



ICT STRATEGIC PLAN

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1) BACKGROUND

The Swellendam Municipality, has during its IDP development processes for the period of 2022 to 2027, committed to enhancing service delivery and engagement through active citizenry.

The Municipality has committed to improving efficiency and effectiveness in the manner in which it delivers services to its citizens, which includes the manner through which it administers its daily activities. Therefore, the municipality has identified ICT as an enabler for the delivery of the IDP objectives on its mandate.

This ICT Strategic Plan seeks to enhance the maturity of the municipalities ICT environment by identifying key initiatives and focus areas to be delivered by the municipality's ICT environment. As such projects will be identified through an ICT architecture roadmap and implementation plan which will be delivered over a five (5) year cycle, and will be reviewed annually to ensure efficacy.

The ICT Strategic Plan is a tool to:

- a) Assist the ICT Steering Committee to understand the complexity of managing information and technology within local government;
- b) Encourage local governments to improve their ICT capability;
- c) Ensure ICT is adequately managed to support all aspects of local government operations.

The overall aim of the Strategic Plan is to ensure that ICT

- a) Provide a service which is of the highest quality and is responsive to the demands of the workforce of the Swellendam municipality and the Swellendam community;
- b) Is thoroughly effective and efficient in the use of available resources;
- c) Deliver the highest standards of professional service, involving everyone in the decision-making process, and seeking constantly to improve the working lives of all staff;
- d) Adhere to the legal framework provided for in the legislations and/or policies of the Municipality through continuing professional development; and
- e) Maximise available resources, and the efficiency with which they are used.

2) PURPOSE OF THE ICT STRATEGIC PLAN

The ICT Strategic Plan sets out the key components that need to be considered in managing an organisation's information resources. It represents the key elements and their relationships, that might be expected in an "ideal" environment.

The ICT Strategic Plan is not a legislative prescribed document but rather a strategic tool that the administration uses to plan, manage, monitor and review the organisation's information technology tools more effectively and efficiently for optimal sustainability.

3) LEGISLATIVE STRATEGIC DIRECTION

This strategy was developed with the legislative environment in mind, as well as to leverage internationally recognized ICT standards.

The following legislation, among others, govern the local government sphere:

- a) Constitution of the Republic of South Africa Act, Act No. 108 of 1996.
- b) Municipal Finance Management Act, Act No. 56 of 2003.
- c) Municipal Structures Act, Act No. 117 of 1998.
- d) Municipal Systems Act, Act No. 32, of 2000.
- e) Municipal Demarcation Act, Act 27 of 2000
- f) Municipal Property Rates Act, Act 6 of 2004
- g) National Archives and Record Service of South Africa Act, Act No. 43 of 1996.
- h) Promotion of Access to Information Act, Act No. 2 of 2000.
- i) Protection of Personal Information Act, Act No. 4 of 2013.

4) ICT OBJECTIVES

ICT Objectives for the Information Communication Technology department is:

"To plan, coordinate and render ICT services to the municipality to ensure efficient operations and support services in terms of the ICT strategy and plan."

5) ICT GOVERNANCE

The King IV Report set the following governance principle relating to ICT:

"The council should govern technology and information in a way that supports the municipality in setting and achieving its strategic objectives."

IT governance is the set of processes that ensure the effective and efficient use of Information Communication Technology (ICT) in enabling an organization to achieve its goals.

The corporate governance of ICT places a very specific responsibility on the Council and Management within a municipality to ensure that the decision-making process for ICT-related investments and the operational efficiencies of the municipality's ICT environments remain transparent and upheld. This accountability enables the municipality to align the delivery of ICT services with the municipality's Integrated Development Plans and strategic goals.

6) STRUCTURE OF THE ICT ENVIRONMENT

The Director Financial Services are responsible for the municipality's ICT environment, supported by an ICT Manager, ICT Steering Committee and Co-sourced Service Provider.

a) ICT Unit

Information and Communication Technology (ICT) forms part of the Directorate of Financial Services. The ICT Department is responsible to plan, coordinate and render ICT services to the municipality to ensure efficient operations and support services in terms of the ICT strategy and policies.

The functions of the ICT Department are to:

- (i) Develop and implement an ICT strategy and policy for the Municipality;
- (ii) Provide operations and support services;
- (iii) Research, develop and maintain ICT systems;
- (iv) Ensure network connectivity so that users have access to the network;
- (v) Install ICT equipment and appropriate software programmes to ensure the availability of services and licensing;
- (vi) Provide expert advice regarding the acquisitions of maintenance of ICT equipment and system;
- (vii) Maintain ICT systems to ensure the efficient operations of all systems;
- (viii) Safeguard all electronic data and/or information of the municipality;
- (ix) Ensure access and security control to the municipality ICT network.

b) ICT Steering Committee

All ICT-related Services and Systems are governed by the Swellendam ICT Steering Committee. The ICT Steering Committee oversees, monitors and directs all ICT-related initiatives to ensure ongoing alignment with Strategic Directives as stated in the IDP.

The membership of the Committee should be appropriate to the size and the complexity of the Municipality. The members of the committee are constituted by different Municipal directorates. Membership of the Committee comprised of the following:

- (i) Director Financial Services as Chairperson or nominated by the municipal manager;
- (ii) One representative from each directorate, nominated by the Director of each directorate, with accompanying second;
- (iii) A representative from the procurement office, nominated by the SCM Manager;
- (iv) A representative from Internal Audit, nominated by Chief Audit Executive;
- (v) A representative from human resources, nominated by the HR Manager.

Co-opted members of the Committee comprised of the following:

- (i) Manager ICT;
- (ii) A representative from the ICT Service provider;
- (iii) Admin clerk financial services.

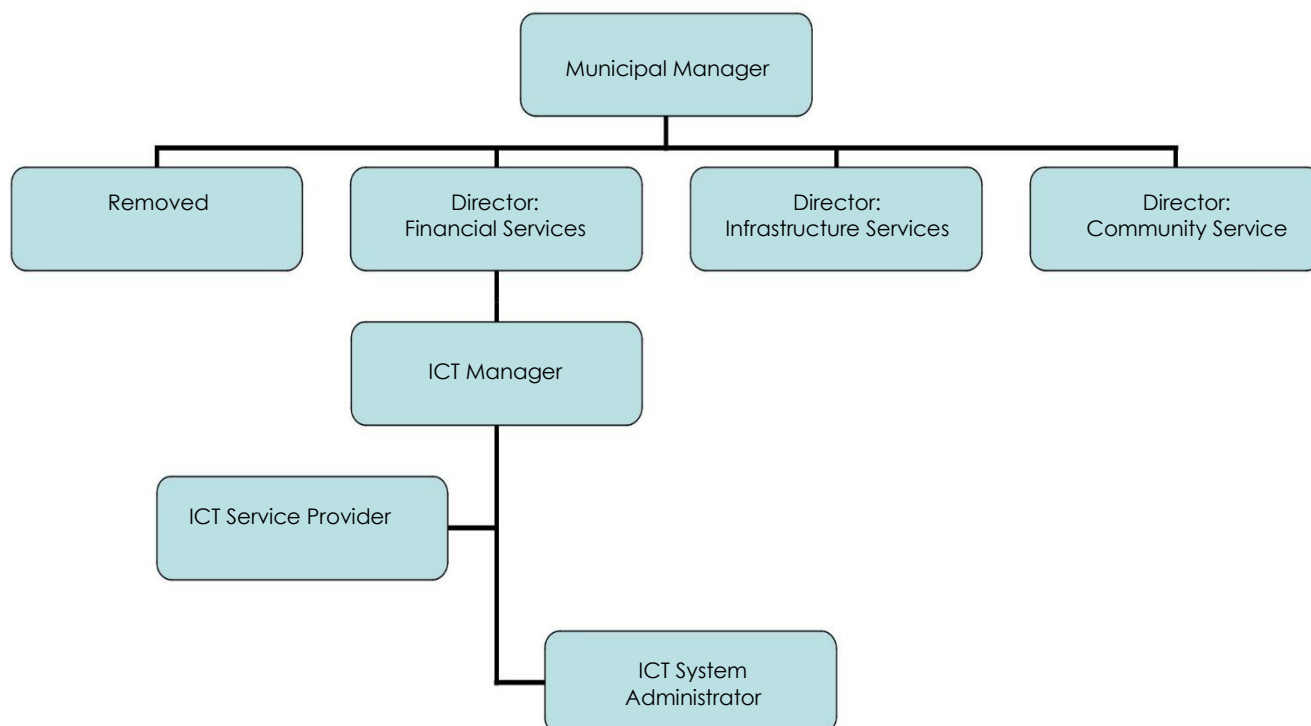
The term of office for the Committee members will be concurrent with the Municipal Financial year. Each member will be appointed for a 3-year term and may be re-appointed. Departmental directors can also nominate new representatives, as and when required.

The Municipal Manager must appoint the Committee members through a formal appointment letter that indicates the term of membership.

Members of the Committee are subject to the Municipal Code of Conduct.

The Chairperson may invite other persons to attend meetings as required. In the absence of a member, his/her delegate may attend the meeting on behalf of the member. In the absence of the chairperson, the members shall amongst themselves elect an acting chairperson to chair the meeting.

The Committee shall meet at least every quarter of the financial year. Where it is not possible to meet at any quarter a special ICT Steering Committee meeting may be arranged to deal with urgent matters that would have been dealt with in the previous quarter.

c) Organisational Structure**7) RISK MANAGEMENT**

The management of risks is a cornerstone of ICT Governance, ensuring that the strategic objectives of the business are not jeopardised by ICT failures. ICT-related risks are increasing, and the impact on the organisation of an ICT failure, be it an operational crash, security breach or a failed project, can have devastating consequences.

However, managing ICT risks and exercising proper governance is a challenging experience for business managers faced with technical complexity, dependence on an increasing number of service providers, and limited reliable risk monitoring information.

Therefore, the ICT risk of the municipality should be managed by:

- (i) Ascertaining that there is transparency about the significant risks to the municipality and clarifying the risk-taking or risk-avoidance policies.
- (ii) Ensure that the system of internal control put in place to manage risks has the capacity to generate cost efficiency.
- (iii) Ensure that risk management is embedded in the operation of the municipality, responds quickly to changing risks and reports immediately to appropriate levels of management, supported by agreed principles of escalation (what to report, when, where and how).

8) PLANNING AND RESOURCE GUIDELINES

The ICT Budget is submitted to the finance department by the ICT Manager and ICT Steering Committee for consideration and oversight. The ICT budget forms part of the municipality's annual budget which is presented to the Council for approval.

ICT aims to follow a basic approach to identifying and implementing projects inclusive of:

- (i) Concept and initiation
- (ii) Definition and planning (scope and budget; communication, risk management)
- (iii) Execution
- (iv) Testing and review
- (v) Reporting and closing of the project

9) ICT SERVICES PROVIDED IN THE MUNICIPALITY TO DIRECTORATES

a) Ongoing Services

- (i) Network architecture
- (ii) Virtualization
- (iii) Internet access
- (iv) Remote access to the network when working out of the office
- (v) E-mail Services, contacts and groups
- (vi) File server and storage
- (vii) Printing/copying/faxing
- (viii) Desktop & laptop support and installation
- (ix) Telephony (VOIP) and audio visual
- (x) User access
- (xi) ICT equipment and WIFI
- (xii) ICT security
- (xiii) VPN access
- (xiv) Backup management

b) Systems

- (i) Access to Samras Financial System
- (ii) Access to Self-Service Samras Module
- (iii) Access to Ignite
- (iv) Access to Eunomia
- (v) Access to Colaborator
- (vi) Access to LINK App
- (vii) Assess to GIS

c) Software Management

- (i) Install and update Microsoft Windows
- (ii) Install and update Microsoft Office

- (iii) Install and update Kaspersky Software
- (iv) Install and update SSL Certificate
- (v) Install and update Zimbra
- (vi) Install and update Zoom
- (vii) Install and update Adobe
- (viii) Install and update Jitsi Meet

10) KEY ICT FOCUS AREAS & TIMELINES

The municipality has to ensure that it has viable ICT strategies to meet both goals and challenges faced by the municipality to conduct its business effectively, efficiently and quickly. These strategies may be classified as short-term, medium-term and long-term to ensure the continuity of the municipality. This simply means the municipality has to list possible projects that will support the day-to-day activities of the municipality for the betterment of municipal service delivery. The ICT strategies must be directly linked to the Integrated Development Plan of the municipality and are reviewed annually if needed.

The projects/activities of the ICT Strategic Plan for 2023/2024 MTREF is tabled below:

Nr	Activity	Type of Project	Risk	Year 1 2024/2025	Year 2 2026/2027	Year 3 2027/2028
1.	Investigate Disaster Recovery Site Options	New	High	✓ Investigate Options	✓ Implement (Budget Provision)	✓ (Maintain)
2.	Investigate Microsoft 365 Licence, benefits and cost	New	High	✓ Investigate options	✓ Implement (Budget Provision)	✓ (Maintain)
3.	Investigate Adobe signature application or alternative.	New	Medium	✓ Investigate options	✓ Implement (Budget Provision)	✓ (Maintain)
4.	Review ICT Policies per register.	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)
5.	Implement ICT Budget	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)

Nr	Activity	Type of Project	Risk	Year 1 2024/2025	Year 2 2026/2027	Year 3 2027/2028
6.	Renewal of Telephone Contract	Maintain	Medium	✓ (New Tender)	✓ (Maintain)	✓ (Maintain)
7.	Renewal of Printer / Copier Contract.	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (New Tender)
8.	Upgrade firewall software.	Maintain	High	✓ (Maintain)	✓ (Maintain)	✓ (New Tender)
9.	Renewal of ICT Tender.	Maintain	High	✓ (New Tender)	✓ (Maintain)	✓ (Maintain)
10.	Improve and implement ICT Governance procedures.	New	Medium	✓ (Developed SOPs)	✓ (Maintain)	✓ (Maintain)
11.	Review User Access.	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)
12.	Continuous mSCOA alignment and improvement.	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)
13.	Continuous providing and monitoring of ongoing services.	Maintain	Medium	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)
14.	Roll out Samras new web system for financial system improvement.	New	Medium	✓ (Leave Module HR Module SCM Module)	✓ (Asset Module Cashiers Module)	✓ (Revenue Module)
15.	Business Continuity (Availability of ICT Network and systems)	Maintain	High	✓ (Maintain)	✓ (Maintain)	✓ (Maintain)
16.	Upgrade Municipal Website	New	High	✓ (Tender for new Website)	✓ (Maintain)	✓ (Maintain)
17.	Identified a new server room in Swellendam for ICT servers.	New	High	✓ (Identified Building and move servers)	✓ (Maintain)	✓ (Maintain)

11) REVIEW

The content of the ICT Strategic Plan will be reviewed by the ICT Steering Committee and approved by Council as and when required, to reflect the current stance on ICT within the Swellendam Municipality.