

DIRECTIVE ON POLICY DEVELOPMENT

CITY OF EKURHULENI METROPOLITAN MUNICIPALITY



Ekurhuleni
METROPOLITAN MUNICIPALITY

Final DIRECTIVE ON POLICY DEVELOPMENT

THE CITY OF EKURHULENI METROPOLITAN MUNICIPALITY: DIRECTIVE ON POLICY DEVELOPMENT

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DIRECTIVE ON POLICY DEVELOPMENT

CHAPTER 1 GENERAL PROVISIONS

1. DEFINITIONS

In this Directive, except where the context otherwise indicates, or it is expressly stipulated otherwise, the following words and expressions shall have the respective meanings assigned to them hereunder, and words and expressions to which a meaning has been assigned in terms of the provisions of the applicable legislation referred to in the section under the heading “Legislative Framework” herein below, will have a corresponding meaning assigned thereto in terms of such legislation. All headings are included for convenience only and shall not be used in the interpretation of any of the provisions of this Directive.

NO.	WORD/EXPRESSION	DEFINITION
“C”		
	“City Manager”	Means the Municipal Manager of the City appointed in terms of the provisions of section 54A of the Systems Act and as referred to in the definition of “accounting officer” in section 1 of the MFMA, and also referred to in section 60 of the MFMA, and includes a person acting as an accounting officer, or the person to whom the accounting officer has delegated his/her authority to act.
	“Constitution”	Means the Constitution of the Republic of South Africa, 108 of 1996.
	“Council” or “Municipal Council”	Means the Municipal Council of the City as referred to and constituted in terms of the provisions of section 157 of the Constitution.
“I”		
	“Interpretation Act”	Means the Interpretation Act, Act 33 of 1957.
“M”		

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	“Municipal Finance Management Act” or “MFMA”	Means the Local Government: Municipal Finance Management Act, Act 56 of 2003 and the regulations promulgated in terms thereof.
	“Municipality” or “City”	Means a local government and legal entity with full legal capacity as contemplated in section 2 of the Systems Act read with the provisions of Chapter 7 of the Constitution and sections 12 and 14 of the Structures Act, with its main place of business and the offices of the City Manager, as envisaged in terms of the provisions of section 115(3) of the Systems Act, at: EGSC Building, 2 nd Floor, Corner of Cross and Rose Streets, Germiston, and may, depending on the context, include: (a) its successor in title; or (b) a functionary, employee or official exercising a delegated power or carrying out an instruction, in the event of any power being delegated as contemplated in terms of the provisions of section 59 of the Systems Act, or exercising any lawful act in the furtherance of the City’s duties, functions and powers; or (c) an authorised service provider fulfilling a responsibility assigned to it by the City through a service delivery agreement.
“P”		
	“Promotion of Administrative Justice Act”	Means the Promotion of Administrative Justice Act, Act 3 of 2000 and the regulations promulgated in terms thereof.
“S”		
	“Structures Act”	Means the Local Government: Municipal Structures Act, Act 117 of 1998 and the regulations promulgated in terms thereof.
	“Systems Act”	Means the Local Government: Municipal Systems Act, Act 32 of 2000 and the regulations promulgated in terms thereof.

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2. ABBREVIATIONS

In this Directive the following abbreviations will be used to signify the meaning or entity as indicated:

MFMA	Municipal Finance Management Act.
ICT	Information Communication and Technology Department.
IDP	Integrated Development Plan.
PAJA	Promotion of Administrative Justice Act.
SDBIP	Service Delivery Budget Implementation Plan.

3. TITLE AND APPLICATION

- (1) This document is known as the Directive on Policy Development of the City and is applicable within the municipal area of the City.
- (2) This Directive revokes all previous directives, decisions and/or *ad hoc* clauses within any other policy, regarding the subject matter of this Directive.

4. COMMENCEMENT AND VALIDITY

This Directive shall come into full force and effect upon the approval thereof by the Mayoral Committee.

5. RESPONSIBLE AUTHORITY

- (1) The responsible authority for the approval of this Directive is Council and the responsible authority for the implementation of this Directive are all the Departments within the City.

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6. DIRECTIVE OBJECTIVES

The objectives of this Directive are to give a guideline on policy development within the City to ensure:

- (1) Compliance and alignment with the Municipalities Integrated Development Plan;
- (2) uniformity of all policies;
- (3) compliance with all legislative requirements for policies; and
- (3) compliance with all processes and procedures set for policy development and approval by the City.

7. AIM AND PURPOSE

- (1) The officials and/or the political office bearers concerned may identify the problem or challenge and acknowledge the need to either develop a new policy or by-law, or to evaluate, review and/or amend an existing policy or by-law.
- (2) The Directive on Policy Development has been compiled as an internal document for use within the City to provide direction on the process and factors that should be taken into consideration when developing policies, as well as to:
 - (a) set out the procedures or steps to be complied with when drafting policies;
 - (b) provide a standardised structure for all policies in the City which complies with acceptable policy development drafting standards in both the layout and use of language of the policy;

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- (c) advise on the legal authority under which the City is allowed to make policies; and
 - (d) emphasise the importance of public participation and to set out the statutory requirements for the processes and procedures to be followed in policy development process.
- (3) The main aim of this Directive is to provide a practical guide that can be used in the planning, drafting and development of all policies.
- (4) Support in legal interpretation and correctness thereof will be provided by the Corporate and Legal Service Department.
- (5) All departments must follow the basic principles of policy development and drafting set out herein when drafting policies to ensure uniformity and compliance of all policies of the City with the provisions of this directive.

8. BASIC PRINCIPLES

The City undertakes to promote the following principles regarding this Directive:

- (1) the City will ensure that the implementation of this Directive will be subject to the development principles contained in section 152 and 153 of the Constitution, to wit:
 - (a) the developmental needs of the community;
 - (b) principles of cooperative government;
 - (c) the Elements of Democracy;
 - (d) promotion of a safe and healthy environment;
 - (e) promotion of equality.

9. LEGISLATIVE FRAMEWORK

This Directive is designed and must be implemented within the framework of inter alia the following legislation and regulations:

- (1) the Constitution;
- (2) the Systems Act;
- (3) the Structures Act, and
- (4) the MFMA;

10. ENABLING LEGISLATION

These are the empowering provisions :-

- (1) In terms of the provisions of section 151(2) of the Constitution the legislative and executive authority of a municipality is vested in its Municipal Council.
- (2) In addition, section 153(1) of the Constitution, which deals with the developmental duties of a municipality entrust a municipality with an obligation to structure and manage its administration, budget, and planning so as to give priority to basic needs and services of citizens and encourage socio economic development of communities.
- (3) section 11(3)(a) of the Systems Act states that the legislative and executive authority of a municipality is exercised by inter alia developing and adopting policies, plans, strategies and programmes, including setting targets for delivery.
- (4) In terms of the above legislative provisions, any policy that is developed by a municipality shall be in accordance with the policy directives of the Municipal

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Council. A policy only comes into force and effect once same is adopted by a Municipal Council by means of a resolution.

- (5) A policy, which has been duly adopted by the Municipal Council is binding and enforceable by the City within its municipal area.
- (6) The policy is applicable to and enforceable on all municipal officials as well as members of the general public.
- (7) To ensure corporative governance policies are subject to national legislation, provincial legislation and local government legislation (i.e. by-laws).
- (8) Any provisions of a policy, or part thereof, which are in conflict with the provisions of any national legislation, provincial legislation and local government legislation will be invalid, null and void.

CHAPTER 2

GENERAL INFORMATION NEEDED FOR POLICY DEVELOPMENT

11. CATEGORIES OF POLICIES

Policies can be divided into the following categories:

(1) Policies that are material in nature:

- (a) Material public policies refer to those policies of government that require the expenditure of scarce resources, which includes *inter alia* human resources and financial resources.
- (b) Once material public policies are accepted, the scarce resources have to be allocated through the political process for their attainment.
An example of material policies is a Public Health Policy.

(2) Policies that are of a symbolic nature:

- (a) Symbolic public policies usually do not involve the allocation of personnel, money and other resources through the political process.
- (b) Symbolic or non-material public policies are those acts of government that create and engender sentimental attachments (e.g. patriotism, loyalty and national pride) or that confer social status on key segments of society.
- (c) Examples of symbolic policies will include the provisions of the Constitution in section 2 (dealing with supremacy of the Constitution), section 4 (dealing with the National Anthem) and section 5 (dealing with the National Flag) thereof.

12. MUNICIPAL COUNCIL'S OBLIGATION TO ENSURE PUBLIC PARTICIPATION:

- (a) The public participation process is prescribed by the provisions of section 21, read with section 21A of the Systems Act, by ensuring community involvement in the counsel decision making process.
- (b) It will be guided by the following principles:-
- (i) It shall remain the responsibility of the Municipal Council to ensure that correct procedures are followed when developing policies, programmes, strategies and making by-laws.
- (ii) In the process of developing policies and making by-laws, the Municipal Council shall ensure that they comply with the Batho Pele principles .
- (iii) In terms of this principle, the Municipal Council shall ensure that its processes as well as policies make provision for:
- regular consultation with the City's customers about the level and quality of services they are receiving and should receive in future;
 - setting service standards, indicating the level and quality of services that customers can realistically and consistently expect from the City;
 - increasing access to service, to people experiencing challenges to access services such as people from poor backgrounds, disabled, child-headed households etc;

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- ensuring higher levels of courtesy by setting out and complying with the standards of behaviour for the treatment of customers;
- providing more and better information about services, so that customers have full, accurate relevant and up-to-date information about the services that are available and that they are entitled to receive;
- increasing openness and transparency about how services are delivered, how well they perform, the resources they use and who is in charge;
- remedying failures and mistakes, so that when problems occur, there is a positive response and problems are effectively sorted out; and
- giving the best possible value for money, so that customers feel that the money they contribute to the City through rates and levies, are used properly and that any savings are used to further improve service delivery.

CHAPTER 3
STEPS IN POLICY DEVELOPMENT

13. THE RESPONSIBILITY OF THE POLICY DRAFTERS

- (1) The person appointed to draft a policy must have a thorough and complete understanding of the nature and scope of the policy.
- (2) As such, the first step in the policy development process will be to identify and define the need(s), problem(s) or issue(s) that necessitated the development of the new policy or the amendment of the previous policy in the first place.

14. APPOINTMENT OF A PERSON TO CO-ORDINATE THE POLICY DEVELOPMENT PROCESS

The policy development process may take place over several months. For this reason, a need exists for each department to manage its policy development process.

- 1) When developing a policy, the Municipal Council through the accounting officer must ensure that:
 - (a) the department implementing the policy understands exactly what is expected of them;
 - (b) the departments may assign an employee that has the necessary skills and expertise needed to render the said service and to ensure that there are measures put into place to develop the capacity of the employees to ensure that they meet expectations.
 - (c) where there are no employees available with the necessary skills, expertise and experience to deliver the services, to implement appropriate measures to recruit the necessary skills, expertise and experience, as well as to develop capacity where necessary

15. THE POLICY DEVELOPMENT PROCESS

- (1) The policy development process consists of the following stages:
 - (a) the research and development stage,
 - (b) the consultation stage where all role players and affected parties are consulted with; and
 - (c) the drafting and finalisation stage.

- (2) The person appointed to act as the policy development coordinator should develop a policy development schedule setting out:
 - (a) the tasks that need to be done;
 - (b) the responsible person or persons who must attend to the said task(s); and
 - (c) the timeframes within which same has to be done.

16. CONDUCTING OF RESEARCH

As part of the “research stage” of policy development, the person developing the policy must:

- (1) read policy documents created by other organisations on the same topic;
- (2) research the subject and bench mark with other Metropolitan Municipalities;
- (3) conduct internal consultations with the relevant department, internal municipal role players and stakeholders;

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- (4) where necessary, survey participants or a particular group of participants to gain more insight into the expected contents of the policy;
- (5) conduct consultations with experts in the relevant field of policy development if required;
- (6) where applicable, read minutes of Municipal Council meetings and management committee meetings on the matter to understand the challenges experienced and the envisaged remedy;
- (7) where necessary, read other documents such as annual reports or event reports to understand the issues experienced;
- (8) where applicable, read industry magazines and journals; and
- (9) conduct consultations with Corporate Legal Services and/or external legal experts to ensure compliance with enabling legislation.

17. DISCUSSION PAPER

- (1) The person developing the policy must develop a “discussion paper” on the policy which is in the process of being developed.
- (2) The content of the “discussion paper” will be a layout of the policy document, which will be used to develop the final policy document and it will be an important tool in the process of consultation with both internal and external relevant stakeholders.
- (3) The purpose of the discussion paper is to explain the nature of the problem(s) or issue(s) experienced, to summarise information yielded by research and to suggest the options to the avail of the City and stakeholders.

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18. THE FIRST STAGE OF CONSULTATION

- (1) Circulating the discussion paper internally within the relevant department, other departments and/or internal municipal role players and all stakeholders or interested parties is the first step in the consultation process.
- (2) This first step will also include telephone conversations with stakeholders and sending notices to remind stakeholders to read the discussion paper. The correspondence with the stakeholders is crucial in order to gain more feedback from stakeholders. Feedback may also be obtained through workshops, open meetings, the City's web site and meetings with individuals.

19. PREPARING A DRAFT POLICY DOCUMENT

- (1) Subsequent to sufficient time being spent on the consultation process, the next step in the policy development process is for the department to draft the policy document. This document must be vetted by Corporate Legal Service Department for compliance with the legislative framework.
- (2) It is the responsibility of the author of the policy document to ensure that the policy is constitutional and legally compliant. For this reason, a copy of the final draft policy document must be submitted to Corporate Legal Services for comments and inputs before the final draft of the said policy is approved by the Municipal Council.

20. THE PUBLIC PARTICIPATION PROCESS AND THE SECOND STAGE OF CONSULTATION

- (1) The nature of a policy will determine whether a public participation process is required. A public participation process will be a requirement if it is not merely an internal policy and if the said policy will be applicable to and may effect the public. In such instances a public participation process must be followed, which will include that a copy of the draft policy document should be communicated to the local community in terms of the provisions of section 21

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of the Systems Act. Section 21 specifically deals with communications to the local community and it states that when anything must be notified by the City through the media to the local community in terms of the Systems Act or any other applicable legislation, it must be done:

- (a) in the local newspaper or newspapers of its area;
 - (b) in a newspaper or newspapers circulating in its area and determined by the council as a newspaper of record; **or**
 - (c) by means of radio broadcasts covering the area of the City
- (2) Any such notification must be in the official languages determined by the Municipal Council, having regard to language preferences and usage within its area.
- (3) A copy of every notice that must be published in the Provincial Gazette or the media in terms of this Act or any other applicable legislation, must be displayed at the municipal offices.
- (4) When the City invites the local community to submit written comments or representations on any matter before the council, it must be stated in the invitation that any person who cannot write may come during office hours to a place where a staff member of the City named in the invitation, will assist that person to transcribe that person's comments or representations.
- (5) When the City requires a form to be completed by a member of the local community, a staff member of the City must give reasonable assistance to persons who cannot read or write, to enable such persons to understand and complete the form.
- (6) As part of the public participation process the draft policy document must be made public in terms of the provisions of section 21A of the Systems Act,

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which states that all documents that must be made public by a municipality in terms of a requirement of the Systems Act, the Municipal Finance Management Act or other applicable legislation, must be conveyed to the local community:

- (a) by displaying the documents at the City's Customer Care Centres and libraries;
 - (b) by displaying the documents on the City's official website, if the City has a website as envisaged by section 21B; and
 - (c) by notifying the local community, in accordance with section 21, of the place, including the website address, where detailed particulars concerning the documents can be obtained. If appropriate, any such notification must invite the local community to submit written comments or representations to the City in respect of the draft policy document.
- (7) In addition to the public participation process described above, it is of importance to obtain the input of experts at this stage of the policy drafting process to prepare a final draft of the policy document. This will also include perfecting the wording, grammatical structure and language used in the policy, clarifying meanings and definitions and make adjustments to the first draft policy, taking the inputs received during the consultation process into consideration, before finalising same for approval by the Municipal Council.

21. PROCESS TO OBTAIN COUNCIL APPROVAL (check process)

To obtain Council approval the following process shall be followed:

- (1) The first step in the approval stage of the policy development process is for the department responsible for the development of the policy to submit a copy of the final draft policy document to the Executive Secretariat;

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- (2) The Executive Secretariat shall then submit the final draft policy document to the Mayoral Committee of the relevant Cluster;
- (3) The Executive Mayor and Mayoral Committee shall submit the item to the Leader of Executive Business;
- (4) The Leader of Executive Business will then refer the item to the Speaker of the Municipal Council;
- (5) The Speaker will then submit the item to the Programming Committee;
- (6) The Programming Committee has got two options when receiving the draft policy document:
 - (a) If a particular draft policy only relates to internal issues of the City, it will be referred directly to the Municipal Council for approval;
 - (b) If, however the draft policy relates to issues that will affect the community, it will be referred to the Oversight Committee appointed in terms of section 79(1)(a) of the Structures Act. The Oversight Committee:
 - (i) may invite the department for a discussion and to clarify certain issues in the draft policy document;
 - (ii) may where necessary, amend the draft policy document;
 - (iii) will conduct an additional public participation process. All the comments received following this process must be submitted to the Oversight Committee;
 - (iv) will, once it is reasonably satisfied that all issues and concerns that it had regarding the draft policy document have been addressed and all inputs received during the public

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participation process have been incorporated, be finalised and referred back to the Programming Committee;

- (c) The Programming Committee will then refer the final policy document to the Municipal Council to be formally adopted by the Municipal Council with an appropriate record entered into the minutes as proof that the Policy is approved.

22. PUBLICATION OF COUNCIL APPROVED POLICIES

- (1) It is the responsibility of Corporate Legal Services to keep the register of all the City's approved policies.
- (2) The following steps are involved in the process:
 - (a) Corporate Legal Services checks the Council Agenda for items that deals with the policy (new, amendments or rescissions).
 - (b) After every Municipal Council meeting, Corporate Legal Services must request a copy of the resolution of Council from the Legislature for items that dealt with a specific policy identified on the Council Agenda. The minutes of the Council meeting where the policy was approved is of prime importance, but same will only be available after the next council meeting when the Municipal Council approved the minutes of the previous meeting.
 - (c) As the item in respect of the policy in the Municipal Council or Mayoral Committee or Corporate Portfolio Committee agenda forms the basis document of the policy, the resolution will then confirm approval of a particular (new, amended or rescinded) policy by the Municipal Council. The policy is usually attached as an annexure to the item and is scanned and converted to a word document. If a policy is amended by a resolution, the resolution amending the policy is pasted with the original resolution creating a background on the policy. The

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converted document is edited and compared to the base document as approved by the Mayoral Committee or the Municipal Council.

- (d) A hard copy of the approved policy will be printed for the City's policy file.
- (e) The departmental index will be updated electronically reflecting the policy name, item number and date and a short description of the policy.
- (f) The alphabetic policy register is then amended to include the new policy.
- (g) The policy file will be converted to a pdf file format and e-mailed to ICT Intranet Administrator with the same information as captured in the alphabetical index for the listing on the landing page on the intranet. This listing includes the policy name, item number, date of approval, short description of policy and department name.
- (h) The information as captured in the departmental listing of policies will then be transferred to the Corporate Legal Services Bulletin.
- (i) As soon as the Intranet Administrator replies with a confirmation that the update was done on the intranet, Corporate Legal Services will then check if it was done correctly and test the uploaded file on the intranet.
- (j) The Corporate Legal Services Bulletin in pdf file format will be sent to Intranet "Notices and Memo's" as a means of informing the City officials.
- (k) The same process set out above will be followed to remove a rescinded policy.

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23. COMMUNICATION

- (1) Following formal adoption of the policy by the Municipal Council, it should be communicated throughout the organisation to all officials and municipal councillors, as well as to all stakeholders.
- (2) Workshops and training sessions must be conducted to ensure that the municipal staff members and municipal councillors are fully informed and able to implement the policy.
- (3) Members of the community must also be informed about their rights and obligations in terms of the policy.

24. MONITOR, REVIEW AND EVALUATE

- (1) The implementation of the policy should be monitored by the departments in conjunction with Risk Department.
- (2) The policy may be amended or reviewed if needed. Generally, a date is determined in the policy document for the policy to be reviewed. The review of a policy may be conducted annually or once in every five years, depending on the nature thereof. A policy may also be reviewed as and when the need to do so arises which may also depend on a change in circumstances, such as the law or national policy on the matter or issue.

25. PROCESS FOR POLICY REVIEW AND RESCISSION

- (1) The department responsible for the implementation of the policy is also responsible for conducting a comprehensive review of their policies annually, or every five years, or as required.
- (2) The purpose of the review is to determine whether:
 - (a) the policy is still necessary, accurate and effective;

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- (b) the policy should be combined with another policy or if it should be rescinded;
 - (c) the policy is up to date with current legislation and in line with the contents of other policies of the City; and
 - (d) changes are required to improve the effectiveness or clarity of the policy.
- (3) Once the responsible department identifies a policy in need of review, the said department must prepare a report to that effect, together with a draft policy indicating the amendments, which must be submitted to the Executive Secretariat. The process will then follow the “Process to Obtain Council Approval” set out herein above until the revised draft policy document is again approved by Council.
- (4) In some instances where the policy is obsolete or the contents thereof needs to be rewritten a new policy has to be drafted and the “Steps in Policy Development” set out herein above must then be followed until approval.
- (5) The rescission of a policy occurs when an active policy is obsolete.
- (6) A policy will also be rescinded if it has been combined with another policy to make it more effective.
- (7) The process followed to rescind a policy is similar to the process followed for the comprehensive review of a policy, with the difference that at the conclusion of the review, the policy presented to Council is for rescission.

CHAPTER 4
POLICY FORMAT

Although policy documents differ in format, drafting style and contents, the City policies shall at a minimum contain the standard elements set out herein below.

25. BACKGROUND OR POLICY STATEMENT

- (1) A policy shall include a background, indicating any reasons, history, and intent that led to the creation of the policy.
- (2) This information is valuable to the policies development process and will assist the person appointed to draft the policy to address complicated and challenging issues.

26. DEFINITIONS

The definition section which is mostly at the beginning of the policy shall provide clear and unambiguous definitions for terms, concepts and acronyms used in the policy document.

27. OBJECTIVE OF THE POLICY

- (1) The policy shall clearly and concisely set out the objective thereof, together with reasons why the City is of the intention to implement the policy and what the desired effect of the implementation of the policy will be.
- (2) The mere reading of the “objective” of the policy will enable a user of the policy to determine the aim and purpose of the policy.

28. SCOPE OF THE POLICY

The purpose of the “scope” of the policy is to guide the development of the policy, provide a summary of the proposed policy, and to ensure that those who may be affected by a policy are identified, considered, and consulted.

29. EXCLUSION OR EXEMPTIONS

Certain categories of people, organisations, or actions may be expressly excluded from the scope of the policy. This will allow the City to focus the provisions of the policy on a specific target group and avoid unintended consequences, where possible.

30. EFFECTIVE DATE

- (1) The policy shall specify an “effective date” which indicates the implementation date on which the policy comes into force and effect.
- (2) The effective date is normally the date on which the policy is adopted by the Municipal Council, or a different date specified by the Municipal Council in the council resolution.
- (3) The date of implementation will normally be the effective date, going forward. Even though it is not the norm to implement a policy with a retrospective implementation date, it can be done depending on the nature of the policy and the circumstances and reasons for the retrospective date.

32. RESPONSIBILITIES

- (1) This section shall clearly indicate or identify the parties, department(s) and/or governance structure responsible for ensuring the implementation of the policy, as well as monitoring the compliance with the provisions thereof.

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- (2) The policy document shall also state exactly what is expected of the parties, department(s) and/or governance structure responsible for ensuring the implementation of the policy.
- (3) The policy will also state the training needs of the parties, department(s) and/or governance structure responsible for ensuring the implementation of the policy and who will be responsible for the said training.
- (4) The parties, department(s) and/or governance structure identified in the policy as the responsible person(s) for ensuring the implementation of the policy are the persons to contact if there are any questions regarding the policy contents or the implementation thereof.
- (5) It may be necessary in some instances for the City to establish a specific structure to ensure the ongoing assistance in the implementation of the policy.

33. POLICY CONTENT

The content must clearly and unambiguously set out the issues that it intends on regulating.

34. PROCEDURES

- (1) The policy document shall explain the procedure to be followed in implementing the policy and executing the provisions thereof with clear unambiguous steps.
- (3) In addition to the above any equipment, programs or systems that are required to perform the above referred to procedures or steps should be identified in the policy document.

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35. PENALTY CLAUSE

A policy must include a “penalty clause” to ensure that those tasked with implementing the provisions of the policy or those affected by the provisions of the policy, understand and have knowledge of the consequences of non-compliance with the policy’s provisions. This will *inter alia* include the institution of disciplinary steps under the disciplinary procedure policy of the City or withdrawal of benefits under the policy.

36. REVIEW

- (1) The policy shall be reviewed on a regular basis in order to ensure that the policy objectives are met.
- (2) The review of a policy may be conducted annually or once in every five years, depending on the nature thereof. A policy may also be reviewed as and when the need to do so arises which may also depend on a change in circumstances, such as the law or national policy on the matter or issue.

37. FORMS AND INSTRUCTIONS

Any forms, instructions, procedures or any other applicable documents needed for the implementation of the policy shall be attached as “schedules” at the end of the policy document.