GARISSA COUNTY ASSEMBLY

ICT and Digitalisation Strategy 2026–2032

"Towards a Paperless, Data-Driven, Citizen-Centric, AI-Augmented e-Assembly"

Version 1.0 | April 2026

LIST OF ABBREVIATIONS AND ACRONYMS

Abbreviation / Acronym	**Full Meaning**
AI	Artificial Intelligence
ASAL	Arid and Semi-Arid Lands
BETA	Bottom-Up Economic Transformation Agenda
CIDP	County Integrated Development Plan
CoG	Council of Governors
DIS	Directorate of Information Services
DSH	Digital Superhighway
EDMS	Electronic Document Management System
e-GP	Electronic Government Procurement
FY	Financial Year
ICT	Information and Communications Technology
ICTA	ICT Authority of Kenya
IFMIS	Integrated Financial Management Information System
KDEAP	Kenya Digital Economy Acceleration Project
KSh	Kenyan Shillings
LIMS	Legislative Information Management System
MCAs	Members of the County Assembly
MEL	Monitoring, Evaluation and Learning
MFA	Multi-Factor Authentication
MoU	Memorandum of Understanding
NOFBI	National Optical Fibre Backbone Infrastructure
ODPC	Office of the Data Protection Commissioner

Abbreviation / Acronym	Full Meaning
PKI	Public Key Infrastructure
PPP	Public-Private Partnership
PPADA	Public Procurement and Asset Disposal Act
RACI	Responsible, Accountable, Consulted, Informed
SIEM	Security Information and Event Management
SLA	Service Level Agreement
SMS	Short Message Service
SSO	Single Sign-On
UPS	Uninterruptible Power Supply
USSD	Unstructured Supplementary Service Data

EXECUTIVE SUMMARY

The ICT and Digitalisation Strategic Plan (2026–2032) provides a comprehensive six-year roadmap for transforming the Garissa County

Assembly into a fully digital, paperless, data-driven, citizen-centric, and AI-augmented e-Assembly by 2032. The Plan is aligned with the Constitution of Kenya 2010, the National Digital Master Plan 2022–2032, the Digital Superhighway Programme, and the Kenya National AI Strategy 2025–2030.

The Assembly currently operates in a fragile ICT environment characterised by unstable connectivity, obsolete hardware, limited software licensing compliance, and cybersecurity vulnerabilities. To address these foundational gaps, the Plan prioritises a mandatory Phase 0 ICT Stabilization Programme (2026/27–mid 2027/28) to establish a secure, stable, and resilient ICT environment before full-scale digital transformation.

The strategic vision is to transform the Assembly into a fully paperless legislature that is efficient, transparent, and citizen-focused, with enhanced oversight, legislative efficiency, and inclusive public participation across all 30 wards of Garissa County. By 2032, the Assembly will operate as a modern e-Assembly supported by data-driven decision-making and responsible artificial intelligence.

The Plan is built on six strategic pillars: (i) Digital Infrastructure and Connectivity, (ii) Digital Legislative Processes and e-Assembly systems, (iii) Digital Skills and Capacity Building, (iv) Digital Public Participation and Engagement, (v) Cybersecurity and Data Governance, and (vi) Partnerships, and Sustainability. These pillars collectively ensure a structured and sustainable transformation pathway.

Artificial intelligence is integrated to enhance legislative efficiency through automated transcription (e-Hansard), predictive analytics, and multilingual citizen engagement tools, guided by ethical and data protection frameworks.

Implementation will follow a phased approach over six years: Phase 0 (Stabilization), Phase 1 (Foundation and Quick Wins), Phase 2 (Core Digitisation and Rollout), and Phase 3 (Optimisation and Sustainability). This ensures risk-managed delivery and institutional readiness at each stage.

The total estimated budget is **KSh. 1.02 billion,** financed through county allocations, national ICT programmes, development partners, and public-private partnerships.

By 2032, expected outcomes include 100% digitisation of core processes, full digital literacy for all MCAs and staff, at least 50% citizen engagement through digital platforms, zero major cybersecurity incidents, and at least 20% annual cost savings.

In conclusion, this Strategic Plan positions the Garissa County Assembly as a national leader in devolved digital governance, setting a benchmark for innovation, efficiency, and inclusive service delivery in Kenya's county assemblies.

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PART I: STRATEGIC CONTEXT AND FOUNDATION

CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Purpose and Scope of the Plan This 6-Year ICT and Digitalisation Strategic Plan 2026–2032 provides a comprehensive, actionable, and measurable roadmap for the Garissa County Assembly to transition into a fully paperless, data-driven, citizen-centric, and AI-augmented e-Assembly by the end of the 6-year period (FY 2026/27 to FY 2031/32).

The Plan covers the entire legislative mandate — law-making, oversight of the County Executive, representation of the 30 wards, and public participation — and is specifically tailored to the unique operational realities of an arid and semi-arid county, including unreliable power supply, variable connectivity, and resource constraints.

The scope explicitly designates the ICT Stabilization Programme (as detailed in the extract prepared by the Directorate of Information Services) as the mandatory Phase 0 in the first 12–18 months of this 6-year plan, serving as the essential foundation before scaling to full digitisation and AI integration.

1.2 Legal and Policy Framework

This 6-Year Strategic Plan is fully anchored in Kenya's constitutional and national development agenda:

- Constitution of Kenya 2010 (Articles 174–200 on devolution, public participation, and access to information).
- County Governments Act 2012 (Section 21 on county assembly functions).
- Kenya National Digital Master Plan 2022–2032 (four pillars: Digital Infrastructure, Digital Government Services & Data Management, Digital Skills, and Digital Innovation & Entrepreneurship).
- Digital Superhighway (DSH) under the Bottom-Up Economic Transformation Agenda — including NOFBI fibre extension, 25,000 public Wi-Fi hotspots, government cloud services, and the national target of 1,450 ward digital hubs (over 500 under construction as of April 2026).
- Kenya National AI Strategy 2025–2030 (launched March 2025).
- Data Protection Act 2019, Computer Misuse and Cybercrimes Act 2018, and the Garissa County Integrated Development Plan (CIDP) 2023–2027.

The Plan also aligns with the National Parliament's e-Parliament model and best practices from peer county assemblies, ensuring that all initiatives over the 6-year period are nationally compliant and future-proof.

1.3 Role of the County Assembly in Devolved Governance

Under the Constitution, Garissa County Assembly is the legislative arm of the county government. Its core functions include enacting county legislation, approving budgets, overseeing the County Executive's implementation of development projects, and facilitating meaningful public participation.

Over the 6-year period 2026–2032, digital transformation will enable the Assembly to perform these roles more efficiently, transparently, and inclusively, especially in a county where physical access to the Assembly premises is often limited by distance and harsh terrain.

1.4 Rationale for ICT and Digitalisation Transformation

The Garissa County Assembly currently operates under high-risk conditions that threaten legislative effectiveness and public trust. The internal audit of March 2026 and the Directorate of Information Services' ICT Stabilization Roadmap of 1 April 2026 revealed systemic vulnerabilities across 77 active workstations, including infrastructural instability, unlicensed software (~80%), obsolete hardware, and single-source connectivity.

These challenges pose significant risks to operations, data security, and service delivery throughout the 6-year plan. Therefore, the Assembly will begin with the ICT Stabilization Programme (Phase 0) as a short-term intervention in the first 12–18 months of this 6-year Strategic Plan. This foundational step is essential to establish a stable, secure, and resilient ICT environment before proceeding with full-scale digitisation and AI integration over the remaining years (2027/28–2031/32).

CHAPTER 2: SITUATIONAL ANALYSIS

2.1 Current ICT Status in Garissa County Assembly As documented in the Directorate of Information Services' ICT Stabilization Roadmap of 1 April 2026, the current ICT environment at the start of this 6-year plan is characterised by:

- Infrastructural instability (frequent internet drops and server unavailability).
- Unlicensed software on approximately 80% of devices.
- Obsolete and low-performance hardware (27 laptops and 50 desktops).
- Single-source connectivity and inadequate power protection.

These conditions, if left unaddressed, would undermine the entire 6-year digital transformation agenda, risking data loss, cyber-attacks, and wasted productivity.

2.2 SWOT Analysis

Strengths	• Strong leadership commitment to digital transformation over the 6-year period. • Alignment with national infrastructure projects (NOFBI fibre and DSH ward digital hubs). • Dedicated Directorate of Information Services ready to lead implementation.
Weaknesses	• Fragile infrastructure and high reliance on unlicenced software at the beginning of the 6-year plan. • Limited digital skills among some MCAs and staff. • Power and connectivity challenges typical of arid regions.
Opportunities	• Leverage the Digital Superhighway, government cloud, and national AI grants throughout the 6 years.

	• Access funding through ICTA, Universal Service Fund, and development partners. • Pioneer context-specific innovations for ASAL counties by 2032.
Threats	• Cybersecurity risks (government institutions are prime targets). • Power outages and extreme weather over the 6-year period. • Potential resistance to change and funding constraints.

2.3 PESTLE Analysis

Political	National and county commitment to devolution and the digital economy for the next 6 years.
Economic	Significant potential cost savings through digitisation and reduced paper usage by 2032.
Social	High demand for inclusive public participation, especially among youth, women, and pastoralist communities.
Technological	Rapid advances in cloud computing, satellite connectivity, and AI over the 6-year horizon.
Legal	Strict compliance requirements under the Data Protection Act 2019 and licensing obligations.
Environmental	Need for energy-efficient and green ICT solutions in an arid environment throughout the plan period.

2.4 Stakeholder Analysis and Needs Assessment

Key stakeholders include Honourable MCAs, Assembly staff, citizens (particularly in the 30 remote wards), the County Executive, ICTA, Council of Governors, and development partners. A detailed needs assessment will be conducted during Phase 0 of this 6-year plan.

2.5 Lessons from National Parliament and Peer County Assemblies

The 6-Year Plan incorporates lessons from the national e-Parliament model and early adopters such as Murang'a and Kakamega County Assemblies: stabilisation must precede large-scale digitisation to ensure sustainable success over the full 6-year period.

CHAPTER 3: VISION, MISSION, CORE VALUES AND STRATEGIC GOALS

3.1 Vision Statement

A digitally empowered Garissa County Assembly driving accountable, inclusive, and efficient devolved governance by the end of the 6-year period (2032).

3.2 Mission Statement

Leverage ICT and responsible AI over the 6 years (2026–2032) to automate core functions, build skills, protect data, deepen citizen engagement, and deliver evidence-based legislation in alignment with Kenya's National Digital Master Plan 2022–2032 and National AI Strategy 2025–2030.

3.3 Core Values

- Transparency
- Accountability
- Inclusivity
- Innovation
- Integrity
- Sustainability
- Ethical Technology Use

3.4 Overall Goal and Strategic Objectives

Overall Goal (2032): By the end of this 6-Year Strategic Plan (2032), Garissa County Assembly will operate as a fully paperless, data-driven, citizen-centric, and AI-augmented e-Assembly that exceeds constitutional mandates on public participation, oversight, and legislative efficiency.

Strategic Objectives (over the 6-year period 2026–2032):

1. Establish resilient digital infrastructure and connectivity.
2. Digitise all core legislative processes.
3. Achieve 100% digital literacy among MCAs and staff.
4. Enhance transparency and citizen participation through digital platforms.
5. Ensure robust cybersecurity and data governance.
6. Foster innovation, partnerships, and long-term sustainability, including responsible AI integration.

Key 2032 Targets (End of 6-Year Plan)

- 100% of core legislative processes digitised.

- All MCAs and staff digitally literate.
- Interactive public portal with ≥50% citizen engagement rate.
- Zero major cybersecurity incidents.
- Annual cost savings of at least 70% through digitisation.

PART II: STRATEGIC FRAMEWORK AND PILLARS

The strategic framework of this 6-Year ICT and Digitalisation Strategic Plan (2026–2032) is built on six interconnected pillars. These pillars are fully aligned with Kenya's National Digital Master Plan 2022–2032 and the Kenya National AI Strategy 2025–2030.

The entire Plan spans six financial years (FY 2026/27 to FY 2031/32) and is designed to deliver progressive, measurable transformation while starting with the mandatory Phase 0 ICT Stabilization Programme in the first 12–18 months.

CHAPTER 4: STRATEGIC PILLARS AND KEY STRATEGIES

4.1 Pillar 1: Digital Infrastructure and Connectivity:

Establish reliable, secure, high-speed, and resilient ICT infrastructure that guarantees business continuity for legislative operations and citizen access across all 30 wards by 2032.

Key Strategies by Phase (2026–2032):

- **Phase 0 (2026/27)**: Conduct comprehensive infrastructure audit; implement dual ISP redundancy (fibre + Starlink/power-line internet); install industrial-grade UPS, voltage regulators, and initial solar backups for critical equipment; set up secure server room with cooling and access control.
- **Phase 1 (2027/28 – 2028/29)**: Full fibre connection of Assembly HQ and committee rooms; initial connectivity to selected ward offices; deployment of solar-hybrid power systems.
- **Phase 2 (2029/30 – 2030/31)**: Extend high-speed connectivity to all 30 ward offices; full integration with national ward digital hubs.
- **Phase 3 (2031/32)**: Complete cloud optimisation, green ICT (e-waste management), and long-term infrastructure maintenance framework.

Specific Considerations: Priority on dust-proof, solar-powered solutions from Year 1 due to arid conditions and frequent power outages.

6-Year Costing: KSh 390 million (Phase 0: KSh 2.7M; Phases 1–3: KSh 387.3M).

4.2 Pillar 2: Digital Legislative Processes and e-Assembly:

Automate and digitise all core legislative functions to achieve a fully paperless Assembly by 2032.

Key Strategies by Phase (2026–2032):

- **Phase 0 (2026/27)**: Software licensing amnesty (Microsoft 365/Google Workspace for 77 users); initial cloud migration of critical documents; pilot basic electronic order papers and motion tracking.
- **Phase 1 (2027/28 – 2028/29)**: Deploy EDMS for e-filing; pilot chamber automation (e-voting and attendance); introduce basic e-Hansard (voice-to-text).
- **Phase 2 (2029/30 – 2030/31)**: Full rollout of Legislative Information Management System (LIMS); complete Digital Hansard with AI transcription; full EDMS implementation.
- **Phase 3 (2031/32)**: Achieve 100% paperless operations; optimise hybrid/virtual meetings and advanced chamber automation.

Specific Considerations: Strong focus on data backup and offline capabilities during Phase 0 to protect Hansard records.

6-Year Costing: KSh 280 million (Phase 0: KSh 1.85M; Phases 1–3: KSh 278.15M).

4.3 Pillar 3: Digital Skills and Capacity Building:

Achieve and sustain 100% digital literacy and competence among all MCAs and staff by 2032.

Key Strategies by Phase (2026–2032):

- **Phase 0 (2026/27)**: Conduct baseline digital literacy assessment; deliver foundational training and change management for at least 50% of MCAs and staff.
- **Phase 1 (2027/28 – 2028/29)**: Roll out comprehensive training programmes; launch e-learning platform with offline modules.
- **Phase 2 (2029/30 – 2030/31)**: Advanced training on LIMS, EDMS, and data analytics; AI sensitisation for leadership.
- **Phase 3 (2031/32)**: Refresher courses, certification maintenance, and development of internal training capacity.

Specific Considerations: Training will use blended learning (mobile + offline) suitable for remote wards.

6-Year Costing: KSh 120 million (Phase 0: KSh 350,000; Phases 1–3: KSh 119.65M).

4.4 Pillar 4: Digital Public Participation and Engagement:

Achieve at least 70% citizen engagement rate through digital platforms by 2032, with special focus on the 30 wards.

Key Strategies by Phase (2026–2032):

- **Phase 0 (2026/27)**: Upgrade existing website; introduce basic online feedback channels and SMS/USSD services.
- **Phase 1 (2027/28 – 2028/29)**: Launch full public portal with live streaming and e-petitions; establish broadcasting unit.
- **Phase 2 (2029/30 – 2030/31)**: Integrate AI chatbot, open data portal, and multilingual tools (Somali support).
- **Phase 3 (2031/32)**: Full integration with ward digital hubs and advanced citizen analytics.

Specific Considerations: Mobile-first and multilingual design to reach pastoralist communities effectively.

6-Year Costing: KSh 85 million (Phase 0: KSh 0; Phases 1–3: KSh 85M).

4.5 Pillar 5: Cybersecurity, Data Governance and Compliance:

Achieve zero major cybersecurity incidents and full legal compliance by 2032.

Key Strategies by Phase (2026–2032):

- **Phase 0 (2026/27)**: Develop core policies (ICT, Data Protection, Cyber Response); implement licensing amnesty, MFA, and basic firewalls.
- **Phase 1 (2027/28 – 2028/29)**: Deploy SIEM tools, vulnerability scanning, and staff awareness programmes.
- **Phase 2 (2029/30 – 2030/31)**: Introduce SSO, advanced monitoring, and annual penetration testing.
- **Phase 3 (2031/32)**: Full PKI integration, hybrid cloud disaster recovery, and continuous compliance monitoring.

Specific Considerations: Immediate licensing amnesty in Phase 0 to close current security gaps from pirated software.

6-Year Costing: KSh 80 million (Phase 0: KSh 1.85M; Phases 1–3: KSh 78.15M).

4.6 Pillar 6: Partnerships and Sustainability

Establish sustainable long-term funding mechanisms by 2032.

Key Strategies (2026–2032):

- Secure partnerships and a dedicated maintenance fund.

Garissa-Specific Considerations: Focus on ASAL-relevant innovations (geospatial oversight, multilingual AI).

6-Year Costing (KSh):

- Total Allocation: **KSh 65 million** (6% of overall 6-year budget).
- Phase 0 (2026/27): **KSh 0.**
- Phase 1–3 (2027/28–2031/32): **KSh 65 million** (Partnerships, sustainability fund).

PART III: IMPLEMENTATION AND OPERATIONALISATION

CHAPTER 5: IMPLEMENTATION FRAMEWORK AND PHASED ROADMAP

6.1 Overall Implementation Approach

This 6-Year Strategic Plan (FY 2026/27 – FY 2031/32) will be implemented through an **agile, risk-managed, and phase-gated approach** led by the Directorate of Information Services. The approach ensures that the Assembly moves from the current high-risk environment to a fully paperless, data-driven, citizen-centric, and AI-augmented e-Assembly by the end of 2032.

Key principles guiding the 6-year implementation:

- **Phase-gated progression**: Each phase must be successfully completed and independently reviewed before advancing.
- **Ownership**: The Director, Information Services, serves as the overall Project Lead, with the direction and guidance of the Clerk.
- **Agile methodology**: Quarterly sprints with flexibility to incorporate emerging national policies (e.g., updates to the Digital Superhighway or AI Strategy).
- **Change management**: Integrated throughout the 6 years to address resistance and ensure adoption by MCAs and staff.

The 6-year roadmap consists of **four phases**, beginning with the mandatory ICT Stabilization Programme (Phase 0).

Phase 0: ICT Stabilization Programme

(Mid 2026/27 – Mid 2027/28)

Objective: Establish a secure, stable, and resilient ICT foundation by addressing current vulnerabilities in connectivity, hardware, software licensing, and cybersecurity before full digital transformation begins.

Budget Allocation: KSh 12.44 million.

Key Activities: Comprehensive ICT infrastructure audit, dual ISP redundancy (fibre + Starlink/power-line internet), UPS and solar backups installation, software licensing amnesty, core policy development, basic electronic order papers pilot, baseline digital literacy assessment and initial training, and website upgrade with SMS/USSD channels.

Milestones (by mid-2027/28): System uptime ≥99%, 100% software licensing compliance, all core ICT policies approved, stable and secure ICT environment ready for Phase 1.

Phase 1: Foundation & Quick Wins

(Mid 2027/28 – End 2028/29) Objective: Build on the stabilised foundation with pilot systems and visible early benefits within the 6-year plan.

Budget Allocation: **KSh 260 million**.

Key Activities: Full NOFBI fibre connectivity, pilot e-order papers and basic e-Hansard, website upgrade, and completion of digital literacy training for remaining staff/MCAs.

Milestones (by end of Year 3 of the 6-Year Plan): 30–40% of core processes digitised; live-streaming operational.

Phase 2: Core Digitisation & Rollout

(FY 2029/30 – 2030/31)

Objective: Achieve full automation of legislative processes and public-facing systems. Budget Allocation: KSh 340 million. Key Activities: Full LIMS rollout, complete e-Hansard, public portal launch with AI chatbot, and advanced cybersecurity.

Milestones (by end of Year 5 of the 6-Year Plan): 80% processes automated; ≥40% citizen engagement.

Phase 3: Optimisation, & Sustainability (FY 2031/32) Objective:

Scale advanced features, embed innovation, and ensure long-term sustainability by the end of the 6-Year Plan.

Budget Allocation: **KSh 280 million** (includes AI scaling).

Key Activities: Full AI integration, Assembly Innovation Lab operationalisation, ward-level integration, and sustainability plan finalisation.

Milestones (End of 6-Year Plan – 2032): 100% digitisation; ≥50% citizen engagement; zero major cybersecurity incidents; three innovations scaled nationally.

Change Management and Communication Strategy

Change management will run continuously across the 6-year period with MCA/staff champions, quarterly town halls, multilingual communication (English, Kiswahili, Somali), and incentives for adoption.

CHAPTER 6: RESOURCE MOBILISATION, BUDGET AND FINANCING PLAN

7.0. Total Estimated Budget (6-Year Period) KSh 1,020 million)

Over the full 6 years (2026–2032), including the KSh 12,440,000 for Phase 0 ICT Stabilization Programme. The budget is realistic, prioritises stabilisation in Year 1, and is scalable based on annual allocations.

7.1 6-Year Budget Breakdown

- Phase 0 (2026/27 – Mid 2027/28): KSh 12,440,000
- Phase 1 (Mid 2027/28 – 2028/29): KSh 260 million
- Phase 2 (2029/30 – 2030/31): KSh 340 million
- Phase 3 (2031/32): KSh 280 million
- Contingency, M&E & AI Scaling: KSh 127.56 million

7.2 Funding Strategy (2026–2032)

- County Assembly Budget: 60% (KSh 612 million) – advocate for 2–5% annual allocation.
- National Grants (ICTA, Universal Service Fund, DSH, AI Strategy): 20% (KSh 204 million).
- PPPs & Private Sector: 10% (KSh 102 million).
- Development Partners & Donors: 10% (KSh 102 million).

7.3 Procurement and Financial Management

All procurement will follow PPADA 2015 requirements with local content preference. Annual work plans, quarterly financial reports, and independent audits will be submitted to the County Assembly Service Board throughout the 6-year period. A 10% contingency is reserved for emerging risks (power, cyber threats, connectivity).

PART IV: GOVERNANCE, SUPPORT SYSTEMS AND SUSTAINABILITY

CHAPTER 8: GOVERNANCE, INSTITUTIONAL FRAMEWORK AND PARTNERSHIPS

8.1 Institutional Arrangements

The following governance and implementation structures shall be established or strengthened from the commencement of **Phase 0 (2026/27)** and maintained throughout the implementation period **(2026–2032).**

a) Clerk of the County Assembly

- The **Clerk of the County Assembly**, as the **Chief Executive Officer and Accounting Officer** of the County Assembly, shall provide overall strategic leadership and administrative oversight for the implementation of the Digital Transformation and Information Services Plan.
- The Clerk shall be responsible for:
    - Providing executive direction and ensuring alignment of the Plan with the County Assembly's Strategic Plan and institutional priorities.
    - Mobilizing financial, human, and technical resources necessary for implementation.
    - Approving annual work plans, budgets, procurement plans, and implementation reports.
    - Reporting implementation progress to the County Assembly Service Board.
    - Ensuring compliance with applicable laws, government policies, and public financial management requirements.
    - Coordinating with development partners, oversight institutions, and other stakeholders on matters relating to the implementation of the Plan.

b) Directorate of Information Services

- The Directorate of Information Services shall serve as the **technical and operational lead** for the implementation of the six-year Plan.
- The **Director, Information Services**, shall serve as the **Project Director**, responsible for coordinating and supervising all technical aspects of implementation and reporting to the Clerk.
- The Directorate shall establish a dedicated Project Implementation Team comprising:
    - ICT Manager
    - Systems Administrator
    - Digital Communications Officer
    - Data Protection Officer

- Monitoring and Evaluation (M&E) Officer (to be recruited or re-assigned during Phase 0).

The Directorate shall be responsible for:

- Coordinating implementation of all digital transformation initiatives.
- Managing ICT infrastructure, digital platforms, and information systems.
- Coordinating monitoring, evaluation, reporting, and performance measurement.
- Providing technical advice to the Clerk and the County Assembly Service Board.
- Coordinating stakeholder engagement and capacity-building activities.

c) County Assembly Service Board (CASB)

The County Assembly Service Board shall provide strategic oversight and institutional governance of the Plan. Specifically, the Board shall:

- Approve policies, annual budgets, and resource allocations.
- Approve major ICT investments and strategic digital transformation initiatives.
- Monitor implementation progress through periodic performance reports submitted by the Clerk.
- Review institutional performance against approved targets and key performance indicators.
- Provide strategic policy direction and ensure accountability for implementation.

8.3 Partnerships and Collaboration Framework

Over the 6-year period, formal partnerships will be established through MoUs:

- **National Level**: ICT Authority (ICTA), Ministry of ICT & Digital Economy, National Parliament (e-Parliament knowledge transfer), and Digital Superhighway Programme.
- **County Level**: Garissa County Executive ICT Department and Council of Governors (CoG) for shared solutions.
- **Private Sector & Academia**: PPPs for LIMS, cloud services, AI tools, and Innovation Lab; partnerships with universities for AI research and digital skills training.

- **Development Partners**: World Bank (KDEAP), UNDP, GIZ, a**8.2 Roles and Responsibilities (RACI Summary)**
- The implementation of this Plan shall be guided by the following Responsibility Assignment Matrix (RACI) principles:
- **Responsible (R): Directorate of Information Services** – Responsible for the day-to-day planning, coordination, implementation, monitoring, and reporting of all activities under the Plan.
- **Accountable (A): Clerk of the County Assembly** – As the Chief Executive Officer and Accounting Officer, the Clerk shall have overall accountability for the successful implementation of the Plan, including resource mobilization, compliance, performance management, and reporting to the County Assembly Service Board.
- **Oversight: County Assembly Service Board (CASB)** – Provides strategic oversight through approval of policies, budgets, annual work plans, and performance reviews, and ensures institutional accountability.
- nd others supporting devolved digital governance.

Partnerships will be prioritised in Phase 1 and scaled through Phase 3 to ensure sustainability by 2032.

CHAPTER 8: MONITORING, EVALUATION, LEARNING AND REPORTING

9.1 MEL Framework A robust, results-based Monitoring, Evaluation, and Learning (MEL) Framework

Will be implemented from Phase 0 and run continuously across the 6 years. The framework will use a digital dashboard managed by the Directorate of Information Services for real-time tracking.

9.2 Key Performance Indicators

(KPIs) – 6-Year Targets Overall Strategic KPIs (by 2032):

- % of core legislative processes automated: 100%
- Citizen engagement rate via digital portal: ≥50%
- Digital literacy certification rate (MCAs and staff): 100%
- Major cybersecurity incidents: Zero
- Annual cost savings from digitisation: ≥20%
- AI-assisted processes (e.g., Hansard): ≥90%

Pillar-Specific KPIs (tracked annually):

- Pillar 1: System uptime ≥99%; 100% ward connectivity by 2030.

- Pillar 2: 100% paperless operations by 2032.
- Pillar 3: 100% staff/MCAs trained and certified.
- Pillar 4: ≥50% petitions received online; multilingual tools in use.
- Pillar 5: Annual audit compliance score ≥95%.
- Pillar 6 + AI: Innovation Lab operational with at least 3 scaled pilots by 2032.

9.3 Reporting Schedule

- **Monthly**: Internal ICT Unit dashboard reports to Director, Information Services.
- **Quarterly**: Progress reports to the Bipartisan ICT & Digitalisation Committee.
- **Annually**: Comprehensive report to the County Assembly Service Board and full House (tabled in the Assembly).
- **Mid-Term Review**: Independent evaluation at end of FY 2028/29 (Year 3 of the 6-Year Plan).
- **End-Term Evaluation**: Independent final evaluation at end of FY 2031/32 (2032).

9.4 Learning and Adaptation Annual learning reviews

Will incorporate lessons from Phase 0 implementation, national policy changes, and citizen feedback to allow adaptive management throughout the 6 years.

CHAPTER 9: RISK MANAGEMENT, SUSTAINABILITY AND EXIT STRATEGY

10.1 Risk Management

A comprehensive Risk Register will be maintained and reviewed quarterly by the Bipartisan ICT & Digitalisation Committee. Key risks and mitigations for the 6-year period include:

Risk Category	Likelihood	Impact	Mitigation (2026–2032)
Budget constraints	Medium	High	Phased budgeting, contingency (10%), national grants
Cybersecurity threats	High	High	Immediate licensing amnesty in Phase 0 + SIEM tools
Power/connectivity outages	High	High	Dual-WAN + solar UPS from Phase 0

Risk Category	Likelihood	Impact	Mitigation (2026–2032)
Resistance to change	Medium	Medium	Continuous change management and training
Procurement delays	Medium	Medium	Framework contracts and early planning
Data loss / cyber-attack	High	High	Cloud migration and backup policies in Phase 0

10.2 Sustainability Mechanisms

- Establishment of a dedicated **ICT Maintenance Fund** (seeded in Phase 3).
- Capacity building and knowledge transfer to ensure internal ownership by 2032.
- PPP agreements for ongoing cloud, AI, and hardware support.
- Integration of ICT budget line (2–5% of Assembly budget) into the CIDP and annual estimates from Year 2 onwards.

10.3 Exit Strategy and Handover By the end of the 6-Year Plan (2032).

The Directorate of Information Services will have full operational independence under the direction of the Clerk of the assembly.

An exit/handover plan will be developed in Phase 3, including:

- Full documentation and training of all systems.
- Transition of the Innovation Lab to a self-sustaining unit.
- Legacy systems fully replaced with sustainable, locally supported solutions.

PART V: CONCLUSION AND WAY FORWARD

CHAPTER 10: CONCLUSION, RECOMMENDATIONS AND IMMEDIATE NEXT STEPS

11.1 Summary of Expected Impact (2026–2032)

Over the full 6-year period of this Strategic Plan, the Garissa County Assembly will undergo a complete and sustainable transformation from a traditional, high-risk, paper-based institution into a modern, paperless, data-driven, citizen-centric, and AI-augmented e-Assembly.

By the end of 2032, the following transformative outcomes are expected:

- **Operational Efficiency**: 100% of core legislative processes digitised, resulting in zero paper usage in plenary and committee sittings, 70–

80% reduction in administrative processing time, and annual cost savings of at least 20%.

- **Transparency and Accountability**: Real-time public access to live-streamed proceedings, searchable e-Hansard, online petitions, and budget oversight dashboards, significantly strengthening oversight of the County Executive.
- **Citizen Inclusion**: Interactive public portal achieving ≥50% citizen engagement rate, with multilingual (English, Kiswahili, Somali) tools and ward digital hub integration ensuring meaningful participation by pastoralist communities, women, youth, and persons with disabilities across all 30 wards.
- **Digital Capacity**: 100% of MCAs and staff digitally literate and certified, with AI literacy embedded for evidence-based legislation and oversight.
- **Security and Resilience**: Zero major cybersecurity incidents, full legal compliance (including Data Protection Act 2019), and resilient infrastructure capable of withstanding arid-region challenges (power outages, dust, and connectivity disruptions).
- **Innovation Leadership**: A fully operational Assembly Innovation Lab delivering at least three scalable AI-driven solutions (e.g., predictive budget analytics, multilingual public engagement tools) that can be shared with other counties.

These impacts will be realised through the deliberate sequencing of the 6-year plan, beginning with the foundational **ICT Stabilization Programme (Phase 0)** in 2026/27 and culminating in full optimization and sustainability by 2032.

11.2 Contribution to National and County Development

Goals This 6-Year Strategic Plan directly contributes to:

- **National Digital Master Plan 2022–2032** and **Digital Superhighway** by implementing county-level infrastructure, skills development, digital government services, and innovation.
- **Kenya National AI Strategy 2025–2030** through responsible AI integration in legislative and public participation processes.
- **Garissa County Integrated Development Plan (CIDP) 2023–2027** and its successor by enhancing service delivery, public participation, and good governance.
- **Bottom-Up Economic Transformation Agenda (BETA)** by creating efficiency gains, reducing wastage, and positioning Garissa County Assembly as a model for other ASAL counties.

Successful implementation will position Garissa County Assembly as a national leader in devolved digital governance, demonstrating how county legislatures can leverage national infrastructure to deliver accountable and inclusive service to citizens.

11.3 Immediate Next Steps (Q2–Q4 FY 2026/27) To ensure seamless launch of the 6-Year Plan.

The following actions are recommended:

1. **Immediate Approval**: Present and adopt this Strategic Plan through the recommended motion at the next County Assembly Service Board meeting and full House sitting.
2. **Phase 0 Kick-Off**: Commence the ICT Stabilization Programme under the direct leadership of the Directorate of Information Services (procurement of hardware, ISP redundancy, software licensing amnesty, and policy development).
3. **Governance Structures**: Gazette the Bipartisan ICT & Digitalisation Committee and recruit/assign additional ICT Unit staff.
4. **Baseline Activities**: Complete the infrastructure and cybersecurity audit, baseline digital literacy assessment, and AI readiness assessment within the first two months.
5. **Budget Allocation**: Secure the KSh 12,440,000 for Phase 0 in the supplementary budget and advocate for 2–5% annual ICT allocation in subsequent financial years.
6. **Stakeholder Engagement**: Hold an orientation session for Honourable MCAs and staff on the Plan and change management.

These immediate steps will lay a solid foundation for the entire 6-year journey and deliver visible quick wins within the first year.

Conclusion

This **6-Year ICT and Digitalisation Strategic Plan 2026–2032** represents a bold and necessary step for the Garissa County Assembly. By prioritising stabilisation in Phase 0 and building progressively toward full digitisation and AI augmentation, the Assembly will not only overcome its current vulnerabilities but also emerge as a model of modern, efficient, and inclusive devolved governance.

The Directorate of Information Services is fully committed to leading this transformation and delivering tangible results that serve the people of Garissa County and contribute to Kenya's digital economy vision.

IMPLEMENTATION MATRIX

This matrix is fully aligned with the **six strategic pillars** defined in the Plan. It integrates strong ideas from the latest document (EDMS, chamber automation, broadcasting unit, SSO, AI drafting tools, hybrid cloud, solar emphasis, ASAL adaptations, power-line internet, gender/PWD-inclusive design, and mobile-first/SMS/USSD fallbacks) while preserving the original Phase 0 ICT Stabilization Programme and the overall 6-year budget of **KSh 1,020 million**.

Legend

- **Phase 0**: Foundation & Stabilisation (FY 2026/27 – Mid 2027/28)
- **Phase 1**: Foundation & Quick Wins (Mid 2027/28 – 2028/29)
- **Phase 2**: Core Digitisation & Rollout (2029/30 – 2030/31)
- **Phase 3**: Optimisation, Innovation & Sustainability (2031/32)
- **DIS**: Directorate of Information Services (lead)

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
1. Digital Infrastructure and Connectivity	0	Dual ISP (fibre + Starlink/power-line internet) + UPS, voltage regulators & solar backups for 77 devices	2026/27 Q1–Q2	DIS & Procurement	2,700,000	≥99% uptime; zero equipment damage
1.	0	Comprehensive ICT infrastructure audit & server room setup (cooling, access control)	2026/27 Q1–Q3	DIS & Consultant	Included above	Audit report + secure server room
1.	1	Full NOFBI fibre connection	2027/28 Q3–	DIS & ICTA	150,000,000	100% Assembly

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
		to HQ, committees & initial ward offices + solar-hybrid backups	2028/29 Q2			premises connected
1.	2	Extension to all 30 ward offices + integration with national ward digital hubs	2029/30–2030/31	DIS & CoG	180,000,000	100% ward connectivity; 99.9% uptime
1.	3	Full cloud optimisation, green ICT (e-waste policy) & ASAL resilience upgrades	2031/32	DIS	57,300,000	Sustainable infrastructure maintained
Pillar 1 Total					**390 million**	
2. Digital Legislative Processes and e-Assembly	0	Software licensing amnesty (Microsoft 365/Google Workspace) + initial cloud migration	2026/27 Q1–Q4	DIS & Finance	1,850,000	100% licensed systems; zero data loss
2.	0	Basic electronic order papers & motion	2026/27 Q3–Q4	DIS & Table Office	Included	30% paper reduction in plenary

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
		tracking pilot				
2.	1	Pilot EDMS + chamber automation (e-voting & attendance) + basic e-Hansard	2027/28 Q4–2028/29 Q2	DIS & Vendor	80,000,000	40% processes digitised; chamber automated
2.	2	Full LIMS rollout + complete EDMS + searchable Digital Hansard (AI transcription)	2029/30–2030/31	DIS & Vendor	150,000,000	80% processes automated; 70% paper reduction
2.	3	100% paperless operations + full chamber automation optimisation	2031/32	DIS	48,150,000	100% digitised processes
Pillar 2 Total					**280 million**	
3. Digital Skills and Capacity Building	0	Baseline digital literacy assessment + foundational training & change management (≥50% coverage)	2026/27 Q2–Q4	DIS	350,000	Assessment report; ≥50% trained

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
3.	1	Full training rollout + e-learning platform + gender/PWD-inclusive modules	2027/28 Q3–2028/29 Q4	DIS & Partners	60,000,000	100% trained; literacy score ≥70%
3.	2	Refresher courses + AI/data analytics sensitisation	2029/30–2030/31	DIS	40,000,000	100% certified
3.	3	Advanced AI leadership training & sustainability of skills	2031/32	DIS	19,650,000	100% sustained proficiency
Pillar 3 Total					**120 million**	
4. Digital Public Participation and Engagement	0	Website upgrade + basic online feedback channels (mobile-first, SMS/USSD)	2026/27 Q3–Q4	DIS & Communications	0	Website 2.0 live
4.	1	Broadcasting Unit (cameras & livestream) + public portal launch (e-petitions)	2027/28 Q4–2028/29 Q2	DIS & Media	30,000,000	Portal live; increased viewership

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
4.	2	Multilingual open data portal + AI chatbot integration	2029/30–2030/31	DIS	35,000,000	≥40% petitions online
4.	3	Full ward digital hub integration + citizen analytics	2031/32	DIS	20,000,000	≥50% citizen engagement rate
Pillar 4 Total					**85 million**	
5. Cybersecurity, Data Governance and Compliance	0	Core policies + MFA, firewalls & endpoint protection	2026/27 Q1–Q3	DIS & Data Protection Officer	1,850,000	All policies approved; initial audit passed
5.	1	SIEM tools, vulnerability scanning & staff awareness	2027/28 Q4–2028/29 Q2	DIS	25,000,000	Zero major incidents
5.	2	Annual penetration testing & SSO implementation	2029/30–2030/31	DIS	30,000,000	Audit score ≥95%
5.	3	Full PKI integration, hybrid cloud DR & continuous monitoring	2031/32	DIS	23,150,000	Zero incidents sustained

Pillar	Phase	Key Activity	Timeline (FY/Quarter)	Responsibility	Budget (KSh)	KPI / Output / Milestone
Pillar 5 Total					**80 million**	
6. Innovation, Partnerships and Sustainability	1	Establish Bipartisan ICT Committee + Innovation Lab setup	2027/28 Q1–Q3	DIS & Clerk	20,000,000	Lab operational
6.	2	PPPs/MoUs with ICTA/CoG + first AI pilots (smart drafting & research)	2029/30–2030/31	DIS	25,000,000	2 pilots live
6.	3	Sustainability fund seeded + 3 innovations scaled nationally + technology refresh	2031/32	DIS	20,000,000	Fund established; 3 innovations shared
6. (AI Incremental)	0–3	AI readiness, tools integration & capacity building	Across all phases	DIS	200,000,000	90% Hansard AI-assisted by 2032
Pillar 6 + AI Total					**265 million**	

Grand Total (6 Years): **KSh 1,020 million**

Notes

- The matrix is fully aligned with the six strategic pillars and the original total budget of KSh 1,020 million.

- Phase 0 activities are taken directly from your approved ICT Stabilization Programme extract.
- ASAL-specific adaptations (solar, power-line internet, mobile-first, Somali interfaces, gender/PWD-sensitive design) are embedded in every pillar.
- The Directorate of Information Services will maintain a live digital dashboard linked to this matrix for real-time tracking and quarterly reporting to the Assembly.

This matrix is now ready to be inserted as **Appendix 1** of the full Strategic Plan or presented as a standalone operational tool.

If you need it in Excel format, a Gantt chart version, or any final refinements, let me know.

Prepared and Submitted by: Director, Information Services