Toward A Model of Public Policy Process
(A Practical Approach in Afghanistan Public Organizations)

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Abstract

This research designed to develop a process-oriented model that can be applied to public policy making in public organizations, especially in Ministries of Afghanistan. One of the major problems with defective policymaking process models is that in many policy stages, inadequate policies are formulated and a factor in preventing organizations from reaching goals and solving problems. In order to achieve this goal, the researcher first presented a hypothetical model based on the results of the research literature, using a qualitative content analysis method, and after interviewing 12 experts and experts in various government agencies using the sampling method. Snowball and Qualitative Content Analysis research method yielded significant results. The importance and value of this paper is to provide a model that takes into account the maximum aspects and factors influencing the public policy process. In this study, it has been attempted to cover the vacuum of previous models. To this end, the end result shows that the proposed model of Afghan public organizations has six main stages (problem recognition and agenda setting, policy formulation, policy implementation, post-implementation and impact evaluation, policy modification and policy end). There are definite steps in each step that determine the logical relationship between each step.

Keywords: Policy, Public Policy, Process Model, Organization, Public Organization.

1. Introduction

Policymaking is one of the important areas in both public administration and political science (Babaei and Tavakoli, 1986: p. 64). Policymaking is a term that is tied to government, government, society, and public affairs and is associated with the actions of the government in the proper administration of public affairs (Ghaffari, Mooghimi & Pourazat, 2016, p. 13). The policy is derived from the French political term, which has its roots in the Latin and Greek politicos. The literal meanings of the policy have also been mentioned in Persian under the name of the statute, the ordinance, the procedure and the equivalence of decision making (Hamadan University of Medical Sciences, 2015, p. 7). According to George Thierry, policy is written, written, or executed verbal guidance that determines the limits and direction of managers' work (James, 2). According to Anderson, policy is a set of purposeful activities that an individual or group of individuals perform to solve public problems (Babaei and Tavakoli, 2017, p. 64). This knowledge studies and analyzes the practice of governments (Hajipour et al., 2015, p. 2).

Keaton (2008) considers public policies as laws and strategies that the government develops to guide and manage economic, social, administrative, and so forth programs (Pourazat, Bigdeli, and Saadabad, 2013, p. 7). Public policies are general principles stemming from the values that govern the society, ideology and social and political structure in the country and serve as a model of action in the practice of Kurdish actions and actions, 2011, p. 71;

Gholipour, 2014, p. 98). Public policy on whatever governments choose to do or not do (Danaei Fard et al., 2013, p. 9; Bigdeli, 2017, p. 205; Abbasi, Mutazadiyan and Mirzaei, 2016, p. 51; Gholipour and Gholam Pourahangar, 2010, p. 36; (Mirzamani et al., 2017, p. 215; Abbasi et al., 2016, p. 51), refers to public policy decisions and policies made by various public authorities such as the parliament, The government is the judiciary that represents the protection of the public interest of society (Gholipour, 2014, p. 97; polite, 2003, p. 162; Askarzadeh, 2013, p. 30), (Patch Holes). Public policy is a set of relatively steady, sustained, targeted actions by the government to resolve public concerns or concerns (Ashrafi & Mohammadi, 2018, p. 235; Hajipour et al., 2015, p. 3; Amiri and Partners, 2011, p. 7; Abbasi et al., 2016, p. 51). Public policy is a decision taken on a public issue (Gholipour, 2014, p. 96; Khayyam, 2014, p. 62; Hamadan University of Medical Sciences, 2015, p. 6; Abbasi et al., 2015, p. 50). Therefore, in solving each problem, the following principles should be observed: problem identification, identifying solutions, selecting solutions, applying solutions, evaluating results (Mihala & Alina, 2006). Policy making to solve the problem must include all of the above principles. The policy process, then, consists of steps that include identifying and defining the problem, targeting, generating policy actions, policy decision making, policy implementation, and policy evaluation (Klobtch, 1998; Brigman & Davis 2004, Kai 2006, Parsons 1992). Although many models have been designed by different scholars for policy making, there is no single macro model with most of the major mechanisms in place.

The purpose of this research is to provide a model for policy making in public organizations, especially the Afghan ministries. To this end, the literature on model research and application in Afghan public organizations is attempted. Therefore, the main question of the present study can be asked: What could be the appropriate policy model for public organizations, especially the Afghan ministries?

Qualitative content analysis method was used to answer this research question, by studying the literature and models proposed by other researchers and by analyzing their content, an initial model was developed, followed by expert interviews. Working in a public organization, a model was developed considering the basic mechanisms.The proposed model consists of six main steps, including problem-setting and agenda-setting, policy formulation, policy notification and implementation, policy revision and modification, and end-of-policy measures that are required at each of these stages.At the beginning of this research, different policy models are discussed and then the research method of this method will be explained. Afterwards the data analysis of the research method will be performed and the proposed model will be described. Finally, in the concluding section, the research output will be examined.

2. Literature review

In the research literature, the concept of a policy model is first discussed and then the policy models introduced by other researchers are compared. A model or model is an image taken from the existing facts and relationships and represents the rounding of existing variables, how they relate, and the results of their action and reaction (Pourazat et al., 2013, p. 137). The model is a simplistic view of some aspects of the real world, a reconstruction and abstraction of reality that facilitates our cognition by incorporating the essential features of reality (Dai, 2012). Open system policymaking is influenced by the various cultural, economic, political, technical, climatic and organizational environments around it. System policymaking is the result of environmental and flow data that provides policy solutions based on the issues received (Bagheri Meyab and Bagheri, 2013, pp. 35 and 36).

The models used in policy study are concepts that can also be used in public policy analysis. The model is a simplified picture of some aspects of the real world. Also, the model may be a diagram such as a road map or a workflow diagram used by policy experts to illustrate how the bill is legalized. According to Thomas Dai, an exemplary model must be simplified to real-world dimensions; that is, a model introduces us to the pattern or visual representation of a post-policing process.

Building a concept and model is the first step in determining the dimensions that constitute it and reflect the real thing. The next step in constructing a concept is to define indicators that can measure the concept or model. In order to conceptualize the theoretical stage of the policymaking system in a deductive way the conceptual model and the theoretical framework based on the reviews of the theories referred to in the theoretical foundations and by Different dimensions are built (Arbitration, 2012, p. 38).

In a general conclusion, the model outlines a static and dynamic conceptual framework that can help us to describe, predict, prescribe, and reconstruct reality (Hamadan University of Medical Sciences, 2015, p. 17). Therefore, the following statements describe public policy models:

Make our thinking about public policy simple and clear;
Identify important aspects of political issues;
Facilitate communication with each other by focusing on the essential features of policy life;

Guide our efforts to better understand public policy in order to identify important and unimportant issues;
Can be used to express public policy and predict outcomes (Hamadan University of Medical Sciences, 2015, p. 18).
Overall, the features of a good policy model are outlined below:

Models are abstract conceptions of the real world;
The model should be simple and concise and have the power to regulate;
The Bai model illustrates key aspects of the phenomenon in question;
The model must be in harmony with the facts;
The model should be effective and useful and assist the practitioner in its applications;
The model should help facilitate investigations;
The model should be effective in expressing and describing phenomena (Hamadan University of Medical Sciences, 2015, p. 18).

The usefulness of a model is the best measure of its evaluation. Thomas Dai proposes several criteria to evaluate the usefulness of models (Gholipour and Gholam Purahangar, 2010, p. 81):

1. Does the model regulate political life and simplify it to think about it and the relationships in the world of reality?
2. Does the model identify the most important aspects of public policy?
3. Is the conceptual model purposeful and meaningful?
4. Does the model devote its research to public policy?
5. Does the model provide a descriptive model of public policy?

In the remainder of the research literature, approximately 28 models reviewed are summarized. Some of these models have only addressed the policy development phase and have neglected the policy implementation and evaluation process. Another issue to note is that models have roughly similar steps, and some have used different terms to refer to the same steps that can be applied to the context of the topics in which the models are developed, as well as differences in tastes and literature. That researchers have used, attributed. The steps that each researcher has provided for the policy process will be summarized below:

Harold Lasswell (1971) was the first to propose a model for policymaking. This model consisted of seven stages: intelligence; problem design; agenda setting; problem recall; implementation; implementation; termination; evaluation. However, Heather et al. (1976) present a similar model for analyzing programs at the national and local levels and acknowledge that this process further separates some of the steps in the above model. Suggested steps include: Problem Determination; Determining Relevant Goals; Selecting Evaluation Criteria; Determining Client Group; Determining Options; Estimating Costs of Each Option; Determining the Effectiveness of Each Option.

Following Hattery et al., Stoke and Zickhauzer (1978) proposed a five-step model. They believe that the analyst cannot move from one step to the next in a systematic manner and may have to go back and forth between these steps, but understands that all five areas must be included in the analysis: Determining the key issue and goals to be pursued; Designing different operating areas; predicting the results of each option; Set a benchmark for evaluating how to access options; specify the preferred action that is selected.

In a 1979 letter to McRae and Wilde, they addressed a citizen as a potential analyst: Every policy analysis involves a set of elements: Problem Determination; Determining Indicators to Choose from Policies; Producing Different Options; Choosing the Path of Action; Post-Implementation Policy Evaluation. But six years later, Bokholz (1985), in his book, outlined the policy process in six complete steps: problem-solving; feeling and understanding the problem; finding solutions to the problem and formulating the policy; Policy; Policy implementation and application.

In addition, Coyde (1989) identifies five of the most important elements of the policy process as follows: Policy analysis is an iterative process in which the problem is identified by the goals, design and evaluation of options and development. Better models are formed over and over and include these steps: Problem formulation; Searching for options; Predicting future environment; Modeling the effects of options; Evaluating (comparing and grading) options. Also, Jack Barknebus (1998) put policy making into five items: Session setting (policy definition); Policy formation; Policy implementation; Policy evaluation; Feedback (Feedback to the first three stages).

Another researcher, Weimer and Weing (1999), divides the policy analysis model into two main components: problem analysis and path analysis, to show that both parts of the process need to be given much attention. They also emphasized the need to gather information to support analysis and provide useful advice to clients.

Suggested steps include: problem analysis (including problem identification; selecting and describing relevant goals and constraints; choosing problem solving method) and solution analysis (including evaluating criteria selection; identifying policy options; evaluating options in terms of criteria. ٬ Tips on activities). The advantage of this model is its emphasis on problem analysis, because until the problem is correctly diagnosed, one cannot expect profound improvement in the situation, but problem analysis and solution analysis.

Walker (2000) stated that there is a systematic process for testing and analyzing policy choices that is called policy analysis. He believes that policy analysis is a systematic and rational process for selecting a policy. This model is presented in eight steps: problem identification; goal setting; decision on criteria; choice of options; analysis of options; comparison of options; implementation of selected option; evaluation of policy implementation results. But Pardon et al. (2001) defined six stages of policymaking: problem definition; benchmarking; identifying options; evaluating and selecting; defining process evaluation and evaluating outcomes. In this model, all three types of pre, post and post evaluation have been considered.

Fahrenkorg (2002) introduced a more complete model in eight stages by expanding his view of the role of executives and stakeholders: planning and problem solving; identifying options; evaluating and selecting; forming perspectives; implementing policies; monitoring; evaluating during Implementation; Post-Implementation Assessment. In the Northern Ireland Government Survey (2004), they identified the following six steps for policymaking: Problem Determination; Consultation; Identification of Options; Evaluation and Selection; Monitoring; Maintenance of Performance.

In 2005, Hill attempted to present a more comprehensive model consisting of the following steps: problem solving; identifying options; quantifying options; employing decision tools; choosing the right solution; implementing the chosen solution. In addition, John and Wegerich (2007) outline the policy steps in the following four steps: problem-solving; policy-making and decision-making; implementation; evaluation and termination. However, Howlett and Ramesh (2009) see the policy process as having five stages: ordering (problem definition); policy setting (including research, information gathering, policy tools, policy design and recommendation measures); Planning, setting goals, planning, decision making) Policy implementation; Policy evaluation.

Lin et al. (2010) propose a policy model that comprises four steps: establishing an expert committee; benchmarking; constructing a hierarchical format (first level of macro goals, second level of minor goals, and third level of options). In this model, the formation of an expert committee is more important. Following that, Don (2011) outlined the policy steps as follows: Setting a meeting (problem definition); identifying options; choosing; implementing; evaluating; policy reform; ending. The advantage of this model is in the conclusions drawn from the evaluation of policy implementation.

Qawifekr et al. (2011) also suggested the policy-making and policy analysis process including five steps: problem recognition; solution setting; implementation; monitoring and evaluation. But in all of this, the vision, mission, general purpose, partial purpose, values have to be raised. The British Financial Institute (2011), in a three-volume book, proposed a six-step model of policy making: intervention logic; goals; evaluation; monitoring; monitoring; evaluation; feedback. In 2012, Wu et al. Added two steps to the Howlett and Ramesh model: session setting; problem identification; decision making; decision making; legalization; policy implementation; evaluation and termination. In addition, Brigman et al. (2012) proposed a model for policy making in eight stages: problem definition; policy goal analysis; policy development (for problem solving and achieving policy goals); consultation; agreement; decision; implementation; Assessment.

In a new edition of his 2012 book, Dai also introduced a six-step process of policy-making: recognizing, understanding and articulating a problem or problem; Policy; Policy Evaluation. But in 2013, DeNhart and his colleagues proposed a five-step policy-making process: problem definition; setting goals and criteria; developing options; analyzing options; ranking and selecting. Patton and Savicky (2013), in the second edition of his book, described the policy analysis process consisting of six steps: defining and describing the problem details; specifying evaluation indicators; identifying different policies; evaluating different policies; cleaning and clarifying options. And the selection, implementation, monitoring and evaluation of policies. In addition, Ahrens (2013) outlined the policy process in seven stages: receiving government support; preparing an initial draft; meeting planning; reform proposals; But Ekpo et al. (2014) consider the policy process to consist of six stages: problem identification; session planning (problem definition); policy options formation; policy legalization and approval; implementation; evaluation. And that same year, Craft and Furlong proposed a five-step model for policymaking: problem definition; policy-making options; development of policy evaluation criteria; evaluation of solutions; choice of preferred policy.

And finally, in 2015 Ferris introduced the policy process in five stages: problem formulation; identifying policy options; evidence-based policymaking; enhancing capabilities; monitoring and evaluation.

3. Comparison of Policy Models

Based on the models discussed above, the table below compares the different steps of each. It is noteworthy that some steps such as intelligence, problem definition, problem formation, diagnosis, identification, recognition, and so on are mentioned.

The following table compares the different models described in the research literature. This comparison was further compared to those proposed by researchers and scientists. From the table below it is deduced that there is no comprehensive model that has most of the steps. Still, in many models, some steps are neglected and of little importance. Therefore, the need to formulate a comprehensive model for the policy process, especially public policy, is already in place in public organizations. Accordingly, the researcher proceeds with the research method.

Table 1: Comparison of Policy Process Models

Stages / Models	Understand the Problem	Defining the Problem	High Level Management Support	Meeting with Specialists	Intervention Logic	Setting Goals	Policy Selection Criteria	Stakeholders	Monitoring Indicator	Policy Selection	Previous Evaluation	Policy Choice	Formulating Views	Implementation Infrastructure	Policy Implementation	Continue the Policy	Policy Survival and Reform	In-process Evaluation	Late Evaluation	Feedback
Harold Lasswell (1956)																				
Henry et al. (1976)																				
Stoke and Zucker (1978)																				
Mecca & Wilde (1979)																				
Bokholz (1985)																				
Coyde (1989)																				
Jack Barknebus (1998)																				
Wimmer and Weining (1999)																				
Walker (2000)																				
Pardon (2001)																				
Fahrenkogh (2002)																				
Northern Ireland (2004)																				
Hill (2005)																				
John, & Gretch (2007)																				
Howlett and Ramesh (2009)																				
Lynn (2010)																				
Don (2011)																				
Qayifekr (2011)																				
British National Institute (2011)																				
Davis & Brigman (2004)																				
Dai (2012)																				
Wu (2012)																				
Patton (2013)																				
Dennart (2013)																				
Ahrens (2013)																				
Epco (2014)																				
Kraft & Furlong (2014)																				
Ferris (2015)																				

4. Methods and Materials

Both field and library methods were used in this study. The library method used to study English and Persian articles and books, and the field method interviewed public policy experts. The results of the library studies from the content analysis channel were formulated based on an initial assumption model and the desired model would be formulated and confirmed by interviewing experts and analyzing the content of the interview results. The research type is applied in terms of purpose and the research method is qualitative and qualitative content analysis. The scope of this research is 2017-2019, in terms of location for public organizations, especially the Afghan ministries, and in terms of public policy and the main public policy process.

In interviewing the experts, the sampling is done through a snowball because it is purposeful, and after selecting the interviewee first consciously, we ask him / her to give us another person with an opinion on the subject of the research. And so on until the last interview and getting enough data. The desirable samples will be selected from 12 staff of the staff and the strategic and governmental agencies and the number of samples will not be known in advance because of the theoretical saturation of the sampling.
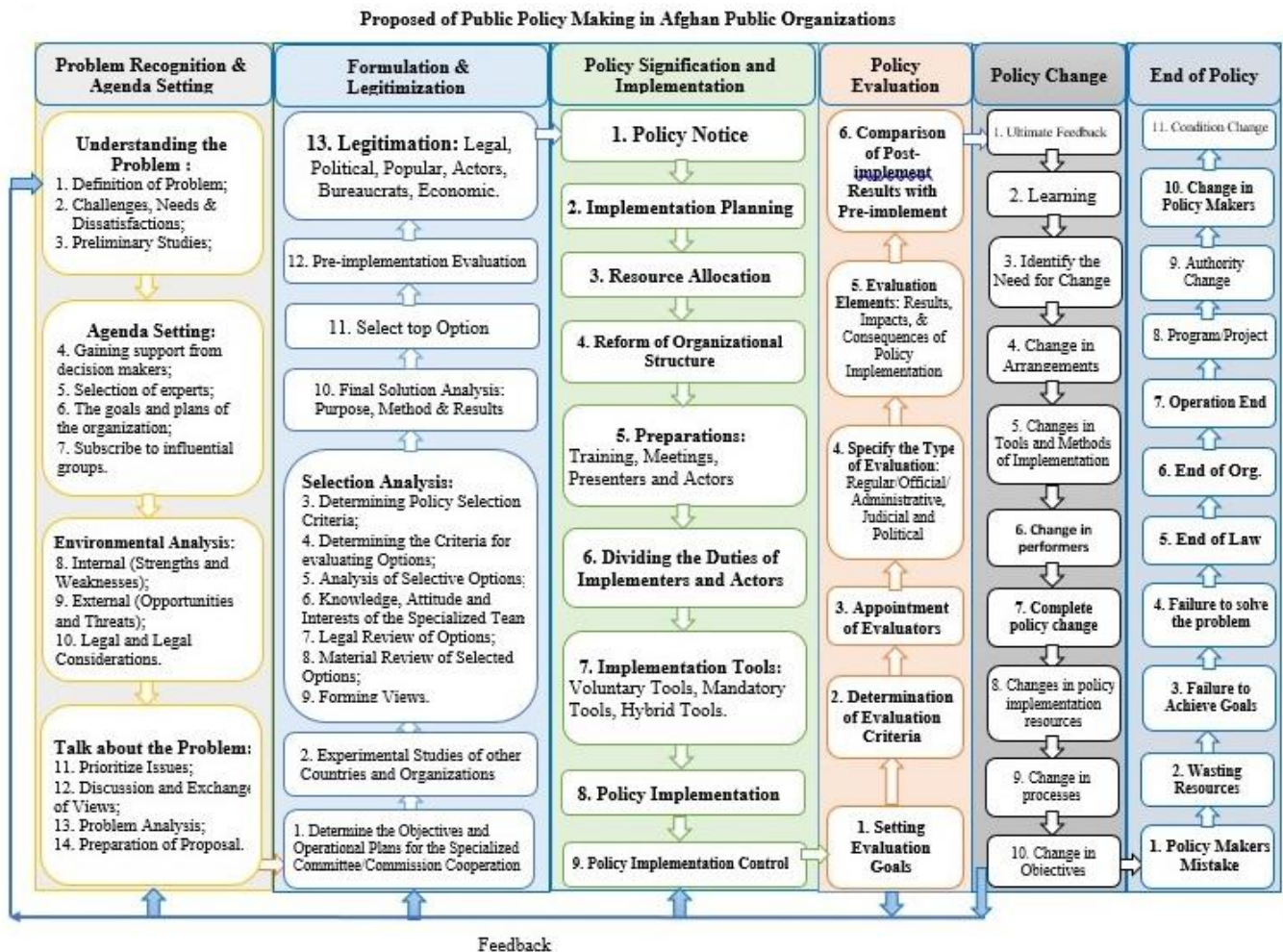
5. Datat Analysis

From a total of 28 models that were qualitative content analysis in the literature of research and the public policy processes aimed at comprehensiveness and precision were as follows:

1. Problem Recognition and Agenda;
2. Policy formulation and legitimating;

3. Communication and policy implementation;

4. Policy Evaluation;

5. Policy Change& Reform;

6. End of policy.

From the qualitative content analysis of the research literature, the initial model of the research was designed in six steps with 59 steps and semi-structured interviews were conducted with 12 experts and contractors in the Afghan ministries using the snowball method. In the sample population of the present study, three of them had a doctoral degree, 7 had a master's degree, and two had a bachelor's degree, but had more experience in policy making. The results obtained from the interviews were analyzed qualitatively and finally the following chart model was drawn as a public policy model.

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The above model is a comprehensive one. This model has all the important and effective aspects of the policy making process. To further clarify the steps and steps of the proposed model, the researcher has described various aspects of it. Based on the results of the research literature and the researcher's findings from the interviewees, the proposed model was formulated in six stages, and the steps of each step and how they were identified were addressed in each step and stage.

5. 1. Step One: Understanding the Problem & the Agenda Setting

The first step of the proposed model of public policy process in Afghan public organizations consists 11 steps:

Problem Definition; Challenges, Needs and Dissatisfaction; Initial Studies; Decision-Making Support; Selection of Experts and Experts; Consideration of Organizational Goals and Programs; Participation of Affective Groups; Priority Issues; Discussion and Exchange of Views; Problem Analysis and Proposal Preparation.

Problem Definition: A policy is set up to solve a problem or dissatisfaction and need. In order to understand the problem, the problem must first be identified and felt and understood as problematic. For this reason, one can use strategic intelligence and intelligence. In fact, there are two types of intelligence to identify a problem:

In-company and out-of-company intelligence. Intra-enterprise intelligence is about resources, information, and processes that can be identified through problems and needs.

Outside organizational intelligence is also about the political, economic, cultural, technological, and environmental market and the general environment. By examining the challenges, needs and dissatisfactions of the organization, new problems can be identified and resolved through the status quo. Politics. Any issue or need or dissatisfaction is an opportunity to use. Or need to face a threat, weakness and challenge. Thus, by identifying the problem, one can determine its position between opportunities and problems. Problem Definition given the problems, needs, and grievances, the problem needs to be addressed. In this step, one should try to identify the main issue that is the cause of many other issues. In fact, its main purpose is not to make policy on superficial issues.

Challenges, Needs and Dissatisfactions: A problem can be a problem, a need or a dissatisfaction that arises and needs to be resolved. Organization issues can have an internal or external origin, many of which can be resolved by appropriate policy making.

Initial studies: In this step, one of the important things to complete is the information about the study problem that needs to be done at the outset. This step opens the door to a clear and precise definition of the problem. In this step, a specific case should be taken. A case study involves recording and analyzing the actual experiences of an organization or interviewing a particular issue. Case studies are appropriate for identifying behaviors and other variables related to social issues or problems and can provide a complete understanding of complex situations. Such studies can also be used to examine the political processes that have been implemented. In this step, contextual, conceptual, and theoretical studies are made that relate to the nature of the problem. Here the analyst focuses on understanding the problem correctly.

Obtaining decision makers' support: Issues are made when the actual level of senior management and decision makers in the organization is reached. In this step, the issue should be raised to influence the organization and its decision makers.

Selection of Experts: In this step, a team or group of policy-makers with expertise and case knowledge must enter into a policy agenda or group for defining the actual and in-depth definition of the problem and proposing a problem proposal. Individuals in the team or group are divided into at least two groups: the expert group, the problem-aware group. Both groups need to be proficient in the formulation and problem-solving process.

Top Management Plans and Goals: In addition to strategic intelligence, another input that can be considered for policy making is the programs delivered by top management. Personnel in the organization should have policies in place to better execute them according to the plans announced by top management.

Affiliate Group Participation: Factors affecting the policymaking process in different societies appear at different times. In a society where coercion and intimidation are ruled by the powerful, the priority is policing with coercion, and in a society where the rule of law is prioritized by law and regulation, as well as in society. Whatever religious principles prevail, public policy priority depends on the religious beliefs and values of the community. In all cases, of course, other factors such as the media, parties and influential groups also have governmental and non-governmental organizations, and they have their own implications in the policymaking process. Affective groups need to be involved in problem design and policy formulation, because the multiplicity of data across groups is a privilege in selecting the best data for the problem proposal for formulation.

Environmental Factors Analysis (Strengths, Weaknesses, Opportunities, and Threats): To understand the different dimensions of a problem, it is necessary to analyze more the environmental factors. Therefore, research participants find this step very important in policy formulation. Different tools are used in environmental factor analysis. One of these tools is SWOT analysis, which is one of the suggestions suggested by the participants in this study. Therefore, an issue may need to seize an opportunity to achieve an end goal. Timely and timely policy making can make the most of the benefits to the organization. Therefore, not only must issues be considered, but opportunities for intelligence are also important.

Legal considerations: The issue is framed within a legal framework. In this step, the issue and authority of the policy formulation must be consistent with the legal and legal aspects of the issue and its incorporation into the agenda.

Prioritizing Problematic Issues: Given the identified issues and opportunities have different priority and organizations should always prioritize due to resource constraints, prioritizing issues and opportunities should be prioritized. Pay attention to them and prioritize them into the policy process.

Discussion and exchange of views: In this step, the discussion and exchange of views between intermediaries provides the scientific framework for the problem. And it is through discussion that polarities can be debated between the status quo and the status quo and that appropriate solutions can be introduced to the problem.

Problem analysis: Analysis is one of the most important issues in the whole policy process. In this step, the issue must be analyzed before it can be transformed into a proposal. In the problem analysis, all the indicators related to the problem are investigated and analyzed in order to analyze and analyze a problem from different aspects.

Making a Proposal: In fact, the problem proposal is the one that needs to be put into the policy formulation after discussing the different views of the groups and the end result. In this step, the problem proposition includes the following steps: Cover Page, Table of Contents, Executive Summary, Concepts and Terms, Problem Setting, Problem Background, Prior Policies, Policy Necessity and Importance, Policy Goals, Policy Alternatives, Identifying Key Players, Policy Objective Communities, Possible Impact of the Proposal, Policy Implementation Measures, Resources Required, ...

5. 2. Step Two: Policy Formulation & Legitimization

The second step of the six-step process is the proposed model of the policy-making process in Afghan public organizations involving policy choices. This phase consists of 13 specific steps: setting goals and operational plans for expert committee / commission collaboration; empirical studies of other countries and organizations; defining policy selection criteria; defining options evaluation criteria; analyzing options; Knowledge, Attitude and Interests of the Expert Team; Legal Review of Selected Options; Material Review of Selected Options; Formation of Opinions; Final Analysis of the Solution of Goals, Method and Results; Selection of Top Options; Preliminary Evaluation; And legitimization.

Setting Operational Goals for Expert / Expert Committee / Commission Cooperation: Operational objectives are set at the micro and macro level that we seek to achieve through policymaking. Operational goals are short-term goals that are coordinated with outputs. Micro goals are intermediate goals that are consistent with the consequences. Also, macro goals are long-term goals that are consistent with policy implications. Outputs, outcomes, and impacts are the short-term, mid-term, and long-term effects, respectively, of the policy.

Experimental Studies of Other Countries and Organizations: The expert and expert policy-making team must be fully aware of future policy examples from different countries and organizations, both nationally and globally. Given this step, it will provide the optimal policy formulation at the lowest cost but most effective.

Determining Policy Selection Criteria: In this step, the analyst team selects the criteria that need to be considered for policy selection. In selecting these criteria, the goals set in the previous step are also taken into account. In this step, the analyst team needs to consider possible technical, economic, political and executive criteria.

Determining Options Evaluation Criteria: To select any policy from a multitude of possible solutions, determine the criteria that allow for a thorough and thorough evaluation and analysis of different policies. Determining the criteria for evaluating possible options will lead to the selection of the best policy.

Analysis of Selected Options: The data from the previous step, including policy selection criteria, survival and evaluation criteria set by the analyst team, and options analyzed by the expert-legal team, were submitted to the organization's specialized committee. To be analyzed and analyzed. The expert committee, selected from the expert level of the organization, knows the organizational constraints better and has a wealth of experience with previous organizational policies. Therefore, they may delete some from the results of the analyst team and add some for evaluation. On the other hand, the specialized committee has past subjective assumptions and knowledge about the organization and its policies. By doing so, not only does the analyst team use their experience and knowledge, but their assumptions and knowledge improve as well.

Knowledge, Attitude, and Interests of the Expert and Expert Team: Expert and expert teams have different interests, wants, knowledge, and attitudes that influence the policy-making process. Policies are influenced by the views, knowledge, interests and attitudes of policymakers. In the process of policy formulation, these interests and knowledge and experience should be taken into account in order to minimize their impact on policy formulation.

Legal Review of Selected Options: Identified options should be reviewed by a legal team to evaluate their relevance to existing laws and regulations. This can prevent overtime for options that are legally difficult to formulate and execute.

Material Review of Options: In the policy process, especially at the policy implementation stage, it is important to measure the material cost of the policy. Usually, in this step, the solution is found to be an acceptable policy for the policy makers of the organization to be implemented at the lowest cost and to maximize the impact and benefit. Therefore, the solutions must be materially examined before going to the selection stage.

Forming Opinions: Opinions may be formed by other stakeholders, such as the top and middle level of the subordinate organizations, deputies of other areas, etc. for opposing views. In this step, he has to convince the analyst team to disagree and convince them of the results of their evaluation, or the analyst team sees the opposition logically and submits the disagreement and makes another evaluation and another option that is agreed upon by everyone. Also to communicate, the reason for this is that one of the policy rationales is policy-making. Agreement is important in order for everyone to do the right thing and not lose their effective policy.

Final Solution Analysis (Goals, Method, and Results): In this step, the analyst team, considering the results of the expert committee's review, evaluates the past policies for the past and finally proposes an optimal policy. In this step, the analyst team should do the following: Conduct extensive consultations with experts; Analyze the data collected in the previous steps; Determine the infrastructure required to implement each policy; Evaluate direct and indirect costs; Evaluate direct and indirect benefits. مختلف Using different valuation methods including cost-benefit ؛ and choosing the right option. In fact, choosing a policy is based on past evaluation. In the previous evaluation, we try to consider the future outcome of the policy. Every policy usually has both positive and negative consequences. Therefore, before implementing the policy, one must be aware of and be prepared to face the consequences that can be achieved by setting parallel policies, establishing new rules, and so on.

Choosing the best option: The analyst team determines the options according to the set criteria and also, taking into account the experiences of other organizations and countries. Thus, the method of determining options involves creating new ones and identifying those available in the literature and other organizations. These options need to be considered.

Determining Survival and Evaluation Indicators: In this step, the analyst team, in addition to benchmarking, is required to determine survival and policy evaluation indicators appropriate to operational, micro and macro objectives. These indicators are used to survive and evaluate policies at run-time and after.

Preliminary Assessment: In this final step, the expert team in the final analysis should carry out its final pre-implementation assessment on all aspects of the issue, and how it will be finalized.

Legitimacy: Every policy must have legitimacy from different channels before it can be implemented. Partial consultation can have legal, organizational, political, popular or individual dimensions. Therefore, the policy must take a legitimizing step along the way.

5. 3. Step Three: Policy Notice & Implementation

Policy implementation is the third step of the proposed model of public policy process in Afghan public organizations in this research. This phase consists of 9 basic steps: policy delivery; implementation planning; resource allocation; structure and organization; preparation such as training, meetings, executives and actors; division of executives and actors; implementation tools; policy implementation; Policy implementation control.

Policy Notice: Once a policy has been formulated and legitimized, the context will be favorable. Policies are delivered either through the justice channel or through the organizational channel. Policy notification tools can be through the official gazette or the ministry's internal printed channel.

Implementation Planning: Given that in the previous step, the most desirable and agreed upon policy has been selected. Policy selection has focused on the criteria for or availability of policy implementation infrastructure. This will provide policy implementation infrastructure. Policy implementation still needs careful planning.

Resource allocation: Implementation of any program, project or policy requires resource allocation. Resources can be structural, human, financial, value, technological, intangible, and so on. The allocation of the right resources will allow for better and more effective implementation of the goals. Therefore, resources should be appropriately allocated in this step.

Structure and organization: One of the most important issues for implementing policies is to pay attention to organizational structure. Rarely are policies and strategies applicable without changes in structure. Therefore, in this step, the changes that lead to the restructuring and organization of the organization should also be considered.

Implementation Preparations: Interview participants and the research literature on preparations for implementation are the preparations that policy actors must address. Successful implementation of policies is just as much a consequence of specific implementation and administrative issues as it is at the policy development stage, but by mistake executors are left to blame.

In effect, the effects and consequences of a policy are realized by its implementation, and inadequate implementation of the policy destroys all hope for the expected effects of the formulated policy. Every government needs policies to implement its policies and implement solutions to social, economic and other problems. Therefore, in order to show the actual status of implementation and share of executives in the results of a policy implementation, extensive studies have been launched in the world of implementation research whose main purpose is to accurately identify the executors, executives, factors affecting execution and execution, share of success in execution. Or it was the failure of policies. There are at least three components required for policy implementation

Organization: Providing an organization with the authority to delegate it and its staff to the policy implementation needs. The organization must also be compliant with the conditions of implementation. Structure, technology, procedures, etc. are in line with the policy. If performance is always at the lower levels of the organization and decision makers are at higher levels, there is a contradiction, especially when there are no policymakers.

Policy Objective Interpretation: It is usually the highest levels of executive agencies that meet the policy objectives in the form of guidelines and regulations for implementing them. This is not an easy task and sometimes new issues arise during implementation that require clarification of goals. **Policy implementation in practice:** The organization should allocate the resources needed to implement the policy and determine the scope and behavior of the executives, and policy implementation in practice may in fact be incompatible with competing goals, jealousy and collaboration. There will be new ones.

Division of executives and actors: In general, the main actors in the policy enforcement system can be listed as follows: bureaucrats and administrative agents, legislators and policymakers, judges and judiciary, groups Benefit and pressure, citizens and civil society organizations. In fact, it can be said that the implementation of the policy is the result of an interactive relationship between the above actors.

Implementation tools: Policy tools, sometimes called policy tools or tools, are the actual tools or measures that the government has in place to implement policies and must be selected. Peters identifies four types of execution tool selection styles that are essential to be aware of: the first style of instrumentalists; the second style of processivists; the third style of contingencies; Similarly, Kirshen et al. Saw the increasing level of voluntary, complex, and compulsory state intervention as follows: voluntary tools, mixed tools, and compulsory tools. In another category, two approaches to professionalism and policy-making have been put forward in the choice of implementation tools. These tools include family and community, voluntary organizations, private markets, information and advice, grants, patents, consumer taxation, regulations, government agencies, direct financing, and more.

Policy Implementation and Survival: Given that policy implementation infrastructure was provided. In this step, the implementation of the policy begins. When implementing a policy, it is important to keep the policy in place. Policy maintenance ensures that the resources needed to implement the policy are provided in a timely manner and ensure that it is implemented properly. According to the indicators mentioned for survival in the previous step, the policy implementation survival should be considered in this step. Survival is an ongoing affair that must be done by a group of people other than policy makers. Wherever the indicators show deviation, evaluation should be carried out during policy implementation.

Policy Implementation Control: In this step, using the process implementation control methods, the implementation of the control flow should be dealt with. The flow control is implemented to ensure that the policy is moving toward its goals and how you can improve the policy. Whenever the flow of execution control indicates that the policy objectives have not been met, the policy can be modified or removed, or operational problems resolved.

5. 4. Step Four: Policy Evaluation

The fourth step is the final step of the proposed model of this research, which includes the following basic steps: Determining the objectives of the assessment; determining the evaluation criteria; determining the evaluators; Determining the type of assessment; with assumptions before execution.

Setting Assessment Goals: In this step, you must specify the assessment goals. Objectives in policy evaluation are the results that are expected from policy implementation to solve problems. Here, we are specifically setting goals to achieve what is expected of policy implementation: evaluating this opportunity provides senior government and policy makers with

The policy implementation process and how the government operates; policy performance is aligned with the goals set and their compliance or functional gap clarified; evaluation enables; policymakers and executives,

See necessary information on impacts of policy implementation; evaluators assess whether government intervention for policy continuity and continuity How much or how much government intervention, private and public intervention is needed and what mechanism should be taken; assessing the strengths and weaknesses of law enforcement and helping executives better; aligning policy outcomes with costs. Done, shows the cost-effectiveness and economic justification of policies; the evaluation helps to see to what extent the policy has been able to solve the problem because the government is affected by the problem. It considers it necessary to measure the impact of policy in addressing public problems.

Setting Evaluation Criteria: In order to have a good evaluation of the implementation of a policy, it has to be well defined. Evaluation criteria should be based on goals, outcomes, methods, interactions, conditions of action, etc. The following questions need to be answered to determine the evaluation criteria: What is a policy going to do? How do we know if a policy is designed to achieve the desired goal? What method (s) have been used to design the policy? What are the limitations of the method chosen? Are there any other methods? Is the chosen method compatible with the goals? What will be the impact of the designed policy on the main issue or problem? What might be the side effects of this policy?

Appraiser Determination: There is no doubt that a post-implementation policy should be subject to evaluation, but who will be assessed and in what form and overall framework the questions will be answered. They will clarify a large part of the evaluation phase for evaluation enthusiasts and researchers. Based on the results of the research literature and interviews with experts and experts, the evaluators stated this. Policy evaluators have the knowledge needed to do this and use methods appropriate to each policy. In general, policy appraisers are divided into two groups of internal and external appraisers in the institutions, institutions and organizations through which the policy is implemented. Internal evaluators have accurate information about their device through which the policy is implemented. And that is a huge advantage. Instead, they are the payrolls of their device, and this may have a detrimental effect on the results of the evaluation and sometimes change many things. In addition, the policy maker may not be aware of the evaluation techniques and techniques to the extent that they are in force, which may lead to a weakness in the evaluation. On the other hand, external evaluations that may appear in research and research institutes such as universities and research or propaganda centers, such as socio-social media such as political parties and pressure groups, are dependent on Executives are not policy-makers, they can search more accurately and without any corporate considerations, but on the other hand, external evaluators' information on minor issues and executives' problems is never the same as internal evaluators' and this is in the form of judgments. Affects. Therefore, in the preference discussion of which types of appraisers can be both contingent and depending on the situation and situation, suitably and appropriately the internal or external appraisers can be adapted to each situation, and if possible combine evaluations with The use of both types of internal and external evaluators, especially in policies that are of greater importance and scope.

Determining the type of evaluation: In this step, research participants and the research literature indicate that different types of evaluation have been described for post-implementation evaluation. The most common methods are formal evaluation, informal and administrative evaluation, judicial evaluation, political evaluation, evaluation by NGOs, and research evaluation.

Elements of Evaluation (Results, Impacts, and Consequences of Policy Implementation): After the implementation of the policy, the policy impacts on the issue, organization, and community in question become apparent. The effects can be unwanted or unwanted. In the research literature, policy impacts are divided into three categories of outputs, outcomes, and effects. Output or policy performance, quantity and quality of products and services provided by policy makers in the short run. As a consequence of policy or behavior change, outcomes include changing the behavior of stakeholders, organizations, and other target groups in the medium term. And the policy implications are the side effects and often enduring policies of the wider social environment. These effects usually appear in the long run. As policy implications emerge, they can be assessed (outputs, outcomes, and effects). Post-impact assessment plays an important role in learning and in refining assumptions, and feedback should reach the analyst team and the organization's expert committee. There are several methods for evaluating the impact after which one or a combination of methods can be used depending on the type of policy and its results.

Compare post-implementation results with pre-implementation assumptions: In this step, the assumptions and goals that were intended to solve the problem before implementation should be compared with post-implementation evaluation results to show how well the organization has achieved its goals. To achieve. Therefore, in the opinion of most interviewees, this step is more or less quantitative and qualitative.

5. 5. Step Five: Policy Modification

In the fifth step, the post-implementation evaluation report, which is pre-defined with a set of goals, is thoroughly reviewed and provides the appropriate context for learning, reforming and changing the policy. This step consists of the following basic steps: Final feedback; Learning; Identifying the need for change; Modifying the arrangements; Changing the tools and methods of implementation; Changing the actors; Complete policy change; Changing policy implementation resources; In processes; change in goals.

Final feedback: In this step, the more sensitive and active the policing feedback system is, the faster and more successful it will be. Governments are also quick to take action and modify policies by altering policies that have created undesirable conditions. For effective monitoring to receive feedback on policy implementation, the following should be noted: Creating benchmarks and indicators in setting and explaining goals; Capacity to identify changing status; Recognizing important factors and variables; for the unpredictable consequences. And the mechanism for receiving feedback will be established and the feedback received will be reviewed and considered.

Learning: In this step, the implicit goal of policy evaluation is to change the policy if it is necessary to implement it. To understand the relationship between policy evaluation and policy change, we must first examine the learning process. Policy evaluation in terms of learning is a two-way process of creative learning between policy factors, the nature of policy issues, and their solutions. Heklo claims that learning is not a very conscious activity that often results from the government's reaction to certain social and environmental stimuli. In his view, learning can be seen as a relatively steady change in behavior resulting from experience. This change is usually seen as a change in response to the reactions received from some stimulus. Hecklo's view is the government's response to the new situation based on its past experiences. The first type of endogenous learning is 'learning'. This type of learning is rooted in the formal policy process and affects the choice of tools or methods of policymakers in their efforts to achieve their goals. These tutorials are likely to provide several practical suggestions on different aspects of the policy cycle, as far as the past is concerned. The second type of learning is much more general and is called social learning. This learning is rooted outside the policy process and affects policymakers' limitations and abilities in comprehensive change. The second form of learning goes back to the goals themselves, which is the most basic type of learning that is associated with a change in policy thinking. Policy assessments can include both types of learning. Administrative Assessment By definition, it is carried out within the framework of administrative organizations and usually takes the form of learning both positively and negatively. But both types of political and judicial evaluations are more sensitive to accidental changes in social values and ethics, and are therefore ways in which social learning instruction can be transferred to the administrative process.

Identifying the need for change: Public policy changes need to be handled with care, both abruptly and gradually, as incorrect use of this policy requires further modifications. Increasing the number of changes and their sequences is eroding the legitimacy of policymakers and the destabilizing factor for a system. On the other hand, ignoring or neglecting policy changes and trying to maintain them or make superficial and meaningless changes arises from the risk averse and protective nature of policymakers. Equally, the sequence of changes will reduce the legitimacy of policymakers.

Change in arrangements: In this step, the criteria, principles and rules that are considered and implemented for the implementation of the policy are modified. Therefore, one of the areas of policy change is the measures that have not had a positive impact on the policy implementation stage.

Change in tools and methods of implementation: In this step, the policy tools name the methods and tools necessary to implement the policy. Hence, changes in technology, change in office, implementation, etc. are subject to change in tools.

Change in actors: There is a crucial role that non-actors play in implementing policies. Therefore, in this step, attention is paid to changes in policy makers.

Full policy change: One way to change policy is to completely change policy. This is done when the evaluation results in a complete failure of the policy.

Changes in Policy Implementation Resources: A policy may solve the problem, but it costs several times more than the result assumed by the organization. In that case, the policy needs to be changed and a way to solve the problem of choice that leads to the right outcome.

Change in Processes: Changes in structures are realized through changes in the process and mechanisms of policymaking process and changes in policy tools. At most stages, especially the policy implementation process, one of the factors affecting policy implementation failure is. In this step, the need for a change in process, especially at the implementation stage, is considered.

Change in Policy Goals: In some cases, policies have high quality or high goals. Therefore, changing goals and adapting the goals will make the context better for the implementation and improvement of the situation.

5. 6. Step Six: End of Policy

The sixth step is the final step of the proposed model of public policy process in Afghan public organizations. This model is about the end of policy. At this stage, the following are discussed: policy makers mistake; waste of resources; failure to achieve goals; failure to solve problems; organization failure; end of operation; Makers; Change the conditions.

Policy makers 'mistake: Based on studies in the literature of research and interviews with experts and experts, policymakers' mistake is one of the end factors of policy.

Wasting resources: Not all policies are 100% applicable. But policies must be formulated and implemented in the least cost and maximum benefit. If the policy fails to achieve this formula, it is better to end it.

Failure to Achieve Goals: Sometimes the goals set in the policy for problem solving are not achieved at the implementation stage. Therefore, policy failure and failure to achieve goals are among the factors that influence policy completion.

Problem-Solving Failure: The policy may be costly; the policy may have program goals in mind; but if the policy cannot fundamentally solve the problem, it must end.

End of organization: An organization may continue to operate for a limited or long period of time, but no policy will continue after the organization is eliminated or disintegrated. Thus, one of the end factors of the policy is the termination of the organization.

Functional Endings: There are one or more roles for each organization, program, or project. If a policy fails to function properly and timely, it must end.

Plan / Project Completion: Both the plan and the project are formulated and implemented for a limited time. And the implementation of any program or project is policy dependent. If a program or project ends, it is clear that the policy for that program or project will also end.

Legal end: The basis for the formulation and formulation of policies and the main elements of their legitimacy are laws. If a law or regulation changes, it is clear that the policy will end.

Changing authority: Policies are sometimes dependent on its implementing authorities. If a reference changes like an organization or policy intermediaries, its policy is terminated.

Policy Change: In most cases, policymakers in an organization play a key role in formulating and implementing a policy. If they change or change in an organization or company, their policy ends, because in every organization, the high level of management is decisive, and the formulation and implementation of policies depends on the high level of decision-making. So, it can be said that the change in policymakers will end the policy.

Changing Conditions: Conditions may be a key factor in ending a policy. Because today's world is a world of rapid change and change, with dozens of innovations and inventions emerging every hour of the day, and dozens of other issues arise in society. Therefore, conditions are one of the factors influencing the end of the policy.

Therefore, during the six main stages of the proposed policy, two more points need to be taken into consideration: the rationales / principles of conventional logic that represent the basic principles of policies, norms, legal and empirical. And considering the transgressive and organizational constraints and the effort to remove them, given that organizations are made up of human communities, and humans have cognitive and rational constraints, that constraint must be taken into account in policymaking its implementation and continuously striving to have to improve and eliminate them.

6. Discussion & Conclusion

The purpose of this study is to develop a policy model for Afghan public organizations. As mentioned in the research literature, different models have been developed by researchers in line with policy making. This research adds a new model to the existing literature by analyzing the qualitative content of existing models and the results of interviews with experts and experts. The model proposed by the researcher is highly comprehensive because the factors and elements in this model as a result are superior to previous models. Because, the proposed model tries to incorporate all the steps that exist in other models as well as other steps that have been ignored in all the models discussed so far for reasonable reasons. In this model, the relationships between the different stages are also clearly and precisely illustrated. Most public policy models are process-driven, and the present model also takes into account feedback.

The six-stage model of the UK financial institution is one of the most popular policy models. As stated in the research literature, this model has shortcomings, including failure to maintain proper policy implementation; lack of intelligence in identifying issues, agreeing on expert and expert committee reviews, and reviewing views Executives and stakeholders, which is a key condition for proper policy implementation, are not included either. In the proposed model of this research, all these shortcomings have been attempted.

Weimer and Weining are also policy-makers. They propose a model including two main components of problem analysis and solution analysis. Their emphasis on problem-solving in the proposed model of this paper was taken into account and in addition the shortcomings of this model, which neglected policy implementation and post-implementation evaluation, were eliminated and a comprehensive model was attempted.

In general, the benefits of the proposed model can be stated as follows:

1. The appropriateness of the proposed model for government agencies that are large in size (more than 500 employees) such as ministries and considering their requirements;
2. This model is more comprehensive than other existing models;
3. The proposed model considers high-level management plans and objectives as one of the policy inputs;
4. In this intelligent model there is a sense of understanding and understanding of the needs, challenges and grievances of society;
5. The present model considers environmental factors (strengths, weaknesses, opportunities and threats) as policy inputs and does not rely solely on issues;
6. This model considers the subjective attitudes and assumptions of policymakers and considers the possibility of modifying it through feedback from process evaluations and refining it after the impact and consequences of policy implementation;
7. In the proposed model of this research, the cognitive and organizational constraints in the whole model and emphasis on their modification are more discussed;
8. In the current model, paying attention to rational opportunities and general principles in the whole policy process is also a priority;
9. This model focuses more on the views of executives and stakeholders in the policy formulation process;
10. Based on this model, consideration is given to readiness to confront policy outcomes at the same stage of policy formulation.

7. Recommendations

Based on the findings of the present study, policy makers and officials in government agencies, especially ministries, can make the proposal model a priority by employing a team of analysts and the formation of a specialized and expert committee of internal and external staff. And in policy making, considerations such as emotion, perception, root cause, policy formulation with regard to pre-implementation evaluation, maintenance, policy survival for implementation, process evaluation, and after-effects assessment and post-implementation impacts and efforts have human and organizational limitations in removing them. Based on the results obtained in this study, it is recommended to make the necessary changes and modifications to the policy according to the circumstances. It should also be noted that the rationales and rationales of policymaking in each area are presented and incorporated into the policy process.

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