

KICTANet
28-29 September 2007
Workshop Report

By
Dr. F. Omosa

The workshop's objective was to assist KICTANet come up with possible strategic options. These were to be subsequently shared with other key stakeholders so that discussions continue in preparation for the strategic planning workshop. Besides, a common and documented understanding of the options would guide KICTANet in finalising the assessment exercise and the governing body policies.

On the 28th the workshop kicked off with KICTANet's National Co-ordinator and Committee chair presenting on the history and current status of KICTANet. In brief, we were informed that

- KICTANet started as a project funded by DFID project which was for seven African countries. The project's primary aim was to speed up the development of an ICT policy in each of the countries
- KICTANet has been able to work with the government to develop an ICT policy which was gazetted in 2006
- Since becoming an organisation, KICTANet has followed the APC model of running the secretariat as a loose network

Brief plenary discussions followed the presentations and the following issues were captured:

- Role
 - o Not to be limited to today's needs only
 - o What makes up KICTANet? If transient objectives then demise is inevitable
 - o Niche
 - o Whose agenda?
 - o Core values
- What shape does KICTANet want to take in terms of
 - o Membership
 - o Governing structures
 - o Working style and systems for use
 - o Level of participation by the different players
- KICTANet has many players and most of them have conflicting agenda
 - o Private sector – infrastructure
 - o CSO – content
 - o Government – e-government
- How may KICTANet bring together the different players, be a frontier buster, implications of the different players' actions, advocacy and lobbying,
- How may KICTANet achieve its mission?

Subsequently Prof. Evans Aosa starting training on the strategy process. He combined plenary trainings with group discussions. Handouts were also given. The specific highlights are captured below.

1. The Strategy Process

- How should KICTANet be positioned so that their impact is maximised and the continuity is assured?
 - Critical to the positioning itself successfully are resources and timing for organisations do not succeed by chance. For an organisation to succeed, it has to
 - o Choose what to do and leave the rest – making fundamental choices – this is the basis on which stakeholders deal with an organization
 - o Institutionalize the thinking process for
 - Sustainability
 - Continuity implies the need to documentation
 - Capabilities to address the choice
 - Continuous learning
 - o Keep in touch with external developments
 - o Disciplined focus
 - Are you going to continue doing what you have been doing because you did it or are you rethinking your way forward
 - o Confront paradigms
 - o Budget implications
 - o An analysis of our past which may make an organisation
 - Continue same way as before
 - Develop new options
- The important issue is what can we learn from our experiences?
- Strategy implementation calls for action planning, the development of an organization structure, human resource and other resources, annual business plan, monitoring and control, and the development of institutional linkages

At this point, the group was given an exercise to discuss in groups of two. The exercise was on why people resist change. Below is a combination of all the responses from the groups:

- Fear
- Comfortable zone maintenance
- Perceptions and paradigms
- Lack of motivation/inertia e.g. champions for change
- No ownership/commitment – whose agenda?
- Not equipped to handle the change
- Gainers and losers
- Magnitude of change
- Suspicion

2. Possible Strategic Options

The participants were divided into two groups. The assignment was for the groups to come up with possible roles and programs for KICTANet. I wish to note that both groups came up with role(s) each and a mixture of programs, activities and strategies.

Group 2

- Role

Overarching goal – forum where stakeholders come together for ICT for development and for ICT. The promise to the wider society

- Platform for information exchange – point of contact for information, knowledge-based resource center that inform policy through research, interface on ICT research, inform members and other stakeholders on what is going on in the market
- Catalyst for change
- Link between members and society at large – create synergy
- Think tank: database for human resource
- ICT standardisation

- Programs

- Awareness creation
- Research and resource center
- Scenario planning for the future

Group 1

- Roles

- Forum that brings multi stakeholders together for ICT for development
- Incubation, innovation
- Resource network - communicating
- Policy shaper
 - A resource for emerging policy needs
- Whistler blower
- Mediatory role amongst stakeholders

- Program

- Forums
- Policy development
- Stakeholders' strengthening programs
- ICT Dialogue
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Both groups perceived KICTANet's role as facilitative.

On day two, 29/9/07, Prof further discussed what a mandate is and what a program is. He then asked the groups to review and refine their presentations of the previous day.

3. Mandate

1. Mandate – the broad reason for an organisation’s existence, vision, mission, programs = strategic issues
2. KICTANet has a mandate which has got to do with ICT but it is not articulated
3. He also presented what the facilitators had come up as program areas from the groups’ previous day’s presentations as
 - a. Policy advocacy – on the whole cycle, from design to implementation and evaluation
 - b. Mediation ?? – it was not clear whether this was a program or part of advocacy hence the ??
 - c. Information sharing and awareness creation
 - d. Catalyst (mechanism, method, channel) for change
 - i. Innovation
 - ii. Facilitative incubation for proof of concepts??
 - iii. Opportunity availed – from within and/or without

The groups’ mandates were:

Group 1

To be a catalyst for reform in the ICT sector to enable Kenyans to maximise on the benefits offered by ICTs

To revolutionalise the ICT sector in support of national development goals to enable Kenyans to gain from opportunities offered by ICT in order to maximise on the benefits offered by ICTs

The specific objectives are:

- To increase access to affordable ICTs - Access of ICTs for improved livelihoods
- To be up to date with happenings in the ICT industry
- To provide a conducive environment for harmonised achievement through a common voice

Group 2

- To shape the policy through research
- Facilitate the sharing of information
- Facilitate networking amongst members
- To monitor and evaluate ICT initiatives
- To work with other organisations in the ICT sector

At this juncture, the professor presented what the facilitators’ had come up with as a possible mandate for KICTANet, given the discussions so far, as: Promoting ICT for Development

Some discussions ensued at plenary;

Challenge – can ICT group become like LSK?

Mission – mainstream ICT?

As many people as possible, get on the ICT train at earliest convenience

It was eventually generally agreed that Promoting ICT for Development may be a possible mandate

4. Vision & Mission – an Overview

Prof Aosa introduced the concepts of vision and mission.

A good

- Vision statement is a picture of what success will look like, it is a state of that future
- Mission – process of achieving the state

Having a broad common understanding of what KICTANet's mandate and program could be, it was necessary to hold discussions on certain key issues concerning KICTANet's institutional setup. The two groups were asked to come up with (i) a possible structure for KICTANet and (ii) whether KICTANet needed to be a membership organisation and if so, what the members' roles should be

Group One

- Structure
 - o Governing Body
 - Individual members to be formally nominated by their bodies
 - Undergo cooperate governance training
 - Be all inclusive
 - o Secretariat
- Membership
 - o Networks and organisation – corporate
 - o Individual
 - o Formalisation
 - Contract/MoU
 - Py membership fees
 - o Roles
 - Corporate - Contributions to policy, resources, critical mass
 - Individual – for opinions and critical mass

Group Two

- Membership
 - o Ownership
 - o Shaping the organisation
 - o Watchdog
 - o Who
 - Organisations with a common vision
 - ICT sector organisations
 - Structure of membership
 - o Role
 - Mentorship
 - Market network
- Governing body
 - o Give the organisation direction
 - o AGM

- Members should avoid conflict of interest
- Should not implement projects

The presentations were followed by plenary discussions and then by, thought provoking questioning by Dr. Omosa. The details are captured below

- Challenges
 - What is a virtual organisation
 - How do you regulate the mailing list
 - Virtual office continue
 - At what level should each stakeholder participate?

Plenary Discussions

1. Membership

What must people do to become members?

- Subscription – but at what point and what should they fulfill to qualify to pay a subscription? And should be a valuable subscription?
- Fulfill a code of conduct. This will help in building a KICTANet culture
- KICTANet must continuously remain relevant in order to keep the members
- Be proactive and act on the basis of facts
- Use your ICT policy experience to capture critical aspects for your operations e.g. neutrality and objectivity

2. Governing Body

- Be called a governing council?
- The leadership must play both the functional and visionary roles
- Adhere and be committed to the code of conduct
- Develop TOR/Job descriptions for them
- Be clear on the flow of authority and obey the laws of Kictanet
- Develop guidelines for their operations

3. Secretariat

- Kictanet needs to define the modal of operations – virtual – what does this mean and is it the best model – the model that will enable KICTANet successfully achieve its mission?
- Networking organization – implies a social organisation
- We must always bear in mind that organisations are run by people
- Therefore, for the people to be effective, they must have incentives
- And develop good systems to help the people do better what they do

Next steps

Once back home, KICTANet needs to hold discussions with its members and other stakeholders in order to come up with a tentative

- Mandate, vision, mission, values & programs (key issues) for KICTANet
- Institutional set up and structure
- Membership
- Population of interest to KICTANet
- Levels of participation by stakeholders (social & legal) because it will impact on our objectives

KICTANet is required to:

1. Manage the change process
2. Implement the workshop's outputs
 - Hold mailing list discussions (for at most 3 weeks)
 - Document all responses
3. Conclude the institutional setup aspects
4. Forum to discuss & conclude
5. Hold a workshop to strategically plan early 2008

Appendix A

KICTANet
STRATEGY WORKSHOP, 27TH - 29TH SEPTEMBER, 2007
LAKE ELEMENTEITA LODGE

PROGRAMME

Day 1: Thursday, 27th September, 2007

<u>Time</u>	<u>Activity</u>
5.00 – 7.00 pm	Arrival & Check-in
7.00 – 7.30 pm	Introduction
<i>7.30 pm</i>	<i>Dinner</i>

Day 2: Friday, 28th September, 2007

<u>Time</u>	<u>Activity</u>
8.00 - 8.15 am	Workshop Opening
8.15 – 9.00 am	KICTANet: History and Current Status
9.00 – 10.30 am	The Strategy Process
<i>10.30 – 11.00 am</i>	<i>Tea/Coffee Break</i>
11.00 – 1.00 pm	The Strategy Process
<i>1.00 – 2.00 pm</i>	<i>Lunch Break</i>
2.00 – 4.00 pm	Possible Strategic Options for KICTANet
<i>4.00 – 4.30 pm</i>	<i>Tea/Coffee Break</i>
4.30 – 6.00 pm	Possible Strategic Options for KICTANet

Day 3: Saturday, 29th September, 2007

<u>Time</u>	<u>Activity</u>
8.00 – 9.30 am	Possible Strategic Options for KICTANet
9.30 – 10.30 am	Review of Vision and Mission – an overview
<i>10.30 – 11.00 am</i>	<i>Tea/Coffee Break</i>
11.00 – 1.00 pm	Institutional Setup of KICTANet
1.00 – 1.45 pm	<i>Lunch and Departure</i>
1.45 – 3.00 pm	Institutional Setup of KICTANet
3.00 – 3.30	Way Forward and Closure
4pm	Departure for Nairobi

Append B

Participants

Rebecca, please insert the list of participants and their contact details.

Thanks

Florence