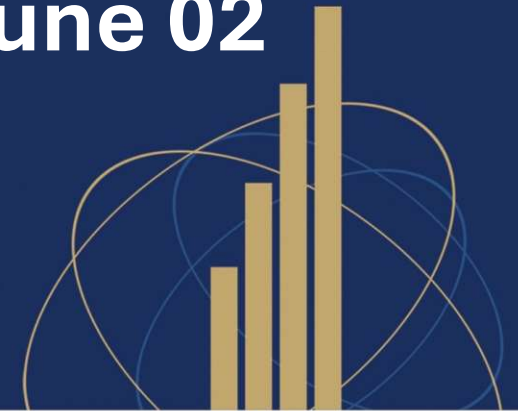




2026 June 02

ICT Governance Frameworks



www.cigfaro.co.za

De Wit Coetsee
Siyabonga Mngxe
Western Cape Government: Department Local Government

SAQA Recognised Professional Body

Agenda

01

Value creation

The strategic context for digital governance

02

Digital evolution and its effect in municipalities

How digital transformation reshapes municipal operating models

03

Western Cape Government: Municipal CGICT Journey

Provincial context, progress, and lessons from implementation

04

Implementation of the framework: Municipal customisation

Workshop — adapting the framework to your municipality

05

The governance framework

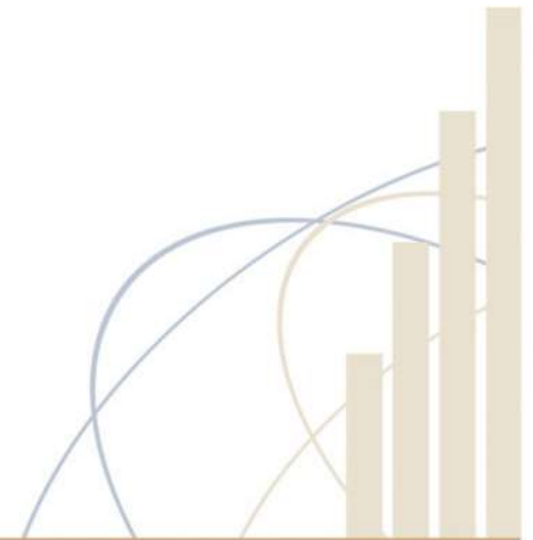
Structures, accountability, and oversight for digital governance

Governance and Management of ICT

Risk-based Responsible Governance of Technology use:

The Key to Creating Real Value for Our Communities

Governance Frameworks and its Application



Governing Technology to Realise SDGs

United Nations Sustainable Development Goals (SDGs) — 2030 Agenda

African Union Agenda 2063 · Digital Transformation Strategy

National Government NDP 2030 – SA Roadmap for the Digital Transformation of Government and DPSA PS:CGICTPF 2013 / 2022 V.2

Provincial Government Western Cape Government (Digital Governance Strategy – Digital Transformation Plan)



**Western Cape
Government**
FOR YOU

District and Local Municipality IDP — the local expression of the SDGs (NCoGTA – 2015)



We do not govern technology — we govern its USE to create value in pursuit of these goals.

The Governance Framework Landscape



Governance of organisations

- ISO 37000 — Governance of organisations
- King V — Integrated thinking & value creation
- OECD — Digital government principles
- DPSA — Corporate Governance of ICT (2022)
- CoGTA — Municipal Corporate Governance of ICT (2015)



Governance & management of technology

- COBIT 2019 — Governance & management
- ISO 38500 — Corporate governance of IT
- TOGAF 10 — Enterprise architecture



Technology domain governance

- ISO 27001 — Information security
- ISO 42001 — AI governance
- NIST — Cybersecurity framework

COBIT 2019 foundation: **Governance** — strategy, structures, roles, responsibilities | **Management** — how, when, where, who, and how regularly

Who governs — and who manages

GOVERN

Executive Authority Strategic leadership and oversight

Strategic Leadership HoD · CFO · DGs · SM - Business needs alignment

MANAGE

Business Solution Owners (Line Function) Department heads · define requirements · own value creation

Office of the CIO / ICT Manager Execution (with business leadership) · strategic partnering · service delivery

CRO · CAE Risk integration · audit assurance · controls
(Transversal Roles)

ICT governance is not the ICT unit's responsibility alone — accountability is distributed across all leadership structures.

Digital Evolution and its Effect



Governance Model

A system that is not governed will govern itself and is managed according to the will of the individual in charge. Such a system does not align with or address the needs of the organisation.



Risk Based Governance System

**Misalignment
between business
needs and ICT
solution**



Addressed through
value realisation
management.

**Inability of
business-related
ICT solutions
to recover from
adverse events
or incidents**



Addressed through
1) Asset Use and
Protection Manage-
ment; 2) Information
System, Technology,
and Facilities
Management; 3) Th-
reat, Incident and
Intelligence Manage

**Inability to
recover from
natural or
cybersecurity
disaster**



Addressed through
ICT Continuity
Management.

Business and ICT Strategic Partnership

Strategic Collaboration: A Natural Result of Digital Evolution

Business Leadership Role

- Owns service delivery outcomes and community needs
- Defines what the municipality wants to achieve
- Sets strategic priorities and performance goals
- Ensures technology investments deliver real value
- Accountable for business and citizen results



ICT Leadership Role

- Owns how technology enables and accelerates the business
- Translates business needs into innovative, secure solutions
- Provides strategic advice on digital opportunities & risks
- Drives technology performance, innovation and sustainability
- Acts as a strategic partner, not just a service provider

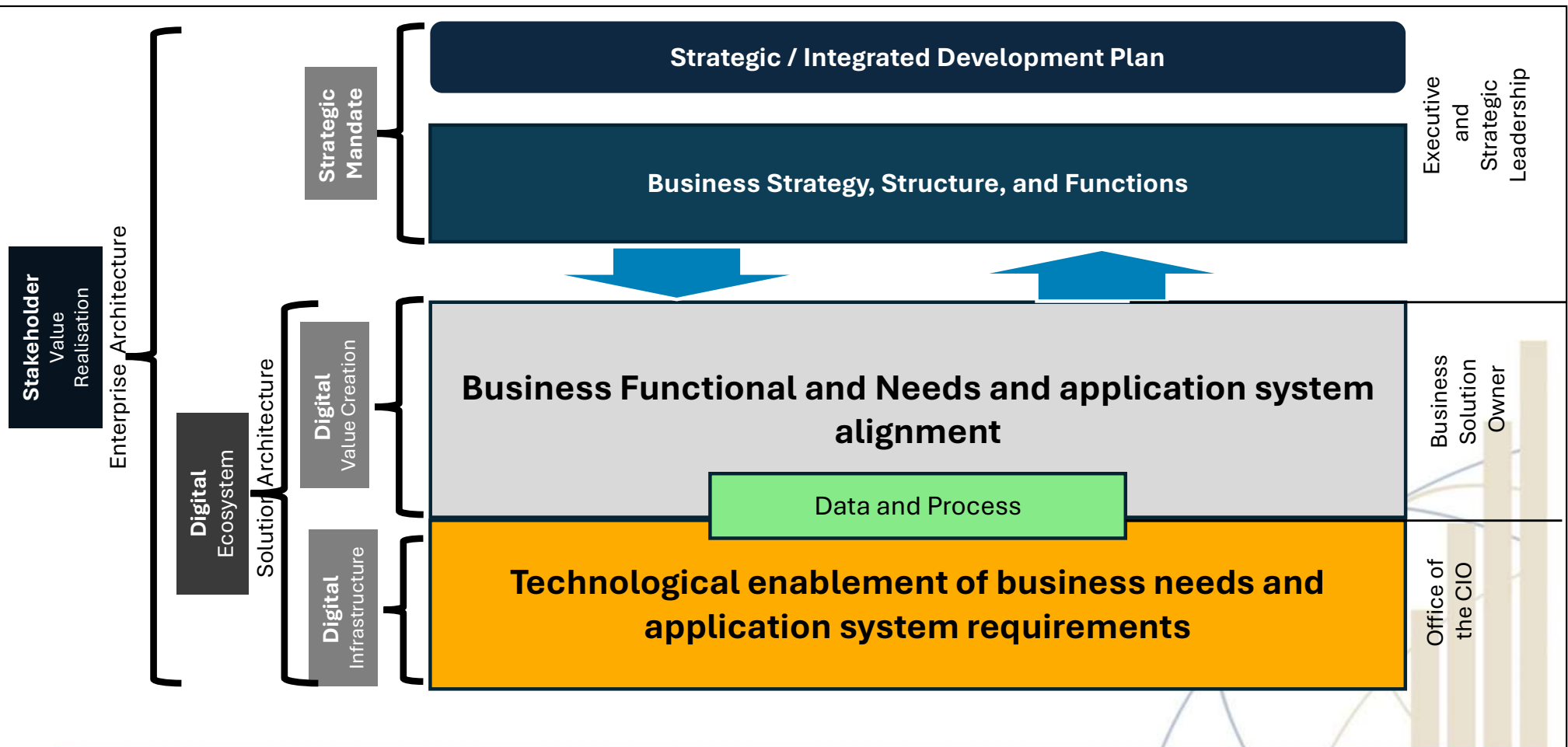
+
**STRATEGIC
COLLABORATION**
**Business Strategy
+ Technology
Capability =
Value Creation**

This strategic partnership is a natural result of Digital Evolution — moving municipalities from technology users to digital leaders.

Western Cape Government – Municipal Governance of ICT Policy Framework (2025)

Business and ICT Alignment

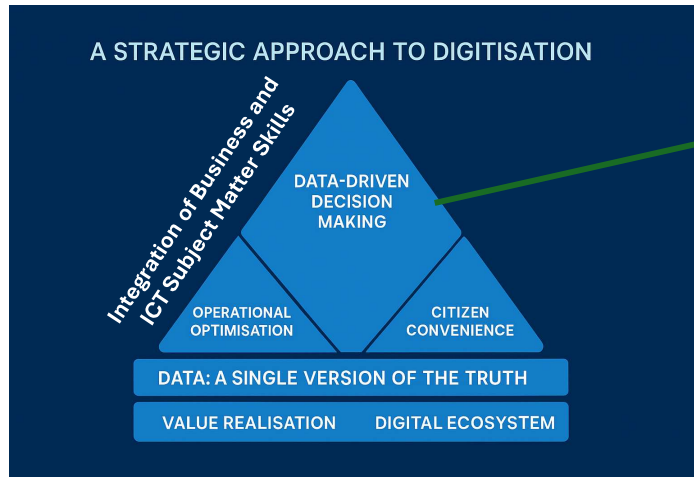
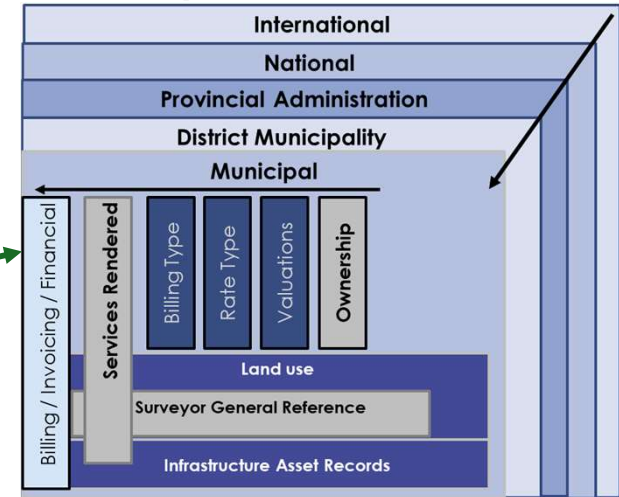
SDGs – National, Provincial, District, Local – strategic influences and agendas



Focus on Data Value

Data – the crown jewels for value creation

Municipal Master Data Model



Data Value Creation

The owner of the value is the owner of the data

Data Driven Decisions

Quality Data

What data required

What data is available

Data gaps?

Success Criteria

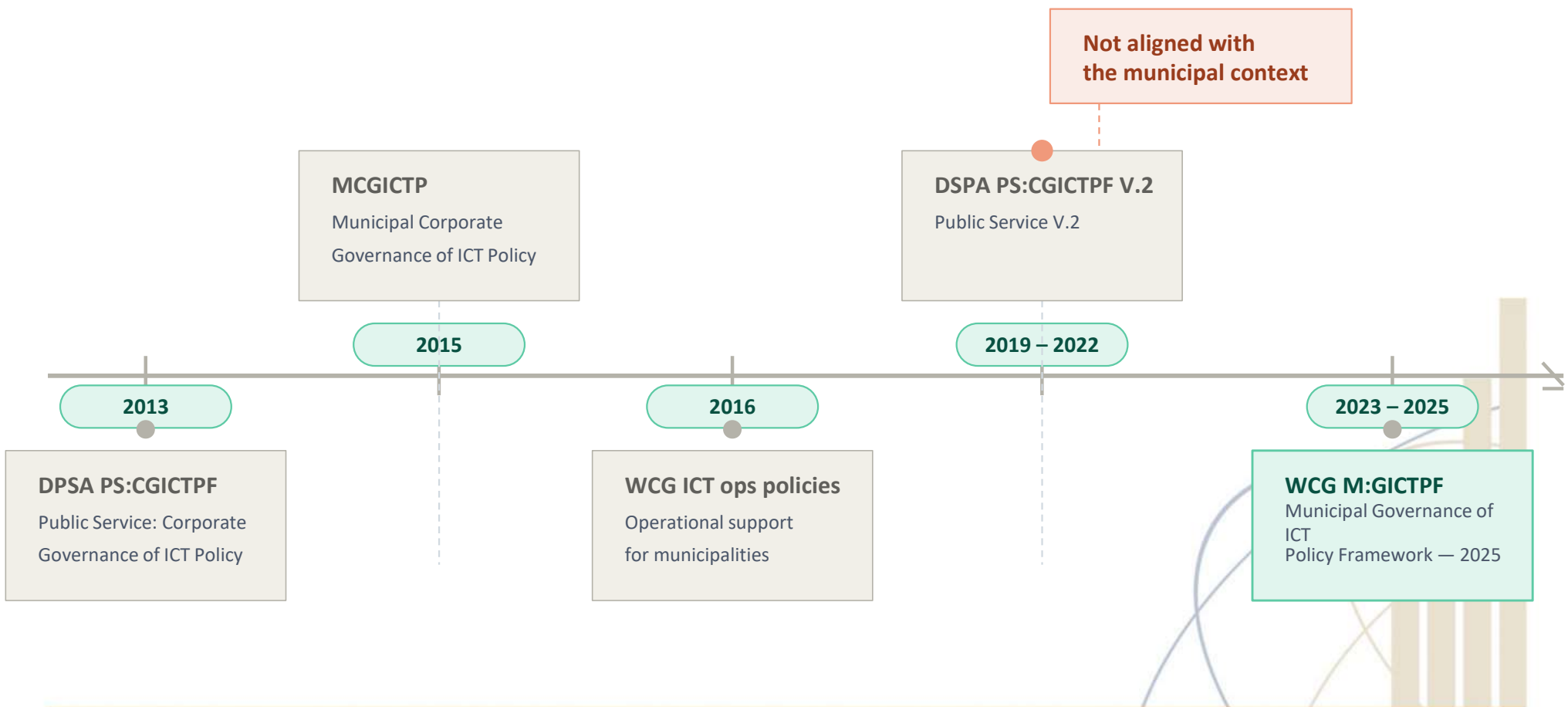


Western Cape Government: Municipal CGICT Journey



The Policy Roadmap

The Western Cape journey — from compliance to value creation



2015 MCGICT Policy — the Compliance Foundation

2015

What it established

A structured baseline for ICT governance in South African municipalities — rooted in corporate governance principles, COBIT and ISO 38500. Addressed audit findings and enabled accountability.

How WCG supported implementation

The Western Cape Government developed and provided municipalities with a draft set of ICT operational policies (2016) to assist with practical implementation of the Policy.

What it achieved

Municipalities achieved a compliance baseline. The policy served its purpose — establishing ICT governance as a recognised municipal management discipline.

By 2019 it became clear — municipalities were maturing beyond this framework.

Western Cape Government: Municipal Governance of ICT Policy Framework — June 2025

The framework formally recognises that municipalities embrace digital evolution.

Its central purpose:

To shift the emphasis of ICT from technology provision to business value creation.

2015 MCGICTP – 7 Principles / 2025 WCG MGICTPF – 3 Consolidated Principles

Three governing principles:

1 Value creation and enhancement

2 Business-technology alignment

3 Secure, risk-based ecosystem

Built on the COBIT distinction: **Municipal Governance of ICT** (what & why) + **Municipal Management of ICT** (how, when, where, who)

Customisation of the Municipal Governance of ICT Policy Framework (2025) – Policy Principles

PRINCIPLES FOR THE GOVERNANCE OF THE USE OF TECHNOLOGY IN SERVICE DELIVERY

PRINCIPLE 1

EXECUTIVE AND STRATEGIC MANDATE


The value creative business enabling use of ICT is determined, through consideration and evaluation of the municipal service delivery environment; determining its strategy and monitoring to ensure secured value realisation.



PRINCIPLE 2

VALUE AND BENEFIT REALISATION FROM ICT INVESTMENT

Integrated business enabling ICT investments create intended value and realise planned benefits.



PRINCIPLE 3

ICT-RELATED BUSINESS RISKS

The ICT-related business risks, including business enabling ICT continuity, technology, and information and cybersecurity are continuously monitored, managed, mitigated, and independently audited.



Customisation of the Municipal Governance of ICT Policy Framework (2025) – Policy Context

POLICY DIRECTIVES

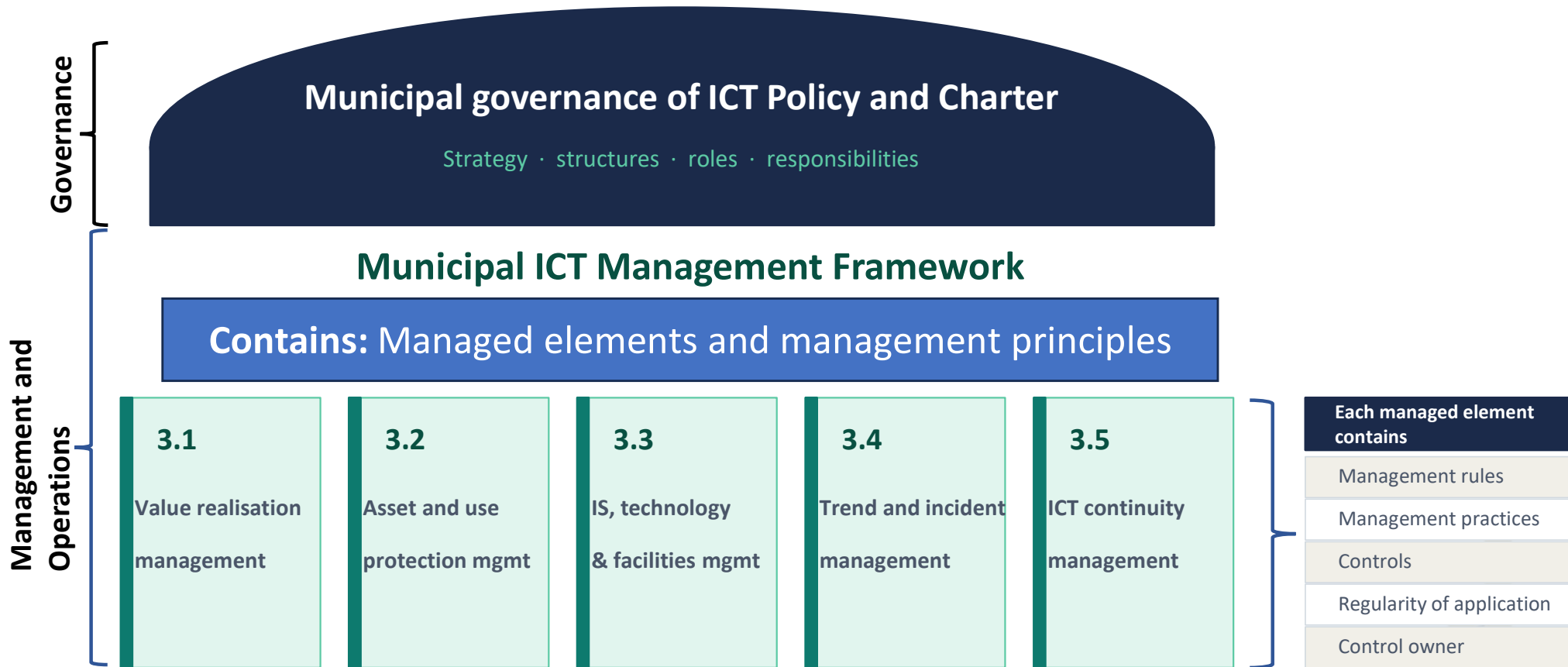
10.1 STRATEGIC DIRECTIVES



10.2 ADMINISTRATIVE DIRECTIVES



Municipal Implementation Structure



The operational governance and management of cybersecurity is integrated into the five management pillars

Municipal ICT Management Framework: Managed Elements

All elements of cybersecurity governance and management is absorbed into the Management Pillars

Pillar 1

3.1

Value realisation management

- Business and technology integration planning
- Artificial intelligence
- Business and ICT integrated risk
- Service provider contract

Pillar 2

3.2

Asset and use protection management

- ICT asset management
- Cybersecurity awareness
- Acceptable use of email
- Acceptable use of internet
- Acceptable use of artificial intelligence
- Application system change
- Technology and Portfolio architecture

Pillar 3

3.3

IS, technology and facilities management

- Identity and access
- IS, operating systems and technology
- Facilities

Pillar 4

3.4

Trend and incident management

- Detection and monitoring
- Incident response planning

Pillar 5

3.5

ICT continuity management

- Business related continuity
- Disaster recovery

The Governance Framework

Siyabonga Mngxe



Challenges of the 2015 Policy

01

Designed for compliance — not value creation

The 2015 policy was built to enable compliance. Everything required council approval. As the pace of technology change accelerated, this rigidity became a constraint rather than a governance mechanism.

02

Terminology misaligned with local government

The language and nomenclature of the 2015 policy did not reflect local government realities — creating friction in adoption and interpretation across diverse municipal environments.

03

Municipalities had moved beyond it

From 2019 onwards, municipalities were no longer just using technology — they were embracing digital evolution as a means of enhancing service delivery. A compliance framework could not guide that journey.

PURPOSE



MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY 2015

To implement the policy.



MUNICIPAL GOVERNANCE OF ICT POLICY FRAMEWORK 2025

To create value through the
use of technology in service
delivery

Rigid governance system

Approval regime of the of the 2015 model –
Everything flows to and from the Council

Challenges:

- Explaining technical terms to councilors
- Lengthy approval processes
- Difficulty to make minor changes to management rules
- Content is not engaged in Council meetings



The shift: from compliance to value creation

2015 Model — compliance era

- Compliance as the primary purpose
- Rigid - Everything approved by council
- ICT as a technology provider
- One-size policy for all – difficult contextual application
- Technology as an operational tool – operations and support



2025 Framework — value creation era

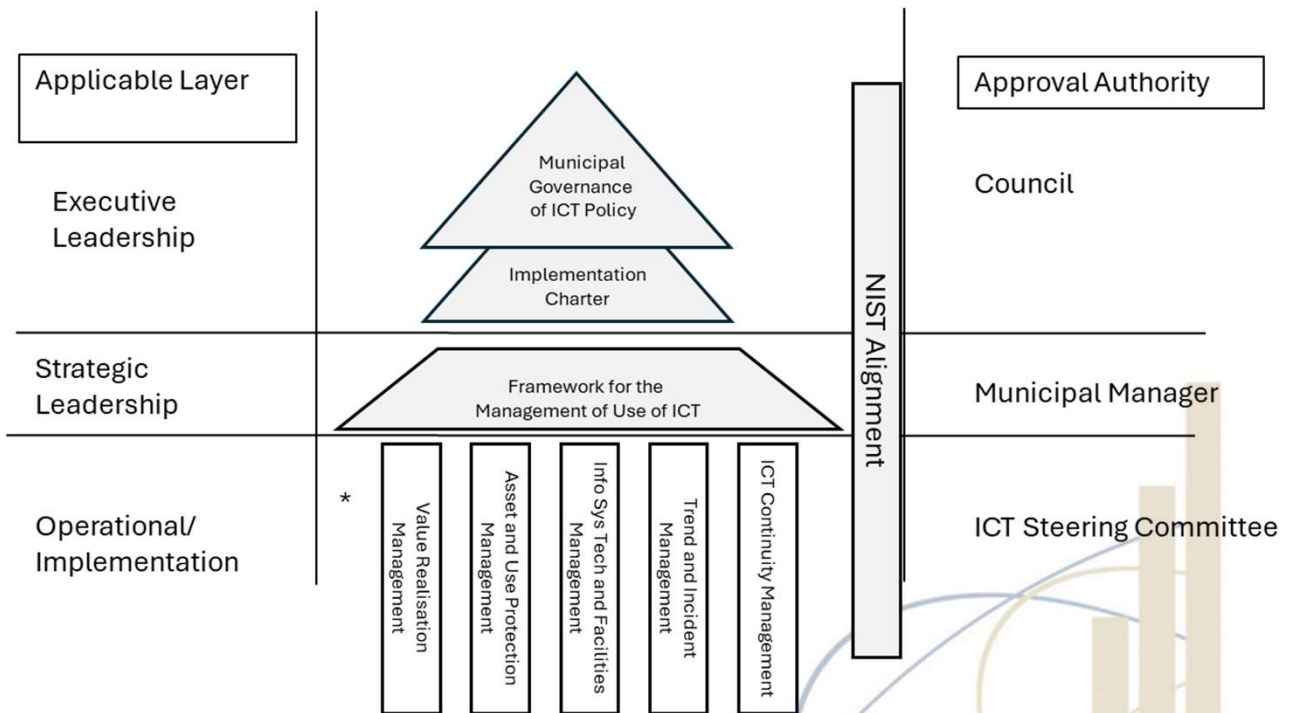
- Value creation as the primary purpose
- Agile delegation cascade model
- ICT as strategic business partner
- Customised to municipal context
- Digital evolution as strategy

Agile governance system

2025 Model

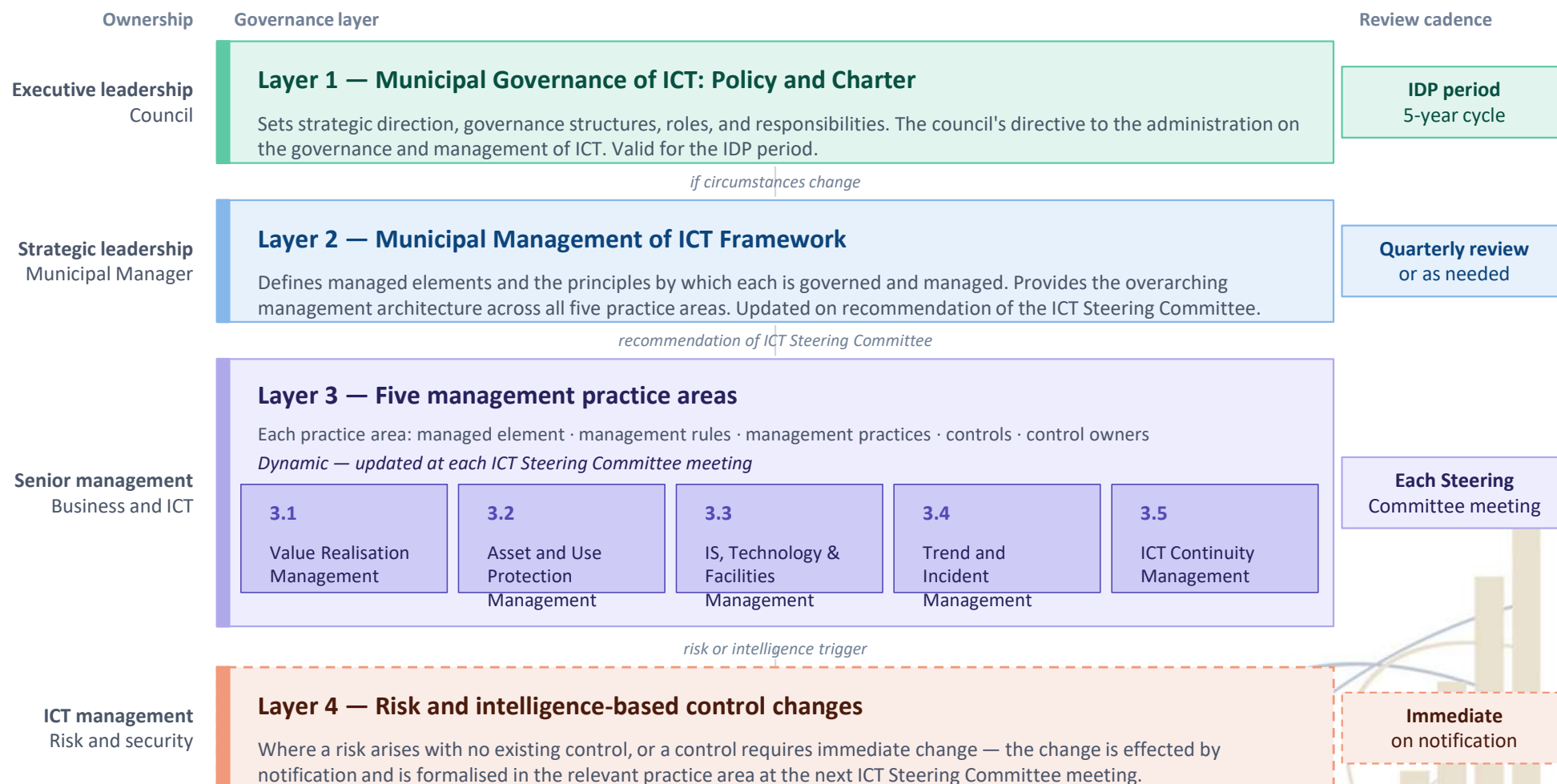
Structure and Responsibility of a Governance of ICT System

Advantages:
Only 1 policy to approve
Policy should not change
Less content for Councilors to understand
Includes governance structures, roles, and responsibilities in the charter
Includes how the use of ICT will be managed in the charter
Includes functional structure and purpose of ICT unit in the structure
Includes practical delegations / approval Authority
Technical content engaged at ICT Steering committee level



* These documents can be called by different names in each municipality, they are not intended to be called by NIST names

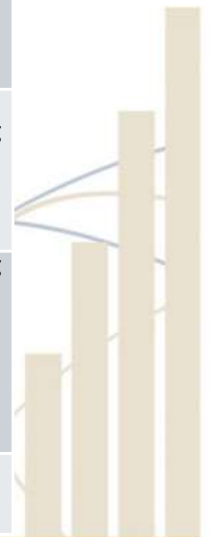
Agile / Flexible Governance System



The agility principle — Layers 1 and 2 provide stability and strategic direction. Layers 3 and 4 are deliberately dynamic, enabling the governance system to respond to the fast-changing risk landscape without requiring council approval for every change.

Delegations

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



Implementation of the Framework: Municipal Customisation Workshop

24 of 29 Western Cape municipalities assisted to date



Customisation of the Municipal Governance of ICT Policy Framework (2025) ... 1

Department of Local Government – individual workshops with each municipality

Audience: Municipal Council and strategic leadership

What is digital evolution?

Explained in the specific context of the municipality — not as an abstract technology concept, but as a service delivery reality.

Customised think tank

A facilitated conversation: how can technology be used to address this municipality's particular challenges and advance its IDP objectives?

ICT's changing role

Presentation on the shift from technology provider to strategic partner — and what that means for the leadership structure.

Customisation of the Municipal Governance of ICT Policy Framework (2025) ... 2

Audience: Strategic Management, ICT and Business Solutions Owner

From technology provider to strategic partner

The changing role of the ICT unit — what this means for capability, positioning, and how the unit engages with the rest of the organisation.

Policy definition

Defining the municipality's strategic direction for the governance and management of ICT — customised to their context.

Charter definition

The council's directive to the administration: governance structures, roles, responsibilities, and the ICT Steering Committee mandate.

Fit-for-business ICT unit

Functional definition of an ICT unit capable of delivering on the municipality's digital evolution agenda.



Western Cape
Government
FOR YOU

Department of Local Government

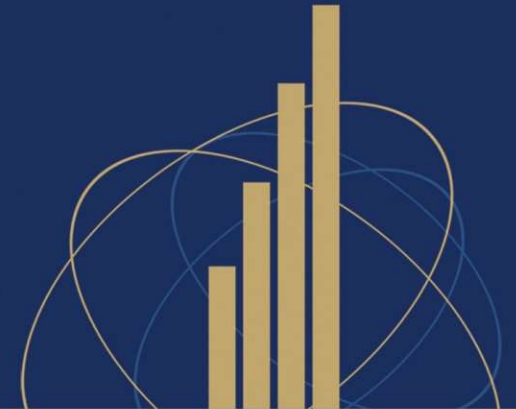
Siyabonga Mngxe – Team Leader

De Wit Coetsee – Consultative Resource





Thank You!



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