

APPROVED  
With the Council's decision of 26.09.2014  
(Protocol No. 3, point of agenda No.3)

**DEVELOPMENT PLAN**  
**of the State Infocommunication Foundation**  
**for the Period of 2015-2019**

TALLINN 2014

# Table of Contents

- Development Plan of the State Infocommunication Foundation: One Building Block in the Development of the Information Society..... 3
- Goals for 2014-2018..... 5
- Principal Standpoints..... 6
  - A. Providing Vital Services ..... 7
  - B. Operation of the Radio Network of ESTER..... 8
  - C. Datacenter Development and Management ..... 9
- Realization of the Development Plan..... 10
- Indicators of performance..... 11
- Cash flow during realization of the development plan ..... 12

## **Development Plan of the State Infocommunication Foundation: One Building Block in the Development of the Information Society**

In 2015, the State Infocommunication Foundation (RIKS) will have its 15th anniversary. During previous years, RIKS has developed from offering the services of maritime communications and voice telephony to the provider of vital services; in addition to a maritime communications service, RIKS is ready to provide the service of uninterrupted communications, mentioned in the Emergency Act, and operates the radio network of ESTER, which covers all of Estonia. In addition RIKS has developed its equipment hosting capacity to a point where it is largest equipment hosting provider to a public sector. (According to study conducted by Information System's Authority (RIA))

The development plan binds the mission, vision, self-determination, public role, strategic goals and main courses of action of RIKS for the years 2015–2019. A development plan is a programming document that integrates choices, priorities and assessments of resources into one complete vision.

The State Infocommunication Foundation was established (order No. 1008-K of the Government of the Republic, 12.12.2000) with the purpose to provide cohesive infocommunication and support services, including the vital services of maritime communications (according to the SOLAS Convention) , uninterrupted communications (according to the Emergency Act) and Datacenter Development & Management, on behalf of the state by administering state assets. RIKS has been appointed as responsible for state datacenters development and management as of 12.09.2014 by holder of establishment rights of the foundation the Ministry of Economic Affairs and Communications.

RIKS operates in the competitive market of infocommunication services while, according to the Electronic Communications Act, the foundation is not a provider of public telecommunications services – the services of RIKS are oriented towards state-budgeted institutions, legal persons, agencies and providers of vital service, according to the Emergency Act.

**MISSION:** We will provide the state and providers of vital services with secure and reliant services of infocommunication and infrastructure.

By fulfilling its mission, RIKS will contribute to the functioning of information society, also in cases of force majeure, and create opportunities for providers of vital service (ETO) to develop the services of information society.

**VISION:**

A. We will ensure the functioning of a maritime communications system in the area of responsibility of Estonian maritime rescue and navigable inland waters.

B. We will offer providers of public services (with interworking networks) and ETOs with data communication and voice telephony services with high availability.

C. We will offer performers of public task functions and ETOs equipment hosting services and a virtual server environment with high availability.

The strategy and development plan are based on the balanced development of RIKS through raising the quality of provided services (incl. security) and efficiency of work organization. The activity of RIKS is based on the combined functioning of different service fields, with consideration to the obligations specified in the statutes (see <http://www.riks.ee/22.html>) of RIKS. For the quality to increase, it is necessary to have a demanding managing culture in the foundation: rights and obligations, freedom and responsibility should be in balance. RIKS participates actively in international co-operation with providers (operators) of critical communications services via membership of TCCA (TETRA and Critical Communications Association) and holds an active dialogue with ADS (Airbus Defence and Space)., supplier of TETRA network equipment. Internally, RIKS participates in the development of information society by co-operating with the Tallinn University of Technology, Estonian Aviation Academy, the Ministry of Economic Affairs and Communications, Information System's Authority and many others. Taking responsibility for the spoken promise of quality, RIKS constantly strives to improve the quality of its services and participates actively in the work of the Estonian Association for Quality.

VALUES: Our principles of action are quality, rationality, and security.

QUALITY: For us, quality means action in accordance with the expectations of the target group. We operate according to the international quality management standard ISO 9001:2008 and international energy management system standard ISO 50001:2011. We have been given the respective certificates.

RATIONALITY: We offer our services in a way that is cost-effective for the clients. This is achieved by using the best practices in combining different resources.

SECURITY: We offer solutions and confidential services of integrity and high availability, while considering the requirements which apply to the target group. We proceed by relevant legislation and standards. Our service environment complies with ISKE requirements.

## Goals for 2014-2018

1. RIKS has recently modernized its maritime communications system, which will be integrated with all voice communication systems operated by RIKS (ESTER radio network, landline telephone network). In the framework of the development process, shortwave (SW) radio transmitters will be also updated.
2. The cross-Estonian state data communications network of the infrastructure department (ASO) of the Information System's Authority (RIA) will be integrated with the data communications network of RIKS.
3. RIKS will create a state mobile virtual network (MVN) in order to provide uninterrupted communication service. Through this activity, RIKS supports the goals of the Development Plan of the Estonian Information Society for 2015-2020, which concerns the significant expansion of Estonian IT infrastructure.
4. Considering the goals set in the Ministry of Economic Affairs and Communications concept of state cloud services and Development Plan of Estonian Information Society, which regard improvement of availability of e-services by implementing new technologies, RIKS will create cloud services for state-budgeted institutions and ETOs.
5. Add value to RIKS infrastructure by setting up equipment hosting centers of high availability in Tallinn and Suurupi with the purpose of providing state institutions and ETOs with secure and cost-effective equipment hosting in state-controlled hosting sites.
6. In order to promote higher skills in ICT, RIKS offers continuous field training for students of ICT who wish to fix their theoretical knowledge in practical work.
7. RIKS participates in the development of professional standards in ICT, so that the curricula of vocational schools and institutions of higher education would place a greater emphasis on the requirements of the Estonian employment market in ICT.

## Principal Standpoints

1. The integrated quality and energy management system of RIKS complies with the requirements of ISO 9001:2008 and 50001:2011 and RIKS has continuously valid certificates of conformity. The integrated management system of RIKS considers the expectations of both internal and external interested parties.
2. The information security management system of RIKS complies with the requirements of ISKE; regular audits are performed with accredited external auditors. In order to guarantee information security, RIKS will maintain the permission to process state secrets that have been made accessible to the foundation.
3. RIKS participates in work of state ICT and information security workgroups, and is involved in developing legal acts and in implementing requirements.
4. RIKS will participate in working out the legal acts and technical conditions related to the uninterrupted communication service.
5. Within the framework of its staff policy, RIKS regularly assesses the competence of its employees in fulfilling the professional tasks now and in the future. Employees of key competence are provided with opportunities for continuing education with the obligation of passing certification exams in the specified courses.
6. In order to guarantee the sustainability of vital services of targeted financing, it is necessary to prepare cost models of services, which consider the lifetime of technical equipment.

## **A. Providing Vital Services**

To guarantee the performance of vital services – maritime radio network and uninterrupted communications network – RIKS will do the following:

1. Operates and maintains the maritime radio network service with the availability of 99,997%.
2. Improves transmission network of maritime communication base stations according to mission set in National Defence Development Plan
4. In order to provide the service of uninterrupted communications, RIKS will establish a VoIP voice telephony solution for the clients determined in legal acts, which answers to all requirements of information security. The leased lines necessary for providing the service are created cost-effectively on the basis of existing RIA ASO data communications.
5. In order to guarantee the availability of uninterrupted communications, the above-mentioned dedicated connections will be duplicated with MVN data connections, for which it is necessary to develop the infrastructure of MVN service.
6. Create and maintain a supply of critical system components.

## **B. Operation of the Radio Network of ESTER**

To guarantee adequate operation of the cross-Estonian radio network of ESTER and continuously improve the service, RIKS will do the following:

1. Improve the surveillance capacity of ESTER radio network as an integral system and, also, of its single components.
2. Take care of maintaining and increasing the competence of employees who serve the radio network of ESTER, by arranging training and co-operation with supplier of network devices and neighboring operators.
3. Make suggestions for improving the technical indicators and operation of ESTER network, with the special emphasis on improving information security. In co-operation with SMIT, develop the surveillance means of the key performance indicators (KPI) of ESTER radio network.
4. Participate in the work of TCCA (TETRA and Critical Communication Association), so that, in co-operation with colleagues from other countries, the best practices in the field could also be implemented in Estonia, the possibilities of development could be acknowledged, and RIKS could contribute to the preparation of specific technical standards and other normative documents.
5. Maintain a supply of critical components.



## **C. Datacenter Development and Management**

In creating new datacenters RIKS greatly contributes to the development of Estonian info society. In order to contribute even more to development of info society, RIKS will do the following:

1. In co-operation with institutions administered by the Ministry of Economic Affairs and Communications develops state cloud concept and takes part in its implementation.
2. Create a cloud service environment for state-budgeted institutions and ETOs.
3. Develops equipment hosting centers of high availability in Tallinna ja Suurupi.
4. In co-operation with institutions administered by the Ministry of Economic Affairs and Communications develops state datacenter.
5. Participates in digital data-embassy project

## Realization of the Development Plan

1. The development plan of RIKS for 2015-2019 has been accepted (approved) by the Council of RIKS. The goals set in the development plan will be reached by realizing the annual action plans in stages.
2. In case of large scale activities, the development plan will be realized on the basis of projects. According to the directives of the Director of RIKS, project teams will be formed, a Project Manager will be chosen and the budget will be determined. The Project Manager must prepare periodical reports on the project, which will be used by the Director to prepare the periodical management reports of RIKS for the Council.
3. The Director of RIKS and members of the management board will prepare the annual plan of action. The annual plan of action of RIKS will be approved by the Council of RIKS.
4. In order to realize the development plan, development documents (strategy, staff policy, quality and energy management policy of RIKS, etc.) will be modified and enhanced according to necessity. Inspection of the strategy and managing policy of RIKS takes place once per year, before the beginning of a new financial year.
5. At least once per year (but not before the beginning of the third quarter), the Director of RIKS will notify the Council of the results of realizing the development plan. The Council will make an assessment and confirm the realization of the development plan.

The text of the development plan is available to all employees of RIKS in electronic form. The development plan will be realized in the good co-operation between managers of all levels, all employees, and between RIKS, the public and the private sector.

## Indicators of performance

INDICATOR OF PERFORMANCE	Unit	YEAR 2015	YEAR 2019
Availability of uninterrupted communications service	Subscribers	2000	8000
Maritime communications service	Availability	99,997%	99,997%
OPERATION OF THE RADIO NETWORK OF ESTER			
Reaction to inquiry Response time	time, seconds	30	30
Removing failures, 1st level 95% of incidents	Time, hours	3	2,5
Removing failures, the other 5 % of incidents on the 1st level	Time, hours	4	3
Departure time of mobile base station during working hours, from the time of order	Time, hours	1	0,75
DATACENTRES MANAGEMENT			
Hosting space of racks	m 2	550	700
Space in use	%	80	95

## Cash flow during realization of the development plan

Cash flow (thousand EUR)	2014	2015	2016	2017	2018	2019
REVENUE	6 538 565	7 663 111	6 127 073	7 016 997	7 852 914	8 686 831
From targeted financing	2 568 099	4 082 866	2 840 186	2 944 186	3 021 186	3 106 186
Own revenue	3 970 466	3 580 245	3 286 887	4 072 811	4 831 728	5 580 645
EXPENDITURE	5 729 756	7 591 390	5 279 115	5 410 122	5 497 122	5 579 122
Target-financed activities	2 568 099	4 082 866	2 840 186	2 940 186	3 014 186	3 094 186
Activities financed of own revenue	3 161 657	3 515 204	2 438 929	2 469 936	2 482 936	2 484 936
CUMULATIVE CASH FLOW	808 809	71 721	847 958	1 606 875	2 355 792	3 107 709