

“The City of Heritage”



INFORMATION TECHNOLOGY

IT Strategic Plan

(2019 - 2020)

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Definition of Terms

| Term | Definition |
|-------------|---|
| Client | An end-user who uses IT equipment and applications to perform daily duties. |
| Application | A computer system or software which performs functions to achieve a business objective. |

Abbreviations

| | |
|------|---|
| ULM | Ulundi Municipality |
| ICT | Information Communication and Technology |
| IT | Information Technology |
| ITSC | Information Technology Steering Committee |

1. Executive Summary

Most organisations, in private and public sector, around the globe have greater dependency on Information Technology and Communication (ICT) for their day-to-day operations. Hence, ICT has become a vehicle and enabler for achieving business objectives in the modern world. Ulundi municipality (henceforth will be referred to as ULM) is not an exception. The ULM has an Information Technology (IT) division with a clear responsibility.

The IT division of Ulundi Municipality is mandated to oversee ICT infrastructure and IT service delivery. This document outlines the direction and strategic plan which IT division must follow during the stipulated period to provide improved and state-of-the-art ICT infrastructure. The strategy was formulated to address current challenges and provide roadmap for the future of IT division.

2. IT Vision

- To be one of the best IT divisions in South African local government municipal entities by providing state of the art technology platforms.

3. IT Mission

- Is to successfully integrate people, processes and technology by consistently delivering solutions that serve as the foundation of the municipal operations.

4. Strategic Goals and Objectives

| Goals | Objectives |
|---|---|
| 1. Provide state-of-the art ICT infrastructure to benefit the organisation and the communities it serves. | - To improve and maintain reliable and secure network connectivity and provide useful computer applications for municipal and public utilisation. |
| 2. Share and develop information with individuals across departments and organisations | - To provide an enterprise content management tools used to capture, manage, store, preserve, and deliver content and documents related to organisational processes in a collaborative environment. |
| 3. Provide users with tools that allow them easy and secure access to systems and data from the workplace, home or on the move. | - To implement online and mobile solutions that allows users access to information from anywhere through numerous technology |

| | |
|---|--|
| | devices, including computer/laptop and smartphone. |
| 4. Build a strong and capable client oriented and service driven IT team. | - To provide relevant skills development programs and trainings which lead to provision of IT services that satisfy our clients. |

5. Organisational Structure

Ulundi Municipality has departments that serve objectives outlined in the municipal IDP document. Each of these departments have divisions that focus on delivering a specific services towards achieving the organisational objectives. Furthermore, each division has a structure that is formed for the purpose of assigning responsibilities accordingly. For that purpose, IT division has its own organisational structure.

5.1. IT Steering Committee

The IT Steering Committee (ITSC) is a committee that is charged with the responsibility to oversee the development, implementation, monitoring and review of the municipal policies, procedures, practices, and guidelines aimed at realising the strategic objectives of the municipality on the provision and support of ICT infrastructure and services. The terms of reference of this committee is provided in a separate document.

5.2. IT Organogram

The IT division is one of the divisions under Financial Services depart of Ulundi municipality. The division is headed by an IT Manger who reports to the Chief Financial Officer.

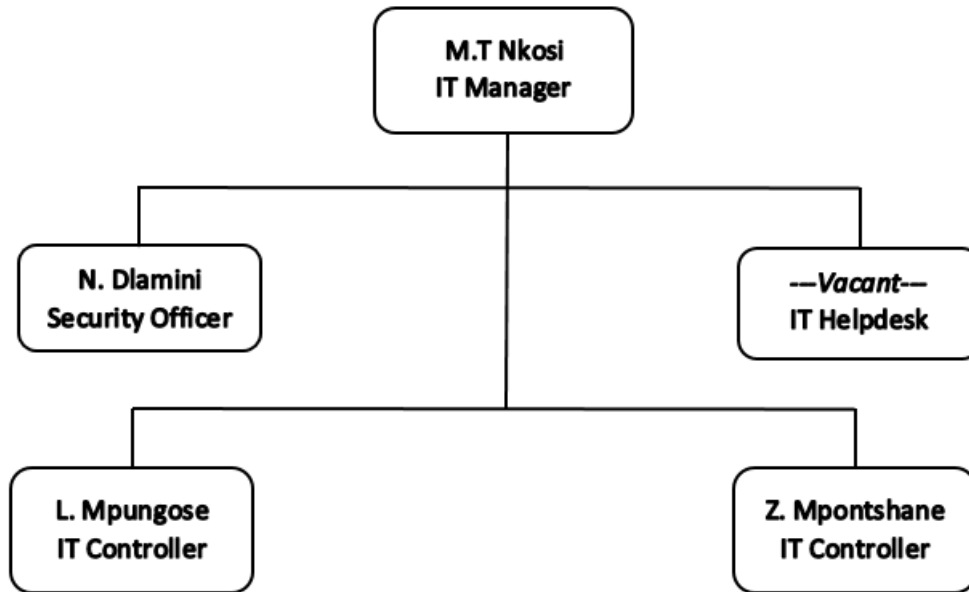


Figure 1: ULM IT Division Organogram

It is the duty of the IT manager to ensure governance and seamless delivery of IT services to clients. This will be achieved by maintaining a proper management of both IT human resources and IT equipment or assets. An adequate IT business processes and procedures must be in place to enable suitable working environment for the IT team.

6. ICT Systems and Applications

The IT division is a custodian of a number of systems and applications in the municipality. Some of the systems are supported by vendors or service providers while others are supported by the IT staff members. Table 1 shows the applications that are utilised by the municipality to conduct its business:

Table 1: ULM IT Systems, Applications and Service Providers

| Application | Supplier | Business Processes Served by the Application |
|----------------------------------|------------------|--|
| Metgovis | Metval | Rates |
| Payday | Payday | Payrol, HR functions |
| Contour | Contour | Supply and management of electricity. |
| Sage Pastel Evolution | Camelsa | Finance related services |
| AVG Internet Security Anti-Virus | AVG South Africa | IT systems and applications protection |

| | | | |
|----------------------------|-----------------|-----|--|
| Issue Tracking Application | Developed house | In- | IT Incidents reporting and management. |
| Website | Developed house | In- | Public relations |

7. IT Assets Acquisition

The best practice of acquiring IT assets is to avoid random purchases which mostly lead to wasteful expenditure for the organisation. A thorough information gathering must be done before making a purchase. This will prevent purchases of unnecessary assets. Acquisition of IT assets of Ulundi municipality will be informed and guided by the following factors:

- **Assets Life cycle:-** computer equipment can optimally perform for a certain period; after which, it needs to be replaced in order to maintain proficiency of end-users.
- **Cost projections:-** this is recurrent maintenance costs, ultimate replacement costs, disposal costs and depreciation costs.
- **Future plans:-** expansion and continuous improvement of infrastructure is inevitable in an IT environment.
- **New user:-** organisation continuously employs new people which may require computers to perform their duties.

7.1. Software Licences

The IT division must obtain necessary software licences. The renewal costs of these licences must be catered for in the annual IT budget.

8. Strategic IT Initiatives

Due to the rapid change in the information technology space, the organisational ICT infrastructure must also evolve to allow positive effects of technological change. Most changes have financial implications. For this reason, there will always be IT projects that are done in each year. The table below lists some the current and envisaged IT projects. These projects are aligned to IT strategic objectives outlined in section 4 above.

Table 2: ULM Strategic IT Initiatives

| # | Project Name | Description |
|----|--------------------------------------|---|
| 1 | Network Upgrade | Implementation of a redundant network channel/link to minimise downtime and service delivery interruptions. |
| 2 | Routing | Implement adequate routing as per the organisational business requirements. |
| 3 | Issue Tracking Application (ITA) | Enhance the existing features and add new functionalities which will cater for other departments/divisions. |
| 4 | Online Customer Care | Implement a functionality on the website to allow customers to effectively communicate with the municipality. |
| 5 | Content Management Application (CMA) | Implement an application to manage content of the municipality. This will involve document management features and workflow management to reduce costs of printing. |
| 6 | Network Monitoring Tool (NMT) | Acquisition and implementation of a tool to monitor all activities occurring in the organisation's network. |
| 7 | IT Policies Implementation | Implement approved policies and procedure in order to enhance IT service delivery. |
| 8 | Power Supply | Implement an uninterrupted and dedicated power supply to the server room. |
| 9 | Backup System | Acquire a proper backup system which comply with IT backup standards. Probably a cloud-based solution will be more appropriate. |
| 10 | IT Assets Management Application | Implement a system to check-in and check-out assets in IT division. This will assist IT to have an up-to-date information about IT assets of the organisation. |

9. Conclusion

The Ulundi Municipality IT strategic plan seeks to provide a direction which the division will take for the specified duration. Activities in the division will be guided by this strategy in order bring the necessary stability of the division.

10. Approvals

The table below provides necessary approvals of this strategy.

| Approver | Signature | Date |
|--|------------------|-------------|
| Chairman of the Council | | |
| Chairman of the Audit and Risk Committee | | |
| Ulundi Municipal Manager | | |