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Community Safety and Transport Management
North West Provincial Government
REPUBLIC OF SOUTH AFRICA



DEPARTMENT OF COMMUNITY SAFETY AND TRANSPORT MANAGEMENT

CORPORATE GOVERNANCE OF ICT POLICY FRAMEWORK

CGICTPF VERSION 1.5

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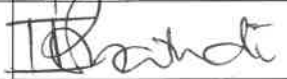




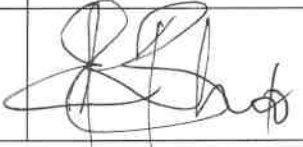
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Glossary of Terms

Accounting Officer	Head of Department
CGICTPF	Corporate Governance of Information Communication Technology Policy Framework
Corporate Governance	Procedures and processes according to which an organisation is directed and controlled.
Corporate Governance of Information Communication Technology (CGICT)	The system by which the current and future use of ICT is directed and controlled. Corporate governance of ICT involves evaluating and directing the use of ICT to support the organisation and monitoring this use to achieve plans. It includes the strategy and policies for using ICT within an organisation. (ISO/IEC 38500: 2008: 3)
Dcstm	Department of Community Safety & Transport Management
Department	The Department of Community Safety and Transport Management
DITO	Departmental Information Technology Officer (Cabinet Memorandum 38(a) of 2000)
DPSA	Department of Public Service and Administration
EDMC	Extended Departmental Management Committee
EA	Enterprise Architect
Executing Authority	Means the member of Provincial Executive Council responsible for Community Safety & Transport Management Portfolio
Executive Management	The Executive Management of the Department includes the Head of Department and Chief Directors.
GICT	Governance of Information Communication Technology



GITOC	Government Information Technology Officer's Council (Cabinet Memorandum 38(a) of 2000)
Governance Champion	The Executive Manager in the department who is responsible to drive Corporate Governance of and Governance of ICT.
Governance of ICT	<p>The effective and efficient management of IT resources to facilitate the achievement of company strategic objectives. (King III Code: 2009: 52)</p> <p>Is the responsibility of executives and the board of directors, and consists of the leadership, organisational structures and processes that ensure that the enterprise's IT sustains and extends the organisation's strategy and objectives (ITGI 2005)</p> <p>The system by which the current and future use of IT is directed and controlled.</p>
HRM	Human Resources Management
ICT	Information and Communications Technology, also referred to as IT
IoDSA	The Institute of Directors in South Africa
ISO/IEC 38500	International Standard on Corporate Governance of ICT (ISO/IEC 38500: 2008: 1)
IT	Information Technology, also referred to as ICT
ITGI	Information Technology Governance Institute
MISS	Minimum Information Security Standards
MIOS	Minimum Interoperability Standards
SCM	Supply Chain Management

1. Introduction

The use of IT has become a fundamental business resource in organizations. The Public Service Regulations, 2016 support the Public Service Act, 1994 by directing the Executive Authority and Head of Department to prepare a departmental Strategic Plan and Information Communication Technology (ICT) Plan, respectively.

Investments in information systems hardware, software, and telecommunications equipment now constitutes significant proportion of all capital investment in many organizations. The results of this massive spending in Information Systems and Technologies are reflected in the way organizations conduct business. Cell phones, messaging, wireless handhelds, e-mail, and online conferencing over the Internet have all become essential business tools.

Corporate Governance of ICT intend to strengthen Information Communication Technology (ICT) utilization to support the achievement of the departmental targets and objectives, and address audit findings by fostering the involvement of executive management in all important ICT decisions. This accountability enables the department to align the delivery of ICT services with the departmental goals.

2. Regulatory and Guidance Framework

The following documents inform the development of this Policy framework for the department.

- Constitution of the Republic of South Africa, 1996, Section 197 (1)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
- Public Administration Management Act, 2014 (Act No. 11 of 2014), section 14
- Public Finance Management Act of 1999 (Act No. 1 of 1999)
- Public Service Act, 1994 (Proclamation No. 103 of 1994)
- Public Service Regulations 2016
- State IT Agency Act 88 of 1998
- King IV
- COBIT 2019
- The Corporate Governance of ICT Policy Framework
- CGICT Assessment Standard
- ISO/IEC 38500
- Departmental Policies (Supply Chain Management, Finance, Human Resources Management, Risk Management, Security and Facilities Management and Records Management)
- Office of the Premier ICT Policies



3. Scope of Application

This policy framework offers guiding principles for executive management of the department on the effective, efficient, and acceptable use of IT within the department. It applies to the governance of management processes and decisions relating to the IT services used by the department.

This Policy Framework for Corporate Governance of ICT is applicable to all departmental users as defined in Chapter 10, section 197(1) of the Constitution of the Republic of South Africa, 1996.

4. Purpose

The purpose of this Policy Framework is to institutionalise the corporate governance of ICT as an integral part of the corporate governance practices within the department in a uniform and coordinated manner. Corporate Governance of ICT consists of a governance system that affects the way the department is managed and controlled. It also defines the relationships between stakeholders and the strategic goals of the department.

Corporate Governance of ICT will create value for the department, e.g. improved service delivery, better use of limited resources, and improved performance and quality. It will also provide for performance measurement of ICT as a strategic enabler of the departmental business.

The Policy Framework directs the strategic leadership of the department to take responsibility for the corporate governance of ICT and provide leadership for the use of ICT to support the achievement of the strategic objectives and goals of the department.

5. Background

Since 2013, the introduction of the Policy Framework has improved awareness in the department of the need for improved governance of ICT. The Corporate Governance of ICT maturity level has continuously improved as confirmed by the audit outcomes by the Provincial Internal Audit (PIA) and Auditor General of South Africa (AGSA).

To derive the expected value from the ICT investment, department should strengthen ICT prescripts, ICT Plans, ICT-enabled projects, and institutional arrangements. Therefore, Executive Management needs to incorporate ICT governance into existing corporate governance arrangements to oversee the performance of ICT.

6. Objectives of the Corporate Governance of ICT Policy Framework

The objectives of this Policy Framework are to instil:

- a) Executive Management involvement and leadership in governance of ICT within the department to create value and improve performance;
- b) Transparency, accountability, and efficiency in matters related to the management of ICT; and
- c) Enhanced level of ICT compliance and performance at a departmental level and in the public service.

7. Benefits of Corporate Governance of ICT

When the corporate governance of ICT is effectively implemented and maintained, the following benefits, can be realised:

- a) Deriving business value from ICT investment;
- b) Using, which includes sharing of resources (including but not limited to people, process, information and communication technology) when investing in, operating and using ICT.
- c) Mitigating ICT-related business risks of investing, owning, operating, and using ICT within a secure environment.
- d) Improving ICT's ability to learn and the agility to adapt to changing circumstances; and
- e) Improving ICT monitoring, evaluation, auditing, and reporting.

8. Corporate Governance of ICT in the Department

Corporate Governance

King IV defines corporate governance as the exercise of ethical and effective leadership by the governing body towards the achievements of the following governance outcomes:

- Ethical culture;
- Good performance;
- Effective control; and
- Legitimacy (IODSA,2012)

Corporate governance encompasses the mechanisms by which departments and those in leadership are held to account, the risks are monitored and assessed, and performance is optimised. It provides an appropriate control environment that enables strategic leadership and management to discharge their responsibilities and oversee compliance with legislation and prescripts.

9. Corporate Governance of ICT in the Department

- 9.1 The Corporate Governance of ICT involves evaluating and directing the achievement of strategic goals and using ICT to enable the departmental business and the monitoring of ICT service delivery to ensure continuous service improvement. It includes determining strategic goals, plans and Annual Performance Plans for ICT service delivery (ISO/IEC 38500:2015).
- 9.2 The Corporate Governance of ICT is a subset of Corporate Governance and is an integral part of the governance system and consists of principles and practices within a system that enables strategic leadership to execute their oversight roles and responsibilities. In terms of such a system:
- (a) The **Executing Authority** provides the political leadership.
 - (b) The **Accounting Officer** provides the strategic leadership and is accountable for the implementation of the Corporate Governance of ICT; and
 - (c) The Executive Management is responsible for ensuring that the Corporate Governance of ICT is implemented and managed.

King IV code, principle 12 states: "The governing body should manage technology and information in a way that supports the organization in setting and achieving its strategic objectives" (IoDSA, 2016)

COBIT 19 resonates with the King Code's provisions. It highlights that the committees must exercise oversight to "enable both business and IT people to execute their responsibilities in support of business/IT alignment and the creation of business value from Information and Technology-enabled business investments" (ISACA, 2018).

The Corporate Governance of ICT is implemented within the accountability structure of the department. The department has established three ICT Committees which includes ICT Strategic Committee, ICT Steering Committee and ICT Systems Committee.

10. Layered approach to Corporate Governance of ICT

Corporate Governance of ICT encompasses two levels of decision-making, i.e. governance and management.

Corporate Governance of ICT: The executive Management Committee is accountable for achieving the departmental mandate and strategic objectives through, among other things, the use of ICT. The accountability for corporate governance of ICT must be facilitated through clearly defined, implemented, and audited controls.

Management of ICT: entails a process whereby all operational activities concerning ICT resources are aligned to the departmental priorities and needs. It includes tangible resources like networking hardware, computers, and people and intangible resources like software and data. The central aim of ICT management is to generate value through technology.

ICT function is responsible for managing ICT processes that will ensure the effective and efficient execution and monitoring of ICT.

11. Accountability Structure for Corporate Governance of ICT

11.1 Governance Structures

11.1.1 ICT Strategic Committee

The structure that has the highest level of accountability for the governance and performance of a department must provide monitoring and oversight to ensure that the use of ICT supports the achievement of the department's strategic objectives.

This governance structure must ensure that corporate governance of ICT is included in the corporate governance regime of the department and that the



necessary governance structures, policies, and processes are in place, monitored, and enforced.

In addition to other ICT Strategic Committee roles and responsibilities, this committee evaluate, direct and monitor the effectiveness of the department ICT governance system, including but not limited to:

- Recommend approval of CGICT policy, ICT Plan, ICT Operational Plan, and other related plans and policies.
- Provide strategic direction to ICT by outlining the departmental strategic plan.
- Monitor that the ICT plan supports the department to deliver on its objectives per the strategic plan.
- Monitor and evaluate the performance of the ICT governance structures and processes.
- Recommend portfolio of ICT projects and their related expenditure; and
- Oversee the implementation of the CGICT Policy Framework and associated policies and strategies.

11.1.2 ICT Steering Committee

Responsible for ensuring that departmental arrangements for the corporate governance of ICT are developed, implemented, managed, monitored, and evaluated. Furthermore, the ICT Steering Committee is responsible for creating an environment that improves the financial and performance management of ICT and managing ICT risks within the risk appetite of the department.

The ICT Steering Committee is responsible for:

- Providing oversight on the management and use of ICT in the department.
- Providing strategic leadership toward the digitization of the department, including ICT projects and services.
- Monitoring the joint ICT planning and resourcing of the ICT programme across the department.
- Monitoring the implementation of approved plans, policies, strategies.



- Monitoring that ICT related business-risks are mitigated, benefit realization from the ICT investments (portfolio of ICT projects), and audit issues from assurance providers; and
- Providing recommendations and reporting to the ICT Strategic Committee on pertinent ICT issues, including ICT strategies and plans.

11.2 Roles and responsibilities

11.2.1 Head of Department

Provides strategic leadership to ensure efficient and effective use of ICT within the department. The head of department is responsible for creating an environment that helps improve the department's financial and performance management.

The Head of department is the designated governance champion accountable for the corporate governance of ICT and is responsible for the establishment of corporate governance of the ICT and monitoring of its performance. The corporate governance champion responsibility may be delegated to a person on a senior management level with the authority to establish and monitor the corporate governance of ICT across different business units.

11.2.2 Governance Champion

- Overseeing that the corporate governance of ICT, as a subset of Corporate Governance, is developed, implemented, maintained, reported on, and change management is effected; and
- Being actively involved in the oversight of the formal corporate governance of the department.

The Governance Champion must be supported by a cross-functional team that must include business and ICT.

11.2.3 Head of ICT

Responsible for aligning the use of ICT, as a strategic resource, with the business requirements in fulfilling its strategic mandate within a secure information environment.

Other responsibilities include:

- Overseeing and directing the day-to-day activities of the departmental ICT directorate, ensuring that systems, services, and infrastructure work reliably and securely, and
- Participation in developing the digital transformation strategy focusing on the department's optimization and transformation of ICT.
- Manage the ICT function through a defined IT Service Management policy.

Head of ICT will be responsible for providing a regular executive summary to the ICT Steering Committee and ICT Strategic Committee on the following key IT controls:

- Information Security management;
- User access management;
- ICT Service continuity;
- Management of external Service Providers (3rd parties); and
- Configuration management.

In addition, the Head of ICT is responsible to Executive Management on key ICT operational matters that potentially impact the achievement of departmental objectives through the implementation of ICT-related projects.

12. The Principles and Practices for the Corporate Governance of ICT

1. Principles are rules (compulsory to comply with) that guide decision-making and behaviour. These principles establish the context for effective, efficient and acceptable use of ICT.
2. Practices are specific actions that prescribe how and by whom the principles will be implemented.

This Corporate Governance of ICT Policy Framework in the department is based on the six principles adopted by the DPSA in the CGICTPF, as explained in the international good practice and standards for ICT

governance, namely, King IV Code of Governance for South Africa and the International Organization's ISO/IEC 38500:2015.

The principles guiding corporate governance of ICT in the public service are:

- (a) **Principle 1: Strategic Mandate** – ICT (current and future capabilities) must enable the department to achieve its strategic mandate and objectives.

Practices: The Head of Department shall ensure that the acquisition management, and use of Information and communication technologies by the department enhances direct or indirect service delivery to the public, including but not limited to equal access by the public to service delivered by the department. The PSR further provides for the head of department to ensure that such acquisition, management, and use of information and communication technologies improve the department's productivity. In terms of governance of ICT, this shall include:

- 1.1 Ensuring that corporate governance of ICT is included in the strategic leadership and oversight responsibility of the department to achieve the strategic objectives of the department.
- 1.2 Providing strategic structural requirements of the ICT function to provide adequate capacity and capability for the use of ICT to enable business; and
- 1.3 Ensuring that ICT planning methodology and instruments are aligned with the business requirements.

- (b) **Principle 2: Institutionalisation of Corporate Governance of ICT** – corporate governance of ICT must be institutionalised within the corporate governance regime of the department.

Practices: Providing oversight to ensure that effective ICT prescripts, structures, strategic plans and corporate governance of the ICT are institutionalised to evaluate, direct and monitor ICT use.

- (c) **Principle 3: Value and benefit realisation from ICT investment**- All ICT investments must achieve the predetermined value and benefits.

Practices: As contemplated in section 38(a)(iii)(b) of the Public Financial Management Act, 1999, the Accounting Officer must ensure that the department has and maintains an appropriate procurement and provision system which is fair, equitable, transparent, competitive and cost-effective. The PFMA provides for the Accounting Officer to ensure that the department has and maintains effective, efficient, economical, and

transparent use of the departmental resources. In terms of governance of ICT, this shall include:

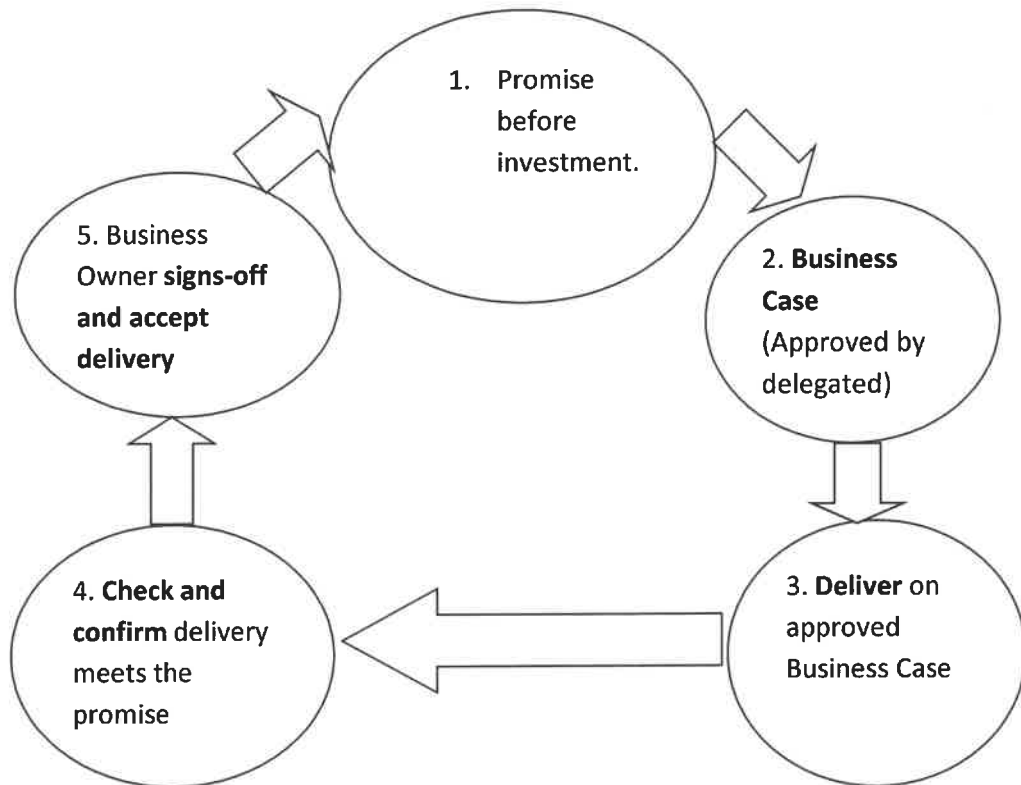
3.1 Ensuring that responsible ICT investment practices are in place to promote good governance and the creation of value and benefits;

3.2 Determining upfront the expected benefits and value from an ICT investment;

3.3 Oversee the value and benefits delivered through these major ICT investments and significant ICT operational expenditure;

3.4 Concurrence of the Head of ICT in all ICT related decisions, including procurement; and

3.5 Ensuring that an executive manager responsible for the ICT initiative/project sign offs, confirming value realization.



(d) **Principle 4: Manage ICT-related business risks** – The ICT-related business risks, including security and cybersecurity, must be managed (mitigated and audited regularly).

Practices: As contemplated in section 38(a)(i) of the PFMA, the Accounting officer must ensure that the department has and maintain s effective, efficient, and transparent financial and risk management and internal control systems. Includes:

4.1 Ensuring that ICT related business risks (including cybersecurity) are addressed as part of the risk and audit regime of the department; and

4.2 Overseeing that financial and other risks of major ICT investments are managed.

(e) Principle 5: –Change management/organisational behaviour –

Corporate Governance of ICT must be implemented through appropriate change management interventions.

Practices:

5.1 Setting the example to adopt and influence culture change within the department.

5.2 Direct and oversee that culture change of departmental behaviour is effected through change management; and

5.3 Support and be early adopters of change initiatives.

Executive Management must ensure that the use of ICT demonstrates the understanding of and respect for organisational behaviour/culture.

(f) Principle 6: Monitoring and evaluation – Monitor and evaluate the use and performance of ICT.

Practices: The head of department shall introduce mechanisms to monitor and evaluate any provision of the Public Service Act, 1994. In terms of governance of ICT, this shall include:

6.1 Providing oversight to ensure that the principles and practices are implemented, monitored and evaluated to ensure the governance mechanisms remain functional and effective.

6.2 Overseeing compliance with regulatory prescripts, policies, and standards that have an impact on the performance of ICT; and

6.3 Overseeing performance against targets and objectives (benefits realisation, alignment with business goals, risk management, and resource optimisation).

13. The Corporate Governance of ICT System

The Corporate Governance of ICT system is the system by which the current and future use of ICT resources is directed and controlled to facilitate the achievement of the department's strategic objective. It refers to all the means and mechanisms that enable the departmental ICT Strategic Committee, Head of Department, and ICT Steering Committee to provide direction and oversight.



- At the core of the corporate governance of the ICT system are leadership, structures, prescripts, and procedures to evaluate, direct and monitor the efficient and effective use of ICT to achieve the strategic mandate and objectives of the department, appropriate management of risks and responsible use of resources. It includes the alignment between business requirements and ICT plans;
- Through these governance tasks, stakeholder needs and options are evaluated to determine the departmental objectives. Direction is provided through prioritisation of proposals/options, and decision-making and monitoring are done by measuring performance and compliance against agreed-on direction and objectives;
- ICT Strategic Committee, which is accountable, provides the strategic direction of the department. The strategic direction and the external and internal context determine the strategic objectives. The management of business execution is done through the organizational structure and use of the relevant resources;
- The different accountability structures must monitor, evaluate and report on the execution of these initiatives to ensure that the desired outcomes are achieved within the prescriptive and a secure environment; and
- All the ICT-related initiatives, which impact ICT performance, must be reviewed regularly.

14. Implementation of a Corporate Governance of ICT System

The department shall adopt the Policy Framework and adapt it to suit the departmental environment. The departmental corporate governance of ICT arrangements shall show:

- a) The scope and regulatory requirements applicable to corporate governance of ICT applicable to the department.
- b) The departmental interpretation on how the corporate governance of ICT objectives will be applied;
- c) How the ICT strategic objectives will be aligned with departmental strategic objectives, monitored, and reported on to the relevant stakeholders to create value through the use of ICT;

- d) The implementation of corporate governance of ICT within the department;
and
- e) How the departmental corporate governance of ICT will be maintained.

15. ICT Stakeholders in the Department

The following table outlines the key internal and external stakeholders with their roles and functions that have a direct influence on the Corporate Governance of ICT policy in the department:

List of Stakeholders	Roles and Functions
Executive Authority	Provide political leadership for the department
Head of Department	Provide strategic leadership in the department
Auditor General	Conduct independent ICT audits
Executive Management	<ul style="list-style-type: none"> - provide a support function to the various structures and strive towards appropriate execution and implementation of ICT Governance operations within the department - ensure that ICT goals are aligned to the business and ICT Strategy of the organisation - ensure conformance and performance measures and reporting of ICT and ICT Governance - Ensure that business owners shall oversee ICT Service delivery in support of their business enablement
Auditor General South Africa (AGSA)	Auditing functions on good governance and compliance to legislation.
Provincial Internal Audit – ICT Auditor	Provide an appropriate oversight and advisory role to the department to improve on ICT Governance.
Enterprise Architect (EA Office of the Premier)	A person knowledgeable in the business of the department or at provincial IT, who shall be responsible for the structured planning to articulate the business and related processes of

	the department in an interrelated and standardised way
Chief Risk Officer	Implements the Departmental Risk Management Strategy that includes ICT Risks
Chief Financial Officer	Provides financial management and support
Provincial GITO Council	<ul style="list-style-type: none"> - Provincial Government Information Technology Officer provides strategic direction on ICT issues. - Provides shared ICT Services and connectivity infrastructure for all provincial departments.
ICT Manager	Responsible for the operational management of ICT
Business Owners	End users of ICT services
Security Services	Minimum Information Security Standards unit responsible for overall security of the department.
Departmental Management Committee (DMC)	This committee be timeously notified prior the event, for any possible change as a result of ICT developments that might affect departmental business.
Provincial IT (Office of the Premier)	Office at which IT network infrastructure in the province is centralised.

16. Business enabling policies, frameworks and plans.

To enable the performance of ICT, specific business-related policies and/or frameworks are required.

- **Departmental corporate governance of ICT Policies -**

The department shall develop and review corporate governance of ICT policy in line with a DPSA policy template and/or directive.

- **ICT Security policy** – department shall develop and/or review an information security policy, which is an overarching policy, including cybersecurity, and related sub-policies such as:
 - ❖ Access management;

- ❖ Governance and management;
- ❖ Change management.

These ICT security prescripts shall indicate how the department will manage the protection of electronic information, related systems, and infrastructure.

- ICT Service Continuity Plan – department shall develop and/or review an ICT Continuity Plan aligned with and informed by the departmental business continuity plan, which is the responsibility of Enterprise Risk Management.
- ICT Project Management framework – department shall adopt and review a project management framework to manage ICT initiatives. ICT projects should be embedded in the departmental portfolio, programme, or project management structures to ensure ICT project oversight.

At a minimum, the Framework addresses the following deliverables:

- Project Governance (roles and responsibilities)
- Project conceptualization;
- Project Prioritization;
- Project Initiation;
- Project Planning;
- Project Execution;
- Project monitoring and control;
- Quality Management; and
- Risk Management.
- ICT end-user policy (acceptable use) – The department shall develop a policy to ensure proper use of departmental ICT assets. The policy shall apply to any ICT asset the department has or may install in the future, including but not limited to email, internet, mobile data cards, and desktop computing.
- IT service management policy – the department shall develop a policy defining the implementation and management of quality ICT services that meet the business needs. This policy must serve as the ICT commitment to serve the department.

At a minimum, the policy must address the IT Service Lifecycle Management, highlighting the following aspects:

- Service level Management (service catalog, service requests, and turnaround times or service targets);

- Availability Management (availability plan);
- Demand management (capacity versus demand);
- ICT financial management (costs, charges, and budget);
- Supplier Management (management of external service providers); and
- Configuration management (IT assets lifecycle management).

All ICT investments for the business enabling ICT projects and ICT operational projects exceeding R10 million or projects cutting across government must have an approved business case. ICT operational projects below R10 million, must also have an approved business case.

All departmental business systems (including those accommodated at Office of the Premier) shall be governed by the following policies either developed by the department or at Provincial Level (Office of the Premier):

- User Account Management Policy and/or Procedures.
- ICT Security Policy.

However, in the event where both institutions (i.e. the department and Office of the Premier) have both developed the same above-mentioned policies, the departmental developed policy shall take precedence especially on department specific systems, an exemption however shall be given to transversal systems.

The operational environment at which departmental systems are hosted at provincial or departmental level shall be compliant to the minimum environmental set standards i.e acceptable room temperature (Cool) and/or with enough ventilation, for both facilities, Patch rooms and Servers. However, the approved standard by Office of the Premiere shall be made available to the Department.

The Department shall ensure the existence of configuration standards or technical Procedure Manual which include all business system in the Department.

17. ICT Alignment Planning

The department shall use ICT as a strategic resource to create value by enabling its strategic mandate and objectives. To achieve this, departments



should plan over the long, medium, and short term for ICT to enable the business and create value for the department.

ICT planning shall follow the relevant planning prescripts, methodology, and planning periods. The planning practice culminates in the following plans:

- a) Departmental strategic plan (five-year plan) – the department shall indicate how ICT will be used to support the achievement of the departmental targets and objectives.
- b) ICT Implementation Plan (three-year plan) – the department shall develop and maintain an ICT implementation plan aligned to the medium-term expenditure framework for the department. This plan shall address the people, processes, and technology matters to achieve departmental objectives.
- c) ICT Operational Plan (One-year plan) – the department shall develop and maintain an ICT operational plan that reflects the current year's implementation and monitoring of ICT initiatives and projects.

18. Monitoring and evaluation

The implementation of the Policy Framework is measured through the Assessment Standard and/or related standards.

- a) The Assessment Standard will measure the compliance with the policy framework and the performance of the ICT function to enable the achievement of departmental objectives and value creation for the department. The Assessment Standard includes a balanced scorecard with guiding criteria to assess the compliance and performance of ICT.
- b) The Assessment Standard will be used by the Department of Public Service and Administration (DPSA) to measure performance and compliance with the corporate governance of ICT standards.
- c) This Assessment Standard will provide the department with self-assessment criteria to measure ICT compliance and performance.

19. Government -wide ICT Project governance mechanism

The AGSA data shows that the individual departmental intervention plans to address the recurring AGSA findings on Information Systems audits are not yielding the expected results. As a result, the government urgently requires a government-wide ICT project governance mechanism to provide quality assurance on significant ICT projects impacting several departments. This

mechanism will ensure that no large-scale project is managed on a standalone basis and provides oversight on significant investment projects. ICT related projects in the department shall be guided by the approved project portfolio management which include methodologies for managing its ICT projects. The ICT Portfolio Management Framework shall be defined to ensure consistent, efficient, and effective implementation of the portfolio of projects as undertaken by the Information Communication Technology Directorate.

20. Compliance Management

Any disciplinary action arising from non-compliance with this policy, procedures and guidelines shall be dealt with in accordance with Public Service Disciplinary Procedure.

21. Conclusion

Implementing this Policy Framework promotes efficient and effective ICT Governance for the departments to achieve their strategic objectives through the governing tasks of evaluating, directing, and monitoring.

The department shall apply corporate governance of ICT by adopting the principles and practices put forward in this Policy Framework (comply with) and adapting their governance systems to align with the departmental environment while keeping the intent of this Policy framework intact.

This Policy Framework shall be institutionalised through corporate governance of the ICT system, which guides the relationship between governance and management and their associated responsibilities.

This Policy Framework serves as the foundation for the corporate governance of ICT in the Public Service. Changes or enhancements to this policy framework shall be dealt with through directive and determination addressing specific subjects.

22. Review of the Policy Framework

This policy framework shall be reviewed after a period of three (3) years or as and when there is a major change. This policy framework shall remain valid until the approval has been granted for the reviewed policy framework.



23. Approval

This policy framework is agreed to by the Accounting Officer.



DR H. KEKANA

ACCOUNTING OFFICER



DATE

