LANGEBERG
MUNISIPALITEIT MUNICIPALITY MASIPALA

Information Communication Technology (ICT) Strategic Plan

Business Areas	Strategic and Social Development
Operational Area	ICT Department
Version	Draft
Review Date	January 2018
File Name	ICT Strategic Plan
Business Owner	Network Administrator
Approved by	
Date Approved	

Table of Contents

Definitions & Acronyms

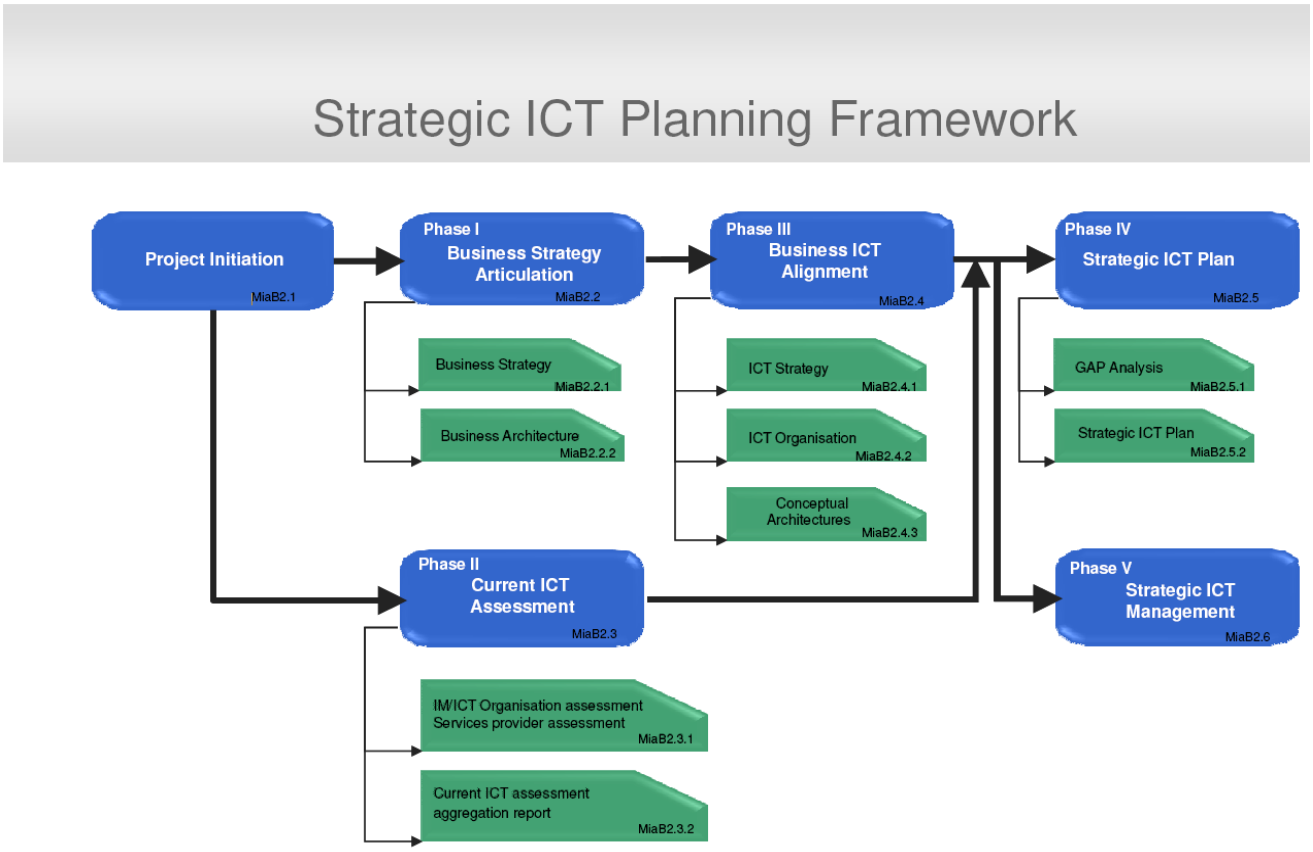
Application	Computer software that causes a computer to perform useful tasks
MM	Municipal Manager
CIO	Chief Information Officer
Hardware	The component devices that are the building blocks of computers
ICT	Information, Communication and Technology
IDP	Integrated Development Plan
ISACA	Information Systems Audit and Control Association
KPA	Key Performance Areas
KPI	Key Performance Indicator
MFVM	Municipal Financial Viability and Management

Network	A telecommunications network that connects a collection of computers to allow communication and data exchange between systems, software applications, and users
SALGA	South African Local Government Agency
SMT	Strategic Management Team

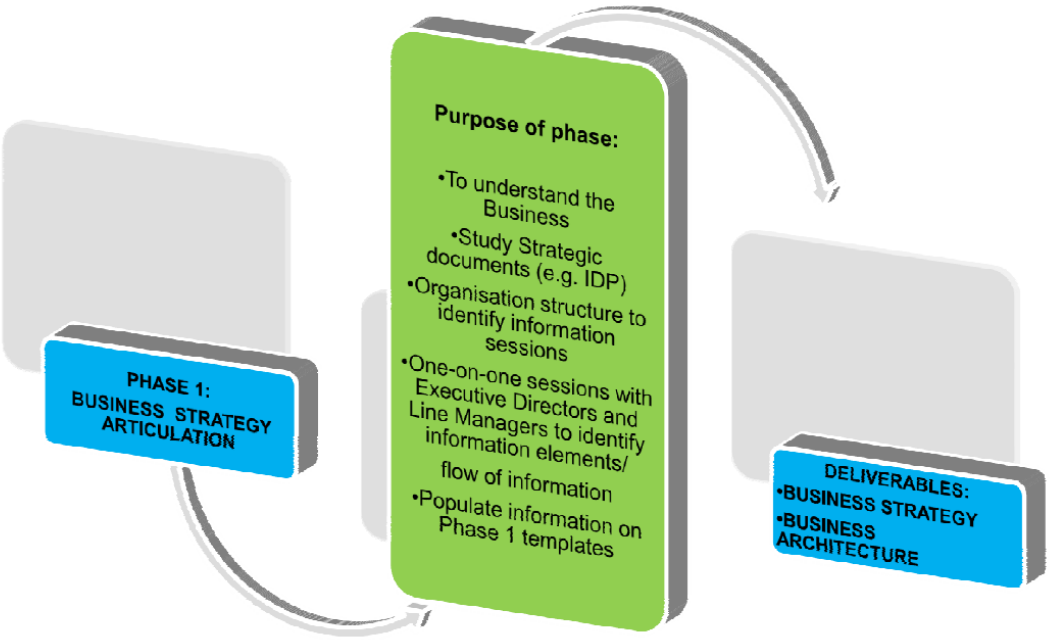
1 PURPOSE

To provide an overall summary on specific outputs of the Strategic ICT Plan (MSP) for the Langeberg Municipality.

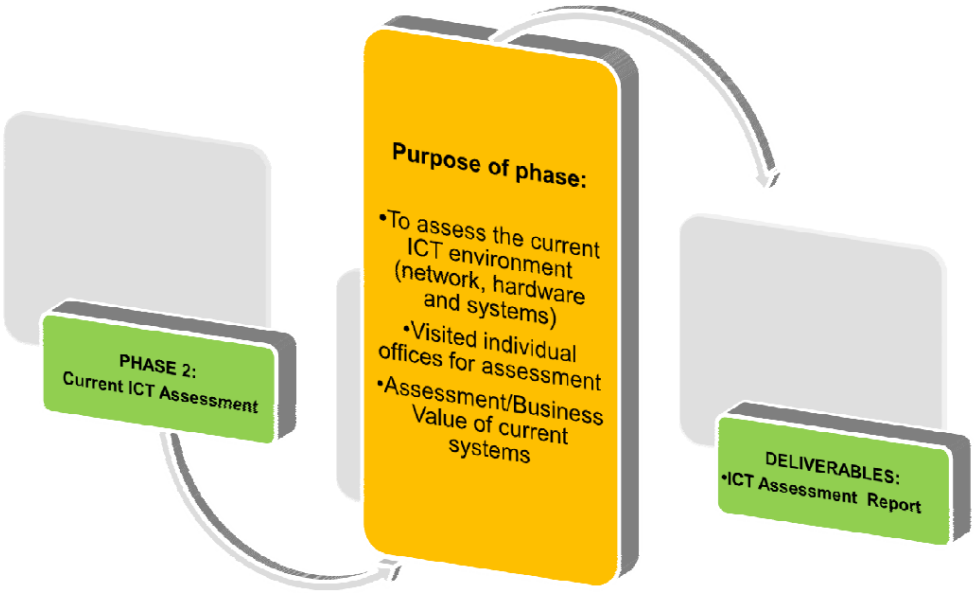
2 STRATEGIC ICT PLAN APPROACH



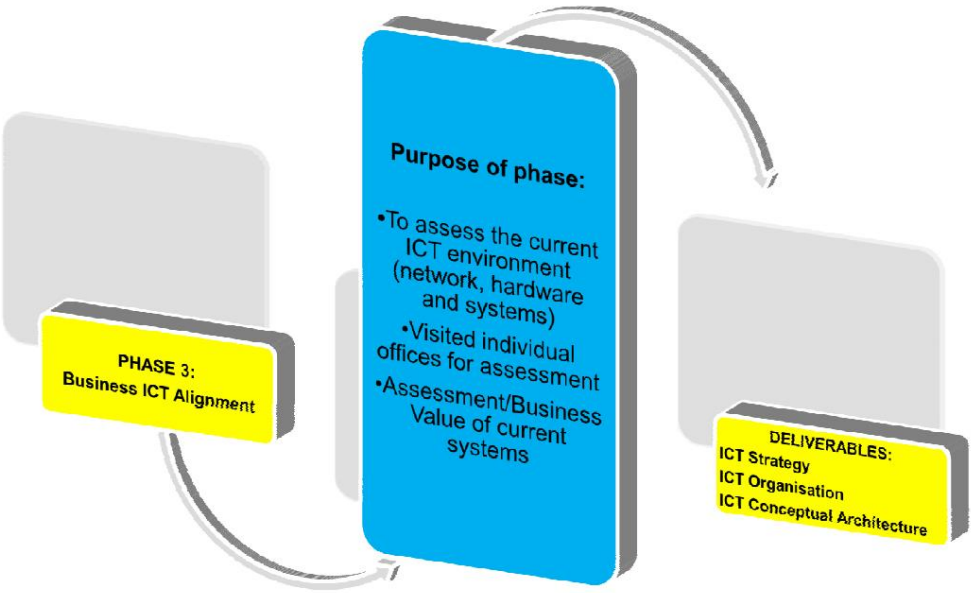
Strategic ICT Planning Framework: Business Strategy Articulation



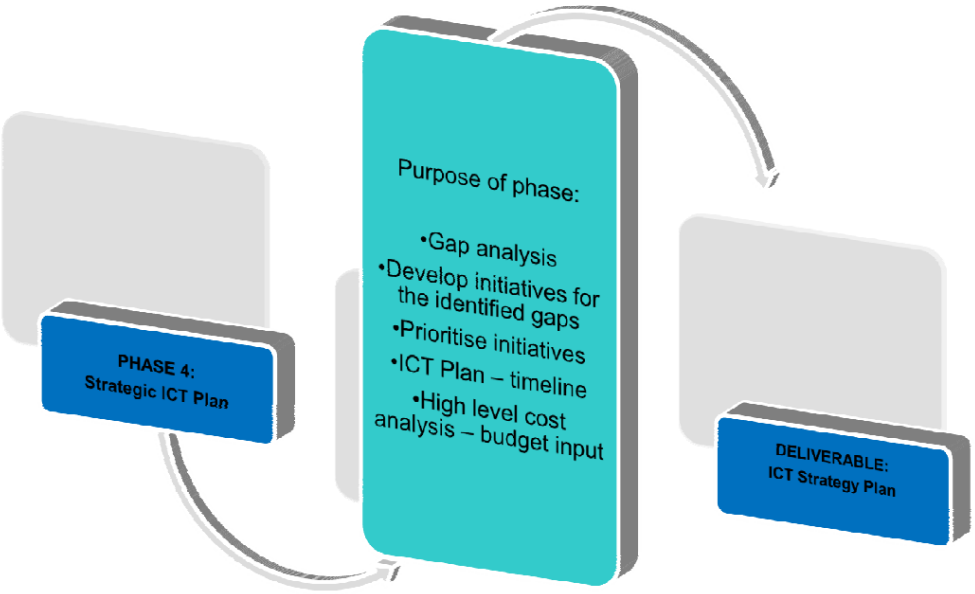
Strategic ICT Planning Framework: Current ICT Assessment



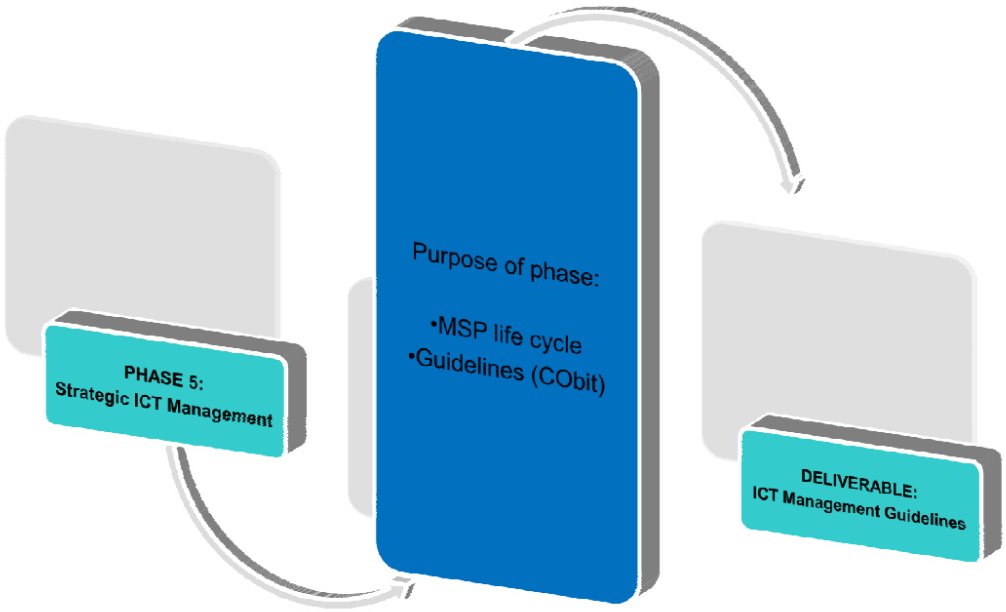
Strategic ICT Planning Framework: Business ICT Alignment



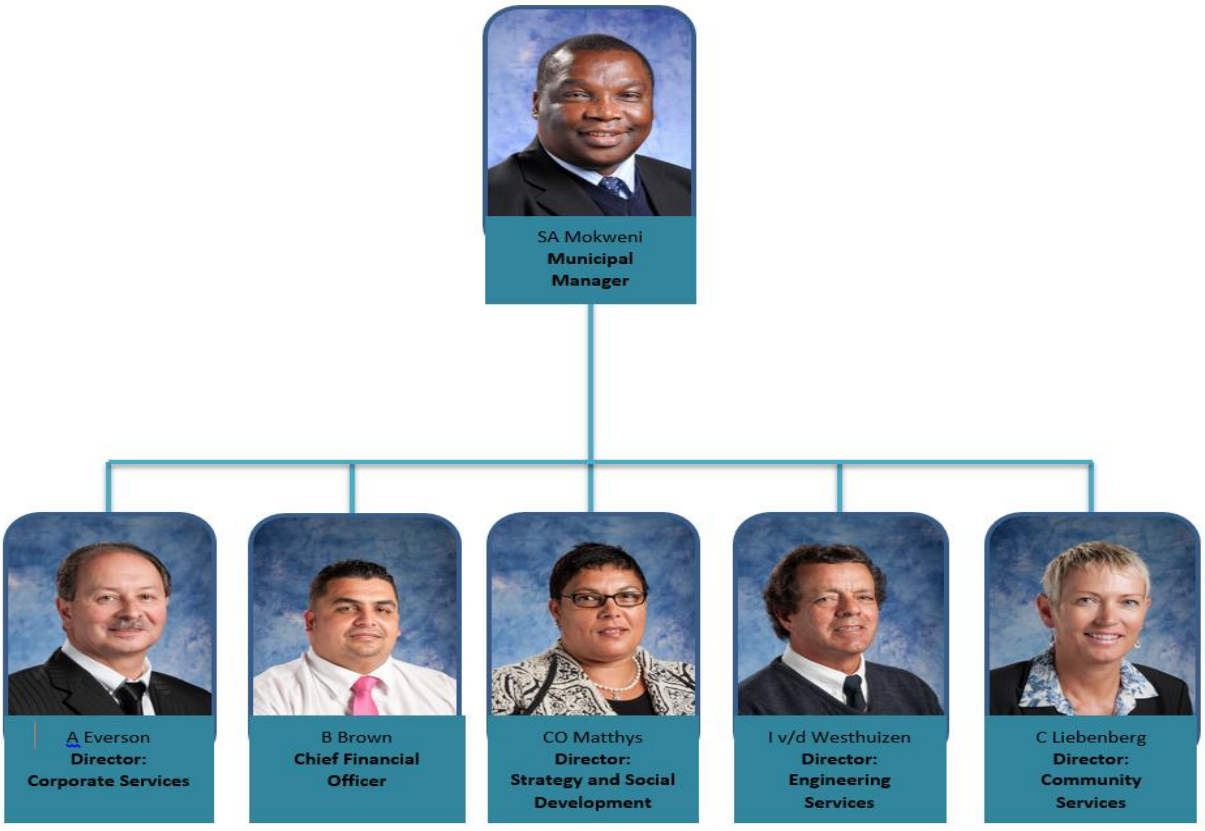
Strategic ICT Planning Framework: Strategic ICT Plan



Strategic ICT Planning Framework: Strategic ICT Management



3 ORGANISATIONAL STRUCTURE



4 LINKING STRATEGIC DIRECTION

Legislative Mandate

Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), as amended;
Local Government: Municipal Structures Act, 1998 (Act 117 of 1998), as amended;
Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003), as amended;
Local Government: Municipal Demarcation Act, 1998 (Act 27 of 2000), as amended;
Development Facilitation Act, 1995 (Act 67 of 1995), as amended.
Local Government: Municipal Property Rates (Act 6 of 2004), as amended.

Enables

The objectives of Langeberg Municipality as contained in the Constitution of the RSA, (Act108 of 1996) are :
To provide a democratic and accountable government for local communities
To ensure the provision of services to local communities in a sustainable manner
To promote social and economic development
To promote a safe and healthy environment and
To encourage the involvement of local communities and community & social organizations in the matters of local government

Drives

ICT Mandate

Langeberg's Strategic Framework objectives drives the ICT objectives

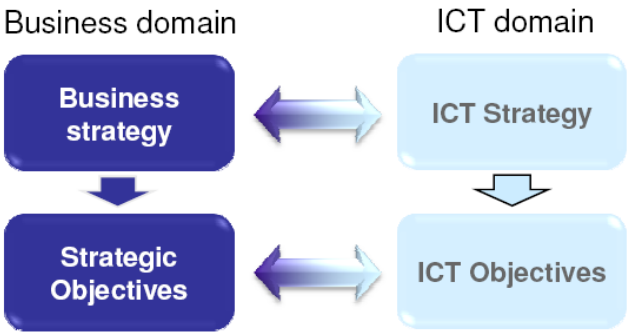
Langeberg's Strategic Goals as described in the Strategic Plan 2012-2016

Strategic Objective 1:
Strategic Objective 2:
Strategic Objective 3:
Strategic Objective 4:
Strategic Objective 5:
Strategic Objective 6:
Strategic Objective 7:
Strategic Objective 8:
Strategic Objective 9:
Strategic Objective 10:
Strategic Objective 11:

In response to business drivers, the following ICT Objectives have been formulated for Langeberg

ICT1	To provide software application support for end-users through analysis, research, evaluation, development, and integration of applications.
ICT2	To offer timely and efficient technical support to end-users. Technical support after hours is provided to end-users / vending points for the Langeberg Municipality.
ICT3	Consolidation of all needs assessments from departments into a workable format for prioritization by the Langeberg Municipal Council during the budgetary Process.
ICT4	To provide effective management of the Langeberg Municipal technical resources through resource tracking, project management, clerical assistance, and managerial support.
ICT5	To provide timely and effective technical assistance to Municipal departments.
ICT6	To provide an efficient, secure, and reliable network infrastructure that supports data and/or voice requirements for the Langeberg Municipal service delivery initiatives.
ICT7	Consolidation of all needs assessments from departments into a workable format for prioritization by the Langeberg Municipal Council during the budgetary Process.

Strategic alignment model used to align the ICT Strategy



- The primary objective of this approach is to align the future ICT environment on a strategic level
- The above interaction between business and ICT sets out to answer the following key questions;
  - What should ICT do to enable business to execute its strategy?
  - What should ICT do to enable business to accomplish its Strategic objectives?
  - What can ICT do to enhance service delivery?
  - How should ICT be governed to ensure continued alignment?

Strategy Alignment Framework – Ventrakaman [1993]

Langeberg Vision and Mission

Vision

… to progress and grow from being one of the best municipalities, to be the best municipality.

Mission

By providing cost effective quality services to the Citizens, exercising good leadership, ensuring accountable governance and maintaining sound financial management.

Langeberg ICT Vision and ICT Mission

Vision

To be the innovative resource that continuously enhances service delivery through the application of innovative information and communication technology.

Mission

To provide an effective and efficient support service to the municipal directorates so that the organisational objectives can be achieved through the provision of ICT and sound International and Intergovernmental relations.

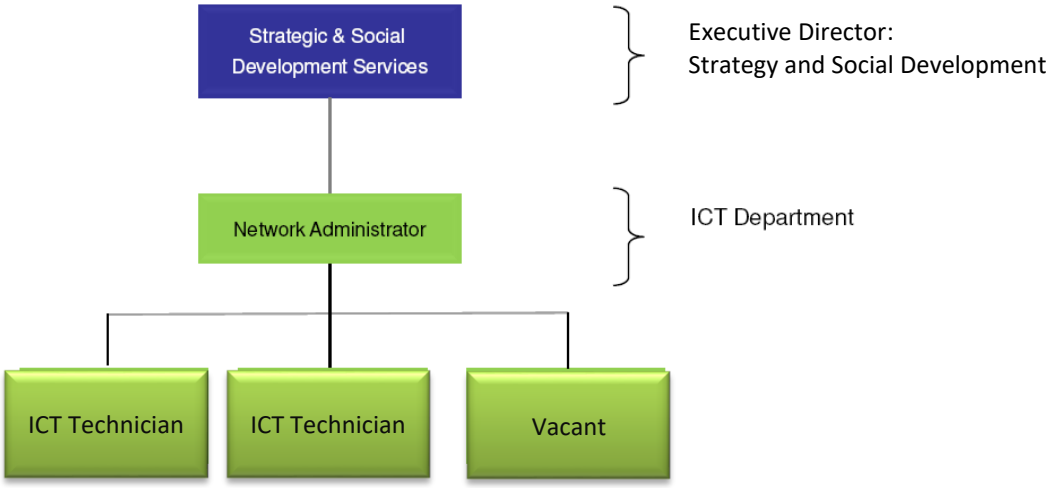
To provide a high-quality network that supports the current and future essential network and applications of the municipality, as well as telecommunication services in voice, video, and data.

We are dedicated to ensuring the integrity of data, improving services delivery, and fostering a bright technological future for Langeberg Municipality.

To improve and enhance the IT platform in alignment with the need for business to improve productivity.

To ensure that the business objectives of delivering services to the community are met by the Langeberg Municipality.

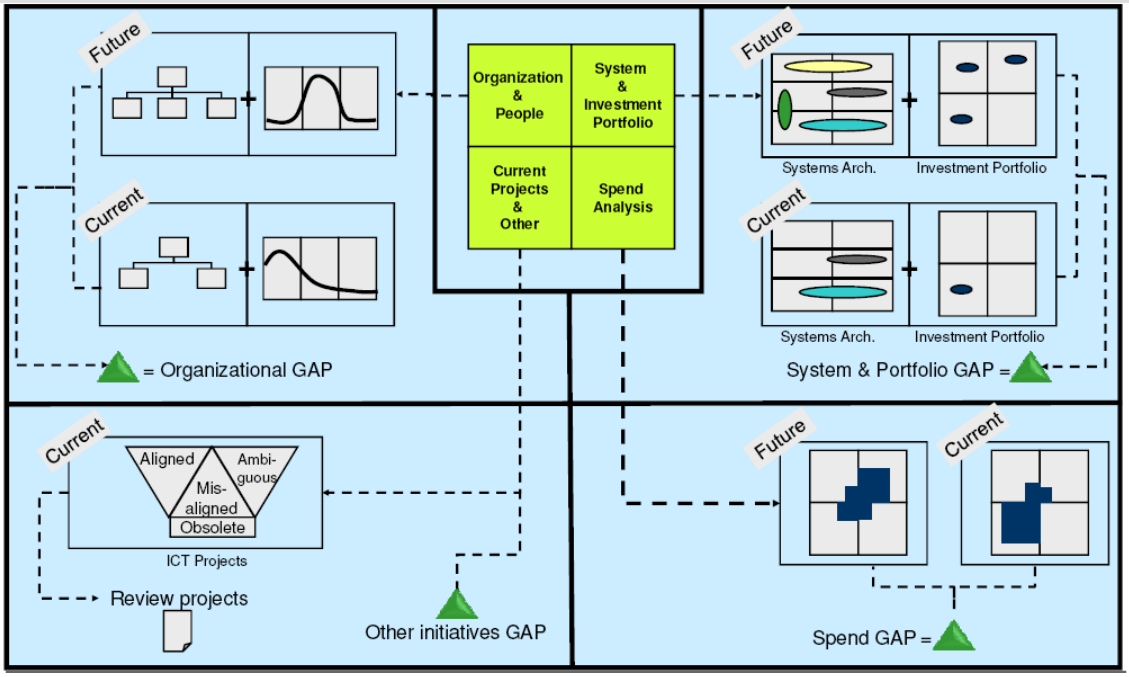
Current Langeberg Municipality ICT Organization



Langeberg Municipality uses the following business systems

BUSINESS UNIT / SYSTEMS	FINANCE SERVICES	STRATEGY AND SOCIAL SERVICES	CORPORATE SERVICES	ENGINEERING SERVICES	COMMUNIITY SERVICES	OFFICE OF THE MUNICIPAL MANAGER
PROMUN	√	√	√	√	√	√
COLLABORATOR	√	√	√	√	√	√
S3	√	√	√	√		
ILIS	√		√	√		
IGNITE	√	√	√	√	√	√
WINDEED	√			√		
CAD				√		
VIGILPLUS	√	√	√	√	√	
REGIONAL EXPLORE	√					
TELEMETRY				√		
TCS			√			
Enatis			√			
SLIMS					√	
GEOPLUS	√					
MS OFFICE	√	√	√	√	√	√
e-MAIL	√	√	√	√	√	√

The gap analysis is performed on the following four areas to determine a collective list of ICT and related initiatives



According to the SALGA ICT guidelines (5.4), a Municipal Manager as part of the Executive Management of a municipality is both the Accounting Officer and the Chief Information Officer. He/she may delegate certain duties to the Chief Financial Officer, who would be accountable to him/her. The municipal manager is therefore accountable:

a) For all transactions entered into by his/her designates.
b) For sound record management (Information Management)

Following the intentions of King III, it is suggested that;

a) The municipal ICT function, reside under the Office of the Municipal Manager, in parallel to internal audit.
b) The implementation of the governance of ICT is delegated from the office of the municipal manager to a Municipal ICT Steering Committee\SMT made of the relevant executive / senior management (Section 57 managers) as well as the municipal ICT Management (MM / Director or Network Administrator)

According to SALGA, the MM/Director/Network Administrator is responsible for the implementation and operation of ICT governance and is expected to report to the ICT Steering Committee\SMT and the council about the effective and efficient management of ICT resources to facilitate the achievement of corporate objectives.

King III also requires the MM/Director/Network Administrator to define maintain and validate the ICT value proposition. Align ICT activities with environmental sustainability objectives, implement an ICT control framework and ensure all parties in the chain from supply to disposal of ICT goods and services apply good governance principles.

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 increasingly a, ICT Steering Committee\SMT level issue as 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, a dependence on an increasing number of service providers, and limited reliable risk monitoring information. As a consequence, management is often concerned whether risks are being cost effectively addressed, and they need assurance that risks are under control.

Therefore, the steering committee should manage enterprise risk by:

a) Ascertaining that there is transparency about the significant risks to the enterprise and clarifying the risk- taking or risk- avoidance policies of the enterprise.
b) Being aware that the final responsibility for risk management rests with the steering committee so, when delegating to executive management, making sure the constraints of that delegation are communicated and clearly understood.
c) Being conscious that the system of internal control put in place to manage risks often has the capacity to generate cost- efficiency.
d) Considering that a transparent and proactive risk management approach can create competitive advantage that can be exploited.
e) Insisting that risk management is embedded in the operation of the enterprise, 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).

We must be conscious though that risk taking is an essential element of business today. Success will come to those organisations that identify and manage risks most effectively. Risk is as much about failing to grasp an opportunity as it is about doing something badly or incorrectly.

5 ICT STRUCTURE

The growing interest in ICT Governance and increasing pressure to deal with regulatory compliance and a continuing focus on security has made ICT management much more involved in risk management and control activities. There is therefore a need for ICT management to work more closely with the auditors.

6 LIST OF CURRENT APPLICATIONS / SYSTEMS IN USE

Executive management has a responsibility to ensure that the organisation provides all users with a secure information systems environment. Sound security is fundamental to achieving this assurance. Information systems can generate many direct and indirect benefits, and as many direct and indirect risks. These risks have led to a gap between the need to protect systems and the degree of protection applied. Proper governance of security, like any other aspect of ICT, requires top management to be more involved in setting direction and overseeing the management of risk.

7 GAP ANALYSIS

The municipality must have documented standards, procedures or guidelines for the management/administration of their network. Critical system environments must be restricted from the general user environments by implementing virtual private network. Firewalls must be used to inspect traffic passing through the network and the firewall logs are actively monitored and managed in-house.

Intrusion detection system (IDS) and intrusion prevention system (IPS) must be in use. Security systems must be actively monitored and their logs must be not be edited. The municipality using Sophos anti-virus software to detect and prevent electronic viruses.
The municipality must have patch management framework in place. Meaning that their systems were vulnerable to compromises. If the municipality allows wireless access it was must be appropriately controlled or/and managed.

Dealing with an information breach is not only embarrassing but also has legal implications since there are notification requirements if sensitive employee or customer data is accessed inappropriately or potentially exposed to a breach. The development of a patch management strategy is therefore critical for the Municipality to:

a) determine the methods of obtaining patches
b) specify methods of validating patches
c) identify vulnerabilities that are applicable to the organisation
d) ensure all patches are tested against known criteria describes a detailed deployment method for patches
e) report on the status of patches deployed across the organisation
f) includes methods of dealing with patch failures

8 CONSILIDATED LIST OF INITIATIVES

Wireless is a great technology that offers many benefits and requires great responsibility. A responsibility that is unfortunately much too often ignored when implementing it. A wireless network needs to be properly secured as it poses a number of extremely serious risks and dangers if left wide open and exposed, which many users are unaware of such as:

a) BANDWIDTH PARASITE: Where the intruders uses the victims Broadband connection to get online without paying. This will not cause any direct harm to the compromised network, but it can slow down internet or network access for the victim.
b) MASKING CRIMINAL ACTIVITY: Where an unauthorized could abuse the victim's connection for malicious purpose like hacking, launching a DOS attack, or distributing illegal material.
c) FREE ACCESS TO PRIVATE DATA: A wireless network is also a direct backdoor into the victim's private network literally. Instead of intruding from the public side of the gateway device, the intruder connects directly to the network on the private side of the gateway device, completely bypassing any hardware firewall between the private network and the broadband modem. The intruder can completely take advantage of this by snooping around undisturbed and getting access to confidential data. It is therefore imperative that Langeberg Municipality should develop policies and procedures that will govern the security of their wireless

9 PRIORITISATION OF INITIATIVES

The municipality must have operational procedures for the management of faults/incidents in the use or implementation of ICT services that users, third parties and contractors were aware of. It must also indicate that the documented procedures must address planning and preparation, detection, initiation, evaluation containment, eradication, response, recovery, closure post-incident.

Incidents must be tracked to identify trends and underlying causes of operational failures with the view to long term solutions.

The municipality needs to have emergency response process for dealing with serious incidents. The process includes:

a) definition of an emergency situation or incident
b) detailed description of roles and responsibilities
c) defined response process allowing critical decision to be made quickly
d) defined steps to be taken in emergency situations
e) contact details for all key personnel

The municipality should enforce good practices in the management of problems/incidents. Management should ensure that they harmonise the discord that currently exist between procedures and processes.

10 ICT LIFECYCLE

The municipalities must have internal controls over the management of information assets appeared satisfactory. The municipality must keep an asset register, which requisite to be updated regularly and when changes occur. The asset register held important information about each asset such as asset owner, asset location, and date of acquisition. The municipality should protect the asset register from unauthorized changes by limiting access rights.

The server room must be equipped with an air conditioner, UPS and smoke detectors to protect it from environmental hazards such as flooding, fire and power outages. The municipality should continue enforcing good practices with regard to physical security and environment controls.

11 Business Continuity Management

The security management of the Municipality should ensure that the information risk **assessment** is Conducted to inform the municipality Business Continuity Plan and ICT Disaster Recovery Plan:

a) The starting point should be an understanding of critical business process,
b) Followed by the identification and an inventory of the information assets that support these processes.
c) Thirdly, identification of possible security threats against each asset and the impact it might have on business.
d) Lastly, the municipality should put together a control mechanism that will minimize the impact of the threat should it materialize.

12 ICT Governance Framework Decision Making Process

While the MM/Director/Network Administrator remains solely accountable to both customers and **stakeholders** for all ICT direction, policy and strategy on an executive level, the Langeberg Municipal ICT Governance Framework reflects the changes in roles and responsibilities brought on by consolidation and adopts strategies to ensure customer business leadership participation and buy-In.

a) The ICT Steering Committee\SMT will serve as the most diverse governance body both in representation (including organizational leadership and employee representation) and in scope of advice and consultation.

b) The MM/Director/Network Administrator will maintain a flexible governance process, particularly in the areas of vision and planning and the formation of additional formal or informal groups in a fashion that improves the decision-making process and the outcomes for the Municipality's ICT.

12.1 Decision Rights

Critical components of an ICT governance framework are the clear definition of decision rights and a process by which decisions are made. A framework outlines the roles and relationships amongst these groups.

Langeberg Municipality's ICT Governance Framework utilizes the Responsibility Assignment Matrix to define decision rights. Roles in this decision making framework, commonly referred to as RACI Matrix, fall into one of four distinct categories: Responsible (R), Accountable (A), Consulted (C), or Informed (I).

a) **Responsible:** Those that do the work to fulfill the deliverables. A Responsible person or persons get their authority from the individual that is accountable. In Langeberg Municipality's ICT Governance Framework, the MM/Director/Network Administrator delegates responsibility to the teams in this framework.
b) **Accountable:** The **one** person that has ultimate decision making authority and is answerable for the correct and thorough completion of deliverables. This person can delegate responsibility for completion of the deliverables to others, but remains accountable. In Langeberg Municipality's ICT Governance Framework, the MM/Director/Network Administrator is solely accountable to both customers and stakeholders for all ICT decisions and activities in the in the Langeberg Municipal Area.
c) **Consulted:** Those whose opinions are sought, typically subject matter experts and advisors. There is two-way communication between individuals that are consulted and those responsible.
d) **Informed:** Those that are kept up to date on progress, often only on completion of the deliverables.

12.2 Roles and Responsibility Categories

Functional Level	Designation
Strategic	Municipal Manager, Director and Network Administrator
Tactical	Director
	Internal Audit
Operational	Business Process Owner

12.3 Vision, Planning and Operations Governance

According to Chapter 5 of the King III code of good governance, focusing specifically on ICT, the table below recommends best practices for each category.

Principles	Recommended Practice
The Steering Committee should be responsible for ICT (ICT) governance.	The Steering Committee should assume the responsibility for the governance of ICT and place it on the Steering Committee agenda The Steering Committee should ensure that an ICT Charter and Policies are established and implemented The Steering Committee should ensure promotion of an ethical governance culture and awareness and of a common ICT Language. The Steering Committee should ensure that an ICT internal control framework is adopted and implemented The Steering Committee should receive independent assurance of the effectiveness of the ICT internal controls
ICT should be aligned with the performance and sustainability objectives of the company	The Steering Committee should ensure that the ICT Strategy is integrated with the company's strategic and business processes The Steering Committee should ensure that there is a process in place to identify and exploit opportunities to improve the performance and sustainability of the company through the use of ICT.

The Accounting Officer should delegate to management the responsibility for the implementation of an ICT Governance Framework	Management should be responsible for the implementation of the structures, processes and mechanisms for the ICT Governance framework The Accounting Officer may appoint an ICT Steering Committee\SMT of similar function to assist with its governance of ICT. The Accounting Officer should appoint Director/Network Administrator responsible for the management of ICT The Director/Network Administrator should be a suitably qualified and experienced person who should have access and interact regularly on strategic ICT matters.
The Steering Committee should monitor and evaluate significant investments and	The Steering Committee should oversee the value delivery of ICT and monitor the return on investment from significant ICT projects.
expenditure	The Steering Committee should ensure that intellectual property contained in information systems is protected. The Steering Committee should obtain independent assurance on the ICT governance and controls supporting outsourced ICT services.
ICT Should form an integral part of the organisation's risk management	Management should regularly demonstrate to the Steering Committee that the company has adequate business resilience arrangements in place for disaster recovery The Steering Committee should ensure that the organisation complies with ICT laws and that ICT related rules, codes and standards are considered.
The Steering Committee shouldensure that information assets are managed effectively	The Steering Committee should ensure that there are systems in place for the management of information which should include information security, information management and information privacy. The Steering Committee should ensure that all personal information is treated by the company as an important business asset and is identified. The Steering Committee should ensure that an Information Security Management System (based on the ISO/IEC 27002 standards of plan, do, check and act approach) is developed and implemented The Steering Committee should approve the information security strategy and delegate and empower management to implement the strategy.
A Risk committee and audit committee should assist the Steering Committee in carrying out its ICT responsibilities	The risk committee should ensure that ICT Risks are adequately addressed. The risk committee should obtain appropriate assurance that controls are in place and effective in addressing ICT risks The audit committee should consider ICT as it relates to financial reporting and the going concern of the company. The Audit committee should consider the use of technology to improve audit coverage and efficiency.

12.4 Defined Processes

The ICT Steering Committee\SMT was established to provide advice to the MM/Director/Network Administrator. The ICT Steering Committee\SMT serves the MM/Director/Network Administrator in a consultative capacity. The committee is required to advise the MM/Director/Network Administrator on a broad array of topics including, but not limited to:

a) Development and implementation of the municipal ICT strategic plan
b) Critical ICT initiatives for the municipality
c) Standards for municipal Information Architecture
d) Identification of business and technical needs of municipal departments
e) Strategic ICT portfolio management, project prioritization and investment decisions
f) Municipal ICT performance measures and fees for service agreements
g) Management of the municipal ICT budget
h) The efficient and effective operation of the office

The ICT Steering Committee\SMT meetings and agenda are managed by the office of the MM/Director/Network Administrator. To fulfill its diverse statutory responsibilities, the ICT Steering Committee\SMT will conduct ongoing meetings to gain an understanding of and provide insight into key technology decisions. Agendas for ICT Steering Committee\SMT meetings will include regular reports on governing activity and decision points as well as significant management decisions that do not flow through governance, such as budgeting and rate setting of ICT Services.

12.5 The ICT Steering Committee\SMT

The purpose of the ICT Steering Committee\SMT is, as a group responsible for providing executive leadership in the development of standards, policies, and the prioritization of various initiatives. The Executive IT Steering Committee will provide a stabilizing influence so organizational concepts and directions are established and maintained with a visionary view. The Steering Committee provides direction on long-term strategies in support of the Municipality's mandates and business vision. Members of the Steering Committee ensure that the Municipality's Information Technology needs and objectives are being adequately addressed.

12.6 ICT Steering Committee\SMT Responsibilities

The IT Steering Committee is responsible in for:

a) Ensuring clear scope and Terms of Reference;
b) Providing necessary resources to achieve desired outcomes;
c) Conflict resolution;
d) Risk Management;
e) Ensuring the committee achieves pre-defined objectives/targets

12.7 ICT Steering Committee\SMT Membership

It is critically important to have key stakeholders involved in the Steering Committee. These stakeholders are representatives from both the business as well as IT. It is recommended the IT Steering Committee comprise of the following persons or representative thereof:

a) Municipal Manager
b) Director: Strategy and Social Development;
c) Director: Corporate Services;
d) Director: Financial Services;
e) Director: Engineering Services;
f) Director: Community Services;
g) Network Administrator

12.8 Frequency and Scheduling Meetings

As determine by the Municipal Manager or quarterly.

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14 Endorsement

The Municipal Manager / Accounting Officer by virtue of his signature hereby ENDORSE this policy.

The Mayor / Speaker by virtue of his signature, on behalf of the Council of Langeberg Municipality and after presentation of this policy before Council hereby APPROVE this policy.

Compiled by:

……. **……01 March 2017……..**

ZAINE PRINS **DATE**

Network Administrator

Recommended by:

…….. **……..**

CO MATTHYS **DATE**

Director Strategy and Social Development

Endorsed by:

…….. **……**

SA MOKWENI **DATE**

Municipal Manager

Approved by on behalf of Council of Langeberg Municipality.

…….. **……..**

Mayor/Speaker **DATE**

15 Document History

Effective Date: **……03 April 2017……..**

Revision History			
Revision	**Date**	**Description of changes**	**Requested By**