



Cisco MoU with the Ministry of Information and Communications

1. Establishing the International Advisory Panel
2. Shared services: developing Enterprise Architecture

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Purpose

- Outline Cisco's initial ideas for:
 - Establishment of International Advisory Panel
 - Development of Enterprise Architecture
- Define key issues and questions
- Obtain MIC views, ideas and decisions.

Context: MoU commitments

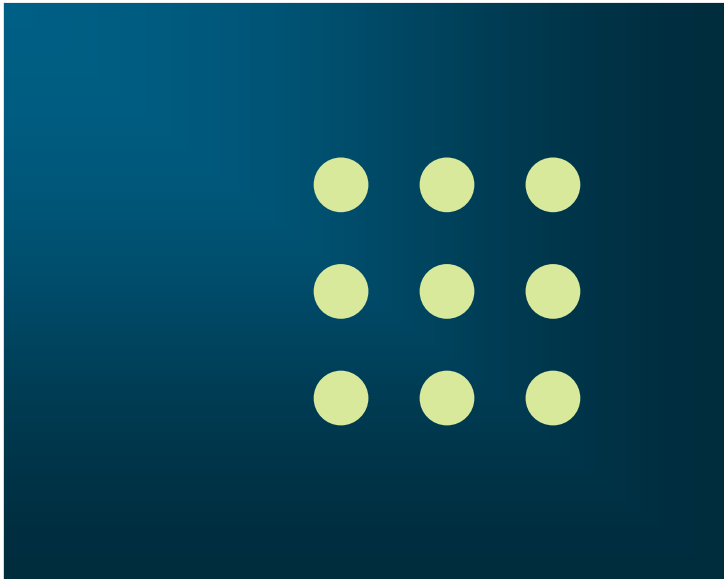
- **International Advisory Panel**

- MIC is interested in accessing global ICT experts for their inputs and guidance on the development of Vietnam's national ICT initiatives, including e-Government. A potential approach is for MIC to identify and invite selected individuals to be part of an international advisory panel, chaired by MIC. The charter of such a panel would be to provide advice, relevant connections, and access to leading practices to strengthen MIC's capability and plans - not only in technology areas, but also in aspects of policy, strategy and frameworks. Such a proposed panel would not only assist MIC with its own initiatives but could, if appropriate, act as an independent advisory body in regard to Vietnam's overall e-Government strategy and major projects.

- **MIC as an effective showcase of ICT usage**

- As a leading solutions provider to governments worldwide Cisco may, as appropriate, work with MIC and/or partners of MIC's choice...

...In order to better understand and support MIC's plans and requirements in this area the parties will consider drawing on specialist guidance in Enterprise Architecture from Cisco.

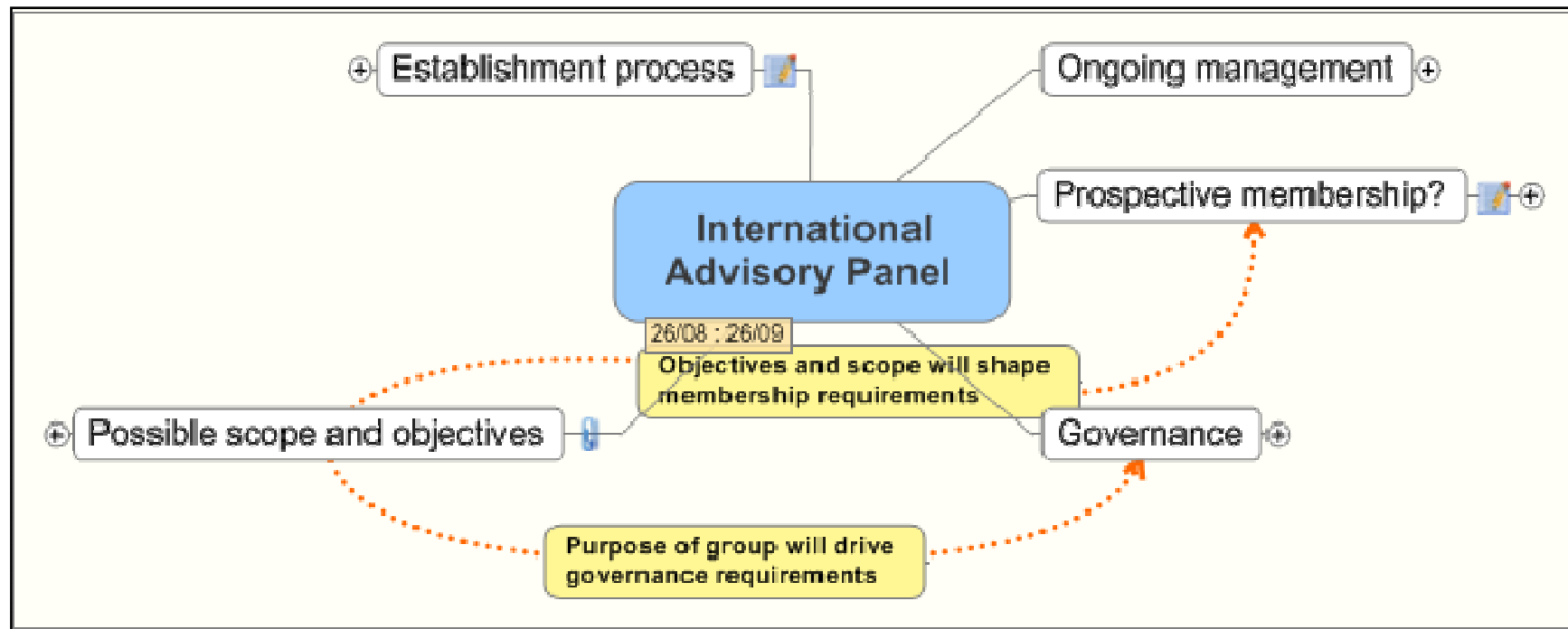


1. Advisory Panel

1. International Advisory Panel

- Cisco Internet Business Solutions Group (Russell Craig) will lead process of collaborate with MIC to establish the Panel.
- Cisco will be led by the MIC to ensure what is put in place meets MIC needs.
- Able to commence work now.
- Will need to put in place a separate agreement between IBSG and MIC.
- First step is “discovery” process. Key questions include:
 - What does MIC wish to achieve from Panel?
 - What role will MIC play in Panel formation and governance/management?
 - What formal processes and requirements have to be met?
 - What will be the mandate of the Panel?
 - Who will the Panel members be?
 - Logistics issues.

International Advisory Panel – top-level requirements

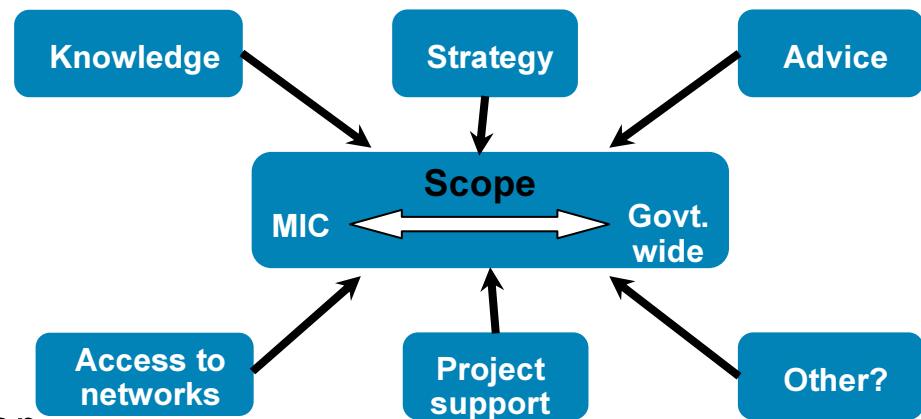


- **Question:**

Does MIC agree that this is the full set of requirements for successful design and establishment of the Panel?

International Advisory Panel: scope and objectives

- What should the scope of the Panel be?
 - Focus on ICT use of MIC only?
 - Focus on MIC plus wider e-government focus? (**Cisco assumes this**)
- What objectives should the Panel have?
 - Decision support
 - Strategic advice
 - Knowledge sharing
 - Access to networks
 - Other?
- Level of formality:
 - formally mandated/governed; or
 - informal/ad hoc group?



International Advisory Panel: governance

- Vietnamese government legal requirements:
 - What requirements must the Panel comply with?
- Vietnam Government leadership/membership:
 - Who from MIC will lead (i.e. chair) the Panel?
 - Who from MIC will be a member of the Panel?
 - Will other government agencies be members of the Panel.
- Formal governance mechanisms
 - What formal mechanisms are required – e.g. a Terms of Reference, other?
 - What accountabilities should/can the Panel have?

Panel membership

- **VN government agencies:**
 - If yes, which ones?
- **Cisco:**
 - Cisco suggests 2 people (James Yong & Russell Craig)
- **Other vendors:**
 - If yes, which ones?
- **International organisations:**
 - World Bank, ADB, UN, others?
- **Officials from other governments:**
 - Thailand, Taiwan, Singapore, Korea?
- **NGOs:**
 - Viet Nam, others?
- **Academics:**
 - Viet Nam, others?
- **Tenure of membership** – fixed term or open-ended at MIC discretion ?
- **Limitation of liabilities** for Panel members?

Potential membership

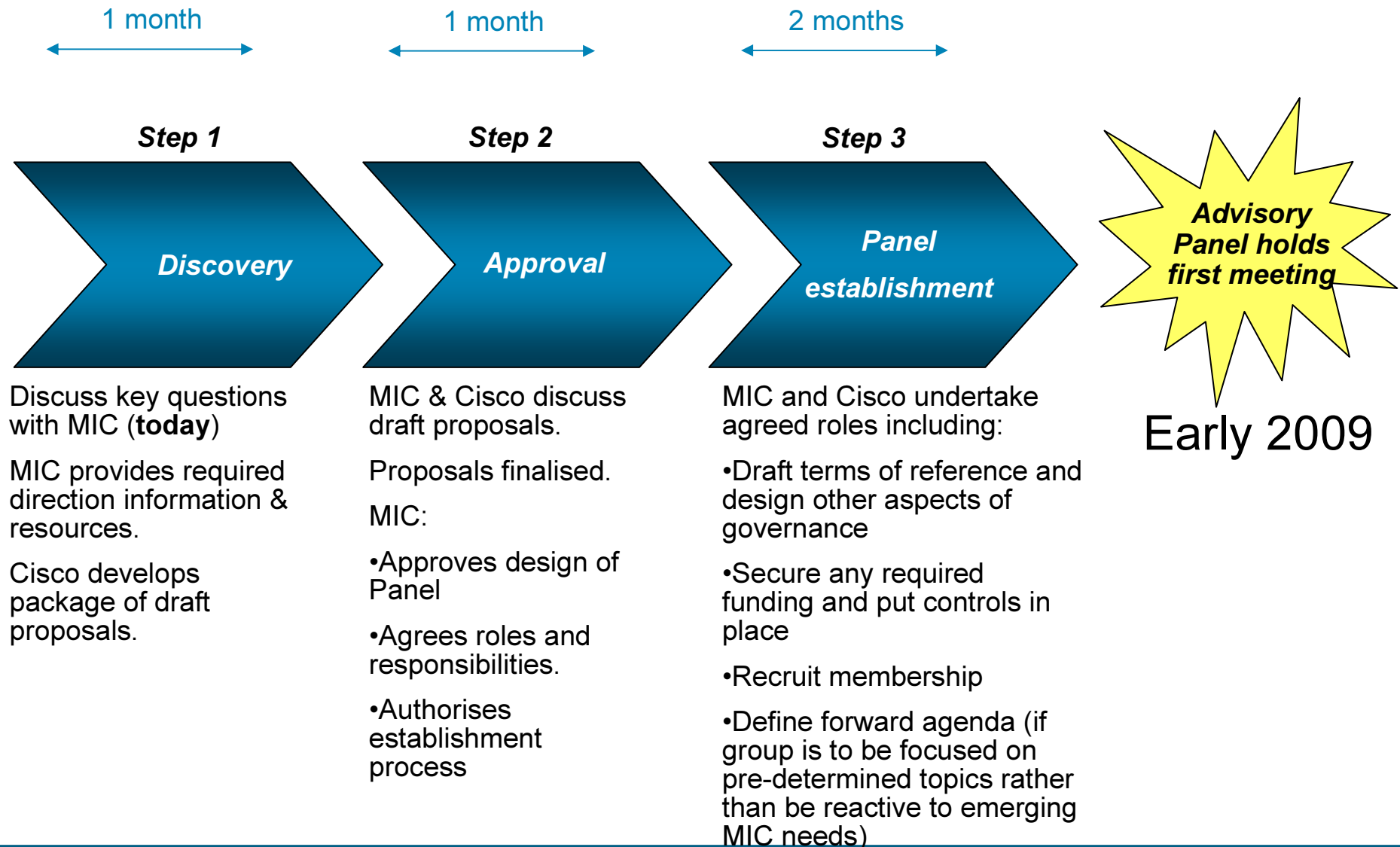
- Cisco:
 - Russell Craig, James Yong, Martin Stewart-Weeks, Joan McCalla, Dick Burk
- Other governments:
 - Taipei RDEC, VP/CEO MDec Mmalaysia) , Dir GCIO, IDA (Singapore), Dr KH Jeong (Korea), Dr Thaweesak Koanantakool, NECTEC (Thailand),
- World Bank
- Asian Development Bank
- UNDP
- National University of Singapore
- Asia Foundation

Ongoing management & logistics

- Logistics:
 - How frequently will panel meet?
 - Will meetings be regular, or ad hoc?
 - Who will set agenda? (Cisco recommends MIC)
 - What other roles will MIC undertake (e.g. secretariat function)?
 - What ongoing support can Cisco provide?

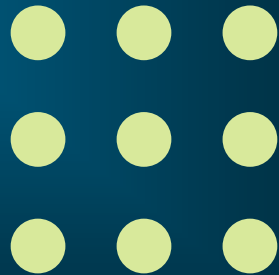
- Resourcing
 - How many people will MIC involve in the panel?
 - Will an MIC staff member have special responsibilities?
 - Is MIC funding available to support panel (e.g. for airfares & accommodation cost for possible foreign members/speakers)?

3 step approach to establishing Panel



Possible interim arrangement

- While full Panel is being established, Cisco could draw upon its own in-house experts to provide on-call advice e.g.:
 - Joan McCalla: Former Chief Strategist, Government of Ontario.
 - Dick Burk: former Chief Enterprise Architect, US Federal Government
 - Martin Stewart-Weeks: former senior Australian public servant
 - Russell Craig
 - Many others.
- Easy to put in place process to informally support MIC



2. Shared Services: Developing Enterprise Architecture

Should Vietnam develop government-wide Enterprise Architecture (EA)?

▪ Situation:

- Current approach to e-government in Vietnam can be called “government 1.0”
- Approach is to develop e-government agency by agency.
- Limited focus on “all-of-government” issues & opportunities.
- MIC/Cisco MoU includes focus on shared services.

▪ Complication:

- Government 1.0 model delivers big benefits compared to no e-government.
- Government 1.0 model has some significant risks – e.g. development of silos, reduced value-for-money, vendor lock-in etc.
- Leading countries that have been implementing e-government longer reduce risk with government-wide enterprise architecture (EA) and/or e-government interoperability frameworks (eGIF).
- Shared services is an area of e-government where EA can provide major support.
- EA/eGIF development is a major undertaking (time, money, governance etc) but can deliver big benefits.

▪ Question:

- Should MIC consider development of an EA for Vietnamese government?

What is Enterprise Architecture (EA)?

- Enterprise architecture is an essential component of e-government in leading jurisdictions (USA, UK, CAN, DK, AU, NZ, other OECD countries etc.)
- A vital tool for translating e-government vision, strategies policies & plans into real e-government systems and services.
- A way to achieve consistency, co-ordination and discipline across government in:
 - service design and delivery
 - ICT investment and operations
 - data management.
- A mechanism for reducing wasted effort and resources (especially due to duplication) and managing risks.
- A tool for capturing and sharing knowledge.
- A way to ensure e-government efforts are focused on business goals (e.g. public sector reform) - not on technology.

What is Enterprise Architecture (EA)?

US government's General Accounting Office says an EA :

- "... provides a **clear comprehensive picture** of an ... organization."

Information Technology: Enterprise Architecture Use Across The Federal Government Can Be Improved, GAO-02-6, February 2002, <http://www.gao.gov/new.items/d026.pdf>.

- "... is a **blueprint for organizational change** defined in models [of words, graphics, & other depictions] that describe (in both business and technology terms) how the entity operates today [the "AS IS"] and how it intends to operate in the future [the "TO BE"]; it also includes a **plan for transitioning** to this future state ["TRANSITION STATES"] "

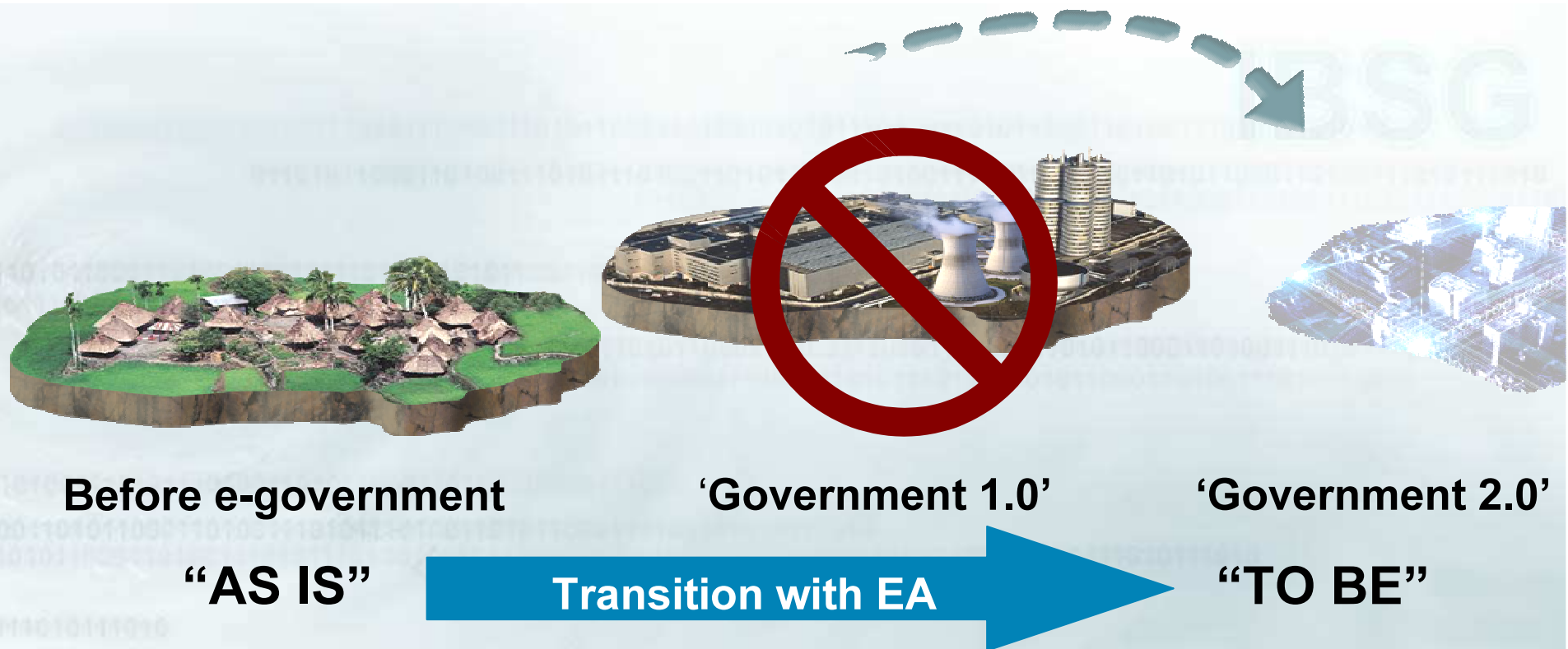
Enterprise Architecture: Leadership Remains Key To Establishing And Leveraging Architectures for Organizational Transformation, GAO- 06-831, August 2006, <http://www.gao.gov/new.items/d06831.pdf>.

What is Enterprise Architecture (EA)?

- EA supports objectives such as:
 - Finding opportunities to leverage technology, alleviate redundancy, or highlight where agency-level IT overlaps reduce the value of investments.
 - Horizontal (cross-government) and vertical (State, provincial and local) integration of IT and data resources.
 - Making best use of scarce financial and human resources needed for building e-government.
 - Building a citizen-centered, results-focused government that maximizes IT to achieve better results.



EA could enable a leapfrog strategy



Before e-government

'Government 1.0'

'Government 2.0'

"AS IS"

Transition with EA

"TO BE"

- Vietnam is currently developing "government 1.0".
- Cisco believes much of "government 1.0" could be avoided.
- **Trying to leapfrog to government 1.0 without an EA will take too long, cost too much and be more likely to fail.**

What is Enterprise Architecture (EA)?

- Put simply, a good EA that is properly implemented:
 - Helps ensure that e-government delivers results that matter to citizens, businesses and political leaders.
 - Can support public sector reform/modernisation.
 - Enables co-ordination and collaboration between government agencies.
 - Stops agencies building data and IT silos.
 - Maximises benefits/ stops waste of public money on IT.
 - Strengthens government ability to manage ICT vendors.
- Cisco believes that e-government results in Vietnam would be enhanced by developing an EA:
 - Vietnam could avoid many of the e-government mistakes made by developed countries.
- Question: how much focus on EA has MIC had to date?

What does Cisco suggest?

- Cisco could support MIC in development of an EA for Vietnamese government – IBSG has deep expertise in this area.
- Developing an EA would be a major decision – much ongoing effort and resourcing will be required.
- Development and maintenance of EA is very strategic - should not be outsourced.
- EA success would depend on MIC getting commitment from other key agencies e.g. MoHA.
- First step could be to organise seminar with MIC and other key agencies to discuss issues and opportunities in-depth (Q1 2009?).