



AMAJUBA DISTRICT MUNICIPALITY

Corporate Governance of ICT Policy and Charter Version 2.0

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Abbreviations

Abbreviation	Term
CGICT	Corporate Governance of ICT
CGICTPF	Corporate Governance of ICT Policy Framework
COGTA	Department for Co-Operative Governance and Traditional Affairs
DPSA	Department of Public Service Administration
EXCO	Executive Committee
GICT	Governance of ICT
GITO	Government Information Technology Officer
ICT	Information and Communications Technology
IDP	Integrated Development Plan
MANCO	Management Committee

MTEF	Medium Term Expenditure Framework
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1 Introduction

King Code of Good Governance recognises that information communication and technology (ICT) has become an integral part of doing business today, as it is fundamental to the support, sustainability and growth of organisations. ICT cuts across all aspects, components and processes in business and is therefore not only an operational enabler for an organisation but an important strategic enabler which can be leveraged to create opportunities and to gain competitive advantage.

The Department of Public Service and Administration (DPSA) also a guideline document called the Corporate Governance of ICT Policy Framework (CGICTPF) which was adopted by Cabinet on 21 November 2012.

This document seeks to outline the corporate governance of ICT for the Amajuba District Municipality (ADM) in line with King IV and the CGICTPF. It details the corporate governance of ICT functions, roles and ICT structures, the accountability and responsibility of the various structures in relation to their functions depicted in a responsibility (RACI) chart.

This document also addresses the creation of the Corporate Governance of ICT Charter and will assist in the creation of an enabling environment for implementing CGICT.

2 Layered approach to corporate governance of ICT

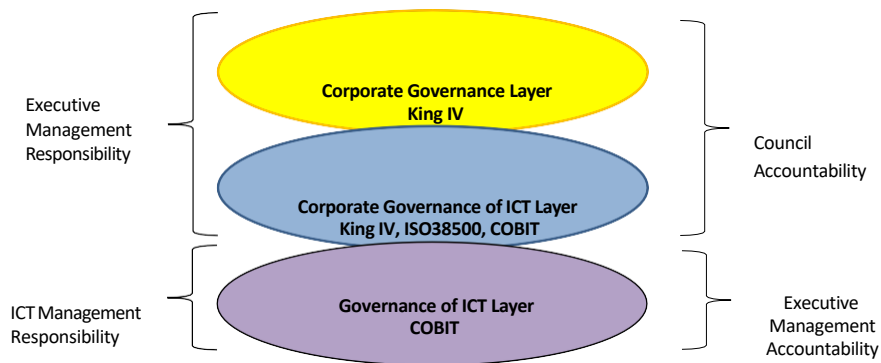
In terms of CGICTPF the implementation of corporate governance of ICT in the public service consists of a layered approach:

- The Corporate Governance of ICT layer. This is governed by the CGICTPF and makes use of King IV, ISO38500 and COBIT as best practices.
- The Governance of ICT layer which makes use of COBIT as a best practice.

As can be seen below, the Council is accountable (Ownership, make the ultimate decision) for Corporate Governance of ICT (CGICT). Executive Management is responsible (oversee the execution of work implementation) for CGICT as well as being accountable for the Governance of ICT (GICT).

Figure 1 below puts this in context:

Figure 1: Layer Approach to Corporate Governance of ICT and Governance of ICT.



In this context, the strategic leadership, accountability and responsibility for CGICT are as follows:

Role	Corporate Governance of ICT	Governance of ICT
Council	Accountable	
Executive Management	Responsible	Accountable
Head of ICT		Responsible

The successful implementation of the CGICT and GICT is reliant on the designation of a governance champion. The governance champion will be responsible to drive the development, implementation, change management and maintenance of CGICT and GICT in the Corporation, collectively referred to as CGICT from hereon in the document unless specified as separate.

3 Legal, regulatory and governance frameworks

The following acts, regulations and governance frameworks apply to ADM and consequently provide the legal, regulatory and governance framework for this document:

- King IV
- COBIT 5
- ISO 38500
- Corporate Governance of ICT Policy Framework

4 CGICT functions

The following shall be the key functions of CGICT at ADM:



Function	Description
ICT Strategic Alignment	Alignment and implementation of business and ICT strategies.
	Development and implementation of an ICT strategic plan.
ICT Resource Management	Optimisation of ICT assets, resources and capabilities.
	Information assets are effectively managed.
ICT Performance & Conformance	Conformance, performance measurement and reporting.
	Alignment with the business performance and sustainability objectives.
ICT Value Delivery	Delivery of ICT programmes delivering benefits, on time, on budget, and meeting requirements and quality standards.
	Proper value delivery of ICT.
Enterprise Architecture	Development and implementation of an enterprise architecture framework.
	Adequate use of applications, information and technology solutions.
	Enablement and support of business processes by integrating applications and technology into business processes.
	Knowledge, expertise and initiatives for business innovation through ICT.
	Executing ICT infrastructure strategies.
Information and Knowledge Management	Availability of reliable and useful information for decision-making.
	Learning from ICT implementations.
ICT Risk Management	Security of information, processing infrastructure and applications.
	Managed ICT-related business risk.
	Conformance and reporting to the Audit and Risk Committee.
	Understand and mandate ICT risks and constraints.
	Ensure ICT is an integral part of risk management.
	Business continuity and data recovery.
	Privacy and confidentiality of information.
ICT Investment Management	Realised benefits from ICT-enabled investments and services portfolio.
	Transparency of ICT costs.

	Prioritisation of ICT investments.
	Optimised acquisition and sourcing of ICT solutions and resources.
	Managing ICT spend.
Function	Description
Organisational Change	The commitment of executive management for making ICT-related decisions.
	Competent and motivated business and ICT personnel with regards to ICT initiatives.
Enabling CGICT Environment	Creation of the enabling environment for CGICT including: CGICT charter Governance and management of the ICT framework.
ICT Compliance	ICT compliance and support for business compliance with external laws and regulations.
	ICT compliance to a prescriptive landscape. This includes any provisions required by South African law or regulations.
	ICT compliance with ADM's internal policies.
ICT Service Management	How business owners will oversee ICT service delivery in support of their business enablement.
	Delivery of ICT services in line with business requirements.

5 CGICT roles and mandates

For the purpose of this charter, the roles are explained as follows:

CGICT Role	CGICT Mandate
The Council (ICT Strategic Committee)	Accountable to ensure that CGICT is implemented within the corporation. Must ensure that ICT enables the achievement of corporate strategy.
Executive Management (IT Steering Committee)	Responsible and accountable implementation, management and continuous improvement of CGICT.
Head of ICT	<ul style="list-style-type: none"> • The Head of ICT must provide overall leadership and management of the ICT function as an enabler for the Municipality by: <ul style="list-style-type: none"> ◦ Developing and implementing an ICT strategy and plans in support of the corporation's goals. ◦ Implementing an effective ICT operating model and organisational structure, including its capacitation, to enable the achievement of the ICT strategic goals. ◦ Managing and monitoring the ICT budget and expenditure. ◦ Optimising project portfolios in support of the ICT strategic goals. ◦ Responsible to drive the development, implementation, change management and maintenance of CGICT in the corporation. ◦ Performs a project management role for CGICT. ◦ Facilitating the implementation of CGICT. ◦ Implementing key ICT related committees and ensure compliance with their respective terms of reference. ◦ Supervise the implementation of ICT related audit findings resolutions. ◦ Supervise the implementation of ICT related risk mitigations. ◦ Facilitating the creation of cooperative relationships with key stakeholders in various units to support the implementation of CGICT. • The Head of ICT must represent the ICT function at a strategic level within ADM. • The Head of ICT is responsible for implementation of CGICT within ADM. • The Head of ICT is to align and execute ICT service delivery with the strategic goals and management plans of ADM.
ICT Team	Perform roles as process owners. Assists the Head of ICT in carrying out CGICT responsibilities.

6 CGICT structures

The following structures will be used to implement CGICT:

- ICT Strategic Committee (Council)
- ICT Steering Committee (MANCO)
- ICT Architecture and Operational Committee

6.1 CGICT structures chart

In order to ensure sound governance, consultation and formal decision-making, a number of CGICT structures (committees/forums) will be established and formalised. Detailed terms of reference will be drafted for each of CGICT structure and circulated. Once the terms of reference have been agreed, the CGICT structures will be operationalised.

Table 1 outlines the workings of the various CGICT structures at a high level:

Table 12 - CGICT Structures Chart

Structure	Level	Chair	Frequency	Mandate	Constituents
ICT Strategic Committee	Council	Chairperson of the Council	Quarterly (As an agenda item on the Council Committee)	Strategic direction for ICT	<ul style="list-style-type: none"> • Council Members • MM • CFO • Executive Management • Head of ICT • Others by invitation
				Fulfil legal, regulatory, and ethical obligations in respect of the ADM's use of ICT	
				Manage the ICT investment (Review and Approval!	
				Approve ICT budget	
				Review CGICT progress	
				Manage ICT-related risks	
				Make recommendations related to mitigating ICT risk actions	
				Manage the risks associated with ICT compliance	
ICT Steering Committee	Executive	MM or delegated Executive	Quarterly	Develop the ICT strategic plan	<ul style="list-style-type: none"> • MM • CFO • Executive Management • Head of ICT • Key business stakeholders • Others by invitation
				Manage the ICT investment (Project prioritisation, programmes review). ICT Project Committees will feed into the ICT Steering Committee.	
				Recommend ICT Budget	
				Review CGICT progress	
				Implement CGICT	
				Review GICT progress	
				Review proposed ICT policies	
				Review ICT risks and audit issues	
				Approve recommendations from other CGICT structures	
				Monitor ICT performance	

Structure	Level	Chair	Frequency	Mandate	Constituents
				Develop and implement an enterprise architecture framework and model	<ul style="list-style-type: none"> • Head of ICT • ICT Team • Key business stakeholders (for
				Develop and implement an ICT innovation plan	
				Develop and implement ICT standards	

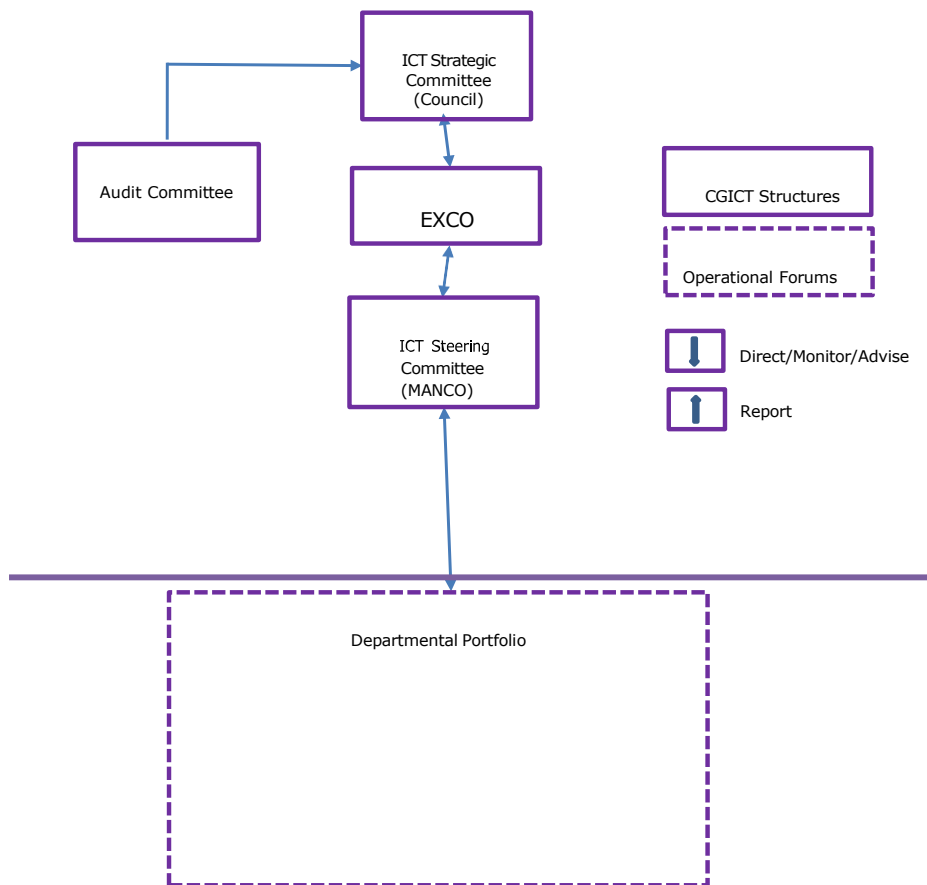
ICT Architecture and Operational Committee	Management	Head of ICT	Monthly	Identify and recommend business' technology requirements	architectural decisions) • Others by invitation • Management • Others by invitation
				Review feasibility of technology programme or projects and their compliance to the ICT standards	
				Review GICT	
				Prioritise ICT projects within ICT	
				Measure and report on ICT performance	
				Review ICT project progress	
				Recommend and develop ICT policies	
				Implement GICT	
				Implement the ICT strategic plan	
				Manage ICT risk and audit-related issues	
				Manage ICT HR issues	

Note: The Council only depicts the Corporate Governance of ICT responsibilities.

6.2 CGICT structures hierarchy

The hierarchy of the CGICT structures needs to be established. Figure 2 below shows the hierarchy between the various CGICT structures:

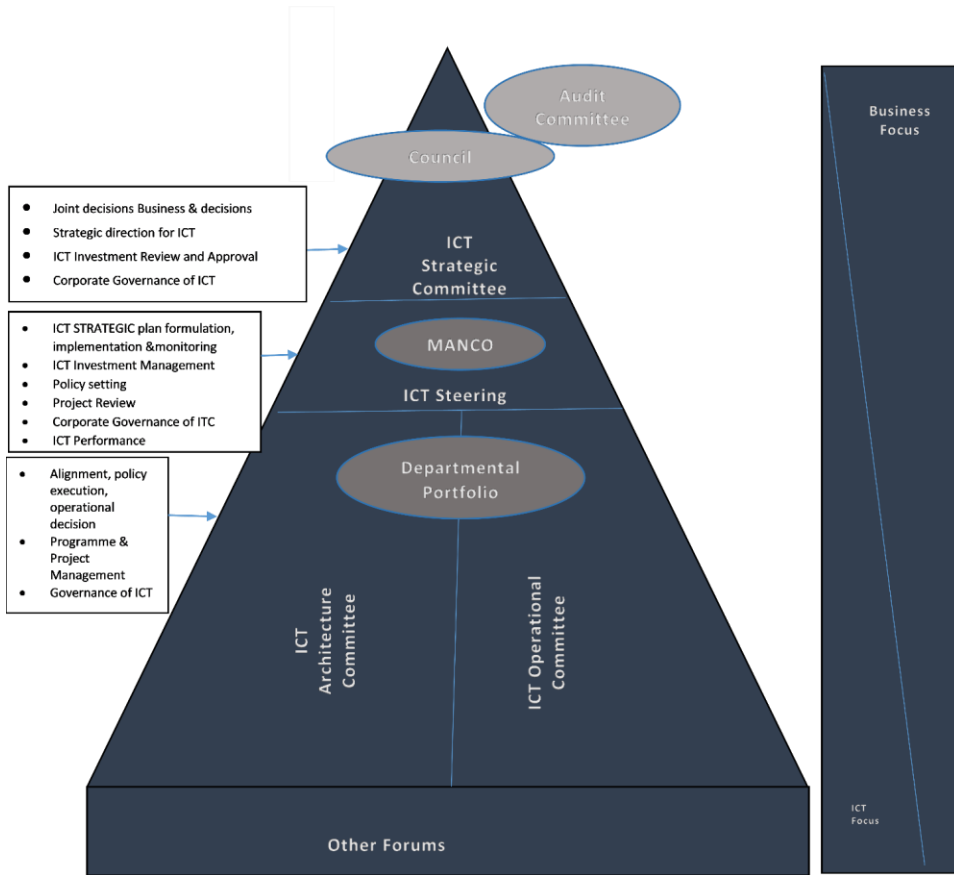
Figure 2 – CGICT Structures Hierarchy



6.3 CGICT structures operating model

CGICT structures operating model must be developed that shows the relationships between the various CGICT structures. Figure 3 below shows the relationships between the various CGICT structures

Figure 3 – CGICT Structures Operating Model



7 CGICT accountability and responsibility

The responsibility and accountability to execute the above-mentioned functions should be assigned to the structures and depicted in a RACI chart.

A RACI chart covers the following aspects:

- R - Who is responsible? (The doer).
- A - Who is accountable? (The entity that has to make the final decision and who has ultimate ownership).
- C - Who is consulted? (The entity that must be consulted before a decision is taken).
- I - Who is informed? (The entity that must be informed that a decision has been taken).

Table 2 below depicts the RACI chart for the CGICT structures within ADM.

Table 2 – CGICT Structures RACI chart

Roles	Council (ICT Strat Comm)				Executive Management (IT Steer Comm)				Departmental Portfolio				Head of ICT				ICT Team			
	R	A	C	I	R	A	C	I	R	A	C	I	R	A	C	I	R	A	C	I
ICT Strategic Alignment		<input type="checkbox"/>			<input type="checkbox"/>															
ICT Resource Management					<input type="checkbox"/>		<input type="checkbox"/>													
ICT Performance and Conformance					<input type="checkbox"/>			<input type="checkbox"/>												
ICT Value Delivery					<input type="checkbox"/>		<input type="checkbox"/>													
Enterprise Architecture							<input type="checkbox"/>											<input type="checkbox"/>		

Information and Knowledge Management								<input type="checkbox"/>										<input type="checkbox"/>		
ICT Risk Management					<input type="checkbox"/>		<input type="checkbox"/>													
ICT Investment management		<input type="checkbox"/>						<input type="checkbox"/>												
Organisational Change							<input type="checkbox"/>													
Enabling CGICT Environment		<input type="checkbox"/>					<input type="checkbox"/>													
ICT Compliance						<input type="checkbox"/>		<input type="checkbox"/>												
ICT service management								<input type="checkbox"/>										<input type="checkbox"/>		

8 The Project Management Disciplines

The project management disciplines described below are critical during the planning and implementation phases.

Critical to project preparation is the selection of the project manager and the team.

ICT must be prepared to handle the following disciplines:

- Scope – managing all the work required to complete the project successfully; this also includes the vision, goals, requirements at a high level, and the specific 'commercial' and technical specifications at the lower level3
- Time – managing the duration of the project and the estimated time when tasks will be completed. Tools that can help manage time include Gantt charts schedulers
- Cost – managing the money allocated and will be spent for project resources, activities, tasks, and services; it may also be wise to add time and cost in the risk and change factors identified in the project
- Human Resource – managing people (individuals, teams, professionals) assigned to do the tasks and activities in the project

- Risk – managing the uncertainties that pose threats, limitations and obstacles to the achievement of project goals and objectives
- Quality – managing the parameters set, the standards and forms, and ensuring user focus and reliability of the planned project performance
- Procurement – managing the process of acquiring goods, services, infrastructure and equipment that are needed by the project to meet its goals, objectives and deliverables
- Communication – managing information and messages that need to be imparted to address expectations and reactions from people
- Integration – ensuring coordination, coherence and consistency of tasks, actions, activities, and documentation
- Issues and Acceptance – managing problems raised by users during the analysis of requirements, testing, and at the receipt of project products
- Change – managing change at two levels: request for change that will impact on parts or the entire sequence and process of the project, and changes that will affect the organization of the agency, such as instituting a new system, or a new unit

Documentation and the use of templates will aid project managers and the team to document the requirements and specifications of users and track the tasks and activities of the project.

9 Supporting documents

- Terms of Reference: ICT Steering Committee
- **Terms of reference: ICT Operational Committee**