



**KOUGA**

local municipality

Good Governance through Service Excellence

**CORPORATE GOVERNANCE OF ICT CHARTER**

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		<b>Doc. Number</b> <b>ITP</b>	
<b>CATEGORY</b>	<b>POLICY</b>		
<b>SUBJECT</b>	<b>Corporate Governance of ICT Charter</b>		

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## DOCUMENT INFORMATION SHEET

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<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

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**SIGNING OF THE ORIGINAL DOCUMENT**

This policy is approved by the signatories listed below whom by signing this document confirm their acceptance of its content and authorise the implementation/adoption thereof.

  
 Signature: ICT Manager

*15/05/2018*  
 Date

  
 Signature: Chief Financial Officer

*15/5/2018*  
 Date

  
 Signature: Municipal Manager

*15/5/2018*  
 Date

*29 March 2018*  
 Council Date of Approval

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

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<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		<b>Doc. Number</b>	
		<b>ITP</b>	
<b>CATEGORY</b>	<b>POLICY</b>		
<b>SUBJECT</b>	<b>Corporate Governance of ICT Charter</b>		

## TABLE OF CONTENTS

<b>CORPORATE GOVERNANCE OF ICT CHARTER .....</b>	<b>9</b>
<b>1. Introduction .....</b>	<b>9</b>
<b>1.1. Objective .....</b>	<b>9</b>
<b>2. Accountability, Roles and Responsibilities .....</b>	<b>10</b>
<b>2.1. Municipal Council.....</b>	<b>11</b>
<b>2.1.1. Corporate Governance of ICT Mandate .....</b>	<b>11</b>
<b>2.1.2. Responsibility .....</b>	<b>12</b>
<b>2.2. Audit and Risk Committee.....</b>	<b>12</b>
<b>2.2.1. Corporate Governance of ICT Mandate .....</b>	<b>12</b>
<b>2.2.2. Responsibility .....</b>	<b>13</b>
<b>2.3. Municipal Manager .....</b>	<b>13</b>
<b>2.3.1. Corporate Governance of ICT Mandate .....</b>	<b>13</b>
<b>2.3.2. Responsibility .....</b>	<b>14</b>
<b>2.4. ICT Steering Committee.....</b>	<b>15</b>
<b>2.4.1. Corporate Governance of ICT Mandate .....</b>	<b>15</b>
<b>2.4.2. Membership.....</b>	<b>15</b>
<b>2.4.3. Meeting Frequency &amp; Arrangements .....</b>	<b>16</b>
<b>2.4.4. Responsibilities .....</b>	<b>17</b>
<b>2.5. ICT Governance Champion.....</b>	<b>19</b>
<b>2.5.1. Corporate Governance of ICT Mandate .....</b>	<b>19</b>
<b>2.5.2. Responsibility .....</b>	<b>19</b>
<b>2.6. ICT Manager .....</b>	<b>20</b>

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		<b>Doc. Number</b>	
		<b>ITP</b>	
<b>CATEGORY</b>	<b>POLICY</b>		
<b>SUBJECT</b>	<b>Corporate Governance of ICT Charter</b>		

2.6.1.	Corporate Governance of ICT Mandate .....	20
2.6.2.	Responsibility .....	20

KOUGA LOCAL MUNICIPALITY IT Planning Manual		Doc. Number ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

## DOCUMENT ADMINISTRATION

### Glossary of Terms

Term	Description
<b>CGICTPF</b>	Corporate Governance of ICT Policy Framework
<b>Corporate Governance</b>	<p>“...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</p> <p>“Procedures and processes according to which an organisation is directed and controlled.” – Organisation of Economic and Co-operation Development</p>
<b>Corporate Governance of ICT</b>	<p>“The system by which the current and future use of ICT is directed and controlled.” – ISO/IEC 38500</p> <p>“Corporate governance of ICT involves evaluation and directing the use of ICT to support the organisation, and monitoring this use to achieve plan. It includes the strategy and policies for using ICT within an organisation.” – ISO/IEC 38500</p>
<b>DPSA</b>	Department of Public Service and Administration
<b>Executive Management</b>	The Executive Management of the Municipality is made up of the Head of Department and all Chief Directors of the Department. This normally constitutes the Executive Committee of the Municipality and should include the GITO.
<b>GICT</b>	Corporate Governance of ICT
<b>ICT</b>	Information and Communications Technology, also referred to as IT
<b>Governance Champion</b>	The Manager in the municipality who is responsible to drive Corporate Governance of and Governance of ICT.
<b>Governance of ICT</b>	“The effective and efficient management of IT resources to facilitate the achievement of company strategic objectives.” – King III Code, 2009

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number <b>ITP</b>	
<b>CATEGORY</b> <b>SUBJECT</b>	<b>POLICY</b> Corporate Governance of ICT Charter		

	<p>“Is the responsibility of executives and the municipal council, and consists of the leadership, organisational structures and processes that ensure that the municipality’s IT sustains and extends the municipal strategy and objectives.” – ITGI, 2005</p>
<b>Governance Principles</b>	<p>“The vehicle to translate the desired behaviour into practical guidance for day-to-day management.” – COBIT 5 Framework, 2012</p>
<b>ISO/IEC 38500</b>	<p>International Standard on Corporate Governance of ICT</p>
<b>IT</b>	<p>Information Technology, also referred to as ICT</p>
<b>MISS</b>	<p>Minimum Information Security Standards</p>
<b>MIOS</b>	<p>Minimum Interoperability Standards</p>
<b>RACI</b>	<p>Responsibility, Accountability, Consulting, Information</p>
<b>AGSA</b>	<p>Auditor General of South Africa</p>



<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

---

## CORPORATE GOVERNANCE OF ICT CHARTER

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### 1. Introduction

A corporate governance of ICT framework is constituted of various artefacts, such as processes, structures, roles and responsibilities, lifecycles and policies. The Kouga Corporate Governance of ICT framework incorporates these fundamental components to ensure a comprehensive, practical framework that is customised to the environment, integrated into the key municipal objectives, managed across all stakeholders and monitored for compliance and performance.

This charter depicts how the CGICT policy will be implemented and describes the related delegations, roles and responsibilities, functions, processes and reporting.

#### 1.1. Objective

The charter as set out within this documentation depicts how Corporate Governance of ICT will be implemented and describes the related structure, processes, functions, accountability, roles and responsibilities, delegations and reporting outputs.

The objectives of this charter are to:

- Align with the objectives of the Corporate Governance of ICT Policy;
- Incorporate the Corporate Governance of ICT as a subset of Corporate Governance in the municipality;
- Ensure that the ICT Manager represents the ICT function on Executive Management level;
- Create business value through ICT enablement by ensuring business and ICT strategic alignment;
- Provide relevant ICT organisational structure, resources, capacity and capability to enable ICT service delivery;

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices;
- Ensure that ICT functions within acceptable levels of risk, in accordance with the municipality's risk tolerance and appetite;
- Ensure that ICT projects are prioritised, aligned and monitored.

## **2. Accountability, Roles and Responsibilities**

Critical to the success of the Corporate Governance of ICT initiative, municipal management should allocate clear roles and responsibilities for directing the CGICT programme.

Within Kouga Local Municipality, several stakeholders have been identified that will play commensurate roles in planning, facilitating and maintaining the CGICT programme:

- The municipal council
- The ICT steering committee
- The audit and risk committees
- The municipal manager
- The governance champion
- The ICT manager

Table 1 below illustrates these key stakeholders, and their associated responsibilities.

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

Key Activities	Municipal Council	Municipal Manager	Governance Chairperson	Business Managers	IT Manager	IT Staff/Members	Audit Committee	Risk Committee	Steering Committee
Set direction for the programme.	A	R	R	C	C	I	C	C	C
Provide programme management resources.	C	A	R	R	C	C	R	R	I
Establish and maintain direction and oversight structures and processes.	C	A	C	I	I	I	I	I	R
Establish and maintain programme.	I	A	R	C	C	I	I	I	R
Align approaches with enterprise approaches.	I	A	R	C	C	I	C	C	R

A RACI chart identifies who is Responsible, Accountable, Consulted and/or Informed.

The RACI diagram suggests that Corporate Governance of ICT is not only isolated to the ICT department or a single person, but also instead encompasses the whole of the municipality. This ensures that there is clear accountability for the direction and control over the municipal ICT infrastructure.

Seen in the RACI diagram, the governance champion remains responsible for most aspects of the Corporate Governance of ICT. However, no single person can operate in isolation. As such, a governance system must be established to address Corporate Governance of ICT on a political, strategic, executive management, business and operational level. This includes the establishment of an IT steering committee among others. It also warrants that ICT consistently form part of the council agenda.

## 2.1. Municipal Council

### 2.1.1. Corporate Governance of ICT Mandate

The Municipal Council maintains overall accountability for good ICT Governance within Kouga Local Municipality (in line with King III and COBIT 5). This includes structures, processes and mechanisms to enable ICT to deliver value and managing any associated risk. Specific responsibility in this regard is noted below.

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

### 2.1.2. Responsibility

- Ensure management has put in place an effective ICT strategic planning process
- Ratifies and has final approval over the aligned business and ICT strategy, which must be reviewed regularly and whenever the municipal IDP, goals and objectives change
- Ensure the ICT organisational structure complements the municipal business model and direction
- Ascertain that management has put processes and practices in place that ensure ICT delivers provable value to the municipality
- Ensure ICT investments represent a balance of risk and benefit and that ICT budgets are acceptable
- Monitor how management determines what ICT resources are needed to achieve strategic goals
- Ensure a proper balance of ICT investments for sustaining and growing the municipality
- Be aware about significant ICT risk exposures, their impact and their mitigating measures
- Evaluate the effectiveness of management's monitoring of ICT risks
- Assess municipal management's performance on ICT strategies in operation
- Define and monitor high-level ICT performance.

## 2.2. Audit and Risk Committee

### 2.2.1. Corporate Governance of ICT Mandate

The primary function of the Audit and Risk Committees are to oversee the integrity of the municipality's financial report(s) and to assess its continuing ability to service the community. The committees should also ensure that there is sufficient cooperation

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

between the municipality's various assurance providers, including the external auditors, the internal audit function, and the risk officers.

For ICT governance specifically, the Audit and Risk Committees oversees operational, as opposed to strategic, activities over control of ICT, such as the adequacy of ICT-related internal controls over financial reporting. ICT systems are critical to the accuracy and preparation of financial reporting and adequate ICT-related internal controls are necessary for compliance with various standards. Consequently, the technological aspects of internal controls are an important priority for the Audit and Risk Committees.

In addition to internal controls, there are other major ICT matters that may also have implications for financial reporting systems i.e. security of data and ICT systems, outsourcing, adoption of new technologies etc.

### **2.2.2. Responsibility**

- Retains oversight responsibilities for ICT Governance
- Reporting on controls effectiveness and efficiency within ICT Governance should be reported to this forum for oversight, guidance and input. The primary mechanism for this reporting is the internal audit process as approved by the Audit and Risk Committees and is further supported by control self-assessments to be performed by appointed process owners at prescribed intervals
- Considers ICT related to financial reporting and the ability of the municipality to services the community by requiring regular audit and review of the ICT infrastructure, processes and practices implemented across the municipality.

## **2.3. Municipal Manager**

### **2.3.1. Corporate Governance of ICT Mandate**

The mandate of the municipal manager in relation to Corporate Governance of ICT is to ensure that the municipal goals are cascaded to ICT and to ensure that the ICT Manager maintains overall responsibility of all ICT governance aspects across the municipality;

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

jointly with the assistance and oversight of the Governance Champion. Specific responsibility in this regard is noted below.

### **2.3.2. Responsibility**

- Provide strategic leadership and management
- Ensure that the Corporate Governance of ICT is placed on the Municipal Council agenda
- Ensure the realisation of the organisation-wide value through ICT service delivery and management of ICT related risks
- Provide strategic leadership to the municipality
- Evaluate, direct and monitor the performance of ICT against plans, internal policies, external obligations and strategic objectives
- Monitor how management determines what ICT resources are needed to achieve the municipal IDP, goals and objectives
- Ensure a proper balance of ICT investments for sustaining and growing the municipality
- Be aware of significant ICT risk exposures, their impact and their mitigating measures
- Periodically assess executive management's performance on the execution of the ICT strategy in operation
- Establish ICT Governance goals or Key Goal Indicators (KGI's) and cascades them down through performance management processes
- Report to Council on ICT governance which includes the strategic, performance and risk aspects of the ICT function
- The delegation of authority, personal responsibility and accountability to the Governance Champion with regards to the Corporate Governance of ICT

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Monitor and evaluate the effectiveness of the Corporate Governance of ICT.

## **2.4. ICT Steering Committee**

### **2.4.1. Corporate Governance of ICT Mandate**

This committee operates in a dual fashion within the municipality. Whereas larger, more traditional organizations, operate both an ICT oversight and ICT steering committee, the municipality has opted to combine these roles into a single forum.

Given the consolidation, this committee both assist the municipal manager on oversight of ICT and also evaluates, directs, and monitors the planning, implementation and execution of ICT within the municipality.

To this extent, the primary role of the committee is to:

- Develop corporate level ICT strategies and plans that ensure the cost effective application and management of ICT systems and resources throughout the Municipality;
- Review current and future technologies to identify opportunities to increase the efficiency of ICT resources;
- Monitor and evaluate ICT projects and achievements against the ICT Strategic Plan and;
- Inform and make recommendations to the Municipal Manager and Council of the Municipality on significant ICT issues.

### **2.4.2. Membership**

The ICT Steering Committee will comprise of the following members:

- The Director of Finance as chairperson
- Finance Portfolio Councilor
- ICT manager

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		<b>ITP</b>	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Directors and/or managers from all municipal directorates
  - Supply Chain Manager
  - Budget & Treasury Manager
  - Assets Manager
- Professional members who have relevant experience and knowledge in:
  - ICT governance
  - Procurement of ICT hardware and software
  - ICT security policy development, audit, business continuity, etc.

Alternative members may be co-opted to attend the ICT Steering Committee meetings at the discretion of their respective Directors and the prior approval of the Chairperson

The Chairperson may also invite other persons to attend meetings as required.

In the absence of a member his/her delegate may attend the meeting on behalf of the member. In the absence of the chairperson, the members shall amongst themselves elect an acting Chairperson to chair the meeting.

*Note: The ICT Steering Committee serves the roles and responsibilities of the Strategic and Steering Committee as prescribed by the CGICTPF.*

#### **2.4.3. Meeting Frequency & Arrangements**

- Decisions taken at meetings will be noted and the minutes will be distributed to committee members not later than a week after the meeting;
- The quorum for meetings will be a simple majority of the permanent members;
- The ICT Steering Committee must meet at least once every quarter;



<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- The Chairperson holds the authority to schedule emergency meetings to take place as and when necessary;
- Written notice of committee meetings must be given to members 7 (seven) days prior to a meeting, and the agenda confirmed during the onset of each meeting.

#### **2.4.4. Responsibilities**

##### **— Oversight Requirements**

- Conceptualise and oversee Corporate Governance of ICT and the strategic alignment to the municipal IDP, goals and objectives strategic plan
- Evaluate, direct and monitor the planning, implementation and execution of ICT and the strategic alignment to the municipal IDP, goals and objectives strategic plan
- Oversee the development and maintenance the Corporate Governance of ICT Policy and Charter
- Co-ordinate and oversee the development and implementation of Corporate Governance of ICT, and the Governance and Management of ICT Framework that should address the following:
  - The Risk Management Policy
  - Internal Audit
  - The ICT Portfolio Management
  - An Information policy and Information Plan
  - An ICT Security policy, plan and strategy
  - A Business Continuity Plan (BCP), an ICT Continuity Policy and Plan.
  - A Change Management Plan

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Ensure the effective monitoring and evaluation of plans for improvement and meeting all its objectives
- Ensure that ICT reports are available to the Audit committee for input prior to reporting back to Council.

**— Operational Requirements**

- Coordinate ICT planning based on direction received from the Municipal Council
- Determine, prioritise, recommend and implement plans, policies, strategies, resource/capacity requirements, and portfolios of ICT projects to the Municipal Council
- Oversee the implementation of approved plans, policies, strategies, resource/capacity requirements, benefits realisation, and portfolios of ICT projects
- Provide input into the development of the ICT Strategy and Plan, ICT Operational Plan, Governance and Management of ICT Framework and ICT Project Program
- Determine the monitoring criteria and related reporting requirements and processes for ICT conformance, performance and assurance
- Provide direction to all ICT related decisions that may have an impact on the municipal operations
- Report on ICT conformance, performance and assurance of monitoring to the Municipal council
- Oversee and report on the change management implementation for ICT
- Provide input into ICT risk management

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

## **2.5. ICT Governance Champion**

### **2.5.1. Corporate Governance of ICT Mandate**

The mandate of the governance champion, in relation to ICT governance is to drive the implementation, change management and maintenance of Corporate Governance of ICT in the municipality.

Given the scale of ICT operations at Kouga Local Municipality, the ICT Steering Committee jointly with the Chief Financial Officer has been nominated to perform the roles and responsibilities related to this function.

### **2.5.2. Responsibility**

- Align and integrate ICT strategy with the municipal IDP, goals and objectives
- Align ICT operations with municipal operations
- Cascade strategy and goals down into the municipality
- Mediate between imperatives of the municipality and the technology
- Direct the optimisation of ICT costs
- Ensure the ICT budget and investment plan is realistic and integrate into the overall financial plan
- Ensure that financial reporting has accurate accounting of ICT
- Ensure the organisation is in the best position to capitalise on its information and knowledge
- Set up organisational structures and responsibilities that facilitate ICT strategy implementation
- Define and support the ICT Manager role, ensuring the ICT Manager is a key business player and provide sufficient and detailed information for executive decision-making

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Provide high-level direction for sourcing and use of ICT resources
- Embed responsibilities for risk management in the municipality
- Monitor ICT risk and improve residual ICT risks
- Obtain assurance of the performance, control and risks of ICT and independent assurance about major ICT decisions, as considered necessary
- Work with the ICT Manager on developing an ICT balanced scorecard, to monitor ICT performance aligned to the municipal goals.

## **2.6. ICT Manager**

### **2.6.1. Corporate Governance of ICT Mandate**

The ICT Manager is primarily responsible for the management, performance and control of the municipal-wide ICT function(s). Specifically, with respect to ICT governance, the ICT Manager is responsible for executing and reporting to the CFO, ICT Steering Committee, Audit and Risk Committee, and Council on ICT governance which includes the strategy, performance and risk aspects of the ICT function.

### **2.6.2. Responsibility**

- Drive ICT strategy development and execute against it, ensuring measurable value is delivered on time and budget, currently and in the future
- Implement ICT policies and standards
- Educate executives on dependence on ICT, ICT-related costs, technology issues and insights, and ICT capabilities
- Clarify and demonstrate the value of ICT
- Proactively seek ways to increase ICT value contribution
- Link ICT budgets to strategic aims and objectives

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Manage municipal management expectations relative to ICT
- Establish strong ICT project management disciplines
- Provide ICT infrastructure that facilitate creation and sharing of business information at optimal cost
- Ensure the availability of suitable ICT resources, skills and infrastructure to meet the strategic objectives
- Ensure that roles critical for driving maximum value from ICT are appropriately defined and staffed
- Standardise and document architectures and technology
- Assess risks, mitigate efficiently and make risks transparent to the stakeholders
- Implement an ICT control framework
- Ensure that roles critical for managing ICT risks are appropriately defined and staffed
- Ensure the day-to-day management and verification of ICT processes and controls for the municipal-wide ICT function
- Defines and implements ICT performance reporting structure to be used for the reporting of ICT performance across the municipality. This structure must be updated on a periodic basis and consolidated for reporting to the ICT Steering Committee and Municipal Council.
- Defines the structure of the ICT function, including committees and key management positions and appoints appropriately skilled and experienced personnel into these positions
- Sets and implements Key Performance Indicators (KPIs) for the ICT function. Specifically implements performance measures directly and demonstrably linked to the municipal strategy

<b>KOUGA LOCAL MUNICIPALITY</b> <b>IT Planning Manual</b>		Doc. Number	
		ITP	
CATEGORY	POLICY		
SUBJECT	Corporate Governance of ICT Charter		

- Receives regular reporting based on the KPIs for the ICT function and provides reporting to the various committees within the ICT governance structure. This input and its frequency of presentation is to be provided as per the prescripts of the relevant committees.

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**APPROVED BY COUNCIL ON : 29 MARCH 2018**

**ITEM NO. : 18/03/F1**