



Department
for International
Development

DFID IT Strategy 2011-2015 (2012 Revision)

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1 Executive Summary

- [1] This Strategy was updated in October 2012 to reflect the priorities set out in the Strategic Implementation Plan for the Government ICT Strategy and to put it in the context of other related DFID strategies.
- [2] 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.
- [3] The organisation will increase its reliance on the efficient management of its information technology (IT) and business processes in order to support an increased aid budget while undergoing significant reductions in administrative expenditure. This will necessitate trade-offs in order to focus on the right priorities during this period of rapid change, for example between usability and security, between cost and speed of delivery, or between different projects.
- [4] 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 rather than personal preference.
- [5] Staff will be expected to have a good level of IT competence, and to take more responsibility for support through the use of self-service facilities for simple issues. IT training/guidance will largely be delivered through online resources.
- [6] 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. For example, the ECHO programme, shared with the FCO, will reduce the cost of delivering the overseas network.
- [7] 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.
- [8] Data publication under the Government's transparency commitments will become routine and will extend to more areas of the business. More focus will be given to producing evidence of results of aid interventions, and changes will be made to existing systems to expand their reporting capabilities and flexibility.
- [9] DFID will not operate IT chargeback, but a "showback" model will be developed to indicate the cost of IT services for different parts of the organisation. 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.
- [10] Sustainability is a key consideration, and 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.

2 Document Purpose

- [11] 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) responsible for much of its delivery.
- [12] 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.
- [13] 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.
- [14] The Strategy was 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).
- [15] A summary of the key deliverables since the first version of the IT Strategy is included as Appendix 3.
- [16] This Document will be reviewed on an annual basis to ensure it is still valid and relevant to the Department. After 2015, it will be replaced with a new strategy to cover the next 4-5 years.

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>

3 Business Context

- [17] 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.
- [18] 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.
- [19] The DFID Business Plan⁴ 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)⁵, Multilateral Aid Review (MAR)⁶ and Humanitarian Emergency Response Review (HERR)⁷ published in 2011.
- [20] 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.
- [21] The UK Government has an ambition to be the most open and transparent government in the world. DFID now releases all⁸ 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 new Open Data Strategy⁹ 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.
- [22] 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.
- [23] 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.

⁴ <http://www.dfid.gov.uk/about-us/how-we-measure-progress/dfid-business-plan-2011-2015/>

⁵ http://www.dfid.gov.uk/Documents/MAR/FINAL_BAR%20TECHNICAL%20REPORT.pdf/

⁶ http://www.dfid.gov.uk/Documents/publications1/mar/multilateral_aid_review.pdf/

⁷ <http://www.dfid.gov.uk/Documents/publications1/HERR.pdf/>

⁸ A small number of exclusions apply to these in order not to do harm to DFID's work or staff.

⁹ <http://www.data.gov.uk/library/dfid-open-data-strategy>

4 Business Success

[24] The Business Plan¹⁰ for 2011-15 outlines the priorities for DFID over the SR Period.

Honour International Commitments	DFID's programme budget is rising 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 improving the transparency of its work including the introduction of an independent aid watchdog ¹¹ , 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.

[25] 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 baseline¹².
- Reduce the core Administration budget by 33%.

¹⁰ <http://www.dfid.gov.uk/about-us/how-we-measure-progress/dfid-business-plan-2011-2015/>

¹¹ The Independent Commission on Aid Impact, <http://icai.independent.gov.uk/>

¹² <http://www.dfid.gov.uk/About-us/Our-organisation/Our-buildings/DFIDs-Environmental-Performance/>

5 Business Capabilities

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

- Deliver a high volume of high quality aid to a broad range of recipients 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 Impact¹³ 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, and with Partners Across Government (PAGs), 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.

¹³ <http://icai.independent.gov.uk/>

6 IT Contribution

- [27] 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 deliver successful outcomes to their objectives including the use of IT as an enabler for cost savings.
- [28] 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 risks to our information and IT infrastructure continue to be identified and managed effectively, in support of legal obligations and HMG policy including the UK Government's Information and Communication Technologies (ICT) Strategy (March 2011)¹⁴.
- [29] 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.
- [30] **Remote, flexible and mobile working** continues to be key in supporting DFID staff to carry out their roles effectively. BSD will review the way DFID staff access the DFID network to ensure that staff have the most appropriate method of access for their role. 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.
- [31] BSD is responsible for maintaining the **global communications network** which the Department relies on. 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. Fibre links may not offer the necessary reliability and quality and some sites will remain on expensive satellite links for the foreseeable future and BSD will need to work together to get the best business service out of bandwidth constrained by affordability.

**Government ICT
Strategy Areas**

End User Devices

End User Devices

Shared Services

¹⁴ <http://www.cabinetoffice.gov.uk/resource-library/uk-government-ict-strategy-resources>

- [32] 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). Given the urgency of some deployments, BSD has been developing solutions to allow for fast deployment of IT services requiring little IT knowledge to install (e.g. "Office in a Box" to allow for a more rapid overseas office set up). ECHO can now also be used for rapid deployment and BSD will continue to identify ways to support these areas.
- [33] 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 material. BSD will work with teams in these locations to identify any need for a longer term DFID presence to allow early planning of infrastructure.
- [34] DFID's use of SAIC staff in overseas offices has an impact on the services available to those staff due to security requirements. This means that confidential systems and access to the GSi (Government Secure Intranet) are not available from a standard DFID terminal. This may also impact on the availability of Shared Services to all DFID staff. It is also likely to affect implementation of the new Government Protective Marking System.
- [35] 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). 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.
- [36] DFID's **website** along with existing social media platforms is currently the main channel to communicate DFID's work to the public and partners. In addition to routine maintenance support, BSD will support any necessary development work including the planned move to a single government website¹⁵. From 2014, the Government Digital Service will assume responsibility for developing and operating the gov.uk platform. A new Digital Strategy will set out how DFID aims to make a real shift to digital channels for communications and beneficiary feedback.
- [37] The need for **collaboration** both within DFID, with the wider Public Sector and partners (NGOs, Multilateral Agencies etc) 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, however DFID will not be seeking to converge overseas systems with other departments during the CSR period due to access restrictions for

PSN

GPMS Review

Open Data Strategy

APIs

Channel Shift

Digital Strategy

¹⁵ <http://www.cabinetoffice.gov.uk/resource-library/directgov-2010-and-beyond-revolution-not-evolution>

SAIC.

- [38] 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 to meet the resources available. A more selective use of contractors and suppliers is now being introduced to supplement and plug skills gaps in the internal resources that are available.
- [39] In order to continue to provide a good service to the Department with reduced resources, the way IT services are delivered to the Department will need to change. DFID Departments will need to ensure that their staff have a **good level of IT competence**. 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**. BSD has developed a competency framework to support staff in identifying their current IT skills level and identifying their development needs. IT competence should form part of the DFID performance appraisal and development planning and BSD are working with Human Resources and staff to support this to become a reality.
- [40] 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, removing printers where possible and improving power management of IT equipment including desktops and laptops. BSD will also continue to maintain and upgrade Video Conferencing facilities in the majority of our offices 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

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

- 1) DFID will evaluate new delivery approaches such as Cloud, Shared Services, Software as a Service, Infrastructure as a Service, Open Source and others in future project initiation. DFID will share IT services with other organisations where this delivers value for money for DFID, and where there are proven governance mechanisms. Where open source is used, DFID will seek to contribute back to the community.
- 2) DFID's main network will be accredited to hold and transmit RESTRICTED data, while allowing access to appropriate systems and data for unclassified Staff Appointed in Country. This may change following the review of the Government Protective Marking Scheme. All systems will be developed and operated throughout their lifecycles 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.
- 3) Each DFID System will have a 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
- 4) All DFID systems to be used overseas must deliver acceptable performance as defined in the DFID Service Level Agreement (SLA).
- 5) BSD will continue to consult with staff from across the Department to enable business input into service levels and priorities by applying Agile/Lean techniques and working practices which are aimed at ensuring full business engagement. In addition BSD Business Partners maintain a regular dialogue with the wider business community.
- 6) DFID will retain an in-house IT development and operations capability and will retain project management of internal and external projects even when contractors carry out the work. This will ensure BSD keeps control of key systems, is able to work flexibly to meet requests by the department as well as benefiting from the experience and knowledge of existing IT staff.
- 7) When using off-the-shelf software DFID will configure and extend but not customise core components.
- 8) DFID will operate centralised corporate systems with disaster recovery processes tested on a regular basis. All systems will run on a virtual infrastructure, where this is supported.
- 9) All new DFID systems must conform to Government accessibility standards for both the front-end and back-end interfaces. Changes to IT policies and procedures will require an Equality Impact Assessment.
- 10) DFID will procure, operate and dispose of IT systems in accordance with best environmental practice and Government Sustainable Operations on the Government Estate (SOGE) targets.
- 11) DFID systems will integrate through a central integration layer using Service Oriented Architecture (SOA) Principles.
- 12) 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.

8 IT Governance

- [42] 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.
- [43] DFID's portfolio of investment of admin capital, including investment in IT-enabled change projects is managed by BSD. The **Capital Portfolio Board**, chaired by the Director General for Corporate Performance, makes decisions on new capital investment projects and monitors these projects at key points in the lifecycles.
- [44] The **BSD Board** is delegated to make decisions on projects requiring a capital investment of less than £0.5 million. 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. All spend is subject to DFID and Cabinet Office **spending controls** and we will seek early engagement with the Cabinet Office on new initiatives.
- [45] DFID has a separate governance structure for Information Assurance. The CIO is also **Senior Information Risk Owner (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.
- [46] The BSD Management Team approves the **Architectural Principles and Standards** which will be used to design IT systems in DFID.
- [47] 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 Enterprise Architect.
- [48] 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.
- [49] IT systems are delivered according to a **Project Life-cycle** (Appendix 1) which outlines the various steps that must be undertaken during the development & implementation of an IT project. An alternative Agile approach is now in place.
- [50] Appendix 3 shows a Governance Matrix for the Information Systems Department, identifying the roles and responsibilities of key decision-making entities.

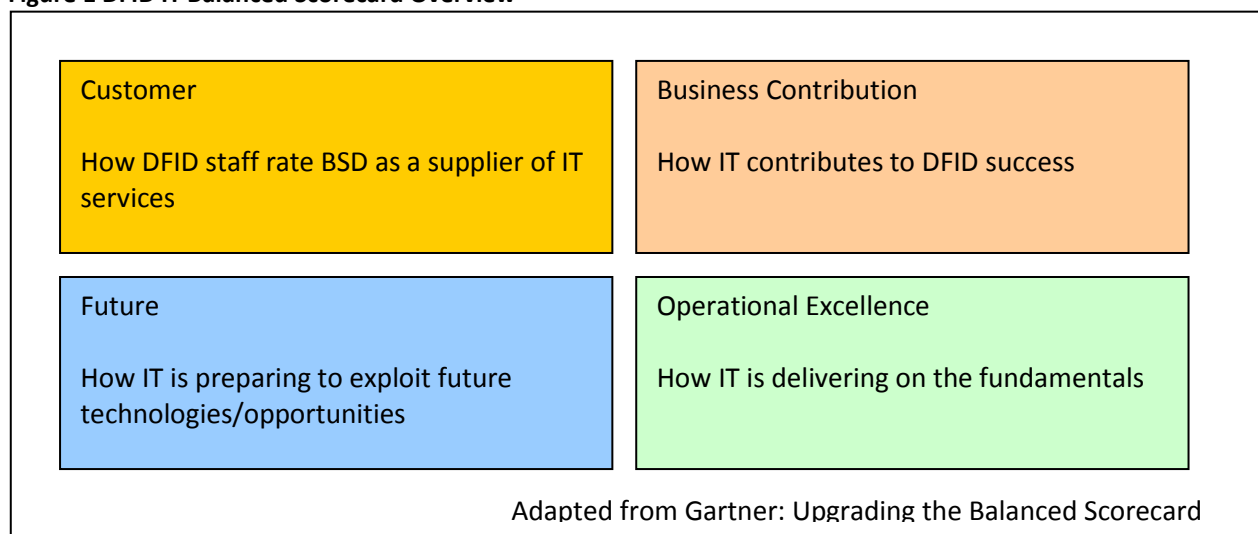
9 IT Financial Management

- [51] 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.
- [52] As part of Corporate Performance Group reform, BSD will be subject to a 48% reduction in non-staff costs and 24% on staff costs over the CSR period. The Admin Capital budget will also fall by ½ against the 2010/11 level by 2014/15.
- [53] 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 Enterprise Architecture and provides value for money.
- [54] 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.
- [55] 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.
- [56] 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.
- [57] For capital projects, BSD will seek funding to cover the full design and implementation for the project from the Capital Portfolio Board.

10Metrics

- [58] DFID uses a number of metrics to measure the performance of the IT function. Some of these metrics are used to evaluate performance against the Service Level Agreement (SLA) between BSD and the rest of the organisation. Others are used to enable cross-government comparison, although these do change over time.
- [59] DFID will continue to measure the performance of the IT function, and benchmark against others, in order to drive performance improvement across the organisation.
- [60] DFID will continue to make returns to central Government on ICT Strategy Metrics (Cabinet Office Efficiency and Reform Group) and the Quarterly Data Summary (HM Treasury).
- [61] DFID uses the following model to group its metrics:

Figure 1 DFID IT Balanced Scorecard Overview



- [62] Current metrics concentrate on the Customer and Operational Excellence quadrants; further metrics will be developed in 2012 to evaluate performance in the Business Contribution and Future quadrants.

11 IT Services

[63] 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.

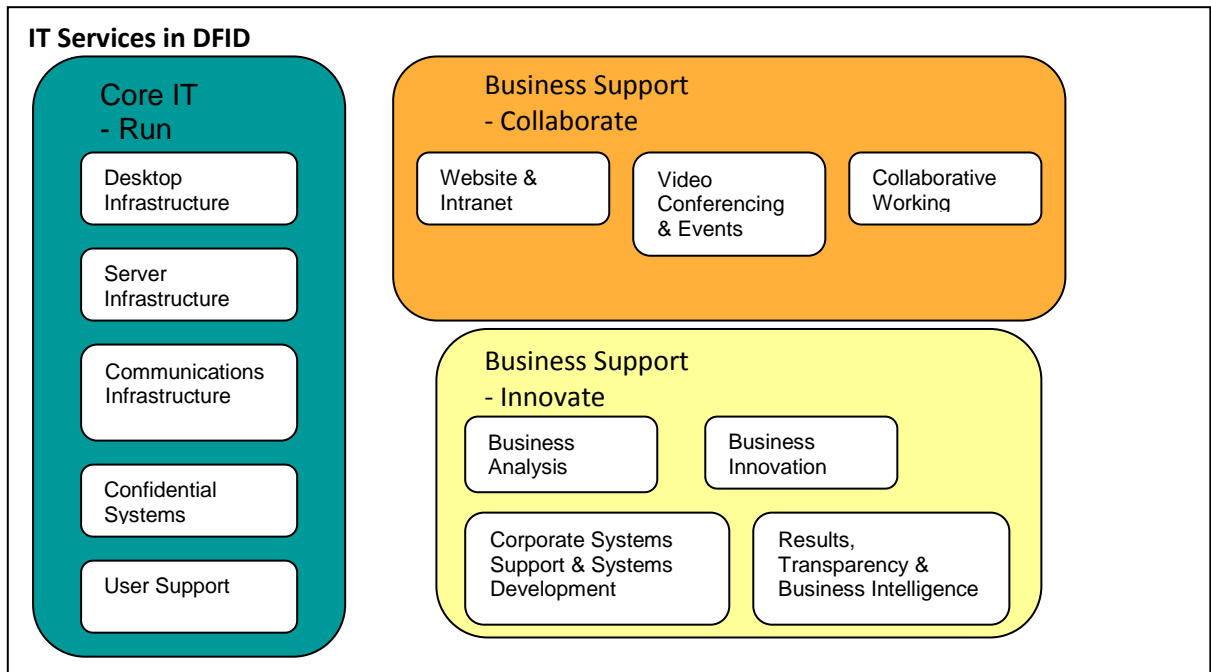


Figure 2 Service Breakdown Diagram

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

11.1 Business Analysis

[65] Business Analysis (BA) will continue to be used to assist the organisation to identify and understand business change 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.

[66] BA is applied using existing British Computing Society (BCS) standards and the service is available to the whole of DFID via project governance routes outlined in Section 8 IT Governance. BSD will continue to ensure that any work undertaken takes into account requirements and limitations for the entire organisation.

[67] Business Analysis will increasingly be carried out in the context of Agile and Lean projects, focussing on user needs and business value.

11.2 Business Innovation

[68] 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.

[69] An "Ideas Factory" will be introduced to capture ideas for improvements to processes and systems from the whole of DFID, and to enable prioritising of different issues and challenges.

11.3 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 and Collaborative Working Strategies identify how the organisation will use collaborative working to improve the way it works with external partners. These Strategies are currently under review.
- [71] BSD will support a suite of collaborative working tools. Internal collaboration will be improved with the upgrade to 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 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 concerns will have to be covered before the adoption of any tool or solution.

11.4 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 Foreign Office Telecommunications Network (FTN) and ECHO used in offices overseas.
- [74] The delivery of the ECHO project will bring 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, reducing the ability to deliver an affordable high quality connection.
- [75] VOIP on the Public Sector Network (PSN) will replace the Managed Telephony Service (MTS) be investigated for users in the UK in connection with the replacement of the Managed Telephony Service (MTS). The Managed Telecommunication Convergence Framework (MTCF) is being developed to replace the MTS across government but DFID has yet to decide which option to use for telephony in the UK.
- [76] The introduction of the Public Sector Network (PSN) will have an impact on how DFID communicates with others but until plans for this have been finalised, BSD will engage with those involved to ensure its introduction has a positive impact on the department.
- [77] The relocation of DFID's London HQ in early 2013 will have an impact on the DFID network as it, along with the East Kilbride HQ, provides connectivity to DFID centralised systems to offices overseas.

11.5 Confidential Systems

- [78] Confidential Systems ensure 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 systems where required) as appropriate.
- [79] Improved business continuity for these systems resulting from recent upgrades to Office and Exchange 2010, and an upgrade of the encryption technology. The introduction of the Public Sector Network will have an impact on how BSD offers these services but it is unclear to what degree.

11.6 Corporate Systems Support & Systems Development

- [80] DFID has a largely in-house IT development and support function and will retain this during the SR period. The current systems portfolio is a mixture of Commercial Off-the-Shelf (COTS) and bespoke in-house systems. Second and third line support are provided by in-house staff or by external companies under a support agreement. Systems are developed and implemented according to the DFID project life-cycle (Appendix 1).
- [81] 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 management approach and governance processes.
- [82] The HR Passport system will be introduced in 2013, replacing the existing HR system and leading to more manager and employee self-service. Further modules of the Passport system will be introduced in subsequent releases.
- [83] 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.
- [84] Options for the replacement of our current Electronic Document and Records Management (EDRM) system will be developed by early 2013, leading to a replacement by mid 2014. Shared Services and Cloud will be evaluated.
- [85] There will be an increasing emphasis on smaller-scale projects delivering systems more quickly using small teams. Agile development methods will help deal with evolving requirements and strike the right balance between time, cost and benefits.
- [86] 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.
- [87] As with the rest of government, DFID will increase use of open source packages and, where compatible with information security, an increase in Cloud¹⁶ solutions
- [88] DFID has already shared bespoke applications which it has developed with other government departments and with other international aid agencies, supporting the reuse principles embodied in the Government ICT Strategy. DFID will continue to share applications, possibly through the Government App Store, and will be open to reuse applications developed for other government departments. We will also investigate the potential for a donor aid management system shared with other major aid donors.

11.7 Desktop Infrastructure

- [89] 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.
- [90] BSD are upgrading the base desktop build to Windows 7 and Microsoft Office 2010 to coincide with an upgrade to Exchange 2010. BSD is working with the Cabinet Office on a more neutral Windows 7 build that will be suitable for a lower level of security in a new GPMS environment. 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.

¹⁶ Computing in which services and storage are provided over the Internet

- [91] BSD will develop a Bring Your Own Device (BYOD) policy to ensure that current practices are compliant with information handling and records management policies. We will also develop a future BYOD strategy, considering how staff-owned devices could be used to supplement DFID-provided equipment as we transition to the new Government Protective Marking Scheme.

11.8 Results, Transparency and Business Intelligence

- [92] As outlined in the Open Data Strategy, DFID will continue to publish open data to meet the International Aid Transparency Initiative¹⁷ (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.
- [93] 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 will reuse our own open data in developing an open source Aid Information Platform 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.
- [94] 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.
- [95] High quality, timely management information needs to be made available to meet business needs, spanning financial, HR, procurement, project and other types of information. The Business Intelligence Strategy outlines further how DFID intends to make better use of the data it holds to inform decision making.

11.9 Server Infrastructure

- [96] 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.
- [97] 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 may be upgraded but this is to be reviewed. Along with other government departments, DFID are participating in the cross-government Hosting (Data Centre) Consolidation initiative and will evaluate options as these emerge.

11.10 User Support

- [98] 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 will lead to more user self-help and self-service for initial queries. There will also be a change in training methods with more responsibility put on staff to engage with self access and distance learning.
- [99] 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.

¹⁷ <http://iatiregistry.org/>

[100] 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.

11.11 Video Conferencing & Events

[101] BSD provides Video Conferencing (VC) 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.

[102] VC usage is expected to increase as staff cut back on travel. To support this, BSD have reviewed the current VC infrastructure, and will introduce Unified Communications¹⁸ across the UK estate. VC from the desktop will also be made available for staff in the UK, overseas and for external use. A more self service model will be implemented. As more events are held in house, demand for event support will increase.

11.12 Website and Intranet

[103] 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 DFID and data.gov.uk websites. Unlike other government departments, DFID does not carry out transactions involving UK citizens. The cost to DFID of developing and operating its website will reduce and cease once the content and specialist areas have transitioned to gov.uk and the website infrastructure is closed.

[104] The move for corporate and specialist content to a single government website (Gov.UK) by the end of 2013 will impact both the way web content is delivered and the nature of DFID's web presence. DFID is working closely with the Government Digital Service on both the transition of web content and in the production of a Digital Strategy and roadmap for the Department that will incorporate a shift to the newer digital channels for communications and as part of delivering DFID programmes and projects.

[105] BSD will reduce the amount of content we publish on our intranet. We will focus on providing advice to help staff do their jobs and sharing more DFID content through our external website. We will centralise content publishing in a core team and achieve efficiencies in the support of our systems.

¹⁸ **Unified communications** (UC) is the integration of communication services such as [instant messaging](#) (chat), [presence information](#), telephony (including [IP telephony](#)) and [video conferencing](#).

12 Enterprise Architecture

[106] Enterprise Architecture (EA) within BSD provides a strategic and innovative overview of Technology. For DFID this means:

- Understanding business drivers with regards to change
- Identifying developments in current technologies or emerging technologies that could improve efficiency and effectiveness
- Reviewing IT enabled change projects at an early stage to ensure a fit with current and future architectures
- Aligning with the Government Reference Architecture.

[107] In BSD, Enterprise Architecture covers the whole of the project lifecycle from inception to deployment and beyond; whenever a change is made to existing technology, information and/or solutions or a new solution is proposed. The Enterprise Architecture also covers the core business processes and data within the organisation.

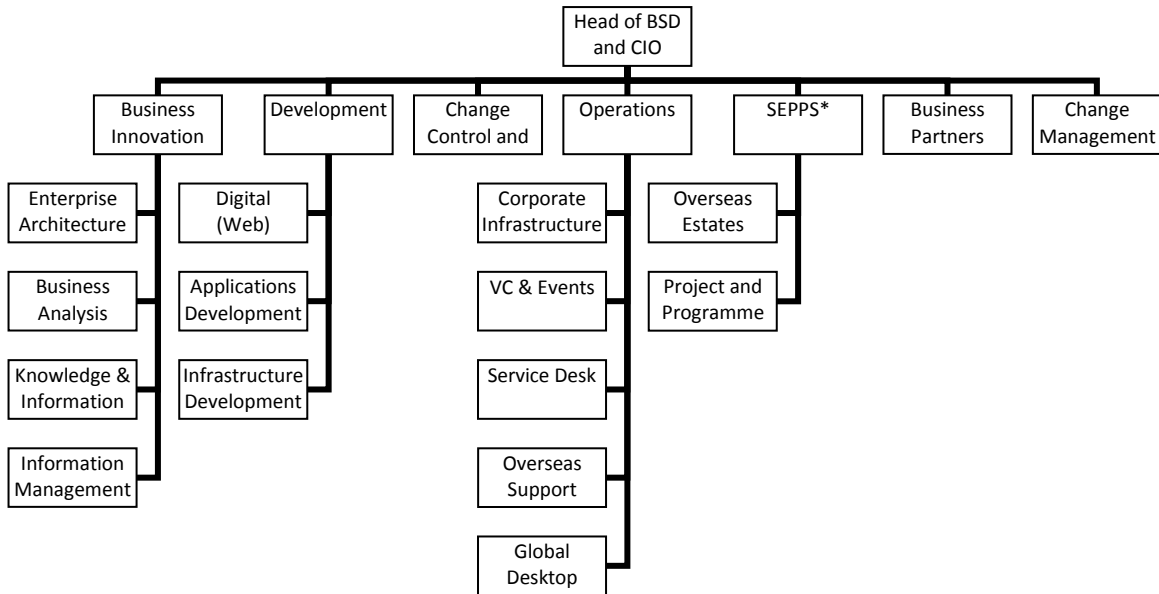
[108] The DFID IT Roadmap outlines the key business systems and IT infrastructure and charts the predicted evolution of different technologies. It is refreshed every six months and is used as a high level strategic planning tool.

[109] The first iteration of the Enterprise Architecture, based on the Government Reference Architecture, will be focussed on building a solid foundation that can be used by project and operational teams, and on capturing information on key business systems.

13 People

[110] 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.

[111] The diagram below shows the BSD organisational structure as at October 2012:



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

Figure 3 BSD Organisational Structure

[112] BSD is primarily based in Abercrombie House (East Kilbride) with teams in Palace Street (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.

[113] 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. The transition to the new model will take place over the next year following completion of the ECHO rollout.

[114] 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. BSD has been involved in the IT Apprenticeship scheme. A number of Technical in Business staff (TIBs) and graduates from a DFID scheme have been recruited.

[115] 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

14 Sourcing

- [116] DFID spends around £13 million¹⁹ 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. BSD performs well compared to similar organisations in Whitehall and globally.
- [117] BSD will continue to make use of Government framework contracts including the GCloud service to ensure it procures goods and services at the right price in the right timeframe. A commercial capability review is under way in BSD with the aim of strengthening supplier management and value for money skills. BSD will continue to make use of the innovative services provided by small-medium enterprises (SMEs).
- [118] BSD are undertaking a Commercial Capability Review to strengthen supplier management and increase capability to adopt more commodity services in the future.
- [119] All DFID IT spend is subject to internal and Cabinet Office spend controls in force at the time of procurement.
- [120] 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.
- [121] If a COTS or open source package is selected, BSD will configure the system to meet DFID's requirements. Customisation of such packages will be avoided to ensure the system remains supportable by the vendor (if required).
- [122] 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.

¹⁹UK Central Government Procurement Spend database
<http://data.gov.uk/dataset/public-sector-procurement-spend>

15 Risks

[123] This section notes the key risks inherent with the strategy summarised within this document.

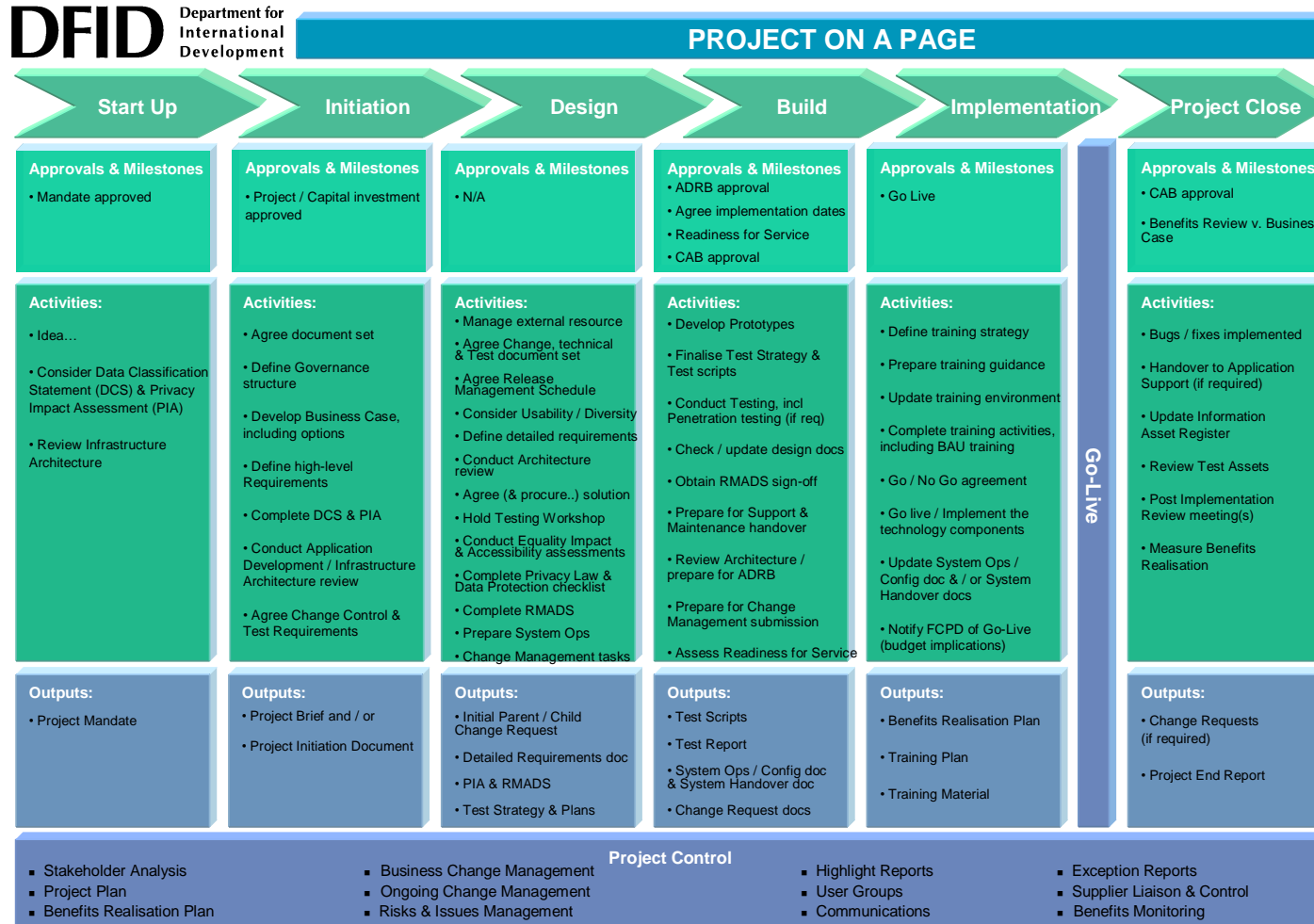
These risks are managed on a monthly basis by the BSD Management Team (numbers refer to internal BSD Risk Matrix).

Risk	Description	Mitigation	Probability	Impact
2, 3	Network performance issues lead to IT failures and disruption of productivity in UK and overseas offices.	Strengthen network capacity skills and coverage. Integrate capacity planning into project and change control processes. Supplement internal resources through incident management contract.	Medium	High
17	BSD has limited internal skills in business intelligence design and development, leading to continued dependence on costly external resource and delays in implementation.	Up-skill internal staff in business intelligence design and development. Seek to recruit staff with required levels of expertise in this area.	Medium	High
1	Dependence on limited internal data centre management skillset, leading to disruption to critical business systems when issues arise.	Internal skills transfer. External contract to assist with issue resolution. Explore alternative options for data centre hosting.	Low	High
7, 8	Cross-government initiatives for shared services do not deliver required levels of service for DFID	Active and early involvement to influence the development of shared services.	Low	High
9	The Internet Service Providers (ISPs) for hosting the data website are unable to meet contractual obligations for availability of DFID public website, leading to possible downtime and reputational damage.	Review alternative hosting partners and possible cross government service options. Include denial of service countermeasures in contractual arrangements	Low	High
14	Unauthorised access to the live environment and installation of unapproved software, leading to loss of data or service.	Ensure that staff are fully aware of information handling policy and BSD Developer Code of Practice. Continue to limit super-user access to the absolute minimum necessary. Use external intruder detection services.	Low	High
16	DFID unable to source and/or retain developers and/or other IT/technical staff, or compete in market place, due to restrictions in terms and conditions and pay packages.	Review grade structures for key developer and other technical roles. Emphasise "global" aspects of systems developed/deployed Share resources across government departments where possible.	Medium	Medium

Risk	Description	Mitigation	Probability	Impact
18	BSD is unable to deliver previous levels of service to a growing organisation due to shrinking capacity and this is not acceptable to the DFID user community.	Clearly communicate reduced SLA and implications of efficiency drive to business units/spending departments. Put in place alternatives to services which can no longer be provided by BSD.	Medium	Medium
15	DFID skill base is limited in open source development tools and other products, leading to missed opportunity to reduce costs	Capacity building programme to up-skill in-house developers in open source development tools and/or other proprietary products. Make use of cross-government expertise.	Medium	Low
4, 5	The project management community do not adopt best practices, including Agile, leading to poor project delivery.	BSD only approve projects that have followed agreed approach. Agile Accreditation Programme introduced for PPM community.	Low	Medium
6	Limited internal knowledge and skills in cloud computing and shared services, leading to limited ability to exploit new technology trends.	Develop strategy and for the adoption of Cloud and other trends. Commercial capability review to take stock of current position.	Low	Medium
10, 11, 12, 13	BSD operations in East Kilbride, London, Delhi or Dhaka disrupted by external factors (political, extreme weather, natural disaster) leading to reduced services.	Monitor situation to enable contingency plans/business continuity plans to be activated. Distribute tasks across other teams and enable the re-distribution of workload.	Low	Medium

16 Appendices

Appendix 1a DFID Project Lifecycle Overview



Appendix 2b DFID Agile Project Lifecycle Overview



Appendix 3 Governance Matrix

	DFID Management Committee	Business Owner	Capital Portfolio Board	Chief Information Officer (CIO)	Enterprise Architect/ Architecture & Design Review Board	Project & Programme Boards	User Representation	Change Agreement Board
Strategy	Approves	Provides input for business area		Agrees IT Strategy. Ensures alignment with wider business & Whitehall strategy	Authors strategy for each SR period	Reviews & comments.	Reviews & comments.	Reviews & comments.
IT Principles	Approves			Ensures projects and activities conform to principles. Advises on necessary exceptions.	Reviews & comments. Closely manages principles related to architecture.	Reviews & comments.	Reviews & comments.	Reviews & comments. QA role ensuring principles are adopted.
Funding	Allocates funding	Signs off business cases	Agrees new allocations to projects within overall budget	Manages distribution of funds within BSD.				
Projects		SRO for projects in business area, ensure business resources, responsible for benefits realisation	Approves new projects, reviews at key stages, agrees exceptions	Allocates technical resources to projects	Reviews projects / activities from architecture perspective.	Advise and provide assurance to SRO	Provides input; requirements review, testing	Approves go-live of key changes / implementations for all projects.
Operations				Ensures service delivery to SLA. Reviews major incidents & lessons learned.			Reviews and agrees SLA	Checks systems ready for service

	DFID Management Committee	Business Owner	Capital Portfolio Board	Chief Information Officer (CIO)	Enterprise Architect/ Architecture & Design Review Board	Project & Programme Boards	User Representation	Change Agreement Board
Architecture				Signs off new architectures	Reviews projects against architectural principles			Checks architecture has been signed off
Information Assurance		Ensure IA considerations taken into account in projects.		Chairs Information Security Management Group. Supports ISO 27001 compliance and implements IA policy.	Ensures designs comply with IA policy and guidance.	Ensure IA considerations taken into account in projects		Ensures IA processes have taken place before go-live and plans are in place for ongoing risk management post-implementation.

Appendix 3: Update on Key Actions from the 2011 DFID IT Strategy

The following key actions from the 2011 version of this DFID IT Strategy have been completed.

#	Action	Action taken
1	Regular reviews of the IT Strategy	October 2012 review to take into account the new Government ICT Strategy.
2	Review the way that DFID staff access the DFID network to ensure that people have the most appropriate access method for their role	User profile review carried out as part of End User Device project, and used to provide lightweight laptops in Q2 2012
3	Work with humanitarian teams to identify any need for longer-term DFID presence (and therefore infrastructure)	Libya Office operational. IT facilities for Liberia and Somalia under discussion.
4	Develop a competency framework to support staff in identifying their current IT skills level and their development needs	Framework developed and agreed by Learning Council in March 2012. Rolled out in April 2012
5	Develop a "showback" model to indicate the cost of IT for different parts of the organisation	Cost Model has been completed for FY 11/12 and updated for FY 12-13
6	Continue to measure the performance of the IT function and benchmark against others	Benchmarking carried out through ICT strategy metrics in Mar 2012.
7	Introduce an "Ideas Factory" to capture ideas for improvements to processes and systems, to enable prioritisation.	Ideas Factory model produced. New Tech Forum used to support Technology Upgrade Programme, inSight replacement and other activities.
8	Upgrade to SharePoint 2010	SharePoint 2010 introduced as part of inSight upgrade in August 2012.
9	Review the current corporate intranet (inSight)	New inSight upgraded to SharePoint 2010 in August 2012
10	Investigate federated identity to better support cross-government working, particularly with FCO (GAL Sharing with FCO)	GAL Sharing with FCO workshop held in March 2012. Project halted as it provided insufficient value for money.
11	Deliver the ECHO project to bring more stable connections to overseas sites, including VOIP	ECHO project under way
12	Investigate VOIP replacement for MTS	Proposal to replace MTCF with VOIP as part of Telephony upgrade project, part of Technology Upgrade Programme.
13	Relocation of PS office within London	Whitehall Relocation project initiated, due to move into new building in early 2013.
14	Continue to move to smaller development teams using Agile development methods	Agile training run in March 2012 and three major projects are using Agile management approaches.
15	Share apps with OGDs, possibly via the Govt App Store	OGDs are already sharing Chapter, and other applications are shareable.
16	Upgrade desktop build to Windows 7	SCCM/Win7 project under way. Smaller laptops have been upgraded to Windows 7 in October 2012
17	Upgrade office productivity suite to Office 2010	Office 2010 project rolled out to laptops in March 2012
18	Upgrade email to Exchange 2010	Exchange 2010 rollout completed in August 2012.
19	Continue to support the measurement and reporting of results for transparency	Open Data Strategy published in June 2012. Aid Information Project initiated in May 2012 and due to launch in November 2012.
20	Business Intelligence Strategy	Management Information Project initiated
21	Replication to an offsite location for DR	Replication to Hamilton from Sep 2011.
22	Unified Communications Strategy	UC Strategy has Informed decisions on VC and Telephony ahead of Whitehall move.

17 References

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

18 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