



Handout 1.5: Documentary Research Tool

This Tool has two parts: A) Assists you gather relevant documentation B) Assists you present relevant parts of the documentation and integrate them into the strategic exercise.

It is adapted to the Case Study.

A: Gathering Information

Where to obtain relevant information?

Sources of Information

The sources of information will be different for organisation. Many, indeed most will be broader than your organisation, they may deal with other organisation's as well and they refer to an entire "sector" eg public administration system, agriculture etc.

Below we suggest some generic questions which may inspire you with regard to your organisation.

Ultimately certain key documents (existing strategies, policy documents or laws) will need to be analysed in full. Other types of information/question will be resolved by recourse to various other sources.

To avoid a situation where documents are simply cited, but not actually studied, understood and key information is not "integrated into a logical idea", we strongly suggest you begin with a list of key questions. We suggest you build up the questions and corresponding sources of information. This would best be undertaken by small task team mandated to develop the sector plan. **We take a general case below, but you should use it as an example to think of the kinds of information sources relevant to the case study.**

Likely sources of information

- Existing organisational plans, organigrammes, internal policy statements
 - Laws, Statutes, Decrees, Key Government policy documents, Regional Strategies (Economic), Sectoral Studies, Spatial Plans,
- Public Administration Guidelines: Does the government have a public administration unit for thinking about strategy and policy and coordinating it? Does the government have a unit for designing public administration reform?
 - If so, do these bodies say anything about your organisation?
- Do there exist any studies, undertaken by ministries, research institutes or international organisation that are relevant to your challenge?
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Critically you need to be able to :

- Identify the parameters or scope of the problematic (a private sector organisation would say market)
- Identify the needs within your environment that make demands on your organisation
- Identify the policies, strategies, laws, regulatory frameworks that determine what your organisation should be doing in the future
- Identify all forms of existing expenditure in areas relevant to the what you should be doing in the future
- Identify all existing “intentions” (official and unofficial but likely) to undertake relevant actions
- Above all identify all „organisational“ plans, strategies, practices relevant to performance.

Then:

- Identify any direct implications all of this is considered to have for your institution
- Identify and understand any explicit policy intentions or statements that dictate how your organisation should evolve.

B: Presenting and Integrating Relevant Information

Note: This is a tool to be used flexibly and adapted as required. The assumption is that a summary of a key document (law, policy) will be set out in a very short memo which then allows an easy decision about what aspects of this law or policy need to be directly addressed within your ICD strategy.

MEMO

To: _____ From: _____
 Copy: _____ Date: _____
 Subject: Strategy for Organisation/Unit X Pages: _____

Purpose

The purpose of this memo is to indicate and suggest:

- The key aspects relating to the legal and institutional context to organisation X that need to be addressed in the ICD strategy and how.

Key Instruments

Are:

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-
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- .

Below we set out for each instrument the key issues that arise and recommended manner in which to describe and include these in the strategy:

Instrument A:

Issues:

-
-
-

We suggest/recommend that the strategy should :

Simply make mention of issues...

Explain the significance of issue X in relation to the Strategy, in a separate paragraph, and then take account of this in planning actions related to....

[Note: if there are a lot of issues, then it could be useful to set them out in a table as given below]

Instrument X:

Issues	Proposed Action for Inclusion in Strategy

[One can envisage that there are certain specific policies or statements that directly impact on your organization. These are essential to the development of the ICD process]

Example:

Institutional Capacity Development Issues

Issues	Proposed Action for Inclusion in Strategy
Eg review of staffing for Regional Authorities undertaken by Ministry of Interior	Specify this exactly and indicate that this is the main policy imperative why an ICD process needs to be undertaken and cannot be deferred until later