# THE KHANA GROUP CASE STUDY: *Supporting the Government of Liberia in its Efforts to Achieve e-Government and Align ICT Initiatives with its Broader Agenda for Economic Growth*

Project Context & Scope

The Government of Liberia (GoL) has defined a strategic objective to initiate e-Government programs that support its broader strategy for economic growth. These programs will require a holistic response to service delivery, requiring interoperability of systems, improved collaboration within and across Ministries, Agencies and Commissions (MACs), and sharing of resources. Currently each institution has an IT unit, composed of IT officers providing desktop support services, repairs to equipment and deployment of new equipment. These IT teams have little capacity and are typically under-resourced and hard-pressed to provide adequate services to their host institutions. Teams are siloed within their units, and there are currently no institutional arrangements to encourage lateral collaboration across MACs.
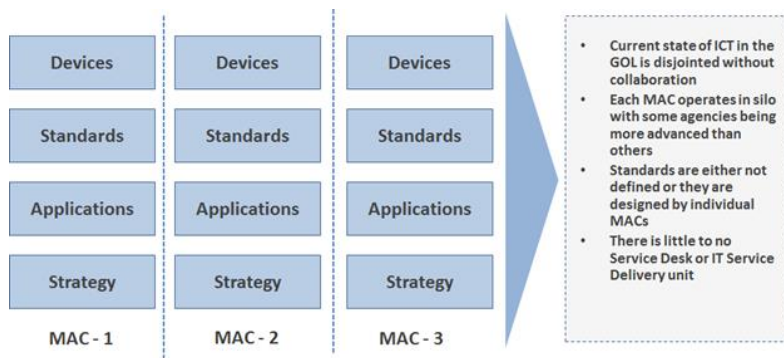
The Khana Group was engaged to lead an ICT organizational resign and to assess the necessity for, and plan a possible re-organization of the GoL's ICT competencies and resources.

TKG Approach

TKG developed a set of assessments to understand the current state of ICT within the GoL, hold workshops to understand the desired future state and then advise on the restructuring of the ICT competency in GoL. The following key assessments were conducted:

- IT unit skills and competencies required to achieve e-government objectives
- Structural arrangements of IT resources in MACs and across GoL
- Strategy for the induction and alignment of a Chief Information Office within the institutions, and their reporting and oversight roles
- Sourcing arrangements for ICT initiatives

Key Results

Based on the assessments, TKG crafted key recommendations and strategies based on the local context with the following key deliverables:

- Enhancing Structure, Staffing and Professional Leadership
- Improving Communication and Collaboration within IT Units and across MACs
- Policy, Legal and Funding Model for ICT within the GoL
- GoL ICT Shared Service Reference Model
- Governance model for an ICT Shared Service Model
- ICT Agency Operations Model

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