



The Information Agenda Guide for Government

Accelerate your journey to Information On Demand

Information is at the core of government

Government agencies are facing unprecedented challenges. Despite shrinking tax and revenue bases, citizens expect more and better services, and a consistent, streamlined experience similar to the one they expect from the private sector. And like businesses in other industries, government agencies are seeking to adopt best practices to modernise their systems and enhance their capability to protect private data, comply with regulations and manage employee productivity.

More than ever, effective information management is key to innovation in government. Organisations at all levels of government are seeking to innovate by identifying new business opportunities, leveraging existing business processes, exploring new business models and utilising their unique assets.

Governments have spent the past 25 years investing in automation to drive efficiency and reduce costs. However, new initiatives go beyond efficiency improvements, focusing instead on doing more with less: optimising processes and accelerating the desired geopolitical and economic outcomes. Local and federal agencies and authorities are now implementing strategies to better understand the citizen, improve services, eliminate the digital divide, create new economic opportunities and attain greater return on existing investments.

Information On Demand

Information On Demand (IOD) is a comprehensive vision for unlocking the business value of information for competitive advantage, enabling organisations to establish and leverage trusted information. Government agencies can optimise business performance through IOD, helping them to connect with citizens, protect public safety and use tax revenues efficiently.

Building an information agenda

Organisations that want to get started on the path to Information On Demand but do not know where to begin need an information agenda. An information agenda is a comprehensive, enterprise-wide plan that a CIO, working with line-of-business (LOB) colleagues, creates and implements to achieve both short- and long-term strategic changes.

An effective information agenda helps organisations achieve several key objectives:

- *Identify data and content that are vital to the organisation*
- *Identify how, when and where information should be made available*
- *Determine data management processes and governance practices*
- *Identify and prioritise the information projects that deliver the most return*
- *Align the use of information to match the organisation's business strategy*
- *Create and deploy an information infrastructure that meets both immediate and future needs.*

IBM helps accelerate the process and minimise the risk of creating an information agenda through industry-specific Information Agenda Guides. The IBM® Information Agenda Guide for Government is a practical, proven approach for turning a client's IOD vision and strategy into reality. CIOs, working with their LOB colleagues, can build a best-in-class information management vision for their organisation and create a detailed roadmap to realise it. The goal is to transform the organisation to unlock the business value of information, enabling the delivery of trusted, accurate information to optimise business performance.

The IBM Information Agenda Guide for Government can help direct agencies as they develop their own information agenda in a matter of weeks through IBM Information Agenda workshops. It addresses the four key components of an information agenda and ensures that they work in conjunction to deliver Information On Demand (see Figure 1).

- **Information strategy:** *The vision that guides decisions and helps the organisation determine how best to support business goals*
- **Information infrastructure:** *The technology components and capabilities needed to establish a common information framework*
- **Information governance:** *The policies and practices that facilitate the management, usage, improvement and protection of information across lines of business*
- **Roadmap:** *A phased execution plan for transforming the organisation.*

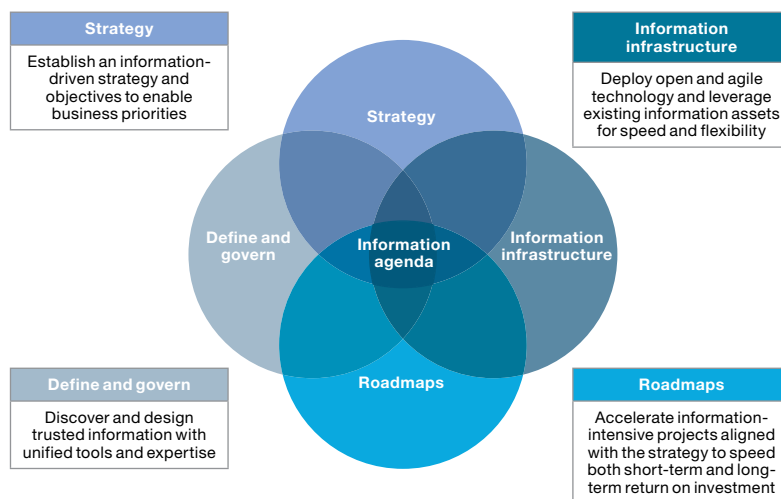


Figure 1: An effective information agenda provides a strategic vision and a phased plan that helps align the use of information with an organisation's business strategy

Information strategy: Recognising the big picture

At its highest level, the IBM Information Agenda Guide for Government incorporates industry best practices to help identify the primary information-centric business imperatives that drive virtually every business decision. The outer ring of Figure 2 reflects the industry imperatives that government agencies must undertake to optimise their business. The next ring details the specific business optimisation objectives associated with individual business imperatives. For example, identity management at ports and borders can be a critical tool for balancing risks, security and compliance. The business imperatives and business optimisation objectives are the foundational components used to help set the vision and strategy for an organisation's information agenda. This approach ensures that you have a well-established bridge between IT objectives and overall corporate objectives. It also provides LOB and IT colleagues with a common language to communicate about all projects and plans.

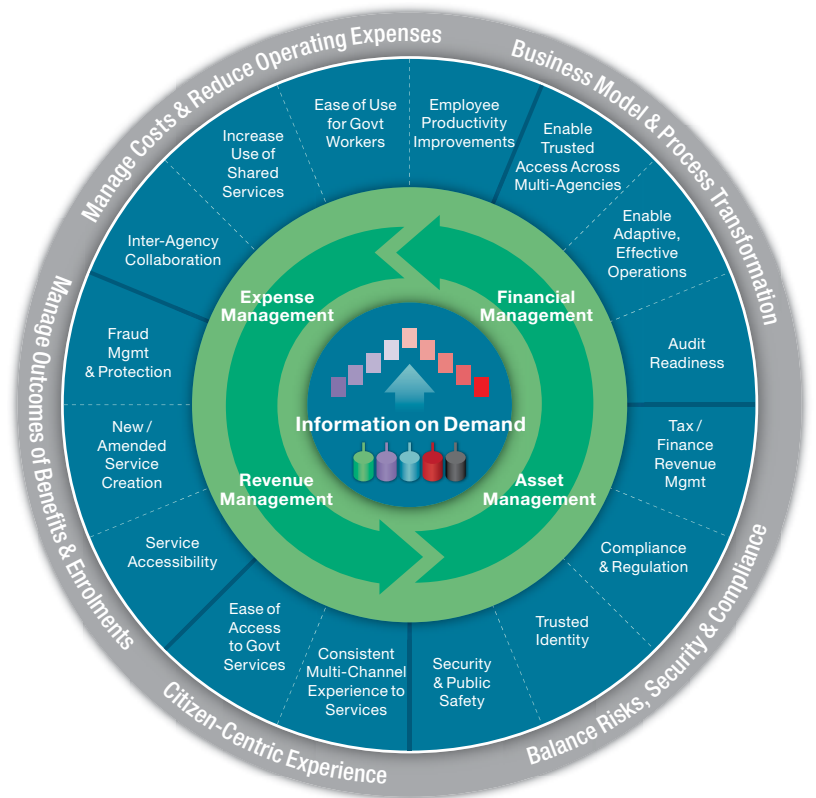


Figure 2: The Information Agenda Guide for Government is a proven approach for turning IOD vision and strategy into reality

Information governance: Enhancing information quality, availability and integrity

As a crucial component of the Information Agenda Guide, information governance assists government agencies in establishing standards for data quality, management processes and accountability. These standards help to improve business performance via standard definitions and processes that establish a more disciplined approach to managing data and information across the organisation.

The Information Agenda Guide for Government applies best practices for creating information governance policies, based upon IBM’s extensive experience in the government sector. It leverages existing policies and procedures to create an environment that can consistently and confidently manage information, thereby obtaining maximum value from these assets to support strategic imperatives.

Information infrastructure: Creating, managing and delivering trusted information

All initiatives and business optimisation objectives depend upon a common information infrastructure that enables a government agency to more effectively create, capture, manage and utilise information associated with citizens, services, products and market strategy. As shown in Figure 3, an effective information infrastructure allows governments to:

- ***Manage information over its lifetime*** to help reduce the costs associated with managing information while controlling access, expanding retention and increasing compliance.
- ***Use information, both data and content, as part of business processes across the enterprise*** to better tune system performance and help improve decision making by injecting timely, trusted information into business operations.
- ***Establish an accurate, trusted view of information over time*** and create a flexible architecture that can leverage existing IT investments to produce accurate and trusted information. Information that is consistent across sources facilitates better analytics and sound business decisions.
- ***Plan, understand and optimise business performance*** by leveraging trusted information and existing IT investments to build plans, understand how the business is performing and focus on optimising performance across the organisation.

As organisations journey toward Information On Demand, guiding principles will be applied to leverage existing assets and IT purchase decisions with these key common information requirements in mind. The journey will include looking for opportunities to use existing IT assets as common components for other projects, and will provide guidelines that help ensure new technology and software investments can accommodate both short and long-term objectives.

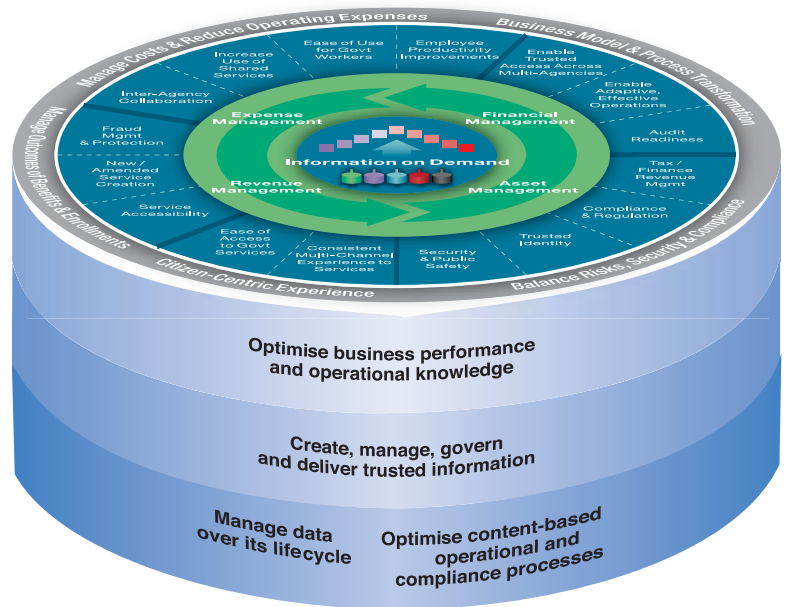


Figure 3: The IBM Information Agenda Guide for Government addresses common key information requirements

Roadmap: A step-by-step execution plan

The roadmap gives information management and integration efforts direction and cohesion. It spells out the priority, order and timeframe of IT projects necessary to achieve the organisation’s crucial information-enabled business optimisation objectives. The first step in creating the roadmap is identifying and prioritising the underlying IT projects – usually combinations of software and services – that can help achieve each business imperative.

IT projects for managing outcomes of benefits and enrolments

Service accessibility, fraud reduction and programme creation and administration are top concerns for virtually every government agency. In particular, social benefits programmes are struggling to ensure that they deliver the right benefits to the right citizens at the right time – often in life-or-death situations. But with literally millions of beneficiaries to track, that can be a complex task.

Identity management is the key to optimising benefits programmes. By creating a single view of each citizen that can be shared securely across multiple agencies, governments can identify and prevent fraud more easily, as well as ensure that they are providing the proper benefits to each individual (see Figure 4). Programme reports and scorecards can be compiled accurately and quickly because they draw on a single source of real-time information. Master data management, data warehousing and data cleansing, enterprise content management and entity analytics platforms from IBM can assist government organisations in supporting strong identity management.

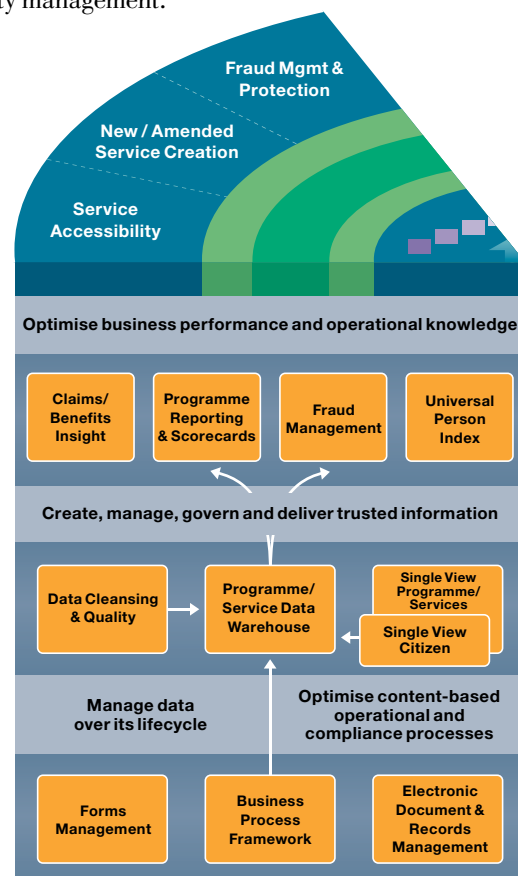


Figure 4: An example prescriptive roadmap of IT projects to help better manage outcomes of benefits and enrolments, including creating a single view of the citizen and managing fraud

IT projects for managing costs and reducing operating expenses

Much of the cost associated with running a government can be attributed to inefficient processes and information duplication. Without a single view of each citizen and a centralised clearing-house of data about programmes and benefits, agencies can waste significant time and money on duplicated efforts and manual processing.

Metrics, reporting and analysis are critical in helping government organisations identify and eliminate these inefficiencies. Aggregating the data from multiple agencies within a single data warehouse encourages cross-agency information sharing and promotes collaboration, especially when operating globally. Automated forms management can help reduce paper consumption and enhance productivity, while business intelligence and performance management platforms can improve planning, budgeting and forecasting (see Figure 5).

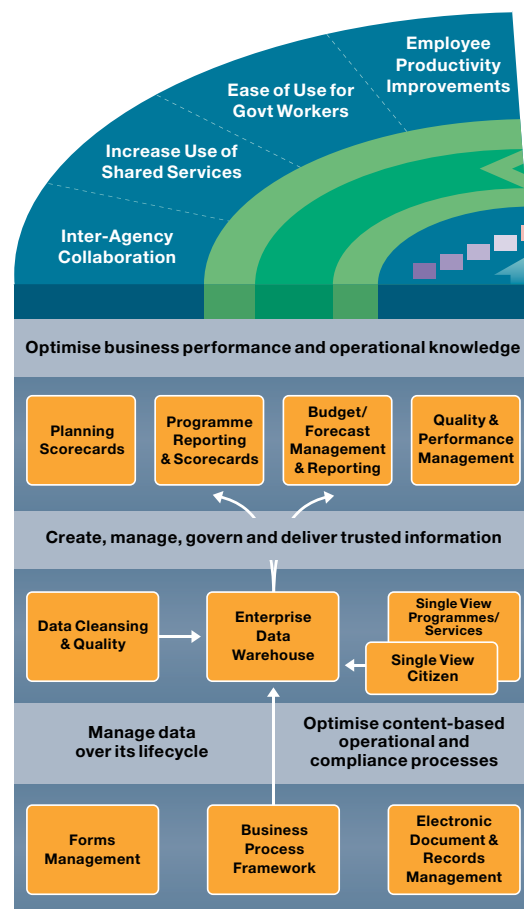


Figure 5: An example prescriptive roadmap of IT projects to help manage costs and reduce operating expenses, including records management and quality and performance management

The Information Agenda Guide for Government identifies crucial IT projects that establish the necessary information infrastructure and then leverage that infrastructure to help produce measurable business results identified by the business objective. Depending on an organisation's existing information architecture and its most important business objectives, a final information agenda roadmap can contain some or all of these projects.

Organisations can use the Information Agenda Guide to help accelerate roadmap creation with best-practice templates for specific IT projects. The templates are preconfigured to accommodate industry-specific business optimisation objectives and initiatives, allowing organisations to quickly organise and prioritise IT projects within the framework of their information agenda.

The benefits: Unlock the business value of information

Innovative government agencies and authorities are unlocking the business value of information to address growing service demands, control costs and improve return on citizens' investments. The IBM Information Agenda Guide for Government supplies the integrated vision needed to help achieve these key business goals and objectives – and deliver better business outcomes, such as improved disaster response and consistent citizen experiences across agencies. With an Information Agenda Guide for Government in place, CIOs and senior IT managers have many of the tools necessary to make the essential transition from simply supporting the agency to making a measurable, sustainable contribution.

An IBM Information Agenda Guide can help government organisations:

- *Manage costs and reduce operating expenses*
- *Introduce new services quickly*
- *Streamline and automate business processes for greater efficiency*
- *Increase flexibility to support existing and new services*
- *Support new strategic initiatives with an integrated information framework*
- *Proactively uncover and mitigate fraud risks.*

Most importantly, consistently delivering trusted information to the right people at the right time gives organisations the ability to use that information in entirely new ways to better serve the needs of citizens and constituents.

Why IBM is the right transformation partner

The Information Agenda Guide for Government is a practical, accelerated approach developed by IBM after years of working with leading global organisations. It is a cross-IBM programme composed of a proven, prescriptive methodology and mature government assets, delivered by IBM practitioners with deep industry expertise.

IBM Information On Demand (IOD) solutions offer end-to-end information infrastructure capabilities for executing your information agenda. IOD offerings are specifically designed to address virtually every aspect of an organisation's trusted information needs. Based on open standards and reflecting an investment of more than US\$10 billion in the last three years, IOD offerings are among the industry's most comprehensive.

CIOs and senior IT managers ready to jump-start their organisation's information agenda efforts should consider a hosted IBM Information Agenda workshop. This workshop leverages IBM's expertise to guide CIOs, senior IT managers and LOB stakeholders quickly through the process of building a cohesive information agenda with an actionable set of projects. A hosted workshop can result in faster execution and realisation of return on investment.

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