



# COPORATE GOVERNANCE OF ICT CHARTER V1.0 2024/2025

ICT Policy No: 6  
Revision: Version 1  
Last Review: N/A  
Effective From: 1 July 2024  
<https://www.laingsburg.gov.za>

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## Document Identification

<b>File Name</b>	Corporate Governance of ICT Charter
<b>Version</b>	Version 1.0
<b>Sensitivity Classification</b>	Client Confidential Information
<b>Document Owner</b>	Laingsburg Municipality

## Preparation

Action	Name	Role / Function	Date
Prepared by:	Realdo Pedro	ICT Administrator	20/03/2024
Reviewed/Approved by:	Realdo Pedro	ICT Administrator	28/03/2024

## Release

Version	Date Released	Change Notice	Remarks
1.0	20/03/2024	Created and Drafted Realdo Pedro (ICT Administrator)	None
1.0	28/03/2024	Policy approved by council in council meeting and ready for implementation	Policy approved without any remarks

## Glossary of Abbreviations

Abbreviation	Definition
AG	Auditor-General of South Africa
CIO	Chief Information Officer
CGICTPF	Corporate Governance of ICT Policy Framework
DPSA	Department of Public Service and Administrator
DCOG	Department of Cooperative Governance
ICT	Information and Communication Technology
ISO	International Organisation for Standardisation (ISO)
IEC	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
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

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## CORPORATE GOVERNANCE OF ICT CHARTER

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### 1. Purpose of Charter

The purpose of this Charter document is twofold; firstly, it is intended to guide the establishment and maintenance of structures, systems, and processes for attainment of an environment that is characterized by adhering to values and principles for good Corporate Governance of ICT.

Secondly, the Charter intends to delineate the interaction as well as dependencies amongst all material roles and responsibilities within the various levels of the bureaucracy so that through use of ICT, the Municipality is able to achieve the goals it set.

### 2. Introduction

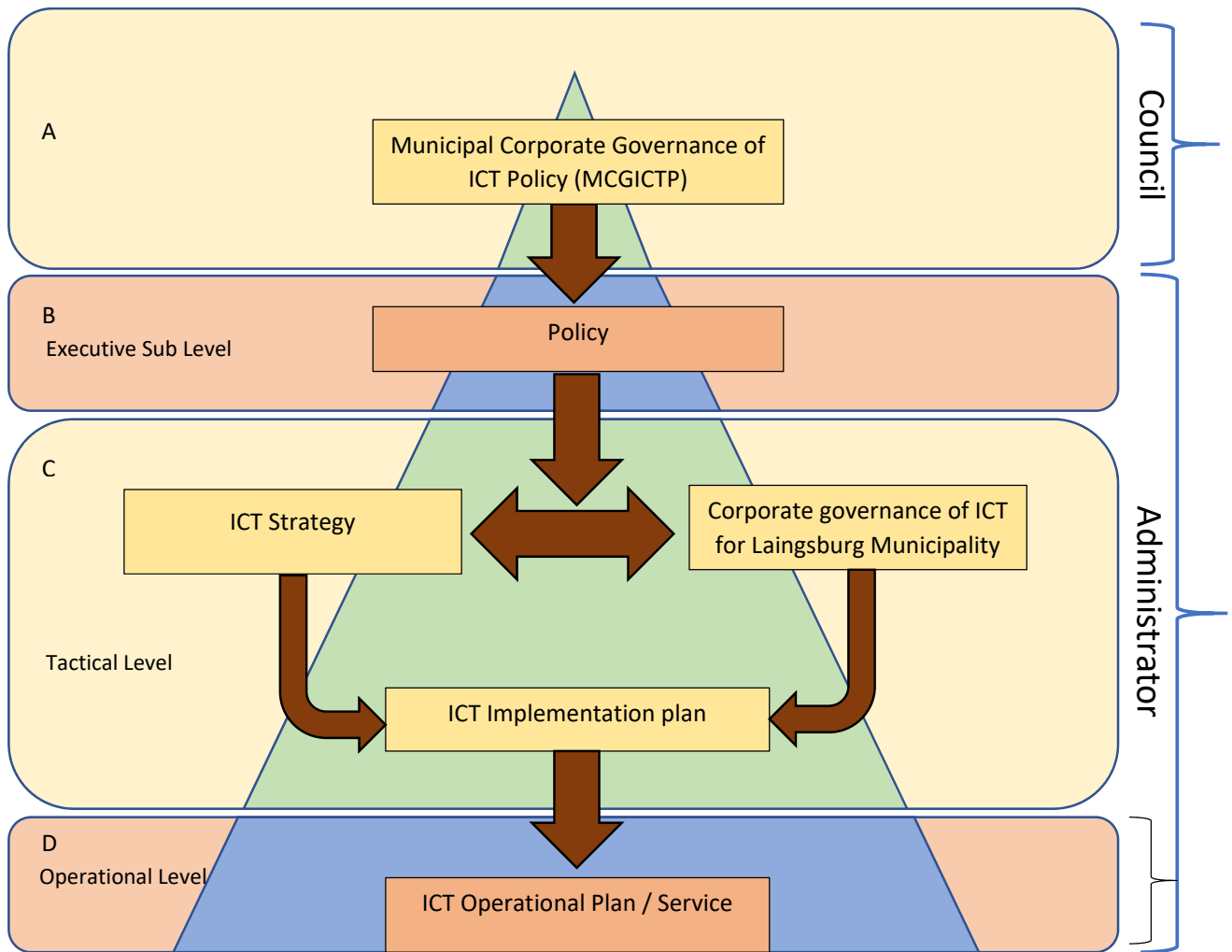
ICT Governance as a subset of the Overall Corporate Governance provides a framework for principles and practices, information, skills, culture, ethics, and behaviour to set direction and monitor compliance as well as performance of the Municipality's alignment with its overall mandate versus the defined objectives. In other words, ICT Governance provides view for ensuring that information and related technologies support and enable the Municipal overall strategy and the achievement of determined objectives for and by the Municipality.

ICT Governance is a framework that supports effective and efficient management of ICT resources to facilitate the achievement of the Municipality's strategic goals.

This Charter depicts the imperatives of the Municipal Corporate Governance of ICT Policy and serves as an implementation guide for the Municipality, particularly with delineating related structures, processes, functions, accountability, roles and responsibilities, delegations and reporting responsibilities.

It is acknowledged that there is no system that fits all organizational configurations and operating models, thus this Charter is flexible for customisation to accommodate the operating model of Laingsburg Municipality, without derogating the principles of good governance envisaged by the constitution, and recommended by the internationally recognized Corporate Governance Codes.

In order to understand the Chapter and its supported elements, Figure 1 will be used for reference.



**Figure 1: Supporting Elements of Charter**

From Figure 1 it is clear that two main levels exist. Firstly, the legislative Level comprises the Municipal Corporate Governance of ICT Policy, referred to as “a” in Figure A. This is a legislative document from the Department of Cooperative Governance and Traditional Affairs containing requirements that local government must adhere to.

Secondly, Figure B shows the Local Government Level. This level comprises of multiple elements, which is further divided into-levels.

The first sub-level is the Executive sub-level, which contains the Charter, referred to as “B” in Figure 1. This Charter receives various inputs from “A” but also flows into the next sub level.

The second sub-level is the Tactical sub-level which receives input from “A” and contains Corporate Governance of ICT Policy. This element will provide guidance and input for the third element, the ICT Strategy Plan, referred to as “D” in Figure 1.

The third sub-level contains the implementation of the combined elements and is called the Operational sub-level. Within this sub-level, the Implementation of Plan, referred to as “D” in Figure 1, is housed and receives input from both “C” an “B” in the Tactical sub-level.

All these elements together address the Corporate Governance of ICT in Laingsburg Municipality.

### 3. Legislation

As dictated by the Municipal Corporate Governance of ICT Policy (Figure 1: A), multiple best practices and standards and legislation were used in order to draft this Charter.

#### 3.1. External Inputs

1. ISO/IEC 38500 standard
2. King Code
3. COBIT processes

#### 3.2. Legislation

1. Municipal Systems Act 2000 (Act 32 of 2000)
2. Municipal Structures Act
3. Construction of the Republic of South Africa
4. Municipal Finance Management Act 2003 (Act 56 of 2003)

The principles contained in these statutory enactments and applicable governance standards form the basis of the structures, as well as the culture required to implement effective Corporate Governance of ICT in the Municipality.

### 4. Scope

This Charter for Corporate Governance of ICT (as depicted in Figure 1: B) applies to Laingsburg Municipality, as articulated in the approved Municipal Corporate Governance of ICT Policy (Figure 1: A). The Executive Authority (Council), Accounting Officer and Executive Management as a whole, have an important role to play in driving in dealing with ICT within the realm of Corporate Governance scheme, as opposed to leaving it solely to the ICT Manager. This Charter provides guidance on how Laingsburg Municipality intends to steer and thus derive the highest value from ICT.

### 5. Key Elements

#### 5.1. King Principles

1. The Municipal Council of local government shall be responsible for information Communication Technology (ICT) Governance.

The King Code recommends that strategic management (the Municipal Council in this case) establish an ICT Charter (Figure 1: B). Furthermore, this ICT Charter should outline the decision-making rights and accountability framework for the Governance of ICT for enabling

the realization of the culture desired in order to effectively manage ICT resources, for the value creation in and by the Laingsburg Municipality.

## 5.2. COBIT Key Elements

1. **Strategic alignment** focuses on ensuring the linkage between business and ICT plans, defining, maintaining and validating the ICT value proposition, and aligning ICT operations with enterprise operations.
2. **Value delivery** is about executing the value proposition throughout the delivery cycle, ensuring that ICT delivers the promised benefits against the strategy, concentrating on optimising costs and proving the value of ICT.
3. **Resource management** is about the optimal investment in, and the proper management of, critical ICT resources: applications, information
4. **Risk management** requires risk awareness by senior ranking officials, a clear understanding of the Municipality's appetite for risk, compliance requirements, transparency about the significant risks to the enterprise and creating and enabling environment for taking responsibility and ultimately management of such risks.
5. **Performance measurement** tracks and monitors strategy implementation, project completion, resource usage, process performance and service delivery, using, for example, balanced scorecards that translate strategy into action to achieve goals measurable beyond conventional accounting.

Based from these above-mentioned key elements, the objectives of this Charter can clearly be defined below.

Guided by the principles of standards' extracts exhibited above, we have thus determined that the following shall be the objectives of this Charter.

## 6. Objectives of Charter

As dictated by the Municipal Corporate Governance of ICT Policy (Figure 1: A), the objectives of the Charter (Figure 1: B) are as follows:

- A. Identify the need, develop a Corporate Governance of ICT Policy (Figure 1: A) and provide guideline for how the municipality must implement.
- B. Establish and/or reinforce a culture where Corporate Governance of ICT as a subset of the overall governance of the municipality is included. Align ICT strategies and plans to the Municipality mission and objectives as articulated in the integrated Development Plan to ensure that value is derived from all investments made in ICT.
- C. Establish capability to monitor and assess ICT performance in creating value that enables service delivery.
- D. Monitor compliance to relevant policies, frameworks, laws, regulations, standards and practises;
- E. For realization of the objectives mentioned herewith, the need becomes certain for establishment of certain structures to delineate responsibility from accounting.



## 7. Structures, Functions, Roles and Responsibilities

The Charter outlines the accountability and decision-making authority for effective ICT governance that will yield the desired cultural change pertaining to the use of ICT. Corporate governance of ICT essentially means that the highest decision-making body of the Municipality will accept responsibility for ICT so that through ICT the Municipality is able to attain the goals it sets for itself. The executive management shall in turn accept the responsibility for allocation and management of ICT resources. It is without doubt therefore that data, and the communication technologies are key enablers for effective decision making.

### 7.1 Structures

Specific structures should be established to give effect to the Governance of ICT, and the management of ICT functions.

#### 7.1.1. High Level Structure

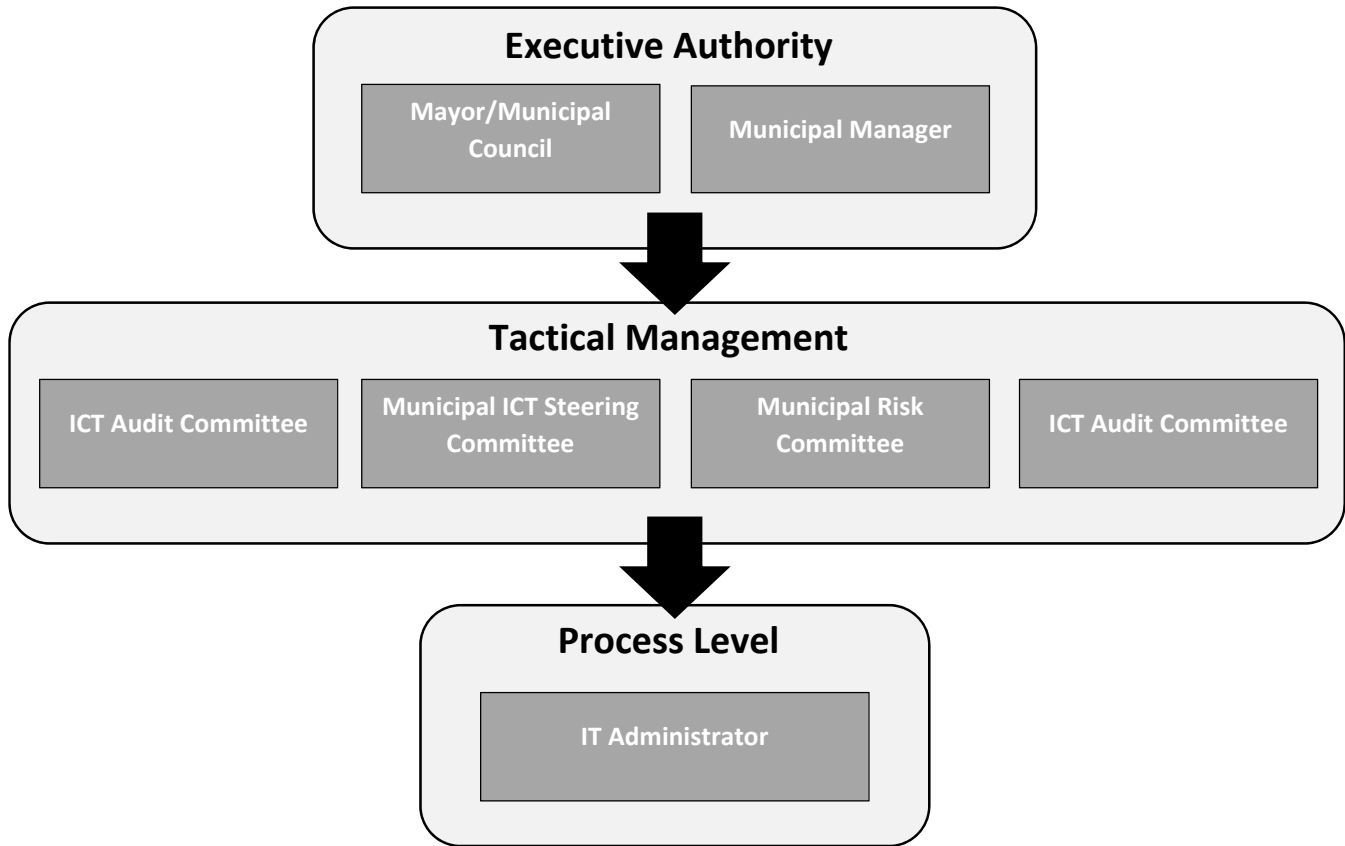
The Corporate Governance of ICT has three tiers, and each tier has a process for decisions and reporting, as listed in Table 1.

<b>Structure</b>	<b>Position</b>	<b>Responsibility</b>	<b>Process</b>
<b>Executive Authority Level</b>	Council	Direct and Monitor the performance of ICT	Municipal Council Meetings
<b>Top Management</b>	Municipal Manager	Resource allocation, Evaluation, Directing and resource management	ICT Steering committee/Head of Department Meetings (Top Management Agenda item)
<b>Tactical Level</b>	Department Managers	Activities are preformed, controlled and check in alignment with business objectives	Collaborative engagements and Business unit meetings
<b>Operational Level</b>	Supervisors and Subordinates	User requirements and reporting	Daily operations

**Table 1: Three-Tiered Structure**

Other structures should also be established that could support the three-tiered structure.

**Figure 2: Structure – Charter Directive**



#### 7.1.2. Other Structures

#### 7.1.3. The Municipal Council

The Municipal Council must provide political leadership and strategic direction through:

- Determining policy and providing oversight;
- 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;
- Assist the Municipal Manager to deal with intergovernmental, political and other ICT-related Municipal issues beyond their direct control and influence; and
- Ensuring that the municipality’s organisational structure makes provision for the Corporate Governance of ICT.

#### 7.1.4. The Municipal Manager

The Municipal Manager must provide strategic leadership and management of ICT through:

- Ensuring alignment of the ICT strategic plan with the municipal IDP;

- Ensuring that the Corporate Governance of ICT is placed on the municipality's strategic agenda;
- Ensuring that the Corporate Governance of ICT Policy Framework, and related policies for the institutionalisation of the Corporate Governance of ICT are developed and implemented by management;
- Determining the delegation of authority, personal responsibilities and accountability to the Management with regards to the Corporate Governance of ICT;
- Ensuring the realisation of municipality-wide value through ICT service delivery and management of Municipal and ICT-related risks;
- Ensuring 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
- Ensuring the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system e.g. ICT steering committee.

#### **7.1.5. Municipal ICT Steering Committee**

- The establishment of an appropriate ICT steering Committee will ensure that the application, management and review of the organizations ICT strategies and plans are consistent with the goals and objectives of the organisation and will ensure that the department complies with legislation
- The ICT Steering Committee will advise management on all matters related to ICT

#### **7.1.6. Municipal Risk Committee**

- The establishment or use of an appropriate Municipal Risk Committee will accept the responsibility to perform an oversight role for the identification and mitigation of ICT-related risks
- The Municipal Risk Committee will assist management in carrying out the Corporate Governance of ICT accountabilities and responsibilities

#### **7.1.7. Audit Committee**

- The use of the established and appropriate Audit Committee will accept the responsibility to perform management of ICT audit and governance compliance
- The Audit and Audit Performance Committee will assist management in carrying out the Corporate Governance of ICT accountabilities and responsibilities.

#### **7.1.8. Management**

Management must ensure that:

- ICT strategic goals are aligned with the municipality's strategic goals and support the municipal processes;
- Municipal-related ICT strategic goals are cascaded throughout the municipality for implementation and are reported on.

Specific policies and plans need to be established to support the mentioned structures.

#### 7.1.9. Established Policies and Plans

<b>Policy Plan</b>	<b>Owner</b>	<b>Approval</b>
1. Municipal Corporate Governance of ICT Governance Policy	Municipal Manager	Council
2. Corporate Governance of ICT Charter	Municipal Manager	Council
3. ICT Steering Committee (TOR)	Municipal Manager	ICT Steering Committee
<b>Operational Policy</b>	<b>Owner</b>	<b>Approval</b>
4. ICT Data Backup and Recovery Policy	ICT	Council
5. ICT Operating Security Control Policy	ICT	Council
6. ICT Security Control Policy	ICT	Council
7. ICT User Access Management Policy	ICT	Council
8. ICT Change Management Policy	ICT	Council
<b>Policy Plan</b>	<b>Owner</b>	<b>Approval</b>
9. ICT Service Level Agreement and Contract Management	ICT	ICT Steering Committee
10. ICT Disaster Recovery Plan	ICT	ICT Steering Committee
11. ICT Strategy Plan	ICT	ICT Steering Committee
12. Risk Management Policy	Internal Audit	Council
13. Internal Audit Plan	Internal Audit	Audit Committee

According to the Municipal Corporate Governance of ICT Policy (Figure 1: A), the above-mentioned structures, including established policies and plans, should be established in order to complete the phases of Corporate Governance of ICT.

#### 7.2 Functions, Roles and Responsibilities

According to the Municipal Corporate Governance of ICT Policy (Figure 1: A), specific functions, roles and responsibilities should exist, regarding the established structures.

These functions, roles and responsibilities are addressed in this Charter (Figure 1: C).

#### 7.3 Members

Regarding the structures previously mentioned, specific members need to form part of each structure. The ICT Steering Committee Charter addresses the members of each structure.

All mentioned structures, functions, roles and responsibilities are important to give effect to the Governance of ICT.

## 8. Framework Policies Guidelines

Corporate Governance of ICT is a collection of various documents and policies which guides council in decision making, monitoring risks and performance. These are required to ensure that status quo, business direction and management procedures are documented and available. The following policies and documents are required to ensure the governance of ICT and is linked to this Charter document:

Policy	Requirements
Corporate Governance of ICT Charter (This Document)  (Figure 1: B)	<ul style="list-style-type: none"> <li>• Accountability of allocated to departments</li> <li>• Business and ICT structures defined</li> <li>• Business and ICT role and responsibilities defined</li> <li>• Business and ICT decision making powers defined</li> <li>• Business and ICT delegations allocated</li> </ul>
ICT Plan (ICT Strategy)  (Figure 1: C)	<ul style="list-style-type: none"> <li>• Mapping of elements of information plan in ICT plan</li> <li>• Departmental business assurance that ICT understands the business and its processes</li> <li>• Business service delivery and ICT alignment</li> <li>• Current and future ICT status: skills, structure and policies</li> <li>• Multi-year high level ICT implementation roadmap</li> </ul>
ICT Operational	<ul style="list-style-type: none"> <li>• Owned and developed by IT but executive management must ensure it is aligned to business</li> <li>• ICT operational policies</li> <li>• IT assets, resources, capacity and capability optimised</li> <li>• Applications, information and technology use and management</li> <li>• Management of ICT related business risk</li> </ul>

Continuous Improvement Roadmap	<ul style="list-style-type: none"> <li>• Policies revised at least every 3 years (developed by business on a strategic level and IT department on an operational level)</li> <li>• ICT Strategic Plan</li> <li>• Roadmap linked to Annual Performance Plans to improve and functionality of:</li> <li>• CGICT system</li> <li>• Business and ICT service delivery alignment</li> <li>• Business management of ICT</li> <li>• Governance of and management of ICT</li> </ul>
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**Table 4: Framework Policies and Guidelines**

## 9. Evaluation and Review

The review of policies, procedures and charters is sometimes warranted due to changes or amendments to legislation, executive decision that may have impact on ICT governance.

The policies and charters must be developed or reviewed by management a strategic level to provide guidance for how ICT must be managed and standard operating procedures shall accordingly adapt to reflect the principles and spirit of a corresponding policy. This process must be linked the improvement Roadmap and Annual Performance Plans.

The Executive Authority Level and Executive Management must support, for determination of the required processes for enabling Corporate Governance of ICT as well its implementation.

## 10. 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:**

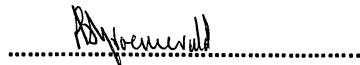


**REALDO PEDRO**  
ICT Administrator

03 April 2024

DATE

**Recommended by:**

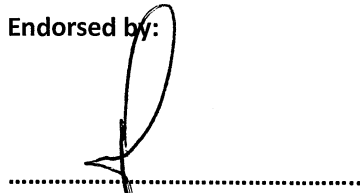


**ALIDA GROENEWALD**  
Chief Financial Officer

03 April 2024

DATE

**Endorsed by:**

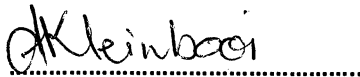


**JAFTA BOOYSEN**  
Municipal Manager

03 April 2024

DATE

Approved by on behalf of Council of Laingsburg Municipality.



**Mayor/Speaker**

03 April 2024

DATE