



LIMPOPO

PROVINCIAL GOVERNMENT

REPUBLIC OF SOUTH AFRICA

Department of Sport, Arts and Culture

Departmental Policy Development Framework

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Acronyms

1. **EXCO – Executive Management Committee**
2. **HoD – Head of Department**
3. **HRM – Human Resource Management**
4. **GDS - Growth and Development Strategy**
5. **LEGDP - Limpopo Employment Growth and Development Plan**
6. **MANLAB – Management and Labour Organisations**
7. **MDG - Millennium Development Goals**
8. **MEC - Member of the Executive Council**
9. **PPF – Provincial policy Framework**
10. **MGE_ Mzansi Golden Economy**
11. **PGDS - Provincial Growth and Development Strategy**
12. **PAT_ Policy Analysis Team**
13. **Policy Unit - The unit responsible for the coordination of policy issues**
- 14 **TOR - Terms of Reference**

Definitions

The following definitions are applicable for the purpose of the policy document

Accountability - obligation to demonstrate that work has been conducted in compliance with agreed rules and standards or to report fairly and accurately on performance results vis-a-vis mandate roles and plans.

Action - Activity to achieve identified goals/aims

Benchmark - refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances.

Coordination - is the act of making different people or things work together for a goal or effect to fulfill desired goals in an organization.

Evaluation - is the periodic assessment of performance against agreed upon objectives for the purpose of review.

Ex-ante evaluation - is an evaluation that is performed before implementation of a development intervention.

Ex-post evaluation - evaluation of a development intervention after it has been completed.

External evaluation - is the evaluation of development intervention conducted by entities or individuals outside the donor and implementing organization.

Formative Evaluation - an evaluation done at the early stages of policy implementation to inform or give direction to the process of implementation such as a feasibility study or an interim evaluation.

Framework - An essential supporting or underlying structure or instrument.

Goals - indicate the 'destination' and articulate higher order or lower order specific objectives to be attained.

Guidelines - general policy principles, rules or advice to achieve an action.

Impact - long term effects or influence, to obtain a meaningful result.

Implementation - putting a plan into effect. Implementation encompasses those actions by public or private individuals that are directed at the achievement of objectives set forth in prior policy decisions.

Indicator - is defined as a measuring instrument that is used to give a concrete, measurable but indirect value to an otherwise immeasurable, intangible concept.

Information - interpreted data. Items of knowledge or facts (usually) expressed in quantitative or statistical format.

Management - is the process of planning, organizing, directing or controlling activities that will lead to an effective fulfillment of organizational objectives within the parameters set by society.

Monitoring - is seen as the ongoing recording and interpretation of information for the purpose of evaluation according to agreed upon strategic objectives/goals, anticipated outcomes (including targets), measurable indicators and reliable information base.

Objectives - articulation of the intent of government (policy objectives or strategic objectives) and expresses what the policy or strategic direction is. Programme, project and other objectives can also be developed that cascade down, or relate to higher order objectives.

Outcome - an articulation of the type of results that the objective and outputs are meant to achieve. Outcomes can be seen as what outputs should lead to and in turn, outcomes should results in impact.

Outputs - are completed operational activities that were successfully accomplished in response to planning objectives, often stated in terms of the number of initiatives, services or product completed.

Plan - Detailed proposal for doing or achieving something. Quarterly, annual, or multi-year schedules of expected outputs, tasks, timeframes and responsibilities.

Planning - is a goal setting process that sets the scene for how the organizational programmes will be implemented and evaluated.

Policy - is deliberate and systematic plans that adopt a set of defined goals aimed at shaping a particular course of action. A policy embodies a position or intent on any issue where an intervention has to be made. It outlines roles, rules, processes, means and mechanism.

Policy Agenda - is a list of subjects or problems to which people inside or outside government are paying serious attention to at any given time.

Policy Analysis - can be defined as the systematic analysis of the dimensions and variables influencing public policy.

Policy making - is a political problem-solving activity in the face of complexity rather than logical process involving well-informed calculations by rational actors who seek to maximize economic utility, political power, or organizational effectiveness.

1. INTRODUCTION

This document will serve as policy development framework for the Department of Sports, arts and Culture in the Limpopo Province. The framework will provide step by step processes to be considered when developing policies for the department, principles that guides policy development, implementation, review and Monitoring amongst others. This departmental framework is informed the Limpopo provincial policy development framework as approved in February 2012. The aim of this framework is to ensure a consistent, coherent, integrated and shared policy approach within the department in order to harmonize a shared vision of the department and the provincial government.

2. Legal Frameworks.

The Department of Sports, Arts and Culture is governed by the following legislated legal prescripts:

- The South African Constitution Act (108 of 1996)
- White Paper on Arts, Culture and Heritage services, 4 June 1996
- Northern Province Arts and Culture Council Act, No.6 of 2000
- Northern Province Language Act of 2000
- National Language Policy Framework
- Limpopo Provincial Heritage regulations, No.103 of 2003
- National Heritage Resources Act, 1999
- National archives Act, No. 43 of 1996 as amended and Provincial Archive Services Act, No.5 of 2001
- National Sport and Recreation Act, 1998
- White paper on Sports and Recreation, 1999
- South African Geographical Names Council Act 118 of 1998
- National Film and Video Foundation Act 73 of 1997
- National Arts Council Act 56 of 1997
- Local Government Municipal Structure Act (Act 117 of 1998)
- Pan South African Language Board Act 59 of 1995
- Provincial Library and Information Services Act, No.7 of 2001.
- South African Geographical Names Act 118 of 1998. [S2] 2 (a)
- PFMA 1999 and Treasury Regulations
- Northern Province Arts and Culture Council Act No.6 of 2000
- Promotion of Access to Information Act 2 of 2000
- Administrative Justice Act 3 of 2000

2.1 The Department of Sports Arts and Culture is also guided by the following government strategic plans, in developing and implementing its program:

- The Millennium Development Goals
- Vision of Government 2014
- The National Spatial Development Perspective (NSDP)
- Limpopo Employment, Growth and Development Plan (LEGDP)
- New Growth Path
- National Development Plan (Vision 2030)
- The Msanzi Golden Economy
- The government outcome based approach

3. Purpose and Objectives of the Framework.

- To highlight the principles that guides policy development,
- To highlight principle that guides policy Implementation
- To highlight principles that informs policy Review
- To promulgate the responsibilities for policy development and management
- To provide guidance to policy developers on processes to consider when developing and managing policies.

4. Policy Principles

- The Department of Sports Arts and Culture policies shall strive to achieve objectives as outline in the Departmental strategic plans.
- The policies of the department shall be guided by the principles, prescripts, strategies and plans that informs the department `s existence as well as contributes to the provincial and National government agenda.
- The following shall guide the policies of the department of Sports, Arts and Culture: government seven Batho Pele principles: (*Consultation, Information, and Value for Money, Redress, Courtesy, Openness and Transparency, Service Standards*)
- The policies of the department shall also seek to respond to the following strategies and plans of government, to ensure coherence with the provincial agenda:
 - a. *Limpopo Economic Growth and Development Plan,*
 - b. *Government`s outcomes based Approach*
 - c. *The Msanzi Golden Economy,*
 - d. *The New growth path,*
 - e. *Vision 2030,*
 - f. *The millennium development goal.*
 - g. *Strategic and Annual Performance Plans of the Department*
 - h. *Monitoring and Evaluation Framework (for impact assessment)*

5. Scope of Application

- The Departmental policies except where indicated shall be applicable to all employees and structures related to the Department of Sports, Arts and Culture in the Limpopo Province.
- The directives outlines in this framework relate to the development and Management of the policies in the Department of Sports, Arts and Culture.
- Policies that have already been approved in terms of previous process will remain in force. The revision, amendment or withdrawal of these policies shall be in line with this framework

6. Authority of the Policy

- This policy framework is issued under the authority of the Member of the Executive Council as the Executive Authority and Head of Department as the Accounting officer for the Department of Sports, Arts and Culture.
- The Departmental policies shall be issued under the authority of the Member of the Executive Council as the Executive Authority and Head of Department as the Accounting officer for the Department of Sports, Arts and Culture

7. Roles, Responsibilities and Powers

The Departmental Policy analysis team will sit once per quarter to analyze all policies that are submitted, to check compliance and relevance to the objective of the Department and the Province. The policy analysis team will be coordinated by the Strategic planning unit.

- Impact assessment of the Departmental policies should be linked to the quarterly performance assessment of the department as the policies should be aligned to the Strategic and annual plans of the department, which should be in line with the LEGDP.
- The Head of Department, Senior Managers can recommend development of new policies, approval and review.
- Member of the Executive Council (MEC) approves the departmental policies, where delegations of powers are not conferred to the HOD

The roles, responsibilities and powers for policy development and management within the Limpopo Department of Sports, Arts and Culture are outlined in the table below.

Authority/ Office	Policy Agenda	Formulation & Drafting Policies	Policy Approval	Policy Implementati on	Monitoring & Evaluation
MEC	<ul style="list-style-type: none">▪ Contributes to policy agenda▪ Approves development of new policies		Approves all policies applicable to DSAC, Limpopo		Approves amendment of policy resulting from a review
HOD	<ul style="list-style-type: none">▪ Contributes to policy agenda▪ Can approve development of new policies in line with powers conferred by	Recommend s approval of draft policy to The MEC on advise of Executive Management	Can approve policies relevant to DSAC in line with powers conferred by law or delegation	Oversees implementatio n of policies	Can approve amendments to policies relevant to DSAC in line with powers conferred by law or delegation

	law or delegation				
Executive Management	Inputs into policy agenda	Recommend the draft policy before submission to HOD and/or The MEC	None	Implement policy within area of responsibility	Monitor and evaluate implementation of the policies at a strategic level
Senior Management	Inputs into policy agenda	Draft policy within the area of responsibility (as custodians)	None	Implement policy within area of responsibility	Monitors & evaluates implementation of policies within areas of responsibility and also assess impact
Policy Analysis Team	Inputs into policy agenda	<ul style="list-style-type: none"> Analyze policies for compliance and relevance 	None	None	Supports branches and the Executive Authority/ Accounting Officer in monitoring & evaluating implementation of policies and impact assessment.
Human Resource Management	None	None	None	Ensure that all new employees are informed of all policies applicable within the DSAC	None

8. Guiding principles in the Drafting of policies

8.1 Departmental policies should be structured, drafted and presented in a way that Will make the policy understandable and easy to read and interpret:

8.1.1 **Content:** It should be concise, to the point: action-orientated and should have logical and coherent structure. Related material should be put together as well as putting the

most important ideas first and less important ideas like unusual cases and procedural detail, later.

- 8.1.2 **Plain language:** The policy should be easily understood by Employees without compromising its legality. Avoid ambiguity and use the active instead of the passive voice. The use of everyday words is also encouraged. If the action in the policy is mandatory or discretionary, use the words "must", "shall" or "may".
- 8.1.3 **Gender-neutral language:** To be used like this e.g. "chairperson" rather than "chairman"
- 8.1.4 **Present active tense:** To be used when writing departmental policies e.g. the Department of Sports, Arts and Culture "believes that."
- 8.1.5 **Presentation or layout:** This should be used to promote effective communication in a departmental policy. Presentation techniques include the use of headings, tables of provisions, page headers, which help readability.
- 8.1.6 **Format of departmental policies:** The format should be the same and drafted in the same style, font and font size. All departmental policies should be drafted in Arial 12 with single line spacing of 1.5.
- 8.1.7 **Numbering:** There should be numerical numbering for provisions in the policy.
- 8.1.8 **Figures:** They should be used in the numbering of divisions and the following sequence is recommended:
- | | |
|------------------|------------------------|
| Roman numerical: | i, ii, iii, iv, v, etc |
| ALPHA | : A, B, C, D, E, etc |
| Alpha | : a, b, c, d, e, etc |
| Arabic | : 1, 2, 3, 4, 5 etc |
- 8.1.9 If a reviewed policy inserts a new paragraph between existing paragraphs that uses figures, letters may be added e.g. between paragraph 19 and paragraph 20. The inserted paragraph will be 19a.
- 8.1.10 Departmental policies should be drafted in **English**.

9. Policy Development Process

The policy development process entails a number of processes before a final policy is produced. These processes include extensive research, analysis, consultation and synthesis of information that lead to the compilation of the final policy document with specific desired outcomes. There are specific steps that need to be followed in developing a policy. Below are detailed processes that should be followed in developing policies within Department of Sports Arts and Culture.

8.1 Step 1: Development of a policy agenda.

- The primary responsibility to determine the need for a policy resides with the line function which is responsible for the issues addressed by the policy.
- A higher authority such as the MEC, HOD, or Executive Management may identify the need for a new policy or review of current policy.
- Once the need for a policy has been identified it shall be approved by the HOD\ MEC with input from the Executive Management.

8.2. Step 2: Policy formulation and drafting.

- The line function or directorate under which the policy issue resides will undertake the necessary research and consult with the relevant stakeholders including the Legal Services Unit and Labour unions through the Labour Consultative Forum. Stakeholders shall be given a period of a month to provide inputs.
- The custodians of such policies shall coordinate the consultation process through workshops/meetings.
- The policy shall be drafted to conform to the letter and spirit of existing legislation and higher level policies such as white papers, provincial and national policies.
- The policy shall be drafted in line with the formatting guidelines in Annexure 1.

8.3 Step 3: Policy approval process.

- All policies shall be analyzed by the policy analysis committee before submission for approval
- The draft policy shall thereafter be presented to the Senior Managers and Executive Management for inputs prior to submission to the MEC for approval.
- The memorandum covering the policy shall contain a summary of the key policy principles as well as outline the consultation process followed.
- All submissions for approval of draft policies shall provide space for comment by the policy sponsor.
- The original signed copy shall be kept at the main registry.
- After approval of policies, the custodians shall provide a copy to both Policy Unit and Human Resources
- All copies of approved policies shall be posted on the provincial depository , Communication Services and Records Management

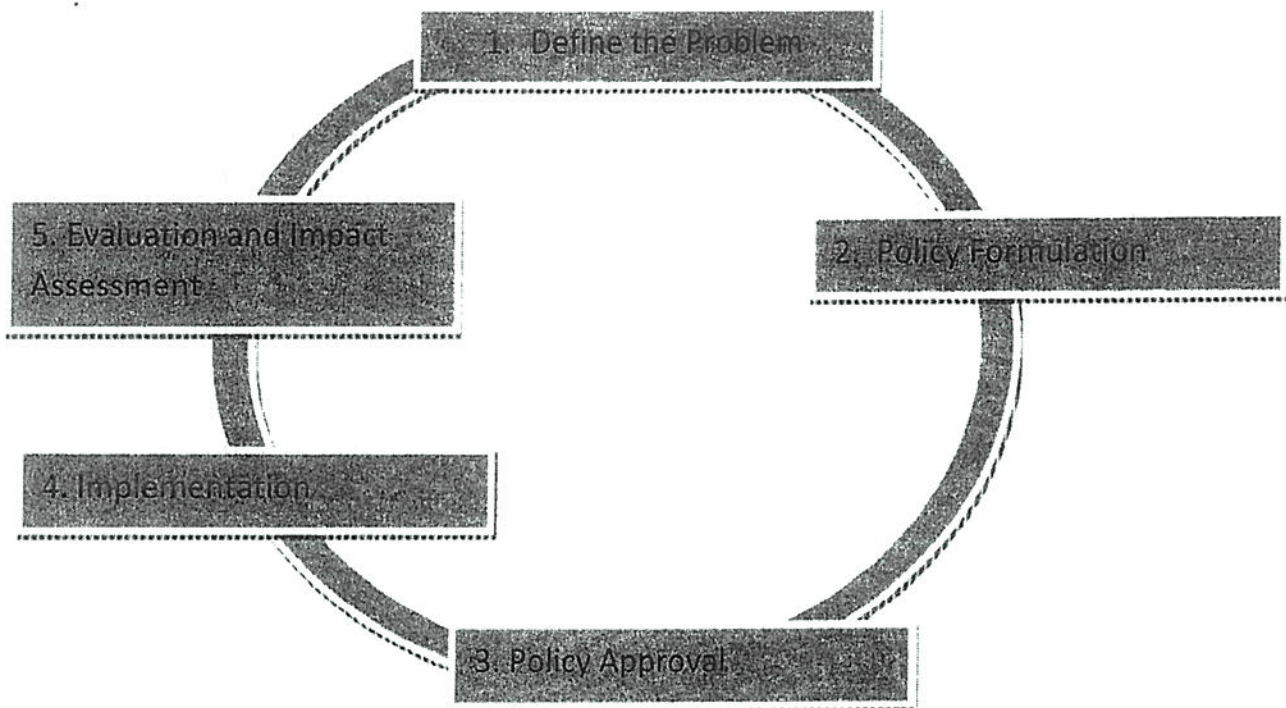
8.4 Step 4: Policy implementation.

- The policy custodians must ensure that within 30 days after approval by the MEC the policy is submitted to communication unit for distribution to employees and stakeholders of the Department of Sports Arts and Culture Limpopo.
- The Human Resource unit must ensure that all new employees are informed of all policies applicable within the Department of Sports Arts and Culture Limpopo.

8.5 Step 5: Policy monitoring and evaluation.

- The line function or directorate responsible for the issues addressed by the policy shall device a mechanism for monitoring and evaluating the implementation of the policy and also assess impact.
- The policy analysis team should assist the SBU in the monitoring and impact assessment of the implemented policies.
- Where it is concluded that a policy is not achieving the desired results, a policy review process, along the same lines as the policy development process, shall be undertaken and minutes of the policy review session should be kept / recorded.

The diagram below depicts the policy formulation process:



9 DEVIATION

- 10.1 Any policy that does not follow the procedures and processes outlined in this policy framework will not be approved by the relevant authority.
- 10.2 Any employee who contravenes the provisions of this Framework which may lead to violation of the Public Service Code of Conduct or any rules or policies, shall be charged with misconduct and the necessary disciplinary measures will be taken against him or her.

10 COMMENCEMENT DATE

- 10.1 The commencement date of this policy framework will be on the date of its approval or 30 days after approval, where there are no systems in place to implement the policy framework.

11 TERMINATION AND REVIEW CONDITIONS

- 12.1 This policy framework will be reviewed by the Limpopo Department of Arts and Culture annually.
- 12.2 The amendments resulting from the review will be processed in line with fig, 8.5 of the policy development process, this policy framework. However, where it is deemed not necessary to review the policy, evidence of the process leading to such decision should be provided.
- 12.3 This policy framework will remain in force until and unless it has been withdrawn/terminated and amended by the Executing Authority.

12 . RECOMMENDATION AND APPROVAL

12.1 The signing off of the departmental policies shall be in the following sequence : compiled by Senior Manager of the line function, comments by the labour Unit, recommendation by the relevant General Manager, and Chief Finance Officer and approval by Head of Department\ Member of the Executive Council.

13 ENQUIRIES

13.1 Enquiries regarding this policy Framework should be directed to the Strategic Planning SBU.

ANNEXURE 1: FORMAT FOR DRAFTING POLICY DOCUMENTS

1. COVER PAGE

- 1.1. The cover sheet is the first page of the policy that any reader will come in contact with and has to include the following information:
 - The fact that the policy is that of the Department of Sports Arts and Culture Limpopo, Limpopo Province
 - The name of the policy
- 1.2. The design of the cover page has to be in line with the Department's Corporate Identity Manual as issued by Communication Services.

2. CONTENTS PAGE

- 2.1. The contents page should at the very minimum indicate on which page the main headings indicated in this annexure appear within the policy.
- 2.2. A policy containing less than 5 pages does not need to have a contents page.

3. ACRONYMS AND ABBREVIATIONS

- 3.1. All the acronyms and abbreviations should be clarified in this section of the document.

4. EXECUTIVE SUMMARY

- 4.1. It is not always necessary to include an Executive Summary, however if the policy is more than ten (10) pages it is advisable that it should be included.
- 4.2. The Executive Summary should not exceed a page and always starts on a new page.

5. INTRODUCTION/ PREAMBLE

- 5.1. The introduction should provide the necessary background and context of the policy as well as any preamble.
- 5.2. The introduction should always start on a new page.

6. PURPOSE AND OBJECTIVES OF THE POLICY

- 6.1. The purpose as well as all the objectives of the policy should be included in this section. These form the basis of the policy principles.

7. CUSTODIAN OF THE POLICY

- 7.1. This section will mention the authority which issues the policy and thus reinforce the scope of application.

8. LEGAL FRAMEWORK

- 8.1. This section will list all the legal prescripts that form the basis and authority for the policy pronouncements/principles within the policy.

9. SCOPE OF APPLICATION

- 9.1. A statement along the following lines will almost always be part of this section: "This policy, except otherwise indicated, is applicable to ..."
- 9.2. The scope could be clarified in terms of the type of activities and/or programmes the policy covers as well as the organizational depth and width of the policy.

10. DEFINITIONS

- 10.1. Special focus should be on defining words and concepts with special meanings or interpretation.

11. POLICY PRINCIPLES

- 11.1. This section is the core of the policy document and requires to be particularly well crafted and explain the expectations.
- 11.2. Every objective of the policy has to be addressed by the policy principles/pronouncements.

12. DEVIATION

- 12.1. This section should state the consequences of non-compliance with the policy.

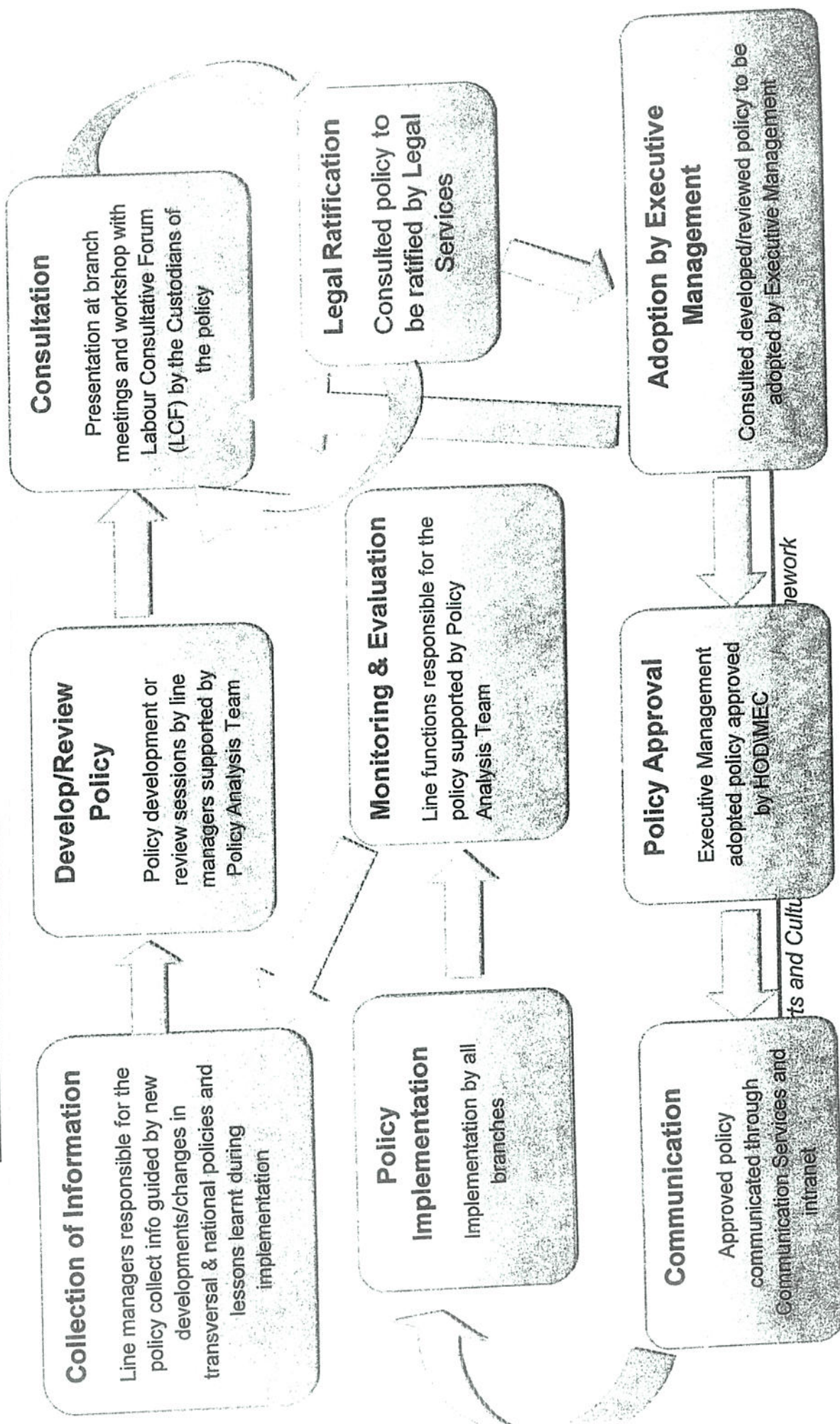
13. COMMENCEMENT DATE

- 13.1. Extreme caution should be taken regarding backdating the commencement date of a policy; this should generally be avoided. Commencement date should normally be on date of approval. However, where there are no or inadequate systems in place to implement the policy, commencement date should be 30 days after approval.

14. TERMINATION AND REVIEW CONDITIONS

- 14.1. This section should indicate under which conditions would the policy be reviewed or terminated.

POLICY DEVELOPMENT/REVIEW PROCESS FLOW



15. RECOMMENDATION AND APPROVAL

15.1 Provision should be made for the HOD to recommend approval by the MEC as well as date of approval

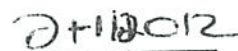
16. ENQUIRIES

16.1. The unit, rather than the individual officer to whom enquiries on the policy can be forwarded, should be stated here.

Recommended by the Head of Department

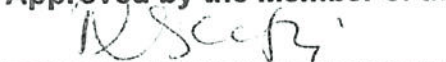


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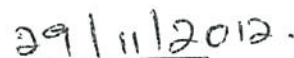


Date

Approved by the Member of the Executive Council



MEC: Dipou -Letsatsi Duba



Date