FEEDBACK TUTORIAL LETTER SEMEMSTER 1: (2023)

PUBLIC POLICY ANALYSIS (PPO711S)

Assignment 2 & NOTES

Dear Student,

Let me take this opportunity to thank you for submitting your second assignment for Public Policy. I know it is not easy studying on a distance education mode, but with dedication, determination, and discipline, it can be done. Nowadays, technology is so advanced, that you can get almost all the resources you need at the tip of your finger. Hence, make the most of this advanced technology in your study.

The purpose of this feedback tutorial letter is to provide you with general feedback on the outcome of marking your assignment. Therefore, this feedback tutorial letter will provide feedback on what was expected of you. I have given in-text comments as well as overall feedback under feedback summary in your assignment. Please read and understand these comments and if you do not understand, do not hesitate to contact me. These comments are made to help you in your academic journey and to ensure that you learn and at the same time pass this course and eventually graduate.

I'm going to reiterate that for you to pass this course, you need to be fully committed and work hard. You need to read and understand the question and search for the information needed to answer the question.

You must gather the relevant information needed to complete your assignment on time. It is vital that you acknowledge all sources used in completing the assignment. Furthermore, it is of utmost importance that you paraphrase (read and understand; and use your own words), instead of copying and pasting. I trust you know what plagiarism is. Plagiarism is an academic offence. Please refrain from it and ensure you write your own assignment and cite your sources correctly. Your assignment need to be proofread and edited to ensure there are minimal errors. Additionally, proofreading and editing help you refine your assignment and ensure that it is coherent and flowing.

Let's look at the question for assignment 2

Public policies have inherent characteristics. Identify characteristics of public policies and assess whether these characteristics are applicable to Namibian policies. Make use of relevant policy/ies to Indicate whether these characteristics are applicable in your identified policy/ies.

First and foremost, you need to ensure that you understand the question and what is required from you. The main issue here was to identify characteristics of public policies and assess the applicability of these characteristics to Namibian public policies. Off course, you needed to show these by the use of relevant public policies in Namibia.

The first tutorial letter presented you with the following regarding the structure of the assignment.

The assignment must be structured as follows:

Introduction:

Give a brief background on what the assignment is about and provide an outline of how you will approach your assignment.

Your introduction could have looked like this:

For public policy to qualify as public policies, they need to meet some criteria in the form of characteristics or features. Several authors have outlined these characteristics. Among these characteristics are as outlined by Hanekom (1987, p.8) and also several other authors:

a Public policy is purposive or goal oriented

b Public policies consist of courses of action

   Public policy is authoritative

c The results of public policy can be viewed as negative or positive

d Public policy should promote the interest of the public but not a specific group of people.

e Public policy should be flexible.

f Public policies consist of courses of action

g Public policy is authoritative

h The results of public policy can be viewed as negative or positive

You also needed to provide an outline on how the assignment is going to be carried out. For example, this assignment is going to identify inherent characteristics of public policies and assess whether these characteristics are applicable to Namibian public policies.

You are not limited to these characteristics, you could have used any other author's characteristics as long as you discuss their applicability to Namibian public policies, then that would have been good.

Discussion

Public policy is purposive or goal oriented

All public policies outline the purpose for which they were established. When you look at several public policies in Namibia, they all have goals and objectives attached to them. For example, in Namibia, there are national policies such as Vision 2030, National Development Plans (NDPs) and the Harambee Prosperity Plan 1 and 2. All these policies have goals and objectives attached. If we are to zoom in the Vision 2030, it aims to ensure that Namibia is industrialised by 2030. In the same vein, the second Harambee Prosperity Plan aims to ensure that Namibia is ready to address its socioeconomic challenges and global opportunities pre and post Covid-19 pandemic. In addition, it aims to ensure that there is enhanced public service delivery and inclusive economic growth.

These are just some of the examples, you could have given any public policy in Namibia. The National Planning Commission developed a structure or a template to be followed by government institutions when formulating public policies in Namibia. The template provides for Namibian public policies to have goals and objectives attached. I have attached this template.

Public policies consist of courses of action

Public policies are formulated to address socio-economic issues and as such they involve courses of action. For example, the water and sanitation policy was formulated to ensure that action is taken to provide water to both rural and urban areas. Hence, public policies outline the action to be taken, by whom it should be taken and how it will be taken. With reference to our national policies, Vision 2030 and the Harambee Prosperity Plan, they all set out action to be taken to ensure that Namibia and its people develop and address the challenged it is facing. Hence, all policies have the built in courses of action.

Public policy is authoritative

Public policies are legally enforceable and made by people with authority. Therefore, the public accepts public policy as legitimate and valid since they are made by people that they have been voted in power. The public is therefore obliged to adhere to public policies. Namibia has an affirmative action policy which outlines that employees give preferential treatment to the designated body of people (previously disadvantaged, especially black people and women). The Employment Equity Commission ensures that employees are implementing the affirmative action policy in their workplace. If any employee is found not to be implementing the Affirmative Action policy, it can be summoned by the Employment Equity Commission to explain its reason for not complying. The "The Namibian" article of 8th November 2022 reported that the Employment Equity Commission summoned 18 companies for not complying with the affirmative action policy. This is a clear indication that public policy is authoritative.

The results of public policy can be viewed as negative or positive

The results of public policy can be positive or negative. This means that sometimes, public policy does not lead to the intended results, whereas in some cases, it address the problem it was formulated to address. It is also possible that the results of a policy can differ for different people. For example, the orphans and vulnerable children grants which falls under the Social protection policy has caused mixed feelings among the community.

The grants are meant to help children with their basic needs while in schools. However, some parents are using the grants for their own benefits. Some parents do not stay with the children, but they are receiving grants without giving anything to the children. This is not what the policy intended hence, the negative results. There are however, some parents that are using the grants to help children with their daily needs which can be referred to as positive results, given that the policy is addressing the problem it was created to.

Public policy should promote the interest of the public but not the interest of a specific group of people

Public policies are made to address societal problems. Hence, they should be made in the interest of the public but not the interest of a selected few. If I to refer to our national policies such as the Vision 2030 and the Harambee Prosperity Plan, they are all made to address the country socio-economic challenges and they are formulated in the interest of the general public. Most of the Namibian public policies are made to promote the interest of the general public. For example, the water and sanitation policy, E-governance policy, National Employment Policy and many more.

Public policy should be flexible.

Public policies should make provision for amendment when the condition or situation change. Most Namibian public policies have a provision for change. Most policies provided for review after 5 years in case of any changes in the conditions. Even the law change as it happened to the Namibian supreme law or the Constitution in 2015.

Conclusion:

The conclusion should sum up the main points and findings of the assignment.

Other criteria to follow:

1. Language and Structure: Ensure your assignment is written and presented in a logical manner and supported by appropriate literature.

2. **Academic Writing**: Citations, internal referencing and reference list should be written according to APA referencing as per NUST rules and regulations.

   Your assignment should have at least 6 (six) pages but not more than 8 (eight) pages.

   You should have a minimum of 6 sources.

   Ensure your in-text referencing is correctly done and your sources in the reference list correspond with your in-text citations.

This is more or less what I expected from you. There are many examples out there you could have given. You just needed to read and think.

I would like to wish you all the best for the examination. Please study to understand, do not just memorise, but try to understand concepts and theories and apply your own understanding by giving relevant examples. In answering the questions during the examination, please read and understand what is being asked and answer.

As it is usually the case, there are 6 questions in the examination, where you are required to select 4, please select questions that you are sure of.

All the best of luck to those who qualified to sit for the examination. If you have not qualified, that is not the end of the world. Please try again next time.

If you have questions, please do not hesitate to contact me.

Thank you

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Republic of Namibia

OFFICE OF THE PRESIDENT
NATIONAL PLANNING COMMISSION

GUIDELINES FOR THE STRUCTURE OF A PUBLIC POLICY DOCUMENT

MAY 2016

GUIDELINES FOR THE STRUCTURE OF A PUBLIC POLICY DOCUMENT

INTRODUCTION

There is a recognised challenge with regards to policy development and review on the part of government Offices, Ministries and Agencies (O/M/As). This challenge has led to inconsistencies in policy format and structure which raises challenges and difficulties when reading and analysing national policies. Lack of guidelines has led to a situation where O/M/As often omit crucial aspects in policies.

The National Planning Commission Act (Act No 2. of 2013) mandated the National Planning Commission among others to coordinate the development of socioeconomic policies to ensure consistency and evaluate the effectiveness of policies.

It is against this backdrop that NPC has developed standard guidelines for the structure of a policy document. The guidelines stipulate and outline desired policy formats to ensure uniformity of policy documents as well as provide required information under various components.

COMPONENTS OF THE STRUCTURE OF A POLICY DOCUMENT

1. **The Title:** A tittle is the first part of a policy document, and enables readers to begin to grasp the message of what the policy is all about. The title of a Policy should be succinct and give readers a quick overview of the subject and problem addressed in the policy document. A reader may use the title in deciding whether to read the Policy or not. For the title to be complete, it should include a Cabinet Decision Number and the year of adoption by cabinet. In case of a revised policy, the title should state as such. (i.e. Revised National Agriculture Policy, 2015).
2. **Custodians of the policy:** The custodian of policies are the O/M/As which host the respective policies and coordinate the policy processes. As such the name of the custodian O/M/As should be written on the cover page of the policy document.

3. **National Coat of Arms**: The national coat of arm as the official emblem of the government should be depicted on the cover page of the official documents.

4. **Date:** The date should be written under the title of the policy (the year in which the policy was adopted).

5. **Implementation Period**: Some policies have specified lifespans and in this case the implementation period needs to be written on the cover page of the policy document (for example 2015-2020).

6. **Acknowledgement**: Provision may be made for acknowledgement stakeholders and role players who played a crucial role in the policy document's formulation/revision, technical support or funding. (i.e. O/M/As, media, private sectors, civic organisations, academia, development partners, consultants).

7. **Table of Contents**: The table of contents serves as a skeleton or overview of the structure of the policy document. It outlines the main sections, sub-sections and page numbers and the overall organization of the policy document. It provides readers with a quick overview of the focus and major issues addressed in the document. *(Preferably use an automatic table of content generated by a computer which is user-friendly).*

8. **Foreword**: The foreword is a brief political statement which sets the scene of the policy document and should be signed by the political head of the institution. It serves as a short piece of writing at the beginning of the policy document and it is typically not numbered as part of the main work on the document. It serves to authenticate the policy document, the foreword must be signed and may include the date and stamp.

9. **Acronyms and abbreviations**: There should be a list of acronyms and abbreviations at the beginning of the policy document.

10. **Glossary of Concepts, Terms, and Jargons**: Each policy document should have a glossary of concepts, terms and jargon used in the policy, that are otherwise not fully explained in the text of the policy, or to which have specific meaning.

11. **Executive Summary**: The executive summary aims to stimulate interest on the part of the reader in the policy document. The main function of the executive summary is to satisfy the needs of those readers who do not have time to read the entire policy document. The executive summary represents the whole policy document by providing a synopsis of all main parts.

12. **Introduction:** The introduction serves to outline the content of the policy and familiarises the reader to what is covered in the policy document. The introduction sets the scene by presenting the context of the policy problem and by linking this to specific aspects of the policy document. It demonstrates that a problem exists or is foreseen and that the policy is worth reading, as it outlines core aspects and offers possible strategies to the problem. The introduction will include a statement on the purpose of the policy document and a brief overview of the methodology employed. An introduction may conclude with a road map, showing how the policy document is organized.

13. **Background:** The background consists of a problem description and study which leads to a policy conception and situation analysis. The problem description identifies, defines and elaborates the nature of the problem being addressed. This may include – the history of the problem; its causes; who is affected; past policies/documents and their outcomes; and the current status of the problem. It should also include a statement on the necessary changes the policy aims to effect (defining the needed change – if the policy is fully implemented, what changes will occur).

14. **Rationale:** The policy document should clearly state the rationale as to why the policy was formulated or revised. For example any major O/M/As restructuring or any legal, socioeconomic or political changes that have happened which necessitated the formulation or revision.

15. **Alignment:** A policy document should be aligned to legal frameworks/instruments either it be national policies (NDPs & Vision 2030), regional, international, protocols and conventions ratified by Namibia.

16. **Guiding Principles of a Policy:** This section elaborate on the key fundaments on which the policy is anchored in regards to the aspirations of the country. Guiding principles take note of international values and norms, socioeconomic issues and policy specific objectives related to the challenges the policy aims to address. Guiding Principles establish the fundamental norms, rules, or ethics that represent what is desirable (values) for the policy and help determine the prospective outcomes of actions.

17. Policy Direction

17.1. Vision: A vision is a statement articulating the dreams and hopes, as well as likely outcomes of a policy. The vision statement serves as a picture of potential real time outcomes of a policy. The vision statement outlines key aspirations of the policy and serves as the framework for all strategic planning. It reminds the policy makers what they are trying to build. In summary, the vision statement answers the question, "Where do we want to go?

17.2. Mission: A mission statement is a brief description of policy's fundamental purpose. It answers the question, "Why does a policy exist?". Mission statements vary from policy to policy, however, all mission statements will "broadly describe policy's present capabilities, constituency focus, activities and policy environment makeup". The fundamental difference between a mission statement and a vision statement is that a mission statement focuses on a policy environments present state while a vision statement focuses on the policy environment's future.

17.3. Goal: Policy goals are desired end results that the policy aims to achieve when it is implemented. It is a broad primary outcome or aim towards which policy efforts are directed to achieve. The goal should be Clear, Realistic, Economic, Adequate and Monitorable (CREAM).

18. **Objectives:** Policy objectives are specific and measurable milestone that must be achieved in order to reach a policy goal. Objectives are shorter term and should be specific, measurable, achievable, realistic and time-oriented (SMART). Objectives support the achievement of related goals and are measurable step you take to achieve a strategy.

19. **Strategies:** A strategy is a plan of action designed to achieve an objective. Strategies inform how to get there, as well as the overall direction that should be taken. It is the approach used to achieve a goal and it looks at the ways how it could be done. There could be more than one strategy for each objective.

20. **Implementation arrangements /Framework:** This section outlines the different frameworks and arrangements for the implementation of the policy. This includes the administrative and institutional structures, legal and regulatory arrangements as well as Monitoring and Evaluation plan. The roles and responsibilities of each of the stakeholders are also carefully looked at and assigned accordingly.

> **20.1. Institutional Arrangements/Framework:** There should be an institutional framework indicating stakeholders and their roles in implementing the policy. Every stakeholder should identify and agree on the roles and responsibility that they supposed to play in the implementation of the policy. There should be an Inter Agency Technical Committee to drive the policy processes. This is a committee which needs to be formed to bring together representative of all key stakeholders (O/M/As, private sectors, civic organisation, academia, media among others) that have a stake in a specific policy. The host organisation serves as a Secretariat to the Committee.

> **20.2. Legal and Regulatory Arrangements:** Stakeholders should reconcile policies with various national legislations (this is to say Acts, bills, regulations, by-laws, ordinance and policies) and align the policies accordingly. If the implementation of the policy is or will be enforced by acts or regulatory body or require certain institutions to be established, it should be stated under this heading.

> **20.3. Resource Mobilisation:** All role players in a policy's implementation need to budget or mobilise resources in order to fulfil their role in the policy's implementation action plan.

> **20.4. Monitoring and Evaluation framework and Reporting:** Is an activity of the host organisation of the specific policy in the implementation action plan.

> **20.5. Advocacy and Dissemination (Communication Strategy):** The policy should have a dissemination strategy in order to create awareness among various stakeholders and general public at large. The policy should be

launched and widely publicised through various platforms. This should be an activity in the implementation action plan.

21. **Implementation Action Plan:** Every policy needs to have an implementation action plan and preferable it should be done concurrently with the development of the policy. (Example attached)

22. **Conclusion:** The policy document should not end abruptly, but end with concluding statement and with the arrangement for the review of the policy if the need arises.

23. **Annexure /Appendices:** The policy document should contain appendices, if needed. Appendices can be useful for presenting additional information which supports the main arguments, especially when including detailed information that would interrupt the flow of information in the policy document. Example of appendices includes List of stakeholders consulted and methodology of data collection.(Depends on the nature and complecity of the policy, this component can be optional).

24. **Bibliography**: A bibliography provides a list of the sources that was used to develop the arguments. Readers may want to refer to these references as it may provide them with a comprehensive guide to the current literature on the topic.

25. **Language**: The policy should be written in plain language that can be understood by the intended audience. Avoid ambiguous language in policy document.

26. **Volume:** The policy should be clear, precise, and succinct. The design and layout of the policy document to be made in such way that it is attractive to the readers.

COMPONENTS OF THE IMPLEMENTATION ACTION PLAN

The implementation Action Plan resembles a programme, or time bound intervention similar to a project, but which cuts across sectors, themes or geographic areas. It uses a multi-disciplinary approach, involves multiple institutions and may be supported by several different funding sources. Preferably it should be formulated concurrently with the development of the Policy. **An action plan may consist of the following components:**

- **Objectives:** An objective is a specific and measurable milestone that must be achieved in order to reach a goal. Objectives are shorter term and should be specific, measurable, achievable, realistic and time-oriented (SMART). Objectives support the achievement of related goals and are measurable step taken to achieve a strategy.

- **Strategies:** A strategy is a plan of action designed to achieve an objective. Strategies inform how to get there, as well as the overall direction that should be taken. It is the approach used to achieve a goal and it looks at the ways how it could be done. There could be more than one strategy for each objective.

- **Activities/task:** Tasks are the smallest unit of work having four main characteristics: (1) definite duration, (2) logical relationships with other activities in the project, (3) an outline of resource consumption, and (4) an associated cost.

- **Outputs:** The amount or quantity of something produced in a given period of time. Concrete results to be produced through sound management of inputs and activities which are necessary to achieve the programme's purpose.

- **Key Indicators:** Quantitative or qualitative measures of programme performance that are used to demonstrate change and the extent to which programme results have been achieved. (Indicators can be in percentages,

numbers, ratios, proportions, rates or descriptions). Indicators help establish and track progress or changes as a result of a policy intervention, as well as other factors. They can also help to answer questions about how these changes have happened. Generally, for any outcome, there is a range of possible signs, symptoms or hints by which these outcomes can be observed, measured or detected with varying degrees of certainty.

- **Baseline data:** Data describing the situation prior to interventions by a programme or a project that serve as starting point for the measuring and demonstrating changes in that situation and the performance of the programme.

- **Time frames:** A time frame is a period in which certain activity(s) are assigned and agreed upon by specific stakeholders for completion. The timeframe for the implementation of the action plan is preferably a period of five years and may need to be reviewed every five years.

- **Targets:** Are commitments made about the level of results to be achieved in a specified time period. A quantified desired outcome that one wants to achieve.

- **Budget/Resources estimations:** Policy implementation can either be conducted through programs, projects or activities which can be funded through development or operational budget. Responsible institutions for specific projects and activities should therefore budget for each activity as outlined in the IAP. The budget for the Implementation of Policy activities and projects should be guided by Medium Term Expenditure Framework (MTEF) which is a three year rolling budget and it is only applicable if the fund is sourced through the state revenue fund.

- **Actors/Responsible institutions:** These are institutions assigned activities related to their specific mandates.

Conclusion

The development of the Guidelines for the Structure of a Public Policy Document and Implementation Action Plan is a step in the right direction towards guiding, maintaining and standardising the format of government policies when O/M/As developing or revising their respective policies. The purpose is to bring harmony and standardisation to the structure of national policy documents across government. Furthermore, the Guidelines will ensure that every policy that will be developed or revised will have an Implementation Action Plan that clearly spells out the roles and responsibilities of each role player in order to improve the implementation thereof.

ANNEX 1: Example of an Implementation Action Plan

Policy Objective 1: To develop a labour migration system that benefits optimally from the developmental impact of migration to and migration from Namibia   .

Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year					Budget (NAD '000)					Actors/ Responsible Entity
					2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	
Strengthen labour inspection at workplaces to ensure compliance with work permit skills imparting obligations and with other relevant laws	Conduct Workplace Inspections to ensure compliance with work permit	Inspection conducted and reports produced	No of Inspection reports produced	0	1	1	1	1	1	100	100	100	100	100	MHAI
	Conduct workplace inspection/ verification to ensure compliance with the Affirmative Action Act (Act 29 of 1998).	Inspection conducted and reports produced	% of relevant employers compliant with the exemption condition	0%	100%	100%	100%	100%	100%	120	120	120	120	120	MLIREC, Unions and Employers Organisations
Benchmark the implementation of the Labour Migration Policy against international, AU and SADC instruments and programmes	Undertake study tours and implement the recommendations	Study tour report produced and recommendations implemented	Number of study tour conducted	0	2	-	-	-	-	350	-	-	-	-	MLIREC, MHAI, OPM, Employers and Unions

ANNEX 2: Policy Implementation Action Plan Logframe Illustration

Policy implementation Action Plan

1. SITUATION/ PROBLEMS Program Context (Causes of problems), (Audience needs) (Inputs/Resource)

2. Overall Goal (Desired end Result) Short term/ end in mind goal to be realized after mitigation)

3. OBJECTIVE (Supports steps taken to achieve a strategy), (Specific milestone to be achieved), Measurable, SMART

4. STRATEGY (Plan of action to achieve an objective & should be aligned per objective. May have more than one strategy per each objective)

5. ACTIVITY/ ACTIONS (Define tasks to be completed to achieve an output)

6. OUTPUTS (Products/ Services in a given period of time)

7. KEY INDICATORS (Quantitative/qualitative measures of programmes perfomance)

8. BASELINE. Serve as a starting point. (Focuses on data that describes the situation prior to interventions by a program or project)

9. TARGETS & TIMELINE (Quantified desired outcome to be achieved. [Period for which certain activities are assigned and agreed upon by stakeholders for completion]

10. BUDGET Resource estimates: (financial, human, technical or material required to undertake activities, must be time based)

11. LEAD/ HOST OMAs (Assigns activities) (Intervention) & analyze if the intervention contributed to the goal)