ICT STRATEGIC PLAN 2018 - 2030

CHIEF ALBERT LUTHULI MUNICIPALITY

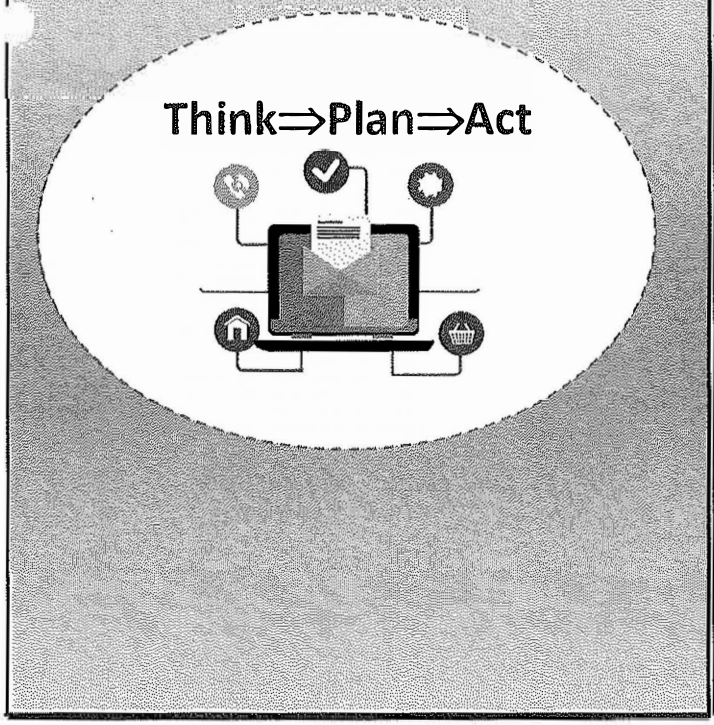


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ABBREVIATIONS AND ACRONYMS

PHRASE	DEFINITION
COBIT	Control Objectives for Information and Related Technologies
COGTA	Department of Cooperative Governance and Traditional Affairs
DPSA	Department of Public Service and Administration
GWEA	Government Wide Enterprise Architecture
ICT	Information and Communication Technology
IDP	Integrated Development Plan
ITIL	Information Technology Infrastructure Library
mSCOA	Municipal Standard Chart of Accounts
MTREF	Medium Term Revenue and Expenditure Framework
NBR	National Broadband Rollout
NGO	Non-Governmental Organisations
PAMA	Public Administration Management Act, Act 11 Of 2014
PMS	Performance Management System
SDBIP	Service Delivery And Budget Implementation Plan

EXECUTIVE SUMMARY

1. FOREWORD

1.1. ICT has profoundly changed almost all aspects of society. It is now centric to how people communicate, interact, make decisions and do business. This includes the way local government operates and deliver services.

1.2. ICT plays a key role in social and economic transformation. It makes possible the transformation of government services, its business operations and enables open engagement with communities. Possibilities created by current and emerging technologies have also influenced and raised our expectations for dealing with people-to-government and government-to-government.

1.3. The Strategy sets the direction for the transformation and use of ICT into the next thirteen years. It identifies how we will realise the future we aspire to in 2030 – excellent delivery of government services to people and more efficient government operations that will enhance productivity in government and more widely through using the National Broadband Rollout (NBR), Citizen Tools and Portals, Cloud Computing and other information technologies.

2. THE ICT STRATEGY STATEMENT

2.1. Chief Albert Luthuli Municipality will transform ICT into a strategic value adding resource, thus improving municipal performance in the delivery of service to its stakeholders, whilst creating efficiency in the district's operations and enabling inclusive and transparent participation to better inform decisions.

2.2. The Strategy is built on a vision that our stakeholder engagement will occur seamlessly as part of a connected information society.

2.3. Decisions will be better informed through a truly digital, transparent, interactive government-stakeholder participation to support sustainable, vibrant communities.

2.4. Upper spheres of government, Individuals, communities, business, NGOs and CALM will collaborate more closely with all actively involved in the deliberations and in co-designing innovative and spatially-aware government policies and services.

2.5. Efficient municipal operations will deliver more integrated, responsive and targeted information and services.

2.6. Stakeholders will spend less time and effort interacting with government, freeing up their time and resources for more productive activities.

2.7. Government -to-government collaboration will seamlessly integrate.

2.8. Mobile devices, broadband internet access, cloud computing services and other new technologies offer new ways to be more productive.

2.9. The Strategy identifies actions to be taken between 2017 and 2030 to continuously improve the performance of local government and services for a broader use, to share information and knowledge resources and unlock further economic and social value.

2.10. This Strategy will not remain static during its lifetime, rather it will respond to the changing needs of Government priorities as a whole and will be reviewed on an annual basis to ensure alignment and the objectives are met.

3. ICT GOVERNANCE FRAMEWORK

3.1. Provides the structure that links ICT processes, ICT resources and information to enterprise strategies and objectives;

Enables the integration and institutionalization of best practices of planning and organizing, acquiring and implementing, delivering and supporting, and monitoring and evaluating ICT performance to ensure that the enterprise's information and related technology support its business objectives;

Allows the enterprise to take full advantage of its information; and

Identifies control weaknesses and assures the efficient and effective implementation of measurable improvements.

4. MUNICIPAL ICT STEERING COMMITTEE

The Municipal ICT Steering Committee is to ensure that everyone in the municipality understands the link between business and ICT goals and accepts their responsibilities with respect to the supply and demand for ICT. The Municipal ICT Steering Committee will ensure that:

- The necessary ethical culture, structures (including outsourcing), policies, procedures, processes, mechanisms and controls regarding all aspects of ICT use (business and ICT) are clearly defined, implemented and enforced;
- ICT performances are assured through independent audit (Auditor General);
- An information security strategy is approved;
- Intellectual property in information systems is appropriately protected; and
- ICT assets, privacy, security and personal information of employees are effectively managed.

THE ROADMAP TO THE STRATEGY

5. MUNICIPAL ICT SITUATIONAL ANALYSIS

5.1. ICT services in Chief Albert Luthuli Municipality are generally informal and under resourced.

5.2. They lack proper governance roles and responsibilities ranging from ICT Management to Executive Management through to Leadership.

5.3. As a result the ICT value-add is non-existent or diminishing and the municipal service delivery is being compromised.

5.4. KEY ISSUES TO BE ADDRESSED

5.4.1. ICT needs to transform to a business aligned strategic enabler in order to create value in municipalities.

5.4.2. This transformation has started as a national initiative of the DPSA in November 2012, with a 3 phase approach over two years.

5.4.3. In 2014 COGTA together with the AG and other stakeholders recognised the under-capacity in the local government sphere and amended that this transformation be spread over four years.

5.4.4. The flagship deliverables being an ICT STRATEGY and the ENTERPRISE ARCHITECTURE, at the end of the four years in June 2019, supported by an enabling ICT BUDGET, linked to the MTREF, SDBIP and PMS.

5.4.5. The ICT STRATEGY will be completed a year earlier in order to meet the NT deadlines of Budget preparation to ensure an informed and enabling ICT BUDGET FOR the 2019-2020 MTREF period.

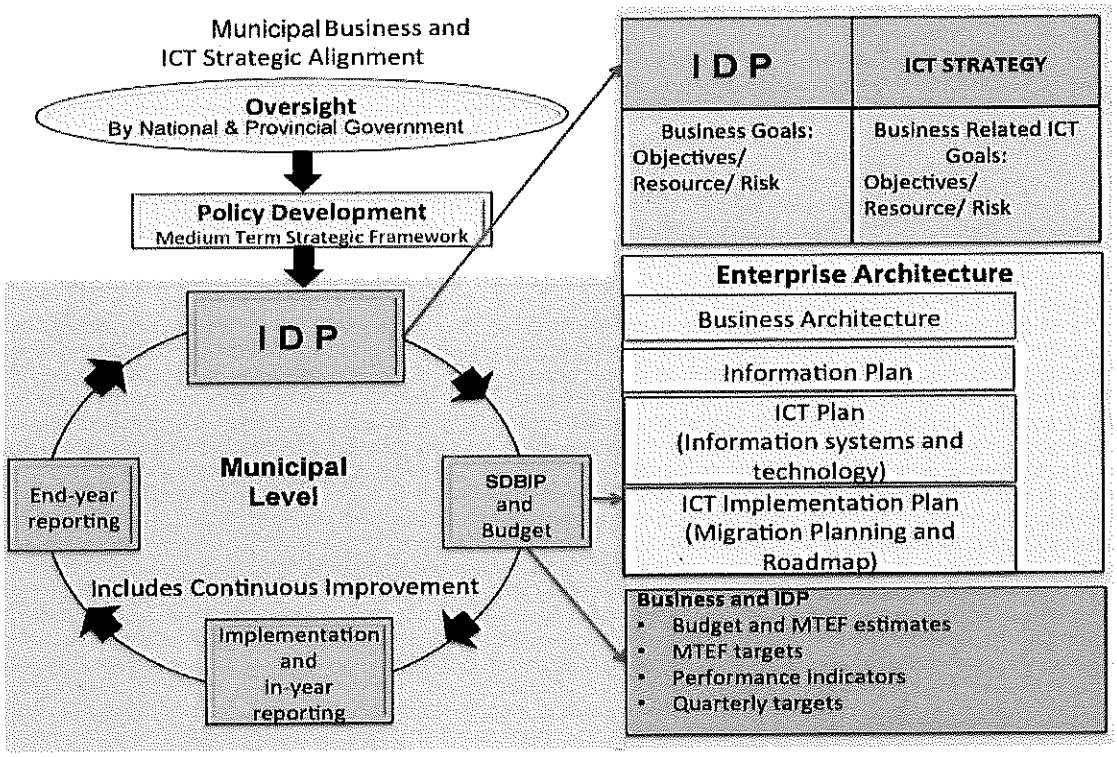


Figure : Municipal Business and ICT Strategic Alignment

6. ICT SWOT ANALYSIS

STRENGTHS	WEAKNESS
1. Capable and Willing Team 1. Wireless Connection to Municipal Units 3. Uninterrupted Power Supply in the Server Room 4. Internal and offside backup 5. MS office 365(emails)	2. Hardware server end of life 4. Shortage of ICT Staff 4. Insufficient Budget 6. Lack of Control Over Budget 6. Loss of Network Services 7. Lack of Representation at Management Level
OPPORTUNITIES	**THREATS**
1. Upgrade the Servers 2. Upgrade server room 3. Implementation of ICT business continuity plan 4. EDMS implementation	1. Natural disaster 2. Turnaround time 3. Loss of municipal records

6.1. In spite of poor governance of the ICT function within the Municipality, capacity does exist to transform and improve this function.

6.2. Through the District ICT forum and Provincial Interventions the functioning of ICT will be assessed and improved upon throughout the Municipality.

6.3. The ICT strategy will use the strengths and opportunities to improve on the current level of systems and services.

6.4. The ICT Strategy will also aim to address the current weakness and threats identified.

6.5. Strategic programmes and projects will be established as informed by the business drivers and the situational analysis to give effect to the strategy.

7. ICT SERVICE PROVIDERS AND MAINTENANCE

The following service Providers have been engaged by Chief Albert Luthuli Municipality

SERVICE	Service Provider
Internet	Emalangeni Technologies
Telephones	Mokatumelo Technologies
ICT Service (Maintenance Network & Servers)	• UNICS • VUXENITechnologies
Printers	Sky Metro Equipment
HR, Leave and Payroll Support	Payday
ICT Procurements and Toners	• Khekhe Technologies, • Zwide Technologies, • AmaphuyaTechnologies
Financial System	Munsoft
Electricity Prepayment System	Contour Technologies

8. ICT ORGANISATION STRUCTURE

The following is the current ICT Organisation structure.

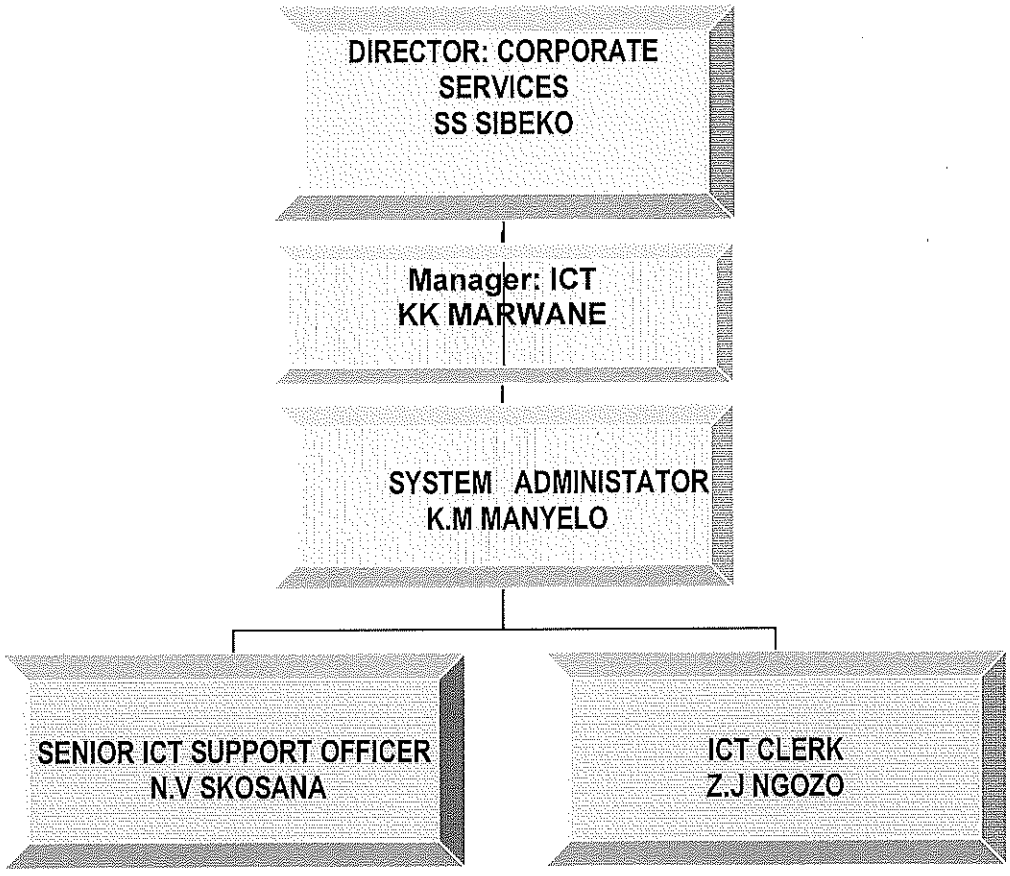


Figure: ICT organizational structure

9. STRATEGIC DRIVERS TO ADDRESS THE ISSUES

8.9. PROJECTS TO DELIVER ON THE STRATEGIC PROGRAMMES

PRIORITY AREA	STRATEGIC OBJECTIVE	PROGRAMME	PROJECT	ACTIONS	TIME FRAME	ENABLING BUDGET
Deliver effective ICT services	Building capability		Provide End User Computing	Assess User Needs. Match Technology Requirements Engage in 3 Year Supply Contracts or use National Government Transversal Contracts if available	On going Refresh Cycle 2-5 years	
Deliver effective ICT services	Building capability	Acquire technology capability	Provide Server Environment	Assess Organisational Needs. Match Technology Requirements Engage in 3 Year Supply Contracts or use National Government Transversal Contracts if available	On going Refresh Cycle 5 years	
Deliver effective ICT services	Building capability	Acquire technology capability	Provide Secure Network Infrastructure and Data Communications,	Assess Organisational Needs. Match Technology Requirements	On going Review Security annually	
Deliver effective ICT services	Building capability	Acquire technology capability	Provide Mission Critical Systems	Assess Organisational Needs. Match Technology Requirements Review on Performance	On going Annual Review on Performance	
Deliver effective ICT services	Building capability	Develop ICT workforce skills	Provide for a skilled ICT Workforce	Review the ICT Organisational Structure and amend as capable Conduct Annual Skills Audit Align WSP Implement aggressive training	Annual	

10. STRATEGIC DRIVERS TO ADDRESS THE ISSUES

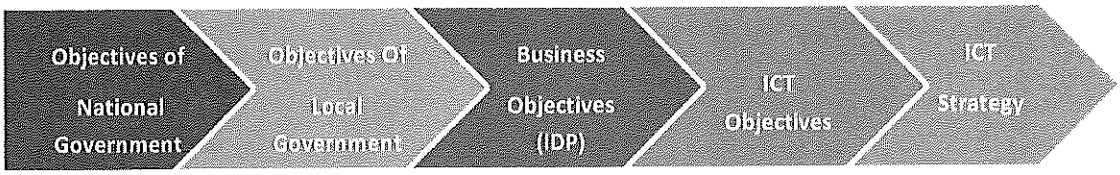


Figure : The Strategic roadmap

10.1. The service delivery objectives for municipalities are at high level contained in The South African Constitution Chapter 7 §152 (1) & (2) as the following key performance areas:-

1) **Provide Transparent Democratic And Accountable Government For Local Communities;**
2) **Ensure The Provision Of Services To Communities In A Sustainable Manner;**
3) **Promote Social And Economic Development;**
4) **Promote A Safe And Healthy Environment;**
5) **Encourage The Involvement Of Communities And Community Organisations In The Matters Of Local Government.**
6) **A Municipality Must Strive, Within Its Financial And Administrative Capacity, To Achieve The Objectives 1-5.**

and Chapter 10 § 195(1) provides the following guiding principles:

a) **A high standard of professional ethics must be promoted and maintained.**
b) **Efficient, economic and effective use of resources must be promoted.**
c) **Public administration must be development-oriented.**
d) **Services must be provided impartially, fairly, equitably and without bias.**
e) **People's needs must be responded to, and the public must be encouraged to participate in policy-making.**
f) **Public administration must be accountable.**
g) **Transparency must be fostered by providing the public with timely, accessible and accurate information.**
h) **Good human-resource management and career-development practices, to maximise human potential, must be cultivated.**
i) **Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation.**

10.2. The following pieces of Legislation provides guiding regulations in general for the delivery of the ICT function.

10.2.1. The Municipal Systems Act § 55(1)

1) As head of administration the municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for -
a) the formation and development of an economical. effective, efficient and accountable administration.

9.2.2. The Municipal Finance Management Act § 62

1) The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure -
a) that the resources of the municipality are used effectively. efficiently and economically;

10.2.3. The Public Administration Management Act, Act 11 Of 2014, Chapter 5. [PAMA], which is written into law, however awaits an effective date, will be the first piece of legislation that specifically regulates the alignment of public service delivery with ICT, hence the need for and ICT strategy.

1) The HEAD of an institution must—
a) acquire and use ICT in a manner which—
i) leverages economies of scale to provide for cost effective service;
ii) ensures the interoperability of its information systems with information systems of other institutions to enhance internal efficiency or service delivery;
iii) eliminates unnecessary duplication of ICT in the public administration; and
iv) ensures security of its information systems;
b) use ICT to develop and enhance the delivery of its services in the public administration;
c) align the use by staff of ICT to achieve optimal service delivery; and
d) promote the access to public services through the use of ICT

10.3. The Ruling Party aligns their manifesto which is informed by the above pieces of legislation and consultation with multiple stakeholders, provides the political mandate for the municipality to develop business objectives or IDP objectives.

10.4. The manifesto of the ruling party provides the following guiding mandates.

1) **Putting People First And Engaging With Communities.**
2) **Delivering Basic Services In A More Efficient And Effective Manner.**
3) **Strengthening And Improving On Good Governance And Accountability**
4) **Ensuring Sound Financial Management, thereby Improving On Deliverin The Mandate Of Municipalities.**
5) **Building Capabilities By Attracting A Highly Skilled And Professional Lo Government Administration.**

10.5. The Gert Sibande District Municipality has taken the political mandate and in consultation with National & Provincial government, local municipalities and other stakeholders have established an integrated development plan which has aligned strategic objectives and actions to the key performance areas of local government as informed by the Constitution as follows:

1) **MUNICIPAL TRANSFORMATION AND ORGANISATION TRANSFORMATIO**
2) **SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**
3) **LOCAL ECONOMIC DEVELOPMENT**
4) **MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT**
5) **INTERGOVERNMENTAL RELATIONS, GOOD GOVERNANCE AND PUBLIC PARTICIPATION**
6) **SPATIAL DEVELOPMENT ANALYSIS AND RATIONALE**

10.6. Under KPA 1 "MUNICIPAL TRANSFORMATION AND ORGANISATION TRANSFORMATION", the Municipal Corporate Governance Of ICT Policy has been adopted by Council and has paved the way to institutionalise the formulation of the ICT strategy and the implementation thereof.

10.7. Further aligning principles from National and Provincial Government in the form of the National Development Plan 2030, [chapter 4];

1) By 2030, ICT will underpin the development of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous. A seamless information infrastructure will be universally available and accessible and will meet the needs of citizens, business and the public sector, providing access to the creation and consumption of a wide range of converged services required for effective economic and social participation – at a cost and quality at least equal to South Africa's main peers and competitors.

2) To achieve its ICT goals, South Africa must have a coordinated, enabling ICT strategy and plan.

the State of the Nation Address 2015 [National Broadband Rollout];

"Compatriots,

- **The year 2015 will mark the beginning of the first phase of broadband roll-out. Government will connect offices in eight district municipalities.**
- **These are Dr Kenneth Kaunda in North West, Gert Sibande in Mpumalanga, O.R. Tambo in the Eastern Cape, Pixley ka Seme in the Northern Cape, Thabo Mofutsanyane in the Free State, uMgungundlovu and uMzinyathi in KwaZulu-Natal, and Vhembe in Limpopo.**

and State of the Province Address 2015 [lines 144-149]

"144. Madame Speaker, as we tackle development and service delivery challenges, we prioritise ICT as the driver for economic growth and development.

145. Our major focus will be on the expansion of broadband infrastructure to connect schools, hospitals, libraries, and government offices to high speed broadband services. We will target underserviced areas of the Province to ensure that economic growth and service delivery is supported by a reliable ICT infrastructure backbone.

146. In our pursuit to bridge the digital divide, we will continue to engage different partners to explore ways in which we can deploy affordable broadband to all parts of the province particularly the rural areas which by far remain the most underserviced.

147. As a Province, we will work closely with Telkom in the roll-out of broadband infrastructure in prioritised areas of the Province.

148. We are pleased that His Excellency, President Zuma announced Gert Sibande District as one of the priority districts targeted for the initial roll-out of broadband infrastructure. As part of this process, we will begin connecting a number of schools to ensure improved learning and teaching through the deployment of ICT.

149. This year, we will finalise the appointment of the transaction adviser to support the Province with the development of the ICT Master Plan that will guide the implementation of ICT interventions. We will also commence with the process leading to the establishment of an ICT Innovation Hub to enhance skills development, innovation and SMME development."

has steered the formulation of this ICT Strategy.

10.8. Both the National Development Plan and National Broadband Rollout will aim to achieve targets by 2030, of a dynamic and connected information society and a vibrant knowledge economy that is more inclusive and prosperous.

10.9. This Strategy as informed by the national timelines will have to start now in order to deliver on the objectives to achieve the 2030 targets

11. STAKEHOLDER RELATIONSHIP

11.1. Stakeholder consultation on an annual basis is key, to ensure that this strategy is reviewed and remains relevant and achievable.

11.2. National and Provincial programmes must inform the municipal objectives through the IDP and other processes.

11.3. Local municipalities ICT, who are the primary beneficiaries of the District's programmes will contribute and shape this strategy to be relevant to the citizens of the Gert Sibande District.

11.4. Our communities, business and other stakeholders needs, will inform the local projects of the strategy.

11.5. The role of the District Leadership, Management and Workforce will be central in developing this strategy and co-ordinating the delivery thereof.

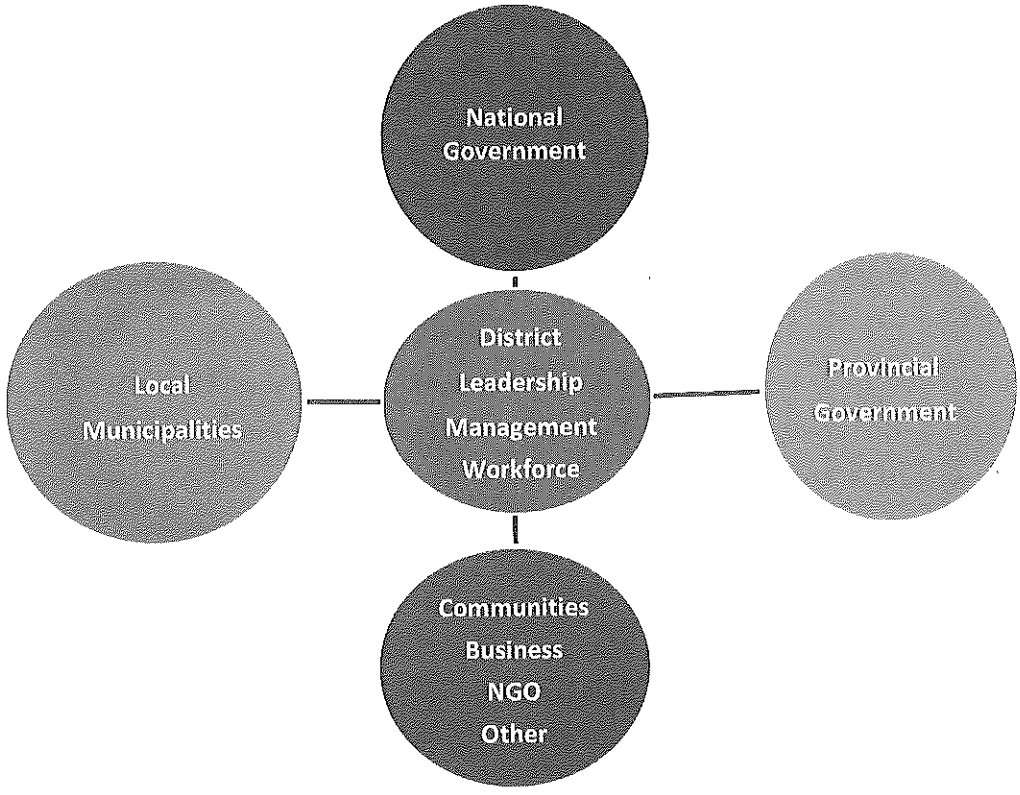


Figure: Stakeholder Relationship

12. ALIGNMENT AND DELIVERY

12.1. The formulation of this strategy is based on alignment of local government objectives from the various sources and further informed by the whole of Government programmes.

12.2. The IDP of the Chief Albert Luthuli Local Municipality will reflect these drivers together with all business objectives of the District and local municipalities.

12.3. Delivery of the Strategy is dependant of the provision of an enabling budget over a multi-year period.

12.4. The migration plan in conjunction with the enabling budget will set forth the immediate, short, medium and long term goals.

15.5. Performance of the Strategy delivery will be incorporated in the organisational and individual performance scorecards.



Figure : Strategy Alignment and Delivery

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Municipal Manager

CLLR S. V GININDA
Council Speaker