REPUBLIC OF KENYA

# COUNTY GOVERNMENT OF KITUI

## THE COUNTY ASSEMBLY

## SECOND ASSEMBLY – (FOURTH SESSION)

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## LIAISON COMMITTEE

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# REPORT OF THE COMMITTEE'S STUDY VISIT TO THE DUBAI EMIRATE ON HOW SMART GOVERNMENTS CAN FOSTER REVENUE GENERATION AND COUNTY GOVERNMENT MANAGEMENT STRATEGIES FOR SUSTAINABILITY.

CLERK OF ASSEMBLY CHAMBERS
P.O BOX 694 -90200
KITUI.

MARCH, 2020

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1. Signed members' list
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## 1.0 PREFACE

**Mr. Speaker,**

On behalf of the Members of the Liaison Committee and pursuant to the provisions of Standing Order Nos. 179(6) and 191, it's my pleasure to present to the House the committee's report on a Study Visit to Dubai on how smart governments can foster revenue generation and County Government management strategies for sustainability carried out from 26th January to 4th February, 2020.

### 1.1 Mandate of the Committee

The Committee derives its mandates from Standing Order No. 191 of Kitui County Assembly Standing Orders which that outlines the subject areas inter-alia as:

a. Guide and co-ordinate the operations, policies and mandates of all Committees;
b. Deliberate on and apportion the annual operating budget among the Committees;
c. Consider the programmes of all Committees, including their need to travel and sit away from the precincts of County Assembly;
d. Ensure that Committees submit reports as required by the Kitui County Assembly Standing Orders;
e. Determine, whenever necessary, the Committee or Committees to deliberate on any matter;
f. Give such advice relating to the work and mandate of select committees as it may consider necessary; and
g. Consider reports of Committee that have not been deliberated by the County Assembly and shall report to the County Assembly on the consideration of such reports.

### 1.2 Delegation composition

A delegation of members of the Committee took part in the Training Workshop as from 26th January to 4th March, 2020 and comprised of:

1. Hon. Emeritus K. Musya - Leader of delegation
2. Hon. Jacob M. Kavolonza- Member
3. Hon. Jane Mutua - Member

4. Hon. Jefason N. Kiruru- Member
5. Hon. Geoffrey M. Mwalimu- Member
6. Hon. Nelson K. Musyoka - Member
7. Mr. Chris Mwangangi - Committee Clerk

### 1.3 Methodology

**Mr. Speaker,**
To say that this was a God sent opportunity would be an understatement.

The delegation got to learn a lot through:

1. Exposure through thorough training with intervals of open discussions;
2. Attending conferences and exhibitions;
3. Direct engagements and interactions with the residents and local traders;
4. Physical visits to different 'smart' entities within the city; and
5. Observation.

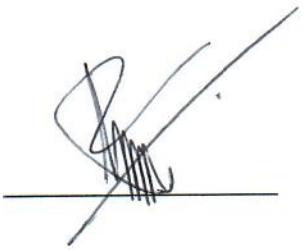
### Acknowledgment

The Committee is grateful to the Offices of the Speaker and the Clerk of Assembly for approving and organising the study visit, the Ministry of Devolution for approving the foreign travel and The Birmingham Leadership Development Centre (TBLDC) for being a great host and making the study visit and stay seamless.

I also wish to extend my utmost appreciation to the members of the Committee for their co-operation which enabled the successive completion of this vital exercise and the committee clerk for his dedication to duty and service to the Committee during the study visit.

**Mr. Speaker,**

On behalf of the Committee, It is my pleasant duty to present this report of the Study visit to Dubai Emirate on how smart governments can foster revenue generation and County Government management strategies for sustainability to the House for adoption.

**Signed**: 

**HON. GEOFFREY MWALIMU**

DESIGNATED MEMBER OF THE DELEGATION

**COUNTY ASSEMBLY OF KITUI.**

**REPORT PREPARED BY,**

Chris Mwangangi - Clerk Assistant

## 2.0 BACKGROUND INFORMATION AND JUSTIFICATION OF THE TRAINING WORKSHOP

**Mr. Speaker**,

The ability of any form of Governance to align with digital and knowledge transformation to aid revenue maximization and to effectively communicate its mission, vision and policy objectives with its citizenry has a direct correlation with its ability to service its budgets from own coffers and how the general public understands and supports the overall leadership agenda(s) respectively.

Dubai has one of the most elaborate revenue collection systems in the World. Its tax-free living is a magnet for skilled expats from all over the world and global companies to diversify and enrich its economy further. The City majorly draws its income from the oil, trade- tourism, real estate industry, financial services and aviation. The players in these fields are aware of their responsibilities and their input towards the realization of the overall goals and enhancing the national identity.

The enhanced real-time correspondence and inter-relations between the city and its inhabitants has birthed a future foresight strategy which aims at seizing opportunities and anticipating challenges in all of the lively sectors of the UAE, analyzing them and setting long-term proactive plans on all levels to make future quality achievements in readiness for global wave of change posed by modern technology, advanced science and economic volatility.

The Emirate of Dubai created in 1971 is the second largest of the seven United Arab Emirates namely; Abu Dhabi, Ajman, Dubai, Fujairah, Ras al-Khaimah, Sharjah and Umm al-Quwain, each ruled by a hereditary monarchy. The seven emirs form the UAE's supreme council, and one is elected President of the UAE. It has the largest population with over 3.39 million inhabitants as of January, 2020. Overtime, Dubai has been building the first, largest and biggest structures in the world. Dubai's cityscape is always transient and ever-changing with its constant urge to construct bigger and better attractions than before.

The city is divided into; Deira on the northern side and Bur Dubai in the south, as well as the top tourist destination of Jumeirah which extends into the sea. Each side has its share of fine mosques and busy souks, public buildings, shopping

malls, hotels, office towers, banks, hospitals, schools, apartments and villas with attractions especially concentrated in Bur Dubai.

Dubai is a relatively crime-free place where administrative efficiency and openness to business have encouraged astounding growth. Its authoritarian government and ruling persists an atmosphere of discreet corruption.

The emirate has emerged as a global city and business hub of the Persian Gulf region. It is also a major transport hub for passengers and cargo. By the 1960s Dubai's economy was based on revenues from trade and to a smaller extent, oil exploration concessions, but oil was not discovered until 1966. Oil revenue first started to flow in 1969.

Dubai's oil revenue helped accelerate the early development of the city, but its reserves are limited and production levels are low: today, less than 5% of the emirate's revenue comes from oil.

By 2021, Dubai aims to be a smart and sustainable city by implementing the strategy *Dubai Smart City Project* launched by Sheikh Mohammed bin Rashid Al Maktoum in 2013 which includes over 100 initiatives and a plan to transform 1,000 government services into smart services. The project aims to encourage collaboration between the public and private sectors to achieve targets with focus on transport systems (smart transport), communication (open and easy access to data and police smartphone applications), economic services, urban planning (smart parks and beaches), electricity (optimising energy resources) and incorporating all government bodies and turning them into a single entity in order to provide comprehensive services to stakeholders in and east and efficient manner.

Dubai is one of the few cities in the world which has adopted a unique approach to evolve into a smart city. This aspiration is underpinned by three themes of communication, integration and cooperation. It is this integrated approach that will bear fruit and help it achieve its aspiration of becoming the first truly global smart city.

Features of the Dubai Smart City Initiative are:

- Wi-Fi: Free Wi-Fi to be provided in public areas. As of 2015, the initiative had realised 200 free Wi-Fi spots in Dubai offering connection to people in beaches and parks.

- Dubai Design District: a public place transformed to the 'smartest' spot in the world where companies can offer smart services like licences, visa, customs and other government services.
- 5-D control room: world's largest room to be used as a monitoring centre of the progress of transforming Dubai into a smart city by observing the government projects and service indicators , roads , weather conditions and emergency situations.
- Electric Car charging stations: charging stations for eco-friendly cars.
- Smart Parking: The system to notify motorists on the availability and location of parking spaces.
- Live traffic monitoring: to help plan journeys beforehand.
- Smart metres and smart power grid: to help residents monitor their water and power consumption in real time.
- Largest global laboratory: To promote science by offering a platform for those who wish to conduct research and development.
- 'My Window to Dubai' programme: To facilitate information sharing about government entities , schools, hospitals, roads and transport, sensor systems, buildings and energy.
- I-Dubai: to provide information relating to the services of the municipality.
- Smart Parks and beaches: the smart parks and beaches to provide specific information on weather conditions, sea and safety guidelines.

**Mr. Speaker,**

It is against this background that the delegation comprising of members of the Liaison Committee, County Assembly of Kitui, embarked on the educational tour to the City of Dubai in order to have exposure, benchmark, network and to have hands on experience on the emergence of Smart Governments/Cities as a result of strategic management for sustainability.

## 2.1 Objectives of the Study Visit

The Study visit was in furtherance of the Committee's mandate and in accordance with its annual work plan. It was tailored to achieve the following objectives:

i. Hear international and regional success stories from State Managers of Countries around the World;

ii. Learn about the various factors that impact on the success of successful County Governments;

iii. Improve the participant's knowledge of what it takes to bridge the gap between budgeted revenue and actual revenues;

iv. Develop their ability to understand the risks involved in implementing plans and what can be done to mitigate those risks;

v. Identify strategies for effective leadership and political-economic development;

vi. Explain good governance and its impact on sustainable development with regard to County Government Management; and

vii. Evaluate the state of Smart City leadership and governance in selected Countries around the globe.

## 3.0 INTRODUCTION TO SMART CITIES/GOVERNMENTS

**Mr. Speaker,**

A Smart government/city is the one that uses innovative policies, business models and technology to facilitate and support better planning and decision making by addressing financial, environmental and service challenges. It encompasses on improving democratic processes and transforming the ways that public services are delivered. It is a new way of governance relying on information and communication technologies and it is citizen centred, data driven and performance focussed.

The ability to effectively and efficiently manage rapid urbanization is critical. Governments must increase the efficiency of existing and new infrastructure and services to a level never previously achieved. This will require a step change in the integration of infrastructure management and operations. Today, the quality of life of people is influenced by the degree of smartness and user-friendliness of the various services that a city provides. Technology plays a major role in achieving this smartness and efficiency.

Early on, smart government was used to refer to governments becoming aware of their key roles in society and producing their outcomes extremely effectively by adapting apposite management capacities. In the current discussion, there are different understandings of a smart government. The broad spectrum includes the

focus on intelligent and integrated technologies, networked government, and administrative actions made possible by these technologies, innovation management, and new service delivery models based on behavioural insights from data.

Most public administrations constantly seek to enhance their relationships with citizens and businesses. The motto for such efforts today is 'digital first'. Since the mid-1990s, governments around the world have been using the Internet to re-invent their structures and processes. These electronic government (e-government) initiatives have improved the communication between government agencies and their constituents by providing online access to government information, services, and expertise.

E-government has created a digital environment in which public administrations provided e-services to citizens via the world-wide-web and as much as it has increased access to information, its development and implementation have had no far-reaching impacts on or changes in the structures and functions of public administration.

In recent years, we have witnessed the start of a promising transformation in the public sector. Governments around the world are turning cities into smart ecosystems. They are utilizing emerging technologies to improve the quality of public services, to create a business environment for firms and start-ups, and to reduce both costs and resource consumption.

In smart cities, information technologies are networked with infrastructures, everyday objects, and even human bodies so as to improve economic and political efficiency, enable social, cultural and business-driven urban development, and address social, economic, and environmental problems. Networked technologies also provide new opportunities for citizens to participate in and influence, develop, and test smart city policies.

Today, various city administrations are experimenting with emerging technologies, such as Internet of things (IoT), cloud computing, sensor networks, and artificial intelligence (AI). Using these technologies, they seek to better understand citizens' needs and to provide services (anytime, anywhere, and even predictively) based on more appropriate and more accurate decisions.

Promising examples already exist: In Dubai, public agencies and real-time data is enabling quick, focused, and even preventative police operations; in France, AI-supported bots inform and advise the unemployed in their job searches; in Germany, Big Data-supported fishing quota monitoring is paving the way for evidence-based decisions; in Los Angeles, the analysis of traffic data is improving road safety and in Sweden, automatic retrieval of information is saving customers time.

**Why governments become smart**

Governments are driven to be smart by:

i. The need to meet the needs of different stakeholders, such as citizens and businesses which have resulted to initiatives such as new public administration and e-government;
ii. Enabling equal participation for all and strengthening solidarity;
iii. Guaranteeing security, trust and transparency;
iv. Further improving the digital empowerment of the citizens; and
v. Ensuring value creation, growth and well-being.

### 3.1 Smart City Eco system/Smart government Ecosystem

A smart government Ecosystem describes how citizens and the physical (non-living) component of the city work together as a system. A Smart City ecosystem (SCE) focuses on how smart technologies are used within the city life as well.

The main three components of an SCE are:

i. **Physical City**:
This is the actual city along with its people, infrastructure such as roads and buildings, localities, its schools, hospitals, public places, and all what can exist in a city environment. The infrastructure includes technology that is used and the physical components needed to facilitate the activities such as transportation, teaching, trading and work life.

**ii. Ability and potential for Innovation:**
This is whereby sustainable activities are geared to serve the development of a Smart government. It entails observing and planning city life events, leading to creative and innovative strategic development.

**iii. Applications and embedded systems**:

As a consequence to innovation, suggestions for applications and embedded systems are identified and developed. In general they are expected to focus around four types: Intelligence, e-learning, co-creation, and marketplace.

**Mr. Speaker,**

Four major sectors form an integrated cycle of existence and operation of a smart government:

**a. Smart Governance (Participation):**

The governance of Smart governments should be "smart" in the sense that it should include major roles of governance through:

i. Enabling citizen participatory governance where the citizenry is empowered to share and participate in governance and reshaping the Country's life;
ii. Addressing innovative socio-technical and socio- economic aspects of growth by formulating proper policies and strategies to assist in planning initiatives and projects;
iii. Advocating and motivating investments in human and social capital; and
iv. Adopting and encouraging technological, organizational and policy innovation.

**b. Smart Economy (Competitiveness):**

This is an accumulation of all actions aimed at transforming and strengthening an economy. A smart economy encompasses on improving the overall business climate, attractiveness for start-ups, investors, businesses, and new (highly qualified) talent as well as growing the economy in an innovative and sustainable way to increase competitiveness through utilising (digital) technology and intelligent approaches.

**c. Smart People (Social and Human Capital):**

People are the most important part of any government. The kind of citizenry a government has is important in determining the success and growth of a smart government. Smart government development necessitates the investment and development of smart people in the following sense:

i. Openness and fast access of information to the citizens
ii. Provide opportunities for incentives for enhancing the creativity and intellectual ability of the citizens

iii. The County should always strive to improve the citizen's quality of life
iv. The County should provide the necessary means to bridge the digital divide and enhance social inclusion
v. People should have opportunities for lifelong learning

**d. Smart Living (Quality of Life):**

Quality and a happy life for the dwellers should be the core business of any government. The most applicable aspects of smart living being: Wise management of natural resources such as water, energy and minerals; and Good practices of creating a sustainable environment with smart planning of public spaces, roads and facilities.

## 4.0 HIGHLIGHTS OF THE STUDY VISIT AND LESSONS LEARNT

### 4.1 Smart Governments and Health Care provision

**Mr. Speaker,**

The delegation attended - 'Arab Health by Informa Markets' congress and exhibition and got to learn and experience how technological enablement is resulting to a paradigm shift in healthcare delivery.

A hive of new technologies can now be integrated into care delivery: artificial intelligence (AI), robotics, precision medicine, 3-D printing, augmented reality/virtual reality, genomics, telemedicine, and more. Adoption of these technologies is being driven by both immediate needs (e.g. cost control and efficiency optimization) and longer-term goals (especially greater precision, fewer errors, and better outcomes).

It is against this backdrop that hospitals across the world are seeking or being forced to redefine themselves with the following key trends reshaping healthcare systems:

i. Shift from disease treatment to health management. Focus has moved from disease treatment to health management, a term that encompasses wellness, healthy living, disease prevention, and rehabilitation.

ii. Quest for clinical outcomes and quality. Diagnostic and treatment errors are common in healthcare and Artificial Intelligence, robotics, and other new

technologies are being used to improve treatment precision and dramatically decrease the probability of error.

iii. Telemedicine, or remote healthcare, are services carried out off-location. Services typically include tele-consultation, tele-diagnosis, which lets experts perform diagnostics with medical instruments from a distance, and tele-sitting which is an observation system that enables audio and visual monitoring of patients at risk for falls.

iv. Hospitals are becoming patient-centric and offering a better patient experience.

v. Decisions based on analytics data and not personal preference, emotions or temperament. What is workable in another place may not be workable in a different place.

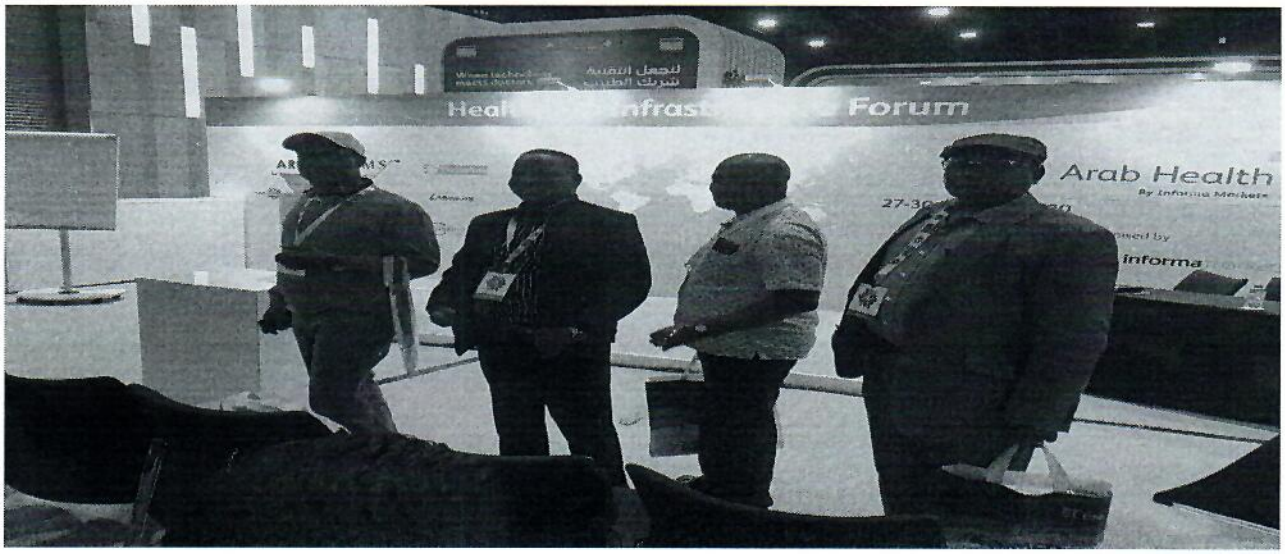
vi. Public Private Partnerships (PPPs) to establish better healthcare infrastructure as a result of pooled resources.

vii. Electronic Health Records (EHR) replacing paper- based to enable doctors and patients to access their complete history of diagnoses, laboratory tests, prescriptions and treatments online and on-demand. Smart Governments with consolidated EHR systems that works across all hospitals, clinicians and government agencies make healthcare services more accurate and efficient.

viii. Governments focusing on offering free and quality health services

ix. Use of modern equipment and life supporting infrastructures. The ambulances used across hospitals should meet the accepted international standards (safety and patient monitors).

*Delegation Attending Health Infrastructure Conference- Arab Health by Informa Markets*



## 4.2 Smart Governments and Buildings

**Mr. Speaker,**

Smart governments must adopt new policies and technologies to make buildings more energy efficient and environmentally friendly in order to improve their residents' health and quality of life.

### i. Building Information Modelling (BIM)

BIM is revolutionizing how buildings, infrastructure and utilities are planned, designed, built, and managed.

BIM is an intelligent, model-based process that provides insight to help plan, design, construct and manage buildings and infrastructure in a truly smart manner.

### ii. Building Management Systems (BMS)

Data is used by a centralised building management system that performs complex analytics. Modem BMS learn and even predict preferences for light, temperature and other services. BMS aspects include:

- Centralized Lighting Control Systems (LCS) that manage lighting and enable daylight harvesting programmes that minimize the use of energy for lighting, using data such as shade position, light intensity and sun position.
- Security Automation Systems (SAS) and Fire Automation Systems (FAS) that contain anti-theft security and alarm systems, access control, surveillance systems and fire monitoring and response systems.
- Energy Management Systems (EMS) that monitor energy usage in buildings and detect and eliminate energy wastage through the efficient management of climate control, security and lighting systems.
- Water Management Systems (WMS) that monitor and manage water usage while reducing loss through leaks. WMSs predict restroom traffic patterns and water usage patterns to determine water requirements and waste water generation.

## 4.3 Smart Governments and Utilities

### i. Smart Water

**Mr. Speaker,**

Water is one of the world's most precious resources. Many modern cities face water issues, including declining water quality, shortages and ageing infrastructure.

Smart governments can employ new technologies to enable better water and waste water management. Water sensors around can be used to measure pipe flow rates at different points in the water pipe systems to detect leakages, monitor water quality parameters such as pH, conductivity, oxidation reduction potential, dissolved oxygen and turbidity in hard-to-access locations. These sensors can transmit data in real-time over cellular or to a central system.

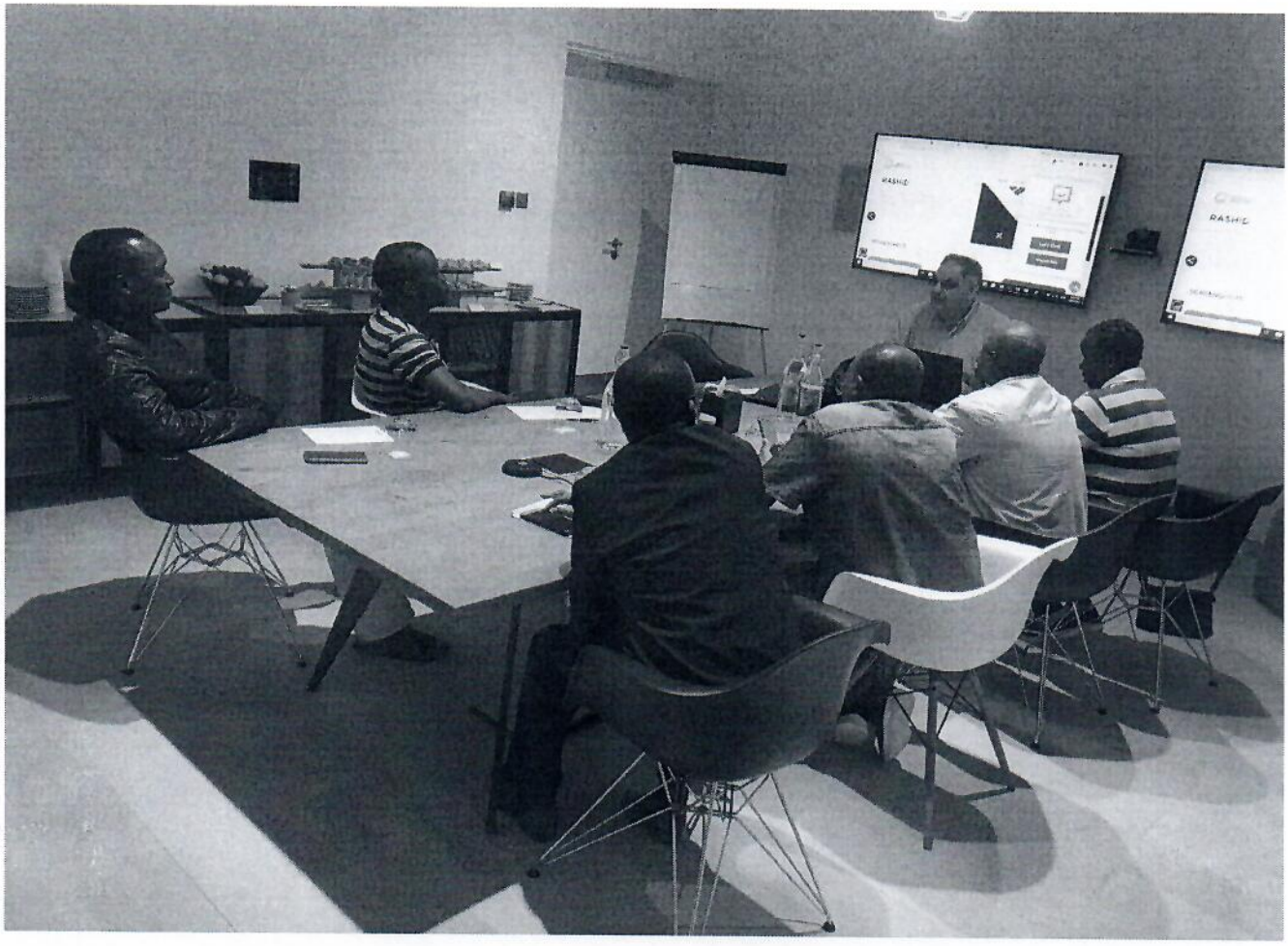
The central smart water management system can use data from the sensors to detect leakages and water pollution which can be prioritised to be fixed. Smart water meters can be installed in all households, allowing residents to see their water consumption in real-time and compare their usage with others in their neighbourhood. Meters also transmit water usage information to water authorities to facilitate billing, eliminating manual meter readings every month.

**ii. Smart Energy**

Energy is one of the most basic and essential resource. Not only do local governments need to cater to increasing demand for energy, but they also need to make energy sources green and more environmentally friendly.

At the centre of smart energy initiatives is the implementation of smart meters and smart grids in cities. Smart electricity meters are sensor-based meters that monitor energy consumption in real-time and gives consumers information on their usage patterns while transmitting this usage information in real-time to smart grids.

Smart grids are 'self-healing' and can rapidly isolate parts of the network that experience failure, preventing outages and blackouts. They can easily connect to renewable sources like solar plants, wind farms and hydro stations, facilitating the storage and distribution of energy through the region.



*A training session with Dr. Munir Lutfi- Assistant Professor at the University of Wollongong*

## 4.4 Smart Governments and tourism

**Mr. Speaker,**

Tourism is an important source of income for many countries. Its importance was recognized in the Manila Declaration on World Tourism of 1980 as "*an activity essential to the life of nations because of its direct effects on the social, cultural, educational, and economic sectors of national societies and on their international relations*".

The technological advances in ICT and innovative ideas have made a better understanding of the tourists' interests possible. They have also allowed tourists to optimize their choice of destinations and activities.

The delegation was privileged to visit *'Last Exit*, which is a first-of-its-kind themed food truck concept offering some of the tastiest street food in Dubai, in a chilled and convenient atmosphere designed to let one's imagination run wild.

The inspiration for the facility was taken from a 1950s fuel station; their trailers, trucks and vans – keeping the destination accessible and cool with a historical twist. The design challenges the norm of a transit refreshing place and the interior space is meticulously created leveraging reused automotive parts throughout its structure as well as in the common area.

Back home, the County Government can put in place such one-of a kind structure leveraging on the Kibwezi-Kitui- Kabati-Migwani road which is expected to boost business in the area as a result of the increased transport activities and also the County has numerous tourist attraction sites which can be developed to boost earning and job opportunities for the local residents.

*Visiting 'Last Exit'*

*Refreshing area at the 'Last Exit'*

### 4.5 Smart Governments and an innovating education ecosystem

**Mr. Speaker,**

A smart education system using technology helps open the door to richer learning tools and encourages more engaging teaching techniques.

Many countries are now trying to build technology into the school curriculum. Technology helps ease the burden on educators, freeing them to focus on what they do best. Technology advancement presents many advantages. Both students and teachers can benefit from better accessibility, collaboration, motivation and time efficiency through appropriate tools.

A smart education system also provides tools to collect and submit accurate data, like grades, projects, essays and other involvement in different activities. The system can provide relevant information on a student's activities. Teachers and parents can use the data to assess and control the output and the efficiency of a student's educational progress.

Education is the cornerstone of any country's growth and future. Our leadership has to focus on ensuring wide modes of access to educational materials for students, making learning fun and motivational through the smart use of technology.

### 4.6 Smart governments and public safety

**Mr. Speaker,**

Public safety involves preventing and protecting the general public from anything that could endanger their safety, be it man-made or natural.

It is the government's responsibility to ensure that the necessary departments (such as the police, emergency medical services and fire department) are set up in order to satisfy this basic public need.

Smart governance can achieve this through:

i. Community policing- creation of a partnership between law enforcement and residents. The more involved law enforcement is with the residents they are sworn to protect, the more residents can help law enforcement achieve their goals.

   Community policing involves:

   - Prevention of crime before it happens rather than responding to crime after it occurs.
   - Focusing on creating a safe social environment.
   - Engaging residents to determine which criminal activities they are most affected by, creating an accurate law enforcement priority list shaped by the people who live in the area.
   - Encouraging residents to participate with law enforcement in order to keep their own community safe.

ii. Installation of CCTV cameras in the town areas, lighting up the roads and installation of security flood lights.

iii. Dedicated medical evacuation services which is available round the clock.

iv. Fully pledged fire department to handle cases of fire outbreaks which could result to loss of lives and immense loss of property -whether public or private.

### 4.7 Smart Governments Revenue Collection Solutions

**Mr. Speaker,**

Collecting rates and fees is a fundamental way for counties to generate public revenues that make it possible for counties to finance their budgets without over relying on National government allocation and donor funding.

For local governments to be smart, they should create interfaces that centralise all public processes and allow for online payment rates, fees and fines. This will save time and money for both the administration and the citizens.

Benefits associated with solutions in revenue collections are:

i. Increased operating cost-efficiency in revenue administration. Maintaining a revenue collection system is cheaper than paying revenue collectors.
ii. Increase in revenue collection as more people have access to the services.
iii. Reduced corruption and fraud. E-payment reduces chances of revenue linkages as a result of unaccountability because of dealing with hard cash.
iv. Improved management of funds. Precise data on collections will improve projections and budget management.
v. Improved service delivery. Promptness in processing licences and time wasted in transacting in cash.

### 4.8 Smart Governments and Waste Management

**Mr. Speaker,**

Waste management includes the activities and actions required to manage waste from its inception to its final disposal. This includes the collection, transport, treatment and disposal of waste, together with monitoring and regulation of the waste management process.

For the case of Dubai, efforts in waste management include converting waste to energy, treating wastewater and controlling the movement of hazardous waste and assorted waste bins are installed around the city and there are policies guiding processing and disposal of hazardous and non-hazardous waste and recycling premises. Kitui County should develop a clear policy on waste disposal and management and where possible recycling of waste products to make new products.

### 4.9 Smart governments and Governance

**Mr. Speaker,**

From the study visit, the delegation learnt that good governance is a great contributor to the establishment of smart governments. The attributes of good Governance being:

i. Participatory Governance: Citizen Participation in smart government planning is absolutely key to ensuring inclusivity. This means moving beyond public consultation towards 'co-creation', requiring the active participation of all community stakeholders in the planning processes.

ii. Effective Governance: The Executive arm of Government, Ministries, Executive Agencies, and Parastatals are supposed to deliver public services to citizens that meet the needs and expectations of citizens while making the best use of resources at their disposal.

iii. Responsive Governance: All institutions and processes serve all stakeholders within a reasonable timeframe and hence importance of Client Service charters.

iv. Equitable Governance: In the exercise of economic, social and political power, all citizens get a fair share of the benefits accruing there from. A society's wellbeing depends on ensuring that all its members feel that they have a stake in it and do not feel excluded from the mainstream of the society.

## 5.0 COMMITTEE RECOMMENDATIONS

As highlighted in this report, the proverbial saying of '*Rome was not built in a day*' is true in that any success story has a starting point and the inception calls for servant leadership, prudent use and application of public funds, incorporation of technology in the day to day processes, collaborations, and encouraging domestic innovation.

Based on the Dubai success story and the outcome of the study visit, there are critical success factors, which the Committee recommends as essential for our County to transform 'smartly':

i. **Cultivate a collaborative culture**. Players such as project developers, universities, research institutes, utilities companies, service providers, and technology vendors have a key role to play in developing a smart government. Kitui County should boost innovation and collaboration through initiatives like innovation labs, and developer contests.

ii. **Public-Private partnerships**: The participation of the private sector has huge potential to deliver high quality infrastructure and services at lower costs, making them an essential element of our County's smart growth. The success of private sector partnerships will depend upon the ability to define concrete, measurable goals in mutually beneficial risk-reward relationships.

iii. **Centralised database systems**. A central database enables ease access of records and limits time wastage. The County should establish a data management system especially in the Ministry of Health and Sanitation which enables patient data to be accessible from any health facility within the County. This will go a long way in saving time taken to attend to patients and costs associated with laboratory tests.

iv. **Innovation and agility**. The vision of a smart government to foster revenue generation and attain sustainability requires government machinery to be agile and embrace innovation, particularly technological innovation, in order to improve its services and eventually the quality of life of its residents.

The County should put in a place a revenue collection and management system which enables the citizens to pay for parking fee and Cess charges at

the comfort of their mobile phones. This will prevent cases of cash spillage and better the reporting on revenue collection.

v. **Environmental management**. There is dire need for the County to find practical ways for saving water, energy, and materials in order to reduce negative environmental impacts. There should be frequent checks on the water infrastructure within the county to curb spillage cases which result to enormous wastage of water.

The county should go 'green' in the lighting infrastructure by use of solar technology as it is environmental- friendly and cheap to maintain.

vi. **Better physical planning:** the County should roll-out better planning within the town centres to optimise physical infrastructure such as infrastructure for public services, transport, economic activities, and recreation. There should be designated areas for hawkers and *juakali* sector. The roads should also be clearly marked to better orderliness.

vii. **Civic education and community participation:** The Kenyan Constitution (2010) allows Kenyan citizens to play a role in the country's governance system. Article 10 identifies public participation as a National Value and principle of governance. There has been a serious gap in terms of spearheading civic education in the County, a shortfall that must be addressed. The planning process within the County should take into account all the views of the community stakeholders.

**ANNEX 1**

**OWNERSHIP OF THE REPORT**

We, Honorable Members of the delegation of the Liaison Committee have adopted this report on the Study Visit to Dubai on How Smart Governments Can Foster Revenue Generation and County Government Management Strategies for Sustainability and do hereby affix our signatures to this report to affirm its accuracy, validity and authenticity;-

1. Hon. Emeritus K. Musya - Leader of delegation _____
2. Hon. Jacob M. Kavolonza- Member _____
3. Hon. Jane Mutua - Member _____
4. Hon. Jefason N. Kiruru- Member _____
5. Hon. Geoffrey M. Mwalimu- Member _____
6. Hon. Nelson K. Musyoka - Member _____

Emirates

# ECONOMY

MUSYA/[illegible]TUSKASEEMR

DUBAI EK722 26JAN

| Gate | Boarding | Gate closes at | Seat | Seating zone |
|---|---|---|---|---|
| 7 | 2145 | 2225 | 35B | D |

BOARDING PASS [illegible]

Emirates

# ECONOMY

MUSYA/EMERITUSKASEEMR

NAIROBI EK721 04FEB

| Gate | Boarding | Gate closes at | Seat | Seating zone |
|---|---|---|---|---|
| C17 | 1425 | 1450 | 38K | D |

BOARDING PASS [illegible]

Emirates ECONOMY

MUSYA/EMERITUSKASEEM

EK721 04FEB

DXB - NBO

| Departure | Gate | Seating zone |
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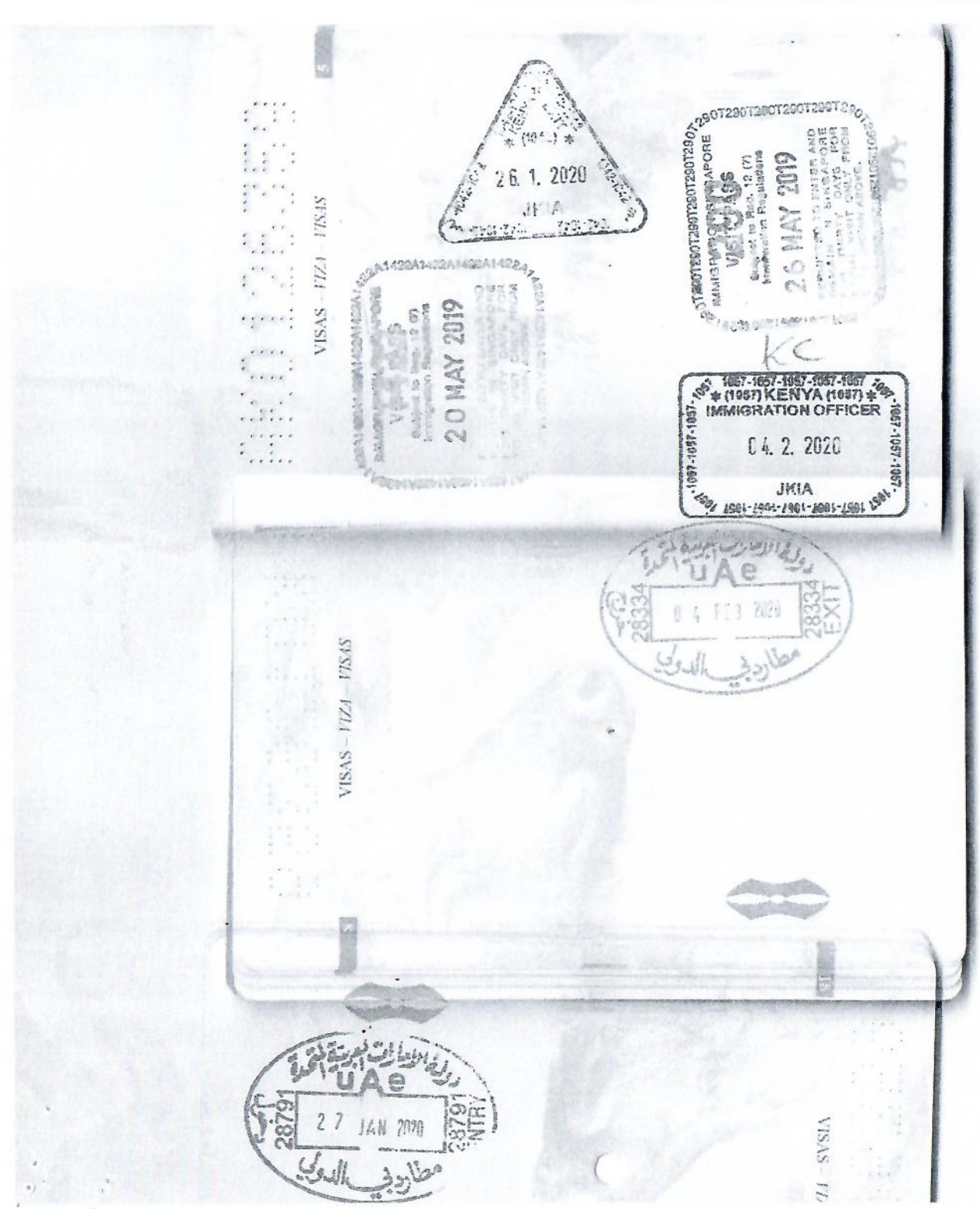


Bearer / *Mwenye Pasi* / *Titulaire*

**JEFASON NGUI KIRURU**

Place of Residence / *Mahali anapoishi* / *Lieu de Résidence*

**THIKA, NGUNI TOWN**

Height / *Urefu* / *Hauteur* **5'6"** *ft in* **1.68** *m cm*

Colour of Eyes / *Rangi ya Macho* / *Couleur des Yeux*

**BLACK**

Special Peculiarities / *Alama zozote zinazo za kutambuka* / *Particularités Spéciales*

**NONE**

Signature of Holder / *Sahihi ya Mwenye Pasi* / *Signature du Titulaire*

Signature of Passport Officer / *Sahihi ya Afisa wa Pasi* / *Signature de l'Agent des Passeports*

**REPUBLIC OF KENYA / *JAMHURI YA KENYA / REPUBLIQUE DE KENYA***

PASSPORT / *PASI* / *PASSEPORT*

| Type / *Aina* / *Type* | Country Code / *Nambari ya Nchi* / *Code du Pays* | Passport No / *Nambari ya Pasi* / *N° de Passeport* |
|---|---|---|
| P | KEN | AK0126359 |

Surname / *Jina la Ukoo* / *Nom*
KIRURU

Given Names / *Majina Mengine* / *Prénoms*
JEFASON NGUI

Nationality / *Uraia* / *Nationalité*
KENYAN

Date of Birth / *Tarehe ya Kuzaliwa* / *Date de Naissance* — Personal No / *Nambari ya Utambulisho* / *N° Personnel*
30 JUN 1968 — 2320946

Sex / *Jinsia* / *Sexe* — Place of Birth / *Mahali pa Kuzaliwa* / *Lieu de Naissance*
M — MWINGI, KEN

Date of Issue / *Tarehe ya Kutolewa* / *Date de Délivrance* — Issuing Authority / *Mamlaka ya Iatoa Pasi* / *Autorité*
06 JUN 2018 — GOVERNMENT OF KENYA

Date of Expiry / *Tarehe ya Mwisho* / *Date d'Expiration*
05 JUN 2028

Holder's Signature / *Sahihi ya Mwenye Pasi* / *Signature du Titulaire*

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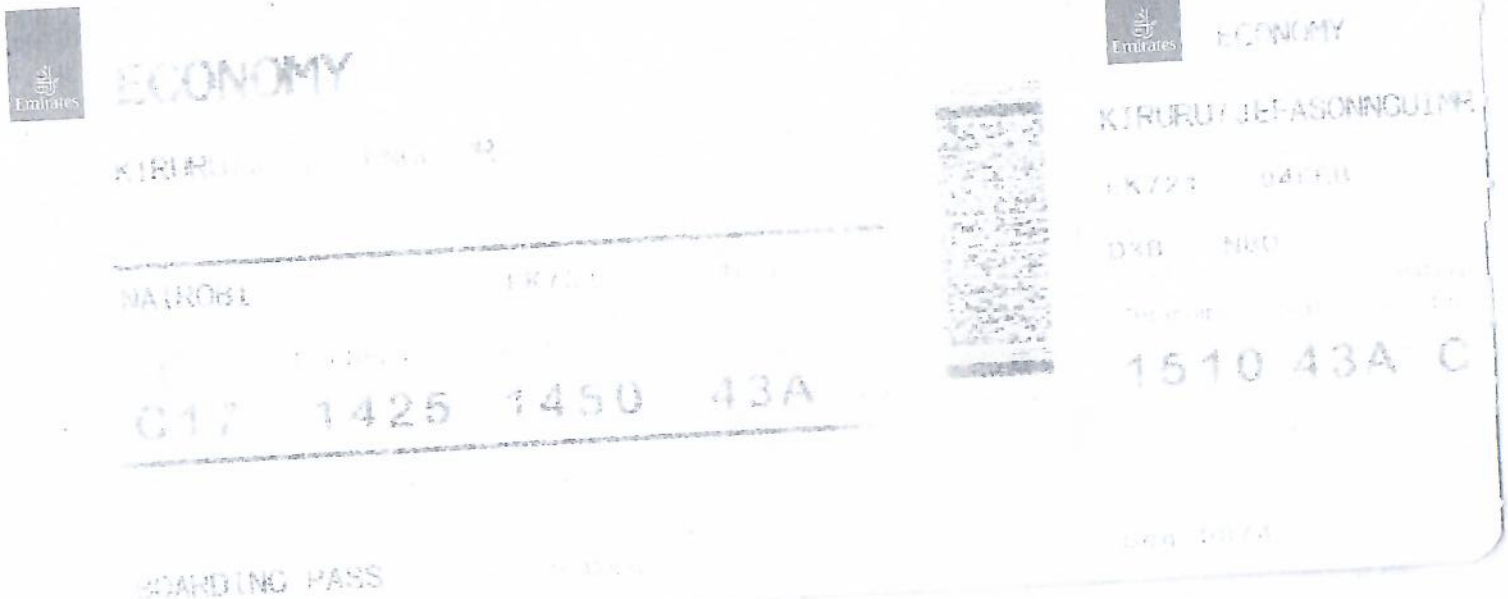
ECONOMY
NAIROBI
C17 1425 1450 43A
BOARDING PASS
ECONOMY
1510 43A C

ECONOMY
KIRURU/JEFASONNGUIMR
DUBAI
EK722
26JAN
Gate
7
Boarding at
2145
Gate closes at
2225
Seat
35A
Seating Zone
D
BOARDING PASS

DESCRIPTION / *MAELEZO / DESCRIPTION*

Bearer / *Mwenye Pasi / Titulaire*

**JANE MUTUA**

Place of Residence / *Mahali aishipo / Lieu de Residence*

**NAIROBI**

Height / *Urefu / Hauteur* **5'7"** *ft in* **1.7** *m cm*

Colour of Eyes / *Rangi ya Macho / Couleur des Yeux*

**BLACK**

Special Peculiarities / *Alama yoyote ishara ya kawaida / Particularites Speciales*

**NONE**

Signature of Holder / *Sahihi ya Mwenye Pasi / Signature du Titulaire*

Signature of Passport Officer / *Sahihi ya Afisa wa Pasi / Signature de l'Agent des Passeports*

REPUBLIC OF KENYA / *JAMHURI YA KENYA / REPUBLIQUE DE KENYA*

PASSPORT / *PASI / PASSEPORT*

P KEN AK0340411

MUTUA

JANE

KENYAN

25 SEP 1968 877051

F KITUI, KEN

10 APR 2019 GOVERNMENT OF KENYA

09 APR 2029

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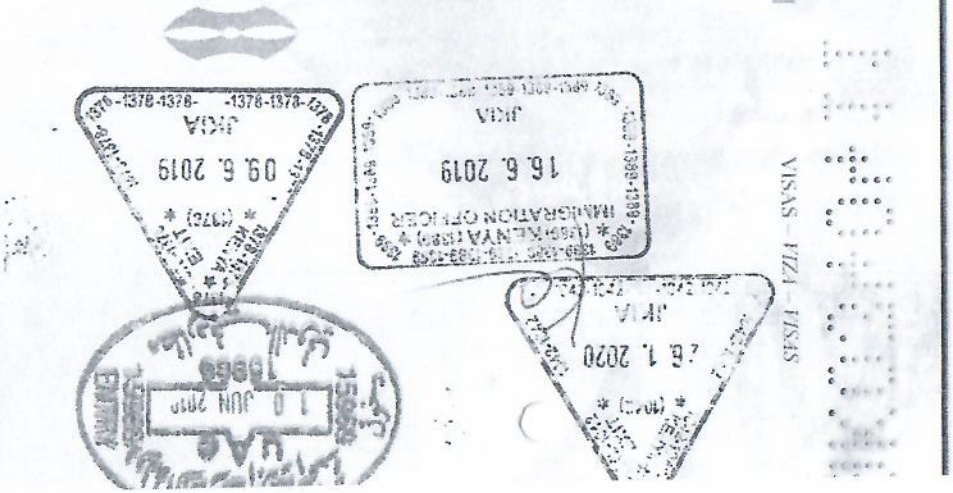

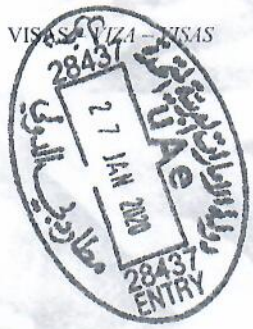
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27 JAN 2020
UAE
28437
ENTRY

ECONOMY

MUTUA/JANEMS

DUBAI EK722 26 JAN

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BOARDING PASS 1/63439855591

ECONOMY

MUTUA/JANEMS

EK 722 26JAN

NBO DXB

| Departure | Seat | Seating Zone |
|---|---|---|
| 2245 | 35E | D |

Seq 0182

ECONOMY

MUTUA/JANEMS

C17 1425 1450 39G D

ECONOMY

MUTUA/JANEMS

1510 39G D

VISAS – *VIZA* – *VISAS*

Bearer / *Mwenye Pasi* / *Titulaire*

**GEOFFREY MULI MWALIMU**

Place of Residence / *Mahali aishipo* / *Lieu de Residence*

**KITUI - IKUTHA SUBLOCATION, KYOANI VILLAGE**

Height / *Urefu* / *Hauteur* **5'6"***ft/in* **1.68** *m/cm*

Colour of Eyes / *Rangi ya Macho* / *Couleur des Yeux*

**BLACK**

Special Peculiarities / *Hama yoyote isiyo ya kawaida* / *Particularites Speciales*

**N/A**

Signature of Holder / *Sahihi ya Mwenye Pasi* / *Signature du Titulaire*

Signature of Passport Officer / *Sahihi ya Afisa wa Pasi* / *Signature de l'Agent des Passeports*

**REPUBLIC OF KENYA / *JAMHURI YA KENYA / REPUBLIQUE DE KENYA***

PASSPORT / *PASI* / *PASSEPORT*

Type / *Aina* / *Type* P

Country Code / *Nambari ya Nchi* / *Code du Pays* KEN

Passport No. / *Nambari ya Pasi* / *No. de Passeport* AK0104259

Surname / *Jina la Ukoo* / *Nom*

MWALIMU

Given Names / *Majina Mengine* / *Prénoms*

GEOFFREY MULI

Nationality / *Uraia* / *Nationalité*

KENYAN

Date of Birth / *Tarehe ya Kuzaliwa* / *Date de Naissance*

24 DEC 1972

Personal No. / *Nambari ya Kibinafsi* / *No. Personnel*

2309113

Sex / *Jinsia* / *Sexe*

M

Place of Birth / *Mahali pa Kuzaliwa* / *Lieu de Naissance*

KITUI, KEN

Date of Issue / *Tarehe ya Kutolewa* / *Date de Délivrance*

02 MAY 2018

Issuing Authority / *Mamlaka ya Kutoa Pasi* / *Autorité*

GOVERNMENT OF KENYA

Date of Expiry / *Tarehe ya Mwisho* / *Date d'Expiration*

01 MAY 2028

Holder's Signature / *Sahihi ya Mwenye Pasi* / *Signature du Titulaire*

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Emirates ECONOMY

MWALIMU/GEOFFREYMULIMR

DUBAI EK722 26JAN

| Gate | Boarding at | Gate closes at | Seat | Seating Zone |
|---|---|---|---|---|
| 7 | 2145 | 2225 | 35F | D |

BOARDING PASS

Emirates ECONOMY

MWALIMU/GEOFFREYMULI

EK722 26JAN

NBO - DXB

| Departure | Seat | Seating Zone |
|---|---|---|
| 2245 | 35F | D |

Emirates ECONOMY

MWALIMU/GEOFFREYMULIMR

DUBAI EK722 26JAN

| Gate | Boarding at | Gate closes at | Seat | Seating Zone |
|---|---|---|---|---|
| 7 | 2145 | 2225 | 35F | D |

BOARDING PASS

Emirates ECONOMY

MWALIMU/GEOFFREYMULI

EK722 26JAN

NBO - DXB

| Departure | Seat | Seating Zone |
|---|---|---|
| 2245 | 35F | D |

Bearer / *Mwenye Pasi / Titulaire*

**JACOB MBAYA MUSYOKA**

Place of Residence / *Mahali aishipo / Lieu de Résidence*

**BURUBURU**

Height / *Urefu / Hauteur* **5'6"** *ft/in* **1.68** *m/cm*

Colour of Eyes / *Rangi ya Macho / Couleur des Yeux*

**BLACK**

Special Peculiarities / *Alama yoyote isiyo ya kawaida / Particularités Spéciales*

**NILL**

Signature of Holder / *Sahihi ya Mwenye Pasi / Signature du Titulaire*

Signature of Passport Officer / *Sahihi ya Afisa wa Pasi / Signature de l'Agent des Passeports*

---

**REPUBLIC OF KENYA / *JAMHURI YA KENYA / REPUBLIQUE DE KENYA***

PASSPORT / *PASI / PASSEPORT*

Type / *Aina / Type* P

Country Code / *Nambari ya Nchi / Code du Pays* KEN

Passport No. / *Nambari ya Pasi / N° de Passeport* AK0158803

Surname / *Jina la Ukoo / Nom* MUSYOKA

Given Names / *Majina Aliyopewa / Prénoms* JACOB MBAYA

Nationality / *Utaifa / Nationalité* KENYAN

Date of Birth / *Tarehe ya Kuzaliwa / Date de Naissance* 12 APR 1964

Personal No. / *Nambari ya Kibinafsi / N° Personnel* 913821

Sex / *Jinsia / Sexe* M

Place of Birth / *Mahali ya Kuzaliwa / Lieu de Naissance* KITUI, KEN

Date of Issue / *Tarehe ya Kuzaliwa / Date de Délivrance* 25 JUL 2018

Issuing Authority / *Mamlaka ya Kuwa Pasi / Autorité* GOVERNMENT OF KENYA

Date of Expiry / *Tarehe ya Mwisho / Date d'Expiration* 24 JUL 2028

Holder's Signature / *Sahihi ya Mwenye Pasi / Signature du Titulaire*

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26 1 2020

28791 ENTRY

27 JAN 2020

28268 EXIT

04 FEB 2020

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VISAS – VIZA – VISAS

03 6 2019

IMMIGRATION OFFICER

04 2 2020

IMMIGRATION OFFICER

27 MA 2019

V - 26NO2019

ECONOMY

MUSYOKA/JACOBMBAYAMR

DUBAI EK722 26JAN

| Gate | Boarding at | Gate closes at | Seat | Seating Zone |
|---|---|---|---|---|
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BOARDING PASS 1763439855592 1

ECONOMY

MUSYOKA/JACOBMBAYAMR

EK722 26JAN

NBO - DXB

| Departure | Seat | Seating Zone |
|---|---|---|
| 2245 | 35C | D |

Seq 0 80

ECONOMY

MUSYOKA/JACOBMBAYAMR

NAIROBI EK721 04FEB

| | | | | |
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| C17 | 1425 | 1450 | 41A | D |

BOARDING PASS

ECONOMY

MUSYOKA/JACOBMBAYAMR

EK721 04FEB

DXB NBO

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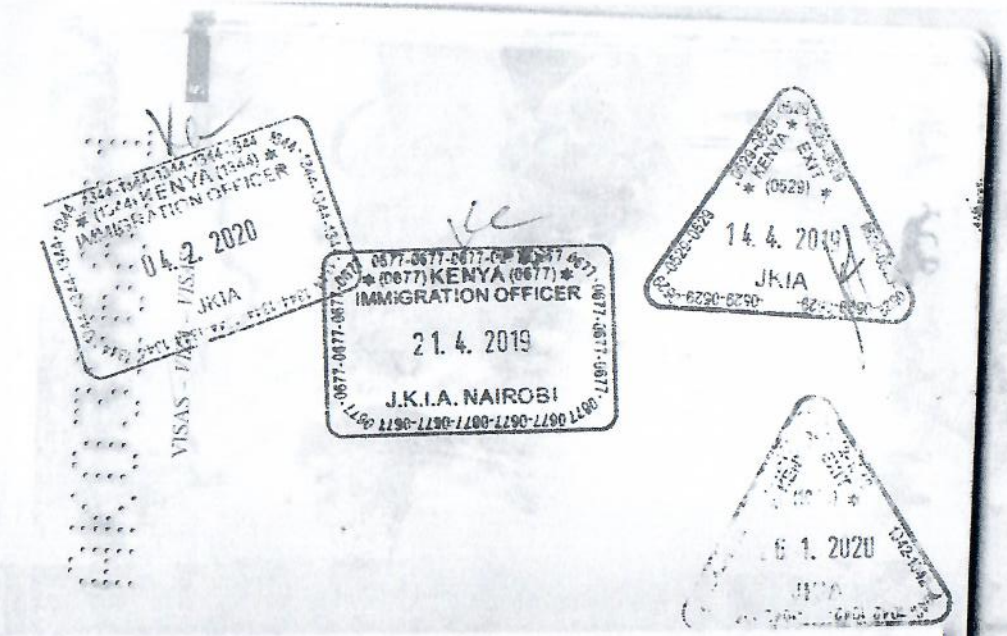


Bearer / *Mwenye Pasi* / *Titulaire*

**NELSON KIVALI MUSYOKA**

Place of Residence / *Mahali anapoishi* / *Lieu de Résidence*

**KITUI**

Height / *Urefu* / *Hauteur* **5'5"** *ft/m* **1.65** *m/cm*

Colour of Eyes / *Rangi ya Macho* / *Couleur des Yeux*

**BLACK**

Special Peculiarities / *Alama zozote zinazo za kawaida* / *Particularités Spéciales*

**N/A**

Signature of Holder / *Sahihi ya Mwenye Pasi* / *Signature du Titulaire*

Signature of Passport Officer / *Sahihi ya Afisa wa Pasi* / *Signature de l'Agent des Passeports*

REPUBLIC OF KENYA / *JAMHURI YA KENYA* / *REPUBLIQUE DE KENYA*

PASSPORT / *PASI* / *PASSEPORT*

| | |
|---|---|
| P KEN | AK0326831 |
| MUSYOKA | |
| NELSON KIVALI | |
| KENYAN | |
| 03 MAR 1962 | 2421041 |
| M KITUI, KEN | |
| 27 MAR 2019 | GOVERNMENT OF KENYA |
| 26 MAR 2029 | |

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ECONOMY

MUSYOKA/NELSONKIVALUMR

C17 1425 1450 43B C

BOARDING PASS

ECONOMY

MUSYOKA/NELSONKIVALI

1510 43B C

ECONOMY

MWANGANGI/CHRISMULUNDIMR

DUBAI EK722 26JAN

| Gate | Boarding at | Gate closes a | Seat | Seating Zone |
|---|---|---|---|---|
| 7 | 2145 | 2225 | 35G | D |

BOARDING PASS

ECONOMY

MWANGANGI/CHRISMULUNDIMR

1510 41K D