



GUIDELINES FOR THE DEVELOPMENT OF NATIONAL POLICIES



Office of the Cabinet, Jamaica

**GUIDELINES
FOR THE DEVELOPMENT OF
NATIONAL POLICIES**

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ISBN 978-976-654-023-4

A publication of the
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Table of Contents

INTRODUCTION	3
CONTEXT OF THE POLICY GUIDELINES	4
The Constitutional Role of the Cabinet.....	4
Role of the Cabinet Office.....	4
The Policy Register.....	4
GOVERNMENT POLICIES – NATIONAL VERSUS OPERATIONAL	5
National Policy	5
Operational Policy.....	5
ANTECEDENT PROCESSES IN POLICY DEVELOPMENT	6
Assessing the Need for a Policy	6
Understanding the Problem	6
Stakeholder Engagement.....	7
Planning Stakeholder Engagement.....	7
PRINCIPLES OF POLICY DEVELOPMENT	10
STEPS IN THE POLICY DEVELOPMENT PROCESS	12
COMMUNICATING THE POLICY	15
The Importance of Communication in the Policy Process	15
Tips to Improve Stakeholder Feedback	16
IMPLEMENTING THE POLICY	17
Reducing/Avoiding Policy Failure.....	19
Communication During Implementation.....	19
MONITORING AND EVALUATION OF POLICIES	21
Policy Monitoring.....	21
Policy Evaluation	23
Types of Evaluation.....	24
Links between Monitoring and Evaluation	25
Application of the Logical Framework to Policy Monitoring and Evaluation	26
THE ROLE OF THE POLICY ANALYST IN THE POLICY PROCESS	28

RISK MANAGEMENT AND THE POLICY PROCESS	30
APPENDIX 1 – An Approach to Policy Development and Analysis.....	32
APPENDIX 2 – The Policy Development Process.....	34
APPENDIX 3 – Outline for Policy Concept Papers.....	36
APPENDIX 4 – Policy Steering Committee	37
APPENDIX 5 – Outline for a Comprehensive National Policy Document.....	39
APPENDIX 6 – Tips for Writing Goals and Objectives	42
APPENDIX 7 – Implementation Plan Template.....	43
APPENDIX 8 – Strategic Environmental Assessment Checklist for Policy.....	44
APPENDIX 8a – Key Issues and Questions for the Scoping Process	45
APPENDIX 8b – Applying a Climate Change Lens to the Policy Process.....	48
APPENDIX 9 – Gender Analysis Checklist.....	50
APPENDIX 10 – Youth Analysis Checklist	52
APPENDIX 11 – Risk Management Matrix	54
Frequently Asked Questions	55
Glossary of Terms	57
Bibliography	63

INTRODUCTION

A fundamental responsibility of government is the adoption of policies which create an environment for sustainable development. There are many factors which have impacts on a government's ability to develop effective policies; but a key one is the quality of the policy-making capacity within the Public Sector. Having recognised this fact, the Government of Jamaica outlined its commitment to strengthening policy capacity in the Public Sector in *Ministry Paper 56/02 – Government at Your Service: Public Sector Modernisation Vision and Strategy 2002-2012*.

This guide aims to build capacity in the development of sound national policies and, in so doing, support the objective established in Ministry Paper No. 56/02. The document gives attention to each stage of the policy development process, as well as other important factors that should be taken into consideration throughout the said process.

The Cabinet Office hopes that this guide will be applied by Policy Analysts to improve the quality and sustainability of policies developed. Policy Analysts play a critical role in the policy-making and decision-making processes, as they are usually entrusted with the important task of recommending the course of action that would best achieve a given set of policy objectives. The Cabinet Office also hopes that the application of this guide to the process of policy development will help advance the agenda of making Jamaica “the place of choice to live, work, raise families, and do business”¹.

¹ Planning Institute of Jamaica. Vision 2030 Jamaica National Development Plan

CONTEXT OF THE POLICY GUIDELINES

The Constitutional Role of the Cabinet

The role of the Cabinet in the policy-making process is grounded in the provisions of the Jamaican Constitution. Section 69 (2) of the Constitution states that:

The Cabinet shall be the principal instrument of policy and shall be charged with the general direction and control of the Government of Jamaica and shall be collectively responsible therefor to Parliament.

Role of the Cabinet Office

The Cabinet Office supports the Cabinet by providing policy advice. The Cabinet Office also plays an integral role in improving governance to the benefit of the nation through the promotion of a whole-of-government approach.

The roles played by the Cabinet Office in the development of government policy are aimed at:

1. initiating participation in key meetings, leading up to the formulation of policy;
2. facilitating an adequate degree of inter-ministerial consultation on proposals requiring Cabinet Decisions;
3. providing an independent perspective on proposals from Ministries;
4. controlling the quality and content of information reaching the Cabinet and Cabinet Committees, by reviewing all materials in advance;
5. monitoring the implementation of key Cabinet Decisions by Ministries and other public sector bodies; and
6. monitoring the Government of Jamaica Policy Development Process.

The Policy Register

The Government of Jamaica Policy Register (the “Register”) is managed by the Cabinet Office. The Register is a record of all national policies; the intent, responsible Ministry and date of promulgation are provided.

The Register serves as a reference point for stakeholders who require information on policies guiding the work of Ministries. The Register may also be used to determine areas of collaboration, thereby enhancing coordination and assisting in policy development and implementation.

The Policy Register may be accessed on the Cabinet Office website: www.cabinet.gov.jm.

GOVERNMENT POLICIES – NATIONAL VERSUS OPERATIONAL

National Policy

These Guidelines focus on the national policy development process. National policies are cross-cutting and represent the effort of the Government of Jamaica to address issues of wide-spread importance. The creation and implementation of national policies usually involve the efforts of multiple stakeholders, who at times are dispersed across various portfolios and sectors. An example of a national policy is the Jamaica Trade Policy; the objectives of the policy are met by the collective effort of, not only the foreign affairs portfolio, but also that of portfolios such as investment, commerce, labour and education.

Via Decision No. 20/11 dated 2 May 2011, Cabinet approved the following definition of a National Policy:

A National Policy is a course of action that is taken by the Government to resolve a given problem or interrelated set of problems. The policy is contained in a document which is subject to the approval of Cabinet and is tabled in the Houses of Parliament.

The definition points to government taking action; however, it should be noted that policy can also refer to inaction. An example of inaction is where a government takes a decision to abstain from international trade negotiations. By abstaining from the process, the government is declaring its position on trade and external relations.

Operational Policy

Operational policies are directly linked to the work plan of a particular Ministry and its respective Agencies and Departments. They do not actively involve multiple stakeholders spanning various portfolio areas to achieve the desired objectives. An example of an operational policy is the Motor Vehicle Policy for the Public Sector which is directly linked to the work plan of the finance and public service portfolios and operationalised by one Ministry.

ANTECEDENT PROCESSES IN POLICY DEVELOPMENT

Assessing the Need for a Policy

The first stage of policy development is the determination of whether or not a policy is required to solve a particular problem. In determining the need for a policy it is important that:

1. reliable and comprehensive data corroborate that there is in fact a problem that requires a multi-sectoral approach to resolve it;
2. all alternative avenues are explored;
3. stakeholders are in agreement that a policy is required to treat with the issue identified; and
4. the course of action to be taken is in line with the government's political priorities.

Understanding the Problem

Without sound analysis, a policy may be based on a misunderstanding of a problem. This will result in misdirected resources and poor outcomes. It is important to have access to reliable data and competent staff to meaningfully decipher the data gathered.



FIGURE 1: THE OUTCOMES OF POOR POLICY DEVELOPMENT

Data that may be assessed include primary data collected by the government's statistical collection body and secondary data gathered from online and print journals, articles and dissertations. Information can also be gleaned from interviewing the persons that are directly affected by a particular problem.

Stakeholder Engagement

The nature of the process of policy development is as important as the product. One of the good practices in policy development is the involvement of stakeholders in the process. Stakeholder involvement is essential as it helps to engender commitment to the final product. In other words, there should be adequate stakeholder engagement in all stages of the policy development process.

A stakeholder is an individual or group of persons who are interested in or will be affected by a policy.

Examples of stakeholders include:

- the political directorate;
- the Permanent Secretary of a Ministry;
- partnering public and private sector bodies; and
- community/ interest groups.

The process of stakeholder engagement occurs on many levels. It is therefore important that policy officers determine the level of participation that is required. The various levels of public participation are detailed below:

- Inform** – Provision of balanced and objective information to assist stakeholders with understanding the problem, alternatives, opportunities and/ or solutions;
- Consult** – Obtain public feedback to provide for broader analysis, exploration of alternatives and/ or come to a final decision;
- Involve** – Work directly with individuals/ groups/ organisations at various stages of the process to ensure that concerns and aspirations are consistently understood and considered in the decision-making process;
- Collaborate** – Partner with the relevant bodies at each phase, including the development of alternatives and the identification of the preferred solution; and
- Empower** – Place final decision-making in the hands of the public.

It is important that the feedback obtained for stakeholder engagement be examined to determine whether it accords with/ is supported by existing data or whether there are issues which require further research. It is also equally important to sensitively communicate what issues cannot be facilitated in the policy, without losing stakeholder interest and support.

Planning Stakeholder Engagement

Step 1

Desired Outcomes

The desired outcomes of stakeholder engagement are the overall aims of the engagement exercise. They seek to answer the question, “What is sought from the process?” The desired outcomes for undertaking a stakeholder engagement process may include: agreement on the purpose and buy-in for the policy and the generation of new ideas.

The desired outcomes identified, in turn influence the methodology adopted. Different participatory approaches are designed to achieve varying results. Identification of the desired outcomes from the onset also ensures that the aims of the engagement exercise are never lost as the policy development process progresses.

Step 2

Scoping Process

This step includes defining the purpose or identifying a reason an engagement is needed; establishing the boundaries of the exercise, that is, what can realistically be achieved; and identifying the risks involved, such as resources and failure to achieve the desired outcomes. It also involves understanding the wider context in which stakeholder engagement will take place and appreciating the background to the issue. This helps to ensure that: links to organisations and other activities are recognised; the process is responsive to the needs and sensitivities of participants; lessons learnt can be built upon; and that the process is predicated on measurable results.

The scoping process also seeks to identify who should be involved/ consulted in the engagement process. The participants should include proponents, opponents and “hard to reach” groups. There is also recognition of the fact that careful planning and management are required, not everyone can be included and those included may not be involved at all stages.

Step 3

Consultation Plan

Having determined the desired outcome and scoped the stakeholder engagement exercise, the next logical way forward is to enable participation in the process. This step involves the crafting of a framework that outlines the participatory process in detail. The following are critical components of a consultation plan:

- A. budget;
- B. timeline;
- C. key dates and actions;
- D. methods/techniques to be used in the engagement;
- E. organisational logistics;
- F. communication strategy;
- G. desired outcomes; and
- H. other considerations (e.g. constraints, characteristics of participants etc.)

It is important that one remains cognisant of the need to review the plan at various stages during the crafting process in order to determine what oversights were made and how the plan can be improved on; and prior to its implementation in order to evaluate the quality of the plan designed.

Step 4

Consultation process

At this stage, the actions outlined in the consultation plan are put in motion.

Review the Process

Review is not a single step. In fact, it should occur throughout the various steps in the consultation process. Review allows for modifications and improvements as the process is being executed. When review is done at the end of the process, it is usually referred to as an evaluation.

Step 5

Final Evaluation

The final evaluation assesses whether or not the:

- A. desired outcomes were achieved;
- B. process met the implicit and explicit demands of the participants;
- C. practice met the standards of 'good practice' in participatory working;
- D. level of participation and methods utilised were appropriate;
- E. feedback achieved validated the exercise;
- F. cost was within budget; and
- G. responses received were effectively addressed.

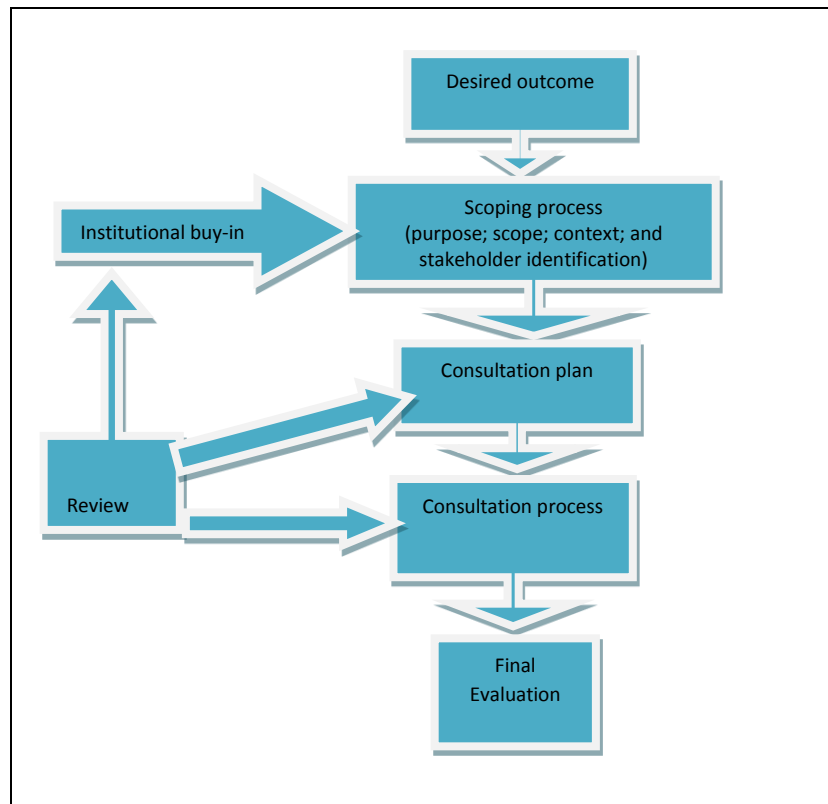


FIGURE 2: STAKEHOLDER ENGAGEMENT SUMMARISED

Adapted from "Stakeholders Engagement – a Toolkit" by Claire Gray (undated)

PRINCIPLES OF POLICY DEVELOPMENT

The environment within which policy is developed is dynamic. There are changing societal needs, regional and international obligations and various cross-cutting issues. With the dynamic nature of the policy environment, it is important that policy specialists have certain enduring principles which guide their policy-making activities. The under-mentioned list of policy development principles² can be used to guide policy-making in the local context. These principles overlap and should be considered collectively.



FIGURE 3: FEATURES OF GOOD POLICY-MAKING

² See "A Practical Guide to Policy Making in Northern Ireland". Office of the First Minister and Deputy Minister (www.ofmdfmi.gov.uk)

1. Forward Looking

The policy-making process should define the outcome that a policy is designed to realise. It takes a long-term view based on extensive research and an understanding of the social, political, economic, and cultural trends. Taking a forward looking approach also ensures that there is a focus on managing for results.

2. Outward Looking

Policies should never be crafted in a vacuum. It is important to keep abreast of current affairs, and influencing factors at the national, regional and international levels. It is also doubly important to learn from the experiences of other regions and countries.

3. Innovative and Creative

It is always good to 'think outside the box' when developing policy in order to develop new ways of solving a given problem or modernising existing processes. Importantly, risks should be identified and actively managed.

4. Evidence-based

The advice and decisions of policy makers are based on the best available evidence from a wide range of sources. An evidenced-based approach to policy development involves the reviewing of existing research; commissioning of new research; consulting experts; and considering a range of financially-weighted options.

5. Inclusive

The policy-making process takes into consideration the possible impact that a measure may have on the groups being targeted by the policy. It also ensures that key stakeholders are involved by way of the consultative process.

6. Joined-Up

The policy development process should take a holistic view, spanning the boundaries of the portfolio Ministry and encompassing the strategic objectives of the government as a whole. Consideration should be given to the appropriate management and operational structures needed to deliver cross-cutting objectives. Measures that will promote the inclusion of other Ministries, Departments and Agencies in the process, should be clearly defined and understood and the role each would play in the implementation of the policy given careful consideration at the earliest opportune time.

7. Effectively Communicated

The policy development process takes into consideration how the policy will be communicated with the public. Effective communication is key and as such one should not solely concentrate on how information will be conveyed but also how feedback will be captured.

8. Builds in Avenues for Improvement (Monitor and Evaluate)

Systematic monitoring and evaluation of the effectiveness of the policy should be factored in the policy development process. This will form the basis upon which a review can take place. Monitoring and evaluation go hand-in-hand and ensure that the policy is really dealing with the problem it was created to solve.

STEPS IN THE POLICY DEVELOPMENT PROCESS

There is no universally accepted approach for the development of a national policy, whether social or economic. In the absence of such an approach, the Cabinet Office developed a process for the Jamaican context, which was approved by Cabinet in 2005; and has been further refined in this guide to reflect the current realities of policy development.

The five (5) steps in the policy development process are provided below (Further details are provided in Appendices 1 & 2):

1. Development of a Concept Paper

Each Ministry must develop a Concept Paper (the “Paper”) which provides information on the nature of the problem to be addressed by the policy and what approach is being contemplated to resolve it.

The Paper should include any initial research or consultations, i.e., the evidence on which the policy will be based; Appendix 3 provides further details on the various elements of the Paper. The Concept Paper should also include an Action Plan, which outlines timeline and resources, for development of the Policy. Two key aspects of the Action Plan are:

- (i) The proposed Policy Steering Committee; and
- (ii) Identification of stakeholders and methods to facilitate their participation in developing and reviewing the policy document.

Clear terms of reference must be developed for the Policy Steering Committee (See Appendix 4). This should include its mandate, membership, functions, reporting responsibility and frequency of meetings.

The Policy Steering Committee should:

- report to the highest level of the organisation, which operationally is the Permanent Secretary. (It is recognised that the Minister has portfolio responsibility for the matter so a communication channel to this level is expected from the Permanent Secretary);
- be composed of key stakeholders, i.e., representatives of various Ministries, Departments, Agencies and the community, particularly those who may be affected by the policy proposal; and
- direct the policy development work and then may also co-ordinate the communications, implementation and evaluation of the policy. Delegating some of these functions to other groups will involve more persons and provide the added benefit of lightening the workload of the Committee.

If the Concept Paper meets the criteria set out, it will be routed to the responsible Cabinet Committee for consideration. The Cabinet Committee will determine whether to recommend that Cabinet approve the development of the policy.

2. *Policy Preparation and Analysis*

The Ministry should prepare a draft policy document for consideration by the responsible Cabinet Committee. It is important that Ministries ensure that the draft policy specifies accountability responsibilities and also points to an implementation plan. (Appendix 5 provides further information on the content normally required for GOJ policies).

The Cabinet Committee may decide to recommend that Cabinet approve the document for public consultation or recommend changes which must be resubmitted to the Committee and/or Cabinet for final approval of the document.

In preparing a draft policy, it may be useful to peruse the policies of other Ministries. The Government of Jamaica Policy Register provides a listing of national policies and as such can be starting point for identifying policies that can be perused. It can be accessed at the Cabinet Office's website www.cabinet.gov.jm.

3. *Public Consultations (Green Paper)*

Once the draft policy document is ready for consideration, it must be submitted to the responsible Cabinet Committee for endorsement as a Green Paper. The Green Paper should be tabled in the Houses of Parliament after it has received Cabinet's approval.

This document will be used as the basis for meeting with stakeholder groups, inside and outside the Ministry, to garner feedback. All consultations must be guided by the **Consultation Code for the Public Sector** which sets out the standards for such activity (See the Cabinet Office's website www.cabinet.gov.jm.)

Different fora can be used to facilitate consultations with stakeholders. One forum which can be used for consultations with policy officers from Ministries is the Policy Analysts' Network (PAN), which is managed by the Cabinet Office.

4. *Point of Readiness (White Paper)*

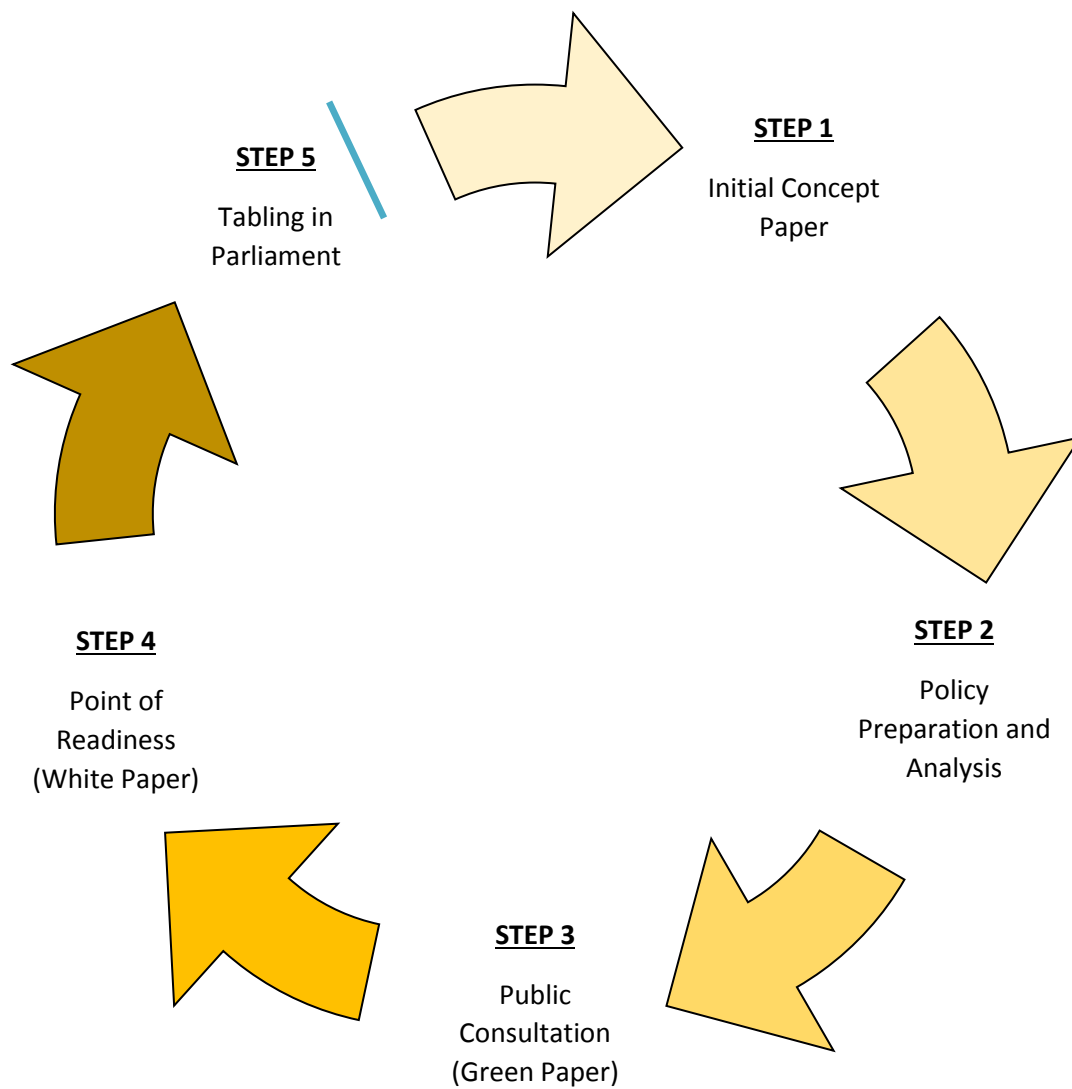
The draft document must be revised in keeping with the feedback obtained from the consultative process. Once revisions are incorporated, the Ministry may want to go back to key stakeholders with the revised inputs for the policy.

Once the consultation process is concluded the final document should be prepared and submitted to the responsible Cabinet Committee for consideration. Any recommendations for changes that arise from consultative process may be included in the final document. The Cabinet Committee may decide at this point to recommend that Cabinet approve the tabling of the document in Parliament as a White Paper or recommend further changes to the final policy document.

5. *Final Tabling in Parliament*

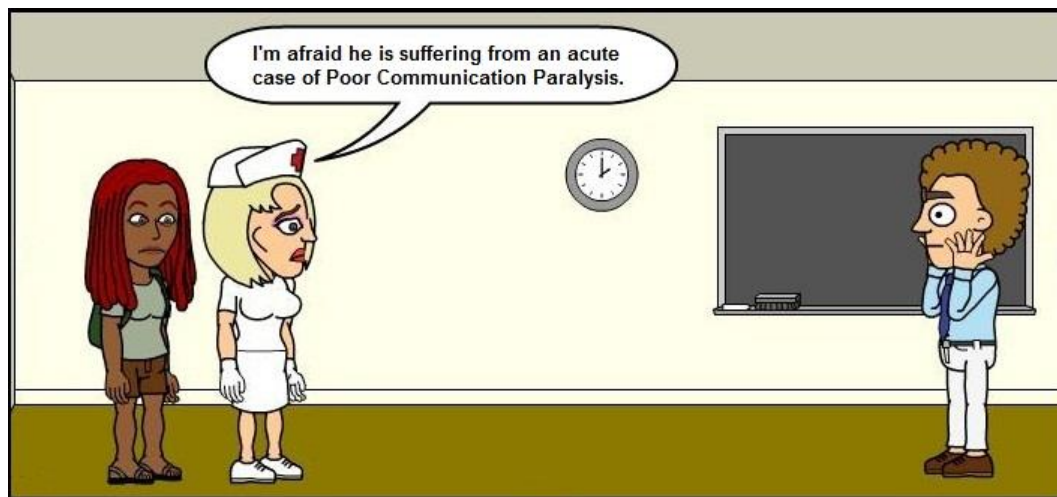
After securing Cabinet's approval for the policy (now a White Paper), the Ministry should ensure that it is tabled in the Houses of Parliament.

DIAGRAM OF THE POLICY DEVELOPMENT PROCESS



COMMUNICATING THE POLICY

Communication is the act of imparting or transmitting information. Effective communication, on the other hand, pushes the envelope and demands that messages transmitted are understood and have some influence on the day-to-day life of the intended audience. It also demands that communication flow should be multi-directional and constant.



The Importance of Communication in the Policy Process

Communication, and by extension effective communication, with internal and external stakeholders is a central component of the policy development and implementation processes as it helps to:

1. keep awareness and commitment high, particularly amongst intended beneficiaries;
2. maintain consistent messages; and
3. ensure that expectations do not drift out of line with what will be delivered.

Also, the greater the impact or change, the greater the need for clear communication of the rationale, the benefits expected, proposed effects and the plans for its implementation. Without effective communication, stakeholders may be deprived of information and/or may not understand why change is needed, or how they may benefit from the change.

Developing a Communication Strategy

It is important that policy officers give consideration to the development of a communication strategy at the outset of the policy development process. In developing a communication strategy, the following questions may be considered:

- A. Who are the target stakeholders?
- B. What are the barriers to effectively communicating with target stakeholders?
- C. Who are the partners in communicating the policy?
- D. What are the information needs of those affected?

- E. How can the media be managed? What are the proactive and reactive aspects of media management?
- F. What are the expectations of senior management?
- G. What are the resource (human, financial etc.) needs?
- H. What is the appropriate timing?

When planning the communication strategy, it is also important that those persons who will be involved in the implementation of the policy are included in the process since they will be required to make key decisions about the timing and roll-out of the strategy, as implementation progresses.

Communication Channels

The best means of communicating with stakeholders will vary. There are various forms of communication to choose from, namely: seminars and workshops; press/media; bulletins; briefings and announcements; press releases; television; radio; and websites. It may be better to limit the number of communication channels, rather than use a wide variety. Having too many communication platforms may confuse the process, present difficulty in measuring effectiveness and may divert resources from a more effective communication strategy. A decision on the form of communication on which to concentrate should be guided by the assessed information channel preference of the target group(s). For instance, social media may be the best medium to reach the youth population as opposed to press releases.

Changes to Communication Means and Priorities

In order to satisfy the evolving requirements of stakeholders, as their knowledge increases and demand for information grows, changes may be required to communication means and priorities during the implementation of the strategy. Monitoring of stakeholder reactions to the various means of communication facilitates the assessment of the need for such changes and the management of expectations throughout implementation. It is therefore important to always integrate a feedback mechanism to accomplish this collection of data throughout the process.

Tips to Improve Stakeholder Feedback

The communication process in policy development and implementation should never be one-directional. In fact, hearing from stakeholders during policy development and implementation can provide valuable information regarding existing and emerging issues. The following are some tips to consider when deciding how to create and/or improve opportunities for feedback:

- A. Understand why stakeholder feedback is important to the policy process;
- B. Think of all the ways the stakeholders can be engaged, then simplify the relevant communication channels and make them readily accessible;
- C. Appear approachable;
- D. Be clear about the information required and express it in an unambiguous way;
- E. Share the policy widely in order to stimulate debate;
- F. Where possible, utilise social media which facilitates instant feedback; and
- G. Be open to consultations.

IMPLEMENTING THE POLICY

Policy implementation focuses on converting policies into outcomes or results. It is a process that requires that an entity:

1. knows what it wants to do;
2. possess the ability to marshal and control the required resources to achieve the desired results; and
3. communicate task requirements to other stakeholders and control their performance³.

Over the years, policy implementation has become increasingly important. Growing citizen demand for accountability as well as the tight fiscal conditions dictate that policies are carried out in a seamless and cost effective manner, on time, within budget and to an acceptable level of quality. Experience shows that the best outcomes are usually ascertained if early consideration is given to the practical aspects of implementation. It is therefore not advised to wait until the end of the policy development process to plan for the implementation of the policy.

Implementation Planning

Policy implementation planning should ideally begin at the policy design stage. At this stage, consideration should be given to whether a comprehensive or incremental approach to implementation will be utilised. Also, focus should be placed on identifying delivery challenges and ensuring that obstacles to delivery are understood. The challenges that may arise from implementation may become more evident upon selection of the option(s) for delivering a policy initiative and programme. Examples of delivery options⁴ include:

- A. Cross-agency (or whole-of-government) initiatives;
- B. Establishment of a new body;
- C. Outsourcing arrangements or partnerships; and
- D. Expanding the services offered by a government, community or private service delivery agency.

Potential implementation methods may be tested by conducting trials prior to full roll-out; analysing the cost and benefits of various policy implementation options; and consulting stakeholders for advice on the most appropriate way forward.

The results of consideration of implementation at the design stage should be reflected in the policy document which is presented to Cabinet for approval. Therefore, the policy document should have a section/chapter on policy implementation. The following are recommended key elements of the section/chapter on implementation:

- Governance/Institutional Framework – this would include the lead and supporting agencies as well as human resource needs
- Implementation Budget – an indicative budget or at least a budget covering the actions for the first year of implementation

³ Implementing Policy (Lecture Notes), George Larbi, University of Birmingham

⁴ Implementation of Programme and Policy Initiatives: Making Implementation Matter. Department of the Prime Minister and Cabinet, Government of Australia (October 2006)

- Implementation Plan (see the section below)
- Risk Analysis/Risk Matrix – this matrix would identify and assess the risks as well as outline actions to be taken to mitigate the risks. Page 30 of this guideline provides further details on risk management, whilst Appendix 11 presents a risk assessment template



Timing the Implementation

The success of implementation may be threatened by overly ambitious timelines. Ambitious timeframes can result in ill-informed and ill-planned decision-making and reduced transparency and accountability. If the process is rushed, the necessary steps are unlikely to be taken to ensure data are captured for future public reference. Though it is ideal to have sufficient time for the implementation of the policy, other pressures may dictate that a shorter timeline be followed. Notwithstanding the exigencies of the circumstances, implementers must ensure that the objectives (see Appendix 6) of the policy can be achieved in order to guard against resource waste.

Implementation Plans

A policy does not implement itself. Therefore, an implementation plan must be developed to organise and control the work-flow. The implementation plan should include, at a minimum, for each objective of the policy, the associated strategies and key activities supporting implementation of the objective, indicators, timelines, stakeholders responsible for the implementation and costs. Ministries can also include baseline data, where this is available. A recommended template for an implementation plan is provided at Appendix 7.

The presentation of the implementation plan to Cabinet, along with the policy document, is highly recommended. This allows the Cabinet to be aware, very early, of the resources required for implementation. It also helps to avoid a protracted delay between policy approval and implementation.

Ministries and their implementing agencies/partners should integrate the activities contained in the implementation plan into their programme of work via their respective Business and Operational Plans.

Reducing/Avoiding Policy Failure

In order to reduce or avoid the risk of policy failure, Ministries need to pay keen attention to key areas such as institutional capacity, stakeholder management, management of financial resources, and use of information technology.

Institutional Capacity

The absence of institutional capacity is a common problem in policy implementation. The capacity issues may relate to the absence of human resources with the technical knowledge and skills to implement; inadequate intra-organisational platforms – key processes, systems, cultures and resources are not in place within organisations; and inter-organisational platforms – limited or lack of agreement, limited relationship and consultative networks between organisations. It is therefore important that organisations undertake assessments to identify the institutional capacity issues that may exist and the appropriate remedies needed.

Stakeholder Management

A commonly overlooked resource is stakeholder management. The greater the stakeholder buy-in, the less likely the implementation will be stymied and the more likely support will be given from all fronts. Occasions will arise where there will be resistance to the changes that policy implementation may bring and, as such, it is important to develop structured change management strategies to soften the initial impact and bring about gradual acceptance.

It is important that the principle of joined-up government be considered and, where applicable, utilised when managing government stakeholders. This will improve feedback, establish strategic linkages, engender greater buy-in and lead to more effective policy implementation.

Management of Financial Resources

Realistic timelines and systematic planning will reduce the variance between funding estimates and actual expenditure. However, it is important to ensure that adequate financial management is applied to the implementation process. Budgets should be established and observed.

Use of Information Technology

Information technology plays an important role in the implementation process. This technology allows for convenient storage and retrieval of data that are relevant to policy initiatives. It can also be utilised to aid implementation of aspects of a policy.

Inadequate management of information technology can undermine the success of implementation initiatives. Additionally, the loss of valuable data can significantly hamper the implementation process. It is important to ensure that reliable computer hardware and software are used throughout the life of the initiative and that the relevant personnel are knowledgeable.

Communication During Implementation

Communication during the policy implementation stage is for the most part ‘outward-looking’. This simply means that the views of persons outside of the implementing agency are taken into consideration. The reaction of the target audience plays an important role in shaping the communication strategy used.

The following are key questions that may be asked to determine if communication has been adequately considered:

- A. Has sufficient consideration been given to the communication requirements for the initiative, including major obstacles to communication and how they might be overcome?
- B. Is the communication strategy structured around the success criteria for the initiative?
- C. Does the communication strategy address proactive and reactive media management?
- D. Have sufficient resources been allocated for the communication requirements?
- E. Is the implementation team clear on what is to be achieved through the communication strategy?
- F. Are the communication strategies appropriately targeted to particular client/stakeholder groups?
- G. Is the nature and timing of the communication strategy aligned with the implementation timelines of the initiative?
- H. Is there an overarching approach to communication, media management and promotional activities for whole-of-government initiatives?

MONITORING AND EVALUATION OF POLICIES

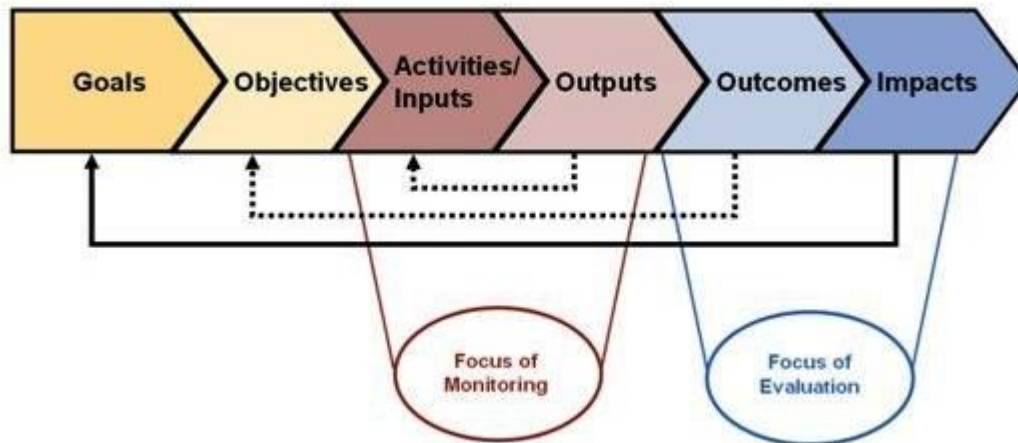


FIGURE 4: THE FOCUS OF MONITORING AND EVALUATION

Policy Monitoring

Policies are crafted to address issues of wide-spread importance. However, one must always be cognisant of the fact that the issues to which policies are designed to respond are always changing. It is therefore imperative that, at each stage of the policy implementation phase, key observations are recorded with a view to determining if the policy approach should be modified. This process of observation and modification is known as policy monitoring.

Monitoring provides information that will be useful in:

- A. Analysing the implementation progress;
- B. Determining whether the inputs are well utilised;
- C. Identifying problems facing policy implementation and finding solutions;
- D. Ensuring all implementation activities are carried out properly by the right people and on-time;
- E. Determining whether the policy developed was the most appropriate way of solving the problem at hand;
- F. Improving policy design, implementation and decision-making;
- G. Promoting good practices; and
- H. Enhancing accountability.

Modifying Policies

Monitoring provides the primary source of knowledge about policy implementation, since it permits analysts to describe relationships between policy and programme operations and their outcomes. The information captured may result in the modification of a policy or, in the worst-case scenario, its termination. Below are some useful guides to determining when a policy should be modified:

- A. An aspect of the policy may not be effective in its current form;
- B. The requirements of the target group have changed;
- C. There may be opportunities to deliver the policy more cost effectively;
- D. There may be a shift in political direction; and
- E. To introduce a new element that was not previously considered.

Creation of A Monitoring System: Points to Consider

There is no single model for monitoring policy implementation. However, policy monitoring usually entails three key components:

1. gathering evidence;
2. analysing evidence; and
3. influencing policy decisions.

The following are steps⁵ which analysts can consider when building a monitoring (and evaluation) system which covers the key components of policy monitoring:

Step 1

Conduct a readiness assessment. This is done by determining the capacity within the organisation to develop a results-based monitoring (and evaluation) system. The assessment addresses such issues as the presence or absence of champions, the barriers to building a system, etc.

Step 2

Agree on outcomes to monitor (and evaluate).

Step 3

Develop key indicators to monitor (and evaluate) outcomes by assessing the degree to which outcomes are being achieved.

Step 4

Gather baseline data on indicators by assessing initial conditions.

Step 5

Plan for improvements and set realistic targets. Set intermediate goals since most outcomes are long-term, complex and not quickly achieved.

Step 6

Monitor for results by capturing data, establishing analysis and reporting guidelines and introducing means of quality control, etc.

Step 7

Evaluate information to support decision-making. Use evaluation studies throughout this process to assess results and movement toward outcomes.

Step 8

Analyse and report findings. Determine what findings are to be reported, the format to be used and the frequency at which this will be done.

⁵ Zall Kusek, Jody and Kist, Ray (2004) Ten Steps to a Results-based Monitoring and Evaluation System. World Bank: Washington. <http://www.oecd.org/derec/worldbankgroup/35281194.pdf>

Step 9

Utilise the findings. Get the information to the appropriate users in a timely manner so that they can consider the findings in their management of a programme or policy.

Step 10

Sustain the monitoring and evaluation processes.



Policy Evaluation

Policy evaluation is a process of determining the value of what the policy has achieved in relation to the intended result and overall objectives. It involves making value judgements and hence it is different from monitoring (*which is observation and reporting of observations*).

Monitoring and evaluation go hand in hand. Monitoring provides the raw data to answer questions. Evaluation is putting that data to use and thus adding value. Evaluation deals with strategic issues such as policy relevance, effectiveness, efficiency, impact and sustainability in light of the objectives formulated at the outset.

Evaluation includes:

- Looking at the aims and objectives of the policy (What difference did this policy set out to make? What impact should it have had?);
- Assessing the progress made towards what it was designed to achieve;
- Looking at the strategy chosen to implement the project (Did the strategy work? If not, why?); and
- Assessing whether or not funds were used efficiently.

Types of Evaluation

Process (or Formative) Evaluation

This type of evaluation takes place while the policy is being implemented. The intention of the formative evaluation is to improve the functioning of the policy while it is still possible to do so. It can predict the policy's final effects and can highlight adjustments that are required to the policy's design. It examines the development of the policy and may lead to changes in the way the policy is structured.

Questions typically asked in a formative evaluation include:

- A. To what extent do the activities correspond with those presented in the policy? If they do not correspond, why were the changes made? Were the changes justified?
- B. Did the implementation follow the agreed timeline?
- C. Were the activities sufficiently implemented?
- D. Are costs in line with the budgeted amount?
- E. Are the activities progressing towards the achievement of the anticipated objectives and goals?
- F. What challenges and obstacles have been identified? How have they been dealt with?
- G. What are the main strengths and weaknesses?

Impact (or Summative) Evaluation

Summative Evaluation does not allow for policy modification as it is conducted at the end of the implementation cycle. However, lessons may be learnt that can be applied to enhance future policies. It assesses the extent to which the policy has succeeded in meeting its objectives, and the potential sustainability of the initiatives.

Questions typically asked in the summative evaluation include:

- A. To what extent did the policy meet its overall objectives and goals?
- B. What impact did the policy have on the lives of the beneficiaries?
- C. What components were most effective?
- D. Were there any significant unintended impacts to the policy?
- E. Was the policy sustainable?

Strategies for Strengthening the Use of Evaluation Findings

Evaluation provides opportunities for learning lessons which can guide the development and implementation of future policies. However, these lessons will not become evident if the findings of an evaluation are not utilised.

The following are some strategies which can be used to ensure that the results of an evaluation are utilised:

- A. Create ownership of the evaluation;
- B. Use effective communication strategies;
- C. Decide what to evaluate by focusing on a few critical questions;
- D. Understand the political context;

- E. Appropriately time the launch and completion of the evaluation;
- F. Define the appropriate evaluation methodology;
- G. Use process analysis and formative evaluation strategies;
- H. Build evaluation capacity;
- I. Communicate the findings of the evaluation; and
- J. Develop a follow-up action plan as a way to promote use of evaluation findings.

Links between Monitoring and Evaluation

Monitoring usually precedes and usually forms the basis for an evaluation. Often, the data captured from the monitoring of the policy are used in the evaluation process. Monitoring and evaluation may also make use of the same research tools (interviews, focus groups, questionnaires etc.). Both processes play an integral role in helping policy makers and the relevant bodies learn from what was done and how it was done by focusing on efficiency; effectiveness; impact; relevance and sustainability. It is important to note that evaluation occurs less frequently than monitoring activities.

Table 1: Comparison of Monitoring and Evaluation

	Monitoring	Evaluation
Frequency	On-going	Prior to project start and usually after. Mid-term evaluations are not uncommon.
Main Action	Tracking	Assessment
Basic Purpose	Improving efficiency	Improving effectiveness, measuring impact, and providing useful information on future initiatives
Focus	Inputs, outputs and outcomes	Effectiveness, relevance, impact and cost effectiveness
Information Sources	Self-evaluation and participatory evaluation	Same as Monitoring but may also include the use of external evaluation.
Undertaken by	Implementers (Ministry and Agency Personnel)	External evaluators (e.g. Consultants)

Source: Hunter, Justine (2009). Monitoring and Evaluation: Are We Making a Difference? Namibia: Namibia Institute for Democracy.
http://www.nid.org.na/images/pdf/ngo_management_training/Monitoring_and_Evaluation.pdf

Application of the Logical Framework to Policy Monitoring and Evaluation

Logical Framework

The logical framework or logframe/logic model is a management analysis tool usually used to plan, monitor, and evaluate projects. However, the logframe can be applied to the monitoring and evaluation process for a policy. The logframe structures the resources and activities of a policy to produce verifiable outputs and outcomes that contribute to the overall goal of the initiative. The use of the logical framework is best done in the planning phase.

It essentially summarises:

- A. The key policy intent;
- B. How outputs and outcomes will be monitored;
- C. The key assumptions;
- D. The quantitative or qualitative factors or variables that provide a simple and reliable means to measure achievements and assess performance; and
- E. The sources of data and collection tools and techniques that will be used to objectively measure verifiable indicators selected for the monitoring and evaluation of the policy.

Table 2: Process for Developing a Logical Framework

Policy Initiative:	STEP 1			
Problem Statement/Purpose:	STEP 2			
Goal:	STEP 3			
	Narrative Summary	Measurable Indicators	Means of verification	Key Assumptions
Outcomes	↓	STEP 7 ←		↑
Key Outputs	STEP 4 ↓	↓	FINISH ↑	
Key Activities	↓	STEP 7 →	STEP 7	STEP 6 ↑
Inputs	→	STEP 5 →		→

Step 1

Identify an initiative.

Step 2

State the problem that the policy is designed to address and its core purpose.

Step 3

State the primary goal of the policy.

Step 4

Write a brief summary of the outcomes, key outputs, key activities and inputs of the policy (Narrative Summary column).

Step 5

Identify measurable indicators and then the means of verification of the key inputs

Step 6

Identify the key assumption for the key initiative to achieve its desired results

Step 7

Continue to identify the measurable indicators and then the means of verification for the key activities, key outputs and outcomes previously documented.

THE ROLE OF THE POLICY ANALYST IN THE POLICY PROCESS

The opening sections of these guidelines established that a national policy, in the Jamaican context, is a course of action taken by the Government to resolve a given problem or interrelated set of problems.

The determination of which course of action to pursue usually involves a process of policy analysis, which is the application of multiple methods of inquiry to generate options for resolving policy problems. The Policy Analyst is a key actor, if not the lead actor, in the policy analysis process as he/she is involved in:

1. conducting qualitative and/or quantitative research on policy issues to ensure understanding of their depth and breadth; and arriving at useful conclusions;
2. stimulating debate on an issue to generate options and solutions as there is no perfect or one way to resolve a policy issue; and
3. communicating, in clear terms, information/analysis which facilitates decision-making. This includes presenting arguments for a recommended course of action.



In the course of his/her work, the Policy Analyst also undertakes the following activities:

- A. Providing advice on issues confronting the Government. The analyst is to be both reactive and proactive in this regard, making research an important tool of his/her work;
- B. Coordinating with stakeholders in other entities in order to provide the most comprehensive approach possible;
- C. Participating in Ministerial and public meetings on policy issues, determining the concerns and interests of stakeholders and consolidating these concerns in the policy;
- D. Preparing reports to the relevant decision-making bodies on issues of broad national concern. The Analyst may also be required to provide oral briefings on technical issues to the relevant decision-making bodies;
- E. Facilitating the policy development process and ensuring that all information is available to the decision-makers by arranging meetings, engaging stakeholders, and distributing information; and

- F. Providing information on the policy, including its implications, after a decision has been taken to pursue a particular course of action.

Appendices 7 to 9 of this document outline checklists and/or information related to environmental assessment, climate change, gender and youth, which Analysts should take into consideration when conducting analyses of policies.

The Policy Analyst should seek to keep himself/herself abreast of the outcomes of monitoring and evaluation activities in order to determine the gaps and shortcomings of the policy; knowledge of these shortcomings should lead to the refinement of the implementation plan and will provide the baseline data needed to review of the policy.

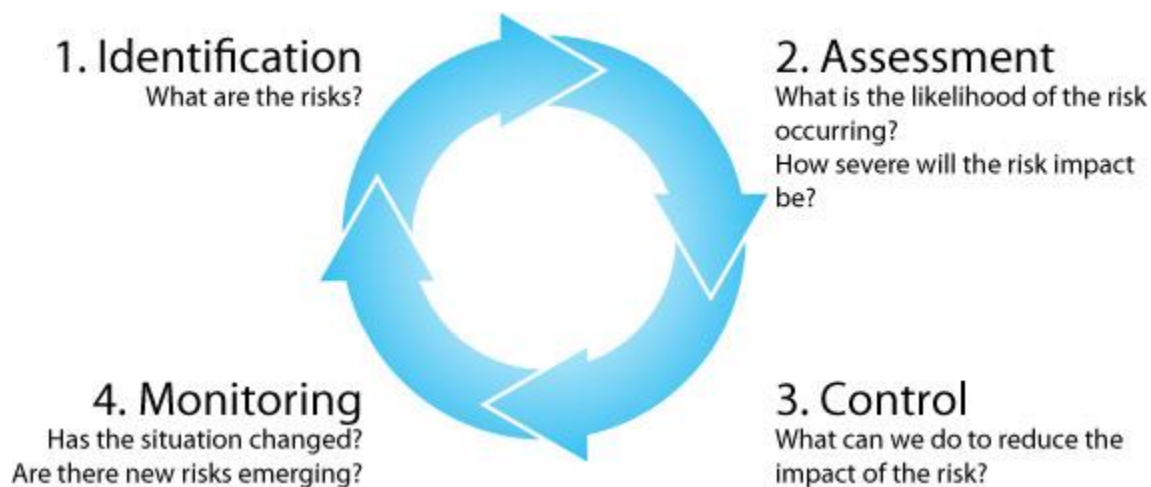
RISK MANAGEMENT AND THE POLICY PROCESS

National policies are being developed and implemented in a context of tight fiscal constraints, increasing demands by the public for better services and greater focus on managing for results in the public sector. In such a context, it is important that risks that prevent or delay the realisation of intended policy outcomes are addressed in a structured way. The application of Risk Management to policy development and implementation is vital in this regard.

Risk Management covers all the processes involved in identifying, assessing and judging risks, assigning ownership, taking actions to mitigate or anticipate them, and monitoring and reviewing progress⁶. The use of Risk Management can help an organisation, government, project or programme to diminish the impact of adverse events and seize opportunities where relevant.

The application of Risk Management to policy development and implementation can result in fewer unpleasant surprises and effective use of resources. It can also help to reassure stakeholders that policy development and implementation are proceeding apace.

The process of Risk Management is iterative and typically involves the following steps:



Source: www.google.com

Key Questions for Risk Management in the Policy Process

⁶ Risk: Improving Government's Capability to handle risk and uncertainty, Cabinet Office, United Kingdom, November 2002

As Analysts apply Risk Management in the policy process, they will undoubtedly want to ensure that all the critical areas are covered. The following are suggested questions⁷ which Analysts can utilize to determine whether sufficient attention has been given to the areas that are deemed important:

1. Has enough been done to identify and reduce risk to policy development and implementation?
2. Are risk treatments followed through in a systematic way and actively monitored during policy development and implementation?
3. Has there been contingency planning?
4. Will difficulties in policy development and implementation be promptly identified and reported?
5. Has the Minister, Permanent Secretary and Cabinet been briefed about risks to policy development and implementation?
6. Is there sufficient risk management capacity?

This Guideline includes a template which can be used by Policy Analysts when conducting Risk Management. The template can be found at Appendix 11.

⁷ Adapted from Implementation of Programme and Policy Initiatives: Making Implementation Better, Australian Government (2006).

APPENDIX 1 – An Approach to Policy Development and Analysis

There are many approaches to developing and analysing policy. Below are some steps that can be used as a guide:

1. Identifying, Defining and Refining the Issue

✎ Begin by identifying a problem or an opportunity requiring policy development.

✎ Ask yourself:

- What is the issue?
- Who says it is an issue?
- Why has it become an issue?
- What are the root causes?
- What are the values influencing the issue?

2. Defining Desired/Anticipated Outcomes

✎ Propose desired goals and anticipated outcomes.

✎ Ask yourself:

- What outcomes does the organisation want to achieve with this policy? For whom?
- What would other stakeholders expect from this policy?
- Is the development of a policy the best means to produce the desired outcome? Are there other means such as amending legislation or expanding the mandate of an entity?
- What outcome indicators should be identified?
- What monitoring and accountability processes are needed to ensure outcomes?

3. Conducting Research

✎ Decide what information is needed and what sources can best provide it.

✎ Clarify the research design, the type of analysis to be done and then carry out the research.

✎ Ask yourself:

- What you need to know about the issue?
- What information is required to ensure that all perspectives will be taken into consideration?
- What information sources are available?
- What is the analysis seeking to determine?
- Who determines the research questions and what are they?
- What factors will affect the research design?

4. Developing and Analysing Options

✎ At this stage, options indicated by the research are articulated and refined.

✎ Ask yourself:

- What options are indicated by the data/information/research?
- Are the options directly related to the desired outcomes previously identified?
- How do these options influence or change the factors affecting the issue as previously identified?
- How can accountability be ensured?

5. Recommendations/Decision-seeking

- ✎ The rationale for a recommendation is derived from the analysis of options, and presents the recommendation in terms of its favourable and unfavourable impacts and implications.
- ✎ Ask yourself:
 - On what basis will the recommendation be made?
 - What are the underlying assumptions and values implicit in the option being recommended?
 - What sort of documentation is needed to support the recommendation?

In policy development, it is generally accepted that goals are on a higher level than objectives. Different objectives are pursued in order to achieve a particular goal (Please see Appendix 3 for more information on how to craft goals and objectives).

The strategies for implementation of the policy should be set out in the strategic plan, which is a separate document.

Please note: Some sections may not be applicable for developing certain policies. For example, when defining the issue, if the problem is well known, it may not be important to answer the question, “who says it’s an issue?”

APPENDIX 2 – The Policy Development Process

	STAGE/DECISION THRESHOLD	ACTIVITIES	CRITERIA TO GRADUATE
1	Initial Concept Paper	<p>Ministry develops Concept Paper to include:</p> <ul style="list-style-type: none"> – Background and justification; – Linkages to national priorities; – Problems, indication of need; – Research finding (if relevant); – Issues to be resolved – Options (and analysis) – Evidence of stakeholder support; – Finance/budgetary implications; and – Implications for other areas – current and future – Action Plan for development of the Policy, including timelines and resources <p>The Concept Paper is reviewed by the Cabinet Office.</p> <p>The responsible Cabinet Committee reviews the document and may either recommend the proposal for Cabinet approval or that it be revisited by the Ministry.</p>	<p>Concept Paper accepted based on the following criteria:</p> <ul style="list-style-type: none"> – Consistency with national development goals; – Social need; – Lead agency's: – Capacity; – Mandate; and – Access to resources; – Stakeholder support: – Partners; – Beneficiaries; and – Civil society including private sector; – Mechanisms for linkages/multi-sectoral collaboration and bipartisan support; – Public perceptions; – Adequacy of the Action Plan for policy development: <p><u>Elements of the policy development Action Plan:</u></p> <ul style="list-style-type: none"> ○ Review of other models and approaches. ○ Formation of Policy Steering Committee. ○ Identification of stakeholders and methods to facilitate their participation and review. ○ Identification of technical resources including development of Terms of References for steering committee and Technical Assistance. ○ Identification of other research initiatives needed.
2	Policy Preparation and Analysis	<p><u>Elements of Policy Process</u></p> <ul style="list-style-type: none"> – Literature review – Consultations – technical and stakeholder – Technical inputs – Review of sections 	<p>The matter is pushed forward based on:</p> <ul style="list-style-type: none"> – Agreement on key elements of policy; – The quality of technical analysis; – The quality of consultation and stakeholder review including internal stakeholders;

	STAGE/DECISION THRESHOLD	ACTIVITIES	CRITERIA TO GRADUATE
		<ul style="list-style-type: none"> – Prepare draft policy – Submit to the responsible Cabinet Committee. At this time, the Committee can recommend that Cabinet: <ul style="list-style-type: none"> ○ Approve; ○ Approve (subject to minor changes); ○ Approve for public consultations; or ○ Request major revisions for resubmission to the Cabinet Committee. 	<ul style="list-style-type: none"> – Expressed commitment and ownership by key stakeholders; and – The preparation of the draft policy document.
3	Public Consultations & Review (Green Paper)	Public Consultation is undertaken. After which, the final document is prepared and readied for submission to the responsible Cabinet Committee with recommendations for changes that came out of the consultative process.	<p>The final document is pushed forward based on the following criteria:</p> <ul style="list-style-type: none"> – The process was inclusive; – Views of the stakeholders are reflected in the document, or agreed to not be included; – Cabinet Committee accepts (or not) changes – General adherence to the Consultation Code. <p><i>The responsible Cabinet Committee may choose to accept or not accept the changes made.</i></p>
4	Point of Readiness (White Paper)	<p>The Ministry:</p> <ul style="list-style-type: none"> – Indicates its readiness to submit to Cabinet Committee for endorsement; – and – Makes a formal presentation to responsible Cabinet Committee. <p>The responsible Cabinet Committee recommends the policy document to Cabinet for approval.</p>	<p>Cabinet approved the policy.</p> <p>Readiness to submit to Parliament.</p>
5	Tabling in Parliament	The document is tabled in Parliament as a White Paper	Policy implementation stage begins.

APPENDIX 3 – Outline for Policy Concept Papers

In the context of policy development, a Concept Paper is a **brief** (ideally 5-10 pages) and focused overview of the policy gap or issue for which a resolution is being sought through the development of a policy. It has enough detail to show the need for the policy and key issue(s) associated with it, without going as far as outlining the policy prescriptions.

The minimum content requirement for Concept Papers is set out below.

1. Introduction

Provide a brief overview of the Concept Paper, significance and links to the general developmental thrust of the government (Vision 2030 Jamaica – National Development Plan may be used to inform the latter, among other published nationally endorsed literature).

2. Purpose

Concisely outline the purpose/rationale/significance of the policy to be developed, including the problem to be solved or the need to be addressed. It must be apparent that the policy is the best possible solution to the issues highlighted.

3. Policy Context

Succinctly describe the overall context for the specific policy issue to be addressed. Provide a brief description of the social, political, institutional, economic and environmental dimensions of the problem.

4. Policy Objectives

Outline clearly and concisely what the government is seeking to achieve, i.e. the larger aim or goal. Describe what measures will be required to achieve the policy goals.

5. Expected Outcome and Impact

Outline briefly the expected difference the policy will make in people's lives (outcome) and the expected social, environmental and/or economic changes from the policy (impact).

6. Responsibility

Indicate which entity will have lead responsibility for the development of the policy and where support will be drawn from.

7. Action Plan for Policy Development

Indicate the expected duration of the policy development process, including tentative timing of major milestones and activities; the proposed Policy Steering Committee and stakeholders for consultation.

8. Budget

Outline the funding, if any, that would be required, the proposed source and how it will be used.

APPENDIX 4 – Policy Steering Committee

The most effective vehicle for involving stakeholders in the Policy Development Process is a Policy Steering Committee. A Policy Steering Committee is a multi-sectoral participatory team, including experts and other key stakeholders, whose valuable knowledge and experience could be harnessed in the development of the policy.

Through the use of a Policy Steering Committee, policies can be developed in a spirit of partnership by harnessing the valuable knowledge and expertise of sectoral interests, including civil society.

If it is accepted that proper, well-developed policies provide the essential framework for the delivery of the best possible services to people at the local level, then by its inclusive nature, the Policy Steering Committee could be seen as an appropriate mechanism to monitor the effectiveness of major policies and strategic initiatives.

Terms of Reference should be produced for the establishment of each Policy Steering Committee as a means of guiding the work of the committee. The information would include:

- Background;
- Role of the Policy Steering Committee;
- Membership;
- Key Activities;
- Working Structure and Methods⁸;
- Duration; and
- Reporting Responsibility.

Generic Terms of Reference for a Policy Steering Committee

Background/ Introduction to the Issue/Policy Area

This section should contain brief notes on:

- The policy issue being addressed by the development of a national policy;
- Background/ update on processes to date;
- References to international/ regional obligations; and
- Profile of the Ministry, Department or Agency.

Role of the Policy Steering Committee

The Policy Steering Committee is used to guide the formulation of the policy by providing oversight of progress. Members do not usually work on the policy themselves. Generally, a Consultant, and other members of staff, vested with the responsibility, develop the policy.

It should be noted that the role of the Policy Steering Committee could be extended to include the monitoring, evaluation and review of the policy.

⁸ To be determined for each policy steering committee

Membership

The Policy Steering Committee should include representatives from the following groups, as necessary:

- Beneficiaries;
- Non-Government Organisations;
- Officers from the lead Ministry and its agencies; and
- Technocrats from other stakeholder ministries/agencies.

It is important to keep the size of the Steering Committee tight and extended to portfolio areas with vested interest in the policy.

Key Activities

The Committee may guide the responsible Ministry, Department or Agency (MDA) to:

- A. Identify key stakeholders and partners that need to be present;
- B. Guide the development of the concept paper and policy;
- C. Develop Plan of Action for policy development;
- D. Establish the key priority areas, and philosophical approach;
- E. Contribute information, insights to the drafting of interim and final documents;
- F. Identify potential risks to the policy development process as well as to the policy;
- G. Monitor risks to the policy development process;
- H. Oversee and review the work of any Technical Assistant, either in research/evidence gathering or drafting of the policy document;
- I. Sign-off on final versions to share with Cabinet and/or be taken to public consultations;
- J. Liaise with stakeholders, as needed;
- K. Assist in managing and delivering presentations in various fora;
- L. Work with the MDAs in sharing the key contents of the policy in stakeholder and public settings; and
- M. Advocate for policy initiatives.

Frequency of Meetings and Life Span of Committee

The Policy Steering Committee will meet as regularly as needed to complete the policy development process in a timely manner. A decision must be taken about the frequency of meetings, whether monthly, bi-monthly, or *ad hoc*.

Reporting Responsibility

The Policy Steering Committee should include the Permanent Secretary. The Permanent Secretary may appoint a Senior Director with responsibility for the relevant portfolio area to chair the Policy Steering Committee. This would require that a record of all meetings be submitted to the Permanent Secretary.

APPENDIX 5 – Outline for a Comprehensive National Policy Document

	SECTION	EXPLANATION
	TITLE	Self-explanatory
	MESSAGES	Self-explanatory
	LIST OF ACRONYMS	Self-explanatory
1	PREFACE	Self-explanatory
2	EXECUTIVE SUMMARY	Self-explanatory
3	INTRODUCTION	(a) Background and purpose/rationale
		(b) Definition of issues, key terms
4	OVERALL SITUATIONAL ANALYSIS <ul style="list-style-type: none"> – Profile – Historical contexts – Current programmes/institutional arrangements – Legislative and Policy environment – international, regional and local – Links with other policies and programmes – environmental, economic or social – Reference to any relevant documents 	Provides information on what has led to the need for this policy. Should also inform how the local situation compares with the rest of the region and/or the world.
5	VISION STATEMENT	A succinct and inspiring statement which describes what the ideal condition that is desired for the future. It answers the question: "What will success look like?" It provides a guiding image of success. It is a description in words that conjures up a similar picture for each member of the group; the destination of the group's work together. It is the pursuit of this image of success that motivates people to work together.
6	GOALS	Broad targets/objectives for achieving the Vision.
7	PRINCIPLES	Guide and underpin all activities in which the entity will be engaged in to achieve the Vision.
8	POLICIES	<i>A policy is a guide to action and decision-making, under a given set of circumstances that seeks above all to assure</i>

	SECTION		EXPLANATION
			<p>consistency and fairness in the accomplishment of some intended or desired end.</p> <p>Policy can be viewed basically as a course of action or inaction.</p> <p>The objectives the Government intends to achieve as well as its position the various issues should be clear.</p>
	8a	Brief Introduction - Current situation, identification of problems and issues	For each Policy Area, include an introduction identifying the current situation, the problems and issues.
	8b	Policy Objectives	For each Policy Area, identify the Government's objectives towards resolving problems and issues or maintaining status quo (remember these must concur with goals and principles).
	8c	Strategies	<p>For each Policy Area, identify broad and most salient measures to be used to achieve the objectives.</p> <p>The areas is may cover the following areas:</p> <ul style="list-style-type: none"> A. Legislative Changes; B. Public Education/Behaviour Change; C. Capacity Building; D. Strengthening Service Delivery; E. Development of Guidelines; and F. Research <p>The activities which will support the strategies should be expounded on the Implementation Plan that accompanies the Policy.</p>
9	POLICY IMPLEMENTATION		<p>Governance/Institutional Framework</p> <ul style="list-style-type: none"> • Lead and Supporting Agencies – Identifies key agents in the implementation of the policy; the nature of each role; their rights, responsibilities and obligations. • Human Resource needs – outlines the existing or new human resources that will be required for implementation. <p>Implementation Budget – outlines the indicative budget for implementation. Where the entire budget is not available, at least the budget for the first year actions should be outlined.</p> <p>Risk Analysis/Risk Matrix - identify and assess the risks as well as outline actions to be taken to mitigate the risks</p> <p>Implementation Plan – sets out the actions to be taken to</p>

	SECTION	EXPLANATION
		achieve policy objectives as well the timelines, performance indicators, responsible agencies and costs.
10	MONITORING AND EVALUATION FRAMEWORK	Outline the approach to monitoring and evaluation of the policy during implementation. The responsible actor/actors, timelines, etc. should be indicated.
11	ISSUES FOR MAINSTREAMING	<p>Identifies and considers any implication in the policy for its impact on the environment, climate change, gender, and youth.</p> <p>The whole document could be infused, where appropriate, with an indication of the implication for these issues in policy proposals and the measures to address the same, where necessary.</p>
12	LEGISLATIVE FRAMEWORK	The legislation already in place in relation to the policy as well as any new or amended legislation to strengthen the effectiveness of the policy document.
13	LINKAGES WITH OTHER POLICIES	Indicate the relationship to other government policies and international agreements.
14	CONCLUSION	Self-explanatory
15	APPENDICES <ul style="list-style-type: none"> – Methodology – Definitions of concepts and key terms – Persons consulted – Acknowledgements – Statistics – Details of any specific issues/guidelines etc. 	<p>Explain key concepts and terms which the reader may not immediately grasp.</p> <p>Indicate those consulted with in the development of the policy.</p> <p>Any other peripheral information which is not integral to the policy, but may provide useful information.</p>

Please note: These are the suggested elements for preparing a thorough policy document. Some sections may not be applicable for certain policies.

APPENDIX 6 – Tips for Writing Goals and Objectives

Definition of Goal and Objective

Goal – The higher-order objective or results to which a development intervention is intended to contribute

Objective – a specific, measurable step that can be taken to meet the goal. This is a target that is best kept **SMART**:

Specific – precise actions for accomplishment of a specific task

Measurable – result can be determined/assessed

Attainable – targeted at getting measurable things or tasks accomplished

Relevant – focused on a set of certain tasks in particular

Time-bound – precise targets set for a short term

Examples

Goal: An increased understanding of careers in health education.

Objective: Launch a public education campaign at the secondary level by January xxxx to increase awareness of careers in health education.

TABLE 3: QUALITIES OF GOALS VERSUS OBJECTIVES

	Goal	Objective
1	Broad	Narrow
2	General intentions	Precise
3	Intangible	Tangible
4	Abstract	Detailed
5	Generally difficult to measure	Measurable

APPENDIX 7 – Implementation Plan Template

Policy Objective	Strategy	Key Activities	Indicators	Timelines	Responsible Agencies	Costs

Objective

Specific, measurable steps that can be taken to meet a goal.

Strategy

Action which outlines how a policy objective is to be achieved

Key Activities

Actions taken to support the realization of a strategy

Indicator

A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess performance.

Timelines

The period within which an action/activity is to be completed

Responsible Agencies

The entities that are tasked with the completion of actions necessary for realization of a policy objective. The lead as well as supporting entities are regarded as responsible agencies

Costs

The monetary valuation of effort, material, resources, time and utilities consumed in the completion of strategies and key activities

APPENDIX 8 – Strategic Environmental Assessment Checklist for Policy

Strategic Environmental Assessment provides a systematic, proactive process for evaluating the environmental consequences of policies in order to ensure that their environmental consequences are fully included and adequately addressed at the earliest appropriate stage of decision-making, on par with economic and social considerations.

Process for Conducting a Strategic Environmental Assessment

1. *Conducting a Preliminary Scan*

Consider if the:

- A. Policy proposal has outcomes that will affect natural resources;
- B. Proposal has a known direct or indirect outcome that is likely to affect the achievement of the country's environmental quality goals;
- C. Proposal involves a new process, technology or delivery arrangement with important/significant environmental implications; and
- D. Scale and timing of the proposal could result in significant interactions with the environment.

If the Preliminary Scan does not identify the potential for important environmental considerations, no further analysis is required.

2. *Scoping*

Identifies the main issues related to the appraised proposal and takes in-depth account of:

- A. The scope and nature of potential effects – including cumulative effects which could result from the use of, or changes in atmospheric, terrestrial, aquatic resources, physical features/conditions or human components of the environment;
- B. The scope and nature of residual effects – potential environmental effects that may remain after taking into account mitigation measures;
- C. A classification of each effect as positive or negative;
- D. An analysis of both positive and negative effects;
- E. An estimation of the likelihood and magnitude of each identified effect; and
- F. If the scale and timing of the proposal; could result in significant interactions with the environment.

See Appendix 8a for key issues and questions relevant to the scoping process.

3. *Mitigation Measures*

- A. Identify measures that could reduce or eliminate potential adverse environmental consequences of the proposal;
- B. Make recommendations that could result in changes in the proposal; conditions that may need to be placed on policies; or activities arising from the proposal or compensation measures; and
- C. Establish steps for identifying uncertainties and determining the means to acquire more information about unknowns.

APPENDIX 8a – Key Issues and Questions for the Scoping Process

The following questions are to be applied to each Policy, Plan or Programme.

Air Quality

1. Will it lead to an increase in the emissions of air pollutants?
2. Will it result in improvements in air quality?
3. Will it result in greater or fewer numbers of people being affected by existing levels of air pollution?
4. Will it have a bearing on areas of existing poor air quality?
5. Will it result in new areas, previously unaffected by poor air quality to have air quality problems?
6. Will it result in changes in indoor air quality of buildings?

Landscape

1. Will it involve visually intrusive construction work or architecture that might conflict with the natural and built surroundings?
2. Will it involve demolition or modification of cultural or archaeological sites or historic buildings?
3. Will it impact on location in such a way as to change its sense of place or identity in any other way?

Land Use

1. Will it result in loss of arable lands or lands suitable for agriculture?
2. Will it affect the amount of land available for recreation, including land within urban areas?
3. Will it change the economic and social resource base for specific areas within rural and urban areas?
4. Will it have a different impact in one region or locality from that elsewhere because of the particular ecological characteristics of those areas?
5. Will it lead to changes in traffic volume or traffic patterns?
6. Will it lead to changes in housing and settlement patterns?
7. Will it be impacted by squatting and unsustainable settlement patterns?
8. Will it cause an unsustainable settlement or foster a squatter settlement?

Waste

1. Will it lead to a change in the volume of waste (solid or liquid municipal, industrial, agricultural or other category) produced or the way it is processed?
2. Will it result in increased production of hazardous waste or medical waste?
3. Will it require specific processes or technologies for the treatment and/ or disposal of waste?
4. Will it introduce forms of waste management such as recycling?

Resource Consumption

1. Will it affect consumption and production patterns of renewable and non- renewable resources?
2. Will it lead to an increase in the use of imported petroleum?
3. Will it lead to an increase in water consumption, particularly freshwater?
4. Will it be impacted by increases in utility costs?
5. Will it be impacted by the scarcity of water?
6. Will it increase or decrease abstraction of groundwater (construction of wells etc.), surface water

- (rivers, streams, reservoirs, dams) or otherwise affect the flow, run-off or recharge of water?
7. Will it involve the use of forest resources (timber, wood, wildlife, rocks, and minerals)?
 8. Will it involve the abstraction of resources (such as fisheries) using new technologies?
 9. Will it consume a substantial volume of natural, non-renewable resources, including land and minerals?

Biodiversity

1. Will it involve disturbance or relief to habitat or species due to a change of land use, light or noise?
2. Will it lead to severance, fragmentation, isolation or change in size of habitats?
3. Will it result in loss of diversity and distribution of animal or plant species?
4. Will it result in the introduction of non-native species into an ecosystem?
5. Will it change the genetic variety within specific species or for ecosystems as a whole?
6. Will it result in conversion of one type of ecosystem or alter specific characteristics of an ecosystem?
7. Will it result in the elimination of any species?

Ecosystems

1. Will it involve clearing of forested areas?
2. Will it require infilling or draining of wetlands?
3. Will it place demands in coral reef resources (harvesting corals, fish, etc.)?
4. Will it lead to disruption of beaches or riverbeds?

Chemical Contamination

1. Will it result in increased quantities and levels of pollutants, toxins and heavy metals being deposited in land and marine animals and plants?
2. Will it result in contamination of air, soil or water (fresh or coastal) by pollutants, heavy metals and other toxic substances?

Water Quality/Eutrophication

1. Will it lead to a change in the levels of nutrients (sewage, fertiliser, etc.) in water bodies?
2. Will it lead to an increase or decrease in the volume of surface and ground water affected by pollution?
3. Will it increase the amount and concentration of faecal coliform?
4. Will it jeopardise the safety of water systems for fish or shellfish harvest or for human consumption?

Human Health and Safety

1. Will it lead to a deterioration of ambient air quality?
2. Will it enhance or harm safety at work, or affect the use of the work environment to maintain or improve health?
3. Will it affect access to national health care services, including the use of preventative services such as health screening, immunisation, sexual health services?
4. Will it affect the ability of people to return to work from illnesses (whether the illness is work-related or not)?
5. Will it increase or reduce access to and availability of clean, potable water?
6. Will it increase or reduce access to sanitation services, including sewerage and solid waste disposal?

Climate Change

1. Will it lead to a change in the emissions of any of the six greenhouse gases?
2. Will it lead to an increase in the consumption of fossil fuels (e.g. imported petroleum such as natural gas or coal)?
3. Will it affect, or be affected by, vulnerability to the predicted effects of climate change e.g. flooding and shoreline erosion?

Noise

1. Will it lead to increase or decrease in exposure to noise of sensitive buildings such as schools and hospitals?
2. Will it lead to an increase or decrease in the number of people affected by existing noise?
3. Will it lead to a change in standards or use that would increase or decrease the noise generated by products?

APPENDIX 8b – Applying a Climate Change Lens to the Policy Process

The definition of “Climate change” is “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and is in addition to natural climate variability observed over comparable periods of time”⁹. The Government of Jamaica has given a high level of priority to addressing the issue of climate change in its development planning agenda. This is evidenced by the fact that a Climate Change Policy Framework has been developed for Jamaica.

The high level of focus on climate change can be attributed to the fact that it can generate significant economic, social and environmental impacts. Some sectors are directly affected by climate change, whilst others incur indirect impacts. Key climate-sensitive sectors include agriculture, forestry, fisheries, health, environment and energy.

A climate change lens needs to be applied in the formulation and implementation of policies, plans and programmes to ensure that there is, where relevant, provision for the mitigation of and/or adaptation to climate change risks.

The application of a climate change lens in the policy process involves examining the following:

- The extent to which a policy under consideration could be vulnerable to risks arising from climate change;
- The extent to which climate change risks have been taken into consideration in the course of formulating the policy;
- The extent to which the policy could increase vulnerability to climate change, leading to maladaptation (e.g. for certain population groups, regions or sectors); and
- The amendments might be warranted in order to address climate change risks.

The recommended tool for the application of a climate change lens is the Strategic Environmental Assessment (SEA), which was introduced in the earlier section of this appendix. At the national level, a key focus of an SEA would be to identify which sectors and geographical areas are likely to be particularly adversely affected by climate change.

⁹ Climate Change Policy Framework, Ministry of Water, Land, Environment and Climate Change, January 2015

Some of the ways policy makers can explore the scope for recalibrating the policy to take climate change into consideration would be by:

- Introducing an explicit provision for revision every few years, to ensure that the policy is revised in a timely fashion to adjust to new information on climate change impacts, vulnerability and adaptation needs;
- Engaging different stakeholders in the policy formulation process to ensure a broad consensus on adaptation measures that would be required;
- Providing stronger legal support for mainstreaming climate change adaptation into development planning in general; and
- Avoiding specific policy measures (including economic incentives) that are counterproductive.

The incorporation of climate change considerations into sector policies should lead to systematic consideration of mitigation and/or adaptation measures in the subsequent sector planning stage. In addition, the explicit consideration of climate change and mitigation and adaptation measures in sector policies will allow stakeholders to hold sector ministries accountable for their actions and policies relating to climate change.

APPENDIX 9 – Gender Analysis Checklist

Gender Analysis is part of the policy analysis process which helps to assess the differential impact of a policy or programme on men and women, which are sometimes masked or obscured. The following checklist provides an example of the type of gender sensitive questions that should inform the policy process at each step.

1. *Define the Issue(s)*

- What is the policy proposal intended to address?
- Why has it become an issue?
- Who says it is an issue?
- Who needs to be involved in the solution?
- Will it affect men/women most?
- What impact does the issue have on men and women?

2. *Determine the Desired Outcomes*

- What are expected outcomes?
- Do outcomes differ for men and women?
- What outcome indicators are needed?
- Are they the same for men and women?
- How would the indicators differ for men and women?
- Are there gender specific factors that could modify the expected outcome?
- Do men and women have equal access to the resources to bring about the expected outcome?

3. *Research and Consultation*

- Are sex-disaggregated data available?
- What are the information sources?
- Who are the partners?
- What are the gaps in the data?
- Are men or women most disadvantaged by the data gaps?

4. *Design and Develop the Policy*

- What are the design options?
- Are there differential consequences for men and women?
- Is one sex disadvantaged by any option presented?
- Do the options support gender equity?
- Do men and women have access to resources, time and assets to take full advantage of the options presented? If not, will the policy address this gap?
- Are there cultural factors that make a particular option unattractive?

5. *Implement the Policy*

- Is there a differential impact for men and women?
- Do existing gender relations affect the practicality of the policy?
- Are there cultural factors that will affect the implementation of the policy?
- How do existing power relations affect the implementation of the policy?
- Will special allowance be made for men/women?
- Who is most directly affected by this policy?

APPENDIX 10 – Youth Analysis Checklist

The following checklist provides an example of the type of youth-sensitive questions that can be asked to inform the process at each step.

1. *Define the Issue(s)*

- ✎ What is the policy proposal intended to address?
- ✎ Why has it become an issue?
- ✎ Who says it is an issue?
- ✎ Who needs to be involved in the solution?
- ✎ What effects will the policy have on the youth population?
- ✎ Are youth contributors to the problem being addressed?
- ✎ What linkages can be made with the Youth Policy?
- ✎ What relevant youth-centred programmes exist to treat with the issue at hand and are they adequate?

2. *Determine the Desired Outcomes*

- ✎ What are the expected outcomes?
- ✎ Do outcomes differ for girls and boys?
- ✎ What outcome indicators are needed and are they the same for girls and boys?
- ✎ How would the indicators differ based on gender and class?
- ✎ Are there any social, environmental, economic or political factors that could modify the expected outcomes?
- ✎ What are the potential barriers?

3. *Research and Consultation*

- ✎ Is there data available to understand the problem, specifically as it relates to youth?
- ✎ Where can this data be sourced?
- ✎ Are there gaps in the data?
- ✎ Is there a need to undertake primary data collection?
- ✎ Is there ready access to the target population?
- ✎ Who are the partners (youth organisations etc.)?
- ✎ Can the partners assist in increasing youth participation in the decision-making process?
- ✎ Is there need to simplify the information shared with the youth population?
- ✎ What measures can be introduced to improve feedback from the youth population?

4. *Design and Develop the Policy*

- ✎ What are the design options?
- ✎ Do the options adequately take into consideration the unique situation of the youth population?

- ✎ Do the options support youth development?
- ✎ Will the youth population be able to take advantage of the options being put forward?
- ✎ Are there cultural factors that make particular options unattractive?
- ✎ Will the options stigmatise at-risk youths?

5. *Implement the Policy*

- ✎ Will class or gender result in differential impact?
- ✎ Are there cultural factors that will affect the implementation of the policy?
- ✎ What special allowances will be made for the youth population?
- ✎ Are there measures in place to capture data in order to determine the strengths and weaknesses of the initiative?

Select Policy Issues Relevant to Youth

- A. Education and lifelong learning – formal and non-formal learning challenges and the processes and outcomes of learning.
- B. Employment – access to and readiness for labour market opportunities.
- C. Health – mental health, sexual and reproductive health; and substance abuse.
- D. Housing – access to affordable housing.
- E. Social protection – incidence of poverty, access to basic social services and child welfare.
- F. Information and Communication Technologies – access to computers, internet and mobile telephones, and protection from the harmful aspects of information and communication technologies.
- G. Crime and violence – victimisation, exposure to criminal activities, juvenile delinquency, detention facilities and rehabilitation.
- H. Globalisation – migration and human trafficking.
- I. Climate change impact and mitigation.

APPENDIX 11 – Risk Management Matrix

Policy	Risks	Impact	Probability	Mitigating Measure/Response	Description of Mitigating Measure/Response
				Avoidance	
				Reduction	
				Sharing	
				Acceptance	
				Avoidance	
				Reduction	
				Sharing	
				Acceptance	
				Avoidance	
				Reduction	
				Sharing	
				Acceptance	

Frequently Asked Questions

1. *What are the Cabinet Committees and their areas of focus?*

Cabinet Committees are deliberative fora comprised of members of the Cabinet. The Committees are considered an integral part of the decision-making process of Cabinet, as they make the agenda of Cabinet more manageable by providing opportunities for in-depth discussion of issues; and the resolution of inter-ministerial conflict on policy issues. Cabinet Committees may be constituted as the need arises and the focus of existing committees may be amended.

Information regarding the Terms of Reference and Membership of Cabinet Committees can be found on the Cabinet office website – www.cabinet.gov.jm.

2. *Which Cabinet Committee should consider my Ministry's Concept Paper, Green Paper or White Paper?*

The Terms of Reference of each Cabinet Committee confers responsibility for the consideration of discrete subject matters. Once a draft policy is submitted for consideration, a determination is made by the Cabinet Office regarding which Committee is best suited to consider the matter.

3. *Can the Cabinet Office assist with writing policy prescriptions or developing a Ministry's policy options?*

The Cabinet Office can and does provide guidance on the policy development process and may make recommendations regarding factors which a Ministry may wish to consider when generating policy options/prescriptions. However, the writing or developing of policy options is the sole purview of the Ministry.

4. *What format should stakeholder consultations take at the Green Paper stage?*

The **Consultation Code of Practice for the Public Service** provides information on the format that consultations can take as well other information on undertaking public consultations. A copy can be downloaded from the Cabinet Office's website www.cabinet.gov.jm.

5. *Can the draft policy be approved as a White Paper without prior approval as a Green Paper?*

In principle no; however, there have been cases where due to the extent of the consultations undertaken during the drafting of the policy or the nature of the policy, a Ministry may request that Cabinet approval be given for it to be tabled as a White Paper. Extensive evidence is required to support such a request.

6. *How long does the policy development process usually last?*

There is no defined timeframe for the completion of policies; however, it is imperative that a Ministry ensures that the development of the policy occurs in a timely manner. The application of a project management approach can help to ensure that the process is completed efficiently.

7. *Is there a record of national policies?*

The Government of Jamaica Policy Register is provided on the Cabinet Office's website www.cabinet.gov.jm. This Register comprises information provided by Ministries.

8. *How are stakeholders or persons affected by the policy, whether directly or indirectly, identified?*

Ministries can engage in Stakeholder Analysis. This process can entail, inter alia, making a list of all the individuals, groups, agencies, organisations and institutions that may have an interest in and are directly affected by the policy. The initiative may be taken to further to categorise them by level of importance in order to ensure that those considered key stakeholders are intimately involved in the policy development process.

9. *How often should a policy be evaluated?*

There is no standard timeframe within which a policy should be evaluated once it is implemented. This is left to the discretion of the Ministry. However, it is recommended that the policy be evaluated at least once every five (5) years so as to ensure continued relevance.

Glossary of Terms

A

Accountability

The obligation to demonstrate and take responsibility both for the means used and the results achieved in light of agreed expectations.

B

Baseline data

Initial collection of data which serves as a basis for comparison with the subsequently acquired data.

Beneficiaries

The individuals, groups, or organisations that gain from a policy intervention.

Budget

A plan that provides a formal, quantitative expression of management's or government's plans, intentions and expectations.

C

Cabinet

The highest executive body in the Government which is headed by the Prime Minister. It is the principal instrument of policy and is responsible for the general direction and control of the Government of Jamaica.

Capacity Building

Planned development of (or increase in) knowledge, output rate, management skills and other capabilities of an individual, group or organisation through acquisition, incentives, technology and/or training.

Civil Society Organisation

A wide of array of organisations: community groups, non-governmental organisations (NGOs), labour unions, indigenous groups, charitable/not for profit organisations, faith-based organisations, professional associations, and foundations, that have a presence in public life, expressing the interests and values of their members or others, based on ethical, cultural, political, scientific, religious or philanthropic considerations.

Climate Change

Climate change is a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and is in addition to natural climate variability observed over comparable periods of time.

Communication

Any act by which one person gives to or receives from another person, information about that person's needs, desires, perceptions, knowledge, or affective states. Communication may be intentional or unintentional, may involve conventional or unconventional signals, may take linguistic or non-linguistic forms, and may occur through spoken or other modes.

Concept Paper

A document providing information on the nature of the problem to be addressed by the policy and what approach is being contemplated to resolve it.

Consultation

A process which provides an opportunity for groups and individuals to make input into decisions.

Cost-Benefit Analysis

An economic tool used to determine whether or not the outcomes of a project or programme will justify the amount of money spent. By comparing costs and benefits, you can see which project or programme maximises net benefits.

D

Data

Observations or information arising from the research process.

E

Evaluation

The systematic collection and analysis of evidence on the outcomes of policies, programmes and projects to make judgments about their relevance, performance and alternative ways to deliver them or to achieve the same results.

Evidence-based Policy

Policy which involves systematic gathering and analysis of the best available evidence to help inform a policy decision. It moves away from policy based on just people's opinions to policies based on actual evidence.

F

Focus Groups

A small group used for in-depth study of a subject through directed discussion.

Formative Evaluation

An interim evaluation that examines the effectiveness of implementation for the purpose of facilitating improvement. This type of evaluation takes place while the policy is being implemented.

G

Gender

Gender refers to the social attributes and opportunities associated with being male and female and the relationships between women and men and girls and boys. These attributes, opportunities and relationships are socially constructed and are learned through socialisation processes. They are context-specific, time-specific and changeable.

Gender-based Analysis

A process that assesses the differential impacts of public policies, programmes and legislation on women and men in terms of their social and economic circumstances.

Globalisation

The worldwide movement toward economic, financial, trade and communication integration.

Goals

The higher-order objectives or results to which a development intervention is intended to contribute.

Good Practice

A method or technique that has consistently shown results superior to those achieved with other means, and that is used as a benchmark. It is also the accumulation and application of knowledge about what works and what does not work in different situations and contexts.

Governance

The processes and structures through which power and authority are exercised, including decision-making processes.

Green Paper

A draft version of a policy, which has been tabled in Parliament, that has received Cabinet's approval for wider dissemination to key stakeholder groups, inside and outside the ministry/agency, in order to generate feedback.

I

Implementation

The process of converting policies into outcomes or results.

Indicator

A quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect changes connected to an intervention, or to help assess performance.

Infrastructure

Stationary assets with extremely long life-cycles, e.g. bridges, tunnels, dams, roads and similar assets.

Initiative

A priority outcome and the means to achieve it. It may involve one or more government departments, and one or more programmes.

Inputs

Resources (human, material, financial etc.) used to carry out activities, produce outputs and/or accomplish results.

Interest Group

A voluntary, membership-based organisation that lobbies governments on issues of concern to its members.

L

Literature Review

A critical analysis of a segment of a published body of knowledge through summary, classification, and comparison of prior research studies, reviews of literature, and theoretical articles. It is used to position a research topic within the existing body of knowledge.

Logic Model

Also referred to as the “results chain”, it depicts the causal or logical relationship between inputs, activities, outputs and outcomes of a policy, programme or initiative.

M

Managing-for-Results

An approach to management based on the explicit definition of anticipated results, a clear focus on results achievement, and the regular and objective measurement of performance.

Mainstreaming

A strategy for making an issue (i.e., gender, youth, the environment, climate change) an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres.

Monitoring

The on-going, systematic process of collecting, analysing and using performance information to assess and report on the progress of a policy or programme in meeting expected results and, if necessary, make adjustments to ensure these results are achieved.

N

National Policy

A course of action that is taken by the Government to resolve a given problem or interrelated set of problems. The policy is contained in a document which is subject to the approval of Cabinet and is tabled in the Houses of Parliament.

Non-Governmental Organisation

Voluntary group of individuals or organisations, usually not affiliated with any government that is formed to provide services or to advocate a public policy.

O

Objectives

Specific, measurable steps that can be taken to meet a goal.

Operationalisation

The process of measuring concepts or constructs by specifying procedures that translate a construct into variables for which data can be collected.

Outcome

Refers to the intended or achieved short-term and medium-term effects that are caused by outputs.

Outputs

The direct products, capital goods and services which result from a development intervention; they may also include changes resulting from the intervention which are relevant to the achievement of outcomes.

P

Participation

An interactive relationship based on partnership which allows the public to be involved in the design, development and implementation of policies, programmes or plans.

Policy Analysis

The use of multiple methods of inquiry, in the context of argumentation and debate to create, critically assess, and communicate policy relevant knowledge.

Policy Development

The process of shaping policy initiatives, from problem recognition to implementation and evaluation.

Q

Qualitative Research

Research that is based on words, narratives, direct observations, participant observations and other forms of information gathering that are not constrained by the need to render the data as numbers.

Quantitative Research

The systematic empirical investigation of social phenomena via statistical, mathematical or numerical data or computational techniques.

R

Resources

The available material means (natural resources, money, human, labour) for pursuing goals or desired objectives.

Result

An outcome that a programme, policy, project or initiative is designed to produce.

Risk

Uncertainty of outcome, whether positive opportunity or negative threat, of action and events. It is the combination of likelihood and impact including perceived importance.

S

Stakeholders

Individuals, groups, agencies, organisations or institutions with an interest in the issue under consultation and in the actions of other affected actors.

Summative Evaluation

An evaluation that analyses the actual effect or impact of a programme on its intended target, along with unintended consequences.

T

Training

A disciplined way to transfer the knowledge required for successful performance in a job, occupation or profession. It is on-going, adaptive learning, not an isolated exercise.

Transparency

Unfettered access by the public to timely and reliable information on decisions and performance in the public sector, as well as on governmental, political and economic activities, procedures and decisions.

V

Values

Enduring beliefs that influence attitudes and actions.

W

White Paper

Official government policy on an issue/subject which is approved by Cabinet and tabled in Parliament.

Y

Youth

Youth is best understood as a period of transition from the dependence of childhood to adulthood independence. The United Nations, for statistical consistency across regions, defines “youth”, as those persons between the ages of 15 and 24 years.

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