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**MPUMALANGA PROVINCE**  
**REPUBLIC OF SOUTH AFRICA**

# **Corporate Governance of Information and Communication Technology Policy**

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**2018/19**



## EXECUTIVE SUMMARY

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Information Communication Technology (ICT) Governance has been described as the effective and efficient management of ICT resources and processes to facilitate the achievement of Departmental goals and objectives. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management."

ICT Governance has risen in importance because of the widening gulf between what the organization expects and what ICT delivers. ICT has grown to be seen as a cost centre with growing benefits to the organisation ICT serves. A Governance of ICT framework is meant to align ICT functions to the organizational 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 organizational 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 departmental operating environment the corporate governance of ICT places a very specific responsibility on the Management within a Department to ensure that the decision making process for ICT related investments and the operational efficiencies of the Department's ICT environments remain transparent and are upheld. This accountability enables the Department to align the delivery of ICT services with the Department's Strategic Plans and strategic goals.

The Management of the Department need to extend our 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 Department. The Corporate Governance of ICT is a continuous function that should be embedded in all operations of the Department, from Council and Management level to all areas within the Department including ICT service delivery.

According to the establish frameworks, the Governance of ICT is implemented in two different layers:

- (a) Corporate Governance of ICT – the Governance of ICT through structures, policies and processes.
- (b) 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.*

In November 2012, Cabinet approved the Public Service Corporate Governance of ICT Policy Framework and made ICT applicable to National and Provincial Departments, Provincial Administrations, Local Governments, Organs of State and Public Entities for implementation by July 2014.

The purpose of the Departmental Corporate Governance ICT Policy is to institutionalise the Corporate Governance of ICT as an integral part of corporate governance within the Department. This Departmental Corporate Governance ICT Policy provides the Department with a set of principles and practices that must be complied with. To enable the Department to implement this Departmental Corporate Governance of ICT Policy, a three-phase approach will be followed:

- (a) **Phase 1 – Enabling Environment** : The Corporate Governance of ICT environments will be established in the Department through the approval of this Departmental Corporate Governance of ICT Policy and its associated policies;
- (b) **Phase 2 – Business and Strategic Alignment:** The Department will plan and implement the alignment between Strategic Plan's, strategic goals and ICT strategy.
- (c) **Phase 3 – Continuous Improvement:** The Department will enter into an on-going process to achieve continuous improvement of all elements related the Governance of ICT.

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

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# Departmental Corporate Governance of Information and Communication Technology Policy

## 1. ICT GOVERNANCE OVERVIEW

### INTRODUCTION

Information and Communications Technology (ICT) Governance has been described as the effective and efficient management of ICT resources to facilitate the achievement of organizational goals and objectives. ICT does not exist for its own sake within an organisation; ICT is there to make sure that organizations achieve sustainable success through the use of their ICT. The ICT Governance Institute describes ICT Governance as, "...the responsibility of the board of directors and executive management. ICT is an integral part of enterprise governance and consists of the leadership and organisational structures and processes that ensure that the organisation's ICT [the infrastructure as well as the capabilities and organisation that is established to support ICT] sustain and extends the organisation's strategies and objectives".

## 2. PURPOSE

The purpose of this policy is to institutionalise the Corporate Governance of ICT as an integral part of corporate governance within the Department 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.

## 3. DEFINITIONS

"AG"	Auditor-General of South Africa
"CIO"	Chief Information Officer
"ICT"	Information and Communications Technology
"ISO/IEC"	International Organisation for Standardisation (ISO) and the International Electro technical Commission (IEC)
"ISO/IEC 38500"	International Standard on Corporate Governance of ICT (ISO/IEC WD 38500: 2008: 1)
"King III"	The King III Report and Code on Governance for South Africa
"DCGICTP"	Departmental Corporate Governance of ICT Policy
"M&E"	Monitoring and Evaluation
"PSCGICTPF"	Public Service Corporate ICT Governance Policy Framework
"HoD"	Head of Department

## 4. LEGISLATIVE FRAMEWORK

The Department must be aware of and comply with the legislative landscape applicable to our context.

This policy has been developed with following sections of legislation:

- Public Finance Management Act (Act No. 1 of 1999 as amended)
- Public Service Act, 1994 (Act No. 103 of 1994)
- Public Service Regulations of 2001 as amended
- Treasury Regulations as amended
- Minimum Information Security Standards (MISS)
- Minimum Interoperability Standards (MIOS)
- Government Wide Enterprise Architecture Framework (version 1.2)
- State Information Technology Agency Act, 2002 (Act No. 38 of 2002)
- Electronic Communication and Transaction Act, 2002 (Act No. 25 of 2002)
- Copyright Act, 1978 (Act No. 98 of 1978)
- National Archives and Record Services of SA Act, 1996 (Act No. 43 of 1996)
- Regulation of Interception of Communications and Provision of Communication-Related Information Act, 2002 (Act No. 70 of 2002)

## **5. SCOPE**

- This Policy has been developed to guide and assist the Department to be aligned with the Corporate Governance of ICT best practise frameworks.
- This Policy therefore adopts the approach of establishing and clarifying principles and practices to support and sustain the effective Corporate Governance of ICT.

## **6. BENEFITS OF GOOD GOVERNANCE OF ICT**

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

- a. Establishment of ICT as a strategic enabler in the Department.
- b. Improved achievement of Departmental Strategic Plans;
- c. Improved effective service delivery through ICT-enabled access to Departmental information and services;
- d. Improved ICT enablement;
- e. Improved delivery of ICT service quality;
- f. Improved stakeholder communication;
- g. Improved trust between the Department and the Department's clients through the use of ICT;
- h. Lower costs (for ICT functions and ICT dependent functions)
- i. Increased alignment of ICT investment towards Departmental Strategic Plans;
- j. Improved return on ICT investments;
- k. ICT risks managed in line with the ICT priorities and risk appetite of the Department;
- l. Appropriate security measures to protect both the Department's and its employees information;
- m. Improved management of Departmental-related ICT projects;
- n. Improved management of information as ICT is prioritised on the same level as other resources in the Department;
- o. ICT pro-actively recognises potential efficiencies and guides the Department in timeous adoption of appropriate technology;



- p. Improved ICT ability and agility to adapt to changing circumstances; and
- q. ICT executed in line with legislative and regulatory requirements.

## 7. CORPORATE GOVERNANCE OF ICT GOOD PRACTICE AND STANDARDS

In recognition of the importance of ICT Governance, a number of internationally recognised frameworks and standards have been developed to provide context for the institutionalisation of the governance of ICT.

- a. **The King III Code:** The most commonly accepted Corporate Governance Framework in South Africa is also valid for Municipalities. ICT was used to inform the Governance of ICT principles and practices and to establish the relationship between Corporate Governance of and Governance of ICT.
- b. **ISO/IEC 38500:** Internationally accepted as the standard for Corporate Governance of ICT; ICT provides governance principles and a model for the effective, efficient, and acceptable use of ICT within the Department.
- c. **Other** internationally accepted process frameworks for implementing Governance of ICT.

## 8. LAYERED APPROACH TO CORPORATE GOVERNANCE OF ICT

Corporate Governance of ICT encompasses two levels of decision-making, authority and accountability to satisfy the expectations of all stakeholders. These levels are:

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

The implementation of Corporate Governance of ICT in the Department thus consists of the following layered approach:

- a. This Departmental Corporate Governance of ICT Policy, which addresses the **Corporate Governance of ICT** layer at a strategic level.
- b. Other best practise frameworks which will be adapted to give effect to the governance of the ICT operational environments within the Department.

## 9. CORPORATE GOVERNANCE:

Corporate governance is a vehicle through which value is created within a Departmental context. Value creation means realising benefits while optimising resources and risks. This value creation takes place within a governance system that is established by the Departmental Policy. A governance system refers to all the means and mechanisms that enable the Department' and Management team to have a structured and organised process.

## 10. CORPORATE GOVERNANCE OF ICT:

The Corporate Governance of ICT is an integral part of the corporate governance system in the Department. The Corporate Governance of ICT involves evaluating, directing and monitoring the alignment of the Departmental ICT strategy with the Departmental Strategic Plan's and related Strategies. The Corporate Governance of ICT also involves the monitoring of ICT service delivery to ensure a culture of continuous ICT service improvements exist in the Department. The Corporate Governance of ICT includes determining ICT strategic goals and plans for ICT service delivery as determined by the Strategic Plan Objectives of the Department.

## 11. DEPARTMENTAL CORPORATE GOVERNANCE OF ICT POLICY OBJECTIVES

The objectives of this Corporate Governance of ICT Policy for the Department seek to achieve the following:

- a. Institutionalising a Corporate Governance of ICT Policy that is consistent with the Corporate Governance Frameworks of the Department;
- b. Aligning the ICT strategic goals and objectives with the Department's strategic goals and objectives;
- c. Ensuring that optimum Departmental value is realised from ICT-related investment, services and assets;
- d. Ensuring that Departmental and ICT-related risks do not exceed the Department's risk appetite and risk tolerance;
- e. Ensuring that ICT-related resource needs are met in an optimal manner by providing the organisational structure, capacity and capability;
- f. Ensuring that the communication with stakeholders is transparent, relevant and timely; and
- g. Ensuring transparency of performance and conformance and driving the achievement of strategic goals through monitoring and evaluation.

## 12. DEPARTMENTAL CORPORATE GOVERNANCE OF ICT PRINCIPLES

Table 1 below contains the principles which have been adopted in the Public Service Corporate Governance of ICT Policy Framework (PSCGICTPF) which have been adapted for the Department.

**Table 1: Corporate Governance of ICT Principles**

<b>Principle 1: Political Mandate</b>
The Corporate Governance of ICT must enable the department's political mandate.
The Executive Authority must ensure that Corporate Governance of ICT achieves the political mandate of the department.
<b>Principle 2: Strategic Mandate</b>
The Corporate Governance of ICT must enable the department's strategic mandate.
The HoD must ensure that Corporate Governance of ICT achieves the department's strategic plans.



**Principle 3: Corporate Governance of ICT**

The HoD is responsible for the Corporate Governance of ICT.

The HoD 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 department.

Executive Management must ensure that ICT service delivery is aligned with the departmental strategic goals and that business accounts for current and future capabilities of ICT. It must ensure that ICT is fit for purpose at the correct service levels and quality for both current and future business needs.

**Principle 5: Significant ICT Expenditure**

Executive Management must monitor and evaluate significant ICT expenditure.

Executive Management must monitor and evaluate major ICT expenditure, ensure that ICT expenditure is made for valid business enabling reasons and 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**

Executive Management must ensure that ICT risks are managed and that the ICT function is audited.

Executive Management must ensure that ICT risks are managed within the departmental risk management practice. It must also ensure that the ICT function is audited as part of the departmental audit plan.

**Principle 7: Organisational Behaviour**

Executive Management must ensure that ICT service delivery is sensitive to organisational behaviour/culture.

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

### 13. DEPARTMENTAL CORPORATE GOVERNANCE OF ICT POLICY PRACTICES

The following practices, outlined in Table 2 below, have been assigned to specific designated Departmental structures and officials in order to achieve the objectives and principles contained in this Departmental Corporate Governance of ICT Policy:

**Table 2: Corporate Governance - Practices**

Pract. No.	Practice Description
1.	<p><b>The Executive Authority must:</b></p> <ul style="list-style-type: none"> <li>(a) provide political leadership and strategic direction, determine policy and provide oversight;</li> <li>(b) ensure that ICT service delivery enables the attainment of the strategic plan;</li> <li>(c) 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;</li> <li>(d) assist the HoD to deal with intergovernmental, political and other ICT-related business issues beyond their direct control and influence; and</li> <li>(e) ensure that the department's organisational structure makes provision for the Corporate Governance of ICT.</li> </ul>
2.	<p><b>Vertical Sector Mandate</b></p> <p>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.</p>
3.	<p><b>The Head of Department must:</b></p> <ul style="list-style-type: none"> <li>(a) provide strategic leadership and management;</li> <li>(b) ensure alignment of the ICT strategic plan with the departmental- and business strategic plans;</li> <li>(c) ensure that the Corporate Governance of ICT is placed on the department's strategic agenda;</li> <li>(d) 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;</li> <li>(e) determine the delegation of authority, personal responsibility and accountability to the Executive Management with regards to the Corporate Governance of ICT;</li> <li>(f) ensure the realisation of department-wide value through ICT service delivery and management of business and ICT-related risks;</li> <li>(g) 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;</li> <li>(h) 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</li> <li>(i) Ensure the monitoring and evaluation of the effectiveness of the Corporate Governance of ICT system.</li> </ul>
4.	<p><b>A Risk and Audit Committee</b> must assist the HoD in carrying out his/her Corporate Governance of ICT accountabilities and responsibilities.</p>

**Pract. Practice Description  
No.**

**5. Executive Management must ensure:**

- (a) ICT strategic goals are aligned with the department's business strategic goals and support strategic business processes; and
- (b) Business-related ICT strategic goals are cascaded throughout the department for implementation and are reported on.

**(c) Means and Mechanisms:**

- (i) Advice is provided to the HoD regarding all aspects of the Corporate Governance of and Governance of ICT;
- (ii) The Corporate Governance of and Governance of ICT is implemented and managed;
- (iii) 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;
- (iv) The 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);
- (v) 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;
- (vi) Significant ICT expenditure is informed by the department's Service Delivery Plan, Enterprise Architecture and ICT Architecture, motivated by business cases, monitored and evaluated;
- (vii) The planning and execution of ICT adheres to relevant judicial requirements; and
- (viii) ICT-related risks are managed.

**(d) ICT Security:**

- (i) An information security strategy is approved;
- (ii) Intellectual property in information systems is appropriately protected; and
- (iii) ICT assets, privacy, security and the personal information of employees are effectively managed.

**(e) Organisational Behavior/Culture:**

The use of ICT demonstrates the understanding of and respect for organisational behaviour/culture, which should include human behaviour.

## **14. PRACTICAL IMPLEMENTATION OF THIS DEPARTMENTAL CORPORATE GOVERNANCE OF ICT POLICY**

Upon approval of this Policy, the Department must approve a Corporate Governance of ICT Charter.

### **14.1 THE CORPORATE GOVERNANCE OF ICT CHARTER**

The Charter should guide the creation and maintenance of effective enabling governance structures, processes and practices. ICT should also clarify the governance of ICT-related roles and responsibilities towards achieving the Department's strategic goals.

#### 14.1.1 OBJECTIVES OF THE DEPARTMENTAL CORPORATE GOVERNANCE OF ICT CHARTER

In order to give effect to the Corporate Governance of ICT in Municipalities, the following objectives should be included in the Department's Corporate Governance of ICT Charter:

- a. Identify and establish a Corporate Governance of ICT Policy and implementation guideline for the Department. Policy must first be in place then the Charter.
- b. Embed the Corporate Governance of ICT as a subset of the Departmental governance objectives.
- c. Create Departmental value through ICT enablement by ensuring Departmental strategic Plan and ICT strategic alignment;
- d. Provide relevant ICT resources, organisational structure, capacity and capability to enable ICT service delivery;
- e. Achieve and monitor ICT service delivery performance and conformance to relevant internal and external policies, frameworks, laws, regulations, standards and practices;

#### 14.1.2 DESIGN OF THE DEPARTMENTAL CORPORATE GOVERNANCE OF ICT CHARTER

This charter should be approved at a strategic level in the Department and should contain the following:

- a. How the ICT strategic goals and our related service delivery mechanisms will be aligned with Departmental strategic Plan, monitored and reported on to the relevant stakeholders;
- b. How ICT service delivery will be guided at a strategic level to create ICT value in the Department;
- c. How the administrations ICT-related risks will be managed; and
- d. The establishment of structures to give effect to the Governance of ICT, and the management of ICT functions. The members of these structures and the roles, responsibilities and delegations of each should be defined. The proposed structures are as follows:

**Table 3:** ICT Governance roles, responsibilities and delegations

STRUCTURE	MEMBERS	MANDATE/RESPONSIBILITIES
<b>ICT STEERING COMMITTEE (Committee of Management )</b>	Designated Members of Management and the ICT Manager. The Chairperson shall be a designated member of the Management	Has a specific delegated responsibility to ensure the planning, monitoring and evaluation, of the Department: <ul style="list-style-type: none"><li>• ICT structures.</li><li>• ICT policies.</li><li>• ICT procedures, processes, mechanisms and controls regarding all aspects of ICT use (Departmental and ICT) are clearly defined, implemented and enforced.</li></ul>

STRUCTURE	MEMBERS	MANDATE/RESPONSIBILITIES
	of the Department duly appointed by the HOD.	<ul style="list-style-type: none"> <li>• ICT Performance Management.</li> <li>• ICT Change Management.</li> <li>• ICT Contingency Plans.</li> <li>• ICT Strategy development.</li> <li>• Management of ICT Security and Data Integrity.</li> <li>• The establishment of the Department's ICT Ethical culture.</li> <li>• The evaluation, directing and monitoring of ICT specific projects.</li> <li>• ICT Strategic alignment.</li> <li>• ICT Governance compliance.</li> <li>• ICT Infrastructure Management.</li> <li>• ICT Security.</li> <li>• ICT Application Management.</li> <li>• ICT Value.</li> <li>• ICT Data availability and integrity.</li> <li>• ICT Vendor Management.</li> <li>• The evaluation, directing and monitoring of ICT processes</li> </ul>
<b>Audit Committee and Risk Committee</b>	Nominated members of the Audit and Risk committee/s of the Department and the ICT Manager or CIO.	Has a specific responsibility to perform an oversight role for the Identification and Management of ICT audit and governance compliance, and ICT Risks.

## 14.2 DEPARTMENTAL STRATEGIC PLAN and ICT Strategic Alignment

This accountability assigned to the leadership of a Department through this ICT Corporate Governance Policy enables the Department to align the delivery of ICT strategies and services with the Department's Integrated Development Plans and strategic goals.

This is achieved through the development and adoption of an ICT strategic plan which is informed by the Departmental Strategic Plan.

## 14.3 CONTINUOUS SERVICE IMPROVEMENT OF ICT

In this phase, all aspects of the **Corporate Governance of ICT** should demonstrate measurable improvement from the initial implementation phase. In this phase, detailed measurable criteria for the implementation of and compliance against the approved Corporate Governance of ICT Policy 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.

## 14.4 THE DETAILED PHASED APPROACH

### Implementation deliverables per financial year

**Phase 1 (Enablement Phase):** To be completed by March 2017

- 1) Departmental Corporate Governance of ICT Policy approved and implemented;
- 2) Governance of ICT Charter approved and implemented;
- 3) The following capabilities created in the Department:
  - Governance Champion designated and responsibilities allocated;
  - Approved and implemented **Risk Management Policy** that includes the management of Departmental-related ICT risks;
  - Approved and implemented **Internal Audit Plan** that includes ICT audits;
  - Approved Departmental Continuity Plan **that includes ICT Disaster Recovery Plan.**

**Phase 2 (Strategic Alignment):** to be completed by March 2019

It is important that the alignment of business and ICT strategies is done in line with approved South African Government planning frameworks such as the National Treasury "*Framework for Strategic Plans and Annual Performance Plans*", Service Delivery Framework and Methodology of the DPSA and the Government-wide Enterprise Architecture (GWEA). The architectural planning process articulates the business strategic goals that ICT service delivery must respond to in order to support the business in value creation, benefits realisation, and resource and risk optimisation.

This alignment will be done in cooperation with Premier's Office and the Department of Finance

### **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 Department. 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 Departmental value); and
- b) Governance of ICT. (Continuous improvement of the management of ICT).

## 15. CONCLUSION

This Corporate Governance of ICT Policy has been designed for the exclusive use and alignment of the Department. The implementation thereof had been phased over a longer period to provide the Department with the time required to implement this Corporate Governance of ICT Governance Policy effectively.



## **16. GRIEVANCE PROCEDURE**

Any unfair or inconsistent application of this policy should be dealt with in line with the grievance procedure or dispute resolution procedures.

## **17. POLICY REVIEW**

This policy will be reviewed annually or as and when the need arises and it should be in line with legislations and prescripts.

**THUS DONE AND APPROVED BY THE ACCOUNTING OFFICER**

**APPROVED/ ~~NOT APPROVED~~**



**MR TP NYONI**  
**HEAD: CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS**

**DATE:** 29/03/2018