

Decision-making and implementation in public policy. Application to extensive services for rural women in South Africa

DVA3703
Notes from
the Video
Conference
First semester
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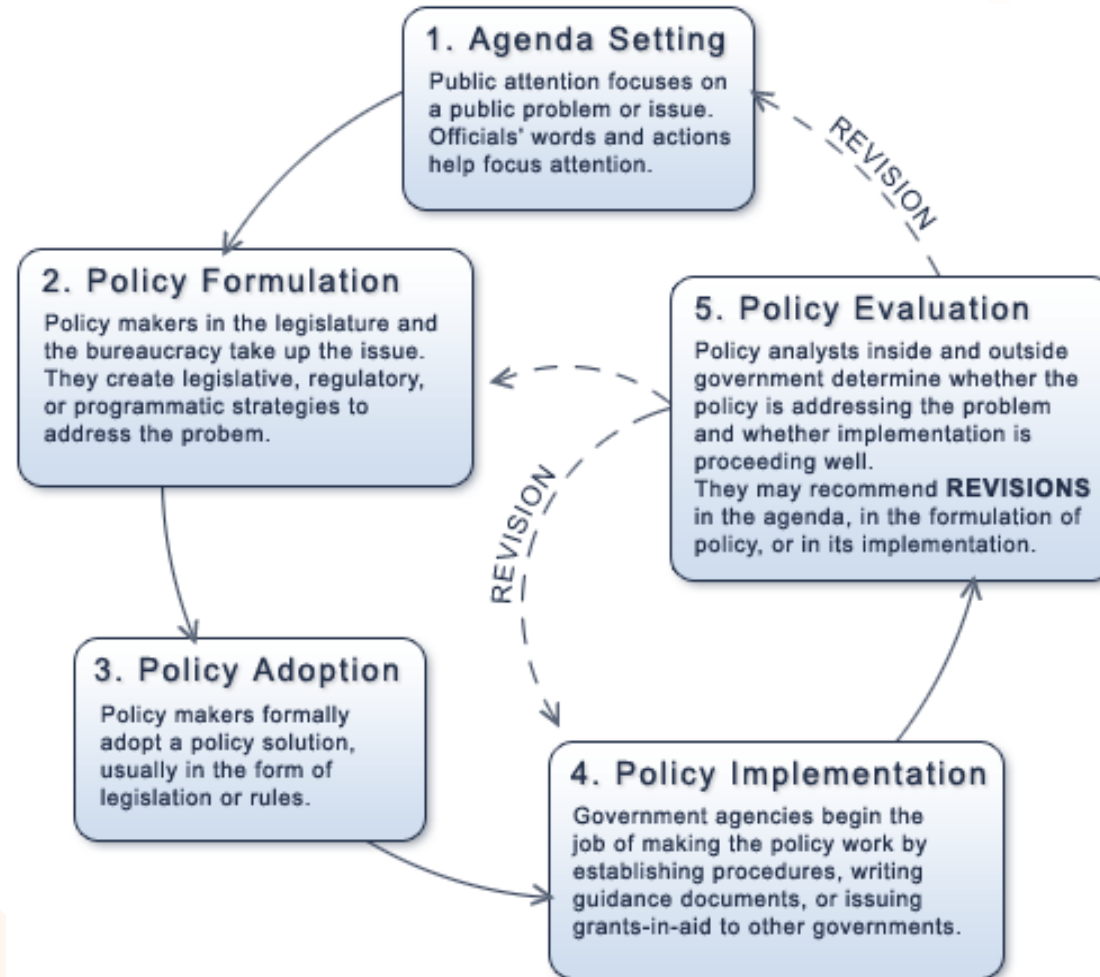
BEFORE WE START...

- PowerPoint slides are usually in bullet point, but for your essay assessments (in assignments and the exams), write full sentences. We want to see an argument that flows logically.
- These slides contain additional background information to clarify concepts and ideas – they are not memoranda (draft answers)
- Keep the policy cycle in mind when you write about the sub-parts of policy (see next slide for an example of the policy cycle)
- For the examination, you do not include a reference list



POLICY CYCLE (EXAMPLE)

Source: <https://www.quora.com/What-is-public-policy-making-process>



POLICY DECISION-MAKING

- See page 53 to 54 of the Study Guide
- Say what this entails
- Give examples of different types of decision-making, see page 54-55 of the Study Guide
- Discuss the human factors that shape policy decision-making (see page 55 of the Study Guide). Give examples to make this clear
- Refer to the Mtshali article. Complex decision-making took place regarding the interventions, yet
 - **Value systems** –Mtshali (see Reader page 201) The policy approaches for rural women in Africa has the value systems that resemble a traditional welfare approach that does not fully consider the economics of rural areas and keep “women’s work” in the domestic sphere
 - **Perceptions** – Mtshali (see Reader page 202). “*Generally, women’s extension programmes tend to neglect women’s productive or economic role in favour of their reproductive and domestic roles.*”
 - **Political power**- Mtshali (See Reader page 200) “*Much of the planning of extension services is based on the needs of rural communities as decided by policy planners*” → so the people planning the policy had fixed views on how and what the policy should achieve. An example of top-down planning perhaps? What do you think?

POLICY IMPLEMENTATION

- Where the policy is put into action
- Differentiate clearly between top-down and bottom-up approaches of policy implementation
- See characteristics of top-down implementation (Study Guide p 56-57)
 - Classical approaches, based on the idea that implementation will follow unproblematically and logically from policy planning
 - Management and institutional design of implementation were more important than consultation
 - Policy process seen as logical steps following on one another
 - Implementation seen as technocratic solutions
 - It emerged that this process was flawed as (1) policy makers could not always set up clear plans for implementation (2) it underestimated the complexity of the policy implementation environment and context (3) lower levels of administration usually tasked with implementation, whereas the setting up of the policy was at higher, senior levels and there was little to no consultation between these two levels (4) Mtshali (Reader page 206) – these top-down approaches were costly, expert-dependent, time-consuming and detached from the participants in the project
- See characteristics of bottom-up implementation (Study Guide p 57)
 - A process-orientated view, regarding policy as phases
 - Objectives and aims are not benchmarks to be reached, but subject to modification during the policy phases
 - Consultation and context are key elements
 - Learning, capacity building and support are key elements, thus making the ideals of participatory policy implementation that is relevant, appropriate and effective possible

DISCUSS THE 5 C PROTOCOL FOR POLICY IMPLEMENTATION (SEE STUDY GUIDE PAGE 58-59)

1. Content of the policy – the rural women’s extensive services policy was intended to be redistributive, but turned out to frustrate the goals of emancipation
2. Context – the policy environment for the rural women’s extensive services did not allow sufficient consultation and understanding of the local power structures, the nature of leadership, etc.
3. Commitment – there was some political will towards making a difference in the lives of rural women, but the policy thinking was stuck in an outdated paradigm
4. Capacity – See page 202 of the Reader where Mtshali list the shortcomings of effective M & E for the rural women’s extensive services policies
5. Clients and coalitions – See page 203 of the Reader, although on M & E, Mtshali gives sensible guidelines how such coalitions can be built through consultation for
 1. Planning and management of the policy down to the level of project implementation. What is the effect on the beneficiaries? What are the methods, logistics, staff or training needs?
 2. Improved performance – all participants to evaluate goal achievement and make adjustments where needed
 3. Personnel evaluation – what areas need improvement?
 4. Allocation of resources – how to prioritize limited resources
 5. Programme justification – impact on the lives of beneficiaries
 6. Determination of policy – feedback loop from project implementation back to general policy-making

Thank you

Define tomorrow.

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