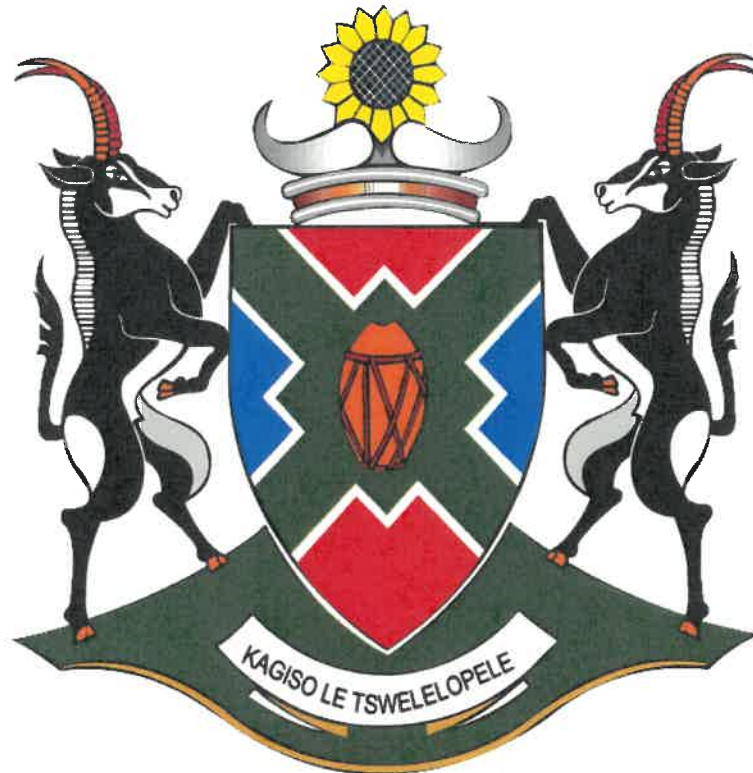


RESTRICTED

DEPARTMENT OF COMMUNITY SAFETY & TRANSPORT MANAGEMENT



**CORPORATE GOVERNANCE OF
INFORMATION COMMUNICATION AND TECHNOLOGY CHARTER**

CGICTC- VERSION 1.5

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Stakeholder Sign-Off

Name	Position	Signature	Date
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Ms F. Nchoe	Chairperson: ICT Steering Committee		01/06/2021
Ms M. Dayel	Chairperson: ICT Strategic Committee		03/06/2021
Ms M.G. Mothibedi	Departmental Chief Risk Officer		03/06/2021
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Records Management Sign-Off

Name	Position	Signature	Date
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Glossary of Terms

Accounting Officer	Head of Department or Organisational Component as per the PSA
AGSA	Auditor General of South Africa
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
CGICTPF	Corporate Governance of ICT Policy Framework
CFO	Chief Financial Officer
Corporate Governance	<p><i>"...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."</i> (IT Governance Institute: ISACA [CGEIT] Glossary: 5 as amended)</p> <p>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)</p>
Corporate Governance of ICT (CGICT)	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)
DITO	Department Information Technology Officer (Cabinet Memorandum 38(a) of 2000)
DMC	Departmental Management Committee made up of all Senior Management in the department.
DPSA	Department of Public Service and Administration
Executive Authority	<p>(a) the Office of a Premier or a provincial government component within a Premier's portfolio, means the Premier of that province; and</p> <p>(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;</p>
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.
GMICT	Governance and Management 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 and Management 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)
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
PAIA	Promotion of Access to Information Act
PIA	Provincial Internal Audit
RACI	Responsibility, Accountability, Consulting, Information
SITA	State Information Technology Agency

1 Purpose and Objectives

The Charter represents how the Corporate Governance of Information Communication and Technology (CGICT) Policy Framework will be implemented at all levels and depicts 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 representation of ICT at Strategic/Executive management level;
- (d) Create business value through ICT enablement by ensuring the alignment of business and ICT strategy;
- (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 an acceptable level of risk tolerance in the department; and
- (h) Ensure that ICT projects are prioritised, aligned and monitored.

2 Stakeholders

The table below (Table 1) lists critical internal stakeholders that have an influence on the Corporate Governance of ICT in the department. External stakeholders shall refer to any of the following: Provincial Internal Audit (PIA), Auditor General of South Africa (AGSA), State Information Technology Agency (SITA) and Provincial Government Information Technology Officer (PGITO).

3 Accountability, roles and responsibility

The table below provides a high level CGICT Responsibility, Accountability, Consultation and Information (RACI) Chart. The specific responsibilities of the committees and stakeholders are captured in the chart below:

Table 1. RACI-Stakeholders

Stakeholders (Internal and External)	Compliance to prescriptive landscape	Create enabling environment for CGICT and *GMICT	Alignment and implementation of business and ICT strategies	Conformance and performance measurement	ICT service delivery	Implementation of ICT Security
Executive Authority		A				
Head of Department	A	A	A			A
Executive Management	R	R				R
System Owners					C	R
Chief Financial Officer				R		
Governance Champion		R				I
DITO			R	R	R	R
ICT Strategic Committee	R		R			C
ICT Steering Committee			R	R	C	
ICT Operational Committee					R	
Departmental Management Committee (DMC)	I	I	I	I	I	I
Enterprise Architect (OTP)			R		C	R
External Stakeholders	I	I	I	I	I	I
<i>R - Responsibility A - Accountability C - Consulting I - Information *GMICT – Governance and Management of Information Communication and Technology *OTP – Office of the Premier</i>						

4 CGICT Structures

Within the governance system, the CGICT and Corporate Governance 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 Accounting Officer 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 related matters are addressed in a structured manner. In addition, the committee must ensure that the Accounting Officer has the information needed to make informed decisions that are essential to achieve the ultimate objectives of ICT governance.

These objectives are:

- (a) To ensure the alignment of ICT and business;
- (b) To ensure delivery of value by ICT to business;
- (c) To source and use ICT resources;
- (d) To manage ICT related risks;
- (e) To measure ICT performance.

4.1.2 Responsibility

The Accounting Officer must receive sound information to make informed decisions. While it is the responsibility of ICT management to provide that information, it is the responsibility of the ICT Strategic Committee to ensure that ICT 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 on major mission critical of ICT related projects to ensure progress.

4.1.3 Authority

The ICT Strategic Committee is appointed by the Accounting Officer but does not assume the Accounting Officer'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 Accounting Officer 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 inputs, review and amend the aligned corporate and ICT strategies. Possible partnerships are with:

- (a) Audit Committee, on major ICT risks and performance measurement;
- (b) Departmental 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 inputs from relevant committees and approval from the Accounting Officer.

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

4.1.4 Membership of the committee

This committee is made up of the following:

Position	Person Responsible
Chairperson	Executive Management
Vice chairperson	Executive Management
Secretariat	Representation from Strategic Support Services sub-program
Other Members	DITO Governance Champion Executive Management of : <ul style="list-style-type: none"> • Finance • Core Business (Transport Regulations, Transport Operations and Civilian Oversight) • Corporate Services • Director Risk • Director Strategic Planning, Monitoring and Evaluation • Director Legal Services
EXTERNAL ADVISORS	Provincial Internal Audit or Industry Specialist

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 Accounting Officer. In addition, the committee’s meeting Agenda, Minutes and supporting documents should be provided to the Accounting Officer for comments and to provide strategic guidance to the committee’s chairperson. It is recommended that meeting documents be circulated five (5) working days prior to sittings.

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 i.e Communication protocol to Executive Authority, Accounting Officer, Departmental Audit Committee, DMC, AGSA and PIA;
- (f) Updated portfolios of ICT programmes, Services and Assets.

4.2 ICT Steering Committee

4.2.1 Purpose

The ICT Steering committee coordinates and oversees the planning, strategic alignment, implementation, monitoring of both the CGICT and GMICT.

4.2.2 Responsibility

The ICT Steering Committee needs to offer insight, timely advice and direction on ICT programmes. The ICT Steering Committee:

- (a) Supports the alignment of ICT to business;
- (b) Ensures that projects continuously meet business requirements, including the re-evaluation of Business Cases;
- (c) Monitors project plans for delivery of expected value and desired outcomes, on time and within budget;
- (d) Monitor resources and priority conflicts between enterprise divisions, ICT function and projects;
- (e) Makes recommendations and requests for change to strategic plans (priorities, funding, technology approaches, resources, etc)
- (f) Contributes to the responsibilities of management on ICT governance.

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 support and unrestricted access to information 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 Senior Management and includes inter-alia members at Senior Management level, and DITO as well as several other key Managers i.e.

Position	Person Responsible
Chairperson	Senior Management
Vice chairperson	Senior Management
Secretariat	Representation from Strategic Support Services sub-program

<p>Other members may be selected from the following:</p>	<p>DITO</p> <p>Senior Management of :</p> <ul style="list-style-type: none"> • Risk Management • Security Services • Supply Chain Management • Strategic Planning, Monitoring And Evaluation • Finance Management • Human Resource Management • Core Business (Transport Regulations, Transport Operations and Civilian Oversight) • Legal Services
<p>STAKEHOLDERS</p>	<ul style="list-style-type: none"> • Provincial IT (Office of the Premier) • Provincial Government Information Technology Officers Council (PGITOC) • Auditor General of South Africa (AGSA) • Provincial Internal Audit (PIA) • State Information Technology Agency (SITA)

4.2.5 Meetings

The ICT Steering Committee should meet at least quarterly and/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 report and supporting documents where possible shall be provided to the Chairperson of the ICT Strategic Committee. It is recommended that meeting documents be circulated at least five (5) working days prior to sittings.

4.2.6 Reports and Outputs

Reporting on ICT Programmes and Projects at least on quarterly basis should be done.

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;

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 DITO 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 other ICT Support Services.

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 Minimum Inter –Operability Standard (MIOS);
- (d) To ensure that ICT Services are at acceptable levels;
- (e) To ensure that ICT services are secure, reliable and compliant to Minimum Information Security Standard (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 Accounting Officer, but the committee does not assume the Accounting Officer’s governance accountability nor make final decisions. The ICT Operational Committee has decision rights on ICT Technical matters.

4.3.4 Membership

This committee is chaired by the DITO and includes representatives from the business units and Strategic Support Services management.

Position	Person Responsible
Chairperson	DITO
Vice chairperson	Any official at Deputy Director Level
Secretariat	Representative from Strategic Support Services.
Other members may be selected from the following:	Deputy / Assistant Directors for : <ul style="list-style-type: none"> • ICT Management • Assets Management • Records Management • Risk Management • Security Services • Demand Management • Budget officer • Transport Operations • Civilian Oversight • Transport Regulations • Human Resources Management
Advisor:	<ul style="list-style-type: none"> • Industry Specialist • Provincial IT (Office of the Premier) • Provincial Government Information Technology Officers Council (PGITOC)

4.3.5 Meetings

The ICT Operational Committee should meet a minimum of once per quarter and/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 ICT Steering Committee Chairperson for comments/advise. It is recommended that meeting documents be circulated five (5) working days prior to sittings.

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.

4.4 Executing Authority

- Must provide political leadership and strategic direction, determine policy and provide oversight;
- Ensure that ICT service delivery enables the attainment of the strategic plan;
- Take an interest in the Corporate Governance of ICT to the extent necessary to ensure that a properly established and functioning Corporate Governance of ICT system is in place in the department to leverage ICT as business enabler;
- Assist the Accounting Officer to deal with inter-governmental political and other business related issues beyond their direct control and influence;
- Ensure that the department's organizational structure makes provision for the corporate governance of ICT;

4.5 Accounting Officer (Head of Department)

- Must provide strategic leadership and management;
- Ensure alignment of the ICT Strategic plan with the departmental strategic plans;
- Ensure that the CGICT is placed on the Department's strategic agenda;
- Ensure that CGICTPF, Charter and related policies for the institutionalization of the CGICT are developed and implemented by Executive Management;
- Determine the delegation of authority, personal responsibility and accountability to the Executive Management with regards to the CGICT;
- Ensure the realization of the Department wide value through ICT Service delivery and management of business and ICT related risks;
- Ensure that appropriate Corporate Governance and Governance of ICT capability and capacity are provided and a suitably qualified and experienced Governance Champion is designated, who must function at Executive Management level;
- Ensure that appropriate ICT capacity are provided and a suitably qualified and experienced DITO, who must function at Executive Level, is appointed;
- Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system.

4.6 Governance Champion

- Shall drive Corporate Governance and Governance of ICT and ensure compliance to the ICT legislative pre scripts.
- Must be actively involved in the oversight of the formal Corporate Governance system of the Department.
- Must be responsible for developing, implementing, maintaining and communicating the necessary CGICT Policies, structures, processes, procedures, mechanisms, controls, charter and plan.
- Facilitate the alignment process between business and ICT Strategy and plans.

4.7 Departmental Information Technology Officer (DITO)

Alignment and implementation of business and ICT strategies, conformance and performance measurement and ensure ICT service delivery.

4.8 Procedure for Sittings

- 4.8.1 A chairperson of any governance committee shall be a member appointed for the Committee by the Accounting Officer. In the event a chairperson is not available, then the Deputy Chairperson shall take over the responsibility as Chairperson.
- 4.8.2 In the event the Chairperson leaves the Department due to retirement /resignation/dismissal/transfer etc, the Deputy Chairperson shall be the Chairperson of the committee and the new Deputy Chairperson shall be recommended for appointment by the Accounting Officer.
- 4.8.3 A quorum shall ONLY be recognized in a sitting where committee membership is represented at Fifty (50) percent (%) plus One (1) committee member(s).
- 4.8.4 In the event a committee member leaves the department, such member shall be considered to have automatically ceased being a member of the committee as at the time of his/her exit. In such instances, the quorum of the committee will be adjusted accordingly pending the replacement appointment by the Accounting Officer.
- 4.8.5 Absence from committee meetings shall be supported by a written apology to the Secretariat. Continuous unexplained absence may lead to the chairperson reporting the matter to the Accounting Officer for appropriate action.

5 Risk Assessment and Mitigation

The DITO shall take full responsibility of ICT risks in accordance with the departmental Enterprise Risk Management Policy. The DITO 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 and tactical / operational levels.

5.1 Risk Management Approach

The Strategic Support Services Directorate shall follow the Departmental Enterprise Risk Management policy and Strategy in managing ICT risks.

5.2 Types of ICT Risks

At minimum the Enterprise 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 after a period of three (3) years or as and when there is a major change.

7 Recommended/ ~~Not Recommended~~

Supported (10) All applicable protocols for policy compilation must be complied with.



MS B. MOFOKENG

HEAD OF DEPARTMENT

15/02/2021

DATE

8 Approval

This Charter is agreed to by the Accounting Officer.



**MR M. MOKONYAMA
ACCOUNTING OFFICER**

30/04/2021

DATE