

ندوة بعنوان

# ضمان نظم التحول الرقمي للقادة

Digital Transformation Systems Assurance for Leaders

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**Ali M. Al Nuaimi**

Project Manager · Center of Excellence for Innovation and Development  
American University of Iraq – Baghdad

Iraqi Association for Information & Communication Technology · Digital Development Centre · ITIG

**Saturday 22 August 2026 · 8:00 pm · Online**



BEFORE WE BEGIN

**Name one system your institution  
launched in the last three years.**

Now say, in one sentence, what changed because of it.

Take thirty seconds. Most people can name the system immediately, and cannot finish the second sentence at all.

That gap is the subject of tonight's session.

## SESSION PROMISE

# What you leave with tonight

01

### A method for systems already running

Seven steps and five lenses to judge whether a deployed system covers the need it was bought for, and to name the true cause of every gap.

02

### A test for plans not yet delivered

The Trajectory Test: Direction, Ground, Motion. One page that tells you whether a plan is on-path, drifting, or off-path, before the money is gone.

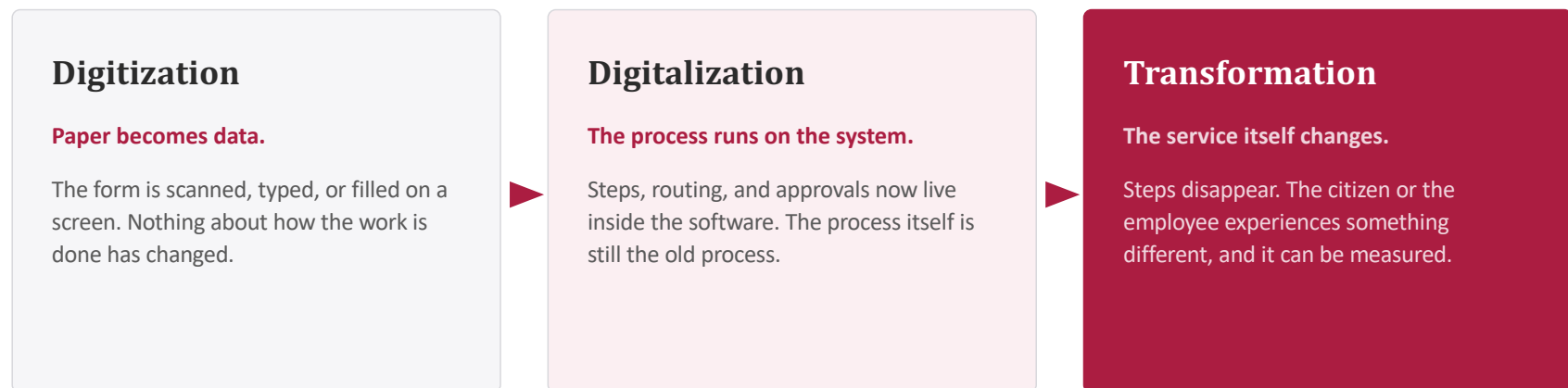
03

### The same test extended to AI

Four additional preconditions that any AI initiative must satisfy, drawn from what changed internationally in the last twelve months.

## ADOPTION IS NOT TRANSFORMATION

# Three levels - and where plans actually stop



Most national and institutional plans deliver level one, operate at level two, and are reported at level three. The reporting is not dishonest. There is simply no instrument in the system that can tell the difference.

## THE MOST COMMON FAILURE

# Digitized paper

The screen replaced the form. The process was never touched.

### BEFORE

- Citizen collects and fills a paper form
- Clerk re-enters the data into a register
- Supervisor signs the paper
- File is stored in the archive room
- Citizen returns in person to ask about status

### AFTER — AND THIS IS CALLED TRANSFORMATION

- Citizen fills the same form on a screen
- Clerk re-enters the data into the system
- Supervisor signs on screen, then prints a copy
- File is stored digitally and in the archive room
- Citizen returns in person to ask about status

Same number of steps. Same waiting time for the citizen. New licence cost, new training cost, new support cost.

## Every deployed system is in one of four states

### **Used**

Staff work inside it. It is the system of record. Decisions are made from its data.

### **Bypassed**

It is open on the screen, and the real work happens in a spreadsheet beside it. The data inside it is decorative.

### **Dormant**

Deployed, launched, announced — and used by nobody. It has an administrator, a licence, and no users.

### **Switched off**

Quietly disabled after launch. Still on the asset register. Still, sometimes, still being paid for.

Ask your IT directorate tonight how many systems sit in each state. The answer is rarely available — and that is the first finding.

THE QUESTION THIS SESSION EXISTS TO ANSWER

**Do the systems we have already deployed,  
and are paying to operate today,  
actually cover the needs we bought them for?**

It is a simple question. In most institutions, in most countries, nobody owns it, nobody is authorised to answer it, and no method exists to answer it with.

## THREE DIFFERENT THINGS

# Need, requirement, feature

### NEED

#### What the institution must achieve

A license application is decided within ten working days, and the applicant can see where it stands without visiting an office.



### REQUIREMENT

#### What we wrote into the contract

The system shall provide an online application form, a workflow engine, and a status field.



### FEATURE

#### What the vendor delivered

An online application form, a workflow engine, and a status field. Delivered in full. Accepted. Paid.

Every requirement was met. The need was not. Applications still take six weeks because the delay was never in the form; It was in an approval that sits entirely outside the system. Contract compliance and value delivery are different tests.

## REQUIREMENTS RECOVERY

# When the need was never written down

The normal situation, not the exception. You recover the need from the work itself.

1

**Interview the people who do the work**

Not the directors. The clerk, the inspector, the officer at the counter. Ask what they are trying to accomplish, not what they think of the system.

2

**Observe the actual process**

Walk one real case from arrival to closure. Time it. Count the handoffs. Note every point where paper reappears.

3

**Collect the workarounds**

Every spreadsheet, notebook, and messaging group in use is a documented, unmet requirement. Gather them without blame.

4

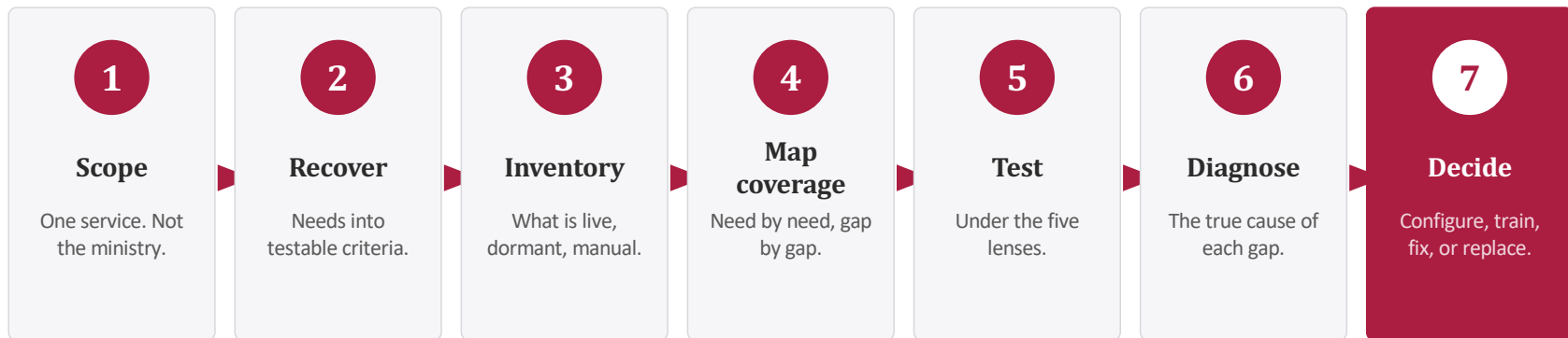
**Write each need as a testable criterion**

“Decision within ten working days” can be tested. “Improve efficiency” cannot. If it cannot be tested, it is not yet a need.

*The workarounds are the fastest route to the truth in any institution.*

## A REPEATABLE ASSESSMENT

# The method in one view



The order matters more than the detail. Most institutions begin at step seven (a decision to replace) without ever having completed steps two, four, and six. That is how an institution buys the same failure twice.

## HOW TO JUDGE QUALITY

# The five lenses - and what to test under each

| LENS                         | WHAT TO MEASURE                                 | WHAT TO ASK                                           |
|------------------------------|-------------------------------------------------|-------------------------------------------------------|
| 1 Coverage                   | Cases the system cannot complete end to end     | <i>"Show me a case you could not finish here."</i>    |
| 2 Performance & reliability  | Response and completion times at peak hours     | <i>"When is it slowest, and what do you do then?"</i> |
| 3 Usability & adoption       | Task completion by a new user without help      | <i>"Who do you call when it will not work?"</i>       |
| 4 Security & data protection | Access rights against actual roles; audit trail | <i>"Whose account are you using right now?"</i>       |
| 5 Data quality & integrity   | Sample records for completeness and duplication | <i>"Which copy of this record do you trust?"</i>      |

Reduced from the international system and data quality models, ISO/IEC 25010 and ISO/IEC 25012, to five lenses a leader can use in a meeting.

Confirm the current edition of each standard before citing it on stage.

## DIAGNOSIS

# Six causes - and only six

1

### Missing capability

The system genuinely cannot do it. Requires extension or, rarely, replacement.

2

### Misconfiguration

It can do it. It was never set up to. Days of work and no purchase.

3

### Process mismatch

The system reflects a process the institution does not follow. Requires a decision, not software.

4

### Weak adoption

It works and people do not use it. Requires training, incentives, and a named owner.

5

### Infrastructure

Connectivity, power, devices, hosting. The system is blamed for the environment it runs in.

6

### Data

The system is sound and the data inside it is not. No feature fixes this.

In assessment after assessment, the cause is configuration, process, infrastructure, or data, not the product that was purchased.

NO BUDGET LINE REQUIRED

## What one assessment actually costs

**2**

**people**

One who understands the service.  
One who understands the system.

**3**

**weeks**

Part-time. Not a project.  
Not a consultancy engagement.

**1**

**service**

A single defined service.  
Not the whole institution.

**1**

**page**

The output a leader reads.  
The evidence sits behind it.

**This is the point that changes minds**

Assurance is not a programme, a budget request, or a new directorate. It is two people, three weeks, and one service.  
The institutions that build this capability do not do so because they found funding. They do so because someone decided to ask.

## PART TWO

# While we were procuring, the rules changed.

Four developments in the last twelve months have made assurance a formal requirement somewhere in the world rather than a matter of good practice. None of them originated in Iraq. All of them will reach it.

01

A deadline arrived three weeks ago

02

Assurance became certifiable

03

The shadow system learned to think

04

Five states redefined “verified”

## DEVELOPMENT ONE

# What actually happened on 2 August 2026

Three weeks ago. Most briefing notes still in circulation describe this incorrectly.

### DEFERRED

High-risk obligations for standalone systems, biometrics, critical infrastructure, education, employment, and essential services were moved to 2 December 2027.

AI embedded in regulated products moved to 2 August 2028.

### NOT DEFERRED — IN FORCE NOW

Article 50 transparency duties: disclosure that a person is interacting with an AI system, marking of AI-generated content, labelling of deepfakes.

General-purpose AI obligations, applying since August 2025.  
Prohibited practices, since February 2025.

### The leadership point

The deadline did not disappear. It became narrower and sharper. An institution that heard “delayed” and stopped preparing has misread it, and the obligations that did land are exactly the ones covering the chatbots and document tools already in use inside ministries today.

## DEVELOPMENT ONE, CONTINUED

# Why this matters to a government outside the EU

### 1 It reaches you through your vendors

The platforms your ministries buy are built to the strictest market they sell into. You will receive AI transparency features, documentation, and logging whether you asked for them, and you will pay for them.

### 2 It reaches you through your data

Obligations attach to where the output lands, not only where the system runs. Any service touching EU citizens, EU-funded programmes, or EU partners is in scope regardless of where the server sits.

### 3 It becomes the template

This is the first binding AI law of its kind. Jurisdictions writing their own rules are copying its structure, risk tiers, documentation duties, and human oversight. Whatever Iraq writes will resemble it.

### 4 It defines what “assured” means

The vocabulary of AI assurance is being fixed now, internationally. Institutions that adopt the vocabulary early can hold vendors to it. Institutions that adopt it late accept whatever the vendor says it means.

## DEVELOPMENT TWO

# Assurance became certifiable

ISO/IEC 42001 | the first international standard against which an organization's management of AI can be independently certified.

### What it is

A management system standard for AI, structured like ISO 9001 and ISO 27001: Plan, Do, Check, Act. Published December 2023. Certification is issued by an accredited body and lasts three years.

### What it requires

Thirty-eight reference controls across nine objectives, and a written Statement of Applicability justifying both the controls you adopted and those you did not. It is not a checklist to be completed.

### What it does not do

It does not by itself satisfy the EU AI Act. It builds the risk assessments and governance records that the Act separately demands, which is a different and more useful claim.

### Where it stands

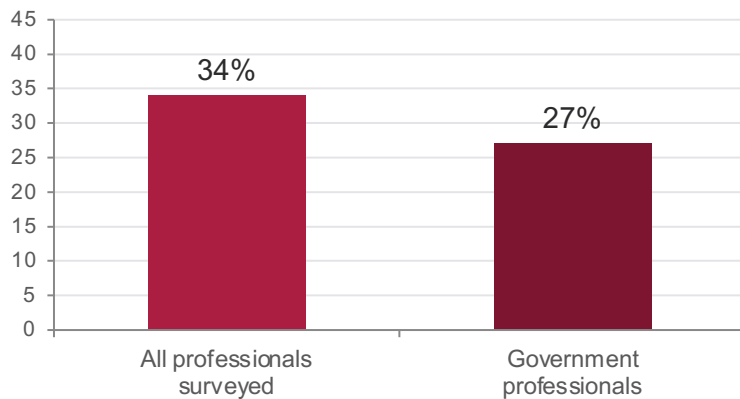
Adopted as a European Standard in 2026. Held by major cloud and software vendors. Adoption is limited by a shortage of qualified auditors, which is itself an opportunity.

The practical consequence: you can now require a vendor to demonstrate certified AI governance, rather than accept an assurance that they take it seriously.

### DEVELOPMENT THREE

## The shadow system learned to think

Earlier tonight: staff who bypass a system keep a spreadsheet. That spreadsheet is now a chatbot, and it leaves the building.



*Thomson Reuters, 2026 Future of Professionals Report. I believe these figures are approximately correct; verify before citing.*

### Why this is different from a spreadsheet

- A spreadsheet stores data. A chatbot acts on it — and the data leaves your institution when it is pasted in.
- There is no record of what was asked, what was answered, or what decision followed.
- The output carries confidence but no provenance. Staff cannot tell you where an answer came from.
- It is not a discipline problem. Staff reaches for it because the approved tools do not do the job, which is a coverage finding.

Banning it does not work and has never worked. The four-state inventory you build for systems is the same instrument you need for AI tools.

## DEVELOPMENT FOUR

# Five states redefined what “verified” means

In May 2026, the national cybersecurity authorities of New Zealand, Australia, the United States, the United Kingdom and Canada issued joint guidance on AI agents: treat each agent as a distinct identity, apply least privilege, and continuously verify its behavior at runtime, not simply at the point of deployment.

### Read that last clause again

“Verify at runtime, not at the point of deployment.” That is the argument of this entire session, written by five national authorities. Assurance after launch is no longer a minority view; it is published policy in five countries.

### Why agents force the issue

A conventional system does what a user tells it. An agent plans and acts across several steps. Acceptance testing cannot cover behavior generated at the point of use, so the only place left to verify is production.

### What it means for your institution

Every AI agent needs an owner, an identity, a permission scope, and an observation record—the same four things a service needs. You are not learning a new discipline. You are applying the one you already need.

WHAT THE FOUR DEVELOPMENTS AGREE ON

# Every one of them moves verification after the launch.

A law that regulates systems in use. A standard that certifies ongoing management rather than a delivered product. A risk that appears only once staff start working. Guidance that says verify at runtime.

The centre of gravity has moved from the contract to the operation. Institutions whose only control point is acceptance testing are now governing at the wrong end of the lifecycle.

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*Which leaves the question every person in this room actually faces: the plan already on your desk, is it on the right path?*

A PLAN-LEVEL INSTRUMENT

# The Trajectory Test

Three layers. A plan must pass all three. Failing any one of them predicts failure regardless of how well the other two are executed.

| DIRECTION                                                                                                                                                                                                                             | GROUND                                                                                                                                                                                                                      | MOTION                                                                                                                                                                                                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Do we know where we are going?</b><br><br>Can the outcome be stated in one sentence that names who is better off, how we would know, and by when?<br><br><hr/> <i>Without this, every progress report is true and meaningless.</i> | <b>Can the ground hold the plan?</b><br><br>Do the preconditions exist: mandate, ownership, data, infrastructure, capacity, budget continuity?<br><br><hr/> <i>A sound plan on ground that cannot hold it fails anyway.</i> | <b>Is anything actually moving?</b><br><br>Have the leading signals moved within ninety days, not milestones completed, but behavior changed?<br><br><hr/> <i>Milestones can advance while nothing changes.</i> |

*Direction is a thinking test. Ground is a readiness test. Motion is an evidence test.*

## LAYER ONE

# Direction | the one-sentence test

**“By [date], [who] will be able to [what], and we will know because [measure] has moved from [x] to [y].”**

If the sentence cannot be completed, the plan does not have a direction. It has activity.

### FAILS THE TEST

- “Modernize government services”
- “Build a unified national platform”
- “Achieve digital transformation by 2030”
- “Adopt artificial intelligence across ministries”

*Each is a direction of travel, not a destination. Nothing in them can be false.*

### PASSES THE TEST

“By June, a business owner will receive a licence decision without visiting an office, and we will know because the median decision time has moved from 42 days to 10, and counter visits per application from 3 to 0.”

*This sentence can be proved wrong. That is what makes it useful.*

## LAYER TWO

# Ground | the six preconditions

Ask of each: does this exist today, in writing, with a name attached? Not “is it planned.” Does it exist.

### 1 Mandate

Is there legal or regulatory authority to change the process, not only to buy the system?

### 2 Ownership

Is there a named person accountable for the service after launch, with authority over the process?

### 3 Data

Does the data this plan depends on exist, and is it clean enough to be relied upon on day one?

### 4 Infrastructure

Connectivity, power, hosting, devices — at the provincial office, not at headquarters.

### 5 Capacity

Do our own people have the skills to operate and change it, or is every change a vendor request?

### 6 Budget continuity

Is operation and support funded across fiscal years, or only the capital purchase?

Two or more preconditions absent is not a risk to be managed in a register. It is a reason to delay the plan and build the ground first.

## LAYER TWO, EXTENDED

# Ground for an AI plan - four more

The six above still apply. An AI initiative must satisfy four additional preconditions, drawn from what changed this year.

### 1 Provenance

Can you say where the data behind this system came from, who owns it, and whether you are permitted to use it for this purpose? If the answer involves a vendor's assurance rather than your own record, you do not have provenance.

### 2 A human who can overturn it

Not a human who reviews it. A named person with the authority and the practical ability to reverse an output that affects a citizen, and the time to do it. An oversight role nobody can exercise is not oversight.

### 3 Runtime observation

Can you see what the system actually did after it was deployed, what was asked, what was answered, what followed? If the only record is the acceptance test, you have no assurance, only a memory of one.

### 4 Reversibility

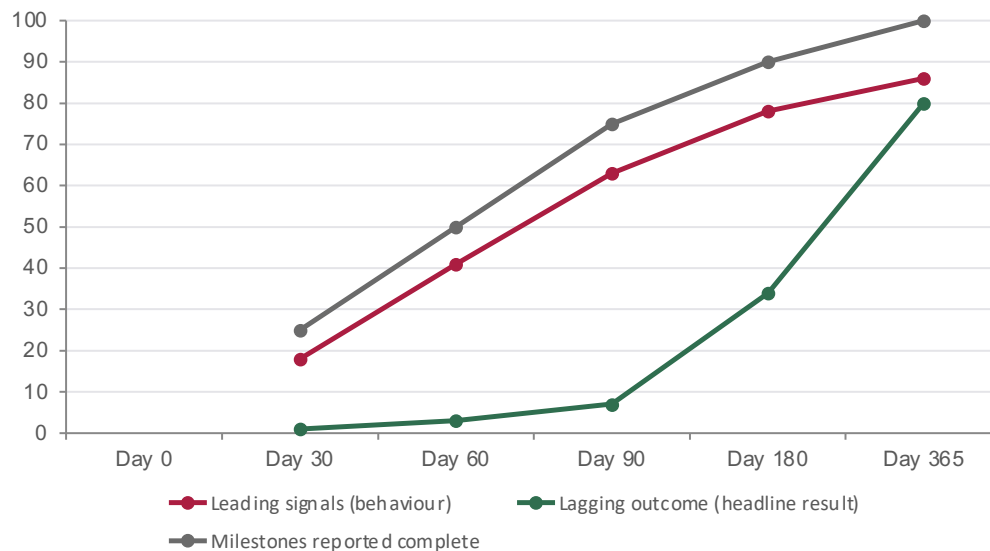
Can you switch it off and still deliver the service on Sunday morning? If the manual path has already been dismantled, the pilot has quietly become critical infrastructure.

*These four map directly onto the transparency, oversight, and record-keeping duties now in force internationally.*

### LAYER THREE

## Motion | the ninety-day signal test

Lagging indicators confirm success far too late to change course. Leading signals move early, because behaviour changed.



### How to read this

The grey line is what your reports show. It rises smoothly and tells you nothing.

The crimson line is what you should be watching. If it is flat at day ninety, the plan is off-path, whatever the grey line says.

The green line is the result you were promised. It arrives last, and by then the money is spent.

*Illustrative shapes, not measured data.*

Choose exactly three leading signals per plan. Three can be watched. Twelve will not be.

ONE PAGE, FORTY-FIVE MINUTES

## The scorecard, and the verdict

### DIRECTION

One sentence completed, testable, with a date and a measure

0 – 3

### GROUND

Six preconditions, plus four more if the plan involves AI

0 – 6

### MOTION

Three leading signals named, baselined, and moving at day 90

0 – 3

### The rule worth taking back

No plan is funded without a completed direction sentence and three named leading signals with a baseline.

Applied consistently, that rule will do more than any new system in the portfolio.

### ON-PATH

10 – 12

Proceed. Publish the three signals and review at ninety days.

### DRIFTING

6 – 9

Proceed only on the layer that passed. Fix the failing layer first and re-score in thirty days.

### OFF-PATH

0 – 5

Do not fund further. The failure is in the plan, not in the execution, and money will not repair it.

THE ARITHMETIC

# How to score it | count the boxes

Twelve boxes. Tick the ones that are true today. One tick is one point. There are no half points.

| DIRECTION3 boxes                                                                                                                                                                                                                             | GROUND6 boxes                                                                                                                                                                                                                                                                                                                                                                                                                      | MOTION3 boxes                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div><input type="checkbox"/> Names who is better off — a role, not “the ministry”</div> <div><input type="checkbox"/> Has a measure with today’s number, not only a target</div> <div><input type="checkbox"/> Has a month and a year</div> | <div><input type="checkbox"/> Mandate to change the process</div> <div><input type="checkbox"/> A named owner for after launch</div> <div><input type="checkbox"/> The data exists and is clean enough</div> <div><input type="checkbox"/> Infrastructure at the provincial office</div> <div><input type="checkbox"/> Our own people can change it</div> <div><input type="checkbox"/> Operation funded across fiscal years</div> | <div><input type="checkbox"/> First signal named, with a number today</div> <div><input type="checkbox"/> Second signal named, with a number today</div> <div><input type="checkbox"/> Third signal named, with a number today</div> |

Count the ticks. That is your score out of twelve.

For an AI plan, the four extra conditions are gates, not points. One is missing; not on-path. Two — off-path.

10 – 12

ON-PATH

6 – 9

DRIFTING

0 – 5

OFF-PATH

No half points. “Partly” is where weak plans get rescued by optimism — refuse it.

## A WORKED EXAMPLE

# The same plan, scored twice

“Build a unified national licensing platform by 2027.” A real sentence, of a kind every one of us has seen.

### AS WRITTEN

|                  |              |                                                                 |
|------------------|--------------|-----------------------------------------------------------------|
| <b>Direction</b> | <b>1 / 3</b> | A date only. No beneficiary, no measure.                        |
| <b>Ground</b>    | <b>0 / 6</b> | Authority to buy, not to change the process.<br>No owner named. |
| <b>Motion</b>    | <b>0 / 3</b> | No signals named at all.                                        |

**TOTAL**      **1 / 12**

**OFF-PATH**

*Not a bad team. A plan with nothing in it that could be proved wrong.*

### AFTER TEN MINUTES OF WORK

|                  |              |                                                                    |
|------------------|--------------|--------------------------------------------------------------------|
| <b>Direction</b> | <b>3 / 3</b> | Beneficiary, measure with a baseline, and a month added.           |
| <b>Ground</b>    | <b>2 / 6</b> | Owner named today. Budget continuity confirmed. Four still absent. |
| <b>Motion</b>    | <b>3 / 3</b> | Three leading signals chosen and baselined this week.              |

**TOTAL**      **8 / 12**

**DRIFTING**

*Now it can be managed. The four absent conditions are the work list.*

Nothing was built. Nothing was funded. Nobody was blamed. The plan moved from off-path to drifting because four sentences were written down and one person was named. That is the whole instrument.

TOGETHER, NOW

## Let us run it on a real plan

**Someone name a live digital or AI initiative in your institution. We will score it on screen.**

**1**

**State the direction sentence**

Out loud. Complete it fully or note where it breaks.

**2**

**Call the preconditions**

Present, partial, or absent. Be honest; nobody outside this room hears it.

**3**

**Name three leading signals**

What would move within ninety days if this were working?

**4**

**Read the verdict**

And say what you would change tomorrow.

*If the room is reluctant, use a prepared example — reluctance itself is a finding worth naming gently.*

## DEPLOYED, AND FAILING

# Twelve red flags



A shadow spreadsheet beside the system



Staff pasting official data into a public AI tool



Help-desk tickets about the same field, every month



Data re-entered that already exists elsewhere



“We will fix that in phase two”



Only the vendor can change a field



No named service owner



Reports produced by exporting and editing by hand



An AI output nobody can trace to a source



Staff who ask for paper confirmation of a digital act



A citizen who must still attend in person



Nobody can say how many people used it last month

*Three or more of these in one service is not a warning. It is a finding.*

## THE INSTITUTIONAL ASK

# Making it permanent | the assurance cell

### WHAT IT IS

- Two or three people. Not a directorate.
- Reporting to the head of the institution, not to IT.
- Outside the IT department, IT cannot grade its own work and should not be asked to.
- A published method and a standard one-page report.
- One assessment per quarter. Four services a year.

### WHAT IT MUST NOT BE

- An inspection body. It reports to management, not to enforcement.
- A tool for assigning blame for past procurement.
- A committee that meets and produces minutes.
- A permanent vendor engagement: build it with outside help, then run it with your own people.
- Optional. Without a mandate, it will assess nothing that matters.

The fourth point on the right is the one that decides whether this survives. Establishing the capability is a short engagement. Running it is yours.

WITHOUT BUDGET, TENDER, OR PERMISSION

## Three things you can do in thirty days

1

### Ask for the four-state inventory

Every system your institution operates—marked as used, bypassed, dormant, or switched off—and every AI tool staff are actually using. The difficulty of producing it is itself the first result.

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**Week one**

2

### Name one owner for one service

One person, one service, written down, with authority over the process, not just the software. Nothing else on this list works without it.

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**Week two**

3

### Run one assessment

One service. Two people. Three weeks. One page at the end. Choose the service that embarrasses you most; it will produce the clearest findings.

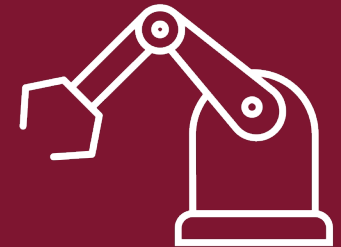
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**Weeks two to four**

TO CLOSE

# A system that is used is not necessarily a system that works.

That was always true. What changed this year is that the rest of the world has started to write it down, in law, in standards, and in national guidance. Assurance is no longer good practice. It is becoming the expectation.



## TAKE AWAY

The Trajectory Scorecard: one page, three layers, a verdict. Extended for AI.

## TAKE AWAY

Ten questions for your next project review meeting.

## CONTINUE

A structured executive programme on this method, with an applied assessment in your own institution, runs at AUIB's Center of Excellence.

# Questions

[ali.awad@auib.edu.iq](mailto:ali.awad@auib.edu.iq) | [www.auib.edu.iq](http://www.auib.edu.iq)

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*The most useful question you can ask tonight is about a system you already operate.*