



# Delivering Modernisation\*

How DoIT is supporting successful government transformation

Issue 1 – December 2009



“ The purpose of this publication is to provide a useful insight into the work, the journey and the direction of the Department of Information Technology. ”



**Botan Mahmoud Osman**

Head of Department  
Department of Information Technology

As you are all aware we are aspiring to provide high quality public services, and to do this it is important to understand what components of the current government need to transform and what components need to be built. We have a vision that involves utilising leading edge technologies to enable the government to achieve its agenda of “renewal and reconstruction”. It is important that we draw on the experience of other governments and organisations to ensure that our ambitions are realistic and connected with the other initiatives that seek to deliver on this vision. It is for this reason the KRG IT **Strategy project** is so important.

Our initial phase of work has broadly been about 3 aspects:

- To understand more about what other organisations and governments have done, to incorporate their leading practices, and to learn from their mistakes. We are doing this with our partners PricewaterhouseCoopers (PwC) who have extensive experience in this field.
- To understand more about the business needs and strategic objectives of the individual entities within the KRG and their own views on how technology can support the delivery of their visions, and finally
- To develop and agree an IT Strategy for the KRG and to develop a roadmap for change that shows the practical steps required to implement this strategy and highlights the opportunities for technology enabled inter-entity connectivity

These are indeed exciting and challenging times and we aim to continually keep you updated with regards to our progress and provide you with periodic ‘points of view’ from our strategic advisors to keep you informed of the latest developments.

Thank you for taking the time to read this publication and I look forward to our continued success in providing services for our people.

A handwritten signature in blue ink, appearing to read 'Botan', with a stylized flourish at the end.

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# 01 Introduction: Transforming government through IT

The KRG is presently facing a complex and challenging IT change agenda.....

## The need to transform

The vision of citizen-focused, joined-up government is becoming increasingly popular. A citizen-focused approach requires transforming and integrating government processes around the needs of the citizens. It seems that there is a common trend worldwide towards greater integration between government agencies at all levels enabled by information and communication technology and driven by the new, citizen-focused framework of governance and the constant search for greater efficiency and cost-effectiveness of the public sector.

## The Response

KRG needs to embark on an ambitious but realistic achievable business transformation programme. Such programmes are being conducted by governments globally. The programmes being undertaken by public sectors bodies in the UK serve as a good example for government transformation.

Through their work with the Scottish public sector, PWC advisors have identified the following key focus areas for achievable transformation programmes:

- Modernising Government – Building for the Future
- Ensuring clear links between business and IT
- Efficient Government – Managing Cost and Value
- Responding to regulation and the Scottish Executive's "Efficient Government Agenda"
- Assessing the impact of IT shared services;
- Evaluating sourcing/ supply options, including outsourcing.

PwC believe that the first step towards effective IT organisations, based on the core pillars of value, effectiveness, efficiency and quality is to focus on six key areas:

1. IT department transformation;
2. Maximising business value;
3. Sourcing strategically;
4. Managing cost and value;
5. Aligning strategy and architecture; and
6. Managing information

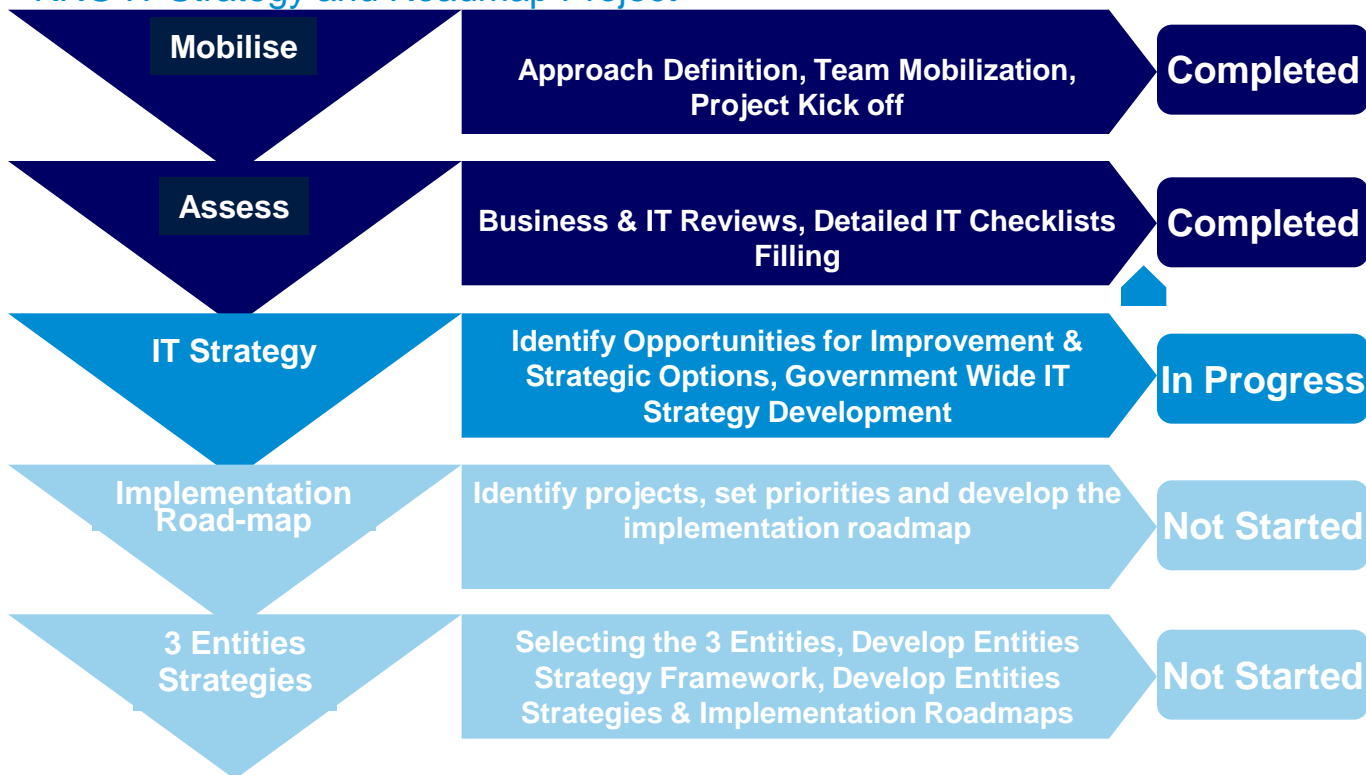


“Some countries, mostly developed ones, initiated e-strategies on their own. They recognized the potential ICT has for their economies and societies. They championed plans and actions that included ICT as an important part of their respective national strategies. Countries that launched e-strategies early on and followed through are reaping benefits today; these countries are regarded as forerunners in ICT development. For instance, Singapore began its ICT program in 1991, the United States did in 1993, and Canada, Japan, and most European nations started shortly thereafter”

**World Bank 2006**

# 02 Project Status & Where We Are

## KRG IT Strategy and Roadmap Project



### Assessment Reports

#### Project Status

The first two phases of the project are now complete. Review reports have been developed and they are being distributed to the stakeholders.

The reports present an understanding of the current business and Information Technology level of maturity; identify KRG strengths and weakness; and future plans, if any, for each entity. Sample key findings include:

- No long term KRG business strategy for IT to align with;
- Old business process and low staff knowledge of IT potential;
- Lack of proper communication infrastructure that allow better communications, information sharing, and coordination among staff as well as entities;
- IT organizations and initiatives are disconnected and lack clear roles and qualified resources;
- No written or implemented information security policies, procedures, and physical measures.

“Many developing countries are only beginning to tap the potential benefits of ICT. As a result, the gap between developed and developing countries’ use of ICT remains wide . The underlying causes of this situation have been amply articulated.

They include lack of awareness of what ICT can offer; insufficient telecommunications infrastructure and Internet connectivity; expensive Internet access; lack of adequate legal and regulatory frameworks; shortage of requisite human capacity; inadequate use of local language and content on the Internet; and lack of skills and entrepreneurship.”

UNCTAD 2003

**The IT Strategy is addressing these gaps and should help in overcoming them. The approach for developing the IT Strategy will be presented in the next page.**

# 03 Approach for the Next Step

## Next Step: Phase 3 (IT Strategy)

Our next Step in the IT Strategy project will be as follows:

- **Committees Development:** IT Strategy High Committee chaired by H.E the Prime Minister and the Technical committee will meet for brainstorming, agreeing on the gaps and solutions, and making decisions
- **Identify Opportunities for Improvement** that will help in overcoming the current gaps as well as help in identifying the requirements for developing the strategy.
- **Identify Strategic Options** that will lead to forming the IT Strategy. This is about what options are available to KRG to create its future.
- **Development of Government-wide Information Technology Strategy**

The Key Deliverables in this phase will be:

- **Strategic options document (including technical model options)**
- **IT long term strategic plan**
- **Strategy development framework**

“IT Strategy is important for unifying governmental activities and standards through implementing an integrated system”.

Joint KRG/PwC teams will be working together as a team in each area in order to maximize the value and be able to choose the efficient strategy.



“IT Strategy aims at ensuring the public service is more accessible, accountable and responsive to both individual needs and lifestyles. This means changing the focus from one of administrative boundaries to addressing the needs of people and working together to deliver better experiences and outcomes”.

Once the strategy is endorsed we will embark on the development of an Implementation roadmap that will guide us towards the achievement of the Strategy. This roadmap will outline in detail the projects, budgets, systems, training, change management and more in a step-by-step manner that will give us a clear and detailed road ahead until 2015.

More on this in the next publication.

# 04 Examples of Delivering Modernisation by DoIT

## Mapping the future of IT in the KRG; the right way forward...

### KRG IT Message

We live in a new world where information and communications are strategic assets. We see ICT as a progressive and significant driving force for our future. Information and Communications Technology (ICT) will be our key to unlock great potential in the Kurdistan Region, helping us progress leaps and bounds towards the development of our region.

We must embrace new approaches to transform Kurdistan, its people, civil society, private sector and government in the 21st century. The road ahead carries opportunities and challenges, so we must embrace new thinking and allow ICT to help us seize the opportunities and overcome our challenges, for the good of our people. Recognizing its importance to our present and future and its integration into our way of life will spearhead our competitive partnership in the global community.

### Department of IT Vision

A future where Information and Communication Technology has become an integral part of the KRG, Private Sector and Society as a means for efficiency, effectiveness, economic development and a better quality of life. Our vision will help pave the way for Kurdistan and its citizens to become competitive members of the Global economy and information society.

### Department of IT Goals

- Develop a common ICT vision.
- Support economic development.
- Develop legal environment and institutional framework for IT.
- Modernize public administration and service delivery via ICT (e-government).
- Support ICT adoption by the private sector and civil society.
- Grow the ICT industry.
- Adopt international know-how, resources, laws and standards
- Enhancing KRG technology capacity

### Key Projects

#### KRG IT Strategy & Roadmap



PRICEWATERHOUSECOOPERS 

Developing an IT Strategy & Roadmap to establish an institutional process and common direction of IT in the KRG

#### KRG ID Card System & HR Database



Establishing and managing a standard, secure, hi-tech, biometric ID Card System and Human Resource Database that will issue ID Cards to all KRG employees and will enable Human Resource planning and development

#### IT Academy



Establishing and managing a state-of-the-art IT Academy for nurturing human resources with skills in the field of IT for the government and region of Kurdistan

For more information regarding any of the above, please contact the Department of IT on [pr@krg.org](mailto:pr@krg.org)

# 05 What To Expect in 2010

## Key Projects and Benefits



### The Expected benefits from the last phases will be:

- Highlighting issues related to IT organization, practices and technology configuration for the current systems and networks. This will help in identifying the areas for improvement that need to be focused on in the new IT Strategy
- Along with opening the new IT Academy, and aligning with the government agenda (focus on youth development), a capacity building program should take place in order to prepare a generation that is capable of implementing the new strategy.
- Identifying the required actions to unify the government entities' high standards and level of maturity, this leads to standardized efficient and effective activities across the KRG.
- Local Private Sector involvement as partner in the process will lead to tackling their issues and business needs as part of the needs to be covered in the IT Strategy.

The DoIT is looking to work in partnership with the local private sector to deliver this vision and create future growth;

We will provide equal opportunities for the private sector. Players in the private sector have to be able to help through implementing the related corrective actions;

Expected benefits for the private sector could be: Potential business opportunity, increased profit, and reaching a higher level of maturity.

### Our high-priority key projects

In our discussions with the many Departments and Ministries within the KRG it is clear that there are a number of key projects that need to get underway urgently. Whilst our work in defining a long-term strategy for the government continues, we have decided to initiate a selection of projects that will be able to demonstrate tangible and early benefits to the broader government.

More details on these projects are available from the Public Relations office [pr@krgit.org](mailto:pr@krgit.org), but at this stage our intention is to deliver the following within the 2010 calendar year:

- 1. Provision of a high speed, high capacity, internally connected and secure email system.** The implementation will be done in stages including more entities over time.
- 2. Provision of a Central Domain for the KRG,** Entities will be added gradually to the domain, the domain will increase computer usage efficiency, will protect the government network from virus attacks and will enhance the security level of the entity sub-domains through implementing a proper Active Directory structure.
- 3. Provision of a centralised IT support function** to provide 24/7 support on all matters regarding the use of IT hardware and applications within the KRG.
- 4. Provision of an Archiving and Document Management system.** Phase 1 of this work will be to define the specific requirement and the volume of archives in the different ministries and entities and specify pilot sites. This will lead to reduced storage cost, facilitate data search, enable easy access to information and make them useful in the decision making process.

One of the key challenges to the development of ICT in our region is the availability of fast, reliable and affordable connectivity, for government entities and citizens. One of the opportunities that exists to achieve this is the Erbil data access network which was developed by the Ministry of Communications. The services described above and other future endeavours will depend on the availability of this fibre network within 2010.

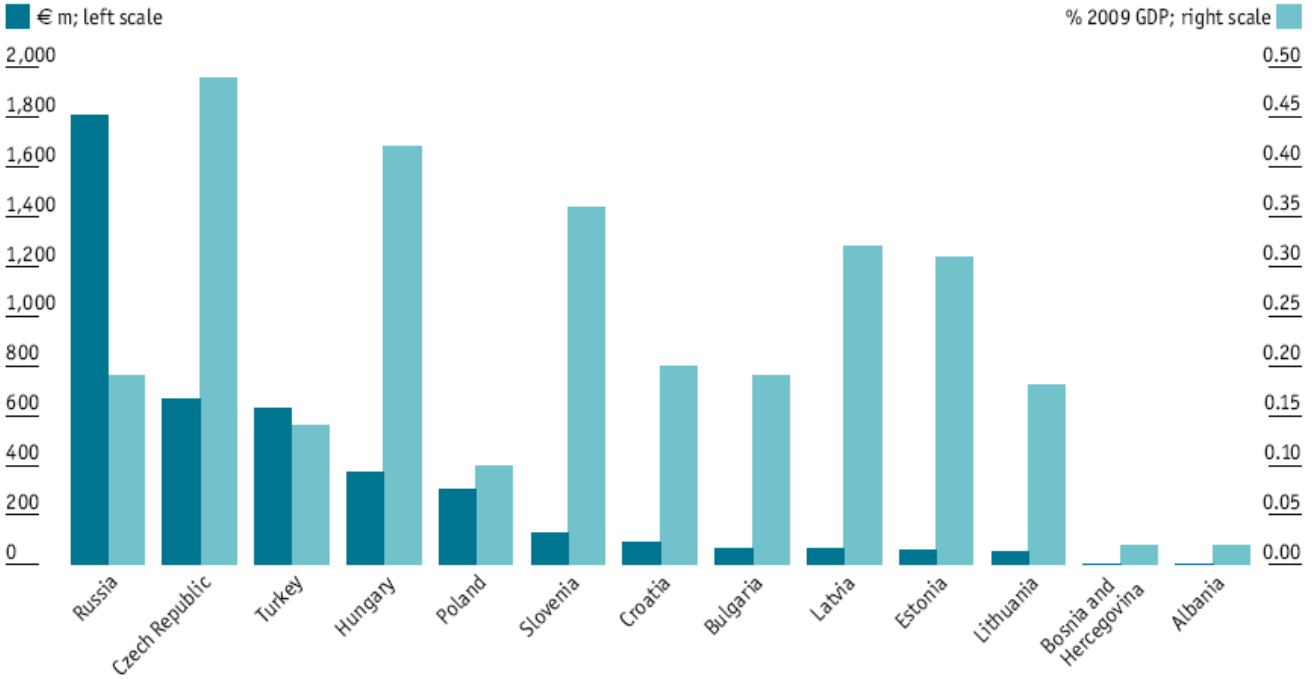
# 06 Facts and Figures

## Over 90 Governments have developed IT Strategies globally...

### IT expenditures

The ICT transformation projects are major investments that need the allocation of proper budgets associated with the right resources (human resources as well as the financial and physical resources). Resulting change does not happen overnight, it needs time and serious efforts to reach tangible outcomes.

ICT budget for 2009-10



Source: Economist Intelligence Unit.

The diagram above shows how governments in Eastern Europe are focusing on the importance of ICT through allocating percentages from the GDP as budget for ICT development within the government. This is in light of the global economic crisis, which has reduced government's formal ICT Spending.

Birmingham City Council has embarked upon the UK's largest and most far reaching local government transformation programme. Over 10 years it will be implementing a transformation strategy that is planned to save around £1 billion, increase the council's efficiency whilst improving the quality of service, provide exceptional value for the citizens and businesses of Birmingham and improve the job satisfaction for its 55,000 staff.

### The benefits and costs

Customer First is one of the program projects and will realise £277 million of savings over ten years for an investment of £146 million. The programme's cashable benefits include a 25% efficiency saving from simplifying phone, email and post contact; a shift of low complexity contact to self serve; and a 15% efficiency saving from simplifying face to face contact.

Here is an example of a big government transformation project in Western Europe that took place in the UK that needs to be implemented over 10 years. The following is a brief about the project

### Description

Birmingham is the largest of the British Core Cities with a population of around 1m. It has the second-largest city economy in the UK.

**If you would like to discuss any of the issues raised in this publication please email [itstrategy@krg.org](mailto:itstrategy@krg.org)**