICT Trends

Notably, Kenya is among the leaders in the region, in respect to the development of ICT. Further, with the devolved system, ICT infrastructure and services are prerequisites to development in each County Government and therefore Kenya stands a better chance to use ICT to improve service delivery to the citizens. At the regional level, Kenya aims at improving its trade of goods and services with fellow East Africa Community (EAC) members. ICT has a major role to play in regard to facilitating communication and engagements among the members.

There are various planned integrations such as implementation of the customs union, common market, monetary union and political federation including the legal, regulatory, and policy reforms required to accomplish the plans. seamless ICT infrastructure and infostructure within the community is crucial to address the emerging mobile and cyber security issues perpetuated through ICT and fuelled by the borderless nature of the services delivered though the technologies.

2.1.3 National ICT Trends

Information and Communication Technology ICT has been identified by the Government of Kenya as a key infrastructure, as a dynamic and promising institutional/ services sector and as a platform for enabling technological and institutional transformation of all sectors in the economy.

Vision 2030 articulates the government's strategic vision for Kenya's development and focuses on three primary pillars of: the economic pillar, the social pillar and the political pillar.

ICT is one of the foundations for economic development in the second MTP of Vision 2030, with the theme, "strengthening the foundation for a knowledge economy". ICT is a critical tool in Kenya's vision of knowledge-based economy, which aims at shifting the current industrial development path towards innovation where creation, adoption, adaptation and use of knowledge as the key source of economic growth are key. As a foundation of the second MTP, the concern of ICT would be:

- 1) Upgrading the national ICT infrastructure
- 2) Improving public service delivery
- 3) Developing the ICT industry; and
- 4) Upgrading human resource ICT capacity

The following sections (2.2 and 2.3) represent a distillation of ideas germane to The Kenya National ICT Master Plan 2024-2028 (Hereafter referenced as KNIMP). KNIMP identifies three foundations and three pillars critical for a thriving digital economy.

2.2 ICT Foundations

The National ICT Master Plan identifies three critical actions that need to be undertaken in order to lay a basis of Kenya transitioning to a Knowledge Society and positioning the country as a regional ICT hub by developing quality ICT infrastructure, developing integrated and secure information infrastructure and developing critical mass of high-end ICT human capital. The developed three foundations are:

2.2.1 Human Capital and Workforce Development

This is the first foundation of the KNIMP. The aim is to develop quality human resources as a prerequisite for the development of a viable ICT sector. Laikipia County is a vast county. In spite of this, a sizeable percentage of the general human population is illiterate in matters ICT. The specific ICT sector is also grossly understaffed. This indicates that this is a critical area of investment for Laikipia County.

2.2.2 Integrated ICT Infrastructure

This is the second foundation of the KNIMP. Here is to provide an integrated infrastructure backbone for cost effective delivery of ICT services and products to all Kenyans. The nation is currently plugged into the international broadband superhighway through SEACOM, TEAMS, EASSY and LION. Taking advantage of this, the Kenyan government has interconnected most major towns to the National Optic Fibre Backbone Infrastructure (NOFBI). This is in tandem with the National Broadband Strategy (NBS). It envisions “connectivity that is always on and that delivers a minimum of 5mbps to individuals, homes and businesses for high end speed access to voice, data, video and applications for development”.

Nyahururu, Rumuruti and Nanyuki towns have connection to NOFBI. The mandate to extend this connectivity to the sub counties rests with the County government according to the NBS.

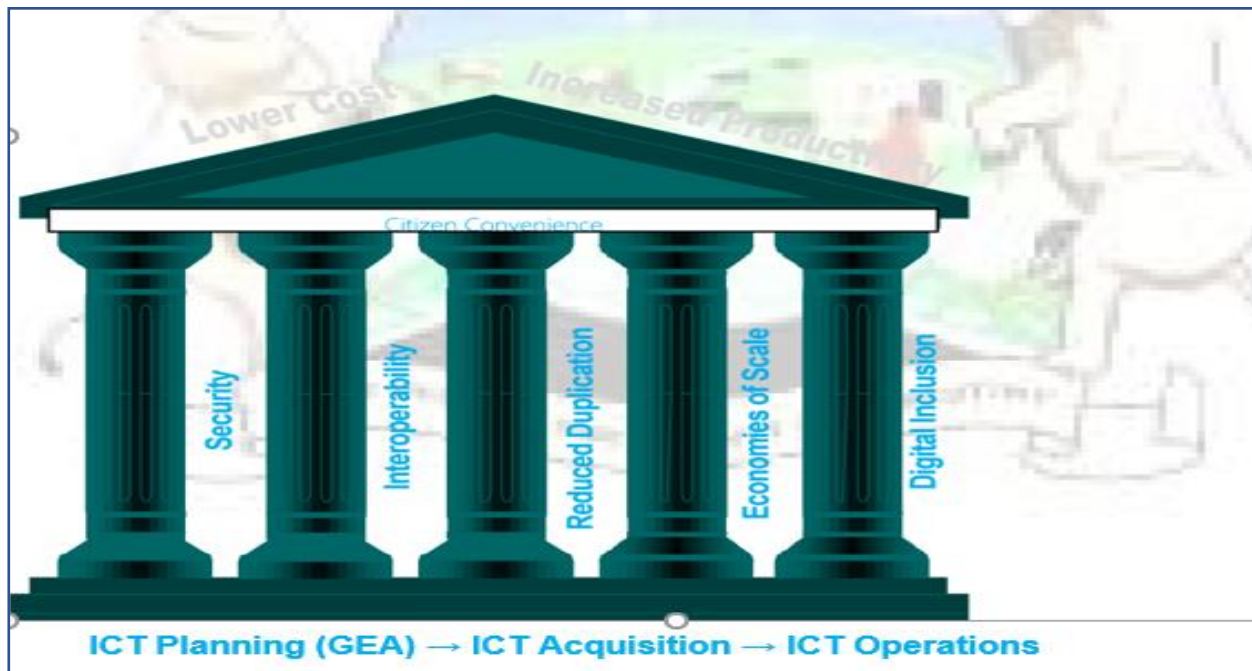
2.2.3 Integrated Information Infrastructure

This is the third and final foundation identified in the KNIMP. The aim here is to improve eGovernment services and enable the country to transition into a knowledge-based society. The strategy is to ensure maximum access to information held by public authorities by all Kenyans and that this information is availed through consolidated portals in an affordable and secure manner. This then makes it mandatory for all Counties, Laikipia County included; to not only maintain a web presence, but also to ensure that such a presence is collaborative and unified.

2.3 National Government Enterprise Architecture

To address the inconsistency and misalignment of ICT plans, the ICTA has developed the Kenyan Government Wide Enterprise Architecture (GEA) Framework as a minimum standard for use across all government departments and agencies. The GEA Framework supersedes any prevailing Enterprise Architecture and ICT planning frameworks and methods in use in government.

Figure 2.1



ICTA has developed the Kenyan Government Wide Enterprise Architecture (GEA) Framework as a minimum standard for use across all government departments and agencies. The GEA Framework supersedes any prevailing Enterprise Architecture and ICT planning frameworks and methods in use in government. County Governments are no exception to this policy requirement. Hence the need for Laikipia County Government to conform and abide by the GEA framework as prescribed by the government policy.

The GEA Framework is generic and applies in all spheres and levels of government. It is valuable to produce department/agency Enterprise Architecture Plan (also referred to as ICT Plan or ICT Roadmap) that fully aligns with the department/agency business plan, whilst observing the objectives and principles of the e-Government as defined in the ICT House of Values. In this ICT Strategy map, the County government shall use this guide to tailor or establish its Enterprise Architecture capability to meet the minimum requirements as contemplated in the GEA Framework.

The GEA Framework prescribes a method and defines the minimum components of an ICT Plan and its implementation. The Government Enterprise Architecture is a mission-focused framework to improve government performance. By aligning Governments, business processes, information flows, and technology consistently across and throughout the Government, the GEA builds a blueprint for improving programs. In the development of the Laikipia County ICT strategy road map, the foregoing (GEA) framework shall guide the County Government Enterprise Architecture accordingly

The purpose of Laikipia County utilizing Enterprise Architecture will be to provide an overview of how information technology can support the County in achieving the vision and mission of the core business strategy; run business in a better way; support business strategies that are constantly evolving; direct and motivate the development of information technology activities. The implementation of the ICT Road map for the County Government of Laikipia shall be guided and informed by the Government Enterprise

Chapter Two:

INTRODUCTION AND BACKGROUND

3. Overview

The "Strategic Direction" chapter outlines the overarching goals and guiding principles that will steer the strategic plan for Laikipia County's ICT department. It provides a clear vision of where the ICT sector aims to be in the coming years, defining the key priorities and strategic objectives that align with the county's broader development goals. This chapter establishes the framework for decision-making, resource allocation, and performance measurement, ensuring that all ICT initiatives are directed towards enhancing efficiency, fostering innovation, and driving sustainable growth.

3.1 Mandate

This section details the desired end state definition for ICT in Laikipia County. It is described in the Vision and Mission statement, the core values embraced in deploying ICT as well the Strategy that shall be implemented over the 5-year period.

3.2 Vision

The Vision of ICT in Laikipia County is

“Be the leader in transforming Laikipia into a regional ICT hub and a globally competitive digital economy”

3.3 Mission

The Mission of ICT is to realise

“To champion and harness ICT for efficient and effective public service delivery, wealth creation and well-being of all”

3.4 Core Values

The following core values shall guide the implementation of the ICT roadmap

- 1) **People-centeredness** - Shall always aspire to delight our customers through service quality, efficiency and promptness
- 2) **Equity** - we shall endeavour to be treating everyone fairly
- 3) **Accountability** - we shall aspire at delivering on promises and being open and honest
- 4) **Efficiency** - we shall all the time be making improvements through being efficient and delivering value
- 5) **Professionalism** -we shall aspire at wanting to be the best and working together to achieve this and encouraging questions and listening to our customers
- 6) **Integrity** - Shall at all-time endeavour to adhere to moral and ethical principles in service to our customers
- 7) **Innovativeness** - we shall aim at learning to be different and improving
- 8) **Passion**- Working together to improve how we provide services to customers

3.5 Strategic Goals

The County Government shall implement the following four Strategic plans in order to meet the identified ICT needs

- 1) Strategic plan 1: Infrastructure and Connectivity
- 2) Strategic plan 2: Public Service Delivery systems
- 3) Strategic plan 3: Human Capital and Workforce Development
- 4) Strategic plan 4: Policy environment and legal framework

Table 3.1 below presents the rationale and parameters for each roadmap.

No	Strategy plain	Strategy Rationale	Strategy Parameters
1	Strategic plan 1: Infrastructure and connectivity	ICT based service delivery rely on infrastructure. ICT infrastructure is the basis upon which public service delivery shall be made possible	1) Internet Connectivity 2) Basic ICT equipment 3) Network infrastructure- LAN/WAN, mobile phone 4) Electricity connection 5) Business Continuity plans- servers, network attached storages, data backups, co-location facility
2	Strategic plan 2: Public Service Delivery systems	The aim of this roadmap is to deliver highly efficient and quality services to the people of Laikipia County. ICT in service delivery is viewed as the most attractive strategy to realising this goal. This is the main roadmap.	1) System automation 2) Workflow automation 3) Internal coordination- unified communication system 4) Service delivery points
3	Strategic plan 3: Human Capital and Workforce Development	The human resource is critical in implementing ICT enabled service. County staff require targeted training and capacity building to use and apply systems in service delivery	1) Training needs assessment 2) Basic ICT training 3) System (application) based specialized trainings 4) ICT department human resources establishment
4	Strategic plan 4: Policy environment and legal framework	ICT is not a devolved function. The ICT frameworks and investments should conform to the National Master-plan	1) County ICT policy framework 2) County ICT investment framework- PPPs in infrastructure acquisition 3) County ICT legal framework 4) County ICT budget allocations

Chapter Three: Situational and Stakeholder Analyses

Overview-

This chapter provides a comprehensive examination of the current landscape within Laikipia County, focusing on the internal and external factors influencing its ICT initiatives. It includes a situational analysis that evaluates the strengths, weaknesses, opportunities, and threats (SWOT) faced by the county's ICT sector. Additionally, the chapter identifies key stakeholders involved in the development and implementation of ICT projects, outlining their roles, interests, and the impact of their involvement. This dual analysis is essential for understanding the context within which strategic decisions are made and for fostering collaboration and alignment among various parties in driving the county's ICT agenda forward.

ICT DEPARTMENT STRATEGIC PLAN

1.0 STRATEGIC GOAL:

"To establish a robust and sustainable ICT ecosystem that enhances the efficiency, accessibility, and transparency of public services, fosters innovation and economic development, and empowers residents through digital inclusion."

ICT Strategic Objectives

- i. Enhance ICT Infrastructure
- ii. Foster Innovation and Digital Transformation
- iii. Develop ICT Talent and Capabilities
- iv. Implementation Plan

Objective Outcome

(a). Enhance ICT Infrastructure

- **Improved Connectivity:** Faster and more reliable internet access, including both wired and wireless networks.
- **Scalability and Flexibility:** Infrastructure that can easily scale to meet future needs and adapt to emerging technologies.
- **Enhanced Security:** Stronger cybersecurity measures to protect against threats and ensure data integrity and privacy.
- **Cost Efficiency:** Reduced operational costs due to optimized infrastructure and potentially lower costs for end users.
- **Support for Emerging Technologies:** Infrastructure that can support innovations like IoT, AI, and cloud computing.

(b). Foster Innovation and Digital Transformation

- **Increased Innovation:** Development of new digital products, services, and business models.
- **Enhanced Business Agility:** Faster response times to market changes and customer needs through digital tools and processes.

- **Improved Customer Experience:** Better service delivery through digital channels and personalized interactions.
- **Economic Growth:** New opportunities for businesses, leading to job creation and economic development.
- **Sustainable Practices:** Use of digital solutions to promote environmental sustainability and reduce waste.

(c). Develop ICT Talent and Capabilities

Outcome

- **Skilled Workforce:** A workforce proficient in the latest ICT technologies and practices.
- **Increased Employment Opportunities:** More job opportunities in the ICT sector due to a higher demand for skilled professionals.
- **Enhanced Innovation Capacity:** A talent pool that can drive innovation and support digital transformation initiatives.
- **Improved Education Systems:** Stronger partnerships between industry and educational institutions to align curriculum with market needs.
- **Global Competitiveness:** Ability to compete in global markets due to a highly skilled and capable ICT workforce.

(d). Implementation Plan

Outcome

- **Clear Roadmap:** A detailed plan outlining steps, timelines, and responsibilities to achieve the strategic objectives.
- **Resource Allocation:** Effective allocation of financial, human, and technical resources to support the objectives.
- **Stakeholder Engagement:** Involvement of key stakeholders in the planning and execution process, ensuring buy-in and support.
- **Monitoring and Evaluation:** Systems in place to track progress, measure outcomes, and make necessary adjustments.
- **Sustainability:** Ensuring that the benefits of the strategic objectives are long-lasting and adaptable to future challenges.

Summary of Opportunities and Threats

Based on the analysis of the external environment, the department should summarise opportunities and/or threats as per the table below.

Environmental factor	Opportunities	Threats
Political	Government Support: Government initiatives and policies promoting digital transformation, smart cities, and e-governance can create significant opportunities for growth in the ICT sector	Regulatory Uncertainty: Frequent changes in government regulations or political instability can create uncertainty, potentially delaying projects and increasing costs.
Economic	Digital Economy Expansion: As more industries digitize, there are opportunities to develop and sell new digital solutions and services.	Inflation: Rising costs due to inflation can impact the affordability of ICT products and services, both for providers and consumers.

Social	Growing Digital Literacy: Increasing digital literacy among the population opens up new markets for ICT products and services.	Digital Divide: Inequalities in access to technology can limit market reach and slow the adoption of new digital services.
Technological	Automation and Efficiency: The adoption of automation technologies can lead to significant operational efficiencies and cost reductions.	Rapid Technological Change: The fast pace of technological change can make existing products and services obsolete, requiring continuous investment in R&D.
Legal	Regulatory Compliance as a Differentiator: Companies that can efficiently comply with regulations and obtain relevant certifications may gain a competitive advantage.	Compliance Costs: Adhering to complex regulations, particularly in areas like data protection and cybersecurity, can be costly and resource-intensive.
Ecological	Sustainable Technology: There is growing demand for eco-friendly technologies, such as energy-efficient data centers and green computing solutions, providing new market opportunities.	Environmental Regulations: Stricter environmental regulations can increase costs, particularly in areas like e-waste management and energy consumption.

Stakeholder Analysis for ICT Strategic Objectives

SNo .	Stakeholder Name	Role	Expectation of the Stakeholder	Expectation of the Department
1	Government Authorities	Policy and regulations	Compliance with Regulations and Standards	Regulatory Compliance
2	Telecommunications Providers	networking, broadband, and other ICT services.	Clear and Transparent Communication	Adherence to Technical Standards
3	ICT Vendors and Suppliers	Providence of essential products and services	Fair and Transparent Procurement Process	Support for Integration and Implementation
4	Funding Bodies	Budgetary providence	Transparent Financial Management	Accountability and Transparency

2.0. Strategic Issues, Goals and Key Result Areas

Strategic objective requires careful planning, execution, and monitoring to achieve success. By addressing strategic issues, setting clear goals, and defining key result areas, the ICT department can effectively enhance infrastructure, foster innovation, develop talent, and implement initiatives, leading to overall organizational success

Strategic Issue	Goal	KRAs	
-Aging Infrastructure -Scalability and Capacity -Integration Challenges	Modernize Infrastructure	1	Infrastructure Upgrades Completed
		2	Capacity Utilization
		3	Integration Success Rate:
-Resistance to Change -Lack of Resources -Skills Gap	Promote a Culture of Innovation	1	Innovation Initiatives
		2	Technology Adoption Rate
		3	Training Completion:

-Skill Shortages -Training Needs -Retention Challenges	Enhance Skills Development and Improve Retention	1	Training Programs
		2	Talent Acquisition
		3	Retention Rates
-Resource Allocation -Monitoring and Evaluation	Develop Detailed Plans Monitor progress	1	Implementation Milestones
		2	Resource Utilization
		3	Performance Metrics

Strategic Issues include:

Aging Infrastructure: Existing ICT infrastructure may be outdated and insufficient to meet current and future needs.

Scalability and Capacity: The current infrastructure may lack the capacity to scale with increasing demands.

Security Risks: Outdated systems may be vulnerable to security threats and cyber-attacks.

Integration Challenges: New systems may need to integrate with legacy systems, causing compatibility issues.

Goals:

Modernize Infrastructure: Upgrade hardware, software, and networking components to meet current standards.

Improve Scalability: Implement scalable solutions to handle future growth and increased demand.

Enhance Security: Strengthen cybersecurity measures to protect against threats and vulnerabilities.

Ensure Integration: Develop a strategy for seamless integration of new technologies with existing systems.

Key Result Areas (KRAs):

Infrastructure Upgrades Completed: Percentage of infrastructure components upgraded or replaced.

Capacity Utilization: Improvements in system capacity and scalability metrics.

Security Incidents: Reduction in security breaches and incidents.

Integration Success Rate: Percentage of successful integrations with legacy systems.

2. Foster Innovation and Digital Transformation

Strategic Issues:

Resistance to Change: There may be resistance within the organization to adopt new technologies and processes.

Lack of Resources: Insufficient resources or budget constraints may hinder innovation efforts.

Skills Gap: The current workforce may lack the skills necessary for digital transformation.

Rapid Technological Changes: Keeping up with rapid advancements in technology can be challenging.

Goals:

Promote a Culture of Innovation: Encourage a culture that supports and rewards innovative thinking and experimentation.

Implement Emerging Technologies: Integrate new technologies that drive digital transformation and enhance business processes.

Allocate Resources: Secure and allocate resources necessary for innovation and technology adoption.

Upskill Workforce: Provide training and development opportunities to equip the workforce with relevant skills.

Key Result Areas (KRAs):

Innovation Initiatives: Number of new initiatives or projects introduced and implemented.

Technology Adoption Rate: Rate of adoption and implementation of emerging technologies.

Resource Allocation: Percentage of budget and resources dedicated to innovation and digital transformation.

Training Completion: Number of employees trained or upskilled in relevant technologies.

3. Develop ICT Talent and Capabilities

Strategic Issues:

Skill Shortages: A shortage of skilled professionals in critical ICT areas.

Training Needs: Identifying and addressing gaps in current employee skills and competencies.

Retention Challenges: High turnover rates may lead to a loss of valuable talent.

Career Development: Lack of clear career progression paths for ICT staff.

Goals:

Enhance Skills Development: Develop and implement training programs to enhance the skills of ICT staff.

Attract Talent: Attract and recruit skilled professionals to fill critical roles.

Improve Retention: Implement strategies to improve employee retention and job satisfaction.

Career Pathways: Create clear career development pathways for ICT professionals.

Key Result Areas (KRAs):

Training Programs: Number and effectiveness of training programs conducted.

Talent Acquisition: Number of new hires and their fit with organizational needs.

Retention Rates: Improvement in employee retention and reduction in turnover rates.

Career Development Opportunities: Number of career development opportunities provided to staff.

4. Implementation Plan

Strategic Issues:

Project Management: Ensuring effective management and oversight of multiple projects.

Resource Allocation: Allocating resources efficiently across various initiatives.

Stakeholder Engagement: Engaging and managing expectations of stakeholders effectively.

Monitoring and Evaluation: Tracking progress and evaluating the success of initiatives.

Goals:

Develop Detailed Plans: Create comprehensive implementation plans for each strategic objective.

Monitor Progress: Establish mechanisms to monitor progress and measure success against set goals.

Engage Stakeholders: Ensure active engagement and communication with all relevant stakeholders.

Evaluate and Adjust: Regularly evaluate the effectiveness of the implementation and make necessary adjustments.

Key Result Areas (KRAs):

Implementation Milestones: Achievement of key milestones and deliverables according to the plan.

Resource Utilization: Effective allocation and use of resources across projects.

Stakeholder Feedback: Positive feedback and engagement levels from stakeholders.

Performance Metrics: Achievement of performance metrics and success criteria for each initiative.

3.0 Strategic Objectives and Strategies

By setting clear strategic objectives and defining specific strategies for each, the ICT department can effectively enhance infrastructure, foster innovation, develop talent, and implement plans successfully. These strategies provide a roadmap for achieving the objectives and ensuring that initiatives are aligned with overall organizational goals.

1. Enhance ICT Infrastructure

Strategic Objectives:

- **Modernize ICT Infrastructure:** Upgrade existing hardware, software, and network components to current standards.
- **Improve System Scalability and Performance:** Ensure infrastructure can handle future growth and increased demand.
- **Strengthen Cybersecurity:** Enhance security measures to protect against cyber threats and vulnerabilities.
- **Ensure Seamless Integration:** Facilitate the integration of new technologies with legacy systems.

Strategies:

- **Conduct Infrastructure Assessment:** Perform a comprehensive review of existing infrastructure to identify areas for upgrade and improvement.
- **Implement Upgrades:** Invest in new hardware and software solutions that align with current industry standards and future needs.
- **Enhance Network Capabilities:** Upgrade network components to improve bandwidth, reliability, and performance.
- **Adopt Best Practices in Cybersecurity:** Implement advanced security protocols, conduct regular security audits, and invest in cybersecurity training.
- **Develop Integration Frameworks:** Create integration plans and use middleware solutions to ensure compatibility between new and existing systems.

2. Foster Innovation and Digital Transformation

Strategic Objectives:

- **Promote a Culture of Innovation:** Foster an environment that encourages creative thinking and experimentation.
- **Adopt Emerging Technologies:** Integrate cutting-edge technologies to enhance operational efficiency and service delivery.
- **Allocate Resources for Innovation:** Ensure adequate funding and resources are dedicated to innovation initiatives.
- **Upskill Workforce:** Equip employees with the skills necessary to leverage new technologies and drive digital transformation.

Strategies:

- **Establish Innovation Labs:** Create dedicated spaces or teams focused on exploring and testing new technologies and ideas.

- **Support Research and Development:** Fund and support R&D initiatives to explore emerging technologies and their applications.
- **Foster Partnerships:** Collaborate with technology vendors, startups, and research institutions to access new technologies and insights.
- **Implement Training Programs:** Develop and deliver training programs to build skills in areas such as data analytics, artificial intelligence, and digital tools.
- **Encourage Idea Sharing:** Create platforms for employees to share innovative ideas and provide incentives for successful innovations.

3. Develop ICT Talent and Capabilities

Strategic Objectives:

- **Enhance Skills and Expertise:** Improve the skills and capabilities of the ICT workforce.
- **Attract and Retain Talent:** Recruit skilled professionals and retain top talent within the ICT department.
- **Support Career Development:** Provide clear career paths and professional development opportunities for ICT staff.

Strategies:

- **Create Training Programs:** Offer continuous learning opportunities through workshops, courses, and certifications.
- **Implement Mentorship Programs:** Establish mentorship and coaching programs to support career development and knowledge transfer.
- **Develop Talent Acquisition Strategies:** Use targeted recruitment campaigns, partnerships with educational institutions, and competitive compensation packages to attract skilled professionals.
- **Foster a Positive Work Environment:** Create a supportive and engaging work culture to improve employee satisfaction and retention.
- **Conduct Skills Assessments:** Regularly evaluate employee skills and align training programs with identified gaps.

4. Implementation Plan

Strategic Objectives:

- **Develop Comprehensive Implementation Plans:** Outline detailed plans for executing each strategic initiative.
- **Monitor and Evaluate Progress:** Track the progress of implementation and evaluate effectiveness.
- **Engage Stakeholders:** Maintain effective communication and engagement with all relevant stakeholders.

Strategies:

- **Create Detailed Project Plans:** Develop project plans that include timelines, resources, responsibilities, and key milestones for each initiative.

- **Establish Monitoring Systems:** Implement systems for tracking progress, managing risks, and reporting on project status.
- **Conduct Regular Reviews:** Schedule regular review meetings to assess progress, address challenges, and adjust strategies as needed.
- **Develop Communication Plans:** Create communication strategies to keep stakeholders informed and engaged throughout the implementation process.
- **Adjust and Adapt:** Be flexible and ready to make adjustments based on feedback, performance metrics, and changing circumstances.

Outcomes Annual Projections

KRA1..Infrastructure Upgrades							
Strategic Objective (SO)	Outcom e	Outcome Indicator	Projections				
			Year 1	Year 2	Year 3	Year 4	Year 5
SO1.Modernize ICT Infrastructure							
SO1. Implement Mentorship Programs							
KRA2.....							
S02.1							
S02.2							

KEY

Key Result Areas (KRAs):