MHLONTLO LOCAL MUNICIPALITY CORPORATE GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY POLICY

Financial Year: 2019 - 2020

EXECUTIVE SUMMARY

Information Communication Technology (ICT) Governance is the effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management." Thus in this the responsibility of council and executive management of Mhlontlo Local Municipality.

ICT Governance has risen in importance because of the widening gulf between what the organization 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 organizational 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 organizational structure is supported by internationally accepted good practice 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 forms the basis of this document.

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

The Council and Management of municipalities 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 of 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 municipality. The Corporate Governance of ICT is a continuous function that should be embedded in all operations of a municipality, from Council and Management level to all areas within a 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** (SOPs).

In November 2012, Cabinet approved the Public Service ICT Governance Framework and made it applicable to National and Provincial Departments, Provincial Administrations, Local Governments, Organs of State and Public Entities for implementation by July 2014. However, upon recognition of the status and challenges of Local Government, the Municipal Corporate of Governance ICT Policy Framework is approved for implementation by June 2017.

To address the above mentioned, the Western Cape Department of Local Government in collaboration with the Department of Cooperative Governance (DCOG) , the Department of Public Service and Administration (DPSA), the South African Local Government Association (SALGA), and the Western Cape Provincial Treasury, developed this Municipal ICT Governance Policy Framework for application in the Local Government sphere. To enable a municipality to implement this 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 Municipalities through the adoption of **this** Municipal ICT Governance Policy and its associated policies through Council resolution;

(b) **Phase 2 – Business and Strategic Alignment:** Municipalities will plan and implement the alignment between IDP's, strategic goals and ICT strategy.

(c) **Phase 3 – Continuous Improvement:** Municipalities will enter into an on-going process to achieve continuous improvement of all elements related to the Corporate Governance of ICT.

This ICT Governance Policy Framework will allow municipalities 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 the 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
MICTGPF	Municipal ICT Governance Policy
Municipal Systems ACT	Local Government Municipal Systems Act, Act 32, of 2000
Municipal Structures Act	Municipal Structures Act, Act 117 of 1998
MFMA	Municipal Finance Management Act, Act 56 of 2003
M&E	Monitoring and Evaluation
Practice	Practices will be used to cascade the principles for implementation in the institution.
Principle	The vehicle to translate the desired behaviour into practical guidance for day-to-day management.
PSCGICTPF	Public Service Corporate ICT Governance Policy
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan

1. ICT GOVERNANCE OVERVIEW

1.1 PURPOSE OF THE 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 organizational goals and objectives. ICT does not exist for its own sake within an organization but to make sure that organizations 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 organization to achieve its objectives in a sustainable fashion".

The purpose of the Municipal ICT Governance Policy is to institutionalise the Governance of ICT as an integral part of corporate governance within municipalities in a uniform and coordinated manner. This Municipal ICT Governance Policy provides the Municipal Council and Management within a 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 Municipalities.

1.2 LEGISLATIVE FRAMEWORK

Municipalities must be aware of and comply with the legislative landscape applicable to their context. This includes the Public Administration Management Act. Act 11 of 2014, 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 following sections of legislation in mind:

a. In terms of Public Administration Management Act, Act 11 of 2014, section 14:
"The head of an institution must—

(a) acquire and use information and communication technologies in a manner which:

(i) leverages economies of scale to provide for cost effective service;

(ii) ensures the interoperability of its information systems with information systems of other institutions to enhance internal efficiency or service delivery;

(iii) eliminates unnecessary duplication of information and communication technologies in the public administration; and

(iv) ensures security of its information systems;

(b) use information and communication technologies to develop and enhance the

delivery of its services in the public administration;

(c) align the use by staff of information and communication technologies to achieve optimal service delivery; and

(d) promote the access to public services through the use of information and communication technologies""

b.   In terms of the Municipal Systems Act, Act 32, of 2000, Section 55(1):

"The municipal manager of a municipality 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;"

c.   In terms of the Municipal Finance Management Act, Act 56 of 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;"

d.   In terms of the Municipal Finance Management Act, Act 56 of 2003, Section 78 of the Municipal Finance Management Act stipulates that:

"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 for the Corporate Governance of ICT (CGICT) has been developed to guide and assist municipalities to be aligned with national and international best practise frameworks. This framework recognizes that municipalities are diverse in nature.

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

Municipalities must develop their own system of corporate governance of ICT by adopting the principles, practices and functions put forward in this Policy.

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 a municipality.
b. Improved achievement of municipal integrated development plans;
c. Improvement of effective service delivery through ICT-enabled access to municipal information and services;
d. Improved ICT enablement of a municipality;
e. Improved delivery of ICT service quality;
f. Improved stakeholder communication;
g. Improved trust between the 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 of the municipality and in line with the development plans;
k. Adequate security measures to protect both the municipality's and its employees information;
l. Improved management of municipal-related ICT projects;
m. Improved management of information as it is prioritised on the same level as other resources in municipalities;
n. ICT pro-actively recognises potential efficiencies and guides 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 MUNICIPAL CORPORATE GOVERNANCE OF ICT IN MUNCIPALITIES

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 a municipality's strategic goals (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 the Municipal Corporate Governance of ICT in Municipalities thus consists of the following layered approach:

a. This Municipal Corporate Governance of ICT Policy, which addresses the **Corporate Governance of ICT** layer.

b. The adoption, customization 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:
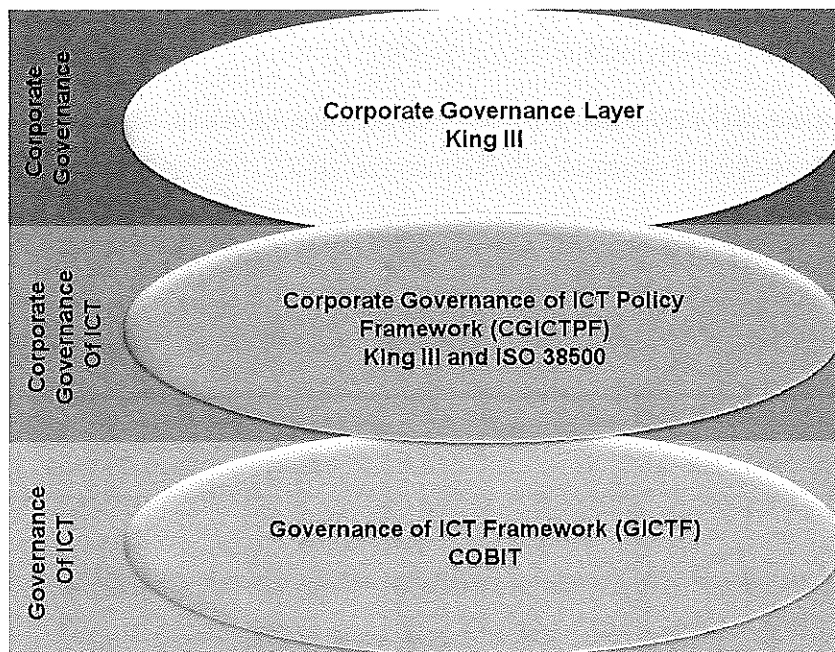

Figure 1: Governance Layers and its applicable frameworks

1.6.1 CORPORATE GOVERNANCE IN MUNICIPALITIES:

Corporate governance is a vehicle through which value is created within a 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 Municipal ICT Corporate Governance Policy. A governance system refers to all the means and mechanisms that enable the municipality's 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	Executive Mayor and/or Mayoral Committee	Community
Executive Mayor	Policy, budgets, outcomes	Municipal Manager	Council
Municipal Manager	Outputs and implementation	The Administration	Executive Mayor and/ or Mayoral Committee
Chief Financial Officer and Senior Managers	Outputs and implementation	Financial Management and Operational Functions	Municipal Manager

Table1: Municipal Governance system

1.6.2 CORPORATE GOVERNANCE OF ICT IN MUNICIPALITIES:

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 municipality. It includes determining ICT strategic goals and plans for ICT service delivery as determined by the SDBIP objectives of the municipality.

1.7 MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY OBJECTIVES

The objectives of this Municipal Corporate Governance of ICT Policy for municipalities 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; and

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.

i. Achieving an overall improvement of the ICT control environment.

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

This 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 2 below contains the principles which have been adopted in PSCGICTPF which have been adapted for municipalities.

Principle 1: Political Mandate
The Corporate Governance of ICT must enable the municipality's political mandate.
The Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the municipality.
Principle 2: Strategic Mandate
The Corporate Governance of ICT must enable the municipality's strategic mandate.
The Municipal Manager must ensure that Corporate Governance of ICT serves as an enabler to the municipality's strategic plans.
Principle 3: Corporate Governance of ICT
The Municipal Manager is responsible for the Corporate Governance of ICT.
The 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.
Principle 4: ICT Strategic Alignment
ICT service delivery must be aligned with the strategic goals of the municipality.
Management must ensure that ICT service delivery is aligned with the municipal 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 Municipal needs are met.
Principle 5: Significant ICT Expenditure
Management must monitor and evaluate significant ICT expenditure.
Management must monitor and evaluate major ICT expenditure, ensure that ICT expenditure is made for valid Municipal enabling reasons and monitor and manage the benefits, opportunities, costs and risks resulting from this expenditure, while ensuring that information assets are adequately managed.
Principle 6: Risk Management and Assurance
Management must ensure that ICT risks are managed and that the ICT function is audited.
Management must ensure that ICT risks are managed within the municipal risk management practice. It must also ensure that the ICT function is audited as part of the municipal 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 2: Corporate Governance of ICT Principles

1.9 MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY FUNCTION PRACTICES ASSIGNED

The following functions, outlined in Table 3 below, have been assigned to specific designated municipal structures and officials in order to achieve the strategic goals, objectives and principles contained in this Municipal Corporate Governance for ICT Policy:

Practice No.	Practice Description
1.	**The Municipal Council must:** Provide political leadership and strategic direction through, 1.1 Providing policy direction and providing oversight; 1.2 Approving policy; 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 the municipality to leverage ICT as an enabler of the municipal IDP; 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 1.5 Ensuring that the municipality's organisational structure makes provision for the Corporate Governance of ICT.
2.	**The Municipal Manager must:** 2.1 Provide strategic leadership and management of ICT, 2.2 Ensure alignment of the ICT strategic plan with the municipal IDP; 2.3 Ensure that the Corporate Governance of ICT is placed on the municipality's strategic agenda; 2.4 Ensure that the Corporate Governance of ICT Policy, charter and related policies for the institutionalisation of the Corporate Governance of ICT are developed and implemented by management; 2.5 Determine the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT; 2.6 Ensure the realisation of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks; 2.7 Ensure that adequate ICT capability and capacity are provided; 2.8 Ensure that a suitably qualified and experienced Governance Champion is designated; 2.9 Ensure that a designated official at a Management level takes accountability for the Management of ICT in the municipality; 2.10 Ensure the monitoring and evaluation of the effectiveness of the ICT Governance system; 2.11 Ensure significant ICT expenditure is informed by the municipal IDP, SDBIP and project plans.
3	**The Municipal Risk and Audit Committee must:** 3.1 Assist the Municipal Manager in carrying out his Corporate Governance of ICT accountabilities and responsibilities.
4	**Management must ensure:** 4.1 ICT strategic goals are aligned with the municipality's Municipal strategic goals and support the municipal processes; 4.2 Municipal-related ICT strategic goals are cascaded throughout the municipality for implementation and are reported on.

Table 3: Corporate Governance - Practices

2. MUNICIPAL CORPORATE GOVERNANCE OF ICT PRACTICAL IMPLEMENTATION

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

2.1 CORPORATE GOVERNANCE OF ICT CHARTER

Each 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 THE MUNICIPAL CORPORATE GOVERNANCE OF ICT CHARTER

In order to give effect to the Corporate Governance of ICT in Municipalities, 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 the municipality;

b. Embed the Governance of ICT as a subset of the 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;

f. Implement the governance of ICT in the municipality, based on the international best practise process frameworks.

2.1.2 DESIGN OF THE MUNICIPAL CORPORATE GOVERNANCE OF ICT CHARTER

This charter should be approved at a strategic level in the municipality and should contain the following:

a. How the ICT strategic goals and their related service delivery mechanisms will be aligned with municipal 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 the municipalities: • ICT structures. • ICT policies. • ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (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 the municipalities 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 the 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 4: ICT Governance roles, responsibilities and delegations

2.2 MUNICIPAL IDP AND ICT STRATEGIC ALIGNMENT

This accountability assigned to the leadership of a 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 and 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 MUNICIPALITIES

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 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 the 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**
1) Municipal Corporate Governance for ICT Policy approved by council;
2) ICT Governance Charter approved and implemented;
3) The following capabilities created in the municipality:
   - **Governance Champion** designated and responsibilities allocated;
   - An **ICT Manager appointed** and functioning at **strategic level.**
   - Approved and implemented 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 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.**
   - 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 the 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 Municipal value); and

b) Governance of ICT. (Continuous improvement of the management of ICT – international best practices).

3. CONCLUSION

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

ANNEXURE A

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 / Manager: ICT** 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;

5. POLICY APPROVAL

This Policy was approved at a full Council Meeting held on __31__ day of __MAY__
(Month) __2019__ (Year) at __MHLontlo__ Municipality.

__Nomphumelelo Dywili__   __Mayor__   _____

Name and Surname   Designation   Signature

__SOSHUNGANE, SC__   __MM__   _____

Name and Surname   Designation   Signature