

منتدى هيئة الطرق والمواصلات
لأفضل الممارسات الإدارية

RTA BEST PRACTICES FORUM

إبريل 15 April 2013



المعرفة للجميع
KNOWLEDGE FOR ALL

RTA Technology Governance

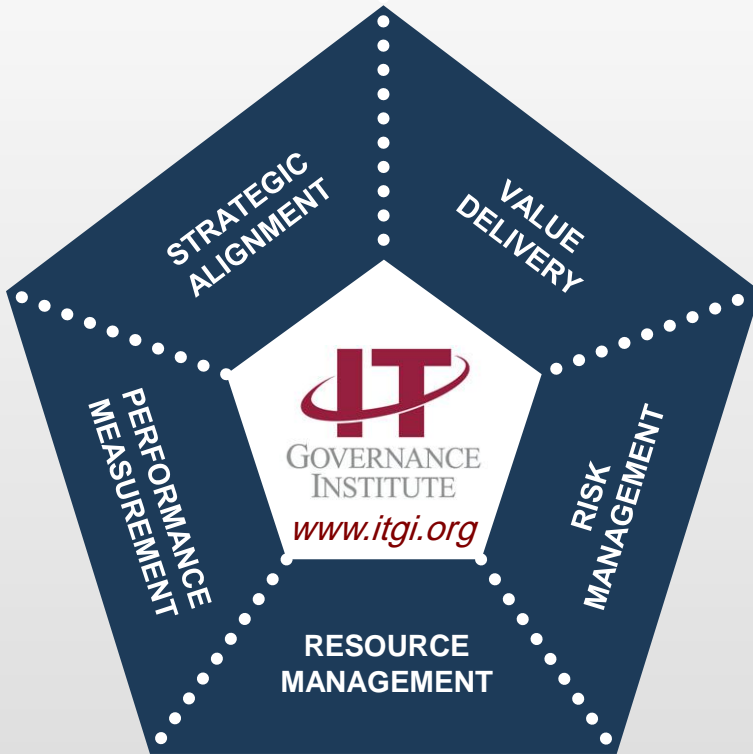
Abdulla Al Madani - CEO Corporate Technical Support Services

Ahmed Bahrozyan - CEO Licensing Agency

معاً نبني مستقبل دبي

Together we build the future of Dubai

Enterprise Governance



Enterprise governance is a set of responsibilities and practices exercised by the board and executive management with the goal of:

- Providing **strategic direction**
- Ensuring that **objectives** are achieved
- Ascertaining that **risks** are managed appropriately
- Verifying that the **enterprise's resources** are used responsibly

Enterprise Governance Drives IT Governance

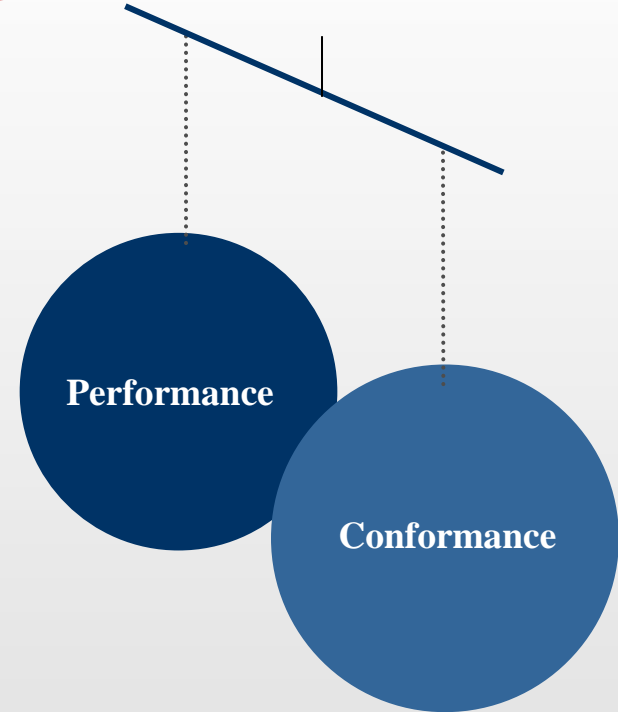
Enterprise governance is about:

⦿ Performance

- Improving profitability, efficiency, effectiveness, growth, etc.

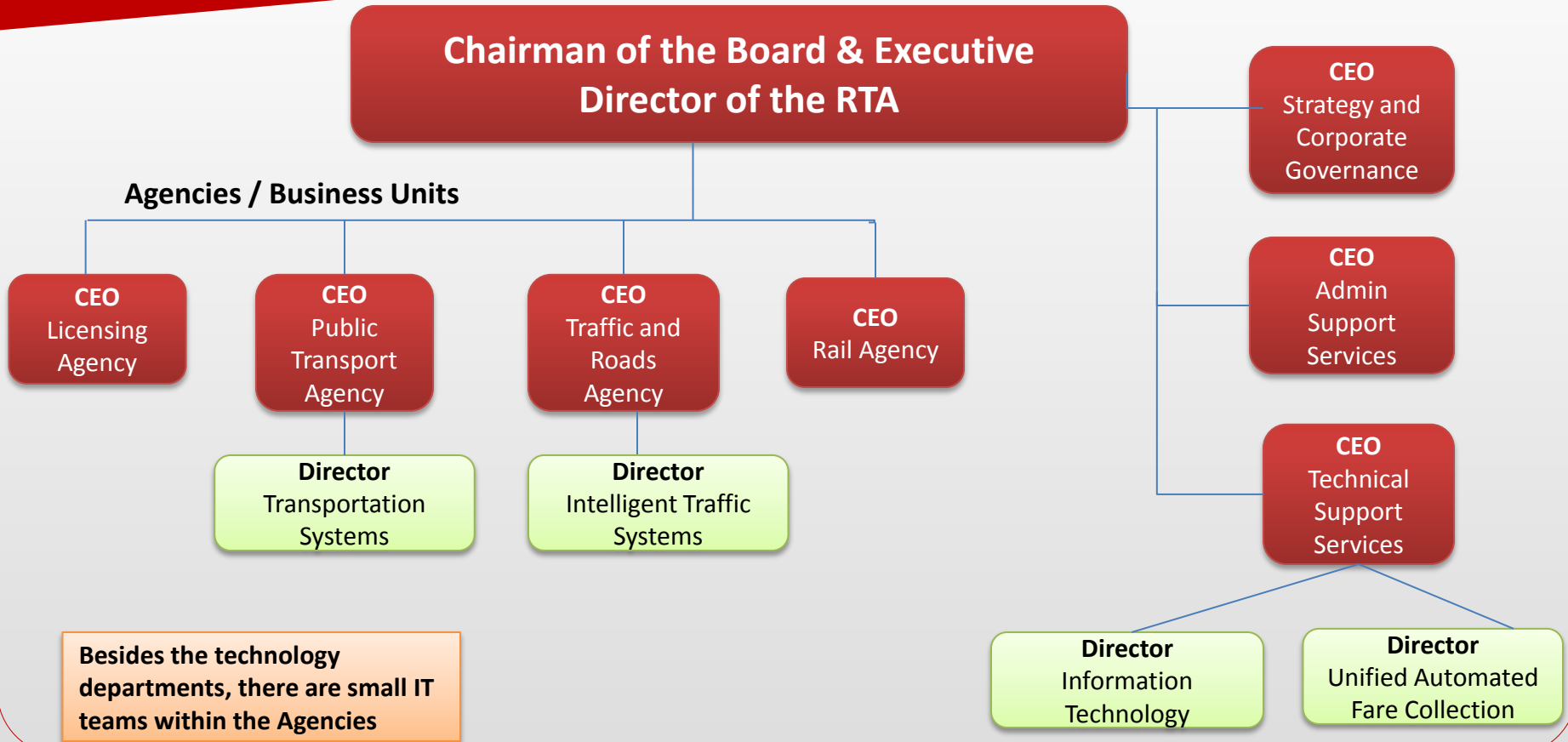
⦿ Conformance

- Adhering to legislation, internal policies, audit requirements, etc.



Enterprise governance and IT / Technology governance require a balance between conformance and performance goals directed by the board.

RTA Organisational Structure



RTA Organization Context

- Roads and Transport Authority (RTA) was formed in 2005 through consolidation of various Government entities.
- Diverse Technology Portfolios under different management.
- Migration of Over 60 Systems.
- Completion of Major Technology Projects worth over 2 Billion AED.
- Management of Over 130 Systems/Applications.

The Need for IT Governance in RTA



RTA required a structured approach for managing these and other unique Challenges. This will ensure that there are ;

- Agreed business objectives for Technology departments;
- Good management controls in place ;
- And effective monitoring of performance to keep on track and avoid unexpected outcomes.

RTA Journey to better Technology Governance



2005 : RTA Formation

RTA Formation, Creation of Business Objectives, Strategy , Planning

2006- 2008 : Migration , Delivery

Migration of Systems, Handling of Running Projects, Catering for urgent Business requirements, Achieving Business Objectives,

2009 – 2013 : Consolidation

Consolidation of Technology Initiatives, Formation of Higher Committee for Technology Governance, Creation of Applications Governance Framework

2014 : Vision

Achieving the Optimized Maturity level for technology governance.

RTA Technology Governance – Committee Overview

- Headed by a CEO
- Reports to Chairman of the RTA Board
- Represented by all Technology and concerned Business Directors
- Responsible for Technology Governance across RTA

Chairman of the Board & Executive Director of the RTA

Higher Committee for Technology Governance

- Headed by IT Director
- Represented by all Technology and concerned Business Directors
- Responsible to ensure standard uniform application development and maintenance practices

Applications Governance Committee

Disaster Recovery Committee

- Headed by UAEC
- Headed by Director of ITD
- Represented by all Directors with Technology Portfolio
- Responsible Disaster Recovery initiatives across RTA

Information Security

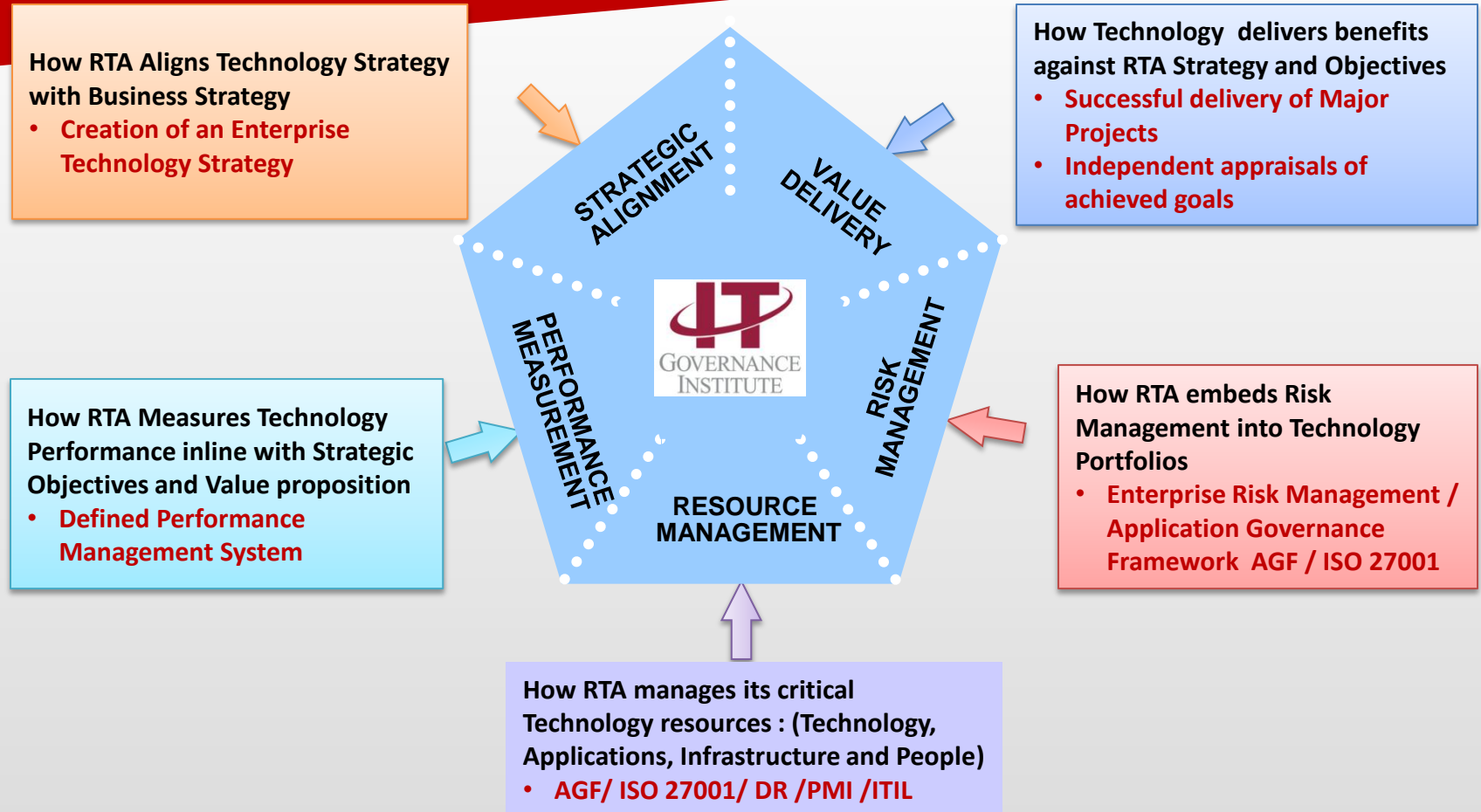
Unified Automated Fare Collection Committee

- Indirectly reports to Higher Committee
- Responsible for Information Security across RTA
- Implementation of ISO 27001

RTA Higher Committee for Technology Governance

- Higher Committee consists of Business and Technology Senior Management – CEO , Directors
- Reports to the Chairman of RTA Board of Directors
- Aligns Technology governance within a wider RTA enterprise governance scheme.
- Ensures the Technology supports RTA Corporate Objectives
- Ensures RTA embeds Risk Management into Technology Portfolios
- Supervision of Technology related Sub Committees
- Champions the adoption of COBIT, ITIL, ISO27001 ,ISO 20000 and RTA Applications Governance Framework

Technology Governance Pillars



Challenges Faced

1. Organizational Change Management Issues.
2. Delicate Balance of Satisfying Business Goals and fostering Good Technology Practices.
3. Technology Management / Investment Decisions often conducted in silos.
4. Aggressive plans / tight deadlines dictated by fast paced business needs
5. Dependence on outsourcing/adoption of different Delivery Models
6. Diverse Applications and Infrastructure platforms.

Taking on the Challenge

1. Executive Management support and commitment .
2. Creation of Higher Committee for Technology Governance.
3. Creation of AGF and adoption of Industry Best Practices / Frameworks.
4. Benchmarking Visits – Singapore, Other Corporate Entities
5. Enterprise wide initiatives such as;
 - Enterprise Architecture Practice
 - Applications Governance Framework for Compliance
 - Disaster Recovery Framework, Roadmap and Project
 - Information Security
 - **Enterprise Integration Initiative**

Enterprise Integration Initiative

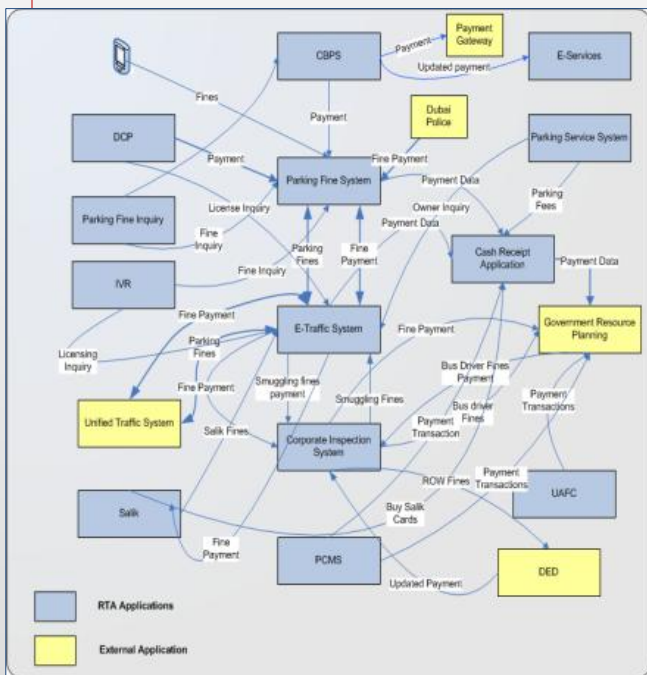
Business Agility and Better Governance

The key business benefits envisaged from this initiative are as follows:

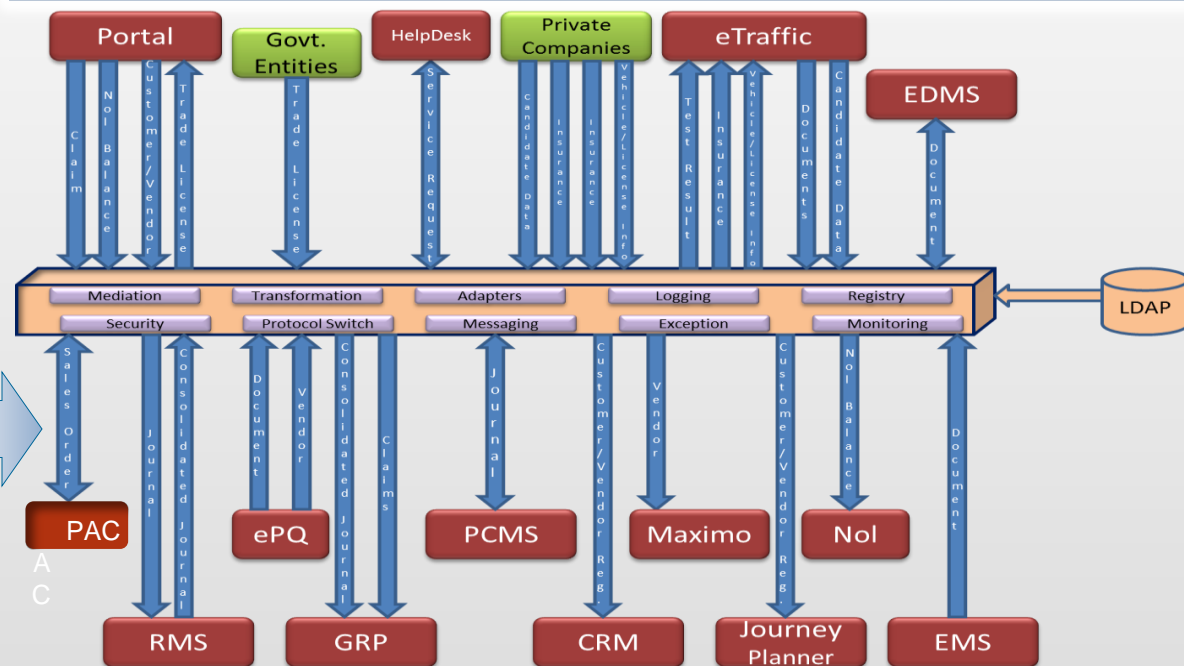
- Facilitate application communication in a standardized fashion.
- Reduce total cost of ownership.
- Improve productivity through increased automation.
- Minimize human interactions.
- Support business processes and improve customer service.
- Provide guidance for applications requiring integration both internally as well as externally with other entity applications :
 - ✓ Dubai e-Government
 - ✓ Dubai Municipality
 - ✓ Dubai Police
 - ✓ Department of Economic Development

Enterprise Integration Initiative – Before and After

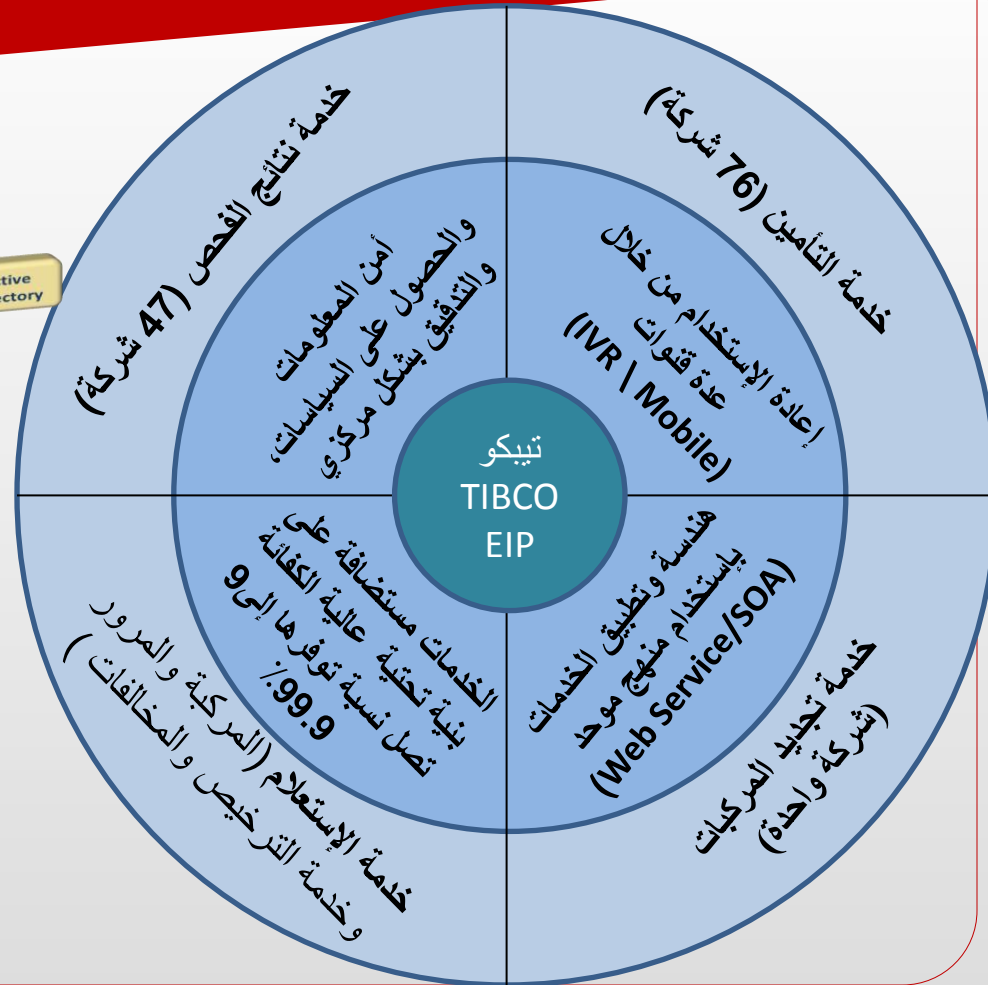
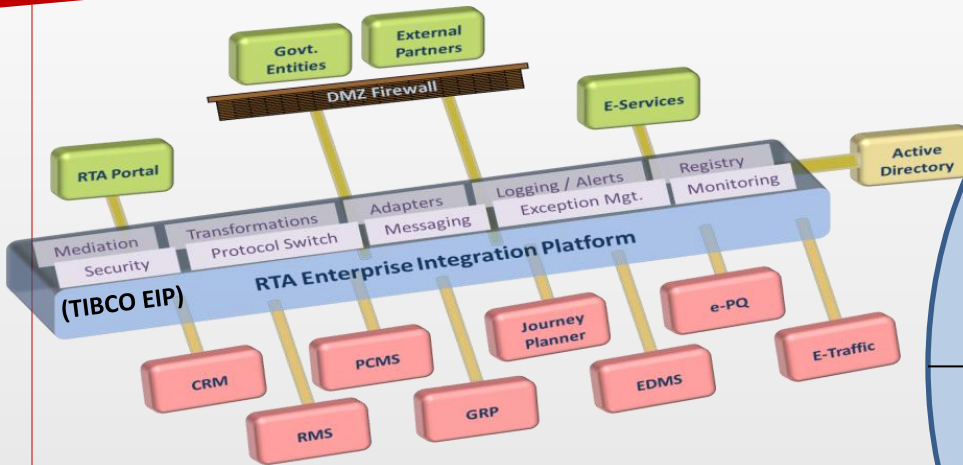
BEFORE



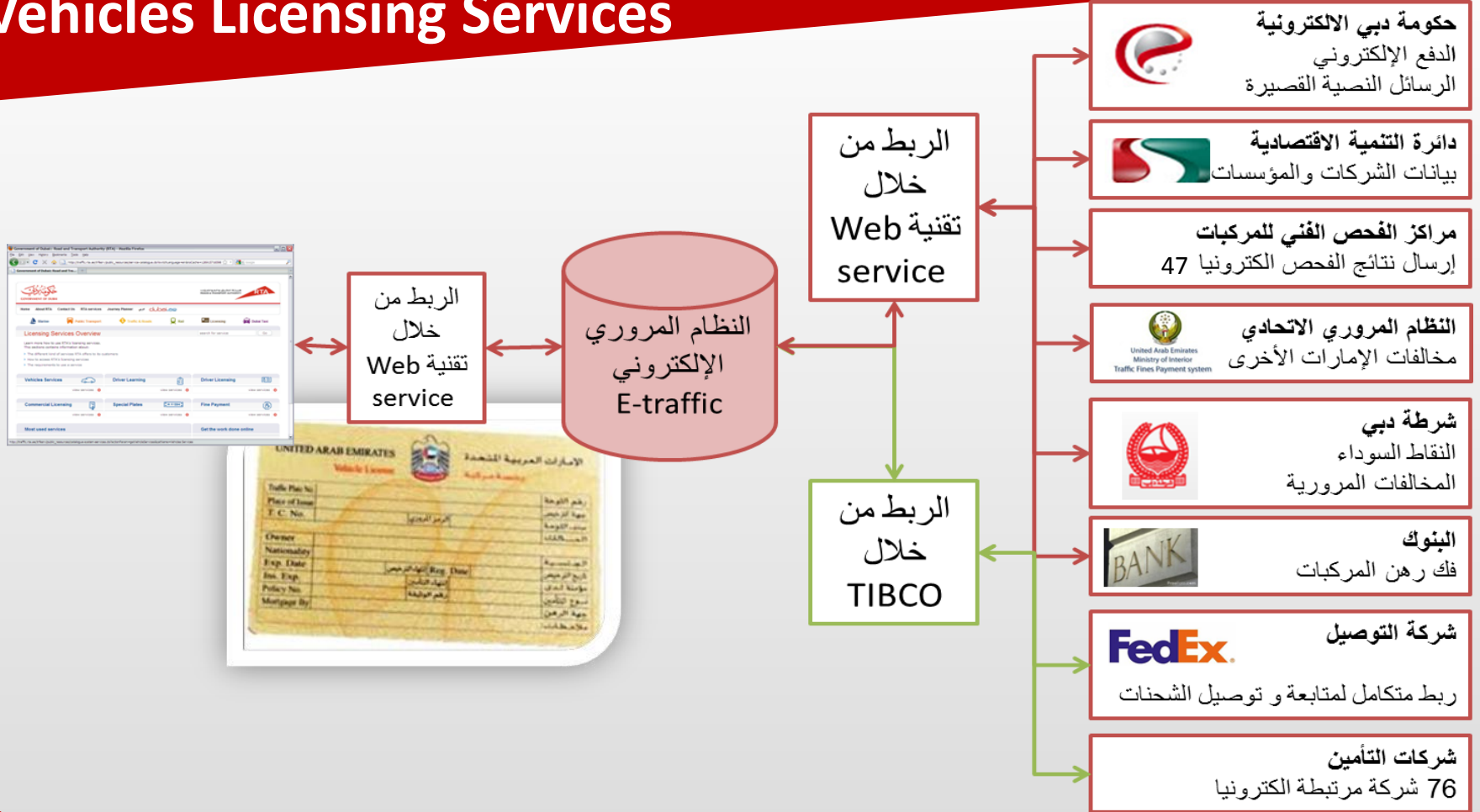
AFTER



Business Perspective – Licensing Agency Experience



Example: Integration of Vehicles Licensing Services



Best Practices to make Technology Governance Operational in RTA

HTGC has been instrumental in identifying opportunities for re-use, cost optimization, leveraging existing investments and avoiding duplicate investments / solutions

Lessons Learnt

The critical success factors include (but not limited to) the following :

1. Blessings and sponsorship of the Board.
2. Obtaining Senior Management commitment.
3. Regular communication to bring every one on the same page.
4. Organizational change management requires structured approach and meticulous planning.
5. Holistic view of technology governance across the organization to derive business benefits.
6. Enabling organization specific Technology Governance Framework requires considerable planning, time and effort.
7. Adoption of Leading Practices such as COBIT, PMI and ISO.
- 8. Good Governance is a journey, not a destination.**

Thank You