Mbhashe
Local Municipality
Willovale | Dutywa | Elliotdale

# INFORMATION & COMMUNICATIONSTECHNOLOGY GOVERNANCE FRAMEWORK

## MBHASHE LOCAL MUNICIPALITY

## 1. INTRODUCTION

ICT is one of the key assets of a Municipality, ICT people, processes, infrastructure and Information - is embedded across the Municipality creating an enterprise wide community of owners and stakeholders. As a major investment ICT is expected to deliver value and has been found to influence by a stream of diverse tactical initiatives.

## 2. PURPOSE

This ICT Governance Framework sets out the foundation for formulating and implementing decisions required to manage, control and monitor ICT within the Mbhashe Local Municipality (hereafter referred to as "MLM"). The framework defines the decisions, the involvement by various stakeholders, and the structures, processes, responsibilities and other mechanisms required to govern ICT and increase stakeholder value

## 3. BACKGROUND

Over recent years there has been an increased focus on the governance of Information Technology, as a result of the King III Code of Corporate Governance (September 2009) and requirements from the South African Government.

In November 2011 the DPSA issued a CGICT Framework with the intention of institutionalising Corporate Governance and Governance of ICT within public sector & municipal institutions in line with the requirements set out in the King III Code, ISO 38500 and COBIT 5. The CGICT Framework was adopted by National Cabinet on the 21 November 2012.

This document outlines the ICT Governance Framework of MLM as adapted from the following best practices and tailored for OTP specific context:

- COBIT 5
- ISO/IEC 38500
- ISO/IEC 27001 and 27002
- CGICT Framework

## 4. HOW CAN ICT GOVERNANCE HELP?

Good ICT governance is the foundation for delivering strategic ICT as it:

- **Aligns ICT with Institutional strategy:**

  It provides clear and visible decision making at the appropriate level of senior management, and with ICT embedded across the institution, encourages more responsible and accountable business management, creating focus, understanding and improved delivery against goals. Alignment can deliver cost reductions, improved quality of service delivery, strategies for growth and strategies for diversification

- **Integrates structural requirements:**

  Institutional structures and ICT services are harmonised to allow improved delivery of institutional goals. A less fragmented and more integrated approach to the use of ICT will deliver improved quality of information from the rationalisation and sharing of services.

- **Integrates business and technology for ICT value:**

  Involves professionals, research, administration and ICT, resulting in improved decision making and buy-in for ICT changes.

- **Provides a mechanism for understanding the use and opportunities for ICT:**

  Improved visibility and accountability for ICT allows institutions to learn from their current ICT experience and encourage improvements for the future. Mechanisms for allowing exceptions to strategy ensure a clear argument; value and justification are visible and understood

- **Improves budgetary control and return on investment:**

  Improved harmonisation between institutional goals and ICT accountability and performance measures improves budgetary control and value. Measures of success are defined as service levels and as evaluation criteria for projects.

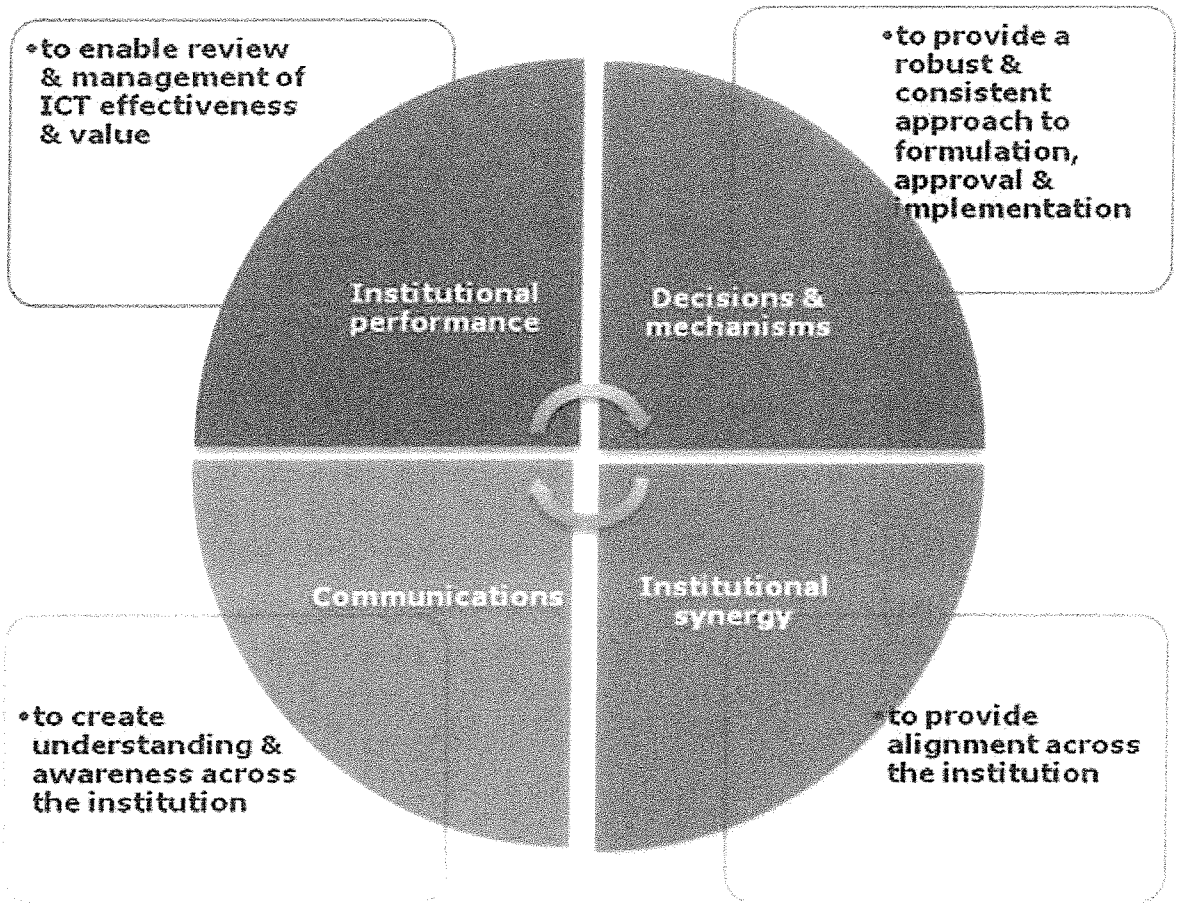
- **Improves selection and use of new technologies:**

  It supports ICT in balancing technological advancement against business priorities and return on investment (ROI).

## 5. HOW IS ICT GOVERNANCE USED IN MUNICIPALITY

The variations in institutional structures, the different cultures influencing management styles and the ubiquitous nature of ICT within every department leads to wide ranging differences in ICT governance.

However, research findings can be used to highlight the practices that have been found to improve the delivery of strategic ICT. This is presented in these findings across 4 areas as follows:



## 6. PRINCIPLES OF ICT GOVERNANCE

Mbhashe Local Municipalities' ICT Governance framework is developed in line with the adopted Corporate Governance of ICT Governance Framework Guidelines issued by The Department of Public Administration in November 2012. The adopted principles within the CGICTF guidelines draw from the principles as explained in the international standard for ICT governance, ISO/IEC 385000, King III Code and COBIT. The following table contains the adopted principles.

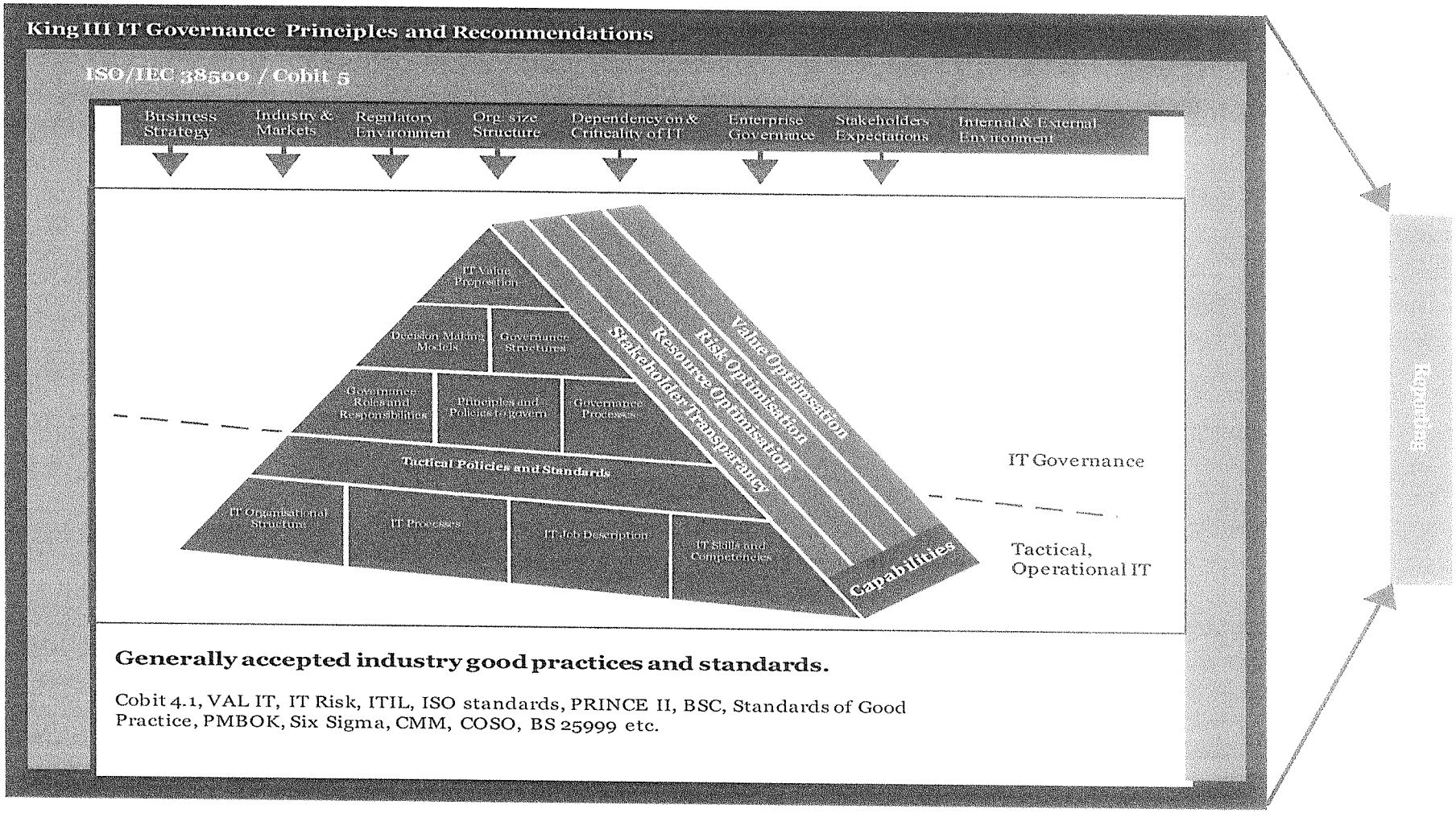
| |
|---|
| **Principle 1: Political Mandate** |
| The Governance of ICT must enable the municipality's political mandate. |
| The Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the municipality. |
| **Principle 2: Strategic Mandate** |
| The Governance 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. ICT 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. ICT must also ensure that the ICT function is audited as part of the municipal audit plan. |
| **Principle 7: Organizational Behavior** |
| Management must ensure that ICT service delivery is sensitive to organizational behavior/culture. |
| Management must ensure that the use of ICT demonstrates the understanding of and respect for organizational behavior/culture. |

## 7. OBJECTIVES

Primary goals of ICT Governance include, but are not limited to:

- Assign ICT Governance roles and responsibilities to all the required levels of management, including the Accounting Officer;
- Align the activities and functions of ICT to enable and support the objectives and priorities of Mbhashe Local Municipality;
- Ensure that ICT delivers envisioned benefits against the strategy, optimises costs and maximises the value created for Mbhashe Local Municipality through its ICT investments;
- Track and measure performance and realise envisioned benefits through the implementation of strategic initiatives, optimal use of resources and efficient and effective delivery of ICT services;
- Ensure compliance requirements are understood;
- Create an awareness of risk, understand MLM's appetite for risk, and ensure that ICT risks are managed accordingly;
- Enable synergies between ICT initiatives and, where applicable, make ICT choices in the best interest of Mbhahse Local Municipality as a whole as opposed to that of individual Business Units; and
- Enable a shared understanding amongst all stakeholders, as to how ICT can add value to Mbhashe Municipality.
- Facilitate active engagement and participation of Executive Management and Business Unit Leaders in the Governance and Management of ICT.

## 8. ICT GOVERNANCE FRAMEWORK



The Mbhahse Local Municipality ICT Governance Framework illustrated on the previous page is based on COBIT® 5, ISO 27001, ISO 27002, ISO 38500 and other international standards and best practice guidelines.

The full framework comprises a set focus areas within each of four COBIT® -based capabilities, which are, in turn, supported by a set of enablers, influenced by factors such as Departmental Strategy and the regulatory environment, and informed by the CGICTF Guidelines, King III, ISO 38500, COBIT 5 and applicable generally accepted good practices and standards. These components are described in more detail in the following sections.

## 9. INTERNAL AND EXTERNAL INFLUENCING FACTORS

Some examples of external and internal factors that influence ICT Governance are described below:

### *Organisational Strategy*

ICT Governance processes, roles and responsibilities, and the more detailed ICT processes within the ICT Internal Control Framework, operate within the context and objectives of Mbhashe Municipality as a whole. In order to be fit for purpose, ICT Governance practices need to be aligned to the vision and strategy of MM.

### *Industry and Markets*

MLM operates within the context of the broader economic environment, the Cacadu district, Eastern Cape Provincial Government and the South African National Government. ICT Governance practices are influenced by the environment within which it operates.

### *Regulatory Environment*

MLM and its ICT Governance processes and practices operate within the broader legislative and regulatory framework of the Public Sector and South Africa as a whole.

### *Organisation Size and Structure*

MM organisation structure, operating model, size and geographical spread of MM operations, inform the governance practices, structures and reporting requirements.

### *Dependency on and Criticality of ICT*

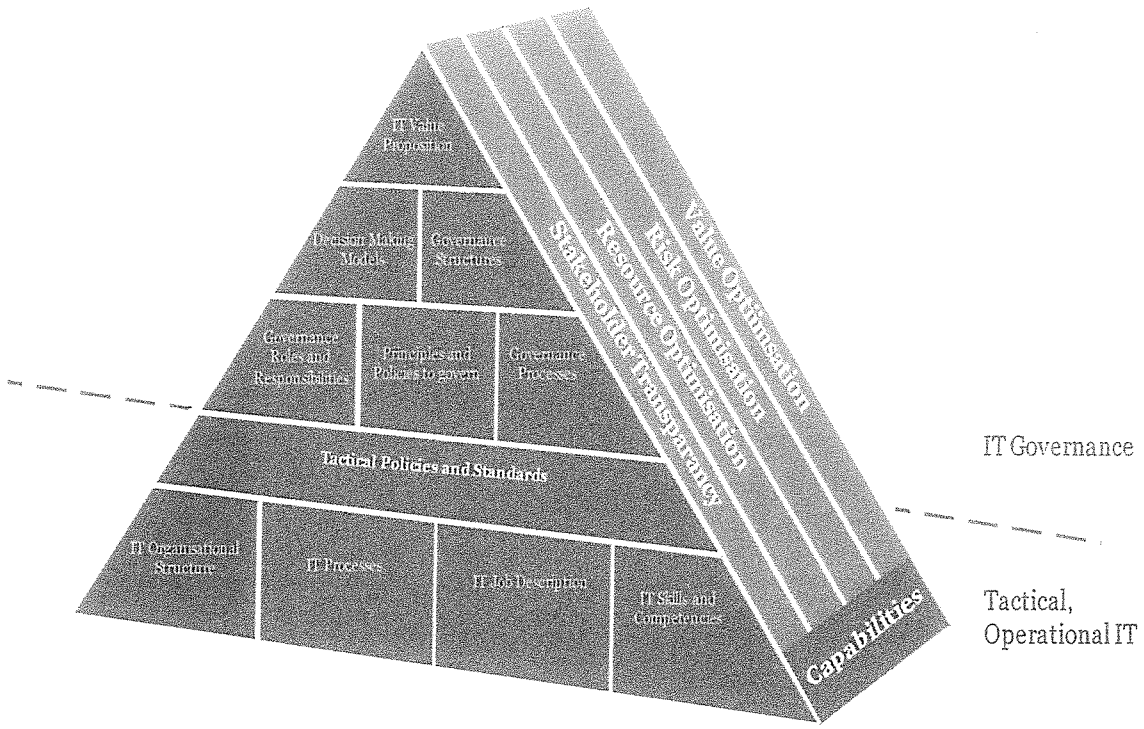
The required ICT Governance practices, structures and processes are influenced by the role that ICT plays within MM and its criticality to the business.

### *Enterprise Governance*

ICT Governance operates within the broader context and requirements of MM Enterprise Governance. ICT Governance practices are therefore aligned to the current Corporate Governance practices

## 10. ENABLERS

The ICT Governance Framework includes the models, structures, roles, responsibilities, principles and practices required to enable successful implementation within Mbhashe Local Municipality. These enablers are illustrated in the following diagram and described in the paragraphs that follow.




***ICT Value Proposition***

Mission: To effectively and efficiently provide Information Management services which facilitate the achievement of MM strategic goals.

***Decision Making Model***

To deliver the required stakeholder value to Mbhahse Municipality, appropriate capacity, processes and structures need to be defined to facilitate the making of correct decisions i.e. those that will achieve alignment, manage risks, enables change, deliver quality ICT services and manage service cost.

***Principles and Policies***

These include the adopted CGEITF ICT Governance principles and the MM ICT Governance Policy and MM ICT Policy, outlining the other relevant policies required for the effective governance of ICT.

***Governance Processes***

These outline how the ICT Governance policy will be implemented within Mbhahse Municipality.

***Tactical and Operational Layers***

Other enablers that underpin the ICT Governance Framework reside in the tactical and operational layers of the framework. These include:

- Tactical and Operational Policies and Standards;
- ICT Organisation Structure;
- ICT Processes;
- ICT Job Descriptions;
- ICT Skills and Competencies; and
- Capabilities.

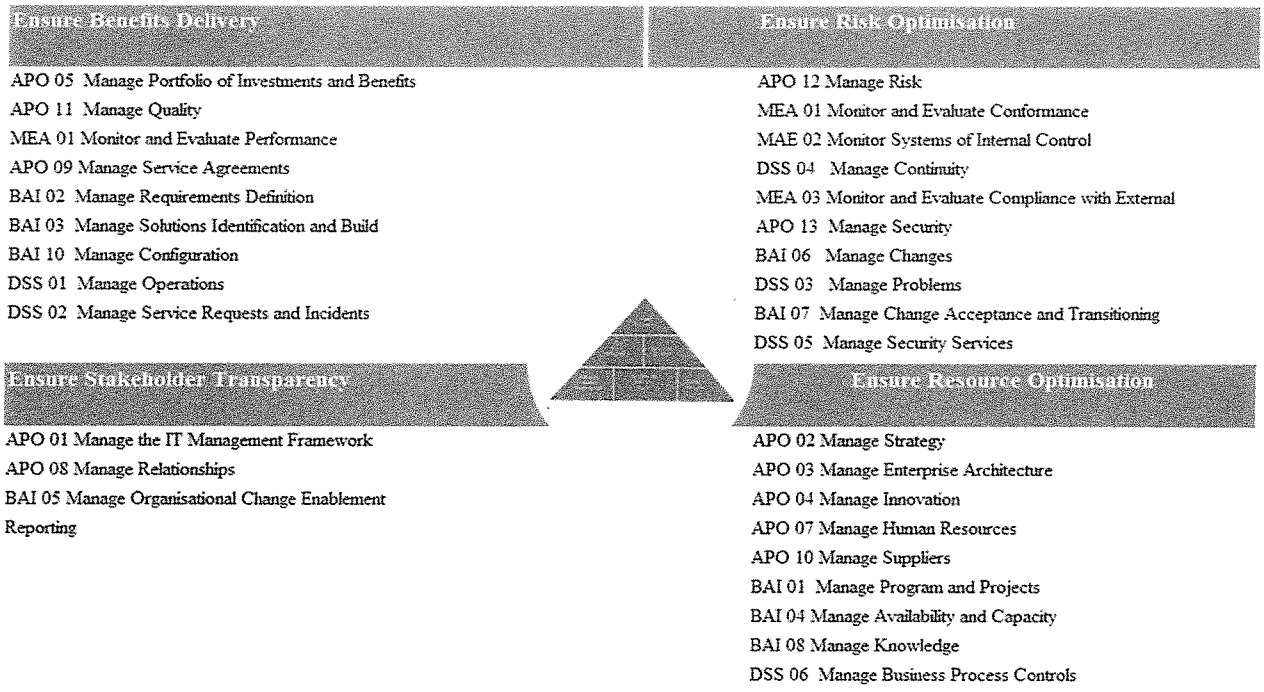
## 11. CAPABILITIES

This ICT Governance Framework is fully aligned to COBIT® 5. The COBIT® process of Set and Maintain the Governance Framework (EDM1) within the Evaluate, Direct & Monitor (EDM) COBIT® 5 domain, is addressed throughout this ICT Governance Framework and in the detailed ICT Governance processes within the ICT Internal Control Framework.

The remaining COBIT® EDM processes are the four capabilities represented in the ICT Governance, namely Ensure Value Optimisation, Ensure Risk Optimisation, Ensure Resource Optimisation, and Ensure Stakeholder Transparency, as shown below.

| EDM | EVALUATE, DIRECT & MONITOR |
|---|---|
| EDM1 | Set and Maintain the Governance Framework |
| EDM2 | Ensure Value Optimisation |
| EDM3 | Ensure Risk Optimisation |
| EDM4 | Ensure Resource Optimisation |
| EDM5 | Ensure Stakeholder Transparency |

The four capabilities, along with the required set of focus areas within each capability, are summarised in the following diagram.




The required set of focus areas within each capability, are summarised in the following table:

| CAPABILITY | FOCUS AREA | DEFINITION |
|---|---|---|
| Ensure Value Optimisation | Manage Portfolio of Investments and Benefits | Programme management provides a corporate view on the initiatives, programmes and projects MM invests in, linking them to the strategic objectives they support. |

| CAPABILITY | FOCUS AREA | DEFINITION |
|---|---|---|
| | | Portfolios often include an ICT component that supports the achievement of the portfolios' objectives, which needs to be monitored by the ICT Governance structures.<br>Focuses on ensuring that practical and measurable benefits are defined at the onset of an ICT - enabled business case and that the benefits are measured, monitored and reported following implementation. Intangible benefits must be addressed. |
| | Manage Quality | Ensures the consistent delivery of ICT solutions and services to meet the quality requirements of MM and satisfy stakeholder needs. |
| | Monitor and Evaluate Performance | ICT performance management complements the corporate process by focusing on the performance measurement of ICT resources, including people, finances, processes and projects |
| | Manage Service Agreements | Service management includes all aspects of ICT service delivery and support. In a mature environment, the service strategy component enables the alignment of ICT services to business objectives. |
| | Manage Requirements Definition | Create feasible optimal solutions that meet enterprise needs while minimising risk. |
| | Manage Solutions Identification and Build | Establish timely and cost-effective solutions capable of supporting enterprise strategic and operational objectives. |
| | Manage Configuration | Provide sufficient information about service assets to enable the service to be effectively managed, assess the impact of changes and deal with service incidents. |
| | Manage Operations | Deliver ICT operational service outcomes as planned by coordinating and executing the activities and operational procedures required to deliver internal and outsourced ICT services, including the execution of pre-defined standard operating procedures and the required monitoring activities. |
| | Manage Service Requests and Incidents | Achieve increased productivity and minimise disruptions through quick resolution of user queries and incidents. |
| Ensure Risk Optimisation | Manage Risk | ICT risk management is a component of operational risk management, which in turn is part of Enterprise risk management.<br>The implementation of an ICT Internal Control Framework facilitates the effective management of ICT risks. |
| | Monitor and Evaluate Conformance | Addresses the effectiveness of processes that monitor and evaluate compliance with Department policies, processes and standards. |

| CAPABILITY | FOCUS AREA | DEFINITION |
|---|---|---|
| | Monitor System of Internal Control | Through the combined assurance model, the adequacy and effectiveness of MM's ICT controls are assessed and monitored. |
| | Manage Continuity | Business Continuity Management ensures the sustainability of critical business processes in the event of disruptions. At an operational level, it includes ICT Disaster Recovery. |
| | Manage and Evaluate Compliance with External Requirements | Addresses the effectiveness of processes that monitor and evaluate compliance with laws, regulations and contractual requirements. |
| | Manage Security Services | Keep the impact and occurrence of information security incidents within the enterprise's risk appetite levels. An Information Security Management System, based on ISO 27001, is implemented to reduce information security risks to an acceptable level. |
| | Manage Changes | Enable fast and reliable delivery of change to the business and mitigation of the risk of negatively impacting the stability or integrity of the changed environment. |
| | Manage Problems | Increase availability, improve service levels, reduce costs, and improve customer convenience and satisfaction by reducing the number of operational problems. |
| | Manage Change Acceptance and Transitioning | Implement solutions safely and in line with the agreed-on expectations and outcomes.<br>Formally accept and make operational new solutions, including implementation planning, system and data conversion, acceptance testing, communication, release preparation, promotion to production of new or changed business processes and ICT services, early production support, and a post-implementation review. |
| Ensure Resource Optimisation | Manage Strategy | The ICT Strategy of MM is based on MM's strategic objectives and focuses on ensuring that the linkage of business and ICT planning exists in order to establish collaborative solutions that contribute to achieving MM's strategy. It addresses alignment between tactical and strategic plans to ensure that ICT delivers the promised benefits against the strategy. In addition, the strategy considers ICT sustainability as follows:<br>• Mitigation of the negative impact that ICT can have on the environment and / or assisting business in reducing the carbon footprint of MM; and<br>• Ensuring that the ICT capability is able to support current and expected future business requirements to ensure ongoing sustainability of MM's operations. |
| | Manage Enterprise Architecture | Enterprise architecture addresses four layers, namely the business process layer, the application layer, the data layer and the technical (infrastructural) layer which belongs to the centralised ICT function. |

| CAPABILITY | FOCUS AREA | DEFINITION |
|---|---|---|
| Ensure Resource Optimisation | Manage Innovation | Focuses on innovation with the purpose of enhancing the performance and effectiveness of business processes, where relevant. |
| | Manage Human Resources | Appropriate capacity, processes and structures need to be defined implemented to facilitate optimal decision making and effective utilization of ICT resources (human, Infrastructure and funding).<br>Ensures that ICT delivers value in accordance with the ICT value proposition and that this can be measured, monitored and reported. |
| | Manage Suppliers | Focuses on defining strategy, models and due diligence to govern the purchase of goods and services. |
| | Manage Programmes and Projects | Programme Management offers a mechanism, such as a Programme Office, for grouping complementary projects and monitoring their execution and reporting progress into related portfolios.<br>At an operational level, Project Management supports the execution of the project mandate in order to ensure that functionality and value are delivered on time and within the allocated budget. |
| | Manage Availability and Capacity | Maintain service availability, efficient management of resources, and optimisation of system performance through prediction of future performance and capacity requirements. |
| | Manage Knowledge | Provide the knowledge required to support all staff in their work activities and for informed decision making and enhanced productivity.<br>Information management focuses on the optimal usage of information assets to support the achievement of business objectives. It includes processes such as knowledge management and document management.<br>A management system should include the following elements:<br>• An organisation structure;<br>• Formally allocated responsibilities;<br>• Policies, practices, processes and procedures;<br>• Planning, review and improvement activities; and<br>• Allocation of adequate resources.<br>Oversight and administration responsibilities should be segregated. |
| | Manage Business Process Controls | Maintain information integrity and the security of information assets handled within business processes in the enterprise or outsourced. |
| Ensure Stakeholder Transparency | Manage the ICT Management Framework | Provide a consistent management approach to enable the enterprise governance requirements to be met, covering management processes, organisational structures, roles and responsibilities, reliable and repeatable activities, and skills and competencies. |

| CAPABILITY | FOCUS AREA | DEFINITION |
|---|---|---|
| | | |
| | Manage Relationships | Business relationship management is the interface between ICT and its customers (Business Units), with the purpose of facilitating service strategy planning and service design in accordance with business needs. It addresses service level management to monitor the delivery of these services. It includes management with external relationships, such as suppliers, to facilitate effective service delivery. Create improved outcomes, increased confidence; trust in ICT and effective use of resources. |
| | Manage Organisational Change Enablement | Focuses on ensuring that ICT-enabled changes introduced into Mbhashe Municipality are supported by organisation-wide change management processes. |
| | Reporting | Ensures that appropriate communication mechanisms are implemented between ICT, the business, executive management and the various oversight committees.<br>Incorporates ICT Governance reporting and the reporting on performance targets for ICT through mechanisms such as the balanced scorecard. |

## 12. MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY PRACTICES

The following practices, outlined in Table 2 below, have been assigned to specific designated municipal structures and officials in order to achieve the objectives and principles contained in this Municipal Corporate Governance of ICT Policy:

| Practice No. | Practices Description |
|---|---|
| 1. | **The Municipal Council must:**<br>Provide political leadership and strategic direction through:<br>a) Determining policy and providing oversight;<br>b) 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 municipality to leverage ICT as an enabler the municipal IDP;<br>c) Assist the Municipal Manager to deal with intergovernmental, political and other ICT-related Municipal issues beyond their direct control and influence; and<br>d) Ensure that the municipality's organizational structure makes provision for the Corporate Governance of ICT. |

| Practice No. | Practices Description |
|---|---|
| 2. | **The Municipal Manager must:**<br>a) Provide strategic leadership and management of ICT;<br>b) Ensure alignment of the ICT strategic plan with the municipal IDP;<br>c) Ensure that the Corporate Governance of ICT is placed on the municipality's strategic agenda;<br>d) Ensure that the Corporate Governance of ICT Policy, charter and related policies for the institutionalization of the Corporate Governance of ICT are developed and implemented by management;<br>e) Determine the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT;<br>f) Ensure the realization of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks;<br>g) Ensure that appropriate ICT capability and capacity are provided and a suitably qualified and experienced Governance Champion is designated;<br>h) Ensure that appropriate ICT capacity and capability are provided and that a designated official at a Management level takes accountability for the Management of ICT in the municipality; and<br>i) Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system e.g. ICT steering committee. |
| 3. | **The Municipal ICT Steering Committee, Risk and Audit Committee must** Assist the Municipal Manager in carrying out his/her Corporate Governance of ICT accountabilities and responsibilities. |
| 4. | **Management must ensure:**<br>a) ICT strategic goals are aligned with the municipality's Municipal strategic goals and support the municipal processes; and<br>b) Municipal-related ICT strategic goals are cascaded throughout the municipality for implementation and are reported on.<br>c) |

## 13. PRACTICAL IMPLEMENTATION OF THIS MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY.

Upon approval of this Policy, the municipality must approve a Corporate Governance of ICT Charter and practical implementation plan.

### 13.1 THE CORPORATE GOVERNANCE OF ICT CHARTER

The Charter should guide the creation and maintenance of effective enabling governance structures, processes and practices. ICT should also clarify the governance of ICT-related roles and responsibilities towards achieving the municipality's strategic goals.

#### 13.1.1 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 Corporate Governance of ICT Charter:

a. Identify and establish a Corporate Governance of ICT Policy and implementation guideline for the municipality. Policy must first be in place then the Charter.

b. Embed the Corporate 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 performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices;

f. Implement the corporate governance of ICT in the municipality, based on an approved implementation plan.

### 13.1.2 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; and

d. The establishment of structures to give effect to the 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 (Committee of Management )** | Designated Members of Management and the ICT Manager. The Chairperson shall be a designated member of the Management of the Municipality duly appointed by the Municipal Manager. | Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the municipalities:<br>• ICT structures.<br>• ICT policies.<br>• ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced.<br>• ICT Performance Management.<br>• ICT Change Management.<br>• ICT Contingency Plans.<br>• ICT Strategy development.<br>• Management of ICT Security and Data Integrity.<br>• The establishment of the municipalities ICT Ethical culture.<br>• The evaluation, directing and monitoring of ICT specific projects.<br>• ICT Strategic alignment.<br>• ICT Governance compliance.<br>• ICT Infrastructure Management.<br>• ICT Security.<br>• ICT Application Management.<br>• ICT Value.<br>• ICT Data availability and integrity.<br>• ICT Vendor Management.<br>• The evaluation, directing and monitoring of ICT processes. |

| | | |
|---|---|---|
| Audit Committee and Risk Committee | Nominated members of the Audit and Risk committee/s of the municipality and the ICT Manager or CIO. | Has a specific responsibility to perform an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks. |

Table 1: ICT Governance roles, responsibilities and delegations

## 14. 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 an ICT strategic plan which is informed by the enterprise architecture plan which clearly outlined the roles, responsibilities and business processes contained in the IDP.

## 15. CONTINUOUS SERVICE IMPROVEMENT OF ICT IN MUNICIPALITIES

In this phase, all aspects of the **Corporate Governance of ICT** should 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 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 Corporate Governance of ICT Policy is tested for efficacy and efficiency.

## 16. THE DETAILED PHASED APPROACH

**Implementation deliverables per financial year**

**Phase 1 (Enablement Phase):** To be completed by June 2017

1) Municipal Corporate Governance of ICT Policy approved and implemented;
2) Corporate Governance of ICT Governance approved and implemented;
3) The following capabilities created in the municipality:
    - Governance Champion designated and responsibilities allocated;
    - A proficient ICT Manager or CIO appointed functioning at strategic level.
    - Approved and implemented **Risk Management Policy** that includes the management of Municipal-related ICT risks;
    - Approved and implemented **Internal Audit Plan** that includes ICT audits;
    - Approved and implemented **ICT Management Framework**;
    - Approved and implemented municipal **Portfolio Management Framework** that includes ICT portfolio/programme and project management;
    - Approved **ICT Disaster Recovery Plan** informed by Municipal 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.

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

1) Approved **Enterprise Architecture** informing the ICT Architecture;
2) Approved medium term ICT Strategy.
3) Approved **ICT Migration Plan** with annual milestones linked to an enabling budget;
4) Approved **ICT Performance Indicators as contained in the municipality's performance management system.**

**Phase 3: Continuous improvement of Corporate Governance of and Governance of ICT**

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).

**APPROVED BY THE COUNCIL AND SIGNED BY:-**

.....
**MR NAKO M**
**ACTING MUNICIPAL MANAGER**

31/10/2017.....
**DATE:**

Cllr.Janda S.N
.....
MAYOR

.....
**CLLR JANDA S N**
**MAYOR**

31/10/2017.....
**DATE**