



LOCAL GOVERNMENT CIRCULAR C18 of 2025

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THE MUNICIPAL MANAGER, BEAUFORT WEST MUNICIPALITY: MR D WELGEMOED

Dear Executive Mayors and Municipal Managers

REVISED MUNICIPAL GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY POLICY FRAMEWORK 2025

PURPOSE

The purpose of this Circular is to inform all municipalities of the revised Municipal Governance of ICT Policy Framework (referred to as 'the revised Policy Framework') and to offer guidance for its adoption and implementation, which must be completed by 30 June 2026.

BACKGROUND AND CONTEXT

Municipalities in the Western Cape are advancing in their use of technology to enhance service delivery. As they move toward digital transformation and the development of smart municipalities, they recognize the need to integrate fit-for-business emerging technologies and next-generation applications to improve operational efficiency and drive economic growth.

To guide municipalities to effectively govern and manage the use of technology in service delivery, the Municipal Corporate Governance of ICT Policy (2015) was developed. This Policy allocates accountability for the effective governance and management of the use of technology in service delivery to the Council and executive management.

The 2015 Policy has shown to be heavily focused on compliance, inflexible in its application, and lacking tailored implementation guidance for municipalities. These shortcomings have led to a disconnect between ICT governance and management, added administrative strain, recurring audit issues, and minimal emphasis on value creation.

The revised Policy Framework aims to create value through transparent, accountable, and innovative business use of enabling ICT. This includes:

- a) Emphasis on the importance of executive and strategic leadership and stakeholder involvement.
- b) Governing service delivery value creation through the use and management of business and technology integration.
- c) the provision of security mechanisms and continuity of business-related ICT services.
- d) It furthermore outlines the institutionalisation of a value creation municipal governance and management of ICT system in a layered approach. This layered approach distinguishes between strategic governance tasks and related operational management functions.

The institutionalisation of the Policy Framework establishes a resilient governance system that is inclusive of all stakeholders. This approach enhances the responsiveness of ICT governance and management to change, while offering a comprehensive set of practices that municipalities can tailor to suit the municipal specific needs and contexts.

The intent of the Policy Framework is to inform the development of a Municipal Governance of ICT Policy and implementation charter. This Municipal Policy Framework sets the strategic direction for the use of technology in service delivery, whilst its Charter directs how it is implemented.

The Municipal Policy Framework is part of an information pack that consists of:

- i. Municipal Governance of ICT Policy Framework; and
- ii. The Policy Implementation Guideline.

TIMEFRAME

Municipalities are required to adopt the revised Policy Framework and its related documents through Council resolutions by no later than 30 June 2026, to enable implementation by the 2026/27 financial year.

WESTERN CAPE GOVERNMENT SUPPORT

The revised Policy Framework is accompanied by an Implementation Guideline designed to support municipalities in customising the policy to align with their specific operational environments.

Municipalities may also request technical support from the Department of Local Government to assist with the customisation and effective integration of the Policy within their environment. All requests for support should be directed to our ICT support helpdesk

mun-ictsupport.helpdesk@westerncape.gov.za

Should you have any further enquiries pertaining to the revised Policy Framework, please contact the following Municipal ICT support officials:

Name	Contact no.	Email address
Siya Mngxe (Team Leader)	079 338 7225 (Call & WhatsApp)	Siyabonga.mngxe@westerncape.gov.za
Sira Nkundla (Team member)	083 420 4682 (Call & WhatsApp)	Sira.Nkundla@westerncape.gov.za
De Wit Coetsee (Team member)	081 443 0063 (Call & WhatsApp)	Dewit.coetsee@westerncape.gov.za

CONCLUSION

Municipalities are hereby advised to take note of the revised Municipal Governance of ICT Policy Framework and are required to ensure its formal adoption by council no later than 30 June 2026, in preparation for implementation in the 2026/27 financial year.



Mr G Paulse

HEAD OF DEPARTMENT

Date:

2025/05/29



Memo

Department of Local Government

To : Mr. G Pause, Head of Department
From : Mr. S Mngxe
cc : Ms J Bruintjies, Acting Director: Director: District and Local Performance Monitoring
: Dr. S Greyling, Chief Director, Municipal Performance Monitoring and Support
Date : 29 May 2025

REVISED MUNICIPAL GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY POLICY FRAMEWORK 2025

1. PURPOSE

- 1.1 The purpose of this memo is to inform the Head of Department about the revised Municipal Governance of ICT Policy Framework and to seek approval for its adoption and implementation.

2. BACKGROUND AND CONTEXT

- 2.1 With the dawn of the concept of the fourth industrial revolution (4IR) the attention of municipalities increasingly moves towards business enablement, citizen convenience and functional optimisation utilizing technology in service delivery. There is increased emphasis on the adoption of technology to improve both operations and service delivery.
- 2.2 The adoption of technology, that is information and communication technology (ICT), must, similarly to finance and human resources, be governed in such a way that it creates value in the use of information technology in service delivery. Information is the foundational substance that informs municipal strategic policy and direction, decision

making, billing and revenue management. It is required to be available confidentially, reliably, timeously, and accurately.

- 2.3 Efficient use of application systems and technology enables the municipality to realise its business strategy, improve its management, and optimise its operations. To guide municipalities to effectively govern and manage the use of technology in service delivery, the Municipal Corporate Governance of ICT Policy (2015) was developed. This Policy allocates accountability for the effective governance and management of the use of technology in service delivery to the Council and executive management.
- 2.4 In response to the rapid evolution in the IT industry, the increasing number of cyber threats facing municipalities, the Cabinet-approved revision of the Corporate Governance of ICT Policy Framework by the DPSA in 2022, and lessons learned since 2015, the DLG initiated a process to revise the existing municipal ICT governance policy.
- 2.5 The revised Policy Framework aims to create value through transparent, accountable, and innovative business use of enabling ICT. This includes:
- a. Emphasis on the importance of executive and strategic leadership and stakeholder involvement.
 - b. Governing service delivery value creation through the use and management of business and technology integration.
 - c. the provision of security mechanisms and continuity of business-related ICT services.
 - d. It furthermore outlines the institutionalisation of a value creation municipal governance and management of ICT system in a layered approach. This layered approach distinguishes between strategic governance tasks and related operational management functions.
- 2.6 Municipalities are required to adopt the revised Policy Framework and its related documents through Council resolutions by no later than 30 June 2026, to enable implementation by the 2026/27 financial year.

3. RECOMMENDATIONS

- 3.1 It is recommended that the Head of Department note and grant approval of the revised Municipal Governance of ICT Policy Framework. **(Annexure A)**

I hereby support/~~not support~~ the contents of the memorandum.

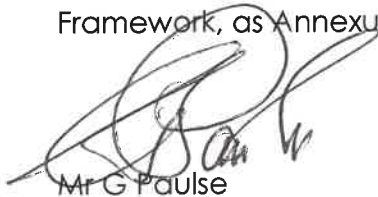


Dr S Greyling

CHIEF DIRECTOR: MUNICIPAL PERFORMANCE MONITORING AND SUPPORT

Date:

The Revised Municipal Governance of Information and Communication Technology Policy Framework, as Annexure A, is approved/not approved.



Mr G Paulse

HEAD OF DEPARTMENT

Date:

2025/03/29



Western Cape
Government

Department of Local Government

Municipal Governance of ICT Policy Framework

Version 2.0

May 2025

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1. Executive Summary

This Municipal Governance of ICT Policy Framework applies to municipalities in the Western Cape Province. It establishes a use of ICT in service delivery governance and management system. Through this, value is realised by implementing business and ICT integrated solutions.

This Policy Framework is a revision of the 2015 Municipal Corporate Governance of ICT Policy. Through this Policy Framework, executive leadership sets the strategic direction for the use of ICT in service delivery and monitors its realisation. It determines a principle-based governance and management system for the integration of business and ICT.

This Policy Framework directs the governance and management practices for institutional structures, personnel, contractors, and third-party service providers. It promotes transparent, accountable, innovative, and secure service delivery, whilst also strengthening compliance and performance.

It institutes a dual-layered governance and management system. This is implemented through a Municipal Governance of ICT Policy and Charter¹. This governance system distinguishes between the responsibilities for governance (roles of executive and strategic leadership) from management (roles of senior and operational management, and ICT leadership).

¹ See Annexures A, B, C and D for examples.



2. Municipal Governance of ICT Authority Levels

The nomenclature used in this Policy Framework standardises the following leadership and operational level terminologies:

Authority Level	Function	Responsibility
Municipal Council	Executive Leadership	Set strategic direction for the use of ICT in service delivery, and evaluate, direct, and monitor the establishment, efficiency, and effectiveness of the governance and management system.
Strategic Management Committee ² (SMT)	Strategic Leadership	Establish the governance and management system and oversee/coordinate the efficient and effective use of ICT in service delivery.
Senior and Operational Management ³	Management and operations ⁴	Strategically determine the prioritised innovation for, and the use of ICT in service delivery, implement it, and manage its day-to-day provisioning and use.
ICT Management	Head of ICT unit and office ⁵	In collaboration with the business strategically align technological provisioning with business requirements.

Table 1: Municipal Authority Levels

3. Introduction

Municipalities in the Western Cape Province are progressive in the use of technology in service delivery. They embrace digital transformation and establish smart municipalities as a means for efficient service delivery and rapid economic growth. This results in long-term sustainability through integrating emerging methods and technologies to optimise service delivery and operations. To realise this, municipalities institutionalise governance arrangements to evaluate situational context, provide strategic value creative

² Municipal manager, executive directors, Head of ICT, chief risk officer, chief audit executive

³ Includes the Senior Manager ICT

⁴ Under the leadership of the executive director, which is the link with SMT

⁵ Can be the Chief Information Officer or the ICT Manager



direction, oversee implementation, and monitor value creation in a secure risk aware ecosystem.

This Municipal Governance of ICT Policy Framework (herein called the Policy Framework) provides principles and practices to structure the governance and management of value creation. It is implemented through a customised Policy and implementation Charter.

3.1 The Value Creation System

This governance and management value creation system functions and is structured as per Figure 1 below.

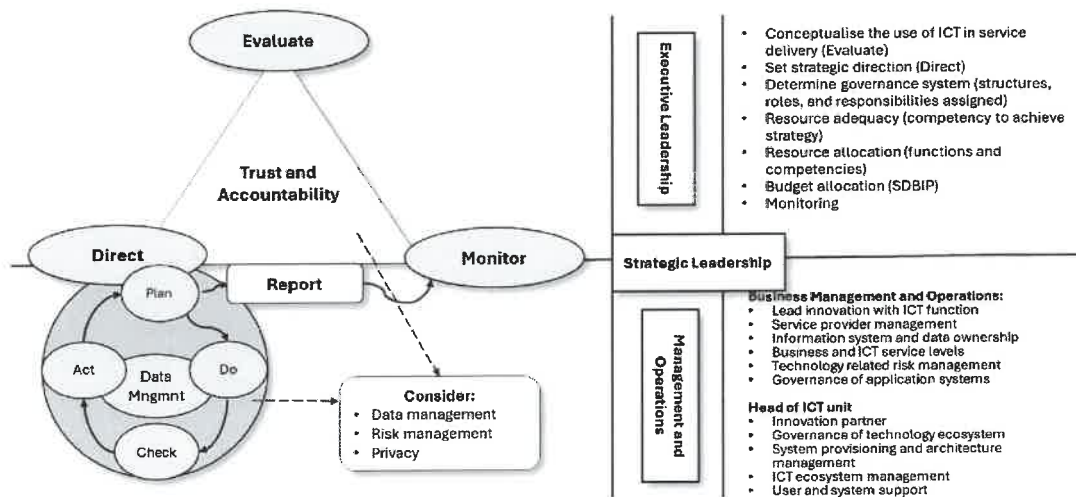


Figure 1 Municipal Governance and Management of ICT System
By de Wit Coetsee

This system is implemented as follows:

- Executive Leadership** directs the institutional value creation strategic direction through establishing the Policy and Charter and monitors its realisation.
- Strategic leadership** informs the overall value creation strategic direction, determines the business enabling ICT plan, considers risk, coordinates, monitors, and report on implementation.
- Senior and operational management**, as solution owners, with the Head of ICT:
 - Lead the development of the requirements for the innovative use of technology,
 - Manage risk,
 - Facilitate implementation,
 - Manage solution functionality,
 - Informs operational requirements,
 - Monitor performance, and
 - Ensures ICT related business continuity.
- The **Head of ICT function** with strategic, senior, and operational



management design and maintain a solution-oriented technology architecture.

The institutionalisation of the municipal governance and management of ICT realises the following value:

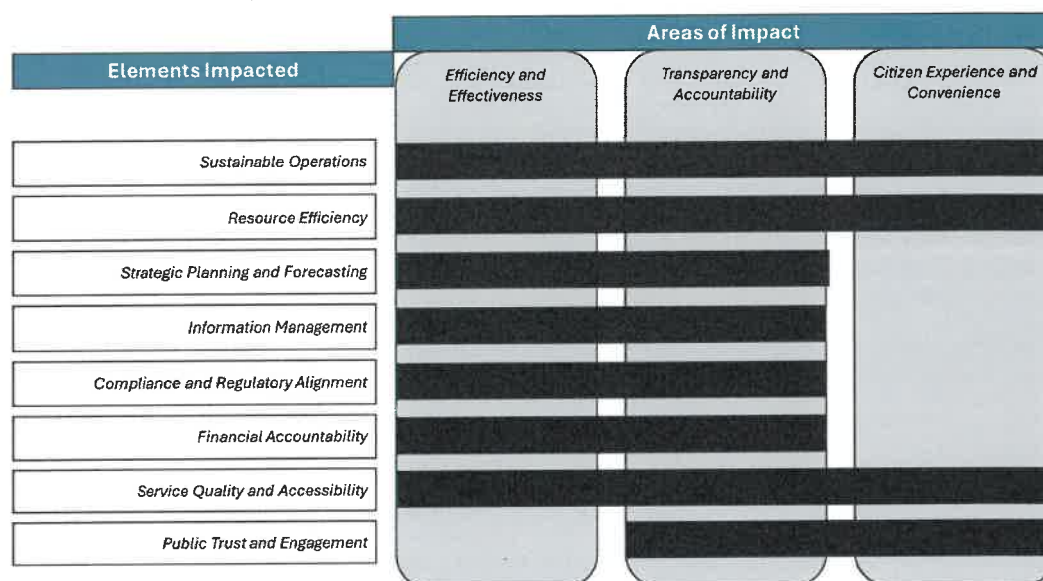


Figure 2: MGICT Value Creation Model
By de Wit Coetsee

4. Purpose of the Policy Framework

This Policy Framework institutes the value creation system for the governance and management of the use of ICT in service delivery. This is an integral part of the institutional governance, arrangements, structures, and practices.

5. Timelines

Municipalities must implement the strategic intent of the Policy Framework by the end of June 2026.

6. Scope

This Policy Framework is a revision of, and replaces, the 2015 Municipal Corporate Governance of ICT Policy. It is applicable to all municipal governance structures, personnel, contractors, and 3rd party service providers.

7. Objective

The objective of this Policy Framework is to create value through establishing participative stakeholder driven transparent, accountable, secure business, and technology service delivery solutions and improve compliance and performance.

8. Benefits

The implementation of the Policy Framework has the following benefits:



- a) Improve municipal resilience, service delivery, communication, citizen participation, trust, and optimise operations.
- b) Providing a secure business and technological ecosystem.
- c) Institutionalise accurate evidence-based decision making.
- d) Improve the business and the ICT function's ability to learn and their flexibility to adapt.

9. Legislative Framework

The Municipal Systems Act⁶ (MSA) enjoins a municipality *to develop a strong system of local government capable of exercising the functions and powers assigned to it*. In this regard, section 51 of the Act requires a municipality to *inter alia*:

- a) Disperse its functions via operationally effective administrative units and mechanisms⁷, including department and other functional business units⁸.
- b) Assign clear responsibilities for the management and coordination of these administrative units and mechanisms⁹,
- c) Maximise the efficiency of communication¹⁰ and decision-making¹¹ within the administration.

In the dispersement of its duties the municipal council adopts an Integrated Development Plan (IDP)¹² which aligns the resources¹³ and capacity of the municipality with the implementation of the plan. Section 73 of the Act requires a municipality to render its services in such a way that is conducive to prudent, economic, efficient, and effective use of available resources¹⁴.

The Municipal Financial Management Act 56 of 2003 Section 62 enjoins the accounting officer (Municipal Manager) to ensure that the financial and other resources (*including information*) of the municipality are used efficiently, effectively, and economically (Section 95 includes transparency).

The strategic resources of a municipality include, but are not limited to, *human resources, finances, information, and data*. The implementation of this Policy aligns with the strategic intent to realise an efficient, effective, economic, and transparent local government, and specifically the governance and management of the enabling use of information, and application systems, and enabling technology as a resource and the performance of the function.

The municipal governance of ICT involves executive and strategic leadership in evaluating, directing, and monitoring the use of ICT to enable the

⁶ Act 32 of 2000

⁷ This includes the use of application systems and technology

⁸ Section 51 (g)

⁹ Section 51 (h)

¹⁰ Includes communication systems.

¹¹ Evidence based decision making.

¹² Section 25

¹³ Finance, people, process, information, and data

¹⁴ Including information



organisation and monitoring its use to achieve its mandate¹⁵. It is a subset of the MSA established municipal governance system and consists of principles and practices that provide guidance to executive and strategic leadership to dispense their strategic guidance and oversight roles and responsibilities. This is discussed in paragraph 1 and alluded to in the King IV Code, Principle 12 which states: *"The governing body should manage technology and information in a way that supports the organisation in setting and achieving its strategic objectives"*. Furthermore, international good practice guidance agrees with this. It, inter alia, resonates with the King Code's provisions. It highlights that the executive leadership exercise oversight to *"enable both business and ICT people to execute their responsibilities in support of business/ICT alignment and the creation of business value from ICT-enabled business investments"*¹⁶.

National and international frameworks thus support the strategic intent of the South African Local Government prescriptive landscape with regards to the governance and management of business enabling ICT.

This Policy alludes to principles and practices to institutionalise the municipal governance and management of ICT.

10. Municipal Governance and Management of ICT Model

10.1 Layered Approach to the Municipal Governance and Management of ICT

The municipal governance of ICT system encompasses two functions. These are the governance of value creation and managing its realisation. These are established as follows:

10.1.1 Governance of the use of ICT in service delivery

This is a function of municipal executive, strategic leadership, senior and operational management and the head of ICT.

The implementation of this is determined in a **Municipal Governance of ICT Policy** and implemented through a **Municipal Governance of ICT Charter**.

10.1.2 Management of the provisioning and use of ICT

The management of the provisioning and use of ICT is a function of strategic, senior, and operational management, in cooperation with the head of ICT. It involves the alignment of business requirements with enabling application systems and related technology. This supports the fulfilment of the municipal strategic mandate and objectives, whilst protecting information and data.

The implementation of this is guided through the **Municipal ICT Management Framework**.

¹⁵ ISO/IEC 38500: 2015

¹⁶ COBIT 2019 - ISACA



10.2 Principles, Practices, and Institutionalisation of the Municipal Governance of ICT

The municipal governance of ICT is institutionalised through guiding principles and practices. This Policy Framework provides for the following:

- a) **Principles:** These establish the context for effective, efficient, and economic business enabling use of ICT and guide decision-making and organisational behaviour.
- b) **Practices:** are specific actions that describe how the principles are institutionalised.
- c) **A governance system**¹⁷ is a set of means and mechanisms that provide direct implementation of governance and management of the institutional use of ICT.

10.3 Municipal Governance of ICT Principles

The following principles apply:

Principle 1: Executive and Strategic Mandate
<p>Principle:</p> <p><i>The value creative business enabling use of ICT is determined, through consideration and evaluation of the municipal service delivery environment, determining its strategy, and monitored to ensure secured value realisation.</i></p>
Principle 2: Value and benefit realisation from ICT investment
<p>Principle:</p> <p><i>Integrated business enabling ICT investments create intended value and realise planned benefits.</i></p>
Principle 3: ICT-related business risks
<p>Principle</p> <p><i>The ICT-related business risks, including business related ICT continuity, secure digital infrastructure, and information and cybersecurity are continuously monitored, managed, mitigated, and independently audited.</i></p>

Table 2: Municipal Governance of ICT Principles

10.4 Municipal Governance of ICT Practices

10.4.1 Practice for Principle 1: Executive and Strategic Leadership

The executive leadership determines the strategic direction to securely harness value from the use of ICT in service delivery and monitors such.

¹⁷ See Annexure D



10.4.2 Practice for Principle 2: Value and Benefit Realisation from ICT Investment

Strategic leadership and management ensure that the value and benefits that are realised from ICT investment are in response to business needs, as articulated in a business enabling ICT plan¹⁸.

10.4.3 Practice for Principle 3: ICT Related Business Risk

The municipality has and maintains a transparent business-related ICT strategic and operational risk management practice and control system. The application of the controls is regularly audited.

10.5 Institutionalisation of Principles and Practices

The implementation of this Policy Framework establishes governance structures and assign roles and responsibilities. These are as follows:

10.5.1 Executive and Strategic Leadership¹⁹

Executive and strategic leadership hold ultimate accountability for municipal governance and performance, ensuring the use of ICT delivers value. They balance innovation with risk management, whilst integrating ICT governance into organisational systems. They also establish the necessary structures, delegations, define roles, and allocate responsibilities. They are also responsible to monitor their effective application. These functions include but are not limited to:

- a) Align the business enabling use of ICT with the municipal strategic mandate to support service delivery.
- b) Drive value creation for service delivery, operational and cost efficiency, and citizen engagement.
- c) Oversee establishment and monitoring of effective governance structures.
- d) Ensure a well-resourced ICT function with adequate financial and human resources to support municipal service delivery and innovation.
- e) Oversee the management of business-related ICT strategic and operational risks to municipal objectives, including cybersecurity and compliance.
- f) Foster stakeholder collaboration to align the use of ICT with municipal and citizen needs.

¹⁸ This business enabling plan is determined through approved business cases that articulate the *business problem*, how the use of ICT will solve the problem, what value and benefits will be created, and what the *application system and technology architectural* impact of the planned solution is. This includes the consideration of *physical, application system, technology, and cybersecurity* requirements.

¹⁹ In the execution of these functions, the executive is advised by senior management.



- g) Oversee data governance to ensure compliance and support data-driven decision-making.

10.5.2 Municipal Manager

The municipal manager ensures innovative, efficient, and effective use of ICT. This function also establishes and monitor a compliant governance and management of ICT system, inform resource allocation, and oversee management of risks. These functions include but are not limited to:

- a) Promote a culture of innovative use of ICT to enhance service delivery and citizen engagement.
- b) Oversee and continuously improve the governance and management of ICT system.
- c) Approve the business enabling ICT plan and risk-based Municipal ICT Management Framework²⁰, and oversee its implementation.
- d) Ensure adequate financial and human resources for business enablement.
- e) Oversee data governance to ensure compliance and support data-driven decisions.
- f) Foster stakeholder collaboration to align the use of ICT with municipal and citizen needs.
- g) Coordinate reporting to the Council:
 - The effectiveness of the governance system,
 - That IDP includes business enablement, and that value is realised,
 - That municipality can recover from disruptive incidents (including cyber),
 - That sufficient technology skills are provided,
 - The sufficiency of information systems architecture.

10.5.3 Strategic and Senior Management²¹

Strategic and senior management are responsible to:

- a) Guide and oversee ICT alignment with municipal strategic objectives and citizen-centric service delivery.
- b) Ensure robust governance and management of planning, operations, audit, risk management, and regulatory compliance.
- c) Leverage ICT to enhance sustainable financial and performance management.
- d) Lead development of a prioritised Business Enabling ICT Plan with stakeholders to enable service delivery and innovation.
- e) Advise executive leadership and the municipal manager on the use

²⁰ Framework of business rules and implementation practices that applies to the business and the ICT function

²¹ Includes the SM:ICT



- of ICT and innovative strategies.
- f) Coordinate and effect data governance to ensure compliance and support data-driven municipal decisions.

10.5.4 Senior Management, Solution Owners, and Head of ICT

Established collaboration between the business and the ICT function to plan business and ICT solutions to address requirements. This is reflected in a business enabling plan and roadmap. The following figure shows the implementation roadmap.

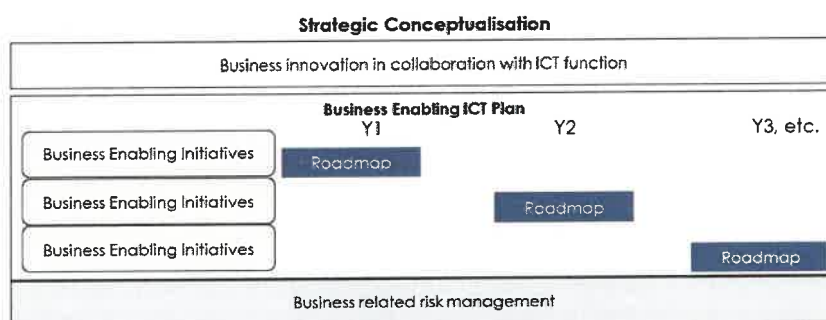


Figure 3: Development of the Business Enabling Roadmap
By de Wit Coetsee

This roadmap is implemented by business solution owners of individual solutions in collaboration in cooperation with the head of ICT. This process is depicted in the following Figure:

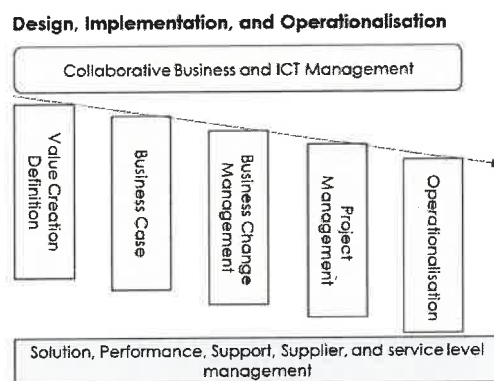


Figure 4: Implementation of the Business Enabling ICT Plan
By de Wit Coetsee

These functions include but are not limited to:

- Develop the Business Enabling ICT Plan²².
- Develop business cases for business enabling initiatives. This includes determining value realisation criteria, budget requirements, and considering risk.
- Oversee and guide implementation, monitoring, and solution

²² The plan includes a roadmap of business enabling ICT initiatives



- d) deployment reflected in an implementation roadmap.
- d) Advise the municipal manager and strategic leadership on business related ICT innovation, strategies, risks, and performance.
- e) Ensure data governance to support compliance and data-driven municipal decisions.

10.5.5 Municipal Risk Committee

Advises the municipal manager and strategic leadership on strategic, management, and operational ICT risks. This informs the effective management thereof to ensure service delivery resilience, while monitoring mitigation strategies.

10.5.6 Municipal Audit Committee

The municipal audit committee is responsible to advise the municipal manager, strategic management, the head of ICT, and other governance and management structures on the efficient and effective management of the risk-based control environment.

10.5.7 Head of ICT

The head of ICT is responsible to advise all governance structures, line, and staff functions on the business enabling use of ICT as an innovation, implementation, and support partner. This includes participating in the development of business enabling solutions. The functions of the head of ICT are as follows:

- a) Collaborate with strategic leadership and solution owners to design, develop, and implement business enabling ICT solutions in service delivery and citizen engagement.
- b) Deliver secure and resilient application systems and technology to support municipal operations.
- c) With business owners develop and manage a risk-based ICT control environment and ensure compliance with regulations²³.
- d) Manage the ICT function to meet service-level agreements aligned with municipal requirements.
- e) With solution owners support data governance to ensure secure, compliant, and effective use of municipal data.

The functional composition of the office of the head of ICT is as follows:

Function	Name	Purpose	Functions
Overarching Function	Municipal Information and Communication	To strategically cooperate with the business in achieving innovative structured	1. Support the business in conceptualising the innovative use of ICT in service delivery.

²³ Municipal ICT Management Framework



Function	Name	Purpose	Functions
	Technology Solutions	and fit for purpose integration between municipal business and ICT technological functionality.	<ol style="list-style-type: none"> 2. Support the business in obtaining and, where applicable, managing solutions for the use of ICT in service delivery. 3. Manage the ICT service and technology provisioning to the municipality.
Articulation	Business optimisation and structured strategy for the use of ICT in service delivery	To, with business, articulate the provisioning of structured and optimised business and ICT solutions development, implementation, and operations.	<ol style="list-style-type: none"> 1. Advise the business on business enabling strategy and strategic management. 2. Business and business process optimisation. 3. Business and ICT technological integration architecture management. 4. Compliance management. 5. Business and ICT functional relationship management.
Managed Solutions	Provide and manage ICT solutions for business	Within the design parameters of the business, assist in the provisioning and management of structured and integrated fit for purpose innovative business and ICT solutions.	<ol style="list-style-type: none"> 1. Facilitate business and ICT solutions architecture provisioning and management. 2. Assist with business and ICT solution analysis and development. 3. With the business manage change for solutions implementation and operationalisation.
Operations	Manage the operational ICT service, performance, and technology provisioning	To manage the provisioning of business and ICT technology integrated solutions and service to the business. ²⁴	<ol style="list-style-type: none"> 1. Provisioning and support of personal computing platforms. 2. Support of business and ICT application and information systems and related infrastructure. 3. Provisioning and support of technology platforms and related solutions (back-end technology).

Table 3 Functions of the Office of the ICT Manager

11. Implementation of this Policy Framework

The implementation of this Policy Framework is based on a three-tiered approval hierarchy. Executive leadership determines strategic direction through Municipal Governance of ICT Policy. This Policy is implemented

²⁴ This is sometimes provided by service providers, in this case ICT has an advisory role.



through a Municipal Governance of ICT Charter. This Charter establishes the structures, roles, and allocates responsibilities. The stipulations of the Charter are implemented through the Municipal ICT Management Framework and institutionalised through its management domains. The following figure reflects the three-tiered position of the Policy, Charter, and Management Framework. It also reflects the cascade of the approval authority for each. The Municipal ICT Management Framework informs five management domains. Each of these domains determines managed elements and reflects the management rules, implementation practices, controls, and control owners in effect in the governance system. The Municipal ICT Management Framework is not a policy.

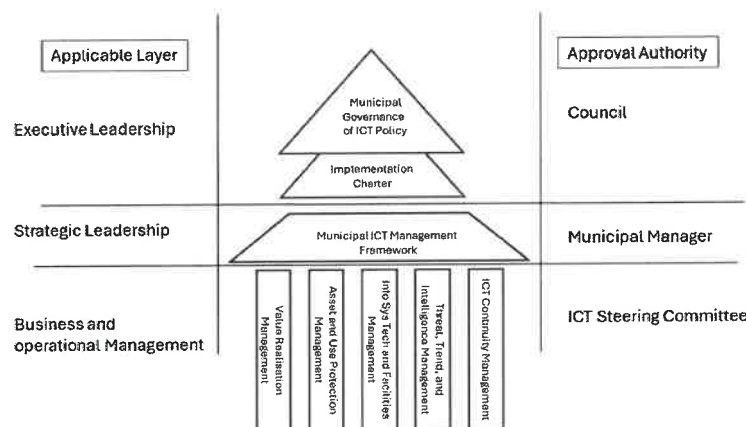


Figure 5: Structure and Responsibility of a Governance of ICT System
By de Wit Coetsee

12. Addressing Deviations

A documented governance and management system provides structure but requires flexibility to adapt to changing risks and circumstances. This does not allow to effect circumstantial resilient changes. To provide for this, without revising the Municipal ICT Management Framework or its management domains, deviations can be affected and adopted by the ICT Steering Committee chairperson. It can then, at a later stage, be incorporated when documents are revised. Deviations can be affected by notifying the ICT Steering Committee Chairperson, with records retained for accountability. This notification should include:

- a) Which governance document is impacted.
- b) Details of the deviation.
- c) Reason for the change.
- d) Responsible party.
- e) When will related documents be amended.

13. Delegations for Governance Means and Mechanisms

The speed at which business requirements, technology, and the related uncertainty and threat landscape develops requires a flexible governance system. Such a system must be able to respond to rapid changes. This is



facilitated through delegated decision authority. These delegations position the municipality to rapidly adopt the governance system to changing circumstances. The delegations are:

Means and Mechanism	Purpose	Adoption / Approval Delegation
Municipal Governance of ICT Policy	Determines the governance system that applies in the municipality	Adopted by the ICT Steering Committee and approved by Council
Municipal Governance of ICT Charter	Determines the institutionalisation of governance structures, and allocation of roles and responsibilities.	
ICT Steering Committee Terms of Reference	Determines the functions, roles, responsibilities, and conduct of the ICT Steering Committee	Adopted by the Steering Committee and approved by the municipal manager
Municipal ICT Management Framework	Directs the business owners' and ICT function's conceptualisation and management of the use of technology in service delivery	Adopted by the ICT Steering Committee and approved by the municipal manager
Business Enabling ICT Plan	3 to 5-year business enabling ICT plan with related budget	Adopted by the ICT Steering Committee and approved by the municipal manager
Business enabling ICT initiative business cases	Business case for each business enabling initiative on the ICT Plan	Adopted by the ICT Steering Committee and approved by the Chairperson of the ICT Steering Committee
Municipal ICT Management Domains	Determination of the management domains, the managed elements, rules, practices, controls, control owner, and changes to these	Considered and approved by the ICT Steering Committee
Standard Operating Procedures	Standard definition applies	Head of ICT

14. Implementation Approach

This Policy Framework does not provide a blueprint for municipalities to implement as-is. Each municipality must adopt this to their specific circumstances and context.

14.1 Different Structural Governance Options

Municipalities can choose which of these institutional governance arrangements suits it the best:

14.1.1 Option 1: Governance of ICT through an ICT Steering Committee

In this option a single ICT Steering Committee is established. The ICT Steering Committee is responsible for:

- a) Advise the municipal manager on, oversee, and inform development of the business enabling ICT strategy and plan and related business cases, recommend for approval, and coordinate its implementation.



- b) Coordinate, oversee, and inform the development of an enabling budget.
- c) Advise the municipal manager and the Council on business and ICT integration and innovation.
- d) Coordinate the maintenance of a business enabling technology architecture.
- e) Coordinate strategic and operational risk management.
- f) Consider and decide on business related ICT operational matters.
- g) Ensure business, application system, and technology architectural fit of the ICT ecosystem and future business solutions.
- h) Coordinate the resolution of audit findings.
- i) Oversee service provider performance management.
- j) Coordinate information system and technology change management.
- k) Coordinate and oversee data governance and data driven decision support.

14.1.2 Option 2: Governance of ICT through a Multi-Layer ICT Steering and Operational Committee

In this option, the strategic leadership, guidance, and oversight functions are instituted at the strategic management layer of the municipality through an ICT Steering Committee, and the operational environment is addressed by an ICT Operational Committee.

In this dual layer model, the ICT Steering Committee is Responsible for:

- a) Advise the municipal manager and the Council on business and ICT integration and innovation.
- b) Advise the municipal manager on, oversee, and inform development of the business enabling ICT strategy and plan and related business cases, recommend for approval, and coordinate its implementation.
- c) Oversee and inform the development of an enabling budget.
- d) Oversee the maintenance of a business enabling technology architecture.
- e) Oversee strategic and operational risk management.
- f) Oversee the resolution of audit findings.
- g) Oversee service provider performance management.
- h) Coordinate and oversee data governance and data driven decision support.

The ICT Operational Committee is responsible for:

- a) Advise the ICT Steering Committee.
- b) Facilitate the development of a prioritised Business Enabling ICT Plan and business cases²⁵ and its implementation.
- c) Perform business related ICT risk management and maintain risk registers.

²⁵ This includes budget requirements.



- d) Manage service provider performance.
- e) Consider and decide on business related ICT operational matters.
- f) Ensure business, application system, and technology architectural fit of current ICT environment and future business solutions.
- g) Resolve the resolution of audit findings.
- h) Manage service provider performance.
- i) Plan and manage information system and technology change management.
- j) Maintain of a business enabling information system, application system, technology architecture.
- k) Affect information system and technology change management.

14.1.3 Customisation

Municipalities are encouraged to choose the governance option that suits its culture the best and adapt.

15. Monitoring and Evaluation

Strategic management is expected to assess the maturity of the implementation of this Policy Framework in line with the standard municipal monitoring mechanisms.

16. Revision of the Municipal Governance of ICT Policy

Municipalities should consider revision of their Municipal Governance of ICT Policy and Charter only when there is a change in political leadership or when significant strategic changes occur.



17. Terms and Definitions

The following terms and definitions apply:

Term	Definition
Artificial Intelligence (AI)	The application of machine learning and intelligent systems by a local government to automate tasks, analyze data, and enhance decision-making in areas like public safety or urban planning.
Business and ICT Integration	The alignment and seamless collaboration between local government business processes (e.g., service delivery) and ICT systems to enhance efficiency and effectiveness.
Business Continuity	The strategies and plans implemented by a local government to ensure critical services and operations continue during and after disruptions.
Business Enabling ICT Plan	A plan that outlines how ICT will support and enhance the local government's core functions, such as improving service delivery, citizen engagement, and operational efficiency.
Citizen Engagement	The use of ICT tools (e.g., mobile apps, online portals) by a local government to involve citizens in decision-making, gather feedback, and enhance transparency and participation.
Cybersecurity	The practices, tools, and policies used by a local government to protect its ICT systems, networks, and sensitive data (e.g., citizen records) from cyber threats and unauthorized access.
Digital transformation	The integration of advanced digital technologies (e.g., cloud computing, data analytics, online platforms) into local government operations to enhance service delivery, improve citizen engagement, and streamline administrative processes.
Evaluate, direct, and monitor	This involves evaluating the performance and impact of the use of ICT in service delivery to ensure they meet strategic objectives and deliver value, directing initiatives and resources to align with municipal goals and ensure effective governance system implementation, and monitoring operations and compliance to maintain system reliability, security, and adherence to standards.



Term	Definition
Fit-for-Business	The extent to which business and ICT integrated solutions are tailored to meet the specific operational and strategic needs of a local government, ensuring practicality and relevance to municipal functions.
Fourth Industrial Revolution	The ongoing transformation driven by advanced technologies (e.g., AI, robotics, big data) that impacts how local governments operate, deliver services, and engage with citizens.
ICT (Information and Communication Technology)	The methods, techniques, technologies, systems, and infrastructure used by a local government to manage information, communication, and services.
Innovation	The adoption of new ideas, technologies, or processes by a local government to solve municipal challenges, improve efficiency, and deliver better outcomes for citizens.
Smart City	A local government initiative that leverages advanced technologies (e.g., IoT, data analytics, and connectivity) to optimize urban infrastructure, enhance public services, and improve the quality of life for citizens in a sustainable and efficient manner.
Sustainability	The use of ICT by a local government to support environmentally friendly practices, reduce resource consumption, and promote long-term economic and social well-being in the community.
Value Creation	The process of generating tangible and intangible benefits (e.g., cost savings, improved services, citizen satisfaction) through the effective use of ICT in local government operations.



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