UNIVERSITY OF RWANDA

College of Medicine and Health Sciences
School of Public Health

HEALTH POLICY AND COOPERATION

Stella Matutina UMUHOZA, MPH , Msc (Health econ)

Regis HITIMANA, MSc , PhD

Developing a policy memo

Objectives

At the end of this session, students should be able to:
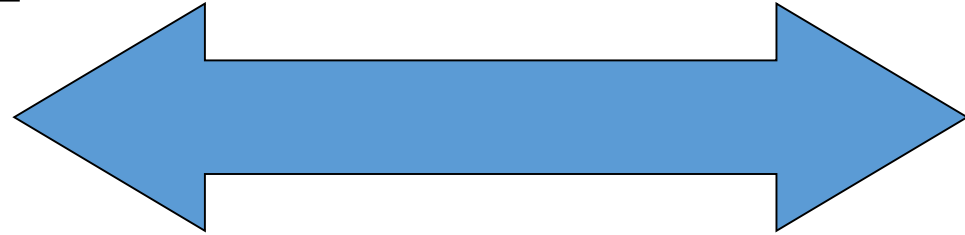
- Develop a policy memo;

Revision: Policy analysis

Analysis OF policy

(often retrospective)

Analysis FOR policy

(commonly prospective)

Revision: Policy Analysis

- **Analysis *of policy* is generally *retrospective* –**
  - *it looks back to explore the determination* of policy (how policies got on to the agenda, were initiated and formulated)
  - what the policy consisted of (content).
  - It also includes evaluating and monitoring the policy – did it achieve its goals? Was it seen as successful?

- **Analysis *for policy* is usually *prospective* – *it looks forward and tries to anticipate***
  - will happen if a particular policy is introduced.
  - It feeds into strategic thinking for the future
  - Lead to policy advocacy or lobbying.

Who does this sort of policy analysis?

- Leaders
- Managers
- Advocates
- Researchers
- Those promoting new policies
- Those seeking to improve routine organizational functioning/service delivery

Orientations to policy analysis

- **Three primary orientations to Policy analysis**
- Have effects on choices and outcomes

- Types of analysis

  - **Scientific**
  - **Professional**
  - **Political**

Orientations to policy analysis

1. <u>Scientific analysis</u> is the most objective way of policy analysis
   - Unbiased way of analysis public policy to identify the best solutions
   - **Limitation** : it is very difficult to put the outcome of a scientific analysis into packageable actions / agenda

2. <u>Political analysis</u> where the analysis starts with the outcome / solution

3. <u>The professional analysis</u> in located in the middle

Orientations to policy analysis : Scientific

TYPE OF ANALYSIS	OBJECTIVES	APPROACHES	Limitations	Examples (who will do this type of analysis
1. SCIENTIFIC == old method	Search for "truth" and build theory about policy actions and effects	Use of scientific method to test hypotheses and theories Aim for objective and rigorous analysis Policy relevance less important than advancing knowledge	May be too theoretical and not adequately address information needs of decisions makers (THERE IS A NEED TO TAKE ACADEMIC RESEARCH AND MAKE IT USABLE)	Academics Social scientists and natural scientists National science Foundation

Orientations to policy analysis : PROFESSIONNAL

TYPE OF ANALYSIS	OBJECTIVES	APPROACHES	Limitations	Examples (who will do this type of analysis
2. PROFESSIONAL	Analyze policy alternatives for solving public problems	Synthesize research and theory to understand consequences of policy alternatives (try to identify the best policy solutions) Evaluate current programs (cost of the program) and their effects Aim for objectivity , with gal of practical value in policy debate	Research and analysis may be too narrow due to time and resources constraints May neglect fundamental causes of public problems But yet they want to influence public policy by producing fact /using evidence	Brooking institutions Urban institute Government accountability office (Ombusman office & Rwanda Government board, etc) as policy analyst

Orientations to policy analysis : POLITICAL

TYPE OF ANALYSIS	OBJECTIVES	APPROACHES	Limitations	Examples (who will do this type of analysis
POLITICAL	Advocate and support preferred policies (no academic rigor)	Use legal, economic arguments consistent with value position (also human right approach) Level of objectivity and rigor varies Aim to influence policy debate to realize organizational goals and values	Often ideological or partisan and may not be credible May lack analytical depth	Civil society organizations Ideological organizations that produce information and seek to influence public policy

Important considerations in Policy analysis

- Very important to use government statistics (National Institute of Statistics , Demographic Health Survey, Official reports) to back up your analysis;

- Data initially caught public attention and mobilized support.

Steps in the policy analysis process (Kraft and Furlong) and development of a memo

FIVE STEPS

1. Define and analyze the problem
2. Construct policy alternatives
3. Develop criteria for evaluation
4. Assess the alternatives
5. Draw conclusions

Make use of the five stages model to develop a policy memo

Steps in the policy analysis processes

STEP	Type of questions	ILLUSTRATIONS
1. DEFINE AND ANALYZE THE PROBLEM	What is the problem faced ? Where does it exist? Who or What is affected ? How did it develop? (people affected?) What are the major causes ? How might the causes affected by policy action?	How is cell phone use related to auto accidents? What is the potential to reduce accident rates through policy action? *(if we put in place a policy action , is it going to have an effect to this kind of behavior?)* How does cell phone use compare to other distractions while driving ?

Steps in the policy analysis processes

STEP	Type of questions	ILLUSTRATIONS
2. Construct policy alternatives	What policy options might be considered for dealing with the problem ?	*Punitive measures*: To reduce drivers' cell phone use , should government institute fines ? **Public education campaign** Should political leaders and police educate drivers on cell phone use? Is it technological feasible to disable cell phones in a moving car?

Steps in the policy analysis processes

STEP	Type of questions	ILLUSTRATIONS
3. Develop criteria for evaluation	What is criteria are most suitable for the problem and the alternatives ? What are the costs of actions ? What is the likely effectiveness? Is it socially and politically feasible? Is socially equitable?	What criteria are most important for the regulation of cell phone? What options might be most effective in discouraging drivers from using cell phone? Will people find these solutions acceptable? (someone in passenger sit) Is it ethical to restrict individual to achieve a social goal ?

Steps in the policy analysis processes

STEP	Type of questions	ILLUSTRATIONS
4. Assess the alternatives	Which alternatives are better than the others? What kind analysis might help to distinguish better and worse policy alternatives? Is the evidence available ? If not, how can it be produced ?	Are fines or education more likely reduce drivers 's cell phone use? How success are the efforts of states or Government and localities to regulate cell phone use? (does it work?/ avoid previous experience) What evidence is needed to answer these questions ?

Steps in the policy analysis processes

STEP	Type of questions	ILLUSTRATIONS
5. Draw conclusion	Which policy option is the most desirable given the circumstances and the criteria for evaluation? What other factors should be considered? (other factors	Should Government impose stiff fines? - How much should they pay? - Should the driving license be taken away? (as a result of multiple fines) Would fines be accepted as legitimate action? How might the action be made more acceptable? (how do we sell this option to the general public as an acceptable option?_

Individual assignment : Policy memo development

Instructions:

- Use the **five stages table** to propose a policy policy change or strategies to improve a given course of action

- For further details on the assignment, please refer to the next slide

Individual assignment : Writing a policy memo

Make use of the five stages model to inform the policy analysis process. Identify a health issue of focus and propose alternative policy options to inform a policy change or a policy action.

Write a 2-page policy memo targeted toward a policy audience (identify the specific audience/decision maker—Parliament, government agency/ institution, governor, mayor, district council, etc) for **your policy problem/issue** (of your choice) and include evidence that the problem exists, its magnitude, and importance. Identify the policy lever and two potential policy actionable options or solutions

- identify the appropriate target audience toward whom the policy problem should be directed to decision maker
- Policy memos are straightforward documents that analyze an issue and offer recommendations to inform and guide a decision-maker

Source: https://libguides.usc.edu/writingguide/policymemo

Further readings

- Torjman, Sherri. [What is Policy? (PDF)](#) *Ottawa, Caledon Institute of Social Policy, 2005*

- Patton, Carl, David Sawicki, et al. *Basic Methods of Policy Analysis and Planning*. Routledge, 2015. ISBN: 9780137495092.

- [What is Policy Analysis? (PDF - 1.3MB)](#)

- David L. Weimer and Aidan R. Vining, Policy Analysis: Concepts and Practice, 4thedition (Upper Saddle River, NJ: Prentice-Hall, 2005).

Thank you!

Questions????