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Department:
Public Service and Administration
REPUBLIC OF SOUTH AFRICA

OUTLINE FOR:

CORPORATE GOVERNANCE OF ICT CHARTER

Version 1

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1 About this Outline

This outline reflects some of the core items departments are expected to address in their Corporate Governance of ICT Charter. This document must be read in conjunction with the CGICT Policy Framework and its related Implementation Guideline.

2 Purpose of the Charter

To describe the roles and responsibilities of the structures and processes according to which the CGICT Policy will be institutionalised in the department.

3 Purpose, Functions and Tasks of Designated Officials and Structures

Attached as Annexure A.

OUTLINE OF THE DOCUMENT

1 Introduction

2 Accountability, Responsibility, Consultation, Information and Delegations

(CGICT Implementation Guideline Page 7 Paragraph 9.2.1)

- Any authority or responsibility (who is responsible/accountable and what they are responsible/accountable for) delegated for the development of, implementation, continuous improvement and oversight of the CGICT; and
- Authority and delegations provided to the Governance Champion (CGICT Policy Framework Paragraph: 20.5.(c).(vi).
- Reflects the design of accountable functions and structures and responsibilities for the CGICT and how it will be implemented. This chart shows Responsibility (R), Accountability (A), who must be consulted (C) and who must be informed (I).

Reflected as:

Structure	Function	RACI
Executive Authority	Provide organisational structure for the CGICT and ICT function	A
Head of Department	Designate Governance Champion Direct and monitor implementation of CGICT Ensure development of CGICT Policy and Charter Self assessment of CGICT on MPAT approved	A
ICT Strategic Committee Note: This is not necessarily a separate committee from the Executive Management Committee. Where possible functions should be integrated in Executive Committee	Provide strategic context for CGICT, management of ICT and strategic alignment and monitor its delivery Provide guidance and monitor development of CGICT Policy, Charter and its implementation, reporting and change management Provide guidance development of ICT Plan, ICT Implementation Plan and Operational Plan and monitor implementation	R
Governance Champion	Guide and oversee multi disciplinary team to establish and sustain of CGICT Coordinate development of the CGICT Policy and Charter	R
ICT Steering Committee Note: Not necessarily a separate committee, functions can be incorporated in existing structures.	Coordinate business related ICT activities Development of CGICT Policy, Charter	R
GITO	Alignment of ICT enablement to business strategy Manage Business and ICT relationship Operationalise ICT Plan through	R

	implementation and operationalisation	
Other		

See **Annexure A** for more information.

3 Objectives and Critical Success Factors

(CGICT Policy Framework Page 15 Paragraph 13)

- Embed the Corporate Governance of ICT as a subset of Corporate Governance in the department;
- GITO represents the ICT function on Executive Management level;
- Create business value through ICT enablement by ensuring business and ICT strategic alignment;
- Provide relevant ICT organisational structure, resources, capacity and capability to enable ICT service delivery; and
- Achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices.

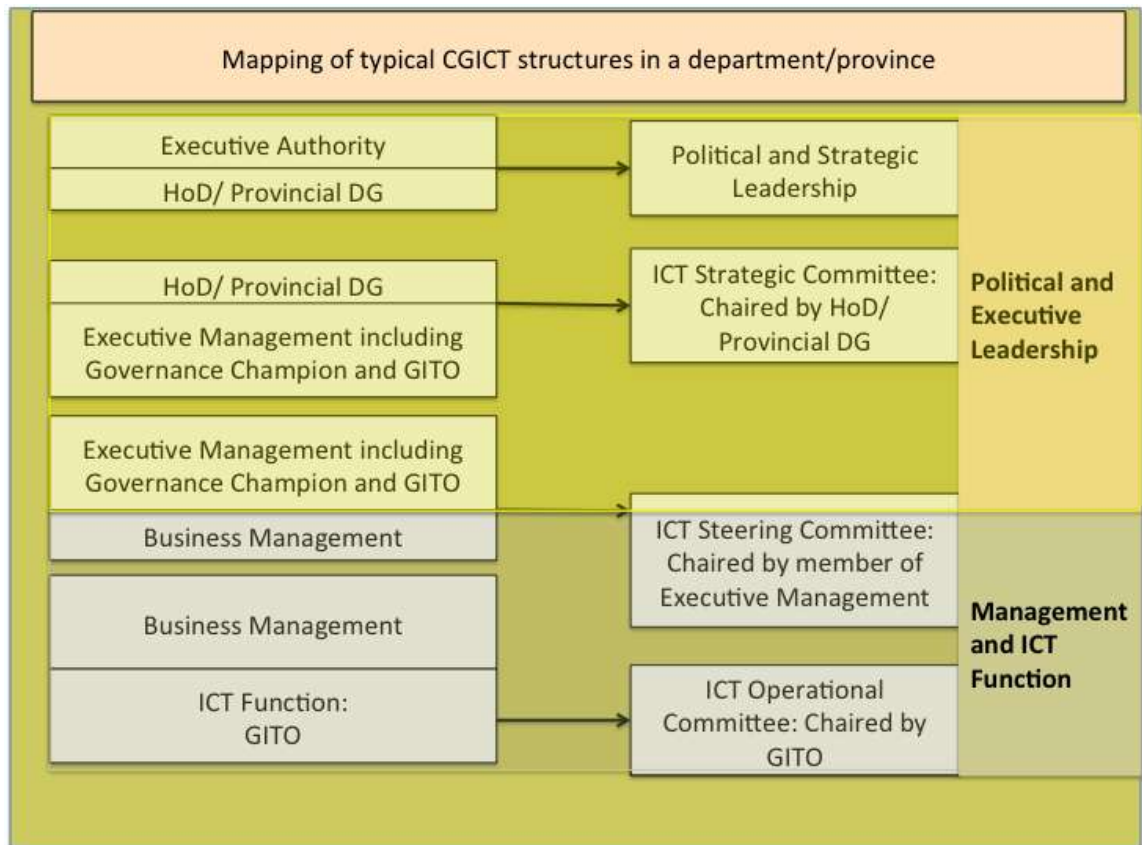
Department should identify its own critical success factors and how it will be measured.

4 CGICT Committee Structure

(CGICT Implementation Guideline Page 8 Paragraph 9.2.2)

Reflects the different designations and committees for the Corporate Governance of ICT.

Figure 2: Typical CGICT Governance Structures



5 Risk Assessment and Mitigation

- How ICT risk will be managed within the risk tolerance and management system of the department.

ANNEXURE A

PURPOSE FUNCTION AND TASK CASCADE OF DESIGNATED OFFICIALS AND STRUCTURES (CGICT Implementation Guideline Paragraph 9.2.2.1)

1. Role of the Executive Authority

(CGICT Policy Framework Page 16 – 17 Paragraph 14 and 15)

1.1.1. Purpose:

To provide political leadership and strategic direction, determine policy and provide oversight.

1.1.2. Functions and Tasks:

- Ensure that ICT service delivery enables the attainment of the strategic plan;
- 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 department to leverage ICT as a business enabler;
- Assist the HoD to deal with intergovernmental, political and other ICT-related business issues beyond their direct control and influence;
- Ensure that the department's organisational structure makes provision for the Corporate Governance of ICT; and
- The Executive Authority of national departments that have a sector/functional area specific responsibility or sphere of influence must ensure that the necessary cross sector/functional area Corporate Governance of ICT arrangements are in place.

1.2. Role of the Head of Department

(CGICT Policy Framework Page 16 – 18 Paragraph 14 and 15)

1.2.1. Purpose

To provide strategic leadership and management.

1.2.2. Functions and Tasks

- Ensure alignment of the ICT strategic plan with the departmental- and business strategic plans;
- Ensure that the Corporate Governance of ICT is placed on the department's strategic agenda;

- Ensure that the Corporate Governance of ICT Policy Framework, charter and related policies for the institutionalisation of the Corporate Governance of ICT are developed and implemented by Executive Management;
- Determine the delegation of authority, personal responsibility and accountability to the Executive Management with regards to the Corporate Governance of ICT;
- Ensure the realisation of department-wide value through ICT service delivery and management of business and ICT-related risks;
- Ensure that appropriate Corporate Governance of and Governance of ICT capability and capacity are provided and a suitably qualified and experienced Governance Champion is designated, who must function at Executive Management level;
- Ensure that appropriate ICT capacity and capability are provided and a suitably qualified and experienced GITO, who must function at Executive Management level, is appointed; and
- Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system.

1.3. Role of Executive Management Committee (EXCO)

(CGICT Policy Framework Page 16 – 19 Paragraph 14 and 15)

1.3.1. Composition

The Exco should consist of the following:

- Chairperson: HoD;
- GITO;
- Governance Champion;
- Internal Audit;
- Risk Management;
- Deputy Director General that Chairs the ICT Steering Committee; and
- Others.

1.3.2. Purpose

To:

- Implement the corporate governance of ICT and governance of ICT in the department;
- Ensure that ICT strategic goals are aligned with the department's business strategic goals and support strategic business processes;

- Business-related ICT strategic goals are cascaded throughout the department for implementation and are reported on; and
- Perform monitoring and evaluation function on governance and strategic alignment with a purpose to achieve continuous improvement

1.3.3. Functions and Tasks

Evaluate the departmental strategic plan, internal and external environment to:

- Identify stakeholder needs and how it should be realised;
- Determine the value of ICT is expected to create through its enablement of the business;
- Define the measurable benefits ICT is expected to realise in its enablement of business;
- Articulating ICT risk appetite and how it should be management within the risk management regime of the department;
- Conceptualise the establishment of sufficient ICT organisational structure, resources, capacity and capability and prioritise it;
- Evaluate and monitor significant ICT expenditure;
- Determine the monitoring criteria and reporting requirements;
- Broadly understand the implications of the ICT prescriptive environment; and
- Evaluate the change management requirements for the implementation of CGICT.

Conceptualise and **direct** business enablement by ICT arrangements:

- Ensure integration of CGICT into the agenda of the Executive Committee;
- Approve CGICT Policy, ICT Plan, ICT Implementation Plan, ICT Operational Plan and other related plans and policies;
- Approve portfolio of ICT projects and its related expenditure in relation to business priorities;
- Provide direction for the change management requirements for the implementation of CGICT; and
- Guide implementation of the Framework and related policies and strategies.

Monitor that implementation conforms to the criteria:

- Conformance, performance and assurance oversight and monitoring;

- Ensure that risk is managed and the ICT is audited internally and independently; and
- Ensure annual assessment on MPAT.

Other Tasks:

- Advice is provided to the HoD regarding all aspects of the Corporate Governance of and Governance of ICT;
- Provide necessary strategies, plans, policies, controls and monitoring are clearly defined, implemented, enforced and assured through independent audits;
- Ensure that responsibility for the implementation of the Corporate Governance of and Governance of ICT is delegated and communicated to the relevant management (senior business and ICT management);
- Ensure that everyone in the department understands the link between business and ICT strategic goals and accepts their responsibilities with respect to the supply and demand for ICT;
- Ensure that significant ICT expenditure is motivated by business cases, monitored and evaluated; and
- Ensure that ICT-related risks are managed.
- With regards to ICT Security ensure that:
 - An information security strategy is approved;
 - Intellectual property in information systems is appropriately protected; and
 - ICT assets, privacy, security and the personal information of employees are effectively managed.
- **With regards to Organisational Behaviour/Culture ensure that:**
- The use of ICT demonstrates the understanding of and respect for organisational behaviour/culture, which should include human behaviour

1.4. Role of ICT Steering Committee

CGICT Implementation Guideline Page 8 Paragraph 9.2.2)

1.4.1. Composition

- Chairperson: Deputy Director General represents the ICT Steering Committee at Exco
- GITO;
- Governance Champion;

- Enterprise Architect;
- Internal Audit;
- Risk Management;
- ICT Manager; and
- Others.

1.4.2. Purpose

To:

- Execute the Implementation of the corporate governance of ICT and governance of ICT in the department;
- Align the ICT strategic goals with the department's business strategic goals and oversee strategic business processes;
- Monitor that business-related ICT strategic goals are cascaded throughout the department for implementation; and
- Monitoring governance and strategic alignment and report on it

1.4.3. Functions and Tasks

Evaluate:

- Coordinate development of CGICT Policy;
- Coordinate planning based on direction received from the ICT Strategic Committee;
- Determine, prioritise and recommend plans, policies, strategies, resource/capacity requirements, portfolios of ICT projects and risk management to ICT Strategic Committee and/or HoD; and
- Oversee the identification of the ICT prescriptive environment.

Direct:

- Oversee the implementation of approved plans, policies, strategies, resource/capacity requirements, risk management, benefits realisation, portfolios of ICT projects, internal and external audits;
- Determine the monitoring criteria and related reporting requirements and processes for conformance, performance and assurance;
- All ICT related decisions that may have an impact on the business operations and culture of the department; and
- Determine the change management requirements for the implementation of CGICT and report to Strategic Committee.

Monitor:

- Conformance, performance and assurance monitoring and reporting to ICT Strategic Committee; and
- Oversee and report on the change management implementation for the implementation of CGICT.

1.5. Role of ICT Operational Committee

(CGICT Implementation Guideline Page 8 Paragraph 9.2.2)

1.5.1. Composition

- Chair: GITO;
- ICT Manager;
- Enterprise Architect;
- ICT related Architects;
- Relevant service providers; and
- Others.

1.5.2. Purpose

To oversee day-to-day management of the ICT component and its service delivery to the department.

1.5.3. Functions and Tasks

- Provide input into the development of ICT Plan, ICT Operational Plan and ICT Project Program
- Coordinate implementation of ICT Plan, ICT Operational Plan and ICT Project Program
- Day-to-day operational and service management
- ICT risk management
- Conformance and performance reporting to ICT Steering Committee

1.6. Role of Governance Champion

(CGICT Policy Framework Page 25 Paragraph 20.5.(C).(VI))

1.6.1. Purpose

To drive the implementation, change management and maintenance of Corporate Governance of and Governance of ICT in the department.

1.6.2. Functions and Tasks

- Actively involved in the oversight of the formal Corporate Governance System of the department;

- Facilitate the alignment process between business and ICT strategy and plans;
- Be responsible to drive developing, implementing, maintaining and communicating the necessary Corporate Governance of ICT policies, structures, processes, procedures, mechanisms, controls/(effective and useful measures), charter and plan; and
- Oversee that the Governance of ICT system, as a subset of Corporate Governance of ICT, is developed, implemented and maintained.

1.7. Role of the Risk Committee and Audit Committees

(CGICT Policy Framework Page 18 Paragraph 4)

1.7.1. Purpose

To assist the HoD in carrying out his/her Corporate Governance of ICT accountabilities and responsibilities.