

National Treasury: Neighbourhood Development Programme: Implement Programme Policy

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Glossary of Abbreviations and Terms

| Abbreviation / Term | Description |
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# Policy Overview

Good governance in general can be seen as the leadership, processes and allocated responsibilities ensuring adequate performance and compliance of a business system. Leadership is an informal dynamic aspect which is best addressed through continuous organisation development interventions and is not further addressed in this document. Articulated business process knowledge relevant to a particular business system supports effective governance. Allocated responsibilities are imperative to good governance as it creates the basis and structure for accountability.

The formalisation of good governance normally results in two instruments, being plans and policies. Each of these instruments exists within hierarchies which will more often than not follow or correspond with the organisation functions, processes or structure. Plans and policies could exist on various levels with various orientations. Examples of levels are strategic to operational and orientations could be specific services or products. Plans and policies should be seen as different sides of the same coin. Plans create the requirement for policies. After policy development and promulgation, policies in turn are implemented through plans and subsequent execution.

The relationship between process, policy and plans is illustrated in the following diagram:



Figure 1: The relationship between Process, Policy and Plans

The specific motivation for the review of a policy on Implement Programme can be summarised as:

* To lead and operate an organization successfully, it is necessary to direct and control it in a systematic and transparent manner. Success can result from implementing and maintaining a management system that is designed to continually improve performance while addressing the needs of all interested parties.
* Customers require products with characteristics that satisfy their needs and expectations. These needs and expectations are expressed in product specifications and collectively referred to as customer requirements. Customer requirements may be specified contractually by the customer or may be determined by the organization itself. In either case, the customer ultimately determines the acceptability of the product.
* Because customer needs and expectations are changing and because of competitive pressures and technical advances, organizations are driven to improve their products and processes continually. The quality management system approach encourages organizations to analyse customer requirements, define the processes that contribute to the achievement of a product which is acceptable to the customer, and keep these processes under control. A quality management system can provide the framework for continual improvement to increase the probability of enhancing customer satisfaction and the satisfaction of other interested parties. It provides confidence to the organization and its customers that it is able to provide products that consistently fulfil requirements (ISO 9000).

# Purpose

This Policy serves as the governance model for **business systems**[[1]](#footnote-1) dealing with the Implement Programme within NDP.

# Objectives

This Policy is intended to define and formalise regulatory aspects iro the Implement Programme within NDP. The objectives include the following:

* To formalise the principles guiding decision making within the Implement Programme process.
* To regulate the Implement Programme process.
* To regulate internal and external roles and responsibilities related to the Implement Programme process.
* To regulate the mechanisms in support of the Implement Programme process.
* To define process related risk and controls.
* To regulate supporting procedures.

# Policy Development

## Implement Programme Principles

The Implement Programme process will be guided by the following principles. These principles should be utilised to ensure management compliance during Programme Planning.

### Visionary and Strategic Partnership

* **Short Description**

Leadership should demonstrate sound and continued commitment to the operationalization of the Urban Networks Strategy.

* **Rationale**
* Generation of critical mass and impact resulting in heightened investor confidence
* Phased investment programme plan containing prioritised strategic interventions
* Focused precinct development approach
* Efficient towns and cities
* **Implication**
* Improved public and private sector investment in Urban Hubs and the overall primary network
* Coordinated public and private sector investment
* Improved maintenance and operations management approach
* Spatially transformed cities and towns

### Create and Strengthen Hubs

* **Short Description**

Assess and approve interventions that align to the development of a transit-orientated node that will function as a town center to a township and/or cluster of townships whilst being a gateway to the wider urban area.

* **Rational**
* Development of high density, mixed use precinct containing a diverse land uses, activities and services
* Convergence space within a township and/or cluster of townships reducing travelling distance for township residents to access amenities, services, activities and economic opportunities
* **Implication**
* Efficient intermodal public transport facility and system of public spaces and walkways
* Minimised transaction cost for participation in the urban economy
* Optimised access to social and economic activities

### Clustering of land uses

* **Short Description**

Assessment of Project Plans should take into account the overall precinct clustering of land uses.

* **Rationale**

Minimised distance and time between land uses

* **Implication**
* High investment and diversity within urban hubs
* Reduced poverty and unemployment
* Changes in zoning of targeted locations

### Partnership Implementation Approach

* **Short Description**

The success of implementing interventions aligned to the Urban Networks Strategy relies on the vertical and horizontal coordination of the three spheres of government, specific sector departments and the private sector.

* **Rationale**
* Assessment should take into account partnerships established and the role of each partner in ensuring successful implementation the intervention
* **Implication**
* Preparation of Project Plans for assessment and approval by the NDP should take into account the overall Programme Plan.
* Specific project scheduling should take into account scheduling of various interventions indicated in the programme plan
* Sector departments should ensure the identified prioritised programme plan interventions are part of the IDP document

## Policy Scope

The scope of this Policy is equal to the scope of the Implement Programme process as illustrated in the following figure:



Figure 1: Implement Programme Scope & Context

The large rectangle in the middle represents the highest level Implement Programme process. The arrows entering the process from the top represent controls which governs the Implement Programme process. The arrows exiting the business process on the right represent outputs delivered and arrows on the left entering the process represent inputs required in the transformation to output. The arrows entering the bottom of the process represent mechanisms and personnel required to support the business process.

The business process is performed by, each of the inputs / controls and mechanisms are provided to and outputs received by stakeholders. Stakeholders are defined in the next part. The Implement Programme process also has a decomposition which will be explained under the heading regulated processes.

This scope and interfacing context (stakeholders) represent the total business system requirement on the highest level.

## Stakeholders

The Implement Programme process interacts with or is directly supported by internal and external stakeholders. External stakeholders comprise recipients of service and the providers of resources, services and governance. Internal stakeholders imply organisations/personnel with a direct responsibility/accountability to provide Implement Programme services on behalf of the NDP. The stakeholders are listed and illustrated as follows:

***Stakeholders External to Implement Programme***

* Municipalities
* Public Sector Investors
* Private Sector Investors
* Communities

***Stakeholders External to the Implement Programme Business System but Internal to NT***

* Corporate Services
* Inter-Governmental Relations
* Public Finance

***Internally Focused Stakeholders Responsible to perform Implement Programme Processes***

* Chief Director
* Project Director
* Project Manager
* Project Administrator

## Legislative Mandate

This Policy will be guided by amongst others, the following legislation, government regulations, and industry best practices where practically applicable:

***Legislation / Government Regulations / Best Practices***

* Government Legislation & Regulations
* DORA
* NT Policy and Procedures
* MTSF / MTBPS
* NDP Signed Funding Agreement
* NDP Annual Performance Plan
* NDP SOP's

These legislation, government regulations, and industry best practices are not necessarily an exhaustive list. As more detail is uncovered during the development and review of NDP policies, this list will be updated.

## Regulated Processes

In order to ensure an effective transformation of required input to required output, the processes as illustrated in the following figure will be executed:



Figure 2: Implement Programme

Within this business process model the high level process motivation is as follows:

* Evaluate Project Plans

Consistent evaluation of submitted project plans in line with the Urban Networks Strategy

* Close Out Project

To ensure that approved projects are implemented according to the approval conditions and closed out properly

# Policy Implementation

The following aspects must be considered during the implementation of this Policy:

* Responsibility and accountability within the NDP Implement Programme Policy should be formalised as follows:



Table 1: Stakeholders Responsibilities

* The NDP Chief Director is accountable for all NDP processes. The Strategy and Communications Director has the responsibility to ensure the continued quality of all business processes and the Project Implementation Director as the process owner is responsible for accurate functional content of the Implement Programme processes.
* The implementation of this Policy requires the development and implementation of the following procedures that forms the basis of the Implement Programme Policy:
	+ Evaluate Project Plans
	+ Close Out Project
* Managers responsible for the implementation of this Policy need to ensure effective implementation within the different scopes of business.
* This Policy needs to be communicated to all stakeholders.

# Monitoring and Evaluation

This policy is supported by detailed procedures that define the compliance controls. These procedures must be reviewed at least annually as part of the governance review programme. Performance and compliance reports must be provided at least on a quarterly basis to the DG, Audit and Risk Committees and must be used to effect improvements.

# Exceptions and Exemptions

This is one of the NDP core business policies. NDP Management and support aspects are not included in this policy and are specifically addressed within the NDP Management and NT Support policies and procedures.

# Limitation and Conditions

This Policy overrides any other NDP internal policy that is not consistent with its provisions, unless such deviations are within the scope of ordinary activities and in the best interest of the department, and are approved by the accounting officer.

# Non Compliance with Policy

All employees who wilfully or negligently fail to adhere to provisions of this Policy will be held liable for their actions and decisions, and disciplinary steps may be taken against such employees.

# Approval

The NDP Implement Programme Policy is hereby recommended and approved.

Recommendation

**DOUGLAS COHEN**

**Specialist Strategic Support / Quality Manager: NDP Unit**

**Date:**

Approval

**DAVID VAN NIEKERK**

**Chief Director:  NDP Unit**

**Date:**

1. Business systems within this context comprises of leadership, people, strategy, policy, resources, partnerships, processes and results. The binding factor within business systems are processes. Not to be confused with ICT systems, this should be seen in this context as a component of a business system. [↑](#footnote-ref-1)