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# **INFORMATION AND COMMUNICATIONS TECHNOLOGY SBU STRATEGIC PLAN**

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## 1. Executive Summary

Polokwane Municipality is required, in terms of the Corporate Governance of ICT Policy Framework (CGICTPF), to develop and maintain a structured and well-governed ICT Architecture. This architecture is primarily made up of the ICT Strategic Plan (also referred to as the ICT Strategic Master Systems Plan) and the supporting ICT Implementation Plan. Together, these instruments guide how ICT is planned, governed, and used to support the Municipality's mandate and service delivery responsibilities.

The purpose of the ICT Architecture is to ensure that ICT initiatives are directly aligned with the Municipality's business strategy and development priorities. In doing so, ICT is positioned as a key enabler of service delivery, operational efficiency, good governance, and informed decision-making, rather than being viewed only as a technical support function.

This document presents a review and refinement of the current ICT Strategic Plan for Polokwane Municipality. The review is intended to align the plan with the most recent Integrated Development Plan (IDP), Medium-Term Revenue and Expenditure Framework (MTREF), and other relevant municipal planning instruments. It also responds to recent findings and recommendations issued by the Auditor-General, particularly those relating to ICT governance, internal controls, risk management, system stability, and the reliability and security of information.

The ICT Strategic Plan is developed over a five-year planning horizon, in line with municipal strategic planning cycles. It is informed by the Municipality's Business Strategy Articulation and takes into account the Municipal Strategic Objectives, organisational structure, operating environment, legislative and regulatory requirements, as well as the key risks and challenges facing the Municipality. The plan recognises the growing importance of digital technologies in improving access to services, strengthening transparency and accountability, and enabling a more responsive and data-driven municipality.

In line with the CGICTPF implementation guideline, the ICT Strategic Plan is structured to clearly show how municipal priorities translate into ICT enablement initiatives and measurable outcomes. The plan, therefore, covers the following key elements:

(a) A summary and contextual overview of the Municipality's Business Strategy Articulation, highlighting the key strategic drivers that inform ICT planning.

- (b) A statement of strategic intent that sets out the main ICT focus areas and priorities for delivery over the planning period.
- (c) An ICT vision that describes how technology will support and enable the Municipality to fulfil its constitutional and developmental mandate.
- (d) An ICT mission that outlines the objectives of ICT enablement, including improved service delivery, strengthened governance, secure and reliable systems, and continuous improvement.
- (e) A clear mapping between municipal strategic objectives and ICT enablement objectives, ensuring that ICT initiatives are directly linked to business outcomes.
- (f) A further refinement of ICT enablement objectives to define the scope of ICT architecture and initiatives required to support sustainable service delivery.
- (g) A prioritised, high-level ICT roadmap that outlines key initiatives, sequencing, and expected value over the planning horizon, providing direction for implementation and investment decisions.
- (h) Strategic performance indicators to measure progress and the impact of ICT enablement, supporting accountability and ongoing improvement.
- (i) A description of the desired future or target state of ICT within the Municipality, setting out how systems, infrastructure, governance, skills, and integration will function in a mature and enabling ICT environment.

Overall, this ICT Strategic Plan provides a practical and forward-looking framework for guiding ICT investment and implementation within Polokwane Municipality. It deliberately positions ICT as a central enabler of the City's broader Digital Transformation Strategy and Vision 2030 Smart City initiative. The plan supports a shift from traditional, siloed ICT operations towards integrated, citizen-focused digital services that improve access, efficiency, transparency, and accountability.

By aligning ICT enablement with digital transformation priorities such as e-services, smart city infrastructure, data-driven decision-making, cybersecurity, and skills development, the Municipality is laying the foundation for a connected, resilient, and sustainable urban environment. This alignment ensures that ICT initiatives do not operate in isolation, but

directly support transformative outcomes, including improved service delivery, inclusive economic development, environmental sustainability, and enhanced citizen engagement.

Through this ICT Strategic Plan, Polokwane Municipality establishes a clear pathway from its current ICT environment to a future-ready digital municipality. The plan enables the City to embrace Fourth Industrial Revolution (4IR) opportunities, support green economy initiatives, and progressively realise its Smart City vision, while remaining responsive to community needs, regulatory requirements, and fiscal realities.

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## 2. Polokwane Municipality Business Strategic Articulation

### 2.1. Strategic Background

The Municipality undertook an interactive process as part of ensuring that the current Vision, Mission, and Values for the City of Polokwane are reviewed and refined in line with the Key themes of becoming a Smart City.

The following are Vision, Mission, and Values for the City of Polokwane:



Figure 1. Polokwane Municipality Vision, Pillars, and Values

## 2.2. Vision 2030 – Smart City

The City of Polokwane has set a bold long-term path through Vision 2030, aiming to transform the Municipality into a vibrant, inclusive, and sustainable city. This vision positions Polokwane as a “City of Stars”—a regional hub for innovation, economic growth, and excellent service delivery.

At the heart of Vision 2030 is the Smart City concept, which uses digital technology, data, and connected infrastructure to improve the way the city works, how people live, and how services are delivered. The idea is simple: technology should make the city smarter, more efficient, and more responsive to the needs of its residents, businesses, and visitors.

The Smart City concept for Polokwane focuses on six key areas:

1. Smart Economy – Using technology and data to drive innovation, support small businesses, attract investment, and make it easier to do business in the city.
2. Smart People – Empowering citizens and municipal employees with the skills, information, and tools they need to participate fully in city life and decision-making.
3. Smart Governance – Strengthening transparency, accountability, and decision-making through digital systems, secure platforms, and reliable data.
4. Smart Mobility – Improving transport, traffic management, and access to services using technology to make moving around the city safer, easier, and more efficient.
5. Smart Environment – Promoting sustainability and resilience by monitoring resources, using energy wisely, and building infrastructure that can adapt to future challenges.
6. Smart Spatial Planning – Integrating land use, infrastructure, and urban planning through GIS and connected systems, ensuring that growth is coordinated, sustainable, and meets the needs of the community.

By linking these six areas, Vision 2030 aims to create a city where data, systems, and people work together, enabling better planning, faster service delivery, and smarter decision-making.

ICT plays a central role in making this vision a reality. By providing the digital foundation, ICT ensures that city systems, services, and initiatives are connected, secure, and efficient. This helps the Municipality:

- Deliver services that meet the real needs of residents;
- Support inclusive economic growth and innovation;
- Build a city that is environmentally sustainable and resilient;
- Strengthen transparency, accountability, and institutional capability;
- Position Polokwane as a smart, connected, and forward-looking city by 2030.

### 2.3. Economic Growth and Development Plan (EGDP)

The Council has adopted the Polokwane 20-Year Economic Growth and Development Plan (EGDP) to guide the City toward long-term, sustainable growth. The main purpose of this plan is to ensure that Polokwane not only grows economically but also transforms into a Smart City over the next two decades.

The EGDp provides specific goals and practical projects that support the Municipality's vision. It focuses on integrating key aspects of city development—including the economy, people, governance, mobility, environment, and spatial planning—into a cohesive strategy for growth.

#### Four Main Clusters

The EGDp identifies four clusters that are critical to achieving Vision 2030:

1. Economic Cluster – Encourages investment, innovation, and entrepreneurship to stimulate growth and create jobs.
2. Physical Cluster – Focuses on urban planning, infrastructure development, and sustainable land use.
3. Social Cluster – Aims to improve quality of life through better education, healthcare, housing, and social services.
4. Institutional Cluster – Strengthens governance, leadership, and institutional capacity to deliver on strategic priorities.

These clusters are interconnected. Success in one area depends on progress in the others, and integrated planning ensures that development is balanced, sustainable, and effective.

### 2.4. Smart City Pillars

To achieve Vision 2030, the EGDp is guided by six Smart City pillars, which define what the City seeks to achieve:

| Smart City Pillar                        | What it Means                                                                                                                             |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Smart Economy</b>                     | A resilient and forward-looking economy that uses technology and innovation to compete, grow, and adapt to changing circumstances.        |
| <b>Smart Environment</b>                 | Efficiently managing natural and built resources, promoting green spaces, sustainability, and environmentally friendly urban development. |
| <b>Smart Governance / Administration</b> | Transparent, accountable, and citizen-focused governance using digital platforms and e-services to engage the public.                     |
| <b>Smart Living</b>                      | Improving residents' quality of life through reliable services, amenities, and urban spaces that attract people and investment.           |
| <b>Smart Mobility</b>                    | Efficient, technology-enabled transport and logistics systems that make movement within the city safe, easy, and reliable.                |
| <b>Smart People</b>                      | Educated, digitally aware, and engaged citizens who understand and participate in the Smart City ecosystem.                               |

## 2.5. The Re Aga Polokwane Programme

The City of Polokwane has launched an exciting programme called "Re aga Polokwane", that is geared towards ensuring that the Municipality and its citizens are working together to build the City of Polokwane.

The "Re aga Polokwane" programme will see greater communication and cooperation between the Municipality and its various constituencies, including households, businesses and other stakeholders, to ensure that everyone associated with the Municipality is working towards a common vision, building a smart city by 2030.

## 2.6. Polokwane Municipality Strategic Objectives

Polokwane Municipality has developed its strategic objectives guided by the priorities that the municipality has set out to be achieved. The objectives are aligned, thus addressing the local government objects as set out in the constitution of the country.

The Polokwane Municipality Strategic Objectives are as follows:

1. To ensure efficiency and effectiveness of Municipal administration
2. To ensure the provision of basic and environmental services in a sustainable way to our communities
3. To ensure social protection and education outcomes
4. Promotion of economic growth, job creation and Sustainable human settlement
5. To ensure community confidence in the system of local government
6. To enhance Financial Viability and Financial Management

## 2.7. Polokwane Municipality Organizational Structure

The organogram below, Figure 1, depicts the organisational structure of the Polokwane Municipality. The design of this structure is to focus on the delivery of the Political and Administrative mandates of Polokwane Municipality.

It is led by the Council, which has its support structures – An Appeals Committee, an Audit Committee, the Council Committees (section 79 committees), and a Chief Whip. Then follows a Speaker and a Disciplinary Committee.

An Executive Mayor, with a Municipal Manager and a Mayoral Committee then follow. Portfolio Committees (Councillors) then comprise the structure. These are Finance and Local Economic Development (LED); Energy; Water & Sanitation; Spatial Planning & Development; Housing; Waste and Environment; Community Safety; Special Focus and Sports, Arts, & Culture; Administration and Governance; and finally, Roads & Stormwater.

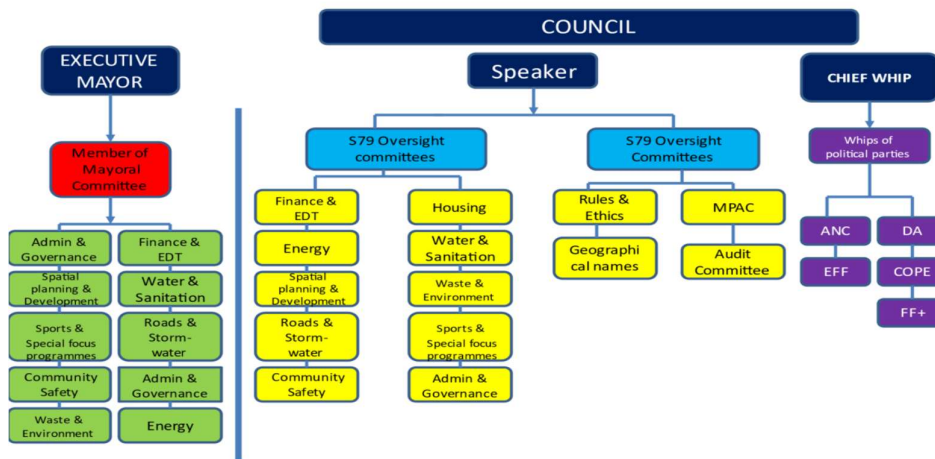


Figure 1. Polokwane Municipality Political Governance Structure

## City Of Polokwane

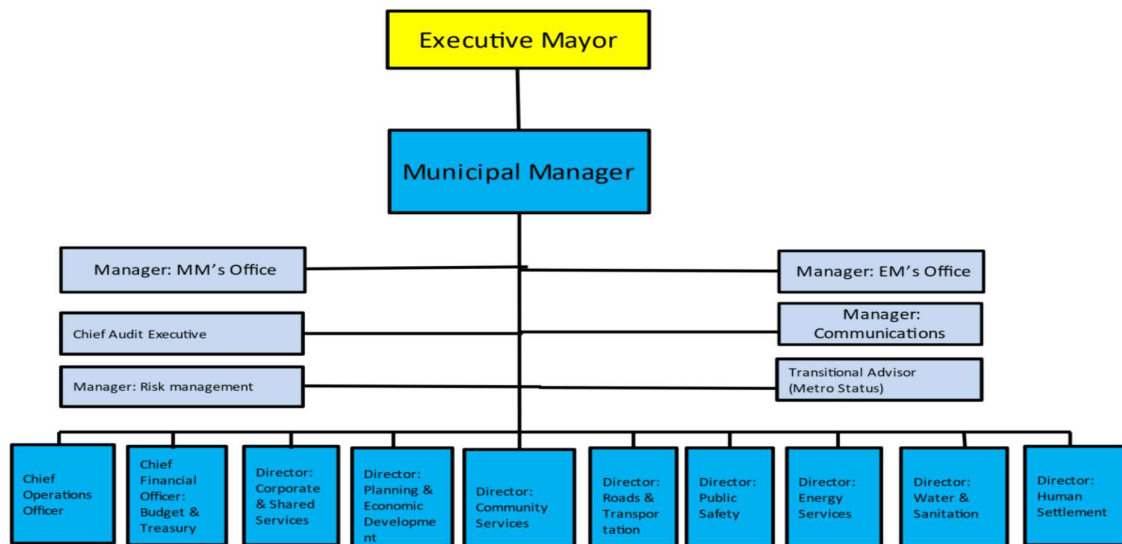


Figure 2. Polokwane Municipality Operational Environment

The **Directorates** then form the last part of the organogram depicted in Figure 2 above. These are namely:

- Executive Mayor & Municipal Manager's Office
- Strategic Planning, Monitoring & Evaluation;
- Budget & Treasury Office;
- Community Services;
- Planning and Economic Development;
- Energy Services;
- Corporate & Shared Services;
- Roads & transportation;
- Transportation Services;
- Water & Sanitation

The **Corporate & Shared Services Directorate** constitutes, among others, the **Information and Communications Technology Strategic Business Unit** of the Polokwane Municipality.

### 3. Polokwane Municipality Strategic Challenges and Risks

#### 3.1. Polokwane Municipality Strategic Challenges

The Polokwane Municipality Integrated Development Plan (IDP) 2025/26 and recent service delivery reporting highlight several strategic and operational challenges that affect municipal performance and ICT-enabled service delivery. These include infrastructure backlogs, connectivity issues, and operational constraints that directly impact the Municipality's ability to deliver on its plans and digital transformation goals:

1. **Network and Connectivity Gaps:** Some satellite/cluster offices are not fully connected due to inadequate broadband and network infrastructure, slowing digital service expansion.
2. **Infrastructure Backlogs:** Persistent delays in critical infrastructure delivery (especially water, sanitation, roads, and wastewater systems) affect service reliability and citizens' quality of life.
3. **Smart Technology Roll-Out Delays:** Progress on smart metering and digital infrastructure projects (e.g., smart metering, sensors) is slower than planned.
4. **Legacy and Partially Integrated Systems:** Many municipal systems remain partially integrated, hindering seamless data sharing and real-time service monitoring.
5. **Manual Business Processes:** Some internal processes are still manual, limiting automation and efficient digital service delivery.
6. **Power Supply Interruptions:** Frequent and prolonged power interruptions disrupt ICT services, data centres, and digital operations.
7. **Budget Constraints:** Limited financial resources are allocated to maintain and modernise ICT and essential services infrastructure.
8. **Public Engagement and Participation Gaps:** Limited public participation in planning processes undermines responsive service design and digital adoption.

These challenges highlight the ongoing struggle to keep pace with increasing service expectations while modernising infrastructure and expanding digital services.

#### 3.2. Polokwane Municipality Strategic Risks

The Polokwane IDP identifies several strategic risks that have wide-ranging implications for municipal performance, service delivery, and organisational resilience. Many of these risks intersect with ICT, infrastructure, governance, and operational stability:

| Strategic Risk                                                                | Risk Rating |
|-------------------------------------------------------------------------------|-------------|
| Ageing and under-maintained infrastructure                                    | High        |
| Theft and vandalism of municipal infrastructure (e.g., cables, water systems) | High        |
| Water scarcity and supply reliability issues                                  | High        |
| Cash flow and budget constraints                                              | High        |
| Fraud, corruption, and financial irregularities                               | High        |

|                                                          |      |
|----------------------------------------------------------|------|
| Negative external audit outcomes                         | High |
| Cyber-attack and ICT security vulnerabilities            | High |
| Service delivery backlogs in key sectors                 | High |
| Inadequate ICT infrastructure and digital inclusion gaps | High |
| Electricity supply constraints and losses                | High |

Recent contextual factors:

- Water and sanitation service delivery has been flagged by opposition parties and civil society as a risk to public health and trust, with reports of prolonged outages and project delays.
- Persistent infrastructure vandalism and theft continue to erode municipal assets, including ICT components.
- Limited broadband and digital literacy remain barriers to inclusive digital service adoption, especially in underserved parts of the Municipality.

Together, these risks emphasise the need for stronger risk management, infrastructure investment, governance, and ICT resilience planning to support the Municipality's transformation journey and service delivery commitments.

## 4. Polokwane Municipality Information and Communications Technology (ICT) Environment

### 4.1. Statement of Strategic Intent

ICT has become central to how we live, work, and interact. For Polokwane Municipality, it's not just about computers and networks; it's about how we serve our communities, run the city efficiently, and make informed decisions.

The strategic intent of ICT is to enable the Municipality's political and strategic goals. By aligning ICT services with our City's priorities, we aim to make service delivery faster, smarter, and more responsive. This also includes building systems that are reliable, secure, and ready to support Polokwane's long-term Smart City vision.

### 4.2. ICT Vision

The ICT SBU's role is to provide strong network connectivity, accessible systems, and secure platforms so the Municipality can serve its residents, businesses, and stakeholders effectively.

ICT Vision:

"Provide innovative ICT services that are cost-effective, scalable, and maintainable."

This vision reflects our commitment to:

- Improve service delivery through technology.
- Build solutions that last and offer good value.
- Support innovation while keeping systems reliable and secure.

### 4.3. ICT Mission

Our mission focuses on three key areas:

1. Innovative ICT Services – Build platforms and tools that make municipal services smarter and more efficient.
2. Cost-Effective Solutions – Make the most of our resources, avoid duplication, and deliver value for every investment.
3. Maintainable Systems – Ensure ICT infrastructure and applications are reliable, scalable, and future-ready, aligned with industry best practices.

The mission shows that ICT is more than a technical function—it is a strategic enabler of better services, smarter decisions, and a connected city.

### 4.4. ICT Strategic Objectives

To achieve this vision and mission, and to address challenges identified in the IDP, ICT has set five strategic objectives:

#### 1. Enhance ICT Infrastructure

- Upgrade networks, servers, data centres, and end-user devices.
- Improve connectivity to all municipal offices, including cluster offices.
- Strengthen disaster recovery and business continuity capabilities.

## 2. Develop Smart Technology Solutions

- Automate manual processes to improve efficiency.
- Implement digital platforms for e-services, smart utilities, and citizen engagement.
- Use modern solutions like smart meters, GIS services, and IoT infrastructure.

## 3. Provide Integrated ICT Solutions

- Ensure different systems and applications work seamlessly together.
- Enable collaboration across SBUs.
- Improve data sharing for decision-making and reporting.

## 4. Strengthen ICT Governance

- Implement and enforce policies, standards, and best practices.
- Ensure compliance, accountability, and strong oversight.
- Build a culture of cybersecurity awareness throughout the Municipality.

## 5. Ensure ICT Security and Resilience

- Protect the integrity, confidentiality, and availability of municipal data and systems.
- Implement multi-layered security measures, vulnerability management, and incident response.
- Prepare for and respond to cyber threats quickly and effectively.

### 4.5. Current ICT Status

Currently, ICT operations focus on five key areas:

1. Infrastructure Management – Maintaining networks, servers, and data centres to ensure reliable connectivity.
2. Application Development and Support – Developing and maintaining systems that support municipal operations and services.
3. Project Management – Planning and executing ICT projects on time, on budget, and with the right outcomes.
4. Governance – Enforcing ICT policies, managing risks, and ensuring compliance.
5. Records and Data Management – Ensuring municipal data is secure, accurate, and accessible for decision-making and reporting.

These areas form the baseline for identifying gaps, prioritizing investments, and planning future improvements.

### 4.6. ICT and Vision 2030 Smart City Alignment

ICT is the backbone of Polokwane's Smart City journey. It connects:

- Physical infrastructure – municipal buildings, utilities, and transport systems.
- ICT systems – secure, scalable platforms for data and applications.
- Social infrastructure – enabling citizens to access services and participate digitally.
- Business infrastructure – supporting economic development and investment.

By connecting all these elements, ICT helps the City:

- Deliver high-quality, citizen-focused services.
- Drive economic growth and social development.
- Promote environmental sustainability.
- Strengthen governance, transparency, and accountability.

#### 4.7. Looking Ahead

By strengthening infrastructure, integrating systems, improving governance, and building resilience, ICT will help Polokwane become a connected, innovative, and resilient city.

This approach ensures:

- Efficient operations through automation and smart solutions.
- Data-driven decisions using integrated information systems.
- Secure, reliable services that residents can trust.
- Better citizen engagement through e-services and digital platforms.

With this foundation, Polokwane is on track to achieve its Smart City vision and long-term goals for 2030.

The table gives a snapshot of how Polokwane Municipality manages its ICT systems, policies, and projects. It shows which areas are fully in place, which are still being implemented, and which are at an advanced level. The table also shows how these ICT elements support the City's digital transformation and Smart City goals, making services more connected, efficient, and responsive. In short, it highlights that ICT is a key driver for better governance, service delivery, and creating a smarter, more innovative city.

4.7.1. Table: Polokwane Municipality – CGICTPF Maturity Framework

| <b>CGICTPF Component</b>       | <b>Phase / Maturity</b>       | <b>Description / Key Elements</b>                        | <b>Current Level</b>  | <b>Digital Transformation / Smart City Alignment</b>                                               |
|--------------------------------|-------------------------------|----------------------------------------------------------|-----------------------|----------------------------------------------------------------------------------------------------|
| ICT Strategic Committee (Exco) | Phase 1: Enabling Environment | Provides executive oversight for ICT governance          | Level 3 – Integrated  | Ensures ICT initiatives support city-wide digital transformation and Smart City planning decisions |
| ICT Steering Committee         | Phase 1                       | Oversees ICT operational implementation                  | Level 3 – Integrated  | Coordinates digital services projects across SBUs, enabling citizen-focused solutions              |
| Architecture Committee         | Phase 1                       | Develops and maintains ICT architecture                  | Level 2 – Implemented | Provides a foundation for integrated ICT systems, critical for Smart City interoperability         |
| Operational Committee          | Phase 1                       | Manages day-to-day ICT operations                        | Level 3 – Integrated  | Maintains ICT service delivery continuity, supporting reliable digital services                    |
| Risk Committee                 | Phase 1                       | Oversees ICT risk and mitigation                         | Level 3 – Integrated  | Protects digital assets and citizen data, a key enabler of e-governance trust                      |
| Audit Committee                | Phase 1                       | Reviews ICT compliance and controls                      | Level 3 – Integrated  | Ensures ICT initiatives are transparent, accountable, and compliant — key to Smart Governance      |
| ICT Policies & Procedures      | Phase 1                       | Change Management, User Access, Backup, Asset Management | Level 2 – Implemented | Standardizes operations to enable secure, scalable digital services for citizens                   |

|                          |                              |                                                            |                       |                                                                                                                                           |
|--------------------------|------------------------------|------------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------------------------|
| ICT Governance Framework | Phase 1                      | COBIT, ITIL, King V, ISO Standards                         | Level 2 – Implemented | Aligns ICT management with best practices, supporting efficient Smart City operations                                                     |
| ICT Security             | Phase 1                      | Security Policy, Password Policy, Cybersecurity Procedures | Level 2 – Implemented | Protects municipal and citizen data, essential for digital trust and secure Smart City services                                           |
| Records Management       | Phase 1                      | Records Policy, PAIA/POPIA compliance                      | Level 2 – Implemented | Supports information governance for e-services, transparency, and accountability                                                          |
| ICT Strategic Plan       | Phase 2: Strategic Alignment | 5-year ICT plan aligned to municipal strategy              | Level 3 – Integrated  | Guides digital transformation roadmap and Smart City initiatives, ensuring alignment with Vision 2030                                     |
| Enterprise Architecture  | Phase 2                      | Blueprint for systems, processes, and ICT integration      | Level 2 – Implemented | Enables interoperability of digital platforms across municipal SBUs, supporting Smart City pillars like Economy, Governance, and Mobility |
| ICT Procurement Strategy | Phase 2                      | Ensures ICT investments align with municipal value         | Level 2 – Implemented | Ensures acquisition of technology solutions that support cost-effective digital services and sustainable Smart City projects              |
| ICT Implementation Plan  | Phase 2                      | Roadmap of ICT initiatives                                 | Level 2 – Implemented | Prioritizes projects that deliver Smart City outcomes: e-services, smart infrastructure, data-driven planning                             |
| ICT Operational Plan     | Phase 2                      | Day-to-day ICT management                                  | Level 3 – Integrated  | Ensures operational efficiency and reliability of digital services for citizens, businesses, and municipal staff                          |

|                                        |                                 |                                                         |                       |                                                                                                                         |
|----------------------------------------|---------------------------------|---------------------------------------------------------|-----------------------|-------------------------------------------------------------------------------------------------------------------------|
| ICT Annual Performance Plan            | Phase 2                         | Performance targets and KPIs                            | Level 2 – Implemented | Tracks the contribution of ICT initiatives to Smart City outcomes and municipal digital transformation goals            |
| Continuous Improvement                 | Phase 3: Continuous Improvement | Regular review of ICT frameworks, policies, and systems | Level 1 – Initiation  | Enables adaptive ICT governance, ensuring systems evolve with emerging technologies and Smart City requirements         |
| Project Management Lifecycle (PRINCE2) | Phase 3                         | Structured approach to ICT project delivery             | Level 2 – Implemented | Ensures ICT projects deliver value, meet timelines, and integrate with Smart City and digital transformation priorities |

## 5. SWOT Analysis

### Strengths

- Cloud computing implemented, enabling scalable and flexible services.
- Integrated GIS system supporting planning and decision-making.
- Scalable data centre infrastructure ensuring reliability of critical systems.
- ERP system compliant with MSCOA, strengthening financial management.
- ICT security policies and governance frameworks in place.
- Approved and organized File Plan for records management.

### Weaknesses

- Limited network connectivity in some cluster offices.
- Inadequate access control on LAN infrastructure.
- ICT systems not fully integrated, slowing operations.
- Some municipal processes are still performed manually.
- Ageing ICT equipment and network infrastructure.
- Limited resources for staff capacity building.
- Lack of proper physical document storage.

### Opportunities

- Leverage technologies from the Fourth Industrial Revolution (4IR).
- Drive Digital Transformation for improved service delivery.
- Use APIs to integrate systems and enable data sharing.
- Expand broadband coverage through the SA Connect project.
- Implement advanced smart technologies for efficiency and innovation.

### Threats

- Outdated legislation is slowing the adoption of modern ICT solutions.
- Cybersecurity threats, including ransomware, phishing, and data breaches.
- Loadshedding is affecting system availability and operations.
- Insufficient ICT infrastructure planning may limit growth and scalability.

## 6. Polokwane Municipality ICT SBU Current Challenges

The current ICT environment and Strategic Plan were reviewed using inputs from the Integrated Development Plan (IDP), Internal and External Audit reports, the Performance Management System, and Strategic Risk Management processes. This review highlighted several key challenges that continue to limit the effectiveness of ICT as a strategic enabler of service delivery and digital transformation within the Municipality.

### **a) Inadequate Integrated and Automated Solutions**

- Many municipal systems and business processes operate in isolation, resulting in fragmented service delivery.
- Both manual and system-based processes coexist, particularly in areas such as Human Resources and Supply Chain Management, leading to inefficiencies, delays, and errors.
- Several systems are built on outdated software platforms that are no longer aligned with modern ICT standards or municipal operational needs.
- Weaknesses exist in access control, system security, and user management, increasing the risk of data breaches and non-compliance.
- Limited integration between systems prevents seamless data sharing and real-time reporting across directorates.
- These challenges contribute directly to audit findings, compliance gaps, and difficulty in meeting legislative and governance requirements.
- The Municipality also lacks effective digital platforms for engaging communities, suppliers, and businesses, which negatively affects service accessibility, transparency, and citizen satisfaction.

### **b) Limited Adoption of Smart Technology**

- Polokwane Municipality serves a predominantly semi-rural area structured into seven clusters, yet smart technologies are not fully leveraged across these areas.
- There is limited use of digital channels for citizen engagement, such as e-participation platforms, online service requests, and automated enquiry management.
- Online services such as electronic billing, online payments, and self-service portals are either limited or inconsistently implemented.
- The absence of smart solutions reduces the Municipality's ability to deliver responsive, inclusive, and citizen-centred services.
- This limits progress towards the Vision 2030 Smart City objectives and reduces opportunities to improve service delivery through innovation and technology.

### **c) Inadequate ICT Infrastructure and Ageing Hardware**

- Much of the existing ICT infrastructure, including network equipment and end-user devices, is outdated and nearing the end of its useful life.

- LAN connectivity across offices and cluster sites is inconsistent, affecting system availability and staff productivity.
- Ageing hardware increases system downtime, maintenance costs, and the risk of service disruptions.
- Infrastructure limitations also restrict the Municipality's ability to deploy new digital solutions, cloud services, and smart technologies.
- These challenges are further compounded by power interruptions, which place additional strain on already constrained ICT infrastructure.

### 6.1. Polokwane Municipality ICT Alignment

The following diagram illustrates the ICT SBU Strategic Objectives that are derived from the Municipal Strategic Objectives.

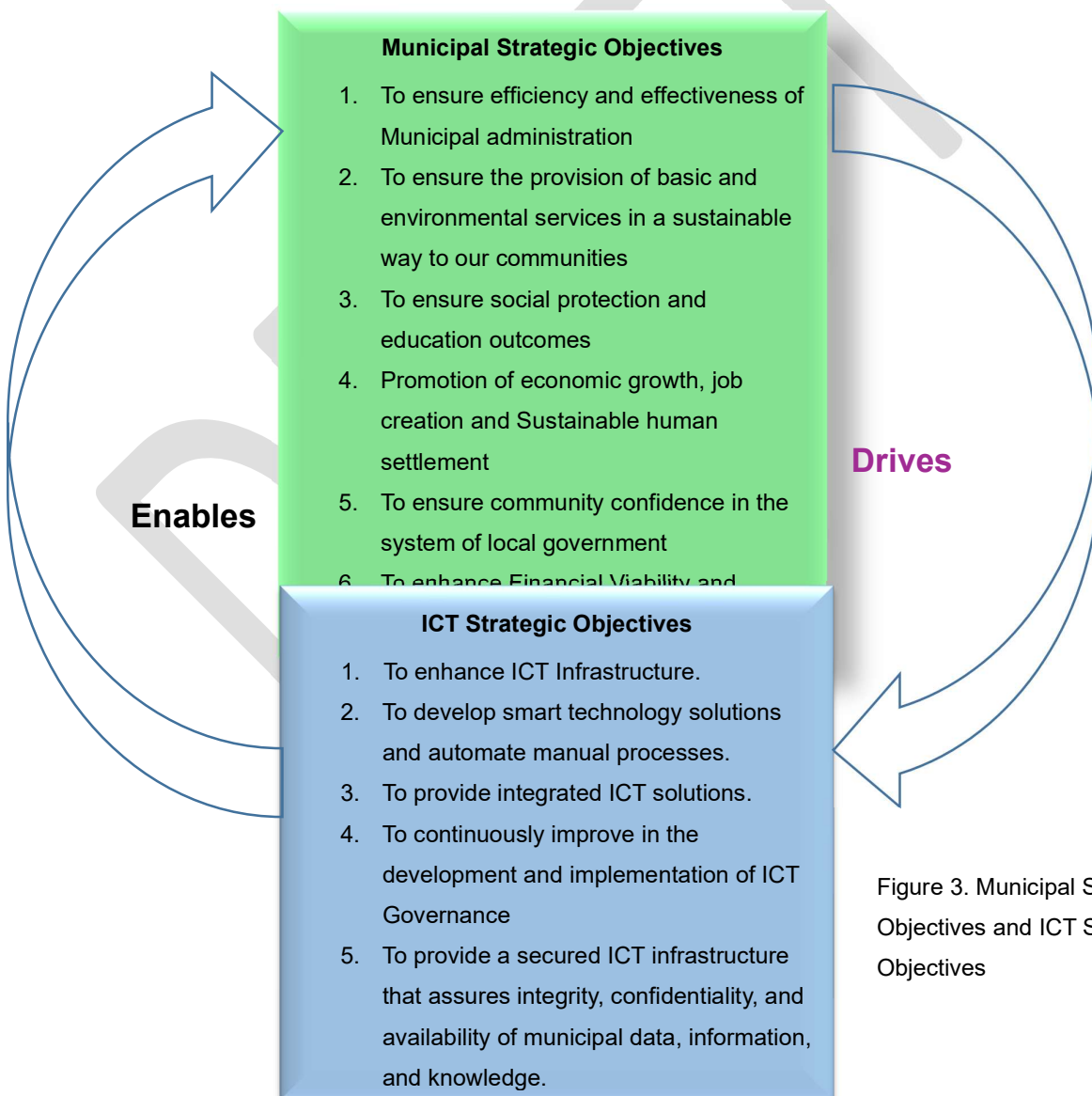


Figure 3. Municipal Strategic Objectives and ICT Strategic Objectives

## 7. ICT SBU Enablement Objectives

### 7.1. Prioritised Municipal Objectives

Polokwane Municipality has identified several Municipal Strategic Objectives that collectively support service delivery, governance, economic growth, and long-term sustainability. While all these objectives are important, they do not carry the same level of urgency, impact, or potential for value creation. In addition, not all municipal objectives can be directly enabled or addressed through ICT interventions.

The table shows how Municipal Strategic Objectives have been ranked according to their impact and how effectively ICT can support them. Objectives with the highest priority address immediate needs such as service delivery improvement, stronger governance, and financial sustainability. Medium- and lower-priority objectives focus on longer-term goals, including digital transformation and innovation. Applying this prioritisation approach allows the Municipality to focus ICT efforts where they will have the greatest and quickest impact, ensuring that limited resources—such as funding, skills, and infrastructure—are invested in initiatives that deliver real business value and meaningful strategic outcomes.

#### 7.1.1. ICT Prioritisation Criteria for Municipal Strategic Objectives

| Priority Level  | Municipal Focus Area                  | Description of Objective                                                             | Role of ICT Enablement                                                                                                                           |
|-----------------|---------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| High Priority   | Service Delivery Improvement          | Improve the quality, speed, and reliability of municipal services to communities.    | Automate service processes, enable online service requests and payments, integrate systems, and improve system availability.                     |
| High Priority   | Governance and Compliance             | Strengthen governance, internal controls, audit outcomes, and regulatory compliance. | Implement integrated systems, improve access controls, enhance reporting, and support compliance with MFMA, mSCOA, POPIA, and other legislation. |
| High Priority   | Financial Sustainability              | Improve revenue collection, expenditure control, and financial reporting accuracy.   | Enable smart billing, integrate financial systems, support real-time reporting, and improve data integrity.                                      |
| Medium Priority | Smart City and Digital Transformation | Support the implementation of Smart City initiatives aligned to Vision 2030.         | Deploy smart technologies, digital platforms, data analytics, and integrated ICT infrastructure.                                                 |
| Medium Priority | Operational Efficiency                | Improve internal productivity and coordination across directorates.                  | Digitise manual processes, enable workflow automation, and improve system interoperability.                                                      |

|                        |                                   |                                                                          |                                                                                                              |
|------------------------|-----------------------------------|--------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>Medium Priority</b> | Risk and Security Management      | Reduce ICT-related risks, including cyber threats and system failures.   | Strengthen cybersecurity controls, disaster recovery, business continuity, and system monitoring.            |
| <b>Lower Priority</b>  | Innovation and Advanced Analytics | Explore advanced technologies for long-term innovation and optimisation. | Introduce emerging technologies such as AI, IoT, and advanced data analytics as the ICT environment matures. |

In addition to Municipal Strategic Objectives, other critical organisational priorities such as increased regulatory compliance, improved information security, system reliability, and risk management are also taken into account. These priorities are essential to creating a stable and trusted ICT environment that supports sustainable service delivery.

By prioritising Municipal Strategic Objectives based on expected business value, the Municipality can clearly define and narrow the scope of ICT architecture work within the ICT Strategic Plan. This approach enables focused planning, phased implementation, and measurable outcomes, while avoiding fragmented or low-impact ICT investments. The diagram below illustrates how ICT initiatives have been prioritised and aligned with the Municipality's Strategic Objectives. It demonstrates the direct link between municipal priorities and ICT enablement, providing a clear roadmap for decision-making, implementation, and value realisation over the planning period.

## 7.2. Prioritised ICT Initiatives Roadmap Aligned to the Digital Transformation Strategy (2025–2030)

| Municipal Strategic Objective         | 2025/26                                                                                                                       | 2026/27                                                                                                                | 2027/28                                                                                                | 2028/29                                                                         | 2029/30                                                                             |
|---------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|
|                                       | ● Stabilise                                                                                                                   | ● Optimise                                                                                                             | ● Transform                                                                                            | ● Smart City Scale                                                              | ◆ Vision 2030                                                                       |
| Obj 1: Efficient Administration       | Establish core system integration; stabilise ERP, HR, SCM, and document management systems; implement ICT governance baseline | Optimise internal processes through workflow automation; introduce business intelligence (BI) for management reporting | Roll out advanced BI and analytics; introduce AI-assisted decision support for planning and operations | Expand enterprise-wide automation and intelligent workflows across directorates | Fully integrated, intelligent digital municipality with data-driven decision-making |
| Obj 2: Basic & Environmental Services | Refresh ageing ICT infrastructure; stabilise networks and data centres; support smart metering foundations                    | Optimise smart metering systems; expand monitoring and reporting for utilities                                         | Introduce IoT-based monitoring for water, electricity, waste, and the environment                      | Deliver integrated smart services across utilities and environmental management | City-wide smart utilities supporting sustainable and resilient infrastructure       |
| Obj 3: Social Protection & Education  | Implement digital service portals for citizens; enable online access to key social services                                   | Expand mobile-first service delivery; improve access across urban and semi-rural clusters                              | Enable omni-channel engagement (web, mobile, call centre, kiosks)                                      | Scale digital inclusion initiatives and technology access for communities       | Smart living ecosystem that improves quality of life and social inclusion           |
| Obj 4: Economic Growth & Job Creation | Establish digital foundations (data, connectivity, platforms) to support economic initiatives                                 | Implement digital LED platforms for SMMEs, investment promotion, and tourism                                           | Introduce smart economy systems using data analytics and digital platforms                             | Develop innovation hubs and support the data-driven local economy               | Competitive smart city economy attracting investment and creating jobs              |
| Obj 5: Community                      | Implement e-Government platforms and CRM                                                                                      | Use analytics to understand service                                                                                    | Enable predictive service delivery and                                                                 | Introduce citizen trust dashboards                                              | Participatory digital governance with                                               |

|                                             |                                                                                               |                                                                   |                                                                |                                                                        |                                                                |
|---------------------------------------------|-----------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------------------------|----------------------------------------------------------------|
| Confidence & Trust                          | systems for citizen engagement                                                                | feedback and community needs                                      | proactive issue resolution                                     | and transparent performance reporting                                  | empowered and engaged communities                              |
| Obj 6: Financial Viability & Sustainability | Optimise mSCOA-aligned financial systems; establish cybersecurity and access control baseline | Automate audit processes and improve financial reporting accuracy | Introduce risk intelligence and advanced compliance monitoring | Implement predictive financial controls and revenue optimisation tools | Resilient, compliant, and financially sustainable municipality |

### 7.3. Prioritised ICT Initiatives Roadmap IDP and MTREF Cycles (2025–2030)

MTREF Cycle 1: 2025/26 – 2027/28 Focus: Stabilisation, optimisation, and foundational transformation

MTREF Cycle 2: 2028/29 – 2030/31 Focus: Smart City scale and Vision 2030 outcomes

| Municipal Strategic Objective (IDP)   | 2025/26<br>● Stabilise                                                             | 2026/27<br>● Optimise                                                      | 2027/28<br>● Transform                                                              | 2028/29<br>● Smart City Scale                              | 2029/30<br>◆ Vision 2030                                          |
|---------------------------------------|------------------------------------------------------------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------------------------------------------------|
| Obj 1: Efficient Administration       | Stabilise ERP, HR, SCM, and document management; establish ICT governance baseline | Optimise internal workflows and reporting; introduce Business Intelligence | Transform decision-making through advanced analytics and AI-assisted tools          | Scale enterprise-wide automation and intelligent workflows | Fully integrated, data-driven digital municipality                |
| Obj 2: Basic & Environmental Services | Refresh ICT infrastructure; stabilise networks and smart metering foundations      | Optimise smart metering and monitoring of utilities                        | Introduce IoT-enabled monitoring for water, electricity, waste, and the environment | Integrate smart services across all utility functions      | City-wide smart utilities supporting sustainable service delivery |

|                                             |                                                                         |                                                       |                                                                   |                                                                    |                                                                |
|---------------------------------------------|-------------------------------------------------------------------------|-------------------------------------------------------|-------------------------------------------------------------------|--------------------------------------------------------------------|----------------------------------------------------------------|
| Obj 3: Social Protection & Education        | Launch digital citizen service portals                                  | Expand mobile-first services across clusters          | Enable omni-channel engagement (web, mobile, call centre, kiosks) | Scale digital inclusion and access programmes                      | Smart living ecosystem improving quality of life               |
| Obj 4: Economic Growth & Job Creation       | Establish digital foundations (connectivity, platforms, data readiness) | Deploy digital LED, tourism, and investment platforms | Introduce smart economy systems using data analytics              | Develop innovation hubs and data-driven economic ecosystems        | Competitive Smart City economy driving jobs and investment     |
| Obj 5: Community Confidence & Trust         | Implement e-Government and CRM platforms                                | Use feedback analytics to improve responsiveness      | Enable predictive service delivery and issue resolution           | Introduce citizen trust and performance dashboards                 | Participatory digital governance with empowered communities    |
| Obj 6: Financial Viability & Sustainability | Optimise mSCOA-aligned systems; cybersecurity baseline                  | Automate audit and compliance reporting               | Introduce risk intelligence and controls                          | Implement predictive financial management and revenue optimisation | Resilient, compliant, and financially sustainable municipality |

#### 7.4. Integrated Technology and Service Portfolio

| Technology / Service                         | Smart City Pillar | IDP Strategic Objective         | Year 1 (25/26) | Year 2 (26/27) | Year 3 (27/28) | Year 4 (28/29) | Year 5 (29/30) | Total (5 Years) |
|----------------------------------------------|-------------------|---------------------------------|----------------|----------------|----------------|----------------|----------------|-----------------|
| Enterprise Architecture & ICT Infrastructure | Smart Economy     | Obj 1: Efficient Administration | R8.0m          | R2.0m          | R4.0m          | R2.0m          | R2.0m          | <b>R18.0m</b>   |
| Municipal Citizen App                        | Smart Economy     | Obj 5: Community Confidence     | R6.0m          | R7.0m          | R8.0m          | R6.0m          | R6.0m          | <b>R33.0m</b>   |

|                                     |                   |                                       |        |       |        |        |        |               |
|-------------------------------------|-------------------|---------------------------------------|--------|-------|--------|--------|--------|---------------|
| Wi-Fi 6 for Stadiums                | Smart Economy     | Obj 4: Economic Growth & Jobs         | –      | R2.0m | R2.0m  | R2.0m  | –      | <b>R6.0m</b>  |
| Innovation Hub                      | Smart Economy     | Obj 4: Economic Growth & Jobs         | –      | –     | R20.0m | R20.0m | R20.0m | <b>R60.0m</b> |
| Traffic Management System           | Smart Mobility    | Obj 2: Basic & Environmental Services | R2.5m  | R1.5m | R1.5m  | R4.0m  | –      | <b>R9.5m</b>  |
| Digital Library                     | Smart People      | Obj 3: Social Protection & Education  | –      | R2.0m | R2.0m  | –      | –      | <b>R4.0m</b>  |
| SCADA – Electricity                 | Smart Environment | Obj 2: Basic & Environmental Services | R5.0m  | R6.0m | R6.0m  | R5.0m  | –      | <b>R22.0m</b> |
| SCADA – Water & Sanitation          | Smart Environment | Obj 2: Basic & Environmental Services | R6.0m  | R7.0m | R6.0m  | R6.0m  | –      | <b>R25.0m</b> |
| Solar Traffic & Street Lights       | Smart Environment | Obj 2: Basic & Environmental Services | –      | R2.0m | R3.0m  | R5.0m  | –      | <b>R10.0m</b> |
| Facility & Boardroom Booking System | Smart Governance  | Obj 1: Efficient Administration       | R11.0m | R3.0m | R1.0m  | R2.0m  | –      | <b>R17.0m</b> |
| Queuing Management System           | Smart Governance  | Obj 5: Community Confidence           | R1.5m  | R1.5m | R1.5m  | –      | –      | <b>R4.5m</b>  |
| CRM Platform                        | Smart Governance  | Obj 5: Community Confidence           | –      | R1.5m | R2.5m  | R3.0m  | –      | <b>R7.0m</b>  |
| Hybrid Conferencing Solutions       | Smart Governance  | Obj 1: Efficient Administration       | –      | R1.5m | R1.5m  | R1.5m  | –      | <b>R4.5m</b>  |

|                                       |                  |                                 |       |       |       |       |       |               |
|---------------------------------------|------------------|---------------------------------|-------|-------|-------|-------|-------|---------------|
| Building & Property Management System | Smart Governance | Obj 6: Financial Viability      | –     | –     | R6.0m | –     | –     | <b>R6.0m</b>  |
| Satellite Anti-Theft System           | Smart Governance | Obj 6: Financial Viability      | –     | –     | –     | R8.0m | –     | <b>R8.0m</b>  |
| Cloud Migration Programme             | Smart Governance | Obj 1: Efficient Administration | –     | –     | R6.0m | R7.0m | R7.0m | <b>R20.0m</b> |
| ICT Governance & PMO Enablement       | Smart Governance | Obj 6: Financial Viability      | R1.2m | R1.2m | R1.2m | R1.2m | R1.2m | <b>R6.0m</b>  |

| Financial Year          | Total Spend (R million) | % of 5-Year Total |
|-------------------------|-------------------------|-------------------|
| <b>Year 1 (2025/26)</b> | 33.2                    | 12.7%             |
| <b>Year 2 (2026/27)</b> | 36.7                    | 14.1%             |
| <b>Year 3 (2027/28)</b> | 65.0                    | 24.9%             |
| <b>Year 4 (2028/29)</b> | 64.7                    | 24.8%             |
| <b>Year 5 (2029/30)</b> | 60.9                    | 23.5%             |
| <b>Total (5 Years)</b>  | <b>260.5</b>            | 100%              |

## 8. Financial Year Focus (2025/26)

The priority ICT initiatives and investments identified in this plan are aligned to the 2025/26 financial year, reflecting the Municipality's immediate need to stabilise and strengthen its ICT environment. The focus for the year is on addressing critical foundational gaps while laying the groundwork for longer-term digital transformation and Smart City objectives.

Key priorities for the 2025/26 financial year include stabilising core ICT systems and infrastructure, strengthening ICT governance and compliance, and improving cybersecurity resilience to address increasing digital and operational risks. Particular emphasis is placed on system reliability, access control, data protection, and business continuity to support uninterrupted service delivery and improved audit outcomes.

At the same time, the Municipality will begin targeted digital transformation initiatives that enable process automation, system integration, and improved digital service delivery to communities. These investments are designed to deliver quick, tangible improvements while creating a secure and scalable ICT foundation that supports future optimisation, Smart City initiatives, and the achievement of Vision 2030.

Over the full five-year planning horizon (2025/26–2029/30), the total ICT investment is projected at R260.5 million, with planned allocations per year as follows:

- Year 1 (2025/26): R33.2 million (12.7%) – foundational systems, pilots, governance, and cybersecurity
- Year 2 (2026/27): R36.7 million (14.1%) – scaling pilots, automation, and connectivity
- Year 3 (2027/28): R65.0 million (24.9%) – full integration of services, advanced analytics, and Innovation Hub establishment
- Year 4 (2028/29): R64.7 million (24.8%) – city-wide IoT, sustainability initiatives, and platform optimisation
- Year 5 (2029/30): R60.9 million (23.5%) – Smart City maturity, predictive features, continuous improvement, and Innovation Hub expansion

This phased investment approach ensures that early foundational work enables progressive scaling, integration, and optimisation of ICT and Smart City capabilities, providing both short-term benefits and long-term strategic value.