



social development

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Social Development
NORTHERN CAPE

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INTERNAL MEMO

TO:	Acting Head of Department Ms. PG Saul	FROM:	ICT Manager / DGITO Mr. B.F. Grové
CC			
DATE:	3 January 2018	FILE NR:	H2.8.2.2

Subject	REVISED ICT CHARTER 2018/19 – 2020/21
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The purpose of this memo is to request approval of the revised ICT Charter 2018/19 – 2020/21.

The current ICT Charter version 1.1 was approved by the MEC on 26 June 2015 and is valid until 31 March 2018.

The ICT Charter is still in line with DPSA directives and the following minor changes was made:

- Page 2
 - Update version control to version 1.2
- Page 11 paragraph 6.4
 - Remove Chief Financial Officer
 - Change “Executive Manager Institutional Funding and Monitoring” to “Senior Manager Institutional Funding and Monitoring.”
 - Change “Senior Manager Policy and Planning” to “Senior Manager Strategic Management Support.”
- Page 13 paragraph 6.14
 - Change “The HOD should appoint the Chairperson of the DITC as the Governance Champion of the Department” to “The HOD should appoint the Senior Manager Strategic Management Support as the Governance Champion of the Department.”

The revised ICT Charter was presented at a DITC meeting held on 24 November 2017 and the committee recommended it for approval.

If it meets with your approval, it would be appreciated if the document can be signed and forwarded to the MEC for approval.

Regards

Mr. W Nodoba
Deputy Chairperson DITC





social development

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Enquiries : T Booyesen

Date : 04/12/2017

Dipatlisiso

Letlha :

Navrae :

Datum:

Reference:

Tshupelo :

Verwysings :S8.3

Attention: Ms P.G. Saul

ACTING YOURSELF

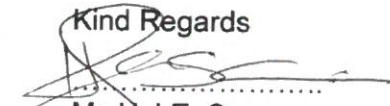
By virtue of the provision of Section 32 (1) of the Public Service Act of 1994, you are hereby appointed to act in the capacity of the Head of Department and shall be responsible for performing the function of the said.

You are therefore required to execute these functions according to the delegations of the Head of Department from 21 December 2017 to 12 January 2018.

Please note that this acting capacity is not coupled with any additional remuneration.

Your acting period: **21-29 December 2017 and 2-12 January 2018.**

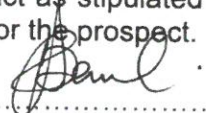
Kind Regards


.....
Ms H.J.E. Samson
Head of Department

Date: 4/12/2017

Acceptance of delegation to act as The Head of Department.

I P.G. SAUL hereby accept / do not accept the delegations to act as stipulated in the above letter and would like to express my sincere gratitude for the prospect.


.....
Ms P.G. Saul
Executive Manager

Date: 04.12.2017





social development

Department of
Social Development

Northern Cape

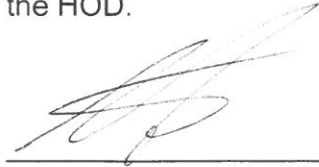
IT Charter

**Department of Social Development
Northern Cape**

December 2017

1. DOCUMENT APPROVAL

The document was presented at the DITC and recommended for approval by the HOD.



Mr W Nodoba
Deputy Chairperson DITC



Ms RG Saul
Acting Head of Department
Department of Social Development

Approved / Not Approved



MEC 07-05-2018
Department of Social Development

Document Version Control:

Location:	Northern Cape
Owner:	Department of Social Development
Author(s):	GITO / ICT Manager
Version:	1.2
Updated	December 2017

Change History

Version	Approved date	Reason for Change
1.0	10 April 2014	Initial document for implementation of CGICT
1.1	26 June 2015	Alignment with CGICT
1.2	January 2018	Revision for next three years

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1. PURPOSE:

The purpose of this document is to describe the roles and responsibilities of structures and processes in the Department of Social Development, in order to implement the Corporate Governance of ICT (CGICT).

2. BACKGROUND

Corporate Governance of ICT comprises two levels of decision making, authority and accountability to satisfy the expectations of all stakeholders by:

- Facilitating the achievement of a Department's strategic goals. (Corporate Governance of ICT Layer); and
- The efficient and effective management of ICT service delivery (Governance of ICT Layer).

The Department should analyse and articulate its requirements for the corporate governance and governance of ICT and develop, implement and maintain a related charter that will guide the implementation of Corporate Governance of ICT. This should enable the creation and maintenance of effective enabling governance structures and clarify roles and responsibilities towards achieving the Department's strategic goal.

The following structures were identified by the ICT Governance Framework to effect the corporate governance and the governance of ICT:

- ICT Strategic Committee
- ICT Steering Committee
- ICT Operational Committee
- Risk Committee
- Audit Committee

As indicated in the DPSA outline for CGICT Charter, the ICT Strategic Committee is not necessarily a separate committee from the Executive Management Committee. Functions of the ICT Strategic Committee will be integrated in the Executive Committee.

The DPSA outline for CGICT Charter further indicates that the ICT Steering Committee is not necessarily a separate committee and the functions can be incorporated in existing structures. The functions of the ICT Steering Committee and ICT Operational Committee will be incorporated into the Departmental Information Technology Committee (DITC).

With reference to the afore-mentioned structures, the Department does have the following committees:

- Executive Management Committee
- DITC Committee
- Risk Committee
- Audit Committee

This following sections of the ICT Charter will reflect on the roles and responsibilities of the structures, processes and the practices that implement the 7 principles of the CGICT.

3. FUNCTIONS AND TASKS OF DESIGNATED OFFICIALS AND STRUCTURES

The CGICT and more specifically the DPSA outline for corporate Governance of ICT Charter is clear on specific functions and tasks of designated officials and structures in order to implement CGICT and to align Business with ICT.

Structure	Function	RACI
Executive Authority.	The MEC is accountable to provide organizational structure for the CGICT and ICT function 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.	A
Head of Department.	The HOD is accountable to; <ul style="list-style-type: none"> • Creation of CGICT enabling environment • Implementation of CGICT • Designate a Governance Champion. • Monitor implementation of CGICT • Ensure development of CGICT Policy and Charter. • Self-assessment of CGICT on MPAT. 	A
ICT Strategic Committee.	The ICT Strategic Committee is responsible to; <ul style="list-style-type: none"> • Ensure that all CGICT practices according to the Framework are accounted for.(Paragraph 13 on page 18 of the ICT Governance Framework). • Approve ICT Strategic decisions. • Provide strategic context for CGICT, management of ICT and strategic alignment and monitoring its delivery. • Provide guidance and monitor development of CGICT Policy, Charter and its implementation, reporting and change management. • Provide guidance in development of ICT Plan, ICT Implementation Plan and ICT Operational Plan and monitor implementation. <p><i>Detailed description of purpose, functions and tasks of the ICT Strategic Committee to be incorporated into the Executive Committee in par 5 page 8 of this Charter.</i></p>	R

Structure	Function	RACI
Governance Champion.	<p>The Governance Champion is responsible to drive the implementation, change management and maintenance of Corporate Governance of and Governance of ICT in the Department;</p> <ul style="list-style-type: none"> • Facilitate the alignment process between business and ICT strategy and plans • Guide and oversee multi-disciplinary team to establish and sustain CGICT. • Coordinate development of CGICT Policy. 	R
ICT Steering Committee.	<p>The ICT Steering Committee is responsible to;</p> <ul style="list-style-type: none"> • Coordinate Business related ICT activities. • Development of CGICT Policy and Charter. <p><i>Detailed description of purpose, functions and tasks of the ICT Steering Committee to be incorporated into the DITC in par 6 page 9 of this Charter.</i></p>	R
Government Information Technology Officer (GITO).	<p>The GITO is responsible for;</p> <ul style="list-style-type: none"> • Alignment of ICT enablement to Business Strategy. • Manage Business and ICT relationship. • Operationalise ICT Plan through implementation. • Provision of agile infrastructure. 	R

4. RACI CHART

The following RACI Chart reflects the cascade of practices related to the 7 principles and how accountability and responsibility for them is assigned within the department.

Allocate Accountability and Responsibility in relation to CGICT in the structures of the department.		Stakeholders	HoD	Executive Management Committee	Business Owners	DITC	GITO	Governance Champion	Internal & External Audit	Risk Management Unit	Supply Chain Management	Human Resources Management	Strategic Management and Support
Principle	Practices												
Principle 2 and 3	Provide strategic leadership for the use of ICT		A	R	R	R		R					R
	Alignment of the ICT strategic plan with the departmental and business strategic plans (business enablement planning)		A	R	R	R	R	R					R
	Place Corporate Governance of ICT on the department's strategic agenda		A					R					
	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		A	R			R	R					
	Determine the delegation of authority, personal responsibility and accountability to the Executive Management with regards to the Corporate Governance of ICT		A	R		R		R					
	Ensure the realisation of department-wide value through ICT service delivery and management of business and ICT-related risks		A	R		R	R	R		R			
	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		A	R		R							
	Ensure that appropriate ICT capacity and capability are provided and a suitably qualified and experienced GITO, is appointed		A					R					R
Principle 4, 5, 6 and 7	Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system		A	R		R	R	R					
	Assist the HoD in carrying out his/her Corporate Governance of ICT accountabilities and responsibilities			R	R	R	R	R		R			R
	ICT strategic goals are aligned with the department's business strategic goals and support strategic business processes		A	R	R	R	R	R					R
	Business-related ICT strategic goals are cascaded throughout the department for implementation and are reported on			R	R	R	R	R					R
	Advise provided to the HoD			R				R					
	Corporate Governance of and Governance of ICT is implemented and managed		A	R		R	R	R					
	The necessary strategies, architectures, plans, frameworks, policies, structures (including outsourcing), procedures, processes, mechanisms and controls, and culture regarding all aspects of ICT use (business and ICT) are clearly defined, implemented, enforced and assured through independent audits		A	R	R	R	R	R			R		R
	The responsibility for the implementation of the Corporate Governance of and Governance of ICT is delegated and communicated to the relevant management		A	R		R		R					
	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			R	R	R	R	R					R
	Significant ICT expenditure is informed by the department's Service Delivery Plan, Enterprise Architecture and ICT Architecture, motivated by business cases, monitored and evaluated		A	R	R	R	R	R		R	R		R
	The planning and execution of ICT adheres to relevant judicial requirements		A	R		R	R	R					R
	ICT-related risks are managed		A	R		R	R	R		R			
	An information security strategy is approved		A	R		R	R	R	R				R
	Intellectual property in information systems is appropriately protected		A	R	R	R	R	R	R	R			
	ICT assets, privacy, security and the personal information of employees are effectively managed		A	R	R	R	R	R	R	R			
	Use of ICT demonstrates the understanding of and respect for organisational behaviour/culture, which should include human behaviour		A	R	R	R	R	R	R				R

5. ROLE OF THE ICT STRATEGIC COMMITTEE (EXCOM)

The functions and tasks of the ICT Strategic Committee will be incorporated into the existing Executive Management Committee. CGICT will be a standing agenda point for the Executive Management Committee. Extracts from the minutes of the Executive Management Committee meeting relating to ICT should be made available as evidence on how implementation of CGICT is monitored. It should be noted that this Charter is linked to the 5 year ICT Plan, 3 Year ICT Implementation Plan, Departmental Annual Performance Plan and ICT Operational Plan. Reporting is done through monthly reports, quarterly reports and ICT Management Status reports submitted via the DITC to the Executive Management Committee

5.1 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.
- Perform monitoring and evaluation function on governance and strategic alignment with a purpose to achieve continuous improvement.

5.2 Functions and Tasks

The following functions and tasks should be incorporated into the Executive Management Committee.

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

- Identify stakeholder needs and how it should be realized.
- Determine the value and measurable benefits ICT is expected to realize in its enablement of business.
- Articulate ICT risk appetite and how it should be managed within the Department.
- Conceptualise the establishment of sufficient ICT organizational 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.
- Evaluate the change management requirement for the implementation of CGICT.

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

- Ensure integration of CGICT into agenda of the Executive Management Committee.
- Approve CGICT Policy, ICT Plan, ICT Implementation Plan and other related Policies for example IT Policy, Information Security Policy and Telecommunication Policy etc.
- 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.
- 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.
- Ensure annual assessment on MPAT.

Other Tasks;

- Ensure that responsibility for the implementation of Corporate Governance 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 of ICT.
- Ensure that significant ICT expenditure is motivated by business cases, monitored and evaluated.
- With regard to ICT Security ensure that;
 - An Information Security Policy is approved.
 - Intellectual property in information systems is appropriately protected
 - ICT assets, privacy, security and the personal information of employees are effectively managed

6. ROLE OF THE ICT STEERING COMMITTEE

The functions and tasks of the ICT Steering Committee and ICT Operational Committee will be incorporated into the DITC. Minutes of meetings held with SITA and Telkom should be made available for evidence on how SLA's and services rendered by these service providers are being monitored.

6.1 Purpose

To;

- Execute the implementation of 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.
- Monitor governance and strategic alignment and report on it.
- Monitor management of the ICT component and its service delivery to the Department.

6.2 Functions and Tasks

The following functions and tasks of the ICT Steering Committee and ICT Operational Committee should be incorporated into the DITC.

Evaluate:

- Provide input and coordinate the development of ICT Plan, ICT Implementation Plan and other ICT related framework and procedures.
- Coordinate adoption of provincially approved CGICT Policy.
- Determine, prioritise and recommend portfolios, policies, strategies, resource/capacity requirements and risk management to the Executive Management Committee.
- Oversee the identification of the ICT prescriptive environment.

Direct;

- Oversee the implementation of approved plans, policies, strategies, resource/capacity requirements, risk management and 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.
- Determine the change management requirements for the implementation of CGICT and report to the Executive Management Committee.
- Conformance, performance and assurance monitoring and reporting to Executive Management Committee.
- Oversee and report on the change management implementation for the implementation of CGICT.

6.3 Delegation of Authority

The authority that is delegated to the DITC is founded on the following principles:

- Does not divest the Accounting Officer and Executive Management of the Department of their responsibilities concerning the exercise of the delegated power or the performance of the assigned duties herein.
- Is given to the DITC whose membership integrates both IT and business knowledge.
- Is subject to the statutory and legal limitations, recorded herein, and such other lawful limitations as may be applicable to Provincial Government from time to time.
- Is subject to any limitations, conditions, policies and/or directives that may be developed and implemented by Executive Management at the request of the Accounting Officer in the exercise of such delegated powers.
- May at any time be revoked or varied by the Accounting Officer.
- The Accounting Officer may confirm, vary or revoke any decision taken by the DITC as a result of a delegation in terms hereof, subject to any rights that may have become vested as a consequence of the decision.

Unless otherwise specified, the DITC is hereby authorised:

- To delegate further any powers and authority delegated to the DITC to an employee, any person or committee and to allow sub-delegation of such powers only once and, where necessary, in terms of the needs of the business, subject to the policies, directives and conditions that the Accounting Officer may from time to time prescribe and the reporting of such authority.
- To impose any limits or conditions in such further delegation to ensure good governance and controls with regard to the exercise of such powers and may, in writing, confirm, vary or revoke any decision taken subject to any rights that may have become vested as a consequence of such decision.
- The DITC shall ensure that any further delegation or sub-delegation is to a functionary with the appropriate seniority, skill, expertise and knowledge to exercise such authority in an effective manner and shall ensure that such authorities are reviewed on a regular basis.
- The DITC or any other person with delegated powers may only exercise those powers in respect of the responsibilities and functions allocated to them from time to time, in terms of a performance agreement or specific instructions or mandates.

- Where power is delegated to more than one DITC member, it is on the basis of different functional responsibility and expected process outcomes.
- Reporting is to follow the delegation process i.e. any approvals need to be reported to the next level of authority. Non-conformance with the delegated powers shall be reported to the next higher level of authority.

6.4 Members:

The Chairperson and members of the DITC shall be determined by the Accounting Officer and shall consist of:

- Senior Manager Institutional Funding and Monitoring
- Executive Manager Corporate Services
- Senior Manager from the Office of the HOD.
- Senior Manager from Social Welfare Services.
- Senior Manager from Development and Research.
- Representative from Financial Planning, Budgeting and Reporting.
- Senior Manager from Supply Chain Management
- Senior Manager Strategic Management and Support
- Senior Manager Human Resource Management
- District Representative
- Departmental Risk Manager
- Manager Information Technology
- Secretariat

6.5 Responsibilities towards Organisational structure, relationships, frameworks and processes

- Develop and implement an IT governance charter, policies procedures and standards
- Establish a bridge between IT and the business
- Implement IT processes and governance mechanisms
- Encourage the desirable use of IT by requiring managers to provide timely information, comply with the direction given and to conform to the principles of good governance
- Incorporate IT governance in corporate governance
- Create an awareness of the maturity levels of governance.

6.6 Strategic Alignment

- Have a strategic approach and facilitate the integration of IT into business strategic thinking
- Implement a strategic IT planning process that is integrated with the business strategy development process
- Integrate IT plans with the business plans
- Define, maintain and validate the IT value proposition
- Enable the improvement of the Department's performance and sustainability
- Align IT operations with business operations
- Align IT activities with environmental sustainability objectives
- Include relevant representation from the business in oversight structures
- Have regard for the legislative requirements that apply to IT
- Translate business requirements into efficient and effective IT solutions

- Support the business and governance requirements in a timely and accurate manner through the acquisition of people, process and technology.

6.7. Value Delivery

- Enable IT to add value to the business and mitigate risks
- Incorporate IT into the business processes in a secure, sustainable manner
- Deliver the expected return from IT investments
- Measure and manage the amount spent on and the value received from technology
- Implement an ethical IT governance and management culture
- Promote sharing and re-use of IT assets
- Ensure all parties in the chain from supply to disposal of IT services and goods apply good governance principles
- Monitor and enforce good governance across all suppliers.

6.8 Resource Management

- Exercise care and skill over the design, development, implementation and maintenance of sustainable IT solutions
- Optimise resources usage and leverage knowledge
- Protect information and intellectual property
- Manage information assets effectively
- Implement information records management and ensure information assets are identified, classified, retained, stored, archived, protected and made available when required for business and legal purposes
- Ensure that the basic elements of appropriate project management principles are applied to all IT projects

6.9 Risk Management

- Minimise risks
- Maintain an IT risk register, including IT legal risks
- Perform continual risk assessments
- Consider and implement appropriate risk responses
- Implement an information security strategy
- Implement an information security management system in accordance with an appropriate information security framework
- Establish a business continuity programme for the company's information and successful execution of the business' activities
- Provide the Audit and Risk Committees with relevant information about IT risks and the controls in place.

6.10 Performance Management

- Measure, manage and communicate IT performance
- Implement processes to ensure that reporting to the Accounting Officer is complete, timely, relevant, accurate and accessible
- Report to the Accounting Officer on IT performance.

6.11 Scope / Jurisdiction

- The DITC is responsible for directing, controlling and measuring the IT activities and processes of the Department.
- The accountability of the [DITC / CIO / Executive Management] spans:
 - Operational / “business as usual” activities that comprise the processes within the scope of its authority
 - “Transformation” programmes and projects that affect the processes within the scope of its authority
 - All improvement initiatives that affect the processes within the scope of its authority.
 - The DITC is required to ensure sufficient organizational capability exists to enable the processes within its scope to perform and deliver the results expected by the business.
- The primary role of the DITC is to exercise its authority in support of the IT process owner’s endeavours to achieve the outcomes expected and to periodically evaluate performance and monitor remedial actions to remedy instances of poor performance.
- The DITC will work with the IT process owners to identify suitable criteria that are to be used for decision-making within the processes.

6.12. Guidance from the Accounting Officer

In working towards the achievement of the business goals through the development and execution of the IT processes defined to be within scope, the DITC will need to respond to the direction provided by the Accounting Officer and seek approval of the goals being targeted in the short and long-term.

6.13 Resources and Budget

The DITC is required to ensure that the IT processes within the scope of its authority remain within the approved budgets at all times.

6.14 Governance

The HOD should appoint the Senior Manager Strategic Management Support as the Governance Champion of the Department.

6.15 Management Relationships and Duties

Official Members

Membership shall be comprised of Management as indicated in paragraph 4 on page 7 of this Charter. If for some reason, a member is unable to commit to participation, (s)he shall designate another person from within the Programme or Unit.

The Chairperson

The Accounting Officer will appoint a permanent Chairperson of the DITC. The Chairperson shall have the authority to delegate functions and responsibilities to the extent that this Charter does not expressly prohibit such delegation. The Chairperson shall set agendas for, and preside over, meetings of the DITC. The Chairperson shall ensure that the actions of DITC meetings are recorded and distributed.

The Deputy Chairperson

The Chairperson shall appoint a Deputy Chairperson, who shall preside over DITC meetings in the Chairperson's absence.

Meetings

The Chairperson shall establish a schedule for the regular meetings of the DITC. The Chairperson may call ad hoc meetings upon written notice of no less than two (2) business days. Written notices may be in the form of email.

Quorum and Voting

- A quorum, for conducting business and making recommendations regarding actions for items coming before the DITC shall consist of two-thirds of voting members.
- A simple majority of those voting in favour of the motion shall pass a motion.
- The Chairperson shall only vote in the event of a tie vote among voting members.

7. Adjustments of the ICT Charter

The DITC is to review recommended adjustments to this Charter at least once within every 36 month period.