

GOVERNMENT OF DOMINICIA

INFORMATION TECHNOLOGY STRATEGIC PLAN

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Establishment, Personnel and Training Department

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BACKGROUND

In order to facilitate effective governance and to have a competitive advantage, it is important that the Government of Dominica has a strategic plan for use of information technology in administration, services and management.

The need for an Information Technology Strategic Plan is informed by several factors:

- ❑ The need to link all government ministries/Department under one network
- ❑ The need to use information technology for achieving strategic objectives such as cutting cost
- ❑ The acceleration of technological advances
- ❑ The need for Information Technology to support change initiatives e.g. computerized databases
- ❑ The need to establish a position of technology leadership that is consistent with regional and international best practice
- ❑ The need to assess new developments that will address the challenge to the Government of Dominica in the next 5 years.

VISION

The vision of the Government of Dominica is to reduce operational costs and to enhance information and communication technologies within the public service through a Unified Network Solution for greater efficiency and improved customer service and operating efficiencies.

MISSION

To make the Government of Dominica as technologically advanced as its counterparts in the Caribbean region

PURPOSE

The purpose of the Information Technology Strategy Plan for the Government of Dominica is to:

- ❑ Ensure that Information Technology meets the stated vision and mission of the Government of Dominica
- ❑ Focus on the challenges for the next five years
- ❑ Apply resources to implement the plan and strategies for using them
- ❑ Allocate responsibility across the Government of Dominica in achieving the plan
- ❑ Guide the Government of Dominica in its planning and actions
- ❑ Develop an Information Technology Policy

ENVIRONMENT

The Government of Dominica is in the process of investing resources in a Wide Area Network. This is being done with the presumption that it will lead to greater efficiencies and effectiveness in delivering government's services to the public, as well as enhancing the operations of Government. Since Government's communication link to its constituents and customers is its employees, it is envisaged that improvement in the work process of these employees will create the avenue for a higher level of customer service and satisfaction. With the establishment of the Wide Area Network, the framework will also be established for the realization of e-government in Dominica in the not too distant future.

This can serve a variety of different ends:

- ❑ Better delivery of government services to citizens
- ❑ Improved interactions with business and industry
- ❑ Citizen empowerment through access to information
- ❑ More efficient government management

The resulting benefits are expected to be increased transparency, greater convenience in access to services, revenue growth, and/or cost reductions.

ACCESSIBILITY

One of the challenges which the Government of Dominica faces is the need to improve communication to Departments outside of the main office, Government Headquarters. This would result in lower costs and provide better communication for both employees and customers.

DECENTRALISED OPERATIONS

The structure of the Government of Dominica can be characterized as one that is highly decentralized. In order to achieve effective use of technology, there is a need for a central technical unit which can guide decisions in areas such as acquisition of software and other issues related to the management of information technology in the public service.

CHANGING ENVIRONMENT

One can now say that in an environment that is fast changing, Information Technology often means that the best technology of today is replaced by tomorrow's technology. Since the Government of Dominica is not in a position to keep abreast of the rapid changes in technology. It is even more important to make strategic decisions which will last for a defined period.

The internal structure of the Government of Dominica is complex in terms of the needs of its component parts. There is also a mismatch between expectation and information technology provision as needs are escalating and funding remains relatively static.

It is important that the Government of Dominica allocates appropriate funding in its budget to cover infrastructure and to ensure effective asset management particularly in the area of life-cycle replacement planning for all Information Technology resources.

INFORMATION TECHNOLOGY STAFFING & SKILLS

The Government of Dominica employs a large number of staff but unfortunately they are not all qualified in the area of Information Technology. The recruitment and retention of key employees in the area of Information Technology is a matter which the Government will need to pursue more vigorously, through flexible and attractive remuneration, challenging and interesting work assignments, and innovative training and development opportunities.

GROWTH IN DEMAND

The use of ICT is now more important today, than ten years ago. This, along with high user expectations, places severe pressure on the system to provide the infrastructure and resources which are not present. This is even more difficult as the country struggles to rebuild a declining economy.

Increased demand for facilities such as Internet services, networks all have to be taken into account in prioritizing resource allocation.

RISK MANAGEMENT

The Information Technology environment is prone to security threats and risks. Since Government of Dominica is now becoming highly dependent upon Information Technology, any major serious security breaches could have a significant impact on its operations. Even small or minor disruptions can affect productivity of staff and service delivery. It is vital, therefore, that Information Technology security be at the forefront of the planning and investment decision making process.

GOVERNMENT OF DOMINICA

Any Information Strategic Plan being developed by the Government of Dominica must take into consideration its ability to respond to future trends by planning for and developing now, the infrastructure and services that will meet its needs over the next five years.

The appropriateness and effectiveness of the Information Technology infrastructure and support services will help shape the direction that the Government of Dominica can take and will be a key factor in developing a system that will serve the Commonwealth of Dominica.

Some of the trends and environmental factors which will have an influence on the Information Technology developments for the Government of Dominica are:

- That Knowledge is a critical factor affecting an organization's ability to remain competitive in the new global marketplace. Organizations therefore need to recognize it as a valuable resource and develop a mechanism for tapping into the collective intelligence and skills of employees in order to create an organizational knowledge base.
- That the increased reliance on, and use of, information technology has the potential to both reduce costs through more efficient processes, and to significantly increase cost in other areas. The flexibility to reassign resources as expenditure patterns change and the ability to pre-empt new trends through investment in appropriate technology will be a key factor in the Government of Dominica becoming technologically advanced.
- That by December 2005, the Government of Dominica will have moved to a new system which is expected to enhance communication. This rollout will be resource intensive and the implementation will require the efforts of all staff throughout the organisation.

2005 KEY STRATEGIC INITIATIVES

The following are considered to be the key information technology priorities in 2005:

- Creation of a WAN
- Improved management of Information Technology
- Integration of Information and Communication
- Development of online services e.g. payment of driver's license
- Development of an Information Technology Unit
- Support for the rapid enhancement of the Government of Dominica website's interactive capabilities
- Introduction of a Government Wide Portal to include:
 - News
 - Information
 - Link to all Government Websites

GOALS AND STRATEGIES

QUALITY PEOPLE

GOALS	STRATEGY
<ul style="list-style-type: none"> ❑ Highly trained staff for more effective use of Information Technology in service delivery ❑ Retention of high quality of Information Technology staff 	<ul style="list-style-type: none"> ❑ Develop mechanisms to enable public officers to attain an appropriate level of Information Technology competency ❑ Establish guidelines for ministries/departments in the use of technology to achieve planned outcomes ❑ Increase awareness of best practices in Information Technology management. ❑ Develop systems for recruitment and selection of Information Technology personnel including: <ol style="list-style-type: none"> 1. More flexible recruitment and selection practices 2. Greater incentives and encouragement for personnel in Information Technology 3. Greater flexibility in remuneration arrangements and staff advancement which are merit driven 4. Opportunities to work with cutting edge technologies

QUALITY MANAGEMENT

GOALS	STRATEGY
<ul style="list-style-type: none"> ❑ Use of Information Technology by the Government of Dominica to more effective management of its operation. ❑ Development and dissemination of appropriate standards ❑ Standardization where this leads to efficient use of the Government resources ❑ Ensure that Information Technology facilities are compliant with all relevant Government regulations and are appropriately secure ❑ Ensure the adequacy of its infrastructure to allow it to present and disseminate information which will enhance its images ❑ Develop a knowledge management environment to maximize the business intelligence of the Government of Dominica 	<ul style="list-style-type: none"> ❑ Implement measures leading to e-government to reduce costs and to enhance the quality of service delivery. ❑ Effectively archive all essential data stored in electronic form ❑ Publicize and disseminate agreed Information Technology policies and standards on the Intranet ❑ Publish an on-line guide for employees for use of the Government's equipment ❑ Develop policies, procedures, and guidelines to ensure appropriate Information Technology Security and Regulations ❑ Develop centralized user authentication services ❑ Develop the framework and plan for a knowledge management environment ❑ Develop a list of services which are centralized and decentralized ❑ Publish and support agreed standards for services which are centralized and decentralized.

QUALITY INFRASTRUCTURE

GOALS	STRATEGY
<ul style="list-style-type: none"> ❑ Ensure a reliable and high quality Information Technology infrastructure which supports the goals of the Government of Dominica. ❑ Develop and scope a knowledge management strategy which provides access to information to enable them to work more efficiently and creatively 	<ul style="list-style-type: none"> ❑ Ensure that the Government of Dominica has a reliable, flexible network which has the ability to accommodate increasing bandwidth and quality of service required to allow the Government of Dominica to conduct its business. ❑ Develop a wide area network to provide equity of access to personnel of the Government of Dominica. ❑ Further develop the key central servers to provide maximum availability for all key services ❑ Implement integrated Government of Dominica administration and management system that will allow it to meet the changing business environment ❑ Develop a five year plan for upgrading all computers ❑ Develop a plan for the progressive rollout of the Wide Area Network ❑ Develop Information Technology security practices

QUALITY RESOURCING

GOALS	STRATEGY
<ul style="list-style-type: none"> ❑ Ensure that all Government of Dominica’s systems are operating as efficiently as possible ❑ Ensure that system costs of ownership are reduced through strategies such as standardization and lifecycle cost evaluation ❑ Ensure that submission for Information Technology grants and proposals are managed well ❑ Reduce the creation of unnecessary local systems 	<ul style="list-style-type: none"> ❑ Work with ministries and departments to coordinate ICT grants and submissions to external agencies for joint ICT developments ❑ Ensure that agreed standards are disseminated and adhered to where cost benefits and improved service can be demonstrated ❑ Develop a funding model for lifecycle replacement for centrally provided Information Technology (including licenses) ❑ Ensure that the Government of Dominica’s Information Technology purchasing policy is established and complied with

FINANCIAL COSTING

Equipment	2,209,246.00
Installation of Network	91,406.00
Training of Personnel	10,000.00
Education	20,000.00
Maintenance	100,000.00

GLOSSARY OF TERMS

INTRANET	A network where access or information or the infrastructure is confined within a site or organization
SITE LICENCE	A licence which permits all staff of the Government to use a software product
KNOWLEDGE MANAGEMENT	The ability of the Government to leverage its information assets
E-GOVERNMENT	Refers to the use by government agencies of information technologies (such as Wide Area Networks and the Internet) that have the ability to transform relationships with citizens, businesses, and other arms of governments.
WAN	Wide Area Network