



THE REPUBLIC OF UGANDA

# SCHEMES OF SERVICE FOR THE POLICY ANALYSIS CADRE



Ministry of Public Service  
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# Table of Contents

Table of Contents.....	1
1.0 PREAMBLE.....	4
2.0 DEFINITION OF POLICY ANALYSTS .....	4
3.0 THE OBJECTIVES .....	4
4.0 ADMINISTRATION AND MANAGEMENT OF THE SCHEME.....	4
5.0 TRAINING.....	5
6.0. THE POLICY ANALYSIS CADRE’S FUNCTION .....	5
7.0. THE JOB GRADING .....	6
a) The Current Grading Structure .....	6
b) The New Grading Structure and Nomenclature .....	6
8.0. JOB DESCRIPTIONS FOR ALL CATEGORIES OF POLICY ANALYSTS.....	7
8.1 COMMISSIONER/POLICY ANALYSIS AND COORDINATION.....	8
Purpose of the job.....	8
Key result areas .....	8
Key Duties and Responsibilities .....	8
Job and Person specifications .....	9
8.2 ASSISTANT COMMISSIONER/POLICY ANALYSIS AND COORDINATION .....	12
Purpose of the job.....	12
Key result areas .....	12
Key Duties and Responsibilities .....	12
Job and Persons Specification .....	13
8.3 PRINCIPAL POLICY ANALYST.....	16
Purpose of the Job.....	16
Key result areas .....	16
Key Duties and Responsibilities .....	16
Job and Persons Specification .....	17
8.4 SENIOR POLICY ANALYST.....	19
Job Purpose.....	20
Key result areas .....	20
Key Duties and Responsibilities .....	20
Job and Persons Specification .....	20
8.5 POLICY ANALYST .....	22
Purpose of the job.....	23
Key result areas .....	23
Key Duties and Responsibilities .....	23



## **LIST OF ACRONYMS**

ICT	Information Communication Technology
LGs	Local Governments
MDAs	Ministries, Departments and Agencies
PSRP	Public Service Reform Programme
RBP	Regulatory Best Practice

## **1.0 PREAMBLE**

As part of the Public Service Reform Programme (PSRP), the Ministry of Public Service has embarked on the programme to develop schemes of service for all job cadres in the service. It has been realized that some jobs do not have schemes of service; others that exist are obsolete while others have been over taken by events. Also, there is need to introduce competence based management for better utilization of resources in the public service in order to improve service delivery. The first phase of this programme targets eleven job cadres including the policy analysis cadre.

## **2.0 DEFINITION OF POLICY ANALYSTS**

For the purpose of this scheme of service, Policy Analysts are defined as public officers who concentrate and undertake policy research, analysis, formulation, development, monitoring and evaluation of public policies with a view to providing policy advice for desirable policy changes.

## **3.0 THE OBJECTIVES**

The objectives of the Scheme of Service for the Policy Analysis Cadre are:

- a) To establish a professional Policy Analysis Cadre in the Public Service.
- b) To provide for a well-defined career structure, which will attract, motivate and facilitate retention of suitably qualified Policy Analysts in the Public Service.
- c) To provide clearly defined job descriptions and specifications with clear demarcation of duties and responsibilities at all levels within the Policy Analysis cadre career structure.
- d) To set standards for; recruitment, career progression, planning, and staff development of Policy Analysts in Government Institutions.
- e) To prescribe standards of performance for the Policy Analysis Cadre at each level to ensure proper deployment and utilization of Policy Analysts across Government Institutions for consistency and uniformity of policy advice.

## **4.0 ADMINISTRATION AND MANAGEMENT OF THE SCHEME**

The Schemes of Service for Policy Analysts will be administered by the Office of the President as the parent Ministry. In administering this scheme, the Secretary Office of the President will work in collaboration with the Public Service Commission to ensure that its provisions are strictly observed for fair and equitable treatment of Policy Analysts.

The office of the president will take lead in setting policy and standards regarding the recruitment, training, conduct career growth and development for the Policy Analyst Cadre and shall therefore be responsible for the following

## **5.0 TRAINING**

The Secretary, Office of the President will ensure that persons with the following educational background are eligible for appointment as Policy Analysts in Government institutions.

- (a) An honours degree in Public Policy
- (b) An honours Bachelor of Arts degree with Social Sciences with the following subjects; (Sociology, Social Administration, Economics, Political Science, and Public Administration,) with a paper in Policy Analysis.
- (c) An honours degree in Development Studies with a paper in Policy Analysis,
- (d) A Post graduate Certificate and/or Diploma in Public Policy,
- (e) A Post graduate Masters degree in Public Policy.

The Secretary, Office of the President will also ensure that there is targeted training in Public Policy such as:

- (a) Job shadowing (mandatory deployment of Policy Analysts to Cabinet Secretariat for a period of at least six months).
- (b) Appropriate induction and on the job training (Mentoring, Coaching, Supervision, Guidance and Counseling).

Policy Analysts shall be encouraged and supported to undertake professional training privately for self-development.

## **6.0. THE POLICY ANALYSIS CADRE'S FUNCTION**

In government institutions, the Policy Analysis Cadre has the following roles;

- (a) Provision of evidenced based information on the likely consequences of both the existing and proposed public policies.
- (b) Provision of policy advice to top management, for effective policy decision making.
- (c) Provision of technical support to Government institutions in the Public Policy formulation process.
- (d) Initiation of focused and rigorous policy researches and studies and provision of evidence based policy advice for the optimal use of public resources.
- (e) Monitoring and evaluation of the performance of existing policies to make recommendations for improved public service delivery.

- (f) Development and dissemination of standards, procedures and guidelines for better policy formulation processes in Government Institutions.

## **7.0. THE JOB GRADING**

### **a) The Current Grading Structure**

The current grading of Policy Analysis cadre comprises of four (4) grades for Policy Analysts in Government Ministries as follows:

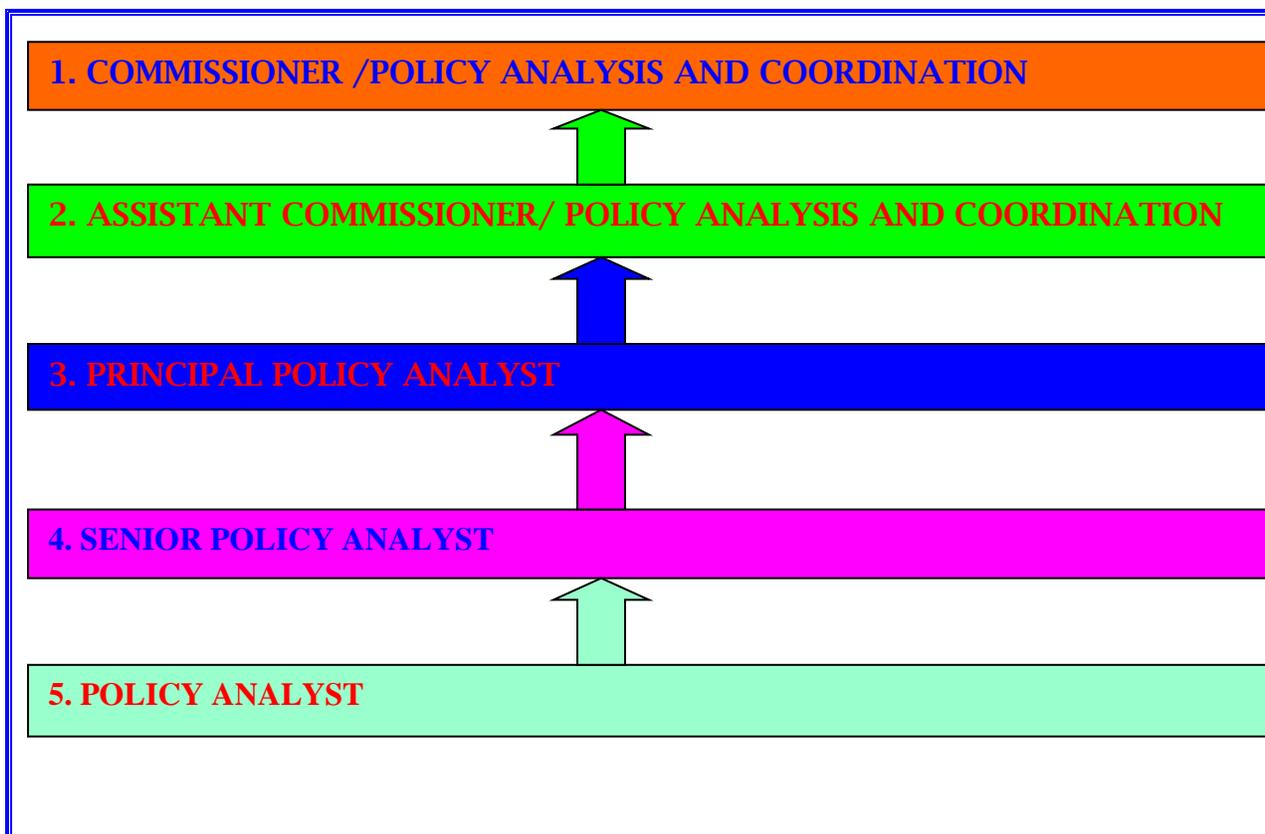
- (a) Assistant Commissioner Policy Analysis.
- (b) Principal Policy Analyst.
- (c) Senior Policy Analyst.
- (d) Policy Analyst.

### **b) The New Grading Structure and Nomenclature**

The Scheme of Service establishes five job grades for Policy Analysts as follows:

- (a) Commissioner Policy Analysis and Coordination.
- (b) Assistant Commissioner Policy Analysis and Coordination.
- (c) Principal Policy Analyst.
- (d) Senior Policy Analyst.
- (e) Policy Analyst.

## The New Job Grading Structure for Policy Analysts



### 8.0. JOB DESCRIPTIONS FOR ALL CATEGORIES OF POLICY ANALYSTS

For purposes of this scheme of service, job descriptions include person specifications and key competencies for Policy Analysts.

Job descriptions are statements describing the job purpose, roles and tasks undertaken in fulfilling organisational objectives. Job descriptions prescribe relationships between individuals in jobs and the organization and distinguish a particular job from others. However, it should be noted that job descriptions examine job needs rather than individuals performing the jobs.

Competencies according to the Uganda Public Service Competence Dictionary (2007), denotes, the specific and observable knowledge, skills and behaviours that are associated with effective functioning of the job or task. Thus, in this scheme of service, competences of a job refer to what an individual needs to know to be able to perform a job.

## **8.1 COMMISSIONER/POLICY ANALYSIS AND COORDINATION**

**Salary Scale:** U1 SE

**Reports to:** Secretary, Office of the President

**Directly Supervises:** Assistant Commissioners / Policy Analysis & coordination

### **Purpose of the job**

To provide technical advice on public policy formulation and development; oversee monitoring, evaluation and coordination of national and sector policies for consistency and harmony with the overall national strategies and policy framework of the country.

### **Key result areas**

1. Coordination and harmonization of Policies originating from Line Ministries and Departments.
2. Provision of Technical guidance on policy development and management.
3. Developing and dissemination of standards, procedures and guidelines for policy formulation process in Government Institutions.
4. Initiating and implementing staff capacity development programmes for all Policy Analysts and Policy Analysis Units in Government Institutions.
5. Coordination of research on existing and new policies.
6. Identification of existing policy bottlenecks and recommending remedial policy options.
7. Developing and maintaining the Inventory of Government Policies.
8. Management and supervision of Policy Analysts in all Policy Analysis Units of Government ministries and departments in the entire Public Service.

### **Key Duties and Responsibilities**

1. To ensure the coordination and harmonization of policies originating from line Ministries /Departments for purposes of ensuring conformity with the national policy framework.
2. To lead in the provision of technical guidance on policy development and management in the entire Public Service.
3. To ensure the development and dissemination of standards, procedures and guidelines for policy formulation process in Government Institutions.
4. To initiate and implement staff development programmes for the development of capacity of all Policy Analysts and Policy Analysis Units in Government Institutions.
5. To oversee research on existing and new policies for identification of bottlenecks and recommend policy options.

6. Manage and maintain an inventory of Government Institutions.
7. To manage and supervise all Policy Analysts in Government Institutions.
8. To ensure effective policy advocacy, sensitization and education of stakeholders on the policy making process

## **Person specifications**

### **a) Academic qualifications**

1. An honours degree in Public Policy; or
2. An honours Bachelor of Arts degree with Social Sciences with the following subjects; (Sociology, Social Administration, Economics Political Science and Public Administration,) with a paper in Policy Analysis; or
3. An honours degree in Development Studies with **a paper in Policy Analysis**
4. **A master's degree** in Public Policy

### **b) Work experience**

At least 10 years working at senior policy management level or its equivalent in a reputable organization

### **c) Competencies**

The commissioner for policy analysis and coordination will have the following technical and behavioral competencies:

#### **(i) Policy Management**

Policy management involves developing a mechanism for identifying policy issues or problems, developing different policy options and choosing the most appropriate option. It also involves effective monitoring, implementation, reviewing and evaluation whenever necessary. The commissioner for policy analysis and coordination will particularly have the ability to: conduct policy research and analyze current public policies to establish their relevance; identify the most appropriate public policy action; design public policies in an acceptable format and standards; Promptly identify deviations in policy implementation and make appropriate policy recommendations; offer technical guidance on public policy implementation and recommend public policy reviews in time.

#### **(ii) Strategic thinking**

Strategic thinking is the ability to scan the environment and link long-term visions and concepts to daily work. The commissioner for policy analysis and coordination will have the ability to: forecast and integrate different public

policy views and identify how public policies, processes and procedures are likely to be affected by situational changes

**(iii) Planning, organizing and management**

Planning involves defining public policy analysis' goals and ways to meet them. The commissioner for policy analysis and coordination will have the ability to: establish an overall direction for public policy analysis; Identify and commit resources to achieving goals and; to decide the tasks that must be performed to achieve those public policy analysis goals and to decide who will perform what policy analysis jobs and tasks, and the reporting arrangements (who will report to whom).

**(iv) Innovation**

Innovation requires new ways of thinking. The commissioner for policy analysis and coordination will have the ability to: develop a just-in-time; active-learning and public policy training process that insures that Policy Analysts develop the desired innovative skills and results through effective and efficient coaching.

**(v) Analytical Skills**

Analytical Skills are core elements of public policy and decision making. The commissioner for policy analysis and coordination will have the following analytical competencies –: problem solving, practical learning, innovation, and detail consciousness

**(vi) Report writing skills**

Effective report writing skills are a fundamental requirement for both internal and external policy analysis to drive continual policy improvement. The commissioner for policy analysis and coordination will have the ability to; plan and write effective reports to provide meaningful information to top management, assist in policy -making and provide evidence of on-going policy analysis, management and improvement initiatives.

**(vii) Teamwork**

Teamwork is the desire and ability to work co-operatively and collaboratively as opposed to competitively within an organization. It involves contributing fully and actively to team activities, projects and client initiatives to achieve group and organizational goals. The commissioner for policy analysis and coordination will have the ability to: ensure that team members have a common understanding of knowledge and relevant information; provide constructive

criticism in case of any gaps; instill team agenda before personal/individual interest and anticipate and resolve conflicting differences by pursuing mutually agreeable solutions.

### **(viii) Networking**

Networking refers to building relationships to maintain effective contacts with people who are, or may be potentially helpful in achieving work- related goals and establishing advantages. It involves actively seeking opportunities to work horizontally across Ministries, Departments, Agencies (MDAs), Local Governments (LGs) and with external partners. The commissioner for policy analysis and coordination will have the ability to: network in order to identify opportunities, gather information and seek input to problems with a view to sustaining Public Service excellence and take action that in the long run will build relationships and support current and future endeavours

### **(ix) Communicating effectively**

Communicating effectively is the ability to send and receive information effectively. Effective communication also seeks to deliver clear messages, with the intention that such messages be understood and serve as the basis for any mutual agreement or action that is subsequently undertaken. The commissioner for policy analysis and coordination will have the ability to: Communicate information which sets new corporate and political direction and has a large public impact; Understand that communicating effectively is the responsibility of the speaker; Create or develop complex documents by analysing a variety of public policy ideas, views and issues into a fluid and cohesive fashion and articles of thought, processes and information in a profound and persuasive way to provoke audience to thought or action; Ensure written material is factual and based on authoritative research and use appropriate examples, anecdotes, illustrations and humour to convey public policy ideas.

### **(x) Knowledge Management**

Knowledge Management is the ability to acquire, organize and share information for the benefit of the organization. The commissioner for policy analysis and coordination will have the ability to: constantly monitor both external and internal sources of public policy knowledge; seek out opportunities to address complex and / or ambiguous policy situations in which to apply current policy knowledge as a means of updating and expanding expertise; seek opportunities to expand boundaries of accepted practices and ways of doing things in public policy and establish systems for collecting, sharing and evaluating public policy information.

## **8.2 ASSISTANT COMMISSIONER/POLICY ANALYSIS AND COORDINATION**

**Salary Scale** : U1 (E)

**Reports to** : Commissioner / Policy Analysis and Coordination

**Directly Supervises:** Principal Policy Analysts

### **Purpose of the job**

Provide technical advice on policy formulation and development; supervise research, lead in the monitoring and evaluation of public policies to ensure that they are consistent with cross-cutting national issues

### **Key result areas**

1. Policies originating from Line Ministries /Departments coordinated and harmonized.
2. Technical guidance on policy development and management provided.
3. Technical input in the development of standards, procedures and guidelines for policy formulation process provided.
4. Knowledge, skills and manpower gaps identified and respective advice given to the relevant authorities for appropriate action.
5. Potential areas of public policy research identified and supervised
6. Technical input on public policy studies that have policy implication provided.
7. Inventory of government policies developed and updated
8. Activities undertaken by Principal Policy Analysts supervised
9. Sensitization and education on the public policy making process in government carried out.
10. The preparation of the Ministerial Policy Statements in the line ministry Coordinated

### **Key Duties and Responsibilities**

1. To develop frameworks for coordinating and harmonizing policies originating from Line Ministries /Departments for purposes of ensuring conformity with the national policy framework.
2. To provide technical guidance on policy development and management.
3. To coordinate the development of standards, procedures and guidelines for policy formulation process in government institutions.
4. To identify knowledge, skills and manpower gaps and advise the relevant authorities for appropriate action.
5. To identify and supervise potential areas of public policy research

6. To provide technical support on studies initiated by MDAs that have policy implications.
7. Develop and update an inventory of government policies
8. To supervise the activities of Principal Policy Analysts
9. To develop sensitization and educational programmes on the public policy making process in government.

## **Person Specification**

### **(a) Academic qualifications**

1. An honours degree in Public Policy or;
2. An honours degree in social Sciences (Sociology, Social Administration, Political Science and Public Administration, Economics) with a paper in policy analysis or
3. Honors degree in Development Studies with a paper in Policy Analysis.
4. A Masters' degree in Public Policy.

### **(b) Experience**

At least eight (8) years working experience, at senior policy management level or equivalent in a government or any other reputable organization.

### **(c) Competencies**

The assistant commissioner for policy analysis and coordination will particularly have the following technical competencies:

#### **(i) Policy Management**

The assistant commissioner for policy analysis and coordination will particularly have the ability to: Conduct public policy research and to analyze current public policies for relevance; Identify and propose the most appropriate public policy action; Design public policies in an acceptable format and standard; promptly identify deviations in public policy implementation and make appropriate recommendations; offer technical guidance on policy implementation and recommend policy reviews in time

#### **(ii) Strategic thinking**

Strategic thinking is the ability to scan the environment and link long terms visions and concepts to daily work. The assistant commissioner for policy analysis and Coordination will have the ability to: forecast and integrate different views on matters of policy and identify how organizational

policies, processes and procedures are likely to be affected by situational changes.

**(iii) Planning, organizing and management**

Planning involves defining organizational goals and ways to meet them. The assistant commissioner will have the ability to: Establish an overall direction for the policy analysis cadre's future, Identify and commit resources to achieving goals and to decide which tasks must be performed to reach those goals. He will also make decisions regarding who will perform what jobs and tasks, and who will report to whom.

**(iv) Innovation**

Innovation requires new ways of thinking and new skills. The assistant commissioner will have the ability to: develop a just-in-time; active-learning training process that insures that innovation teams develop the desired results effectively and efficiently through coaching.

**(v) Analytical Skills**

The assistant commissioner will have analytical competencies - the elements of decision making: Innovation, analytical skills, numerical problem solving, problem solving, practical learning, detail consciousness

**(vi) Report writing skills**

Effective report writing skills are a fundamental requirement for both internal and external Policy Analysts and any organisation using their management system to drive continual policy improvement. The assistant commissioner will have the ability to: plan and write effective reports to provide meaningful information that can assist in organisational decision-making and provide evidence of ongoing policy analysis, management and improvement initiatives.

**(vii) Teamwork**

Relating to teamwork, the assistant commissioner for policy analysis will have the ability to: ensure that team members have a common understanding of knowledge and relevant public policy information; provide constructive criticism in case of any gaps; instill team agenda before personal/individual interest and anticipate and resolve conflicting differences by pursuing mutually agreeable solutions.

**(viii) Networking**

With regard to networking, the Assistant Commissioner for policy analysis will have ability to: observe the WIN-WIN principles in partnership; identify and maintain contacts of key persons within and outside the Public Service.

**(ix) Communicating effectively**

With respect to effective Communication, the Assistant Commissioner for policy analysis will have the ability to: Communicate information which sets new corporate and political direction and has a large public impact; understand that communicating effectively is the responsibility of the speaker; create or develop complex documents by analysing a variety of ideas, views and issues into a fluid and cohesive fashion and articles of thought, processes and information in a profound and persuasive way to provoke audience to thought or action; ensure written material is factual and based on authoritative research and use appropriate examples, anecdotes, and illustrations to convey ideas.

**(x) Knowledge Management**

Regarding knowledge management, the Assistant Commissioner for policy analysis will have the ability to: constantly monitor both external and internal sources of knowledge; seek out opportunities to address complex and /or ambiguous situations in which to apply current knowledge as a means of updating and expanding expertise; seek opportunities to expand boundaries of accepted practices and ways of doing things and establish systems for collecting, sharing and evaluating new information.

### **8.3 PRINCIPAL POLICY ANALYST**

**Salary Scale:** U2

**Reports to:** Assistant Commissioner/Policy Analysis

**Directly Supervises:** Senior Policy Analysts

#### **Purpose of the Job**

Participates in provision of technical advice on policy formulation and development; undertakes research on, monitors and evaluates public Policies within the sector.

#### **Key result areas**

1. Policies within the sector and originating from Line Ministries are analyzed.
2. Technical guidance on policy development and management provided.
3. Technical input in the development of standards, procedures and guidelines for policy formulation process provided.
4. Knowledge, skills and manpower gaps identified and advise the relevant authorities for appropriate action.
5. Public policy research instruments developed
6. Technical input on public policy studies that have policy implication provided.
7. Inventory of government policies Developed and updated
8. Activities undertaken by Senior Policy Analysts supervised
9. Lead in the production of the Ministerial Policy Statement

#### **Key Duties and Responsibilities**

1. To study various public policies with a view to generating policy options
2. Harmonizing sector policies with the national policy framework.
3. To provide technical support on policy development and management.
4. To develop standards, procedures and guidelines for policy formulation process in government institutions and forwards to higher authority for further action.
5. To undertake the needs assessment and document the knowledge, skills and manpower gaps.
6. To conceptualize, design research instruments and supervise the collection of data on potential areas of public policy.
7. To monitor and evaluate the performance of sector public policies
8. To supervise the activities of Senior Policy Analysts
9. To sensitize and educate relevant stakeholders on the public policy making process in government.
10. To supervise the production of the Sector Ministerial Policy Statements

## **Persons Specification**

### **(a) Academic qualifications**

1. An honours degree in Public Policy or;
2. An honours Bachelor of Arts degree with Social Sciences with the following subjects; (Sociology, Social Administration, Economics Political Science and Public Administration,) with a paper in Policy Analysis or;
3. An honours degree in Development Studies with a paper in Policy Analysis
4. A post graduate Diploma in Public Policy

### **(b) Work experience**

At least six (6) years working experience at senior policy management level or its equivalent in a government or any other reputable organization

### **(c) Competencies**

The principal policy analyst will particularly have the following competencies:

#### **(i) Policy management**

Policy management involves developing a mechanism for identifying policy issues or problems, developing different policy options and choosing the most appropriate option. It also involves effective monitoring, implementation, reviewing and evaluation whenever necessary. The principal policy analyst will particularly have the ability to: conduct research and to analyze the current public policies for relevance; identify the most appropriate action; design policy in an acceptable format and standard; promptly identify deviations in policy implementation and make appropriate recommendations; offer technical guidance on policy implementation and recommend policy review in time.

## **(ii) Planning, organizing and management**

Planning involves defining organizational goals and ways to meet them. The principal policy analyst will have the ability to: establish an overall direction for the policy analysis cadre's future, Identify and commit resources to achieving goals and to decide which tasks must be performed to reach those goals. He will also make decisions regarding who will perform what jobs and tasks, and who will report to whom.

## **(iii) Analytical Skills**

The commissioner will have analytical competencies - the elements of decision making: Innovation, analytical skills, numerical problem solving, problem solving, practical learning, detail consciousness.

## **(iv) Teamwork**

Teamwork is the desire and ability to work co-operatively and collaboratively as opposed to competitively within an organization. It involves contributing fully and actively to team activities, projects and client initiatives to achieve group and organizational goals. The principal policy analyst will have the ability to: participate willingly and actively in team activities; fulfill what he/she is assigned in time; support team decisions even when different from own point of view; willingly learn from others and value other team members' ideas.

He should also have the ability to; keep team members informed and up to date; share experiences and knowledge with team members; promote cooperation amongst team members; praise team members for achievements and coach team members whenever necessary.

## **(v) Networking**

Networking refers to building relationships to maintain effective contacts with people who are, or may be potentially helpful in achieving work-related goals and establishing advantages. It involves actively seeking opportunities to work horizontally across Ministries, Departments, Agencies (MDAs), Local Governments and with external partners. The principal policy analyst will have the ability to: be readily available to participate in gatherings/meetings of partners even if they are informal; to interact and relate to others; takes full advantage of membership of occupational or professional groups/associations, cross-organisational committees and communities of practice; easily get involved in discussion

of areas of mutual interest; observe the WIN-WIN principles in partnership and identify with key persons and maintain contacts within and outside the Uganda Public Service.

**(vi) Communicating effectively**

Communicating effectively is the ability to send and receive information effectively. Effective communication also seeks to deliver clear messages, with the intention that such messages be understood and serve as the basis for any mutual agreement or action that is subsequently undertaken:

The principal policy analyst will have the ability to: verbally communicate ideas to individuals and small groups in a manner that fosters understanding and discussion; listen in order to understand and respond to things that appear important to others; be receptive and attentive to the emotion in body language, facial expression and tone of voice; show respect by giving attention to the speaker and uses a respective tone when speaking to others and to follow the rules of grammar, correct spelling, verb tenses and sentence structure.

He should also have the ability to: seek the thoughts of others in an effort to better understand them; respond with clear, concise and accurate information; volunteer additional information that may not have been requested in order to provide the listener with relevant information related to the issue; format the material based on the purpose of communicating, the competences of the target audience and in a way that facilitates the understanding of the message and format writing to increase readability e.g. by providing content headings

Additionally, the principal policy analyst will also have the ability to: carefully design the message by taking the listener's perspective into consideration; respond to the speakers' ideas rather than the speakers' communication style; use language as a tool for communication rather than a means to display education, insider knowledge or status and understand the necessity to acknowledge sources of information.

**8.4 SENIOR POLICY ANALYST**

**Salary Scale: U3**

**Reports to: Principal Policy Analyst**

**Supervises: Policy Analysts**

### **Job Purpose**

Analyse, monitor and evaluate public policies; undertake policy research; and write draft policies and policy briefs for review and further development within the sector.

### **Key result areas**

1. Policies within the sector and originating from Line Ministries analyzed.
2. Sector Public policy research undertaken
3. Monitor and evaluate sector public policies to inform policy decision making and implementation
4. Draft policies and policy briefs for further development written
5. Inventory of government policies researched and updated
6. Sector Ministerial Policy Statement draft report produced

### **Key Duties and Responsibilities**

1. To analyze sector policies for consistency, accuracy and with the national policy framework.
2. To undertake sector public policy research for generating policy options
3. To monitor and evaluate sector policies to inform the policy decision making process and enhance implementation
4. To update inventory of sector policies
5. To supervise the activities of Policy Analysts
6. To produce draft Ministerial Policy Statements for further development

### **Persons Specification**

#### **(a) Academic qualifications**

1. An honours degree in Public Policy or;
2. An honours degree in social Sciences (Sociology, Social Administration, Political Science and Public Administration, Economics) with a paper in Policy Analysis or;
3. An honours degree in Development Studies with a paper in Policy Analysis
4. A certificate in Public Policy

#### **(b) Work experience**

At least three (3) years working experience at senior policy management level or its equivalent in government or any other reputable organization

## **c) Competencies**

### **(i) Policy management**

Policy management involves developing a mechanism for identifying policy issues or problems, developing different policy options and choosing the most appropriate option. It also involves effective monitoring, implementation, reviewing and evaluation whenever necessary. The senior policy analyst will have the ability to: understand the policy making and implementation process in government; identify new challenges that may necessitate or call for new or reviewed policies; clearly state the policy needs/problems; identify different options for addressing the issues; understand and follow the principles of Regulatory Best Practice (RBP) and Is able to identify and consult key stakeholders in the policy making and implementation process.

### **(ii) Planning, organizing and management**

Planning involves defining organizational goals and ways to meet them. The senior policy analyst will have the ability to: develop operational plans in line with organization objectives, mandate and resources; establishes measures to assess progress against plan; adjust plan appropriately and take initiative to follow through rather than wait for problems and anticipate problems, take advantage of opportunities and effectively deal with them.

### **(iii) Information Communication Technology (ICT)**

Information Communication Technology (ICT) refers to the appropriate use of computers, computer software and other modern IT facilities to convert, store, protect, process, transmit and retrieve information. The senior policy analyst will have the ability to: use existing information technology to collect, organize, catalogue, classify and disseminate information; demonstrate basic computer skills such as keyboarding skills, electronic mail systems and MS office applications (Ms Word, Excel and PowerPoint and apply basic Local Area and Wide area network ( intranet and internet).

### **(iv) Networking**

Networking refers to building relationships to maintain effective contacts with people who are, or may be potentially helpful in achieving work-

related goals and establishing advantages. It involves actively seeking opportunities to work horizontally across; Ministries, Departments, Agencies, local Governments and with external partners. The senior policy analyst will have the ability to: be readily available to participate in gatherings/meetings of partners even if they are informal; interact and relate with others; Have strong interpersonal skills; take full advantage of membership of occupational or professional groups/associations, cross-organisational committees and communities of practice and to easily get involved in discussions of areas of mutual interest.

**(v) Teamwork**

Teamwork is the desire and ability to work co-operatively and collaboratively as opposed to competitively within an organization. It involves contributing fully and actively to team activities, projects and client initiatives to achieve group and organizational goals. The senior policy analyst will have the ability to: participate willingly and actively in team activities; fulfill what he/she is assigned in time; support team decisions even when different from own point of view; willingly learn from others and to value other team members' ideas.

**(vi) Coaching and mentoring**

Coaching and mentoring involves the genuine intent to foster learning or development of others through expressing a positive regard for an individual's capacity to learn. The objective is to encourage others, transfer knowledge, develop skills and /or develop the understanding of the individual. The senior policy analyst will have the ability to: Willingly give time to share relevant information; be receptive and open to new ideas and alternatives; provide routine exchange of knowledge with others to help them carry out their assignments; give detailed instructions and/or on-the-job demonstration; ask the individual being coached questions about their effectiveness; listen for appropriate responses and provide encouragement and support for action; reinforce behavior that produces positive outputs; provides information and direct the individual to other sources of information.

**8.5 POLICY ANALYST**

**Salary Scale: U4 [Upper Scale]**

**Reports to: Senior Policy Analyst**

## **Purpose of the job**

To collect, compile and collate information on public policies; sector Ministerial Policy Statement, Monitor public policies, programmes and projects; undertake data collection and compilation of public policy research; and provide support to the function of public policy analysis in the sector.

## **Key result areas**

1. Data on sector policies and those originating from Line Ministries collected and compiled.
2. Data collection of Sector Public policy research undertaken
3. Monitor the performance of sector public policies to inform policy decision making and implementation
4. Data to update Inventory of government policies Collected and compiled
5. Data for preparation of the sector Ministerial policy statement collected and compiled.
6. Support to the function of public policy analysis provided

## **Key Duties and Responsibilities**

1. To assist in collection of data on sector policies and those originating from line Ministries
2. To assist in the administering of research instruments; data collection and compilation.
3. To monitor the performance of sector policies, programmes and projects.
4. To collect and analyze data for updating the inventory of government policies in the sector ministry.
5. To collect data necessary for the production of the Ministerial Policy Statement.
6. To provide support to the function of public policy analysis in the ministry.

## **Persons Specification**

### **(a) Academic qualifications**

1. An honours degree in Public Policy or;
2. An honours Bachelor of Arts degree with Social Sciences with the following subjects; (Sociology, Social Administration, Economics Political Science and Public Administration,) with a paper in Policy Analysis or;
3. An honours degree in Development Studies with a paper in Policy Analysis

## **(b) Competencies**

### **(i) Policy management**

Policy management involves developing a mechanism for identifying policy issues or problems, developing different policy options and choosing the most appropriate option. It also involves effective monitoring, implementation, reviewing and evaluation whenever necessary. The policy analyst will have the ability to: understand the policy making and implementation process in government; identify new challenges that may necessitate or call for new or reviewed policies; clearly state the policy needs/problems; identify different options for addressing the issues; understand and follow the principles of Regulatory Best Practice (RBP) and Is able to identify and consult key stakeholders in the policy making and implementation process.

### **(ii) Planning, organizing and coordinating**

Planning, Organizing and Coordinating involves proactively planning, establishing and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring, evaluating and adjusting work to accomplish goals and deliver the organization's mandate. The policy analyst will have the ability to: develop operational plans in line with organization objectives, mandate and resources; establishes measures to assess progress against plan; adjust plan appropriately and take initiative to follow through rather than wait for problems and anticipate problems, take advantage of opportunities and effectively deal with them.

### **(iii) Information Communication Technology (ICT)**

Information Communication Technology (ICT) refers to the appropriate use of computers, computer software and other modern IT facilities to convert, store, protect, process, transmit and retrieve information. The policy analyst will have the ability to: use existing information technology to collect, organize, catalogue, classify and disseminate information; demonstrate basic computer skills such as keyboarding skills, electronic mail systems and MS office applications (Ms Word, Excel and PowerPoint) and apply basic Local Area and Wide area network (intranet and internet).

### **(iv) Teamwork**

Teamwork is the desire and ability to work co-operatively and collaboratively as opposed to competitively within an organization. It involves contributing

fully and actively to team activities, projects and client initiatives to achieve group and organizational goals. The policy analyst will have the ability to: Participate willingly and actively in team activities; fulfill what he/she is assigned in time; support team decisions even when different from own point of view; willingly learn from others and value other team members and their ideas.

#### **(v) Networking**

Networking refers to building relationships to maintain effective contacts with people who are, or may be potentially helpful in achieving work- related goals and establishing advantages. It involves actively seeking opportunities to work horizontally across Ministries, Departments, Agencies (MDAs), Local Governments (LGs) and with external partners.

The policy analyst will have the ability to: be readily available to participate in gatherings/meetings of partners even if they are informal; interact and relate with others; Have strong interpersonal skills; take full advantage of membership of occupational or professional groups/associations, cross-organisational committees and communities of practice and to easily get involved in discussions of areas of mutual interest.