DEPARTMENT OF HUMAN SETTLEMENTS, PUBLIC SAFETY & LIAISON

(PUBLIC SAFETY BRANCH)

KAGISO LE TSWELELOPELE

CORPORATE GOVERNANCE OF

INFORMATION COMMUNICATION AND TECHNOLOGY CHARTER

CGICTC- VERSION 2

TABLE OF CONTENTS

Glossary of Terms

CGICTPF	Corporate Governance of ICT Policy Framework
Corporate Governance	"...*The set of responsibilities and practices exercised by the board and executive management with the goal of providing strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the enterprise's resources are used responsibly.*" (IT Governance Institute: ISACA [CGEIT] Glossary: 5 as amended) Procedures and processes according to which an organisation is directed and controlled. (Glossary of Statistical Terms – Organisation of Economic and Co-operation Development www.oecd.org)
Corporate Governance of ICT	The system by which the current and future use of ICT is directed and controlled. Corporate governance of ICT involves evaluating and directing the use of ICT to support the organisation, and monitoring this use to achieve plans. It includes the strategy and policies for using ICT within an organisation. (ISO/IEC 38500: 2008: 3)
DPSA	Department of Public Service and Administration
Executive Authority	(a) the Office of a Premier or a provincial government component within a Premier's portfolio, means the Premier of that province; and (b) a provincial department or a provincial government component within an Executive Council portfolio, means the member of the Executive Council responsible for such portfolio;
Executive Management	The Executive Management of the Department is made up of the Head of Department and all Chief Directors of the Department. This normally constitutes the Executive Committee of the Department and should include the GITO.
GICT	Governance of ICT
GITO	Government Information Technology Officer (Cabinet Memorandum 38(a) of 2000)
GITOC	Government Information Technology Officer's Council (Cabinet Memorandum 38(a) of 2000)
Governance Champion	The Senior Manager in the department who is responsible to drive Corporate Governance of and Governance of ICT.
Governance of ICT	The effective and efficient management of IT resources to facilitate the achievement of company strategic objectives. (King III Code: 2009: 52) Is the responsibility of executives and the board of directors, and consists of the leadership, organisational structures and processes

	that ensure that the enterprise's IT sustains and extends the organisation's strategy and objectives (ITGI 2005) The system by which the current and future use of IT is directed and controlled.
Governance Principles	The vehicle to translate the desired behaviour into practical guidance for day-to-day management (COBIT 5 Framework Exposure Draft: 29)
HoD	Head of Department or Organisational Component as per the PSA
ICT	Information and Communications Technology, also referred to as **IT**
ISO/IEC 38500	International Standard on Corporate Governance of ICT (ISO/IEC WD 38500: 2008: 1)
IT	Information Technology , also referred to as ICT
MISS	Minimum Information Security Standards
MIOS	Minimum Interoperability Standards
DMC	Departmental Management Committee made up of all Senior Management in the department.
RACI	Responsibility, Accountability, Consulting, Information
PAIA	Promotion of Access to Information Act
AGSA	Auditor General of South Africa
SITA	State Information Technology Agency
Central IT	Information Technology residing in the Office of the Premier providing network infrastructure and support to all Departments in the North West from a central point
PIA	Provincial Internal Audit

1   Purpose and Objectives

The Charter depicts how the CGICT Policy will be implemented and describes the related structures, processes, functions, accountability, roles and responsibilities, delegations and reporting outputs.

The objectives of this CGICT Charter are to:

(a) Align with the objectives of the DPSA Corporate Governance of ICT Framework;
(b) Incorporate the Corporate Governance of ICT as a subset of Corporate Governance in the department;
(c) Ensure that the ICT Director represents the ICT function on Executive Management level;
(d) Create business value through ICT enablement by ensuring business and ICT strategic alignment;
(e) Provide relevant ICT organisational structure, resources, capacity and capability to enable ICT service delivery;
(f) Achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices;
(g) Ensure that ICT functions within acceptable levels of risk tolerance of the department; and
(h) Ensure that ICT projects are prioritised, aligned and monitored.

2   Stakeholders

The table below lists critical internal and external stakeholders that have an influence on the Corporate Governance of ICT in the department. PIA, AGSA, SITA, Central IT, PGITO, Suppliers.

CGICTC -VERSION 2

3 Accountability, roles and responsibility

The table below provides a high level CGICT RACI chart. The specific responsibilities of the committees are captured in the chart below:

	Compliance to prescriptive landscape	Create enabling environment for CGICT and GICT	Alignment and implementation of business and ICT strategies	Conformance and performance measurement	ICT service delivery
Executive Authority		A			
Head of Department	A	A			
Executive Management	R				
Business Owners					C
Chief Financial Officer				R	
Governance Champion		R			
GITO			R	R	A
ICT Manager					R
ICT Strategic Committee	R		A		
ICT Steering Committee			R	A	C
ICT Operational Committee					A
Departmental Management Committee (DMC)	I	I	I	I	I

R - Responsibility

A - Accountability

C - Consulting

I - Information

4   CGICT Structures

Within the governance system, the CGICT and GICT are executed on Political, Strategic leadership, Executive Management, business and operational levels. Different decision making forums will support the Political, Strategic leadership and Executive Management in the performance of their CGICT duties. These are:

4.1   ICT Strategic Committee

4.1.1 Purpose

The purpose of the ICT Strategic Committee is to assist the HoD in governing and overseeing the Department's ICT related matters and the strategic alignment of ICT to the business. The committee needs to ensure that ICT is a regular item on the Senior Management and Executive Management meeting agenda and that ICT is addressed in a structured manner. In addition, the committee must ensure that the HoD has the information needed to make informed decisions that are essential to achieve the ultimate objectives of ICT governance.

These objectives are:
(a)   To align ICT and the business;
(b)   To ensure delivery of value by ICT to the business;
(c)   To source and use ICT resources;
(d)   To manage ICT related risks;
(e)   To measure ICT performance,

4.1.2 Responsibility

The HoD must receive sound information to make informed decisions. While it is the responsibility of management to provide that information, it is the responsibility of the ICT Strategic Committee to ensure that management is following through on its obligation. More specifically, the committee needs to offer insight into and timely advice and direction on at least the following topics:

(a) The relevance of the latest developments in ICT from a business perspective;
(b) The alignment of ICT with the business direction;
(c) The achievement of strategic ICT objectives;
(d) The availability of suitable ICT resources, skills and infrastructure to meet the strategic objectives;
(e) Optimisation of ICT costs;
(f)   The role and the value delivery of external ICT sourcing;
(g) Monitoring of risk and return on ICT investment;
(h) Monitoring of progress on major mission critical to ICT projects;

3

4.1.3 Authority

The ICT Strategic Committee is appointed by the HoD but does not assume the HoD's governance accountability nor makes final decisions. The committee does not play a role in the day-to-day management of the ICT function. The ICT Strategic Committee acts solely as an advisor to the HoD and executive management on current and future ICT related issues.

The ICT Strategic Committee must work in partnership with the other departmental committees and management to provide input to, review and amend the aligned corporate and ICT strategies. Possible partnerships are with:
(a)   Audit Committee, on major ICT risks and performance measurement;
(b)   Senior Management Committee, on value delivery and alignment;
(c)   Budget Committee, for major ICT resource investments.

The ICT Strategic Committee drives the ICT strategic development and takes accountability for implementing the strategy after obtaining input and approval from the HoD and all relevant committees.

In the absence of the ICT Strategic Committee, the Executive Management Committee shall assume the authority.

4.1.4 Membership of the commitee

This committee is made up of the following:

Position	Person Responsible
Chairperson	Head of Department
Vice chairperson	Executive Management
Secretariat	ICT Management
Other Members	GITO Governance Champion Executive Management of : • ICT • Risk • Strategic Planning, Monitoring and Evaluation • Finance • Core Business • Human Resource Management • Legal
EXTERNAL ADVISORS	• Provincial Internal Audit

4

The chairperson of the committee should be the HoD or this responsibility should be delegated by him in writing to a senior official if required. The additional members should be selected on the basis of their knowledge and expertise in understanding the business impacts of information and related technologies.

4.1.5 Meetings

The ICT Strategic Committee should meet at least once a quarter or as needed to accomplish its duties. The committee should report its findings and recommendations to the Departmental Management Committee (DMC). In addition, the committee's meeting agenda, minutes and supporting documents should be provided to the Executing Authority for comments and to obtain political guidance to the committee's chairperson.

4.1.6 Reports and outputs

The ICT Strategic committee is accountable for the strategic outputs of the ICT function. The committee is accountable for producing the following work products:

(a) Defined operational placement of the ICT function;
(b) Evaluation of strategic options for ICT directorate;
(c) ICT Principles;
(d) Strategic ICT Architecture Vision;
(e) ICT Communication package;
(f) Updated portfolios of ICT programmes, services and assets.

4.2   ICT Steering Committee

4.2.1 Purpose

The ICT Steering committee coordinate and oversee the planning, implementation and execution of the CGICT, GICT and strategic alignment and related monitoring activities.

4.2.2 Responsibility

The ICT Steering Committee needs to offer insight, timely advice and direction on ICT programmes. The ICT Steering Committee performs the following functions:
(a) Decides the overall level of ICT spending and how costs will be allocated;
(b) Aligns and approves the ICT Enterprise Architecture (EA);
(c) Approves project plans, budgets, sets priorities and milestones;
(d) Acquires and assigns appropriate resources;
(e) Ensures that projects continuously meet business requirements, including the re-evaluation of business cases;
(f) Monitors project plans for delivery of expected value and desired outcomes, on time and within budget;
(g) Monitor resources and priority conflicts between enterprise divisions, ICT function and projects;

5

(h) Makes recommendations and requests for changes to strategic plans (priorities, funding, technology approaches, resources, etc)
(i) Communicates strategic goals to project teams; and
(j) Contributes to management's governance ICT responsibilities.

4.2.3 Authority

The ICT Steering Committee is provided with the following authority in order to execute its mandate:

(a) To be provided with unrestricted access to information and support within the Department;
(b) To be provided with cooperation from all directorates within the Department;
(c) To provide direction to the Department regarding ICT strategy in alignment with Departmental Strategy;
(d) To be involved in ICT Risk management and provide direction to the Technology support services;
(e) To be involved in ICT project feasibility, approval and monitoring within the Department. This is not limited to ICT projects only but where the implementation of ICT related services, products and or infrastructure is incorporated as part of a project plan initiated within the Department.

4.2.4 Membership

This committee is chaired by a member of Executive Management and includes members of Senior Management, the Governance Champion and GITO as well as several other key Managers i.e.

Position	Person Responsible
Chairperson	Executive Management
Vice chairperson	Senior Management
Secretariat	ICT Personnel

Other Members	GITO
	Governance Champion
	Senior Management of :
	- ICT - Risk Management - Internal Control - Security Services - Supply Chain Management - Strategic Planning, Monitoring And Evaluation - Finance - Human Resource Management
STAKEHOLDERS	- Central IT (Office of the Premier) - Government Information Technology Officers Council (GITOC) - Provincial Internal Audit

4.2.5 Meetings

The ICT Steering Committee should meet quarterly or as needed to accomplish its duties. The committee should report its findings and recommendations to the ICT Strategic Committee. In addition, the committee's meeting agenda, minutes and supporting documents should be provided to the HoD.

4.2.6 Reports and Outputs

Reporting on ICT Programmes and Projects at least on a monthly basis should be done as per the Public Service Regulations. The committee is accountable for the submission of the following reports and work products:
(a) Aggregated risk profile, including status of risk management actions;
(b) Project scope statements, project plans and project progress reports;
(c) Project performance criteria;
(d) Stakeholder project acceptance confirmations;
(e) Post-implementation review results;

7

4.3 ICT Operational Committee

4.3.1 Purpose

The ICT Operational Committee oversees the delivery of ICT services. The purpose of the committee is to support the GITO in managing the Department's technical ICT related matters. The committee monitors the implementation of the ICT Operational plan that enables the ICT Strategy and ICT Infrastructure plan.

The objectives of the ICT Operational Committee are as follows:

(a) To provide input into the development of ICT plans;
(b) To ensure that ICT Service management is defined and communicated to the stakeholders;
(c) To oversee the implementation of a stable Architecture, Infrastructure and compliance to MIOS;
(d) To ensure that ICT Services are at acceptable levels;
(e) To ensure that ICT services are secure and reliable and compliant to MISS;
(f) To handle all ICT changes in a consistent manner;
(g) To monitor the management of outsourced services.

4.3.2 Responsibility

The committee has the following governance responsibilities

(a) To monitor the relevance of the latest developments in ICT from a departmental perspective;
(b) To consult and advise on the selection of ICT resources in compliance with set standards;
(c) To ensure that vulnerability assessments of new ICT resources occur;
(d) To ensure compliance with policies and procedures;
(e) To verify user compliance with technology standards and guidelines.

4.3.3 Authority

The ICT Operational Committee is appointed by the ICT Director but neither assumes the ICT Director's governance accountability nor makes final decisions. The ICT operational committee has decision rights on ICT Technical matters.

4.3.4 Membership

This committee is chaired by the GITO and includes representatives from the business units and ICT management.

Position	Person Responsible
Chairperson	GITO
Vice chairperson	ICT Manager
Secretariat	ICT Personnel

8

Other Members	Deputy / Assistant Directors for :
	• ICT • Asset Management • Records Management • Risk Management • Security Services • Demand Management • Internal Control
ADVISOR/SPECIALIST: CENTRAL IT	• CENTRAL IT (Office of the Premier) • Government Information Technology Officers Council (GITOC) • Provincial Internal Audit

4.3.5 Meetings

The ICT Operational Committee should meet a minimum of once per month or as needed to accomplish its duties. The committee should report its findings and recommendations to the ICT Steering Committee. In addition, the committee's meeting agenda, minutes and supporting documents should be provided to the Governance Champion for comments.

4.3.6 Reports and outputs

The committee is accountable for overseeing the following output:

(a) Information Architecture Model;
(b) Process Architecture Model;
(c) ICT standards and practices;
(d) Problem resolution monitoring reports;
(e) Conformance and performance reports to ICT Steering Committee;
(f) ICT Operational Plan;
(g) ICT Implementation Plan; and
(h) ICT Project Program.

5 Risk Assessment and Mitigation

The ICT Director shall manage ICT risks in accordance with the departmental Enterprise Risk Management Policy. The ICT Director shall play the role of the ICT risk coordinator or delegate the role in writing to a suitable official within the directorate. The ICT risk coordinator shall work in collaboration with the Chief Risk Officer to align the ICT risk with the departmental Risk Management Framework.
Each of the CGICT committees addresses a class of risk at strategic, tactical and operational levels.

9

5.1 Risk Management Approach

The ICT Director shall follow the Enterprise Risk Management policy of the department and develop a framework for ICT risk management that is based on the ICT Risk Framework. The risk management process model groups key activities into a number of processes. These processes are grouped into three domains:

(a) Risk Governance - Ensure that ICT risk management practices are embedded in the department, enabling it to secure optimal risk-adjusted benefits.
(b) Risk Evaluation - Ensure that ICT-related risks and opportunities are identified, analysed and presented in business terms.
(c) Risk Response - Ensure that ICT-related risk issues, opportunities and events are addressed in a cost-effective manner and in line with departmental priorities.

5.2 Types of Risks

At minimum the ICT Risk Management framework shall address the following types of risks:
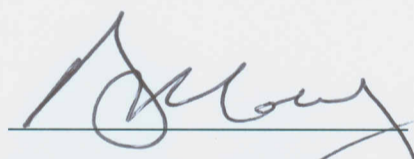
(a) Security Risk;
(b) Availability Risk;
(c) Infrastructure Risk;
(d) Integrity Risk;
(e) Project Risk; and
(f) Investment Risk;

6 Review

This Charter shall be reviewed annually depending upon the new developments that have been introduced within the Department.

7 Approval

This Charter is agreed to by the Accounting Officer

MR B. D.T. MAHLAKOLENG
ACTING HEAD OF THE DEPARTMENT

24/02/2074

DATE

10