



Langeberg Municipal Governance of ICT (Information and Communication Technology) Charter

Business Areas	Economic, Social and Integrated Development Services
Operational Area	ICT Department
Version	01.00
Date	March 2026
File Name	Langeberg Municipal Governance of ICT (Information and Communication Technology) Charter
Business Owner	Manager: ICT
Approved by	Council
Date Approved	31 March 2026

1. DOCUMENT VERSION CONTROL

Version Number	Document Title	Author	Change	Date
01.00	Langeberg Municipal Governance of ICT (Information and Communication Technology) Charter	Manager: ICT	New Charter as per Western Cape Local Government Circular 18 of 2025	31 March 2026

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2. INTRODUCTION

This Langeberg Municipal Governance of ICT Charter directs the institutionalisation of the Municipal Governance of ICT Policy¹ 2025 (*Herein called the Policy*).

3. PURPOSE

This Municipal Governance of ICT Charter informs the establishment and maintenance of governance structures, practices, and responsibilities. It also clarifies the roles for directing, monitoring, and managing value creation.

4. OBJECTIVE AND IMPLEMENTATION

The objective of this Charter is to embed the Policy's principles and practices in the municipal governance system.

5. MUNICIPAL GOVERNANCE OF THE ICT VALUE CREATION SYSTEM

The following Figure depicts the elements of the value creation system of municipal governance for the use of ICT in service delivery. It shows:

- a) The operationalisation of municipal governance and management of digital evolution is the responsibility of executive and strategic leadership, senior and operational management, and the ICT Manager, respectively, through the established governance structures.
- b) The definition, design, development, and institutionalisation of governance and management means and mechanisms.
- c) The elements that are governed and managed in the value creation of the use of ICT in service delivery.

The following Figure depicts the structure and elements for the implementation hereof:

¹ Annexure A Municipal Governance of ICT Policy

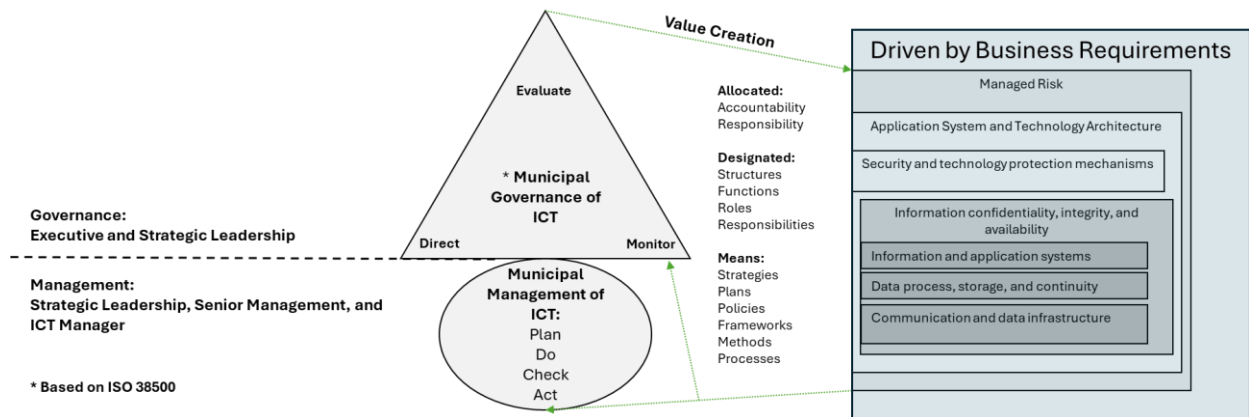


Figure 1: Municipal Governance, and Management of ICT Model
By de Wit Coetsee

6. STAKEHOLDER ANALYSIS

The municipal digital evolution stakeholders play a significant role in determining:

- How the digital ecosystem responds to business requirements.
- What the digital ecosystem consists of, how it is defined, and how it behaves.
- How the digital ecosystem is provisioned and managed.
- The influencing relations that determine the related organisational culture.

Stakeholders are individuals and fora that have an interest in, and can influence, the municipality's use of ICT in service delivery. The following Figure reflects the influence and impact of the stakeholders on the digital ecosystem.

Key stakeholders with "high influence" and "high interest" are the determinants in the use of ICT in service delivery, and they must be engaged in strategic leadership and management.

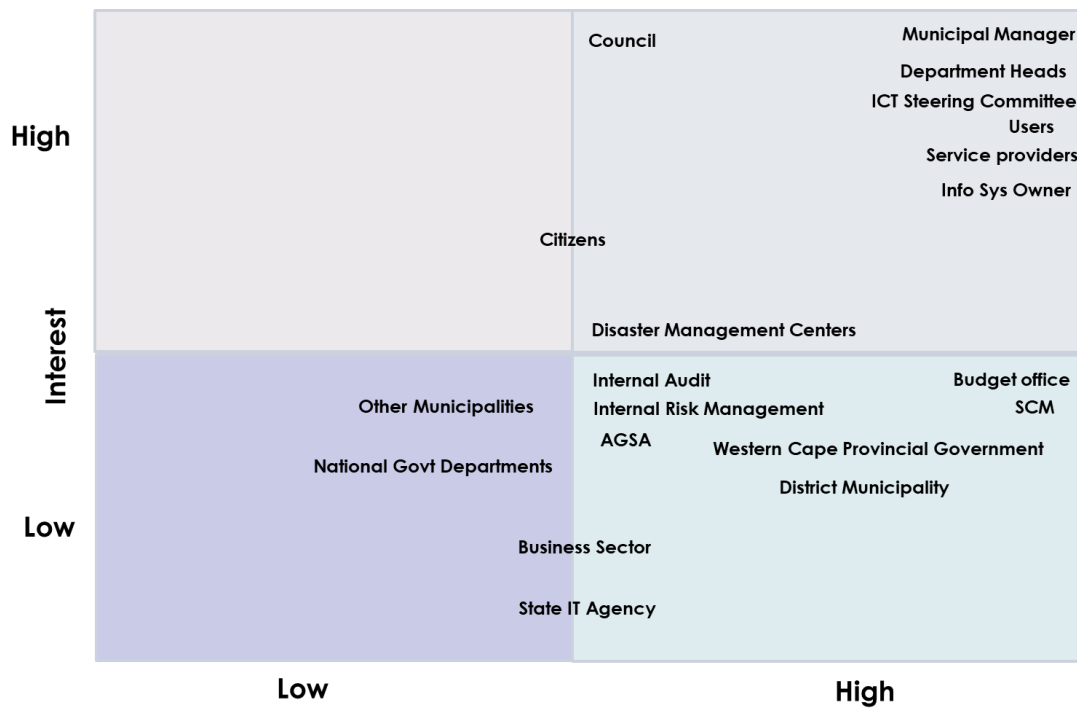


Figure 2: Stakeholder Influence and Interest Analysis

In the context of the Langeberg Municipality, the ICT Steering Committee is incorporated into the Business Continuity Committee.

The municipal executive, strategic leadership, senior management, and operational management are the primary influencers of the digital evolution journey. These stakeholders are organised into structures and allocated roles and responsibilities in accordance with the following paragraph.

7. IMPLEMENTATION OF THE MUNICIPAL GOVERNANCE OF ICT POLICY

The implementation of this Policy is based on a three-tiered delegated approval hierarchy. The executive leadership evaluates, directs, and monitors value creation. This is done through determining the Municipal Governance of ICT Policy and Charter. This Charter establishes the following structural authority levels.

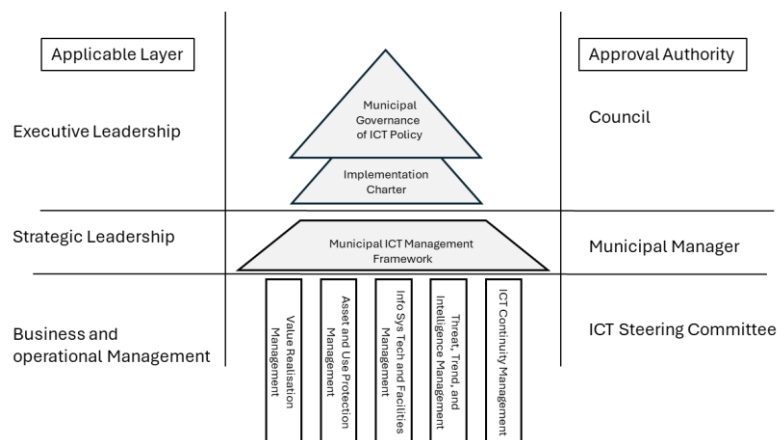


Figure 3: Structure and Responsibility of a Governance of ICT System

In the context of the Langeberg Municipality, the ICT Steering Committee is incorporated into the Business Continuity Committee.

The operationalisation of the Policy and Charter is implemented through a Municipal ICT Management Framework. The Municipal ICT Management Framework establishes five management Pillars and institutes applicable business rules and practices for functional articulation and operational management of the digital ecosystem. It addresses the following management practice Pillars:

- a) Value Realisation Management.
- b) Asset and Use Protection Management.
- c) Information System, Technology, and Facilities Management.
- d) Threat, Trend and Intelligence Management.
- e) ICT Continuity Management.

The Municipal ICT Management Framework is not a policy but rather serves to implement the Municipal Governance of ICT Charter.

8. GOVERNANCE STRUCTURES, ROLES, AND RESPONSIBILITIES

The following structures and related roles and responsibilities are institutionalised in the municipality:

Structure	Role	Responsibility
Municipal Council	Executive Leadership	1. Determine the Municipal Governance of ICT Policy. This includes formulating the strategic intent of digital evolution and oversight for value creation and risk management. 2. Monitor: a. The effectiveness of the governance system, b. That IDP includes business enablement, and that value is realised, c. That municipality can recover from disruptive incidents (including cyber), d. That sufficient technology skills are provided, e. The sufficiency of information systems architecture. 3. Ensure confidence that a fit-for-purpose, business-enabling ICT functional structure is established. 4. Providing strategic oversight that municipal data is ethically managed, legally compliant, aligned with service delivery goals, and supports evidence-based decision-making. 5. Allocate and approve budget.
Municipal Manager	Accounting Officer	1. Provide strategic guidance and oversight of digital evolution.

Structure	Role	Responsibility
		2. Inform and approve the Business Enabling ICT Plan, business cases, and the related Municipal ICT Management Framework. 3. Coordinate responsibilities of the Business Continuity Committee. 4. Ensure business enabling risk management and independent assurance. 5. Establish the ICT function and its related organisational structure. 6. Coordinate institutionalisation and maintenance of compliant, secure, and effective data management practices. 7. Propose business enabling budget to Council. 8. Coordinate reporting for Council oversight.
Business Continuity Committee	Coordinating and Oversight Forum	1. Oversee and inform the development of the prioritised business enabling Business Enabling ICT Plan and related business cases. 2. Advise strategic leadership and the municipal manager on the adoption of the Business Enabling ICT Plan and business cases. 3. Coordinate the implementation of the Business Enabling ICT Plan. 4. Coordinate, oversee, and inform the development of an enabling budget, taking into consideration life-cycle management. 5. Coordinate the implementation of the Business Enabling ICT Plan 6. Coordinate digital ecosystem risk management and maintain risk register. 7. Consider and decide on digital operational matters. 8. Ensure business, application system, and technology architectural fit of current digital ecosystem and future business solutions. 9. Coordinate the resolution of related audit findings. 10. Oversee related service provider performance management. 11. Coordinate information system and technology change management. 12. Report on Council oversight monitoring mechanisms (see 8 above).
Municipal Risk Committee (Fraud and Risk Management Committee)	Oversight of business-related ICT strategic, management, and operational risk.	1. Oversee that digital ecosystem is appropriately managed. 2. Oversee management of cybersecurity risk. 3. Advise all related structures on risk, emerging risk, and risk management. 4. Assist the business and ICT function to clearly define risks and allocate risk owners.
Municipal Audit and Performance Committee (Audit and Performance Committee)	Oversight of establishment of risk appropriate controls	1. Oversee and advise on prescriptive compliance. 2. Advise on the effectiveness of risk appropriate controls and its shortcomings. 3. Evaluate effectiveness of municipal resilience, continuity, and cyber security measures and provide related advice.

Structure	Role	Responsibility
Business Management	Information Management System Owner	1. Perform information system ownership responsibilities, which include: a) the solutions addressing business needs, b) that solutions are business functional, c) user access and use rights allocation, and d) that the aspects of the ICT operational frameworks/policies that apply are adhered to e) manage service provider performance. 2. Inform business enabling information system continuity requirements and related ICT continuity testing. 3. As part of the Business Continuity Committee, collaborate with the ICT Manager to develop the business enabling ICT initiatives, formulate business cases, and plan the implementation of the digital ecosystem with related budget, taking into consideration a) functional requirements and technological capabilities, and b) business and ICT skills development. 4. Coordinate information system change management. 5. Determine and manage business and ICT service level agreements. 6. Performance manage related service providers.
ICT Manager	Leadership of the ICT Function and business and ICT relationships	1. With the business, align the use of technology, skills, and effort with business enabling requirements. 2. Manage ICT function in the municipality. 3. Monitor and evaluate ICT function effectiveness and compliance. 4. Inform information system and determine technology life cycle management. 5. Lead technological ICT continuity management.

Table 1: MCGICT Structures, Roles and Responsibilities

9. RESPONSIBILITY, ACCOUNTABILITY, CONSULT, AND INFORM CHART

The following applies:

Role-Player	Municipal Council	Municipal Manager	Other Executive Directors	Director: Economic, Social and Integrated Development Services	Chief Financial Officer	Subject Matter Expert	Business Solution Owner	ICT Manager	Chairperson of the Business Continuity Committee	Manager: IDP, Performance and	Chief Audit Executive	Audit and Performance Committee	Risk Champions	Fraud and Risk Management Committee
Tasks														
Municipal Governance of ICT Policy	A	R	C	C	I	I	I	C	I	I	I	I	C	I

Role-Player	Fraud and Risk Management Committee	Risk Champions	Audit and Performance Committee	Chief Audit Executive	Manager: IDP, Performance and	Chairperson of the Business Continuity Committee	ICT Manager	Business Solution Owner	Subject Matter Expert	Chief Financial Officer	Director: Economic, Social and Integrated Development Services	Other Executive Directors	Municipal Manager	Municipal Council
Municipal Governance of ICT Charter	I	C	I	I	I	I	C	I	I	I	C	C	R	A
Municipal ICT Management Framework	I	I	I	I	N/A	C	R	C	I	I	I	I	A	N/A
Municipal ICT Management Pillars	I	I	I	I	N/A	I	R	C	I	C	I	I	A	N/A
Individual Business Cases	I	I	I	I	N/A	R	C	C	I	C	C	C	A	N/A
Funded business cases reflected in the IDP	I	C	I	I	I	I	C	C	C	C	C	R	A	I
Business Enabling ICT Plan (Derived from approved business cases in the IDP)	I	I	I	I	R	C	C	I	I	I	C	A	I	I
Project Plan (Per Project)	I	C	I	I	C	I		C	C	R	R	R	A	I
Architecture Management (Application Portfolio, Back Office, Network)	I	C	I	I	N/A	I	C	R	R	C	C	A	I	N/A
Strategic Risk Register	N/A	I	N/A	I	N/A	I	R	R	R	R	A	R	I	N/A
Operational Risk Register	I	I	I	I	I	C	C	N/A	C	R	R	R	A	I
Business functional fit of application systems (Per application system)	I	C	I	I	N/A	C	C	C	C	C	A	I	N/A	N/A
Supplier performance management (Per application system)	I	I	I	I	N/A	I	C	C	R	A	A	A	I	I
Master and Service Level Agreements (Per solution/application system)	C	C	C	C	N/A	C	R	R	C	A	A	A	I	N/A

Role-Player	Municipal Council	Municipal Manager	Other Executive Directors	Director: Economic, Social and Integrated Development Services	Chief Financial Officer	Subject Matter Expert	Business Solution Owner	ICT Manager	Chairperson of the Business Continuity Committee	Manager: IDP, Performance and	Chief Audit Executive	Audit and Performance Committee	Risk Champions	Fraud and Risk Management Committee
Functional fit of the ICT business unit	I	A	R	R	R	C	R	R	I	N/A	I	I	I	I
Digital skills development (both in the business and ICT)	A	R	R	R	R	C	R	C	I	N/A	I	I	I	I
Business Continuity to Inform ICT Continuity	I	A	R	R	R	C	C	C	I	N/A	I	I	I	I
ICT Disaster Recovery Plan	I	A	R	R	R	C	C	C	C	N/A	I	C	I	C
Data Governance (Confidentiality, Integrity, Availability)	I	C	R	A	R	C	C	R	C	N/A	I	C	I	C
Information System Architecture Capacity Management	I	A	R	R	R	C	C	C	I	N/A	I	C	I	C
Information System Architecture Capacity Management	I	I	C	A	C	R	R	R	I	N/A	I	I	I	I

Table 2: RACI Chart

10. FUNCTIONAL COMPOSITION OF THE ICT UNIT

The range of functions that the ICT unit can render is as follows:

Responsibility Area	Purpose and Functions
Strategic alignment and planning	<i>In collaboration with business strategic and senior leadership align information systems architecture and effort with the business requirements of the municipality²</i> • With stakeholders lead digital transformation. • With stakeholders determine Business Enabling ICT Plan and implement • Manage systems and technology architecture • Manage ICT related risks and security • Manage enabling budget • Determine and manage services charter • ICT function and service performance management • Stakeholder engagement

² Development of the digital ecosystem.

Responsibility Area	Purpose and Functions
Monitoring and evaluation	<i>With business solution owners oversee ICT governance, risk, and compliance performance; ensure continuous improvement; and verify that ICT investments deliver expected value</i> • Determine ICT management system³ • Evaluate compliance of management system (some of these responsibilities lie with the information system owners) • Manage compliance to the prescriptive environment • Assist business solution owners with performance management of service providers • With business solution owners coordinate internal and external audits and coordinate remediation of findings • Facilitate capacity development and awareness of digital ecosystem governance, cybersecurity, and data protection
Information system and technology provisioning and support	<i>To ensure reliable, secure, and scalable digital infrastructure, applications, and data services that enable effective and efficient municipal operations</i>
	Information System Development and Management • Advise the business and assist with the design and develop business enabling solutions • Assist the business with application system change management • In line with business requirements, manage software and licensing • Conduct research and development for business enabling purposes • Support business owners with master data management • Support the development of integration and interoperability of municipal systems • Manage application system and technology life cycle
	Technology and Operations Support • Manage and support the digital ecosystem • Deliver operational service • Provide user support • Provide protective security mechanisms and technology for information system, technology, and cybersecurity • Ensure availability, redundancy, and resilience of critical business and technology integrated solutions • Manage technology related service provider SLAs • Manage relationship between the ICT function and the business • Manage asset lifecycle, configuration, and capacity planning • Systems and technology research and development • Manage information system and technology service • Information and data analysis support • Inform the harnessing of insights business intelligence

³ Municipal ICT Management Framework

Responsibility Area	Purpose and Functions
Digital Innovation, Data, and Transformation Enablement	Innovation, digital maturity, and data-driven decision-making across the municipality • Establish and maintain a digital transformation roadmap informed by the IDP • Promote the use of emerging methods and technologies for improved service delivery. • With business solution owners facilitate smart city initiatives and partnerships. • With strategic leadership champion citizen-centric digital services and platforms.

Table 3: ICT Unit Functional Composition