Amajuba Strategic IT Plan

2013-2018 financial years

1 Background

According to COBIT 5, the purpose of the process APO02 Manage Strategy is

Provide a holistic view of the current business and IT environment, the future direction, and the initiatives required to migrate to the desired future environment. Leverage enterprise architecture building blocks and components, including externally provided services and related capabilities to enable nimble, reliable and efficient response to strategic objectives.

The following inputs were taken into consideration when drafting this strategic IT plan:

From	Description
EDM04.01	Guiding principles for allocation of resources and capabilities
APO04.02	Innovation opportunities linked to business drivers
Amajuba IDP 2013-2014	Enterprise strategy and enterprise strengths, weaknesses, opportunities, threats (SWOT) analysis

1.1 Sources and priorities for change

IT is continually evolving and new risks and opportunities emerge daily. Amajuba District Municipality needs to stay up to date with these trends in order to function effectively in the knowledge worker era.

Amajuba District Municipality is a growing organisation, and needs increased and improved IT capabilities.

2 Current status

The following inputs were taken into consideration when evaluating the current status of IT in the Amajuba District Municipality.

From	Description
APO06.05	Cost optimisation opportunities
APO08.05	Definition of potential improvement projects
APO09.01	Identified gaps in IT services to the business
APO09.04	Improvement action plans and remediations
APO12.01	Emerging risk issues and factors
APO12.02	Risk analysis results
APO12.03	Aggregated risk profile, including status of risk management actions
APO12.05	Project proposals for reducing risk
BAI04.03	• Performance and capacity plans • Prioritised improvements
BAI04.05	Corrective actions
BAI09.01	Results of fit-for-purpose reviews

2.1 Baseline of current capabilities

Amajuba District Municipality currently hosts most of its IT infrastructure in-house.

The current infrastructure is capable of effectively providing IT services to approximately 100 users.

Services currently available include email, internet, desktop computing and several business applications.

2.2 Gaps and risk related to current capabilities

It has become best practice in many mid-sized organisations to reduce the in-house IT footprint, while at the same time increasing the scalability of IT services.

Amajuba District Municipality's in-house IT services will not scale to provide highly effective IT services to an increased number of users without significant investment.

2.3 Capability SWOT analysis

Strengths • WAN connectivity managed by an SLA • Diversely skilled IT staff	Weaknesses • Inability to scale without significant investment • High levels of reliance on individuals with specific skill sets • High complexity of IT infrastructure
Opportunities • Cloud computing services offered by a myriad of service providers • Improved business continuity	Threats • Inability to recover business functionality effectively from disruptive events • Over-investment in on-site capital resources

3 Target capabilities

3.1 High level IT related goals

All IT services should meet the following requirements:

- Secure
- Cost-effective
- Highly available
- Managed
- Resilient
- Fit for purpose

3.2 Required business and IT capabilities

IT services should be procured on public cloud services when possible, in order to realise the requirements listed above. This will shift the focus for IT from implementation and maintenance to management and governance.

3.3 Proposed Enterprise Architecture changes

The implementation of cloud services for critical business processes necessitates the shift in IT from LAN and server infrastructure to WAN connectivity. This is a positive, market related change.

This reduced technical content of IT will make IT related initiatives and strategies more accessible to higher level managers, and will effectively place governance of IT in the hands of upper management, where it belongs.

4 Gaps analysis

The following inputs were considered in the drawing up of the GAP analysis.

From	Description
EDM02.01	Evaluation of strategic alignment

4.1 Gaps and changes required to realise target capability

Gaps	Changes
Most IT services not hosted on cloud	Migrate IT services to cloud services
Top management not involved in IT governance	Make IT governance accessible to top management
Most IT services not managed on SLA	Ensure SLAs are in place when migrating to cloud services
IT services are not resilient to infrastructure failures	Ensure infrastructure failures will not affect IT services by effectively managing SLAs and contingency plans for connectivity

4.2 Value benefit statement for target environment

Migrating to the proposed environment will have the following benefits:

- Improved reliability of IT enabled business processes
- Decreased reliance on individuals with highly specialised skill sets
- Guaranteed levels of uptime
- Assurance of service availability in the event of infrastructure failures

5 Strategic plan and road map

5.1 Definition of strategic initiatives

We propose the following strategic initiatives

- Migration of business systems to cloud hosted services
- Implementation of contingency systems to be used in case of infrastructure disruptions
- Implementation of a leasing model for personal computers
- Implementation of paperless council using iPads

5.2 Risk assessment

Implementation of cloud technology is not without risks. The most significant risk in our context is the disruption of WAN infrastructure, which will render all cloud hosted services unavailable. This risk should be managed in two ways:

- the enforcement of an SLA with the WAN service provider
- the implementation of effective contingency options, such as 3G connections

5.3 Strategic road map

In the past year, we have already implemented a high speed WAN connection, which makes us effectively prepared for the implementation of the initiatives outlined in this document.

It is proposed that we proceed in the following order:

July 2013	Appointment of service provider to manage and host the municipal website
July 2013	Complete the pilot project for the deployment of the paperless council initiative
August 2013	Implement GIS website
December 2013	Implement cloud based email services
December 2013	Implement cloud based business systems (EDMS, FMS, DIMS)
June 2014	The official implementation of a recognized subset of the chosen IT governance framework (COBIT)
October 2014	Obtain a clean IT audit report
June 2015	Aim for full compliance with DPSA, Treasury and COGTA guidelines
June 2016	Progressive compliance with all relevant guidelines and legislation
June 2018	Be a local government leader in the field of compliance and IT governance