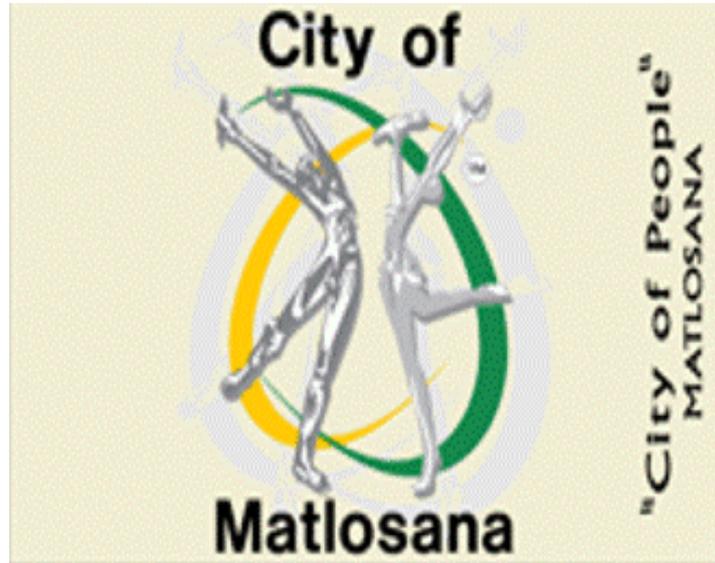


# CITY OF MATLOSANA



## INPUTS TO THE NATIONAL INTERGRATED ICT POLICY GREEN PAPER

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<b>DOCUMENT:</b>	<b>INPUTS TO THE NATIONAL INTERGRATED ICT POLICY GREEN PAPER</b>		
<b>Copy Number:</b>	<b>Master Copy</b>		
<b>Compiled by:</b>		<b>Reviewed by:</b>	
<b>Compilation Date:</b>		<b>Review Date:</b>	
<b>Version:</b>	Draft V 0.00	<b>Revision:</b>	
<b>Distribution:</b>		<b>Classification:</b>	
<b>Document Release Approval</b>		<b>Document Acceptance</b>	
<b>Releasing Authority:</b> Corporate Support	Corporate Support	<b>Acceptance Authority:</b>	Council
<b>Date Released:</b>		<b>Date Accepted:</b>	
	<b>Signature:</b>		<b>Signature:</b>

## 1. DOCUMENT CONTROL

### 1.1 Revision Record

Revision	Date	Change Record	Changed By

### 1.2 Issue Control

This input is issued by the Office of the Municipal Manager on behalf of the City of Matlosana, to whom any change requests or queries should be directed.

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## 1. INTRODUCTION

Today many municipalities are becoming “Smart Cities”. The idea of a “smart city “ simply suggests that current models of service delivery in local authorities must be reviewed in order to focus their informational assets, internal processes, systems, people, networks , and operations towards delivering e-municipal services to local communities using intergrade information & communication technologies faster, timely within a secured environment. This means the citizens-facing service delivery architecture needs to be re-engineered to ensure that every municipal services impacts positively socio-economic lives of individuals and communities alike.

Currently the following are realities, since 2008 that is beginning to affect the way in which metros, district councils and local authorities’ functions are visible in localities:

- 60 million people in the world are moving to Cities each year.
- There are now 1 trillion connected devices in the World.
- 2 billion will be on the Web by end of 2014.
- 4 billion mobile subscribers by 2008 in the World already.
- 2 billion people on the Internet.
- 15 petabytes of raw information is generated daily.
- \$40 billion loss due to supply chain inefficiencies.
- 2 hours a day wasted in organizations looking for information.<sup>i</sup>

The other realities are that these government entities are becoming boundariless where there are no longer clear lines of demarcations; where boundaries have become blurred due to convergence of ICTs. Therefore, more and more municipalities need to become information -based organisations in terms of, not only e-service delivery but, on how they secure and protect consumer informational assets against cybercriminals in the cyber space.

They must develop capacities and capabilities to secure informational assets that travels through these information superhighways from one sphere of government

to another, from government to business, from business to business and, from business to clients, and to consumers' every day, all the time.

Typically, local authorities can either view this phenomenon as threats to their current forms of operations or as opportunities that are harnessed, and innovated by participating in the information age. On the other hand the metros, districts' and local authorities are becoming local information economic hubs where the exchange of goods and services is done through the use of the Internet platform. This reality is indubitable.

As with many other Cities in the globe, the City of Matlosana is directly affected by these global trends and changes.

The Integrated ICT Green Paper, driven by the DOC, provides the not only the city with an opportunity to begin to define what as a municipality we want to be, and how we should be in order to provide basic municipal e-service to our local communities using the power of technologies seamlessly but become an information hub.

In this document we would like to formally provide the City of Matlosana's response to this green paper processes for inputs. The City would like to make its submission to the eminent panel of experts responsible for the National Integrated ICT Policy Green Paper at the DOC for their consideration.

## **2. LEGISLATIVE FRAMEWORK REVIEW**

Currently, there is not a piece of legislation that directly regulates the use of ICT in local government. Therefore our view is that during the analysis the municipal legislative environment is not included.

Section 6.2 on e-Government in the current green paper process there isn't included in the list of pieces of legislations that must be subjected to a review but rather a focus is mainly on National legislation only. We think this is a gap.

**Input**

There are three pieces of legislation that we must submit that must form part of this green paper policy review.

These are the:

1. Municipal Structures Act, of 1998.
2. Municipal Systems Act No 32 of 2000.
3. Local government performance management systems regulations.

These three pieces of legislations must be reviewed to incorporate how ICT in local government should be governed, regulated, monitored and evaluated. This way municipality will be enabled in terms of both the municipal structures, systems, and processes are not only able to derive value from this critical investment but that municipalities are able to institutionalise ICTs to become an integral part of the system of local government transformation and service delivery.

**3. MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY FRAMEWORK (MCGICTPF)**

Good Governance in South Africa and Africa has become a powerful vehicle for delivering transparency, public participation, security and stability, growth and development to the peoples of the continent. This development in S.A is mostly being welcomed especially in ICT with the adoption of the Corporate Governance for ICT Policy Framework by the South African government after fifteen years of our democracy in the making.

The South African Government, through the DPSA, adopted the Policy Framework for Corporate Governance of ICT in 2013. This happens after fifteen

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years since this idea was conceptualised in 2000. Since 2000 when the framing of this Policy document was mooted at the level of GITO Council then very little effort was made to consult with the local authorities from the start to solicit their inputs or views.

Like most national government decisions that do not take municipalities into account when they initiate such policy projects, this creates misalignments at the level of municipalities for their integrated development planning, internal processes , systems, structures , financial positions, IT personnel and skills implications .

Clearly, this has been shown that because of this method of operation by National and Provincial Departments not integrating their planning process, local authorities are caught by surprise and thus are not ready to implement the Policy Framework.

Even, though this is a project with clear scope of works, timelines, risk factors for failure and success, budget implications, human resources requirements, there must be lessons taken from this process to inform other similar process not for other National Departments and Provinces to repeat the same mistakes.

Corporate Governance of ICT and governance of ICI, however, are still a new phenomenon in most governments globally. Public servants must still grapple with the various methods or approaches, tools and techniques of what should first be prioritised implemented in terms of their own and natural conditions. Many leading public servants arguably are ill-equipped and ill-prepared for this process as a whole; perhaps even overwhelmed.

However, at the turn of the next coming decade or so until such time it is embedded into the culture of public services and administrations we will have to process without any guidelines and research work in South Africa especially from the Academia.

The problem though is that most municipalities have not developed proper ICT governance structures and this is often an issue with the office of the Auditor General.

Some of the reasons cited are listed below but not limited to the following:

1. There is lack of understanding of the critical importance of ICT by the Executive Authorities in municipalities.
2. There is no clear political leadership at the level of both the Executive Authority and Ownership from Top Management in municipalities.
3. Users of these technologies facing communities are resistant to their adoption.

### **Input**

- This process should take into account both the Corporate Governance of ICT and Governance of ICT in municipalities country-wide.

## **4. ICT IN THE METROS, DISTRICTS AND LOCAL MUNICIPALITIES**

The primary problem of ICT in the third sphere of government is that there is no standardisation of internal institutional arrangements', processes, systems (e.g. Financial Systems, Document Management System, GIS Systems, etc.) , and ICT approaches to planning, building, deployment, maintenance and support of these critical resources.

Each municipality has developed its own unique ICT planning approaches, department/ division/ section/ unit, and in most cases there isn't any enterprise-wide planning and execution of ICT is local municipalities that can be evaluated against any best ICT practices. How then do we justify value for money under the circumstances?

- The result is that there is non-conformance even to best practices.
- The skills set that exist in the local level are not adequate.

- Training and development of ICT personnel in local municipalities is inconsistent with the National Qualification Framework. Training consultancies are rather taking advantage of this gap. They provide training course that are expensive but not valuable in the long term to the improvement and capacity building of the local sphere of government ICT core and expertise.
- Those organisational structures in local municipalities are being queried by the A-G annually. Clearly, there is something wrong in their current designs to support the municipal business and service delivery models.
- Advancement of women, disable persons, and historically disadvantaged people must be in still a challenge that must be addressed through affirmative action policies.
- Market related salaries or regime in local municipalities is not attractive to can bring in the requisite skills, knowledge and experiences in this sphere of government.

## **Input**

- The green paper process to provide for a legal authority and accountability at the level of Councils to regulate, evaluate, and monitor ICT in municipalities.
- Standardise on training and development of ICT personnel in local municipalities.
- Regulate the Training service providers that are not accredited to provide ICT training that are not in line with NQF requirements.
- Developed user or high level or executive training for the Executives in the Municipalities.
- Develop a salary regime that will attract high calibre ICT expertise at the level of local government.
- Develop appropriate ICT structures that arte aligned to the business requirements of local municipal unique conditions.
- Promote women, people with disabilities and affirm previously disadvantaged African through existing legislations in local government sphere.

## **5. INTER-GOVERNMENTAL RELATIONS BETWEEN VARIOUS SPHERES OF GOVERNMENT**

The Intergovernmental Relations Framework must be reviewed to incorporate and strengthen how districts can corporate with local municipalities within their jurisdiction where there is clearly a need to plan and deliver horizontal ICT services within their areas of jurisdictions jointly.

Thus to ensure that this legal instrument above is used effectively to ensure that we streamline, in a seamless manner, government service delivery systems and its internal and public facing machinery towards impacting on poverty, reducing the gap of the information have-nots, joblessness, and societal cultural transformation is possible, we must strive for integrated view of government.

How can ICT function in local government when this notion of intergovernmental framework is not even properly understood in government? How can success follow when this idea is not even internalised as part of a working system of government?

However, as one of the emerging great Cities, we welcome the decision and commitment by His Excellency the Honourable Minister of DOC Minister Yunus Carrim that the DOC will return to the North West Province better prepared and to take this process to the public rather than the majority of the elites who were the participants at the workshop.

### **Input**

- The ICT policy should promote a systematic and structured capacity building processes at the level of the district and local authorities for IT expertise. Perhaps, also build a relationship with MICTSETA within provinces that will assist young students and public officials with training and development programmes.
- That we must promote the establishment of District ICT Forums within each area of a local municipality.
- Shared services must be promoted in order to ensure that cross-cutting services within the district are possible.

These two issues must find expression in the green paper.

## **6. ICT SKILL DEVELOPMENT AND TRAINING IN LOCAL MUNICIPALITIES**

Municipalities like most other institutions of government have a shortage of ICT skills. ICT skills have been identified as amongst others scarce skills in the country.

### **Input**

## 7. INFRASTRUCTURE IN LOCAL GOVERNMENT

The deployment of the broadband strategy in local government is un-coordinated at the level of the responsible department. This is creating a lot of challenges in its implementation to other spheres. .

### Input

- Develop local capacity for broadband training not only on the types of transmission media but the ideas or the politics of these technologies.
- Employ local expertise to support and maintain the infrastructure.

## 8. SHARD E-MUNICIPAL SERVICES

ICASA issues licenses for the spectrum to suppliers of information services. Municipalities are becoming information economic hubs and therefore must be issued with licenses for the provision of the spectrum.

This would enable them to create Wi-Fi hotspots for local and poor communities who would otherwise not afford the costs of connectivity to local municipal portal to conduct transactions with local municipalities on-line. The diagram below depicts a fundamental shift in how municipalities can deliver municipal basic service through ICT Policy and integrated & Shared City infrastructure.

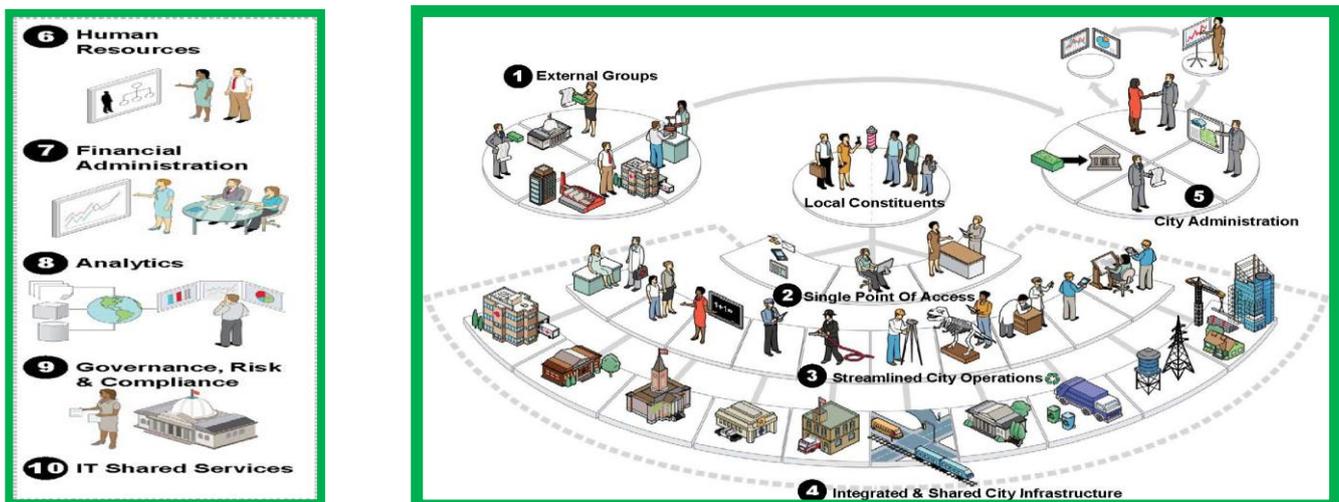


Figure 1: Integrated & Shared City infrastructure

## **9. CONCLUSIONS**

In conclusion, the City of Matlosana is making this submission to the imminent review ICT panel to take into cognizance the issues raised in the document for consideration.

These issues herein as presented are fundamental to the process of changing how local municipalities functions .The City of Matlosana's expectations are that its inputs will be incorporated into the impending ICT green paper as it takes shape to reflect our aspirations , into a new ICT law.

The City of Matlosana is greatly humbled by the idea that it has been consulted and hopes that working together after 20 years of democracy can only make our country a better place to be.