

# INFORMATION & COMMUNICATION TECHNOLOGY (ICT) POLICY

*MARCH 2016* 8/3/P

### ICT POLICY

# **TABLE OF CONTENTS**

1.	INTRODUCTION	3
2.	BACKGROUND AND PURPOSE	3
3.	POLICY MANDATE	4
4.	PRINCIPLES	4
5.	ICT GOVERNANCE	5
6.	EXCLUSIONS:	5
7.	ICT EQUIPMENT (HARDWARE), SOFTWARE AND SERVICES	6
8.	ACCESS TO AND ALLOCATION OF ICT EQUIPMENT, SOFTWARE AND SERVICES	6
9	APPLICATIONS FOR ICT EQUIPMENT, SOFTWARE AND SERVICES	8
10	DISPOSAL OF ICT EQUIPMENT	9
11	ICT EQUIPMENT: LOSS, THEFT, DAMAGE, NEGLIGENCE	9
12	MULTIPLE COMPUTERS ASSIGNED TO AN END USER	9
13	POLICY IMPLEMENTATION GUIDELINES	9
14	COMMUNICATION	9
App	endix A - ICT GOVERNANCE STRUCTURE	10
App	endix B - IT EQUIPMENT REQUEST (excluding eMobility)	13
App	endix C - IT Refresh Application Form	17
Арр	endix D - STEERCOM IT EQUIPMENT REQUEST WORKFLOW	18



### **ICT POLICY**

### 1. INTRODUCTION

This policy deals with the Information and Communication Technology (ICT) equipment, software and services allocation process in the Western Cape Government (WCG): Department of Social Development (DSD). It deals with the procurement and disposal process in so far as it relates to the State Information Technology Agency (SITA) Act, Act No. 88 of 1998 as amended by the SITA Act 38 of 2002, and the WCG ICT standards. With respect to procurement, it provides officials with a process for the application, approval and procurement of ICT equipment ensuring that the ICT applications received from staff have been evaluated and approved in terms of this policy and, is compliant with the WCG ICT standards including compatibility with and support on the WCG network. Once so assessed, the approved departmental procurement and disposal processes apply. This policy applies to employees of both the DSD and the Provincial Ministry of Social Development.

### 2. BACKGROUND AND PURPOSE

- 2.1 ICT equipment (hardware), software and services spend is a significant budget item in the DSD and contributes to its ability to deliver services and communications efficiently both internally and externally, to staff, stakeholder and its client base.
- 2.2 Although the criteria and process for the allocation of ICT equipment, software and services have been in compliance with various transversal provincial and departmental ICT policies as well as the State Information Technology Agency (SITA) Act it is essential that these control criteria and associated processes be formalized in a policy environment.
- 2.3 The purpose of this policy is to ensure that the allocation, procurement and safeguarding of ICT equipment, software and services within the DSD are managed in a manner that:
  - Promotes good governance;
  - Accountability;
  - Responsibility; and
  - Efficient administration.

This policy defines the standards, procedures and restrictions for end users who have legitimate business requirements that require access to ICT equipment, software and services.

- 2.4 This policy sets out the roles and responsibilities of ICT users, their supervisors and/or managers; the processes and control criteria governing the ICT equipment, software and services, end user application and approval processes; and the establishment of the DSD ICT governance structure.
- 2.5 This policy must be read in conjunction with other related policies and procedures as may from time to time be developed or amended to enable its effective implementation.

**ICT POLICY** 

### 3. POLICY MANDATE

The mandates underpinning this policy are:

- State Information Technology Agency (SITA) Act, Act No. 88 of 1998 as amended by the SITA Act 38 of 2002;
- Public Service Charter for Governance of Information and Communication Technology Policy Framework (CGICTPF);
- PGWC Charter For The Corporate Governance Of IT;
- Western Cape Government ICT Standards (as periodically updated);
- Government of the Western Cape Information Technology Governance Framework;
- DSD: Adoption Strategy: Corporate Governance of ICT Policy Framework for the Public Service;
- Corporate Services Centre Circular No. 29 of 2011-12;
- WCG Mobile Device Management Strategy;
- 2014 Amended WCG Mobile Device Management Policy;
- IT End User Policy;
- IT Information Security Policy;
- Password Policy;
- 2013 DSD eMobility Policy;
- Public Finance Management Act (PFMA), Act of 1 of 1999.

### 4. PRINCIPLES

- 4.1 DSD will allocate access to ICT resources that enable staff to perform their assigned duties. Access implies the ability to use ICT equipment and services when so required. Access does not automatically imply the allocation of ICT equipment to a staff member.
- 4.2 All DSD employees with special needs shall be provided with the hardware, software and ICT services that best suit their needs enable the efficient performance of their assigned functions and duties and, that can be accommodated on the WCG ICT network. The Centre for e- innovation must be engaged and must test and recommend the appropriate resources on a case by case basis.
- 4.3 All ICT equipment and resources remain the property of the department and must comply with WCG ICT standards.
- 4.4 Accountability: ICT equipment, software and services must be assigned to an employee who is responsible for the safeguarding of the ICT assets so allocated and the government information, data and documents generated there from.
- 4.5 Capacity building: Where necessary capacity building and support in the use of ICT equipment and services will be provided to staff.
- 4.6 Efficiency and cost effectiveness: Subject to budgetary constraints, staff must be able to obtain the required and approved equipment, software and services without undue delay.

**ICT POLICY** 

4.7 Safeguarding and security: ICT equipment, software, services and information or data must have appropriate protection from unauthorized access, interference and damage – whether malicious or accidental.

With respect to safe guarding information or data it is the responsibility of all end users to mitigate data loss through effective data back-up using MyContent, the primary source for data storage in the Department.

It is the responsibility of all end users to ensure that information security of government documents and data is secure.

### 5. ICT GOVERNANCE

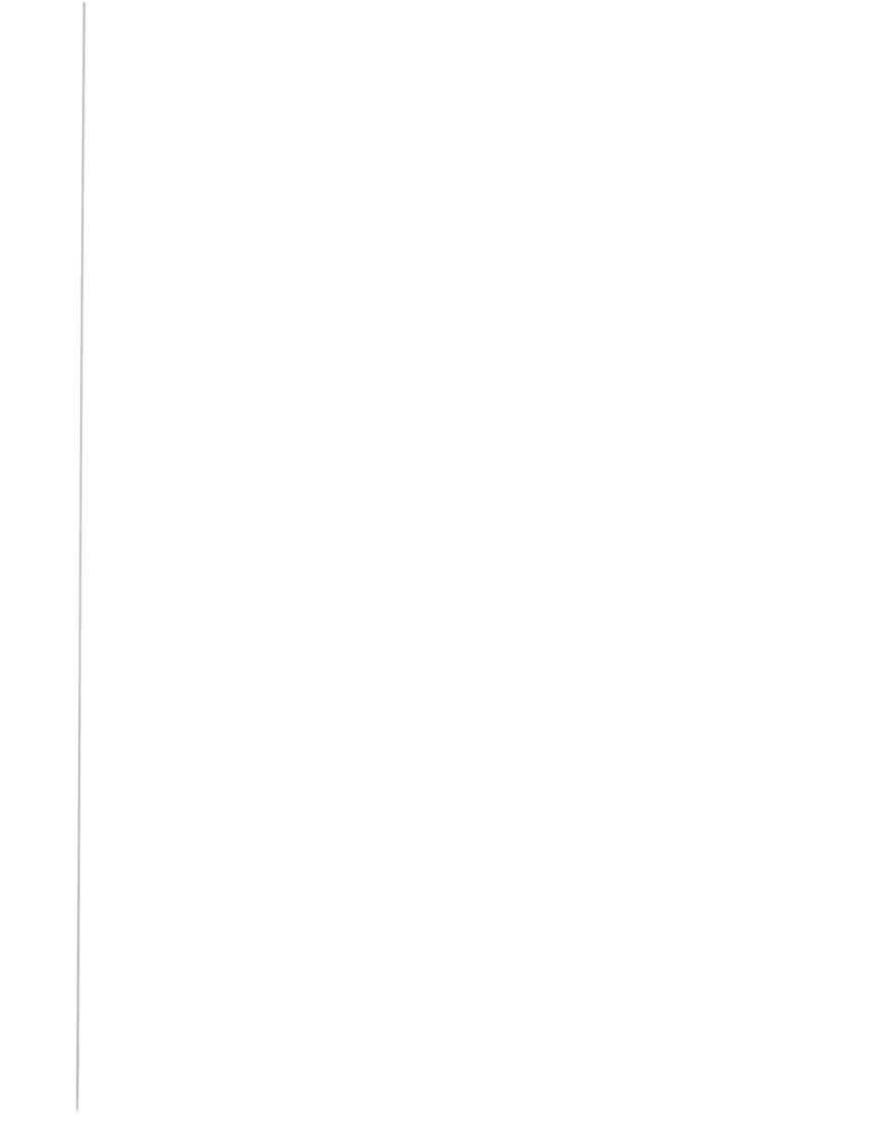
The ICT governance structure, functions and committee membership is appended as Appendix A: DEPARTMENT OF SOCIAL DEVELOPMENT: ICT GOVERNANCE STRUCTURE to the policy.

### 6. EXCLUSIONS:

The following items are excluded from this ICT policy:

- 6.1 Data Video Projectors
- 6.2 Television sets
- 6.3 Replacement Keyboards
- 6.4 Replacement Laptop Batteries
- 6.5 Replacement Laptop Charges
- 6.6 Replacement Computer Mouses
- 6.7 Replacement Network Fly leads
- 6.8 Flash Drives
- 6.9 Access to Social Media
- 6.10 Applications for eMobility

(The applications procedures for e-Mobility devices and for access to Social Media are dealt with in terms of separate departmental and transversal policies.)



**ICT POLICY** 

### 7 ICT EQUIPMENT (HARDWARE), SOFTWARE AND SERVICES

The ICT classification in Table 1 hereunder, specifies what constitutes ICT hardware, software and services.

Table 1: ICT Classification

Hardware	Laptops; Desktops; Printers; e-Mobility devices; Network points; Monitors; Docking Stations; Scanners; Switches; Routers; and Biometric readers
Software	Standard Microsoft Office Package; Special software applications (e.g. Supper Cross, SPSS, EBSCO Host, InDesign); Departmental and National Systems(VEPOPAR, PCM, CYCA); New systems (e.g. NPO Management System), Email; Persal, BAS and LOGIS access
Services	Internet access; White listing of internet sites and email

### 8. ACCESS TO AND ALLOCATION OF ICT EQUIPMENT, SOFTWARE AND SERVICES

### 8.1 ACCESS

Subject to budgetary, business and infrastructural considerations, staff members **qualify for access** to the under mentioned.

- 8.1.1. Standard workstation and end user software.
- 8.1.2. A mono laser network printer and/or multi-function network copier.
- 8.1.3. An Email account and the WCG's Intranet.
- 8.1.4. A network point or what is considered to be the best alternative to a wired connection for the specific location.

### 8.2 ALLOCATION

Where staff members require access to ICT equipment, software and services on a routine and daily basis in order to perform their assigned functions, duties and daily tasks, they can make application for the required ICT resources to be allocated.

- 8.2.1. This policy differentiates between **Standard Allocations** i.e. ICT equipment, services and software that is routinely or normally provided to the staff listed in Table 2 hereunder;
- 8.2.2. **Special Requests** i.e. Applications by individual staff members for ICT resources that do not form part of the standard allocation for the specific function/staff category as indicated in Table 2 below and;
- 8.2.3. **Strategic Allocations** i.e. ICT equipment, services and software that is procured as a result of strategic resourcing. Once procured, it is assigned to individual users as a Standard Allocation through the allocation process outlined in section 9 hereunder.

The decision to undertake strategic resourcing of ICT equipment, services and software is a strategic management decision that can only be made by the Departmental ITStratCom and submitted to the Head of Department via a departmental submission, recommended

**ICT POLICY** 

by the Director: Operational Support in the Office of the Head of Department and supported by the Chief Director: Business Planning and Strategy, the Chief Director: Social Welfare Services, the Chief Director Community and Partnership Development, the Chief Financial Officer and approved by the Head of Department as the Accounting Officer.

In all three instances as outlined in section 8.2, the ICT equipment, software and services must adhere to the following criteria:

- a. Available for procurement through the SITA contract;
- b. Compliance with the latest WGC ICT Standards
- c. Compatible with the WCG network; and
- d. Routinely supported by Cel's technical services and/or help desk.

Table 2: ICT equipment, software and services by Function/Staff Category

Function/Staff Category	Standard Allocation
Category 1	Standard workstation hardware
Office bound staff up to level of Deputy	Standard end user software
Director: Administration; interns; contract	Access to printer multi-function network
workers; social auxiliary workers	copier or shared printer,
	eMail account &
	Access to the WCG Intranet
Category 2	Access to shared desktop,
Staff whose daily task does not require	Access to an email address and the
them to have dedicated ICT equipment ;	WGC's intranet,
e.g. Facility bound Child and Youth Care	Access to shared printer or multi-function
Workers (CYCWs)	network copier.
Category 3	Laptop or desktop,
Social workers, nurses, physiotherapists &	eMobility device (for laptop users only).
other registered professionals excluding	An emobilty request for a desktop
CYCW's and Social Auxiliary workers (SAW)	requires a motivation),
	internet access,
	Access to multi-function network copier
	or shared printer)
Category 4	Laptop or desktop,
SMS: Level 13 and 14	eMobility device (for laptop users only.
	An eMobilty request for a desktop
	requires a motivation),
	internet access,
	Desktop printer
Category 5	Laptop or desktop,
Political Office bearers, SMS: Level 15 and	eMobility device (for laptop users only.
above. Role playing ministerial staff.	An eMobilty request for a desktop
	requires a motivation),
	internet access,
	Tablet,
	Desktop printer



**ICT POLICY** 

# 9 APPLICATIONS FOR ICT EQUIPMENT, SOFTWARE AND SERVICES

- 9.1 All applications will be assessed by the IT Steering Committee Secretariat. See Appendix D: Schematic of ICT equipment, services and software application process.
- 9.2 All end users must complete the IT SteerCom application hard copy or electronic. (See Appendix B ITSteerCom Application form.)
- 9.3 All application forms hardcopy or electronic must be completed in full. Incomplete applications are deemed to be non-compliant and will be returned to the end user. The secretariat will inform the end user of the reason for non-compliance and advise the applicant of the steps needed to be taken to ensure compliance.
- 9.4 All applications deemed to be standard allocations (see Table 2) and in compliance with this ICT policy will be approved by the Head of the IT Steering Committee Secretariat and ratified by the IT SteerCom.
- 9.5 All applications deemed to be special requests must be accompanied by a comprehensive motivation clearly indicating the rationale for such requirements. This special request will be assessed by the IT Secretariat and referred to the IT SteerCom for a decision.
- 9.6 Special Request applications that do not include comprehensive motivations will be returned to the applicant for additional information.
- 9.7 Applications for short term appointments (eg. contract appointments, Interns, etc.) must include a motivation indicating how the equipment will be utilised in the future once the contract appointee/intern has exited the department.
- 9.8 Applications for the replacement of existing ICT equipment and software resulting from a malfunction must be accompanied by a Ce-I technical report, indicating the nature of the malfunction.
  - (a) All applications for Refresh must be accompanied by a spreadsheet that is certified by a SMS level 13 or higher proving that the equipment is five(5) years or older. (Appendix C: IT-Refresh Certification Form)
  - (b) All applications to replace equipment deemed to be lost or damaged must be accompanied by a SCM duly authorised loss control form.
- 9.9 Applications made on behalf of new entrants to the department who have not assumed duty must be accompanied by the new entrant's signed acceptance letter. In cases where a Persal number has not been issued the staff member's identity number must be used.
- 9.10 Approved applications will be returned to the budget holder by the IT SteerCom secretariat. The approved departmental SCM processes apply to the procurement of ICT goods and services.

See Appendix D: ITSteerCom Application Workflow Process for the application process map.

**ICT POLICY** 

### 10 DISPOSAL OF ICT EQUIPMENT

- 10.1 The approved departmental Movable Asset Management disposal policies and procedures must be applied.
- 10.2 Any desktop or laptop that has been replaced as a result of the departmental refresh, or has been issued with a Ce-I Technical report declaring it not to be non-reparable, cannot be reconnected to the WCG network.
- 10.3 The hard drive of any computer that has been subject to the approved departmental disposal process must be shredded/cleaned/reconditioned in terms of the departmental or transversal policies.

### 11 ICT EQUIPMENT: LOSS, THEFT, DAMAGE, NEGLIGENCE

- 11.1 The approved departmental loss control process must be followed when ICT equipment is lost, stolen and/or damaged.
- 11.2 When non-standard ICT equipment is bought in error the ICT Secretariat must be informed. The ICT Secretariat will assess the situation and make a recommendation.

### 12 MULTIPLE COMPUTERS ASSIGNED TO AN END USER

An end user may only have more than one computer (desktop and/or laptop) assigned to her/him under the following conditions:

- 12.1 The end user is responsible for the operation of a training facility.
- 12.2 The end user is responsible for the operation of a CYCC computer laboratory.
- 12.3 The end user is responsible for the equipment used by more than one member of staff in that specific Directorate or Regional Office. This equipment is referred as "pool" equipment.

### 13 POLICY IMPLEMENTATION GUIDELINES

The Departmental IT Strategic Committee may issue policy implementation guidelines from time to time to ensure improved implementation of this Policy.

### 14 COMMUNICATION

The Policy and subsequent amendments will be made available on the DSD website and MyContent and may be communicated through various social platforms as provided for in the approved Western Cape Government's Social Media Policy.

### **ADOPTION AND IMPLEMENTATION**

The implementation date of this Policy is with effect from 1 March 2016

**AUTHORISATION AND APPROVAL** 

**APPROVED** 

**Dr R MACDONALD** 

DAT

7/05/2016

**HEAD OF DEPARTMENT** 



### Appendix A - ICT GOVERNANCE STRUCTURE

### DEPARTMENT OF SOCIAL DEVELOPMENT: ICT GOVERNANCE STRUCTURE

Corporate Governance of ICT is, "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. (ISO/IEC 38500: 2008: 3)."

In order to ensure good ICT governance practices, the Public Service Corporate Governance of Information Communication Technology Policy Framework directs that each department must institutionalise the following IT governance committees:

- 1. Departmental IT Strategic Committee (IT StratCom)
- 2. Departmental IT Steering Committee (IT SteerCom) previously referred to as the DITCOM)
- 3. Departmental IT Operational Committee (IT OpsCom) currently referred to as the IT/KM committee)

### 1. Departmental IT StratCom

This committee will:

- Ensure that ICT is aligned with and creates business value with respect to the strategic goals and objectives of the DSD.
- Oversee the funding of ICT at the departmental level within DSD budgetary constraints including enabling timely and adequate provisioning for new developments in terms of the desktop and mobile environment; departmental applications systems and ICT refresh.
- Direct, control and evaluate the current and future use of ICT in the DSD.
- Monitor ICT service delivery performance and conformance to relevant policies, frameworks and legislation.
- Approve the departmental ICT strategic plan, business plan and operational plan
- Implement the governance of ICT in the DSD based on the WCG Corporate Governance of ICT Framework.

The membership of the IT StratCom will not be separate from the Management Committee of the DSD chaired by the Head of Department. In this way the integration of IT strategy with departmental business strategies is assured.

### 2. Departmental IT SteerCom

This committee will:

- Make recommendations to IT StratCom regarding key IT governance decisions including the adoption of ICT related policies, strategies and procedures in the department.
- Make recommendations about significant procurements to the IT StratCom.
- Enable the effective and efficient management of ICT resources to facilitate the achievement of company strategic objectives.
- Assess and ensure that requests for ICT equipment and services are in compliance with the WCG ICT and SITA standards and this ICT policy.
- Approve allocation of user rights that are within provincial standards and the approved user rights administration strategy of the DSD.
- Develop, implement and maintain the departmental ICT strategic, business and operational plans and table to the IT StratCom for assessment and approval.
- Under the guidance of CeI, ensure ICT business continuity and disaster recovery with respect to the information in departmental systems, on mobile, laptop and desktop equipment and in ICT related projects.
- Ensure that the DSD implements provincial systems and information security measures, privacy measures and access control measures

### Department of Social Development ICT POLICY

- Ensure security and privacy of information in departmental systems, on mobile, laptop and desktop devices and in ICT related projects amongst others, through access control
- Ensure that risks are adequately managed in all departmental investments with an ICT component
- Oversee departmental ICT projects ensuring that the provincial project management methodology is followed.

### The membership of the IT SteerCom is as follows:

Chairperson (generally the Chief Director responsible for the ICT sub-directorate in the DSD)

One representative from each of the DSD Chief Directorates

The CFO

One representative from the Office of the HOD (to provide for regional representation)

One representative from Infrastructure Unit within the Department

One representative from SCM Directorate

Cel representation in the form of the DSD ICT service manager and the Director: DGITO for the social cluster

One representative from the Provincial SITA

### **IT SteerCom Secretariat**

The secretariat will:

- Act as a secretariat to the IT SteerCom and is headed by the Director: Research and Population, Knowledge Management.
- Assist applicants for ICT equipment, software and services with the completion of their application forms.
- Ensure that all applications for ICT equipment, software and services are accurate and completed in full prior to tabling to the IT SteerCom
- Assure and authorize all applications for ICT equipment, software and services designated as routine in terms of this policy i.e. as per staff function/category vs norm and are compliant with the WCG ICT standards.
- Provide advice and evidence to the IT SteerCom on the merits with respect to WCG ICT standards, of applications deemed not routine in terms of this policy.
- Ensure that all applications for ICT equipment, software and services designated as not routine in terms of this policy are presented to the IT SteerCom in a manner that will allow enable the committee to make a decision based on WCG and Departmental ICT and related policy.
- Through the Head of the secretariat or her/his delegate, approve routine applications for ICT equipment, software and services that are complete and in line with this policy and ensure that such applications are presented to the IT SteerCom for ratification.
- After approval of an application for ICT equipment, software and/or services ensure that the
  applicant is notified and the application form is returned to the budget holder.

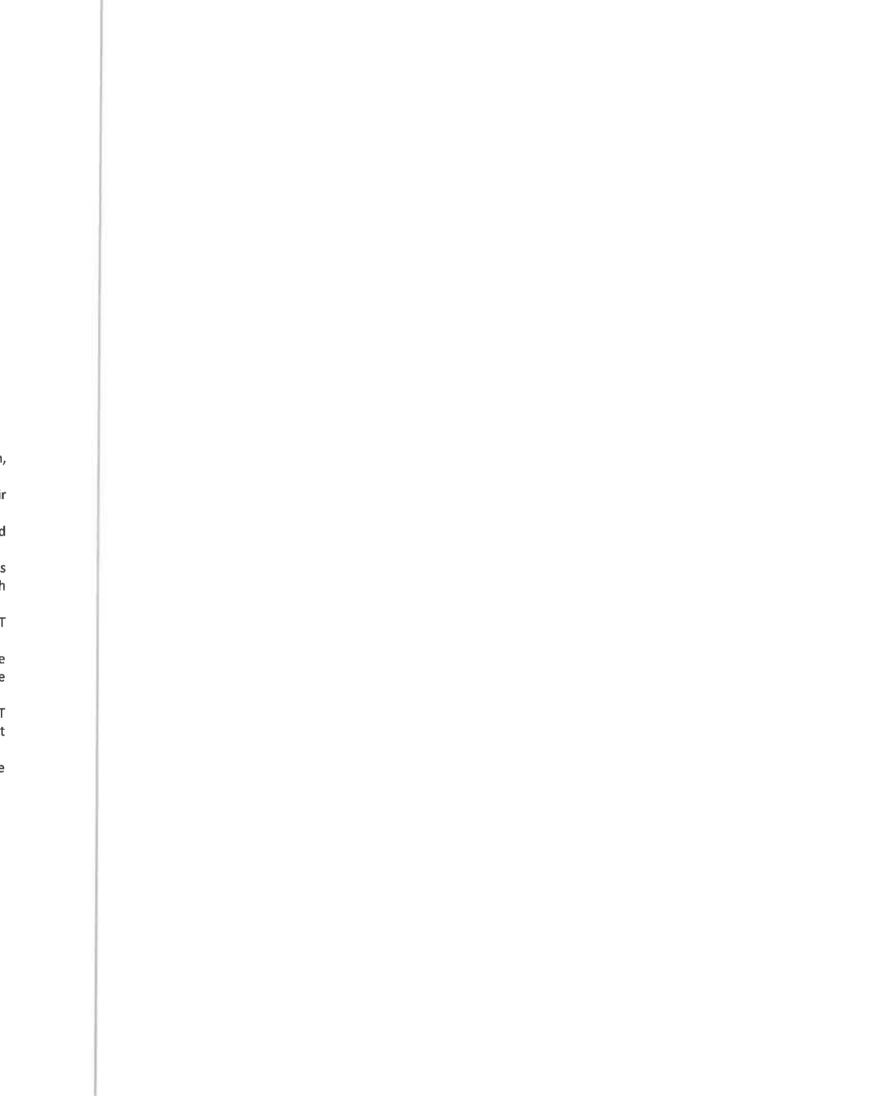
### The membership of the IT SteerCom Secretariat is as follows:

Head of the Secretariat: Director: Research, Population and Knowledge Management

Deputy Director: Knowledge Management

Assistant Director: Information & Communication Technology

ICT Sub directorate staff member(s) co-opted by the Chairperson



**ICT POLICY** 

### 3. Departmental IT Operational Committee (also known as the IT/KM Committee)

### This committee will:

- Assist in Day-to-day operational and service management of the department (Manage Suppliers and Service Level Agreements)
- i. Guided by Ce-I and subject to provincial business continuity strategies, ensuring IT business continuity in terms of the information in departmental systems, on mobile and desktop equipment and in IT-related projects.
- Ensuring that management implements provincial systems and information security measures, privacy measures and access control measures.
- Confirm that critical IT risks in terms of the desktop environment, in terms of the departmental applications and in departmental projects are being managed.
- Conformance and performance reporting to IT SteerCom on matter related to ICT.
- Manage ICT service delivery risk management of the department.
- Coordinate implementation of department's:
  - o ICT Plan,
  - o ICT Implementation Plan,
  - o ICT Operational Pan and
  - o ICT Project Program

The membership of the IT Operational Committee is as follows:

Chairperson: DGITO - Ce-I

Director: Research, Population and Knowledge Management

Deputy Director: Knowledge Management

**Assistant Director: ICT** 

Service Manager: Ce-I

Application Development Manager: Ce-I

IT Projects Manager: Ce-I

SITA Accounts Manager



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Ref. No.: 8/7/2/1/8/3/DSD/3

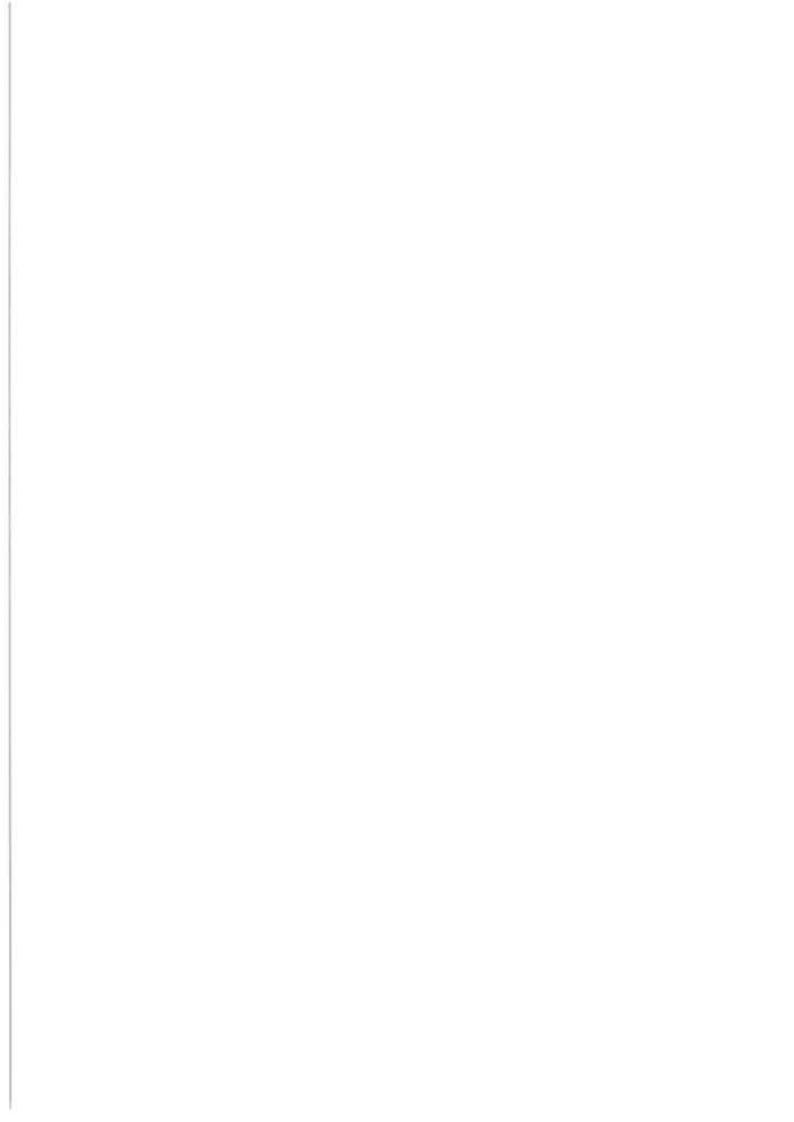
Date:	Applicant:
*Name and Surname:	TO THE REAL PROPERTY OF THE PR
*Head Office: Directorate or Unit Regional Office: Region & SDA	
*Institution /Building /Site Name	
*Job Title / Rank:	
*Physical Delivery Location:	
*Contact number:	
e-mail address:	
*Persal number/ID (only when the official doesn't have a persal number)	
*Employment Status	Permanent I Temporal (If temporal, contract or internship please explain long-term plans for the equipment)
	New equipment (If new equipment, justify below and attach an appointment letter & acceptance that indicates that there are no assets attached the Persal).
	Replacement equipment   If replacement, justify below or submit a concluded Loss Control report / a detailed Technical report that includes the serial no. & barcode of the equipment to be replaced or a Refresh report  Technical Report Loss Control Refresh

8/7/2/1/8/3/DSD/3 IT STEERING COMMITTEE

### IT EQUIPMENT REQUEST (excluding eMobility)

Standard workstation hardwar	re:			
Standard laptop computer:				
☐ Desktop Monolaser Printer	Desktop Multi-funct	ion Printer		
Network point/s (addition to cunetwork point/s)	urrent infrastructure): (/	Please attach a justification/mo	tivation for the request for	
Additional / alternative hardward	<b>are:</b> (Please attach a justi	fication/motivation for the requ	est for network point/s)	
SOFTWARE: Check the appro	oved software from: http://	://intrawp.pgwc.gov.zg/Blue	Pages/Approved.asp.	
Standard end-user software: N				
Additional / alternative softwar	re: (ਮease attach a justifi	cauon/motivation for the reque	si tor network point/s)	
SERVICES & SYSTEMS				
PERSAL: IP Address	MAC Address;	□ BAS	LOGIS	
Access to Internet (must be pro	otected from misuse) Mot	ivate below the reason/s for your requ	uest for access to internet	
e-Mail Account & access to PG	WC Intranet			
Additional / alternative system	: Motivate below the reason/s J	îor your request		

8/7/2/1/8/3/DSD/3 IT STEERING COMMITTEE



## IT EQUIPMENT REQUEST (excluding eMobility)

	aware of and accept the terms of the Western Cape s and accept responsibility for safeguarding the asso		T, End User, Internet / Int	ranet and E-mail
	stor name	Signature	/ De	ite
effecti	quipment / service is required to meet the user's job ve and efficient service delivery. (where signatory is ag purpose)	_	·	
	supervisor name	Signature	De	ite
Direct	or / Chief Director/HOD/MEC's name	Signature	De	ute
	3		- *	
The bu	adget for this acquisition is available under the follo	wing allocation:		
Respon	nsibility Objective:		Item:	
Direct	or / Chief Director/HOD/MEC's name (Budget Holder)	Signature	De	ate
	Submit to the IT STEERCOM Secretariat: 2r Enquirie	nd floor Union House, ss: 021 483 8264	Queen Victoria St Cape	Town
	* * * SECRE	TARIAT USE ONLY * *	*	
	This application is in line with policy and therefor	re recommended for a	pproval.	
	This application is complete but not in line with p ICT policy and is referred to the IT Steering Com			f section 8.2.2 of the
	This application is not in line with policy and is recompliance	eturned to the applican	nt. See Addendum A for r	eason(s) for non-
Name (ASD:			Signature	Date
Verific	er			
Appro	oval			
	This application is in line with policy and approve	ed	-	
	This application is referred to the IT Steering Con	nmittee:		
Name	: IT STEERCOM Secretariat Head		Signature	Date
	This application was rejected by the IT Steering C with the following recommendations:	Committee on	20 for the follow	ing reasons and/or
Name	: IT STEERCOM Chairperson		Signature	Date

8/7/2/1/8/3/DSD/3 IT STEERING COMMITTEE

IT EQUIPMENT REQUEST (excluding eMobility)

ADDENDUM: A (Only attached to the applications that have been re-sent to the applicant to rectify)

			REGISTRATI	ON No:
are received	Reason's for resending it to the applicant	Date sent back	Date returned	Rectified
				☐ Yes ☐ No
<del></del>	-	-		
				☐ Yes ☐ No
<del></del>	1			
				Yes No
	4	ļ		
	<u> </u>			
	* * * SECRETARIAT	USE ONLY * * *		
Recommen	dation			
Th	s application is complete and in line wit	th policy and there	efore recommended	l for approval.
ecretariat'	s name:		Signature	Date
erifier:				
pproval				
1	is application is in line with policy and a			
	is application was approved by the IT St			Date:
Th	is application was rejected by the IT Ste	ering Committee	on20 1	for the following reasons
and	lor with the following recommendation	s:		
ame: Head	of the IT STEERCOM Secretariat		Signature	Date

8/7/2/1/8/3/DSD/3 IT STEERING COMMITTEE 16 | P a g e



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# Departmental of Social Development - IT Refresh Application Form

	_					_	- 7		_
Refresh Year	And the second s								
Receive Computer Year Age									
Receive Year							į		
Serial No									
Barcode									
Computer/ Laptop									
First Name		٠				44/200			
Surname									
PERSAL Number	-				-				
Post									
No.	П	2	m	4	5	9	7	00	6

CERTIFIED CORRECT		APPROVED BY THE BUDGET HOLDER	
Signature	Rank	Signature: SMS level 13 & above	Rank
AND THE THE PARTY OF THE PARTY			
Surname & Initials	Date	Surname & Initials (Block Letters)	Date

<sup>&</sup>lt;sup>1</sup> At a regional office, the rank of the certifier must be at least that of an Assistant Director. In the case of OSD, the certifier must be a either a social work supervisor or manager. At Head Office, the rank of the certifier must be at least level 13. In the case of the Ministry, the Head of Ministry will determine and appoint the appropriate rank in writing.