

# Federal ICT Strategy 2012–2015



## **Imprint**

### **Publisher**

Federal IT Steering Unit FITSU  
Schwarztorstrasse 59  
CH-3003 Bern

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### **Photographs**

Alain Bucher, Bern

### **Distribution**

Federal Office for Buildings and Logistics FOBL  
CH-2003 Bern  
[www.bundespublikationen.admin.ch](http://www.bundespublikationen.admin.ch)  
Order No. 608.001.e

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# Contents

	<b>Foreword</b>	5
<b>1</b>	<b>Introduction</b>	7
<b>2</b>	<b>Vision</b>	8
<b>3</b>	<b>Principles</b>	9
3.1	Business orientation of ICT	9
3.2	Remits and responsibility	9
3.3	Shared use of information	10
3.4	Procurement of ICT services	10
3.5	Management of ICT services	11
3.6	Service offer	11
3.7	ICT security and risk management	11
3.8	Use of technologies	12
3.9	Development of architecture	12
3.10	Interoperability	12
<b>4</b>	<b>Strategic directions</b>	13
4.1	S01 – ICT steering and management	13
4.2	S02 – Cross-organisational cooperation	14
4.3	S03 – Mobile work	15
4.4	S04 – Federated data centres	16
4.5	S05 – Telecommunication infrastructure	17
4.6	S06 – Standard ICT services	18
<b>5</b>	<b>Supplementary ICT strategies</b>	20
<b>6</b>	<b>Referenced documents</b>	21
<b>7</b>	<b>Annexes</b>	22
	Annex A: Planning domains and specifications	23
	Annex B: Master Plan	26



# Foreword



Ladies and Gentlemen,

With the revised Federal IT Ordinance, the Federal Council has reorganised parts of the federal information technology framework: The Federal Council now assumes strategic responsibility for the use of information and communication technologies (ICT) in the Federal Administration.

After having laid down the organisation in the ordinance, the Federal Council is now using this ICT Strategy to define the content and orientation of federal ICT over the coming four years. In the Strategy, the Federal Council sets out overarching principles and defines six strategic directions for priority action.

The ICT Strategy is harmonised with the Strategy for the Information Society in Switzerland and the eGovernment Strategy Switzerland based on it, and contributes substantially to the implementation of these strategies in the Federal Administration.

In public administration too, ICT has become indispensable. Together with Personnel, Finances and Logistics, ICT is one of the essential pillars of the administration's activity – without functioning ICT, the administration would stand still. At the same time, ICT is a driving force of innovation and modernisation for the administration and its rela-

tions with the population and the private sector. ICT can be used to enhance the administration's client orientation and improve its efficiency.

ICT in the Federal Administration requires substantial resources commensurate with its importance. It is therefore a continuing task of the responsible parties to optimise costs and increase utility. Accordingly, generally needed ICT services such as telecommunication should be under central management, while specific ICT services should be managed decentrally in the appropriate administrative unit.

Implementation of the Strategy requires great commitment and constructive collaboration of business managers, IT officers, and employees concerned. Together, we will succeed.

Eveline Widmer-Schlumpf  
Head of the Federal Department of Finance  
Bern, December 2011



# 1 Introduction

Government and administration activities would no longer be imaginable without the use of information and communication technologies (ICT). ICT resources are indispensable for achieving business objectives and they involve substantial outlays. ICT steering and management is thus of crucial importance to the Confederation. Based on articles 5 and 14 of the Federal IT Ordinance<sup>1</sup>, the Federal Council lays down the Federal ICT Strategy. The ICT Strategy:

- defines overarching strategies of the Federal Council for the Information Society in Switzerland, and the eGovernment Strategy in particular;
- defines specifications for the use and development of the ICT of the Federal Administration that supplement the legal requirements, the Federal IT Ordinance and the Federal Council's objectives for the legislative period.

In addition to this formal framework, trends in politics, administration and the economy, the advance of technology and social changes are driving the updates and implementation of the Federal ICT Strategy. The Federal ICT Strategy lays out the planned development of information and communication technologies (ICT) use in the Federal Administration up to 2015. It defines binding principles and strategic directions.

The Federal ICT Strategy takes the perspective of the entire Federal Administration. Accordingly, it governs those aspects meeting at least one of the criteria requiring federal steering and coordination. These criteria are:

- Overlap of the business processes at the federal level
- Relevance to cross-organisational ICT security
- Impact on the overall cost-effectiveness of the use of ICT in the Federal Administration
- Interoperability of systems, applications and ICT services beyond the boundaries of departments or of the Federal Administration
- Support for cross-organisational use of information (within the framework of the legislative bases)

Based on the needs of administrative business, a vision for ICT in the Federal Administration (Chapter 2) introduces the Strategy. Following this vision, the present document develops general principles (Chapter 3) and six strategic thrusts that show the need for action during the Strategy period from 2012 to 2015 (Chapter 4). Implementation of the Strategy is defined as part of a Master Plan set out in Annex B.

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<sup>1</sup> SR 172.010.58, Ordinance on Information Technology and Telecommunication in the Federal Administration (Federal IT Ordinance)

## 2 Vision

### **Goal-oriented and cost-conscious**

The IT services are oriented toward the business objectives and substantially increase the impact and efficiency of the business processes. The departments and the Federal Chancellery identify and exploit synergies.

### **Reliable, client and future oriented**

The IT services support the business processes with the requisite IT service availability and security. New technologies are employed where they enable sustainable, useful and secure solutions. Clients can use their IT services in a location-independent, time-independent, and even mobile way.

### **Powerful and cost-effective**

The service procurers obtain the agreed IT services at market conditions. The internal service providers are partners of the service procurers; their integration services create added value.

### **Binding for eGovernment**

As the key actor for eGovernment Switzerland, the Federal Administration connects its business processes across all administrative levels all the way to the partners. The Federal Administration thus provides a significant share of the eGovernment infrastructure and services.



# 3 Principles

## 3.1 Business orientation of ICT

Information and communication technologies (ICT) facilitate the effective and efficient business activities of the Federal Administration; they are one of the means toward this end.

The use of ICT in the Federal Administration is cost-efficient. Cost-efficiency is considered across the entire life cycle (including replacement, dismantling and disposal).

The evaluation of utility also includes the private sector and citizens as beneficiaries.

Business officers define the objectives and requirements for ICT use, ICT security and ICT continuity management.

## 3.2 Remits and responsibility

All ICT strategies downstream from the Federal ICT Strategy are harmonised with the Federal ICT Strategy and together constitute the overall specifications for ICT steering.

Within the framework of this Strategy, the departments and the Federal Chancellery constitute autonomous remits<sup>2</sup> with their own ICT Strategy. Additionally, there are overarching remits with their own partial ICT strategy for the purpose of central management and steering of areas (e.g. support processes, standard ICT services).

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<sup>2</sup> The remits are described in more detail in the Annex.



### 3.3 Shared use of information

In cross-organisational business processes, some of the same information is needed in distinct administrative units. Multiple entry and maintenance of information should be avoided in accordance with legal requirements. Where no legal bases for the shared use of information are in place, the creation of such bases is to be considered.

### 3.4 Procurement of ICT services

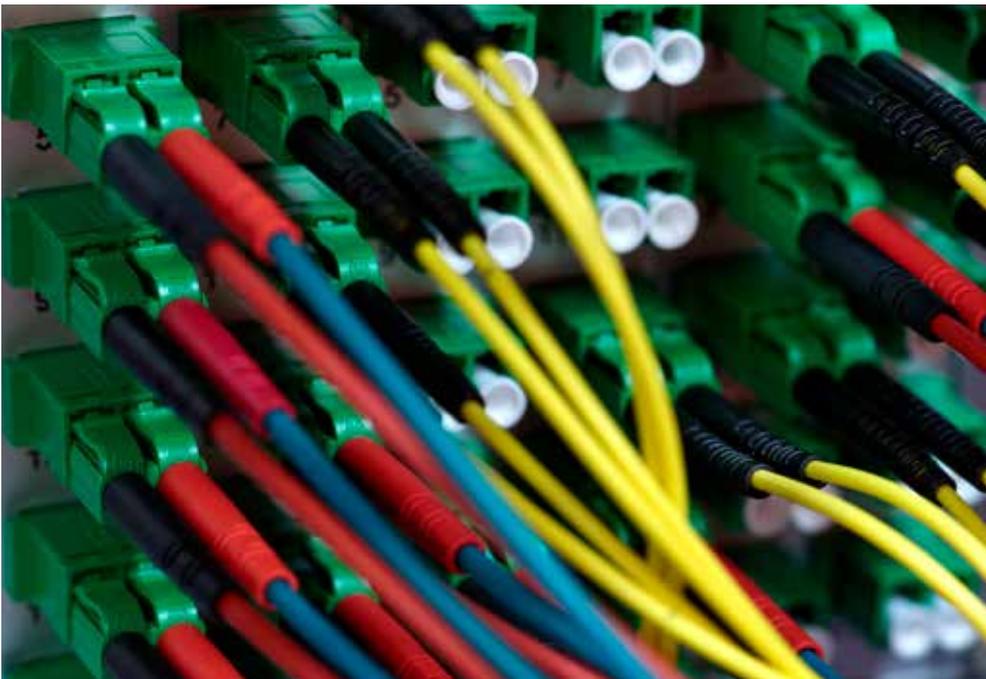
The departments or the Federal Chancellery decide whether ICT services should be procured internally or externally. In the case of standard ICT services, the Federal Council decides on service procurement as part of the market model<sup>3</sup>.

The decision on service procurement<sup>4</sup> takes especially the following criteria into account:

- fulfilment of requirements (including ICT security)
- cost-effectiveness across the entire life cycle
- prioritisation of internal resources (focussing of internal service providers on ICT services in accordance with Principle 3.6)
- compliance with specifications of the Federal Administration
- impact on other ICT services
- sustainability and environmental compatibility (e.g. digital sustainability, energy efficiency)
- dependency risks

<sup>3</sup> Federal IT Ordinance, Art. 14(b).

<sup>4</sup> In the case of external service procurement, the specifications set out in Art. 25 and 26 of the Federal IT Ordinance apply



### 3.5 Management of ICT services

For purposes of managing ICT service procurement, service procurers and service providers agree a service governance framework which defines the service management roles, responsible persons and processes as well as the contact and escalation bodies.

The connection between requirements, service definition, service level agreement (SLA), service procurement, cost factors and invoicing of services is kept transparent for the service procurers.

Together with their service providers, the administrative units plan the medium- and long-term need for ICT services.

### 3.6 Service offer

The internal ICT service providers focus their internally developed and offered services on higher-quality and sector-specific<sup>5</sup> eServices. They maintain mutually complementary service offers that correspond to their core competences.

The use of available ICT services (e.g. cloud computing, SOA services, standard ICT services) takes priority over the provision of customised ICT services.

The procurement of commercial off-the-shelf software<sup>6</sup> takes priority over the development of customised software.

### 3.7 ICT security and risk management

The ICT security requirements on confidentiality, integrity, availability and traceability are ensured appropriately within the framework of the specifications<sup>7</sup>.

The departments and the Federal Chancellery manage their ICT risks. Major ICT risks are identified and managed within the Confederation's risk management framework<sup>8</sup>.

<sup>5</sup> Sector-specific means "relating to the business activity of the Federal Administration"

<sup>6</sup> COTS software

<sup>7</sup> Appropriately means "balancing functionality, costs and security"

<sup>8</sup> Instructions on the Risk Policy of the Confederation of 24 September 2010



### 3.8 Use of technologies

In principle, the Confederation employs tested technologies.

Open source software (OSS) and closed source software (CSS) are treated equally.

Where necessitated by the business or the business processes, the use of innovative and new technologies is possible. Experiences are evaluated and made available to others.

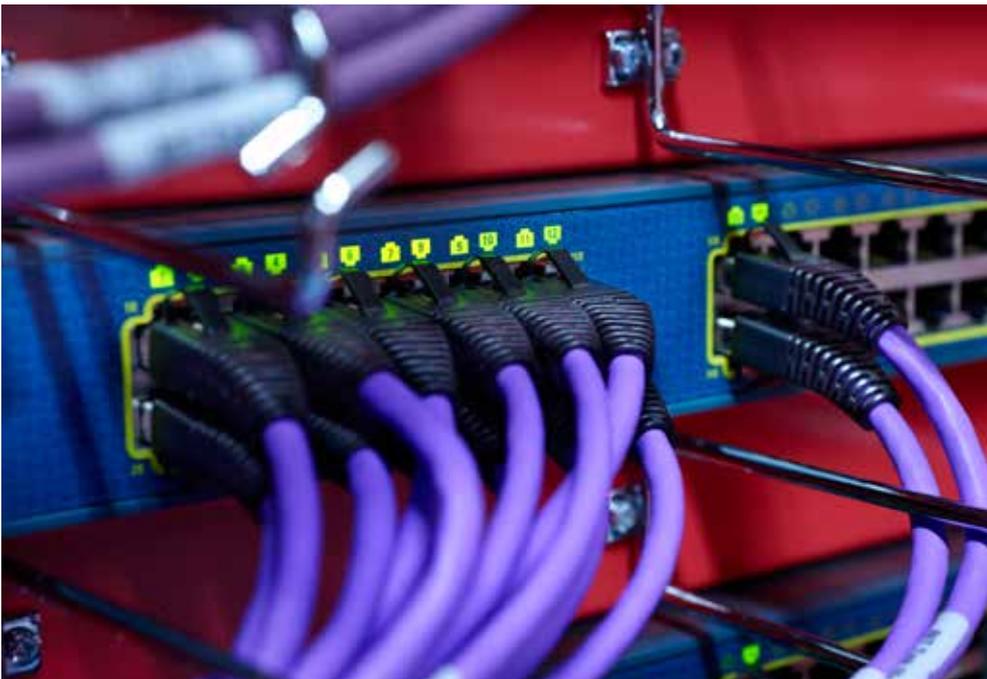
### 3.9 Development of architecture

The enterprise architecture of the Federal Administration is developed in a theme-focused, federal and coordinated manner. The enterprise architecture of the Federal Administration is overarching and integrates the locally developed and maintained sub-architectures. The sub-architectures fit into this overall architecture.

### 3.10 Interoperability

The interoperability required of the business processes is defined on the basis of open, product-neutral and freely available standards. Wherever possible, recognised standards are adopted within the framework of the standardisation processes.

Interoperability is ensured over the long term by means of superordinate management of requirements, interfaces, changes and products employed.



# 4 Strategic directions

## 4.1 S01 – ICT steering and management

### 4.1.1 Purpose

The impact of ICT shall be improved and ICT management integrated into business management. The Federal Council, the Federal Chancellery and the department receive current and complete management information on ICT appropriate to their level, especially regarding risks, costs and financial requirements.

### 4.1.2 Objective: ICT steering

The ICT specifications shall be clear, streamlined and implementable. They shall be enforced.

#### Measures

- The FITSU shall issue ICT specifications in the areas mentioned in Annex A (Federal IT Ordinance, Art. 3 para.4, Art. 14(d) and Art. 17 para.1(d).
- Applicability of the ICT specifications shall be improved, especially by structuring and publishing the specifications in an appropriate manner (specifications portal).

### 4.1.3 Objective: ICT management

The ICT management processes shall be integrated into the management processes of the administrative units at all levels (office, department, Confederation). The legislature plan, the annual objectives of the Federal Council, and business planning shall determine the ICT priorities.

#### Measures

- Tasks, competences and responsibilities relating to management of ICT are to be defined for the federal and departmental levels by means of administrative ordinances. Managers at all levels are to be sensitised and trained with regard to the management of ICT use.
- The FITSU shall develop an overarching concept on “Strategic controlling of ICT” for the federal level. This concept shall include a system of key performance indicators for managing service procurement.
- Departments, the Federal Chancellery and the FITSU shall establish an overarching ICT portfolio management within their remit. ICT planning and the ICT portfolio shall be adopted periodically by the competent management body.



- At the phase decision points (HERMES), key ICT projects must pass a quality control assessment (quality gate) ensuring compliance with the specifications and achievement of the business objectives. They shall be reported periodically to the Federal Council as part of strategic controlling.

## 4.2 S02 – Cross-organisational cooperation

### 4.2.1 Purpose

The increasing need for cross-organisational cooperation in the Federal Administration and between the Federal Administration and the cantons shall be supported.

### 4.2.2 Objective

Cross-organisational business processes shall be supported in compliance with the legal requirements (legal compliance) through an overarching coordination of ICT. Synergies shall be exploited through cooperation, but also beyond the Federal Administration.

### 4.2.3 Measures

- The integration of business processes as well as the integration of the associated ICT support shall be promoted beyond the boundaries of departments and the Federal Chancellery. Sensi-

tisation and training regarding legal compliance for overarching cooperation within the administration shall be strengthened.

- For the purpose of effective support of cross-organisational cooperation, those responsible for business shall form working groups as needed. The specialised communities shall establish information architectures to manage cross-organisational information.
- For this purpose, the FITSU shall develop the necessary foundation and reference architectures for cross-organisational cooperation in consultation with the Federal Chancellery, the departments and external partners, and shall make these available in the form of eCH standards.
- Under the guidance of the FITSU, service procurers and service providers shall develop a federal sub-strategy for identity and access management (IAM) and shall introduce mutually harmonised identity management processes. The requisite instruments and tools shall be developed.



### 4.3 S03 – Mobile work

#### 4.3.1 Purpose

The increasing need of business processes and employees for flexitime and mobile work shall be supported<sup>9</sup>.

#### 4.3.2 Objective

ICT shall support flexitime and mobile work.

#### 4.3.3 Measures

- The administrative units shall determine the business processes for which mobile work makes sense. They shall classify their workplaces according to standardised categories. They shall harmonise their mobility demands on ICT with the measures arising from implementation of the Personnel Strategy.
- Especially new ICT services shall be oriented to the needs of mobile work in terms of availability and security. The work locations of the Federal Administration shall be suitable for mobile work (networking, access, authorisations).

- Specialised applications, services, standard services and support services are modified or developed in such a way that they can be used also outside the work locations of the Federal Administration.
- The implementation plans for the Voice Communication and Unified Communication & Collaboration (UCC) and Office Automation strategies shall take account of the measures mentioned here.

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<sup>9</sup> See also the demands of the Personnel Strategy in this regard



## 4.4 S04 – Federated data centres

### 4.4.1 Purpose

Every internal ICT service provider now has its own data centre (computer centre including operational processes). The rapidly increasing cross-organisational use of ICT services, new technologies (e.g. cloud computing) and the focussing of ICT service providers on core competences require overall planning of the Federal Administration data centres. This will allow costs to be reduced and energy efficiency and security to be improved.

### 4.4.2 Objective

Data centre capacities are to be planned and built in such a way that the Confederation's own data centre infrastructure primarily maintains business-critical information and computing capacities.

### 4.4.3 Measures

- A joint federal-wide capacity plan for the data centres shall be prepared for the planning periods 2012–2015 and 2016–2019.

- By the end of 2012, the service providers and their departments shall prepare a cross-departmental data centre concept and submit it for decision by the Federal Council. The concept shall be harmonised with:
  - the data centre projects already under way,
  - disaster preparedness planning (KAVOR),
  - telecommunication infrastructure planning (Strategic Thrust S05),
  - Federal Administration resource and environmental management (RUMBA),
  - implementation of the eGovernment Strategy Switzerland,
  - implementation of a Cloud Computing Strategy for Swiss Authorities.
- The performance mandates for ICT service providers shall be harmonised with the new data centre concept for the period 2016–2019.
- Programmes and projects for the realisation of the data centre concept shall be identified and included in the departmental planning processes.



## 4.5 S05 – Telecommunication infrastructure

### 4.5.1 Purpose

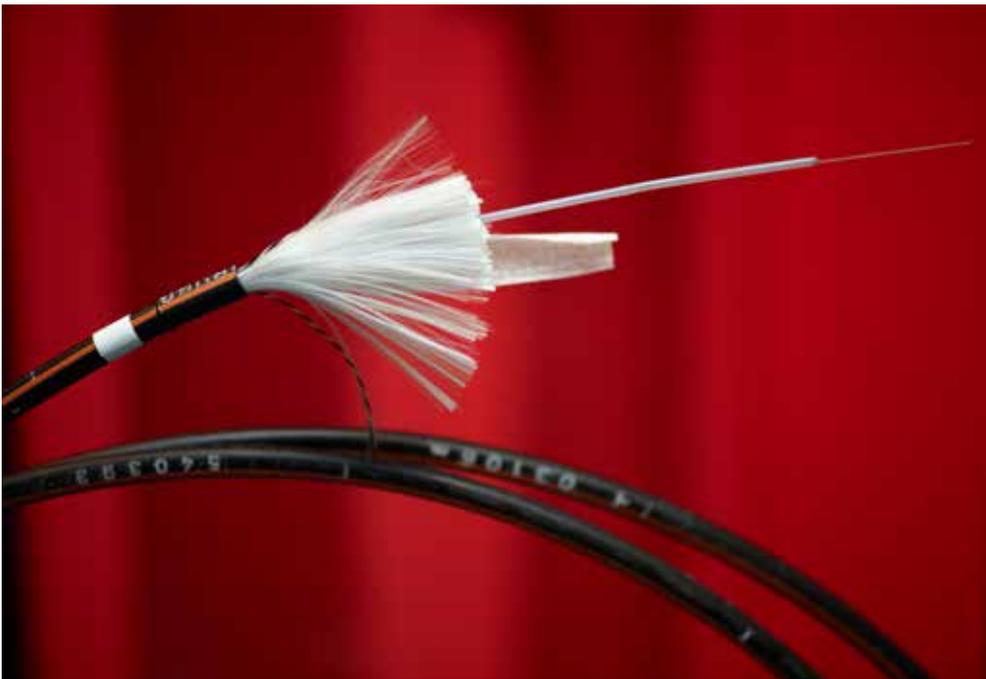
Mobile work, automated and continuous business and administrative processes, and the eGovernment Strategy Switzerland place far-reaching demands on the data access, processing and transmission capabilities. The performance of the telecommunication infrastructure shall be increased to meet the rising demand.

### 4.5.2 Objective

The Data Communication and Communication & Collaboration infrastructure services shall cover the projected needs until 2015 to meet the demands of service procurers regarding business process execution.

### 4.5.3 Measures

- Data transport services up to and including Layer 2 shall be procured by the FITSU on the free market. The Layer 3 network services, which shall continue to be provided internally, shall be optimised (remits, scope of services, service catalogue).
- With the implementation of the Voice Communication and Unified Communication & Collaboration (UCC) strategy, landline telephony of the Federal Administration shall be replaced by integration of voice communication with office automation functions and mobile telephony. New functions shall be added such as video communication, presence display and desktop sharing.



## 4.6 S06 – Standard ICT services

### 4.6.1 Purpose

ICT services shall be consolidated into standard ICT services which are managed centrally and delivered to clients according to defined quality and security levels<sup>10</sup> if they are used broadly and with the same or similar requirements for the service procurers.

### 4.6.2 Objective

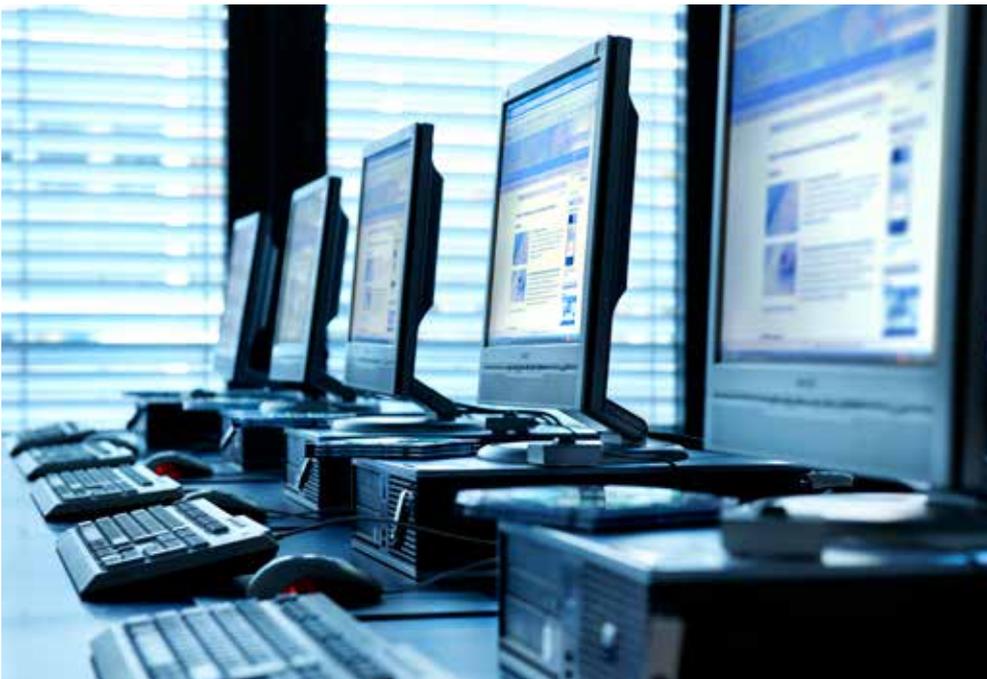
Standard ICT services shall be introduced. Interoperability, continuous security, cost-effectiveness and business process support shall thereby be improved overall.

### 4.6.3 Measures

- All existing horizontal services shall be managed as standard ICT services from 1 January 2012 in accordance with the existing market models. By the end of 2012, the market models for these standard ICT services shall be reviewed and presented to the Federal Council for approval.
- In principle, the following ICT services shall be managed as standard ICT services in future:
  - Office automation, including new functions for mobility, security and communication
  - Infrastructure and security services:
    - address verification services (e-address)
    - enterprise service bus (ESB; as an integration component)
    - form services (e-form)
    - identity and access management services (e-access and e-ID)
    - portal infrastructure services (e-portal)
    - SSO portal (single sign-on portal)
    - search services for the Federal Administration intranet and Internet

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<sup>10</sup> According to need for protection



Based on the consolidated requirements of the departments and the Federal Chancellery, the FITSU shall define the content of these services, demonstrate their utility and shall propose the market models to the Federal Council by mid-2013 at the latest.

- Upon conclusion of the Office Automation programme and until the definite decision on the Office Automation standard service, the FITSU shall continue management by way of the measures already introduced. This primarily includes management of the appointed bodies, the Master Plan for office automation, and implementation of the sub-strategy on office automation.
- The organisation and processes for management of the standard ICT services shall be defined by the FITSU and phased in. All information necessary for management of ICT standard services shall become part of a central service catalogue.
- The FITSU shall evaluate further candidates for standard ICT services in accordance with the following criteria:
  - frequent use in the Federal Administration,
  - use under the same or similar requirements,
  - improvement of overall cost-effectiveness,
  - improvement of ICT security,
  - improvement of interoperability.

# 5 Supplementary ICT strategies

All bodies with responsibility for a remit (see Annex A), especially the Federal Chancellery and the departments, shall decide their ICT strategy and the derived architecture within the framework of the Federal ICT Strategy.

On behalf of the Federal Council or the FDF and with the involvement of the Federal Chancellery and the departments, the FITSU may develop ICT sub-strategies within the framework of the Federal ICT Strategy if at least one of the following two criteria is met:

- Managing the challenge or achieving superordinate objectives requires cooperation across several remits.
- Deeper strategic steering and management is necessary in a clearly defined area of higher complexity and coherence.

Verification of the current ICT sub-strategies and the development of new ICT sub-strategies are shown in the Master Plan (see Annex B).

# 6 Referenced documents

- Ordinance on Information Technology and Telecommunications in the Federal Administration (Federal IT Ordinance), new totally revised version of 2011, SR 172.010.58, [www.admin.ch](http://www.admin.ch)
- Instructions of 24 September 2010 on the Risk Policy of the Confederation, Federal Gazette, No. 40, 12 October 2010, page 6549, [www.admin.ch](http://www.admin.ch)
- Strategy of the Federal Council for an Information Society in Switzerland of January 2006, [www.bakom.admin.ch](http://www.bakom.admin.ch)
- eGovernment Strategy Switzerland of January 2007, [www.egovernment.ch](http://www.egovernment.ch)
- Framework Agreement on eGovernment Cooperation in Switzerland 2007–2011, supplemented by the draft for 2012–2015 [www.egovernment.ch](http://www.egovernment.ch)
- Personnel Strategy of the Federal Administration 2011–2015 of December 2010 [www.epa.admin.ch](http://www.epa.admin.ch)
- Voice Communication and Unified Communication & Collaboration (UCC) Strategy of 27 June 2011, [www.isb.admin.ch](http://www.isb.admin.ch)
- Federal Council Decision of 10 June 2011 on Options for the Data Communication Strategy of the Federal Administration, [www.isb.admin.ch](http://www.isb.admin.ch)

# 7 Annexes

- Annex A: Planning domains and specifications
- Annex B: Master Plan

# Annex A: Planning domains and specifications

Planning domains define framework conditions for the development, steering and management of information technology.

## Planning domains of the Federal ICT Strategy

### Principles for all planning domains

For each planning area, there is a competent body which undertakes ICT planning (e.g. strategy and architecture planning) in the planning area and coordinates it with the adjacent planning domains. The competent bodies of the planning domains in question are equally responsible for this coordination.

For each planning area, there is an ICT strategy that defines the planning area and determines the boundaries with the other planning domains. Additionally, the ICT strategy should be further specified by architectures in each planning area in such a way that the strategic initiatives are sufficiently developed for implementation. For this purpose, all downstream architectures must be oriented toward the overarching enterprise architecture of the Federal Administration<sup>11</sup>.

Figure 1 shows:

- The planning area “ICT of the Federal Administration”, perspective of the overall organisation.
- The planning domains of the Federal Chancellery and the departments, defined by the organisational structure of the Federal Administration. They encompass all planning that is not expressly assigned to a different planning area.
- The planning domains with overarching responsibility (basic federal ICT services, federal support processes, and other overarching planning domains within specialised remits). The standard ICT services are included in the planning area “Basic federal ICT services”.
- The planning domains of the eGovernment Strategy, which is defined by the eGovernment Strategy Switzerland. Planning is the responsibility of the eGovernment bodies, offices and actors.

<sup>11</sup> Federal Architecture

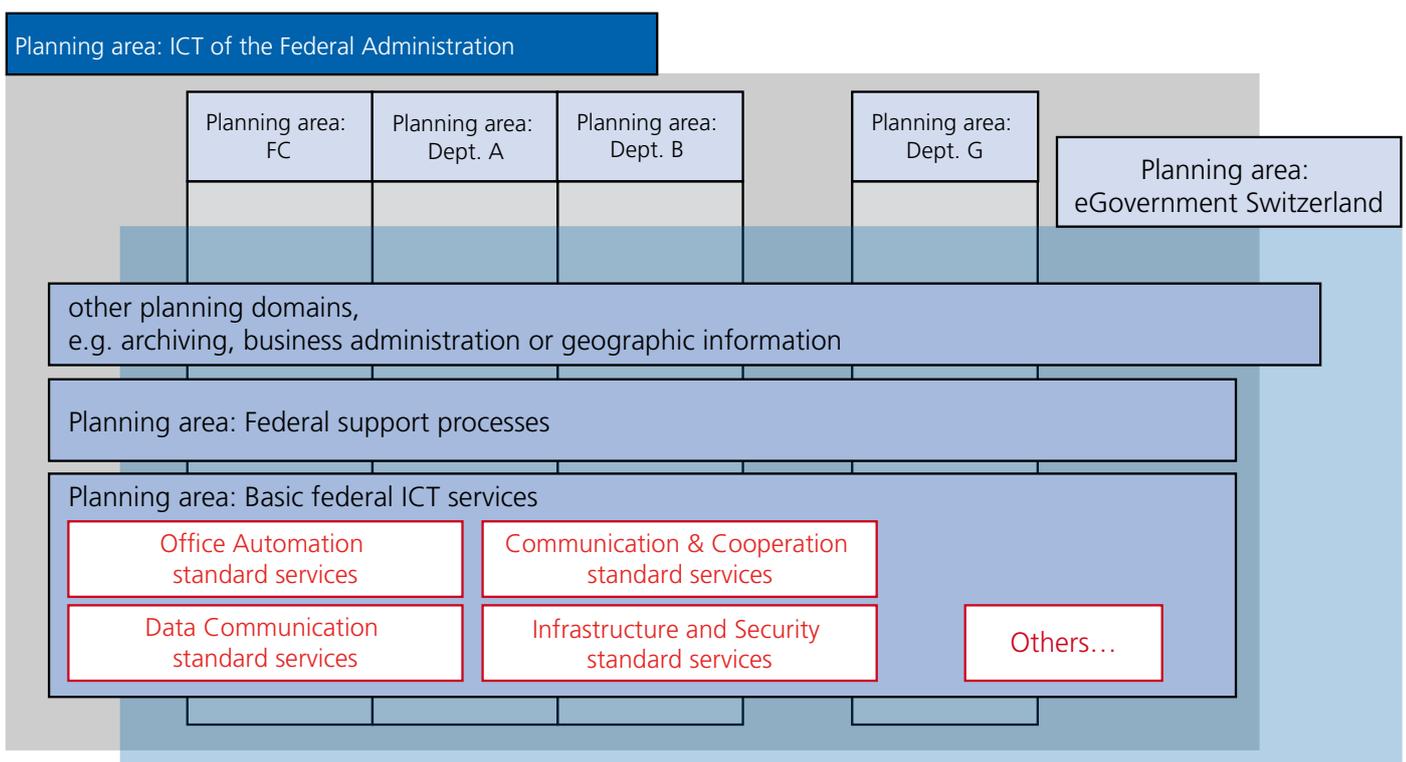


Figure 1: The figure shows existing and potential planning domains as well as overlaps among the planning domains.

**Planning area:****ICT of the Federal Administration**

The contents to be planned within the planning area “ICT of the Federal Administration” are:

- federal specification areas and specifications;
- organisation of ICT steering and management at the level of the Federal Administration (bodies);
- management of central credits;
- management of central programmes and projects.

The FITSU is responsible for the planning area “ICT of the Federal Administration”.

**Planning domains of the Federal Chancellery and the departments**

In the planning domains of the Federal Chancellery and the departments, the contents that are planned and managed are those whose planning is not carried out at the level of the Federal Administration and which have also not been delegated to the subordinate administrative units by the departmental ICT strategy. These are in particular:

- specification areas and specifications (especially architectures and standards)
- bodies at the departmental level
- programmes or projects managed at the departmental level.

The Federal Chancellery or the department is responsible for these planning domains as appropriate

**Planning area: Basic federal ICT services**

In the planning area “Basic federal ICT services”, the following contents are planned and managed:

- the (operational) standard ICT services
- the candidates for standard ICT services
- shared platforms designed within the framework of federal governance<sup>12</sup>.

The FITSU is responsible for the planning area “Basic federal ICT services”.

**Planning area: Federal support processes**

In the planning area “Federal support services”, ICT is planned and managed for the Personnel, Finances, Logistics and Procurement support processes. ICT is an independent support process in this regard.

Federal offices with horizontal remits are responsible for the “Federal support processes” planning domains. In the administrative domain, these are the Federal Finance Administration, the Federal Office of Personnel and the Federal Office for Buildings and Logistics; in the military domain, this is armasuisse.

**Overarching planning domains within specialised remits**

Examples of overarching planning domains within specialised remits are geographic information, archiving, business administration and police. The bodies responsible for such planning domains steer and manage cooperation with other authorities in the Federal Administration and Switzerland (eGovernment) as well as sector-specific specialised communities (see also Strategic Thrust S02 – Cross-organisational cooperation). Within the planning domains in question, sector-specific ICT and the information architectures are harmonised through use of the available basic ICT services.

The administrative units referred to in the respective legislative bases and instructions are responsible for the planning area in question.

**Planning area: eGovernment Switzerland**

This planning area is defined by the superordinate eGovernment Strategy Switzerland. The eGovernment planning area overlaps with all other planning domains.

Responsibility is governed by the eGovernment Strategy Switzerland and the eGovernment Switzerland Framework Agreement.

<sup>12</sup> which may deviate from the governance for standard services – management by the FITSU.

### Specification areas and types

The FITSU issues specifications in accordance with Art. 14(d) of the Federal IT Ordinance in the following specification areas:

- specifications on ICT management and ICT steering,
- specifications on ICT security,
- specifications on ICT controlling,
- specifications on the management of projects and programmes,
- specifications on the interoperability of ICT solutions and systems,
- specifications on architecture development,
- specifications on ICT processes.

The specifications are issued for the purpose of improving cost-effectiveness, security or interoperability. There are four types of specifications: method specifications, process specifications, architectures and standards. A dependency exists between architectures and standards, given that standards are derived from the underlying architecture.

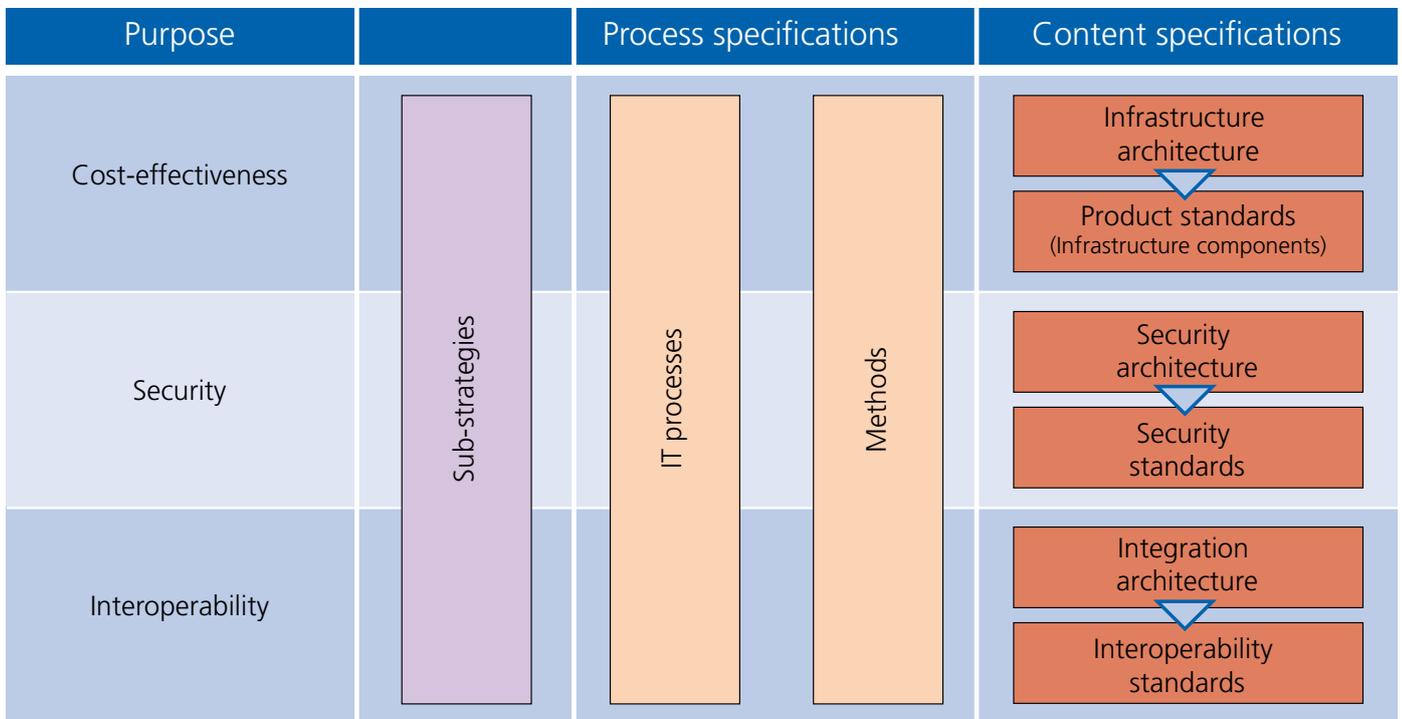


Figure 2: The figure shows the purposes for which specifications are issued and the types of specifications corresponding to the purpose.

# Annex B : Master Plan

The Master Plan shows how the ICT Strategy is implemented. It is maintained as a separate document and updated periodically.



