

“The City of Heritage”



INFORMATION TECHNOLOGY

IT Strategic Plan

Year

21/22 to 25/26

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Definition of Terms

Term	Definition
Virtual Platform	An online platform that allows employees to interact while they are in different locations
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

The advancement of Technology enables organisations to rethink their strategy and approach in the workplace. The challenges of the pandemic have forced most organisation in all sectors of the economy to think of ways to leverage technology for business continuity. Virtualisation, through different virtual platforms are used to provide virtual work environment for employees to continue working while they are different locations.

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 tool 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 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 led by an IT Manger who reports to the Deputy Chief Financial Officer. There is one permanent IT Technician that provide technical support to official as necessary, one security officer ensures the division complies with information security standards and apply best practices in its operations and one Helpdesk Officer who is on contract. In addition to the permanent staff members, the division will make use of qualifying EPWP personnel to assist with administration and other technical assistance.

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 several 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
Active Directory	Microsoft	User accounts management
Payday	Payday	Payrol, HR functions
Sage Pastel Evolution	Camelsa	Finance related services
AVG Internet Security Anti-Virus	AVG South Africa	IT systems and applications protection
Website	Developed In-house	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 depicts IT projects that are planned for 21/22, 22/23, 23/24, 24/25, 25/26 financial years. Status and comment is provided for each project. These projects are aligned to IT strategic objectives outlined in section 4 above.

Table 2: ULM Strategic IT Initiatives

#	Project Name	Description	Year	Comment
1	Report Tool	A tool to extract reports from Microsoft Systems (i.e., Office 365 and Active Directory)		Partially done
2	Issue Tracking Application (ITA)	Enhance the existing features and add new functionalities which will cater for other departments/divisions.	25/26	
3	Online Customer Care	Implement a functionality on the website to allow customers to effectively communicate with the municipality.	24/25	
4	Network Monitoring Tool (NMT)	Acquisition and implementation of a tool to monitor all activities occurring in the organisation's network.		Done
5	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.	25/26	
6	Cybersecurity Tool	Conduct security assessment of IT environment to identify gaps in the environment		Done
7	Server Upgrade	Ensure effective and effective municipal administration	24/25	

8	Upgrade Computer equipment	Ensure effective and effective municipal administration		Ongoing
9	Community Free WI-FI rollout x 24 Wards	To provide access to previously disadvantaged communities.		Ongoing
10	Asset Disposal	To maintain a reliable IT asset register	24/25	
11	Projector installation in Boardroom	To enable virtual meetings		Ongoing
12	Network Infrastructure	Installation of new ports and upgrade of old ports		Done
13	Gaming	Setting up of Xbox games console at the library.		Done
14	Review of user system permissions	To enforce segregation of duties and make sure everyone is allocated permissions according to their duties		Partially done

9. Conclusion

A successful execution of this strategy will be in the best interest of the organisation. 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 to bring the necessary stability of the division.

10. Approvals

The table below provides necessary approvals of this strategy.

Approver	Signature	Date
His Worship The Mayor: Cllr W.M. Ntshangase		
Municipal Manager: Mr. S.M. Khomo		