# FORWARD

County Assemblies, as one of the important pillars for devolution, should take the lead in reducing the digital divide by ensuring that the benefits of accessing technology are extended to the county wards, reaching the remotest parts of the counties through the Internet. This implies that Members of County Assemblies (MCAs) should first of all be not only familiar with the concepts of ICTs, but also be users of the new technologies so they could confidently invite their electorates to join the digital trend.

It is therefore in the best interest of County Assemblies to lead the implementation of initiatives in support of citizens’ increased participation and enhance the universal provision of ICT services. Internet is now globally viewed as the backbone for access to information and any County that still lags behind in access to the Internet cannot fully achieve the benefits of using the new technologies in this digital world.

As legal representatives of the people, it is essential for County Assemblies to take advantage of ICT to foster democracy, help shape the Information Society and improve their own role within it. A healthy democracy is marked by County Assemblies that are transparent, accountable and able to respond to their wards, thus motivating them to actively participate in the policy and decision making processes of their wards, with special consideration given to rural areas, the disabled, the under privileged wards, institutions of learning, health, women and women’s organizations, county media groups and other key stakeholders.

Deployment of ICTs can enhance the effectiveness of Members of County Assemblies in improving their scrutiny of the executive, interaction with the electorate and contribution to the debate on Information Society at both the county and national levels. In the absence of an enabling and supportive legislative environment it is difficult to plan, allocate resources and monitor and oversee the effective implementation of any policies.

The ICT Master Plan premised on the principles espoused in NCCA 2016 – 2020 Strategic Plan will guide the exploitation of ICTs that are driving development efforts and assist in addressing traditional development problems with effective, more-easily-scalable and replicable innovative solutions. It is a useful tool for making decisions and aims at raising awareness, harnessing the benefits of ICT in supporting the County Assembly’s basic values of transparency, accessibility, accountability and effectiveness and, at the same time, improving the efficiency and effectiveness of its representative, legislative and oversight functions, hence helping to achieve the vision of Harnessing ICT potentials to establish and develop a paperless County Assembly that is Representative, Responsive, Efficient, Effective, Accountable and Accessible (R.E.A.L).

Furthermore, a systematic use of ICTs, will: enhance ICT capabilities among staff and MCAs, strengthen the ICT institutional framework and Nairobi City County Assembly Information System Operation Policy; foster e-County Government and democracy i.e. the representative, legislative, oversight functions; promote interactivity through harnessing ICTs to promote county and ward development and inter-County Assembly cooperation; make for sustainability i.e. County Assembly oversight of the county executive and sub regional ICT policy and strategies as well as funding for and monitoring and evaluation of the plan.

Through this ICT Master Plan, we hope MCAs will be enlightened and equipped to deploy ICTs in their work, take County Assembly to the people, enhance the interaction between the public, County executive and the private sector, effectively address the challenges facing the nation such as development of the human capital, infrastructure development, reducing the number of poor people and providing digital opportunities to meet the county development challenges.

May we take this opportunity to call upon all Members of County Assembly, Staff of County Assembly, the business community and all stakeholders to be actively involved in mobilizing resources, implementing, monitoring and evaluating the ICT Master Plan, joining hands with the County Assembly ICT Committee which has been mandated to coordinate and ensure the effective implementation of the ICT Master Plan.

JOCOB NGWELE

Clerk

Nairobi City County Assembly

# EXECUTIVE SUMMARY

This Master Plan is benchmarked on the global, regional and national ICT trends, demands, expectations, standards and best practices. It analyses the status of ICT in NCCA and analyses the gaps using the maturity level analysis.

Currently, NCCA has a weak infrastructure that can not support full deployment of ICT in service delivery. The development of the infrastructure is still low and largely dependent on the private developers especially the telecommunication companies. NCCA is one of the few Counties in the Country with a data centre. However, deployment of ICT in public service delivery is partial, sub-optimal and uncoordinated. NCCA has a website with interactive portals.

The gaps that exist lead to sub-optimality in deploying ICT. These gaps include a weak infrastructure especially on networks, internet, and shortage of ICT equipment and lack of a business continuity plan. Furthermore, automation of processes, internal coordination and communication are evident challenges in service delivery systems. The existing human capital can hardly support full ICT deployment while the legal framework and policy environment are lacking on optimising ICT. It is evident that optimisation shall not be realised in the absence of a shared services plan.

This Master Plan seeks to achieve optimal ICT deployment by focusing on:

1. Strengthening NCCA’s ICT Infrastructure and Connectivity;
2. Strengthening NCCA’s oversight, legislative and advocacy functions,
3. Strengthening NCCA’s human capital and workforce development
4. Developing and implementing a resource-mobilization strategy for speeding up implementation of the Master Plan;
5. Developing a comprehensive, detailed budget and activity chronograms (short, medium and long terms) covering a period of three years.

This Master Plan involves implementing a number projects across the three thematic areas. The projects shall be undertaken over the 3 years in the period of 2017-2020. This implementation requires a mix of strategies for it to deliver on its objectives. These strategies are assessed using the critical success factors. Furthermore, the Master Plan is alive to possible risks in the life of implementation and therefore suggests the mitigation strategies.

NCCA shall require an investment of up to 100,000,000KES over the period of implementation. The investments shall go into meeting the project costs associated with this Master Plan. The sustainability of this Master Plan depends on a strong support by the leadership and management of NCCA.

HON BEATRICE ELACHI

Speaker

Nairobi City County Assembly

# ACRONYMS AND ABBREVIATIONS

|  |  |
| --- | --- |
| **A&U** | Access And Use Of Computers |
| **AMS** | Availability Of Mail Services |
| **BPR** | Business Process Re-Engineering |
| **CA** | County Assembly |
| **CBP** | Capacity Building Programmes |
| **CCTV** | Closed-Circuit Television |
| **CEC** | County Leadership and Management Committee |
| **CIDP** | County Integrated Development Plan |
| **CMS** | Content Management System |
| **CO** | Chief Officer |
| **CPSB** | County Public Service Board |
| **CRM** | Citizen Relationship Management |
| **DHCP** | Dynamic Host Configuration Protocol |
| **ERP** | Enterprise Resource Planning |
| **FM** | Financing Mechanism |
| **FOSS** | Free And Open Source Software |
| **GA&U** | General Application And Usage |
| **ICT** | Information And Communications Technology |
| **ICT4D** | ICT For Development |
| **ICTA** | Information & Communication Technology Authority |
| **IFMIS** | Integrated Financial Management Information System |
| **IPPD** | Integrated Personnel And Payroll Database |
| **IPV4** | Internet Protocol Version 4 |
| **K&S** | Knowledge And Skills |
| **LAN** | Local Area Network |
| **MAN** | Metropolitan Area Network |
| **MCA** | Member Of County Assembly |
| **MDGs** | Millennium Development Goals |
| **MS** | Microsoft |
| **MTP** | Mid-Term Plan |
| **NOFBI** | National Optical Fiber Backbone Infrastructure |
| **PABX** | Private Automated Branch Exchange |
| **RFID** | Radio Frequency Identification |
| **SII** | Strengthen ICT Infrastructure |
| **SIIF** | Strengthen ICT Institutional Framework |
| **SLA** | Service Level Agreement |
| **SMTP** | Small Mail Transfer Protocol |
| **SOLRF** | Strengthen Oversight Legislative And Representative Functions |
| **SP** | Strategic Plan |
| **ToRs** | Terms Of References |
| **WA** | Web Accessibility By Staff |
| **WAN** | Wide Area Network |
| **WB** | World Bank |
| **WDF** | Ward Development Fund |
| **WSIS** | World Summit On The Information Society |

# GLOSSARY OF TERMS

**Digital Democracy**: A term used when the use of information communication technologies (ICTs) enhances citizen participation in the democratic process. It is the computerization of political discourse, policy making and the political process with the view of increasing, enhancing and deepening citizen participation in the policy and decision making processes of County Government through such activities as electoral campaigns, voting, consultation and participation in the policy process, public opinion polling and communication exchange between elected officials and constituents.

**Digital Divide:** Denotes enormous disparities in the ICT endowment/infrastructure, the capacity to use ICTs, affordable and equitable access to knowledge, information and suitable digital content. It is also defined as unequal access and diffusion to ICT both between and within countries. It is calculated by dividing the penetration rates in the developed world by the penetration rate in the developing world. Indicators measure insufficient infrastructure, high cost of access, lack of local content and uneven ability to derive economic and social benefits from information-intensive activities.

**E-Commerce/ Electronic Commerce:** Business activities involving consumers, manufactures, suppliers, service providers and intermediaries using computer networks such as the internet.

**E-Governance:** A broad concept which includes enhancing delivery of government services and information through ICTs, thereby strengthening accountability and transparency of government actions, launching of new participatory mechanisms and fostering decentralization processes.

**E-County Government:** Defined broadly, e-County Government is the use of ICT to promote more efficient and effective County Government, facilitate more accessible county government services, allow greater public access to information and make County Government more accountable to citizens, thus empowering them. E-County Government denotes the e-services and e-applications used by County Government in carrying out its day-to-day activities.

**E-County Assembly:** A county assembly that is empowered to be more transparent, accessible and accountable through ICT. It empowers various people to be engaged in public life by providing greater access to county assembly documents and activities. Connected stakeholders use ICT to effectively support their primary functions of representation, law-making and oversight. Through the application of modern technology and standards and the adoption of supportive policies, it fosters development of an equitable and inclusive information society.

**E-Member:** A MCA who effectively uses the enabling capabilities of ICT and the related opportunities to make significant contributions to their development and governance; and who provides strategic direction and championship in the development and exploitation of the enabling capabilities of ICT to address the development challenges they face in their respective wards.

**Information and Communication Technologies (ICTs):** Technologies that facilitate communication and the processing and transmission of information by electronic means. This broad definition encompasses the full range of ICTs, from radio and television to telephones (fixed and mobile), computers and the Internet.

**Information economy:** An economy based on exchange of knowledge, information and services rather than on physical goods and services.

**New ICTs:** Personal computers, mobile phones, satellite and wireless technologies, Internet and the Wide World Web.

**Traditional ICTs:** Telephone, radio and television.

**Vulgarization:** The act or instance of making something, as abstruse or highly technical information, more readily intelligible or widely known.

# ACKNOWLEDGMENTS

We are immensely grateful to NCCA leadership, speaker, clerk, staff and all stake holders, for the technical assistance and financial support given for the development of its ICT Master Plan which is partly based on the collaborative work done under the guidance of NCCA 2016 – 2020 strategic plan with support from NCCA MCA and Staff.

I hope that successful implementation of this ICT Master Plan will increase learning, increase ICT awareness and harness the benefits of ICT in supporting NCCA basic values and functions, thus helping to achieve the vision of the master plan of “Harnessing ICT potentials to establish and develop a paperless assembly that is Representative, Responsive, Efficient, Effective, Accountable and Accessible (R.E.A.L).”

AHMED MAKOKHA

Senior ICT Officer

Nairobi City County Assembly

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# BACKGROUND AND CONTEXT

## INTRODUCTION

The role of Information and Communication Technologies (ICTs) has been acknowledged as important in facilitating the attainment of developmental goals in all sectors of the economy. ICT is a cross-cutting topic in most areas dealt with by MCAs and thus gave NCCA a significant role in the development, monitoring and evaluation and mobilization of financial resources for NCCA ICT strategy. An ICT surveys undertaken by SADC-PF in 2001 and 2002 indicated that adoption of ICT for assemblies was undertaken on an ad hoc basis, rendering assemblies incomparable in development, skills, knowledge and awareness, therefore defeating the purpose of building a knowledge economy in the region.

In March 2006, the United Nations Development Programme (UNDP) published a report of a study entitled “Empowering County Assemblies through the use of ICTs” which established that the links between the three core functions of Assemblies can be enhanced through the use of ICTs to bring more credibility to Assemblies. The study highlighted the following areas which would benefit from the use of ICTs in legislation, oversight and representation:

1. ICT for public information
2. Digital resources to assist Committees
3. Communication and engagement via Assembly-based websites
4. Information systems for tracking purposes
5. ICT-based networking
6. Databases and intranets for monitoring executive activities.

This ICT master Plan is being developed within the framework of NCCA 2016 -2020 strategic plan in response to the Terms of Reference structured to meet the individual needs of NCCA. An important aspect of this master plan was to undertake an ICT situational assessment of NCCA by engaging ICT staff in order to identify areas and types of needs that would be useful in identifying the actions required to address the situation during the development of an ICT Master Plan.

The response from the ICT team showed that, on average, the MCAs had below average access to and use of computer which would prevent them from fully advocating for ICTs in the assembly. An in-depth assessment of this shortcoming however indicated that unavailability of infrastructure contributed to the low access and use.

On the basis of these findings, an ICT Master Plan for NCCA was developed and an implementation plan elaborated to help equip MCAs and Staff of NCCA with ICT skills to enable them to effectively perform their duties and enable MCAs to engage in ICT issues in the Wards and National and international fora.

## BACKGROUND

Most County Governments recognize the need to integrate ICTs into the Assembly even though the practical implementation of this is slow. Studies have shown the need for County Assemblies to develop strategies to enhance effective use of ICTs and the County Assemblies which have embraced new technologies already operate more efficiently. Some MCAs have become effective knowledge workers, informing analysts, negotiators, communicators and proponents of regional integration. ICTs have therefore made County Assemblies and MCAs more responsive to the needs of their wards and to be linked to the global network.

NCCA has demonstrated its commitment to an ICT-led socio-economic development process by initiating the drafting of its ICT Master Plan. The leadership, speaker and the clerk of NCCA further acknowledged their commitment to deploying ICT as a tool for socio-economic development process with the potential of ushering the country into an information– rich, technology–driven and knowledge–based society.

## ROLE AND BUSINESS OF NCCA

### BACKGROUND INFORMATION ON NCCA

Nairobi City County is one of the 47 counties in the Republic of Kenya that were established under the constitution of Kenya 2010. The County is the successor of the defunct City Council of Nairobi, and operates under the County Governments Act and a host of other statutes.

The County is situated at 1°17° South 36°49° East in South-Central Kenya, 140 Kilometres (87 miles) south of the Equator. It is surrounded by 113 km2 (70 mi2) of plains, cliffs and forest that makes up the city’s Nairobi National Park. It is adjacent to the eastern edge of the Rift Valley, and to the west of the city, are The Ngong Hills. Mount Kenya is situated north of Nairobi, and Mount Kilimanjaro is towards the south-east.

Nairobi is the most populous city in East Africa, with a current estimated population of about 3.5 million. This makes it the 14th largest city in Africa. Being Kenya’s capital and the arrival point for many visitors, it is well served by international airlines, and a regional road network linking it to other major East African urban centres. Railways link Nairobi to Mombasa, Kenya’s second largest city located on the shores of the Indian Ocean and Kisumu, the third largest city, located on the shores of Lake Victoria.

The Nairobi City County Government is charged with the responsibility of providing a variety of services to residents within its area of jurisdiction. These include functions that have been devolved under part two of the fourth Schedule of the Constitution.

The county is composed of 17 Administrative Sub-Counties consisting of 85 Wards. The Sub-Counties are Westlands, Dagoretti North, Dagoretti South, Langata, Kibra, Roysambu, Kasarani, Ruaraka, Embakasi South, Embakasi North, Embakasi Central, Embakasi East, Embakasi West, Makadara, Kamukunji, Starehe and Mathare. The County has a total of 127 Members of County Assembly (MCAs) – 85 elected and 42 nominated in accordance with Article 177 (b) of the Constitution.

The Nairobi City County, in execution of responsibilities and functions bestowed upon it by the Constitution has been divided into two arms as follows:

1. The Legislative Arm or the County Assembly headed by the Speaker
2. The Leadership and Management Arm led by the Governor

The Nairobi City County Assembly (NCCA): The Speaker is the head of the legislature and presides over the plenary sittings of the County Assembly. The legislative arm of the County is responsible for legislation, oversight and representation. The legislature comprises of elected and nominated Members of the County Assembly who perform their legislative, oversight and representation function through the organs of the County Assembly namely the plenary and the various committees of the Assembly.

The Nairobi City County Leadership and Management Committee: This is the Leadership and Management arm of the County Government led by the Governor, the Deputy Governor and Members of the County Leadership and Management Committee. Each member of the County Leadership and Management Committee is responsible for operations of the respective sector within the County.

### ESTABLISHMENT AND ROLES OF NCCA

Like all other County Assemblies in Kenya, NCCA was created by the Constitution of Kenya 2010, and operationalised by the County Government Act No. 17 of 2012.

Article 176 (Chapter Eleven) of the Constitution of Kenya establishes County Governments consisting of a County Assembly and a County Leadership and Management. The Chapter further sets out the roles, functions and other matters relating to the membership and operations of the County Assembly.

Section 8 of the County Governments Act provides that the County Assembly shall vet and approve nominees for appointment to county public offices, perform the roles set out under Article 185 of the Constitution, approve the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220 (2) of the Constitution, guided by Articles 201 and 203 of the Constitution, approve the borrowing by the county government in accordance with Article 212 of the Constitution, approve county development planning and perform any other role as may be set out under the Constitution or legislation.

Article 185 of the Constitution provides for the legislative authority of county assemblies, vesting the legislative authority of a county and the exercise of that authority in its County Assembly. The Assembly has powers to make any laws that are necessary for, or incidental to, the effective performance of the functions and exercise of the powers of the county government under the Fourth Schedule. It also provides that a county Assembly, while respecting the principle of separation of powers, may exercise oversight over the County Leadership and Management Committee and any other county executive organs. The Assembly also receives and approves plans and policies for the management and exploitation of the County’s resources and the development and management of its infrastructure and institutions. County Assemblies are expected to conduct oversight over the County Leadership and Management, which has been expanded greatly, with extended control over critical County processes such as the budgeting process, public appointment and County legislation among others.

### LEADERSHIP, STRUCTURE AND ROLES OF NCCA

The Speaker of the Assembly is the head of the County Assembly and an ex-officio member of the Assembly who is elected by the Members. Pursuant to Article 177(a) (b) of the Constitution, Nairobi City County Assembly presently comprises 127 Members; who consist of 85 elected Ward Representatives, and 42 Members nominated by the political parties according to their proportional representation in the County Assembly to represent special interests including persons with disabilities, minorities and the youth.

According to County Government Act No 17 of 2012, NCCA as a collective unit should perform specific duties, including:

* Vetting and approving nominees for appointment to county public offices as may be provided for in this Act or any other law;
* Approving the budget and expenditure of the county government in accordance with Article 207 of the Constitution, and the legislation contemplated in Article 220(2) of the Constitution, guided by Articles 201 and 203 of the Constitution;
* Approving the borrowing by the county government in accordance with Article 212 of the Constitution;
* Approving county development plans; and
* Performing any other role as may be set out under the Constitution or legislation. Likewise, the individual MCA is constitutionally expected to:
* Maintain close contact with the electorate and consult them on issues before or under discussion in the county Assembly;
* Present views, opinions and proposals of the electorate to the county Assembly;
* Attend sessions of the county Assembly and its committees;
* Provide a linkage between the county Assembly and the electorate on public service delivery; and
* Extend professional knowledge, experience or specialised knowledge to any issue for discussion in the county Assembly.

The MCAs are expressly forbidden from:

* Executing functions of the county government and its administration; or
* Delivery of services as if the member were an officer or employee of the county government

The top leadership of NCCA, as prescribed in the County Government Act 2012 constitutes in that order:

* The speaker of the county Assembly;
* The leader of the majority party, who is the leader of the largest party or coalition of parties in the county Assembly and;
* The leader of the minority party, who is the leader of the second largest party or coalition of parties in the county Assembly

### THE COUNTY ASSEMBLY SERVICE BOARD (CASB)

The Nairobi City County Assembly Service Board (CASB) is established pursuant to section 12 (1) of the County Governments Act 2012 as a body corporate with perpetual succession. It consists of four members: Hon. Speaker of the Assembly as the chairperson; Leader of Majority as the vice- chairperson and Leader of Minority and one-person resident in the county appointed by the county Assembly from among persons who have knowledge and experience in public affairs, but who is not a member of the County Assembly. The Clerk to the Assembly is the Secretary to the Board. The statutory mandate and responsibilities of the Board include:

* Providing services and facilities to ensure the efficient and effective functioning of the County Assembly;
* Constituting offices in the County Assembly service and appointing and supervising office holders;
* Preparing annual estimates of expenditure of the County Assembly Service and submitting them to the County Assembly for approval and exercising budgetary control over the Service;
* Undertaking, singly or jointly with other relevant organizations, programmes to promote the ideals of Assembly democracy;
* Performing other functions necessary for the well-being of the members and staff of the County Assembly or as prescribed by the national legislation.

In order to discharge its mandate effectively, the CASB has various sub - Committees that assist it in decision making.

### CLERK AND STAFF OF COUNTY ASSEMBLY

Section 13 of the County Governments Act provides that there shall be a Clerk to the County Assembly appointed by CASB with the approval of the County Assembly. The office of the Clerk and members of staff are offices in the County Assembly Service.

The Clerk of the County Assembly is the Chief Leadership and Management Officer in the County Assembly. His/ her functions and powers, with few modifications, are the same as the functions and powers of the Clerk of National Assembly. The Clerk oversees the various departments in County Assembly service. The functions of the Office of Clerk include the following:

1. Chief procedural advisor to the Speaker, other presiding officers and Members of the County Assembly on all legislative procedures, practices, conventions and traditions;
2. The Chief Advisor to the Speaker in the exercise of all powers and functions that belong to the Speaker and through the Speaker, to the Assembly;
3. Responsible for marshalling legislative measures passed by the County Assembly;
4. The Accounting Officer of the County Assembly;
5. Authorized Officer for the County Assembly;
6. Secretary to the County Assembly Service Board;
7. Responsible for implementation of all policy decisions of the County Assembly Service Board;
8. Responsible for enhancing public understanding and knowledge of the work of the County Assembly and increasing public accessibility;
9. Custodian of the institutional memory of the County Assembly.

## THE CONTEXT

Since the launch of AISI, ECA has been involved in various activities to raise awareness and build capacity among policy and decision makers on key aspects of Information Society, with particular focus on NCCAs and MCAs and their pivotal role in mobilizing resources, law-making, debating issues of national concern and holding Governments to account for their commitments.

Some of these activities were:

An ICT assessment conducted by the ICT team which was crucial as it helped in determining the strategies and priority areas and programmes for implementation. It revealed that NCCA was facing the following challenges:

* Lack of skills;
* Lack of access to infrastructure within the Assembly, especially in the Wards;
* Non-existent or inadequate infrastructure in Wards although basic ICT infrastructure existed in the Assembly buildings; and

# RATIONAL OF THE MASTER PLAN

A workshop on “NCCA ICT roadmap retreat held on 23/08/2017 to 26/08/2017 at Sawela hotel Naivasha” was organized by the clerk and attended by NCCA and NCCA executive senior ICT officers.

## OVERVIEW OF THE CURRENT ICT STATUS

The summary of findings to asses the capacity of NCCA to use ICTs effectively and efficiently in order to enhance its activities and improve its transparency and connection with the electorate and to build a conducive environment for dissemination and development of secure use of ICTs was discussed.

The status of ICT at NCCA can be summarised on three aspects that include:

* Infrastructure, Connectivity and Interoperability
* Public Participation in The Legislative and Policy-Making Processes.
* Human Capital and Workforce Development.

This section compares to the international benchmarks, good practices, and legal obligations in acquisition and deploying ICT in NCCA operations.

Table 2- 1 Summary of Current ICT Status

| **NO** | **ASPECT** | **STATUS** | **DETAILS/ RATIONALE** |
| --- | --- | --- | --- |
| 1 | Website, intranet and Email | * NCCA has a functioning website which is used to communicated all the assembly operations. * NCCA has social platforms that are active. * No intranet * Hosting of website is provided by a web hosting provider. * NCCA has a corporate email provided by the domain hosting provider. * Limited users use the email facility. | * The website communicates the image of NCCA to the public. * Intranet provides a means of collaboration within members and staff of NCCA * Email facilitate fast communication. |
| 2 | Infrastructure – ICT Equipment. | * NCCA acquired Servers, Desktops, Laptops, and Printers. * There are service level agreements for equipment’s such as printers, servers is limited. | * Basic infrastructure is essential in deploying service delivery systems * ICT policy should be put in place to control the ICT equipment acquisition, deployment as well maintenance. |
| 3 | Connectivity – (LAN, WAN and Telephony) | * NCCA has a hybrid local area network comprising of:   + 5 low end switches and 2 high end switches   + Fibre and copper uplink connecting the offices * Safaricom is currently providing a 20MB shared internet link * Orange Telcom is providing a 6MB VPN link for IFMIS * Internet assess is slow * IFMIS and IB connectivity is also not stable. * NCCA has an IPBX telephony system comprising of:   + 88 telephone extensions   + 5 external telephone lines. | * ICT systems require basic connectivity that includes the WAN and LAN. This optimises ICT * Most ICT systems require working online * Intercom is key for fast office communication. * External telephone lines provides fast communication with stakeholders. |
| 4 | Software | * ICT equipment operate on single licenses. * Other applications are running on subscription based licenses that require renewal. | * Software license management is key in administration and management of NCCA software. |
| 5 | Security | * Antivirus is installed on all the computers * There is a firewall appliance * 55 CCTV camera have been installed on first floor, second floor and the assembly. * Backup is being done and stored within the premise. * No network attached storage. * No data centre and co-location facility * No business continuity plan (BCP) and disaster recovery (DR) plan. * Some computers do not have power backups. | * It is a vital requirement that NCCA deliberately develops and implements a business continuity plans * Stable power supply is important on ICT equipment. |
| 6 | Training and development (ICT and assembly staff) | * ICT does not have an internal training plan. * Training is informal at the user level | * Training and development is a requirement in human resource management and development |

# THE ICT MASTER PLAN

## INTRODUCTION

The 21st century has seen a marked increase in the number of countries adopting ICTs as an integral driving force in their national development plan, reaping tremendous benefits in assemblies, business, education, health, and many other sectors.

The way NCCA carries out its internal and external business will be highly influenced by the quality of information available to MCAs and staff. Effective use of ICT requires MCAs with a clear vision of how ICT is to be used to support the work of Assembly and with knowledge of their role in ICT Policy formulation, planning and monitoring at both the county, national and international levels.

It is aimed at raising awareness, harnessing the potential benefits of ICT in supporting Assembly’s basic values of transparency, accessibility, accountability and effectiveness as well as its representative, legislative and oversight functions. This way, it will help to achieve the vision of “Harnessing ICT potentials to establish and develop a paperless Assembly that is R.E.A.L.

The Plan recognizes strengths in NCCA’s commitment to the important role of integration of ICT in the operations of Assembly and is a guide for solidifying the existing, sound investments in ICT and for making improvements that will ensure continued delivery of reliable services and products.

The ICT Master Plan for NCCA is a living document that needs periodic review in response to technological innovations, evolving national priorities, industrial best practices and many other influences with impact on future trends of Information, Communication and Technology.

## ICT MASTER PLAN OBJECTIVES

The objectives are focused on closing the gaps identified and using the opportunities that exist to strategically position NCCA to better deal with the issues affecting the Information Society and how best to use ICT to speed up county development goals.

The specific objectives of the Plan include:

1. Strengthening NCCA’s ICT Infrastructure and Connectivity;
2. Strengthening NCCA’s oversight, legislative and advocacy functions,
3. Strengthening NCCA’s human capital and workforce development
4. Developing and implementing a resource-mobilization strategy for speeding up implementation of the Master Plan;
5. Developing a comprehensive, detailed budget and activity chronograms (short, medium and long terms) covering a period of three years.

### STRENGTHENING NCCA’S ICT INFRASTRUCTURE AND CONNECTIVITY

It is practically impossible to exploit opportunities offered by ICT and reap the corresponding benefits without appropriate technical infrastructure to provide the platform for access and delivery of applications and services.

NCCA’s infrastructure should be maintained in a condition that would facilitate communication and/ or information exchange, enhance the objectives of NCCA functions of legislation, representation oversight and optimally managing the knowledge capital and human resources, whenever the need arises. This would enable Assemblies to ensure regular maintenance and upgrading, adopt professional security measures to provide adequate ICT support and services. Internal operations need to be sustained.

The study clearly indicated that NCCA had some basic ICT infrastructure consisting mainly of desktop computers, laptops, Digital Congress System, security equipment, printers, heavy duty photocopiers, scanners, a single LAN and Internet connection and a telephone line from Safaricom and Orange telecoms.

Human resources play a vital part in NCCA functions and values. Hence the need to develop strategies for strengthening and increasing manpower quantity and quality and ICT skills-based personnel, including the marginalized groups like women and the disabled to be able to convert ICT knowledge and skills into goods and services for the benefit of NCCA and the country.

Strengthening NCCA’S ICT infrastructure and connectivity has two activities as illustrated in Figure below.

STRENGTHENING NCCA’S ICT INFRASTRUCTURE AND CONNECTIVITY

To strengthen Network and Hardware Infrastructure

SOFTWARE & ICT SERVICES

#### Activity 1: To Strengthen Network and Hardware Infrastructure

The main objective here is to strengthen and improve the physical connections of all networks in chambers, committee rooms and offices at NCCA - servers, bandwidth capacity, Virtual Private Networks, wireless access, network security and associated hardware.

The level of network and hardware infrastructure is moderate in NCCA. The outcome of the needs assessment describes this as one crucial area that needs immediate attention. The infrastructure in its current state cannot adequately service the internal demands of NCCA. The survey shows that there is no Internet connection in wards. Although all ward offices provided with a computer, most of these are not working due to lack of regular maintenance.

The lack of adequate servers, even in the library where there is an Internet connection, restricts ready access to most assembly documents and delays crucial activities that need reference to the documents.

Establishment of ICT infrastructure facilities and services are no longer an option but a necessity in order to meet both internal and external demands of stakeholders.

Apart from inadequate supply of hardware, some of the equipment is obsolete and spare parts are not available. Focus areas include:

1. Increasing broadband bandwidth.
2. Installing reliable servers – mail server, web server, information and knowledge repository servers and printer server.
3. Equipping all NCCA offices, sections, services and conference rooms with desktop computers, printers, scanners and other multimedia terminals and providing laptops for official use in NCCA departments/sections.
4. Availing of the heavy duty facilities like printing and photocopying.
5. Providing all MCAs with individual laptops could be done in partnership with the private sector or through an organized loan scheme.
6. Providing an active, secured broadband intranet/internet connection point to all MCAs, staff of NCCA and assembly committee offices.
7. Providing well-equipped computer rooms with high speed intranet/internet services for various uses (committee or individual).
8. Providing external Public Access point for consultation and open access to assembly information systems by the public; this could include multimedia voice-assisted systems.
9. Establishing an assembly media center.
10. Deploying wireless broadband networks.
11. Equipping all wards with ICT facilities to link them to NCCA Information Systems.
12. Establishing NCCA Radio Broadcasting services.
13. Establishing a Video Conferencing system.
14. Establishing NCCA TV broadcasting.

##### Local Area Network (LAN).

The LAN, as indicated by the survey, connects about all the offices in the various NCCA Departments. It also connects NCCA to all other Government Departments (i.e. Treasury and Central Bank) and facilitates access to Internet.

This service could be expanded and/or upgraded, monitored and managed to provide ICT services. Video conferencing facility is not available. The ward offices have no Internet connection. It is, therefore, imperative that a Virtual Corporate Network (VCN) be implemented with the help of the Internet Service Providers (ISP). This would connect all NCCA ward offices thereby enhancing service delivery to them.

##### Broadcasting and Infrastructure

Broadcasting by Radio or TV is invaluable as a form of linking the public to proceedings at NCCA chambers. The benefits are tremendous as they cover every person (tourist, citizens, MCAs who could not make it to the chambers) in the country, given the existence of coverage and good signal reception.

##### NCCA Radio

There is no infrastructure for radio broadcasting in NCCA. NCCA must consider investing in setting up a radio station for live broadcast of assembly events and sessions to make wards feel they are part of the legislative process. The representative function will also be enhanced as MCAs will be aware that their wards are listening, and this will promote good governance.

##### NCCA Television

The TV coverage is currently over 90% percent of the country. NCCA TV is vital and now obligatory to give the public a wider choice of participating in the Nairobi County’s democratic process.

#### Activity 2: To Improve Software and ICT Services

The objective of this section is to improve the tools and applications used by both the Members and Staff of NCCA to perform their functions, by addressing the challenges, inadequacies and weaknesses identified. The survey shows some of the major challenges for MCAs as lack of awareness of the opportunities and benefits of ICT deployment and inadequate computer training which limits proper use of the available ICT resources resulting in lack of integration of ICT services and applications into office work.

##### Applications Software

Furthermore, the staff and MCAs use MS Office for general purpose applications and most of the specialized applications are not available for NCCA’s use. The general application software installed on the user computer are pirated copies since no license is available.

##### Website Design

NCCA’s webpage needs upgrading to a highly interactive website with online forums and blogs, incorporating themes on the vision, mission and functions of NCCA, with relevant content that addresses the information needs of the current consumer society. The new website would require periodic updating by relevant qualified staff. NCCA should consider acquiring the following services as they are currently not available.

##### Virtual Library, Research Tools

This facility is not available. NCCA should consider improving connectivity to the Library and availing of access to research tools and online materials. Subscription to selected international journals, assembly libraries and other relevant databases will open a wealth of information to support MCAs, NCCA Committees, Staff and other users for references, research services, legislative summaries, research papers and subject-based bibliographies.

##### Legislative Systems

Incorporates a workflow for question processing, agenda of the House (order paper), Bills, and Committee papers, tracking of assembly assurances and debates and proceedings (Hansard).

##### ICT Help Desk

Increased use of ICT in NCCA would require efficient and effective support to users. This requires equipping ICT services with a help desk software to help manage requests efficiently. Tracking emails and phone calls become easier when requests are managed with several automated processes like request routing and Frequently Asked Questions (FAQ) on NCCA’s intranet.

##### File Tracking System

Implementation of a comprehensive File Tracking system would save filing labour, file searching time, prevent files from vanishing, keep items secure from unauthorized eyes, automate file creation, allow for searching, requesting and many more features. This would eventually result in document imaging for limiting the amount of paper in the workplace and for electronic forms, explanation of benefits and faster workflow in organizations.

##### Travel Management System

Provides access to whole-of-NCCA supply arrangements for: domestic air travel, international air travel and accommodation; also manages, travel policy compliance, travel approvals, travel entitlements and acquittals and expense reconciliation. An extensive suite of travel management reports would be provided in the Travel Management System to allow individual officials access to a wide range of travel data not previously available.

##### Security Management System

Since manually gathered data cannot yield a highly accurate security analysis, a Security Management System in a managerial platform format needs to be established to provide administration, configuration, monitoring and reporting, thus allowing for timely decisions to ensure good security.

##### Document Management System

In any institution where large volumes of documents containing valuable information are produced, a system is required to systematically and securely manage the information. A document management system brings about numerous innovative features that allow streamlining of document management processes and also provides for an effective and easy-to-use solution to document and information disarray.

GENERAL SOFTWARE

SPECIFIC APPLICATIONS

EMAIL & WEBSITES

ICT SERVICES

SOFTWARE & ICT SERVICES

ADMINISTRATIVE APPLICATIONS

DOCUMENT MANAGEMENT SYSTEMS

Office suite, helpdesk utilities & tutorials

Members and Staff e-mail accounts Website for the Parliament Interactive Website (pages) for the public Member website and Committee website

Accounting/Payroll, Fiscal analysis, Planning & Project Management and Human resources

System of fast-track document preparation and distribution Knowledge Management portal Archiving – document repository organized by Thematic relevance to Parliament functions, normative acts, books, newsletters, newspaper, dictionaries, Virtual library Adapted applications for: Bill drafting, Amending legislation, Minutes Systems for audio and video streaming

Legislative applications: Legal and Judiciary databases, online public surveys. (Plenary docs, bills management, journal, calendars, statute, compilation)

Representative applications : Emails, Backoffice, website, electronic bulletins, blogs, personalized websites and webcasting. Web-based parliamentary outreach to public access points, parliamentary website holds e-dialogues with the public (Utilities for the public, constituent communication tool , Archive, financial disclosure).

Oversight applications: Statistics and social databases..links to gov. Data bases, intranets, (Application to support hearings, other policy setting and scrutiny document)

IT Help Desk service, full e-services Webpages update (including Parliament, Member, Public webpages) User continuous training Hardware and Software maintenance and upgrade System administration Application development Assistance for period Newsletter publication – Security Management

### STRENGTHENING NCCA’S OVERSIGHT, LEGISLATIVE AND ADVOCACY FUNCTIONS

#### Activity 1: To Strengthen the Legislative Function

MCAs, as legislators, are expected to debate issues of county concern, amend old laws and pass new ones. This requires easy access to a wide range of knowledge and information resources such as databases, intranets, digital libraries, the World Wide Web and digitized legislative documents such as bills and proceedings in order to make informed decisions.

Actions

1. Equipping and empowering Staff and MCAs through regular capacity-building awareness-raising workshops on various ICT issues and on laws and legal instruments that govern and regulate the use of ICT.
2. Effective training aimed at raising awareness - There is a need for specialized training for ICT staff so they can competently undertake design, implementation and maintenance of hardware and software appliances and applications
3. There is also a need for regular in-house ICT training - There is a need for effective training aimed at raising awareness within NCCA on practical benefits of ICT for good governance and for improving democratic processes, developing and strengthening the capacity of staff to access information, automate documentation and package knowledge.
4. Empowering MCAs on such new technology issues as cyber-law, Internet governance, intellectual property rights (IPR), e-security, e-governance through other relevant training programmes.
5. Establishing databases with relevant information accessible to all MCAs, developing information systems for bills and amendments and recording and tracking legislative actions.
6. Designing and implementing an interactive assembly website/resources with high access speed and information integrity. This will allow for a legislative process and assembly proceedings that are transparent and subject to closer public scrutiny. The website should have links to county wards.
7. Establishing an information database, including legal texts, reference material, decrees and statutes accessible to staff and MCAs.
8. Organizing debates on e-strategy within NCCA, in other Ministries and committees to identify priority areas.
9. Participating in e-Assembly initiatives at the county, national, continental and international levels.
10. Organizing mission studies to counties and/ or countries for best practices.

#### Activity 2. To Strengthen the Representative and Advocacy Functions

MCAs represent the wards which voted them into NCCA. Therefore, MCAs should focus on issues of importance in their respective Constituencies, fostering unobstructed information flow through appropriate channels.

ICTs allow people to participate more actively in the democratic process, permitting more involvement and contact with their representatives. The application of ICT could facilitate a two-way process in expressing opinions as they allow for posting queries, comments and answers to questions on the website.

This could be made possible for wards even in the rural areas through the provision of public access point at affordable prices. Ensuring that wards are linked via the Internet and have access to basic training on e-mail use can be helpful in bridging the gap between NCCA, the representative and the public.

Actions:

1. Developing interactive ward websites and other collaborative tools to strengthen and enhance interaction between the representatives and their wards. Strategies for regular maintenance of websites should be drawn up.
2. Establishing NCCA radio broadcast and television as tools for information dissemination.
3. Equipping NCCA committees with appropriate technology to effectively and efficiently undertake public hearings.
4. Developing the capacity of MCAs and ward staff to champion change by undertaking workshops at ward level on the benefits of ICTs in speeding up socio-economic advancement within communities.
5. Developing and implementing training programmes on specialized software for strengthening assembly representative functions.

#### Activity 3: To Strengthen Oversight Functions

NCCA, acting as the voice of the Nairobi county, has the constitutional mandate to both oversee county executive and to hold county executive to account. For the oversight function to be performed in full, NCCA will require having broad access to technical expertise and information, but also needs to be acquainted with the different channels through which information can be effectively disseminated to the user.

The amount and quality of information available to both the MCAs and the public is vital to effectiveness in the oversight function, as the former are expected to ensure that county executive, its various ministries and departments follow rules and procedures of transparency, accountability and efficient governance when dealing with public resources, while the latter are expected to intelligently participate actively in the democratic process.

ICT usage will enhance prompt access to information from county databases, independent sources, better direct interaction between the MCAs and their electorates through internet as well as SMS. Committees which oversee the county budget, can easily assess and monitor county expenditure from the appropriate database through use of ICT.

Actions:

1. Organizing community outreach to enlighten the wards about their rights in the legislative process, holding public debates on ward issues and promoting Internet usage.
2. Development of information systems that would monitor and track county assurances to strengthen accountability and transparency.
3. Enhancement of democratic and assembly institutions, mechanisms and practices through assembly online services, networks, information sharing and creation of ward websites.
4. Development of databases in cooperation with various county departments to enable Assemblies to monitor and track contractual obligations to which the County has committed itself on behalf of the public.
5. Development of Information Systems to monitor and track major projects being undertaken by the executive.

#### Activity 4: To Promote Good-Governance

The use of ICTs actually extends NCCA to the communities - right where they are, at their respective wards. It enables Assemblies and MCAs to be more responsive to the needs of their wards. It has the ability to open and increase opportunities for counties to improve public service delivery by various creative innovative approaches.

Actions:

1. Organizing capacity-building and awareness-raising workshops on ICT to promote good governance.
2. Organizing relevant training programmes to empower MCAs with new technology e-Government, e-voting, e-services and e-inclusion.
3. Establishing databases of best e-governance practices accessible to MCAs.
4. Organizing debates on e-strategy within Assemblies with ICT or related Ministries and e-strategies committees in promoting the effective implementation of e-governance tools.
5. Organizing mission studies to counties and/or countries for best practices.

### STRENGTHENING NCCA’S HUMAN CAPITAL AND WORKFORCE DEVELOPMENT

#### Activity 1: Human Capital Infrastructure

An improved human capital infrastructure is essential for the development, management and use of ICT applications and services. One of the greatest challenges in ICT departments has been the lack of skilled and competent staff capable of optimally using ICT applications. In order to improve the quality of ICT governance, NCCA should focus on developing and implementing innovative strategies for retaining skilled and competent staff.

For NCCA, the human capital infrastructure when developed would be the technical and administrative support staff, library and information staff, MCAs and ICT Committee members.

The survey results show that the majority of staff and members had access to ICT services and applications, but majority of the MCAs had no access to computers and were not very knowledgeable and skilled. This calls for systematic and regular capacity building ICT initiatives, especially in view of the rapid changes in the ICT environment.

##### NCCA Technical staff

As the use of ICT grows, so does the need for regular maintenance of equipment, new software upgrades, implementation of new and better performance technical equipment. and NCCA becoming increasingly dependent upon its technical staff for unimpeded service delivery. Thus, NCCA must be able to attract and retain good technical support staff by offering attractive conditions of service, regular in-house training and new opportunities for career development.

Since NCCA has an ICT department and all major ICT services and applications are internally provided, the department should be accompanied by continuous and specialized training, linked to specific responsibilities, for staff responsible for ICT operations and ICT applications, respectively.

##### Library and Information Staff

This department should be accorded special attention as it is responsible for promoting easy access to key information resources inside the legislature, from county and a variety of outside sources. The department among other things is responsible for maintaining a permanent digital archive, acquiring documents, disseminating information, conducting research and preparing reports. Regular ICT training should be provided in the various systems deployed and a digital library system installed to meet the current need.

##### MCAs

Given that the emerging information and knowledge economy is generating opportunities in all sectors and Assemblies are well placed to promote openness, transparency and a stronger democratic participation by providing citizens with information about Assemblies an e-Assembly should be developed.

The use of ICTs not only extends NCCA to the people but also addresses the challenges of globalization by enabling MCAs to think beyond their immediate ward boundaries.

In order to fully use and reap the benefits of ICTs, there is a need to build the capacity, especially usage skills, of Assemblies and to ensure access to facilities. More needs to be done to ensure effective training in order to raise awareness within NCCA about the practical benefits of ICT for good governance and for improving democratic processes, developing and strengthening the capacity of staff to use ICT to access information, automate documentation and package knowledge.

##### ICT Committee Members

NCCA ICT Committee members are to coordinate and ensure effective implementation of the ICT Master Plan. They are essential for lobbying for the deployment and use of ICTs in NCCA; overseeing ICT projects being undertaken by the executive and leading the establishment of an appropriate enabling environment, including ICT legislative and regulatory frameworks for harnessing the potentials of ICT for socio-economic development.

Thus, all members of the ICT committee should be given special training and sensitized on all ICT services and policy formulation, implementation and monitoring, including policy development, identification of priority development areas or pillars and sectorial policies drawn from Pillars, ICT legislation, e-applications such as e-security, e-Governance, e-health, e-education, e-services and e-community development. The financial implications of this special training should be considered.

Special attention should be given to finding an appropriate financing mechanism for effective national policy implementation, the legislative and regulatory environment needed for promoting FDI in ICTs, harnessing the value of effective public-private partnership and enhancing the potentials of the local private sector.

Well trained ICT Committee members will actively support awareness-raising and capacity- building activities to enhance the capacity of NCCA to monitor existing policies ensuring that they comply with international, regional and continental standards and developments, lobbying for appropriate ICT policy frameworks and interpreting signed regional or international ICT instruments. This will also enhance MCAs’ effective participation in ICT policy formulation, implementation and monitoring for an inclusive, people-centered and development-oriented knowledge society. They will thus take an active part and play a leading role in ensuring investment in ICTs by developing strategies that facilitate access to ICTs and information for the country.

##### Administrative Staff

The staff of NCCA should be aware of NCCA’s functions and the overall document management process. Specialized and continuous training is also required to further develop skills and ensure efficiency and effectiveness in the institution.

##### Outsourcing of ICT Activities

All ICT services that are sourced from third party vendors should provide supporting documentation (i.e. contracts and SLAs). The ICT department should have a database of all these documents indicating their expiry dates.

## IMPLEMENTATION MATRIX

### Strengthening NCCA’s ICT Infrastructure and Connectivity;

| **Activities** | **Key Deliverables** | **Indicator Of Success** | **Means Of Verification Of These Indicators** | **Duration** | **Resources** | **Budget (Kshs)** |
| --- | --- | --- | --- | --- | --- | --- |
| Increase broadband bandwidth and general cabling, switches and router capacity and performance. | Subscription to high-speed Internet bandwidth and deployment of advanced network devices | Improved network speed | Quality of information |  | * Finances * Training * Human resource * Service Provider |  |
| Install reliable network servers, mail server, web server, information and knowledge repository servers, printer server; | Various or multi-services servers acquired | Improved Network functionality and Information systems services | Acquisition of equipment and user feedback |  | * Finances * Training * Human resource * Service Provider |  |
| Equipping NCCA offices, sections, services, conference rooms with desktop, printer, scanners, other multimedia terminals | More computers, printers, scanners equipment installed as per current needs | Access for all becomes a reality in NCCA | Acquisition of equipment and user feedback |  | * Finances * Training * Human resource * Service Provider |  |
| Providing all MCAs with individual tablets | Laptop program developed and established | Laptops acquired for MCAs | Acquisition of equipment and user feedback |  | * Finances * Training * Human resource * Service Provider |  |
| Providing an active, secured broadband intranet/internet connection point to all  MCAs, staff of NCCA and committee rooms; | Broadband Internet connection deployed where necessary | Access for All becomes a reality | Acquisition of equipment and user feedback |  | * Finances * Training * Human resource * Service Provider |  |
| Provide a NCCA media Center | Media Center with computer and Internet connection | Number of users | Statistics of usage based on tool installed and feedback reports |  | * Finances * Training * Human resource * Service Provider |  |
| Deploying wireless broadband networks | Wireless facilities installed and operational | Number of users | Statistics and feedback reports |  | * Finances * Training * Human resource * Service Provider |  |
| Equipping all wards with information technology facilities to link  them to NCCA Information systems- Including, county radio, voice-assisted equipment, county cyber center or other. | All wards equipped | Number of users | Statistics and feedback reports |  | * Finances * Training * Human resource * Service Provider |  |
| Strengthen Network monitoring and  Security | Network Monitoring and  Management tools installed | Reduction in network incidents and abuse | Reports and IT  audit |  | * Finances * Training * Human resource * Service Provider |  |
| Establishing a NCCA Radio broadcasting services | NCCA Radio transmission equipment installed and commissioned. | Reception of radio broadcast | Feedback from the public and physical inspection |  | * Expert services involvement * Finances |  |
| Establishing a Video Conferencing facility | Video conferencing facility deployed | Use of video conferencing | Physical inspection |  | * Equipment * E-learning |  |
| Establishing a NCCA TV broadcasting network | NCCA TV broadcasting equipment installed and commissioned | General Public viewing live NCCA TV broadcast | Feedback from the public and physical inspection |  | * Equipment * Finances |  |
| Conduct an ICT Infrastructure (Asset) Inventory |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Prepare and adopt a preventive maintenance plan |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Implement a central power backup to provide clean power on all devices |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Document NCCA LAN infrastructure. |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Set up a VoIP enabled PABX unified communication system connecting the offices at NCCA |  |  |  |  | * Human and Financial resources |  |
| Configure network usage monitoring systems to enable better management of the network. |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Procure enterprise level backup system. |  |  |  |  | * Human and Financial resources |  |
| Setup a disaster recovery site. |  |  |  |  | * Human and Financial resources |  |
| Develop a business continuity plan and disaster recovery plan |  |  | Statistics and feedback reports |  | * Human and Financial resources |  |
| Upgrade Office suites, word processor and other applications. | Widely installed- upgrade | Improved data management | Feedback reports |  | * Human and Financial resources |  |
| Help Desk and software tutorial Utilities | Installed | Improved software help desk service and self-training | Reports |  | * Human and Financial resources |  |
| Travel Management  System | TMS installed | Improved monitoring/travel arrangements | reports |  | * Human and Financial resources |  |
| Fleet Management | Fleet Management  System | Improved management of vehicles and associated services | reports |  | * Human and Financial resources |  |
| Email for All implemented and tested | Email accounts (with NCCA domain name) opened for all MCAs and NCCA staff. Email  accounts opened for media club and Public access Point users | Email accounts widely used | Reports and Statistics tools |  | * Human and Financial resources |  |
| Revamp NCCA website to meet international standards | New Website with new features commissioned | Increased traffic to the website | User feedback and traffic logs, web counter |  | * Human and Financial resources |  |
| Establishing websites for all committees | NCCA committees web portal opened | Widely used | Statistics and feedback reports |  | * Human and Financial resources |  |
| Websites for members | Member website developed | Well used | Statistics and feedback reports |  | * Human and Financial resources |  |
| Interactive Public website | Public access portal /space virtually configured | Well used | Statistics and feedback reports |  | * Human and Financial resources |  |
| Installation of remote access tools and utilities | Remote access utilities/tools installed | Well used | Statistics and feedback reports |  | * Human and Financial resources |  |
| Virtual Library and Research  Tools | Web access to literature system | Improved access to information | Reduced time to access information |  | * Human and Financial resources |  |
| File Tracking | File Tracking  Application | Improved speed in tracking files | Reduced time to locate files |  | * Human and Financial resources |  |
| Contact Directory | Electronic contact directory | Available contact details | Ability to distribute documents, memos easily |  | * Human and Financial resources |  |
| Collaboration Tools | Collaborative applications | Improved exchange of information and communication | Use of blogs, instant messaging and e-discussion |  | * Human and Financial resources |  |
| Document Management | Document Management System | Improved information sharing | Reduced time in searching for documents |  | * Human and Financial resources |  |
| Knowledge Management System | Knowledge System | Improved information intelligence | Easy retrieval and information access |  | * Human and Financial resources |  |
| Enterprise Resource Planning – ERP (Procurement and Inventory System Human Resource Management System) | ERP installed | Transparent procurement  and human resource | * Faster procurement * Process * Shorter resolution time * When dealing with staff * Problems * Ability to generate reports on the inventory status |  | * Human and Financial resources |  |
| Specialized software for bill drafting, Amending legislation Minutes | Applications identified and installed | Improved document management | Statistics and feedback reports |  | * Human and Financial resources |  |
| Audio Visual streaming application. | Audio Visual streaming application installed | Improved audio and video streaming | Reports |  | * Human and Financial resources |  |
| Legislative System | Legislative Application  System installed | Improved Question  processing, order paper  formulation. | Reduced Time of  Processing. |  | * Human and Financial resources |  |
| Judiciary and legal databases planning, implementation and maintenance | Databases established and running | Number of user | Statistics and feedback reports. |  | * Human and Financial resources |  |
| Social database planning and statistics, implementation and maintenance, linking to government Information System or Intranet | Databases set up and running | Number of user | Statistics and feedback reports. |  | * Human and Financial resources |  |
| Online public surveys platform | On-line survey operational | Number of user | Statistics and feedback reports. |  | * Human and Financial resources |  |
| Electronic Bulletin development and dissemination | Electronic bulletin initiated. | Number of user | Statistics and feedback reports. |  | * Human and Financial resources |  |
| Other special applications | Special applications identified and implemented. | Quality of improvement | Statistics and feedback reports. |  | * Human and Financial resources |  |
| Security Management  System | Security Management  System installed | Improved management of security incidents and reporting | Reports generated |  | * Human and Financial resources |  |
| NCCA Newspaper – e-newsletter | Newspaper and e-newsletter operational | Number of user | Statistics |  | * Human and Financial resources |  |
| ICT Help Desk service and full e-service | e-service operational | Improved ICT assistance. | Statistics-resulting from feedbacks |  | * Human and Financial resources |  |
| Conduct an ICT Software Inventory |  |  |  |  |  |  |
| Setup and implement volume licensing system |  |  | Statistics and feedback reports |  |  |  |
| Outreach to users departments to understand their operations and carry out in-house projects that support these operations. |  |  | Statistics and feedback reports | Continuous |  |  |

### Strengthening NCCA’s oversight, legislative and advocacy functions,

| **Activities** | **Key Deliverables** | **Indicator Of Success** | **Means Of Verification Of These Indicators** | **Duration** | **Resources** | **Budget (Kshs)** |
| --- | --- | --- | --- | --- | --- | --- |
| Designing of ward websites | Accessible websites | Ability to access website |  |  | * Human and Financial resources |  |
| Developing government assurance, bilateral and unilateral obligations and project tracking system | System installed and commissioned | Ability to check, track and follow up government assurances and projects. | Reports |  | * Human and Financial resources |  |
| Establishing Corporate Virtual Private Network for ward offices | Network installed and commissioned | Ability to use the network  for information sharing and communication | Reports from ward offices |  | * Human and Financial resources |  |
| Developing capacity of ward officers in collaborative tools and understanding of ICT4D | Certificate of accomplishment | Ability to use the collaborative tools and reports on ICT activities within wards | Monitoring and Evaluation Appraisal of ward officers |  | * Human and Financial resources |  |
| Building online/offline discussion forums | Online/offline discussion forum | Constituents are able to engage their MCAs online/offline | Number of constituents engaging their MCAs |  | * Human and Financial resources |  |
| Initiate policy dialogue with the executive for the deployment of e-governance applications |  |  |  |  | * Human and Financial resources |  |
| Implementing specific applications related to the functions |  |  |  |  | * Human and Financial resources |  |

### Strengthening NCCA’s human capital and workforce development

| **Activities** | **Key Deliverables** | **Indicator Of Success** | **Means Of Verification Of These Indicators** | **Duration** | * **Resources** | **Budget (Kshs)** |
| --- | --- | --- | --- | --- | --- | --- |
| Professional Training | Certification | Passing exams | Staff performance appraisal | Continuous | * Finances * e-learning programmes |  |
| Attachments and Exchange programmes | Report on attachment/ exchange programmes | Better ideas in undertaking tasks | From attachment report/ performance appraisal | Continuous | * Finances |  |
| Setting up - Knowledge Database | Knowledge database data set-up | Number of staff /MCAs using system | Survey/ Visitor counter | Continuous | * Finances * Online manuals and publications * Instructors |  |
| Establishing in-house training facilities | Equipped training centre set-up | In-house training being conducted from training centre | Physical inspection | 6 months | * Finances Equipment |  |
| Training of trainers on Knowledge Management | Training modules  developed/available and implemented | Increased knowledge and ability to train others | Staff performance appraisal | Continuous | * Outsourcing * Finance * Human Resource |  |
| Training of trainers on database development and maintenance | Training modules  developed/available and implemented | Increased Knowledge and ability to train other | Staff performance appraisal | Continuous | * Outsourcing * Finance * Human Resource |  |
| Training of Trainers on Legislative, Representative and Oversight applications | Training modules  developed/available and implemented | Increased Knowledge and ability to train other | Staff performance appraisal | Continuous | * Outsourcing * Finance Human Resource |  |
| Training of Trainers on document management, archiving and virtual library systems | Training modules  developed/available and implemented | Increased Knowledge and ability to train other | Staff performance appraisal | Continuous | * Outsourcing * Finance * Human Resource |  |
| Training of Trainer on help Desk services | Training modules  developed/available and implemented | Increased Knowledge and ability to train other | Staff performance appraisal | Continuous | * Outsourcing * Finance * Human Resource |  |
| Hands-on practical lessons on the use of the Internet, ICT applications to enhance MCAs work as legislators | 2 hour training provided to each Parliamentarian per week | Increased MP  knowledge on IT services | MCAs performance appraisal | continuous | * Human Resource |  |
| Monthly training of other users (than MP) of NCCA Information system | 2 hour training provided to each user per week | Increased user  knowledge on IT services | User performance appraisal | continuous | * Human Resource |  |

## IMPLEMENTATION PLAN

### Strengthening NCCA’s ICT Infrastructure and Connectivity;

| **Activities** | **Duration** | **2017/2018** | | | | **2018/2019** | | | | **2019/2020** | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| Increase broadband bandwidth and general cabling, switches and router capacity and performance. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Install reliable network servers, mail server, web server, information and knowledge repository servers, printer server; |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Equipping NCCA offices, sections, services, conference rooms with desktop, printer, scanners, other multimedia terminals |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Providing all MCAs with individual tablets |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Providing an active, secured broadband intranet/internet connection point to all  MCAs, staff of NCCA and committee rooms; |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Provide a NCCA media Center |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Deploying wireless broadband networks |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Equipping all wards with information technology facilities to link  them to NCCA Information systems- Including, county radio, voice-assisted equipment, county cyber center or other. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Strengthen Network monitoring and  Security |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing a NCCA Radio broadcasting services |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing a Video Conferencing facility |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing a NCCA TV broadcasting network |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conduct an ICT Infrastructure(Asset) Inventory |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Prepare and adopt a preventive maintenance plan |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Implement a central power backup to provide clean power on all devices |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Document NCCA LAN infrastructure. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Set up a VoIP enabled PABX unified communication system connecting the offices at NCCA |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Configure network usage monitoring systems to enable better management of the network. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Procure enterprise level backup system. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Setup a disaster recovery site. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Develop a business continuity plan and disaster recovery plan |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Office suites, word processor and other |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Help Desk and software tutorial Utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Travel Management System |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Fleet Management |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Email for All implemented and tested |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Revamp NCCA website to meet international standards |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing websites for all committees |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Websites for members |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Interactive Public website |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Installation of remote access tools and utilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Virtual Library and Research Tools |  |  |  |  |  |  |  |  |  |  |  |  |  |
| File Tracking |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Contact Directory |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Collaboration Tools |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Document Management |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Knowledge Management System |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Enterprise Resource Planning – ERP (Procurement and Inventory System Human Resource Management System) |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Specialized software for bill drafting, Amending legislation Minutes |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Audio Visual streaming application. |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Legislative System |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Judiciary and legal databases planning, implementation and maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Social database planning and statistics, implementation and maintenance, linking to government Information System or Intranet |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Online public surveys platform |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Electronic Bulletin development and dissemination |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Other special applications |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Security Management System |  |  |  |  |  |  |  |  |  |  |  |  |  |
| NCCA Newspaper – e-newsletter |  |  |  |  |  |  |  |  |  |  |  |  |  |
| ICT Help Desk service and full e-service |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Conduct an ICT Software Inventory |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Setup and implement volume licensing system |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Outreach to users departments to understand their operations and carry out in-house projects that support these operations. |  |  |  |  |  |  |  |  |  |  |  |  |  |

### Strengthening NCCA’s oversight, legislative and advocacy functions

| **Activities** | **Duration** | **2017/2018** | | | | **2018/2019** | | | | **2019/2020** | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| Designing of ward websites |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Developing government assurance, bilateral and unilateral obligations and project tracking system |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing Corporate Virtual Private Network for ward offices |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Developing capacity of ward officers in collaborative tools and understanding of ICT4D |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Building online/offline discussion forums |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Initiate policy dialogue with the executive for the deployment of e-governance applications |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Implementing specific applications related to the functions |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Designing of ward websites |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Developing government assurance, bilateral and unilateral obligations and project tracking system |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing Corporate Virtual Private Network for ward offices |  |  |  |  |  |  |  |  |  |  |  |  |  |

### Strengthening NCCA’s human capital and workforce development

| **Activities** | **Duration** | **2017/2018** | | | | **2018/2019** | | | | **2019/2020** | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** | **Q1** | **Q2** | **Q3** | **Q4** |
| Professional Training |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Attachments and Exchange programmes |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Setting up - Knowledge Database |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Establishing in-house training facilities |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training of trainers on Knowledge Management |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training of trainers on database development and maintenance |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training of Trainers on Legislative, Representative and Oversight applications |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training of Trainers on document management, archiving and virtual library systems |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Training of Trainer on help Desk services |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Hands-on practical lessons on the use of the Internet, ICT applications to enhance MCAs work as legislators |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Monthly training of other users (than MP) of NCCA Information system |  |  |  |  |  |  |  |  |  |  |  |  |  |

## FUNDING THE IMPLEMENTATION PLAN

### A RESOURCE MOBILIZATION STRATEGY

Numerous challenges face the financing of the ICT Master Plan, e.g. scarcity of financial resources; competition for the same fund with other priorities such as lack of awareness among policy makers of the role ICTs play in speeding up socio-economic development; lack of a consultative approach among stakeholder/partnerships in the formulation of NCCA development strategies; lack of incentives to attract the would be investors, to name but a few.

A resource mobilization strategy can therefore, greatly assist NCCA in mobilizing adequate and predictable financial resources to support the effective implementation of the ICT Master Plan objectives. Development partners have acknowledged County Assemblies as Institutions central to the promotion and consolidation of good governance, democracy and peace and capable of ensuring that policies, legislation and other regulatory frameworks meet county development needs. As such, they have the potential to attract substantial co-financing from a diversity of sources.

Apart from the allocation from county funds, the resource mobilization efforts should not only target the allocation from county funds but also traditional and innovative funding sources including but not limited to bilateral and multilateral organizations, international and national charitable foundations and NGOs, the multinational and national private sector. Bilateral contributions usually represent an important source of financing at the county level. In addition, a comprehensive ICT Master Plan, with a high expected impact, can attract investors.

Below are some resource mobilization strategies that may be put in place:

1. Establishing a resource mobilization team headed by either the Speaker or the Clerk and both are members of the team;
2. Mainstreaming the ICT Master Plan into NCCA development plan and advocate for more local budget allocation per year;
3. Mobilizing regional and international development organizations to support the implementation of the Plan - establishing effective communication mechanisms to promote the ICT Master Plan objectives, activities and impact to partners. Some Communications tools include, brochures, newsletters, public bulletin boards, media coverage, advertising on county radio stations and websites;
4. Strengthening Partnership with the Minister of Information, Communications and Technology and advocate for budget allocation at this level for NCCA involvement in ICT Policy and Strategy processes;
5. Empowering MCAs through activities which will introduce them to better knowledge of new technological issues which have revenue generation implications such as taxation laws, cyber-laws, Internet governance, e-security and Voice Over Internet Protocol;
6. Taking a lead in mobilizing resources and encouraging smart partnerships between public and private sector operators;
7. Amending existing legislations where necessary to provide transparent and effective legal and regulatory environments conducive for investment attraction;
8. Strategically communicating the ICT Master Plan objectives, activities at the ward level and mobilizing communities to financially support the implementation;
9. Developing a special Partnership with Mobile Telephone operators, renowned Private sector companies and financial institutions;
10. Strategically communicating the ICT Master Plan at the ward level and mobilizing communities to financially support the implementation;
11. Developing the expected annual NCCA ICT Budget drawing impact analysis from the ICT Master Plan prior to the budget allocation exercise.

## ICT MASTER PLAN MONITORING AND EVALUATION

There is need to set up an effective monitoring and evaluation mechanism prepared by NCCA ICT Committee, which will track the implementation plans of all scheduled activities with particular focus on the measure of the success indicators as per agreed time frame. It is the mandate of NCCA in exercising its oversight function, to support the implementation and evaluate the success and failure of each programme.

The WSIS Plan of Action emphasized the need for countries to incorporate within their respective national ICT development plans, provisions for monitoring and evaluating the implementation of the plans, with a view to measure their impact and progress towards the development of the Information Society and economy within the respective countries.

The monitoring and evaluation of the ICT Master Plan for NCCA will be a continuous process that calls for amendments according to the outcome of the evaluation and to account for changes in technologies, new technology, evolving national priorities, industry best practices, and many other influences which impact on the future trends of Information, Communication and Technology.

## MASTER PLAN BUDGET ESTIMATES (TO BE REVISITED)

|  |  |  |
| --- | --- | --- |
| **#** | **AREA TO STRENGTHEN** | **BUDGET ESTIMATE (Kshs)** |
| 1 | Strengthening Networking and Hardware Infrastructure |  |
| 2 | Improving Software and ICT Services |  |
| 3 | Strengthening Human Capital Infrastructure |  |
| 4 | Strengthening NCCA oversight, representative and advocacy functions |  |
| **TOTAL** | |  |

# ENABLING FACTORS FOR IMPLEMENTING THE ICT MASTER PLAN

The successful realization of the NICI Policy will be based on an implementation strategy that takes into account the identified priority areas. The responsibility for the implementation of the plan lies with NCCA ICT Committee working in close partnership with NCCA leadership, Government, plus stakeholders.

Government should be committed to lead by example by supplying the structural transformations required before and during deployment of ICT as well as providing leadership and support from the level of the Leadership and Management.

## NCCA

* Lack of involvement by top level officers e.g., the Leadership, Speaker and Clerk of the Assembly, including the HODs.
* Insufficient training of MCAs, due to lack of resources. MCAs, staff should be equipped with relevant knowledge and skills to tackle a variety of ICT issues;
* Lack of coordinated efforts among the MCAs could be a serious problem for achieving the expected outcomes.

## THE NCCA ICT COMMITTEE

* The Committee ensures the effective delivery and custodianship of the ICT Master Plan objectives. The committee should be able to promote unity among MCAs and staff. Both the political and administrative wings of NCCA should work harmoniously together.
* The ICT committee should actively drive the implementation. Inactivity and lack of training in relevant areas will be a risk to successful implementation.
* Lack of proper management control. Each member of the committee should know what role they specifically play in the monitoring of the implementation.

## FINANCIAL RESOURCES:

The scarcity of financial resources can easily ground the project. County’s total financial commitment needs to be assured before embarking on anything. Additionally, a good financial mobilization plan needs to be set up – a small energetic committee, possibly consisting of well known business men, reporting to NCCA ICT Committee, to rigorously source out funds locally and internationally. The resource mobilization strategies can become very handy. Consideration should always be given to the regular maintenance of the hardware and up grading of the software when tackling the issue of financing ICT projects as this dictates more funds.

## HUMAN RESOURCE AND SKILLS:

The project requires and assumes ICT literate personnel. Inadequate training and personnel, who cannot effectively use ICTs of the new technologies, will pose a threat. Continuous build of human capital in NCCA is essential for competence in goods delivery.