



## ***ICT Strategy 2011 - 2013***

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## **Executive Summary**

### **Background**

Many business organizations and government institutions are demanding diversified and better services from their Information Technology Departments. These organizations are finding their systems, or lack of them, to be a bottleneck to improvements in the products and/or services they offer. Available funds are limited and IT Departments are basically requested to do more for equal or slightly more money. This is nothing special; departments providing services in large organizations all over the world experience such demands. Hence, a business approach is required in order to deal effectively and efficiently with such constraints.

With the continued local and regional emphasis on e-business and e-government services, ICT planning techniques using a business approach have become increasingly important tools in the process of identifying, planning and prioritizing the implementation of requirements.

In the traditional IT approach, as this is often still the case in Jordan, the pressure to find appropriate solutions is often on the IT managers. This is not only unfair; it is also an incorrect approach. IT Departments are service departments. The strategic and policy decisions on what services will be supplied and how priorities should be set and resources will be allocated should be **made by the Business Managers of the organization in co-operation with IT Managers**. This requires planning to which both the IT Managers and Business Managers should contribute and for which both should feel responsible. It is for these reasons that ICT Strategies have to be developed and executed jointly by the Business Managers and IT Managers of an organization. This planning approach was adopted by the **Amman Chamber of Commerce (ACC)** with the objective of **rationalizing, enhancing and consolidating** the current ICT systems and services implemented at **ACC** as well as the future directions of procurement and implementation of new ICT systems and services.

This ICT Strategy comprises a management tool for identifying and addressing developments within the ICT function that are required in support of organizational strategic objectives. The plan is structured to first assess the organization's current position, challenges and successes together with an analysis of the general objectives of the IT Departments. It then goes on to review services currently provided by the IT Departments as well as institutional level developments needs. Finally the plan identifies the implications of those IT Developments needs and addresses questions of cost and timing.

## ***Methodology & Approach***

A typical ICT Strategy development process consists of the same basic four components as any business plan:

1. Identification of the current position and organizational status – this involves careful examination of the environment to answer the question “Where are we now?” In order to satisfactorily answer that issue, it is necessary to examine the organization both internally and externally- internal review will highlight the manner in which the organization is currently seeking to achieve its goals, external examination will reveal what is possible and focus on best practice.
2. Identification of where we want to be in the future – this process will be organizational responsibility led. The future responsibilities of the organization in meeting its objectives must be the main determinant of the ICT direction. So, in determining where we want to be in the ICT context, we first have to determine what the organization wants to do and then rationalize ICT proposals accordingly.
3. Identify the ICT gap between where we currently are and where we would wish to be in the future.
4. Identify how required enhancements to the ICT systems and infrastructure will be implemented.

This 4-stage process, sometimes referred to as the **CFGI Framework** (Current, Future, Gap and Implementation), is the core of any ICT Strategy or Business Plan. There are numerous variations on the theme, but the central requirement is that issues be addressed in a consistent and structured advance.

The flows in this process are therefore to first clarify the future business operating vision, (business in this context and subsequently, refers to the full array of organizational responsibilities and services). Organizational business objectives then define the framework for the ICT mission, objectives, strategies and ultimately the technical architecture. Once those determinants have been specified all that remains is to compare existing ICT systems and infrastructure with what is needed and to devise appropriate implementation programs and resource allocations.

## ***Planning Process***

The cornerstone of the ICT Strategy planning process is that ***business direction and requirements drive the ICT direction and computing architecture***. Where an organization already has an

established business plan, derivation of an effective ICT Strategy can be rapidly achieved. Where there is no formal business plan, matters will take a little longer.

The recommended approach to preparation of both the Business and ICT components of the ICT Strategy is to first consider the two components at a conceptual level and then drill down to the detailed business analysis and IT recommendations. Adopting that approach enhances clarity of focus and ensures that the route to objective achievement is not obscured by unnecessary detail.

At the conceptual business level there are two components: **first** establishment of the planning process itself and **second** documentation of the high-level business direction. Establishment of the planning process involves identifying why the process is being affected now and what it is hoped to accomplish as output from the plan. Finally establishment includes a clear identification of how the planning process will be undertaken which will establish expectations within the organization.

The **second** component is the determination of the high-level business direction. This encompasses documentation of the organization's mission, vision, values, goals, objectives and priorities. These determinations need to be supported by background information on the institution such as brief operational history and description of prime responsibilities and services, a financial summary and in the case of budget entities relationships with other Government or non-government institutions.

Perhaps somewhat more difficult is the need to identify the environment within which the organization operates, its strengths and weaknesses and associated operational inputs and outputs. The conceptual business component is completed by bringing all these findings together in the form of a business operating vision that is essentially a statement encapsulating management's desires as to how the organization should function in the future.

## ***ACC Background***

The Amman Chamber of Commerce (**ACC**) is one of the leading organizations representing the private sector in Jordan. The ACC was established in 1923 as a non-profit organization to regulate and represent the interests of all trade firms in Amman and surrounding areas. As one of the oldest Chambers of Commerce in the Hashemite Kingdom of Jordan, the **ACC** has over forty thousand (40,000) member companies and establishments. The **ACC** assumes a prominent position among Jordanian private corporations representing the private sector, as it makes relentless effort in promoting the role of Jordan's private sector in the national economy. In the early 1980s, the **ACC** was one of the first institutions in Jordan adopt computer technology in its day to day business operations. Today, the **ACC** is constantly improving the nature and quality of services it provides to its members.

**ACC** selected **Amon Technologies LLC** to design, guide, direct and assist the ongoing efforts to upgrade enhance the use of ICT at all levels within its organization.

## ***Benefits of the ICT Strategy***

**ACC** seeks to enhance and improve their services through the implementation of new applications and/or upgrading existing ones by procuring hardware, applications software, networking and communications equipment together with their associated support and training facilities.

Some of the existing hardware and networks are relatively new (over 5 years old) but still require additional extensive technical as well as functional upgrades. Most of the applications software in current operation have been developed and supported locally and a very small number licensed from external developers. The locally developed applications will require gradual replacement, while the externally developed ones will need functional upgrades and/or enhancements or in some cases possible replacement.

A radical improvement in the quality and type of services is expected by computerizing operations on a centralized basis in order to produce a fully automated and highly integrated set of applications covering all the current (and future) functions and services dictated by the business requirements of both companies.

Enhanced services will be of particular benefit to all stakeholders including members, the Board of Directors, the Ministry of Industry and Trade (**MIT**), the Greater Amman Municipality (**GAM**) and other relevant government departments and ministries, the international business community, local and international potential investors and most importantly the general public as a whole. Enhancing services will also have the following effects:

- ◆ Provide speedy, accurate and convenient access to information.
- ◆ Improve operational efficiency, planning and introduce more controls.
- ◆ Comply with the requirements of the Ministry of Industry and Trade - **MIT**.
- ◆ Sustainable development due to a general improvement and simplification of services and procedures.
- ◆ Timely introduction of new services.
- ◆ Rationalization, streamlining and consolidation of the various ICT systems and services deployed at **ACC**.
- ◆ Alignment of the ICT systems and services with international best practices in the Chambers and Associations industry.

- ◆ Secure **ACC** services as part of the B2C and B2G components of Jordan's e-government program.

Cost estimates for the various projects for the three year planning period are as follows:

Capital Expenditure		
Year (1)	Year (2)	Year (3)
JD 443,700.000	JD 244,500.000	JD 187,000.000
<b>Total JD 875,200.000</b>		

Operational Cost		
Year (1)	Year (2)	Year (3)
JD 122,500.000	JD 122,500.000	JD 123,500.000
<b>Total JD 368,500.000</b>		

Projects can be completed within thirty six (36) months of the approval of Board of Directors and allocation of necessary funding.