



LIMPOPO

PROVINCIAL GOVERNMENT  
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF  
EDUCATION

## DEPARTMENTAL POLICY DEVELOPMENT FRAMEWORK

June 2012  
POLOKWANE  
133 BICCARD STREET

2	PURPOSE .....	3
3	BACKGROUND.....	3
4	PROBLEM DEFINITION .....	3
5	THE IMPORTANCE OF POLICY FRAMEWORK.....	4
6	POLICY OBJECTIVES.....	4
7	LEGAL FRAMEWORK.....	5
8	SCOPE.....	5
9	DEFINITIONS OF CONCEPTS.....	6
10	PROCESSES AND PROCEDURES .....	Error! Bookmark not defined.
11	ROLE DESIGNATION.....	12
	Provincial Treasury.....	Error! Bookmark not defined.
	Role of Provincial Treasury.....	12
	Role of National Treasury.....	12
	Role of Office of the Premier.....	12
	Role of Department of Basic Education.....	12
12	POLICY REVIEW.....	14
13	POLICY APPROVAL .....	14

## 1 PURPOSE

The purpose of this policy framework is to outline processes and procedures that should be followed in the development, implementation, monitoring and evaluation of policies in the department. It covers the whole area of conceptualizing policies, implementing, reviewing and rescinding as guided by the Premier's office and Department of Basic education.

## 2 BACKGROUND

This framework builds on the current policy document in the department titled: *Guidelines for Policy Formulation, Development, Approval and Review*. It comes at the time when Office of the Premier (OTP) attempts to ensure synergies and some form of uniformity in the area of policy development, implementation and review. OTP points out that "there is a need for a shared policy approach to align different government institutions to the Limpopo Government policy imperatives" (p1)

## 3 PROBLEM DEFINITION

While the Department developed its policy framework some years ago, it was in the absence of provincial guidelines by the Office of the Premier, which act as an oversight body for all provincial departments. The office of the premier observed that across government departments there are vast differences in the approach to policy work hence the need to develop some common approach.

The Office the Premier also noted the absence of policy structures/units in some departments which hampers efforts on implementation, review and development of policies.

#### 4 THE IMPORTANCE OF POLICY FRAMEWORK

Below are some of the important factors of policy framework. It should be noted that the list does not claim to be exhaustive:

- Policy Framework promotes consistency in departmental action and minimise contradictions;
- Policy framework is important as it gives guidance on key steps in policy formulation, implementation, monitoring, review and termination;
- While not being highly restrictive, a policy framework signals what to leave out and those issues that cannot be left out;
- Attempts to ensure that employees of an institutions operate almost on the same wave length
- Outline the scope of activities which are permissible for attaining specific goals
- Serve as the basis and authority for administrative action in government

#### 5 POLICY OBJECTIVES

- Guide Branches in the department on policy development, implementation, monitoring, evaluation, review and termination;
- Provide a common understanding on policy development and analysis
- Outline key roles and responsibilities for different layers of management
- Coordinate and facilitate dialogue in the department for common and integrated policy development, implementation, monitoring and evaluation

## 6 LEGAL FRAMEWORK.

This policy is guided by the following legal policies:  
Legislation/Policy

- The Constitution of the RSA (Act 108 of 1996, as amended)
- Public Service Act (Act 103 of 1994, as amended) and its regulations
- Policy Framework for the Government Wide Monitoring and Evaluation System
- Guidelines for the Development of a Monitoring and Evaluation System for Limpopo Province

## 7 SCOPE.

This Policy Framework shall be applicable to all components and units in the Limpopo Department of Education.

## 8 DEFINITIONS OF CONCEPTS

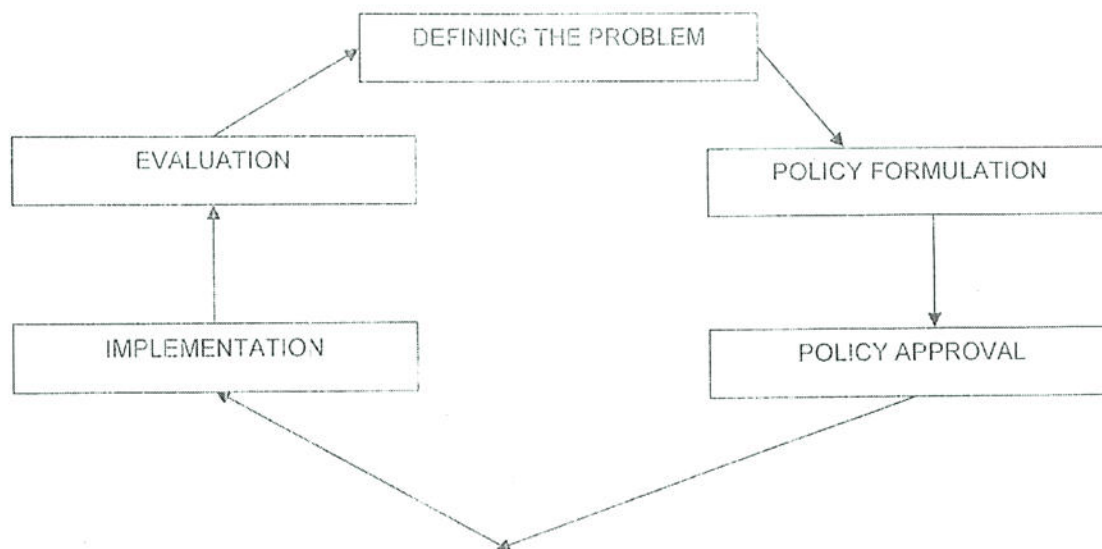
The definitions in this policy pertain to terms used in the policy and to other terms in order to facilitate the understanding of its requirements:

- **Performance Formulation:** it denotes
- **Performance Implementation:**
- **Policy Monitoring:**
- **Policy Evaluation:**
- **Policy Review:**

## 9 POLICY DEVELOPMENT APPROACH

*(Adopted from Provincial Framework)*

The policy development process entails a number of processes before a final policy is produced. These process include extensive research, analysis, consultation and synthesis of information that lead the complication of the final policy document with specific desired outcome .there are specific steps that need to be followed in developing policy. Below is detailed process that should be followed in developing policies within the Limpopo Provincial Government.



### Step1: Defining and Detail the problem.

- The primary responsibility to determine the need for policy resides with the SBU or directorate which is responsible for the issues addressed by the policy.
- A higher authority such as the Premier, DG, MEC, HOD or Executive Management may identify the need for new policy to be developed or review of current policy



- Permission to commence with formulation or review of policy should be approved by the accounting officer.
- The policy sponsor shall inform the Policy directorate of the proposed policy
- The policy directorate shall maintain a record of policy agenda.

#### Step 2 :Policy formulation and drafting.

- The SBU or Directorate under which the policy issue reside will undertake the necessary research and consult with the relevant stakeholders including the legal service unit and Policy coordination unit.
- The policy shall be drafted to conform to the letter and spirit of legislation and higher level policies such as white paper and provincial policies
- The policy shall be drafted in line with formatting guideline in **Annexure 1??**.
- Policy be circulated to staff members in the department for inputs and comments.

#### Step 3: Policy Approval process

- The draft policy shall be presented to Executive Management Committee for inputs prior to submission to HOD and MEC for approval
- The memorandum covering the draft policy shall contain a summary of key policy pronouncement as outlined the consultative process followed
- All submissions for approval of draft policy shall provide space for comment by the policy sponsor as well as policy director.
- The original signed copy shall be kept at the main register and the policy directorate shall keep copies of all policies.

#### Step 4: Policy Implementation.

- The policy sponsor must ensure that within 30 days after approval by Accounting Officer, the policy is brought to the attention of all employees of the relevant department and other stakeholders.
- Ensure that lower level personnel are educated in their own language.
- The HR unit must ensure that all new employees are informed of all policies applicable within the department



#### Step 5: Policy Monitoring and Evaluation

- The SBU or Directorate responsible for the issue addressed by the policy shall develop a mechanism for monitoring and evaluating the implementation of policy.
- The policy directorate shall confirm that all policies are subjected to a monitoring and evaluation process.

#### **TYPES OF POLICIES**

##### **International Protocols, treaties and conventions**

International protocols or treaties can be defined as agreement under international law entered into by actor in international law, namely sovereign states and international organization .for example .united National policy instrument such as Convention on the rights of the child.

##### **National Government policies and Acts (Macro and Sectoral)**

This refers to policies developed and implemented by national government and serving as mandatory guide in developing provincial policies. For example, Gear, RDP and National development Plan (Vision 2030)

##### **Provincial government policies**

These are the policies developed and implemented by provincial government in order to deliver service to its people .For example Limpopo Traditional Leadership Act.

##### **Institutional polices**

These are transversal policies, applied across all Provincial Departments, as per national or provincial mandates, for example, finance and Human Resource Policies

##### **Organizational Policies**

#### **REVIEW AND TERMINATION OF DEPATMENTAL POLICY**

Limpopo Department of Education policies will need to be reviewed periodically for improvement. Where it is concluded that a policy is not achieved the desired results, a policy review process, along the same line as the policy development process, shall be undertaken.

All policies will be reviewed by the relevant branch at least every 24 month based on the comments and inputs from the stakeholders

The policy will remain in force and unless it has been withdrawn and amended by Accounting Officer and MEC.

## **MONITORING AND EVALUATION**

The six guiding principles for evaluation are:

- a. Pluralism-Evaluation implies considering in a balance manner all the legitimate points of view the various stakeholders expressed about the evaluation.
- b. Independence: evaluation is carried out impartially of programme management and decision-making process. This independence serves to safeguard the public decision-makers freedom of choice .evaluation professionals inform their partners of any possible conflict of interest.
- c. Competence: Specific competencies are needed to design, manage and commission evaluations, collections collect data and interpret findings .evaluate professionals must update their skills consistently and explicitly mention their limitations. Recognized methods should be used.
- d. Respect: Participation in the e valuation process must respect the rights, integrity and safety of all affected parties. They not disclose the source of information or opinion they collect without the agreement of the person concerned.
- e. Transparency: at the beginning of an evaluation it should be decided how findings will be disseminated. Presentation must clearly describe the object of the evaluation, its purpose, its intended audience, the question asked, the method used and limitations, and the arguments and criteria which led to these findings .The findings of evaluations should be made public .The integrity findings and respected.
- f. Responsibility: at the beginning of evaluation, clear responsibility must be assigned for each function in the evaluation (define the brief, the management process, research and analysis, formulating findings and recommendations, disseminating findings).

Persons and institutions involved in the evaluation process should make available appropriate resource and the information required to carry out the evaluation. They are jointly responsible for properly implementing the guiding principles set out in the present charter.

#### **DEFAULT**

Any policy, procedure, or guideline that does not follow the procedure and process outlined in this policy will not be approved by the relevant authority.

Any employee who contravenes the provision of the policy which may lead to violation of the Public Service Code of Conduct or any rules or policies, that employee shall be charged with misconduct and necessary disciplinary measures will be taken against him or her.

#### **INCEPTION DATE**

The inception date for the framework will be within 30 days after approval by Accounting Office

#### **REVIEW OF THE FRAMEWORK**

The framework shall be reviewed after thirty six month from the date of approval by Executive Authority or sooner as per decision or directive of the Executive Authority. Such review process shall be in line with the set procedure for reviewing of departmental policies

#### **ENQUIRIES**

Enquiries regarding this policy should, in the first instance, be directed to the policy Coordination Directorate or Unit.

## **11. ROLE DESIGNATION**

The roles, responsibility and accountability in relation to monitoring, evaluation and reporting rest with:

The MEC of Education

Head of Department

Senior General Managers

General Managers

Senior Managers

Chief Financial Officer

Senior Manager, Strategic Planning

Managers

Office of the Premier

Department of Basic Education (DBE)

These are set out as follows:

It is important to note that, except with the Member of the Executive Council, the outlined roles of all other officials should be reflected in the performance contract and of which its progress is reviewed quarterly and annually.

### **Member of Executive Council (MEC)**

The MEC for Education will monitor and evaluate the effectiveness and efficiency with which the LDE develop, implement, monitor, evaluate, review and terminate policies in order to reach its objectives and fulfil its mandate. The MEC will utilise reports on policy development,



implementation and evaluation to provide political oversight and direction for the department as a whole to ensure that the desired outcomes and impact are achieved. The MEC is accountable to the provincial EXCO and to the provincial legislature and should provide these institutions with full and regular reports concerning matters under their control.

MEC	<ul style="list-style-type: none"> <li>• Approve policies upon recommendation of the Policy Clearing Committee</li> <li>• Monitor policy work through reports submitted by branches</li> </ul>
HOD	<ul style="list-style-type: none"> <li>• Approve policies upon recommendation of the Policy Clearing Committee</li> <li>• Approve the terms of reference of the Policy Committee</li> <li>• Initiate and advise on The need for new policy when policy gaps are identified</li> <li>• Appoint the member of the Policy Clearing Committee</li> </ul>
SGM	<ul style="list-style-type: none"> <li>• Take responsibility for maintaining an adequate and sufficient framework of policies to govern the work of the branch</li> <li>• Take overall responsibility for policies and policy processes in the branch</li> <li>• Appoint the "policy owner" who will shepherd the policy to approval</li> <li>• Maintain a comprehensive file of the policies governing the work of the branch</li> <li>• Identifying policy gaps annually through a consultative process</li> <li>• Maintain a list of policies to be developed or revised and track progress in the development of policy.</li> </ul>

General Manager	<ul style="list-style-type: none"> <li>• Maintain a file of policies governing the work of the chief directorate</li> <li>• Identify problems and issues which may require the development or refinement of policies</li> <li>• Ensure that all staff are able to understand, execute and manage policies in the respective unit</li> <li>• Ensure that policy development in the unit complies with policies and protocols of the department</li> <li>• Ensure that policies are not duplicated, in conflict or inconsistent</li> <li>• Ensure that policies are properly communicated to parties who are affected</li> </ul>
Senior Manager	<ul style="list-style-type: none"> <li>• Manage the process of policy development in the units</li> <li>• Ensure that infrastructure and delegations are in place for policy implementation</li> <li>• Ensure that those responsible for policy development are properly capacitated</li> <li>• Ensure that policies developed are designed to attain the correct outcomes</li> <li>• Manage the process of policy clarification, and refinement during implementation</li> <li>• Ensure that policies are not in violation of existing agreements.</li> </ul>
	<ul style="list-style-type: none"> <li>• Provide leadership and guidance in</li> </ul>



<b>Manager</b>	<p>developing the policy</p> <ul style="list-style-type: none"> <li>• Ensure that all required processes and protocols are followed</li> <li>• Assist in designing and writing the policy</li> <li>• Manage the process of policy revision</li> <li>• Keep a record of concerns and suggestions made during consultation</li> <li>• Ensure policy compliance after approval</li> <li>• Answer questions and provide clarification during the process of policy approval</li> </ul>
<b>Policy owner</b>	<ul style="list-style-type: none"> <li>• Serve as administrator and secretary of the policy development process</li> <li>• Manage all research and investigations related to the policy</li> <li>• Document input received</li> <li>• Manage writing process for the policy</li> <li>• Ensure process progress in a timely manner</li> <li>• Identify relevant stakeholders and encourage participation in the policy development process</li> <li>• Organize training to capacitate people to implement the policy</li> </ul>

### Role of Office of the Premier

Provide oversight on policy development, implementation, monitoring, evaluation, review and termination

### 12. POLICY REVIEW

This policy takes effect from the day of approval. This policy will be subjected to review annually from the date of its approval through consultation with all stakeholders and amendment will be done when needs arises

### 13. POLICY APPROVAL

The commencement date of this Policy will be with effect from the date signed by the HOD and MEC.

Recommended for Approval By:

  
Head of Department

  
Date

Approved By:

  
Premier

  
Date

Member of Executive Council

Date