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# Agenda

1. Project structure and current status
2. Deliverable 2: Current situation analysis report
3. Deliverable 3: As-is Business process model
4. Deliverable 4: Business requirements catalogue.
5. Identified problems and risks
6. Deliverable 5: Business Case (Estonia & Denmark)
7. Deliverable 6: To-be Situation Analysis
8. Deliverable 7: Business Process Model
9. Deliverable 8: Road Map
10. Deliverable 11: Feasibility of Business Case
11. Deliverable 9, 10: Project closing



Project structure and  
current status

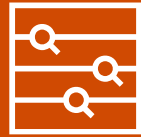
# Deliverables and key objectives



1

## Deliverable 1: Project inception report

- Mobilize project team and key stakeholders
- Discuss and agree project objective, implementation approach and timeline



2, 3, 4

## Deliverables 2, 3 and 4: Current situation analysis and business process model, requirements catalogue

- Reach a complete understanding of the current situation,
- Description of all inputs influencing the situation
- Exploration of mechanisms and ways how given inputs can influence the situation



5

## Deliverable 5: Business case

- Produce the business case for further improvements in ICT services development using foreign experience transfer
- Develop two alternatives for the business case

# Deliverables and key objectives



6,7,8

**Deliverables 6, 7 and 8: To-be situation analysis and business process model, road map**

- Description of “to-be” considering all gathered information and relevant ideas
- Best practices from abroad tailored for Czech conditions



9,10

**Deliverable 9 and 10: Project end report and presentation, communication material**

- Recommendation for next steps
- Prepare the scope of materials covering all relevant points from the Project



11

**Deliverable 11: Feasibility of business case**

- Strategic anchoring of the digital public services coordination plan according to the foreign business case identified in Deliverable 5
- Assess the financial, organizational and technical feasibility of the project

# Initial view of the scope of ICT strategy

Legislation (Cybersecurity Act, GDPR, critical infrastructure, etc.)

Processes (Financing, Procurement, Operation, Development)

Technology / Architecture / Security

Data sharing	Server infrastructure	eGovernment cloud	Sharing services / components	Telco infrastructure
Sharing the purchase plan, circulation of documents, etc.; Data sharing outside ISZR, eGSB / ISSS, FAIS	DC vs. NDC HW recovery plan	Multi cloud environment (private vs. NDC, LAN / WAN, unified identity)	IaaS / PaaS / SaaS Service catalog Collaborative tools Monitoring / Reporting / Controlling	ITS, Pegas...

# Deliverables and Contractual Plan

<b>Deliverable</b>	<b>Contractual Timetable</b>	<b>Date of Delivery</b>	<b>Current Status</b>
<b>Stage 1 – Inception</b> Deliverable 1: Project inception report	Reference date + 1 month	8/16/2021	<b>Completed</b>
<b>Stage 2: Analysis of the As-Is situation and business process model</b> Deliverable 2: Current situation analysis report (in general) Deliverable 3: As-is Business process model in ArchiMate format Deliverable 4: Business requirements catalogue	Reference date + 4 months	11/16/2021	<b>Completed</b>
<b>Stage 3: Elaboration of a business case</b> Deliverable 5: Business case including the chosen alternative	Reference date + 6 months	1/18/2022	<b>Completed</b>
<b>Stage 4: Definition of To-be situation based on the chosen alternative</b> Deliverable 6: To-be situation analysis Deliverable 7: To-be Business process model in ArchiMate format Deliverable 8: Roadmap	Reference date + 10 months	5/16/2022	<b>Completed</b>
<b>New Stage: Feasibility</b> Deliverable 11: Feasibility of business case	Reference date + 14 months	10/16/2022	<b>Completed</b>
<b>Stage 5: Project closing</b> Deliverable 9: Project final report and presentation Deliverable 10: Communication materials	Reference date + 15 months	11/16/2022	<b>Ongoing</b>



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Deliverable 2:  
Current situation  
analysis report

# As part of the AS-IS Analysis three primary areas were identified

## Technology

As part of the development of the Ministry of the Interior's ICT Operations strategy, the main focus is on the technologies operated within the OPITK department. Technologies require assurance using internal/external implementation teams, process assurance within the assurance departments, possibly covered by an external contractual entity. The concept of the approach is several steps for defining the scope of services up to an iterative approach to increasing the maturity of services in the form of a controlled approach derived from the PwC ICT Strategy Framework.

## Processes

The management of the ICT area at the Ministry of the Interior is organizationally divided into 2 sections:

- section of economy and operation
- section of information and communication technologies

The area of ICT operations is under the responsibility of only the economics and operations section, where its activities are carried out by 3 separate departments.

## Legislation

In the AS-IS phase of the project, the primary goals related to the legal aspects were:

- Identifying legal regulations, internal Mol regulations and guidelines relevant to the ICT development within the Mol
- Analysing most important contractual relations that enable ICT operation (the focus was placed on the main contract concluded with the state enterprise established by the Mol - National Agency for Communication and Information Technologies ("NAKIT"))
- Identifying problem areas

# Overview of identified ICT operation processes

- Development planning
- Technology renewal
- Documentation management and updating
- Preparation of public procurement
- Creation of proposals for annual binding call limits
- Processing monthly reports on connection costs and monitoring the use of call limits
- Acquisition of information and communication technology assets
- Reception of equipment from suppliers to the warehouse
- Dispensing equipment from the warehouse
- Inventory
- Disposal and elimination of unusable equipment
- Evaluation of the performance of the New Main Contract
- Ordering / terminating service within the New Main Contract
- Creating / terminating an internally provided service

# Card of identified process (sample)

<b>Title:</b>		<b>Pořízení majetku informačních a komunikačních technologií</b>		
<b>Reason for process:</b>		Zajištění obnovy a rozvoje ICT, zajištění pracovních podmínek zaměstnanců MV		
<b>Department:</b>		Odbor provozu informačních technologií a komunikací (OPITK)	Owner:	Ředitel OPITK
<b>Cooperative departments and Institutions:</b>		Odbor správy majetku, Odbor účetnictví a statistiky, Odbor veřejných zakázek		
<b>Initiator of Process:</b>		Vedoucí oddělení odboru OPITK		
ID	Inputs	Main activities	Real implementer	Outputs
P1	<ul style="list-style-type: none"> <li>Plány rozvoje</li> <li>Požadavky zákazníků</li> <li>Stavy skladových zásob</li> </ul>	Zjištění úplné potřeby pro nákup majetku	Vedoucí oddělení odboru OPITK	<ul style="list-style-type: none"> <li>Dokumentace veřejné zakázky</li> <li>Objednávka</li> <li>Předávací protokoly</li> <li>Majetkové karty</li> </ul>
		Příprava technické specifikace	Vedoucí oddělení odboru OPITK	
		Realizace veřejné zakázky, podpis smlouvy (volitelné)	Vedoucí oddělení podpory a provozu informačních a komunikačních technologií	
		Objednávka dodávky	Vedoucí oddělení odboru OPITK	
		Fyzické převzetí dodávky	Vedoucí oddělení odboru OPITK	
		Zavedení položek dodávky do majetku MV	Vedoucí oddělení odboru OPITK	
		Přijetí položek dodávky do skladových zásob	Vedoucí oddělení podpory a provozu informačních a komunikačních technologií	

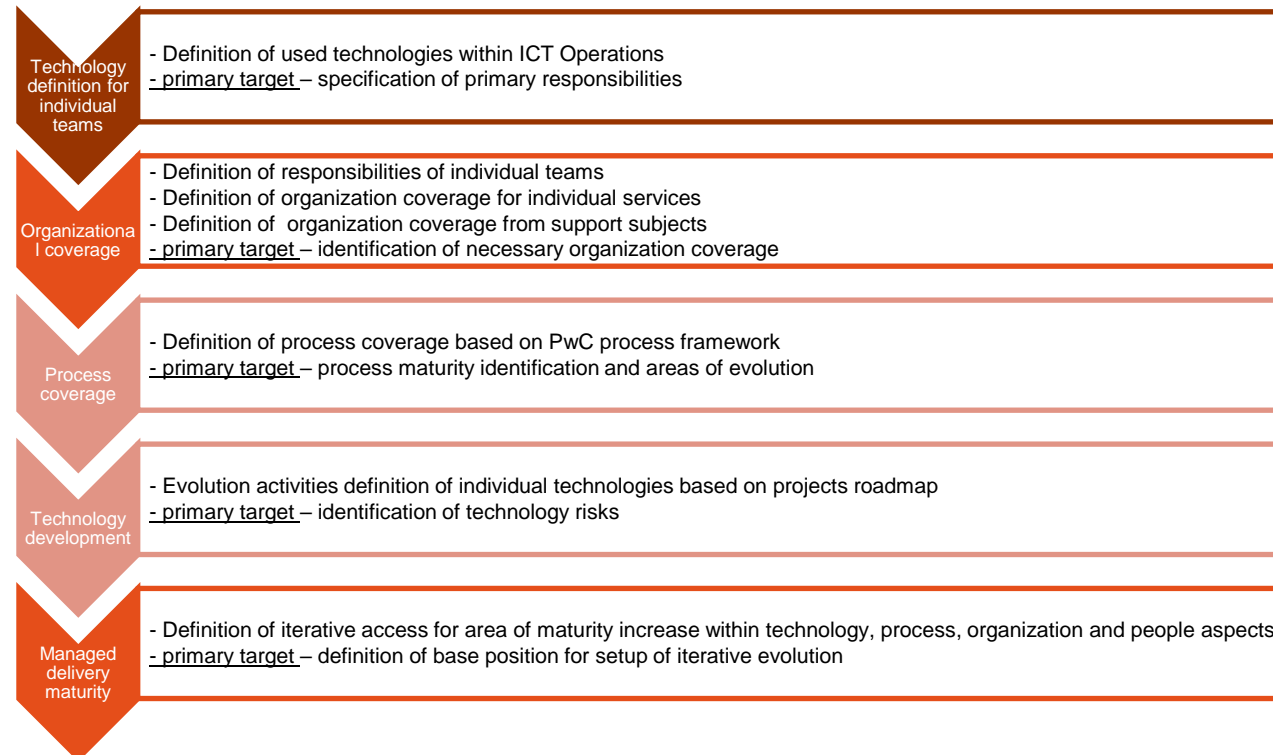
# ICT Operations – technical analysis approach

Key purpose of technical section is dedicated to **identifying all problematic** areas based on PwC methodic.

Areas of surveys are:

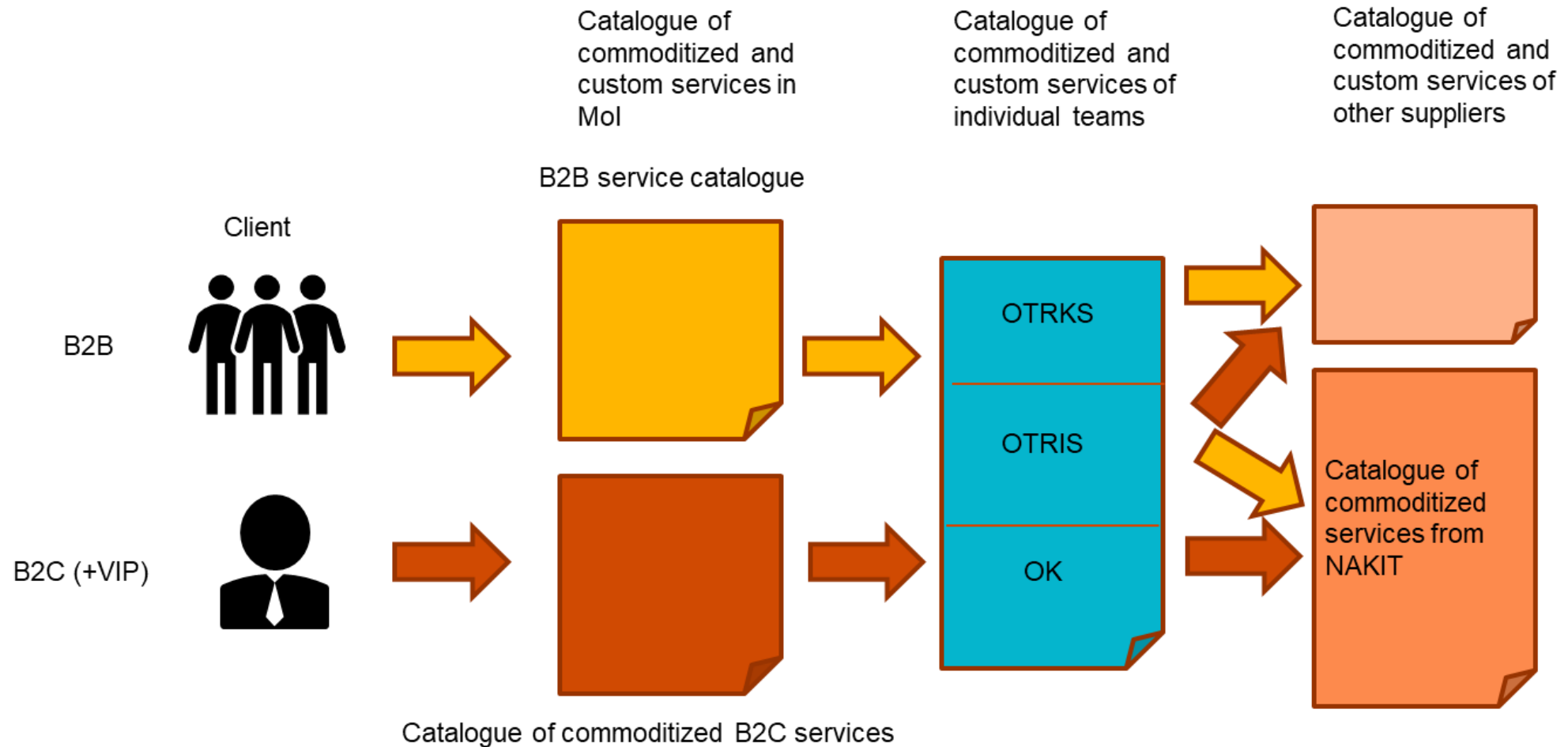


Targets of individual areas:



# Target model - ICT Operations concept

Target concept model is in **delivery of guaranteed commoditized services** based on catalogue approach:



# Legal Area

## Primary goals

1. Identifying legal regulations, internal Mol regulations and guidelines relevant to the ICT development within the Mol
2. Analysing most important contractual relations that enable ICT operation
3. Identifying problem areas
4. New Main Contract

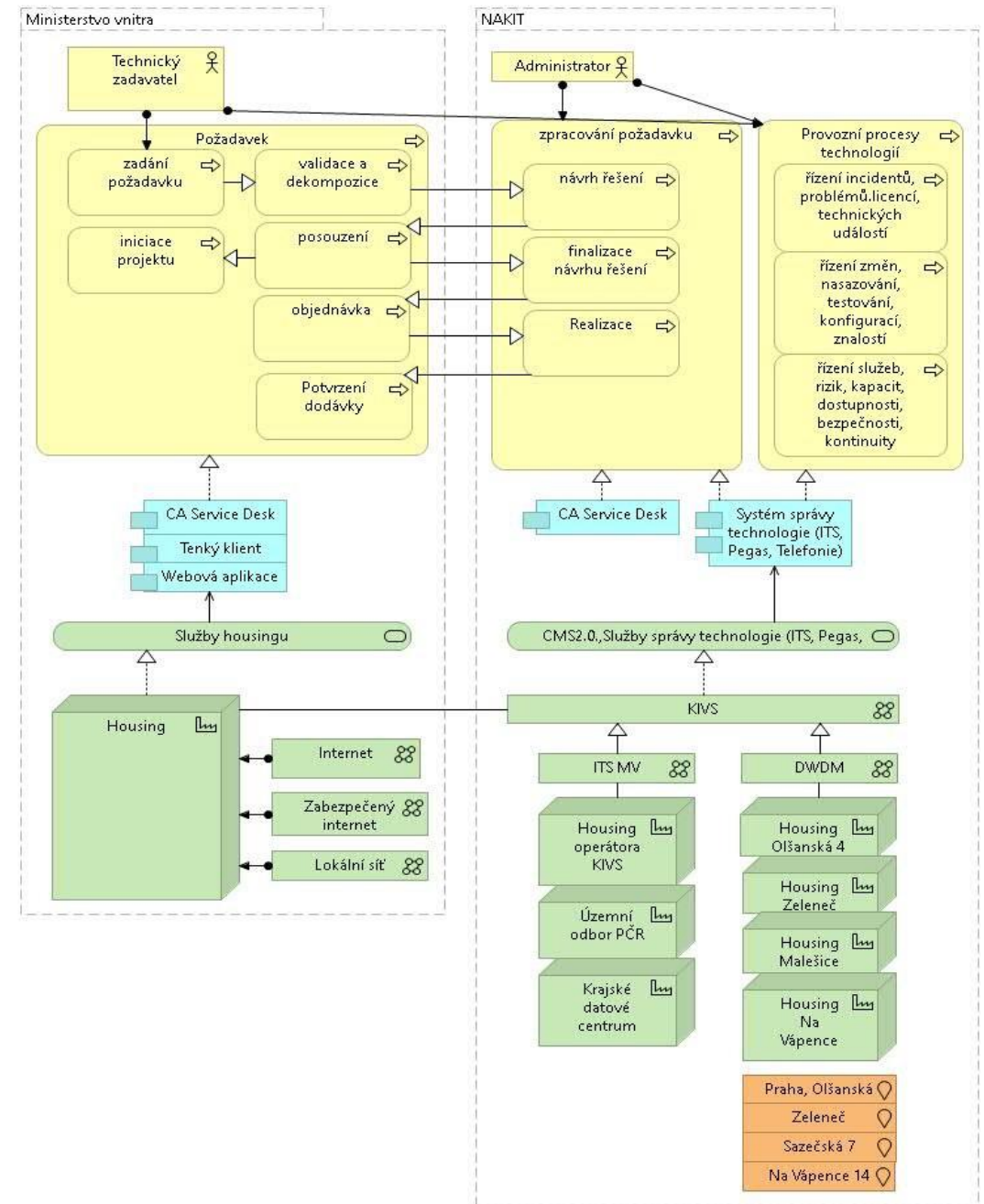
# 3

Deliverable 3:  
As-is Business  
process model



# Business process model

- As-is business process model is model defined in ArchiMate format reflecting multi-layer approach.
- As-is business process model is describing strong dependency of Ministry of Interior ICT Operations on key supplier NAKIT.
- All key IT Operations processes are covered by NAKIT with relation to technical user (supervisor) by reporting of individual processes based on New Main Contract with regular governance base.



# 4

Deliverable 4:  
Business  
requirements  
catalogue

# Business requirements catalogue

- The project has identified **31 business requirements and their owners**
- This Deliverable 4 outlines these requirements in further detail
- Every business requirement is described using **four level architecture principles**:
  - Business processes
  - Applications and Data architecture
  - Technical infrastructure
  - Communication infrastructure

# List of identified Business Requests

ID	Služba	Business Requirement	Owner	Leader
S01	Provoz a servis komunikační sítě ITS	Operations of communication network ITS	OPITK	Roman Martiniak
S02	Provoz a servis komunikační sítě ITS	Operations of communication network ITS	OPITK	Jiří Schmidt
S03	Provoz a servis komunikační sítě Pegas	Operations of communication network Pegas	OPITK	Jiří Schmidt
S04	Zajišťování správy lokálních počítačových sítí	Administration of local networks	OPITK	Pavel Chlup
S05	Zajišťování provozu informačních systémů (podpůrné IS pro MV)	Operations of internal IS	OPITK	Pavel Chlup
S06	Zajišťování provozu a servisu koncových zařízení	Operations of end user devices	OPITK	Pavel Chlup
S07	Zajišťování provozu tiskových zařízení	Operations of printing solutions	OPITK	Pavel Chlup
S08	Zajištění technické podpory koncových uživatelů	Providing technical support to end users	OPITK	Pavel Chlup
S09	Zajištění provozu poštovních serverů	Operations of mail servers	OPITK	Pavel Chlup
S10	Zajištění provozu webových serverů	Operations of web servers	OPITK	Pavel Chlup
S11	Instalace a konfigurace síťového klientského programového vybavení	Installation a configuration of end user network SW	OPITK	Pavel Chlup
S12	Zajišťování oprav výpočetní techniky	Maintenance of ICT devices	OPITK	Pavel Chlup
S13	Zajišťování úhrady koncesionářských poplatků	Administration of concession fees	OPITK	Kateřina Obešlová
S14	Realizace požadavků na provoz pronajímaných hrazených pevných telefonních stanic (HTS)	Implementation of requirements for the operation of leased paid telephone stations	OPITK	Kateřina Obešlová
S15	Skladování a technické ošetření informační techniky	Storage and technical treatment of ICT devices	OPITK	Pavel Chlup
S16	Skladování a technické ošetření komunikační techniky	Storage and technical treatment of ICT devices	OPITK	Roman Martiniak
S17	Zajištění bezpečnosti provozu	Providing operation cyber security	OPITK	Jiří Schmidt
S18	Zajištění provozní bezpečnosti Telefonie	Providing telephony security	OPITK	Roman Martiniak
S19	Zajištění organizace používání elektronického podpisu	Organization of the use of electronic signatures	OPITK	Kateřina Obešlová
S20	Výkon funkce administrátora systému Czech POINT	Administration of Czech POINT	OHA	Petr Kuchař
S21	Zajištění provozu a poskytování rozhraní centrálního místa služeb (CMS)	Operations of the central service point (CMS) interface	OPITK	Jiří Schmidt
S22	Zajištění provozu a poskytování rozhraní centrálního místa služeb (CMS)	Operations of the central service point (CMS) interface	OHA	Oldřich Kalina
S23	Zajištění provozu systému UPAAS	Operations of UPAAS	OPITK	Pavel Chlup
S24	Zajištění provozu Active Directory	Operations of Active Directory	OPITK	Pavel Chlup
S25	Zajištění provozu Videokonferencí	Operations of video conferencing	OPITK	Roman Martiniak
S26	Poskytování služeb v oblasti telefonie	Providing services of telephony	OPITK	Roman Martiniak
S27	Zajištění provozu systému EKIS	Operations of EKIS	OPRE	Ivo Rosypal
S28	Zajištění provozu systému ISoSS	Operations of ISoSS	OPRE	Ivo Rosypal
S29	Zajištění provozu agendových IS správních evidencí	Operations of agenda IS of administrative records	OCIS	František Varmuža
S30	Zajištění provozu centrálních informačních systémů	Operations of central IS	OCIS	František Varmuža
S31	Zajištění provozu provozních IS MV	Operations of supporting IS	OCIS	František Varmuža

# Card of identified request (sample)

Title (ID)	Provoz a servis komunikační sítě ITS (S01)
Owner of request	Technický správce
Responsibility for execution	OPITK - OK
Legal request	Zákon č. 412/2005 Sb., 181/2014 Sb., 365/2000 Sb., 239/2000 Sb., 110/2019 Sb., GDPR
Real implementer	Přiřazený prováděcí pracovník oddělení komunikací
Contracts	-
Definition of suppliers of services and components	Více dodavatelů-např. ČDT
Escalation	Vedoucí oddělení, ředitel OPITK, náměstek sekce
Main activities	<ul style="list-style-type: none"> <li>- zajištění propojení dílčích organizačních entit v rámci MV</li> <li>- nastavení provozních procesů:               <ul style="list-style-type: none"> <li>- služba service desku, řízení požadavků, licencí, problémů, operativy, technických konzultací, incidentů, technických událostí, infrastrukturních aplikací</li> </ul> </li> <li>přístupů, technických místností               <ul style="list-style-type: none"> <li>- vyhodnocování změn, řízení změn, infrastrukturních projektů, rozvoje infrastrukturních aplikací, nasazování do produkce</li> </ul> </li> <li>testování služeb, řízení konfigurací, znalostí               <ul style="list-style-type: none"> <li>- koordinace designu, řízení katalogu poskytovaných služeb, úroveň služby, rizik, technologických kapacit, dostupnosti, kontinuity, bezpečnosti, souladu s předpisy, infrastrukturní architektury, dodavatele</li> <li>- průběžné zlepšování</li> </ul> </li> </ul>
Application components	CA SD
Technological components	Optické trasy DVDM MPLS

# Card of identified request (sample) / Page 2

Title (ID of request)	Provoz a servis komunikační sítě ITS (S01)
<b>Technical specification</b>	Šířka pásma/rychlost Počáteční bod Koncový bod Latence Priorita QoS
<b>Out of service impacts</b>	Omezení komunikačního spojení dotčených entit MV
<b>Priority</b>	Kritická
<b>Availability</b>	HA
<b>Risks of non-service</b>	Významné omezení schopnosti komunikace mezi propojenými subjekty kritické infrastruktury

5

Identified problems  
and risks

# Identified problem areas

## Area of strategy

- Missing CIO, Chief Architect of the Ministry of the Interior - there is no specific responsible person who would fulfill this role and responsibilities arising from the legislation
- New projects are planned and prepared regardless of future operations. Consequently, there is insufficient connectivity, data or computing capacity
- Consolidated strategy conception definition of individual technology areas
- Setup strategies of individual systems
- Approach to applications in confidentiality mode
- Strategy of procurement
- Production security strategy
- Production security organizational assignment



# Identified problem areas

## Area of management and finance

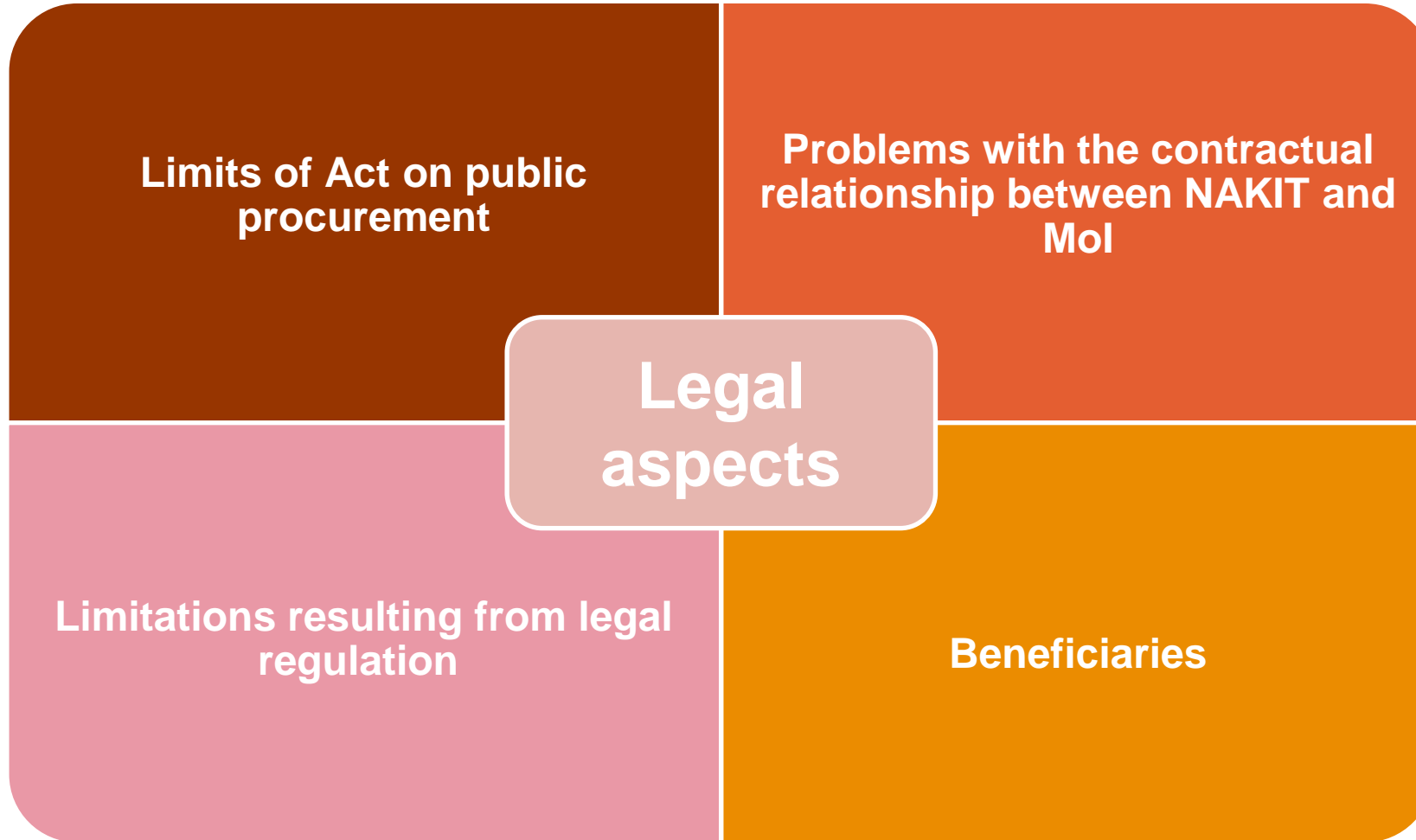
- Limited coordination cross teams and departments
- Limited planning cross teams and department based on budget transparency
- Solution availability of umbrella governance cross departments
- Setup of competency matrix of individual services
- Management of defined roadmaps is difficult based on available resources visibility
- Difficult consolidated planning
- Dedicated resources for development of individual technologies
- Majority of activities are managed by project form, missing „business as usual“
- Too many of managed activities in one time
- Missing consolidated plan of transformation to IP telephony
- Not available special budget for ad hoc outages
- Complex solution for financial coverage of Mol

# Identified problem areas

## Area of standardization and effectivization

- Solution of SLAs for service center
- Not defined internal customer SLAs
- Ensuring regular access to monitoring of individual technologies (videoconference, IP telephony)
- Solution of configuration database
- Focus to internal solution of technological know-how maintenance
- Sharing of infrastructure components
- Small scale of process digitalization
- Too many original services without commoditization
- Manual collection of asset audit data

# Identified problem areas



# 6

Deliverable 5:  
Business case

# Key topics for international experience (EE, DK)

Analysis conducted based on the case studies of governmental ICT service provision in Estonia and Denmark

## **Area of organization, financing and legal aspects**

- Cooperation between contracting authorities (horizontal and vertical cooperation)
- Budgetary rules - long-term financing plans - how does budgetary planning function
- Issues with development and fulfilment of KPIs, pricing of services etc. - how are the relations set between digital agencies and government bodies

## **Area of technological evolution**

- eGovernment Cloud Strategy
- 5G Services Strategy in Public sector

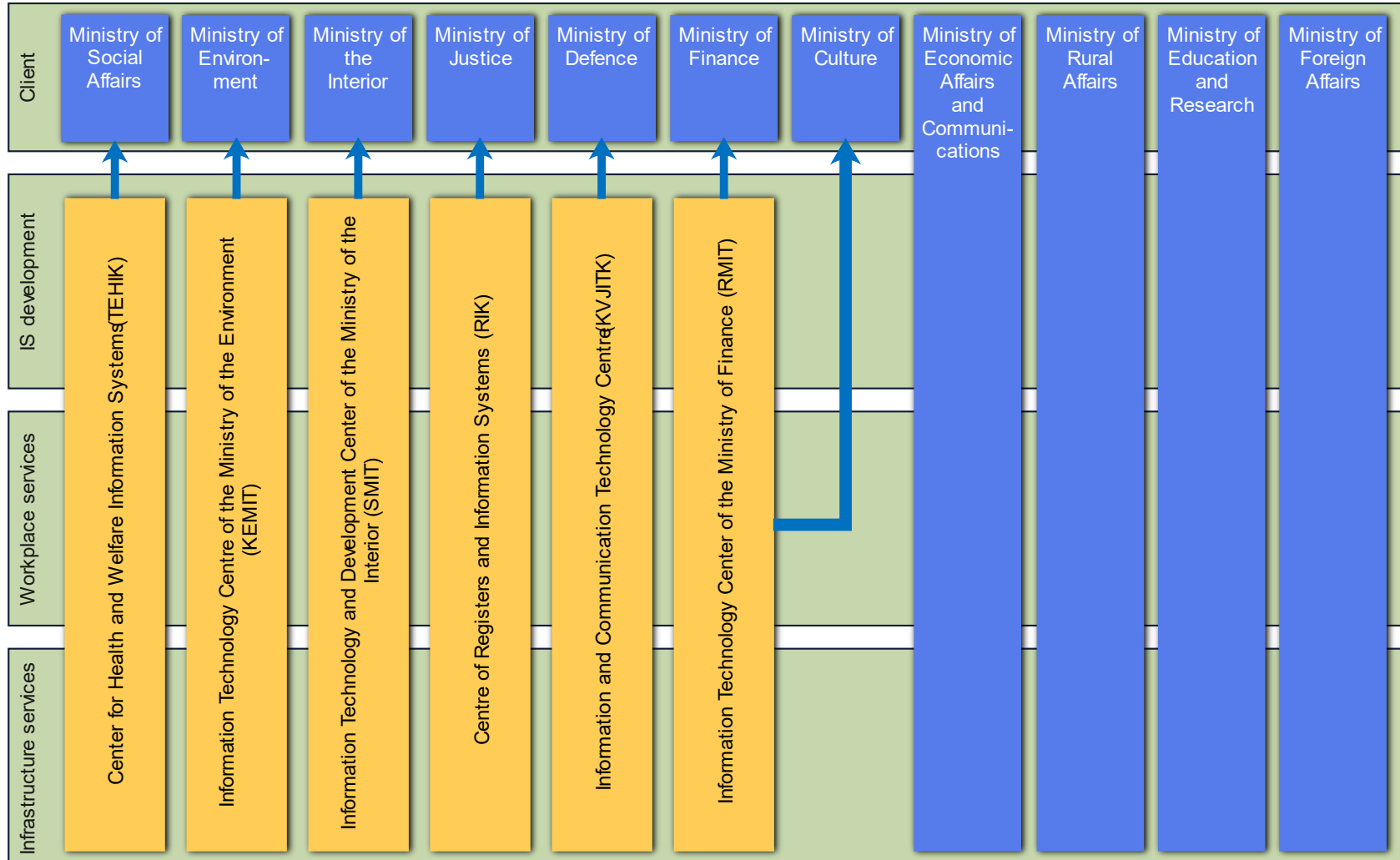
# 6

Deliverable 5:  
Business case

Estonia

# Cooperation between contracting authorities: General context

## Estonian governmental ICT service provision



# Cooperation between contracting authorities: General context

State Information and Communication Technology Center  
– ICT infrastructure services

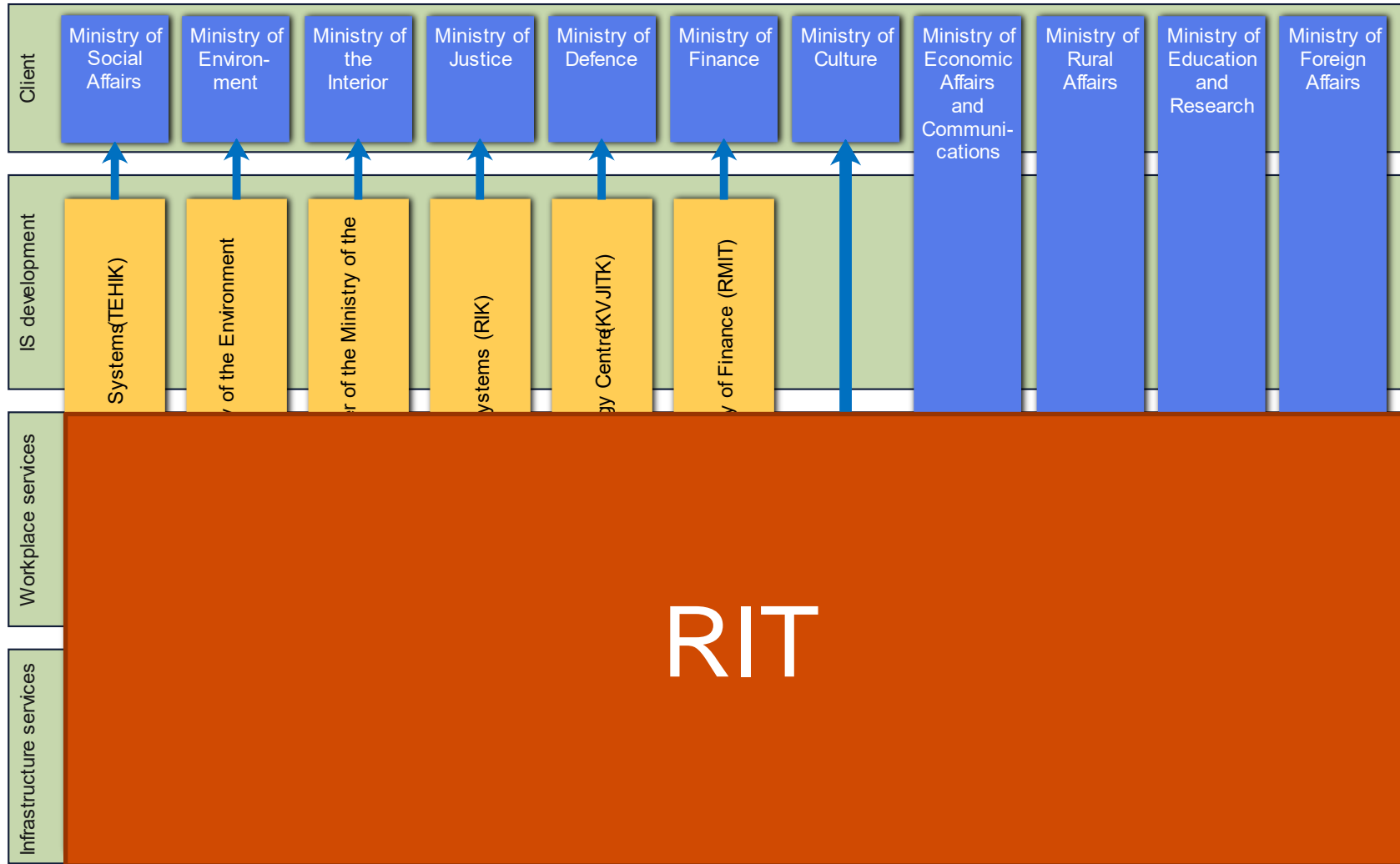
## Important initiative: shared service centre (SSC) in Estonia

- In 2021 the Estonian government established the State Information and Communication Technology Center (**RIT**). Its main goal is to:
  - consolidate provision of ICT infrastructure and workplace services for public sector institutions
  - overtake ownership of the workplace and server infrastructure service units, the corresponding assets and solutions, and the organization of these services
- **RIT will also take over the supply and development of the government cloud.**



# Cooperation between contracting authorities: General context

## Estonian governmental ICT service provision with RIT



# Arrangement of relations between the MoI and SMIT

## Mol and SMIT cooperation

**The cooperation type between Mol and SMIT is vertical.** SMIT regulation states (*simplified*):

- SMIT is a **state agency administered by the Mol**
- In the performance of its functions, **SMIT shall represent the state.**
- SMIT is the **central contracting authority** of the area of government of the Mol, except for the Internal Security Service, within the meaning of § 42 (5) of the Public Procurement Act in the field of information and communication technology (hereinafter ICT).

# Budgetary planning

## State budget document hierarchy and levels of approval



# 6

Deliverable 5:  
Business case

Denmark

# Organizational and funding implications

## **The Danish Ministry of Finance**

- Financing and oversight with ICT

## **The Danish Agency for Digitisation**

- The common public sector Digital Strategy
- Strategy for ICT management in central government
- National strategy for cyber and information security, National strategy for artificial intelligence
- Key national digital infrastructure

## **Agency for Governmental IT Services**

- Ministries place the responsibility for their ICT operations and infrastructure

## **The Central Government Council for ICT**

- Risk assessment of state ICT-projects larger than 15M DKK
- Review of action plans for ICT portfolios for state organisations

# Organizational and funding implications

## The Danish Government Digitisation Partnership

- Recommendations for the future digitisation from a broad panel
- The Digitisation Partnership has currently published a number of recommendations within 7 focus areas for Danish digitalisation
- The focus areas will have to build upon a foundation of key areas:
  - Life-long digital skills development
  - Increased and responsible use of data
  - Strong cyber security
  - Rapid rollout of modern digital infrastructure

## Governance for the Cross Government Digital Strategy

- A Party Forum with the participation of the key parties in the joint public cooperation on digitization
- Steering groups coordinate and prioritize initiatives within their respective areas of focus:
  - joint public digital infrastructure
  - digital communication with citizens and companies
  - new technologies and better use of data
- Projects develop and implement the activities of the individual initiatives



Deliverable 6:  
To-be situation  
analysis

Primary Strategic  
Objectives

## Main goal:

Ensuring the sustainability, development and efficiency of the provision of ICT operation services of the Ministry of the Interior

### Strategic objective A

Ensuring the efficiency of ICT operation of the Ministry of Interior

### Strategic objective B

Ensuring the long-term sustainability of ICT operation resources

### Strategic objective C

Virtual Operator (MVNO) and Pegas network

### Strategic objective D

Increasing the efficiency of ICT operations through technical measures



# Main goal: Ensuring the sustainability, development and efficiency of the provision of ICT operation services of the Ministry of the Interior

**Achievement by targeted steps aimed at the weak points of the current way of securing ICT operations**

**The benefit of the implementation will be better planning of activities and the consequent reduction of costs for ensuring the operation of ICT**

**Inspiration in DK, EE and other EU countries**

**Each strategic objective states:**

- a summary of the context and description of the area
- the name and description of the target,
- general description of measures and activities to achieve the goal,
- manager,
- cooperating institutions.

# Strategic objective A – Ensuring the efficiency of ICT operation of the MoI

## 1. The context of the strategic objective

- **Compliance with the project of the Government of the Czech Republic: Transformation of digitalization coordination and management ("Transformation")**
  - implementation of a strategic goal as part of a project in the context of efficiency and economy
- **The key starting point - the document "Methods of ICT management of the Czech public administration"**
- **4 layers of architecture x business owner, technical administrator, ICT operator**

# Strategic objective A – Ensuring the efficiency of ICT operation of the MoI

## 2. I. Key issues of cooperation

- **transformation:** organizational and functional setting of public administration entities
- **legislation:** rigidity of procurement parameters and limited application of exemptions
- **horizontal cooperation:** emphasis on the identification of the mandate of public entities, areas of cooperation and the fulfillment of a public task, provision of public needs

# Strategic objective A – Description of activities to fulfill the objective

## 3. I. Key issues of cooperation

- **updating the description and overview of processes and services related to Mol**
  - evaluation of e.g. legislation, cooperating entities, economy, quality
- **outcome:**
  - individualization of agendas and identification of areas of effective cooperation
  - identification of areas without possible effective cooperation
- **pilot areas of implementation of measures:**
  - Area of communication infrastructure
  - Organizational and ownership arrangements to ensure infrastructure sharing
  - Data center area

# Strategic objective A – Ensuring the efficiency of ICT operation of the MoI

## 2. II. Data security

- **data categorization ("cloud computing" x "on premise" solutions) and "TLP"**
- **identification of alternative approaches:**
  - legislation,
  - contractual options,
  - "risk-based" approach
- **"inspiration": a tool to identify specific security parameters**

# Strategic objective A – Description of activities to fulfill the objective

## 3. II. Data security

- **platform of unified management system and coordination**
  - definition of tasks and activities of participating entities
  - identification of the roles of public entities outside the Mol and the corresponding internal departments/persons of the Mol
  - exclusion of duplication and omission of relevant agendas
- **project management of services, applications and SW and HW license management: data security throughout the life cycle, access, communication and sharing**
- **the identified procedure:** a) determination of relevant areas, b) evaluation of the suitability of areas for future practice, c) evaluation of interdependence with other areas, d) proposal of the scope of implementation and e) approval of the strategy

# Strategic objective A – Ensuring the efficiency of ICT operation of the MoI

## 2. III. Organizational Structure

- **Establishment of the department "Administration of Information Technologies" (CIO MoI)**
  - identification of the relevant person - competence and responsibility
  - definition of operational responsibility - internally (within the Ministry of Interior) and externally (ordering services - NAKIT, suppliers)

**The Organizational Structure was restructured and outlined in more detail in Deliverable 11.**

# Strategic objective A – Description of activities to fulfill the objective

## 3. III. Organizational Structure

- **Establishment of the Department of the Information Technology Administration (CIO Mol):**
  - the highest-ranking supervisor in the position of CIO Mol
  - establishment of new or modification of existing departments subject to the CIO Mol

**The Organizational Structure was restructured and outlined in more detail in Deliverable 11.**



# Strategic objective B - Ensuring the long-term sustainability of ICT operation resources

## **End goal: Proactive and preventive management of ICT assets**

The main benefit of this goal is to use the described measures to gain control over the ICT resources entrusted to the Ministry of the Interior and to set up preventive, proactive management and control and the resulting flawless operation of all these ICT resources of the Ministry of the Interior, using a strategic quality management system.

# Strategic objective B – Description of activities to fulfill the objective

## **Implementation of the Internal Management Document (IMD)**

### **Ensuring the long-term sustainability of ICT operation resources:**

- IMD, Part 1 - Overview of the technical status of all means of ICT operation
- IMD, Part 2 - Selected investment actions in means of ICT operation
- IMD, Part 3 - Realized investment actions in means of ICT operation

# Strategic objective C - MVNO and Pegas PPDR network

- **Review of documents provided by Ministry of Interior**
  - We consider the Mol goals and targets as reasonable and necessary, given the budgetary constraints and overall industry trends (towards 3GPP compliant PPDR communication)
  - We provided our views and expert opinions on outstanding legal issues of non-public electronic communications networks and services.

# Strategic objective C - MVNO and Pegas PPDR network

- **Analysis of approaches undertaken in other member states**
  - We have analysed how the other member states develop their PPDR services. Almost all the member states approach the future of PPDR essentially in the same way as the Mol.
  - We have identified that the agreement on political level on timeline and budget is now essential.
  - The experience from Ukraine show that mobile networks are able to withstand a lot of hardship during the real crisis.

# Strategic objective C - MVNO and Pegas PPDR network

- **Approaches**

- We have analysed three possible approaches – full ownership of the PPDR network, auction obligations and commercial agreements with the MNOs
- Full ownership is cost ineffective
- Using obligations on MNO from the 700 MHz Auction is possible, but does not guarantee all the possible technologies
- Commercial agreement is the most effective from the cost / benefit point of view.

# Strategic objective C - MVNO and Pegas PPDR network

- **Outstanding legal issues**

- Czech law does not regulate "non-public provider of electronic communication services" and there is no provision in the law for it.
- The Electronic Communications Act does not prevent its establishment, but does not compel the other providers to give the PPDR operator possible preferential treatment in terms of access and interconnection. We have identified that better legal footing for these services is advisable.
- Amendment to the law should regulate relationship between PPDR operator, other commercial providers and the national regulatory authority.

# Strategic objective C – Ways to achieve it

- **We recommend to secure the ultimate decision on political level as soon as possible, to be able to continue with the proposed future scenario of PPDR communication provision.**
- **We recommend to start negotiations with possible commercial partners – providers of radio access networks (O2, T-Mobile, Vodafone, CETIN)**
- **We recommend to have a final budget for the transition from TETRAPOL to 3GPP compliant PPDR.**

# Strategic objective D - Increase efficiency of ICT Operations by technical dimension

## 1. Context of strategic objective

- **Alignment of objective with national conception of Czechia**
  - Implementation of strategic objective as a support of the following targets
    - User friendly and effective on-line services for citizens and companies
    - Digital friendly legislation
    - Environment supporting digital technologies in area of eGovernment
    - Increase capacities and employees competence in public sector
    - Effective and centrally coordinated ICT of public sector
    - Effective and flexible digital office
- **Key requirements – service efficiency, technology security, digital services including self-service approach, maximal automation, conceptual management of business changes**



# Strategic objective D – Description of activities to achieve defined targets

## 2. Multi-dimensional approach to strategy solution

Covering full scale of strategy coverage including area of business change management

Based on focus there are distinguished dimensions:

- INTERNAL CLIENT SERVICES
- FINANCIAL COVERAGE
- PROCESS MANAGEMENT
- KNOWLEDGE MANAGEMENT / HUMAN RESOURCE MANAGEMENT

# Strategic objective D – Description of activities to fulfil targets (SERVICES FOR INTERNAL CLIENT)

## **3. Solution by combination of big and small managed projects with agile approach (application of agile methodics SAFe based on context and suitability in the frame of Mol and principles of Project Office)**

Focus on key topics in context of Information Strategy of Czechia and NPO

PROJECT #1: Digital office of 21st century

PROJECT #14: ITS strengthening (NPO, MPLS KIDS)

PROJECT #15: Flexible CMS (NPO, CMS DSŘ)

Effective data centres (horizontal cooperation)

PROJECT #16: Effectivization of contracts (specifically Microsoft)

# Strategic objective D – Description of activities to fulfil targets (SERVICES FOR INTERNAL CLIENT)

## 4. Main prerequisites

Support of key areas for Mol environment efficiency

- PROJECT #2: User IT self-service
- PROJECT #3: Environment virtualization
- PROJECT #4: Central IT maintenance
- PROJECT #5: Extended internal communication
- PROJECT #6: User standardization
- Conceptual procurement
- PROJECT #7: Simplification and automation of inventory evidence and asset management
- PROJECT #8: Efficient printing services
- PROJECT #9: Operational IT Security solution
- PROJECT #10: IP telecommunication – transformation and standardization
- PROJECT #11: Extension of conference solution
- PROJECT #12: Services automation
- PROJECT #13: Services for improvements management

# Strategic objective D – Description of activities to fulfil targets (PROCESS IMPROVEMENTS)

## 5. Managed process maturity evolution

- Focus on managed evolution of IT processes in individual teams, technologies including managed lifecycle

PROJECT #17: Managed improvements of ICT processes for individual teams

# Strategic objective D – Description of activities to fulfil targets (KNOWLEDGE EVOLUTION)

## 6. Managed knowledge evolution in MoI

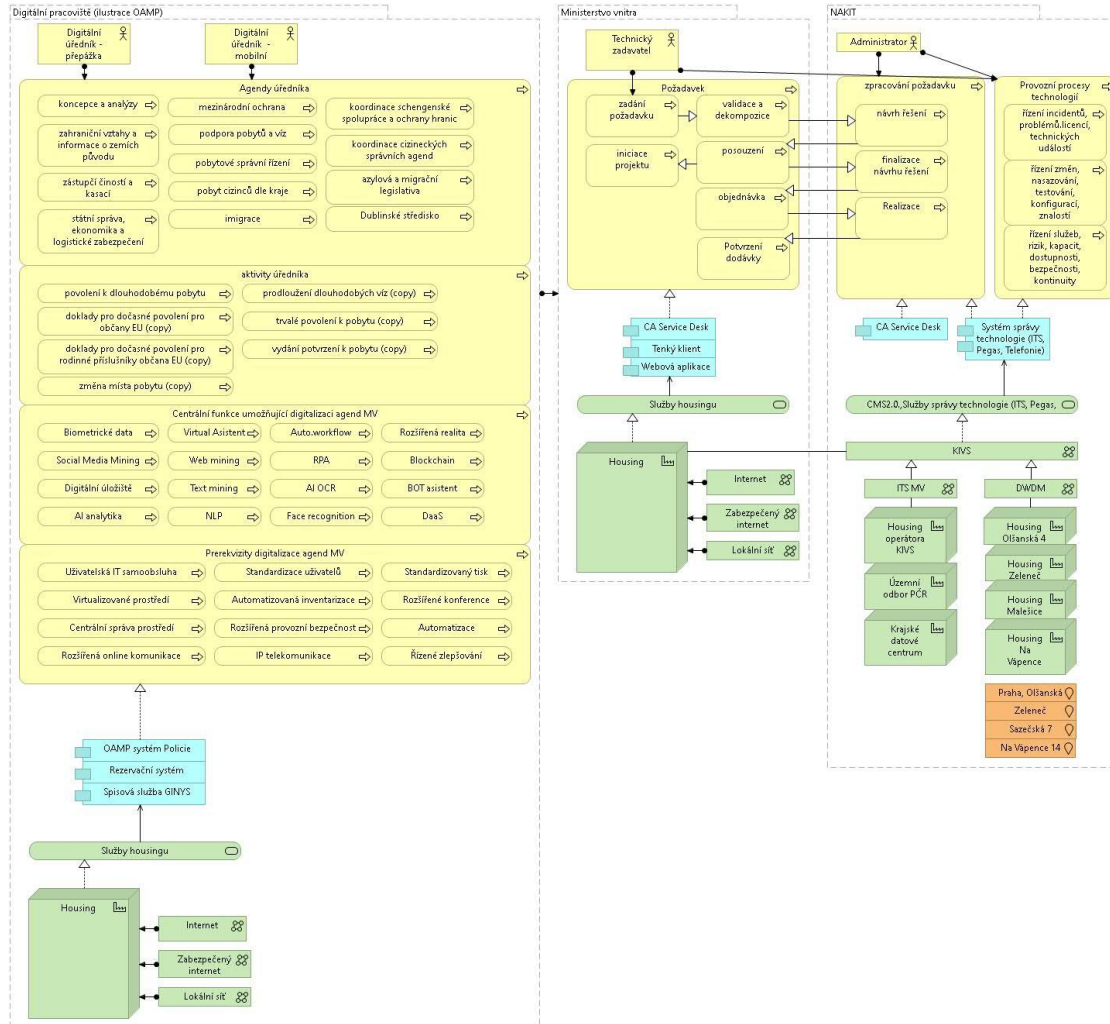
- Focus on evolution of key technological blocks

PROJECT #18: EVOLUTION ACADEMY FOR MoI DIGITALIZATION using GAMIFICATION FRAMEWORK



Deliverable 7:  
Business process  
model

# Process model of digital workplace



Model focused on iterative evolution of roles in the frame of Mol

Consider the most complex role in the frame of Mol (primary role – OAMP officer) and its evolution principles with the following decomposition of other roles by derivation of primary role.

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Deliverable 8:  
Road Map



# Implementation Plan

## Basic information about the Implementation Plan

- Context
- Description of the main objective and strategic objectives
- Structure of the implementation plan

## Hierarchical structure of works and implementation schedule

## Budget and funding sources

- Costs
- Funding sources

## Management and organizational structure

- Organizational structure
- Organisational scheme

## Implementation risks and their elimination when fulfilling strategic goals

- Basic risk management roles and practices
- Risk register

## Implementation monitoring and evaluation procedures

- Basic implementation monitoring and evaluation schedule
- Essential role in monitoring and evaluation
- Change management

# 10

Deliverable 11:  
Feasibility of  
business case

# Organizational Structure & activities of the MoI ICT units

## Design of the Organizational Structure (overview)

- Information Systems and Communication Technology Management Section (CIO MoI)
  - Department of ICT management and operation support
  - Department of ICT operations
  - Department of ICT development
  - Department of ICT security
  - Management and development of information systems and applications department

# Legal Area – Horizontal Cooperation

## **Test of admissibility and risks of horizontal cooperation**

- Identification of five crucial elements relating to horizontal cooperation
- Creation of the test concerning admissibility and risk of potential cooperation

## **Framework agreement participated by Mol (agenda of digitalization)**

- No risks were identified upon application of the test

## **Legislation changes**

- No essential bill related to horizontal cooperation has been in the parliament at the moment
- Amendment to the acts regulating competences and status of the contracting authorities might also influence application of contemplated horizontal cooperation

# Report on additions to the MoI Information Concept (version 3.0) based on the MoI ICT Operation Strategy

## **The MoI Information Concept is based on the following principles:**

- Office strategy
- Information Concept (IC) – an office's information technology strategy; describes the desired state, but only conceptually
- Necessary compliance of IC of an office with the IC of the Czech Republic
- The IC of an office is submitted to Department of the eGovernment Chief Architect (OHA), which accepts it and later approved by the minister
- Intended projects must be supported by the IC of the MoI, OHA issues approval

# New Digitalization Agency of Czech Republic

## **Providing support with establishing and building main relations to Mol**

- Supporting material to legal process
- Providing expertise to new organizational setup
- Providing experience from EU countries (DK, EE, DE, AU)
- Regulatory impact assessment

1

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Deliverable 9, 10  
Project closing

# Lessons learned, pitfalls and solutions, Part 1

During project realization a series of events has occurred that all had impact on the project run

## COVID-19 Pandemic

Although the COVID-19 Pandemic broke out in early 2020, it still had an impact on project realization during 2021 due to large-scale lockdowns & limitations on work gatherings implemented by the government.

### Area of Impact:

Delivery & Communication

### Impact Description:

Part of communication had to be realized through emails or video calls due to the pandemic regulations, which in turn sometimes caused misunderstanding and non key delays.

### Solution:

Once the regulations were eased, it was more effective and time-efficient for the key parties to meet in person to discuss the issues at hand.

## War in Ukraine

In early 2022 a war in Ukraine broke out. While at first glance it did not have a direct correlation with the digital agenda at the Mol, the cyber security risks and the influx of Ukrainian refugees that followed proved to be the determining disrupting factor.

### Area of Impact:

Delivery & Communication

### Impact Description:

Mol had to shift some of their agenda to help with the workload increase caused by the refugee influx and strengthening of the cyber security at the Mol.

### Solution:

Rescheduling activities of the projects and extending project end date in the way which didn't affect project deliverables.



# Lessons learned, pitfalls and solutions, Part 2

During project realization a series of events has occurred that all had impact on the project run

## Czech Parliamentary Elections & New Government Appointment

In late 2021 parliamentary elections were held in the Czech Republic, which was followed by the appointment of the new government led by PM Petr Fiala.

### Area of Impact:

Delivery, Research & Communication

### Impact Description:

This event had a direct impact on the project as it caused structural and personal changes at the MoI & introduced changes to the list of key stakeholders relevant to the project.

### Solution:

The project required more time allocated to ensuring harmonization of priorities among all of the parties newly relevant to the project.

## Establishment of the DIA (Digital and Information Agency)

In early 2022 the government announced its intention to change the eGovernment sphere and introduced a draft bill to establish a new agency (DIA) dedicated to coordination of Information systems of public administration (ISVS). This meant introduction of a new stakeholder and changes to the distribution of competencies among government offices previously outlined during the project realization.

### Area of Impact:

Delivery, Research & Communication

### Impact Description:

Some of the key competencies at the MoI included coordination of ISVS, which was now directly affected by the establishment of the DIA newly responsible for this particular agenda.

### Solution:

This event required additional time allocated to detailed communication with other ministries and govt. offices related to the change to clarify the exact competencies of the future agency.

# Key takeaways and post-project recommendations

## Key takeaways

- New organizational setup of Mol
- Framework of cooperation among governmental offices (horizontal cooperation)
- Communication of rescue services renewal
- Technical implications of ICT operations
- Renewal and procurement plans

## Post-project recommendations

- Keeping Mol Information Concept up to date
- Business needs to communicate and plan in advance across all layers of architecture



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