COUNTY GOVERNMENT OF LA

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County Digitisation and Service Delivery: Lessons for Public Sector Productivity and Performance.

Laikipia County as a Case Study: Introduction

Across the world, governments are grappling with a common challenge: how to deliver better services to citizens amid rising expectations, limited resources, and growing demands for accountability. Increasingly, the answer lies in the intelligent application of technology.

Taking Laikipia County as a case study, digitisation is not merely about adopting new software or installing modern ICT infrastructure. It represents a deliberate transformation in how government serves its people—creating a public service that is faster, more responsive, more transparent, and ultimately more effective.

The County Government of Laikipia has embraced digital innovation as a strategic enabler of development, recognising that technology can simplify processes, enhance productivity, strengthen public trust, and improve the quality of life for citizens.

Distinguished Chairs, fellow Governors, policymakers, development partners, ladies and gentlemen, it is a great honour to share Laikipia County's experience in digitisation and revenue transformation, particularly how we have leveraged technology to strengthen Own Source Revenue (OSR).

For county governments, revenue is not merely an accounting function, it is the engine of service delivery and development.
Without strong revenue systems:

- Development stalls
- Citizen trust weakens
- Fiscal independence becomes unattainable

This is the challenge we confronted in Laikipia.

1. Revenue Reality Before Digitisation

Prior to 2022, our revenue systems were:

- Predominantly manual and cash-based
- Fragmented across departments
- Weak in accountability
- Prone to leakages and delays

In FY 2021/2022, Laikipia collected approximately:

- KSh 902 million in Own Source Revenue

While this was a solid base, it was well below our potential.

2. Revenue Turning Point: 2022–2023

The year 2022 marked a strategic pivot.
We began transitioning to:

- Cashless revenue payments
- Digital tracking of collections
- Integrated monitoring systems

The result was immediate:

- FY 2022/2023 revenue increased to KSh 1.004 billion
- This represented an increase of over KSh 102 million year-on-year

This was a defining milestone—the first time Laikipia crossed the one-billion mark in OSR.

3. Revenue Trends (2022–2025): From Recovery to Growth

Allow me to highlight the revenue trajectory since digitization began:

Financial Year	Actual OSR (KSh)	Performance Insight
2021/2022	~902 million	Pre-digitization baseline
2022/2023	~1.004 billion	Strong growth post digitization
2023/2024	~1.101 billion	Transition phase (system stabilization)
2024/2025	~1.214 billion	Sustained growth and improved efficiency
2025-2026	1.350 billion*	Exponential Growth

Key takeaway: Laikipia has moved from volatility to stability, and from underperformance to consistent billion-plus revenue performance.

4. What Drove This Revenue Growth?

The answer is simple:

We stopped managing revenue manually and began managing it digitally, transparently, and in real time.

As reflected in the county's digital transformation experience:

- Digital systems have improved collection, monitoring, and accountability of revenue
- We have also reduced leakages and increased taxpayer confidence

5. The Digital Revenue System: A Game Changer

We introduced an Integrated Revenue Management System (IRMS) with three pillars:

1. Cashless Revenue Collection

- Mobile money (M-Pesa) and bank payments
- Elimination of cash transactions
- Instant electronic receipts

Impact:

- Sealed leakages
- Increased compliance

Real-Time Revenue Visibility

- Daily monitoring dashboards
- Revenue by stream, location, and officer

Impact:

- Immediate detection of underperformance
- Faster decision-making

3. Automated Billing & Compliance

- Digitized:
    - Property rates
    - Business permits
    - Market fees and cess

Impact:

- Expanded the taxable base
- Improved enforcement

6. Linking Digitisation to Revenue Performance

Digitization translated into:

a) Revenue Growth

- Crossing KSh 1 billion threshold consistently
- Reduction in uncollected revenue

b) Revenue Efficiency

- Faster reconciliation
- Lower cost of collection

c) Predictability

- Stable monthly collections
- Improved fiscal planning

d) Fiscal Strength

Revenue gains have enabled investments in:

- Healthcare
- Infrastructure
- Agriculture and water

This reflects a direct link between revenue reform and service delivery outcomes.

7. Revenue Teams: From Collection to Performance Management

Digitization changed not just systems—but people.

Today:

- Every revenue officer is tied to:
  - A zone
  - A revenue target

- Performance is tracked daily
- Supervisors use data—not assumptions

The outcome:

- Higher accountability
- Improved morale
- Better performance across teams

8. Institutional Impact: Revenue as a Governance Reform

Digitization has strengthened:

- Financial discipline
- Auditability and transparency
- Citizen trust

Citizens now know:

“When I pay, my payment is recorded—and it is used for development.”

9. Lessons for Counties

From our experience, five lessons stand out:

1. Revenue reform must be led from the top
2. Digitization should focus on high-impact streams first
3. Cashless systems are critical to eliminating leakages
4. Data must drive revenue decisions
5. Performance management is as important as the system itself

10. The Next Phase

We are now deepening revenue reform through:

- GIS-based property mapping
- Predictive revenue analytics
- Strengthened compliance frameworks

11. Closing Message

Distinguished participants,

The story of Laikipia is not just about technology.

It is about transformation.

"When we digitize revenue systems, we do not just increase collections—we strengthen governance, restore accountability, and unlock development."

Today, Laikipia stands as evidence that:

- Counties can grow their own revenue
- Technology can restore discipline
- And digitization can deliver results

Governor's Closing Line (High Impact)

"Every shilling we collect today is visible, traceable, and accountable—and that is the foundation of fiscal sustainability and public trust."