

# Policy implementation

Khagendra Kumar

# Policy Implementation

- Policy implementation is a strategic action adopted by government to deliver the intended policy decision and to achieve the intended outcomes.
- Success in terms of policy implementation implies achieving the expected functionality required by an identified stakeholder.
- Success in this regard is then a baseline implementation initiative (Giacchino & Kakabadse in Brynard, 2009).

## Factors of Policy implementation

- Policy implementation is a complex and dynamic process.
- A number of critical factors that may play a role in different situations
- Implementation is shaped by different political and administrative decisions.

# Process Oriented Factors of Policy Implementation

- Stakeholder involvement
- Effective Resourcing
- Effective Planning
- Use of network
- Role delineation



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graph LR; A[Stakeholder involvement] --> B[Affective Approach]; C[Effective Resourcing] --> B; D[Effective Planning] --> B; E[Use of network] --> B; F[Role delineation] --> B;
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Affective  
Approach

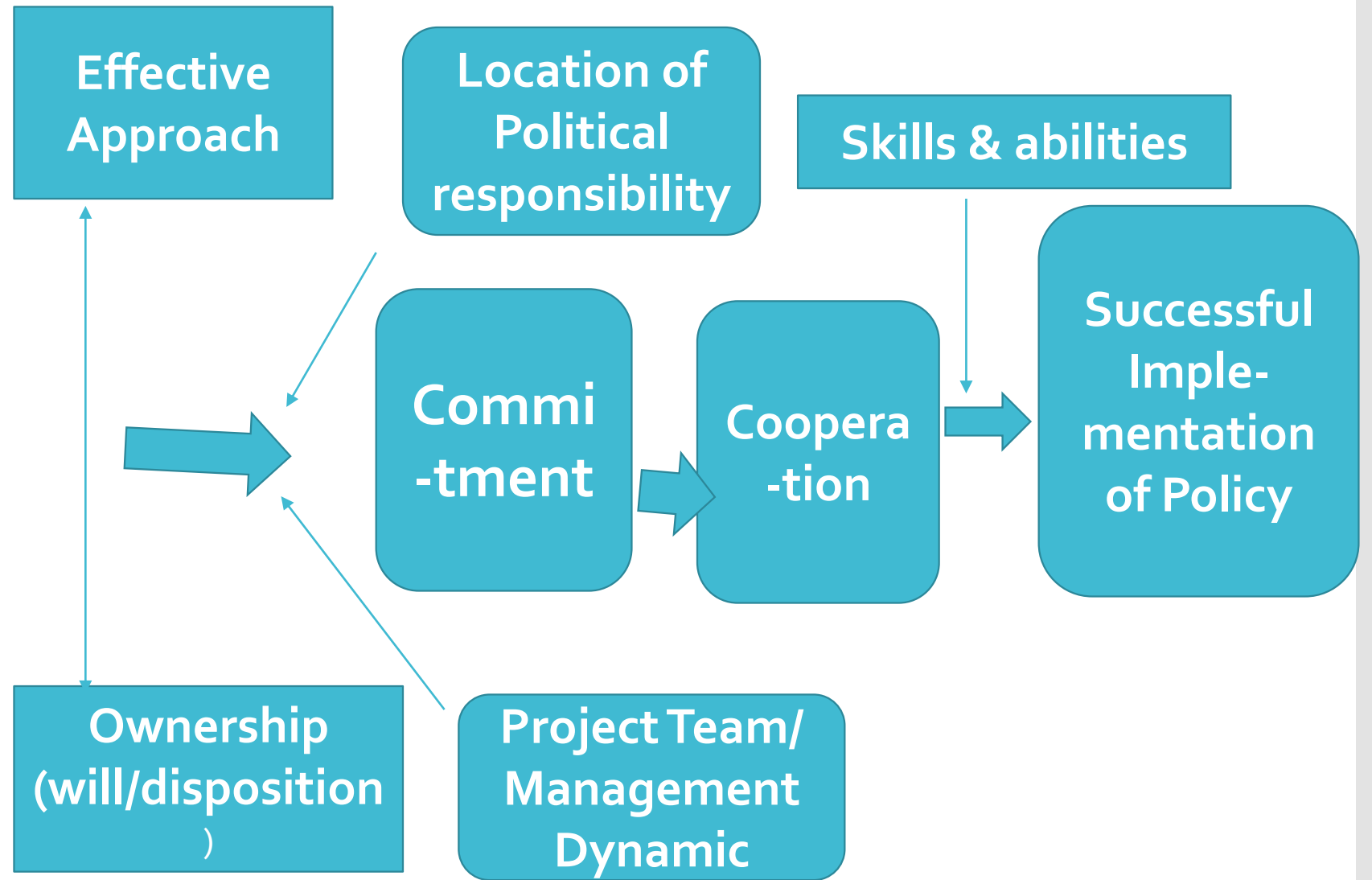
# People Oriented Factors of Policy Implementation

- **Trust**
- **Enthusiasm**
- **Values/beliefs**
- **Leadership**
- **Management style**

**Ownership  
(will/disposition)**

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graph LR; Trust --> Ownership; Enthusiasm --> Ownership; Values/beliefs --> Ownership; Leadership --> Ownership; Management_style --> Ownership;
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*Relationship of factors influencing successful policy implementation*



Some  
important  
factors of policy  
implementation

- **Commitment**
- **Training**
- **Institutional environment**
- **Public/private partnerships (PPPs)**
- **Role of the implementers of a policy**
- **Contextual factors**
- **Interorganisational co-operation. strategic management, administrative reform, change management and project management**

# Commitment

- Commitment of all concerned people is the key initiative in policy implementation.
- Commitment refers to an ability to maintain the focus on an initiative from its inception through to its delivery.
- Divergent views on how to create commitment to a policy initiative
- One view implies that commitment is mainly a top-down issue.
- Others regard commitment is a bottom up issue
- Commitment to a policy tends to involve the both-  
concerned stake holders, civil societies and officials who have to implement the policy from the bottom up, and the state legislature, political power & central bodies and who need to support it from the top down.



# Training

- Substantial research has demonstrated that training in an important factor for successful policy implementation.
- Training increases the implementers' self-efficacy and capability of work performance
- Training also makes the implementers confident in their ability to overcome possible barriers to transforming an intention into practice.
- Insufficient or poor training has deleterious effect on the success of policy implementation and as a consequence on development in general.
- In a study conducted on the HIV/AIDS awareness policy, the training of teachers proved one of the strongest predictors of successful policy implementation (Matthews *et al.*, 2006 in. *Ibid*)

# Institutional Environment

- Institutional environment is an important factor of policy implementation.
- Both the dimensions- institutional climate and social environment play crucial role in successful policy implementation.
- Example- investigation into school education and its influence on the implementation of the HIV/AIDS policy (ibid)
- “A. The school climate refers mainly to the learners’ willingness to learn, the efforts by teachers to get the learners to learn and the expectations of the staff that learners will do well academically and that such good academic performance will lead to a successful life.
- B. The social environment refers to the parents and the community’s involvement in the life of the school, the equal treatment of learners regardless of ethnicity or gender, the appropriateness of learner behaviour, and the appearance of the school buildings” (Matthews et al.2006 in ibid)

# Implementation through Public/Private Partnerships

- **successful policy implementation often requires substantial financial, institutional and technical inputs**
- **In case public organisations have insufficient in above inputs, they are inclined to look elsewhere for resources and project finance.**
- **One way of dealing with the resource challenge is to develop partnership with private institutions or NGOs , public/private partnerships (PPP).**

## Role of Implementers

- Studies show the critical role of the implementers in the implementation process
- For example, the lower level bureaucracy are key agents(implementers) in establishing interaction with common people while implementing a public policy at local levels.
- They have a high margin of discretion in their personal interactions with clients, say with regard to resource allocation decisions.
- The support of the implementers is therefore critical to the success of a specific policy, or its lack of success
- If these implementers who have great control over policy implementation do not take interest or critical to the policy, the policy implementation will be jeopardized.

## Contextual Factors

- policy-making and implementation is a dynamic, rather amorphous process that constantly shifts in content and emphasis. This process evolves in a broad political, social and cultural context (Trostle, *et al.*, 1999 in *ibid*).
- Explain amorphous process taking an example of policy implementation.

# INTERORGANISATIONAL CO- OPERATION

- interorganizational cooperation is often regarded as valuable to policy implementation in case of complex policies (policy with a large scope that involves intensive action)
- I. likely increase in costs of implementation in case of interorganizational co-operation
- question of interorganisational co-operation is important if implementation budget is limited.
- Although co-operation in respect of a complex policy has a positive effect on implementation.
- In case of simple policy, the effect of cooperation is found to be insignificant.

## Conclusion

- Commitment as a factor is critical
- Training is a non- controversial solution to often highly complex implementation problems.
- policy implementation varies from one situation to the next.
- As pointed out in previous slides, there are some broad categories of factors that merit attention & have had a cumulative effect – almost a snowball effect on implementation of. Various policies.
- There are many unanswered questions that influence policy implementation.

# Conclusion

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- *Brynard, P.A. 2009. Mapping The Factors That Influence Policy Implementation. Journal of Public Administration, 44(3.1), 557-576.*
- *Graciano, S. and Kakabadse, A. 2003. Successful policy implementation: The route to building self- confident government. International Review of Administrative Sciences, 69(2), 139–160.*
- *Matthews, C., Boon, H., Flisher, A.J. and Schaalma, H.P. 2006. Factors associated with teachers' implementation of HIV/AIDS education in secondary schools in Cape Town South Africa. AIDS Care, 18(4), 388–397.*



**THANK YOU**

Thank you