



## The Role of Cabinet Secretariats in Policy Development

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### Outline

- Composition of Cabinet Secretariat in Zambia
- Functions of the Secretariat
- Key Cabinet Secretariat Documents
- Key Definitions
- Policy Process – Interventions
- Challenges

## Composition of Cabinet Secretariat

- ❑ Secretary to the Cabinet
- ❑ Deputy Secretary to the Cabinet
- ❑ Officials from Policy Analysis and Coordination Division
  - Permanent Secretary
  - Directors
  - Public Policy Specialists

## Functions of the Secretariat

- ❑ Coordinate formulation/review of all Government Policies in Ministries
- ❑ Coordinate Cabinet Business
  - Sit in Cabinet and take down Minutes
  - Convey decisions made by Cabinet
  - Follow up implementation of Cabinet decisions

## Key Cabinet Secretariat Documents

- Cabinet Handbook
- Guide to Preparing National Policy Documents and Cabinet Memoranda
- Secretariat Manual

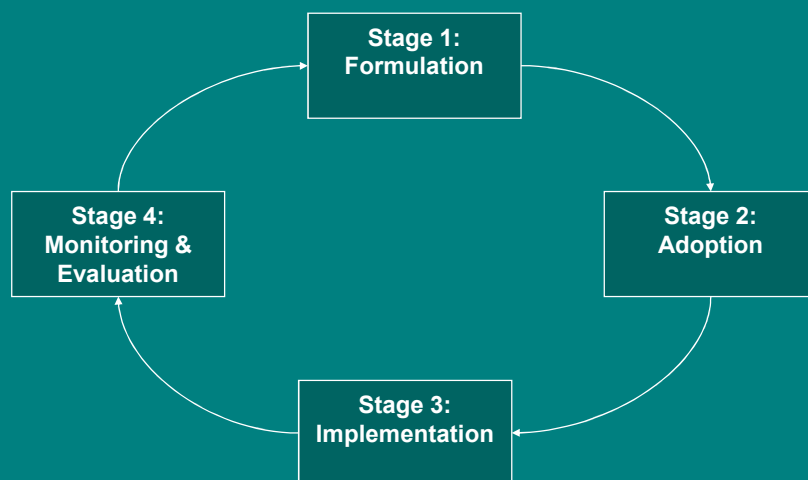
## Definitions

- Policy is a statement of goals, objectives and courses of action outlined by the Government to provide guidance for its action
- Policy process is the collective procedures/mechanisms for effective policy formulation, adoption, implementation, monitoring and evaluation

## Determinants of Public Policy

- ❑ The Electoral pledges (Party manifesto)
- ❑ Citizens demands
- ❑ International and regional conventions and protocols (domestication)
- ❑ Pressure groups (Civil Society Organizations)

## Policy Cycle



## Formulation Stage

□ Identification of a problem:

➤ Secretariat provides guidance:

**Key questions:**

➤ What is the problem?

➤ Who are affected?

➤ What is the magnitude of the problem?

➤ Do we need a policy?

□ Consultation:

➤ Key stakeholders/intended beneficiaries

➤ Think tanks

➤ Academia

➤ Consultants

The aim is to collect adequate information for the purposes of drafting the **Situation Analysis**

- The Secretariat is expected also to provide guidance and coordination in:
  - Drafting of the Policy based on the approved Formats and Procedures:
    - Vision of the Policy
    - Rationale/Justification of the Policy
    - Objectives setting
    - Measures etc.

- Secretariat should ensure that the Draft Policy is:
  - Subjected to further stakeholder analysis
  - Draft Policy Analysed by the Secretariat
  - Circulate draft Policy to Ministries for comments (14 days) through a Memorandum
  - Draft is submitted to the Secretariat by the respective Ministry with a Cabinet Memorandum

## Adoption/Approval

- Prior to placing the Item on the Agenda, Secretariat should further analyse the Draft Policy
- Preparation of the Implementation Plan
- Subject the Draft Policy to a Committee of Cabinet
- Submit to Cabinet for Final approval  
(Secretariat prepares a Brief for Chairperson)
- If approved the Secretariat conveys decision of Cabinet

## Implementation

- Policy/Budget linkage
- Secretariat should ensure implementation of the Policy

### Monitoring

- Secretariat should request implementing Ministry to submit Reports to Cabinet on progress in implementation

## Evaluation

- To assess the impact of the Policy
- To determine if the Vision of the Policy has been attained

(Reformulation of the Policy)

- Taking into account Emerging Issues

## Challenges

- Inadequate allocation of resources (funding)
- Tendency to draft policies due to donor influence. May lead to duplication of efforts or multiplicity of policies
- Delay in legislation reform



## Conclusion

- It is important for the Secretariat to coordinate all the processes within the entire Policy Cycle

**I Thank You**