

***Working Document***  
for  
eGovernment Strategic Planning

Work in Progress  
Authorised distribution only

Planning Services

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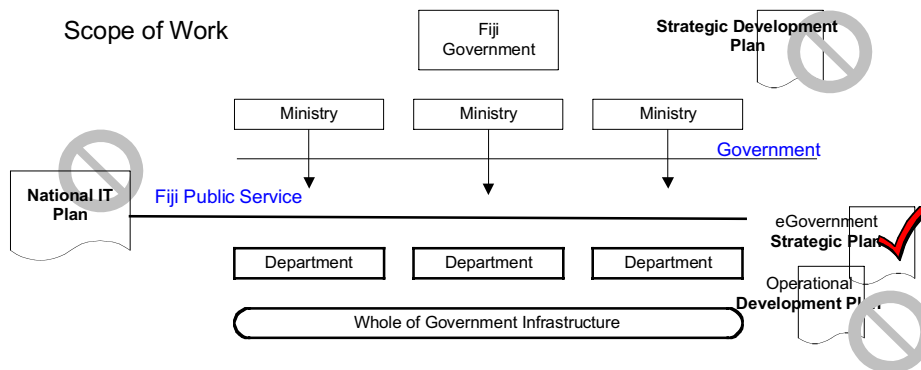
# Document Brief

This section is intended to explain the overall document, the purpose, how it is structured, references and the feedback process.

## Purpose

The purpose of this working document is to use the headings and content outlined in the High Level Brief and National IT Plan as a guide to developing the eGovernment Strategic plan and to use it as a mechanism for providing feedback.

The following graphic helps depict the extent of the scope intended.



The final deliverable (of this working document) is intended to extend work from the National IT Plan by:

- Establishing a platform to define and plan a Whole of Government (Civil Service) eGovernment Strategy. From this plan a final IT Operational Development plan will be developed.

## Distribution

The content of THIS document is high level and intended to be discussed with the stakeholders before a formal document is submitted for wider distribution.

The final document is intended to establish a common IT strategy and direction for Information Technology under the directions and policies of eGovernment defined in the National IT Plan.

## Document control

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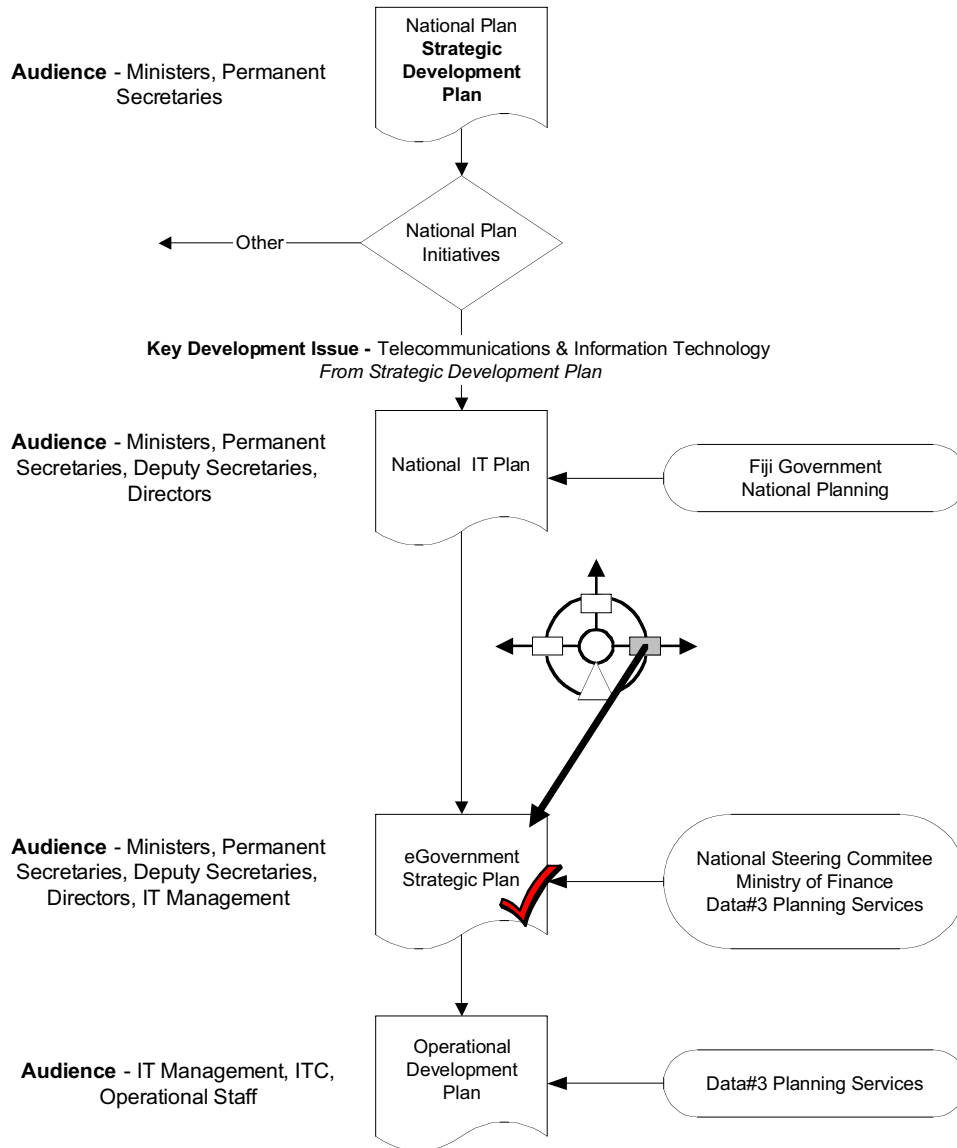
<b>Intended Audience</b>	<b>Organisation</b>	<b>Reviewed Date</b>
GITR committee	Ministry of Finance	GITR – 2 <sup>nd</sup> October
National Steering Committee		

<b>Written by</b>	<b>Role</b>
Michael Bowser	Project Director
Ian McKeachie	Technical Analyst

Contents of this document **include** recommendations from the GITR committee. The main structure of the document is based on the original structure of the High Level Brief from Data#3 Planning Services.

## Document Flow

The following flow chart depicts the document trail from the National Planning initiative (State Development Plan) to Information Technology operational planning.



## References

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The following documents are offered as reference material for feedback to this plan.

Document Name	Data#3 High Level Information Brief
Reference Number	N/A – Peceli Vocea
Location	Ministry of Finance
Last Revision	30th September 2001

Document Name	A Policy framework for Developing IT enabled industries in Fijj
Reference Number	CP (2001) July 2001
Location	Ministry of Finance ( <i>Cabinet Memorandum</i> )
Last Revision	10 <sup>th</sup> August, 2001

Document Name	
Reference Number	
Location	
Last Revision	

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## Definitions

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Access Speed	Frame Relay Bandwidth at Customer Premise
BDC	Backup Domain Controller
Centralised	A central controlling body
CIR	Committed Information Rate
eGovernance	Governance online (voting etc)
eGovernment	IT used to improve government processes
Exchange Line	Telecommunications Carrier Line
Federation	A single government presiding over individual departments who retain control over their own affairs.
Frame Relay	Telecommunications Data Service
GITR	Government Information Technology Review
Internet	Global network using TCP/IP and browser technologies
Intranet	Local Network using Internet technologies.
ISDN	Integrated Services Digital Network
ISP	Internet Service Provider
IT	Information Technology
KPI	Key Performance Indicator
KRA	Key Result Area
LAN	Local Area Network
Level 1 Support	Basic Software Support and Call Management
Level 2 Support	Advanced Software and Field Support
Level 3 Support	Specialist Software, Consulting and Field Support
MAN	Metropolitan Area Network
Minimal Validation	Minimal research without deeper investigation
NC	Network computer
PABX	Private Automatic Branch Exchange
PC	Personal Computer
PDC	Primary Domain Controller
PSTN	Civil Service Telephone Network
QA	Quality Assurance to ISO 9000 series
SLA	Service Level Agreement
UPS	Uninterruptible Power Supply
WAN	Wide Area Network
WOG	Whole of Government

## Feedback Process

### Purpose

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- To invite a committee of Permanent Secretaries or nominated Key Stakeholders, to address development of the eGovernment strategic Plan (this document) that will allow Whole of Government Operational Planning to take place in the most complete manner.
- To help progress the process of IT initiatives within the Civil Service.

### Process for Feedback

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- Read National IT Plan
- Provide feedback within the structure of this working document
  - Feed back to GITR committee (Abel Caine – ITC)
- A draft document containing collated feedback and common agreement
- The draft document to be reviewed for additions and changes
- Review feedback submitted to Data#3
- Final IT eGovernment Plan document submitted to National Planning office with the operational development.

### Outcome

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- An eGovernment plan that will be handed to the National IT Authority to implement.

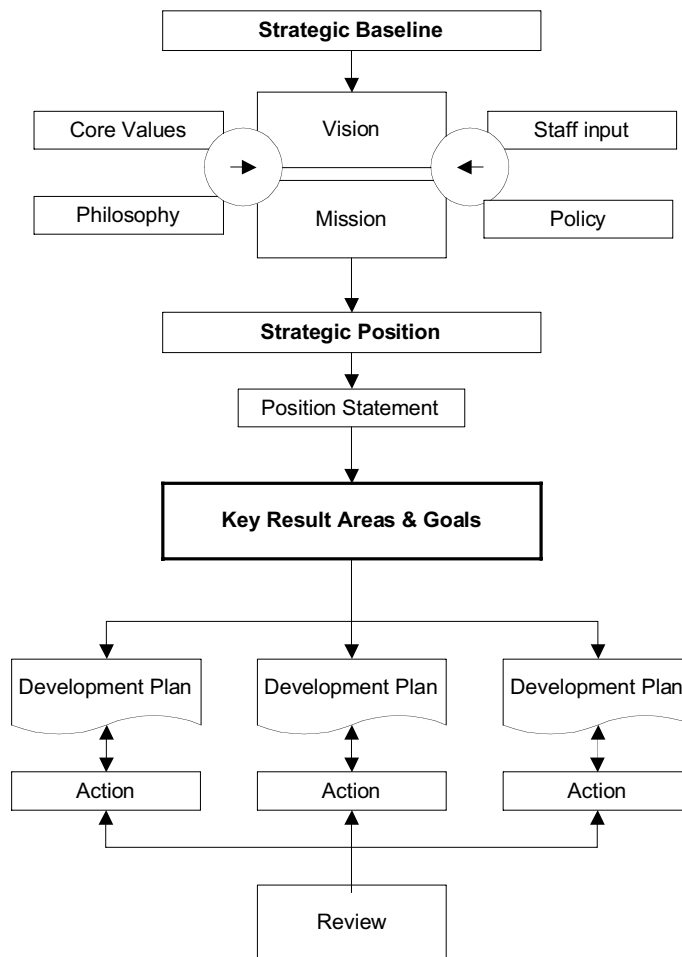
### Comments

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## Planning Framework

The IT planning framework used is loosely based on the theoretical planning process developed by Karl Albrecht and described in the text "The Northbound Train".

The strategic baseline identified in this framework sets the basis for the entire IT plan. It is the process that identifies the corporate vision & mission of the group. The Strategic Position is a statement describing the intended future position of the IT Environment. It is the target objective of the IT Group. The Key Result Areas and subset goals are specific actions that must occur to reach the strategic position. The Development Plan is a subsequent document to the strategic plan and is based on the KRA and Goals outlined in this plan.



## **Strategic Baseline**

The following statements are designed to offer a common, marketable, baseline for the many different parties involved in IT Development.

The purpose of these statements is to allow all contributing parties within the government to start from a common point.

This baseline example has been taken from either existing statements or from common viewpoint discovered in this review.

### **eGovernment Vision**

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The Fiji Government will be the best e-Government in the world by providing ALL government services online and delivering those services to all citizens.

### **eGovernment Mission**

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To integrate the Information Technology within Government, to work together for IT development for Fiji and focus on better services to the Fijian public

### **Comments**

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## Strategic Position

*From National Plan*

The following position is used as a platform for the rest of this document. The position has been built from existing strategies or observed requirement.

It is the **Intended future position** of the IT environment.

General agreement from participating stake holders is required to complete this strategic position that will enable consequent operational plans to become valid strategies and progress forward.

### Year 1 Strategic Position

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- ✓ An IT Authority in the Civil Service will represent ALL departments and provide:
  - Communication with Government
  - Identification and funding options for IT
  - Efficient communication across and between departments
  - Reliable and affordable IT communications infrastructure
- ✓ Co-ordinated approach from Departments and Statutory bodies for the common IT Development in Fiji, as a priority, to address:
  - e-Mail
  - Priority department IT development (Based from Quarterly National Plan reports for capital projects)
  - Establish Service Level Agreements with ITC
- ✓ State agreed Strategic Baseline and Position statements
- ✓ Retention of skilled IT staff
- ✓ A robust and reliable Whole of Government Infrastructure (Delivered by Operational Strategic and Development plans)
- ✓ Continued review of strategy that remains inline with Government priority

### Comments

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## Year 2 Strategic Position

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- Prioritised implementation of individual department plans
- Integrated implementation of the appropriate Civil Service technologies
- Established and tested Disaster Recovery plan and systems
- Replacement of all VAX based systems
- Continued upgrade and improvement of common infrastructure
- A Focus on IT infrastructure for Education (schools) as a priority
  - Links to schools
  - Database implementation
  - etc

*(In preparation of achieving the 10 year goals)*

## Year 5 Strategic Position

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- Reviewed IT Strategy, policies and infrastructure
- IT communication to Fiji regions
- Established commercial IT Hub strategy & planning
- Established IT plans for community development

## Year 10 Strategic Position

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- Reviewed IT Strategy, policies and infrastructure
- Commercialisation of Fiji Hub for IT
- Full utilisation of technology in whole of Government
- World class use of technology for Government services

## Comments

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## Key Result Areas

Based on the strategic baseline and position and the Key Result Areas of the National IT Plan, the eGovernment KRA's are established as:

### Key Result Area – Operations

Key Result Area	<u>Disaster Recovery Plan</u>
Issue	No Disaster Recovery Plan for critical services
Goal	Develop and test DR Plan
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	Internal Planning cost. Unknown Implementation cost
Priority	<b>Year 1</b>

Key Result Area	<u>Policy Document</u>
Issue	Disparate policy compliance in government departments
Goal	Complete compliance to WOG Policy and process
Reference	eGovernment Strategic Plan,
Responsibility	ITC
Cost Estimate	Internal Planning cost
Priority	<b>Year 1</b>

Key Result Area	<u>Service Level Agreements</u>
Issue	ITC provides unscheduled support
Goal	Understood and managed department customer service
Reference	
Responsibility	ITC
Cost Estimate	Internal Development cost
Priority	<b>Year 1</b>

Key Result Area	<u>Strategic Review Process</u>
Issue	Lack of communication and up to date planning
Goal	Open communication and strategic plan review
Reference	
Responsibility	ITC
Cost Estimate	Internal labour cost
Priority	<b>Year 1</b>

Key Result Area	<u>Development Architecture</u>
Issue	Lack of Development standards and Architecture
Goal	Standard Development Policy for all departments
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	Internal Labour Cost
Priority	<b>Year 1</b>

## Key Result Area – Electronic Services

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Key Result Area	<u>Communication Costs</u>
Issue	Disparate policy compliance in government departments
Goal	Complete compliance to WOG Policy and process
Reference	eGovernment Strategic Plan,
Responsibility	Department of Communication
Cost Estimate	N/A
Priority	<b>Year 1</b>

Key Result Area	<u>Government Fibre Ring</u>
Issue	Internal Government Communications
Goal	Complete communication access for all departments
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	
Priority	<b>Year 1</b>

Key Result Area	<u>Implementation SAP</u>
Issue	Replacement of old finance system
Goal	Implementation of SAP
Reference	eGovernment Strategic Plan,
Responsibility	Department of Finance
Cost Estimate	\$ 4M
Priority	<b>Year 1</b>

Key Result Area	<u>Network Upgrade</u>
Issue	Unable to accommodate SAP network impact
Goal	Build Network Capacity to scalable standard
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$1.5M
Priority	<b>Year 1</b>

Key Result Area	<u>Intranet</u>
Issue	No communication mechanism with Government
Goal	Government e-mail and Intranet
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$100K
Priority	<b>Year 1</b>

Key Result Area	<u>Communication Hub for Regions</u>
Issue	Lack of Links and service facilities to Regions
Goal	Implement links and offer commercial services
Reference	IT strategic Plan, IT infrastructure plan
Responsibility	
Cost Estimate	\$1M
Priority	<b>Year 5</b>

Key Result Area	<u>International IT Hub for Regions</u>
Issue	No advantage in the international arena
Goal	Plan and implement commercial services to world
Reference	IT strategic Plan, IT infrastructure plan
Responsibility	
Cost Estimate	\$10M
Priority	<b>Year 10</b>

## Key Result Area – Human Resources

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Key Result Area	<u>ITC Structure</u>
Issue	Lack of supported structure
Goal	Implement functional structure
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	
Cost Estimate	Internal cost
Priority	<b>Year 1</b>

Key Result Area	<u>Resource planning</u>
Issue	High Staff attrition
Goal	Lower staff attrition and plan to accommodate attrition impact
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	
Cost Estimate	Internal cost
Priority	<b>Year 1</b>

## Key Result Area – Technology Replacement

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Key Result Area	<u>VAX replacement</u>
Issue	Old, unsupported mission critical systems
Goal	Replace with supported platform
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$300K
Priority	<b>Year 2</b>

Key Result Area	<u>Implementation of Disaster Recovery Site</u>
Issue	No DR site
Goal	Implement and run a physical site
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$2M
Priority	<b>Year 1</b>

## Key Result Area – Education

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Key Result Area	<u>Education Communication Links</u>
Issue	Lack of Links to Education facilities
Goal	Implement links
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$1M
Priority	<b>Year 2</b>

Key Result Area	<u>IT Certifications</u>
Issue	Lack of appropriate vendor training and standards
Goal	Regular training that reflects operational requirement
Reference	eGovernment Strategic Plan, IT Operational plan
Responsibility	ITC
Cost Estimate	\$50K (annual)
Priority	<b>Year 1</b>

