



LIMPOPO

PROVINCIAL GOVERNMENT
REPUBLIC OF SOUTH AFRICA

DEPARTMENT OF SAFETY SECURITY AND LIAISON

POLICY DEVELOPMENT FRAMEWORK

Department of Safety, Security and Liaison
Policy Development Framework

Acronyms

DG	Director General
EXCOM	Executive Management Committee
HOD	Head of Department
HR	Human Resource
GDS	Growth and Development Strategy
LEGDP	Limpopo Employment Growth and Development Plan
MDG	Millennium Development Goal
MEC	Member of the Executive Council
NSDP	National Spatial Development Perspective
PPC	Provincial Policy Council
PPF	Provincial Policy Framework
PGDS	Provincial Growth & Development Strategy
SBU	Strategic Business Unit
Policy Unit	The unit or office responsible for the policy development or Implementation function.
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-à-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 development interventions.

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 otherwise immeasurable, intangible concepts.

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

Lead department – Department responsible for taking the initiative for a particular programme; department acting as custodian of the programme.

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 multiyear 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.

Policy Management – refers to a deliberate method of dealing with policy issues and processes from start to finish.

Policy Sponsor- a member of the executive management committee under whose authority or guidance the policy will be drafted and will promote the policy within the executive management committee and at higher authority.

Procedure – is a method by which policy should be accomplished.

Strategy – Plan to achieve provincial as well as departmental goals and objectives.

Summative Evaluation – is an evaluation that focuses on the end product as well as on the impact or changes which policy or product brought about.

Targets – specific milestones set (as an anticipated outcome), normally in terms of targets dates and a stated quantified objective (e.g. 6% annual economic growth).

6.1.1. Institutional Policies: Policies developed aimed at regulation of institutional internal and service delivery mechanisms of the Department or institution.

6.1.1. Lead Branch- A branch within the Department responsible for taking an initiative for a particular Policy development or a branch acting as custodian of the Policy.

- 6.1.2. **Plan** — detailed proposal, which amongst others outlines schedules of expected outputs, timelines and responsibilities, for doing and achieving something.
- 6.1.3. **Public Policy:** Policies developed to benefit members of publics.
- 6.1.4. **Policy:** A set of guiding principles intended to influence organization decision-making and aim at communicating regulations.
- 6.1.5. **Policy Approach:** refers to reinforcing actions emanating from policy imperatives.
- 6.1.6. **Policy Agenda:** A formal recognition for a need to develop or review a policy with the aim of addressing organizational challenges.
- 6.1.7. **Policy Guidelines** — General policy principles, rules, advice to achieve an action.
- 6.1.8. **Policy Sponsor:** A member of the management team under whose authority or guidance the policy is to be drafted.
- 6.1.9. **Procedure:** It clarifies methods or describes steps to be followed to ensure that the requirements stipulated in the policies are carried out.

1. INTRODUCTION

The aim of this policy framework is to establish a consistent, coherent, integrated and shared policy framework for the Department of Safety, Security and Liaison to develop, implement, monitor and evaluate policies and ensure that such policies are developed and aligned to those of the Limpopo Provincial Administration and its Policy Development Framework. This is done by outlining processes that the Department policy initiatives should go through to ensure that policy harmonization is created as a means towards the attainment of policy outcomes.

The framework emphasizes the need for a shared policy approach the Departmental Policy imperatives to those of the Limpopo Provincial Government. The framework serves as a practical tool to inform, shape and guide a shared policy approach.

2. PURPOSE AND OBJECTIVES OF THE POLICY DEVELOPMENT FRAMEWORK

The Purpose of this Policy Development Framework is to establish a consistent, coherent, integrated and shared policy framework for the DSSL to develop, implement, monitor and evaluate policies that are driven by the needs and priorities of the Department as well as the Limpopo Provincial Government..

This Policy Development Framework should be viewed as an instrument for understanding, developing, implementing, monitoring and evaluating the policies of the Department through its creation, facilitating, supporting and promoting of an enabling Policy Development environment for the DSSL to realize the LEGDP and the DSSL specific strategic objectives their intended outcomes.

The Framework serves as a practical device to inform, clarify, shape and guide policy development approaches and creates linkages between policy development initiatives and processes and DSSL policy imperatives, mandates and outcomes.

It emphasizes the need for shared policy development process approach within DSSL and seeks to bind the different strategic business units' policy development initiatives to the

common and standardized DSSL policy development imperatives, mandates and approaches through:

- Being informed, guided and supported by Limpopo Provincial Government shared growth and integrated, sustainable development through a common policy approach.
- shaping and supporting a focused and coherent Departmental and Limpopo Provincial Government policy agenda through a common policy approach
- coordination and facilitation of an environment conducive for common and integrated policy development, implementation, monitoring and evaluation within the DSSL
- encouraging and promoting dialogue and wide range participation in the Departmental policy development process (es).
- developing processes and mechanism for monitoring and evaluating of the impact policies..

3. TYPES OF POLICIES

3.1. International Protocols, treaties and conventions

International protocols or treaties can be defined as agreements under international law entered into by actors in international law, namely sovereign states and international organization. For example, United Nations policy instruments such as Convention on the Rights of the Child.

3.2. National Government Policies and Acts (Macro and Sectoral)

This refers to policies developed and implemented by provincial government and serving as mandatory guides in developing provincial policies. For Example, Gear, RDP and National Development Plan(Vision 2030)

3.3. Provincial Government Policies

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

3.4. Institutional Policies

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

3.5. Organisational Policies

These are Departmental Policies that are developed and implemented by a specific Department in order to deliver on its mandate. For example ICT Policy and Cell phone policy.

4. SCOPE OF APPLICATION

This Framework is designed to establish a common approach to the designation policies implemented in the Department of Safety, Security and Liaison in Limpopo. This Framework, except where otherwise stated, is applicable to all employees and structures related to the Limpopo Department of Safety Security and Liaison.

5. SERVICE DELIVERY PRIORITIES

This framework is aimed at contributing to the broader provincial development pathways through a coherent policy development approach. Limpopo Provincial Government as well the Department of Safety, Security and Liaison, is underpinned by the following electoral priorities:

- Creation of decent work and sustainable lively hoods
- Education
- Health
- Rural development ,food security and Land Reform
- The fight against crime and corruption

6. LEGAL FRAMEWORK

This policy framework is embedded within complex relationships of national, provincial and local government. Policy making processes and is guided by the following legal and policy frameworks:

- The Constitution of the Republic of South Africa



- *South African Police Service Act (68 of 1995)*
- Civilian Secretariat for Police Act (2011)
- **The Millennium Development Goals**
- Vision of Government 2014
- National Spatial Development Perspective (NSDP)
- Limpopo Employment, Growth and Development Plan (LEDGP)
- New Growth Path
- National Development Plan 2030
- Safety and Security. Sector National Outcome
- Sector Specific Indicators and Departmental Strategic Objectives

6.1. The Constitution of the Republic of South Africa

Fundamental human rights are entrenched in Chapter 2 of the Constitution of the Republic of South Africa, Act 108 1998. The Bill of Rights is the part of the Constitution that has had the greatest impact on everyday life since 1994.

Section 206(3) of the Constitution mandates the provinces to monitor police conduct, oversee effectiveness and efficiency of police service delivery and assess visible policing

6.2. South African Police Service Act (68 of 1995)

According to subsection 2(1) (b) of the South African Police Service Act, a Provincial Government may establish a provincial secretariat to be called Provincial Secretariat for Safety and Security provided that the date on which a Provincial Secretariat will come into operation shall be determined by a provincial Government in consultation with the Minister.

6.3. Civilian Secretariat For Police Act (2011)

The Civilian Secretariat Act has been passed in May 2011. The purpose of the Act is:

- To provide for the establishment of a Civilian Secretariat for the police service in the Republic;
- To define the objects, functions and powers of the Secretariat, and for this purpose, to align the operations of the Secretariat at the national and provincial spheres of government and reorganise the Secretariat into an effective and efficient organ of state;

- To regulate the appointment, duties and functions, powers and the removal from office of the Secretary for the police and heads of provincial secretariats;
- To provide for the establishment of a senior management forum and Ministerial Executive Committee, and co-operation with the Independent Police Investigative Directorate; to provide for intervention into the affairs of provincial secretariats by the Secretariat; and to provide for matters connected therewith.

6.4. The Millennium Development Goals

Limpopo Provincial Government policies and strategies must seek to achieve the goals set out in the United Nations Millennium Declaration. South Africa has committed itself to progress that is based on sustainable economic growth, which must focus on the poor, with human rights at the centre. The objective of the Declaration is to promote 'a comprehensive approach and a coordinated strategy, tackling many problems simultaneously across a broad front'. The set targets are expected to be met in 2015.

The eight Millennium Development Goals (MDGs) form a blueprint agreed to by all countries and leading development institutions world-wide. They have led to unprecedented efforts to meet the needs of the world's poorest. Our policies and programmes must all be designed to achieve these goals. The goals are:

Goal 1: Eradicate extreme poverty and hunger

- Reduce by half the proportion of people living on less than a dollar a day.
- Reduce by half the proportion of people who suffer from hunger.

Goal 2: Achieve universal primary education

- Ensure that all boys and girls complete primary schooling.

Goal 3: Promote gender equality and empower women

- Eliminate gender disparity in primary and secondary education at all levels by 2015.

Goal 4: Reduce child mortality

- Reduce by two thirds the mortality rate among children under five.

Goal 5: Improve maternal health

- Reduce by three quarters the maternal mortality ratio.

Goal 6: Combat HIV/Aids, malaria and other diseases

- Halt and begin to reverse the spread of HIV/Aids.
- Halt and begin to reverse the incidence of malaria and other major diseases.

Goal 7: Ensure environmental sustainability

- Integrate the principles of sustainable development into country policies and programmes, and reverse loss of environmental resources.

- Reduce by half the proportion of people without sustainable access to safe drinking water.
- Achieve significant improvement in the lives of at least 100 million slum dwellers by 2020.

Goal 8: Develop a global partnership for development

- Develop further an open trading and financial system that is rule-based, predictable and non-discriminatory, and committed to good governance, development and poverty reduction — nationally and internationally.
- Address the least developed countries' special needs, such as tariff- and quota-free access for their exports; enhanced debt relief for heavily indebted poor countries; cancellation of official bilateral debt, and more generous official development assistance for countries committed to poverty reduction.
- Address the special needs of landlocked and small island developing states.
- Deal comprehensively with developing countries' debt problems through national and international measures to make debt sustainable in the long term.
- Develop decent and productive work for youth, in cooperation with the developing countries.
- Provide access to affordable essential drugs in developing countries, in cooperation with pharmaceutical companies.
- Make available the benefits of new technologies, especially information and communications technologies, in cooperation with the private sector.

6.5. Vision of Government 2014

Vision 2014 was adopted by the South African Government and is one of the most important guiding documents for policy development in South Africa. Vision 2014 is South Africa's direct response to the development challenges set out in the Millennium Development Declaration.

Some of the most important targets and objectives making up Vision 2014 are as follows:

- Reduce unemployment by half through new jobs, skills development, assistance to small businesses, opportunities for self-employment and sustainable community livelihoods.
- Reduce poverty by half through economic development, comprehensive social security, land reform and improved household and community assets.
- Provide the skills required by the economy, build capacity and provide resources across society to encourage self-employment with an education system that is geared to productive work, good citizenship and a caring society.
- Ensure that all South Africans, especially the poor, children, youth, women, the aged, and people with disabilities, are able to exercise their constitutional rights and enjoy the dignity of freedom.

6.5. National Spatial Development Perspective (NSDP)

The NSDP is an important guiding strategy regarding spatial planning for development. In essence, it advocates a focus on areas with development potential and urges local authorities in localities of low development potential to demonstrate their comparative

advantages in order to receive support from other spheres of government. The NSDP proposes normative principles to be used as a guide by all spheres of government in order to achieve the objectives of national government, namely economic growth, employment creation, sustainable service delivery, poverty alleviation and the eradication of historic inequities.

6.6 Limpopo Employment, Growth and Development Plan (LEDGP)

The Limpopo Employment, Growth and Development Plan (LEGDP) provides the Limpopo Provincial Government with a clear strategic framework for accelerated and shared economic growth through a thorough developmental intervention in Limpopo in favour of all its residents, particularly the poor, while restoring the ecosystems and resources essential to sustain shared economic growth within a coherent spatial development framework.

The LEGDP has further identified the following Key Action Programmes and Strategic Initiatives as priorities for the safety and security sector:

- Community Safety Forums and Street Committees;
- Rural Safety;
- Judiciary;
- Violence and Crimes against Women and Children;
- Capacitating of Community Policing Forums (CPFs);
- Strengthening of District's coordination; and Border Management.

6.7. New Growth Path

New Growth Path aims to create 5 million jobs by 2020. It seeks to do so by providing a supporting environment for growth and development, while promoting a more labour-absorptive economy. Its proposal is intended to lower the cost of living for poor households and for business through targeted microeconomic reforms, especially in transport, telecommunications and food. Lowering the cost of living is a necessary adjunct to raising the standard of living and encouraging investment.

6.8. National Development Plan 2030

National Development Plan 2030 have been adopted by the National government is one of the crucial guiding documents for policy development in South Africa. This plan is the direct response to the development challenged set out in the vision 2014. National Development Plan seeks to achieve the following:

- Seek to eliminate poverty and reduce inequality by 2030
- Seek a country wherein all citizens have capabilities to grasp opportunities available
- All people who are HIV positive must be on ARV's

6.9. Safety and Security. Sector National Outcome

Department of Safety, Security and Liaison
Policy Development Framework

This Policy Development Framework follows on the guidelines for cooperation and intergovernmental relations between the various spheres of government to achieve National Outcomes on Safety and Security Sector and Policy Development has to ensure that people in the Province feel and are safe.

6.10. Sector Specific Indicators and Departmental Strategic Objectives

The Department has, as part of the safety and security sector, been affected by the National determination of sector specific indicators for implementation in the 2011/2012 financial year.

This Policy framework aims to assist the Department in measuring progress towards the realisation of the National Outcome for the Sector, namely, "All people feel and are safe", through monitoring and evaluation of the implementation of the following strategic objectives as contained in the Departmental Strategic and Annual Performance Plans:

- To exercise oversight function with regards to law enforcement agencies in the Province;
- To conduct research and develop policy interventions with regard to civilian oversight and policing;
- To provide for integrated social crime prevention interventions for safer communities;
- To provide for the participation and involvement of communities in social crime prevention initiatives and further strengthen relations between communities and police agencies;
- To promote safety through the provision of education and awareness programmes.

7. POLICY PRONOUNCEMENT

Policy development and management within the Limpopo Provincial Government shall be guided by Batho Pele principles.

8. ROLES, RESPONSIBILITIES AND POWERS IN POLICY MANAGEMENT

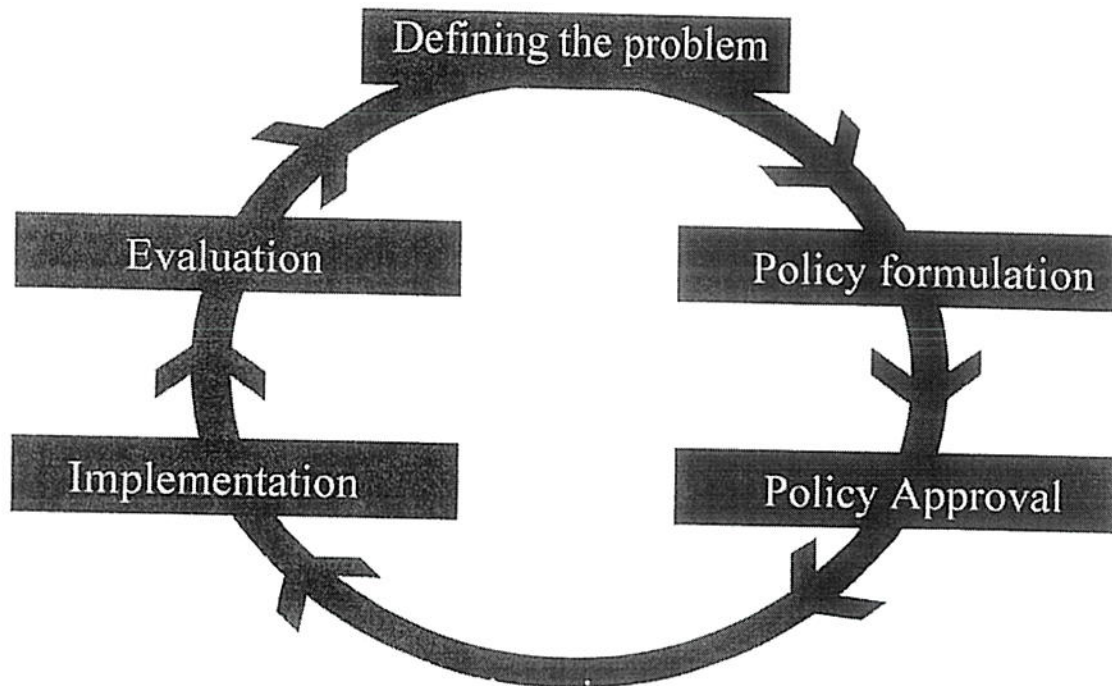
The roles, responsibilities, and powers for policy development and management within the Limpopo Provincial Government are outlined in the table below. These roles, responsibilities and powers apply to department policies

Authority/ Office	Policy Agenda	Formulation & Drafting Policies	Policy Approval
Executive Authority	<ul style="list-style-type: none"> Contributes to policy agenda Approves development of new policies 	Might direct that certain policies be formulated or drafted.	Approves all policies applicable to the department
Accounting Officer	<ul style="list-style-type: none"> Contributes to policy agenda Can approve development of new policies in line with powers conferred by law or delegation 	Recommends approval of draft policy to The MEC on advise of Executive Management	Can approve policies relevant to the department in line with powers conferred by law or delegation
Executive Management/ Senior Management	Inputs into policy agenda	Recommend the draft policy before submission to HOD /or The MEC	None
Labour Organization	Analyse and Inputs into policy agenda	Recommend the draft policy before submission	None
Policy Unit or Directorate	Inputs into policy agenda	<ul style="list-style-type: none"> Supports all branches in the drafting of policies; Coordinate the consultation process 	Generates consolidated departmental input for consideration of Executive Management and Accounting Officer

9. POLICY DEVELOPMENT APPROACH

Department of Safety, Security and Liaison
Policy Development Framework

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 the Department of Safety, Security and Liaison.



9.1. Step 1: Define and detail the problem

- The primary responsibility to determine the need for a policy resides with the SBU or directorate 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 to be developed or review of current policy.
- Permission to commence with formulation or review of the 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 the policy agenda.

9.2. Step 2: Policy formulation and drafting.

- The SBU or directorate under which the policy issue resides will undertake the necessary research and consult with the relevant stakeholders.
- The policy shall be drafted to conform to the letter and spirit of legislation and higher level policies such as white papers and provincial policies.
- The policy shall be drafted in line with the formatting guidelines in Annexure 1.
- Policy be circulated to staff members in the department for inputs and comments.

9.3 Step 3: Policy approval process.

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

9.4. Step 4: Policy implementation.

- The policy sponsor must ensure that within 30 days after approval by the Accounting Officer, the policy is brought to the attention of all employees of the relevant department and other relevant 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.

9.5. Step 5: Policy monitoring and evaluation.

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

10. REVIEW AND TERMINATION OF DEPARTMENTAL POLICIES

Policies within the DSSL shall need to be reviewed periodically for improvement. 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.

All policies within DSSL shall be reviewed by the relevant SBU at least every 24 months based on the comments and inputs from the stakeholders.

11. DEFAULT

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

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

12. INCEPTION DATE

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


13. REVIEW OF THE FRAMEWORK.

The framework shall be reviewed after thirty six months from the date of approval by the Accounting Officer 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.

14. ENQUIRIES

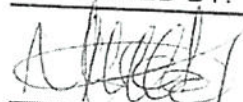
Enquiries regarding this policy should, in the first instance, be directed to the Research Policy and Strategic Planning Unit.

Recommended by :


Mr. J.R. Stander
General Manager Civilian Oversight

25/10/2012
Date

APPROVED BY:


Ms. N.N. Tsebe
Acting Head of Department

26/10/12
Date

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 Limpopo Provincial Government
 - The name of the policy
 - The revision/ version of the policy
- 1.2. The design of the cover page has to be in line with the province's corporate image.

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

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

- 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

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

7. AUTHORITY OF POLICY

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

8. LEGAL FRAMEWORK

This section will list all the legal prescripts that form the basis and authority for the policy pronouncements 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 policies covered as well as the organizational depth and width of the policy.

10. DEFINITIONS

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

11. POLICY PRONOUNCEMENTS

- 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 pronouncements.

12. DEFAULT

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

13. INCEPTION DATE

Extreme caution should be taken regarding backdating the inception date of a policy; this should generally be avoided.

14. TERMINATION AND REVIEW CONDITIONS

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

15. ENQUIRIES -

The unit, rather than the individual officer, to which enquiries on the policy are made, should be stated here.

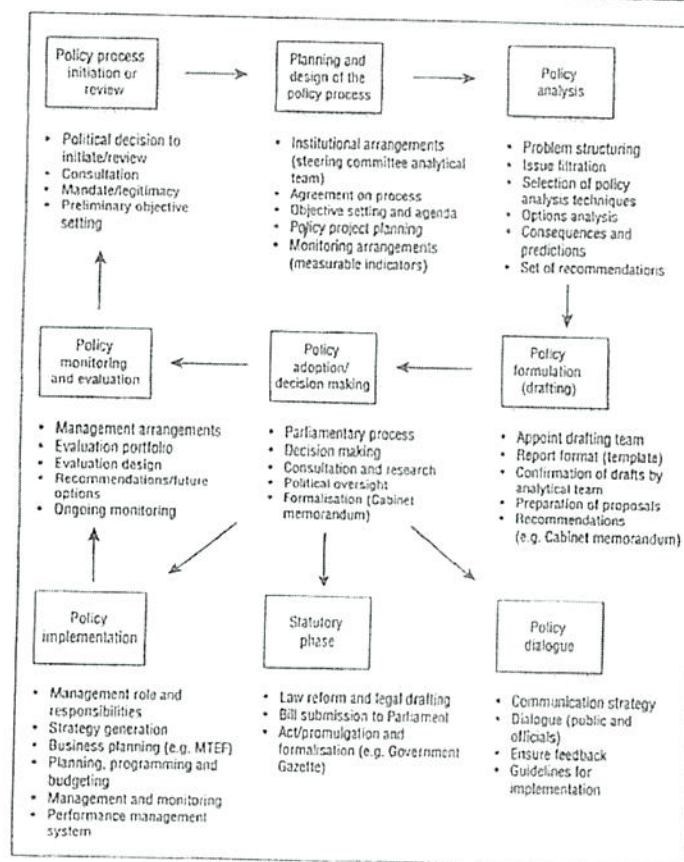


Figure 2.9 Key considerations for phases of the generic policy process model

Source: Adapted from De Guring (1996)

For more information on specific policy phases, see Chapter 5 (Policy agenda setting), Chapter 6 (Policy design), Chapter 7 (Policy decision making), Chapter 9 (Policy management) and Chapter 10 (Policy assessment).