



Republic of Namibia

OFFICE OF THE PRESIDENT
NATIONAL PLANNING COMMISSION

GUIDELINES FOR THE STRUCTURE OF A PUBLIC POLICY DOCUMENT

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INTRODUCTION

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

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

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

COMPONENTS OF THE STRUCTURE OF A POLICY DOCUMENT

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

3. **National Coat of Arms:** The national coat of arm as the official emblem of the government should be depicted on the cover page of the official documents.
4. **Date:** The date should be written under the title of the policy (the year in which the policy was adopted).
5. **Implementation Period:** Some policies have specified lifespans and in this case the implementation period needs to be written on the cover page of the policy document (for example 2015–2020).
6. **Acknowledgement:** Provision may be made for acknowledgement stakeholders and role players who played a crucial role in the policy document’s formulation/revision, technical support or funding. (i.e. O/M/As, media, private sectors, civic organisations, academia, development partners, consultants).
7. **Table of Contents:** The table of contents serves as a skeleton or overview of the structure of the policy document. It outlines the main sections, sub-sections and page numbers and the overall organization of the policy document. It provides readers with a quick overview of the focus and major issues addressed in the document. *(Preferably use an automatic table of content generated by a computer which is user-friendly).*
8. **Foreword:** The foreword is a brief political statement which sets the scene of the policy document and should be signed by the political head of the institution. It serves as a short piece of writing at the beginning of the policy document and it is typically not numbered as part of the main work on the document. It serves to authenticate the policy document, the foreword must be signed and may include the date and stamp.
9. **Acronyms and abbreviations:** There should be a list of acronyms and abbreviations at the beginning of the policy document.
10. **Glossary of Concepts, Terms, and Jargons:** Each policy document should have a glossary of concepts, terms and jargon used in the policy, that are otherwise not fully explained in the text of the policy, or to which have specific meaning.
11. **Executive Summary:** The executive summary aims to stimulate interest on the part of the reader in the policy document. The main function of the executive summary is to satisfy the needs of those readers who do not have time to read the entire policy document. The executive summary represents the whole policy document by providing a synopsis of all main parts.
12. **Introduction:** The introduction serves to outline the content of the policy and familiarises the reader to what is covered in the policy document. The introduction sets the scene by presenting the context of the policy problem

and by linking this to specific aspects of the policy document. It demonstrates that a problem exists or is foreseen and that the policy is worth reading, as it outlines core aspects and offers possible strategies to the problem. The introduction will include a statement on the purpose of the policy document and a brief overview of the methodology employed. An introduction may conclude with a road map, showing how the policy document is organized.

- 13.**Background:** The background consists of a problem description and study which leads to a policy conception and situation analysis. The problem description identifies, defines and elaborates the nature of the problem being addressed. This may include – the history of the problem; its causes; who is affected; past policies/documents and their outcomes; and the current status of the problem. It should also include a statement on the necessary changes the policy aims to effect (defining the needed change – if the policy is fully implemented, what changes will occur).
- 14.**Rationale:** The policy document should clearly state the rationale as to why the policy was formulated or revised. For example any major O/M/As restructuring or any legal, socioeconomic or political changes that have happened which necessitated the formulation or revision.
- 15.**Alignment:** A policy document should be aligned to legal frameworks/instruments either it be national policies (NDPs & Vision 2030), regional, international, protocols and conventions ratified by Namibia.
- 16.**Guiding Principles of a Policy:** This section elaborate on the key fundamentals on which the policy is anchored in regards to the aspirations of the country. Guiding principles take note of international values and norms, socioeconomic issues and policy specific objectives related to the challenges the policy aims to address. Guiding Principles establish the fundamental norms, rules, or ethics that represent what is desirable (values) for the policy and help determine the prospective outcomes of actions.

17. Policy Direction

17.1. Vision: A vision is a statement articulating the dreams and hopes, as well as likely outcomes of a policy. The vision statement serves as a picture of

potential real time outcomes of a policy. The vision statement outlines key aspirations of the policy and serves as the framework for all strategic planning. It reminds the policy makers what they are trying to build. In summary, the vision statement answers the question, "Where do we want to go? "But while a vision statement doesn't tell you how you're going to get there, it does set a direction for the policy.

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

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

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

19.Strategies: A strategy is a plan of action designed to achieve an objective. Strategies inform you how you're going to get there, as well as the overall direction you are going to take. It is the approach you take to achieve a goal and it looks at the ways you could do this. You may have more than one strategy for each goal or objective you have.

20.Implementation arrangements /Framework: This section outlines the different frameworks and arrangements for the implementation of the policy. This includes the administrative and institutional structures, legal and regulatory

arrangements as well as Monitoring and Evaluation plan. The roles and responsibilities of each of the stakeholders are also carefully looked at and assigned accordingly.

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

20.2. Legal and Regulatory Arrangements: Stakeholders should reconcile policies with various national legislations (this is to say Acts, bills, regulations, by-laws, ordinance and policies) and align the policies accordingly.

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

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

20.5. Advocacy and Dissemination (Communication Strategy): The policy should have a dissemination strategy in order to create awareness among various stakeholders and general public at large. The policy should be launched and widely publicised through various platforms. This should be an activity in the implementation action plan.

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

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

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

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

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

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

COMPONENTS OF THE IMPLEMENTATION ACTION PLAN

The **implementation Action Plan** resembles a programme, or time bound intervention similar to a project, but which cuts across sectors, themes or geographic areas. It uses a multi-disciplinary approach, involves multiple

institutions and may be supported by several different funding sources. Preferably it should be formulated concurrently with the development of the Policy. **An action plan may consist of the following components:**

- **Objectives:** An objective is a specific and measurable milestone that must be achieved in order to reach a goal. Objectives are shorter term and should be specific, measurable, achievable, realistic and time-oriented (SMART). Objectives support the achievement of related goals and are measurable step you take to achieve a strategy.
- **Strategies:** A strategy is a plan of action designed to achieve an objective. Strategies inform you how you're going to get there, as well as the overall direction you are going to take. It is the approach you take to achieve a goal and it looks at the ways you could do this. You may have more than one strategy for each goal or objective you have.
- **Activities/task:** Tasks are the smallest unit of work having four main characteristics: (1) definite duration, (2) logical relationships with other activities in the project, (3) an outline of resource consumption, and (4) an associated cost.
- **Outputs:** The amount or quantity of something produced in a given period of time. Concrete results to be produced through sound management of inputs and activities which are necessary to achieve the programme's purpose.
- **Baseline data:** Data describing the situation prior to interventions by a programme or a project that serve as starting point for the measuring and demonstrating changes in that situation and the performance of the programme.
- **Targets:** Are commitments made about the level of results to be achieved in a specified time period. A quantified desired outcome that one wants to achieve.

- **Time frames:** A time frame is a period in which certain activity(s) are assigned and agreed upon by specific stakeholders for completion. The timeframe for the implementation of the action plan is preferably a period of five years and may need to be reviewed every five years.
- **Actors/Responsible institutions:** These are institutions assigned activities related to their specific mandates.
- **Budget/Resources estimations:** Estimates related to resources which may be financial (Costing of activities), human, technical, material and temporal (time based), which are required to undertake activities provided by stakeholders.
- **Assumptions:** Assumptions are things that are generally accepted as true or as certain to happen, without proof. Serve as statements that are assumed, from which conclusions can be drawn.
- **Indicators:** Quantitative or qualitative measures of programme performance that are used to demonstrate change and the extent to which programme results have been achieved. (Indicators can be in percentages, numbers, ratios, proportions, rates or descriptions). Indicators help establish and track progress or changes as a result of a policy intervention, as well as other factors. They can also help to answer questions about how these changes have happened. Generally, for any outcome, there is a range of possible signs, symptoms or hints by which these outcomes can be observed, measured or detected with varying degrees of certainty.

Conclusion

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

out the roles and responsibilities of each role player in order to improve the implementation thereof.

ANNEX: Example of an Implementation Action Plan

Policy Objective 1: Enhance access, retention and learning outcomes through timely access to diverse nutritious food in schools.															
Strategy	Activity	Output	Key Indicators	Baseline	Timelines and Targets per year					Budget (NAD '000)					Lead/ Responsible Entity
					2017/18	2018/19	2019/20	2020/21	2021/22	2017/18	2018/19	2019/20	2020/21	2021/22	
Ensure timely provision of school meals on all school days	Source/order and transport maize blend to all schools benefiting from the school feeding programme.	Learners receive school meals in the right quantity, quality and on time.	Quantity of food delivered to schools as a share of the food ordered (target:>90%).	80%	85%	90%	90%	95%	95%	131,000	137,550	144,100	150,650	150,650	Lead: MoEAC Support: Technical Partner, MAWF
	Strengthen supply chain management, monitoring and reporting on food deliveries to schools.		Quantity of food delivered before the first day of the term as percentage of total quantity delivered.	40%	50%	60%	70%	80%	90%	-	-	-	-	-	Lead: MoEAC Support: Technical Partner, MAWF
Decentralization of the management of school feeding programme to regions.	Build the capacity of regions (through training and skills enhancement) to take over the management and implementation of school feeding, including the procurement function.	Regional Directorates are responsible and accountable for the management of the school feeding programme.	# of Regional Directorates that are managing the school feeding programme.	0	14 Regions	-	-	-	-	50	100	70	50	-	Lead: MoEAC Support: WFP/Technical Partner
	Establish a sub-vote within the school feeding budget at the regional level.									-	-	-	-	-	Lead: MoEAC

Scale up school feeding to secondary schools and Early Childhood Development Centers (ECDs).	Conduct a feasibility study on expansion of school feeding to secondary schools and ECDs.	School feeding expanded to 60% of secondary schools and Early Childhood Development Centers in vulnerable communities by 2022.	% progress made towards expansion of school feeding to secondary schools and ECDs.	0%	10%	30%	50%	100%	100%	-	100,000	-	-	-	Lead: MoEAC Support: Ministry of Gender, Poverty Eradication, Agriculture, MoHSS, WFP, UNICEF.
	Develop a project to gradually phase in school feeding into secondary schools and ECDs.									-	20	70	40	50	Lead: MoEAC Support: Ministry of Gender, Poverty Eradication, Agriculture, MoHSS, WFP, UNICEF.
	Source, process and transport maize blend to secondary schools and ECDs									-	3,930	11,790	19,650	39,300	Lead: MoEAC Support: WFP/Tech Support
Ensure adequate school feeding infrastructure	Expand and upgrade school feeding infrastructure: Kitchens, stores and eating shelters.	Schools are provided with the necessary school infrastructure required for the effective implementation of the SFP.	% of schools with the required school feeding infrastructure.	23%	30%	40%	50%	60%	70%	-	804	900	800	800	Lead: MoEAC Support: Min of Works&Transport, WFP/Tech Partner
	Develop standard and affordable designs for school feeding infrastructure.									-	-	-	-	-	Lead: MoEAC Support: Min of Works&Transport, WFP/Tech Partner
	Equip all kitchens with fuel efficient cooking stoves along with necessary Non-Food-Items.									-	100	120	150	200	Lead: MoEAC
Sub-Total										131,050	242,504	157,050	171,340	191,000	892,944

