



**REPUBLIC OF KENYA**

**ICT STRATEGIC PLAN: 2013 -2017**

**(DRAFT)**

**MINISTRY OF SPORTS CULTURE AND THE ARTS**

**(MOSCA)**

Prepared - 2013

## Table of Contents

<b>ACRONYMS AND ABBREVIATIONS.....</b>	<b>4</b>
<b>FOREWORD.....</b>	<b>5</b>
<b>CHAPTER ONE .....</b>	<b>7</b>
1.0 INTRODUCTION.....	7
1.1 Background.....	7
1.1.1 Digitization of Kenya National Archives and Documentation Services .....	8
Table 1: Details of services to be put online and their levels of access.....	11
1.2 Methodology.....	11
1.3. Structure of MOSCA ICT Strategic Plan .....	12
1.4 ICTA Approach .....	12
1.5 Basis of this ICT Strategy.....	12
1.6 Mandate.....	13
1.7 Vision.....	13
1.8 Mission.....	13
1.9 Core values.....	14
1.10 Functions of ICT Unit.....	14
1.11 ICT Staff Establishment.....	15
Table2: Proposed ICT Staff Establishment.....	15
<b>CHAPTER TWO .....</b>	<b>16</b>
2.1 SITUATIONAL ANALYSIS OF ICT IN MINISTRY OF SPORTS CULTURE AND THE ARTS.....	16
2.2 SWOT Analysis.....	16
Table 3: SWOT Analysis .....	17
2.3 Stakeholders Analysis.....	17
Table 4: Roles and Relationship of the Ministry and stakeholders .....	17
2.4 ICT Gap Analysis .....	17
Table 5 : Gap analysis of the ICT facilities and services.....	18
Table 6: The staff establishment as per the current structure.....	<b>Error! Bookmark not defined.</b>
2.5 Challenges in Implementation of ICT in MOSCA.....	18
<b>CHAPTER THREE.....</b>	<b>19</b>
3.0 STRATEGIC AREAS, OBJECTIVES AND STRATEGIES.....	19
3.1 Overview .....	19
3.1.1 KEY ICT STRATEGIC AREAS.....	19
3.1.2 Strategic Area 1: Policy, Legal, and Regulatory Reforms.....	19
3.1.3 Strategic Area 2: ICT Infrastructure .....	19
3.1.3 Strategic Area 3: Broadband Connectivity .....	20
3.1.4 Strategic Area 4: ICT Capacity.....	20
3.1.5 Strategic Area 5: Human Resource Development .....	20
3.1.6 Strategic Area 6: Content and Application Development.....	21
3.1.7 Strategic Area 7: Communication and Access to Information .....	21
<b>CHAPTER FOUR.....</b>	<b>22</b>
4.0 IMPLEMENTATION MATRIX.....	22
Table 7- Strategic Area 1: Policy, Legal, and Regulatory Reforms. ....	22
Table 8 - Strategic Area 2: ICT Infrastructure.....	22
Table 9-Strategic Area 3: Broadband Connectivity .....	23
Table 10 - Strategic Area 4: ICT Capacity .....	24
Table 11 - Strategic Area 5: Human Resource Development.....	24
Table 12 - Strategic Area 6: Content and Application Development .....	25
Table 13-Strategic Area 7: Communication and Access to Information .....	25
<b>CHAPTER FIVE .....</b>	<b>26</b>
1. FINANCIAL RESOURCES .....	26

3.1 Funding of this Strategic Plan.....	26
Table 14: Resource Requirements (2013/14 – 2017/18) KSh. Million .....	26
3.2 Funding Strategies .....	27
<b>FIGURES.....</b>	<b>28</b>
Fig 1 - Organizational structure of MOSCA.....	28

DRAFT

## ACRONYMS AND ABBREVIATIONS

ICTA	Information and Communication Technology authority
DEG	Directorate of e-Government
E-Gov	Electronic Government
GCCN	Government Core Communication Network
GCS	Government Computer Services
GITS	Government Information Technology Services
GoK	Government of Kenya
ICT	Information Communication Technology
ICTO	Information Communication Technology Officer
IFMIS	Integrated Financial Management Information System
IPPD	Integrated Personnel and Payroll Database
IT	Information Technology
LAN	Local Area Network
MDAs	Ministries, Departments, Agencies
NOC	Network Operations Centre
PS	Principal Secretary
SAGA	Semi-Autonomous Government Agency
WAN	Wide Area Network
G2C	Government to Citizen
G2B	Government to Businesses
MOSCA	Ministry of Sports Culture and the Arts
GDC	Government Data Centre

## FOREWORD

Government services automation spans over last two decades has been guided by two government documents: e-government (e-Gov) strategy 2004-08 and ICT master plan 2013-17. The strategy focused on four categorized phases, namely; information, interaction, transaction, and transformation. MOSCA has achieved the information, interaction and to some extent transaction phase. The Ministry has basic electronic communication systems - website and emails. In addition, it has acquired computing equipment and LANs at the headquarters and most Ministries. The field offices have very few or non-existent ICT infrastructure and this calling for concerted effort to increased ICT infrastructure and applications (software) investments to enable the Ministry attain the transformational phase of e-Gov strategy.

The Directorate of e-Gov (DEG) has managed to oversee completion of a number of key activities that now constitute the launching pad for full e-Gov deployment and leveraging ICTs in all aspects of public service. The activities include; installation of Local Area Networks in all ministries headquarters, development of Government Common Core Network (GCCN) and Government Data Centre (GDC) as basis for integrated and shared public service delivery and development of e-application across key service delivery areas.

The ICT master plan 2013-17, drawn by ICTA, shift focus on service delivery ICT solutions – ICTs offer an opportunity to revolutionize public service management by improving the ability of government to efficiently share and analyze information between state Ministry, other government agencies and citizens.

This ICT Strategy document provides a clear road map to facilitate the Ministry embrace use of e-Gov systems to effectively and efficiently deliver services to the Citizens of this country. There are, however, number of challenges facing the development of ICT in the Ministry, which include among others: inadequate provision of ICT Equipment and Accessories, poor ICT Infrastructure and internet connectivity, Lack of proper maintenance of ICT equipment, and low ICT funding.

This Strategy identifies the key priority activities that MOSCA will undertake to implement during the period 2013 -18 in order to effectively support services delivery objectives of the Ministry and address the above challenges through use of ICT. Specifically, this ICT strategic plan will be the implementation tool for the purpose of automating the Ministry in the wider strategy for performance improvement. Among the programmes to be implemented in this Strategic Plan are: installation of ICT Infrastructure, broadband connectivity, development of content and IT Applications, development of ICT capacity and skills, policy and legal frameworks, strengthening of the ICT unit, etc to deliver integrated services for a wide ICT utilization across the Ministry. The Goal is to have a majority of the Ministry services being transacted online.

This ICT Strategy is in conformity with the National ICT Policy, ICT master plan, etc., which seeks to facilitate sustained economic growth and poverty reduction; promote social justice and equity; mainstream gender in national development; empower the youth and disadvantaged groups; stimulate investment and innovation in ICT; and achieves universal access.

This ICT Strategic Plan shall be implemented through performance contract targets, annual work plans, and individual work plans. And, pursuant to the above therefore, it is my sincere hope that the full implementation of this ICT Strategic Plan 2013 - 17 will create an enabling environment for MOSCA to deliver services effectively and efficiently to the citizens and hence propel the country's economic growth through increased social-economic productivity.

In conclusion, I wish to thank all those who participated in the preparation of this ICT Strategic Plan (2013-2017) whose diverse contributions made this exercise a success.

PATRICK O OMUTIA,  
PRINCIPAL SECRETARY,  
MINISTRY OF SPORTS CULTURE AND THE ARTS.

DRAFT

# CHAPTER ONE

## 1.0 INTRODUCTION

The MOSCA's mandates are drawn from the mandates of Ministry of Sports Culture and the Arts as is spelt out in the Presidential Circular No.2/2013 of 2013. MOSCA's technical Departments have field offices in Counties which are supported by ICT unit - despite challenges such as lack inadequate ICT human resources and ICT equipment. Its clients' needs are fast changing in terms of scope and complexity, and there is high expectation that services be delivered in efficient and cost effective manner.

Vision 2030 identifies ICT as a major enabler to transform the operations of Government which results in an efficient service delivery

## 1.1 Background

The e-Gov is the use of information and communication technologies (ICTs) to promote more efficient and effective government, facilitate more accessible government services, allow greater public access to information, and make government more accountable to citizens. E-Gov might involve delivering services via the Internet, telephone, community centers (self-service or facilitated by others), wireless devices or other communications systems.”

E-Gov is segmented into what are known as primary delivery models; the relationship between government and citizens (G2C), electronic interactions between government agencies and private businesses (G2B), relationship between governmental organizations (G2G), and the relationship between government and its employees (G2E). E-Gov facilitates transformation of service delivery while increasing value for money to the citizens. The key benefits of e-Government include: more efficient government operations by minimizing bureaucracy; better delivery of services to citizens; enables enforcement of policy, regulation and law; increased convenience and accessibility of Government services to business, industry and citizens; and improved quality of life for disadvantaged communities and broadened public participation.

The first medium term plan (2008-2012) of Vision 2030 identified various flagship projects that required active participation of e-Gov. During the plan period, e-Gov was expected to undertake programmes/projects for delivering on national strategies as stated in the Economic and Social Pillars. The first medium term plan identified the following ICT infrastructure programmes and projects that were to be implemented within the period 2008-2012 of which e-Gov will greatly leverage on to communicate and transfer information to the citizens; The East African Marine Systems (TEAMS); National Terrestrial Fibre Optic Network; Government Common Core Network (GCCN); Local and Wide Area Networks; Data Centre/Data Recovery Centre.

On the IT application systems, the following projects were identified, to improve on governance:- Integrated Management Information Systems (IMIS); Pensions Management Information System (PMIS); Company registry; Digitized court recording; Document Management System; Geographic Information System (GIS); Digitization of records at the Kenya National Archives; Land Registry System; Electronic Banking Systems; District Management Information System (DMIS) and Integrated Population Registration System (IPRS).

Information and Content Development - The government has embarked on initiatives aimed at leveraging on digital content to unlock new opportunities to conduct business.

Under the ICT master plan, with the focus shifting to the services delivery ICT solutions, MOSCA has specified proposed and on-going ICT projects to implement and these include Digitization of the Kenya National Archives and documentation services, whose technical details are given under sub-section 1.1.1;

### 1.1.1 Digitization of Kenya National Archives and Documentation Services

This ICT project has an overall objective - automation of Ministerial services in order to create a platform for online interaction with customers, with specific objectives being:- to enhance web-based public involvement and participation; to enhance information and data sharing among staff, clients and strategic stakeholders; to create an internal avenue for online communication and information; and to publicize the mandate, programmes, functions and activities of the Ministry.

The problem statement of this project is: The Ministry offers services in three main programs i.e. Probation, CSO and Aftercare with a base client caseload of over 45,000. The services offered however are varied and often individual client-oriented hence they vary in methods, styles and magnitude. The national coverage diversity of the client base and the different needs often confuse the citizen on the actual work of probation Officers. The Ministry remains generally unknown to the public in terms of its substantive functions. The Ministry does so much yet very little is known about it.

The development of on-line services and posting of the Ministry services in its website will give a channel for citizen/Ministry dialogue and scrutiny reducing the ambiguities hitherto held by members of public.

The services which are client - based sometimes take long to be accessed due to officers' workload and low resource base. The online services will reduce the delays and improve service delivery while at the same time increase the community (citizen) participation in management of offenders.

The flow and exchange of information between different levels of management, officers and the clients, various stakeholders and management will be enhanced. The dialogue among the above parties will definitely reduce suspicion and harness collaboration which is currently inadequate. It will further increase resource sharing and allotment in line with felt needs of various localities depending on informed sources.

The system is further expected to open a window for exposure where the Ministry operations can easily be accessed and criticized by the public hence giving room for improvement and public satisfaction.

This ICT project has scope that is: conduct an appraisal assessment of gaps and challenges; explore practices from various jurisdictions; develop and design an application that will be able to achieve expected out/services; social inquiry process; supervision and rehabilitation; resettlement and reintegration of offenders; provision of secure temporary accommodation in probation institutions; and crime prevention. The table below outlines in details the services to be put online and their levels of access.

<i>REGISTRATION OF CASES</i>	<i>LEVELS OF ACCESS</i>
<i>The system to allow for the:-</i> <ul style="list-style-type: none"> <li>○ <i>Registration of cases</i></li> <li>○ <i>Referrals of cases</i></li> </ul>	<i>Limited</i>



<ul style="list-style-type: none"> <li>○ Allocation of cases</li> <li>○ Allow for the system to indicate when a matter referred will appear in court.</li> </ul>	
<b>INTERVIEWING OF OFFENDERS</b>	<b>LEVELS OF ACCESS</b>
○ - Basic data/information	Restricted and DMS
○ - Previous conviction/offences	Limited, Restricted
○ Confirmation of identity with the bureau of registration	Limited, Restricted and DMS
○ Outside inquiry (i.e. social inquiry conducted on behalf of one station for another should also be done online).	Limited, restricted and DMS
○ - The current DMS should also allow for	
○ - Confirmation of workplaces.	Open
○ Confirmation of vacancies in hostels, Rehabilitation schools, Borstals and Youth Corrective Training Centre and other relevant institutions e.g. penal	Restricted and DMS
○ Posting of information by significant and authorized persons.	Restricted
<b>COMPLING OF REPORT</b>	<b>LEVELS OF ACCESS</b>
○ meet all the standards as stipulated in the National Standards Manual	DMS
<b>OUTCOME (MODE OF DISPOSAL)</b>	<b>LEVELS OF ACCESS</b>
○ The system should allow for the outcome of the cases referred to probation.	Open, online and DMS
○ Allow for feedback online	
○ <b>DURATION OF SENTENCE</b>	<b>LEVELS OF ACCESS</b>
○ The system to allow for the posting of date of sentence, duration, date of commencement and expiry of sentence.	DMS - Restricted
<b>SUBMISSION OF REPORTS</b>	<b>LEVELS OF ACCESS</b>
○ The system to allow for submission of reports online	DMS - Restricted
<b>SUPERVISION</b>	<b>LEVELS OF ACCESS</b>
○ The system to allow for the following:-	Restricted and DMS
○ Opening and managing of individual offender supervision files.	
○ Draw individual supervision plan.	
○ Reporting schedules	
○ Periodical home visits	
○ Office reporting	
○ Incidental visits	
○ The system to allow for cases to be referred to other agencies	Restricted and DMS
○ Provision of reports to relevant offices and committees.	Limited, Restricted and DMS( NB: the system to allow access by the Secretary – who is the DPO and members of the respective case committee).
<b>The system to allow for enforcement of the following court orders:-</b>	
○ Allow for variation orders	Restricted
○ Allow for confirmation of variation orders	Restricted
○ Allow for online application and submission of warrants of arrest	Restricted
○ Allow for confirmation for issuance of warrants of arrest	Restricted
○ Allow for application of revocation of release licenses online	Restricted

○ Allow for posting of various operational guidelines	Open, Online
○ Allow for posting of the respective workplace profiles	Open, Online
○ REHABILITATION	LEVELS OF ACCESS
○ Draw rehabilitation plans (link this with DMS)	Limited
○ Allow for Networking and referral to other rehabilitation agencies and feedback	Limited (NB: Consultant to develop tools for referral to these agencies).
○ The system to allow for interaction between the officer, the supervisee and even the supervisee's significant other(s)	Limited
<b>PROVISION OF TEMPORARY HOMES (HOSTELS)</b>	LEVELS OF ACCESS
○ Allow for posting of admission forms online	Open for day care centre and restricted for hostels
○ Develop offender progress reports	Restricted, Limited
○ Create online offender registers	Restricted
○ Provide for online guidelines of admission	Open
○ Allow for online information system on institutions and Ministry e.g. newsletters, magazines and journals	Open
○ Allow for online interaction between officers/significant other and management of the institutions	Limited
○ Allow for posting of the hostel manual	Open
○ Allow for posting of various programmes offered in the institutions	Open
<b>CRIME PREVENTION</b>	LEVELS OF ACCESS
The system to:-	Open
○ Allow for posting information on Probation Community Resource and Training Centre (i.e. Day Care Centre)	
○ Allow for posting schedule of relevant various public forums	Open
○ Allow for posting of Outreach programmes and open days	Open
○ Allow for posting of statistics on various programme of the Ministry	Restricted to DMS
<b>COMMUNITY SERVICE ORDER</b>	LEVELS OF ACCESS
○ Allow for posting of information on Community Service Orders projects and uploading of photos	Limited
○ VICTIM SUPPORT	LEVELS OF ACCESS
○ The system allow for posting of:-	
○ Guidelines for support of victims of crime/offences	Open
○ Registers of victim of crime being supported	Restricted
○ Online referral agencies for victim support	Restricted
<b>ADMINISTRATION</b>	LEVELS OF ACCESS
The system to allow the posting of the following in the online system:- PSIP – Citizen Report Cards	Open
○ Personnel Data	Restricted to protect confidentiality. Open/limited to some extent.
○ The Strategic Plan	Open
○ The Service Charter	Open
○ National Standards manual	Open
○ Training Needs	Restricted
○ Skills Inventory	Restricted

○ <i>Application forms for training</i>	<i>Restricted</i>
○ <i>Key results areas – standards of performance and benchmarks</i>	<i>Restricted</i>
○ <i>Post the scheme of service</i>	<i>Open</i>
○ <i>Staff directory</i>	<i>Restricted</i>
<b>PLANNING AND DEVELOPMENT</b>	<b>LEVELS OF ACCESS</b>
<i>The system to allow the posting of the following in the online system:-</i>	
○ <i>Financial returns</i>	<i>Restricted</i>
○ <i>Transport returns</i>	<i>Restricted</i>
○ <i>Project status report</i>	<i>Open</i>
○ <i>Annual workplan</i>	<i>Open</i>
○ <i>Performance Contracting Forms</i>	<i>Restricted</i>
○ <i>Performance Appraisal Reporting Forms</i>	<i>Restricted</i>
○ <i>Stores Inventory Ledger</i>	<i>Restricted</i>
<b>INSPECTORATE AND QUALITY CONTROL</b>	<b>LEVELS OF ACCESS</b>
○ <i>The system to allow for posting the M &amp; E tool</i>	<i>Restricted</i>
<b>LEGAL</b>	<b>LEVELS OF ACCESS</b>
○ <i>The system to allow for posting of the following:-</i>	<i>Open</i>
○ <i>Signed protocols</i>	
○ <i>Assets inventory</i>	<i>Open</i>
○ <i>Gazetted case committees</i>	<i>Open</i>
○ <b>REFORMS</b>	<b>LEVELS OF ACCESS</b>
○ <i>Innovations made</i>	<i>Restricted</i>
○ <i>New programmes and ideas</i>	<i>Restricted</i>
○ <i>Best practices</i>	<i>Restricted</i>
○ <i>partnership, collaborations and external resource, mobilization</i>	<b>LEVELS OF ACCESS</b>
<i>The system to allow for posting of the following:-</i>	
○ <i>Data bank of partners, collaborators and stakeholders</i>	<i>Open</i>
○ <i>Areas of partnership and collaboration - activities</i>	<i>Open</i>
○ <i>Requests of partnership, collaborations and external resource mobilization</i>	<i>Limited</i>
○ <i>Guidelines on collaboration</i>	<i>Open</i>
○ <i>Mobilization of resources</i>	<i>Limited</i>
○ <i>Corporate social responsibility</i>	<i>Open</i>

**Table 1: Details of services to be put online and their levels of access**

## **1.2 Methodology**

Successful IT strategy formulation requires a multi-faceted approach. The development and maintenance of an institutional aligned IT strategy is a fundamental component in maximizing the value delivered from investments in ICT.

A collaborative approach was undertaken to identify the key and unique institutional requirements and to ensure that the IT roadmap addresses this needs. The activities that led to development of this plan include:

- Review of several documents to understand the mandate, functions, policy framework within which MOSCA operates.
- Interviews with MOSCA staff and key stakeholders were conducted to understand the weakness within the ICT environment. The gaps identified were articulated in the final ICT

Baseline Report.

- A comprehensive study involving site visits and interviews were undertaken in the field offices of the technical Departments.

### **1.3. Structure of MOSCA ICT Strategic Plan**

The Plan is organized into six chapters. Chapter one gives introduction and background of the current ICT status in the Government and the various initiatives that are expected to assist MOSCA achieve the expected automation levels. Chapter two provides the Vision, Mission, and the Mandate of the Ministry, and also deals with the situation analysis of ICT in the Ministry while chapter three looks at the ICT implementation framework.

### **1.4 ICTA Approach**

The Government of Kenya has recognized the importance of ICT in stimulating national development, in particular, modernization and globalization of the economy. The Government recognizes the role of ICTs in the social and economic development of the nation and has promulgated a national ICT Policy based on the Economic Recovery Strategy for Wealth and Employment Creation (2003-2007), ICT master plan, etc.

The ICTA with its mandates range from;

- To co-ordinate the ICT sector and to market Kenya as a local and international ICT hub.
- To rationalize and streamline the management of all Government of Kenya ICT institutions.
- To advise the Government on sectoral development and ICT project implementation and investment.
- To enforce ICT standards in Government and enhance the supervision of its electronic communications.
- To upgrade Government cyber security and help build capacity in ICT.

### **1.5 Basis of this ICT Strategy**

The purpose of this ICT Strategic Plan is twofold; Firstly, it is to use ICTs to provide citizens of Kenya with equal access to Ministry's services regardless of their location, in line with the spirit of the Constitution of Kenya. Secondly, it is to use ICTs to create an enabling environment for the achievement of Vision 2030 through effective and efficient service delivery to the citizens. The well-implemented online services drastically reduce transaction costs and increase society's trust in government without having to visit crowded and distance government offices.

There are several benefits of implementing e-Government which include:

- Simplified delivery of services to citizens
- Minimized government bureaucracy
- Improved interactions among government Ministries and with business, industry and citizens
- Increased empowerment of citizens, businesses, government agencies through access to information, knowledge and services
- More efficient government management
- Improved productivity and efficiency of government agencies
- More effective, convenient and cost effective delivery of information, knowledge and services
- Improved quality of life for disadvantaged communities and broadened public participation

This ICT Strategic Plan, covering the period 2013 to 2017, is anchored on a number of development policy documents such as the Constitution of Kenya 2010, Kenya Vision 2030, e-government Strategic plan, National ICT policy, ICT master plan, as well as the Millennium Development Goals (MDGs). The plan was prepared through a participatory and contributory process involving key stakeholders.

Implementation of the Ministry's programmes and projects will be monitored through a participatory process based on the measurable indicators set out in matrices table (annexed). Monitoring and Evaluation (M&E) will take place at all levels of implementation. In order to ensure that this strategic plan is successfully implemented it is proposed that strategic leadership will be provided by the high-level Ministry's management. To successfully implement the plan, financial requirements based on activities in the programmes have been worked out and explicitly tabulated in the implementation matrix form (annexed).

## **1.6 Mandate**

The Ministry's core functions include:

- a) Formulation of policies on sports, culture and the arts industry,
- b) Promotion, preservation and maintenance of positive and diverse culture for national identity, pride, integration and cohesion.
- c) Preservation, care and promotion of access to all public records and Archives
- d) Coordination, facilitation and harmonization of activities of the sports, culture and arts sector.
- e) Research, preservation, conservation and management of Kenya's heritage and culture
- f) Development, promotion, and preservation of sports, arts, and Kenya's cultural heritage
- g) Production and dissemination of information
- h) Protection and promotion of the diversity of cultural expressions in Kenya
- i) Identification and safeguarding of Kenya's cultural heritage for the promotion of the creative economy
- j) Licensing of film production and regulate consumption of films in Kenya
- k) Identification, nurturing, development and promotion of dance talents

## **1.7 Vision**

A global leader in the provision of sports, arts and cultural services

## **1.8 Mission**

To develop, promote, preserve and disseminate Kenya's diverse cultural and arts heritage; and promote sports and film industry to build national pride and improve livelihoods of the Kenyan people.

## 1.9 Core values

We are committed to upholding the following Core Values as the guiding principles for the operations of the Ministry in the medium and long-terms:

**Appreciation of diversity:** We recognize and value the diversity of our cultural and national heritage

**Customer focus:** We are committed to upholding the highest standards in our service delivery to all customers.

**Integrity:** We are committed to acting in an honest, impartial, fair and transparent manner.

**Teamwork:** Employees' involvement and contribution at all levels shall be the hallmark of the Ministry.

**Creativity and Innovation:** We are a Ministry that encourages and facilitates creativity, innovative performance, and embraces change.

**Professionalism:** We shall be patriotic to the cause of the Ministry and be guided by professional ethics in all our undertakings.

**Participatory Approach:** We undertake to seek the views of and involve stakeholders in all our programmes and activities

## 1.10 Functions of ICT Unit

ICT Unit in the Ministry is the implementation and operational focal point for ICT Strategy with the major role of ensuring effective computerization of Ministry services through the implementation of appropriate projects in line with the overall national strategy and based on ICT master plan. The ICT Unit is responsible for relevant ICT project implementation, user training and technical support services in line with the mandate of the Ministry. All projects implemented in the Ministry shall follow the agreed government standards for development, maintenance and integration of systems within the GoK ICT strategic framework.

Based the ICTA, the specific duties and responsibilities of ICT unit include the following, to:-

- Coordinate the development and procurement of cost-effective and efficient ICT infrastructure, equipment and services,
- Manage the implementation of ICT projects,
- Appreciate, disseminate and implement the e-Government strategy.
- Develop ICT strategic, work and project plans for the State Ministry.
- Develop and implement the Ministry ICT policy.
- Implement ICT projects based on the National e-Government strategy, the ICT maturity level of the Ministry, and in accordance with the published standards relating to the management of ICT projects in GoK.
- Provide technical and operational support for systems and infrastructure including networks, websites, email systems, databases and applications
- Design and implement Ministry's ICT capacity building initiatives.
- Identify ways in which the State Ministry can more effectively and efficiently deliver services to the citizens using ICT and propose appropriate interventions,
- Monitor, coordinate and advise on issues pertaining to electronic business, telecommunications and technology,

- Participate in the development, analysis and evaluation of Government wide technology issues, policies and legislations.

### 1.11 ICT Staff Establishment

The Ministry existence is as a resultant of the last Government re-organisation and merger and hence the need to review the ICT Staff establishment to enable the ICT unit meet and provide the increasing demand for technical ICT user support. To adequately provide this technical support and undertake to implement this ICT Strategic Plan the following is the proposed recommended ICT Staff Establishment for the ministry.

Designation	Job Group	Authorized Establishment	In-post	Proposed	Variance
Assistant Director/ICT	p		1	1	
Principal ICT Officer	N		0	1	
Chief ICT Officer	M		0	3	
Senior ICT I/II Officer	L K/J		4	3	

**Table2: Proposed ICT Staff Establishment**

## CHAPTER TWO

### 2.1 SITUATIONAL ANALYSIS OF ICT UNIT IN MINISTRY OF SPORTS CULTURE AND THE ARTS.

#### 2.2 SWOT Analysis

This chapter looks at the Strengths, Weaknesses, Opportunities, and Threats (SWOT) analysis, gap analysis, stakeholders, and the current organization structure of the ICT Ministry. The analysis is important in understanding the current ICT environment and identifying the challenges that needs to be addressed.

The analysis of strengths, weaknesses, opportunities and threats in the Development of ICT in the Ministry is summarised below. The SWOT analysis was undertaken during the ICT baseline survey that covered the headquarters and some field offices. The Internal environment explores the strengths and weaknesses within ICT function whereas the external environment provides opportunities available and the threats that may affect ICT implementation. Table 1 provides a summary of the analysis.

<i>Internal Analysis</i>	
<i>The analysis is aimed at identifying the strengths and weaknesses of ICT in Public Service.</i>	
<i>Strengths</i>	<i>Weaknesses</i>
<i>Senior Management's reorganization of importance of ICT in Ministry's operations.</i> <i>Availability of ICT Infrastructure at Headquarters that can be enhanced.</i> <i>Willingness of staff to use &amp; adopt technology.</i> <i>Willingness of staff to advance their ICT knowledge and skills.</i> <i>Liberalization of the ICT sector</i> <i>Availability of the wide National ICT Infrastructure</i>	<i>Inadequate ICT infrastructure</i> <i>Insufficient funding of ICT initiatives.</i> <i>Silo type systems that cannot communicate with each other.</i> <i>Inadequate and poor maintenance of ICT equipment.</i> <i>Inadequate ICT human resource capacity.</i> <i>Weak ICT Structure within the Ministry</i> <i>Inadequate proper working tools and ICT equipment</i> <i>Weak and obsolete policy, legal and regulatory framework for the sector</i> <i>Lack of centralised ICT data bank</i> <i>Inadequate bandwidth and Poor infrastructure</i> <i>Disorganised acquisitions of the ICT resources</i>
<i>External Environment Analysis</i>	
<i>The external environment highlights the ICT opportunities that MOSCA can take advantage of while at the same time presenting threats that should be mitigated against.</i>	
<i>Opportunities</i>	<i>Threats</i>
<i>Existing national optic fiber infrastructure which MOSCA can leverage on to interconnect the departments and sagas.</i> <i>Global trends and technologies which have been successfully implemented in other countries.</i>	<i>Lack of adequate budgetary provision to meet the ICT needs.</i> <i>Expensive software licenses for the technical staff.</i> <i>Cyber/virus attacks that can compromise the applications and the available information</i> <i>Negative Staff attitude to uptake of ICT i.e.</i>



<p><i>The high demand by the citizens for ICTs to transform the delivery of services</i></p> <p><i>High demand of ICT services by the Ministries within the Ministry.</i></p> <p><i>The right to access to Government information as clearly stipulated in the Constitution of Kenya Chapter 35 (1) (a).</i></p> <p><i>Increased government support to ICT sector</i></p>	<p><i>Resistance to change</i></p> <p><i>High cost of ICT related services</i></p> <p><i>Insecurity and hacking of systems</i></p> <p><i>Copyright Software violations</i></p> <p><i>Technical Ministries are all located at different buildings.</i></p>
---	---

**Table 3: SWOT Analysis**

### 2.3 Stakeholders Analysis

The Key stakeholders of Ministry are: the citizens, staff, and Ministries/Ministries.. The roles and relationships between Ministry and these stakeholders are summarized in Table 2 below.

Stakeholder	Role	Dependence/Relationship
MOSCA Staff	Provides services and links to stakeholders.	Prepare and provide services to citizens They earn their living through MOSCA.
Ministries/Ministry s/SAGAs	Collaborate in services delivery to citizens with MOSCA	Funding is critical in ensuring that projects are completed.
Citizens	The citizens are mainly consumer of the services of the MOSCA	MOSCA clients are citizens and as such collaboration is critical in planning and executing services delivery initiatives

**Table 4: Roles and Relationship of the Ministry and stakeholders**

### 2.4 ICT Gap Analysis

Table 3 shows a gap analysis of the ICT infrastructure and services that hinders the overall adoption and utilization of ICT in MOSCA. It gives the linkages of the identified weaknesses, proposed ICT initiatives to bridge those gaps and the proposed timeline. The timeline are categorized into quick wins (0 – 6 months), and medium term (6 – 18 months).

Gap Analysis	ICT Initiatives	Implementation Timeframe
<i>Weak ICT infrastructure. Lack of connectivity with the County and District field offices.</i>	<i>Implement LAN in all the field offices and use the WAN to interconnect them.</i>	<i>Quick wins</i>
<i>Understaffing in ICT Unit. The Unit has only five (5) officers against unknown authorized positions in the Ministries</i>	<i>Request the ICTA to post adequate staff.</i>	<i>Quick wins</i>
<i>Staff are inadequately trained on the use of ICT</i>	<i>Comprehensive training needs assessment. Proficiency training in ICT usage. Technical training (certification course) to enhance ICT Officers skills.</i>	<i>Quick wins</i>
<i>Lack of internal awareness on ICT best practices, policies and procedures.</i>	<i>General ICT awareness.</i>	<i>Quick wins</i>
<i>ICT processes and procedures are</i>	<i>Formalization and awareness of ICT</i>	<i>Quick wins</i>

<i>not documented</i>	<i>policies and procedures.</i>	
<i>Lack of a tool to allow sharing of information and files.</i>	<i>Develop and implement a corporate intranet.</i>	<i>Quick wins</i>
<i>There's no centralized deployment of the Antivirus software. There is a variety of antivirus software running in different computers among them are Kaspersky, Symantec, Quickheal, McFee, Avg and Esset.</i>	<i>Deployment of an enterprise wide antivirus system that is centrally updated.</i>	<i>Quick wins</i>
<i>Lack of adequate ICT equipments for use by staff</i>	<i>Procure ICT equipment and network them to enhance resource sharing</i>	<i>Medium term</i>
<i>Lack of backup facilities to restore critical information in case of disaster.</i>	<i>Leverage on the Government data centre to act as a Disaster recovery site.</i>	<i>Medium term</i>
<i>Lack of a help desk system to log in ICT issues and monitor timely resolution of issues.</i>	<i>Implement a help desk system.</i>	<i>Medium term</i>
<i>Lack of appropriate ICT data &amp; application systems for service delivery</i>	<i>Develop database management information systems</i>	<i>Medium term</i>

**Table 5: Gap analysis of the ICT facilities and services**

## **2.5 Challenges encountered by ICT unit in the Ministry**

The above analysis shows that MOSCA faces various challenges which include;

- Lack of an ICT policy framework.
- Inadequate ICT infrastructure.
- Insufficient funding for ICT initiatives.
- Inadequate ICT human resource capacity and ICT skills among the staff.
- Technical Departments are located at different building hence making it sometimes difficult to coordinate the ICT functions.

## CHAPTER THREE

### 3.0 STRATEGIC AREAS, OBJECTIVES AND STRATEGIES

#### 3.1 Overview

This chapter articulates the key Priority Strategic Areas (issues) the Ministry will address to achieve its strategic ICT objectives for the plan period. It also outlines the strategies (activities) that will be undertaken to meet the strategic objectives. The strategic areas have been derived from the situational analysis (chapter two). The progress towards achieving these strategic objectives will be monitored and evaluated against specific outputs and performance indicators as detailed in the Implementation Matrix Tables 7 to 13 below.

#### 3.1.1 KEY ICT STRATEGIC AREAS

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

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

#### 3.1.2 Strategic Area 1: Policy, Legal, and Regulatory Reforms.

*Strategic Objectives:*

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

*Strategies:*

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

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

#### 3.1.3 Strategic Area 2: ICT Infrastructure

*Strategic Objectives:*

- To build and maintain a Local Area Network (LAN) infrastructure at Ministry field offices
- To build and maintain a state Ministry's Data Center i.e. a well-conditioned secure and equipped Server Room headquarters' building that will host the servers which includes; Mail Server, File Servers, Application Servers etc.

*Strategies:*

- Install and upgrade local area network (LAN) infrastructure at departments and field offices.
- Extend the usage and reliability of the Government Common Core Network (GCCN)
- Install Wireless Network in all the above locations
- Carry out ICT infrastructure needs assessment for the field stations

- Coordinate with the ICT Authority on the installation and/or extension of the National Optic Fiber Backbone Infrastructure (NOFBI) to ensure seamless integration with LANS
- Provide end-users with adequate access to the LANs and computing facilities
- Consolidate previous Ministerial Data Centers if any to minimize duplication and enhance value.
- Set up and operationalize a central technical Ministry primary Data Center.
- Set up Data Backup system to carry out backups for the Ministry information and data

### **3.1.3 Strategic Area 3: Broadband Connectivity**

#### *Strategic Objectives:*

- Provide and maintain adequate internet bandwidth to meet Ministry needs

#### *Strategies:*

- Carry out bandwidth needs assessment and current usage by the Ministry at departments and their respective field offices
- Procure adequate bandwidth to meet the entire Ministry's needs as a redundancy to supplement the GCCN bandwidth.
- Procure and install bandwidth management tools to monitor internet traffic with the view to increasing efficiency of internet resources
- Procure Internet modems for use while away from the Ministry premises

### **3.1.4 Strategic Area 4: ICT Capacity**

#### *Strategic Objectives:*

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

#### *Strategies:*

- Develop standard for acquisition, maintenance and disposal of ICT equipment
- Equip officers with appropriate computers and other requisite ICT equipment
- Procure and install recommended genuine operating systems, Office suites, Antivirus etc
- Manage the delivery of services cost-effectively through shared printing, scanning and storage solutions over a local area network
- Increase the percentage of ICT budget allocation from the current 0.0012% to at least 10% of the Total state Ministry budget.

### **3.1.5 Strategic Area 5: Human Resource Development**

#### *Strategic Objectives:*

- To organize and manage ICT human capacity to sustain productivity
- Strengthen the ICT Ministry

#### *Strategies:*

- Undertake ICT training needs assessment
- Developing an ICT Training Curriculum
- Coordinate and carry out regular ICT Basic training
- Carry our regular in house ICT training to staff
- Review the ICT Staff Establishment and deploy appropriate staff.
- Upgrade the ICT leadership/headship to align with the other Ministrys

### **3.1.6 Strategic Area 6: Content and Application Development**

#### *Strategic Objectives:*

- To facilitate the Ministry to implement knowledge-based databases and applications to support service delivery to citizens

#### *Strategies:*

- Digitize all main registries in the Ministry
- Build the following databases to support core business processes: KNADS,PPMC,CULTURE and FILM
- Simplify and automate core business Processes to support effective service delivery by implementing the following core applications:
  - Electronic Document Management System
  - Asset Management System
  - Fleet Management System
  - Biometric Access Control System
  - CCTV Surveillance System

### **3.1.7 Strategic Area 7: Communication and Access to Information**

#### *Strategic Objectives:*

- Establish Communication and Online access to Ministry information
- Develop data & application service systems for KNADS,PPMC,CULTURE and FILM

#### *Strategies:*

- Develop and implement a dynamic, database driven ministry portal
- Develop and implement a collaborative Ministry official email system and intranet
- Develop and implement a Management Information System to facilitate online access.
- Upgrade the telephone system to embrace the VOIP technology that is more efficient and reliable.
- Develop data & application service systems for KNADS,PPMC,CULTURE and FILM  
Install the following communication facilities:
  - Tele/Video Conference System
  - Conference Public Address System
  - Electronic Notice board













### **3.2 Funding Strategies**

The financial resources are to be sourced from the following:

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

DRAFT

**FIGURES**

**Fig 1 - Organizational structure of MOSCA**

