



Department
for International
Development

DFID IT Strategy 2011-2015 (2013 Revision)

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1 Executive Summary

- [1] The Department for International Development (DFID) has a historic opportunity to reduce world poverty, focussing on wealth creation, girls and women, climate change and conflict-affected states, and the UK will achieve the historic 0.7% ODA/GNI ratio in 2013.
- [2] DFID will increase its reliance on efficient information technology (IT) and business processes in order to support this increased aid budget while undergoing significant reductions in administrative expenditure. This will mean trade-offs in order to focus on the right priorities, for example between usability and security, between cost and speed of delivery, or between different projects.
- [3] The increasing flexibility of the workforce will be supported by remote, flexible and mobile working tools. DFID staff will have access to appropriate technology to support their roles, but this will be based on business need and value for money rather than personal preference.
- [4] In line with the Civil Service Reform agenda, all staff will be expected to have a good level of IT and digital competence. Staff will take more responsibility for support through the use of self-service facilities for simple issues. IT and digital training will largely be delivered through online resources.
- [5] There will be increased collaboration across government and with other development partners. DFID will make more use of shared service opportunities to drive cost savings, including sharing applications with others in the public sector. Examples are sharing communications and office platforms with the FCO, which are already driving savings, or making future use of Crown Hosting and shared services.
- [6] Funding for new system developments and enhancements will be limited, and choices will be made on the basis of competing business priorities. We will use an agile approach to inform decisions on business value. Systems will be developed using open standards to enable interoperability. We will try to avoid customising systems which may mean designing business processes around out-of-the-box features of selected software.
- [7] Routine data publication under the Government's transparency commitments will continue and expand. More focus will be given to producing evidence of results of development intervention, engaging with a wider audience and seeking beneficiary feedback. Changes will be made to existing systems to expand their reporting capabilities and flexibility.
- [8] DFID will continue to measure the cost and efficiency of IT to ensure that it compares well with similar organisations and that it achieves value for money.
- [9] IT projects and operations have a key part to play in ensuring that DFID's Carbon emissions are as low as possible. In addition to environmental considerations, Business Solutions Department (BSD) will also ensure the DFID IT estate is ready to continue to support DFID after the CSR period.
- [10] Adoption of the Government Security Classification (GSC) provides an opportunity to streamline processes and systems and share information more effectively with trusted partners.
- [11] This version of the strategy was updated in November 2013.

2 Document Purpose

- [12] This document sets out DFID's IT strategy for the Spending Review (SR) period 2011-2015. As a reference point for all areas of information technology within DFID, it can be used as a tool for decision making, and to enable IT staff to operate with business success in mind. This is a Department-wide strategy with the Business Solutions Department (BSD) and partners across the Corporate Performance Group (CPG) responsible for much of its delivery in partnership with end users.
- [13] The document will also be made available externally as part of DFID's obligation and commitment to Freedom of Information and transparency. As such, it allows members of the public, suppliers and other interested parties insight into how the Department will be addressing technology issues and solutions in the near future.
- [14] The UK Government's Information and Communication Technologies (ICT) Strategy (March 2011)¹ is an overall statement of the strategic direction of central government ICT and the key actions that will be delivered up to March 2013. DFID's IT strategy is the Department's specific strategy, operating within the context of the overall Government ICT Strategy.
- [15] The Strategy was initially updated in October 2012 to reflect the priorities set out in the Strategic Implementation Plan for the Government ICT Strategy and the Civil Service Reform Plan², and to put it in the context of other DFID strategies, notably the Open Data Strategy (June 2012)³ and the new ARIES Strategy (August 2012).
- [16] The strategy has been updated again in November 2013, reflecting progress made planned deliverables, DFID's Digital Strategy⁴, Government Cloud First Policy⁵ and the Government Greening ICT Strategy⁶.
- [17] This Document will be reviewed on an annual basis to ensure it is still valid and relevant to the Department.

¹ <http://www.cabinetoffice.gov.uk/resource-library/uk-government-ict-strategy-resources>

² <http://www.civilservice.gov.uk/reform>

³ <http://www.data.gov.uk/library/dfid-open-data-strategy>

⁴ <https://www.gov.uk/government/publications/department-for-international-development-digital-strategy-2012-to-2015>

⁵ <https://www.gov.uk/government/news/government-adopts-cloud-first-policy-for-public-sector-it>

⁶ <http://www.cabinetoffice.gov.uk/resource-library/uk-government-ict-strategy-resources>

3 Business Context

- [18] DFID, as part of the UK Government, has a historic opportunity to reduce world poverty. The world is changing quickly and we need to adapt to a different aid environment and economic outlook, as well as new patterns of poverty.
- [19] DFID works in partnership with governments, civil society, the private sector and others. It also works with multilateral institutions, including the World Bank, United Nations agencies, and the European Commission.
- [20] The DFID Business Plan⁷ focuses on outputs and results, risk and value for money with an emphasis on wealth generation, climate change and girls and women. The specific goals in the Business Plan have been informed by the Bilateral Aid Review (BAR)⁸, Multilateral Aid Review (MAR)⁹ and Humanitarian Emergency Response Review (HERR)¹⁰ published in 2011.
- [21] The Business Plan also sees more focus being put on fragile and conflict-affected countries, with an emphasis on Pakistan and Afghanistan. This brings with it an increased need for cross-government working on governance policy, security and anti-corruption. DFID is also looking forwards, reviewing international commitments post-2015 and how the Civil Service Reform Plan will reshape the organisation.
- [22] The UK Government has an ambition to be the most open and transparent government in the world. DFID now releases all¹¹ individual financial transactions over £500, all new project documentation, procurement information and project data. This makes our work and expenditure available to more external scrutiny by UK citizens and recipients of aid. Our Open Data Strategy¹² sets out how we will drive reform and improvement in the delivery and impact of aid through greater transparency and participation for taxpayers and beneficiaries.
- [23] The Spending Review (SR) for 2011-2015 resulted in a 33% reduction in core Administration cost budgets and a commitment to spend 0.7% of Gross National Income (GNI) on Official Development Assistance (ODA) from 2013. While core administration spend will reduce, there will be increased spending on front-line delivery (FLD). There will be a planned reduction in the number of overseas DFID offices as the organisation re-focuses on a smaller number of priority countries. The operations of the Department are also being reviewed, with the establishment of an Operations Excellence function, the End to End Programme review and the implementation of the Finance For All programme.
- [24] Over the course of the spending review period, DFID expects to have a more flexible and influential workforce enjoying rewarding careers in more challenging yet supportive environments. DFID has been shown to be a highly effective organisation and therefore should be well placed to effectively manage the changes required.

⁷ <http://www.dfid.gov.uk/about-us/how-we-measure-progress/dfid-business-plan-2011-2015/>

⁸ http://www.dfid.gov.uk/Documents/MAR/FINAL_BAR%20TECHNICAL%20REPORT.pdf

⁹ http://www.dfid.gov.uk/Documents/publications1/mar/multilateral_aid_review.pdf/

¹⁰ <http://www.dfid.gov.uk/Documents/publications1/HERR.pdf/>

¹¹ A small number of exclusions apply to these in order not to do harm to DFID's work or staff.

¹² <http://www.data.gov.uk/library/dfid-open-data-strategy>

4 Business Success

[25] The Business Plan¹³ for 2011-15 outlines the priorities for DFID over the SR Period.

Honour International Commitments	DFID's programme budget has risen significantly in order to reach the target spend of 0.7% GNI in calendar year 2013 and each following year, which forms part of the UK commitment to achieving the MDGs.
Introduce Transparency in Aid	DFID is continuing to improve the transparency of its work including the introduction of an independent aid watchdog ¹⁴ , publication of aid spending and re-orientating DFID's programmes to focus on results.
Boost Wealth Creation	DFID will work towards making British international development policy more focused on boosting economic growth and wealth creation including making the organisation more Private Sector friendly and promoting pro-development trade agreements
Strengthen Governance and Security in fragile and conflict-afflicted countries	Over the next few years, DFID will widen its work in fragile and conflict-affected countries, with a particular focus on Afghanistan and Pakistan
Lead International action to improve the lives of girls and women	DFID will continue focus on working to empower and educate girls, recognise the role of women in development and help to ensure that healthy mothers can raise strong children.
Combat Climate Change	DFID will lead on work regarding Climate Change and its impact on developing countries including supporting climate adaptation and low carbon growth whilst making its programmes more climate smart.

[26] Each priority outlined above is expected to deliver key objectives by 2015 in addition to the following responsibilities:

- Leading the UK Government's humanitarian response in the event of a disaster
- Supporting Overseas Territories
- Continuing to work within and influence the International Development System on the Millennium Development Goals and their successors post-2015.
- Communicating the impact and relevance of DFID's work to people outside of the organisation while complying with the Government's freeze on marketing and advertising expenditure.
- Global Operations - DFID will continue to operate globally though the number and role of sites may evolve over the SR period.
- Carbon Reduction – DFID has achieved a 35% reduction in carbon emissions from energy usage and travel during 2011/2012 compared to the 2009/2010 baseline¹⁵.
- Reduce the core Administration budget by 33%.

¹³ <http://www.dfid.gov.uk/about-us/how-we-measure-progress/dfid-business-plan-2011-2015/>

¹⁴ The Independent Commission on Aid Impact, <http://icai.independent.gov.uk/>

¹⁵ <http://www.dfid.gov.uk/About-us/Our-organisation/Our-buildings/DFIDs-Environmental-Performance/>

5 Business Capabilities

[27] In order to meet the priorities and responsibilities outlined in the Business Success section, DFID must:

- Deliver a high volume of high quality development assistance using a wide range of delivery channels meeting both calendar and financial year targets.
- Demonstrate the effectiveness of the UK's aid programme and continue to improve aid quality through monitoring and evaluation [including Independent Commission for Aid Impact¹⁶ and MDG monitoring].
- Meet Government and international commitments on transparency.
- Act as an example of best practice to similar organisations and influence others, across the whole spectrum of DFID's activities.
- Communicate effectively about DFID's work to people outside the organisation.
- Operate as a global organisation in a range of countries and time zones.
- Collaborate across the department, including cross-site teams, with Whitehall partners, donors, partner governments, Non-Governmental Organisations (NGOs) and the private sector.
- Operate in areas with minimal infrastructure and in hostile environments.
- Respond quickly and robustly in a crisis.
- Maintain the effectiveness of the organisation's operation whilst core administration budgets are reduced.
- Have a mobile workforce who have access to information as and when necessary, and support work-life balance with remote working solutions.
- Meet cross-Government targets on CO₂ emissions.
- Be able to demonstrate that it has robust financial controls on all aspects of its operations, together with high quality and timely management information.
- Ensure data is kept & handled securely.
- Improve value for money and strengthen supplier management.

¹⁶ <http://icai.independent.gov.uk/>

6 IT Contribution

- [28] Information Technology (IT) plays a key role in helping to reduce core administrative costs, increase efficiency and help the Department to successfully deliver Government-wide initiatives. Business units within DFID have high expectations for IT to help their objectives including the use of IT to drive cost savings.
- [29] DFID's Business Solutions Department (BSD) has a key role to play in supporting staff across the organisation to meet the commitments set out in the Business Plan. BSD also plays a key role in ensuring that **information risks** continue to be identified and managed effectively, in support of legal obligations and HMG policy.
- [30] BSD will provide all staff, both UK Home Civil Service (HCS) and Staff Appointed in Country (SAIC), with appropriate **access to systems and information** that enable them to do their work, depending on their role and security clearance level.
- [31] **Remote, flexible and mobile working** continues to be key in supporting DFID staff to carry out their roles effectively. We will seek to remove the dependency between a user and a specific device, giving users access to information and systems where and when they need it. In the current rapidly-moving device market, this may mean greater use of mobile devices, and even the potential for staff to use their own equipment.
- [32] BSD is responsible for maintaining the **global communications network** which the Department relies on, and have invested in significant bandwidth upgrades across our overseas estate. The implementation of ECHO to the majority of our overseas offices is reducing the cost of delivering the network in these locations whilst improving their link back to the UK. BSD will continue to monitor developments in the provision and availability of faster and more reliable links in countries where DFID has a presence and will review any new service on the basis of performance and cost within the ECHO framework. BSD will strengthen its network monitoring tools to allow improved planning for bandwidth capacity.
- [33] With the increasing focus on **fragile states** where infrastructure is poor, there will be a continued reliance on **satellite communications** (with the added cost, low bandwidth and high latency that comes with such connections). Fibre links may not offer the necessary reliability and quality and some sites will remain on less cost-effective satellite links for the foreseeable future and BSD will need to work with partners to get the best business service out of bandwidth constrained by affordability.
- [34] BSD will continue to support DFID's role in **humanitarian response** by enabling teams deployed to affected areas to communicate with teams back in the UK and to access DFID

Government ICT Strategy Areas

End User Devices

End User Devices

Shared Services

material. BSD have a rapid deployment mechanism (“Office in a Box”) requiring little IT knowledge to install. BSD will work with teams to identify any need for a longer term DFID presence to allow early planning of infrastructure.

- [35] DFID became Public Services Network (PSN) compliant in 2013, and we will move to the new Government Security Classification (GSC) in April 2014. The transition to SECRET systems will be aligned to the delivery of central secure systems.
- [36] To support the **results and transparency** priorities, changes will need to be made to existing systems to expand their reporting capabilities and flexibility. BSD has played a large role in work on publishing DFID data as part of the Government’s transparency commitments and the International Aid Transparency Initiative (IATI), and launched the Live version of Development Tracker¹⁷ in November 2013. Data publication will continue to embed as a routine process concentrating on continually improving quality, with more focus given to producing evidence of results. Open data will be delivered through open Application Programming Interfaces (APIs) as well as through user-friendly websites.
- [37] DFID’s pages on **GOV.UK**¹⁸ and social media platforms are the main channel to communicate DFID’s work to the public and partners.
- [38] DFID’s **Digital Strategy** sets out the ambitions of DFID to make a real shift to digital channels for communications and beneficiary feedback. Listening and engagement from use of digital channels and social media has increased steadily, and started to show benefits to DFID. Central to these improvements is a need to continue improving the digital skills of DFID staff. A Digital Advisory panel has been created, chaired by a non-executive director to give advice and help set direction.
- [39] The need for **collaboration** both within DFID, with the wider public sector and partners (NGOs, multilateral agencies, private sector) has been growing over the past few years and will become more important. BSD aims to continue to improve facilities for staff to effectively work with both colleagues and partners while ensuring sustainability of the tools and reduced support costs. Work on consolidating UK Government presence overseas will continue, supporting closer working across government.
- [40] The reduction in Administration budget will affect BSD as it is primarily funded by this budget, with some spend also attributed to front-line delivery (FLD). This has already resulted in a **reduction in the use of IT contractors and suppliers** as well as reduction in the number of staff in some areas of BSD where services are redesigned or some activities are stopped in order

*PSN
GSC*

*Open Data
Strategy*

APIs

Channel Shift

Digital Strategy

¹⁷ <https://www.gov.uk/devtracker>

¹⁸ <https://gov.uk/dfid>

to meet the resources available. A more selective use of contractors and suppliers has been introduced to supplement and plug skills gaps in the internal resources that are available and to ensure skills transfer.

- [41] DFID Departments will need to ensure that their staff have a **good level of IT and digital competence** in line with the Civil Service Reform agenda. Resources will not be provided at the centre for basic IT training as training and Service Desk operations will have more emphasis on **staff self-help and self-Service**, supported by access to e-learning on Civil Service Learning.
- [42] Finally, to support DFID in meeting its **Carbon Reduction Targets**, BSD will continue to embed sustainability into its working practices as identified in the IT Carbon Reduction Strategy and associated Plan. BSD will continue to review and reduce where possible the number of servers by using virtual server technology, replacing printers with a small number of multi-functional devices and improving power management of IT equipment including desktops and laptops. BSD has upgraded the Video Conferencing facilities in all offices and introduced Desktop VC in the UK to help reduce the amount of travel needed for meetings and joint working in addition to improving the collaborative working tools on offer to DFID staff.

Capability

Green IT

7 IT Principles

[43] BSD will follow the broad principles outlined below when delivering services & systems to the Department.

- 1) DFID will adopt the Digital by Default Service Standard¹⁹ for all new or redesigned digital services, adhering to the 26 points set out in the manual, as applicable. In particular, DFID systems will be designed and operated based on user needs.
- 2) DFID will operate a Cloud First policy, in line with HMG policy, meaning that we will evaluate cloud solutions before considering other options.
- 3) DFID's main network is accredited to hold and transmit RESTRICTED data, and this will be changing to OFFICIAL under the new Government Security Classification review. All systems will be developed and operated in accordance with HMG information assurance strategy, policy and standards to the extent to which this is necessary to ensure risks to information and systems is managed.
- 4) BSD will consult with staff from across the Department to enable user input into service levels and priorities by applying agile approaches. BSD Business Partners will maintain a regular dialogue with the wider business community to understand evolving user needs and obtain feedback on service levels.
- 5) Each DFID System will have a service owner/business owner who will lead on development and replacement, ensuring approved business cases and governance structures are in place. It will also be assigned to an Information Asset Owner.
- 6) DFID systems used overseas must deliver acceptable performance as defined by DFID users through a revised service level agreement.
- 7) DFID will retain an in-house IT capability and will manage projects when contractors carry out the work. BSD will use agile, iterative and user-centred methods.
- 8) When using off-the-shelf software DFID will configure and extend but not customise core components.
- 9) DFID hosted systems will have disaster recovery processes tested on a regular basis. All systems will run on a virtual infrastructure where this is supported.
- 10) All new DFID systems should aim to meet Level AA accessibility standards. Changes to IT policies and procedures will require an Equality Impact Assessment.
- 11) DFID will procure, operate and dispose of IT systems in accordance with best environmental practice and Greening Government²⁰ targets.
- 12) DFID systems will integrate through a central integration layer using Service Oriented Architecture (SOA) Principles.

¹⁹ <https://www.gov.uk/service-manual/digital-by-default>

²⁰ <https://www.gov.uk/government/publications/greening-government-commitments>

- 13) The principles of Digital Continuity will continue to be embedded into key processes to ensure that important information held digitally is preserved and maintained in an accessible format for the future.
- 14) DFID will exploit the full potential of existing technologies and carefully consider new investments for alignment with the IT Strategy and value for money. We will review legacy systems to make them more sustainable.

8 IT Governance

- [44] Overall targets for BSD for 2011-2015 are in the **Corporate Services Group Business Plan** combining all aspects of corporate services within the Department which was approved by the Management Board. The CIO is accountable for delivery of IT developments and support.
- [45] DFID's portfolio of investment of admin capital, including investment in IT-enabled change projects is managed by Corporate Performance Group.
- [46] The **BSD Board** is delegated to make decisions on projects requiring a capital investment of less than £0.5 million (up to a maximum of £3m in any financial year). The Board ensures that projects produce a robust Business Case including a cost benefit analysis. Throughout the lifecycle of a project the Board ensures that projects progress against plan, whilst managing the Programme level Risks and Issues.
- [47] Decisions requiring a capital investment greater than the BSD Board's delegated authority will be escalated to the **Director General for Corporate Performance**, although the final decision may rest with ministers.
- [48] All spend is subject to DFID and Cabinet Office **spending controls** and we will seek early engagement with the Cabinet Office/Government Digital Service on new initiatives.
- [49] Individual projects will operate in an **agile, iterative manner**, unless this is not appropriate (for example for infrastructure investments).
- [50] DFID has a separate governance structure for Information Assurance. The DG for Corporate Performance is also **Senior Information Risk Owner (SIRO)**. The CIO is **Deputy SIRO** and is advised by the **Information Security Management Group (ISMG)**. Accreditation of IT systems is by the **IT Security Officer**, who has a reporting line independent of the CIO. DFID's Information Security Management System is independently certified as compliant with **ISO 27001** and will be maintained to this standard.
- [51] The BSD Management Team endorses the **Government Service Design Manual**²¹ as the basis for the design and operation of IT systems in DFID.
- [52] The **Architecture and Design Review Board (ADRB)** ensures that all new and modified systems are appropriately designed and conform to agreed standards. Proposals to deviate from standards must be approved by the Head of Business Innovation Team.
- [53] The **Change Agreement Board (CAB)** approves the deployment of all systems into the live environment. Its role is to ensure that all stakeholders are satisfied that new systems and modifications are fit for purpose, can be supported by the BSD operations teams, that the business is ready for the change and that the risk and impact is acceptable.

²¹ <https://www.gov.uk/service-manual>

9 IT Financial Management

- [54] BSD holds the operating budget for all aspects of Information Technology within the UK, and for some spend overseas. BSD also manages the capital budget for infrastructure and application development, and for the licensing and-maintenance of a range of systems managed by business divisions.
- [55] As part of Corporate Performance Group reform, BSD are subject to a 48% reduction in non-staff costs and 24% on staff costs over the CSR period (2011-2015). The Admin Capital budget will also fall by 33% against the 2010/11 level by 2014/15.
- [56] Overseas offices are responsible for their own IT budgets (to purchase consumables, etc.) but procurement must go through BSD to ensure the equipment or service required is fit for purpose, is consistent with the DFID architecture and provides value for money.
- [57] BSD has identified the cost of all major services it offers, as an aid to business planning and benchmarking. BSD will continue to develop the IT cost model to understand the cost of delivering services and to ensure that it compares well with similar organisations. Cross-government ICT Strategy metrics exercises will inform this benchmarking.
- [58] BSD will not operate any form of IT chargeback to the business for core IT services. This avoids using valuable resources to manage internal transactions, and enables BSD to achieve best overall value for DFID through economies of scale. A “showback” model will be developed to indicate the cost of IT services for different parts of the organisation and to influence behaviours and use of assets across the organisation.
- [59] All information technology investments, with exceptions such as large scale implementations, are depreciated over five years; such investments should show a positive return on investment over 3-5 years.
- [60] For capital projects, BSD will seek funding to cover the full design and implementation for the project from the BSD Board.
- [61] The adoption of cloud and shared service approaches will be reflected by a shift from capital to admin expenditure over time.

10IT Services

- [62] The IT function exists to support the rest of the organisation. A reducing administration budget means that we will need to prioritise our activities and provide innovative solutions to deliver services more cost-effectively.

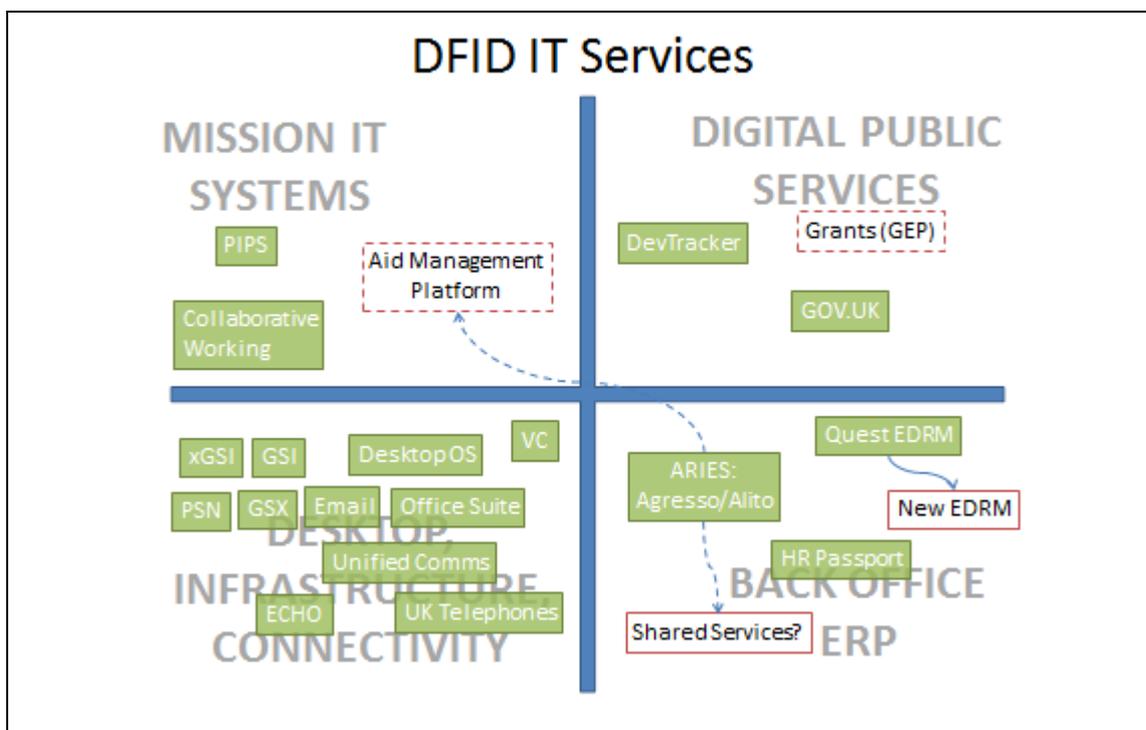


Figure 1 DFID IT Services grouped into four main categories of IT provision

- [63] BSD will provide the following IT based services to DFID:

10.1 Architecture and Business Innovation

- [64] BSD will continue to provide architecture governance for DFID, ensuring that new systems and capabilities are a good fit with current and future architectures, and aligned to the Government Reference Architecture.
- [65] BSD will maintain the DFID IT Roadmap, which outlines the key business systems and IT infrastructure and charts the predicted evolution of different technologies. It is refreshed every six months and is used as a high level strategic planning tool.
- [66] BSD will evaluate emerging technologies and developments in existing technologies to understand where they may improve DFID infrastructure, processes and services, ensuring value for money. This evaluation will include new technology, devices and ways of accessing information.
- [67] IT Business Partners have been introduced to strengthen the link between BSD and the rest of DFID, with an emphasis on identifying opportunities to innovate and meet user need.

10.2 Business Analysis

- [68] Business Analysis (BA) will continue to be used to assist the organisation to identify and understand user needs, assess the impact of change, capture, analyse and

document requirements - whether process or system driven - and support the communication and delivery of those requirements with the relevant parties.

- [69] Business Analysis will predominantly be carried out in the context of agile projects, focussing on user needs and business value.

10.3 Collaborative Working

- [70] Staff across the organisation need to work effectively and securely with colleagues both internally and elsewhere, particularly in Whitehall and increasingly with NGOs and Multilateral Organisations. The Knowledge & Information Management Strategy identifies how the organisation will use collaborative working to improve the way it works with external partners. This strategy has been refreshed and will be reviewed again in March 2014.
- [71] BSD will support a suite of collaborative working tools and monitor market trends. Internal collaboration has been improved following the upgrade to Microsoft SharePoint 2010 and a revision of the current corporate intranet. Collaboration with partners across government will be carried out through central government provided services (Collaborate, Huddle IL3) and professional forums. DFID will review and potentially expand its use of Cloud services for external collaboration where appropriate.
- [72] Information security is a key part of any decision to provide tools to support collaborative working and security accreditation is required before the adoption of any tool or solution.

10.4 Communications Infrastructure

- [73] BSD provides a secure, reliable data network to all offices ensuring staff can continue to work wherever they are based. The infrastructure is supported by a fully tested disaster recovery process. In addition, a Telephony network within the UK is provided with connections to the ECHO network used in offices overseas. Where technically possible and financially viable, bandwidth allocations for overseas links are being increased.
- [74] Corporate wifi has been introduced in UK offices to support more flexible working. This will be extended with the introduction of public wifi in UK offices.
- [75] DFID aim to replace the UK telephone systems with a more flexible solution that will integrate with the ECHO network overseas, at significantly reduced costs.
- [76] The delivery of the ECHO project has brought more stable connections to overseas sites including Voice over IP telephony (VOIP). However, an increase in working in fragile states will mean that DFID will continue to operate in environments with poor infrastructure, possibly reducing the ability to deliver such an affordable high quality connection.
- [77] BSD will review our configuration of the global Wide Area Network (WAN) to free up capacity for additional business benefit.
- [78] DFID has achieved and will maintain compliance with the Public Services Network (PSN).

10.5 Secure Communications

- [79] DFID operates Secure Communication Systems ensuring that DFID staff can communicate with colleagues within DFID and across Government at the right level. BSD provides access to restricted and confidential Government-wide email and restricted intranet/systems where required, as appropriate.

- [80] Improved business continuity for these systems has resulted from recent upgrades of the encryption technology. Compliance with PSN and the introduction of the Government Security Classification may mean that we can consolidate on a single email domain, and the need for GSX and GSI may disappear.
- [81] When the Government Security Classification is adopted BSD will continue to provide access to OFFICIAL material and email. DFID will seek to adopt a central government secure system for the SECRET tier.

10.6 Corporate Systems Development and Support

- [82] DFID has a largely in-house application development and support function and will retain this during the SR period. The current systems portfolio is a mixture of Commercial Off-the-Shelf and bespoke in-house systems. Second and third line support are provided by in-house staff or by external companies under a support agreement.
- [83] Systems development services are available to all DFID staff through existing governance processes. All work and updates to any system are controlled by BSD using the IT project prioritisation approach and governance processes.
- [84] The HR Passport system was introduced in November 2013, replacing the previous HR system and leading to more manager and employee self-service. Further modules of the Passport system will be introduced in subsequent releases.
- [85] The ARIES Strategy outlines the key priorities for the ARIES system evolution over the period 2012-2014, to continue to support the financial, procurement and project management requirements of the business. We will initiate a project to develop an aid management platform, and we will seek to share this with other major aid donors as open source software.
- [86] Options for the replacement of our current Electronic Document and Records Management (EDRM) system are being developed and Quest will be replaced in 2014. The service will be Cloud-hosted, with a focus on user needs including performance over all areas of DFID's global network.
- [87] DFID will replace the current Room Booking System with a modern equivalent based on user needs and the requirements of a modern flexible office.
- [88] BSD will investigate options to ensure the future sustainability of the Overseas Pensions administration system (PIPS), a legacy COBOL application.
- [89] There will be an increasing emphasis on smaller-scale projects delivering systems more quickly using small teams. Agile development methods continue to help deal with evolving requirements and strike the right balance between time, cost and benefits.
- [90] There will be a move towards a more heterogeneous systems environment (a mixture of proprietary and open source technologies) with consistency maintained using compulsory open standards and interfaces.
- [91] As with the rest of government, DFID will increase use of open source packages and Cloud²² solutions, sourced through the G-Cloud store and other Government Procurement Service frameworks.

²² Computing in which services and storage are provided over the Internet

- [92] DFID has already shared internally-developed bespoke applications with other government departments and with other international aid agencies, supporting the reuse principles embodied in the Government ICT Strategy²³. DFID will seek to contribute back to open source projects and release its own code.

10.7 Desktop Infrastructure

- [93] BSD provide all DFID staff with access to corporate systems including email, Office productivity tools and Internet access regardless of their location. Where needed, remote working is available and a common build is provided for all users which is managed and deployed centrally.
- [94] BSD have upgraded the base desktop build to Windows 7 and Microsoft Office 2010, following on the upgrade to Exchange 2010. BSD worked with the Cabinet Office to create a more “neutral” Windows 7 build that will be suitable for the OFFICIAL tier. The focus on flexible working within the Department will potentially lead to a wider use of desktop virtualisation and a review of access methods to ensure that staff can access DFID systems in the most appropriate manner for their role.
- [95] BSD will issue a Use Your Own Device (UYOD) policy to ensure that current practices are compliant with information handling and records management policies and aligned with the OFFICIAL tier. We will keep track of cross-government movement on Bring Your Own Device (BYOD), considering how staff-owned devices could be used to access corporate information in a secure manner.
- [96] BSD will investigate, with Government Digital Service colleagues, the opportunities provided by open source products for desktop and office productivity.
- [97] We will investigate different solutions to the physical environment to support Better Ways of Working.

10.8 Results, Transparency and Management Information

- [98] As outlined in the Open Data Strategy, DFID will continue to publish open data to meet the International Aid Transparency Initiative²⁴ (IATI) requirements and the cross-government commitments to transparency. Data will continue to be published in reusable formats on DFID’s website, on the data.gov.uk website, and on the IATI registry.
- [99] DFID are strongly committed to the internationally-agreed IATI open standard, which will evolve into the international Common Standard for aid information. In order to make information more accessible to the UK public and citizens of countries where we work, we have reused our own open data in developing an open source Development Tracker as a more visual representation of the data, and to enable feedback. We will further develop the Application Programming Interface (API) to make it easier for others to use our open data in their applications, and will make the code available as open source.
- [100] There will be a strong emphasis on the measurement of results of DFID’s aid programme. To support these developments, core DFID systems will need to be adapted to capture and report results in addition to a greater use of statistical tools.

²³ An example is the Development Tracker, source code available at <http://github.com/dfid/aid-platform-beta>

²⁴ <http://iatiregistry.org/>

[101] High quality, timely management information needs to be made available to meet business needs, spanning financial, HR, procurement, project and other types of information. BSD will initiate a Management Information project in early 2014 to develop tools and data that will inform decision making across DFID.

10.9 Server Infrastructure

[102] DFID has a centralised server infrastructure, the majority of which (where possible) has been virtualised. Overseas sites have minimal infrastructure balancing the principle of a centralised network with necessary elements for network administration and performance. Disaster Recovery has been upgraded including replication to an offsite location with the provision for triangulation.

[103] As there has been a concentrated effort to upgrade our server estate over the last few years, no major work is expected in this area. The local area network in Abercrombie House has recently been extended to include corporate wireless coverage, a further upgrade will be completed in the near future.

[104] Along with other government departments, DFID are participating in the cross-government Hosting (Data Centre) Consolidation initiative and will evaluate options as these emerge. DFID will move some Development and Test environments to a Cloud hosted solution in 2014.

10.10 User Support

[105] All staff in DFID are expected to have a basic level of IT skill. First line support is provided to all users in DFID via the Service Desk; however the reduction in the administration budget is leading to more user self-help (Yammer and DFID Intranet) and self-service for initial queries. There has also been a change in training methods with more responsibility put on staff to engage with self access and distance learning. "How Do I" guides are being updated and expanded, in response to staff need.

[106] In addition, overseas offices have onsite support from a local administrator and a network of regional IT managers who provide a link back to IT in the UK. The existing model for overseas support is being reviewed to ensure it provides the right services to offices overseas and reflects changing working practices and technology.

[107] User Support services are carried out according to the Information Technology Infrastructure Library (ITIL) V3 standard and are available to all DFID staff regardless of grade or location.

10.11 Unified Conferencing & Events

[108] BSD provides Unified Conferencing to the majority of DFID sites reducing the amount of travel required for meetings. In addition, BSD also provides Audio/Visual support for events held in each of the UK buildings. A link to the FCO SecView system has been installed in Whitehall and is being considered for Abercrombie House to provide a secure Video Conferencing link to the FCO (including co-located FCO/DFID offices).

[109] Usage is expected to increase as staff cut back on travel. To support this, BSD have reviewed the current infrastructure, and have introduced Unified Communications²⁵

²⁵ **Unified communications** (UC) is the integration of communication services such as [instant messaging](#) (chat), [presence information](#), telephony (including [IP telephony](#)) and [video conferencing](#).

across the UK estate. Video from the desktop will also be made available for staff in the UK first, overseas when technically feasible and for external use. A self-service model has been implemented. As more events are held in house to achieve financial savings, demand for event support will increase; this has been improved through the introduction of Virtual Meeting Rooms.

10.12 Website and Intranet

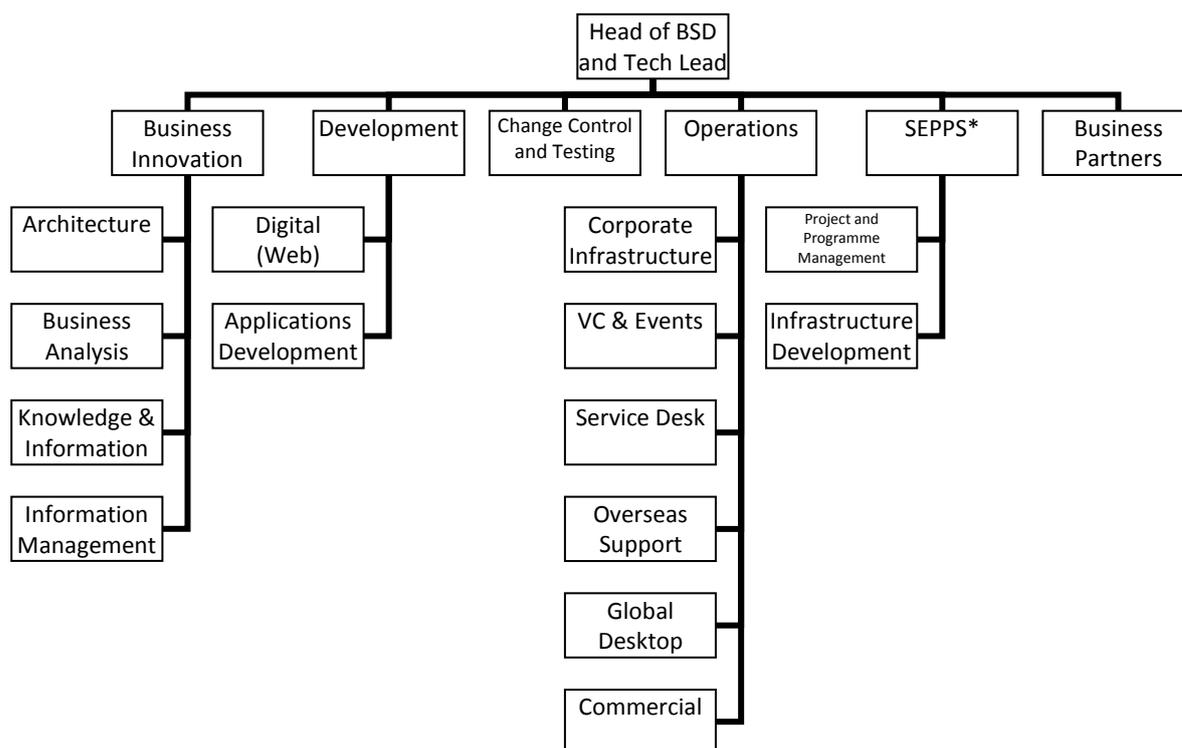
[110] DFID will maintain its web presence to enable the Department to communicate the impact of DFID programmes to a wider range of stakeholders and to collaborate with partners, citizens and others on policy development. This includes publication of our transparency information to the data.gov.uk website. The Government Digital Service now has responsibility for the upkeep and costs of the website as DFID has transitioned to GOV.UK, saving approximately £100,000 per year.

[111] DFID's intranet is now fully integrated with our collaborative working capability which allows teams to manage their own information and share it with others through the combined search facility. DFID will reduce the amount and improve the quality of content we publish on our core intranet, focussing on providing streamlined guidance, supporting simplified and efficient processes.

11 People

[112] During the Spending Review period, BSD will continue to ensure it has the right capabilities, aligning its workforce to changing business needs. This means developing a clear understanding of requirements emerging from our adoption of new technologies and reducing the costs of corporate services.

[113] The diagram below shows the BSD organisational structure as at November 2013:



*SEPPS: Strategy, Estates, Programme and Project Management Support

Figure 2 BSD Organisational Structure

[114] BSD is primarily based in Abercrombie House (East Kilbride) with teams in Whitehall (London), India & Bangladesh. Regional IT Support Staff are also based in India, South Africa, Nigeria, Rwanda and the UK. BSD will continue to minimise the use of contract and consultancy staff.

[115] In addition to BSD, DFID offices employ local IT staff to support staff in the office. A review of this role has been carried out to ensure the role continues to be required and is effective in supporting staff overseas.

[116] BSD will follow standard DFID procedures for recruitment. Restrictions on external recruitment will mean BSD looks to redeploy existing staff to fill a need in the short term. Longer term staff recruitment will be pursued by looking across the Civil Service and progressing to full open competition if required. Recruitment agencies and headhunters will not be used to fill IT vacancies. DFID is actively engaged with other small departments to assess the sharing of technical resources. A number of Technical in Business staff (TIBs) and graduates from a DFID scheme have been recruited.

[117] BSD engages with the Government's IT Profession Capability workstream which outlines how the IT Profession within government will be developed. BSD uses the Skills for the Information Age (SFIA) framework to measure our internal skills mix and

identify gaps and areas for development. In addition to other skills in the organisation, there will be an increasing need for the following key skills:

Table 1 Future IT Skills

Skill Area	Key SFIA Skills
Business Intelligence, Reporting and Results	<ul style="list-style-type: none"> - Data Analysis - Information Management - Information Analysis
Business Analysis	<ul style="list-style-type: none"> - Consultancy - Business process improvement - Business analysis - Business modelling - Stakeholder relationship management - Requirements definition & management
Practical Project Management	<ul style="list-style-type: none"> - Project management - Change implementation planning and management
Deep Technical Skills	<ul style="list-style-type: none"> - Technical specialism
Service & Contract Management	<ul style="list-style-type: none"> - Service level management - Supplier relationship management
Application Integration	<ul style="list-style-type: none"> - Technical specialism - Solution architecture - Systems design - Systems integration
User Interface design and usability	<ul style="list-style-type: none"> - Systems ergonomics - Usability requirements analysis - Usability evaluation - Human factors integration - Programming and software development

12 Sourcing

- [118] DFID spends around £13 million²⁶ on ICT goods & services each year and it is vital we manage this to deliver lower costs whilst ensuring we meet the Department's ICT needs. We will reduce non-staff IT costs by 50% in 2014/15 compared to 2010/11.
- [119] BSD will continue to make use of Government framework contracts including the G-Cloud and Digital Services frameworks to ensure it procures goods and services at the right price in the right timeframe. BSD will continue to make use of the innovative services provided by small-medium enterprises (SMEs) through existing and emerging Government procurement frameworks.
- [120] As a result of the 2013 Commercial Capability Review the Commercial Manager is implementing an internal training and commercial awareness programme for technical staff.
- [121] All DFID IT spend is subject to internal and Cabinet Office spend controls in force at the time of procurement.
- [122] New system solutions will be found through in-house, COTS or open source packages. Each option will be reviewed against the same criteria and the one which meets the requirement including value for money and information assurance will be chosen. There will be no preferred option and a review will be done for each new system required.
- [123] All procurement of IT Goods & Services (up to the current OJEU limit of £113,057 will be done through BSD to ensure the equipment or service required is fit for purpose, is consistent with the DFID Enterprise Architecture and provides value for money.

²⁶UK Central Government Procurement Spend database
<http://data.gov.uk/dataset/public-sector-procurement-spend>

13 Risks

[124] Operational risks are managed by the operational risk register through the BSD governance framework.

[125] This section notes the key risks inherent with implementing this IT strategy.

Risk	Description	Mitigation	Probability	Impact
1	Immature commercial capability leads to poor value for money, particularly for unfamiliar areas such as Cloud computing.	Develop commercial capability through a structured programme. Supplement in-house resources with expertise from across government and market research organisations.	High	High
2	BSD are unable to recruit or retain technical staff at the right level to deliver the scale and ambition of the programme.	Make use of GDS Recruitment Hub to assist in recruiting key staff. Recruitment will also bring in different skills (eg open source) and internal staff will be retrained in emerging technology.	High	High
3	Continued spending control pressure means that BSD are unable to supplement in-house resources with contractors, impacting delivery timescales.	Ensure business cases are prepared well in advance of need. Make use of cross-government digital frameworks. Make use of the GDS Bench.	High	Medium
4	Shared Services do not deliver the required functionality or performance for an international operation.	Ensure that DFID have full control over mission IT elements, with looser integration to shared services tools using open standards.	Medium	High
5	DFID users show limited capacity for adopting new technology and new ways of working digitally	Work with the Digital Leader to ensure digital competence across DFID.	Medium	Medium
6	Culture shift around data classification may not materialise into behaviour change, meaning we will not exploit the benefits of the new classification scheme.	Work closely with international partners like the FCO on the implementation of the GSC. Provide guidance material that clearly explains the change and staff responsibilities.	Medium	Low
7	Lack of commitment from managers and staff means that projects revert to non-Agile ways of operating, impacting our ability to deliver	Agile training programme being rolled out across the wider team. Continued influencing of senior decision makers. Involvement of business decision makers in Agile practices.	Low	Medium

14References

This table provides references or contact details for relevant further reading. DFID staff are able to use Quest to source most documents.

#	Item	Web link, where applicable
1	Government ICT Strategy	http://www.cabinetoffice.gov.uk/resource-library/uk-government-ict-strategy-resources
2	DFID Business Plan 2012 - 2015	http://www.dfid.gov.uk/about-us/how-we-measure-progress/dfid-business-plan-2011-2015/
3	DFID Bilateral Aid Review	http://www.dfid.gov.uk/Documents/MAR/FINAL_BAR%20TECHNICAL%20REPORT.pdf
4	DFID Multilateral Aid Review	http://www.dfid.gov.uk/Documents/publications1/mar/multilateral_aid_review.pdf
5	DFID Humanitarian Emergency Response Review	http://www.dfid.gov.uk/Documents/publications1/HERR.pdf/
6	DFID Open Data Strategy	http://www.data.gov.uk/library/dfid-open-data-strategy

15 Glossary

- ADRB** Architecture and Design Review Board – a BSD-led board which reviews the technical details of proposed new and changed IT systems to ensure they are consistent with this strategy, will meet their objectives, and are based on robust technologies
- API** Application Programming Interface
- BA** Business Analysis
- BAR** Bilateral Aid Review
- BSD** Business Solutions Department
- CAB** Change Agreement Board – an BSD-led board which reviews all proposed changes affecting IT systems to ensure that they are fully tested, are expected to work as expected, and are ready to be supported.
- CIO** Chief Information Officer
- COTS** Commercial Off the Shelf
- CSR** Comprehensive Spending Review
- EA** Enterprise Architecture - the structure and behaviour of an organisation's processes, information systems, and organisational units
- ECHO** UK cross-Government network procurement project
- FTN** Foreign & Commonwealth Telecommunications Network
- GCloud** Process for procuring computing services for the public sector delivered over the Cloud i.e. as a service over a network, typically the internet
- GNI** Gross National Income
- GPMS** Government Protective Marking System
- GSI** Government Secure intranet; a UK government wide area network whose main purpose is to enable connected organisations to communicate electronically and securely at low protective marking levels
- HCS** Home Civil Service
- HERR** Humanitarian Emergency Response Review
- IATI** International Aid Transparency Initiative
- ICAI** Independent Commission for Aid Impact
- ICT** Information and Communication Technologies
- Intranet** Internal web source (for DFID this is Insight)
- ISMG** Information Security Management Group
- ISO 27001** An information security management system (ISMS) standard published in October 2005
- IT** Information Technology
- ITIL** Information Technology Infrastructure Library
- MAR** Multilateral Aid Review
- MDG** Millennium Development Goal
- MTCF** Managed Telecommunication Convergence Framework
- MTS** Managed Telephony Service
- NGO** Non Government Organisation
- OGD** Other Government Department
- OJEU** Official Journal of the European Union
- Open Source** Software with the source code openly available to developers
- PPM** Programme and Project Management
- PSN** Public Sector Network
- SaaS** *Software as a service*; a software application delivery model where a software vendor develops a web-native software application and hosts and operates the application for use by its customers over the Internet. Customers do not pay for owning the software itself but rather for using it.
- SAIC** Staff Appointed in Country

- SCCM** System Centre Configuration Manager
- SFIA** Skills for the Information Age
- SIRO** Senior Information Risk Owner
- SLA** Service Level Agreement
- SOA** *Service Oriented Architecture* - an architectural style that guides all aspects of creating and using business processes, packaged as services, throughout their lifecycle. While this is inherently a technical choice of approach to creating systems, it is currently regarded as the best approach for creating flexible and supportable integration between systems in order to IT-enable business processes.
- SOGE** Sustainable Operations on the Government Estate
- SR** Spending Review
- VC** Video Conferencing
- VOIP** Voice Over IP telephony