

THE FRAMEWORK FOR POLICY ANALYSIS AND MANAGEMENT

PURPOSE OF POLICY ANALYSIS FRAMEWORK

While, in the past, the formulation and management of policy has been the sole prerogative of the state and its apparatus, there is now an increasing and growing demand for a shift to a new paradigm which encapsulates the involvement of consumers, public and civil society. Conceptually, the trend is certainly not smooth and has no precedent recognisable by the state machineries. The purposes of the inclusion of significant others in both policy development and management, have as their base, the need to promote good governance and sustain democracy. It is assumed that this incremental trend is a challenge to the bureaucratic tradition of the growth of the state, the modalities of public policy formulation and the tradition of allocation of scarce resources in order to achieve the public good which constitutes part of the economic and social transformation of society. In addition, this trend contributes to peace, stability and development of a national agenda in consensus-building in policy development. Such a policy initiative requires a policy framework within which issues and problems are conceptualised and addressed through an appropriate methodology.

The following are some of the purposes for developing a policy framework within a particular development paradigm:

- To analyse the nature and typology of the problem, the number of people affected, the time-frame and the causal social and political factors. Such an analysis facilitates the understanding of the causative factors of a particular problem experienced by a specific group of people. It also helps to determine the method of intervention which must have the capacity to solve the problem.
- The need and desire to find an appropriate solution to the problem that has been identified. In this regard, the target group or community must also be identified. At the same time, alternative courses of action and policy options must, of necessity, be explored to enable policy-makers to formulate appropriate choices and their impact on other social groups.
- The policy framework provides a rationale for intervention in an environment in which problems are being or likely to be experienced. It further provides the potential and capacity to meet the unanticipated and recurrence of problems.
- It provides the legal and regulatory framework within which policy intervention is necessary without waiting for the legislature to pass a new law each time a problem is identified. It gives the direction, guidelines and

procedures which have a capacity of addressing a problem should it emerge in similar circumstances requiring similar strategic actions.

- It assists the state machinery of the implementing agency in sourcing funding to support the action-oriented strategies aimed at solving a problem. Further, it enables the management to control the expenditure of funds. It should be mentioned that the lack of attention to policy framework may well result in shortages of required resources or an under-estimation of complexity of the policy measures.
- Policy framework contributes to the preparedness of the administration in solving conflicts and contradiction in society and assists in developing meaningful ways of addressing the issues, concerns and constraints.
- The arbitration of competing and conflicting groups, individuals and institutions, either in the provision or in the receipt of services such as health, education, housing and social justice in industrial relations. Such institutions may be competing for the same resources or markets and may be unable to find an amicable solution of their own.
- It explains approved and normal linkages with the external environment through a memorandum of understanding, joint collaboration and commissions in certain areas of policy such as in industry, commerce and finance, including relations with international organisations.
- To provide an attitudinal and behavioural pattern appropriate for the implementation and management of a programme or project. The behaviour of institutions and agents of change should be clearly stated so as to inform the public about what to expect from those who provide and deliver services. It therefore contributes to the creation of an organisational culture appropriate for the allocation, distribution and consumption of services.
- The framework also provides certain competencies expected of the officials and organisations involved in the process of policy implementation, a code of conduct for the providers of service, and procedures manuals which give guidance on the delivery of service.