



Province of the  
**EASTERN CAPE**  
COOPERATIVE GOVERNANCE  
& TRADITIONAL AFFAIRS

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# **CORPORATE GOVERNANCE OF INFORMATION AND COMMUNICATION TECHNOLOGY POLICY**

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| Departmental Contact Details |   |
|------------------------------|---|
| <b>Physical Address</b>      | <b>Tyamzashe Building</b><br><b>Phalo Avenue</b><br><b>Bhisho</b><br><b>5605</b>  |
| <b>Postal Address</b>        | <b>Department of Cooperative Governance and Traditional Affairs</b><br><b>Private Bag X0035</b><br><b>Bhisho</b><br><b>5605</b>   |
| <b>Document Number</b>       | <b>CGICT-PF-005</b>   |
| <b>Document Name</b>         | <b>Corporate Governance of ICT Policy</b>   |
| <b>Custodian</b>             | <b>Ms T.M. Luke</b>   |
| <b>Designation</b>           | <b>Director: Government Information Communication and Technology Management</b>   |
| <b>Component</b>             | <b>Government Information and Communication Technology Management (GICTM)</b>   |
| <b>Telephone No.</b>         | <b>040 940 7235</b>   |
| <b>Cell Phone No.</b>        | <b>076 141 1749</b>   |
| <b>E-mail Address</b>        | <b><a href="mailto:tswakai.luke@eccogta.gov.za">tswakai.luke@eccogta.gov.za</a></b>   |
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| <b>Related Policies</b>      | <ul style="list-style-type: none"> <li>• COGTA Corporate Governance of ICT Policy</li> <li>• ICT Security Policy</li> <li>• DPSA's Corporate Governance of ICT Policy Framework Version 2</li> <li>• Cabinet Memo 38(a) 2000</li> </ul> |

**SIGN OFF****HEAD OF DEPARTMENT**

The Corporate Governance of Information and Communication Technology has been recommended by Mr. V. Mlokothi, in my capacity as the Head of Department of the Eastern Cape Department of Cooperative Governance and Traditional Affairs (DCoGTA). I am satisfied and concur with the contents of this Policy.

The development of the policy on Corporate Governance of Information and Communication Technology will ensure the Department is able exercise its powers in compliance with the law and guide decision-making in the department.

|                    |   |
|--------------------|---|
| <b>SIGNED</b>      |    |
| <b>DESIGNATION</b> | Mr. V. Mlokothi, Head of Department: Cooperative Governance and Traditional Affairs |
| <b>DATE</b>        | 10/08/2025  |

**EXECUTIVE AUTHORITY**

The Department of Cooperative Governance and Traditional Affairs has an unprecedented opportunity to improve the livelihoods of the people by effectively rendering the many services that it is expected to provide. We have envisaged a department that has the required capacity to respond adequately to challenges of its people.

I therefore trust that guidance from this Corporate Governance of ICT Policy will contribute to the effective utilisation of the policy by the employees of the Department.

|                    |  |
|--------------------|--|
| <b>SIGNED</b>      |                          |
| <b>DESIGNATION</b> | Member of the Executive Council : Honourable Z.A. Williams of Cooperative Governance and Traditional Affairs |
| <b>DATE</b>        | 12.08.2025.  |

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**1. ABBREVIATIONS AND DEFINITIONS**

| TERM                        | DEFINITION   |
|-----------------------------|--|
| <b>Abbreviations</b>        |  |
| AGSA                        | Auditor-General (AG) of South Africa   |
| CGICTPF                     | Corporate Governance of Information Communication Technology Policy Framework  |
| COGTA                       | Cooperative Governance and Traditional Affairs   |
| DPSA                        | Department of Public Service and Administration  |
| EMC                         | Executive Management Committee   |
| HOD                         | Head of Department/Accounting Officer  |
| ICT                         | Information and Communication Technology, also referred to as Information Technology (IT)  |
| ITSM                        | Information Technology Service Management  |
| MTEF                        | Medium Term Expenditure Framework  |
| <b>Definitions</b>          |  |
| CORPORATE GOVERNANCE        | The set of responsibilities and practices exercised by the board and executive management with the goal of providing strategic direction, ensuring that objectives are achieved, ascertaining that risks are managed appropriately and verifying that the enterprise's resources are used responsibly.           |
| CORPORATE GOVERNANCE OF ICT | 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. |
| GOVERNANCE CHAMPION         | The Accounting Officer in the department is responsible to drive Corporate Governance and Governance of ICT.   |
| GOVERNANCE PRINCIPLES       | The vehicle to translate the desired behaviour into practical guidance for day-to-day management.  |
| HEAD OF ICT                 | The ICT Director, also referred to as Government Information Technology Officer (GITO)   |

*Table 1 - Abbreviations and Definitions*

## **2. EXECUTIVE SUMMARY**

The Department of Public Service and Administration (DPSA) published the National ICT Governance Framework in 2012 in the form of Corporate Governance of Information and Communication Technology Policy Framework (CGICTPF). The framework was accompanied by the implementation guidelines which were circulated to all departments, nationally. In its inception, the CGICTPF required all government departments to adopt the framework, develop ICT policies and charter to regulate and ensure accountability and transparency in ICT operations.

The existing Policy Framework that the Cabinet approved in 2012 focuses mainly on compliance with no performance considerations. This weakness was confirmed by the repeat audit findings of the Auditor-General (AG) of South Africa (AGSA) on ICT governance weaknesses, where IT projects do not meet the business expectations. In the main, AG findings continuously reported:

- a) Inadequate support from Executive Management Committee on matters of ICT governance,
- b) Lack of knowledge / experience of those charged with ICT governance,
- c) Poor ICT projects oversight, and
- d) Lack of performance monitoring processes.

The direct consequences of these repeat findings include:

- a) Weak ICT governance,
- b) Weak IT controls,
- c) IT Projects failures.

The 2022 revised Corporate Governance of Information and Communication Technology Policy Framework version 2 has primarily been developed to address performance shortcomings and focuses on the following four main priorities:

- a) ICT governance shortcomings as highlighted by the Auditor-General of South Africa over the years of implementation.
- b) To address the strategic leadership of department (executive management) to take responsibility for the governance of ICT equivalent to other functions.
- c) Value and benefits realization from ICT investments
- d) To measure the department's compliance and performance of ICT

In aligning to version two (02) of the DPSA Corporate Governance of ICT Policy Framework, the Department of Cooperative Governance and Traditional Affairs develops this policy, as directed, and informed by the revised policy framework.

### **3. INTRODUCTION**

Corporate Governance is about the role the governing bodies play in ensuring that there is ethical and effective leadership which will result in attaining and advancement of ethical culture, continuous good performance, effective control and legitimacy within their organizations. The governing bodies include any structure that has been given a responsibility to provide an oversight role in the management of the organization.

The King IV Report on Corporate Governance for South Africa published in 2016 places an emphasis on Technology and Information Governance, and the need for security of information systems to be a critical focus of the Governing bodies. The report states that Technology governance and security has become critical and are central to any organization for it to achieve its strategic objectives. Technology is no longer only an enabler; information systems provide a platform for organizations to perform their business, and technology is thus a source of business opportunities and potential disruption.

The Corporate Governance of Information and Communication Technology framework (CGICTPF), published by Department of Public and Administration (DPSA), describes ICT governance as a continuous function that should be embedded in all operations of a department, from Executive Authority and Executive Management level to the business and ICT service delivery (CGICTPF, DPSA, 2012).

### **4. PURPOSE AND OBJECTIVES OF THE ICT GOVERNANCE POLICY**

The purpose of this Policy is to institutionalize 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 will help 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 department business, thus driving their respective digital transformation strategies.

The Policy 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.

Furthermore, this policy is in line with the national CGICT Policy Framework (version 2), and in that seeks to achieve the following

- a) To institutionalise the governance of ICT as an integral part of Corporate Governance in the department.
- b) To outline the set of principles, processes and practices which will be applied to implement the ICT governance in the department.
- c) To align the department's ICT Strategic Plan with departmental Strategic Plan and objectives.
- d) To provide a systematic and auditable process of providing ICT services to the department and continuously improve and enhance the governance processes.
- e) To mitigate the identified and potential ICT risks in the department.
- f) To ensure efficient allocation and utilisation of ICT resources.

## 5. SCOPE OF APPLICATION

This ICT Governance Policy applies to all ICT processes across all directorates within the Department of Cooperative Governance and Traditional Affairs. The Department shall use this policy as a guide on how to govern the provision and usage of ICT services in the department.

## 6. LEGAL FRAMEWORKS

This ICT Governance Policy document is guided by but not limited to the following prescripts.

- Constitution of the Republic of South Africa, 1996, section 197(1)
- Protection of Personal Information Act, 2013 (Act No. 4 of 2013)
- Public Administration Management Act, 2014 (Act No. 11 of 2014)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Promotion of Access to Information Act, 2000 (Act No. 2 of 2000)
- Public Service Act, 1994 (Proclamation No. 103 of 1994)
- Chapter 6 of Public Service Regulations, 2016;
- Minimum Information Security Standards (MISS);
- Minimum Interoperability Standards (MIOS); and
- State Information Technology Agency Act, 1998 (Act No. 88 of 1998).

## 7. ICT GOVERNANCE PRINCIPLES, ROLES, AND STRUCTURES

### 7.1 ICT CORPORATE GOVERNANCE PRINCIPLES

The purpose of corporate governance is to create value for the department's stakeholders. The implementation of CGICTPF version 2 in the department will be underpinned by the following principles:

| PRINCIPLE   | OBJECTIVE   |
|---|---|
| <b>Principle 1:</b> Strategic mandate                                   | ICT (current and future capabilities) should enable the department to achieve its strategic mandate and objectives. |
| <b>Principle 2:</b> Institutionalisation of corporate governance of ICT | Corporate governance of ICT should be institutionalized within the corporate governance regime of the department.   |
| <b>Principle 3:</b> Value and benefits realization from ICT investment  | The ICT investment should achieve predetermined value and benefits.   |
| <b>Principle 4:</b> Manage ICT-related business risks                   | The ICT-related business risks, including security and cybersecurity, should be mitigated and audited regularly     |
| <b>Principle 5:</b> Change Management / departmental behaviour          | Corporate governance of ICT should be implemented through appropriate change management interventions.              |
| <b>Principle 6:</b> Monitoring and evaluation                           | Monitor and evaluate the use and performance of ICT.  |

Table 2 – *ICT Principles and Objectives*

**7.1.1** The Head of Department must ensure that the corporate governance of ICT principles are upheld when developing and implementing all ICT policies, processes, and procedures.

**7.2 ICT CORPORATE GOVERNANCE ROLES**

The COGTA approved Organisational Structure, and the 2025/30 Strategic Plan positions the Government Information and Communication Technology Management (GICTM) directorate within the Strategy and Systems Chief Directorate. In line with the department's outcome to strengthen ICT governance, this structure ensures that the department's ICT advances through both digitisation and improved IT security management. Digitisation has streamlined processes, enhanced information accessibility, and increased operational efficiency. The adoption of cloud computing allows for quicker and more adaptable responses to evolving needs. Within this framework, the department will apply ICT governance principles to guide its ongoing development.

The following governance roles and responsibilities shall be assigned as follows:

**7.3 HEAD OF DEPARTMENT**

The Head of Department is accountable and responsible to ensure that the corporate governance of ICT and governance of technology and information is implemented in the department in line with the national and provincial frameworks. The Head of Department shall provide overall strategic leadership and is accountable for the implementation of the COGTA ICT governance policy in line with the departmental strategic goals and objectives.

The Head of Department must:

- a) Establish the corporate governance of ICT system and monitor its performance, including the establishment of the structures, roles, and processes that enable the implementation of corporate governance of ICT.
- b) Ensure that EMC plays a broad governance role in overseeing ICT governance in the department.
- c) Establish the ICT steering committee for evaluating the use of ICT to enable the department's business and oversee ICT service delivery.
- d) Ensure the designation of a suitable Head of ICT / GITO in the department.
- e) Ensure the development and implementation of ICT plans over the long, medium, and short term for ICT to enable the business and create value for the department.
- f) Ensure that ICT projects are managed according to a project management framework, and that significance based on size, complexity and risks associated with the ICT investment is defined.

- g) Ensure that there is an approved business case before an ICT investment exceeding R10 million is made.
- h) Define an appropriate trigger for a business case where an annual ICT expenditure does not exceed the R10 million threshold.
- i) Ensure that the value promised in the business case is realized before any ICT initiative can be considered complete.
- j) Ensure that the annual self-assessment is conducted in line with the DPSA guidelines that will be issued periodically.

**7.4 GOVERNMENT INFORMATION TECHNOLOGY OFFICER (HEAD OF ICT)**

The Head of ICT / GITO in the department will at a minimum:

- a) Work with departmental branches to continuously seek new methods and approaches to digitalise the department's services,
- b) Develop and define an ICT Policy that includes IT Service Management (ITSM).
- c) Develop an ICT plan (MTEF aligned) to prioritize ICT initiatives supporting the departmental strategic plan,
- d) Develop an ICT operational plan,
- e) Manage the implementation of the ICT plan and the ICT operational plan,
- f) Oversee and direct the day-to-day activities of the departmental ICT function, ensuring that systems, services, and infrastructure work reliably and securely in line with the ITSM policy,
- g) Provide quarterly executive summary reports to the ICT steering committee on the ITSM, and
- h) Ensure that ICT solutions and associated technology are not duplicated,
- i) Ensure that key ICT general controls for Information security management, User access management, ICT service continuity, and Configuration management are in place.

**7.5 GOVERNANCE CHAMPION (GC):**

The Head of the Department is the designated Governance Champion, accountable for the Corporate Governance of ICT in the department. The function may be delegated to a person at an executive management level, but accountability cannot be delegated.

**7.6 ICT GOVERNANCE STRUCTURES**

The following governance structures exist in the department as part of ensuring that ICT governance is put into practice at all levels and times:

- a) Executive Management Committee (EMC)
- b) ICT Steering Committee
- c) ICT Operational Committee.

The above governance structures shall be assigned responsibilities as follows:

**7.7 EXECUTIVE MANAGEMENT COMMITTEE (EMC/EXCO)**

This structure has the highest level of accountability because the governance and performance of the 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 EMC roles and responsibilities, this structure Evaluates, Directs and Monitors the effectiveness of the departmental ICT governance systems, including but not limited to:

- a) Recommend the approval of the ICT plan and relevant ICT policies for approval by the Head of Department,
- b) Provide support to the functioning of the ICT steering committee,
- c) Monitor and evaluate the performance of the ICT steering committee and processes,
- d) Review and ratify quarterly ICT steering committee reports.

**7.8 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

membership of the committee shall be as per institutional arrangements, ensuring that all branches are represented.

The ICT steering committee is responsible for:

- a) Provide business leadership towards the digitalization of the department, including ICT projects and services,
- b) Monitor the ICT planning and resourcing of the ICT programme across the department,
- c) Monitor the implementation of approved ICT plans, policies, and strategies,
- d) Monitor the mitigation of ICT-related business risks,
- e) Monitor the performance of the audit improvement plans for both internal and external audits,
- f) Track the benefits realised from the ICT investments (portfolio of ICT projects),
- g) Regularly review the ICT reports; and provide recommendations and regular reports to EMC on pertinent ICT issues, including ICT plans, projects and budget.

### **7.9 ICT OPERATIONAL COMMITTEE**

The Committee provides input to and monitors the implementation of the ICT operational plan and day-to-day activities as well as other ICT related projects and activities on a regular basis. This committee will be chaired in line with the departmental institutional arrangements. Members of this committee are officials within the ICT directorate, system controllers and may include other business areas depending on the agenda.

This Committee shall be comprised of technical and operational officials who will be responsible for the planning and execution of all ICT related activities and projects in the department. The committee shall ensure that ICT operations are in line with the internal departmental processes.

The responsibilities of the ICT Operational and Security Committee shall be as follows:

- a) Provide input into the development of ICT Plan, ICT Implementation Plan, ICT Operational Plan, Governance and Management of ICT and ICT Project portfolio,
- b) Coordinate implementation of ICT Plan, ICT Implementation Plan, ICT Operational Plan and ICT Projects portfolio,
- c) Day-to-day operations and service management,
- d) ICT security management,
- e) ICT risk management,
- f) Compliance and performance reporting to ICT Steering Committee.

**8. IMPLEMENTATION, MONITORING AND EVALUATION****8.1 Implementation of The Policy**

The department must apply corporate governance of ICT by adopting the principles and practices put forward in this Policy and adapting the governance system, to align with the departmental context while keeping the intent of the CGICT Policy Framework intact.

The successful implementation of a Corporate Governance ICT system leads to continuous improvement in the creation of value to the department. ICT delivery will be monitored and evaluated on an on-going basis to identify gaps between what is expected and what is realized.

**9. COMMUNICATION / EDUCATION OF THE POLICY**

The policy will be communicated throughout the department to all its employees using workshops, intranet and workgroups.

**10. DISPUTE RESOLUTION MECHANISM**

In the event of disputes arising out of this policy, such disputes will be dealt with in terms of the grievance procedure and labour legislation applicable in the Public Service.

**11. INTERPRETATION OF POLICY**

Should there be any dispute about the interpretation or application of this policy, the enabling legislation will take precedence.

**12. APPROVAL OF THE POLICY**

The policy will be approved by Member of Executive Council (MEC) on the recommendation of the Head of Department.

**13. COMMENCEMENT DATE**

The commencement date of this policy will be on the date of its approval.

## 14. REVIEW OF THE POLICY

This policy will be reviewed every five years from the approval date or as needed, and in accordance with CGICTPF reviews and MPSA directives. The amendments resulting from the review will be processed in line with the Policy Guidelines on the Policy Process. However, where it is deemed not necessary to review the policy, evidence of the process leading to such a decision should be provided. This policy will remain in force until and unless it has been withdrawn and amended by the MEC.

## 15. VERSION CONTROL AND CHANGE HISTORY

| Version Control | Date Effective             | Approved By   | Amendment   |
|-----------------|----------------------------|---|---|
| Start from      | YYMMDD<br>(effective date) | Contact person – full name & title.   | Include any superseded procedures and what the amendment is to the document.                |
| 2014            | 20140310                   | MEC: Honourable Mlibo Qhoboshiyane of Local Government and Traditional Affairs    |   |
| 2017            | 20170927                   | MEC: Honourable Fikile Xasa of Cooperative Governance and Traditional Affairs     | Corporate Logo, period of review  |
| 2025            |                            | MEC: Honourable Zolile Williams of Cooperative Governance and Traditional Affairs | Corporate Governance Policy framework revised to version 2 with the inclusion of principles |

Table 3 - Version Control and Change History

