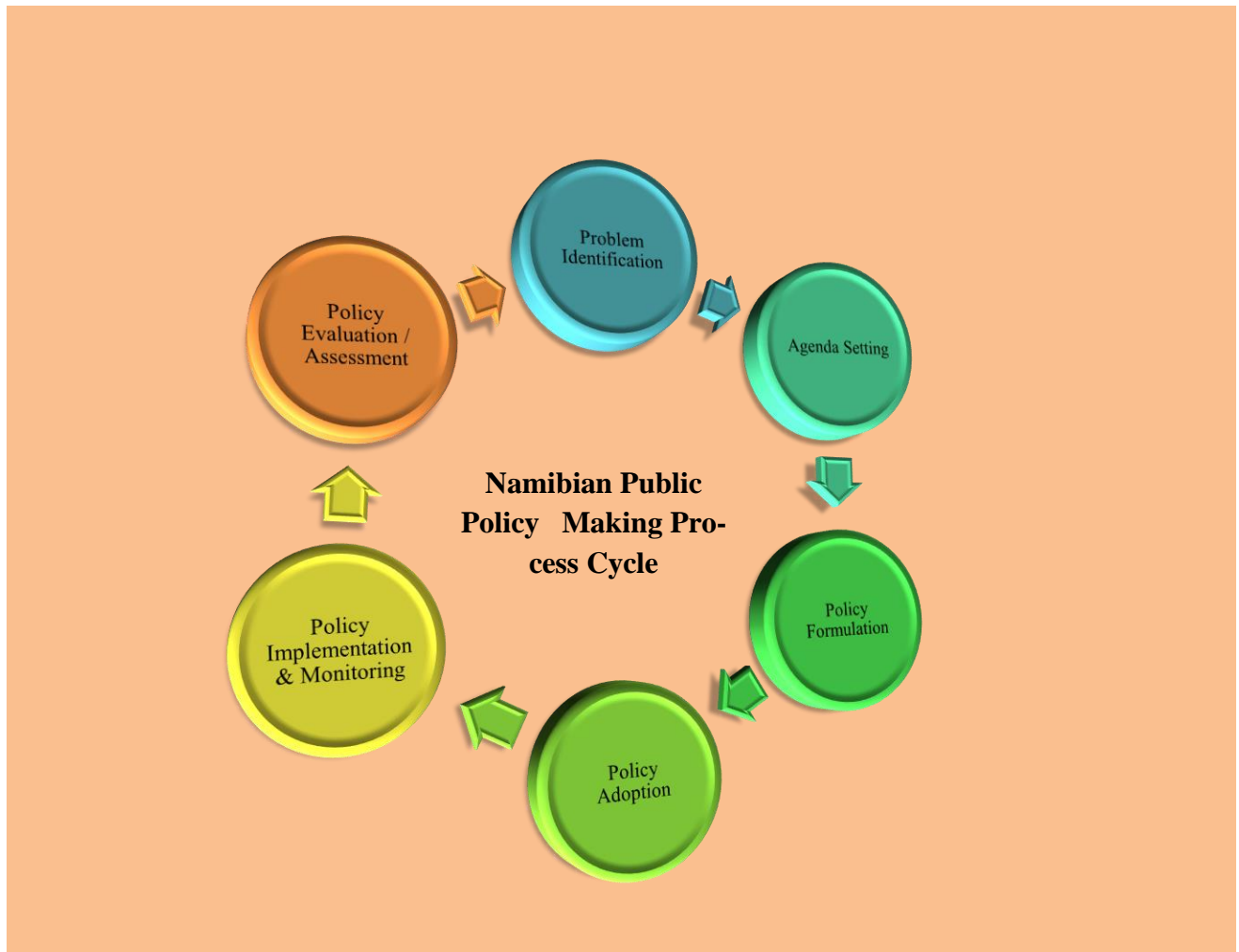




Republic of Namibia
OFFICE OF THE PRESIDENT
NATIONAL PLANNING COMMISSION

GUIDELINES FOR THE PUBLIC POLICY MAKING PROCESS (PPMP) IN NAMIBIA



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FOREWORD

Effective policy making have always been a challenge to the Namibian Government. The implementations of policies by Offices, Ministries and Agencies (O/M/As) have not yielded fully the expected positive results. This has been mostly attributed to the fact that O/M/As did not always follow due diligence when developing and revising public policies. There has not also been any documentation of the process that should be followed by O/M/As when developing and revising policies. This has resulted in challenges such as formulating policies without defining clearly the problem to be addressed, inadequate review of literatures, inadequate consultation, and poor stakeholder's analysis and mapping, poor coordination, policy lacks implementation action plan, lack of monitoring and evaluation of policies programmes and projects, among others.

It is against this backdrop that the National Planning Commission has developed the Guidelines on the Public Policy Making Process in order to improve the process of policy making in Namibia¹. The Guidelines have stipulated stages that should be followed by O/M/As in the process of making policies. This will assist O/M/As to ensure that all stages of policy making process are followed and that all stakeholders are consulted and every policy formulated has an Implementation Action Plan to ease the process of monitoring and evaluation. Furthermore, the guidelines will assist O/M/As to formulate effective policies grounded in evidence that will result in successful implementation thereof.

The guidelines set out key stages of good policy-making which will make O/M/As to design policies around outcomes, making sure policies are inclusive, fair and evidence-based and that they are more forward and outward-looking.

It is our hope that these Guidelines will become reference among O/M/As policy practitioners to formulate implementable policies. I therefore urge all O/M/As to read and adhere to the stages presented in these Guidelines to improve the development of their respective policies in order to be able to address policy challenges more effectively.

Hon. Obeth M. Kandjoze
Minister of Economic Planning and Director General of NPC

ACRONYMS

CBOs	Community Based Organizations
CDN	Cabinet Decision Number
IAP	Implementation Action Plan
IATC	Inter-Agency Technical Committee
MTEF	Medium Term Expenditure Framework
NGOs	Non- Governmental Organizations
NPC	National Planning Commission
OMAs	Offices ministry Agencies
PPMP	Public Policy Making Processes
SWOT	Strength, Weaknesses Opportunities and Threats
ToRs	Terms of References
TWG	Technical Working Group

GLOSSARY OF CONCEPTS, TERMS AND JARGONS

Agenda Setting: is the process to recognize issues or concern by Cabinet as a policy problem that require a targeted intervention to address it.

Cabinet Decision Number: is a number allocated to an item such as a policy when it is approved by Cabinet.

Implementation Action Plan: is a multi-sectoral action plan that involves many stakeholders that are required to implement the activities contained therein.

Policy Adoption: is a process by which public policies are accepted by government bodies for implementation.

Policy Evaluation: is a tool used for checking the effects of the policies of respective ministries and for evaluating the policies in terms of necessity, efficiency, validity, etc. in order improve the planning and implementation.

Policy Formulation: is the development of effective and acceptable causes of action for addressing what has been placed on the policy agenda.

Policy Implementation: is the process by which institutions execute policy programmes and projects in order to achieve policy goals and objects.

Policy Monitoring: is a process by which stakeholders follows and assess policies to ensure there are developed, endorsed, enacted and implemented as intended.

Problem Identification: is the process of detecting and defining the existing or foreseeable needs, concerns or problems affecting the society.

Public Policy Making Process: is defined as the process by which government translates their political visions into programmes, projects and activities to deliver outcomes or desired changes in the country.

Resource Mobilization: is the process of getting new and additional resources to implement policy programmes and projects.

Relevant OMAs: are institutions that have a crucial role on the policy that being formulated/revised.

Custodian O/M/A: is the institution that steering the development/revision process of the Public Policy.

Stakeholders: are all institutions that are contributing to the development /revision and playing a role in the implementation of the public Policy.

External Persons: a consultant or an expert from outside the custodian OMA who is given a responsibility of the actual drafting of the policy.

1. Introduction

Article 129 (Section 1, Chapter 17) of the Constitution of Namibia tasks the National Planning Commission (NPC) to plan the priorities and direction of national development, while the NPC Act, (Act No.2 of 2013, Section 4, sub-section (d) and (e)) mandates NPC to coordinate the development of Government socio-economic policies to ensure consistency and, to evaluate the existing Government socio-economic policies to establish their effectiveness. In Namibia, the Public Policy Making Process (PPMP) is not documented. Thus, Offices, Ministries and Agencies (O/M/As) have been formulating /revising Public Policies that lack key fundamental components of the Public Policy Making. One such an example of the component normally omitted is the Implementation Action Plan (IAP) thereby leading to ineffective implementation of policies, as programmes and activities to implement objectives of policies are not clearly identified and/or assigned to potential implementers. Additionally, there has been an outcry by O/M/As on the PPMP that is not documented.

It's against this background that, NPC as a custodian of policy coordination in the country initiated the development of PPMP Guidelines. The purpose of the guidelines is to document, ensure inclusivity of all key fundamental components and standardize the public policy formulation process to ensure that all O/M/As developing and revising policies follow the same processes. A standardized process is essential as it does not only ensure that all Public Policies are developed in the same manner, but may also lead to a smooth policy making process and enhance effective implementation of the developed public policies.

2. Defining Public Policy Making Process

Generally, PPMP involves different stages that aimed at ensuring a comprehensive formulation or revision of socio-economic government policies. In Namibia, the public policy making process normally involves six (6) stages/phases. These stages include problem identification, agenda setting, policy formulation, policy adoption, implementation, and evaluation. These phases are normally orderly followed to ensure that the process is done correctly. The checklist that needs to be observed at all times when formulating or revising policies is attached to this guidelines as annexure 1. Below is the detailed explanation of the six stages that PPMP in Namibia should follow.

3. Stages of Public Policy Making Process

3.1. Stage 1: Problem Identification

The Policy making process starts with the identification of the problem, that stakeholders such as Cabinet, Parliament, Communities, mass media, political parties, interest groups or civic organizations, raise concern regarding existing or foreseeable problem that affects the public at large. After identification of the problem, stakeholders must then identify the relevant custodian O/M/A of the policy to be developed / revised .The identified problem should be national-driven, and stakeholders in question should define the problem in clear terms and raise it in relevant platforms for consideration. Based on the concern raised, there might be a need for policy to be developed /revised by relevant O/M/A in order to address the concern.

When a concern raised is articulated, then relevant O/M/A identify inclusive key players/stakeholders such as other O/M/As, individuals, mass media, interest groups, private sectors, academia, development partners, Civic Organisations (Trade unions, Employers Federation, Faith Based Organization, Community Based Organisations (CBOs) and Non-Governmental Organizations (NGOs)), among others.

During this stage a scoping study/environmental scanning in the form of Strength, Weakness, Opportunity and Threats (SWOT) analysis is carried out by the relevant custodian O/M/As and should have statistics from reliable sources. The Literature review of existing relevant policies and other legislations should be adequately conducted at this stage to establish whether there is need for a new policy proposal or if there is already a policy in respect of the identified problem and it just need to be reviewed. The conduct of SWOT analysis informs stakeholders whether to proceed or not to proceed with the policy proposal. In cases where the analysis does not indicate a need to develop a new policy, the plausible options would be more or one of the following: (i) creating continuous awareness campaign of the existing policy (ies), (ii) strengthening the implementation of other policies, (iii) modify the IAP of the other existing policies to address the problem at hand.

Stage 2: Agenda Setting

At this stage, the problem identified is summarized in policy proposals. The policy proposal should include policy options and solutions for consideration. Therefore at this stage, a relevant O/M/A prepares the public policy proposal and must submit it to NPC for inputs before submission to Cabinet for consideration and selection of best options (acceptance or rejection).

If the Cabinet accepts the proposal, they issue a Cabinet Decision Number (CDN). The acceptance by Cabinet gives a go-ahead for a policy formulation process. Extensive stakeholder's mapping, analysis and engagement should then be carried out after cabinet decision to ensure stakeholders inclusiveness. A list of Inter-Agency Technical Committee which consists of key stakeholders to drive the process of developing or revising the policy should be included in the policy proposal. Considering that the policy is usually a national document it should be written in plain language.

3.2. Stage 3: Policy Formulation

During this stage of PPMP, there are several key things that need to be observed and undertaken to ensure that the formulation is inclusive of all stakeholders and follows the Structure of a Public Policy Document in Namibia.

3.2.1. Guidelines for the Structure of a Public Policy Document

During this stage, the custodian of the proposed policy should study and adhere to the Guidelines for the Structure of a Public Policy Document that has been developed by the NPC and adopted by Cabinet (Cabinet Decision Number 13th /02.08.16/004). This guideline serves as a reference at stage.

3.2.2. Engagement of External Persons

During this stage, it highly recommended that the custodian OMA utilize the available personnel to draft the policy without a help of external persons. In case where an O/M/A engages an external person to assist in the formulation of the policy document, the O/M/A should ensure that there is a dedicated team that is assigned to work closely with the external person and ensure adherence to the Guidelines for the structure of a public policy document. It is the responsibility of the custodian

OMA to direct the external person in understanding the socio-economic legal, political and cultural issues related to the policy in question.

3.2.3. Stakeholders Engagement

All relevant stakeholders should be engaged and consulted through Inter- Agency Technical Committee, consultative workshops, meetings, individual/group/sectors interviews. In the same setting, stakeholders should be encouraged to attend to provide their input which is relevant to the specific policy being formulated or revised. Proper stakeholders mapping and analysis should be conducted to ensure inclusivity. The following are the various platforms and methods through which stakeholders can be consulted:

3.2.3.1. Inter-Agency Technical Committee (IATC)

Under the formulation stage, the custodian OMA is obliged to formulate an IATC which comprises of key stakeholders to spearhead the formulation or revision process. The IACT is sometimes referred as Thematic Working Group (TWG). IATC should meet regularly and the minutes of the meetings taken be shared with every stakeholders at all times. The custodian O/M/A should serve as secretariat to the IATC whose also serve as the convener.

3.2.3.2. Consultative Workshops

This stage involves a thorough wide consultation with all relevant stakeholders in order to start the drafting of the policy document. When a drafted policy document is produced, it should be shared with various stakeholders for their inputs through a stakeholder consultative workshop. Preferably, minimum three national workshops (awareness/ sensitization, extensive deliberation and validation) should be conducted respectively. All workshops proceeding's reports, invitations letters, and list of attendance of stakeholders should be kept safe and stored as a resource folder for ease future references.

3.2.3.3. Consultative meetings

This meeting is meant for communicating the process and key messages; identifying issues and ways to resolve them and ascertaining community views and opinions in order to achieve better results. Consultative Meetings are also called brainstorming meetings and Consultation that can improve the awareness of the role of stakeholders .The custodian O/M/A of the policy is required

to use different consultation tools to ensure an extensive engagement of all relevant stakeholders to enable them to solicit all inputs from all key stakeholders. The number of consultative meeting required is left at the discretion of the custodian O/M/A. The views and information gathered during consultation meeting must be considered in the policy document.

3.2.3.4. Individual interviews

Through the individual interviews, the custodian O/M/A will allow to probe the stakeholder's attitudes, believes, desires and experiences to get a deeper understanding on the said policy.

3.2.3.5. Group/Institutional interviews

During Group/ Institutional interviews the custodian O/M/A may carry out two distinct tasks (i) asking exactly the same questions as in the individual interviews openly to the whole group giving the opportunity for the stakeholders to compete impressively or (ii) The custodian O/M/A gives brief introductions, leading into group tasks and activities in order to assess stakeholders understanding and experiences.

3.2.3.6. Sectors interviews

Under this activity, the custodian O/M/A set a date for a sector/ministry interviews especially with Sectors who have a stake on the formulated /revised policy. Afterwards, the custodian OMA compile the report that will be used in policy drafting.

3.2.3.7. Questionnaire

Under this activity, the custodian O/M/A compiles Questionnaire that meant for interviewing relevant O/M/A on policy being drafted. Therefore, when the relevant O/M/A completed the questionnaires they must send them back to the custodian O/M/A for compilation of a report that will be used on the drafted policy. The compiled report and questionnaire received from relevant Sector shall be stored in the Resource Folder for future reference.

3.2.4. Resource Folder

It should consist of copies of ToRs, policy proposals submitted to Cabinet, inception reports, minutes, list of stakeholders consulted, comments forwarded by stakeholders, relevant document/policies, invitations letters and other legislations consulted workshop proceedings and all other materials used in the drafting process. The resource folder is very important to ensure that all the proceedings are kept at the same place for reference.

3.2.5. Implementation Action Plan/Implementation Plan/Strategy

The formulation of Implementation Action Plan (IAP) of the policy should be developed concurrently with the policy document. In the IAP, all stakeholders should be assigned roles according to their mandate and all other roles they have agreed to carry out for the policy in question. It is in the IAP that the stakeholder need to indicate how the policy would be funded, and the IAP should clearly indicate the programmes and projects that will be implemented for the policy in question.

Note that, the situational analysis (SWOT) conducted during stage one of problem identification should serve as a guide, among others, for the formulation of objectives and strategies of the policy in order to address the identified problem.

3.3. Stage 4: Policy Adoption

Under this stage, the first submission of the final draft policy and IAP is made and presented to the Cabinet committee by the Minister or Head of the custodian O/M/A. After the presentation, if the cabinet committee observed that further inputs are required then the document will be sent back to the custodian OMA for rectification. However, if no inputs required on the final draft policy and IAP, then the Minister or Head of O/M/A further submits to Cabinet for discussion and adoption. Prior to adoption by cabinet, the final draft policy document must be validated at a national stakeholder workshop.

3.3.1. Validation Workshop

The final draft documents (Policy and Implementation Action Plan) should be discussed and validated at the national workshop, where all the stakeholders are represented. After the Validation Workshop, the custodian O/M/A should incorporate comments into the final draft document and share it with NPC for scrutiny. After scrutinisation, NPC return the policy document to the custodian O/M/A with comments and inputs, if any. The custodian O/M/A will then incorporate comments and inputs, if any, and forwards the document to Cabinet.

3.3.2. Submission to Cabinet Committees and Cabinet

The Minister of the custodian O/M/A present the final draft document (Policy and Implementation Action Plan) to Cabinet Committee responsible for that specific subject matter contained in the policy. The Cabinet Committee study the draft policy and provide comments/inputs, if any, send them through to the custodian O/M/A for incorporation. Thereafter, the final draft policy document is forwarded to Cabinet for discussion and adoption if no further changes are made.

3.3.3. Editing, layout and Printing

After adoption, the custodian O/M/A will send the documents (Policy and IAP) for editing, layout and printing to the printing press.

3.3.4. Launching and Dissemination

After printing, the custodian O/M/A in collaboration with Ministry of Information and Communication Technology launches the policy document. The final electronic and hard copy must be collected from the printing company by the custodian O/M/A. The electronic and hard copy should be kept safe for future usage and must also be submitted to NPC for uploading on their policy database. The custodian should also launch and disseminate the policy document in all the regions (regions can be clustered if possible) to ensure that the public is aware of the developed or revised policy.

3.4. Stage 5: Policy Implementation and Monitoring

This is the stage where participation of key role players are crucial in addressing the problems identified and implementing the strategies and objectives of the policy. A policy must be put into effect by various O/M/As responsible for various activities as contained in the policy IAP. For effective implementation of a public policy, clear communication, coordination, human resources capacity as well as sufficient financial resources allocation are key in making this stage a success.

3.5.1 Executing the IAP

When executing the IAP ensure that the Activities contained in the IAP should be within the mandate of O/M/As and agreed upon to guarantee a smooth implementation. When stakeholders are formulating the IAP, they should consider the following components: objectives, strategies, activities, output, key indicators, baseline, timelines and targets, budget and responsible institutions for implementation. The IAP assists O/M/As to implement the policy by cascading it into their respective strategic plans and annual work plans. It is compulsory for the custodian of the policy to ensure that the evaluation of the policy's IAP is conducted every five years or on ad-hoc basis whenever necessary. The IAP should be a stand-alone document and treated as an attachment to every policy document.

3.5.2 Resource Mobilization

If responsible institutions will require additional funds on top of the government budgetary allocation, they should mobilise additional funds from other sources and this should be indicated in the IAP.

3.5.3 Monitoring

Monitoring comprises range of activities describing and analyzing the development and implementation of policies, identifying potential gaps in the processes, outlining areas of improvement and holding policy implementers accountable for their activities. The custodian O/M/A and implementers should continuously collect data to measure or track progress where the custodian is responsible for verifying the collected data. In addition, the custodian O/M/A is responsible for coordinating the monitoring process of all policy activities being implemented. The custodian OMA is therefore required to submit the progress tracking report to NPC on Annual basis.

3.5. Stage 6: Policy Evaluation/Assessment

Evaluation is done to assess the activities (policy implementation aspects), cost, time and benefits, impact and effectiveness, milestones and checking of compliance of stakeholders and accountability by the custodian of the policy.

3.5.1. Evaluation

The custodian O/M/A together with Inter Agency Technical Committee is responsible for coordinating the carrying out of the impact assessment at the end of the implementation period of the policy which ends every five years in order to establish policy effectiveness. When conducting evaluation, an O/M/A should look at costs and benefits of the policy as well as their indirect/unintended effects. During evaluation, the custodian should seek the views of every stakeholders of the Policy. The evaluator should also seek audit reports of the implementing O/M/As to establish if the funds provided have been utilized in the manner that they were intended for. It is crucial to create an enabling environment for cooperation and coordination among implementers in order for the evaluation to be conducted smoothly and effectively. In addition, it is necessary to have rewards and sanctions systems to encourage implementers.

Based on the evaluation results, below are the possible Policy options to be taken:

3.6.1.1 Maintain Policy (keep the policy as is)

This option occurs when a policy is found to be producing the intended results. This means that the policy is addressing the problem for which it was created and such that it proceeds in the right direction therefore, need to be maintained.

3.6.1.2 Policy Revision

This option occurs when the evaluation findings indicate that the policy is no longer addressing the identified problem, or that the policy is outdated. In this case, the policy would need to be revised. When revising the policy, all the five (5) stages discussed above need to be followed.

3.6.1.3 Policy Amendment

This option occurs when the evaluation findings indicate that there are just few components which need to be incorporated or removed in the policy in order to address the problem more effectively. During this option, the custodian O/M/A should follow the stages of Public Policy Making Process to ensure engagement of all relevant stakeholders which will lead to effective amendment of the policy.

3.6.1.4 Policy Termination

Policy termination occurs when the evaluation findings establish that a challenge that was intended to be addressed by the policy has been solved or the policy has served its purpose and may not be relevant anymore. In the case where the evaluation establishes that the policy is terminated, then the policy should be shelved for future references. It is however important to note that, depending on the evaluation results, policy termination might also result in the formulation of another policy. If a new policy is formulated, then the policy formulation will have to pass through all the stages as discussed above.

4. Conclusion

The Guidelines for Public Policy Making Process present useful references to stakeholders to follow the various stages to ensure a smooth process of developing or revising policies. The guidelines guide O/M/As in formulation of policies to enable standardized process in the country as whole. This will result in quality government policies, effective utilization of resources, enhanced coordination among stakeholders, and improved public service delivery.

Therefore it is critical for stakeholders to adhere to the Guidelines for Public Policy Making Process as skipping a stage in the process can lead to poor policy development which could result in ineffective policy implementation.

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Annexure 1: Public Policy Making Process Checklist

#	Items	Yes	No	Comments and issues for consideration
Stage 1	Problem identification			
1.1	<i>Problem clearly stated</i>			
1.2	<i>Identification of Relevant OMAs</i>			
1.3	<i>Identification custodian OMA</i>			
1.4	<i>SWOT Analysis conducted</i>			
1.5	<i>Action taken after SWOT analysis (specify)</i>			
Stage 2	Agenda setting			
2.1	<i>Summarized Policy Proposal in place (with policy Options and solutions and a list of IATC)</i>			
2.2	<i>Submission to NPC</i>			
2.3	<i>Submission to Cabinet</i>			
2.4	<i>Issuing of cabinet Decision Number</i>			
Stage 3	Policy Formulation			
3.1	<i>Guidelines of the structure of PPD followed</i>			
3.2	<i>Engagement of the external persons (only when necessary)</i>			

#	Items	Yes	No	Comments and issues for consideration
3.3	<i>Engagements of Stakeholders(indicate dates for each)</i>			
	<i>3.3.1. sensitization / awareness workshop conducted</i>			
	<i>3.3.2. Extensive Deliberation workshop conducted</i>			
	<i>3.3.3. Validation workshop conducted</i>			
	<i>3.3.4. Other types of engagements conducted</i>			
3.5	<i>Resource Folder created</i>			
3.6	<i>IAP developed</i>			
Stage 4	Policy Adoption			
4.1	<i>Submission to NPC</i>			
4.2	<i>Submission to Cabinet committee(if required)</i>			
4.3	<i>Submission to Cabinet</i>			
4.4	<i>Editing, layout and printing done</i>			
4.5	<i>Launching and dissemination conducted</i>			
Stage 5	Policy Implementation and Monitoring			
5.1	<i>Executing the IAP- are stakeholders implementing policy programmes ,projects and activities as per IAP</i>			
5.2	<i>Is resource mobilization required</i>			

#	Items	Yes	No	Comments and issues for consideration
5.3	<i>Is the custodian OMA undertaking continuous monitoring of the Implementation process</i>			
5.4	<i>Have OMAs submitted monitoring reports to custodian OMA</i>			
5.5	<i>Progress reports submitted to NPC annually</i>			
Stage 6	Policy Evaluation /Assessment			
6.1	<i>Have the assessment of the policy programmes, projects and activities been conducted?</i>			
6.2	<i>What are the proposed options as per evaluation results?</i>			
	<i>6.2.1 Maintain Policy</i>			
	<i>6.2.2 Policy Revision</i>			
	<i>6.2.3 Policy amendment/modification</i>			
	<i>6.2.4 Policy termination</i>			

Annexure 2: Example of an Implementation Action Plan

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

Explanations of the Implementation Action plan 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 how to get there, as well as the overall direction that should be taken. It is the approach used to achieve a goal and it looks at the ways how it could be done. There could be more than one strategy for each goal or objective.

- **Activities/task:**

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

- **Outputs:**

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

- **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**

These are commitments made about the level of results to be achieved in a specified time period. In other words a target is a quantified desired outcome that one wants to achieve.

- **Timelines**

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.

- **Budget for policy Implementation (Operation and Development)**

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

- **Key Implementers**

Key implementers are all stakeholders identified in the IAP to implement policy programmes and projects. The host O/M/A is the key implementer and also a coordinator of all implementers and is accountable to ensure the implementation of the overall policy activities.