MORETELE LOCAL MUNICIPALITY

ICT GOVERNANCE FRAMEWORK

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DEFINITIONS AND ABBREVIATIONS

CGICTPF	Corporate Governance for ICT Policy Framework. An implementation Guideline developed to support departments with the implementation of the Framework
CGICT	Corporate Governance of Information, Communication and Technology
CGICTF	Corporate Governance of Information, Communication and Technology Framework
COBIT	Control Objectives for Information and Related Technology. A set of best practices (framework) for ICT management. Provides a high-level, comprehensive ICT governance and control framework.
DPSA	Department of Public Service and Administration
EXCO	Executive Management Committee
FD	Financial Director
Framework	A basic conceptual structure with items which support a particular approach to a specific objective. E.g. CobiT is an ICT governance framework
GEIT	Governance of Enterprise IT
GICT	Governance of Information, Communication and Technology
ICT	Information, Communication and Technology, also referred to as IT
IEC	International Electro Technical Commission
ISACA	Information Systems Audit and Control Association
IT	Information Technology
ITIL	Information Technology Infrastructure Library. A public framework that describes best practice in ICT service management
ISO	International Standards Organisation
King III	The King Code of Corporate Governance for South Africa 2009
MANCO	Management Committee
PMBOK	The Project Management Body of Knowledge (PMBOK®) is an internationally recognized standard (IEEE, ANSI) that deals with the application of knowledge, skills, tools, and techniques to meet project requirements
PSCGICTPF	Public Service Corporate Governance of Information, Communication and Technology Policy Framework
Policy	A principle or rule to guide decisions and achieve rational outcome(s)
RACI	Responsible, Accountable, Consulted and Informed
SALGA	South African Local Government Association

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1. BACKGROUND

Information and Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of Municipal goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management.". In he case of the Moretele Local Municipality, the responsibility is delegated to the Audit Committee since the Municipality does nit have a Board of Directors.

ICT has grown to be seen as a cost centre with growing benefits to the Municipality ICT serves. A Governance of ICT framework is meant to align ICT functions to the Municipality goals, minimise the risk ICT introduces and ensure that there is value in the investment made in ICT.

The view that ICT should be governed and managed at all levels within a given organisational structure is supported by internationally accepted good practice and standards. These practices and standards are defined in the King III Code of Good Governance, ISO 38500 Standard for the Corporate Governance of ICT and other best practice ICT Process Frameworks, which forms the basis of this document.

Translated into a municipal operating environment the corporate governance of ICT places a very specific responsibility on the Council and Management within a municipality to ensure that the decision making process for ICT related investments and the operational efficiencies of the municipalities ICT environments remain transparent and are upheld. This accountability enables the municipality to align the delivery of ICT services with the municipality's Integrated Development Plans and strategic goals.

The Council and Management of municipalities need to extend their governance functions to include the Corporate Governance of ICT. In the execution of the Corporate Governance of ICT, they should provide the necessary strategies, architectures, plans, frameworks, policies, structures, procedures, processes, mechanisms and controls, and culture which are in compliance with the best practise ICT Governance Frameworks.

To strengthen the Corporate Governance of ICT further, responsibility for the decision making of ICT programmes and projects should be placed at a strategic level in the municipality. The Corporate Governance of ICT is a continuous function that should be embedded in all operations of a municipality, from Council and Management level to all areas within a municipality including ICT service delivery.

The Governance of ICT should be implemented in two different layers:

- **Corporate Governance of ICT** – the Governance of ICT through structures, policies and processes.
- **Governance of ICT** – through Standard Operating Procedures.

The difference between the Corporate Governance of ICT and the Governance of ICT can be defined as follows:

- **Corporate Governance of ICT:** The system by which the current and future use of ICT is directed and controlled.
- **Governance of ICT:** The individual processes and procedure which ensure the compliance of the ICT environment based on a pre-agreed set of principles.

1.1 Municipal Corporate Governance of ICT Policy

The purpose of the Municipal Corporate Governance ICT Policy is to institutionalise the Corporate Governance of ICT as an integral part of corporate governance within municipalities. This Municipal Corporate Governance ICT Policy provides the Municipal Council and Management within a municipality with a set of principles and practices that must be complied with, together with an implementation approach to be utilised for implementation of ICT Governance within Municipalities.

To enable a municipality to implement this Municipal Corporate Governance of ICT Policy, a three-phased approach will be followed:

Phase 1 – Enabling Environments: The Corporate Governance of ICT environments will be established in Municipalities through the adoption of this Municipal Corporate Governance of ICT Policy and its associated policies through Council resolution;
Phase 2 – Business and Strategic Alignment: Municipalities will plan and implement the alignment between IDPs, strategic goals and ICT strategy.
Phase 3 – Continuous Improvement: Municipalities will enter into an on-going process to achieve continuous improvement of all elements related to the Governance of ICT.

This Corporate Governance of ICT Policy will allow municipalities to maintain alignment of strategic ICT functions to meet their needs and apply good practices in order to reduce costs and increase the effectiveness of the ICT service delivery to the municipality.

2. INTRODUCTION

ICT Governance is defined as a subset discipline of Corporate Governance focused on information, communication and technology systems and their performance and risk management. ICT Governance can be further defined as the process by which decisions are made around IT investments and incorporate how decisions are made, who makes decisions, who is held accountable and how the results of the decisions are measured and monitored.

3. PURPOSE

The purpose of this policy is to institutionalise the Corporate Governance of ICT as an integral part of corporate governance within the Moretele Local Municipality in a uniform and coordinated manner. The policy provides a set of principles and practices which will assist to institutionalise the Corporate Governance of ICT.

4. LEGISLATIVE FRAMEWORK

Municipalities must be aware of and comply with the legislative landscape applicable to their context. This includes the Local Government Municipal Systems Act, Act 32, of 2000, Local Government: Municipal Structures Act, Act 117 of 1998, the Public Administration Management Act, Act 11 of 2014 and the Local Government: Municipal Finance Management Act, Act 56 of 2003.

5. BENEFITS OF GOOD GOVERNANCE OF ICT

When the Corporate Governance of ICT is effectively implemented and maintained, the following benefits are realised:

- Establishment of ICT as a strategic enabler in a municipality;
- Improved achievement of municipal integrated development plans;
- Improved effective service delivery through ICT-enabled access to municipal information and services;
- Improved ICT enablement of a municipality;
- Improved delivery of ICT service quality;
- Improved stakeholder communication;
- Improved trust between the municipality and the community through the use of ICT;
- Lower costs (for ICT functions and ICT dependent functions);
- Increased alignment of ICT investment towards municipal integrated development plans;
- Improved return on ICT investments;
- ICT risks managed in line with the ICT priorities and risk appetite of the municipality;
- Appropriate security measures to protect both the municipality's and its employees information;
- Improved management of municipal-related ICT projects;

- Improved management of information as ICT is prioritised on the same level as other resources in municipalities;
- ICT pro-actively recognises potential efficiencies and guides municipalities in timeous adoption of appropriate technology;
- Improved ICT ability and agility to adapt to changing circumstances; and
- ICT executed in line with legislative and regulatory requirements.

6. MLM CORPORATE GOVERNANCE OF ICT FRAMEWORK

The figure below illustrates MLM ICT Governance Framework. The framework is based on three key elements: structure, process and continuous improvement. Each of the components of the ICT Governance Framework is detailed in the following sections.

Figure 6.1 | MLM Corporate Governance of ICT Framework

7. MLM CORPORATE GOVERNANCE OF ICT STRUCTURES AND DECISIONS

The MLM corporate governance of ICT structure is responsible for providing guidance and ensuring that ICT enables and supports the business strategy with cost effective ICT services, in a stable, reliable and secure manner. MLM operates a centralised governance

of ICT model opposed to a project based or decentralised or federated model, meaning: all ICT decision-making and the ICT budget is managed centrally. The IT Manager supported by the Head Human Resource Management takes the lead in developing the governance processes and works directly with the Municipal Manager.

This section of the Corporate Governance of ICT clearly defines who makes decisions, what structural organisations (e.g. IT Steering Committee) are in place or need to be created and what responsibilities they will assume.

7.1 CORPORATE GOVERNANCE OF ICT STRUCTURES

Structural organisations for corporate governance of ICT establish the strategic, operational, and technical decision-making process required to ensure the ICT division enables MLM to achieve its objectives. The objective is to establish a decision making body or committee, membership of the committee and the responsibilities of the committee.

Figure 7.1 | MLM Corporate Governance of ICT Structure

COUNCIL	Provide Top Level Direction for ICT direction, approve ICT Strategy, Policies and Plans.
AUDIT AND RISK COMMITTEE	Provide advise and oversight on Corporate Governance of ICT and related Risks in the MLM.
MANAGEMENT COMMITTEE	Owners of systems and applications, provide input that informs the ICT direction and delivery roadmap.
ICT STEERING COMMITTEE	Drives the implementation of the ICT Strategy and related deliverables.

ICT MANAGEMENT	Execution of ICT Strategy and management of ICT. operations

7.1.1 Council

Provide Top Level Direction for ICT direction, approve ICT Strategy, Policies and Plans.

7.1.2 Audit and Risk Committees

The Audit and Risk Committees has a dual role of ensuring that the Audit and risk matters as outlined below are addressed accordingly and follows prescribed frameworks. Though the responsibilities are combined, the Audit Committee has the delegated responsibilities as outlined in the Treasury Audit Committee Framework (referred to as Chapter 2). As a result, they should be updated on ICT Risks and investment in ICT. ICT should be represented at the Audit and Risk Committee and report on issues relating to the ICT environment. This includes the risk assessments and documentation of the ICT risk register, action and implementation plan.

The audit committee must, amongst others review the following:

- the effectiveness of the internal control systems.
- the effectiveness of the internal audit function.
- the risk areas of the Municipality operations to be covered in the scope of internal and external audits.
- the adequacy, reliability and accuracy of financial information provided to management and other users of such information.
- any accounting and auditing concerns identified as a result of internal and external audits.
- the institution's compliance with legal and regulatory provisions.

- the activities of the internal audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations.

7.1.3 Management Committee (MANCO)

The ICT division takes guidance from MANCO in working towards the achievement of the business goals through the development and execution of the ICT Strategy.

7.1.4 ICT Steering Committee

The ICT Steering Committee meets on a quarterly basis and provides oversight into the ICT Strategic plan and the implementation thereof. The committee is responsible to ensure that the ICT Strategic plan is in alignment with the organisations objectives and meets business and operational requirements whilst exercising financial governance and abiding by any regulatory and legislative laws. Any recommendations by the Committee are submitted to the MANCO for resolution.

The ICT Steering Committee must take responsibility for making decisions with regard to the following:

- ICT Governance, Risk and Compliance
- ICT Strategy
- Application Management
- Enterprise Architecture
- ICT Investments and Projects
- ICT Resources and Sourcing
- ICT Security
- ICT Operations; and
- General ICT Management and Administration

7.1.5 ICT Manager

The ICT Manager is responsible for the oversight and accountability of ICT operations, including Third Party ICT Outsourced services by Peo Information Technology. In achieving this objective the ICT Manager ensures the strategic alignment of ICT activities to the business objectives. Also monitors the delivery of the ICT strategy and performance against ICT key performance indicators. The Municipal Manager delegates the execution and delivery of the ICT strategy to the ICT Manager who managers the ICT operations.

7.2 DECISION MAKING PROCESS

While MLM ICT Manager remains solely accountable to both customers and stakeholders for all ICT direction, policy and strategy in the Business Unit, this ICT Governance Framework reflects the changes in roles and responsibilities to reflect on business leadership participation and buy-in.

7.2.1 The ICT Steering Committee will serve as the most diverse governance body both in representation (including business leadership, expertise), and in scope for advise and consultation.

7.2.2 The ICT Manager will maintain a flexible governance process, particularly in planning that will allow for consultation with subject matter expertise, stakeholders and industry experts and the formation of additional formal or informal groups in a manner that will improve the decision-making process and the best outcomes for the ICT function.

7.2.3 Five areas in which ICT decisions are required in the context of MLM are strategy, architecture, infrastructure, business applications and major investments. These are be described as follows:

- **ICT strategy:** high-level statements on how ICT resources are used in MLM. These may be articulated as a set of principles or strategic directions.

- **ICT architecture:** the organising framework for data, applications and technical infrastructure, captured in a set of policies, organisational structures and technology choices to achieve the effective integration of systems, processes and data.
- **ICT infrastructure:** the foundation of ICT capability (both technical and human) available across the organisation as shared, reliable services used by multiple applications. This includes the network, the servers and the software.
- **Business applications:** software applications that leverage and extend the enterprise architecture to meet business needs.
- **Major investments:** how much the division invest in ICT and the benefits thereof.

The key decision making body for ICT decisions in MLM is MANCO with similar powers to any EXCO. The relationship between governance structures in MLM is illustrated below.

8. ROLES AND RESPONSIBILITIES

The objective of this section is to identify and define the roles of stakeholders in the process of making decisions regarding ICT and ICT investments. For each specific decision, the following is considered:

- The frequency of the decision (ad-hoc, annually)
- The information required to make the decision
- Prerequisites for the decision to be made
- Impacts on other decision domains
- Specific limitations on the scope of decisions

When developing the decision model for each decision category, the type of involvement that is required from each stakeholder must be documented. The various roles that a stakeholder could have when participating in decision making are as follows:

Responsible for a decision: *The stakeholder making the decision to achieve the deliverable.*

Accountable for a decision: *The stakeholder ultimately answerable for the decision that has been made and the one who delegates the work to those responsible.*

Consulted for a decision: *Stakeholders whose opinions are sought when making a decision.*

Informed about a decision: *Stakeholders who are kept up-to-date on progress or on decisions taken.*

The following are the identified stakeholders in MLM involved in making ICT decisions.

- ICT Manager and Support;
- Human Resource and Corporate Services
- Budget and Treasury
- Performance Management Systems;
- Community Development Services
- LED and Planning;
- Infrastructure Development Services
- Municipal Manager's Office

Table 8.1 | MLM Corporate Governance of ICT Decision Model

ICT Decision Category	Decision Making Committee	Responsibility				
		MM	ICT MANAGER	FD	ICT Steering Committee	AC
ICT Governance, Risk and Compliance	MANCO	A	R	I	C	C
ICT Strategy	MANCO	A	R	I/C	C	C
Application Management	MANCO	A	R	I	C	I
Enterprise Architecture	MANCO	A	R	I	C	I
ICT Investments and Projects	MANCO	A	R	C	C	C
ICT Resources and Sourcing	MANCO	A	R	I/C	C	I
ICT Security	MANCO	A	R	I	C	I
ICT Operations	MANCO	A	R	I	C	I

Key: R = Responsible, A = Accountable, C = Consulted, I - Informed

9. MLM AND ICT STRATEGIC ALIGNMENT

Through this ICT Corporate Governance Policy Framework MLM will develop an ICT Strategy that enables MLM to align the delivery of ICT strategies and services with MLM's business plan and the North West Provincial's IDP and strategic goals.

The ICT Strategy plan will be reviewed on an annual basis and will be informed by the enterprise architecture plan, entity's annual business plan, the municipality's IDP as well as the views of senior management will be obtained and used to drive the strategic initiatives in the ICT Strategy.

10. ICT GOVERNANCE PRINCIPLES, STANDARDS AND POLICIES

10.1 Principles

Below are the guiding Corporate Governance of ICT Principles that have been adopted by MLM. These principles are recommended based on the principles as explained in International Good Practices and Standards for ICT governance namely, King III Code, ISO/IEC 38500 and other best practice processes frameworks.

Table 10.1 | ICT Governance Principles adapted for Municipalities adopted in the PSCGICTPF

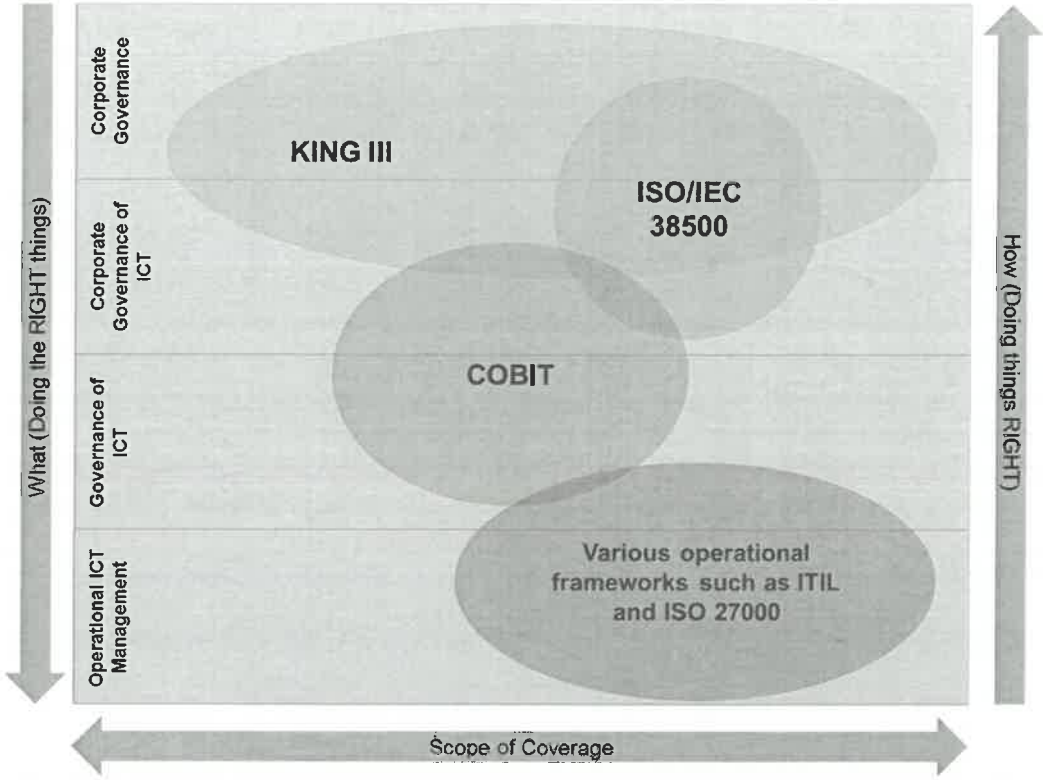
Principle 1: Political Mandate The Governance of ICT must enable the municipality's political mandate.
The Municipal Council must ensure that Corporate Governance of ICT achieves the service delivery mandate of the municipality.
Principle 2: Strategic Mandate The Governance of ICT must enable the municipality's strategic mandate.
The Municipal Manager must ensure that Corporate Governance of ICT serves as an enabler to the municipality's strategic plans.
Principle 3: Corporate Governance of ICT The Municipal Manager is responsible for the Corporate Governance of ICT.
The Municipal Manager must create an enabling environment in respect of the Corporate Governance of ICT within the applicable legislative and regulatory landscape and information security context.
Principle 4: ICT Strategic Alignment ICT service delivery must be aligned with the strategic goals of the municipality.
Management must ensure that ICT service delivery is aligned with the municipal strategic goals and that the administration accounts for current and future capabilities

of ICT. ICT must ensure that ICT is fit for purpose at the correct service levels and quality for both current and future Municipal needs are met.
Principle 5: Significant ICT Expenditure Management must monitor and evaluate significant ICT expenditure.
Management must monitor and evaluate major ICT expenditure, ensure that ICT expenditure is made for valid Municipal enabling reasons, monitor and manage the benefits, opportunities, costs and risks resulting from this expenditure, while ensuring that information assets are adequately managed.
Principle 6: Risk Management and Assurance Management must ensure that ICT risks are managed and that the ICT function is audited.
Management must ensure that ICT risks are managed within the municipal risk management practice. ICT must also ensure that the ICT function is audited as part of the municipal audit plan.
Principle 7: Organisational Behaviour Management must ensure that ICT service delivery is sensitive to organisational behaviour/culture.
Management must ensure that the use of ICT demonstrates the understanding of and respect for organisational behaviour/culture.

10.2 STANDARDS

The figure below illustrates the different layers of governance and the inter-relationship between the different Frameworks and Standards as recommended by DPSA. All of the frameworks reflected in the figure are generally accepted frameworks. King III is the corporate governance standard adopted by most entities in South Africa and the other standards like ISO, ITIL and COBIT are internationally recognised frameworks and standards operating at different levels within the ICT Governance Framework.

Figure 10.2 | ICT Governance Standards



Source: DPSA – Public Service Corporate Governance of Information and Communication Technology Policy Framework (2012).

10.2.1 Integration of Best Practice

A solid ICT Governance Framework, supported by effective processes is critical to MLM to ensure good governance covering all its business support mechanisms. These best practices have a complexity attached to it that require a smart approach to be successful in realising a final deliverable. By combining these best practices in a logical sense, mapping them against each other, it becomes complementary as one logical model, in line with the requirements of local government environments. The main standards and best practices that are referenced in MLM's ICT Governance Framework are listed below:

- ICT Governance

- COBIT - Control Objectives for Information and related Technologies
- ISO 38500 - Corporate Governance Standard
- King III - Code of Governance (specifically chapter 5)

- Service Management
  - ITIL – Information Technology Infrastructure Library
  - ISO 20000 - IT Service Management Standard
- Information Security Management
  - ISO 27001/2 Information Security Standard
- Business Continuity and Disaster Recovery Management
  - BS 25999; Business Continuity Management
  - ISO 24762; Disaster Recovery Management
- Programme and Project Management
  - PMBOK, The Project Management Body of Knowledge
  - IEEE 1490-2003

11. CONTINUOUS SERVICE IMPROVEMENT OF ICT IN MLM

In this phase, all aspects of the Corporate Governance of ICT should demonstrate measurable improvement from the initial implementation phase 2016–20. In this phase, detailed measurable criteria for the implementation of and compliance against the approved Corporate Governance of ICT Policy and implementation plan are established and can be measured for compliance. In this phase the applicability of all elements of the Corporate Governance of ICT Policy is tested for efficacy and efficiency.

11.1 THE DETAILED PHASED APPROACH

Implementation deliverables per financial year:

Phase 1 (Enablement Phase): To be completed by June 2017

1. Municipal Corporate Governance of ICT Policy approved and implemented;
2. Corporate Governance of ICT Governance approved and implemented;
3. The following capabilities created in the municipality:
    - Governance Champion designated and responsibilities allocated;
    - A proficient ICT Manager or CIO appointed functioning at strategic level;
    - Approved and implemented **Risk Management Policy** that includes the management of Municipal-related ICT risks;
    - Approved and implemented **Internal Audit Plan** that includes ICT audits;
    - Approved and implemented **ICT Management Framework**;
    - Approved and implemented MLM **Portfolio Management Framework** that includes ICT portfolio/programme and project management;
    - Approved **ICT Disaster Recovery Plan** informed by MLM's Continuity Plan and Strategy.
    - Approved **Data Backup and Recovery policy**.
    - Approved **ICT Service Level Agreement Management policy**.
    - Approved **ICT User Access Management policy**.
    - Approved **ICT Security Controls policy**.
    - Approved **ICT Operating System Security Controls policy**.

Phase 2 (Strategic Alignment): To be completed by June 2029

1. Approved Enterprise Architecture informing the ICT Architecture;
2. Approved medium term ICT Strategy.
3. Approved ICT Migration Plan with annual milestones linked to an enabling budget;
4. Approved ICT Performance Indicators as contained in the municipality's performance management system.

Phase 3: Continuous improvement of Corporate Governance of and Governance of ICT

The successful implementation of a Corporate Governance of ICT system leads to continuous improvement in the creation of value to the municipality. ICT delivery must be assessed on an on-going basis to identify gaps between what was expected and what was realised. Assessments must be performed coherently and encompass both:

a. The Corporate Governance of ICT (ICT contribution to realisation of Municipal value); and
b. Governance of ICT. (Continuous improvement of the management of ICT).

12. PROJECT MANAGEMENT

MLM has adopted the Project Management Body of Knowledge 5 (PMBOK 5) as a guide for the development and the management of projects. PMBOK 4 and 5 processes outlined to give an overview of the changes:

PMBOK 4	PMBOK 5
• Distribute Information	• Manage Communications
• Report Performance	• Control Communications
• Monitor and Control Risks	• Control Risks
• Plan Procurements	• Control Procurements
• Identify Stakeholders	• Identify Stakeholders
• Direct and Manage Project Execution	• Direct and Manage Project Work
• Verify Scope	• Validate Scope
• Plan Quality	• Plan Quality Management
• Perform Quality Control	• Control Quality
• Develop Human Resource Plan	• Plan Human Resource Management
• Plan Communications	• Plan Communications Management

- Manage Stakeholder Expectations
- Manage Stakeholders Engagement

Though PMBOK has been adopted, there are service providers that follow a similar methodology but not detailed as PMBOK, such methodology will be applied with caution and ICT management will make certain that such methodology will not compromise the end product.

13. ACQUISITION

- Industry norms shall be used for the replacement of computers subject to budgetary provision based on an equitable distribution model.
- Business continuity requirements including application requirements should guide the replacement with appropriate specifications.
- Individual request for replacement of loss of equipment shall be accompanied by:
- An official report with supporting documentation from SAPS and Case number.
- Individual request for replacement of ICT equipment shall be accompanied by a technical report from the ICT Technician assessing the business needs for replacement.
- Replacement of ICT equipment as a result of negligence (failure to take proper care over an asset) and or wilful damage will be at the cost of the user.

14. DISPOSAL OF ASSET

- The ICT unit will dispose the equipment after their standard lifespan through the office of the assets.
- Disposal will be determined by asset physical condition, functional performance, and cost benefit analysis.
- The Disposal Plan shall establish the rationale for the anticipated time and method of disposal, and the expected proceeds.
- Asset disposal decisions shall be made within an integrated service and financial planning framework.

- No asset shall be sold at a value which is below its carrying Net Value in the Asset Register without the approval of council.
- The appropriate method of disposal shall be Public Auction or Public Tender.
- There shall be an elected Asset Disposal Committee (ADC) whose responsibility shall be to assess assets ring-fenced for disposal, obtain approval as per Municipal Delegations.
- All assets disposed should be removed from the Asset Register.

15 REVIEW AND COMMUNICATION

The MLM ICT Corporate Governance of ICT Policy will be reviewed at least once a year and to meet compliance/alignment in terms of new legislation and regulation.

16 CONCLUSION

This Corporate Governance of ICT Policy has been designed for the exclusive use and alignment of MLM. The implementation thereof has been phased over a longer period to provide MLM and other Municipalities with ample time to source the required capabilities and other resources to produce and implement the deliverables. The contracted Third Party Service provider, Flame IT Strategy (Pty) Ltd will assist where need be for the MLM to comply with the Municipal ICT Governance Framework requirememnts. "Appendix A" below provide a general description of each Framework.

18 APPENDIX A

The table below provides a general description of each standard or framework.

Framework/Standard	Description	Application
King III	King III Code is a Code of Good Governance emphasising corporate leadership, business sustainability and corporate citizenship. The King III Code is the most commonly accepted corporate governance framework in South Africa and is also valid for the Public Service.	Guides corporate governance practices at an entity level but has a specific chapter dealing with IT. DPSA have adopted King III IT recommendations and principles to guide ICT governance in public entities. As such, chapter 5 of King III has been used as a reference when developing this document and the ICT Charter.
ISO/IEC 38500	ISO/IEC 38500 is an international standard for the corporate governance of ICT, which provides a framework of principles for the executive authority and management to govern and manage ICT.	This Governance of ICT Framework Policy is based on this standard.
COBIT	COBIT is an internationally accepted process framework for the implementation of the governance of ICT. COBIT fully supports the principles of the King III Code and the ISO 38500 standard on the corporate governance of ICT.	This will be used to guide the development of policies that are required by MLM as per DPSA guidelines.
ISO/IEC 27002	ISO/IEC 27002 is a code of practice for information security management. It can be used by any organisation that needs to establish a comprehensive information security management program or improve its current information security	This standard will be used to guide information security management within MLM.

	practices. ISO/IEC 27002 provides best practice recommendations on information security management for use by those responsible for initiating, implementing or maintaining information security management systems (ISMS).	
ITIL	The Information Technology Infrastructure Library (ITIL) is a set of practices for IT service management (ITSM) that focuses on aligning ICT services with the needs of MLM.	This framework will be used for identifying, planning, delivering and supporting ICT services to MLM.
ISO/IEC 20000	ISO/IEC 20000 promotes the adoption of an integrated process approach to effectively deliver managed services to meet municipal and customer requirements. ISO/IEC 20000 defines the requirements for a service provider to deliver managed services.	This standard will be used to guide MLM when going out on tender, to provide a consistent approach to all service providers within the supply chain and benchmarking of ICT service management. In addition, it will form a basis for independent assessment and will assist in improving services that are provided.
ISO/IEC 27001	ISO/ IEC 27001 is the formal standard against which organisations may seek independent certification of their Information Security Management Systems. ISO/ IEC 27001 specifies the requirements for establishing, implementing, operating, monitoring, reviewing, maintaining and improving a documented ISMS within the context of the municipality's overall risk management	This standard will be used to guide MLM to formulate security requirements, ensure that security risks are cost effectively managed, compliance with law and regulations and as a process framework for the implementation and management of controls

	processes.	
ISO/IEC 24762	ISO/IEC 24762 standard is aimed at aiding the operation of an ISMS by providing guidance on the provision of ICT Disaster Recovery services as part of business continuity management.	This standard will be used to guide ICT Disaster Recovery service providers to continuously improve their ICT Disaster Recovery services.
BS 25999	BS25999 standard is a Business Continuity standard used to help minimise the risk of disruptions in the event of a major or minor disaster.	This standard will be used to guide Business Continuity Management within MLM.
PMBOK	The Project Management Body of Knowledge is an internationally recognized standard that deals with the application of knowledge, skills, tools, and techniques to meet project requirements.	This standard will be used to guide ICT projects within MLM.

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