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CIO TRANSFORMATION RECOMMENDATIONS for MoICT

Final Report

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Final Report

SUSTAINABLE ACHIEVEMENT OF BUSINESS EXPANSION AND
QUALITY (SABEQ)

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INTRODUCTION

MolCT requested SABEQ's assistance to develop a CIO institutional framework and governance program. The SABEQ team has worked closely with both MolCT and NITC to develop a transformation approach for Jordan's current CIO program to an integrated CIO institutional framework as requested. This document presents key findings and recommendations for the achievement of this goal.

PROJECT PURPOSE

National government is considered a catalyst in Jordan's ICT sector growth. In view of this, MolCT began a cross-ministry Chief Information Officer (CIO) program in 2006. However, this program is still at an initial stage and requires further validation and expansion in terms of:

- ICT Governance issues,
- Role and responsibility definition of ministerial CIOs,
- Selection of targeted ICT programs to implement public-private sector partnership,
- Training of CIOs,
- Division of responsibilities between MolCT and NITC, and
- Identification of long- term requirements of the national CIO program.

This effort addresses the above by introducing and defining a recommended national CIO institutional framework and governance for Jordan; then by providing projects and plans that, when implemented, will lay a solid foundation for continued forward progress.

CURRENT ENVIRONMENT

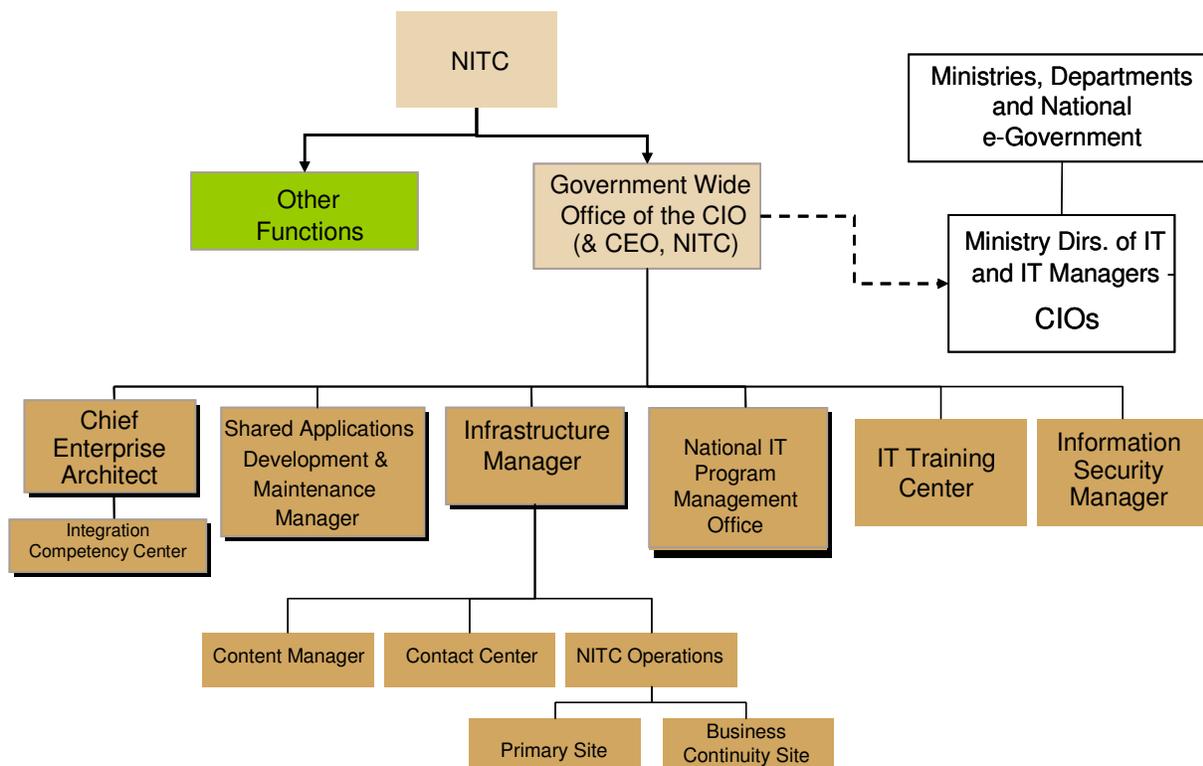
- MolCT has established a cross-ministry e-Gov program including limited implementation of CIO activities.
- NITC, as an independent arm, has the mandate to implement government wide CIO program.
- The relationship between e-Gov program and NITC mandate are unclear and not well defined.
- There seems to be some confusion in roles and responsibilities between the e-Gov program under MolCT and the CIO program under NITC.
- Both organizations lack solid CIO and ICT Governance foundation and structure.

MolCT needs to take the lead in transforming the roles and responsibilities of NITC and the e-Gov Program to enable an effective CIO Implementation.

PROPOSED HIGH LEVEL CIO GOVERNANCE STRUCTURE

Based on our comprehensive analysis of the current environment and future objectives of the National CIO Program, the SABEQ team has developed the following governance structure. We believe that this structure will help establish an integrated solution for providing ministry-wide IT services and achieving economies of scale.

Option-A: Recommended



The advantages of implementing Option-A are:

- It is an integrated solution for implementing effective government-wide IT,
- It offers speed with purpose,
- It provides economies of scale,
- It will enable quicker attainment of world-class IT Governance,
- It will promote positive image of ICT sector in Jordan,
- It will help build both private and public sector capacity, and
- It will promote inter-ministry cooperation for the CIO Program.

CRITICAL SUCCESS FACTORS

In order for the National CIO Program to be successful, the following critical success factors must be realized:

- Conceptually, e-Gov must be treated as a part of the National CIO within NITC and not other way around.
- Current e-Gov staff should be fully integrated into the National CIO structure to overcome capacity shortage and achieve economies of scale.
- Integration of NITC and e-Gov work force capabilities shall reduce need for new hiring and provide sufficient resources to support the process.
- A solid IT Governance structure with clear understanding of roles and responsibilities as well as accountability must be fully determined and implemented.
- The framework for inter-ministerial cooperation shall be drawn from the success of the current e-Gov program.
- A CIO Council involving all key ministries shall be formed to produce collective decision making on technology, planning, service implementation, and IT budgeting.
- The National CIO should implement “Quick Win” projects to gain inter-ministerial credibility and cooperation, and demonstrate the ability to deliver.
- The National CIO program shall have long-term vision with short-term objectives.

IMPLEMENTATION APPROACH

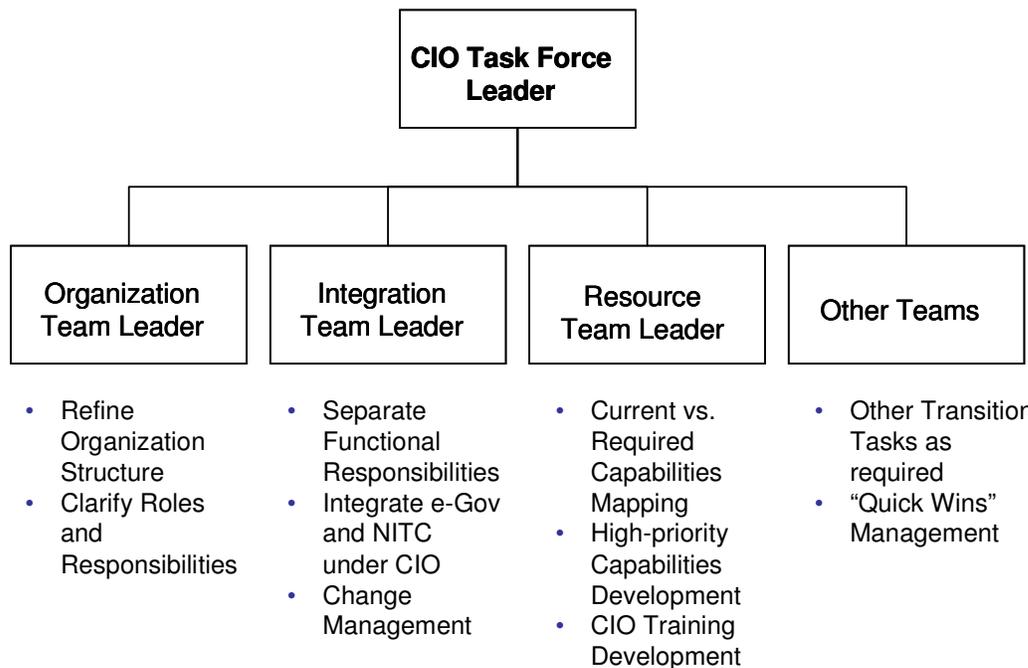
The Jordan National CIO Program currently faces a number of challenges. These challenges in the areas of IT governance, the Integration of two separate IT organizations, inter-ministerial cooperation, rapid IT service delivery and alignment of technology and public services strategy are significant. In view of these challenges, we recommend that MoICT form a “CIO Task Force” combining NITC and MoICT including e-Gov senior executives. Additionally, we recommend that this task Force be headed by MoICT’s Secretary General.

The CIO Task Force shall have the following functions:

- Refinement of Option-A organizational structure proposed by Sabeq,
- Clarification of CIO roles and responsibilities,
- Map existing capabilities assets to new organization requirements,
- Integration of NITC and E-Gov staff under National CIO,

- Expedite training and development programs for missing or weak capabilities,
- Separation of functional responsibilities between NITC and MoICT related to CIO and e-Gov, and
- Plan for CIO Training and internal Capacity Building.

Proposed CIO Task Force Structure



IMMEDIATE AND TACTICAL DIRECTION FOR STRATEGIC ACHIEVEMENT

- Implement the National CIO Task Force as recommended to jump start the CIO Program.
- Fully develop the National CIO governance program including structure, function, roles and responsibilities of Office of the National CIO (CEO, NITC) and ministerial IT leadership (CIOs).
- Pilot design-to-delivery of two to four planned e-Government services:
 - Micromanage and document process,
 - On-the-job training for participants (IT and vendors), and
 - Results oriented approach to solution and program roll outs.

- Develop and Deploy IT standards.
- Develop CIO Training and Development Program.
- Conduct CIO Training.
- Build CIO capacity in the Ministries' IT staffs.
- Embrace and execute national ICT Vision, Strategy and Roadmap. Use this as an impetus to reenergize ICTAC and its working relationship with int@j.
- Define and develop two public-private initiatives.

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