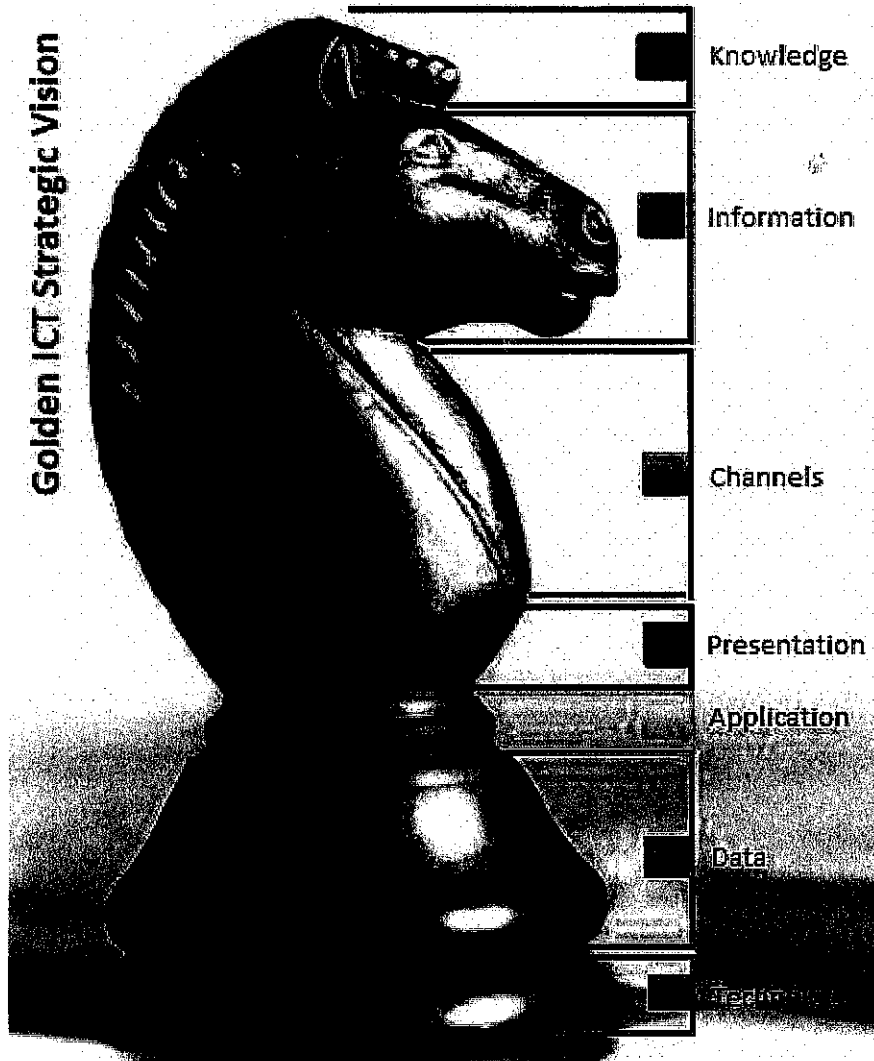


THULAMELA MUNICIPALITY

ICT PLAN 2024 TO 2027

DATE	1 July 2024
REVISION	01
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ICT GOLDEN STRATEGIC VISION



IT Unit will provide the foundation to enable the Municipality to effectively deliver services across all access channels, imparting information using some certain applications through technology that will be presentable with accurate data and ultimately improving knowledge.

ICT PLAN 2024-2027

Mission Statement

The Information and Communication Technology Section will provide affordable, quality information and communication services and technologies to underpin the mission and vision of the Municipality. This will be achieved by understanding the needs and values of the Municipality, by demonstrating Information and Communication Technology leadership, and by producing cost-effective and innovative outcomes.

ICT Section

Technology is managed as an enterprise capability in the Municipality. The Section of Information and Communication Technology is responsible for strategic direction of the Information Technology and Communication Systems, and support services on an enterprise-wide infrastructure, architecture framework and standards for all systems. The Section have a limited number of technology Staff that may directly support business specific solutions or industrial systems and provide desktop support.

The Information and Communication Technology Section reports to Senior Manager: Corporate Services (Member of the Executive Council) who has responsibility for a set of related Sections and staff functions that either directly or indirectly participate in the overall direction of innovation and enterprise information policy. The Senior Manager: Corporate Services directs a broad range of information related programs, and initiatives, leading efforts that integrate with or enhance the mission of delivering strategic technology initiatives. This model groups the information programs and services under a single authority to provide multi-disciplined coordination for efficient and effective IT enabled services.

The organizational structure of the Information and Communication Technology Section has evolved over the years in alignment to changing priorities, trends, and requirements to leverage technology platforms and resources. It is designed to address the ongoing evolution of technology and its utilization in support of the business functions within the Municipality. The evolution of IT growth has seen a tremendous growth in web-based Systems, "Cloud" architectures, green IT, mobile applications, and wireless hand-held devices. These information technology capabilities have become crucial components in the day-to-day operation of the Municipality and the increasing complexity and sophistication of these systems require well-trained technological end users and support staff.

The Section is geared into an organized IT discipline subject matter expert groups that can support enterprise-wide systems including:- Messaging applications (e.g. email, calendaring and productivity suite applications), provision is made to train support staff for ERP, the document management platform, CRM platform, SharePoint Platform as well as certain business specific applications in development and support. These include applications that support the Municipality production systems including Munsoft, Payday and TCS with infrastructure being optimized for Microsoft Enterprise Systems.

The IT Operations Division of the structure manages hardware, communications and network platforms, integration tools, enterprise messaging applications, desktops and the network based digital multi-function printing devices (MFP). The Systems Security Officer reports directly to the IT Manager, and has authority in monitoring, investigating, and compliance activities to ensure the Municipality Information and assets are safeguarded; to ensure the compliance authority for ISO and All other Standards and procedures. Finally, Business Process, Planning and Administration its currently a responsibility of the IT Manager, until such time that pressure will force expansion of the organogram to expand IT with Administrative and IT policy support functions as well as compliance oversight, and IT Technology portfolio/Project Management.

IT Governance

Plan Overview

Like many Municipalities faced with growth in demand of services while confronting a strained economy, The Municipality continues to be mounted with significant challenges and new opportunities where technology innovation is essential. These challenges and opportunities are fuelled by heightened expectations from the

Municipality constituents and the community to interact and conduct business with the Municipality utilizing modern technology and web-based capabilities that enhance information, communication, and transactions in a variety of formats, and enable further transparency in government. An environment of rapid change and the need for responsiveness together with finite resources highlights the importance of thoughtfully considered deployment of IT trends, that embrace supportable standards and agile IT enabled services.

The Municipality Information Technology capabilities must be contemporary, flexible, scalable, secure and environmentally conscious with the ability to respond to new goals and dynamically changing service and operational requirements by various Sections. The Municipality IT environment must be built on an enterprise architecture that includes industry standards, open systems, and tools that support a variety of needs and diverse portfolio of systems. The supporting infrastructure foundation should be designed to ensure the integrity of transactions, data, and optimum system performance. Strategic planning, governance and program management assures inclusion in decision making and implementation of solid products, and effective solution delivery at a fully leverage cost.

This plan should ensure that the Municipality's technology program make emphasis on determining solutions that provide enhanced web based on-line capabilities, promote inter-Section business processes, enable data mining and sharing for more effective decision making, and promote greater transparency by making information more publicly accessible; and enable key Municipality priorities such as use of WEB new media, social media, mobile app, worker mobility, Telework, private 'cloud' capabilities, green IT initiatives, on-going productivity, reliability improvement such as self-service opportunities, on-going data security and privacy; maintain low cost, supportable and secure infrastructure. IT investments enable these priorities as well as executive leadership goals and Municipality strategic plans. Emphasis is also placed on processes to ensure that IT projects are managed consistently through proper levels of oversight and tracking, and ensure that IT investments are leveraged, deliver a return on the investment, and are aligned with the Municipality strategic goals.

This plan summarizes the Municipality underlying principles for IT Governance: Strategic Directions and Initiatives, Information Technology Projects, Management Controls and Processes; and Information Technology Architecture. The plan describes adopted technology investments that accomplish identified goals and objectives; provides status of ongoing project accomplishments; identifies resources required for implementation; and states the return-on-investment benefits projected projects. Projects are linked to strategic plans and the Executive's Goals and Vision Elements.

In recognition of the need to link the Municipality Information Technology efforts more closely to its business goals the Executive Management of the Municipality should establish a Municipality-wide Information Technology goals, determining priorities within the context of the Municipality goals and priorities, sustainability and the service demands that must be met within the Municipality resource availability and opportunities. The Formulation of the goals provide a framework by which the allocation of critical resources is directed, categorized and aligned with the Municipality goals.

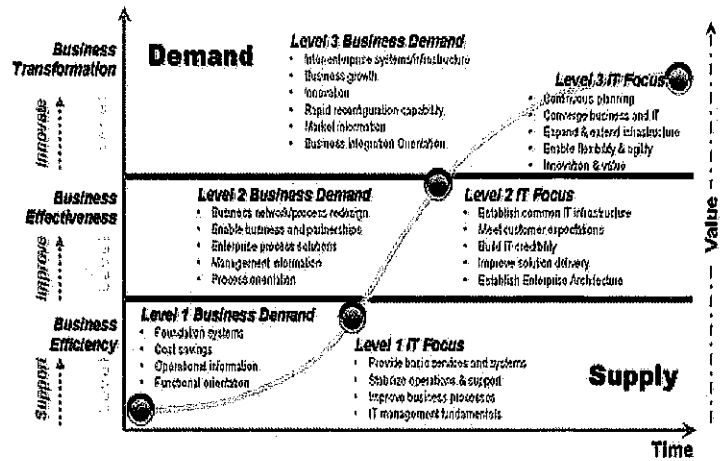
The goals are reviewed annually for applicability and relevance against new demands on Municipality business requirement and IT industry trends based on Global changes in social and economic paradigm shifts, the following priorities have been validated and remain relevant as a basis of funding:

- ◆ Mandated Requirements
- ◆ Leveraging of Prior Investments
- ◆ Enhancing The Municipality Security Control Measures
- ◆ Improving Service Quality and Efficiency
- ◆ Ensuring a current and supportable Technology Infrastructure

ICT Enabling Plan

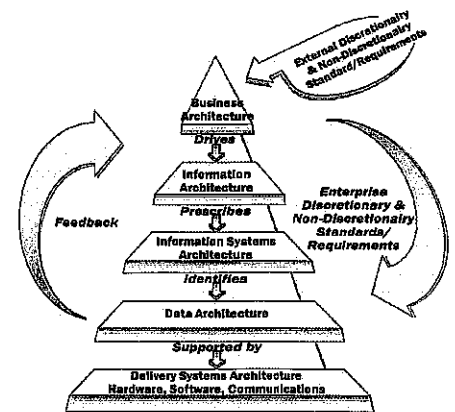
ICT in the Municipality should act as an enabler contribution to the realization of the Municipality strategic priorities. Specifically, the vision will manifest itself through the following outcomes:

- ◆ The Municipality Personnel and Executive will have to fully engaged with the implementation of a Municipality-Wide ICT enable plan that ensures the governance, coordination, and management of all aspects of ICT are positioned to enable the Municipality to be a world class, knowledge-based organization.
- ◆ Engagement with Executive Management to understand their current and anticipated ICT needs and expectations.
- ◆ The Municipality Personnel will be empowered and accountable for the appropriate use of ICT resources and systems.
- ◆ The Municipality will recognize that maximizing the efficiency and effectiveness of its ICT requires it to govern both the demand for the supply of services and have a widely supported governance system that supports both demand and supply.
- ◆ Coordinated approach to ICT related projects.
- ◆ A well-developed enterprise architecture to the organization of its knowledge artefacts and as a result it will have a knowledge repository that will be used to facilitate agile, knowledge-based decision making.
- ◆ Be able to take advantage of opportunities presented by shared operational opportunities presented by shared operational needs and concerns by deploying solutions that leverage existing resources and investments.
- ◆ Be able to Identify e-Government related issues and ideas for discussions.



The ICT enabling plan for the Municipality (Sub Plan for the Strategic use of ICT) details specific activities related to achieving the strategic priorities and vision outlined above:

- ◆ An Empowered and accountable ICT personnel users
 - ✓ Raise the level of Staff ICT literacy across the Municipality.
 - ✓ Enable staff to make more effective use of IT.
 - ✓ Staff will become accountable for the appropriate and effective use of ICT systems and data provided to them.
- ◆ Executive engagement around ICT aspirations
 - ✓ Have a mechanism to engage with the Executive to assess their ICT needs and expectations.
 - ✓ The Municipality ICT planning and decision making will be informed by the Executive priorities.
 - ✓ Providing transparent and comprehensive support mechanism that meets the Municipality needs.
- ◆ Project Coordination
- ◆ Define and adhere to a Municipality-wide Project Management Methodology for the management of all ICT related project.
- ◆ Funding for distinction, leadership, and advantage
- ◆ ICT resource allocation should be viewed holistically.
- ◆ Establishing an Enterprise Architecture Framework
- ◆ The Executive will differentiate strategically important activities and services.
- ◆ ICT funding and investment will be aligned to strategically important activities and services.
- ◆ A framework should be implemented to manage and evaluate ICT investment.
- ◆ Enterprise architecture considerations will be incorporated into ICT decision-making processes.



ICT Structure

INFORMATION MANAGEMENT SERVICES

Purpose : To Render Information Technology and Management services

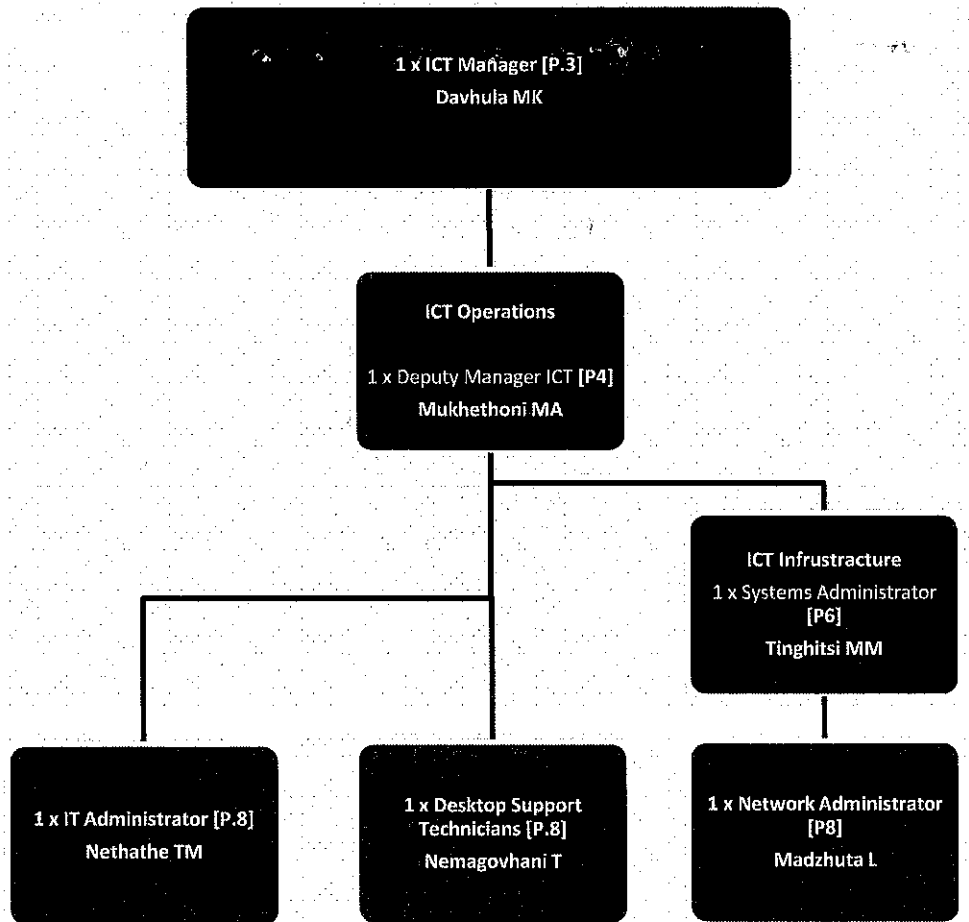
Functions :

1. Develop and enforce compliance in Strategies, Frameworks, Plans, Policies and standards to manage information
2. Oversee ICT Projects and Monitor Management of ICT services and Administration
3. Improve e-Government and citizen convenience in business process engineering
4. Ensure information infrastructure support and systems security

Administer Systems Access, Information Management, Compliance and Administration

Administer Systems Access, Information Security, Compliance and Administration

Render Technology Operations, Infrastructure Support and Service Management



ICT Strategy

To align the Municipality to the Fourth (4th) Industrial Revolution.

NMS

ICT OPERATION PLAN BREAKDOWN

LINKING TO STRATEGIC PLAN	SECTION GOALS TO BE ACHIEVED	PRIMARY RESPONSIBILITY	TIME FRAME FOR DELIVERY	OUTCOME EXPECTED
Advance use of communication, internet, and information technology	Ensure deployment of interoperable systems in accordance with international standards and government regulations	<ul style="list-style-type: none"> ICT Manager, 	Implemented by 2024/2027 Ongoing	Reduced costs in processes that are currently in place. The Leverage on Technology advances for Traffic, Finance, Community Service, Human Resource and Governance.
	Redevelop a Municipal Internet and Intranet internally	<ul style="list-style-type: none"> Web Developer 	Implemented by EOY 24/27	Manageable websites that will allow proper workflows and document management
	Integrate efforts with Department of Communications to deploy Broadband	<ul style="list-style-type: none"> IT Manager Network Admin. 	Implemented by EOY 24/27	Ability to offer networking services to the businesses within Thulamela and abroad
	Collaboration (Video conferencing and voice integration developments.)	<ul style="list-style-type: none"> ICT Manager 	Implemented by EOY 24/27	Video and Voice Plan documented, and Voice Services included in the ICT Service Catalogue
Achieve distinction through integrated, multidisciplinary innovation	One Voice & Data network implemented throughout Municipal offices	<ul style="list-style-type: none"> ICT Manager 	Implemented by EOY 24/27	One communication network implemented in Thulamela
	Deployment of an Electronic Document Management Solution with Workflows	<ul style="list-style-type: none"> ICT Manager, 	Implemented from 2027	Document Management Plan Implementation and Training
Sustain competitive advantage in a complex changing technology	Extend Deployment of Biometric Access Control System with security cameras	<ul style="list-style-type: none"> ICT Manager, 	Ongoing	activation of Security cameras and Biometric systems to protect Municipal Assets.
	Business Continuity and Disaster Recovery Plans Deployed	<ul style="list-style-type: none"> ICT Manager 	Implemented by 2027	Spot check of latest version twice a year and Two Tests conducted in the year.
Ensure cost effective governance systems and practices.	A Comprehensive service catalogue developed, maintained, published, and used.	<ul style="list-style-type: none"> Business Process & Planning Service Provider 	Implemented from 2027	Full ICT catalogue published IT Management use Service Catalogue to assess performance

ICT Project Plan					
2024/2025		2025/2026		2026/2027	
• Computers	R500K	• Computers	R500K	• Computers	R600K
• Intensify Cybersecurity focus	R4M	• Intensify Cybersecurity focus	R4M	• Intensify Cybersecurity	R2M
• IT Equipment	R60K	• IT Equipment	R200K	• IT Equipment	R200K
		•		•	
		• IT Management Software	R300K	IT Management Software	R300K
		• Deploy CCTV Tshikombani Traffic	R450K	• Deploy CCTV Sibasa	R400K
		• Deploy CCTV Information Centre	R380K	• Deploy CCTV Library	R250K
Totals	R4.56M		R5.83M		R3.75M

Envisioned critical projects

1. Customer Relationship Management

Expectations for easy access to government service continue to expand dramatically. Citizens look for ways to interact with their government through channels that best suit their needs. The Municipality needs to align itself to this growing need through the implementation of Customer Relationship Management (CRM) technology applications. CRM provides the organization and its staff improved opportunities to providing citizens quick and convenient access to information about Programs and Services. These solutions were successfully implemented to have yielded significant staff productivity and efficiency improvements in supporting information exchange with citizens through multiple communication channels: in-person, telephonically, e-mail, via internet and mobile devices.

Enterprise CRM supports a holistic view which aids in making well-informed decisions about service delivery to the province's diverse population and improves communication through seamless unified access to information. The envisioned approach is to have a Business Intelligence System Model that will give a holistically view of the overall performance of the Municipality.

2. Enterprise Content and Document Management

A strategic approach to content and document management by developing an integrated solution on an Enterprise platform. Content management is the foundation for the organization and user of information from structured data (Through Business Application), and unstructured data in electronic or imaged documents (Word processing documents, spreadsheets, emails, and reports)

Content Management integrates with document management. For business activities that also rely on a variety of documents, the document management initiative employs technology at the beginning of a document's life cycle (originated as hard and soft copy) using the system to catalogue and track the documents and enable automated workflow processes through the entire life cycle. This comprehensive approach and associated implementation of technology is called Integrated Document management (IDM). In seeking enterprise technology solutions that satisfy multiple needs the best products for content management engines are also incorporated in document management needs. This integrations solution proves to be most cost-effective and provides a seamless integration for the use of information found in imaged documents and information in databases and other systems required for a complete business transaction. The integrated document and content technology provides the ability to organize electronic documents, manage content, enable secure access to documents, route documents, automate related tasks and facilitate document distribution.

3. Technology infrastructure initiatives

To ensure continuous delivery of quality services in a cost-effective and resource-efficient manner, The Municipality technology infrastructure should be designed with the flexibility to respond to the Government’s evolving technology and business requirements, and to take advantage of new trends that provide improvement in operational efficiencies and cost. The Municipality is to establish a strategic approach to building agile enterprise infrastructure architecture by consolidating and standardizing IT resources, implementing scalable and elastic infrastructure components, moving towards service-based technologies, and automating processes while ensuring visibility, security, and accountability with competitive Total Cost of Ownership in-line with the fourth Industrial revolution.

4. Mobile Device Management (MDM) and “Bring your own device” (BYOD)

To enhance the Municipality goals for mobility, telework, operational cost efficiency, Continuity of Operations Planning, and Environmental stewardship and ‘green IT’, a major component of the enterprise technology infrastructure initiatives includes technology that enables secure use of hand-held wireless mobile devices for data and business transactions, to include Municipality issues and as appropriate employee personally owned devices. Enterprise mobile device management solutions are configuration management tools that can be incorporated into an organization’s enterprise network and platform.



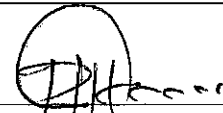
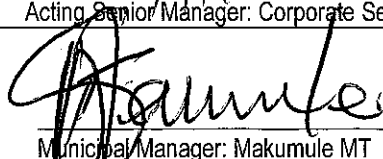
Today’s solutions allow smart-phones, and tablets to include Apple, Windows, and Android (for example). The primary solution delivery model is on-premise, but it can also be offered as a service (SaaS), or through a cloud. In assessing the most optimal tools for use, the Municipality should consider lower cost options for casual users of their own devices for enterprise applications such as e-mail and calendaring, and a more robust solution for employees whose daily work is mobile in nature and conduct transactions crossing internal business systems and secure data.

5. Enterprise Telecommunications

Contemporary voice communications integrated with proper and improved data, video, presence, and messaging is an organizational requirement in today’s technological landscape. As government agencies are asked to do more with less, they rely heavily on a variety of communications technologies to improve effectiveness in meeting the growing needs of constituents. Integrating voice, video, data, and presence information into a common broadband infrastructure is the new reality. This convergence brings tremendous benefits to geographically dispersed enterprises of Thulamela. Integration of the voice and office productivity platforms, often referred to as Unified Communications, should create a seamless work environment where information and communications share common attributes and interwoven capabilities, including commercial wireless platforms.

6. Policy Review

This policy shall be reviewed by 30 June 2025.

Information & Communication Technology Plan	
<input type="checkbox"/> Recommended by	 Acting Senior Manager: Corporate Services: Sikhwivhilu N.M 31 / 05 /2024 Date
<input type="checkbox"/> Approved by	 Municipal Manager: Makumule MT 31 / 05 /2024 Date

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