



University of Dar es Salaam

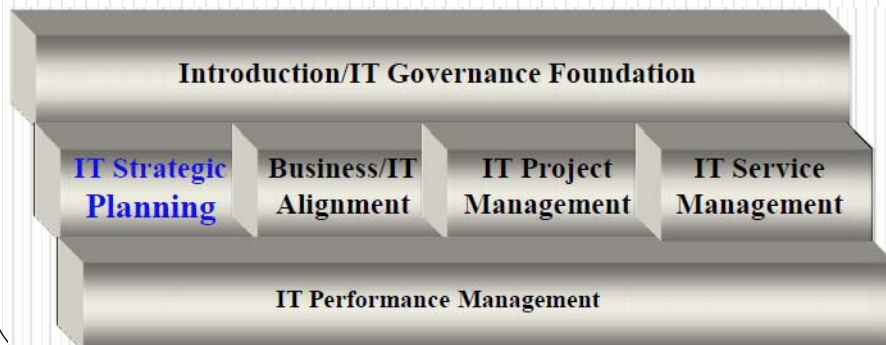
Computing Centre



Strategic Management of ICT in the Public Sector (SMICT)

IT Strategic Planning

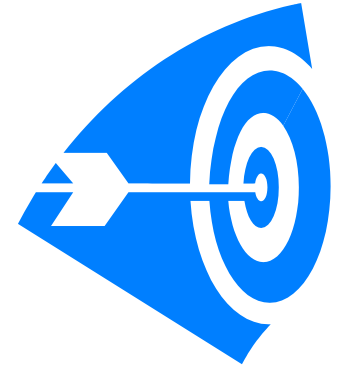
“We do not want to be known by our technology; but we do want to be known by what our technology has done for the business.” Linda Dillman, CIO for Wal-Mart



Module Objectives



- Understand focus and scope of IT strategic planning
- Understand issues, challenges and growing importance/benefits of IT strategic planning
- Understand the process of IT strategic planning and its implementation in an organization
- Be able to generate strategic objectives, initiatives and associated implementations plans



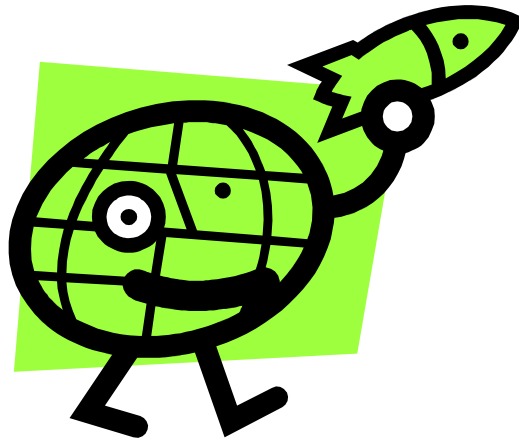
Module Outline



- IT strategic planning process
- IT strategic planning context; internal / external environment scan
- Generating IT strategic plan vision, mission and Strategic Objectives
- Generating Strategic Initiatives and associated implementation plans
- Case study on IT strategic planning



IT Strategic Planning Process: Phases, Questions and Elements

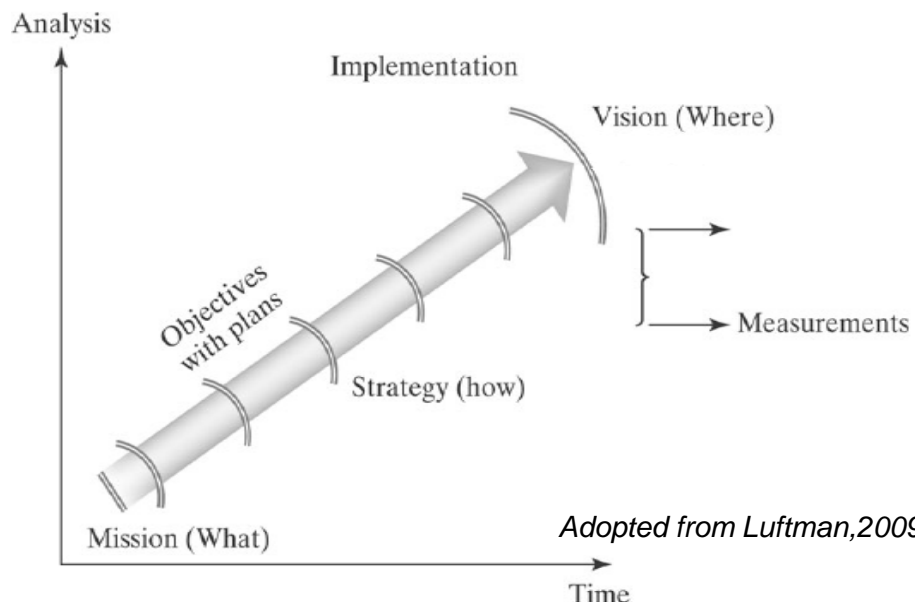


Every organization must develop and maintain an IT strategic plan or just a plan at least; without one, IT will struggle with being the "master of its own destiny" - it will not have a means to document and communicate priorities and constraints nor to get business support for changes in IT. (Forrester, 2010)

What is IT Strategic Planning



- A **Strategic planning** is expression of strategic choices, which provides information on how an organization intends to achieve its priorities and associated results
- Develops a clear statement of an organization's *mission* and *vision*
- Identifies a set of *objectives*
- Formulates *key strategies* (major *strategic initiatives*) that address factors which are essential to the organization's success & are needed to accomplish mission and objectives
- Develops *implementation plan* and *metrics* to achieve strategic priorities.
- The strategic planning is ongoing process, iterative and provides long term plans of 3 to 5 years and it is a management tool for adapting to change.
- **IT Strategic Planning** is a process that sets a framework for the organization wide approach to IT planning, direction, expenditure and allocation of resources to make better use of technologies and its alignment with the business.
- Once adopted, the IT strategic plan can be reviewed in a yearly basis or as deems necessary to incorporate new business needs and technologies.



Why IT Strategic Planning



- Systematic and strategic guide to bring about a coordinated framework for the better deployment and use of IT & its alignment to the business goals
- Minimizing the costs and maximizes the use of shared infrastructure and business applications.
- Involvement of IT in organization strategies development and revisions
- Vehicle for enhanced partnership between business and IT departments.
- Senior executive support for IT
- Increases the IT strategic focus and understanding of the systematic & predictable contribution of IT to the corporate objectives
- Well-prioritized IT projects/initiatives.
- Provides a means for IT to enable business strategy, and operational effectiveness and efficiency.

Consequencies of not having an IT Strategic Planning

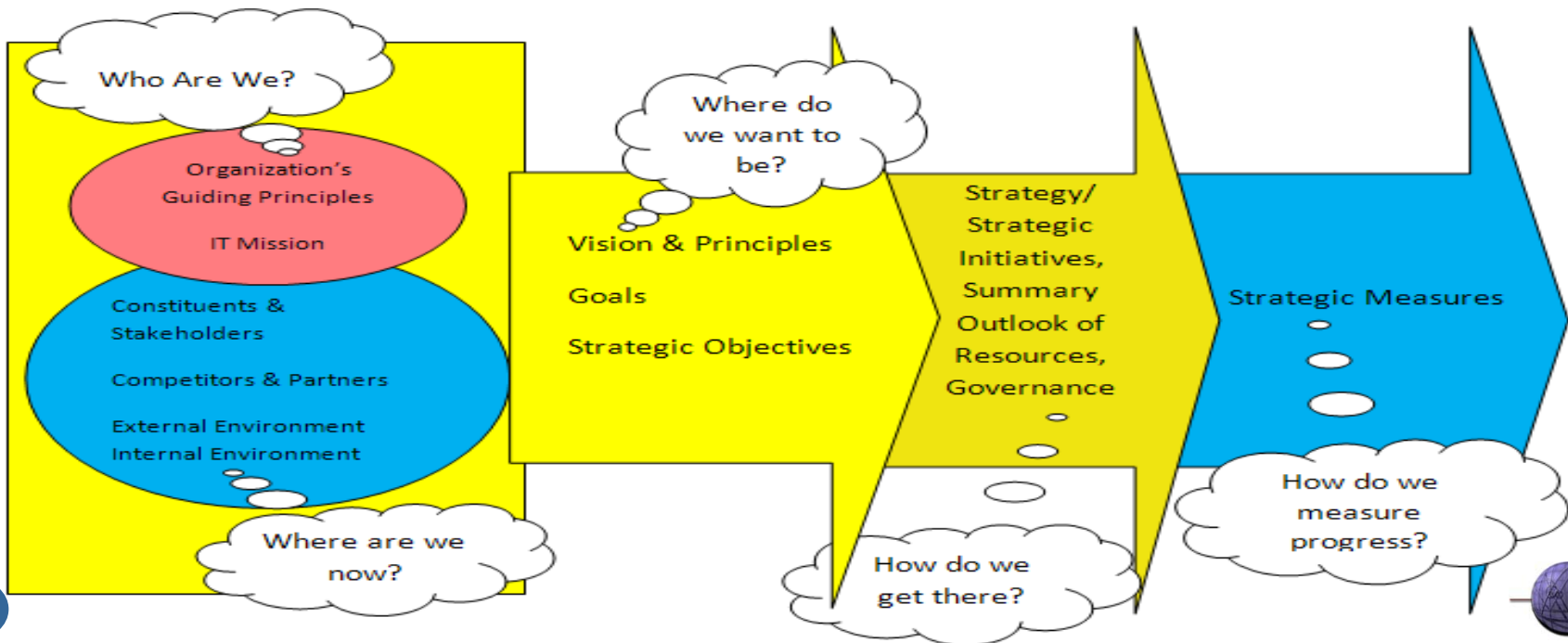


- Increased risk of project failure due to a lack of understanding of, or support to, your organization's overall business strategies.
- Reactive, rather than proactive, technology decisions, leading to few opportunities to make your IT department a competitive weapon.
- Inconsistent systems purchases and additional costs incurred as a result of unplanned purchases.
- Limited participation of IT in the organization's strategic planning process because of a lack of understanding of business strategy and IT's role in the organization's future.

Phases of the IT Strategic Planning

- Typical *strategic planning process* taking into account strategic thinking and planning for a *balance between needs of the organization and limited available resources* to achieve the organization's priorities in a particular duration of time.

Phase 1	Phase 2	Phase 3
Establish your identity Review organization capability	Develop & implement an action plan to achieve strategic priorities	Evaluate how well the actions address the strategic priorities



Where are we now?

The Situation Analysis



IT Strategic Plan Context

- An IT strategic plan is an important component of organization's overarching strategic plan.
- Strategic plan for IT services must align with organization plans and contribute to improved public service delivery.
- Organization Overview
 - Outlining the organization's context forms a basis for developing and aligning their strategic plans.
 - Highlight the organization's programs and priorities, as a basic planning context for IT strategic plans.
 - Role & mission – organization's reason for existence for example based on its mission statement or its strategic outcomes.
 - Programs, priorities and lists of resources
- IT Overview
 - Overview on how IT is used in the organization e.g. roles, challenges, services provided, practices, priorities and IT resources available

IT Strategic Plan Context ...



- IT Mission Statement
 - While the mission for the entire organization is a statement on what the organization is and why it exists, for IT strategic plan which is not a stand-alone process, its mission is on *the reasons the IT function exists*.
 - What are the basic purposes for the IT in the organization?
 - What do we do as an IT function and who do we serve?
 - Is our IT mission consistent with the corporate mission, goals & overall strategic plan?
 - The following template is a helpful guide in forming a mission statement.
 - The mission (purpose) is to _____ (What we do)
 - through _____ (How we do it)
 - for _____ (Whom)
 - so they can _____ (Why we do it)
 - Example of the mission statement for the IT function/Department
 - “Our mission is to facilitate improvements in operating efficiency and effectiveness by delivering worldwide integrated business systems and services. We will drive or enable business strategies to ensure that our contributions provide the highest value to the corporation”

Internal / External Environment Scan



- Environmental scanning process will identify internal **Strengths** and **Weaknesses**, and external **Opportunities** and **Threats** (SWOT analysis).
- Internal factors may include management policies, resource constraints, resource management, governance, personnel, systems, and operational procedures.
- External factors may include economic conditions, population shifts, technological advances, geographical changes, and statutory changes.
- SWOT analysis is a strategic planning technique for understanding your Strengths and Weaknesses, and for looking at the Opportunities and Threats you face
- The scanning will indicate organization's ability to pursue its mission and service offerings hence provide insights of the current and position future state of the organization.
- The results of the internal / external environment scan provide the basis for formulating the future-looking vision, strategic objectives and strategic courses of action.

Generating SWOT – Considerations & Examples



- Strength
 - What advantages does your organization have?
 - e.g. Skilled employees, top management support, development partners support, ability to react to customers' needs promptly.

- Weakness
 - What could you improve/avoid?
 - e.g. Ineffective change management, Silo-based e-Government initiatives

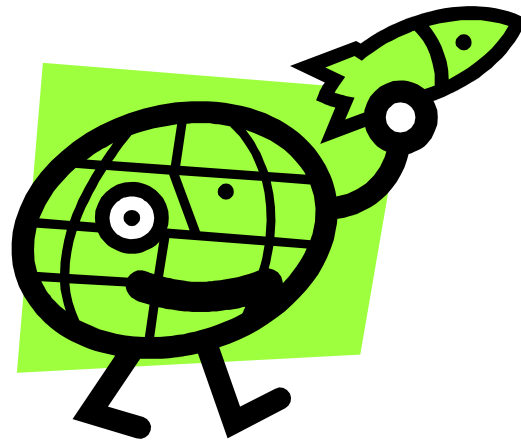
- Opportunities
 - What are the interesting trends you are aware of - Technology/business?
 - e.g. Increased mobile phone users

- Threats
 - What obstacles do you face?
 - e.g. Short technological cycle, external financier support dependence, Intrusion to ICT systems (Hackers)

		STRENGTHS - S	WEAKNESSES - W
1.	List Strengths		1.
2.			2.
3.			3.
4.			4.
5.			5. List weaknesses
6.			6.
7.			7.
8.			8.
9.			9.
10.			10.
1. OPPORTUNITIES	1. SO STRATEGIES	1. WO STRATEGIES	
2.	List opportunities	2.	2.
3.			3.
4.			4.
5.		5. Use strengths to take	5. Overcome weaknesses by
6.		6. advantage of opportunities	6. taking advantage of
7.			7. opportunities
8.			8.
9.			9.
10.			10.
1. THREATS		1. ST STRATEGIES	1. WT STRATEGIES
2.	List threats	2.	2.
3.			3.
4.			4.
5.		5. Use strengths to avoid	5. Minimize weaknesses and
6.		6. threats	6. avoid threats
7.			7.
8.			8.
9.			9.
10.			10.

Where do we want to be?

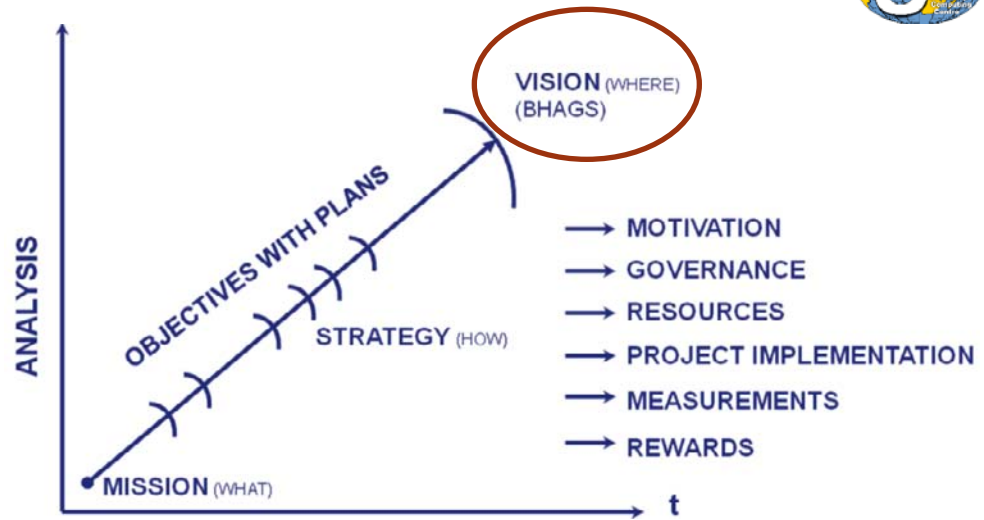
*Generating vision, goals and
guiding principles*



The vision



- The vision is a short statement describing an ideal future state of the organization/department.
- It provides a “picture” of the future as seen through the eyes of the employees, stakeholders, clients & the public.
- A vision statement typically answers the following questions:
 - What does the organization/department want & its aspirations?
 - How does the organization wish to be known by clients, employees and/or the general public?
 - How will the organization enhance the quality of services for intended users/clients?
- Example of the vision statement for the IT function/Strategy or e-government
 - Proactively address the business needs
 - Implement systems to enhance end user productivity
 - To be an integrated e-Revenue Administration
 - To be an effective government leading Africa in innovative public service delivery enabled by ICT



Guiding Principles



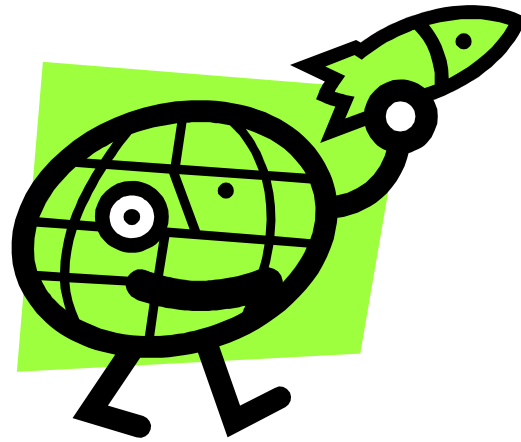
- Guiding principles are the core values and philosophies describing how an organization conducts itself as it delivers its work.
- Guiding principles are a foundation of beliefs supporting the vision and mission.
- In developing guiding principles, the focus questions shown here are often helpful.
 - How will we conduct ourselves in carrying out our mission and vision?
 - What are our organizational values?
- In developing guiding principles, the focus questions shown here are often helpful.
 - How will we conduct ourselves in carrying out our mission and vision?
 - What are our organizational values?
- Example of the guiding principles for the IT function/Strategy or e-government strategy
 - Service Innovation, equal access and easy of use
 - Benefit realization and involvement of all stakeholders
 - Interoperability and security/privacy

Goals



- Goals describe strategic outcomes that reflect a realistic focus of the organization and its direction for achieving its mission and vision.
- They express an ideal future state of the organization and provide the basis for formulating strategic objectives and selecting strategic initiatives.
- The formation of goals typically includes an analysis stemming from the following questions:
 - Are the goals in harmony with the organization's mission and philosophy statements and will achievement of the goals fulfill the organization's mission and reflect organization and government priorities?
 - Do goals reflect responses to identified factors and are in line with services and needs of the target groups?
 - Are the goals enduring and not restricted by short time horizons?
- Example of the goals for the IT function/Strategy or e-gov. strategy
 - To deliver quality public services with improved accessibility, responsiveness & efficiency.
 - To strengthen coordination across the Government and its partners, and enhance productivity and knowledge sharing.
 - To provide integrated, secured and innovative solutions to enable quality service delivery and improvement of work processes.

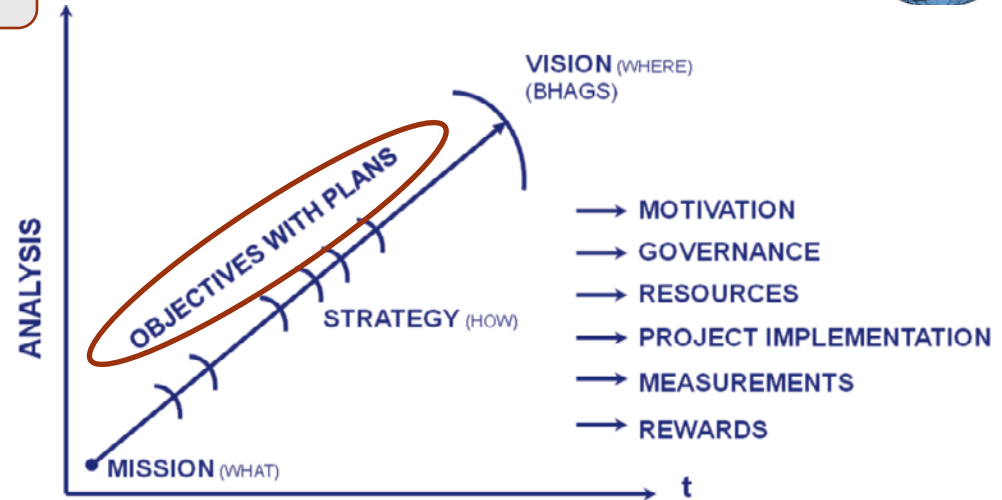
How do we get there?



Strategic Objectives



- Strategic objectives are expected results with specific targets for improved performance (measure, target) in achieving long-term goals.
- Checklist for developing strategic objectives:
 - Objectives should clearly state the specific results that the organization seeks to accomplish in achieving its goals.
 - Each goal should have at least one objective; however, an organization often has multiple objectives under a single goal.
 - Measures for each objective are expressed in a quantifiable form and indicate the degree to which an organization is achieving its objectives, in view of a goal.
- Examples of the IT strategic objectives
 - Improve the technical infrastructure to facilitate communication and automation of key business functions
 - Build ICT implementation capacities and change management



Strategy/Strategic Initiatives



- Strategic initiatives are courses of action undertaken to accomplish goals and/or objectives specified in the strategic plan.
- Should be checked if are realistic given capacity, risk and costs?
- While objectives indicate what the organization wants to achieve; strategies (strategic initiatives) indicate how those goals and/or objectives will be achieved.



Examples of the IT Strategic initiatives/key Strategies	
Strategic Objectives	Strategic initiatives/Key Strategies
Improve the technical infrastructure to facilitate communication & automation of key business functions	Develop Standards for ICT Hardware and Software
	Improve ICT Infrastructure and backbone
Build ICT implementation capacities and change management	Strengthen ICT Coordination & Management for all Database Sections
	Develop change management for effective use of ICT to all stakeholders
	Improve end user commitment and capability on ICT

Streams/Areas to Consider for IT Strategy

- Foundation
 - ICT Infrastructure, standards etc.
- Solutions
 - Business applications or programmes etc.
- Adopt and change
 - Awareness, capacity building etc.
- Governance
 - Structure, processes etc.

Exercise/Discussion

- Consider any of the organization with a participant/s in your group
- Identify Strength, Weaknesses, Opportunities and Threats (SWOT)
- Develop IT strategy mission and vision
- Develop strategic objectives and associate key strategies/strategic initiatives

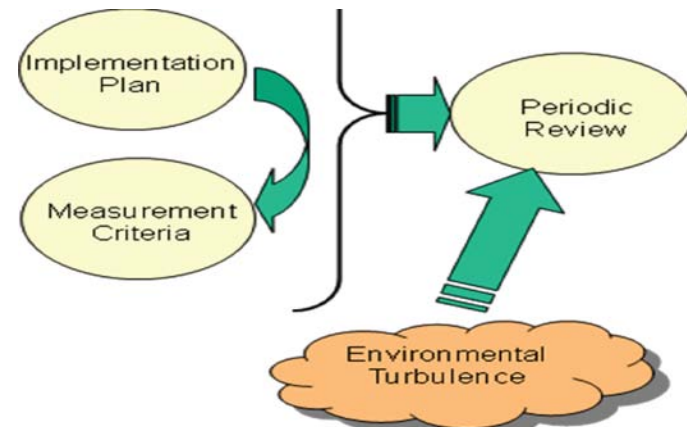
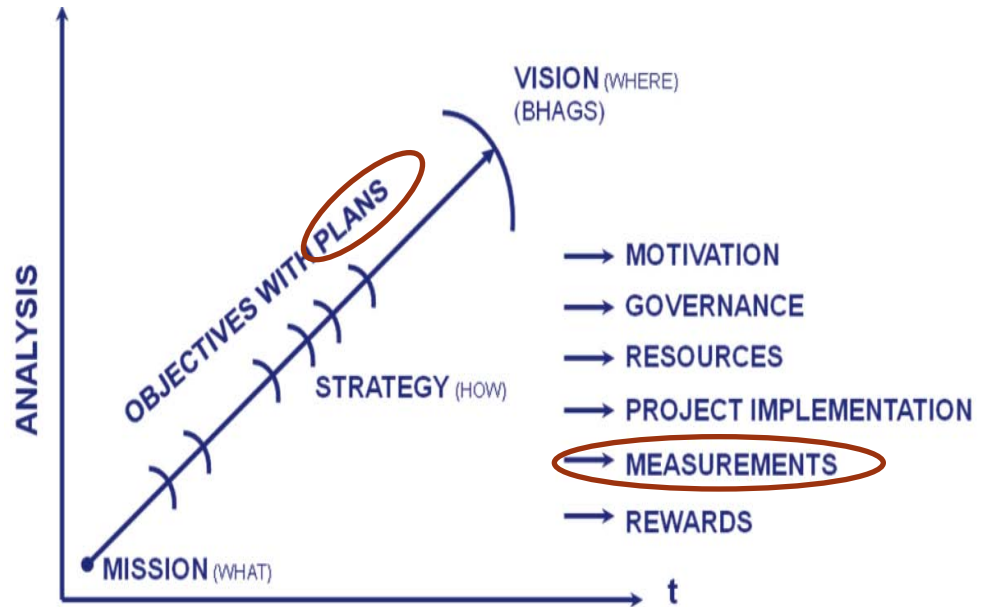
Strategy Implementation Plan



Strategy Implementation Plan



- Surveys of strategy practitioners have revealed that less than 10% of effectively formulated strategies are actually implemented!
- The failures were due less to the formulation of brilliant strategies than it was on the lack of ability of their firms to execute strategies
- Develop achievable targets
- Identify indicators that will be used to measure the success of the strategy over its period
- Ensure there is a strategy champion and sponsor since the inception
- Implementation and Monitoring governance and resources



Strategy Implementation Plan ...



Examples of the strategy implementation plan

Strategic Objectives	Indicators	Strategic initiatives/ Key Strategies	Targets
Improved HR capacity	% of public servants trained in ICT literacy & office automation tools % of public servants trained in e-Government concepts & ICT management % of ICT staff trained in selected ICT technical skills % of senior ICT staff trained in CIO knowledge and skills	Build e-Government capacity Develop internal ICT Governance and Technical Expertise	<ul style="list-style-type: none"> • e-Gov. capacity assessed by Dec. 2009 • e-Government management training programmes completed by June 2011 • e-Government basic training programmes completed by Dec.2012 • ICT HR framework in place by June 2010 • Senior ICT staff trained in CIO knowledge & skills by June 2010 • ICT staff trained in selected ICT technical skills by Dec. 2012 etc.
Implemented e-Service flagship projects	No. of flagship projects implemented successfully % of services conducted through e-services % of users satisfied with e-services % reduction of service delivery time	Implement e-Gov. Portals to Improve Consistency and accessibility for Services etc.	<ul style="list-style-type: none"> • Develop an e-Government Portal framework by December 2009 • Deploy Public Service Portal by June 2010 • Deploy Business Service Portal by June 2011 • Deploy Citizen Service Portal by December 2011 • Deploy Visitor Service Portal by June 2012

Self-reflection



What did you learn in this module? What are implications to your Organization?



End of Module 3

