



MUNICIPAL CORPORATE GOVERNANCE OF ICT GOVERNANCE FRAMEWORK 2024/2025

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<https://www.laingsburg.gov.za>

EXECUTIVE SUMMARY

Information Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management", council and the management team in municipal case.

ICT Governance has risen in importance because of the widening gulf between what the organization expects and what ICT delivers. ICT has grown to be seen as a cost centre with growing benefits to the organization ICT serves. A Governance of ICT framework is meant to align ICT functions to the organizational goals, manage the risk associated with ICT and ensure that there is value in the investment made in ICT.

The view that ICT should be governed and managed at all levels within a given organizational structure is purported by and through internationally recognised good governance practice and standards such as King III Code of Good Governance, ISO38500 Standard for the Corporate Governance of ICT as well as Cobit and ITIL which all form the basis of this document.

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

The Council and Management of municipalities need to extend their governance functions to include the Corporate Governance of ICT. In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and culture which are in compliance with the best practice ICT Governance Frameworks.

To strengthen the Corporate Governance of ICT further, responsibility for the decision making of ICT programmes and projects should be placed at a strategic level in the municipality. The Corporate Governance of ICT is a continuous function that should be embedded in all operations of a municipality, from Council and Management level to all areas within a municipality including ICT service delivery.

The Governance of ICT should be implemented in two different layers:

- a) Corporate Governance of ICT – the Governance of ICT through structures, policies and processes
- b) Governance of ICT – through Standard Operating Procedures

It is imperative for a distinction to be made between Corporate Governance of ICT and the Governance of ICT.

Corporate Governance of ICT: *The system by which the current and future use of ICT is directed and controlled.*

Governance of ICT: *The individual processes and procedures which ensure the compliance of the ICT environment based on a pre-agreed set of principles.*

In November 2012, Cabinet approved the Public Service Corporate Governance of ICT Policy Framework and made ICT applicable to National and Provincial Departments, Provincial Administrations, Local Governments, Organs of State and Public Entities for implementation by July 2014.

To address the above mentioned, the Western Cape Department of Local Government in collaboration with the Department of Cooperative Governance (DCoG), the Department of Public Service and Administration (DPSA), the South African Local Government Association (SALGA), and the Western Cape Provincial Treasury, developed this Municipal Corporate Governance of ICT Policy for application in the Local Government sphere.

The purpose of the Municipal Corporate Governance ICT Policy is to institutionalize the Corporate Governance of ICT as an integral part of corporate governance within municipalities. This Municipal Corporate Governance ICT Policy provides guidance to the Municipal Council and Management within a municipality about a set of principles and practices that must be complied with, together with an implementation approach to be utilized for implementation of ICT Governance within Municipalities.

To enable a municipality to implement this Municipal Corporate Governance of ICT Policy, a three-phased approach will be followed:

- a) **Phase 1 – Enabling Environments** : The Corporate Governance of ICT environments will be established in Municipalities through the adoption of this Municipal Corporate Governance of ICT Policy and its associated policies through Council resolution;
- b) **Phase 2 – Business and Strategic Alignment:** Municipalities will plan and seek to achieve alignment between IDPs, strategic goals and ICT strategy.
- c) **Phase 3 – Continuous Improvement:** Municipalities will enter into an on-going process to achieve continuous improvement of all elements related to the Governance of ICT.

This Corporate Governance of ICT Policy will allow municipalities to maintain alignment of strategic ICT functions to meet their needs and apply good practices in order to reduce costs and increase the effectiveness of the ICT service delivery to the municipality.

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GLOSSARY

AG	Auditor-General of South Africa
	not mentioned in document
CIO	Chief Information Officer
CGICTPF	Corporate Governance of ICT Policy Framework
	not mentioned in document
DPSA	Department of Public Service and Administration
DCOG	Department of Cooperative Governance
ICT	Information and Communications Technology
®	I not mentioned in document
ISO/IEC	International Organization for Standardization (ISO) and the International Electro Technical Commission (IEC)
ISO/IEC 38500	International Standard on Corporate Governance of ICT (ISO/IEC WD 38500: 2008: 1)
ITGI™	ICT Governance Institute
	not mentioned in document
King III	The King III Report and Code on Governance for South Africa
MICTGP	Municipal ICT Governance Policy
M&E	Monitoring and Evaluation
PSCGICTPF	Public Service Corporate ICT Governance Policy Framework
SALGA	South African Local Government Association
SDBIP	Service Delivery and Budget Implementation Plan

Municipal Corporate Governance of Information and Communication Technology Governance Policy

1. ICT GOVERNANCE OVERVIEW

1.1 INTRODUCTION

Information and Communications Technology (ICT) Governance has been defined as the effective and efficient management of ICT resources to facilitate the achievement of Organizational goals and objectives. ICT does not exist for its own sake within an Organization, but exists to enable the Organization to fulfil its purpose. The ICT Governance Institute defines ICT Governance as, "...the responsibility of the board of directors and executive management (Council and management in the context of a Municipality). Corporate governance of ICT is an integral part of the overall corporate governance and consists of Organizational structures and processes to ensure that the Organization's ICT [the infrastructure as well as the capabilities and Organization that is established to support ICT] delivers value to the Organization in its journey to achieving set goals and objectives.

1.2 LEGISLATIVE FRAMEWORK

Municipalities must be aware of and comply with the legislative landscape applicable to their context. This includes the Local Government Municipal Systems Act, Act No. 32, of 2000, Local Government: Municipal Structures Act, Act No. 117 of 1998, the Public Administration Management Act, Act No. 11 of 2014 and the Local Government: Municipal Finance Management Act, Act No. 56 of 2003.

This policy has been developed with the following sections of legislation in mind:

- a. In terms of the Municipal Systems Act, Act No. 32, of 2000, Section 55(1):
"The municipal manager of a municipality is, subject to the policy directions of the municipal council, responsible and accountable for:
 - (a) The formation and development of an economical effective, efficient and accountable administration:
 - (i) equipped to carry out the task of implementing the municipality's integrated development plan in accordance with Chapter 5:
 - (ii) Operating in accordance with the municipality's performance Management system in accordance with Chapter 6;"
- b. In terms of the Municipal Finance Management Act, Act No. 56 of 2003, Section 62:
"Each senior manager of a municipality and each official of a municipality exercising financial management responsibilities must take all reasonable steps within their respective areas of responsibility to ensure –
 - (a) that the system of financial management and internal control established for the municipality is carried out diligently;
 - (b) that the financial and other resources of the municipality are utilized effectively, efficiently, economically and transparently;
 - (c) that any unauthorized, irregular or fruitless and wasteful expenditure and any other losses are prevented;"

1.3 KING III REPORT AND THE PUBLIC SECTOR

One of the fundamental principles of the King III report is the message of social responsibility that companies have for the people of the country – especially the community in which they operate (IODSA, 2009). This corresponds with the vision of the South African National Government to improve service delivery to all, as well as with the Batho Pele principles (PWC, 2009; PWC, 2010b), which were introduced in 1997 and set the scene for corporate governance principles on local authority level (DPSA, 1997).

The most important aspect of a public sector entity is the delivery of a specific service to the citizens in order to improve the quality of life for all (Woods, 2010). The particular service(s) need to be delivered in a sustainable way and public sector entities in South Africa are under pressure to advance in service provision. This is however only possible if public sector entities are able to utilise their ICT assets in a modern and effective way, to reap the required benefits. The South African government acknowledges that ICT is integral in reaching the community and delivering services in a more effective manner (PWC, 2010b) – thus ICT functions as the enabling agent. By being more efficient, money could be saved and invested directly to the benefit of citizens. The South African national government incorporated the E- government programme as part of their Vision 2014 priorities (PWC, 2010b) – not in a traditional way as hardware and software, but as a vehicle to improve service delivery and creating access for all (ITGI, 2003; Le Roux,2010:50; PWC, 2010b).

Local authorities are obliged to improve service delivery, be cost-effective and keep up to date with innovative technology trends. After ICT was identified as a fundamental element of running a business and hence the introduction of ICT governance in the King III report, it was emphasised that local authorities should prioritize ICT as an important strategic asset and include it when determining the road forward as well as in identifying risks (PWC, 2009). By implementing the ICT governance principles contained in the King III report these issues can be addressed (Woods, 2010).

1.4 SCOPE

This Policy has been developed to guide and assist all municipalities in the Western Cape to implement sound Corporate Governance of ICT in terms of best practice frameworks. This Policy does recognize that municipalities are diverse in nature, thus each Municipality may adapt accordingly to cater for its needs.

1.5 MUNICIPAL CORPORATE GOVERNANCE OF ICT POLICY OBJECTIVES

The objectives of this Corporate Governance of ICT Policy for municipalities seek to achieve the following:

- a. Institutionalizing a Corporate Governance of ICT Policy that is consistent with the Corporate Governance Frameworks of the municipality;
- b. Aligning the ICT strategic goals and objectives with the municipality's strategic goals and objectives;

- c. Ensuring that optimum Municipal value is realized from ICT-related investment, services and assets;
- d. Ensuring that ICT-related resource needs are met in an optimal manner by providing the Organizational structure, capacity and capability;
- e. Ensuring that the communication with stakeholders is transparent, relevant and timely; and
- f. Ensuring transparency of performance and conformance and driving the achievement of strategic goals through monitoring and evaluation.

1.6 BENEFITS OF GOOD GOVERNANCE OF ICT

When the Corporate Governance of ICT is effectively implemented and maintained, the following benefits are realized:

- a. Establishment of ICT as a strategic enabler in a municipality;
- b. Improved achievement of municipal integrated development plans;
- c. Improved effective service delivery through ICT-enabled access to municipal information and services;
- d. delivery of quality service by ICT;
- e. Improved stakeholder communication;
- f. Improved trust between the municipality and the community through the use of ICT;
- g. Lower costs (for ICT functions and ICT dependent functions);
- h. Increased alignment of ICT investment towards municipal integrated development plans;
- i. Accountability and transparency in terms of returns derived from ICT investments;
- j. Improved management of information as ICT is prioritized on the same level as other resources in municipalities;
- k. Improved ICT ability and agility to adapt to changing circumstances; and
- l. Compliance by Municipality to legislative and regulatory requirements.

1.7 ORGANISATIONAL IMPERATIVES

Based on the nature of the entity, any entity has specific business imperatives (Boshoff, 2010). Boshoff defines a business imperative as a non-negotiable prerequisite principle, imposed by management, which needs to be achieved in order to enable the company to reach its strategic business objectives in the specific environment.

Six imperatives were identified as the key business imperatives for a public sector entity Table 2 identifies the business imperatives for a public sector entity and provides a brief description of the imperative from a business requirements perspective.

Imperative	Business requirements
Affordability	Public sector entities require IT costs to be low and are focused on value for money. The benefits received from the IT environment should outweigh the cost. Costs of ownership and operating costs should be low in order to utilise taxpayers' money efficiently in transforming it into tangible outcomes for society.
Agility	The IT systems should be able (flexible) to adapt to changes in political power, restructuring possibilities and changes in the economy. The IT systems should also be able to adapt to provide easier methods of interaction with the citizens.
Ease of use	The IT technology should be easy to use for all users. It should not be too complex, which could lead to idle time, mistakes and the requirement for highly skilled staff. Since decisions are made based on information captured it is important to limit mistakes. The entities also want to limit unnecessary expenditure on IT training caused by complex systems.
Reliability	Systems need to function as intended at all times to be available, effective and efficient.
Security	Access to the personal data of citizens should be safeguarded to prevent unauthorised access to such information. Unauthorised transactions should also be prevented.
Self service	Entities want citizens to be able to perform certain tasks (such as register for tax purposes) directly and quickly themselves.

Table: 2: Business imperatives for public sector entity

When aligning the ICT environment with the business objectives of the entity as required by principle

5.2 of the King III report, the ICT environment should therefore be aligned with these business imperatives (IODSA, 2009).

1.8 ALIGNING ORGANISATIONAL IMPERATIVES WITH THE ICT ENVIRONMENT

The impact of the business imperatives of the public sector (identified in Table 2) on the ICT environment, were evaluated and recorded in Table 3 below. This table provides the last step towards achieving the alignment between the ICT environment and the business objectives of the entity as required by principle 5.2 of the King III report. A golden line was created from the nature of the entity to the impact thereof on the clusters of the ICT environment, resulting in alignment between the business processes and goals and the ICT environment.

Imperative	Operational Requirements	ICT Environment	Clusters Impacted
Affordability	Public sector entities require ICT costs to be low and are focused on value for money. The benefits received from the ICT environment should outweigh the costs. Costs of ownership and operating costs should be low in order to utilize taxpayers' money efficiently in transforming it into tangible outcomes for society	The cost of ownership of particular ICT software and hardware needs to be as low as possible. This includes the initial purchase price, annual license fees and the costs associated with upgrades and maintenance	Applications Hardware Networks
Agility	The ICT systems should be able to adapt to changes in political power, restructuring possibilities and changes in the economy. ICT should also be able to adapt to easier methods of interactions with the public.	The hardware and applications need to facilitate various systems, since a public sector entity is diverse in its trade and has various stakeholders. ICT should be easy to upgrade and maintain the system	Applications Hardware
Easy to use	The ICT technology should be easy to use for all users. A complex system is not desirable as it could lead to idle time, mistakes and the appointment of highly skilled staff. Decisions are made based on information captured and therefore it is important to limit errors. The entities also want to limit the expenditure of ICT training required by complex systems	The user interface should generate an experience for users that is not demoralizing. The response rate and the content should encourage users to finalise tasks quickly and effectively. The business process should be logical, prompting for the next procedural step, require the successful completion of a step before the user can move to the	Applications
Reliability	Systems need to function as intended at all times, thereby being available, effective and efficient.	The systems should be of a reliable quality to avoid malfunctioning. The systems should also be able to adjust to unexpected changes with minimal damage. A detailed contingency plan should be in place. A continual monitoring system that monitors availability of systems	Applications Hardware Networks
Security	Unauthorized access to the personal data of citizens should be prevented.	Data must be kept in a valid, accurate and complete manner. Appropriate firewalls, anti-virus programs and facilitation of administrators' rights should be in.	Applications Hardware Networks

Imperative	Operational Requirements	ICT Environment	Clusters Impacted
Self-Service	Entities want citizens to be able to perform certain tasks directly and quickly themselves	Online functionality should be developed and activated. User- friendly interfaces should be used to eliminate errors. A help function should be available and users should be guided step-by-step in a logical manner.	Applications

Table: 3: Operational imperatives: ICT environment perspective

1.9 MUNICIPAL CORPORATE GOVERNANCE OF ICT PRINCIPLES

The ICT Policy is based on the following principles as articulated in the Public Service Corporate Governance of ICT Policy Framework (PSCGICTPF)

Table 1 below contains the principles which have been adopted in the Public Service Corporate Governance of ICT Policy Framework (PSCGICTPF) which have been adapted for municipalities.

<p>Principle 1: Political Mandate The Governance of ICT must enable the municipality’s political mandate.</p> <p>The Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the municipality.</p>
<p>Principle 2: Strategic Mandate The Governance of ICT must enable the municipality’s strategic mandate.</p> <p>The Municipal Manager must ensure that Corporate Governance of ICT serves as an enabler to the municipality’s strategic plans.</p>
<p>Principle 3: Corporate Governance of ICT The Municipal Manager is responsible for the Corporate Governance of ICT.</p> <p>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.</p>
<p>Principle 4: ICT Strategic Alignment ICT service delivery must be aligned with the strategic goals of the municipality.</p> <p>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.</p>
<p>Principle 5: Significant ICT Expenditure Management must monitor and evaluate significant ICT expenditure.</p> <p>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.</p>
<p>Principle 6: Risk Management and Assurance Management must ensure that ICT risks are managed and that the ICT function is audited.</p> <p>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.</p>

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.

Table 1: Corporate Governance of ICT Principles

1.10 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.	<p>The Municipal Council must:</p> <p>Provide political leadership and strategic direction through:</p> <ul style="list-style-type: none"> a) Determining policy and providing oversight; 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 for the municipal IDP; c) Assist the Municipal Manager to deal with intergovernmental, political and other ICT-related Municipal issues beyond their direct control and influence; and d) Ensure that the municipality's Organizational structure makes provision for the Corporate Governance of ICT.
2.	<p>The Municipal Manager must:</p> <ul style="list-style-type: none"> a) Provide strategic leadership and management of ICT; b) Ensure alignment of the ICT strategic plan with the municipal IDP; c) Ensure that the Corporate Governance of ICT is placed on the municipality's strategic agenda; 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; e) Determine the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT; f) Ensure the realization of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks; g) Ensure that appropriate ICT capability and capacity are provided and a suitably qualified and experienced Governance Champion is designated; 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 i) Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system e.g. ICT steering committee.

4.	<p>Management must ensure:</p> <ul style="list-style-type: none"> a) ICT strategic goals are aligned with the municipality's Municipal strategic goals and support the municipal processes; and b) Municipal-related ICT strategic goals are cascaded throughout the municipality for implementation and are reported on.
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Table 2: Corporate Governance – Practices

2. 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.

2.1 THE CORPORATE GOVERNANCE OF ICT CHAPTER

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.

2.1.1 OBJECTIVES OF THE MUNICIPAL CORPORATE GOVERNANCE OF ICT

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, Organizational 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.

2.1.2 DESIGN OF THE MUNICIPAL CORPORATE GOVERNANCE OF ICT CHARTER

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

- a. How the ICT strategic goals and their related service delivery mechanisms will be aligned with municipal IDP, monitored and reported on to the relevant stakeholders;

- b. How ICT service delivery will be guided at a strategic level to create ICT value in the municipality;
- c. How the administrations ICT-related risks will be managed; 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.	<p>Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the municipalities:</p> <ul style="list-style-type: none"> • ICT structures. • ICT policies. • ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Municipal and ICT) are clearly defined, implemented and enforced. • ICT Performance Management. • ICT Change Management. • ICT Contingency Plans. • ICT Strategy development. • Management of ICT Security and Data Integrity. • The establishment of the municipalities ICT Ethical culture. • The evaluation, directing and monitoring of ICT specific projects. • ICT Strategic alignment. • ICT Governance compliance. • ICT Infrastructure Management. • ICT Security. • ICT Application Management. • ICT Value. • ICT Data availability and integrity. • ICT Vendor Management. • 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 3: ICT Governance roles, responsibilities and delegations

2.2 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.

2.3 THE DETAILED PHASED APPROACH

Implementation deliverables per financial year

Phase 1 (Enablement Phase): To be completed by June 2025

- 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 1 (Strategic Alignment): To be completed by June 2025

- 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 realized. Assessments must be performed coherently and encompass both:

- a) The Corporate Governance of ICT (ICT contribution to realization of Municipal value); and
- b) Governance of ICT. (Continuous improvement of the management of ICT).

3. CONCLUSION


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

4. ENDORSEMENT

The Municipal Manager / Accounting Officer by virtue of his signature hereby ENDORSE this policy.

The Mayor / Speaker by virtue of his signature, on behalf of the Council of Laingsburg Municipality and after presentation of this policy before Council hereby APPROVE this policy.

Compiled by:


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REALDO PEDRO
ICT Administrator

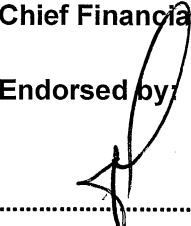
03 April 2024
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Recommended by:


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ALIDA GROENEWALD
Chief Financial Officer

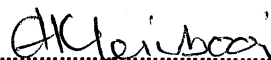
03 April 2024
DATE

Endorsed by:


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JAFTA BOOYSEN
Municipal Manager

03 April 2024
DATE

Approved by on behalf of Council of Laingsburg Municipality.


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Mayor/Speaker

03 April 2024
DATE

5. DOCUMENT HISTORY

Effective Date: 01 July 2024.

Revision History

Version	Data Release	Change Notice	Remarks
1.0	04\05\2016	Created and Drafted Realdo Pedro (ICT Administrator)	None
1.1	12\05\2016	Draft ICT Governance Framework Policy approved by the Policy Committee	Policy changed and approved for council
1.1	02\06\2016	Policy approved by Policy committee updated and tabled for approval for council	None
1.1	19\07\2016	Policy approved by council in council meeting and ready for implementation	Policy approved without any remarks
1.2	09\03\2020	Reviewed and prepared for approval Realdo Pedro (ICT Administrator)	None
2.0	21\09\2020	Reviewed with ICT DLG Western Cape (via MS Teams)	None
2.0	13\10\2020	Policy updated and tabled for approval by council	Policy approved without any remarks
3.0	19\03\2024	Reviewed and prepared for approval Realdo Pedro (ICT Administrator)	None
3.0	28\03\2024	Policy approved by council in council meeting and ready for implementation	Policy approved without any remarks