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 inquires 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."

where we will be in future?   How to get there?
[Plan]

[Now]   Strategic   [Where]   [How]
         Planning
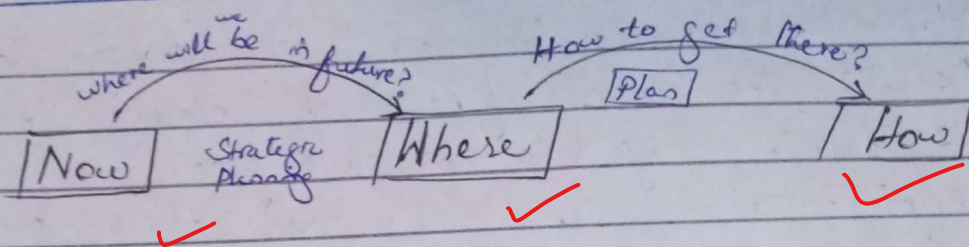
Newman has defined the planning as:
"deciding in advance what
is to be done."
So, planning is thought of deciding on future
course of actions. Therefore, it can be said that,
"Those who fail to plan, plan to fail."
It is first and foremost activity to achieve the
desired results.

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 plan.
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 organisation. Without plans
and goals, organisation 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 organisation to economically utilise the physical and financial resources. It is helpful for developing nations that are already struggling with financial issues.

iv. Reduces the risk of uncertainity:

Planning helps an public organisation 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 from making decisions.

Types of Planning :

Planning begins with a goal or targetted outcome that an organisation 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
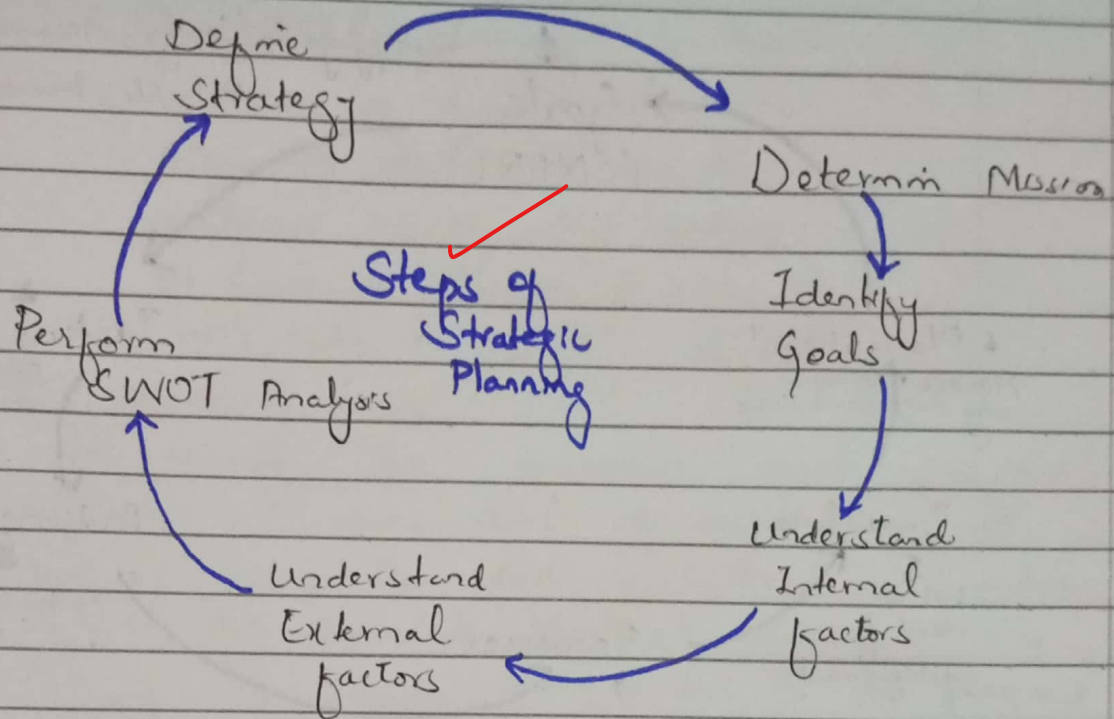
1. Strategic Planning :

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 happens. 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 doesnot exist in isolation, rather both organization goals and steps are linked with

resources and constraints present in the environment.

Steps of Strategic Planning

- Define Strategy
- Determine Mission
- Identify Goals
- Understand Internal factors
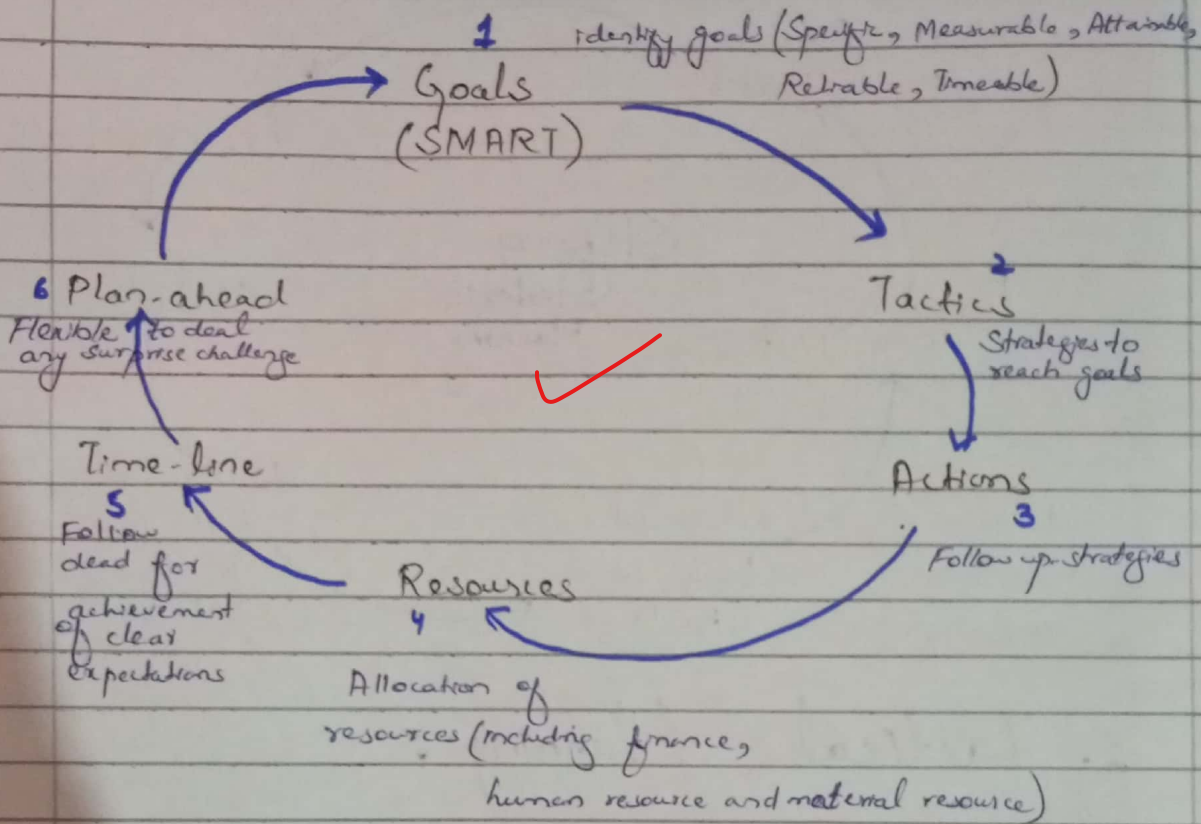- Understand External factors
- Perform SWOT Analysis

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 achieved main goals and are then delegated to appropriate team members or employees.

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

The steps of tactical planning are as follows:

1
Goals
(SMART)

identify goals (Specify, Measurable, Attainable, Reltrable, Timeable)

6 Plan-ahead
Flexible to deal
any surprise challenge

Tactics 2
Strategies to
reach goals

Time-line
5
Follow
dead for
achievement
of clear
expectations

Actions
3
Follow up strategies

Resources
4

Allocation of
resources (including finance,
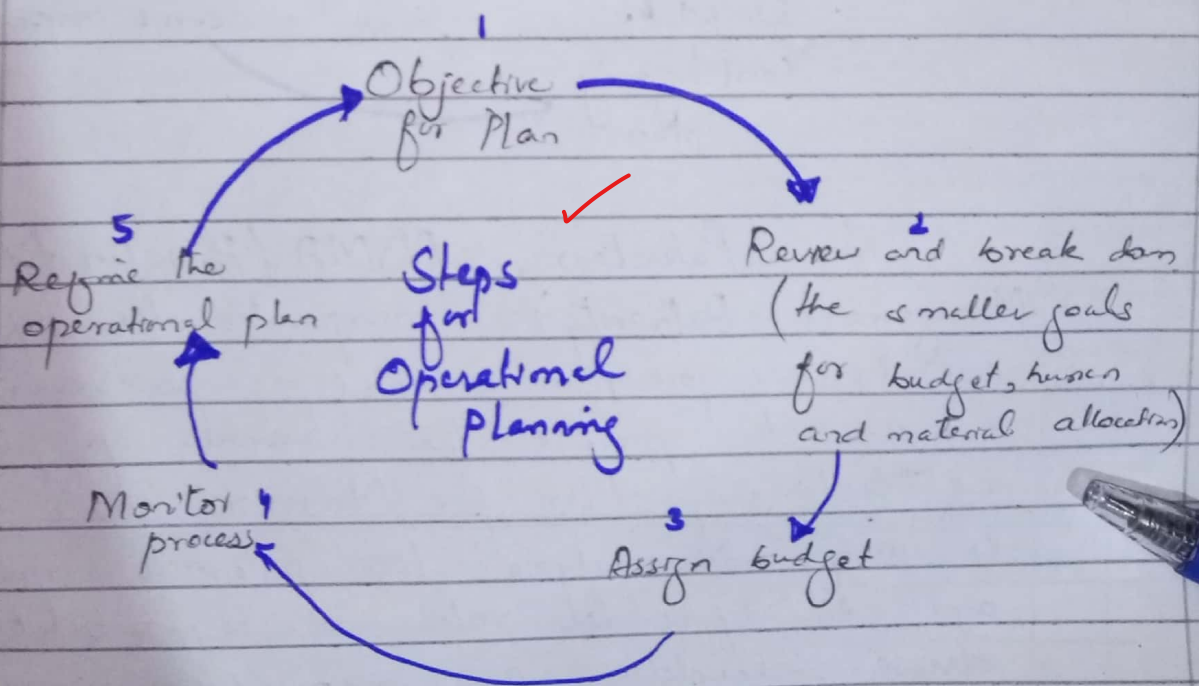human resource and material resource)

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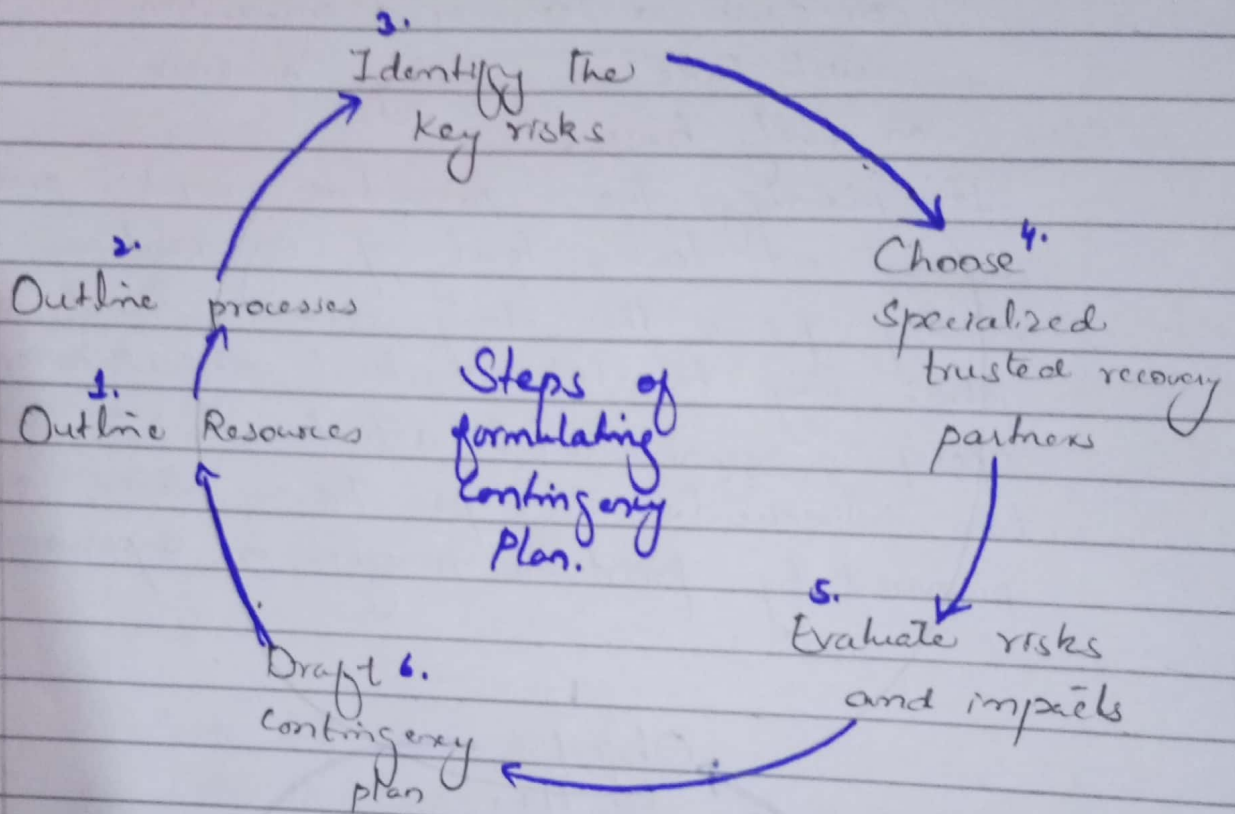
It identify the procedure and processes required at lower level of organization. It mainly flows the daily activities and routine jobs. They translate tactical objectives into specific organizational activities, to be assigned to individuals or groups. These plans are prepared by front line managers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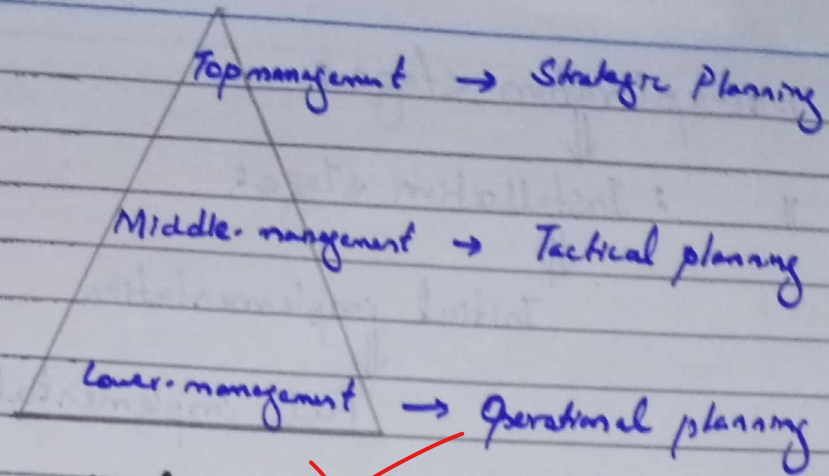
Objective for Plan

5 Refine the operational plan

Steps for Operational Planning

2 Review and break down (the smaller goals for budget, human and material allocation)

4 Monitor process

3 Assign budget

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. e.g in case of natural disasters, loss of data or IT breach, Fraud, Loss of key personnels etc.

Steps of formulating Contingency Plan.

3. Identify the Key risks

4. Choose specialized trusted recovery partners

5. Evaluate risks and impacts

6. Draft Contingency plan

1. Outline Resources

2. Outline processes

In Pakistan, PDMA (Pakistan Disaster Management Authority) incorporates the different aspects in pre-planning and post-event activities to prevent the hazards of floods. e.g "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.

Top management → Strategic Planning

Middle management → Tactical planning

Lower management → Operational planning

Implementation:

Implementation means to carry out, to fulfil, produce and complete. Implementation converts a policy into an action programme. Policy points to a desired chain of events between initial condition 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, bureaucracies, pressure groups, community organizations and even individuals.
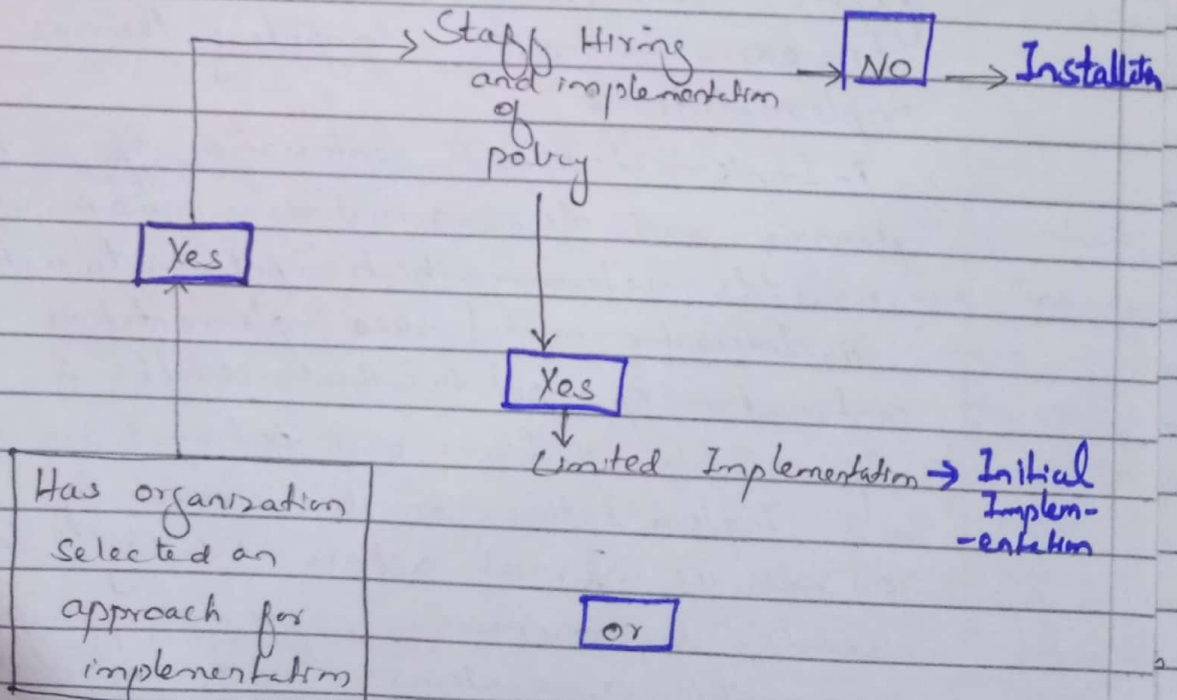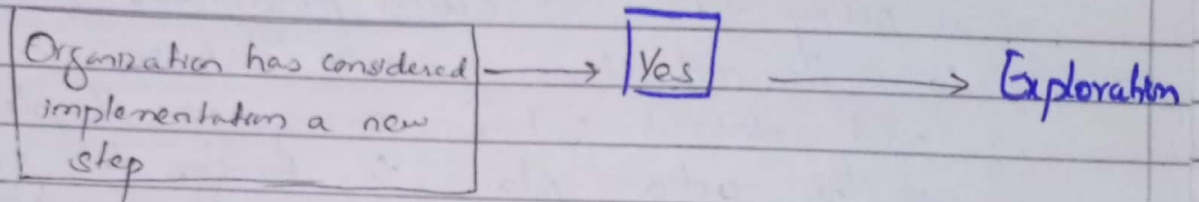
Stages of Implementation:

Implementation of policy involves four stages:

i-: Exploration stage:
⇓
ii : Installation stage:
⇓
Initial implementation
⇓
Full implementation

: not a temp gm.

Organization has considered implementation a new step → Yes → Exploration

Staff Hiring and implementation of policy → NO → Installto

Yes

Yos

Limited Implementation → Initial Implem- -entation

Has organization selected an approach for implementation

or

Majority of staff are implementing the plan → Full imple- -mentation.

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, skillful 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 is an interactive process involving policy makers, implementers from different levels of government and front line staff of bureaucracy. Policy may change during the implementation.
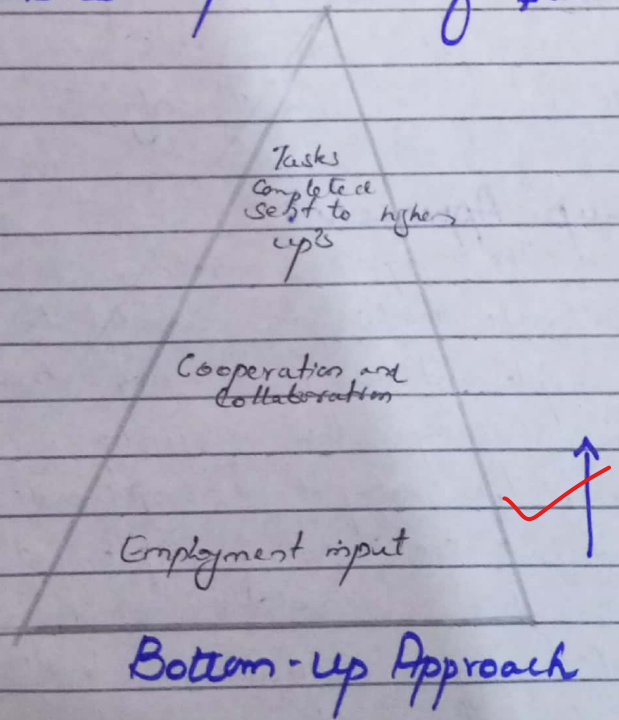
Problems of bottom-up approach are that it is difficult to evaluate The

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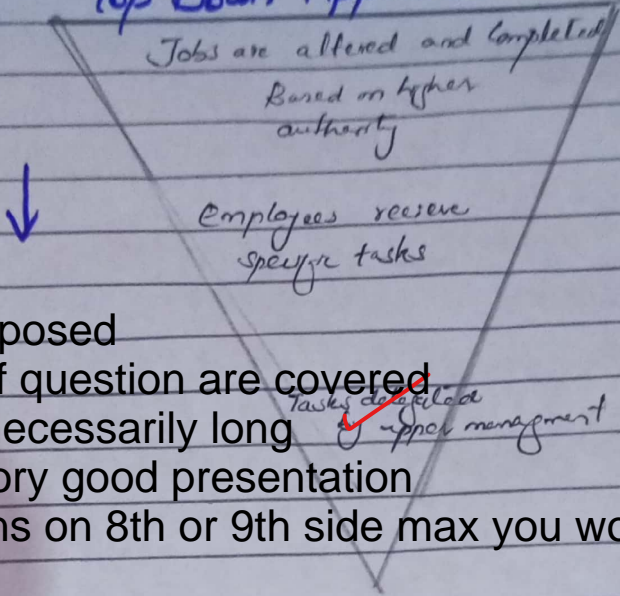
iii. Principal Agent Theory :

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 this has been accomplished. The amount of discretion given to agents and complexity of principal-agent relationships are affected by various factors : scale of change, ill-defined and clear defined policy, degree of political sensitivity etc.
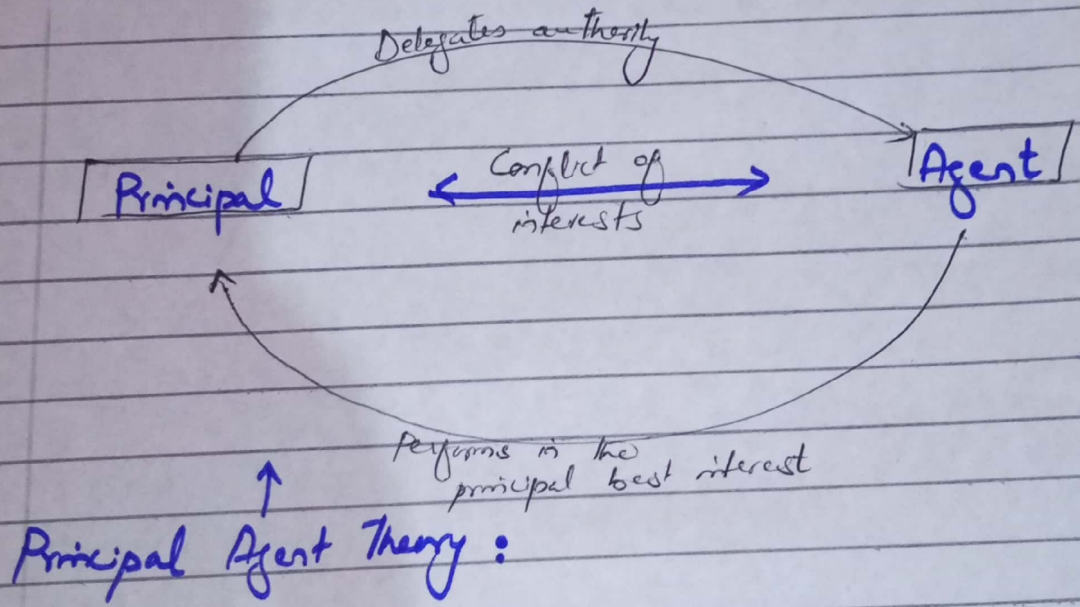
Diagramatical Representation of three Approaches :

Tasks
Completed
sent to higher
ups

Cooperation and
Collaboration

Employment input

Bottom-up Approach

Top Down Approach

Jobs are altered and completed
Based on higher
authority

↓

Employees receive
specific tasks

Tasks detailed
& upper management

ans is well composed
main aspects of question are covered
but the ans unnecessarily long
ans is satisfactory good presentation
conclude the ans on 8th or 9th side max you wont have 60 mins for
one ans
issue is with length of ans 10/20
over all good use the same presentation and writing style in main
exams

Delegates authority

Principal	← Conflict of →	Agent
	interests	

Performs in the
principal best interest

Principal Agent Theory:

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.

x —— x —— x —— x