

INSTITUTIONALISATION OF THE POLICY ANALYSIS FRAMEWORK

When all the policy development processes have been completed, policy instruments and systems designed, best practice guidelines formulated, and the organisation restructured to accommodate the change process, there is a need to ensure that the new system is incorporated into the total organisation so that it becomes sustainable. It should be mentioned that the incorporation of the new system, while desirable, may meet with resistance from within the organisation, especially those agents who may be threatened by the new policy framework. In this regard, due care should be taken to ensure that the new system is appropriately institutionalised. For the institutionalisation or internalisation process to be successful, the following should be taken into account:

Location: The new policy framework should be located in the Head of Government offices, such as the President, or Prime Minister and Cabinet, to become an important part of the centre of government.

Authority and power: In order for the framework to be respected, especially by heads of ministries who report to the centre in their own individual way, it should be given the authority to co-ordinate with ministries directly. This can be done by Cabinet Office issuing a directive that all policies must pass through the policy analysis unit.

CO-ORDINATION ROLE

While the policy unit has power and authority to execute its duties, it should also be regarded as a co-ordinating instrument, in matters of policy, to assist the Head of State to take an appropriate decision. The co-ordinating role should include consultation; communication; collaboration; and co-operation with those ministries it is supposed to work with. The co-ordinating role contributes to the reduction of duplication, confusion, competition and conflicts between and among ministries, departments and other agencies.

RANK AND CAREER STRUCTURE

Once the policy unit has been established, it should be staffed by professionally competent personnel with a career structure compatible with the civil service structure. It should be seen as part of the system and not divorced from it, as this can create hostility between and among other agents of government. The rank of head of the policy unit should be that of permanent secretary or head of ministry for ease of co-operation at a colleague level with heads of ministries. The staff, in the unit,

should have a potential for lateral or vertical transfer to other departments of government and should not feel that this is a dead end job.

POLICY CO-ORDINATING UNITS IN SECTORAL MINISTRIES

For the policy unit to be effective, it is suggested that small policy units be established in other ministries for ease of co-ordination. The units in ministries, while being accountable to their heads of ministries, should have a direct link with the Policy Analysis Unit in Cabinet Office. The ministerial policy unit would be responsible for co-ordinating all of a ministry's policies, including the departments and public enterprises in that ministry.

TRAINING AND DEVELOPMENT

By far the most important instrument for accelerating the institutionalisation process is the continuous training of the staff and management development for the top officials. The staff in the policy unit, should always upgrade their skills and knowledge in research, planning, monitoring and evaluation. They should also be in a position to use the latest instruments in technology, such as computers and other communication technologies.

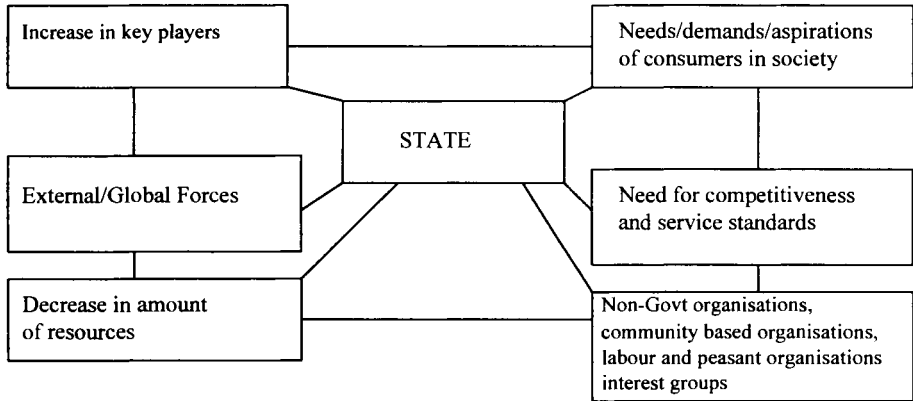
Training contributes to behavioural and attitudinal change as well as breaking down of barriers, resistance and rigidities. The training programme should focus not only on their daily activities but also on change management policy decision-making processes; inter-governmental co-ordination; and civil society's organisations such as labour, unions, interest groups, professional staff associations such as teachers, nurses and lawyers and other non-government or community-based organisations.

USE OF EXTERNAL SIGNIFICANT ORGANISATIONS AND INSTITUTIONS

The policy analysis unit should be able to tap the knowledge, skills and information from national universities, colleges, management institutes and other institutions of higher learning. They can also work closely with regional organisations that deal with research, policy and planning issues. The Southern African Regional Institute for Policy Studies based in Harare, is one such institution that policy units could make use of in the region.

Figure 1

Pressures for Rethinking Policy Analysis

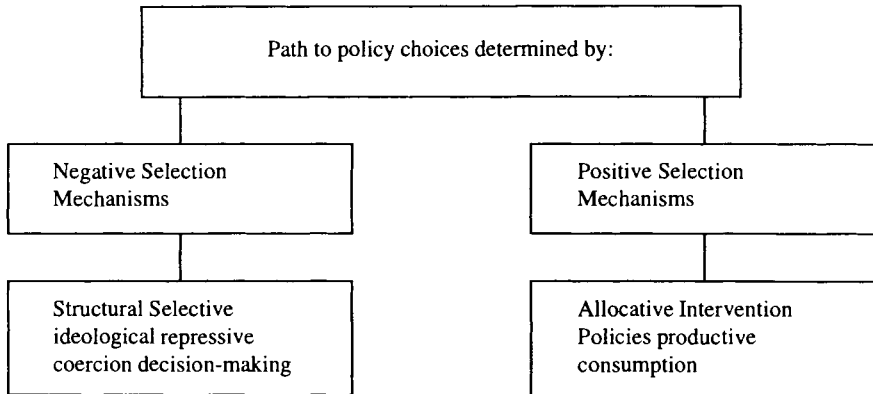


Result

- Change in Policy Management Paradigm
- new policy analysis framework
- things done differently
- meaningful utilisation of resources

Figure 2

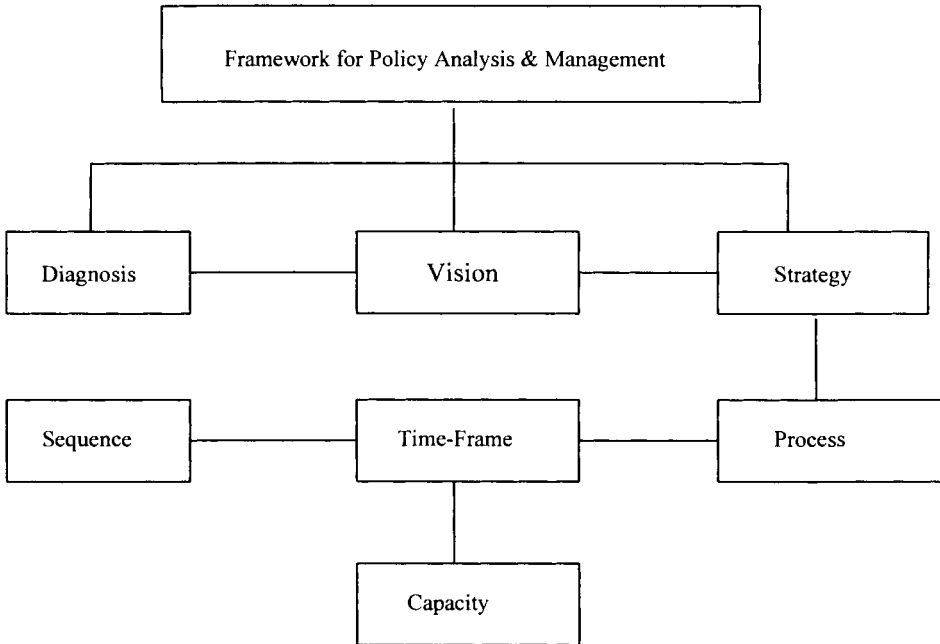
Methodological Issues and Path to Policy Selection Mechanisms



Results:

- framework determined by the nature of the problem
- framework dictated by the availability of resources
- social inclusion of different actors in the process
- linked to nature and type of organisational structure
- policy strategies have an ideological base
- social environment undergoing change

Figure 3

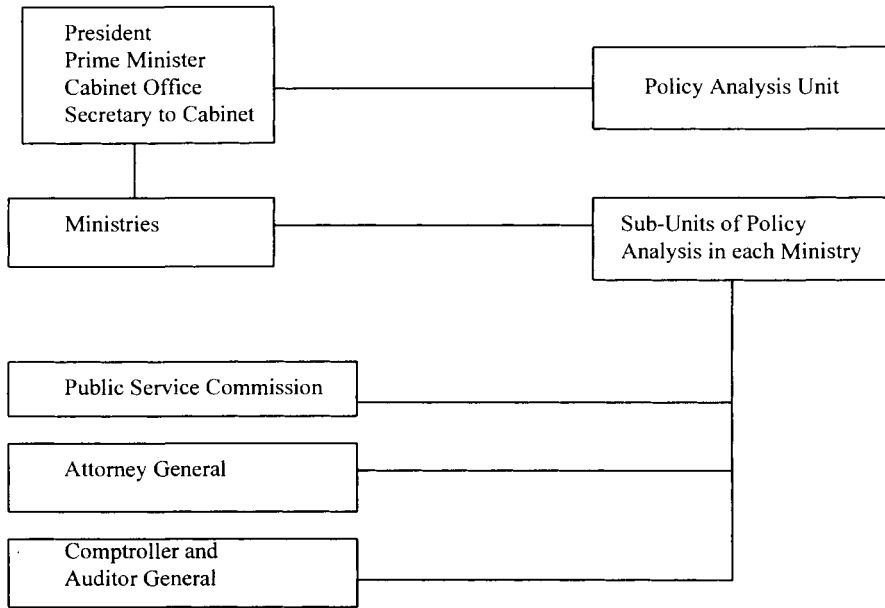


Essential Questions to guide the Process:

1. Where are we?
2. Where do we want to go?
3. Why do we want to go there?
4. How do we get there?
5. With what resources?
6. When do we hope to get there?

Figure 4

Institutionalisation of Policy Framework



Criteria

Visible benefits and costs
Foster policy management culture
Credibility of staff in the policy unit
Trust between and among senior staff
Good communication skills
Efforts for collaboration and co-operation
Consultation process
Appropriate remunerations of staff
Career structure
Possible lateral and vertical advancement