

Q. Planning is an important part of policy process. Describe the various types of planning and discuss the objectives of each type.

b. Implementation is the action of phase in which plans and policies are put into operation. Discuss the techniques that can be utilized in the stages of implementation process.

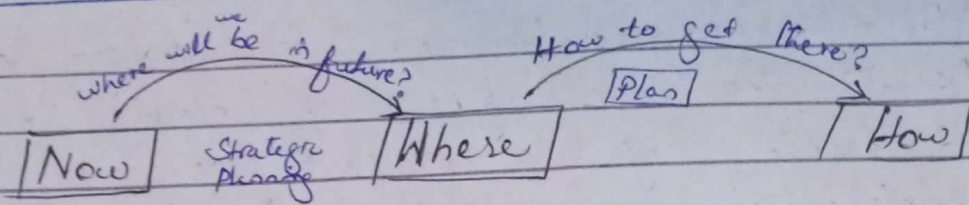
Introduction:

Public policies are the tools through which governments put their political agendas in a practical form. It is a complex process that goes through series of stages before being executed. Planning is the initial phase, required to identify the needs, objectives and plans of a certain policy. Planning can be thought of as deciding on a future course of actions or a process of thinking before doing it. Once planning has been completed, the next step is process of implementation that involves day to day activities till the completion of project.

Planning:

Planning is: first of essential function which requires about organizational goals and involves decision making about best ways to achieve those goals.

"Planning is a process by which managers identify goals and ways to achieve them. It involves mission, objectives and actions to achieve them; it is a decision making approach which is choosing from among alternative future courses of action."



Newman has defined the planning as:
 "deciding in advance what is to be done."

So, planning is thought of deciding on future course of actions. Therefore, it can be said that,
 "Those who fail to plan, plan to fail."
 It is first and foremost activity to achieve the desired results.

Levels of Planning :

Planning is done at different levels. So, its size and magnitude is different. i.e.

1. Planning at National level e.g. NAP (Nation Action Plan)
2. Planning at Provincial level e.g. five year developmental plans.
3. Planning at Organisational level to achieve goals.
4. Planning at departmental level
5. Planning at unit level
6. Personal level plan or professional plan

Importance of Planning :

Planning is helpful in a number of ways, some of them are as follows:
 i- Plans provide direction:

Planning provides direction and a sense of purpose for the organization. Without plans and goals, organization merely performs the routine tasks without considering the objectives of specific department.

ii Provides unifying framework:

Planning tells everyone the goals and contribution of each department and set of activities performed by specialized representatives.

iii- Planning is economical:

Planning helps an organization to economically utilize the physical and financial resources. It is helpful for developing nations that are already struggling with financial issues.

iv. Reduces the risk of uncertainty:

Planning helps an public organisations to cope with uncertain future and to prepare for risk by making necessary provisions. Planning minimises the risk of making mistakes.

v. Planning facilitates decision-making:

Planning helps in identifying the targets which served as criteria for evaluation of different objectives. If there are no plans for future, there will be very few guidelines for making decisions.

Types of Planning :

Planning begins with a goal or targetted outcome that an organization wants to accomplish. It may be comprehensive or limited in scope. There are 4 types of planning

1. Strategic Planning
2. Tactical Planning
3. Operational Planning

4. Contingency Planning

1. Strategic Planning :

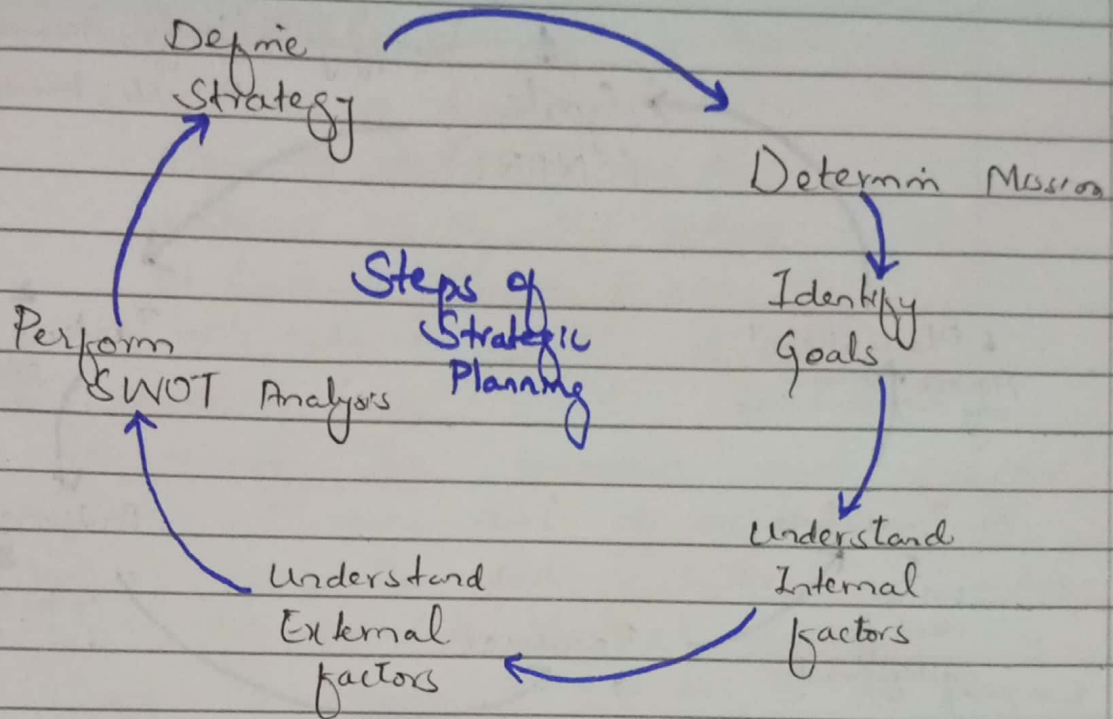
Strategic plan is also called as grand plan. It has strong external orientation and covers the total organization. It begins by asking questions regarding the purpose of the mission and operation to which an organization is devoted.

"Strategic Plans are all about why things need to happen. It's big picture long-term thinking. It starts at highest level with defining a mission and casting a vision."

Strategic planning includes high-level overview of entire policy or project. It is the foundational basis of an organization and will dictate the long-term decisions. The scope of strategic planning can be anywhere from the next two-years to the next-ten years. Important components of strategic planning are vision, mission and values. Senior executives are responsible for development of these plans.

Strategic planning is different from traditional planning, it not only considers goals over period of time but also series of steps which are part of planning process. It also gives attention to sustainability and environmental complexity. The organization does not exist in isolation, rather both organization goals and steps are linked with

resources and constraints present in the environment.



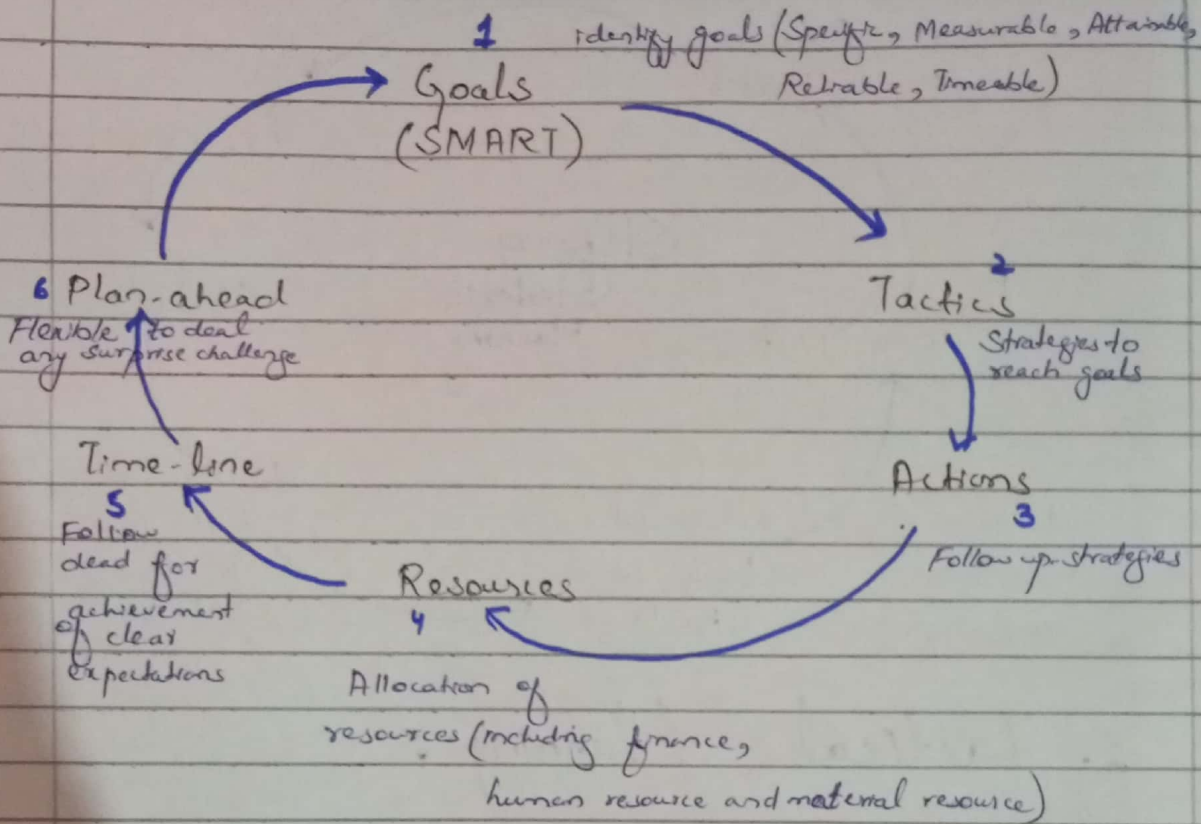
2. Tactical Planning :

Tactical planning is the step taken after a business team creates a strategic plan to break that plan into smaller objectives and goals. A tactical plan is used to define goals and determine how these goals will be achieved through actions and steps. These goals or steps are identified through tactical planning to achieve main goals and are then delegated to appropriate team members or employees.

Tactical plans are about what is going to happen. At tactical levels, there are specific, short-term and fixed goals or steps that support strategic plan.

The steps of tactical planning are as follows:

3.



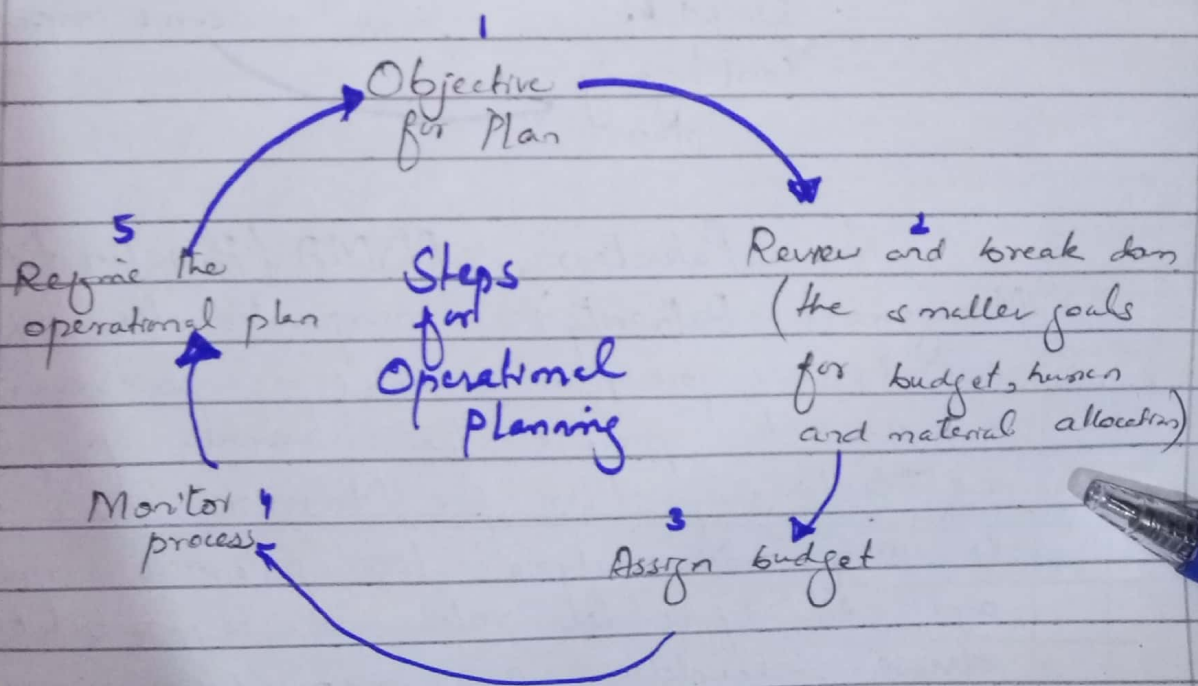
After the General Elections 2018, the speaker of 15th National Assembly of Pakistan Asad Qaiser constituted a "Strategic Plan Oversight Committee" to initiate the strategic plan of 2019-23. While the primary purpose of initiative is to ensure an effective approach to address evolving needs of National Assembly. SPOC was given the task of initiating The Strategic Plan of 2019-2023, also to review the implementation status of previous National Assembly strategic plan 2014-2018.

4.

3. Operational Planning :

Operational planning is the process of turning strategic plan into detailed map that outlined exactly what actions or task a team or an organization will take on weekly or even on daily basis.

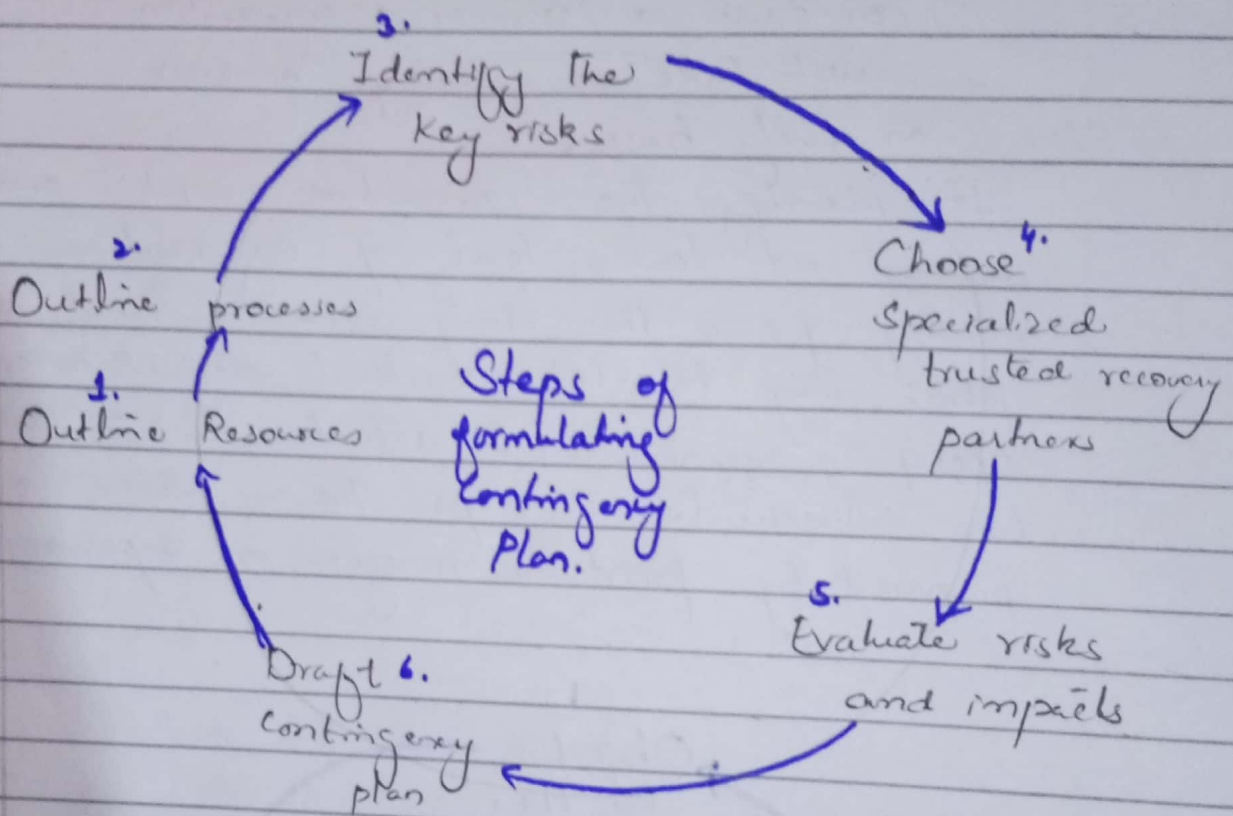
It identify the procedure and processes required at lower level of organization. It mainly focus the daily activities and routine jobs. They translate tactical objectives into specific organizational activities, to be assigned to individuals or groups. These plans are prepared by front line managers or supervisors.



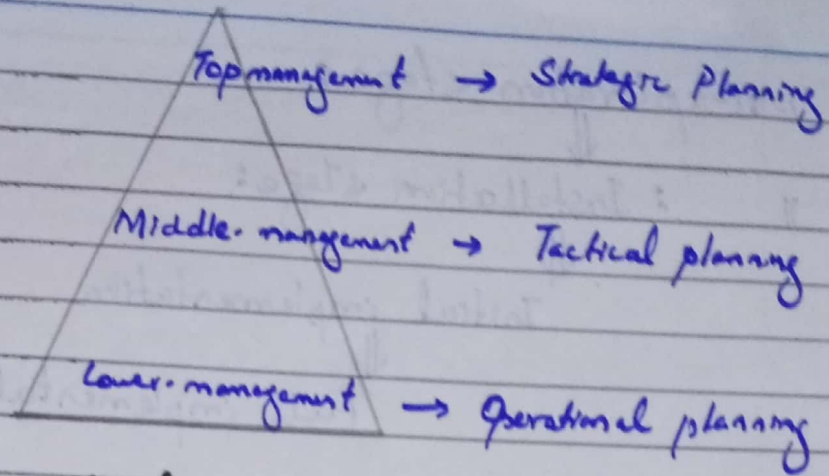
4. Contingency Planning :

Contingency Planning is referred as "Plan B" or back-up plan, because it can

be used for: an alternative action if expected results failed to materialize.
eg in case of natural disasters, loss of data or IT breach, Fraud, Loss of key personnels etc.



In Pakistan, PDMA (Pakistan Disaster Management Authority) incorporates the different aspects in pre-planning and post-event activities to prevent the hazards of floods. eg "Contingency Plan for Monsoon 2023 hazards" to identify and analyze the potential impacts and to define the roles and responsibilities of diverse stakeholders for preparedness and response.



Implementation:

Implementation means to carry out, to fulfill, produce and complete. Implementation converts a policy into an action programme. Policy points to a desired chain of events between initial conditions and desired future consequences. Implementation is the action plan to bridge the gap between the initial conditions and desired future consequences.

There are two main competing theories about implementation:

- i. Implementation is continuation of rational planning and decision making process which is used to determine which policies to adopt.
 - ii. Interactive model sees implementation as continuation of politics that results in adoption of public policies and outcomes are uncertain.
- Implementation can be carried by formal as well as informal actors including legislators, courts, bureaucrats, pressure groups, community organizations and even individuals.

Stages of Implementation:

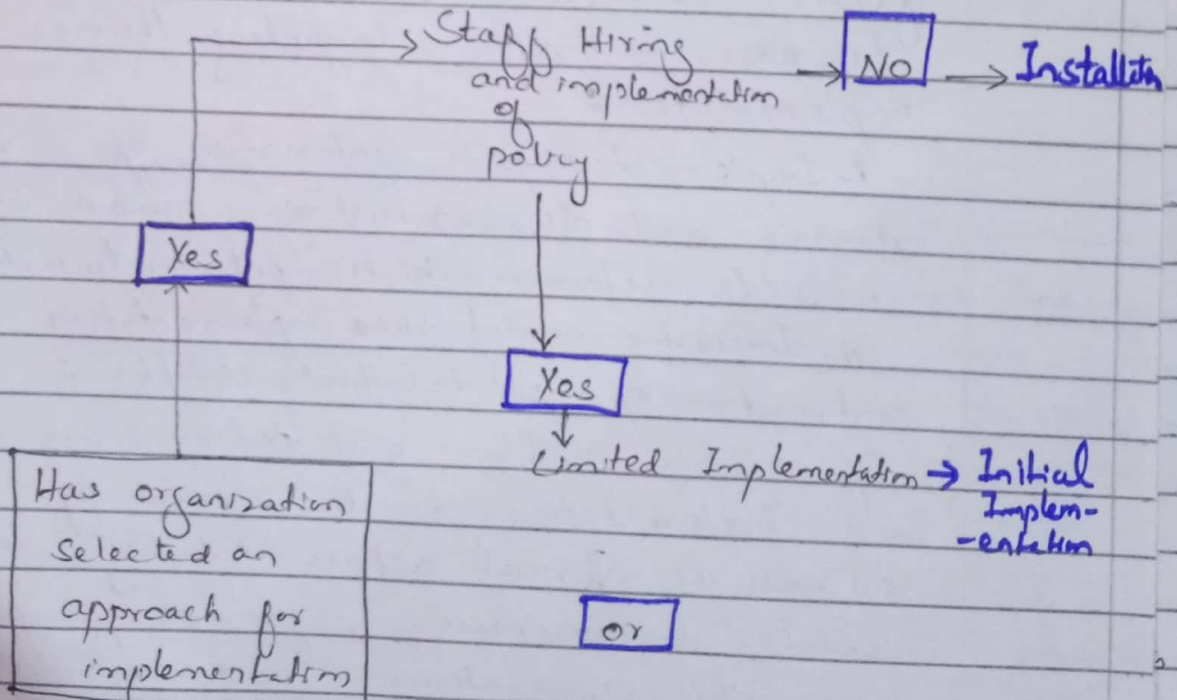
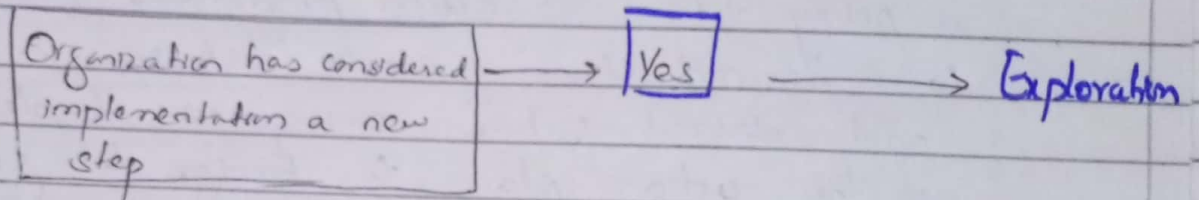
Implementation of policy involves four stages:

i-: Exploration stage:

ii : Installation stage:

Initial implementation

Full implementation



Majority of staff are implementing the plan -> Full implementation.

There are three major theoretical models of policy implementation:

i- Top-down Approach:

This approach sees policy formulation and execution as distinct activities. Policies are set at higher level in a political process and are then communicated to sub-ordinate levels which are charged with technical, managerial and administrative tasks of putting policies into practice. It is useful when:

- i- When there are logically consistent objectives.
- ii- When there is good coordination and communication within the organization.
- iii- When there are committed, skilful implementing officials.

However problems associated with top-down approach is that it is very likely to have pre-conditions. It adopts role of those in higher levels of government only.

ii- Bottom-up Approach:

The approach recognizes that individuals at subordinate levels are likely to have their role in implementation and may have some discretion to reshape the objectives of the policy and change the way it is implemented. The bottom up approach sees policy implementation as an interactive process involving policy makers, implementers from different levels of government and front line staff of bureaucracy. Policy may change during the implementation.

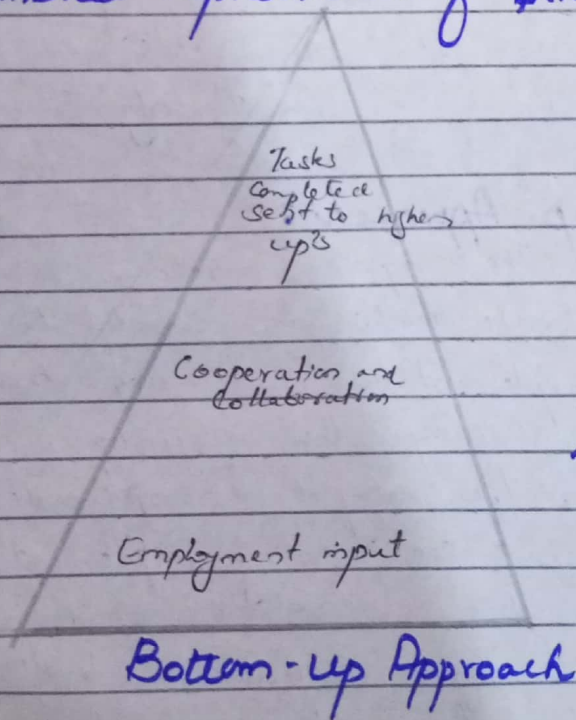
Problems of bottom-up approach are that it is difficult to evaluate the

effects of policy, to separate the influence of individuals and different levels of government on policy decisions, make it difficult for accountability of bureaucracy.

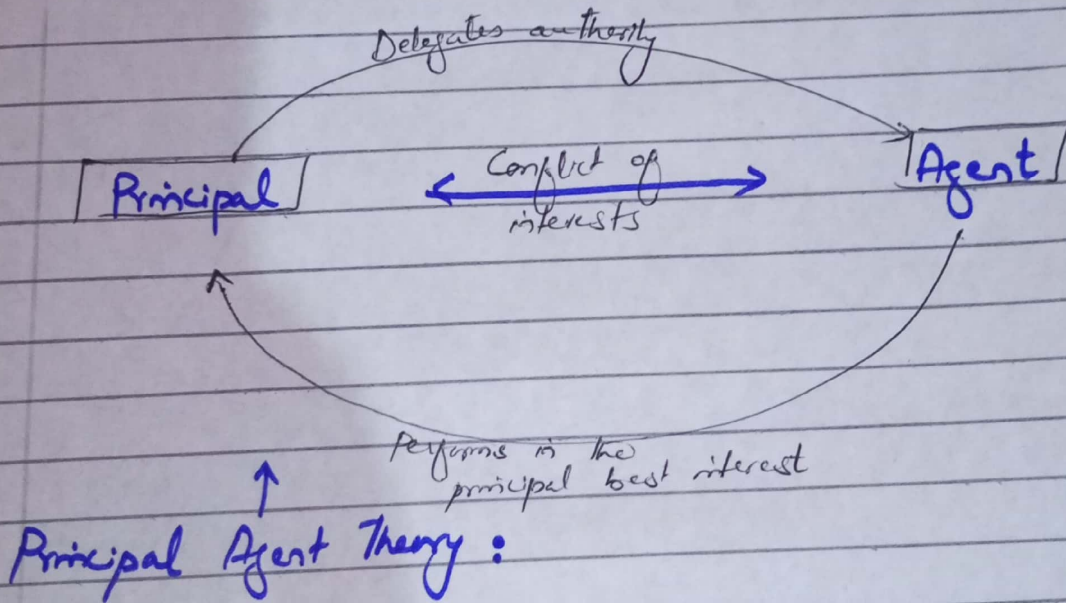
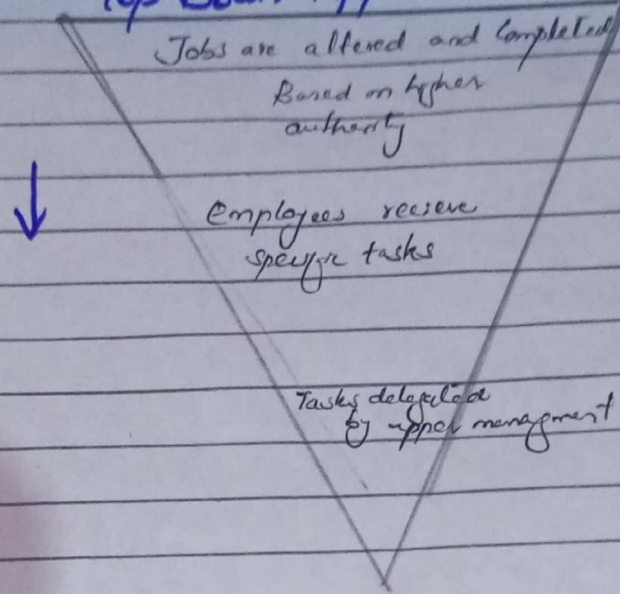
iii. Principal Agent Theory :

In each situation, there will be a relationship between agents and those who define policy - principals - that may include contracts or agreements that enable the principal to specify what is provided and check that that has been accomplished. The amount of discretion given to agents and complexity of principal-agent relationships are affected by various factors: scale of charge, ill-defined and clear defined policy, degree of political sensitivity etc.

Diagrammatical Representation of Three Approaches :



Top Down Approach



Conclusion:

Public policy planning is a complex step that goes through series of step before execution. Once the formulation is completed, implementation puts the documentation or plan to practical form which varies from policy to policy.

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