Capacity Building Workshop on Policy Formulation and SDG Acceleration

Organized by the National Planning Commission, UN DESA and UN Namibia, with GIZ Namibia

27-28 April, Otjiwarongo

Review of Guidelines for the Public Policy Making Process in Namibia (August 2020)

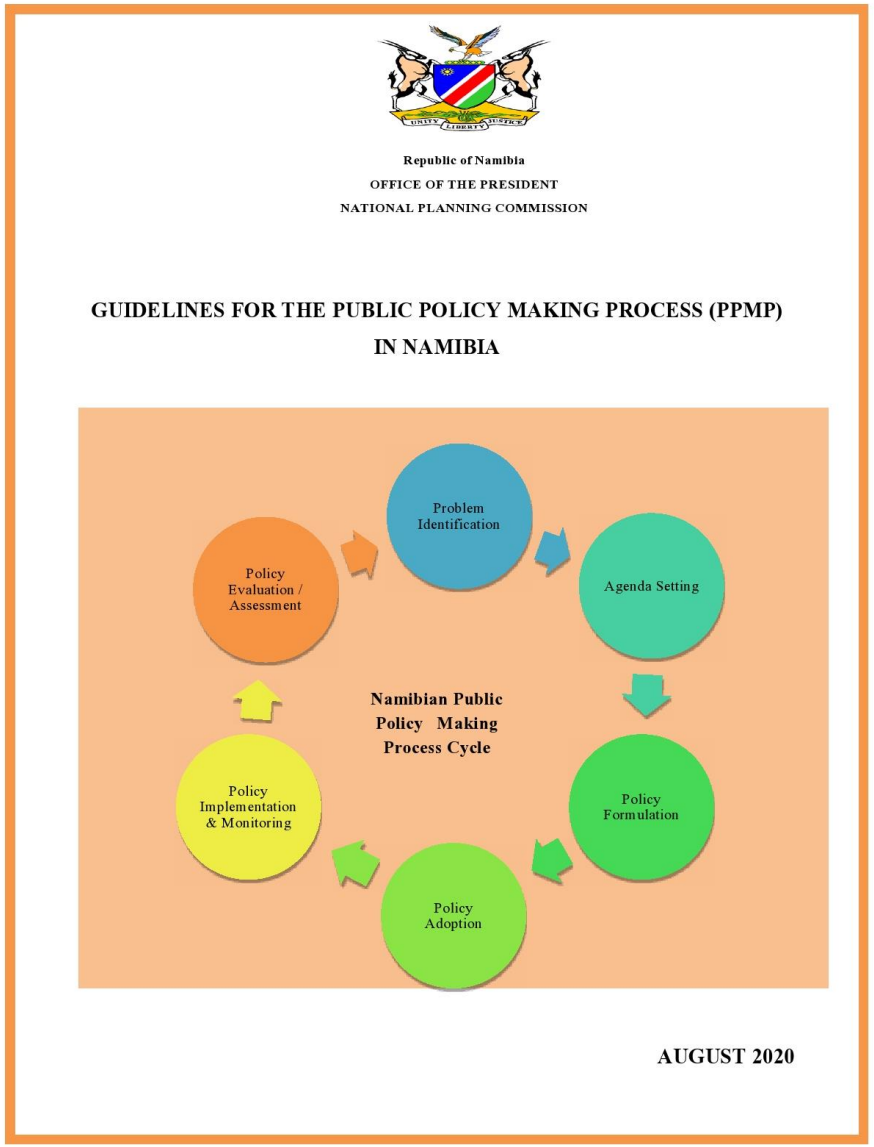
Barry Dalal-Clayton (EDS International)

and

Peter Tarr (SAIEA)

Key challenges identified

- Formulating policies without defining clearly the problem to be addressed
- Inadequate review of literature
- Inadequate consultation
- Poor stakeholder analysis and mapping
- Poor coordination
- Lack of implementation action plan for policies
- Lack of monitoring and evaluation of policies programmes and projects



Built of commonly accepted stages in policy process

- Agenda setting

- Policy formulation

- Adoption (or decision making)

- Implementation and evaluation.

Recommendations

- Rewrite – to clarify text & add new elements

- Revise glossary of terms – tighten, sharpen, modify
  eg
  - ***Agenda setting***: process not just a matter just for Cabinet but should enable issues raised, identified or experienced by any stakeholders to be taken into account;
  - ***Problem identification:*** should include any issues (not just those affecting society), including, environmental, social, economic, institutional

- Improve guidance as regards stakeholder engagement, reporting, transparency (all materials publicly available)
  - Draft policies, questionnaire surveys, workshop/meeting reports, resource folder, etc

Recommendations – Scoping and SWOT

- ***[3.1]*** ***Identification of problems*** - not just nationally-driven. Problems could be anything and could arise at all levels, eg hubs, regions (within Namibia), districts, etc.

- [3.1] Need clarity on the ***ways/mechanisms for stakeholders to raise concerns*** – relevant platform is rather loose

- [3.1] ***Scoping study*** –not just environmental. Should also cover social, economic and institutional dimensions.
- [3.1] But what is to be scoped?
- [3.1] Could add '***screening step***' – is policy needed? Does Act/Regulation exist? Standard in EIA
- [3.1] Why is ***SWOT*** part of scoping? SWOT usually applied to response, not the problem
- [3.1] Could apply '***cluster SWOT***' [all PPPs relevant to issue]

Too much focus on single policy

- Focusing on single policy can miss critical interactions, eg
- Coal-based economy in Botswana/NDP11 [Peter to flesh out]
- Bull-testing centre – Botswana [Peter to flesh out] – use map?

Recommendations – stakeholder engagement

- ***[3.2.3]*** **Stakeholder events facilitated**? By who? Who analyses outcomes?
- ***[3.2.3]*** Reports should be shared, ***publicly available***. Website
- ***[3.2.3]*** ***Encouraging participants to attend.*** Need guidance on how to participate, advance notification, when, where (see DEA EIA guidelines)

- ***[3.2.3.1]*** Make IATC minutes publicly available (website)

- [3.2.3.2] ***Various stakeholders***? . Draft policy documents should be available to all and publicly (website)
- ***[3.2.3.2]*** Need several ***stakeholder consultation workshops***

- ***[3.2.3.3]*** No. of **consultative meetings** required should not be at the discretion of the custodian O/M/A; Need minimum requirements
- ***[3.2.3.4 and 3.2.3.5]*** Need guidance on when ***individual*** should be interviewed.
- ***[3.2.3.5 and 3.2.3.5]*** ***Focus groups*** more robust
- ***[3.2.3.4 and 3.2.3.5]*** Need **standard format**, mode of conduct and reporting for consultative events

Recommendations – Implementation Action Plan

- ***[3.2.5]*** Need guidance on format/contents of ***Implementation Action Plan***

- ***[3.5.1]*** **Evaluation versus monitoring** – need to clarify.
  - Evaluation every 5 yrs?
  - Monitoring is constant
  - Align/synchronise with the 3-yr rolling budget system?

- [3.5.3] Suggest ***independent element to M&E***

- ***[3.5.1]*** ***Impact assessment*** – correct term? Could confuse with EIA

- [3.5.1] Evaluation should address environmental, social, economic and institutional aspects

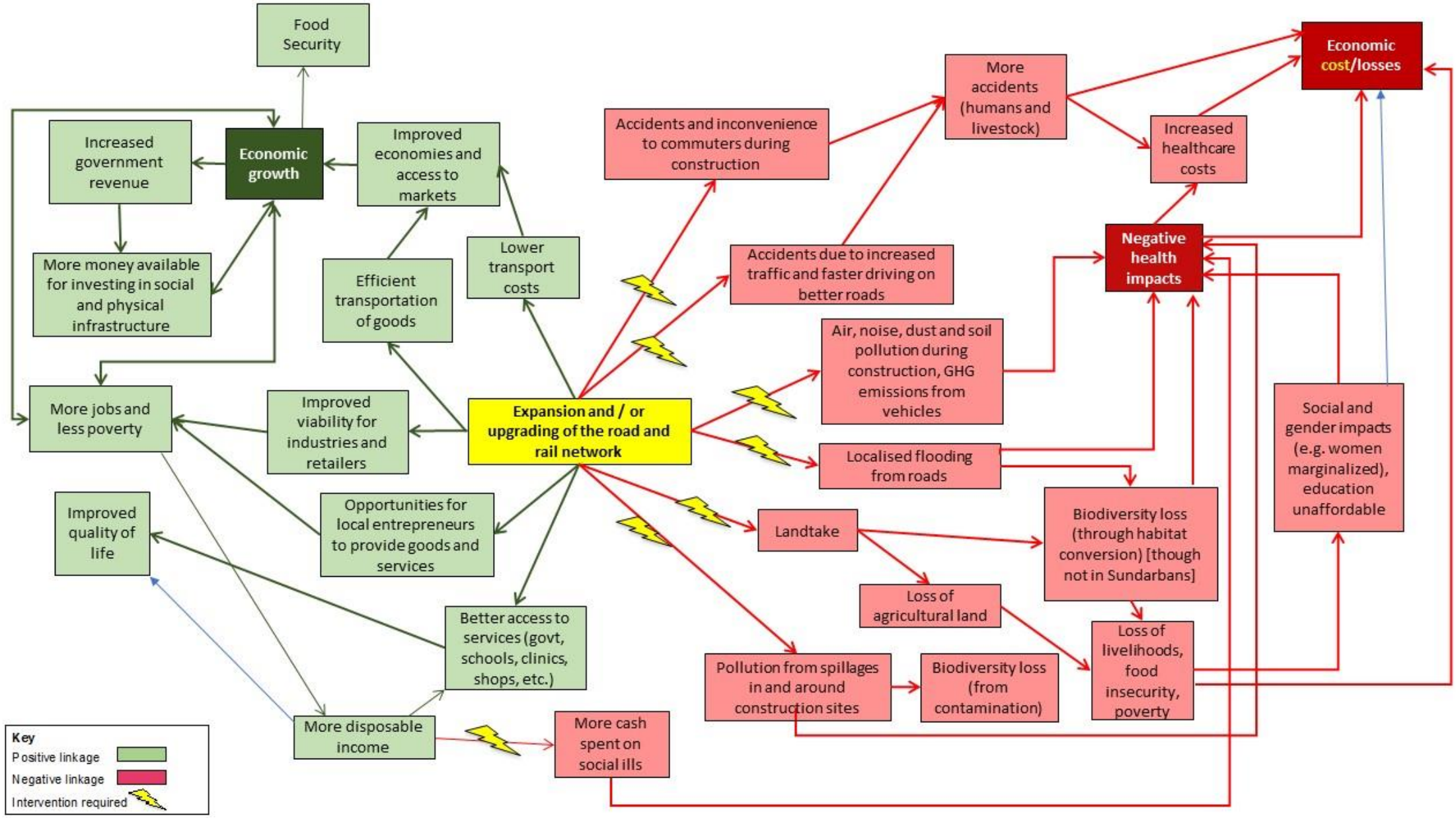
Recommendations – M&E

- ***[3.5.1]*** ***Evaluation*** should address environmental, social, economic and institutional aspects
- ***[3.5.1]*** Need format/contents for an **evaluation report**
- [3.5.1] Who is the "**evaluator**"? independent individual or team?
- ***[3.5.1]*** "have ***rewards and sanctions*** systems to encourage implementers" – clarify
- **Annex 1** – revise based on updated text

Recommendations - additions

- Need to ***dovetail with new SEA Regulations*** (SEA for all PPPs required under new EMA)
- Focus is on PPPs at a national level. Need to consider ***hub/regional/district level PPPs*****.**
- Use of ***linkage diagrams*** to enable an understanding of intended and unintended consequences.

Linkage diagram for road, rail and port development in Bangladesh



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Review of

Guidelines for the Guidelines for the Structure of a Public Policy Document (May 2016)

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Peter Tarr (SAIEA)

- Update - synergise with Guidelines on Public Policy-making Process (August 2020)
- Indicate approx lengths for key sections
- Eliminate duplication, make succinct and clear
- Order of sections
- Executive summary – 2 pages max
- No need to discuss methodology [12] - standardise for all policies
- No need for roadmap [12] – table of contents is sufficient
- How does policy relate to other policies? [15] – overlaps/antagonisms, primacy, alignment table
- Objectives, goals and and mission are all same [17.2/17.3] – merge. But use ‘targets’ [18]
- Drop para on strategies [19] – over-complicates. This is role of IAP

- Implementation arrangements [20] – merge with IAP
- Institutional arrangements/framework [20.1] – duplicates Guidelines on Public Policy-making Process
- Legal and Regulatory Arrangements [20.2] – already addressed under 'alignment' [15].
- Monitoring and Evaluation framework and Reporting [20.4] - makes a statement but provides no guidance
- Advocacy and Dissemination (Communication Strategy) [20.5]
  - Website needed - common for all policies?
  - Standard GRN press release - invitation to public to comment
  - Revised EMA will require a policy SEA (common approach to public engagement needed?)
- Implementation Action Plan [21] - duplicates earlier section on implementation arrangements – merge
- Language [25] - local language versions of policy to improve understanding and communication
- Volume [26]– should be standardised for all policies

Implementation Action Plan

- Repeats/duplicates much of earlier text
- IAP should not have separate objectives to the policy
- Use targets – not objectives
- Remove para on strategies
- Activities/task = statement. Needs to be more ‘guiding’, ie “The IAP should …”

THANKYOU