



ICT Strategic Plan 2024 - 2027

DR NDZ ICT STRATEGIC PLAN

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Chapter 1: Executive Summary

Dr Nkosazana Dlamini Zuma Local Municipality (DR NDZLM) recognizes the importance of ICT governance to inform and align decision-making for ICT planning, policies, and operations. This ensures that resources are allocated, and priorities established in line with the municipality's broader vision to enhance business processes, manage risks appropriately, and use resources responsibly and strategically.

DR NDZLM's ICT strategy formulation document emphasizes the need to move away from treating ICT as separate tools and instead integrate it into the municipality's goals and business processes.

This ICT Strategic Plan for DR NDZLM is the first of its kind for the municipality and is designed to be user-friendly, focusing on key ICT requirements to support better, more effective, and competent municipal functions. It outlines the principles of using information processes for accurate decision-making and assesses the existing ICT solutions to determine if the business vision can be achieved with the current IT infrastructure. Additionally, it identifies new or additional ICT infrastructure and solutions needed to realize the municipality's vision.

The vision of DR NDZLM is to promote the efficient and cost-effective use of information and communication technology to provide speedy service delivery to the municipality's consumers, share information within and with stakeholders, and promote cooperative and responsive government.

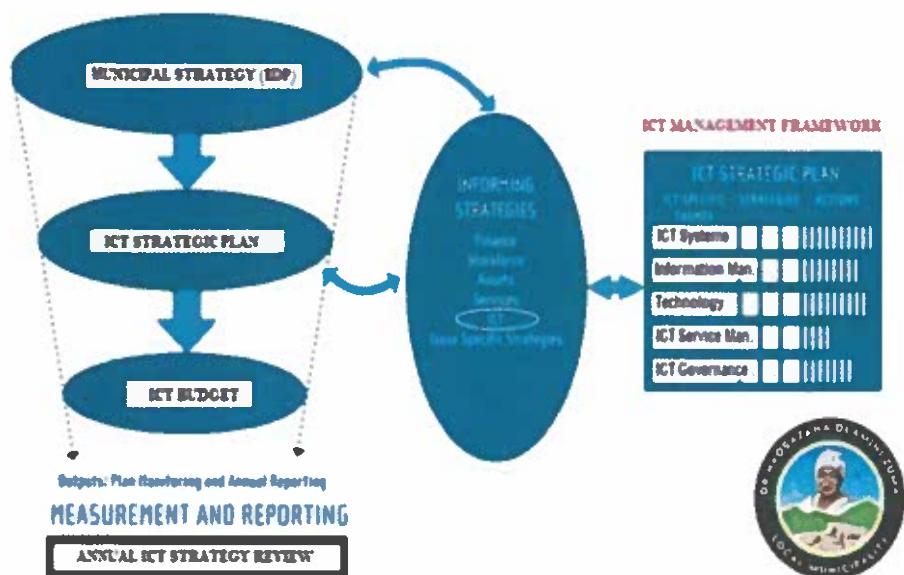
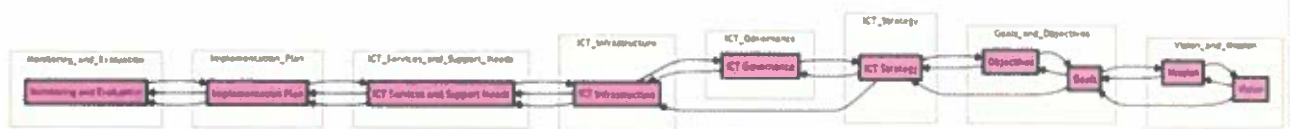
To achieve this vision, DR NDZLM aims to improve the provision and accessibility of municipal services through information technology, bring services closer to customers, use social media for political presence, make information easily available, promote intergovernmental relations, encourage community participation, play a leadership role in technology-enabled service delivery, and leverage investments to improve service quality.

The ICT strategic values of DR NDZLM focus on customer service, quality deliverables, communication, integrity, and being needs-focused. This ICT Strategic Plan serves to provide strategic guidance for the deployment and management of the municipality's Information Infrastructure over the next five years, ensuring that resources are allocated and priorities established to enhance business processes and achieve the municipality's vision.

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Figure 1: ICT Strategic Alignment and Management Framework (ICT Strategic Plan Relationship)

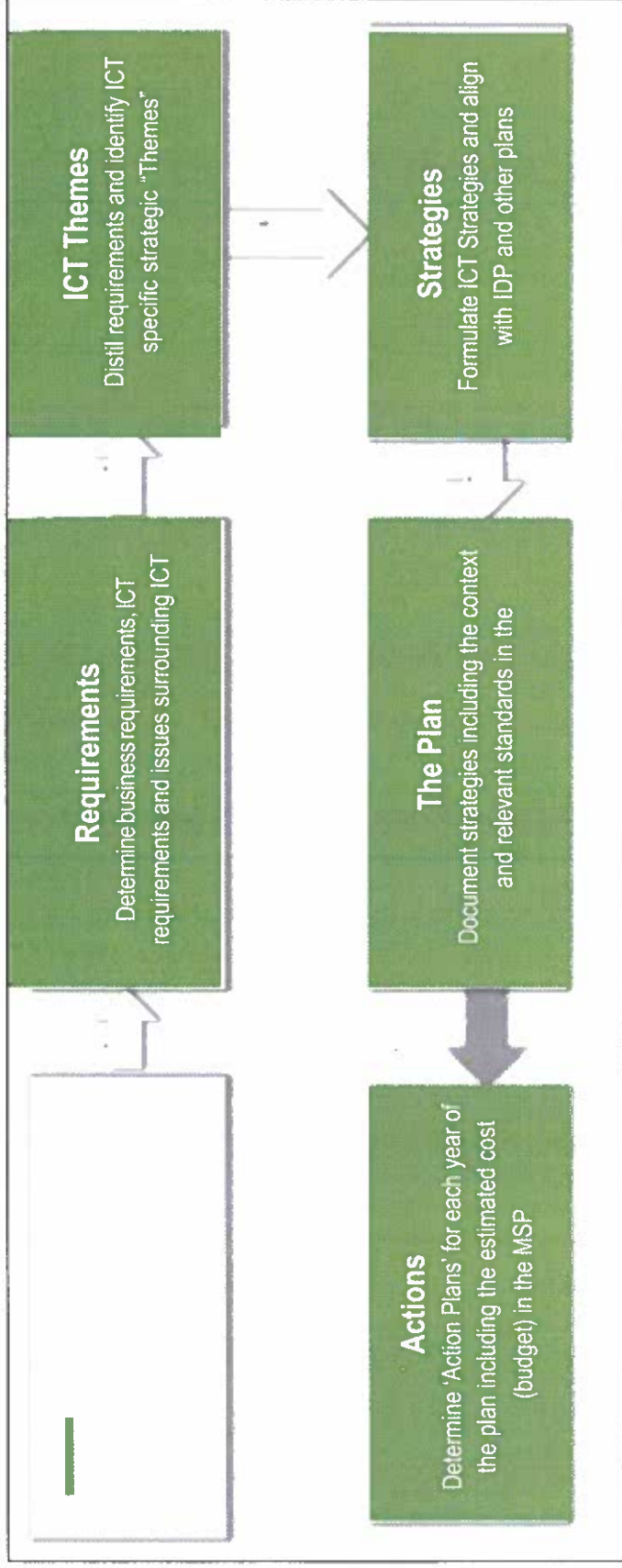
This diagram shows the relationship between the ICT strategic plan and various components of the municipality's strategic framework, including the vision, mission, goals, and business processes. The ICT strategic plan is aligned with and supports the municipality's overall strategic objectives, ensuring that ICT initiatives are directed towards achieving the broader goals of the organization.



Chapter 2: ICT Strategic Plan Development Process

A simple methodology was used to develop this plan and consisted of the stages shown below.

Figure 2: Methodology to Develop ICT Strategic Plan



The ICT Strategic Framework to deliver the Strategic Plan technologies, governance and infrastructure and technology to ensure alignment with the services to our community and operational obligations articulated in the IDP and SDBIP. Each

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of the sub elements in this plan supports the overarching strategic direction of the municipality from the IDP. This theme articulates the aspiration of the organization to be governed in an ethically responsible manner that meets all of its legislative and community obligations.

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Chapter 3: Municipal Business Context

3.1. Municipal Vision

Our vision is to be a well governed quality Service Provider

3.2. Municipal Mission Statement

Dr Nkosazana Dlamini-Zuma Local Municipality will provide quality, sustainable basic services while promoting tourism, agricultural investment opportunities, community involvement and protection of the environment.

3.3. Core Values

- Integrity
- Professionalism
- Accountability
- Efficiency
- Compassion
- Value-for-money
- Transparency

3.4. ICT Governance

ICT governance in Dr Nkosazana Dlamini Zuma Municipality aims to guide and align decision-making for ICT planning, policies, and operations with the municipality's business objectives. This includes managing risks appropriately and utilizing resources responsibly and strategically. The governance framework emphasizes accountability, responsiveness, and continuous improvement in service delivery.

3.5. Strategic Alignment

The ICT strategic plan aligns with the National Development Plan (NDP) 2030 and the Provincial Growth and Development Strategy, ensuring that the municipality's ICT initiatives contribute to the broader national and provincial development goals. This includes promoting sustainable growth, reducing inequality, and enhancing the capacity of the state.

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3.6. Municipal ICT Strategic Goals

To achieve this vision, the municipality will:

- a) Improve provision and accessibility of municipal services to its communities through information technology.
- b) Bring services to the customer's doorsteps or to their vicinity.
- c) Create political presence using social media
- d) Make information easily and broadly available.
- e) Promote intergovernmental relations within the three spheres of government
- f) Promote community participation and active involvement.
- g) Play a leadership role in utilizing technology to enable service delivery.
- h) Leverage investments to improve quality of service.

3.7. Strategic Objectives and Strategies

To achieve the outlined vision, Dr Nkosazana Dlamini Zuma Municipality will have to implement the following strategies, leveraging relevant South African ICT legislation and best practices in municipal ICT strategies:

a) Improve provision and accessibility of municipal services to its communities through information technology

1) Deploy E-Government Services:

- Implement online portals for services such as bill payments, permit applications, and service requests.
- Provide mobile-friendly versions of these services to increase accessibility.

2) Legislation:

- Electronic Communications and Transactions Act (ECTA), 2002: Facilitates electronic transactions and communications.
- Protection of Personal Information Act (POPIA), 2013: Ensures data protection and privacy for users accessing online service

b) Bring services to the customer's doorsteps or to their vicinity

1) Develop Mobile Service Units:

- Equip mobile units with ICT infrastructure to provide services in remote or underserved areas
- Schedule regular visits and announce them via local media and social platforms.

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2) Enhance Community Centres:

- Establish or upgrade community centres with ICT facilities where residents can access municipal services.

3) Legislation:

- Municipal Systems Act, 2000: Supports the use of ICT to enhance service delivery and community involvement.

c) Create political presence using social media

1) Engage on Social Media Platforms:

- Create official accounts on major social media platforms like Facebook, Twitter, and Instagram.
- Regularly update these platforms with information on municipal services, events, and community notices.

2) Interactive Platforms:

- Use social media for live Q&A sessions with municipal leaders.
- Conduct polls and surveys to engage with the community and gather feedback.

3) Legislation:

- Promotion of Access to Information Act (PAIA), 2000: Ensures transparent communication and access to information.

d) Make information easily and broadly available

1) Develop a Centralized Information Portal:

- Create a user-friendly website with comprehensive information about municipal services, projects, and contacts
- Include features like search functions, FAQs, and downloadable forms.

2) Digital Signage:

- Install digital information boards in public spaces displaying real-time updates and announcements.

3) Legislation:

- PAIA, 2000: Mandates the availability of information to the public to promote transparency.

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e) Promote intergovernmental relations within the three spheres of government

1) Integrated ICT Systems:

- Develop systems that enable seamless communication and data sharing between local, provincial, and national government entities.

2) Collaborative Platforms:

- Establish joint task forces and committees with representatives from all three spheres to address common issues.

3) Legislation:

- Intergovernmental Relations Framework Act, 2005: Provides for the establishment of structures and mechanisms to promote and facilitate intergovernmental relations.

f) Promote community participation and active involvement

1) Online Consultation Platforms:

- Develop online forums and virtual town hall meetings to solicit community input on municipal projects and policies.

2) Feedback Mechanisms:

- Implement feedback systems where residents can report issues and provide suggestions via mobile apps or online portals.

3) Legislation:

- Municipal Systems Act, 2000: Emphasizes the importance of community involvement in municipal planning and decision-making

g) Play a leadership role in utilizing technology to enable service delivery

1) Adopt Smart City Technologies:

- Implement smart infrastructure such as IoT devices for waste management, traffic control, and energy efficiency.
- Use data analytics to improve decision-making and service delivery.

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2) Capacity Building:

- Train municipal staff on the latest ICT tools and technologies to enhance their ability to deliver services effectively.

3) Legislation:

- National Integrated ICT Policy White Paper, 2016: Encourages the adoption of ICT to improve service delivery and governance.

h) Leverage investments to improve quality of service

1) Public-Private Partnerships (PPPs):

- Form partnerships with private sector companies to invest in ICT infrastructure and service improvements.

2) Grant and Funding Opportunities:

- Apply for national and international grants aimed at enhancing municipal ICT capabilities.

3) Legislation:

- Municipal Finance Management Act (MFMA), 2003: Provides a framework for managing municipal finances, including investments in ICT infrastructure.

By implementing these strategies and leveraging relevant legislation, Dr Nkosazana Dlamini Zuma Municipality can achieve its vision of improving service delivery, community engagement, and overall governance through the effective use of ICT

3.8. Municipal Departments

One of the primary purposes of this ICT Strategic Plan is to address the diverse business needs of all users within the Dr Nkosazana Dlamini Zuma Municipality (DR NDZLM). To achieve this, it is essential to have a comprehensive understanding of the business goals and operational requirements of each department within the municipality. This section provides an overview of the functions of DR NDZLM's departments and their specific ICT services and support needs.

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Table 1: Municipal Departmental Overview

Municipal Department	Functions	ICT Needs
1. Office of the Municipal Manager	Oversees the administration of the municipality, ensuring alignment with policies and strategic objectives.	Advanced project management tools, data analytics software, and a secure communication platform to coordinate across departments effectively.
2. Corporate Support Services	Manages human resources, legal services, and general administration.	Human Resource Management System (HRMS), document management systems, and legal compliance software.
3. Budget and Treasury	Responsible for budgeting, financial planning, and expenditure management.	Financial management software, budgeting tools, and secure payment systems.
4. Community and Social Services	Handles community development, public safety, and recreational services.	Community engagement platforms, incident management systems, and GIS (Geographic Information Systems) for service delivery planning.
5. Public Works and Basic Services	Manages infrastructure development, maintenance of municipal facilities, and utilities.	Project management software and IoT (Internet of Things) solutions for infrastructure monitoring.
6. Development and Town Planning	Responsible for spatial planning, economic development, and environmental management.	Advanced GIS, planning software, and environmental impact assessment tools.

3.9. ICT Services and Support Needs

To meet the specific needs of each department, the ICT strategic plan will focus on:

1. Network Infrastructure:

- Upgrade and maintain robust network infrastructure to support the municipality's operations.

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- Implement secure Wi-Fi access in all municipal buildings and public areas.
 - Ensure high-speed internet connectivity for all departments.
- 2. Data Management and Storage:**
- Establish secure data centres for centralized data storage and management.
 - Implement data backup and disaster recovery solutions.
 - Ensure compliance with data protection regulations.
- 3. Communication Systems:**
- Upgrade telecommunication systems to improve internal and external communication.
 - Implement unified communication solutions (e.g., VoIP, video conferencing).
- 4. Hardware and Software:**
- Ensure all departments have access to up-to-date hardware and software.
 - Standardize software across the municipality to improve compatibility and efficiency.
 - Regularly update and patch systems to protect against vulnerabilities.
- 5. Cybersecurity:**
- Implement comprehensive cybersecurity measures to protect municipal data and systems.
 - Conduct regular security audits and vulnerability assessments.
 - Provide cybersecurity training for staff.
- 6. Technical Support:**
- Implement data analytics tools to support evidence-based decision-making across all municipal functions.
 - Establish a dedicated IT support team to assist with technical issues and maintenance
 - Implement a ticketing system for efficient issue tracking and resolution
 - Provide 24/7 support for critical systems.
- 7. Training and Development:**
- Offer regular training sessions for staff on new technologies and best practices.
 - Develop a continuous professional development program for IT staff.
 - Encourage staff to obtain relevant certifications.
- 8. Cloud Services:**

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- Evaluate the adoption of cloud services for scalable and flexible IT resources.
- Ensure secure integration of cloud solutions with existing systems.
- Manage cloud resources to optimize costs and performance.

9. ERP Systems:

- Implement an Enterprise Resource Planning (ERP) system to integrate and streamline municipal operations.
- Ensure the ERP system supports key functions such as finance, HR, procurement, and asset management
- Provide training for staff on using the ERP system effectively

10. Digital Transformation:

- Develop a digital transformation strategy to modernize municipal services.
- Promote the use of digital tools and platforms for public engagement and service delivery.
- Leverage data analytics to improve decision-making and service efficiency.

11. Compliance and Governance:

- Ensure all ICT initiatives comply with relevant South African ICT legislation and regulations.
- Establish an ICT governance framework to oversee the implementation of the ICT strategy.
- Regularly review and update ICT policies and procedures.

Table 2: ICT Infrastructure Needs

Component	Description	Priority
Broadband Access	High-speed internet for all offices	High
Network Infrastructure	Robust LAN/WAN for communication	High
Wireless Access	Public Wi-Fi in municipal areas	Medium

Table 3: ICT Software Solutions

Software Type	Purpose	Priority
Office Productivity	Document creation and management	High

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Municipal Management	Specialized software for operations	High
Cybersecurity Tools	Protection against cyber threats	High

Figure 2: ICT Service Delivery Model

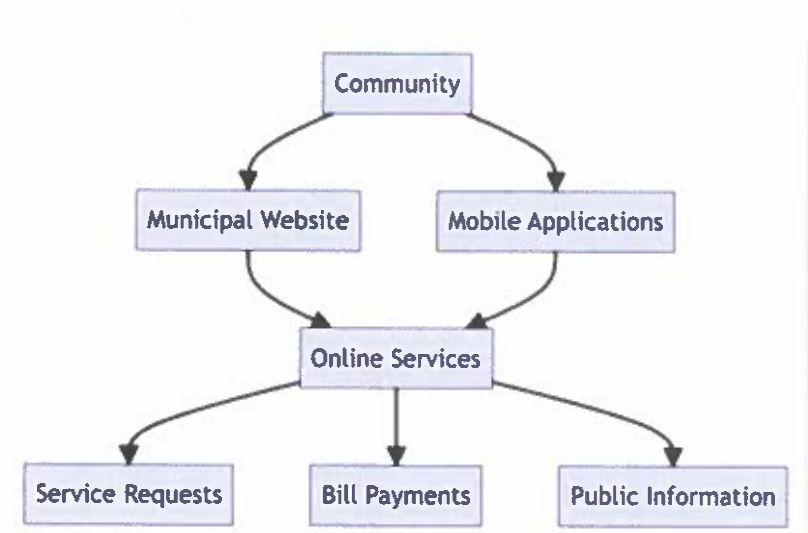
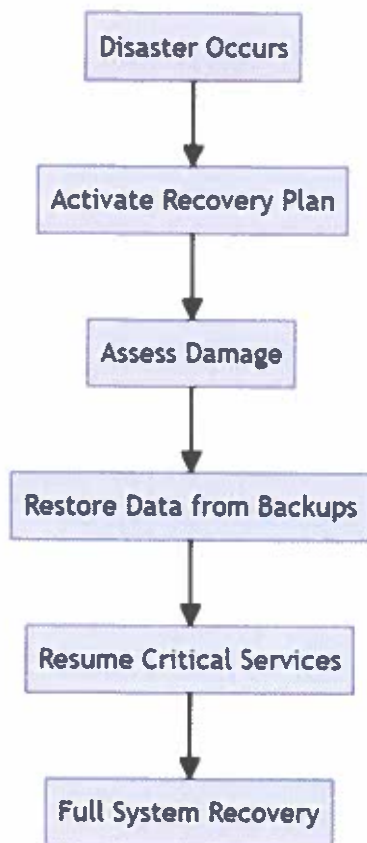


Figure 3: Disaster Recovery Plan Workflow

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Chapter 4: Strategic ICT Governance

4.1. Introduction

ICT governance is crucial for ensuring that the Information and Communication Technology (ICT) resources and services are aligned with the strategic objectives of the Dr Nkosazana Dlamini Zuma Municipality. This section outlines the strategic ICT governance framework, policies, procedures, and risk management strategies to be implemented over the next three years.

4.2. ICT Governance Framework

An ICT Governance Framework will be developed and approved to institutionalize ICT governance as an integral part of corporate governance within the municipality. This framework will ensure that ICT decisions are made in a uniform and coordinated manner, supporting the overall goals and objectives of the municipality.

4.3. ICT Policies and Procedures

The ICT policies and procedures are being reviewed to establish clear rules and guidelines for the use of municipal computers, systems, and access to email and

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internet by computer users. These policies will help maintain the security and integrity of the municipality's ICT infrastructure and data.

4.4. ICT Steering Committee

The ICT Steering Committee represents the municipality's ICT interests and provides feedback on the performance of ICT and associated support services. The committee meets quarterly and includes representatives from each department within the municipality. It is chaired by independent personnel to ensure objectivity. ICT governance is a standing item on the Audit Committee's agenda, ensuring continuous oversight and alignment with audit requirements.

Table 4: ICT Governance Roles and Responsibilities

Role	Responsibility
Municipal Manager	Overall accountability for ICT governance and strategic alignment
ICT Manager	Development and implementation of ICT strategies and policies
ICT Steering Committee	Quarterly review of ICT performance, policy recommendations, and strategic oversight
Departmental Representatives	Provide departmental ICT requirements and feedback on ICT services
Audit Committee	Review of ICT governance as part of corporate governance and audit processes

4.5. ICT Risk Management

ICT risks are identified at both strategic and operational levels to provide mitigating actions. This proactive approach helps in minimizing potential disruptions and ensures that ICT services are reliable and secure.

Table 5: ICT Risk Management Plan

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Risk Category	Risk Description	Mitigation Actions	Responsible Party
Strategic Risks	Misalignment with municipal goals	Regular strategic reviews and updates	ICT Manager
Operational Risks	System failures and downtime	Implement robust monitoring and maintenance procedures	ICT Team
Security Risks	Data breaches and cyber threats	Regular security assessments and updates to security protocols	ICT Security Officer
Compliance Risks	Non-compliance with regulations	Regular audits and compliance checks	Compliance Officer

4.6. Disaster Recovery and Business Continuity Plans

Currently, there are no ICT disaster recovery and continuity plans in place. It is crucial to develop and implement these plans to provide guidance on recovering the ICT infrastructure and systems in the event of a disaster. These plans will ensure that the municipality can quickly resume critical operations, minimizing downtime and impact on services.

4.7. Future Recommendations

1. Development of an ICT Governance Framework:

- Ensure the framework aligns with South African ICT governance regulations such as the King IV Report on Corporate Governance and the COBIT (Control Objectives for Information and Related Technologies) framework.
- Integrate ICT governance into the broader corporate governance structure of the municipality

2. Review and Update ICT Policies:

- Regularly review and update ICT policies and procedures to adapt to new technologies and emerging threats.
- Ensure compliance with the Protection of Personal Information Act (POPIA) and other relevant South African legislation.

3. Strengthen ICT Steering Committee:

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- Enhance the effectiveness of the ICT Steering Committee by providing training on ICT governance best practices
- Ensure that the committee's recommendations are implemented and monitored for effectiveness.

4. Comprehensive Risk Management:

- Implement a comprehensive risk management strategy that includes regular risk assessments, mitigation plans, and monitoring.
- Develop an incident response plan to address and manage ICT security incidents effectively.

5. Develop Disaster Recovery and Business Continuity Plans:

- Create detailed disaster recovery and business continuity plans, including regular testing and updates.
- Establish off-site backups and redundant systems to ensure data integrity and availability during disasters.

Implementing a robust ICT governance framework will ensure that the ICT resources and services of Dr Nkosazana Dlamini Zuma Municipality are aligned with its strategic objectives, secure, and resilient. By following these recommendations and aligning with relevant South African ICT governance regulations, the municipality can enhance its ICT capabilities and service delivery.

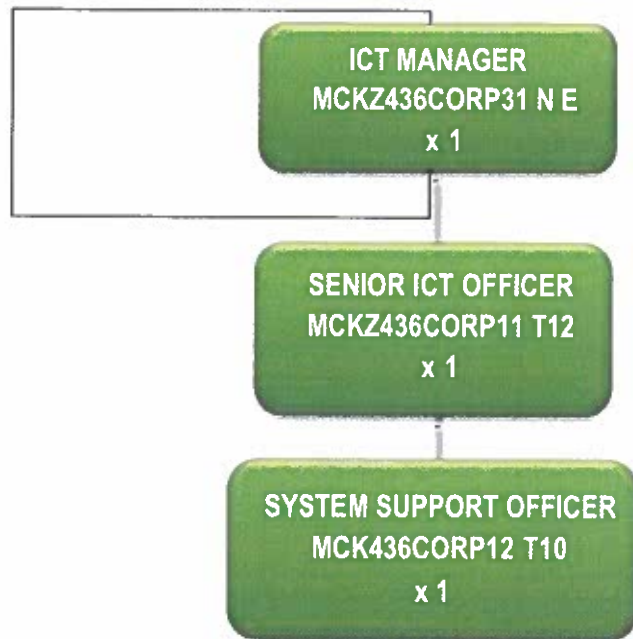
Chapter 5: ICT Vision

Dr Nkosazana Dlamini Zuma's ICT Department vision is to promote the efficient and cost-effective use of information and communication technology to provide speedy service delivery to the municipality's consumers, sharing of information within and with the stakeholders in promotion of co-operative and responsive government. The vision aligns with the municipality's broader objective of providing quality and sustainable basic services while promoting transparency, community involvement, and the protection of the environment.

Chapter 6: ICT Structure for 2023/24

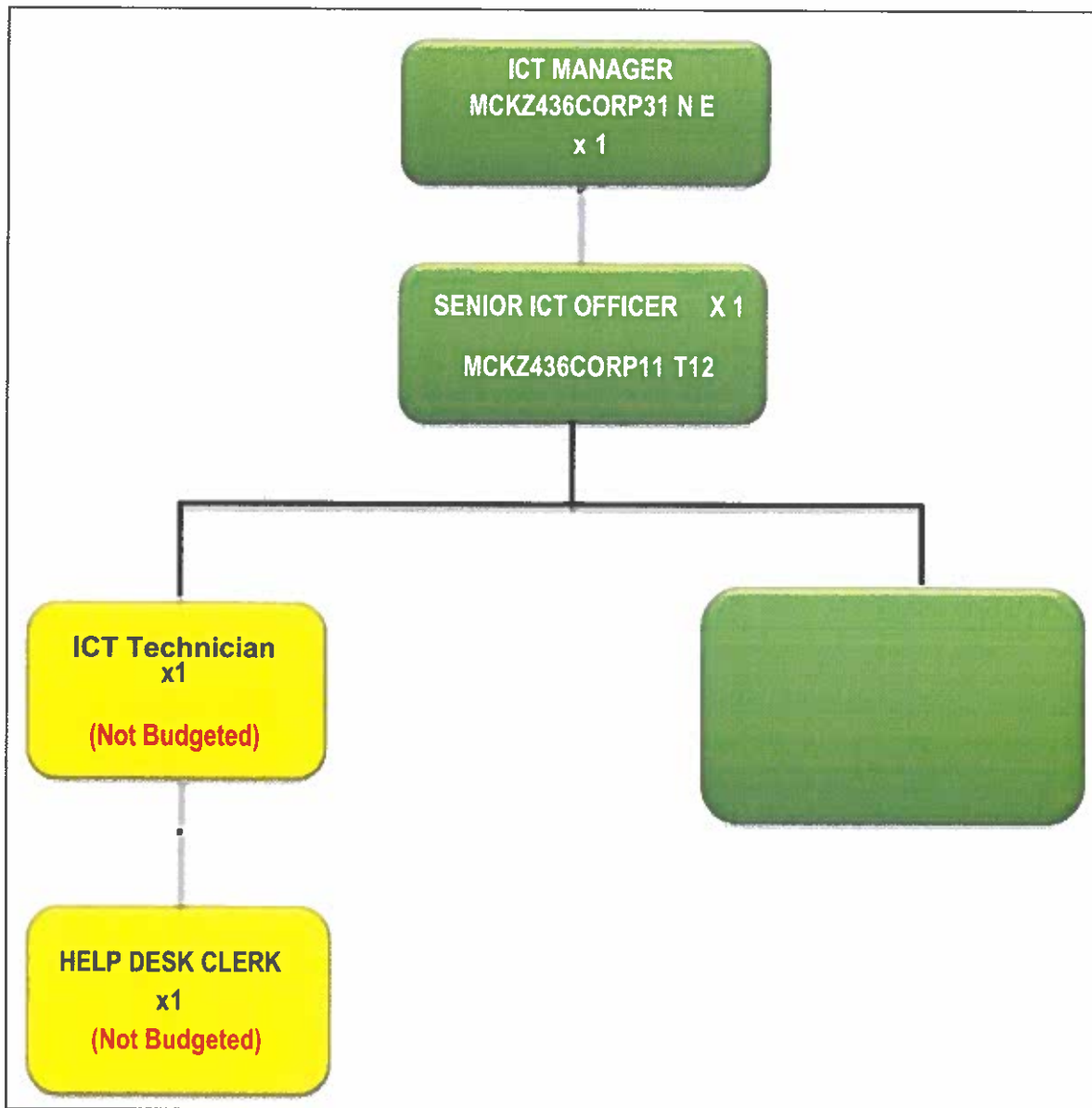
Figure 4: Current ICT Structure

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Figure 5: Proposed ICT Structure



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6.1 Structural Gaps

To enable the municipality to effectively deliver its ICT functions, two critical positions have been identified as structural gaps that need to be addressed from the 2022/23 to 2025/26 financial years:

1. ICT Technician:

- This role will focus on providing technical support to end users, ensuring that technical issues are resolved efficiently.

2. Help Desk Clerk:

- This position will be responsible for receiving and assigning queries from end user departments, facilitating a streamlined support process.

Filling these positions is essential to enhance the municipality's ICT capabilities and improve overall service delivery.

The ICT Department has 1 intern in the main office and requires two more that will be allocated to Bulwer & Himeville satellite offices.

6.2 ICT Challenges

Despite the ambitious vision and goals of the municipality, several challenges need to be addressed for successful implementation of the ICT Strategic Plan. Over the next few years, the municipality must overcome the following obstacles:

3. Poor Network Connectivity:

- The current network infrastructure is insufficient, leading to connectivity issues that hamper effective communication and service delivery.

4. Shortage of Computer Skills:

- There is a significant lack of computer literacy and technical skills among employees within the municipal area, which affects the efficient use of ICT resources.

5. Rapid Technological Changes:

- Keeping pace with the ever-evolving technology landscape is essential to maintaining a secure and stable computing environment. This requires continuous learning and adaptation.

6. Limited Budget:

- Financial constraints limit the municipality's ability to invest in necessary ICT infrastructure, training, and support services.

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7. Community Illiteracy in Information Technology:

- A large portion of the community lacks basic IT skills and knowledge, which affects their ability to engage with digital services and participate in the municipality's ICT initiatives.

8. Remote Support:

- Ensuring ongoing and improved remote support from service providers or ICT consultants is critical for maintaining operations and resolving technical issues promptly.

6.3 Achievements

The ICT Department of Dr Nkosazana Dlamini Zuma Local Municipality has made significant strides in enhancing the municipality's technological capabilities and improving service delivery. The following are key achievements:

1. Development and Review of ICT Policies and Procedures:

- The ICT policies and procedures are being reviewed to set forth rules and guidelines for the use of municipal computer systems and access to email and internet systems by computer users.

2. ICT Governance Framework:

- An ICT Governance Framework will be developed and approved to institutionalize ICT governance as an integral part of corporate governance within the Municipality in a uniform and coordinated manner.

3. Establishment of the ICT Steering Committee:

- The ICT Steering Committee represents the municipality's ICT interests and provides feedback on the performance of ICT and associated support services. The committee meets at least quarterly and comprises one representative from each department of the municipality.

4. ICT Risks Management:

- ICT risks are being identified on strategic and operational levels to provide mitigating actions.

5. Network Connectivity Upgrades:

- Upgraded and constant connectivity through the implementation of network monitoring applications, plan design, and network diagrams.
- Upgrades to wireless connectivity and LAN connectivity of all buildings to Gigabit Ethernet.

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6. ICT Security:

- ICT security is provided by MTN (Securicom) as a shared service with weekly reports sent via email.
- Deployment of ESET antivirus software on desktop PCs, laptops, and servers.

7. Social Media Presence:

- The municipality has a Link-App, Tik-Tok, WhatsApp, Facebook page and Website used as a communication tool to reach the Dr Nkosazana Dlamini Zuma community.

8. ICT Infrastructure and Support Services:

- The ICT section provides key services including workstation management, communications, mobile connectivity, infrastructure services (LAN, WAN, server administration, ICT security), and managed file and print services.
- Regular maintenance and upgrades of the server room, including access control, air conditioning, fire suppression system, raised floor, environmental monitoring system, and racking and cable management.

9. Data Backup and Restore:

- All servers are backed up daily with a developed and signed weekly register. Desktop backup systems are installed and centrally managed.

10. Community Wi-Fi and Internet Speed Improvement:

- Efforts to provide community Wi-Fi and increase internet speed from 20MBps to 50MBps to meet user demands.

11. Training and Skills Transfer:

- Ongoing training and skills transfer to improve the capacity and capabilities of the ICT team.

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6.4 SWOT Analysis

The below detailed SWOT analysis provides a comprehensive overview of the strengths, weaknesses, opportunities, and threats related to the ICT section of Dr Nkosazana Dlamini Zuma Local Municipality. It will serve as a valuable input for the municipality's three-year strategic plan.

Detailed SWOT Analysis:

Strengths

- **Firewall for controlling internet traffic:** Enhances security and controls access to the network.
- **ICT Steering Committee:** Provides governance and strategic direction for ICT initiatives.
- **Security Officer:** Ensures the security of the municipality's ICT infrastructure.
- **ICT policies & framework:** Establishes guidelines and standards for ICT operations.
- **Website up and running:** Facilitates communication and information dissemination.
- **Internet up and running:** Ensures connectivity and access to online resources.
- **ICT asset management plan in place:** Helps in tracking and managing ICT resources.
- **Offsite back-up facility:** Provides data redundancy and disaster recovery capabilities.
- **SAMRAS Web (Cloud back-up):** Offers secure and scalable data storage solutions.
- **Employee self-service system (planned):** Improves efficiency and employee engagement.

Weaknesses

- **Non-sitting of the ICT Steering Committee:** Results in lack of strategic guidance.
- **Weak Internet signal:** Affects productivity and access to online resources.
- **Insufficient infrastructure to migrate from traditional paper-based systems to digital solutions:** Hinders modernization efforts.
- **SAMRAS Servers are out of warranty:** Increases the risk of hardware failure.
- **Manual help desk:** Results in inefficiencies and delayed issue resolution.
- **Inadequate backup and disaster recovery plans for critical records:** Poses a risk to data integrity and availability.
- **Insufficient capacity to properly monitor and manage ICT assets:** Leads to mismanagement of resources.

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- **Lack of integration between CCTV cameras in various sites:** Limits the effectiveness of surveillance systems.
- **Non-compliance with ICT policies:** Compromises security and operational efficiency.
- **Overreliance on service providers:** Increases costs and dependency.

Opportunities

- **Support from SALGA and COGTA:** Provides access to resources and expertise.
- **Provincial Job Evaluation:** Ensures competitive compensation for ICT staff.
- **Support from the Arts and Culture Department:** Facilitates digitization and records management initiatives.
- **Implementation of a Help Desk System:** Improves issue tracking and resolution.
- **Development of a Community Wi-Fi network:** Enhances internet accessibility for residents.
- **Regular training for ICT staff to keep up with technology trends:** Ensures continuous professional development and skill enhancement.

Threats

- **Cybersecurity threats such as malware attacks targeting sensitive records:** Compromises data security and privacy.
- **Non-adherence to ICT policies:** Results in operational inefficiencies and security vulnerabilities.
- **Non-implementation of the Disaster Recovery Plan:** Increases the risk of prolonged downtime during disasters.
- **Loss of important documents due to inadequate backup and disaster recovery plans:** Affects operational continuity and compliance.
- **Budget constraints affecting the acquisition and maintenance of ICT infrastructure:** Limits the ability to upgrade and expand ICT capabilities.
- **Delays in response to critical ICT issues due to inadequate staff capacity:** Affects service delivery and operational efficiency.

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Table 6: SWOT Analysis Table

Strengths	Weaknesses
- Firewall for controlling internet traffic.	- Non-sitting of the ICT Steering Committee.
- ICT Steering Committee.	- Weak Internet signal.
- Security Officer.	- Insufficient infrastructure to migrate from traditional paper-based systems to digital solutions.
- ICT policies & framework.	- SAMRAS Servers are out of warranty.
- Website up and running.	- Manual help desk.
- Internet up and running.	- Inadequate backup and disaster recovery plans for critical records.
- ICT asset management plan in place.	- Insufficient capacity to properly monitor and manage ICT assets.
- Offsite back-up facility.	- Lack of integration between CCTV cameras in various sites.
- SAMRAS Web (Cloud back-up).	- Non-compliance with ICT policies.
- Employee self-service system (planned).	- Over-reliance on service providers.
Opportunities	Threats
- Support from SALGA and COGTA.	- Cybersecurity threats such as malware attacks targeting sensitive records.
- Provincial Job Evaluation.	- Non-adherence to ICT policies.
- Support from the Arts and Culture Department.	- Non-implementation of the Disaster Recovery Plan.
- Implementation of a Help Desk System.	- Loss of important documents due to inadequate backup and disaster recovery plans.
- Development of a Community Wi-Fi network.	- Budget constraints affecting the acquisition and maintenance of ICT infrastructure.
- Regular training for ICT staff to keep up with technology trends.	- Delays in response to critical ICT issues due to inadequate staff capacity.

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6.5 ICT Future Plans 2024 - 2027

The future ICT plans for Dr Nkosazana Dlamini Zuma Local Municipality are designed to enhance the municipality's ability to deliver high-quality services, improve operational efficiency, and ensure the security and reliability of its ICT infrastructure. These plans align with the municipality's vision of being a well-governed and quality service provider, leveraging technology to foster community involvement, promote investment opportunities, and protect the environment.

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, efficient and quickly. These strategies may be classified as short-term, medium-term and long term to ensure continuity of the municipality. This simple means the municipality has to list possible projects that will support the day-to-day activities of the municipality for the betterment of the municipal service delivery. It is essential that the ICT strategies are directly linked to the Integrated Development Plan of the municipality and are reviewed annually.

The municipality to gain a competitive advantage in the use of Information and Communication Technology has to ensure that the following are implemented:

Table 7: ICT Future Plans

Strategic Objective	Initiative	Description	Expected Outcome	Timeline
Enhance Network Infrastructure	Upgrade Network Connectivity	Improve internet speed and reliability across all municipal offices.	Increased productivity and efficient service delivery.	2024 - 2025
Improve ICT Security	Implement Advanced Security Measures	Deploy next-generation firewalls and advanced threat protection systems.	Enhanced protection against cyber threats and data breaches.	2024 - 2026

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Develop ICT Skills	Conduct ICT Training Programs	Provide ongoing training and development for municipal staff in ICT skills.	Improved ICT competency and reduced reliance on external support.	2024 - 2027
Enhance Data Management	Establish a Centralized Data Repository	Develop a central data warehouse for improved data accessibility and analytics.	Better decision-making through improved data insights.	2025 - 2027
Expand Digital Services	Implement E-Government Services	Develop and deploy online platforms for public service delivery.	Increased citizen engagement and satisfaction.	2024 - 2026
Improve Disaster Recovery	Develop a Comprehensive Disaster Recovery Plan	Establish offsite backup solutions and disaster recovery protocols.	Reduced downtime and data loss during emergencies.	2024 - 2025
Promote Community IT Literacy	Launch Community IT Literacy Programs	Conduct workshops and training sessions for the community on basic IT skills.	Increased community engagement and digital inclusion.	2025 - 2027
Optimize IT Support	Implement a Centralized Help Desk System	Develop an integrated help desk system for efficient issue resolution.	Faster resolution of IT issues and improved user satisfaction.	2024 - 2025
Modernize Software Applications	Upgrade Municipal Software Systems	Update and integrate municipal software	Streamlined operations and improved service delivery.	2024 - 2026

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		applications for better functionality.		
Foster Inter-Governmental Relations	Enhance Collaboration with Other Municipalities	Establish partnerships for shared resources and best practices.	Improved through ICT services and knowledge sharing.	efficiency shared and 2024 - 2027

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Chapter 7: Activities of Growth and Change (2024-2027)

The below detailed activities outline the steps Dr Nkosazana Dlamini Zuma Local Municipality will take over the next three years to achieve growth and change in their ICT strategy. Each activity is designed to address specific needs and improve the municipality's overall ICT infrastructure and service delivery.

Year 1:

1. Network Infrastructure Enhancement

- **Activity:** Upgrade existing network infrastructure to fiber optic.
- **Growth/Change:** Enhance internet speed and reliability across all municipal offices.
- **Outcome:** Improved connectivity and productivity.

2. Cybersecurity Improvements

- **Activity:** Implement next-generation firewalls and intrusion detection systems.
- **Growth/Change:** Increase protection against cyber threats.
- **Outcome:** Enhanced data security and system integrity.

3. ICT Skills Development

- **Activity:** Conduct basic ICT skills training for all municipal staff.
- **Growth/Change:** Improve staff competency in ICT.
- **Outcome:** Reduced dependency on external IT consultants.

4. Centralized Data Management

- **Activity:** Develop a centralized data repository system.
- **Growth/Change:** Facilitate better data management and accessibility.
- **Outcome:** Improved decision-making capabilities.

5. Disaster Recovery Planning

- **Activity:** Establish offsite backup solutions and conduct regular disaster recovery drills.
- **Growth/Change:** Ensure data protection and business continuity.
- **Outcome:** Minimized impact of potential data loss or system outages.

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Year 2

1. Digital Service Expansion

- **Activity:** Develop and launch additional e-government platforms.
- **Growth/Change:** Increase online service availability for citizens.
- **Outcome:** Higher citizen engagement and satisfaction.

2. Advanced ICT Skills Training

- **Activity:** Provide advanced ICT skills training for key staff members.
- **Growth/Change:** Further enhance ICT proficiency within the municipality.
- **Outcome:** More efficient and effective IT support and operations.

3. Community IT Literacy Programs

- **Activity:** Expand community IT literacy programs to include more workshops and training sessions.
- **Growth/Change:** Increase digital inclusion and IT literacy within the community.
- **Outcome:** Empowered residents who can effectively use online services.

4. IT Support Optimization

- **Activity:** Implement an integrated help desk system for tracking and resolving IT issues.
- **Growth/Change:** Streamline IT support processes.
- **Outcome:** Faster issue resolution and higher user satisfaction.

5. Software Modernization

- **Activity:** Upgrade municipal software applications to the latest versions.
- **Growth/Change:** Improve functionality and efficiency of software systems.
- **Outcome:** Enhanced operational efficiency and accuracy.

Year 3

1. Inter-Governmental ICT Collaboration

- **Activity:** Establish and strengthen partnerships with neighboring municipalities.
- **Growth/Change:** Share ICT resources and best practices.
- **Outcome:** Cost savings and improved service delivery.

2. Continuous Cybersecurity Enhancements

- **Activity:** Regularly update and upgrade cybersecurity measures.
- **Growth/Change:** Maintain high-level security against evolving threats.
- **Outcome:** Ongoing protection of municipal data and systems.

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3. Advanced Data Analytics

- **Activity:** Implement advanced data analytics tools and techniques.
- **Growth/Change:** Gain deeper insights from municipal data.
- **Outcome:** Data-driven decision-making and improved service delivery.

4. Expansion of E-Government Services

- **Activity:** Continue to develop and launch new online services.
- **Growth/Change:** Enhance the range of services available to citizens online.
- **Outcome:** Greater convenience and accessibility for residents.

5. Community Engagement in ICT Development

- **Activity:** Involve the community in the development and testing of new ICT initiatives.
- **Growth/Change:** Ensure ICT developments meet community needs.
- **Outcome:** Higher adoption and satisfaction with municipal ICT services.

Chapter 8: Why we need an ICT Strategy?

An ICT strategy is essential for Dr Nkosazana Dlamini Zuma Municipality to align its information and communication technology (ICT) initiatives with its overall strategic objectives and to effectively meet the needs of its residents and stakeholders.

ICT has radically changed many aspects of our community and society in general; it is an integral part of our corporate and personal life. We are more connected, more often and from more locations than ever before. Vast amounts of information and diverse opinions are literally at our fingertips. People rely on a range of technologies to communicate, interact, inform decisions, and to provide and receive services and products on a daily basis.

Technological developments have increased personal, business, and corporate productivity. ICT has also become fundamental to how local government operates. ICT offers new ways to design, develop and deliver services, automate existing services, and more effectively consult and engage with a broader range of stakeholders.

The Strategy provides an implementation plan for the future to guide service delivery strategies, ICT investment for local government and contributes to efficient operations to our community and local business engagements.

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The following points detail the reasons why an ICT strategy is crucial for the municipality:

1. **Alignment with Municipality Goals:** The ICT strategy ensures that ICT initiatives are aligned with the municipality's vision, mission, and strategic goals, enabling efficient and effective service delivery.
2. **Improved Service Delivery:** A well-defined ICT strategy helps in improving service delivery by leveraging technology to streamline processes, reduce operational costs, and enhance customer satisfaction.
3. **Enhanced Communication and Collaboration:** An ICT strategy promotes better communication and collaboration among municipal departments and stakeholders, leading to improved decision-making and coordination of activities.
4. **Resource Optimization:** By prioritizing ICT investments and resources, the strategy ensures that the municipality's ICT infrastructure is utilized optimally, resulting in cost savings and improved efficiency.
5. **Compliance with Legislation:** The ICT strategy ensures compliance with relevant South African ICT legislation, such as the Electronic Communications and Transactions Act, the Protection of Personal Information Act, and the Cybercrimes Act, among others.
6. **Risk Management:** The strategy includes measures to identify and mitigate ICT-related risks, such as data breaches, system failures, and cybersecurity threats, ensuring the continuity of municipal operations.
7. **Innovation and Growth:** An ICT strategy promotes innovation by exploring new technologies and solutions that can drive growth and development in the municipality, such as smart city initiatives and digital transformation projects.
8. **Digital Inclusion:** The strategy aims to bridge the digital divide by ensuring that ICT services are accessible to all residents, including those in underserved areas, promoting digital inclusion and socioeconomic development.

In conclusion, an ICT strategy is essential for Dr Nkosazana Dlamini Zuma Municipality to leverage technology effectively, achieve its strategic objectives, and meet the evolving needs of its residents and stakeholders while ensuring compliance with relevant South African ICT legislation.

Chapter 9: What ICT Strategy Addresses?

The ICT strategy for Dr Nkosazana Dlamini Zuma Municipality addresses a range of key areas to ensure the effective use of information and communication technology (ICT) to support the municipality's goals and objectives, while also complying with relevant South African ICT legislation.

The strategy focuses on the following key areas:

- **ICT Governance:** Establishing and maintaining robust ICT governance structures and processes to ensure that ICT investments align with the municipality's strategic priorities and comply with relevant legislation. This includes defining roles and responsibilities, establishing ICT policies and procedures, and conducting regular audits and reviews.
- **ICT Infrastructure:** Developing and maintaining a reliable and secure ICT infrastructure that supports the municipality's operations and services. This includes networks, servers, storage, and other ICT components, as well as disaster recovery and business continuity plans to ensure service availability.
- **ICT Service Delivery:** Enhancing service delivery through the use of ICT, including the development of online services, mobile applications, and other digital platforms that improve access to municipal services for residents and stakeholders.
- **Data Management and Security:** Ensuring the secure and efficient management of data, including the collection, storage, processing, and sharing of data in compliance with relevant legislation such as the Protection of Personal Information Act (POPIA) and the Cybercrimes Act. This includes implementing data protection measures, such as encryption and access controls, and conducting regular audits and assessments.
- **ICT Skills Development:** Developing the ICT skills of municipal staff to ensure they have the necessary knowledge and expertise to effectively use ICT tools and systems. This includes training programs, workshops, and other initiatives to improve digital literacy and ICT proficiency.
- **ICT Innovation:** Encouraging innovation in the use of ICT to address municipal challenges and improve service delivery. This includes exploring emerging technologies such as artificial intelligence, Internet of Things (IoT), and blockchain to develop innovative solutions.
- **Digital Inclusion:** Promoting digital inclusion by ensuring that ICT services are accessible to all residents, including those in underserved areas. This includes providing access to ICT infrastructure and services, as well as digital skills training programs.
- **Compliance and Risk Management:** Ensuring compliance with relevant ICT legislation and regulations, as well as managing ICT-related risks such as

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data breaches, cyber-attacks, and system failures. This includes conducting risk assessments, implementing security measures, and monitoring compliance with ICT policies and procedures.

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Chapter 10: The ICT Strategy (July 2024 - June 2027)

The Strategy is built on a vision which interacts with people, business, corporate stakeholders, and our community. Decisions will be better informed through open, transparent, interactive, sustainable, and collaborative approaches. Our aspirations are to deliver a more integrated, responsive and targeted informational services to our community.

Using technology independent of platforms or vendors, along with other newer technologies will assist us to be more informed while staying in touch with local community activities. Equally, through utilizing new applications and technology solutions that match our needs, whilst allowing ICT to collaborate with business opportunities will drive and increase organizational productivity.

The following table outlines the detailed and specific ICT strategy for Dr Nkosazana Dlamini Zuma Municipality (DR NDZLM) for the next three years, including an implementation plan, timelines, and estimated budget. This strategy is aligned with the Municipality's Integrated Development Plan (IDP) and relevant South African ICT legislation.

1. Infrastructure Enhancement (Table 8: The ICT Strategy)

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Upgrade network infrastructure to improve connectivity and speed	- Conduct a needs assessment - Upgrade hardware (routers, switches) - Increase bandwidth	Year 1	R 3,000,000	ICT Department
Improve data storage and security	- Implement a new data storage solution - Enhance cybersecurity measures	Year 1-2	R 2,500,000	ICT Department

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	- Regular security audits			
Ensure reliable power supply to ICT systems	- Install backup generators and UPS systems	Year 1	R 1,000,000	ICT Department, Facilities Management

2. Application Development and Support

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Develop and maintain custom software applications to streamline municipal operations	- Identify key areas for automation - Develop software solutions - Provide training for staff	Year 1-3	R 2,000,000	ICT Department, Various Departments
Implement an integrated municipal management system (ERP)	- Conduct feasibility study - Procure and implement ERP system - Train staff on the new system	Year 2-3	R 4,000,000	ICT Department, Finance Department

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3. E-Government Services

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Enhance online service delivery to citizens	- Develop and maintain a user-friendly municipal website - Implement online payment systems for municipal services - Develop a mobile application for citizen engagement	Year 1-2	R 1,500,000	ICT Department, Communication Department
Promote transparency and accessibility of municipal information	- Implement open data initiatives - Regularly update the municipal website with public information	Year 1-3	R 500,000	ICT Department, Communication Department

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4. Capacity Building

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Improve ICT skills among municipal staff	- Conduct regular ICT training sessions - Provide certifications for ICT staff	Year 1-3	R 1,000,000	ICT Department, HR Department
Enhance ICT governance and policy compliance	- Develop and enforce ICT policies - Regularly review and update ICT policies	Year 1-3	R 300,000	ICT Department, Legal Department

5. Digital Inclusion and Community Engagement

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Promote digital literacy within the community	- Establish community ICT centers - Offer digital literacy training programs	Year 2-3	R 1,000,000	ICT Department, Community Services
Foster community participation in ICT initiatives	- Hold regular community forums and	Year 1-3	R 200,000	ICT Department, Community Services

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	workshops on ICT developments		
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6. Innovation and Future Planning

Objective	Activities	Timeline	Estimated Budget	Responsible Department
Stay ahead with emerging ICT trends	- Establish an ICT innovation hub - Pilot new technologies such as IoT, AI, and blockchain	Year 3	R 2,000,000	ICT Department, Research & Development
Develop a long-term ICT roadmap	- Conduct regular strategic reviews - Adjust plans based on technological advancements and municipal needs	Year 1-3	R 300,000	ICT Department, Strategic Planning

Total Estimated Budget for Three Years: R 18,300,000

This comprehensive plan ensures that DR NDZLM's ICT infrastructure and services are aligned with its strategic goals and can effectively support its mission to provide quality and sustainable services while promoting community involvement and technological innovation. The budget allocation is designed to cover all aspects of the plan, ensuring that the municipality can meet its objectives within the set timelines.

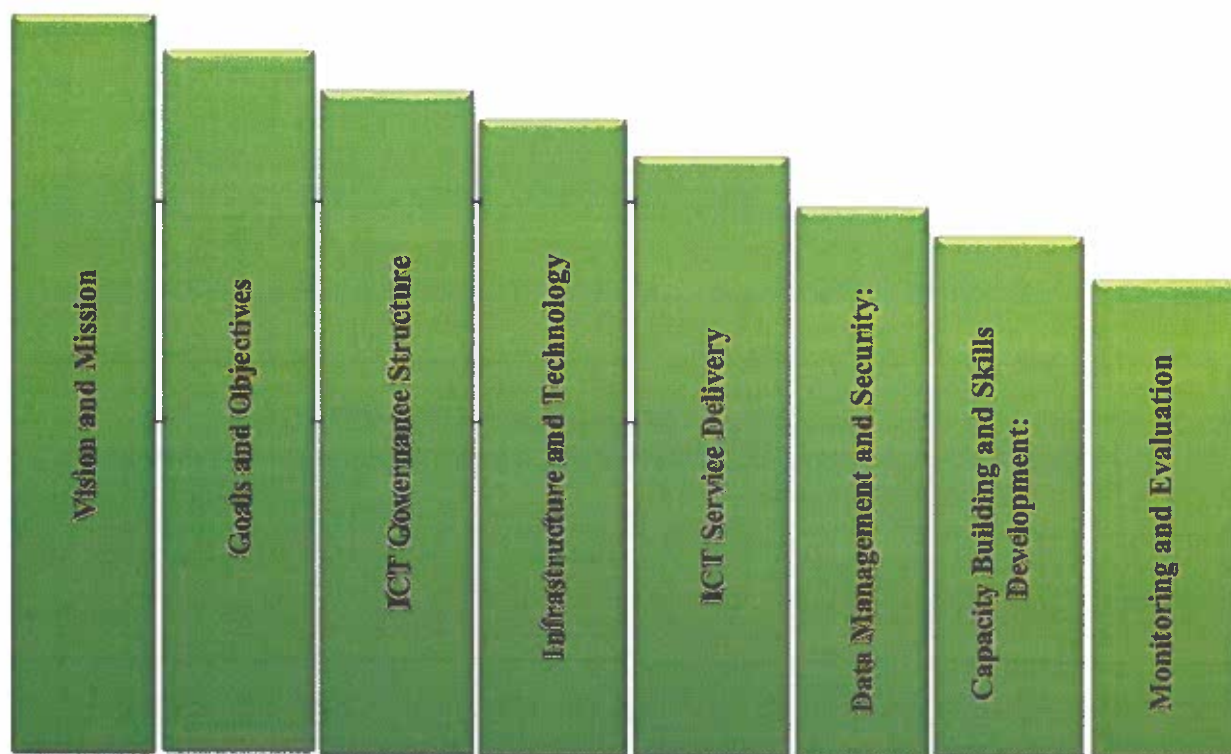
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Chapter 11: About the ICT Strategic Framework

The ICT strategic framework for Dr. Nkosazana Dlamini Zuma Municipality provides a structured approach to the management and use of information and communication technology (ICT) to achieve the municipality's vision of being a well-governed quality service provider, while also complying with relevant South African ICT legislation.

The Information Communications and Technology (ICT) Framework is made up of eight Strategic elements which incorporate standards and baseline functions across a wide range of functions within ICT:

Figure 6: ICT Strategic Framework



Vision and Mission: The framework is aligned with the municipality's vision of being a well-governed quality service provider and its mission of providing quality, sustainable basic services while promoting tourism, agricultural investment opportunities, community involvement, and protection of the environment.

Goals and Objectives: The framework includes specific goals and objectives related to the use of ICT to support the municipality's strategic priorities and improve service delivery. These goals and objectives are SMART (Specific, Measurable, Achievable, Relevant, and Time-bound) to ensure they are effectively implemented.

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ICT Governance Structure: The framework defines the ICT governance structure for the municipality, including the roles and responsibilities of key stakeholders such as the ICT steering committee, ICT management team, and ICT department. It also includes processes for decision-making, risk management, and compliance with relevant legislation.

ICT Infrastructure: The framework outlines the municipality's ICT infrastructure requirements, including networks, servers, storage, and other ICT components. It includes plans for upgrading and maintaining the infrastructure to ensure it meets the municipality's needs.

ICT Service Delivery: The framework includes plans for improving service delivery through the use of ICT, including the development of online services, mobile applications, and other digital platforms. It also includes plans for measuring and evaluating the impact of ICT on service delivery.

Data Management and Security: The framework includes plans for managing and securing data, including the collection, storage, processing, and sharing of data in compliance with relevant legislation such as the Protection of Personal Information Act (POPIA) and the Cybercrimes Act. It includes measures for data protection, such as encryption and access controls.

Capacity Building and Skills Development: The framework includes plans for developing the ICT skills of municipal staff, ensuring they have the necessary knowledge and expertise to effectively use ICT tools and systems. It includes training programs, workshops, and other initiatives to improve digital literacy and ICT proficiency.

Monitoring and Evaluation: The framework includes plans for monitoring and evaluating the implementation of the ICT strategy, including regular reviews of progress against goals and objectives. It includes mechanisms for collecting feedback from stakeholders and making adjustments to the strategy as needed.

Chapter 12: Integrated Planning and Reporting

The DR NDZLM Integrated Development Planning (IDP) sets out our organizations plan for our future through the development of the Strategies. The resources needed to implement these plans are identified and managed through budget processes. In the ICT Strategic Plan, information and ICT resources are planned and managed so that they support the strategic objectives and priorities of the DR NDZLM, as well as ensuring the business continuity of our day-to-day operations.

Chapter 13: ICT Specific Focus Areas

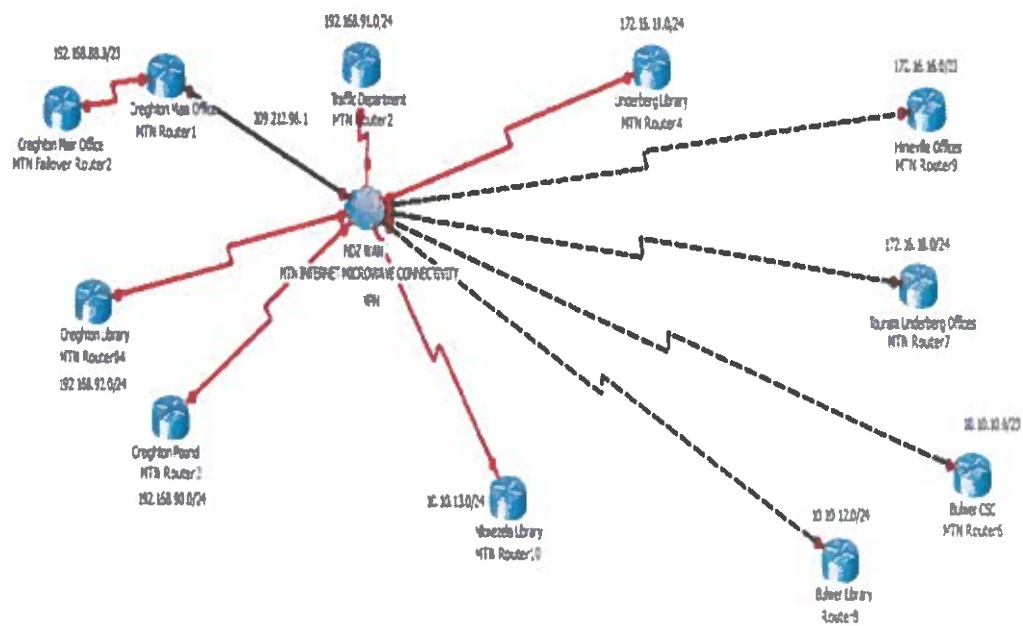
The ICT strategy for Dr Nkosazana Dlamini Zuma Municipality identifies several specific focus areas to guide the implementation of ICT initiatives over the next three years. These focus areas are aligned with the municipality's strategic priorities and are designed to improve service delivery, promote innovation, and ensure compliance with relevant South African ICT legislation. The specific focus areas include:

ICT Infrastructure Development: The strategy includes plans to develop and maintain a reliable and secure ICT infrastructure that supports the municipality's operations and services. This includes upgrading networks, servers, and other ICT components to improve performance and reliability.

- High level diagram of the current IT infrastructure and network diagram:

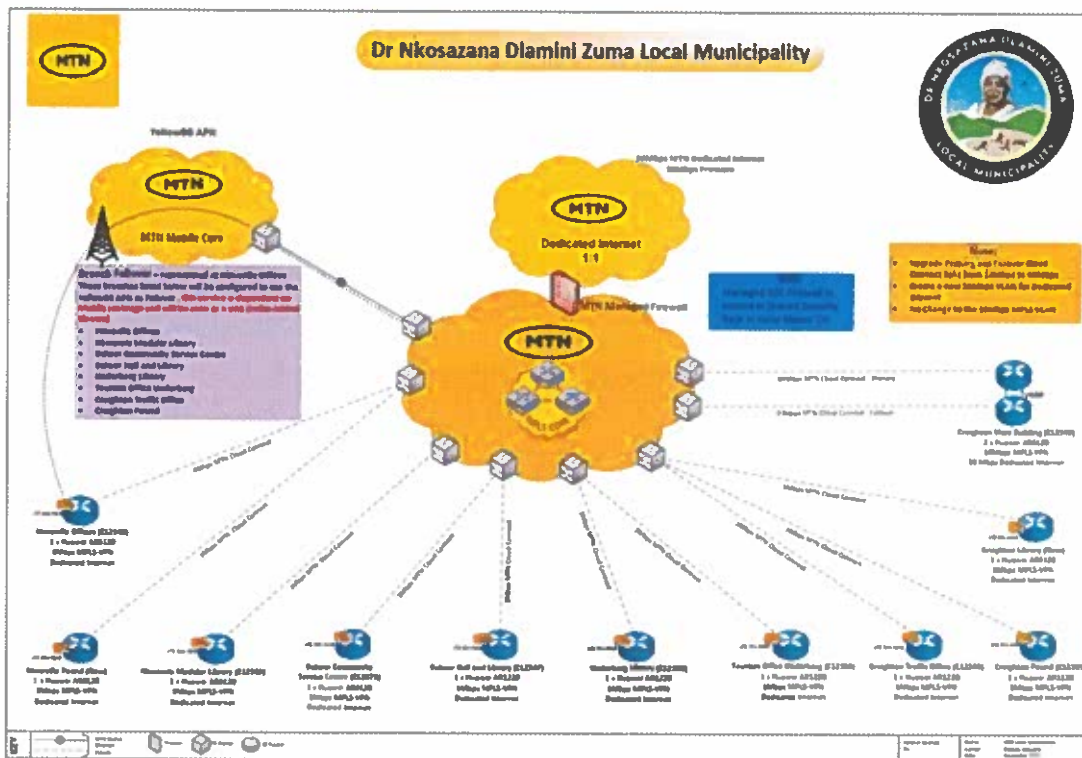
Figure 7: Current IT infrastructure

DR. NKOSAZANA DLAMINI ZUMA MUNICIPALITY - WAN & LAN INFRASTRUCTURE DIAGRAM



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Figure 8: Current Internet Provision



Digital Transformation: The strategy includes initiatives to digitally transform municipal processes and services, making them more efficient and accessible to residents. This includes developing online services, mobile applications, and other digital platforms to improve service delivery.

Data Management and Analytics: The strategy includes plans to improve data management practices, including the collection, storage, processing, and sharing of data in compliance with relevant legislation such as the Protection of Personal Information Act (POPIA). It also includes plans to use data analytics and business intelligence tools to inform decision-making and improve service delivery.

Cybersecurity and Risk Management: The strategy includes measures to enhance cybersecurity and manage ICT-related risks, such as data breaches and cyber attacks. This includes implementing security measures such as encryption and access controls, as well as conducting regular audits and assessments.

ICT Skills Development: The strategy includes initiatives to develop the ICT skills of municipal staff, ensuring they have the necessary knowledge and expertise to effectively use ICT tools and systems. This includes training programs, workshops, and other initiatives to improve digital literacy and ICT proficiency.

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E-Government and Citizen Engagement: The strategy includes plans to enhance e-government services and promote citizen engagement through the use of ICT. This includes developing online portals and platforms for accessing municipal services and information, as well as engaging with residents through social media and other digital channels.

ICT Governance and Compliance: The strategy includes plans to strengthen ICT governance structures and processes to ensure compliance with relevant legislation and best practices. This includes defining roles and responsibilities, establishing ICT policies and procedures, and conducting regular audits and reviews.

ICT Innovation and Emerging Technologies: The strategy includes initiatives to promote innovation in the use of ICT, including exploring emerging technologies such as artificial intelligence, Internet of Things (IoT), and blockchain to develop innovative solutions that address municipal challenges and improve service delivery.

Chapter 14: Our Maturity Level

Assessing the ICT maturity levels within Dr Nkosazana Dlamini Zuma Municipality is crucial to understand the current state of ICT capabilities and identify areas for improvement. This assessment aligns with the ICT strategic framework and helps in planning for future initiatives. The maturity levels are categorized into five stages: Initial, Developing, Defined, Managed, and Optimized.

The table below provides a clear overview of the current maturity levels, the state of each focus area, and the specific areas for improvement to guide the ICT strategy implementation over the next three years.

Table 9: Our Maturity Level

ICT Focus Area	Maturity Level	Current State	Improvement Areas
ICT Governance	Defined	Established governance structures, roles, and responsibilities. ICT policies and procedures in place.	Integrate continuous improvement practices and enhance staff awareness and training on policies and procedures.
ICT Infrastructure	Developing	Basic ICT infrastructure in place. Requires upgrades for better performance and reliability.	Invest in upgrading ICT infrastructure, implement advanced technologies, and ensure support for future initiatives.
Digital Transformation	Initial	Early stages of digital transformation. Limited online	Develop a comprehensive digital transformation plan,

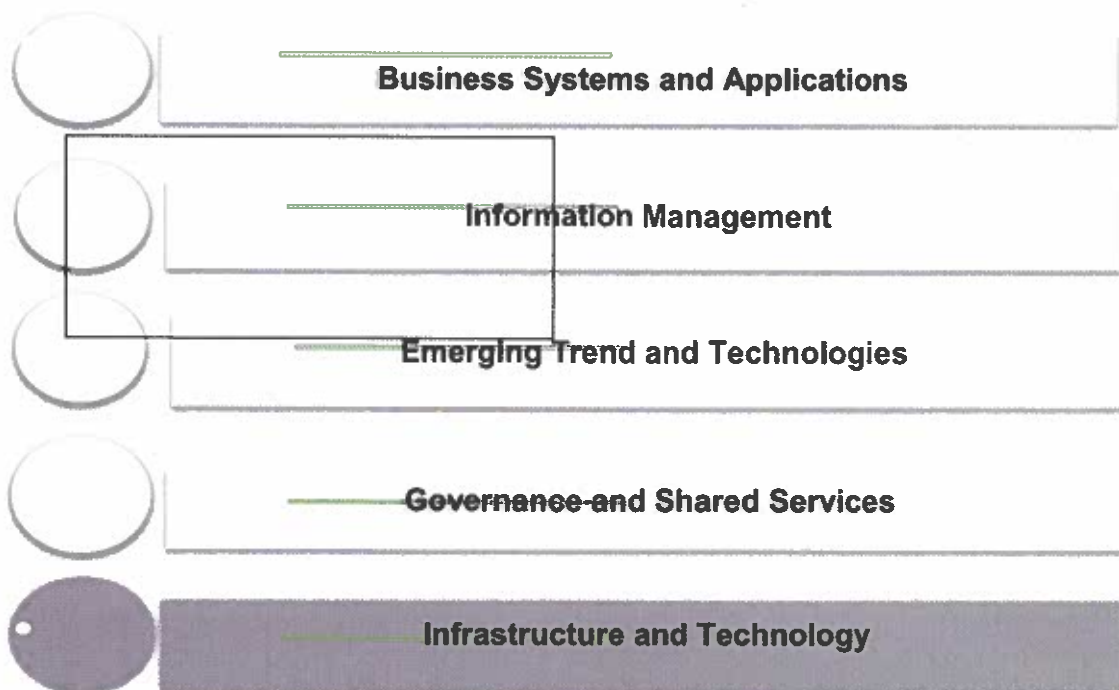
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		services and mobile applications.	expand online services, and digitize key processes.
Data Management and Analytics	Developing	Basic data management practices, compliance with POPIA. Limited use of data analytics tools.	Implement advanced data analytics and business intelligence tools. Enhance data protection measures.
Cybersecurity and Risk Management	Defined	Basic cybersecurity measures such as encryption and access controls. Regular audits and risk assessments.	Strengthen cybersecurity measures with advanced technologies. Conduct regular staff training and continuous monitoring.
ICT Skills Development	Developing	Basic training programs and workshops for staff. Need for more advanced training.	Develop a comprehensive ICT skills development program with advanced training and continuous learning opportunities.
E-Government and Citizen Engagement	Initial	Early stages of e-government services and citizen engagement. Limited online portals and engagement channels.	Expand e-government services, develop online portals, and increase digital engagement through social media.
ICT Innovation and Emerging Technologies	Initial	Early exploration of emerging technologies. Few innovative ICT projects in place.	Promote a culture of innovation, invest in R&D of emerging technologies, and encourage pilot projects and collaborations.

Chapter 15: Baseline Implementation Model

The following diagram depicts the strategic actions within the five priority areas which will achieve a baseline position described within the required ICT Framework as part of the IDP. Once we have achieved this baseline maturity, we will be in position to plan for further improvement to achieve the recommended maturity levels within the framework. We will be able to map and record our growth and increasing maturity against the various stages and milestones in accordance with the overall organisational direction.

Figure 9: Five Strategic Focus Areas



Chapter 16: Commencement Of The Strategy

This Strategy will come into effect on the date of adoption by council.

Section 17: Permanent or Temporary Waiver or Suspension of the Strategy

The Municipal Council may, in part or in whole, temporarily or permanently waive or suspend this strategy.

In emergency situations, the Municipal Manager or Council may temporarily waive this strategy, provided that such waiver or suspension is reported to the Council.

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Section 18: Amendment or Abolition of this Strategy

The Council may amend or repeal this strategy as deemed necessary.

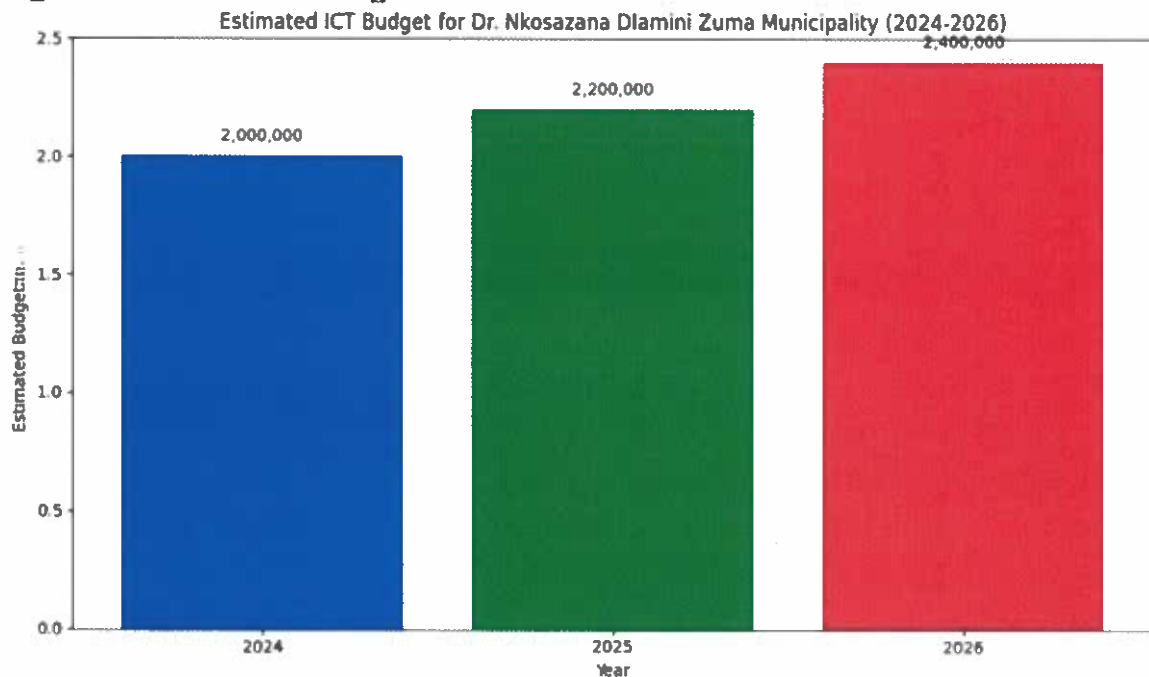
Section 19: Conclusion

The three-year comprehensive ICT strategy plan for Dr Nkosazana Dlamini Zuma Local Municipality from July 2024 to June 2027 has been meticulously designed to align with the Municipality's mission of providing quality and sustainable services. This strategic document emphasizes the critical role of ICT in enhancing service delivery, promoting transparency, and fostering community involvement.

By leveraging advanced technologies, the Municipality aims to improve efficiency, ensure cost-effective operations, and promote a responsive government. The strategic initiatives outlined in this plan focus on upgrading existing infrastructure, adopting new technologies, and building capacity within the ICT department. These initiatives are expected to support the Municipality's goals of improved service delivery, better resource management, and enhanced citizen engagement.

The strategy also underscores the importance of robust ICT governance frameworks to manage risks and align ICT initiatives with broader municipal goals. Effective implementation of this plan requires concerted efforts from all stakeholders, including municipal leadership, ICT staff, and the community. The estimated budget for the implementation is carefully allocated to ensure financial sustainability while achieving the desired outcomes.

Figure 10: Estimated budget



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In conclusion, this ICT strategic plan is a vital roadmap for Dr Nkosazana Dlamini Zuma Local Municipality to navigate the evolving digital landscape. It sets a clear direction for leveraging ICT to achieve strategic objectives, ultimately contributing to the Municipality's vision of being a well-governed quality service provider. By following this plan, the Municipality will be better positioned to deliver innovative and efficient services, fostering a more connected and informed community.

Signature	Approved by:	Date
	SJ Sonder	28 may 2026