

Tswelopele Local Municipality
Corporate Governance of Information and
Communication Technology
Policy

EXECUTIVE SUMMARY

Information Communication Technology (ICT) Governance is the effective and efficient management of ICT resources and processes to facilitate the achievement of Tswelopele Municipality's goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management."

ICT Governance has risen in importance because of the widening gulf between what the organisation expects and what ICT delivers. ICT has grown to be seen as a cost centre with growing benefits to the organisation it serves. An ICT Governance framework is meant to align ICT functions to the organisational goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT.

The view that ICT should be governed and managed at all levels within a given organisational structure is supported by internationally accepted good practices and standards. These practices and standards are defined in the King III Code of Good Governance, ISO 38500 Standard for the Corporate Governance of ICT and COBIT a comprehensive Governance ICT Process Framework and it forms the basis of this document.

Translated into Tswelopele Local Municipality's operating environment and governance of ICT, places a very specific responsibility on the Council and Management within Tswelopele Municipality to ensure that the decision making process for ICT related investments and the operational efficiencies of the Tswelopele Local Municipality ICT environment, remain transparent and are upheld. This accountability enables the Tswelopele Municipality to align the delivery of ICT services with the Tswelopele Municipality's Integrated Development Plans and strategic goals.

The Council and Management of Tswelopele Municipality need to extend their governance functions to include the Corporate Governance of ICT. In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and culture which are informed by the internationally recognised good practise ICT Governance Frameworks.

To strengthen the Corporate Governance of ICT further, responsibility for the decision making of ICT programmes and projects should be placed at a strategic level in the Tswelopele Municipality. The Corporate Governance of ICT is a continuous function that should be embedded in all operations of Tswelopele Municipality, from Council and Management level to all areas within Tswelopele Municipality including ICT service delivery.

According to the existing national frameworks, the Governance of ICT is implemented in two different layers:

- (a) Corporate Governance of ICT – the Governance of ICT through structures, policies and processes.
- (b) Operational Governance of ICT – through Standard Operating Procedures.

The difference between the Corporate Governance of ICT and the Governance of ICT can be defined as follows:

Corporate Governance of ICT: *The system by which the current and future use of ICT is directed and controlled.*

Governance of ICT: *The individual processes and procedure which ensure the compliance of the ICT environment based on a pre-agreed set of principles.*

To enable Tswelopele Municipality to implement this Tswelopele Municipal ICT Governance Policy, a three-phase approach will be followed:

- (a) **Phase 1 – Enabling Environment :** The Governance of ICT environments will be established in Tswelopele Local Municipality through the adoption of this Tswelopele Municipal ICT Governance Policy and its associated policies through Council resolution;
- (b) **Phase 2 – Business and Strategic Alignment:** Tswelopele Local Municipality will plan and implement the alignment between IDP's, strategic goals and ICT strategy.
- (c) **Phase 3 – Continuous Improvement:** Tswelopele Municipality will enter into an on-going process to achieve continuous improvement of all elements related the Governance of ICT.

This ICT Governance Policy will allow Tswelopele Municipality to maintain alignment of strategic ICT functions to meet their needs and apply best practices in order to reduce costs and increase the effectiveness of the ICT service delivery to Tswelopele Municipality.

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GLOSSARY OF ABBREVIATIONS

| | |
|----------------|---|
| AGSA | Auditor-General of South Africa |
| CMMI | Capability Maturity Model Integration |
| CIO | Chief Information Officer |
| MCGICTP | Municipal Corporate Governance of ICT Policy |
| COBIT® | Control Objectives for Information Technology |
| DPSA | Department of Public Service and Administration |
| DCOG | Department of Cooperative Governance |
| ICT | Information and Communications Technology |
| ISACA® | Information Systems Audit and Control Association |
| ISO/IEC | International Organisation for Standardisation (ISO) and the International Electro technical Commission (IEC) |
| ISO/IEC 38500 | International Standard on Corporate Governance of ICT (ISO/IEC WD 38500: 2008: 1) |
| ITGI™ | IT Governance Institute |
| ITIL | The Information Technology Infrastructure Library |
| IDP | Integrated Development Plan |
| King III | The King III Report and Code on Governance for South Africa |
| Systems ACT | Local Government: Municipal Systems Act, Act 32 of 2000 |
| Structures Act | Local Government: Municipal Structures Act, Act 117 of 1998 |
| MFMA | Local Government: Municipal Finance Management Act, Act 56 of 2003 |
| M&E | Monitoring and Evaluation |
| PSCGICTPF | Public Service Corporate ICT Governance Policy |
| SALGA | South African Local Government Association |
| SDBIP | Service Delivery and Budget Implementation Plan |

Corporate Governance of Information and Communication Technology Policy

1. ICT GOVERNANCE OVERVIEW

1.1 PURPOSE OF THE TSWELOPELE MUNICIPALITY MUNICIPAL ICT GOVERNANCE POLICY

Information and Communications Technology (ICT) Governance is described as the effective and efficient management of the use of ICT resources to enable the achievement of organisational goals and objectives. ICT does not exist for its own sake within an organisation but to make sure that organisations achieve sustainable service delivery through the use of their ICT. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management". It is an integral part of corporate governance and consists of the leadership and organisational structures, means and mechanisms and processes that ensure that the organisation's ICT enables the organisation to achieve its objectives in a sustainable fashion".

The purpose of Tswelopele Municipal ICT Governance Policy is to institutionalise the Governance of ICT as an integral part of corporate governance within Tswelopele Municipality in a uniform and coordinated manner. This Policy provides Tswelopele Municipal Council and Management within Tswelopele Municipality with a set of principles, practices and functions that must be complied with, together with an implementation approach to be utilised for implementation of ICT Governance within Tswelopele Municipality.

1.2 LEGISLATIVE FRAMEWORK

Tswelopele Municipality must be aware of and comply with the legislative landscape applicable to their context. This includes the Local Government: Municipal Systems Act, Act 32 of 2000, Local Government: Municipal Structures Act, Act 117 of 1998 and the Local Government: Municipal Finance Management Act, Act 56 of 2003.

This framework has been developed with the following sections of legislation in mind:

- a. In terms of the Municipal Systems Act, 2000, section 55(1):

"As head of administration the municipal manager is, subject to the policy directions of the municipal council, responsible and accountable for-

- (a) The formation and development of an economical effective, efficient and accountable administration-

- (i) equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5;
 - (ii) Operating in accordance with the municipality's performance management system in accordance with Chapter 6; and"
- b. In terms of Municipal Finance Management Act, 2003, section 62:
- "The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure-
- (a) that the resources of the municipality are used effectively, efficiently and economically;
 - (b) that full and proper records of the financial affairs of the municipality are kept in accordance with any prescribed norms and standards;"
- c. In terms of the Municipal Finance Management Act, 2003, section 78:
- "Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility to ensure-
- (a) that the system of financial management and internal control established for the municipality is carried out diligently;
 - (b) that the financial and other resources of the municipality are utilised effectively, efficiently, economically and transparently;
 - (c) that any unauthorised, irregular or fruitless and wasteful expenditure and any other losses are prevented;"

1.3 SCOPE

This Policy has been developed to guide and assist Tswelopele Local Municipality to be aligned with national and international best practise frameworks.

This Policy therefore adopts the approach of establishing and clarifying principles, practices and functions to support and sustain the effective Governance of ICT.

1.4 BENEFITS OF GOOD CORPORATE GOVERNANCE OF ICT

When the corporate Governance of ICT is effectively implemented and maintained, the following benefits are realised:

- a. Establishment of ICT as a strategic enabler of service delivery in Tswelopele Local Municipality.
- b. Improved achievement of municipal integrated development plans;
- c. Improvement of effective service delivery through ICT-enabled access to Tswelopele Municipal information and services;
- d. Improved ICT enablement of Tswelopele Local Municipality;

- e. Improved delivery of ICT service quality;
- f. Improved stakeholder communication;
- g. Improved trust between Tswelopele Local Municipality and the community through the use of ICT;
- h. Optimised costs (for ICT functions and ICT dependent functions);
- i. Improved citizen-centric service delivery through the use of ICT;
- j. ICT risks managed in line with the risk appetite Tswelopele Municipality and in line with the development plans;
- k. Adequate security measures to protect both Tswelopele Municipality and its employees information;
- l. Improved management of Tswelopele Municipal-related ICT projects;
- m. Improved management of information as it is prioritised on the same level as other resources in Tswelopele Municipality;
- n. ICT pro-actively recognises potential efficiencies and guides Lejweleputswa District Municipalities in timeous adoption of adequate technology;
- o. Improved ICT ability and agility to adapt to changing circumstances; and
- p. ICT executed in line with legislative and regulatory requirements and ensures compliance with the tests conducted by AGSA; and
- q. Alignment between ICT Budgets, structures and operating environments.

1.5 INTERNATIONAL ICT GOVERNANCE GOOD PRACTICES

In recognition of the importance of ICT Governance, a number of internationally recognised frameworks and standards, such as King III Code, ISO/IEC 38500 and COBIT, have been developed to provide context for the institutionalisation of the governance of ICT.

- a. The **King III Code**: The most commonly accepted Corporate Governance Framework in South Africa is also valid for municipalities. It was used to inform the Governance of ICT principles, practices and functions and to establish the relationship between Corporate Governance of and Governance of ICT.
- b. **ISO/IEC 38500**: Internationally accepted as the standard for Corporate Governance of ICT; it provides governance principles and a model for the effective, efficient, and acceptable use of ICT within Municipalities.
- c. **COBIT**: An internationally accepted process framework for implementing Governance of ICT. COBIT fully supports the principles of the King III Code and the ISO/IEC 38500 standard in the Corporate Governance of ICT.

1.6 LAYERED APPROACH TO CORPORATE GOVERNANCE OF ICT IN TSWELOPELE MUNICIPALITY

Tswelopele Municipal Corporate Governance of ICT encompasses two levels of decision-making, authority and accountability to satisfy the expectations of all stakeholders. These levels are:

- a. Facilitating the achievement of Tswelopele Municipality's strategic goals (Tswelopele Municipal Corporate Governance of ICT); and
- b. The efficient and effective governance and management of ICT service delivery at an operational level (Governance of ICT).

The implementation of Tswelopele Municipal Corporate Governance of ICT thus consists of the following layered approach:

- a. Tswelopele Municipal Corporate Governance of ICT Policy, which addresses the **Corporate Governance of ICT** layer.
- b. The adoption, customisation and implementation of international good practices which will guide the implementation of the governance of ICT.

Figure 1 demonstrates the different governance layers with their related frameworks and standards:

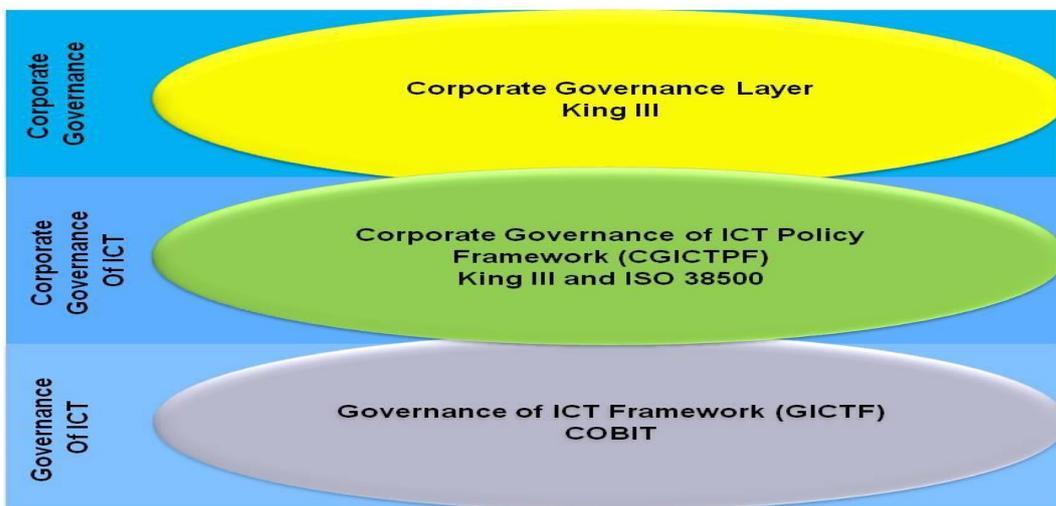


Figure 1: Governance layers and its applicable frameworks

1.6.1 CORPORATE GOVERNANCE IN MUNICIPALITIES

Corporate governance is a vehicle through which value is created within Tswelopele Municipal context. Value creation means realising benefits while optimising resources and mitigating risks. This value creation takes place within a governance system that is established by the Tswelopele Municipal ICT Corporate Governance Policy. A governance system refers to all the means and mechanisms that enable Tswelopele Municipal Council and Management team to have a structured and organised process as represented in the following table:

| | Responsible for | Oversight over | Accountable to |
|--|-----------------------------|--|--------------------------------|
| Council | Approving policy and Budget | Mayor and/or Mayoral Committee | Community |
| Mayor | Policy, Budget Outcomes | Municipal Manager | Council |
| Municipal Manager | Outputs and Implementation | The Administration | Mayor and/or Mayoral Committee |
| Chief Financial Officer and Senior Managers | Outputs and Implementation | Financial Management and Operational Functions | Municipal Manager |

Table 1: Tswelopele Municipal Governance system

1.6.2 CORPORATE GOVERNANCE OF ICT IN TSWELOPELE MUNICIPALITY

The Corporate Governance of ICT is an integral part of the governance system in municipalities. It involves evaluating and directing the alignment of the Municipal ICT strategy with the municipal IDP's and related strategies. It further involves the monitoring of ICT service delivery to ensure a culture of continuous ICT service delivery enablement improvements exist in the Tswelopele Municipality. It includes determining ICT strategic goals and plans for ICT service delivery as determined by the SDBIP objectives of Tswelopele Municipality.

1.7 MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY OBJECTIVES

The objectives of this Municipal Corporate Governance of ICT Policy for Tswelopele Local Municipality seek to achieve the following:

- a. Institutionalising an ICT Corporate Governance Policy that is consistent with the other Corporate Governance Frameworks of the Municipality;
- b. Aligning the ICT strategic goals and objectives with the Municipality's strategic goals and objectives;
- c. Ensuring that optimum municipal value is realised from ICT-related investment, services and assets;
- d. Ensuring that municipal and ICT-related risks do not exceed the Municipality's risk appetite and risk tolerance;
- e. Ensuring that ICT-related resource needs are met in an optimal manner by providing the organisational structure, capacity and capability;
- f. Ensuring that the communication with stakeholders is transparent, relevant and timely;
- g. Ensuring transparency of compliance and quality in driving the achievement of strategic goals through monitoring and evaluation;
- h. Elevating the significance of ICT as an enabler to achieving the strategic goals and objectives of the Municipality; and
- i. Achieving an overall improvement of the ICT control environment.

1.8 THE PRINCIPLES FOR THE MUNICIPAL CORPORATE GOVERNANCE OF ICT IN MUNICIPALITIES

Tswelopele Municipal Corporate Governance of ICT Policy is based on principles as explained in international good practices and standards for ICT governance, namely, King III Code, ISO/IEC 38500 and COBIT.

Table below contains the principles which have been adopted in PSCGICTPF which have been adapted for Tswelopele Municipality.

| |
|--|
| <p>Principle 1: Political Mandate</p> <p>The Corporate Governance of ICT must enable Tswelopele Municipality's political mandate.</p> |
| <p>Tswelopele Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the Municipality.</p> |
| <p>Principle 2: Strategic Mandate</p> <p>The Corporate Governance of ICT must enable Tswelopele Municipality's strategic mandate.</p> |
| <p>Tswelopele Municipality's Municipal Manager must ensure that Corporate Governance of ICT serves as an enabler to Tswelopele Municipality's strategic plans.</p> |
| <p>Principle 3: Corporate Governance of ICT</p> <p>Tswelopele Municipality's Municipal Manager is responsible for the Corporate Governance of ICT.</p> |
| <p>Tswelopele Municipality's Municipal Manager must create an enabling environment in respect of the Corporate Governance of ICT within the applicable legislative and regulatory landscape and information security context.</p> |
| <p>Principle 4: ICT Strategic Alignment</p> <p>ICT service delivery must be aligned with the strategic goals of Tswelopele Municipality.</p> |
| <p>Management must ensure that ICT service delivery is aligned with Tswelopele Municipality's strategic goals and that the administration accounts for current and future capabilities of ICT. It must ensure that ICT is fit for purpose at the correct service levels and quality for both current and future needs.</p> |
| <p>Principle 5: Significant ICT Expenditure</p> <p>Management must monitor and evaluate significant ICT expenditure.</p> |
| <p>Management must monitor and evaluate major ICT expenditure, ensure that ICT expenditure is made for valid enabling reasons and monitor and manage the benefits, opportunities, costs and risks resulting from this expenditure, while ensuring that information assets are adequately managed.</p> |
| <p>Principle 6: Risk Management and Assurance</p> <p>Management must ensure that ICT risks are managed and that the ICT function is audited.</p> |

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|--|
| Management must ensure that ICT risks are managed within the Tswelopele Municipal risk management practice. It must also ensure that the ICT function is audited as part of the municipality's audit plan. |
| Principle 7: Organisational Behaviour |
| Management must ensure that ICT service delivery is sensitive to organisational behaviour/culture. |
| Management must ensure that the use of ICT demonstrates the understanding of and respect for organisational behaviour/culture. |

Table 1: Corporate Governance of ICT Principles

1.9 MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY FUNCTION PRACTICES ASSIGNED

The following functions, outlined in Table 2 below, have been assigned to specific designated municipal structures and officials in order to achieve the strategic goals, objectives and principles contained in Tswelopele Municipal Corporate Governance for ICT Policy:

| Practice No. | Practice Description |
|--------------|---|
| 1. | <p>Tswelopele Municipal Council must:</p> <p>Provide political leadership and strategic direction through-</p> <p>1.1 Providing policy direction and providing oversight;</p> <p>1.2 Approving policy;</p> <p>1.3 Ensuring the Corporate Governance of ICT to the extent necessary that a properly established and functioning Corporate Governance of ICT system is in place in Tswelopele Municipality to leverage ICT as an enabler of the Municipal IDP;</p> <p>1.4 Assisting the Municipal Manager to deal with ICT intergovernmental, political and other ICT-related municipal issues beyond their direct control and influence; and</p> <p>1.5 Ensuring that Tswelopele Municipality's organisational structure makes provision for the Corporate Governance of ICT.</p> |
| 2. | <p>Tswelopele Local Municipal Manager must:</p> <p>2.1 Provide strategic leadership and management of ICT,</p> <p>2.2 Ensure alignment of the ICT strategic plan with the IDP;</p> <p>2.3 Ensure that the Corporate Governance of ICT is placed on the Municipality's strategic agenda;</p> <p>2.4 Ensure that the Corporate Governance of ICT Policy, charter and related policies for the institutionalisation of the</p> |

| Practice No. | Practice Description |
|--------------|---|
| | <p>Corporate Governance of ICT are developed and implemented by management;</p> <p>2.5 Determine the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT;</p> <p>2.6 Ensure the realisation of Tswelopele Municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks;</p> <p>2.7 Ensure that adequate ICT capability and capacity are provided;</p> <p>2.8 Ensure that a suitably qualified and experienced Governance Champion is designated;</p> <p>2.9 Ensure that a designated official at a Management level takes accountability for the Management of ICT in Tswelopele Municipality;</p> <p>2.10 Ensure the monitoring and evaluation of the effectiveness of the ICT Governance system;</p> <p>2.11 Ensure significant ICT expenditure is informed by Tswelopele Municipal IDP, SDBIP and project plans.</p> |
| 3 | <p>Tswelopele Municipal Risk and Audit Committee must:</p> <p>3.1 Assist the Municipal Manager in carrying out his/her Corporate Governance of ICT accountabilities and responsibilities.</p> |
| 4 | <p>Management must ensure:</p> <p>4.1 ICT strategic goals are aligned with the Municipality's strategic goals and support municipal processes;</p> <p>4.2 Tswelopele Municipal-related ICT strategic goals are cascaded throughout the Municipality for implementation and are reported on.</p> |

Table 3: Corporate Governance - Practices

2. TSWELOPELE MUNICIPAL CORPORATE GOVERNANCE OF ICT PRACTICAL IMPLEMENTATION

After the adoption of this Tswelopele Municipal Corporate Governance for ICT Policy, the Municipality should adopt an ICT Corporate Governance Charter.

2.1 CORPORATE GOVERNANCE OF ICT CHARTER

Tswelopele Local Municipality must analyse and articulate its requirements for the Governance of ICT and then develop, implement and maintain a related charter. This must guide the creation and maintenance of effective enabling governance structures, processes and practices and reflect how this framework will be

implemented. It must also clarify the governance of ICT-related roles and responsibilities towards achieving the Municipality's strategic goals.

2.1.1 OBJECTIVES OF TSWELOPELE MUNICIPAL CORPORATE GOVERNANCE OF ICT CHARTER

In order to give effect to the Corporate Governance of ICT in Tswelopele Municipality, the following objectives should be included in the Municipality's ICT Governance Charter:

- a. Identify and establish an ICT Governance Framework and implementation guideline for Tswelopele Municipality;
- b. Embed the Governance of ICT as a subset of Tswelopele Municipal governance objectives;
- c. Create Municipal value through ICT enablement by ensuring Municipal IDP and ICT strategic alignment;
- d. Provide relevant ICT resources, organisational structure, capacity and capability to enable ICT service delivery;
- e. Achieve and monitor ICT service delivery compliance and quality to relevant internal and external policies, frameworks, laws, regulations, standards and practices; and
- f. Implement the governance of ICT in Tswelopele Municipality, based on the international best practise process frameworks.

2.1.2 DESIGN OF THE TSWELOPELE MUNICIPAL CORPORATE GOVERNANCE OF ICT CHARTER

This charter should be approved at a strategic level in Tswelopele Local Municipality and should contain the following:

- a. How the ICT strategic goals and their related service delivery mechanisms will be aligned with the IDP, monitored and reported on to the relevant stakeholders;
- b. How ICT service delivery will be guided at a strategic level to create ICT value in the Municipality;
- c. How the administrations ICT-related risks will be managed;
- d. The establishment of structures to give effect to the Corporate Governance of ICT, and the management of ICT functions. The members of these structures and the roles, responsibilities and delegations of each should be defined. The proposed structures are as follows:

| STRUCTURE | MEMBERS | MANDATE/RESPONSIBILITIES |
|--|---|---|
| ICT STEERING COMMITTEE (Sub Committee of Management) | Designated Members of Management and the ICT Manager. | Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of: <ul style="list-style-type: none"> • ICT structures. • ICT policies. • ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Tswelopele Municipal and ICT) are clearly defined, implemented and enforced. • ICT Performance Management. • ICT Change Management. • ICT Disaster Recovery Plans. • ICT Strategy development. • Management of ICT Security and Data Integrity. • The establishment of Tswelopele Municipality ICT Ethical culture. • The evaluation, directing and monitoring of ICT specific projects and processes. • ICT Strategic alignment. • ICT Governance compliance. • ICT Infrastructure Management. • ICT Security. • ICT Application Management. • ICT Value. • ICT Data availability and integrity. • ICT Vendor Management. • ICT Contract Management. |
| AUDIT COMMITTEE AND RISK COMMITTEE | Nominated members of the Audit and Risk committee/s of Tswelopele Municipality and the ICT Manager. | Has a specific responsibility to perform an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks. |

Table 3: ICT Governance roles, responsibilities and delegations

2.2 TSWELOPELE MUNICIPAL IDP AND ICT STRATEGIC ALIGNMENT

This accountability assigned to the leadership of Tswelopele Local Municipality through this ICT Corporate Governance Policy enables the Municipality to align the delivery of ICT strategies and services with the Municipality's Integrated Development Plans and strategic goals.

This is achieved through the development and adoption of an ICT strategy which is informed by the enterprise architecture plan which clearly outlines the roles, responsibilities and business processes contained in the IDP.

2.3 CONTINUOUS IMPROVEMENT THROUGH THE USE OF ICT IN TSWELOPELE LOCAL MUNICIPALITY

In this phase, all aspects of the **Corporate Governance of ICT** demonstrate measurable improvement from the initial implementation phase 2016–20. In this phase, detailed measurable criteria for the implementation of and compliance against the approved Tswelopele Municipal Corporate Governance of ICT Policy and implementation plan are established and can be measured for compliance. In this phase the applicability of all elements of Tswelopele Municipal Corporate Governance of ICT Policy is tested for efficacy and efficiency.

2.4 THE DETAILED PHASED APPROACH

IMPLEMENTATION DELIVERABLES PER FINANCIAL YEAR

Phase 1 (Enablement Phase): To be completed by June 2017 (Will require wider consultation nationally)

- 1) Tswelopele Local Municipal Corporate Governance for ICT Policy approved by council;
- 2) ICT Governance Charter approved and implemented;
- 3) The following capabilities created in Tswelopele Local Municipality:
 - Governance Champion designated and responsibilities allocated;
 - An ICT Manager or CIO appointed and functioning at strategic level;
 - Approved and implemented Tswelopele Municipal **Risk Management Policy** that must include the management of ICT related risks;
 - Approved and implemented **Internal Audit Plan** that must include ICT internal audits;
 - Approved **ICT Disaster Recovery Plan** informed by Tswelopele Local Municipal Business Continuity Plan and Strategy;
 - Approved **Data Backup and Recovery policy**;
 - Approved **ICT Service Level Agreement Management policy**;
 - Approved **ICT User Access Management policy**;
 - Approved **ICT Security Controls policy**;
 - Approved **ICT Operating System Security Controls policy**; and

- Approved **Governance and Management of ICT Framework** (See Annexure A)

Phase 2 (Strategic Alignment): To be completed by June 2019

- 1) Approved **ICT Master Systems** Plan.
- 2) Approved **medium term ICT Strategy**.
- 3) Approved **ICT Implementation Plan** with annual milestones linked to an enabling budget.
- 4) Approved **SDBIP** which includes **annual ICT plans and linked budgets**.

Phase 3 (Continuous improvement of Corporate Governance of and Governance of ICT): To Commence June 2019 onwards

The successful implementation of a Corporate Governance of ICT system leads to continuous improvement in the creation of value to Tswelopele Local Municipality. ICT delivery must be assessed on an on-going basis to identify gaps between what was expected and what was realised. Assessments must be performed coherently and encompass both-

- a) The Corporate Governance of ICT (ICT contribution to realisation of Tswelopele Municipal value); and
- b) Governance of ICT. (Continuous improvement of the management of ICT – international best practices).

3. CONCLUSION

Tswelopele Municipal Corporate Governance of ICT Policy has been designed for the exclusive use and alignment of Tswelopele Local Municipality. The implementation thereof had been phased over a longer period to provide the Municipality with the time required to implement this Municipal Corporate Governance of ICT Policy effectively. This Tswelopele Municipal Corporate Governance of ICT Policy will be supplemented with an implementation plan that will give guidance to the practical implementation of the framework.

4. GOVERNANCE AND MANAGEMENT OF ICT FRAMEWORK

According to paragraph 1.6 the Governance of ICT is performed at the lowest level of the governance system. It sets the governance and management system for the office of the Chief Information Officer and contains the following essential elements:

Business enablement alignment planning: To establish a long term plan or roadmap for the enablement of business through ICT, determining the medium term budgetary requirements (resources impact) and how it translates into implementation in the current financial year.

Programme and Project Management: To establish a programme and project management practice according to which business enabling ICT projects will be planned and managed, this must be aligned to the methodology used in the business.

Management of ICT Suppliers: To assure that supplier engagement risks are minimised, the output of the engagement is adequately defined, that suppliers are appropriately contracted, managed, monitored and evaluated.

The Management of ICT Risks: To assure that ICT related business risks are managed within the risk management culture and appetite of the institution.

The Management of ICT Security: To ensure that the information of the electronically stored institution is protected according to its classification scheme.

Management of ICT Continuity: To ensure that the business required ICT infrastructure, systems, capacity, capability and resources are available to recover the ICT enablement of business service delivery in the event of internal or external interruptions.