

**COURSE
GUIDE**

**POL 823
PUBLIC POLICY AND DEVELOPMENT
ADMINISTRATION**

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INTRODUCTION

Public Policy and Development Administration is a 3 credit unit course consisting of 20 units. It is one-semester course for students offering M.Sc. in Political Science. Each unit is to be covered in 2 hours and it is a core course.

COURSE DESCRIPTION

This course is designed to give Post Graduate Students of Political Science an accurate knowledge and in-depth understanding of Public Policy Analysis and Development Administration in the age of Globalization. Public Policy and Development Administration became prominent as a result of challenges confronting Governmental functionaries that goes beyond the traditional functions of government that can't produce answers to conflicting challenges confronting our dear society. The course will discuss the Public Policy and Development Administration, complexity in public policy, application in public policy, and appreciation of public policy in some selected sectors of Nigeria society. It will equally focus on development planning and models of development administration, national development planning and administration with special focus on Nigeria development plan experiences from independence till today. Emphasis will be placed on Nigeria democratic experience from 1999 till date noting the challenges their in and possible solutions will be adduce to make Nigeria a just and egalitarian society.

COURSE CONTENTS

The course has 5 modules and 25 units. Politics in Public Policy Administration (5 Units), Complexity in Public Policy (5 Units), Public Policy Application (5 Units), Development Planning and Models of Development Administration (5 Units), National Development Planning and Administration (5 Units)

COURSE AIM

The aim of this course is to enrich your knowledge on the Public Policy and Development Administration. Therefore, you are introduced to:

- Public Policy and Development Administration Policy Analysis
- Complexity in Public Policy
- Application of Public Policy in some selected sector
- Development Planning and Models of Development Administration
- National Development Planning and Administration

COURSE OBJECTIVES

The main objectives of this course are given in each unit. However, you will achieve the following objectives after successful completion of this course.

Understand what public policy and development administration entails

- Explain the problems in the public policy process
- Application of Public Policy in to health, and environment
- Appreciate the development plan and models of development administration
- Understand National Development Planning and Administration

WORKING THROUGH THIS COURSE

In addition, each unit also has specific objectives and self-assessment exercise. The units' objectives are also included at the beginning of a unit; you should read them before you start working through the unit. You may want to refer to them during your study of the unit to check on your progress. You should always look at the unit objectives after completing a unit; in this way, you can be sure that you have done what is required of the unit.

COURSE MATERIALS

The basic parts of this course are:

- 1) Course Guide
- 2) Study Units
- 3) Further Reading
- 4) Self-Assessment Exercises (SAEs)

These components are contained in each unit minus the text books which are recommended for you to get. You may also do further research in libraries and Internet to update your knowledge.

COURSE OVERVIEW/PRESENTATION SCHEDULE

There are 20 units in this course. You are to spend one week on each unit. One of the advantages of Open and Distance Learning (ODL) is that you can read and work through the designed course materials at your own pace, and at your own convenience. The course material replaces the lecturer that stands before you physically in the classroom.

All the units have similar features. Each unit begins with the introduction and ends with reference/suggestions for further readings.

STUDY UNIT 20

Units	Title of Work	Week Activity	Assignment (End-of-Unit)
Course Guide			
Module 1	Politics of Administrative State in the World		
Unit 1	Politics of Administrative State in the World.	Week 1	Assignment 1
Unit 2	Political Institutions that Influence Public Policy and Governance.	Week 2	Assignment 1
Unit 3	Public Opinion and Public Policy Making in Democratic System of Government.	Week 3	Assignment 1
Unit 4	Nigeria and Public Administration.	Week 4	Assignment 1
Unit 5	Challenges and Prospects of Public administration in the World	Week 5	Assignment 1
Module 2	Complexity in Public Policy		
Unit 1	Process of Converting Individuals' Issues into Agenda.	Week 6	Assignment 1
Unit 2	Problems of the Public Policy Process.	Week 7	Assignment 1
Unit 3	Review of tools used by policy makers.	Week 9	Assignment 1
Unit 4	Data in Policy making	Week 10	Assignment 1
Unit 5	Policy Making and implementation	Week 8	Assignment 1
Module 3	Public Policy Application		
Unit 1	Introduction to cost benefit analysis	Week 11	Assignment 1
Unit 2	Decision-Making and the valuation of public goods	Week 12	Assignment 1
Unit 3	Applications to Health and Environment	Week 13	Assignment 1
Unit 4	Regulatory Economic policy making	Week 14	Assignment 1
Unit 5	Practical Problems of Policy making	Week 15	Assignment 1

Module 4	Development Planning and Models of Development Administration		
Unit 1	Development Planning	Week 16	Assignment 1
Unit 2	Models of Development Administration	Week 17	Assignment 1
Unit 3	The Origins of Development Administration	Week 18	Assignment 1
Unit 4	Planning Process in Nigeria	Week 19	Assignment 1
Unit 5	Problem of Planning in relation to Policy Analysis	Week 20	Assignment
Module 5	National Development Planning and Administration		
Unit 1	National Development	Week 21	Assignment 1
Unit 2	Different National Development Plan in Nigeria	Week 22	Assignment 1
Unit 3	Problem of Development Planning and Administration in Nigeria	Week 23	Assignment 1
Unit 4	Global and African development	Week 24	Assignment 1
Unit 5	Effects of Global Planning on African development	Week 25	Assignment 1
	REVISION	Week 26	
	EXAMINATION	Week 27	
	TOTAL	Week 28	

WHAT YOU WILL NEED IN THE COURSE

There will be some recommended texts at the end of each module that you are expected to purchase. Some of these texts will be available to you in libraries in NOUN Headquarter, Faculty/Department, Study Centre and others across the country. In addition, your computer proficiency skill will be useful to you in accessing internet materials that pertain to this course. It is crucial that you create time to study these texts diligently and religiously.

TUTORS AND TUTORIALS

The course provides Twenty (20) hours of tutorials in support of the course. You will be notified of the dates and locations of these tutorials, together with the name and phone number of your tutor as soon as you are allocated a tutorial group. Your tutor will mark and comment on your assignments, and watch you as you progress in the course. Send in your tutor-marked assignments promptly, and ensure you contact your tutor on any difficulty with your self-assessment exercise, tutor-marked assignment, and the grading of an assignment. Kindly note that your attendance and contributions to discussions as well as sample questions are to be taken seriously by you as they will aid your overall performance in the course.

There are five modules in this study guide. The first module explains: Politics in Public Policy Administration, the second examines the Complexity in Public Policy, the third provides an understanding of Public Policy Application, the fourth explain Development Planning and Models of Development Administration, and the fifth examines the National Development Planning and Administration.

SELF-ASSESSMENT EXERCISES (SAES)

There are twenty assignments in this course. The 20 -course assignment which covered all the topics in the course material, are written to guide you to read and understand the various units in the course. Each unit in this course has a SAEs attached to it. You can only do the SAEs after reading the materials and do exercise in each unit. Normally, the SAEs are kept in a separate file. Your facilitator will comment on it. You should therefore pay attention to such feedback from your facilitator and use it to improve your other assignments. As graduate students, you should demonstrate evidence of wide reading especially from texts and other sources, something to show that you have research more widely. You must remember that copying from any source without acknowledge is plagiarism and is not acceptable. References must be properly written if you use other people's work.

ASSESSMENT

Your assessments for this course are made up of two components:
Self-Assessment Exercises (SAEs)
Final Examination

You should note that the practice exercises, (or activity) are not part of your formal assessments but it is important to complete all of them. Doing

the practice of the subject matter or topic and your Self-Assessment Exercises (SAEs)

FINAL EXAMINATION AND GRADING

The final examination for POL 823 Public Policy and Development Administration will be of two and half hour's duration and have a value of 70% of the total course grade. The examination will consist of pen on paper (POP) long essay questions which will reflect the practice exercises and tutor-marked assignments you have previously encountered. All areas of the course will be assessed. It is important that you use adequate time to revise the entire course. You may find it useful to review your tutor-marked assignments before the examination. The final examination covers information from all aspects of the course.

HOW TO GET THE MOST FROM THIS COURSE

1. There are 20 units in this course. You are to spend one week in each unit. In distance learning, the study units replace the university lecture. This is one of the great advantages of distance learning; you can read and work through specially designed study materials at your own pace, and at a time and place that suites you best. Think of it as reading the lecture instead of listening to the lecturer. In the same way a lecturer might give you some reading to do. The study units tell you when to read and which are your text materials or recommended books. You are provided exercises to do at appropriate points, just as a lecturer might give you in a class exercise.
2. Each of the study units follows a common format. The first item is an introduction to the subject matter of the unit, and how a particular unit is integrated with other units and the course as a whole. Next to this is a set of learning objectives. These objectives let you know what you should be able to do, by the time you have completed the unit. These learning objectives are meant to guide your study. The moment a unit is finished, you must go back and check whether you have achieved the objectives. If this is made a habit, then you will significantly improve your chance of passing the course.
3. The main body of the unit guides you through the required reading from other sources. This will usually be either from your reference or from a reading section.
4. The following is a practical strategy for working through the course. If you run into any trouble, telephone your tutor or visit the study center nearest to you. Remember that your tutor's job is to help you. When you need assistance, do not hesitate to call and ask your tutor to provide it.

5. Read this course guide thoroughly. It is your first assignment.
6. Organise a study schedule - Design a 'Course Overview' to guide you through the course. Note the time you are expected to spend on each unit and how the assignments relate to the units.
7. Important information; e.g. details of your tutorials and the date of the first day of the semester is available at the study center.
8. You need to gather all the information into one place, such as your diary or a wall calendar. Whatever method you choose to use, you should decide on and write in your own dates and schedule of work for each unit.
9. Once you have created your own study schedule, do everything to stay faithful to it.
10. The major reason that students fail is that they get behind in their coursework. If you get into difficulties with your schedule, please let your tutor or course coordinator know before it is too late for help.
11. Turn to Unit 1, and read the introduction and the objectives for the unit.
12. Assemble the study materials. You will need your references for the unit you are studying at any point in time.
13. As you work through the unit, you will know what sources to consult for further information.
14. Visit your study center whenever you need up-to-date information.
15. Well before the relevant online TMA due dates, visit your study center for relevant information and updates. Keep in mind that you will learn a lot by doing the assignment carefully. They have been designed to help you meet the objectives of the course and, therefore, will help you pass the examination.
16. Review the objectives for each study unit to confirm that you have achieved them. If you feel unsure about any of the objectives, review the study materials or consult your tutor. When you are confident that you have achieved a unit's objectives, you can start on the next unit. Proceed unit by unit through the course and try to space your study so that you can keep yourself on schedule.
17. After completing the last unit, review the course and prepare yourself for the examination. Check that you have achieved the unit objectives (listed at the beginning of each unit) and the course objectives (listed in the course guide).

CONCLUSION

This is a theoretical as well as empirical course and so, you will get the best out of it if you can read wide, listen to as well as examine the inner working of governmental machinery with focus on policy making formulation implementation and evaluation. The impact of public and private sector actors in administration, planning and project management

across the various levels of government in the democratic setting is very important. Students must be conversant with the Constitution of the Federal Republic of Nigeria, Public Service Rules, and Financial Memorandum. Finally, news items on both International and National Media Organization in helping the students to comprehend the course adequately.

SUMMARY

This Course Guide has been designed to furnish you with the information you need for a fruitful experience in the course. In the final analysis, how much you get from it depends on how much you put into it in terms of learning time, effort and planning.

I wish you all the best in POL 823 and in the entire M.Sc. Programme!

LEARNER SUPPORT (TECHNICAL AND OTHERS)

The NOUN will provide technical support and students can liaise with their departments for assistance as the case may be.

Main Text

Course Information

ABBREVIATION USED

1. AD - Alliance for Democracy.
2. ANPP – All Nigerian People’s Party.
3. APC – All People Congress.
4. APGA All Progressive Grand Alliance.
5. BI – Business Idea.
6. CBA – Cost Benefit Analysis.
7. CBN – Central Bank of Nigeria.
8. CEA – Cost Effective Analysis.
9. CPM – Critical Path Method.
10. CDD – Centre for Democracy and Development.
11. CFCR – Citizens Forum for Constitutional Reforms.
12. CSOs – Civil Society Organisations.
13. EIA – Environment Impact Assessment.
14. FEPA – Federal Environment Protection Agency.
15. FEC – Federal Executive Council.
16. FMOH – Federal Ministry of Health.
17. HIV/AIDS – Human Immune Virus / Acquired Immune Deficiency Syndrome.
18. GDP – Gross Domestic Product.
19. ICT – Information Communication Technology.
20. IGR – Internally Generated Revenue.
21. LGA – Local Government Areas.

22. MAN – Manufacturers Association of Nigeria.
23. MBO – Management By Objectives
24. NACCIMA – Nigerian Chambers of Commerce, Industry and Agriculture.
25. NAPEP – National Poverty Eradication Program.
26. NCWS – National Council for Women Society.
27. LP – Labour Party.
28. NECP – Nigeria Employers Consultative Forum.
29. NEEDS – National Economic Empowerment Development Strategy.
30. NGOs – Non Governmental Organisations.
31. NESG – Nigerian Economic Summit Group.
32. NES – Nigeria Economic Society.
33. NBA –Nigeria Bar Association.
34. NEPA – National Electric Power Authority.
35. NHP – National Health Policy.
36. NPC – National Planning Commission.
37. NRC – Nigeria Railway Corporation.
38. OFN – Operation Feed the Nation.
39. PDP – People’s Democratic Party.
40. POP – Pen on Paper.
41. PET – Program Evaluation Techniques.
42. PHC – Primary Health Care.
43. PPBS – Planning Programming Budgeting System.
44. SAE –Self Assessment Exercises.
45. SAP – Structural Adjustment Program.
46. TMA – Tutor Marked Assignment.
47. UNO – United Nations Organisation.
48. UPE – Universal Primary Education.
49. WHO – World Health Organisation.
50. ZBB – Zero Based Budgeting.

**MAIN
COURSE**

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MODULE 1 POLITICS IN PUBLIC POLICY ADMINISTRATION

Unit 1	Politics of the Administrative State in the World
Unit 2	Political Institutions' that Influence Public Policy and Governance
Unit 3	Public Opinion and Public Policy Making in Democratic System of Government
Unit 4	Nigeria and Public Policy Administration
Unit 5	Challenges and Prospects of Public administration in the World

UNIT 1 POLITICS OF THE ADMINISTRATIVE STATE IN THE WORLD

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcome
- 1.3 Politics and Administration Dichotomy: A Thematic Exposition
 - 1.3.1 Politics and Administration in Europe
- 1.4 Summary
- 1.5 References/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises (SAEs)

1.1 INTRODUCTION

The relationship between politics and administration has been one of the most broadly discussed issues since the beginning of policy implementation studies. Researchers have fostered a few models to describe the relationship between elected and tenured officials in public institutions. Nonetheless, as of late the circumstances under which lawmakers, what's more, public supervisors work have changed an incredible policy. For instance, the shift from government to administration is changing the job of the state in cultural guidelines. In this specific circumstance, a variety of different actors both at an individual as well as at a governmental level are in the democratic administration of public establishments, assuming a key part in molding direction processes and in co-making and co-delivering (however possibly additionally co-annihilating results of public interest.

Accordingly, politics and administration are presently progressively arranged in settings portrayed by both vertical and level staggered administration courses of action and by a different relationships with various actors (Budd and Sancino 2016). A few scholars have

underscored the polycentric nature of current administration processes, calling attention to them that they are not unbiased on the relations among legislative issues and organization, in light of the fact that (for instance) they influence the job of legislators (Sorensen 2006) and on fair execution.

1.2 Learning Outcome

By the end of the unit, students would be able to:

Explain relations between politics and administration

1.3 Politics and Administration Dichotomy: A Thematic Exposition

As indicated by Adamolekun (1983:12), albeit Public Administration began to be accorded a separate identity in the United States during the 1890s, it stayed as a sub-field of Politics (the term Political Science is liked in the United States) for a few years. In Britain, it was not until the 1940s that the main seat of Public Administration was laid out with the critical title „Gladstone Professor of Government and Public Administration“ at Oxford. The greater part of scholastic understudies of Public Administration in Britain today are as yet situated in the branches of Politics or Government. Until the beyond fifty years, the political system is basically on political theory and political institutions. In this way, the people who moved toward the investigation of Public administration through the Political science strand zeroed in consideration the outcomes of various political methods of reasoning for legislative organization and the investigation of the key administrative establishments: specifically, the council, the chief including the managerial hardware, and the legal executive (Davis, 1974).

The central advocate of the proposal that governmental issues ought to be isolated from the organization was Wilson. Woodrow Wilson was the main individual who was brought up in 1887 that both these disciplines were very independent of one another with their own particular field. In his article on "investigation of the organization", he said, "the field of organization is the field of business". Organization lies outside the legitimate circle of governmental issues. Managerial inquiries are not political inquiries. In spite of the fact that governmental issues set the undertakings far organization, it ought not to be endured to control its workplaces. In his article named. In "The investigation of Administration" which was distributed in 1887, Wilson suggested that political undertakings are unmistakable from regulatory errands, and ought to as such be isolated. As indicated by him, organization lies outside the legitimate circle of governmental issues, and as such managerial inquiries

are not political inquiries. He contended that legislative issues set the assignments of organization. Nonetheless, a few prior essayists regarding the matter made a sharp qualification between legislative issues and organization. In their view, legislative issues were worried about the resting of strategies, while the organization was worried about executing these strategies monetarily and proficiently (Self, 1977).

According to Pfiffner, (1935) one of the solid promoters of this separation. As he appropriately expressed that in a few cases, politics and administration are so between blended and confounded that an unmistakable qualification is difficult", and he further adds that "the line between the two ought to be concealed from dark to different shades of dim, at long last combining indistinctly into the white". As indicated by him, politics should be controlled and restricted to its legitimate circle, which is the assurance, crystallization, and announcement of the desire of individuals (state). Then, at that point, the organization is concerned with conveying the impact of this will whenever it has been clarified by political cycles. He unequivocally prescribed that politics ought to adhere to its policy decision and leave the administration to apply its own specialized cycles liberated from the curse or abhorrent impact of political intruding or impedance. Besides, he said that in spite of the fact that politics and administration can't generally be isolated and separated, they ought to anyway not to be permitted to blend or communicate in an intrusive way.

Self-Assessment Exercises (SAEs) 1

Discuss the relationship between politics and administration

1.3.1 Politics and Administration in Europe

Wilson obviously referenced in the article "Regulatory Research" that authoritative executives are an unfamiliar science created by teachers in Germany and France, particularly in Germany, where authoritative examination has nearly arrived at flawlessness. To this end, it is important to inspect the phase of government research in Germany. The study of politics and administration created in Germany was not irrelevant to the German imperious rulers at the time. They "have outright power and are exceptionally receptive", attempting to get to the next level of public government assistance and work on managerial productivity by further developing state machines, consequently relieving homegrown inconsistencies and clashes. To the extent that the study of politics and administration is concerned, two masterminds ought to notice it. One is Bluntschli. He accepts that there is an unmistakable qualification between politics and administration and regulation. This view is straightforwardly referred to in Wilson's article "Managerial Research". The other is Stein.

In his view, the state is a character subject to the states of a particular social request. "It has two alternate extremes of will and action in the mental sense, which is exemplified in the connection among constitutionalism and administration."

Among them, "constitutionalism is the organist will of the primary body, and the organization is the action of the subject in light of the will". The capability of a protected government is to restrict and arrange regulatory exercises, however, constitutionalism does exclude organization, similarly as the actual will isn't conducted or action. A few researchers said the 1937 American Public Administration writing practically every one of the significant ideas show up as soon as before the 1859 French writing. French researchers of legislative issues and organization division of concern are prior. In 1812, Charles Jean Boonen proposed administrative exploration ought to be recognized by public and government research since administration includes the subtleties of strategy execution. 1845 Alexandre Vivien declared that the job of legislative issues is to direct the bearing of public morals, while the organization is liable for the arrangement of public administrations.

French researchers' exploration of the polarity is pointed toward figuring out where legislative issues and organization ought to figure out some kind of harmony, or at least, forestalling the intervention of authoritative power and guaranteeing the proficiency of organization. Subsequently, we can discover a feeling of European researchers have various capabilities between the political and regulatory, and the connection between the two has been isolated somewhat. In this manner, a few researchers say its cutting-edge political and managerial division ancestor.

Self-Assessment Exercises (SAEs) 2

Citing examples from Europe briefly discuss politics and administration

1.4 Summary

Unequivocally prescribed that politics ought to adhere to its policy decision and leave administration to apply its own specialized cycles liberated from the curse or abhorrent impact of political intruding or impedance. Besides, he said that in spite of the fact that politics and administration can't generally be isolated and separated, they ought to anyway not to be permitted to blend or communicate in an intrusive way. Politics should be controlled and restricted to its legitimate circle, which is the assurance, crystallization, and announcement of the desire of individuals (state).

1.5 References/Further Readings/Web Sources

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1.6 Possible Answers to Self-Assessment Exercises (SAES)

Answers to SAEs 1

Politics ought to adhere to its policy decision and leave administration to apply its own specialized cycles liberated from the curse or abhorrent impact of political intruding or impedance. Politics and administration can't generally be isolated and separated, they ought to anyway not be permitted to blend or communicate in an intrusive way.

Answers to SAEs 2

Politics and administration in Europe shows that have various capabilities between the political and administration, and the connection between the two has been isolated somewhat. In this manner, a few researchers say its cutting edge political and managerial division ancestor.

UNIT 2 POLITICAL INSTITUTIONS' THAT INFLUENCE PUBLIC POLICY AND GOVERNANCE

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Political and Non-State Actors that Influence Public Policy and Governance
 - 2.3.1 Weak Institutions: The Nigerian Example
- 2.4 Summary
- 2.5 References/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises (SAEs)

2.1 INTRODUCTION

Good governance as a concept has become one of the most determinant factors for assessing and evaluating the performance of governments and their officials in the modern world. The failure of a country to meet up to the criteria set for good governance brings about a judgment that there is a poor governance structure. The presence of fundamental corruption and widespread insecurity of lives and property is characteristic of feeble, failure to meet expectations or non-performing establishments, and correspondingly, might be named an indication of poor governance. Arising patterns highlight good governance as a panacea to increase development in the monetary, political, and social spaces of countries. In that capacity, states, wishing to understand, advance or keep up with economic, political, and social thrives, ought to endeavor to embrace good governance as a panacea for improving policy formulation and implementation for the overall benefit of all.

Developed countries can verify how the development of people driving public policy can assist in the improvement of good governance. And efficient political institutions help in the advancement of social inclusion and promote strong, viable, and efficient institutions. By so doing, the society would have embraced good governance and had a sense of belonging, and promoted inclusive societal development.

2.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain political and non-state actors that influence Public Policy
- Highlight how weak institutions affect governance

2.3 Political And Non-State Actors That Influence Public Policy

Policy actors can be separated into two state and non-state actors. State actors include individuals, groups, or institutions that occupy the formal state structure while non-state actors are external to the formal state structure:

State Actors: Actors here include executive, legislature and judiciary operate at the federal, state, and LGAs levels. At the Federal level, the President directs the Federal Executive Council (FEC), which is comprised of the Vice President and ministers who are the political heads of the ministries. The FEC approves policy changes, some started by services, and some by the actual administration made up of the President, Vice-President, and advisers. The advisers' guide in spending plans and monetary matters, lawful and institutional matters, political issues, agribusiness, and morals, and good governance. Ministries such as Finance, Education, Justice, Internal Affairs, Works, Health, Women and Youth development, and National Planning play a prominent role in policy formulation and the general influence of policy. Other relevant good agencies significant are various levels of the judiciary, the Revenue Mobilization Assignment, and Fiscal Commission, the Federal Character Commission, the Federal Common Service Commission, the National Boundary Commission, and the National Poverty Eradication Commission.

Countries were bicameral at the government level comprising of the Senate and House of Representatives. Both are accused of making regulations and screening arrangements, and also, hold oversight capabilities over the leader and government institution. Prominent government actors that influence policies are the leader of the senate and the speaker. The two houses additionally work through committees that scrutinize policies with a large number of people and groups and analyze issues that may arise, including researching important policy matters. The judiciary is not directly involved in policy-making except in cases of constitutional matters. In some cases, the judicial officers head commissions of inquiries into various civil

Non-State Actors: Political parties albeit elect officials are by and large not controlled by political groups, they still have a great influence on policy making. In Nigeria for example the parties that have representatives in the national assembly are All Progressive Congress (APC), Labour Party (LP), Nigerian Peoples Party (NPP), Peoples Democratic Party (PDP), the All Nigerian Peoples Party (ANPP), Alliance for Democracy (AD), and the All Progressive Grand Alliance (APGA) etc. Command some influence on policy at the national level.

Also, civil society associations have been powerful in influencing public policy. These civil society associations, non-administrative associations, ethnopolitical affiliations, some close groups, and expert affiliations. The Nigeria Labor Congress (NLC) is the most famous and influential worker's organization, and the Nigerian Bar Association (NBA) and Nigeria Economic Society (NES), are also great policy influential. Among the numerous NGOs in the country, some have a public spread while others are more limited and concentrated. We accordingly propose that the Citizens Forum for Constitutional Reform (CFCR), the National Council for Women's Societies (NCWS), and the Center for Democracy and Development (CDD) which has been proactive in influencing policies.

The organized private sector: As of late, the organized private sector area has been influential in public policy at various stages. Groups such as the Nigerian Economic Summit Group (NESG), the Manufacturers Association of Nigeria (MAN), the Nigerian Chambers of Commerce, Industry and Agriculture (NACCIMA) also, and the Nigeria Employers Consultative Forum (NECF) have significantly influenced government policies.

The media: In Nigeria for example the media has played important role in policy formulation and policy implementation over the past decades. Because of the meaning of the media in educating, molding general opinion, and political mobilization their place in policy matters cannot be ignored.

Think tanks / International agencies: There are many research organizations that spend significant time in various regions. For example, the Institute for Peace and Conflict Resolution in the Administration, National Institute for Policy and Strategic Studies, Nigerian Institute for Monetary and Social Research, African Center for Economic and Social Studies, and the Center for Advanced Social Science in their own way has influenced public policy in Nigeria. Also, international agencies such as the World Bank has had a prevailing presence regarding financial policies of countries, and is by and by engaged with working with policies that concerns Poverty Decrease Strategic Papers for Nigeria.

Self-Assessment Exercises (SAEs) 1

Examine the political and non-state actors that influence Public Policy

2.3.1 Weak Institutions: The Nigerian Example

A weak institution portrayed a condition of decline or frailty of government offices to successfully release a portion of the central

obligations of the state, for example, the upkeep of the rule of law and the security of its regional integrity, as well as weak policy structure. Some of the signs of institutional shortcoming are failing to keep a grip on the area or the sole force of utilizing actual power in that, the emergency of authenticity in which some piece of the state looks for breaking down, failure to offer essential types of assistance to the residents, etc.

In a socially plural and strictly balkanized society like Nigeria, the essential measuring stick for estimating the viability of the government lies in its capacity to foster an institutional structure that can work with the amicable presence of the residents through the integrative course of delegate administration, sound legal framework and successful policing. In any case, the Nigerian government was laid out on a delicate authenticity, by the British pioneer managerial framework under which existed a generally powerless focal authority with additional independent locales as far as an organization which perpetually give on the free Nigerian state. The pioneer tradition of generally solid territorial and neighborhood ethnic specialists and frail focal establishments wherein the institutional instrument for focal coordination are either not completely incorporated or feebly incorporated, consequently, the Nigerian focal authority shows up horribly infective to practice significant command over the whole geological territories which, subsequently, prepared for the propagation of viciousness and conflicts. Put in an unexpected way, the contemporary Nigerian state has a portion of the standard credits of institutional shortcoming, for example, focal government crippling that it has negligible reasonable command over a ton of its domain; non-obtainment of essential help; unavoidable rate of debasement and guiltiness; dislodging of residents because of emergency and danger of withdrawal as well as a sharp financial decay.

In this way, the Nigerian state as it is comprised today portrays an image regular of a bombed state as far as its institutional structure and focal regulative capacity. For instance, in spite of more than fifty years of political freedom, the nation is as yet fiddling to a great extent looking for political independence and dedication from its residents in the midst of serious dangers of secessionism, dissent, and insurgency. Political clash has consequently turned into a repetitive decimal in the Nigerian state which in a few occasions change into a brutal showdown either among the residents or between the residents and the public authority. However legislative issues as conceptualized by researchers is a contention-creating process, as it includes how values are legitimately designated among contending bunches in the general public, thus, political struggles are unavoidable in a human culture, particularly in a heterogeneous and plural state like Nigeria. However, clashes become dangerous when the institutional components laid out by the state neglect to forestall the heightening of a straightforward clash into brutality as in the Nigerian

case. For example, a political emergency, example, the nationwide conflict in the 1970 and the few rates of ethnic and strict conflicts too the multiplication of ethnic local armies, and fear monger associations like Afenifere, ACF, Odua People Congress, MASSOB, MOSOP, IPOB and Boko Haram, were undeniably moored on the failure of the Nigerian federal government to answer properly to issues that for the most part act as the wellsprings of complaints which ultimately lead to either the ejection of viciousness or the rises of aggressors.

The presence of basically powerless organizations of administration in a nation like Nigeria where it has been extremely challenging to decipher the public monetary possibilities to sensible manageable improvement raises disturbing concerns. The existence of structurally weak institutions in the governance of Nigeria which makes it very difficult to translate the national economic potential into realistic raises troubling concerns. These foundations can't sufficiently and successfully carry out the roles of administration because of underlying logs in an organization that present serious obstacles in the discharge of their obligations.

Self-Assessment Exercises (SAEs) 2

Briefly highlight how weak institutions affect governance

2.4 Summary

Government as an establishment is a cycle by which the desire of the state is figured out, communicated, and upheld. Hence, the political will to definitively distribute the aggregate qualities is determined by the level of influence one possesses.

State Actors: Actors here include executive, legislature and judiciary operate at the federal, state, and LGAs levels. Non-State Actors: Political parties albeit elect officials are by and large not controlled by political groups, they still have a great influence on policy making. The media: In Nigeria for example the media has played important role in policy formulation and policy implementation over the past decades

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2.6 Possible Answers to Self-Assessment Exercises (SAES)

Answers to SAEs 1

The actor that influence public policy include the state actors which include executive, legislature and judiciary operate at the federal, states and LGAs levels. Non-State Actors: Political parties albeit elect officials are by and large not controlled by political groups, they still have great influence on policy making. The media: In Nigeria for example the media has played important role in policy formulation and policy implementation over the past decades

Answers to SAEs 2

Weakness institution affects the performance of government and it agencies in the discharge of their duties. The weak institution present a powerless organizations of administration in a nation like Nigeria where it has been extremely challenging to decipher the public monetary possibilities to sensible manageable improvement raises disturbing concerns as it affect government active performance.

UNIT 3 PUBLIC OPINION AND PUBLIC POLICY MAKING IN DEMOCRATIC SYSTEM OF GOVERNMENT

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Democracy in Public Policy
 - 3.3.1 Public Opinion and Public Policy Making in Democratic System of Government
- 3.4 Summary
- 3.5 References/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercises (SAEs)

3.1 Introduction

The government has a legal right to unveil policy using different state assets for the good of all. The presentation of the policy commences with the understanding of the legislators and the executive in a democratic government. The understanding of the two arms of government is the aftereffect of the conversation, which most often leads to robust policy formulation with the involvement of key stakeholders. Government policy public in a democratic system is believed to be that of the opinion of the majority of the citizen. The strength of such policy is that it comes from the general public and is planned to make society prosperous. The general public is requested to control the government in a democratic system and to make their interest and control of the government felt through a presentation of effective public policy. Before now, public policy is a struggle as a consequence of thought, interest, and philosophy presented to government institutions.

Public officials as an actor in making the policy should have the option to oblige the public's will. It is expected to make collaboration from a few factors that have interests during the time spent in policy-making will produce a better result. Public opinion would help to determine the quality of democracy in governance. Public opinion is a balance of political information and political science, which helps to sharpen public policy. The balance of information can also be obtained through public opinion. Moreover, public opinion is beyond personal representation in a democratic system. In a democratic government, the protection of the right of the citizens goes a long way sharpening the government's responsibility and formulating policy. And the response of the government is to create policies that will reflect the will of the people. The dissatisfaction with policy made by the government, also means the people have not been carried along.

3.2 Learning Outcomes

At the end of the unit, students would be able to:

- Explain the place of democracy in Public Policy
- Explain the Public Opinion and Public Policy Making in the Democratic System of Government

3.3 Democracy In Public Policy

The democratic system is characterized as a first-class instrument to deal with the general population. As indicated by Huntington (1993), a democratic government is established to carry out and execute political decisions to get the votes from the general public through serious campaigns. It very well may be presumed that a democratic system is a strategy for the establishment which measures to realize that major based policy process. This implies that the democratic system is a cycle to get public legitimation. A democratic government is an acknowledgment of public power. Public space turns into a media to lay out the intuitive correspondence between the general population and the state which is typically called open support or popular assessment. A democratic system isn't simply connected with politics (for example parliament decisions), yet it is likewise connected with public policy. This involvement of people in the step of public policy (support and critics) becomes an important factor in the interaction quality between the state and its citizens, and the accountability of democracy in making public policy.

The idea of democracy in public policy is on the deliberative strategy. The idea of deliberative public policy is fitting with the contention condition. In policy implementation science, the idea of deliberative public policy isn't isolated from the direction of development of government into administration. The deliberative policy is an inference model of deliberative democratic government. Deliberative democratic government is gotten from the origination of public opinion. The deliberative democratic government utilizes the policy to make decisions through the group. Besides, it utilizes discourse and dividing experience among the sides and the general public to move the issue. The inclusion of society is the center of the deliberative democratic system in the area of formulating public policy. It is different from the term agent a vote-based system that perceives the term minority and the greater part. Deliberative democratic government accentuates the interest and direct inclusion of the general public (Purnomo & Suharto, 2018).

On another side, the deliberative democratic system is likewise connected with strengthening. Strengthening is a cycle to increment the self-limit of an individual or gathering in choosing a decision to be completed into an

activity. Activity in strengthening could arise in which the individual or gathering has an asset constraint to impact the choice determination. Strengthening is normally at the neighborhood level, for example, town or region bunch which anticipates a superior living. The gathering delegate can communicate their decision in deliberative majority rule government and when it is carried out. Social clash can occur in the execution of deliberative majority rule government in the event that it is just carried out as an image that diminishes the vote of members or social orders (Purnomo & Suharto, 2018). Deliberative democratic government will in general be publicity of hierarchical strategy.

Self-Assessment Exercises (SAEs) 1

Highlight the place of democracy in Public Policy

3.3.1 Public opinion and public policy making in democratic system of government

The progress of each and every democratic government relies upon the degree to which public opinion is enunciated, laid out, and included in coordinating governmental policies and activities. A democratic system gives a harmonious stage to both the public authority and individuals to talk and turn out indefatigably to ultimately benefit humankind. Jega made this point obviously when he appropriately acknowledges that: "the process is essentially driven by officialdom, in the sense that government officials, both the elected and unelected, arrogate to themselves the wisdom, prerogative, and expertise of controlling and managing the policy-making process, with little if any reference to, or interaction with, the overwhelming majority of the citizens. Thus, the process is not people-driven, transparent, consultative, or participatory. It is restrictive, closed, exclusive, insensitive, unresponsive, and often irresponsible" (Jega, 2003, p. 30).

Suberu (1991), made a particular connection between public opinion and policymaking in a democratic system including three distinct yet intently related levels. The main level is the one he called the mass public, which is the biggest grouping however the un-fit for articulating coherent assessments on public policy or practicing any impact on legislative decisions or approaches. Individuals from this group miss the mark on educational and evaluative assets important to understand the intricacies of public policy sufficiently. The subsequent level is the intrigued public, which is more modest in size when contrasted and the mass public, however, it plays an undeniably more critical and dependable job in assessment development and policy analysis. Individuals from this public are taught, informed, and profoundly energetic members of open issues. The third level is the opinion elite or opinion-making public, they are

made up of the confirmed or recognized opinion leaders in the country. These are those people who, in light of their social position, correspondence assets, hierarchical capacity, and political influence, can apply areas of strength for an on open mind-sets as well as open strategy. The primary distinction between the last two publics is that albeit both are educated and keen on open undertakings, the last option has the extra nature of having pretty much direct admittance to the focuses of dynamic in the general public (Suberu, 1991:75-76).

While the resources used to fund governmental policies in a democratic system belong to the citizens, the opinions of these vital components of the society rarely influence the policy-making process. As Egonmwan (1991, p. 164) puts it, "The situation is worse in the developing countries where policy making is not made explicit but dictated, in most cases by men at the top due to low level of literacy of the masses, the weakness or ineffectiveness of the mass media (where they exist), centralization of authority, and the ineffectiveness of interest-aggregating structures (where they exist) because of the thin line of distinction between them and the ruling class". It is for the most part accepted that since power has a place with individuals, it is in light of a legitimate concern for the government to be directed by the greater part feelings and inclinations of individuals in the strategy-making process. It is contemplated that public opinion is a huge figure in the strategy-making process as no administration inspired by its endurance can reliably and totally overlook the assessments of individuals

Self-Assessment Exercises (SAEs) 2

Examine the place of Public Opinion in Public Policy Making in Democratic Systems of Government

3.4 Summary

Democracy, public opinion, and public policy making are interwoven because they all play a critical role in the building of a better human society through better policy. Democracy allows for freedom of expression and the exercise of fundamental human rights which in turn aid the government to make and implement policies that meet the people's desires and needs.

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3.6 Possible Answers to Self-Assessment Exercises (Saes)

Answers to SAEs 1

The idea of a democracy in public policy is on the deliberative strategy. Idea of deliberative public policy is fitting with the contention condition. In policy implementation science, the idea of deliberative public policy isn't isolated from direction development of government into administration.

Answers to SAEs 2

A democratic system gives a harmony stage to both the public authority and individuals to talk and turn out indefatigably to ultimately benefit humankind. The subsequent level is the intrigued public, which is more modest in size when contrasted and the mass public, however it plays an undeniably more critical and dependable job in assessment development and policy analysis.

UNIT 4 PUBLIC POLICY AND ADMINISTRATION IN NIGERIA

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 The Role of Executive, Bureaucracy And The Legislature In Policy-Making
 - 4.3.1 Dilemmas of the Policy-Making Process in Nigerian Administration
- 4.4 Summary
- 4.5 References/Further Readings/Web Sources
- 4.5 Possible Answers to Self-Assessment Exercises (SAEs)

4.1 Introduction

Public policy analysis is concern about governmental action and inaction as it is premise policy. Public policy is concern about what a governmental administration really decides to do or to avoid structures the center of policy enquiry. Important policy decision are taken by the government in such regions as security, industry, farming, training, etc. Additionally, monetary consumption, such decision to produce significant and wide running results. These inquiries are presently being raised

by policy analyst. The place of administration in policy making action, how it works and how it tends to be gotten to the next level is important issue of concern. Policies ought to be thoroughly look at current realities, draw out suggestions and the connection that may assist in the smooth running of the government. It is said that once the policies are planned, the implementation must be actually begun. In Nigeria, few polices has been developed over the decades but not every one of the policy have been successful, thus, this unit x-ray the role government arms needs to play in order to ensure successful policy target

4.3 Learning Outcomes

By the end of the unit, students would be able to:

- Explain the role of executive, bureaucracy and the legislature in Policy-making
- Explain the dilemmas in Policy-Making Process in Nigerian Administration

4.3 The Role of Executive, Bureaucracy and the Legislature in Policy-Making

According to Rathod (2010) the role of Executive, Bureaucracy and the Legislature in Policy-Making are:

The Role of the Executive

The cabinet is the political executive of an administration. Policy decisions are made by leader or the executive oversees the country policy implementation. The bureau is the genuine leader. It is the central wellspring of approaches in our country. The executive is the most significant body in policy implementation. It is the generally speaking coordinating and controlling body headed by the Minister. Immensely significant policies are supported by the president. It assumes a vital part in policy definition or policy setting. It is the center of policy detailing in Nigeria. It is the significant policy making branch. It is the focal spot where some critical policy start. The heading and control of policy lies in the possession of the executive. The executive major areas of strength for exceptional in regulation, money or organization.

The Role of the Bureaucracy

Bureaucracy is a government specialists, subject matter experts, or scholars. It is the long-lasting piece of the political executive. Administrative officials constitute the civil service. No Government can convey out its work without bureaucracy. Government workers are prepared and trained in this direction for effective policy delivery for the people. They are knowledgeable and very much prepared in lawful specialized and managerial issues. Bureaucracy in other words mean community workers, government authorities or public representatives. Public administrations however predominantly concern about the execution or the execution or requirement of the policies likewise take part in policy making. They supply the advice and guidelines to ministers molding or establishing the policies. They supply direction to the ministers in outlining the policies. They exhort and supply the vital material to the ministers for policy making. They give regulative structure to on approach the policies.

The Role of the Legislature

The lawmaking body is one of the significant parts of the government. It is a law making body. The legislature is the most significant body in setting policy objective in nations. It makes new policies as expected for the country, and in reflection of the nation mood. All the policies are reflected in this mirror. It actual outlines the government policies. It has been depicted as the mirror and decays of general assessment. It is that arm of government through which the will of the state is formulated, expressed and realized. It takes autonomous and ultimate conclusion in

the questions of policymaking. They are one of the main experts in approach analysis. They provide meaningful suggestions and impact the policy making process. It carries out vital roles like pondering, examining, and distributing the public policy and their results. Some occasions when legislature shows concern on the policy formulation, law making events, presidential address, and discussion on budget, voting of grants, adjournment motions, and various resolutions. The legislature influence public policies through the following ways.

- (1) Debates and conversations: The parliament might practice control through different discussions. Also, conversations, which gives an open door to the survey of government policies and their execution. The most significant events for the conversation is during the presidents' debut discourse to the two Houses of Parliament. The financial plan discourse of the Finance Minister during the presentation of the new official recommendations.
- (2) Resolutions and movements: The council has the ability to pass goals on any matter or to move movements to scold a specific priest or the public authority all in all. The main movements are called consideration movement, intermission movement, honor movement, no-certainty movement, cut movements and so forth. A goal is recommendatory in the sense, where reproach movements whenever passed, make it obligatory for the government to leave.
- (3) Questions: During the inquiry hour in parliament any part can inquire question-chasing data on any matter. The minister concerned answers to those inquiries. In the event that the response given by the pastor doesn't fulfill the part then he can ask the valuable inquiries to which ministers are supposed to give agreeable answers. The principal reason for the questions is to settle the public issues. Since the questions might cover any record or part of organization, the public authorities are continually ready, cognizant and answerable for the authority acts.
- (4) Budgetary Control: In most countries, the lawmaking body controls the country's nation treasury. No cash can be spent by the ministers or president without official assent. The financial plan recommendations are widely bantered in the parliament prior to being casted a ballot upon. It is additionally the obligation of the parliament to see that the cash endorsed has been spent monetarily and in understanding with the rules set somewhere around it. This requires appropriate review of consumption.

Self-Assessment Exercises (SAEs) 1

What are the roles of executive, bureaucracy and the legislature in Policy-making?

4.3.1 Dilemmas of the Policy-Making Process in Nigerian Administration

The policy-making process in Nigerian administration is faced with some problem. It has not been successful to the expectations of Nigerian. Why it has not been successful are:

- (1) **Failure in Implementation:** In Nigeria policy implementation is profoundly impacted by the politics which has affected governmental issues. In Nigeria, the pressure groups are not so proactive much in some cases assist in policy making and policy implementation. As a result the implementation of public policy is not entirely set in stone by the nearby political interests and tensions. Policies stays baffled and advantages goes to others other than target groups. In Nigeria policy implementation is extremely frail and poor. In Nigeria we notice today that there is no convenient execution of the plans, approaches and projects. The disappointment in policy implementation can also be attributed to floods, starvations and the absence of resources.
- (2) **Bureaucracy Issues:** The administration of government in Nigeria has been demonstrated excessively frail and wasteful, as it really focuses more on the guidelines, guidelines and conventions without really focusing on the genuine necessities furthermore, issues of the residents. Corruption has become everyday practice in government. It can't be annihilated all things considered by regulation or by a law. So the wrongs like red-tapism nepotism, corruption and so forth have turned into the obstacles or challenges in the ways of policy implementation.
- (3) **Absence of efficient review:** In Nigeria their no plan or policy for methodical and systematical utilization of thought as to strategy definition and execution. In Nigeria there is no organ for nitty gritty interdisciplinary read up fundamental for policy making. Ad-hocism wins, in policymaking process. Exploration and enquiry ought to be done with the nearby co-activity of the regulatory divisions.
- (4) **Departmentalism:** A Policy-making suffers from another weakness, through departmentalize. policies are formulated or made very narrowly on departmental basis. Each unit or department has its peculiar viewpoints if not manage can possess

as a change to successful policy implementation. They are narrowly-oriented narrow specialism. It hinders in formulating a unified policy. Indeed departmentalism hinders sound policy making and implementation.

Self-Assessment Exercises (SAEs) 2

Highlight the dilemmas in Policy-Making Process in Nigerian?
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4.4 Summary

The role of the cabinet is the political executive of an administration. Policy decisions are made by leader or the executive oversees the country policy implementation. Bureaucracy is a government specialists, subject matter experts, or scholars. It is the long-lasting piece of the political executive. Administrative officials constitute the civil service. The lawmaking body is one of the significant parts of the government. It is a law making body. The legislature is the most significant body in setting policy objective in nations. It makes new policies as expected for the country, and in reflection of the nation mood.

In Nigeria policy implementation is profoundly impacted by the politics which has affected governmental issues. In Nigeria, the pressure groups are not so proactive much in some cases assist in policy making and policy implementation

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- Gladden, E.N. *Essentials of Public Administration*, Chapter V, Public Policy is a multi-dimensional subject. It comprehends many subjects like sociology, political science, economics etc.
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- Quoted by Dalton, E. McFarland in *Management Principles and Practices* (New York: MacMillan Co., 1964), p. 191.
- Paul H. Appleby, *Policy and Administration* (University of Alabama Press, 1949), p.7. Policy-making is a very vast and wide branch. It covers almost every aspects of man's life.
- Seckler Hudson, *Organisation and Management: Theon) and Practice*, (Washington D.C. The American University Press 1957),
- Charles E. Lindblom, *The Policy Making Process*, (Englewood Cliffs. N.J. Hall 1968).
- White, L.D. *Introduction to the Study of Public Administration*. New York: Crowell Collier 1955
- Pfiffner, J.M. and R. Presthus, *Public Administration*. p. 7. Macroeconomic policies and related to the comprehensive and general issues. It is approached from different angles.

4.7 Possible Answers to Self-Assessment Exercises (SAES)

Answers to SAEs 1

The role of the cabinet is the political executive of an administration. Policy decisions are made by leader or the executive oversees the country policy implementation. Bureaucracy is a government specialists, subject matter experts, or scholars. It is the long-lasting piece of the political executive. Budgetary Control: In most countries, the lawmaking body controls the country's nation treasury. No cash can be spent by the ministers or president without official assent. The legislature is the most significant body in setting policy objective in nations. It makes new policies as expected for the country, and in reflection of the nation mood.

Answers to SAEs 2

In Nigeria policy implementation is profoundly impacted by the politics which has affected governmental issues. Absence of efficient review: In Nigeria their no plan or policy for methodical and systematical utilization of thought as to strategy definition and execution. Departmentalism: A Policy-making suffers from another weakness, through departmentalize. Policies are formulated or made very narrowly on departmental basis.

UNIT 5 CHALLENGES AND PROSPECTS OF PUBLIC ADMINISTRATION IN THE WORLD

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcomes
- 5.3 Problems of Effective Public Administration, Good Governance and Public Service Delivery in Nigeria.
 - 5.3.1 The new pathway to advances in the public administration of the Nigeria.
 - 5.3.2 Other challenges that have affected the good services of public administration.
- 5.4 Summary
- 5.5 References/Further Readings/Web Sources
- 5.6 Possible Answers to Self-Assessment Exercises (SAEs)

5.1 Introduction

Despite the disturbing socio-economic indicators facing Africa today, there is an increasingly broadly-held conviction that efforts toward modernizing African States cannot succeed unless they are equipped with public administrations that are geared toward meeting the new challenges of economic and social development (Ajayi, 2008). This is why administrative actions and modalities of government operation continue to be the object of criticism both by users and by civil society. It lends credence to the fact that the organization, role and missions of public administrations must in fact be reviewed and adapted to the political, economic and social context of African States, which has changed considerably over the last decade (Anazodo, 2009). In that regard, public administrations in many countries in Africa such as Nigeria are today faced with the question of determining what their contribution should be toward resolving social problems in areas such as employment, health, power supply, education, housing and leisure (Ibori, 2014).

In all of these areas, they are expected to be innovative, to improve the quality of the services they provide and to upgrade their managerial skills in order to better respond to the aspirations of the population. Although public administration has been on the public stage for many decades now, the recent attention, interest and criticism it is receiving is not unconnected with the link between governance and its effect on performance, success as well as service delivery (Anazodo, 2009). However in Nigeria, public administration has had a chequered history resulting into scandals including fraud, abuse of power, governance failure and evasion of accountability among others. This has resulted into public sector reforms, as part of a broader initiative to improve service delivery, decision making, planning, accountability and monitoring which

has also received substantial attention, interest and criticism in the past (Achimugu, 2010). Nonetheless, while the idea of good governance is an encumbered concept requiring due consideration (Ajayi, 2008), it is intertwined with the challenges of public administration toward improving governance. Perhaps for good governance and public sector transformation to be achieved, public administration and public sector entities need to have an applied strategy to achieve results and outcomes (Ayeni, 2002).

Nevertheless, the Nigerian public administration system has experienced a significant transformation to secure its position of importance in the general discourse on governance. This effort has occurred amidst streams of political developments that has brought the system into sharp focus and relevance. This however, has been very challenging to the public service as well as providing a platform for new policy direction and scholarship. For instance, growing literature on the collapse of probity and good governance in Nigeria has revealed that public service is severely scored down on its failure to provide the required institutional grounding for good governance (Aderonmu, 2011).

This chapter therefore examines the challenges encountered by the Nigerian public administration toward efficient service delivery and good governance using descriptive methodology and content analysis. It evaluates the dilemma of public administration, effective service delivery and good governance in Nigeria and demonstrates that the critical point in achieving meaningful developments in the country intrinsically lay with improved public service which translates into efficient service delivery in the public sector. This is an attempt toward employing a new pathway to advances in the public administration of the Nigeria. It will also demonstrate that the critical point in achieving meaningful developments in the country in the 21st century intrinsically lay with improved service delivery in the public sector. The paper proffers meaningful suggestions toward possible future considerations for improved public administration, service delivery and good governance in Nigeria.

3.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain Problems of Effective Public Administration, Good Governance and Public Service Delivery in Nigeria.
- Explain the new pathway to advances in the public administration of the Nigeria.
- Explain other challenges that have affected the good services of public administration.

5.3 Problems of Effective Public Administration, Good Governance and Public Service Delivery in Nigeria

Public administration lies at the heart of every modern state. It is a recognized fact that it plays crucial role in all societies whether developed or developing. In modern state, public administration has become so important that the development, upliftment and progress depend mainly upon its efficient functioning. The role of the public service in achieving good governance cannot be underestimated. This can be gleaned from the central role it plays in the formulation and implementation of policies designed for the development of the society (Lawal & Owolabi, 2012).

However, in Nigeria, the role of public service has come under severe criticisms within the context of the gap that exists between its anticipated role and its actual output. The public service in Nigeria is today viewed as an avenue for sharing the “national cake” among the major ethnic groups. Hence, the unending demands for fragmentation of governmental structure into units, ministries, and departments etc. (Onuoha, 2005). Painfully though, these fragmentations are carried out in spite of the obvious difficulties in sustaining the existing ones (Kaufmann & Kraay, 2002). The situation is further aggravated by the public perception that the public service is amoral, hence, it should be plundered to sustain individual, community and ethnic survival or other primordial grouping interest. This standpoint manifests itself in different forms of corruption in the Nigerian Public service. Corruption is perhaps the greatest bane of the Nigerian public service. It is so endemic that merit has no place in the Nigerian public service. Instead of merit, it is quota that is considered.

The public sector no doubt is responsible for about 80% of the vices that gives Nigeria a very bad image as well as her very high world corruption ranking. There are numerous examples of top public officials in Nigeria who plunder the nation’s treasury in multi millions and they were applauded by their people. A very good example occurs in 2004, when the former Inspector General of Police, Tafa Balogun was convicted of corruption. Though his salary was not more than \$25,000 per month, he had assets in Nigeria worth \$150 million and a foreign Bank account worth \$6.7 million (Nwosor, 2011). In the same vein, the 2008 Corruption Perception Index (CPI) released by the Transparency International revealed that the country was rated 121 out of 180 countries surveyed. Similarly, the Transparency International’s (TI) 2011 Corruption Perception Index also indicates that “the vast majority of the 182 countries and territories assessed score below five on a scale of 0 (highly corrupt) to 10 (very clean)”.

5.3.1 The Challenges of Public Administration in Nigeria

The most compelling challenge that stares Nigeria straight in the faces today is the question of sustainable development and growth. Despite the abundant human and natural resources manifest in a population of over 175 million hard working and very resilient people, a land mass of nearly one million square kilometers that hold great potentials for all forms of agriculture, the 7th largest producer of crude oil, the world's 5th largest proven natural gas reserve and a plethora of solid minerals, the search for aptness in government and governance that is oriented toward development, the common good and wellbeing of the people has not only been elusive but become something of a scandal and simply ironic (TI, 2012).

The truth of the matter is that the practice and discipline of public administration in Nigeria is beclouded by problems which are internal (self-inflicted), such as indiscipline, poor work content, idleness, redundancy, unexplained absence, and corridor congregation, financial dishonesty and corruption with almost total impunity as well as external (environmentally induced) problems such as political interference, bureaucratic values of impersonality which conflict with societal values, deficiencies in accounting and budgetary system, over-staffing, and the problem of basic working facilities (Achimugu, Stephen, and Aliyu, 2013). These problems impact negatively on public institutions and in the employees of government such that what is demanded from government by the citizens becomes a far cry (Ibori, 2014; Ozuhu-Suleiman, 2013).

It is doubtful, judging by either historical antecedents or contemporary realities that it is possible to achieve meaningful national development without public administration playing its rightful role effectively, and the reason is not farfetched; public administration is that unit of political governance that implements the policies programmes and plans of government. As such, leaving public administration out of the process of national development is like attempting to send a message in the absence of the messenger. Unfortunately, the problem with Nigeria is not the absence of the messenger which is public administration, but that of impediments that seems to incapacitate it and thereby suffocating the process of governance (Ozuhu-Suleiman, 2013). The challenges of how the state or government can be transformed into an effective and efficient vehicle for promoting good governance, service delivery, and attaining sustainable human development are so numerous and underpin copious interrogations.

5.3.2 Other challenges which have culminated into poor service delivery and unprofessional administration in the public service in Nigeria

They are as follows:

1. **Disproportionate Stringency:**

The Nigerian public service is characterized by gross inflexibility.

There is a tendency toward clinging tenaciously to baseless routines and absolute laws and procedures. This is what is popularly referred to as “red tapeism”. One of the major impediments to quick action can be traced to excessive layering of routines and procedures. In the Nigerian civil service, a file has to work its way through the various departmental levels. The customary procedure requires that it begins all over again at the lowest clerical level, proceeding for notations through the various secretarial ranks up to the permanent secretary’s desk (Odhiambo-Mbai, 2003). In this process, procedural sluggishness and dilatory tactics are employed which creates bottlenecks. Inflexibility not only stifles innovation, it also leads to waste of time and delay in the implementation of public policies. Good service delivery, growth and national development require a whole lot of innovative thinking and proactive actions. This is why scholars maintain that innovative behaviour requires an appreciable amount of flexibility and willingness to bend formal procedures to meet the task at hand. It is clear that Nigeria public administration falls far below this vital requirement in this regard (Okpala, 2012);

2. **Poor Remuneration:** The inadequacy of public sector salaries contributes greatly to unethical behaviour. Ensuring living wages is crucial to public sector efficiency and effectiveness. The wages and salaries of carrier public servants in Nigeria is alarmingly low and has in fact continued to decline over the years especially due to a high rate of inflation and other causes. Public Servants in Nigeria are poorly paid. Most of them earn just a little in the face of rising inflation brought about by deregulation policies of government (Ola & Effiong, 1999). Because of this state of affairs, many have resorted to multiple job-holding in the informal sector, thereby impacting negatively on their attitude and commitment to work. When compared with the private sector in Nigeria and the public services of other countries in sub-Saharan African, Nigeria’s public service remuneration continues to trail behind others.

Currently, minimum wage in Nigeria is N18, 000, that is about \$120 a month. The so called minimum wage is a far cry from being

a living wage for public servants who could only survive on the said wage for one week. This is why public officials who have funds allocated to them other than salaries misapply and embezzle such funds. This situation leaves the average Nigerian public servant demoralized, angry and ready to indulge in corrupt/sharp practices at the slightest opportunity. This disposition in effect breeds low productivity, while it suffocates national development (Mitel, 2007). It is therefore essential, for public servants and the public at large to understand fully the rationale behind any major public sector pay raises, and for them to appreciate that, together with the benefit of higher pay, comes the responsibility of enhanced accountability:

3. **Deprived Motivation: Promotion in Nigeria Civil Service** which is supposed to be based on seniority and productivity is circumvented by political consideration and nepotism. Rules for promotion fail to differentiate between productive and non-productive workers. Dismissal is uncommon except due to the prevalence of corruption and administrative bottle necks. As regards personnel qualifications, workers entering the Civil Service through the use of political or family influence may lack the required technical skills for their positions. Besides, on- the-job training programmes are weak and ineffective (Muhammed, 2013). In theory, positions are supposed to be filled based on merit but in practice, political, family, ethnic and religious considerations are important factors in Civil Service appointment;
4. **The Federal Character Principle:** In an attempt to address the nation's diversities and the multi-ethnic character, the 1979 constitution of the Federal Republic of Nigeria and subsequent body of laws have continued to provide for a fair representation of all ethnic groups in the federal public service. This is referred to as the Federal Character Principle. The aim is to ensure that every sector of the polity is represented in the public service. As laudable as this may look, many have argued that its application undermines democracy, excellence and skill in the civil service. It means that the best can be left out of the service and the worst picked. Compounding the skills problem is the emphasis on filling slots rather than matching workers skills with the need of the position. Thus, many of the skills that public servants have are wasted (Fagbemi, 2006). In this regard, the Civil Service in Nigeria tends to be overstaffed with workers who lack the requisite skills for their positions. This system has continued to weaken Nigerian public administration, making the processes of national development more challenging than it could otherwise have been.

Self-Assessment Exercises (SAEs) 1

Explain how public administration history resulting into scandals has brought about its reforms in Nigeria?

Explain the Challenges of Public Administration in Nigeria?

Explain other challenges that have affected the good services of public administration?

5.4 Summary

This study has been able to examine the challenges of Public Administration for Service Delivery and Good Governance in Nigeria. The analysis demonstrates that public administration is very essential state apparatus and a precondition for effective service delivery. It is evident in the study that the quality of life for most Nigerians, has either not improved or has done so marginally since the attainment of independence in 1960 (Lawton, 2002). This is as a result of widespread lack of public accountability in governance in Nigeria which certainly undermines the provisions of public services and economic development.

The unit further recognized the fact that Nigeria today is showing elements of weak governments, institutional and high profile ethical infractions as well as increasing inability of governments to deliver on key deliverables such as poverty eradication, employment generation, economic development, security and general improvement in the lives of the people because public administration which should have been seen as the art of managing the state apparatus for the sake of achieving the aims of governance has failed in their responsibilities. Politicians, leaders and public servant who should demonstrate high ethical standards by being transparent, accountable and trustworthy, consistent in character, courageous and dedicated and committed to duty could not live up to its billing (Adeyemi, et al, 2012:17).

Public administration is no doubt one of the cornerstones and core elements of good governance because public participation, satisfaction and inclusion are catalyst for service delivery and dividend of governance. It is so because it is through these outcomes that the participating public or communities can hold public authorities accountable for the common good and a functional service delivery. It is therefore logical to deduce that effective public administration is an offshoot of social and citizen inclusive government. It also involves managing the state apparatus for the sake of achieving a purposeful society. The ways of ensuring an efficient public administration and accountability public service for good governance in Nigeria as enumerated in this study is a pathway toward creating an avenue for effective service delivery

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MODULE 2 COMPLEXITY IN PUBLIC POLICY

Unit 1	Process of Converting Individuals' Issues into Agenda for Public Policy
Unit 2	Problems of the Public Policy Process
Unit 3	Review of tools used by policy makers.
Unit 4	Data in Policy making
Unit 5	Knowing the Policy Makers

UNIT 1 PROCESS OF CONVERTING INDIVIDUALS' ISSUES INTO AGENDA FOR PUBLIC POLICY

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Factors that Determine Issues that Reaches the Agenda Stage
 - 1.3.1 Challenges in Agenda Setting
- 1.4 Summary
- 1.5 References/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises (SAEs)

1.1 Introduction

A critical number of issues faced by individuals in this present-day society are numerous. These issues most times don't become public policy issues of discussion talk more about making it to the agenda stage in the public policy process. These issues that affect the individuals in the society include crime, poverty, water supply, insecurity, and resource control. Merriam-Webster Dictionary (2013) characterizes an issue as an inquiry raised for request with thought for an answer; in this way, every issue recognized ought to have an answer. Certain individual issues are more noticeable in the discussion, political discussion, and media inclusion, transforming them into public issues. How much political consideration is given to public issues changes from one issue to another? Issues that get more political consideration are frequently connected with political plans. There are vested parties and non-legislative gatherings that utilize extraordinary strategies to guarantee that their positions gain deceivability inside the public plan (Miller, 2001). The process of converting individual issues into a policy-making process began with the identification of a problem that concerns the public, which requires state or government intervention. Although there are many problems that affect individuals in society, only a small number of these problems are given official attention by legislators and executives. Among the public problems that are chosen

by the decisions makers constitute the policy agenda. And setting the agenda is an important source of power as is it is policy consequential

1.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain the Factors that determine issues that reach the Agenda Stage
- Explain some Challenges in Agenda Setting

1.3 Factors that Determine Issues that Reach the Agenda Stage

The factors that determine whether an individual issue reaches the agenda stage may be cultural, political, social, economic, or ideological, so many other factors, which few will be considered here:

Influence of the Media: Agenda setting can happen through the media's capacity to structure an issue. The job of media in agenda setting centers around the news that illuminates the general population on significant issues. The media assumes a significant part in illuminating the general population to give them the perfect proportion of data to settle on an informed issue about their own decisions. As a matter of fact, the media is pivotal in organizing correspondence encompassing basic issues, hence, for individual issues to make it to the agenda stage the media has a great role to play. It is clear that specific public issues accumulate a bigger number of media considerations than others. According to Kingdon (2003), the media can act as an impetus for driving the significance of public issues by amplifying specific occasions. Outlining an issue in the media can impact how the public perceives an issue, and it creates sufficient consideration on a specific issue over an extensive stretch and can change the perspectives of general society. What's more, the media can bring down the effect of one issue to advance another, and importantly, media can assist an individual make their issues political importance and social and topographical issue. Policy-driven issues that are huge, effectively recognizable, and contain culture and geographic similitudes to the crowd are bound to order media consideration and become public issues (Hawkins, 2008). Then again, Kingdon (2003:58) states "'the media's tendency to give prominence to the most newsworthy or dramatic story actually diminishes their impact on governmental policy agendas because such stories tend to come toward the end of a policy-making process, rather than at the beginning'".

Role of Interest Groups: Interest groups continue to assume a critical part in agenda setting through their compelling power and impact on the public authority (Kingdon, 1984). Interest groups are associations made up of individuals with comparative strategy objectives attempting to impact the political interaction by accomplishing shared objectives. There are a few kinds of interest groups, including business, industry and government experts, workers, and national interest groups. Many interest group exists with the intent of affecting the political cycle at the nearby, state, and public level. A few instances of national interest groups include the National Cattleman's Beef Association, the National Audubon Society, and the Farmers and Ranchers Alliance. Interest groups are vital to policy-making in any part of the world. As indicated by Kingdon (2003:49), interest "interest groups "have a positive impact on the government's agenda, and do so with considerable frequency". The main role of the majority of the interest group is to change the political agenda to address their issues and concerns. (Kingdon, 2003). Some interest does not endeavor to hide the agenda.

Role of Extension Educators: The role of extension educators in setting policy agenda cannot be overemphasized. Their role is important making individual and group issues assist problems gain importance and become issues through agenda setting. The important role of this group includes the offering of research-based knowledge that is applicable to answer difficult questions and provide solutions (Gould, Steele, & Woodrum, 2014). One way for Extension educators to be viewed as pertinent to policymakers is through the turn of events and implementation of Extension programs that utilize new exploration discoveries to resolve current issues/issues inside a local area. As referenced previously, Extension projects can utilize public worth to accentuate the meaning of examination results. Expansion teachers have an obligation to educate general society on all sides of a public issue. Extension educators' role is to help individuals in the improvement of an expanded viewpoint, so they are ready to make contemplated decisions about the basic public issues we face today. Expansion educators' can likewise illuminate future policy decisions by introducing the two sides of a story to government authorities so they are ready to pursue informed choices concerning strategies.

Self-Assessment Exercises (SAEs) 1

Highlight the factors that determine issues that reach the Agenda Stage

1.3.1 Challenges in Agenda Setting

Agenda setting is often seen as the most critical stage in the policy process that requires serious attention. And without agenda setting, there would be no policy to speak of, but it is probably the least well understood of all

the stages in the entire policy process. It is important to note that not all public problems are acknowledged as problems by the state or the governments, and because of their no resource and time constraints to attend to all societal problems. The challenges confronting agenda setting are numerous few among them are discussed here:

To begin with, the policy agenda is frequently overwhelmed by requests for reactions to emergencies, yet because of the tension and short timescale related to them, governments are frequently compelled to take some effectively accessible course of activity, which can expand the dangers of going with unfortunate choices driving to unfortunate results. Unfortunately, this example of emergency-driven plans is extremely challenging to stay away from and requires both an elevated degree of strategy limit with respect to managers as well as a lot of independence from public tensions for fast activity. Such factors are in many cases in exceptionally short supply in numerous state-run administrations.

A second, and firmly related, that's what peculiarity is, until an emergency breaks out, a public issue might battle to be set onto policy plans. Nonetheless, frequently the expenses of managing an emergency are a lot higher than would be the situation if precautionary measures had been taken to forestall its event. A genuine illustration of this should be visible in the disappointment of numerous African nations to manage HIV/AIDS through preventive programs until the infection was at that point boundless and desolating their populaces.

Third, plan setting is some of the time utilized as a method for lawmakers to offer empty talk to policy issues to score political focuses rather than put forth authentic attempts to resolve certified issues. This is the situation in numerous nations, for instance, with the peculiarity of vagrancy, which numerous legislators guarantee is a significant concern while proceeding to fizzle to foster practical plans or cycles to manage it.

Fourth, state-run administrations frequently will quite often characterize issues in manners that vindicate them of the obligation regarding causing or disturbing an issue and/or whose goal includes minimal exertion from them. While this might help the public authority, it misleads strategy endeavors and will in the long run lead to the issue staying annoying. The notable propensity of many governments to "fault the person in question" in different lawbreakers or on the other hand wellbeing conditions, for instance, permits them to stay away from liability for working on physical or government-backed retirement.

Fifth, "packing" of the policy plan is an inescapable issue in the plan set. At its root lies the hesitance of numerous lawmakers to say "no" to the consideration of explicit gathering issues on government plans on the

grounds that overpressure from their voting public and extraordinary interest gatherings. The outcome is the consideration of such a large number of issues on the strategic plan when there are neither the assets nor an opportunity to manage them successfully, which thusly diffuses the restricted assets that may have been utilized to really manage a more modest plan more.

Self-Assessment Exercises (SAEs) 2

Explain some basic Challenges in Agenda Setting

1.4 Summary

The factors that determine whether an individual issue reaches the agenda stage include the Influence of the Media, and the Role of the Interest Group, Agenda setting that can happen through the media's capacity to structure an issue. The job of media in agenda setting centers around the news that illuminates the general population on significant issues. Interest groups continue to assume a critical part in agenda setting through their compelling power and impact on the public authority, the role of extension educators in setting policy agendas cannot be overemphasized. The challenges confronting agenda setting are numerous few among them are: To begin with, the policy agenda is frequently overwhelmed by requests for reactions to emergencies, yet because of the tension and short timescale related to them. A second, and firmly related, that's what peculiarity is, until an emergency breaks out, a public issue might battle to be set onto policy plans. Fourth, state-run administrations frequently will quite often characterize issues in manners that vindicate them of the obligation regarding causing or disturbing an issue and/or whose goal includes minimal exertion from them

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1.6 Possible Answers to Self-Assessment Exercises (Saes)

Answers to SAEs 1

The factors that determine whether an individual issue reaches the agenda stage are Influence of the Media, Role of Interest Group, Agenda setting can happen through the media's capacity to structure an issue. Interest group continues to assume a critical part in agenda setting through their compelling power and impact on the public authority, the role of extension educators in setting policy agenda cannot be overemphasized. The job of media in agenda setting centers around news that illuminates the general population on significant issues.

Answers to SAEs 2

The challenges confronting agenda setting are frequently overwhelmed by requests for reactions to emergencies, yet because of the tension and short timescale related with them. A firmly related, that's what peculiarity is, until an emergency breaks out, a public issue might battle to be set onto policy plans. State run administrations frequently will quite often characterize issues in manners that vindicate them of the obligation regarding causing or disturbing an issue and/or whose goal includes minimal exertion from them

UNIT 2 PROBLEMS OF THE PUBLIC POLICY PROCESS

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Problems of the Public Policy Process
 - 2.3.1 Measures to Improve Public Policy Execution in Nigeria
- 2.4 Summary
- 2.4 References/Further Readings/Web Sources
- 2.6 Possible Answers to Self-Assessment Exercises (SAEs)

2.1 Introduction

Developing nations share a common problem in the execution of public policies. Ordinarily, the matter of any state is the execution of public policies lately, most policies and program have not accomplished their ideal goals. The outcome of any political system lies in the nature and way of public policy making and execution process utilized. The policy is an instrument of government that influences the existence of every individual in a state, as it possesses a vital situation in the outcome of each and every institution, whether public, private or not-for-benefit making association. Public policies are policies and programs intended to deal with specific social issues exuding from the environment (political system). Public policy manages to present and future issues of the general public and includes all genuine methods for accomplishing expressed objectives and goals of government, delivering social administrations to the local area by a legislative office or ecclesiastical division. In an emerging nation like Nigeria, public policy is exceptionally basic since it is the springboard for directing the turn of events. Public policy is vital to making an interpretation of government goals to the implementation stage. This normally includes gigantic measures of resources and the requirement for them to address planned use or issues can never be overstressed. Generally, the public policy process from policy formulation to policy implementation face some problems, some of these problems shall be discussed in this unit.

2.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain the problems of the policy process
- Explain some measures to improve policy execution

2.3 Problems of the Public Policy Process

Many problems account for it. Ikelegbe (1994:136), has identified various problems involved in the policy process, these are:-

1. **Problems during Formulation of Policies:** Public policies are pointer toward resolving public problems. Notwithstanding, the policies must be formed and this includes recognizing, planning, putting forth objectives, and so on. At the point when these stages are not as expected, there will undoubtedly be issues. Policy formulation problem affects the overall policy process and it might influence its laid out objectives. Most public policies in developing nations, for example, Nigeria have specific attributes in their definition which constitute a problems for policy implementation. Such qualities are Lack of clearness in the definition of the policies; Bureaucratic bottle-neck in dealing with public policy and absence of legitimate examination of an arrangement before it is being figured out; Lack of appropriate preparation of policy formulators like senior administrators; and Lack of satisfactory preparation
- 2) **Problems during Policy Implementation:** It is generally in the implementation of public policy that numerous issues happen. Such issues or problems lead to the non-implementation of numerous policies. The overall suppositions are that when assets, information, cash, and materials are accessible, implementation will be simple yet this isn't generally so Barret and Fuge (1981), accept that implementation of policies relies upon such factors such as knowing what to do, the accessibility of resources, the capacity to marshal and control these resources to accomplish the ideal end and the degree of participation between the institutions that are supposed to carry out the implementation Furthermore Egonmwan (2000) has recognized a portion of the problem of policy implementation in non-industrialized nations as, the deficient meaning of objectives, over aggressive approach objectives, absence of distinct projects, poor execution of objectives, debasement, political resistance during execution, absence of progression or obligation to strategy, and absence of a clear assignment of obligation.
2. **Problem at the Evaluation stage:** The evaluation of public policy is the correlation between the planned result of strategy and genuine accomplishments based on experience acquired during the implementation stages. The problem that happens at this phase of the policy-making process is often the capacity to evaluate policy outcomes. Such problems include the absence of

press freedom, ignorance with respect to the residents, and institutional shortcomings. Most political institutions, for example, ideological groups, pressure groups, and non-legislative associations (NGOs) are frail and cannot come up with strategies and plans to evaluate. The issues that are related to these are to such an extent that the administration acts as it prefers since no one may probably take a look at its exercises in accordance with its liabilities. Evaluation is an exorbitant endeavor and just a couple of associations can stand to make it happen, as it includes time, reserves, expertise, energy, staff, and so on, and devices for it to find actual success. In spite of the above-expressed issues experienced in the public arrangement-making process, there are general issues non-industrial nations, for example, Nigeria experience or are encountering in the different policies and projects that they are setting out upon.

4. **Political Problem:** Political problems in public policy are a large number. They include political interference. Albeit political considerations are significant in certain policy issues, continuous interference can make the implementation of policy difficult. The political problem has an effect on policy decisions. There are cases where a portion of the policies are made to lean toward a few powerful lawmakers or groups to the inconvenience of the general prosperity of individuals. Disappointments of most policies in developing nations like Nigeria have been ascribed to such politically related issues as an area of businesses, and the government character guideline in which the last option support remarkableness in the political system. According to Iketegbe (1994), the arrangements that are generally affected by political considerations typically settle on decisions to a great extent founded on emotional political consideration, and not on true circumstances. In this manner, strategy decisions are made to resolve the issue of help, assuage or crush political adversaries and award political associates, allies, and partners. In Nigeria, most national policies since were not designated at the main problems to be settled or issues to be tackled yet are rather pointed toward compensating those who appear to be allies of political pioneers. A model is the National Poverty Eradication Program (NAPEP) which was planned by the Obasanjo Administration in 2001 and was commandeered by lawmakers to compensate their allies.
5. **Monetary Problem:** Public policy is really the strategy set out by an administration to handle issues that influence its residents. In any case, to handle these issues, reserves are required as no program or project can be carried out with nothing. The monetary problem related to public policies in creating nations like Nigeria

is the absence of assets to execute projects. Most times, resources do not support governmental policies. Additionally, reserves delivered at all are generally now and again misused or redirected to other less significant things. Sometimes, such assets are stolen or taken by those in power. This is the issue of defilement in underdeveloped nations like Nigeria. Monetarily, most strategies and projects in certain nations like Nigeria are not bound to prevail as the human and material resources vital for the progress of a strategy or program are continuously deficient. In many cases, reserves are not accessible at the necessary time frame that they are required, because of the failure of states to give them.

6. **Administrative problems:** Policies regardless of how very much expressed neglect to prevail at their execution stage. In any case, every one of the phases of the strategy cycle can add to its disappointment however the central point that can see to the achievement or disappointment of any of these stages is the managerial authorities accountable for such an approach. The administrative problem of the public approach incorporates, red-tapsim, debasement, and failure. As the organization is the center of all administration exercises, the achievement or disappointment of any administration relies upon its overall organization, some of the time, called the administration. They are liable for the entire strategy process as the political pioneers come up short on master information and experience to try thoughts. Presumably, because of the political issues we had referenced above, skillful hands are disregarded for bumbling ones. These outcomes in the unfortunate program the board and execution, unseemly choices corresponding to assets accessible, absence of spotlight with respect to program directors and thus disappointments in accomplishing the approach goals.
7. **Socio-cultural problems:** Social-cultural problem occurs during the policy process since social and cultural qualities vary in different spots. Debasement is one more friendly bad habit that has prompted the disappointment of most policies in Nigeria. Different indecencies like payoff, nepotism, tribalism, and preference have added to the disappointment of most open arrangements in the emerging nations. Other social factors that repress strategy achievement are obliviousness, ignorance, and absence of legitimate worth direction in the larger part of the residents of the country. Among the heap of issues influencing public policies in developing nations like Nigeria, various issues like religion, culture, and custom have consistently comprised issues. For example, in states like Kano or Kebbi where Islam is the religion of a larger part of the residents, arrangements focused on close

communication among guys and females are not prone to prevail because of their Islamic act of purdah. Likewise, during one of the vaccination programs in 2006, a few states in the Northern piece of the nation wouldn't have their families vaccinated because of specific reports coursing then, which were against their strict convictions.

Self-Assessment Exercises (SAEs) 1

Discuss in detail the problems of the Public Policy Process

2.3 Measures to Improve Public Policy Execution

1. **Target Beneficiaries:** It can be said that no single government strategy plan is adequate to address the issues of individuals. Focusing on a particular gathering for superior strategy implementation is great. The objective gathering ought to be involved at the definition stage for them to contribute to what affect(s) their lives. This will likewise provide them with a feeling of having a place and responsibility.
2. **Connection and Communication among Government and different Organizations:** Adequate consideration ought to be given to the nongovernmental associations, proficient bodies, coordinated private area, and the common society bunches in the arrangement cycle.
2. **Observing of Project:** There ought to be an arrangement for sufficient checking off tasks, to stop the issue of deserted projects and to guarantee the acknowledgment of strategic objectives.
4. **Sufficient Resources:** Adequate material and human resources expected to execute the arrangement ought to be given.
5. **Successful Communication:** There should be a compelling correspondence between the objective recipients and the implementers of strategy programs.
6. **Support the Culture of Continuity:** The way of life of irregularity of approaches ought to be deterred. The public and state gatherings ought to establish regulations that will ensure the congruity of strategies made to upgrade development and advancement. There ought to be congruity in strategy, with the exception of when the approach is viewed not as helpful to individuals.

7. Significant Effort and Continuity of Efforts: Policy execution won't consequently follow from strategy choices yet should be treated as a positive purposive cycle in it. Thus, significant exertion is expected to follow strategy from expectation to activity; and the assets required for satisfactory execution of pertinent arrangements should be given to acknowledge strategy goals

Self-Assessment Exercises (SAEs) 2

Highlight a few measures for improving public policy execution

2.4 Summary

Various problems involved in the policy process includes Problems during the formulation of Policies; Problems during Policy Implementation; Problem at the Evaluation stage; Political Problem; Monetary Problem; Administrative problems; and Socio-cultural problems

Measures to improve public policy execution are: Target Beneficiaries should be the focus; Connection and Communication among Government and different Organizations; Observing of Project; Sufficient Resources, and Support the Culture of Continuity

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2.6 Possible Answers to Self-Assessment Exercises (Saes)

Answers to SAEs 1

Social-cultural problem occurs during policy process since social and cultural qualities vary in different spots. Administrative problems: Policies regardless of how very much expressed neglect to prevail at their execution stage. Public policy are really the strategy set out upon by an administration to handle issues that influence its residents. Political problem in public policy are a large number. They include, political interference. The evaluation of public policy is the correlation between planned result of strategy and genuine accomplishments based on experience acquired during the implementation stages

Answers to SAEs 2

Measures to needed improve public policy execution are: Support the Culture of Continuity: The way of life of irregularity of approaches ought to be deterred. Target Beneficiaries should be the focus; Connection and Communication among Government and different Organizations; Observing of Project; Sufficient Resources, and Support the Culture of Continuity

UNIT 3 REVIEW OF TOOLS USED BY POLICY MAKERS

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Criteria Relevant in Choosing Policy Tools and Techniques
 - 3.3.1 Consideration of Some of the Tools and Techniques Used by Policy Makers
- 3.4 Summary
- 3.5 References/Further Readings/Web Sources
- 3.6 Possible Answers to Self-Assessment Exercises (SAEs)

3.1 Introduction

This unit focuses on the tools used by policymakers in the policy-making process. This is a critical stage of the policy-making process among the various policy-making process such as policy formulation, problem identification, and the development of policy alternatives, this stand because it is crucial for the policy maker as he makes his decision. According to Adamolekun (1983), this stage is crucial because a range of tools and techniques have been developed over the years to assist the policy maker. Through these techniques a wide range of choices are considered by the policy maker as he makes his or her decisions come under the umbrella of "operations research", and some of the Cost Benefit Analysis (CBA), Cost Effectiveness Analysis (CEA), Planning Programming Budgeting System (PPBS) Zero Based Budgeting system (ZBS), Management by Objectives (MBO), Program Evaluation and Review Techniques (PERT), Delphi Technique, and the Critical Path (Obi, Nwachukwu and Arinze, 2008). These techniques which are used by the policy maker help to make decisions and evaluate these decisions are

3.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain the criteria relevant in Choosing Policy Tools and Techniques
- Explain some of the Tools and Techniques Used By Policy Makers

3.3 Criteria Relevant in Choosing Policy Tools and Techniques

The criteria used by relevant stakeholders in choosing policy instruments (Tools and Techniques) are numerous, key among them according to Eminue, cited by Obi, Nwachukwu, and Arinze, (2008) are:

- (i) **Dependability:** This has to do with the degree to which the utilization of the instrument will bring about the realization of the objective set by the policy. The relevant inquiry here is: is there a sensible assurance that the utilization of the instrument could advance or incite the realization of the policy's objective (s)? On the off chance that this question is addressed in the positive, the device or method being referred to is dependable.
- (ii). **Finance:** In picking a policy instrument policy makers strategically consider ought to consider whether such an instrument would create income or would be a "cash spout" device. This is important so the government would know whether an instrument picked would create cash for them or whether it has the affinity to cause consumption to be dealt with by the government.
- (iii) **Cost:** There are various sorts of costs like "bookkeeping cost" (every one of the direct monetary costs caused in delivering any benefit); "financial expenses" (which incorporate bookkeeping cost and furthermore the aberrant (opportunity expenses of delivering any products or administration); "confidential expenses" (direct costs brought about by a monetary specialist by buying assets on the lookout, ie market cost) and "Social Costs" (containing private expenses as well as the full monetary expense for a society of making a financial decent). In like manner, in picking a policy instrument, policymakers should consider the four kinds of costs examined above especially the genuine expenses for society overall.
- (iv). **Informational Requirement and Equity:** The inquiry here is: How much and what sort of data should policymakers have or produce to have the option to really utilize the embraced instrument? The inquiries typically posed here are: How are the expenses produced by the instrument dispersed across gatherings and people? Are the expenses and advantages conveyed in order to accomplish some feeling of decency or nonattendance of segregation?
- (v). **Monitoring and Enforcement, Permanence:** The inquiry typically posed here is: kind of monitoring does an embraced

instrument's expectations be attainable, and how expensive is it? Monitoring is expected to pass judgment on consistency or to evaluate installments. Enforcement issues then again emerge in case of non-compliance being distinguished. This relates to whether the instrument's viability is reliant upon conditions, dependent on future developments, for example, public interest, or whether it is variable even without a situation requiring change.

- (vii). **Flexibility:** Does the instrument have the ability to continue to go about its business despite changing financial conditions? Or on the other hand, does it need continuous alterations as conditions change, and provided that this is true, might the adjustments at any point be dealt with authoritatively or would they need regulation.

Self-Assessment Exercises (SAEs) 1

Highlight the criteria used by relevant stakeholders in choosing policy instruments

3.3.1 Consideration of some of the Tools and Techniques used by Policymakers

The Cost Benefit Analysis (CBA): Cost Benefit Analysis is a technique used to decide if, a productive option is as a matter of fact worth its expense. It attempts to gauge the course of a given other option to guarantee that such an option isn't just really savvy, yet that it is useful to the policymakers. CBA as a procedure is valuable for direction and furthermore for strategy settling with showing up at a decent choice by assisting him with deciding the option with the most elevated cost-benefit (Obi and Nwanegbo, 2006). In view of this, the leader will actually want to know whether to go on with a venture, scrap, or change it. Cost Benefit Analysis has been viewed as valuable in deices use in assessment policies, it also assists the chief to show up at the best choice with the most cost advantage. As per Cost Benefit Analysis, the normal expense of a venture or strategy ought still to be up in the air by Enumerating ahead of time outcomes that could emerge from its execution; Estimating the probability or likelihood that the expense or misfortune to society ought to each happen; Calculating the normal misfortune by the likelihood that it will be caused and so on. As indicated by Ikelegbe (1996.48-49), CBA is beneficial are CBA empowers strategy producers and program directors to examine strategy choices and thus pursue better and more proficient choices with better friendly advantages to society; it furnishes policymakers and undertaking chiefs with a measure for figuring out which strategy and venture elective is ideal, reasonable and recommendable; It likewise furnishes strategy creators and task supervisors with an expansive perspective on expenses and advantages

and especially focuses on the issues of who loses or profits by specific projects. As verified by Obi and Nwanegbo (2006:83) most arrangement creators believe the most concerning issue of CBA to be its overemphasis on monetary discernment and that it reflects political contemplations instead of financial reasonableness. To this end, it is constantly contended that the CBA is certainly not a sensible instrument for strategy plan and examination

The Cost Effectiveness Analysis: The Cost Effectiveness Analysis has been characterized as a logical method for deciding the smallest expense option in contrast to accomplishing strategy goals or achievements. In spite of the fact that it bears a few likenesses to Cost Benefit Analysis, it varies from it, in that while Cost Benefit Analysis estimates social advantages, Cost-Effectiveness Analysis stresses the smallest expense for the same or higher advantages. It requires a reasonable assertion of targets and their result. As the name recommends, the method targets going with choices in light of the best way to such an extent that the expenses, advantages, and effects are broken down among the other options. To Adamoleku (1983) cost viability examination is more proficient for accomplishing a given objective. The choice to be picked depends on a similar examination with others and corresponding to the goals. The picked other option ordinarily is unified with the most minimal expense. As indicated by Eminue (2005), Cost-Effectiveness Analysis recognizes the base expense or method for accomplishing a given objective. It empowers the utilization of quantitative proportions of the two data sources and adequacy of results and stresses the correlation of options concerning their general expenses and viability. Notwithstanding the above convenience of cost adequacy, it additionally has its concerns. Cost viability presents a few hardships or issues in its usage. This is especially in regard to the list, evaluation, monetarization, and examinations of expenses. Cost viability likewise has restricted utility since it accepts benefits as given. In this manner, it doesn't help in the goal or support of expenses in relation to benefits. As such, it can't help us in settling the issue of whether the advantages merit the expense (Ikelegbe, 1996:50).

The Zero-Based Budgeting (ZBB): Zero-based budgeting is an approaching deal with the survey of designation of assets by which no future distribution of assets is made for a specific program except if a division can demonstrate the defense for it, (Adebayo, 2000). As he further notes, this approach applies to the utilization of all assets, assets, and personnel. The approach focuses on the requirement for the depository or money division of an association to inspect all subtleties of the purpose of resources and in the event that need be, question the need or support of proceeding with a Program by any means or potentially likewise casting ballot cash for it. The Zero-Based Budgeting is credited to President Jimmy Carter as President of the United States of America

chose to take on it as he had before involved it as Governor of the province of Georgia. The subsequent step requires an assessment of the requirement for such a program by the top - the board to know whether it is legitimate. Programs that are not supported are changed or disposed of while those that are legitimate are maintained. The ZBB program was anyway authoritatively, ended in the United States in 1981 by the Office of Management and Budget under President Ronald Reagan (Henry, 2004:218). ZBB targets guaranteeing proficiency and adequacy in programs and being judicious and objective in the subsidizing of projects. The upsides of Zero-Based Budgeting are that it makes for productive distribution of assets as assets are not designated in light of solicitation, routine, or opinions but rather founded on the value of such program to the general targets of the spending plan. Likewise, ZBB empowers surveys in government spending as the yearly audit of arrangements and projects assists the government with figuring out which projects to alter end and as such which one to support or stop funding.

Planning Programming and Budgeting Systems (PPBS): PPBS as an administration method tries to guarantee that contributions via assets utilized in a program are connected with results or accomplishments. PPBS is a cycle by which resources are distinguished, cost, and doled out to the objectiveness to which their utilization is planned to serve, through a progression of "Programme" each including various Program components; an interaction for presenting estimation of result accomplishment, or where unreasonable of result fulfillment for each Program". Henry (2004:214) accepts that the PPBS idea had its starting points in enterprises like General Motors Corporation. Nonetheless, its utilization in government is credited to Robert Me Namara who as Secretary of Defense of the United States forced it in 1961 on the Pentagon as its financial plan framework. President Lyndon B, Johnson was dazzled with it that he requested that PPBS be applied in all administrative organizations Henry (2004) characterizes it as a system of resource allocation used to further develop government productivity and viability by laying out, examining analyzing the costs and benefits of alternative Programs that would meet these objectives, and articulating programs as budgetary and legislative proposals and long term projections".

Management by Objectives (MBO):

The 1974 Udoji public service Review Commission defines MBO as:
A process of identifying goals and objectives. Defining managerial responsibility in terms of expected results, and measuring performance and achievement against these goals and objectives. It unites the goals and targets of the organization with those of its managers (cited in Eminue, 2005:372).

Management by Objectives (MBO) is one of the advanced administration techniques or instruments that seeks to improve the performance of an institution and asserts, employees, and train representatives by incorporating their own objectives with the targets of the institution (Adamolekun, 1980:119). Management by Objectives is a hierarchical technique which at improving the general execution of an institution. As per Eminue (2005), the board by goals of MBO includes the destiny of goals which includes the fate of goals to be satisfied or focuses to be accomplished and the foundation of unmistakable schedules for the accomplishment of each cycle in the quest for the achievement of definitive targets; and evaluation of execution by the level of progress in gathering the objectives or goals inside the pre-decided plans. MBO subsequently, places the parts of time over those of men, cash, and materials. Models per greatness of the utilization of MBO in the Public Sector are the 4-year, 5-stage political Transition program of the Murtala/Obasanjo Administration, 1975-1979, and the Abacha Transition to Civil Rule Program, 1993-1998. Management by Objectives (MBO) is a valuable administration procedure for setting focuses for laborers. The primary quality is that of objective accomplishment. MBO trusts in objective setting and the explanation and the board of assets, exercises, and workforce to accomplish them. Second, it is portrayed by supervisor support in the significant areas of objective setting, work assignment, and assessment. MBO in fact requires all administrators, subordinates, or in any case to mutually recognize and layout objectives, depict liabilities, set execution gauges, and assess.

The Delphi Method: The Delphi strategy is a technique of estimating or predicting application in circumstances of lacking information based on simple that gives observational expectations about future occasions and connections (Ikelegbe, 1996). It was created by individuals like Olaf Halmer, Norman Dalkey, and Theodore Gordon during the 1960s as a technique for inspiring well-qualified assessment and expectations on issues of interest in order to stay away from blunders and errors. The Delphi technique includes the accompanying advances such as the selection of a gathering of specialists or a board of trustees by an office or association that has a locale over a strategy; the aggregation of reactions and afterward, examination. The Delphi strategy enjoys the benefit of communicating or empowering well-qualified feelings or gauges in light of contemplations and reexaminations of accessible well-qualified assessment as it dodges entomb individual collaborations which most times prompts predisposition and obscure objectivity. In any case, its benefits lie in its dependability of gauge as agreement or combination of assessment is seen as an unwavering quality of conjectures which most now and again scarcely happen (Ikelegbe, 1996:65).

The Critical Path Method (CPM): The Critical path method, depicted as a preparation and control procedure is credited to the pair of Morgan R. Walker of Dupont Corporation and James R. Kelly Jr. of Remington Rand Corporation of America who in 1975, created CPM as a feature of a work of a complete report to further develop arranging, planning and progress report of Dupont Engineering Program. The Critical Path Method strategy includes the accompanying stages: The administration capabilities stage which incorporates, what can anyone do? furthermore, such different capabilities as planning programs and exercises to accomplish them; the assurance of when every movement is to be best started to accomplish the ideal Program exercises; determination of a time span or projection of expected fulfillment times for the exercises/occasions, and the whole program; and assurance of the basic exercises in the program and in that capacity, the casing of reference for the designation of assets and endeavors to the program (Ikelegbe, 1994:50). Critical Path method resembles a stream graph meaning the initiation of the program, the courses, exercises, activities and occasions that are to be embraced corresponding to the program from start to the end; from the beginning as far as possible.

Self-Assessment Exercises (SAEs) 2

Critical examines some of the tools and techniques used by policymakers

3.4 Summary

Criteria relevant in Choosing Policy Tools and Techniques, Dependability, Finance, Cost, Informational Requirement and Equity, Monitoring and Enforcement, Permanence, and Flexibility

For some of the tools and techniques used by policymakers, Cost Benefit Analysis is a technique used to decide if, a productive option is as a matter of fact worth its expense. The Cost Effectiveness Analysis has been characterized as a logical method for deciding the smallest expense option in contrast to accomplishing strategy goals or achievements. Zero-based budgeting is an approaching deal with the survey of designation of assets by which no future distribution of assets is made for a specific program except if a division can demonstrate the defense for it. Planning Programming and Budgeting Systems (PPBS); Management by Objectives (MBO) is one of the advanced administration techniques or instruments that seek to improve the performance of an institution

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3.6 Possible Answers to Self-Assessment Exercises (Saes)

Answers to SAEs 1

Some of the relevant criteria by stakeholders in choosing policy instruments are Choosing Policy Tools and Techniques, Dependability, Finance, Cost, Informational Requirement and Equity, Monitoring and Enforcement, Permanence, and Flexibility

Answers to SAEs 2

Some of the tools and techniques used by policy makers are Zero-based budgeting is an approach deal with the survey of designation of assets by which no future distribution of assets is made for a specific program except if a division can demonstrate the defense for it. Planning Programming and Budgeting Systems (PPBS); Management by Objectives (MBO) is one of the advanced administration techniques or instruments that seeks to improve on the performance of an institution Cost Benefit Analysis is a technique used to decide if, a productive option is as a matter of fact worth its expense.

UNIT 4 DATA IN POLICY MAKING

Unit Structure

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Data Applied in Policymaking
- 4.4 Summary
- 4.5 References/Further Readings/Web Sources
- 4.6 Possible Answers to Self-Assessment Exercises (SAEs)

4.1 Introduction

The importance of data in the policy process cannot be overemphasized. Data provides different for our economy - having dependable information resembles having your own military. Exact, mistake-free, and convenient monetary information is significant in illuminating strategy choices. Key creation and financial measurements make sense of the element of monetary reaction. Without solid information, policymakers can't decide how seriously the economy is harming, how individuals are faring, and all the more critically, how to work on the economy. Great policies are the bedrock of energetic countries since incredible policy decisions change essentially as a product of data.

The approaches set up by authorities at all degrees of government lay out rules, guidelines, and methods that informed policy decisions as a result of data. Public policy is principally made to work on the wellbeing, security, and prosperity of residents, and may set guidelines for sectors of the country. These strategies are set up and informed by information. The accessibility of information and ideal and precise information gives important data to policymakers. The proficiency of a policy depends on accessible information. The information assists with uncovering reality, hence the accessibility of information gives bits of knowledge into the happenings in the country depending on data.

4.2 Learning Outcomes

By the end of the unit, students would be able to:

- Highlight the importance of data to policymaking
- Highlight the opportunity and challenges in the use of data for policymaking

4.3 Data Applied in Policymaking

Data is hardly taken seriously in developing country policy development process. The following subsections will get the potential opportunity and challenges obtainable from the data. Data does not only assist in policy making it helps in policy research, business knowledge (BI), and business examination. In preparing government policy, data has built up some important information that makes the subject policy making a dynamic conversation. In that capacity, large numbers of cases are subjected to available data for analysis and government activity and policy making, which is legitimate, as a great administration implication.

Opportunity in Data

Data innovation can empower parts of related at this point heterogeneous data to be coordinated also, connected together rapidly and not persistently to distinguish yet unseen data streams. Secret examples and connections will be recognized to help good judgment experience or got intelligence. Prescient investigation applied on top will build the nature of situation arranging and result in evident proof-based policymaking. Due to hierarchical changes expected to use the guaranteed advantages of data, associations will find out about how they work and how their clients/residents use them, and will configuration benefits likewise. Data will assist with distinguishing areas of underperformance, support the redistribution of assets to their most useful use, and hence increment in general execution. This is worked with by the chance of dissecting different information sources and deducting designs. As a result, the time expected to deliver reports will be diminished, and might be committed to performing more talented sorts of investigation. For the residents, data further developed cycles will cut down administrative work as cycles rearranged inside to all the more likely coordinate information for policy analysis and work in collaboration with ICT to framework better policy and policy alternative. Subsequently, residents will get questions addressed, and get benefits they are qualified for, all the more rapidly. Moreover, administrations might be proactively proposed because of the enormous scope of prescient analysis, in view of administrations utilized by tantamount residents.

Challenges

Bringing data together does not come with challenges. Some existing regulations concerning privacy and data protection may affect data usage in policy making. The harmony between socially gainful purposes of Data and the likely damage to protection and different qualities is delicate. This brings up complicated issues about how to guarantee that prejudicial impacts come about because, for instance, computerized decision cycles can be recognized, estimated, and reviewed. Definite information about residents makes it conceivable to estimate the public way of behaving

with high accuracy. This power requires capable initiative and an arrangement of governing rules. The gamble of a huge loss of educational protection as for benefits has become a lot bigger than there could be as of now not any reason to discredit tradeoff issues. The public authority is expected to seek after this plan area of strength: Data holds a lot of potentials however it can put common freedom under tension. To use data impacts, the government set-up must be ready for speed: Data is, bury Alia, about volume and speed, nonetheless, by and large, acknowledged properties of government only sometimes incorporate speed. Inside the public authority, a disposition of receptiveness is expected to empower the conglomeration of information past division borders, a tested reality that extraordinary of making proof-based, information-driven decisions the norm and planning for a mentality of "sufficient and disappointment." Data and veracity remain inseparable with questions concerning information quality and inclination. While the mentioned demeanor of "sufficient and disappointment" relativizes exactitude, information beginning and trust are still matters of concern.

Self-Assessment Exercises (SAEs) 1

Highlight briefly the opportunity and challenges for the user of data in policymaking

4.4 Summary

The benefit of data is that it helps cut down administrative work as cycles are rearranged inside to all the more likely coordinate information for policy analysis and work in collaboration with ICT to framework better policy and policy alternatives. Data holds a lot of potentials however it can put common freedom under tension

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4.6 Possible Answers to Self-Assessment Exercises

Answers to SAEs 1

The opportunity in data usage in policy making is that through data administrative work needed in policy cycles reduced, while the challenges of technical know-how to source and manage data remains a big issue.

UNIT 5 POLICY MAKING AND IMPLEMENTATION

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcomes
- 5.3 Main
 - 5.3.1 Problems of Effective Public Administration, Good Governance and Public Service Delivery in Nigeria.
 - 5.3.2 The new pathway to advances in the public administration of the Nigeria.
 - 5.3.3 Other challenges that have affected the good services of public administration.
- 5.4 Summary
- 5.5 References/Further Readings/Web Sources
- 5.6 Possible Answers to Self-Assessment Exercises (SAEs)

5.1 Introduction

Policies follow a particular purpose: they are designed to achieve defined goals and present solutions to societal problems. More precisely, policies are government statements of what it intends to do or not to do, including laws, regulations, decisions, or orders. Public policy, on the other hand, is a more specific term, which refers to a long series of actions carried out to solve societal problems (Newton and van Deth 2010: 282). Hence, (public) policies can be conceived of as the main output of political systems. But how are public policies actually made? Which factors determine their shape?

The classic policy analysis literature approaches these questions by using policy typologies as ‘analytical shortcuts’ for the underlying process (cf. Anderson 2003; Howlett and Ramesh 2003). The most influential typology has been developed by Theodor J. Lowi (1964), who distinguishes between (1) distributive policies relating to measures which affect the distribution of resources from the government to particular recipients, (2) redistributive policies which are based on the transfer of resources from one societal group to another, (3) regulatory policies which specify conditions and constraints for individual or collective behaviour, and (4) constituent policies which create or modify the states’ institutions. The typology’s main objective is to offer scholars support in building more specific theories since each of these four policy types is related to a varying degree of costs and potential opposition when the governments seek to modify the status quo.

Fullan (2007: 14) rightly notes that many change attempts fail because 'no distinction is made between theories of change (what causes change) and theories of changing (how to influence those causes)'. Therefore, it is important to point out that policy change goes hand in hand with policy implementation. Mazmanian and Sabatier (1983: 20) define implementation as 'the carrying out of a basic policy decision, usually incorporated in a statute but which can also take the form of important executive orders or court decisions'.

A policy decision 'identifies the problem(s) to be addressed, stipulates the objective(s) to be pursued and structures the implementation process' (Sabatier and Mazmanian 1980: 540). Passing policies does not guarantee success on the ground if policies are not implemented well. Pressman and Wildavsky (1984) were the first ones to show that implementation dominates outcomes. It is difficult to say which factors or conditions facilitate successful implementation since so much depends on the political, economic and social context. For instance, local factors (e.g. size, institutional complexity) matter for policy responses (McLaughlin 1987). In this vein, Payne (2008) argues that only looking for general solutions and not acknowledging the particular context can lead to incoherent implementation efforts. Therefore, no 'one-size-fits-all' policy exists. However, this has not stopped some scholars from trying to come up with the most important factors for certain policy areas. To take the example of education policy, according to Payne (2008), successful implementation has been evidenced in schools where there is:

- Coherence
- Stability
- Peer support
- Training
- Engagement.

Successful system reform means that a small number of powerful actors are interacting to produce substantial impact (Fullan 2009: 108). Successful implementation implies that 'agencies comply with the directives of the statutes, agencies are held accountable for reaching specific indicators of success, goals of the statute are achieved, local goals are achieved or there is an improvement in the political climate around the programme' (Ingram and Schneider 1990). Local capacity and will matter for policy success; adequate resources and clear goals are important too (McLaughlin 1987). In addition, the implementation process is characterised by a 'multi-staged, developmental character' (McLaughlin 1987: 176). Even if policy implementation appears to be successful, Fullan (2000) points out that there is no guarantee that success will last. In terms of the change process in schools, there has been strong adoption and implementation, but not strong institutionalisation.

Fullan (2000; 2007) further notes that both local school development (which engage teachers and students) and quality of surrounding infrastructure are key for lasting success. But successful examples of policy change (in schools) are still in the minority (Fullan 2007). Changing policies is not sufficient if there is no 'reculturing' of classrooms (Fullan 2000; 2007). As a result, a number of conditions need to be satisfied to enhance the change of successful and sustainable implementation, though these conditions vary across systems. This adds to the difficulty of the whole process.

5.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain policy implementation
- Explain the Top-down and bottom-up approaches
- Explain the strength and weakness of the various approaches
- Problems of Effective Public Administration, Good Governance and Public Service Delivery.
- The new pathway to advances in the public administration of the Nigeria.
- Other challenges that have affected the good services of public administration

5.4 Main Text

A widely used concept in the policy implementation (and change) literature distinguishes between top-down and bottom-up approaches. The two approaches vary in a number of areas, such as the role of actors and their relationships and the type of policies they can be applied to.

5.3.1 Top-down approach

Top-down theorists see policy designers as the central actors and concentrate their attention on factors that can be manipulated at the central level (Matland 1995). The most detailed top-down approach was presented by Sabatier and Mazmanian (1979), who identified a number of legal and political variables and then synthesised them into six conditions needed for effective implementation ranging from clear objectives, causal theory, legal structure of the implementation process, committed officials, supportive interests groups to no undermining of changing socioeconomic conditions (for more detail on these conditions, see Sabatier 2005: 19). In terms of policy areas, 'top-downers' usually prioritise clear policies (Matland 1995: 155).

Strengths and weaknesses

One strength of the top-down approach is that it seeks to develop generalisable policy advice and come up with consistent recognisable patterns in behaviour across different policy areas (Matland 1995). But top-down approaches are criticised for only taking statutory language as a starting point and hence do not consider the significance of previous actions. The approach may be said to consider implementation as an administrative process and ignores or eliminates political aspects. The emphasis on statute framers as key actors is another source of criticism (i.e. local actors are not taken into consideration).

5.3.2 Bottom-up approach

Bottom-up theorists emphasise target groups and service deliverers, arguing that policy is made at the local level (Matland 1995: 146). These scholars (e.g. Hjern and Hull 1982, Hanf 1982, Barrett and Fudge 1981, Elmore 1979) thus criticise top-down theorists for only taking into consideration the central decision-makers and neglecting other actors. The bottom-up approach, developed by Hanf, Hjern and Porter (1978), identifies the networks of actors who are involved in service delivery in one or more local areas and asks them about their goals, strategies, activities and contacts. It then uses the contacts in order to develop a networking technique to identify the local, regional and national actors involved in the planning, financing and execution of relevant governmental and non-governmental programmes. This provides a mechanism for moving from local actors and decision-makers such as teachers or doctors up to the top policy-makers in both the public and private sectors (Sabatier 2005: 23). In terms of policy areas, bottomuppers examine policies with greater uncertainty in the policy (Matland 1995: 155).

Strengths and weaknesses

Among the benefits of the bottom-up approach is its focus on centrally located actors who devise and implement government programmes, thus contextual factors within the implementing environment are important. Actors and their goals, strategies and activities need to be understood in order to comprehend implementation. Bottom-up approaches do not present prescriptive advice, but rather describe what factors have caused difficulty in reaching stated goals (Matland 1995). It is significant that strategies are flexible so that they can adapt to local difficulties and contextual factors. Nonetheless, bottom-up approaches have been criticised on two counts. First, policy control should be exercised by actors whose power derives from their accountability to sovereign voters through their elected representatives, but the authority of local service deliverers does not derive from this. Second, this approach tends to overemphasize the level of local autonomy (Matland 1995).

5.3.3 Combined approach

Increasingly, the literature has focused on combining (micro-level variables of) bottom-up and (macro-level variables of) top-down approaches in implementation research in order to benefit from the strengths of both approaches and enable different levels to interact regularly (Elmore 1985, Fullan 2007, Goggin et al. 1990, Matland 1995, O'Toole 2000, Sabatier and Jenkins-Smith 1999). Building on Matland (1995), Suggett (2011) develops a framework distinguishing areas by the level of political conflict about goals or intent of a policy, and the level of uncertainty about the means or actions to achieve the goal. The two-by-two typology captures how top-down and bottom-up approaches can vary according to policy areas. For instance, strategies that use bottom-up approaches (e.g. networks and devolution) are more common in areas of low conflict but high uncertainty and lack of consensus about the means to achieve a goal – such as educational disadvantage (Suggett 2011:8). In contrast, strategies that use such top-down approaches as strong political direction and sound governance are more likely in areas of high conflict about the goal but relatively high certainty on how it might be implemented (e.g. taxation for a specific industry sector) (Suggett 2011: 8).

Strengths and weaknesses

Combining the two approaches might thus draw on their main strengths while minimising their weaknesses. Policy implementation often takes place because a wide range of stakeholders interact between different levels – thus both central policy-makers and local actors on the ground are important for successful implementation. In addition, this combined approach allows for differentiating between various policy areas. For instance, while the suggested framework by Suggett (2011) in its current form could be further elaborated, it is a good start for differentiating between implementation strategies. It matters whether health care, taxation or education policies are considered. Even within policy sectors, implementation strategies are not the same for higher education and secondary education policies, for example (see Gornitzka, Kyvik and Stensaker 2005). As a result, implementation varies according to different content and type of policies.

Self-Assessment Exercises (SAEs) 1

Explain the meaning of policy implementation.
Explain the Top-down and bottom-up approaches.
Explain the strength and weakness of the various approaches?

5.4 Summary

Policy change goes hand in hand with policy implementation. Passing policies does not necessarily mean that the desired outcomes are achieved as policy implementation plays an important part of the process. Thus the second part of the review has sought to present some insights and lessons from the literature on policy implementation. Numerous scholars have come up with a list of conditions that ought to be present in order to facilitate successful implementation. However, challenges remain as the situational context as well as beliefs and priorities of implementing agents differ across policy areas and systems. Therefore, no 'one-size-fits-all' solutions exist.

It is important to realise that there is diversity in implementation research and hence researchers should not look for one common theory. Instead, it should be sufficient to develop partial theories, which mix and match the most convincing elements of different theories, depending on the policy area and context. It is evident that both policy-making and implementation are composed of multiple layers, be it institutional, regional, state, federal or local), which points to the complexity of this research and practice (Gornitzka, Kogan and Amaral 2005). Future work should review empirical examples of how the theories of change and implementation apply to specific policy areas, including education. For instance, as previously mentioned, Gornitzka, Kogan and Amaral (2005) use the advocacy coalition framework for higher education, but less has been written on how theories of change apply at the primary and secondary levels of education. A similar limited application goes for other theories of change.

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MODULE 3 PUBLIC POLICY APPLICATION

Unit 1	Introduction to benefit/cost analysis
Unit 2	Decision-Making and the valuation of public goods
Unit 3	Applications to health, environmental,
Unit 4	Regulatory economic policy making
Unit 5	Practical Problems of Policy making

UNIT 1 INTRODUCTION TO BENEFIT/COST ANALYSIS

Unit Structure

- 1.1 Introduction
- 1.2 Learning Outcomes
- 1.3 Cost-Benefit Analysis (CBA)
 - 1.3.1 Cost-Effectiveness (CEA)
 - 1.3.2 Comparing CBA and CEA Similarities
 - 1.3.3 Critiques of CBA and CEA
- 1.4 Summary
- 1.5 References/Further Readings/Web Sources
- 1.6 Possible Answers to Self-Assessment Exercises (SAEs)

1.1 Introduction

Cost-benefit analysis (CBA) and Cost Effectiveness Analysis is part of the overall policy analysis and techniques used for planning, analyzing, evaluating, and managing policies and programs. Apart from the cost-benefit and cost-effectiveness techniques, other techniques are system analysis, linear programming, simulation, and decision-making analysis, among others. In this unit, we shall compare two techniques: cost-benefit and cost-effectiveness analysis techniques.

1.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain what Cost-Benefit Analysis entails
- Explain what Cost-Effectiveness Analysis entails
- Understand the differences between Cost-Benefit Analysis and Cost-Effectiveness Analysis

1.3 Cost-Benefit Analysis (Cba)

The cost-benefit analysis is one of the analytical techniques in policy studies which use for analyzing decisions of programs or projects. This technique involves evaluating the costs of undertaking a program or project whether tangible or non-tangible and the benefits accruing to each program or project be it a short-term or long time or form of qualitative and quantitative terms. The choice or decision taken is a product of net benefit (subtracting cost from benefit). This analysis helps to determine the most effective and alternative decision decisions with net social benefits. In addition, the cost-benefit analysis helps in project assessment with the goal that a choice can be taken on its decision or plausibility. At the end of the day, cost-benefit analysis strategies are valuable for decision-making, assessments, and evaluation. Cost-benefit analysis is a useful principle for assessing useful alternatives and cost viability before arriving at a decision. It very well may be utilized, for instance, to pick between such different other options, for example, designating assets, educational institutions, a scaffold or dam with the water system and flood control as objectives to giving risk and post-natal offices to lessen maternal and child mortality. In the activity, we shouldn't neglect to cost and esteem the backhanded outcomes coming about because of a task the purported externalities, secondary effects, and overflow, for instance, the Bar Beach that over-streamed its bank delivered transporting unusable; impacted vacationers and little street side organizations. It ought to likewise be noticed that an undertaking might in any case find favor in open strategy regardless of whether the expenses offset the advantages. In conditions, for example, the public authority ordinarily thinks about political and social elements too.

1.3.1 Cost-Effectiveness (Cea)

Cost-effectiveness analysis is a tool for determining the least cost of an alternative project or program. According to Ikelegbe (1996), the cost-effectiveness analysis bears some similarities with cost-benefit analysis but the differences between cost-benefit analysis and cost-effectiveness are that the former emphasizes net social benefit, while the latter emphasizes the least cost of alternative or higher benefits.

Cost-effectiveness necessities depend on the acknowledgment of the undeniable hardships of evaluating and adapting the advantages of public policy programs. To an expert utilizing this technique, the advantages are expected, and the search is for the lower cost, yet a maximally effective option in contrast to accomplishing the advantages. Cost-effectiveness requires an unmistakable assertion of targets and results. It requires the correlation of choices that are effective and efficient. Cost-effectiveness is valuable and relevant to strategy techniques or task chiefs in

circumstances where the target of a program is to achieve her set goals with minimal expense on the part of the government with the most viable cost-effective. Besides, where the spending plan allotments or assets to play out specific exercises are fixed and the issue is the assurance of the elective that would use the given degree of assets to accomplish more prominent advantages or more elevated level of adequacy. Cost adequacy is especially helpful on account of the restricted and lacking assets accessible to states and organizations in the midst of such a lot of issues, requests, and needs (Ikelegbe, 1996:50). States and Corporations might frequently want to know the productivity and adequacy of assets exhausted. Be that as it may, cost-effectiveness could introduce an issue. Nonetheless, the issue could be tackled by effective cost on a scale that relies upon the idea of the objective. For instance, if we somehow happened to assess the cost-effectiveness of educational projects to further develop an understanding of current issues, we could standard relate the cost-effectiveness on a normalized understanding test. We are frequently ready to utilize cost-effective techniques to rank contending options to achieve policy objectives, for instance, to settle on the best alternative in the face of scarce resources with a few long-range goals as a top priority. To requires something else, for example, that there be a method for comparing the value or advantage for a specific expense of accomplishing a specific cost for one objective with that of another.

1.3.2 Comparing Cba and Cea Similarities

- (1) Aside from this major distinction, the two forms of economic analysis are basically identical;
- (2) Both approaches attempt to assess the desirability o alternatives;
- (3) Both look at short-and long-run costs and benefits;
- (4) Consequently, both are troubled with the same kinds of methodological problems

Differences

- (i) One of the advantages of cost-benefit analysis over cost-effectiveness analysis is that the former allows for analysis across subject areas. At the point when the communicated proportion of advantages to expenses of a program is 1.0, costs are equivalent to benefits. As the proportion builds, the benefits gathering cost expanded. Conversely, a cost-effectiveness examination wouldn't permit such direct correlations since the impacts would be communicated in time saved and families ready to support themselves. It has restricted utility it accepts benefits as given;
- (ii) The techniques don't assist with justifying the costs to benefits of alternative programmes;

- (iii) Besides, its usage is difficult on account of the evaluation or adaptation or identification of the benefits of the program or its other option;

Self-Assessment Exercises (SAEs) 1

Compare Cost-Effectiveness Analysis and Cost-Effectiveness Analysis

1.3.3 Critiques Of Cba and Cea

The cost-benefit and cost-effectiveness analysis have some critical limitations which make them inadequate as tools of analysis and they include:

- (1) The principal basic issue of either approach is that of assessing what are the causal connections employable in the issue under analysis. In analyzing alternative projects, the examination will be expected to make presumptions about causation continue. Some dependence can be put upon before encounters or assessment of existing projects of comparable persons.
- (2) There might be minimal accessible material from which to make an appraisal relationship. This is the case especially when new technologies and materials should be created as a component of the venture being analyzed. As such, forecasts, gauges or approximates should be made in regards to the connections between asset inputs and mechanical leap forwards;
- (3) There is the issue of what gets considered as a cost and a benefit. Deciding the monetary expenses of existing projects is frequently troublesome, on the grounds that bookkeeping frameworks are intended to create data by hierarchical unit and not by the program as determined in program structures. Indeed, when this matter is settled, all that is created are the direct monetary expenses for the government. For sure, a standard analysis of financial investigation is that it will in general consider just the expenses for the government and not the expenses forced upon others. Inability to consider all expenses will in general weigh the examination for the proposed project under audit.
- (4) Indirect cost, as well as benefit forced or allowed to others, are alluded to as externalities or overflow, secondary and tertiary impacts. These are costs and benefits that influence parties other than the ones directly involved. Most government consumption choices include similar sorts of overflow effects. The costs of a metropolitan restoration program might be surveyed as far as the costs expected for buying and getting area to the rejection free from overflow costs upon families, organizations, and businesses

that should be migrated. In any case, the contention is made that there are no such things as optional or overflow impacts that any person or thing impacted by a program ought to be essential for the expressly thought about benefits and costs of that project.

- (5) Related to overflow cost and benefits are redistributive impacts, a matter which experts frequently overlook. Involved here is the question of whether a few groups in the general public will benefit more than the other groups. These techniques use different standards for passing judgment on re-distribution such as race, educational level, and word-related class. Indeed, assuming an ideal model was planned, showing each of the significant sorts of costs and benefits or impacts, the issue of measuring these remaining parts. A large part of the issue of setting naira values in the examination originates from the way that legislative projects don't involve market costs.

SELF-ASSESSMENT QUESTIONS

Write a critique of Cost-Effectiveness Analysis and Cost-Effectiveness Analysis

1.4 Summary

This unit discussed the techniques for analyzing decisions of programs or projects. It includes assessing the cost of a program or project regardless of whether substantial and every one of the benefits gathered to the program or undertaking whether there are in the present moment or long - time in subjective and quantitative terms. The net benefit (deducting cost from benefit) clears away from the decision or choice.

The cost-benefit analysis is one of the analytical techniques in policy studies which use for analyzing the decision of programs or projects Cost-effectiveness analysis is a tool for determining the least cost of an alternative project or program.

Among the critique of the technique is deciding the monetary expenses of existing projects is frequently troublesome, on the grounds that bookkeeping frameworks are intended to create data by hierarchical unit and not by the program as determined in program structures.

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1.6 Possible Answer to Self-Assessment Questions

Answers to SAEs 1

The two forms of economic analysis are basically identical; and the approaches attempt to assess the desirability alternatives; While they are different in the techniques doesn't assist with justify the costs to benefits of alternative programmes

Answers to SAEs 2

The principal basic issue of either approach is that of assessing what are the causal connections employable in the issue under analysis. In analyzing alternative projects, the examination will be expected to make a presumptions about causation to continue. Some dependence can be put upon before encounters or assessment of existing projects of comparable person.

UNIT 2 DECISION-MAKING AND THE VALUATION OF PUBLIC GOODS

Unit Structure

- 2.1 Introduction
- 2.2 Learning Outcomes
- 2.3 Meaning and Characteristics of Decision-Making
 - 2.3.1 Types and Steps of Decision
 - 2.3.2 Factors Affecting Decision-Making
 - 2.3.3 The Value of Public Goods
- 2.4 Summary
- 2.5 References/Further Reading
- 2.6 Answer to Self-Assessment Questions

2.1 Introduction

This unit discussed how people arrive at decisions, either big or small. It also discusses how people arrive at their choices in the field of cognitive psychology that has received attention. This unit shall explain the theories generated to explain how people make decisions, and what types of factors influence decision-making in the present and future. In addition, the valuation of the public good has been researched to understand the decision-making process. To arrive at a decision from the series of alternatives process involves identifying, analyzing, and choosing the best alternative from many analyzed alternatives, and implementing it (Obi2004:118). The stages required before arriving at a decision are immediate pressures on the decision maker; the analysis of the type of problem and its basic dimensions; the search for alternative solutions; and the consideration of the consequences of alternative solutions, including the anticipation of various types of post-decisional Conflict and the final choice (Katz and Kahn; 1966).

2.2 Learning Outcomes

By the end of this unit, you should be able to:

- Explain what it takes in decision-making and the characteristics of decision making
- Describe the levels of the decision-making process
- Enumerate the factors affecting decision-making.

2.3 Meaning and Characteristics of Decision-Making

Decision-making is a choice made from the available alternatives, this involves a process of choosing the best alternative for reaching objectives. Decision-making is a process involving stages of problem recognition, search for reliable information, definition and the use of alternatives, and selection of an actor of one from two or more alternatives consistent with the ranked preferences. Decision-making can be viewed as a critical thinking activity committed to providing an answer to issues. It is subsequently a process that can be pretty much rational or optimal and can be founded on express or implied information and convictions. The Decision-making process involves settling on a decision by recognizing a choice, gathering data, and surveying alternative goals. Utilizing a bit-by-bit dynamic interaction can assist you with making more conscious, smart choices by sorting out important data and characterizing objectives. This approach builds the possibility that you will pick the absolute most fulfilling alternative when taking a decision.

Decision-making is one of the approaches which is like the behavioral approach. Good decisions ensure the achievement of efficiency and capacity to make correct decisions. Decision-making is more important but at the same time, it is a more difficult task are decided. Although there are many complex problems associated with proper decisions, for example, decisions cannot please each and every one, and the administrator is appreciated or blamed for his decisions which decisions are just and which are unjust is a very serious problem for the administrative leader (Rathod, 2010).

Characteristics Of Decision-Making

The following are the characteristics of decision-making:

- ✓ The first major characteristic of decision-making is establishing objectives through rational thinking. Since the human brain is open to learning new things and can remember as well as relate many complex factors, makes rationality possible through objective thinking can be ensured.
- ✓ Alternative action through objectives is another important characteristic of decision-making. In other words, decision-making involves the selection of the best course of action from among the available alternative courses that are identified by the decision-maker
- ✓ The provision of alternatives must be available and evaluated against all the objectives.
- ✓ Decisions are time sequence, and it involves a time dimension and a time lag.

- ✓ The decisive actions and additional actions are taken to prevent any adverse consequences from becoming problems and start both systems (problem analysis and decision-making) all over again. And decision-making should involve evaluation from the executive must evaluate the alternatives, and the results should be evaluated.

2.3.1 Types and Steps of Decision

The following are the main types of decisions every organization need to take:

1. **Programmed and Non-Programmed Decisions:** These programmed decisions are concerned with the problems of repetitive nature or routine type matters. These decisions are taken for the most part by lower-level directors. Decisions of this kind might relate to for example acquisition of natural substances, allowing pass on to a representative and supply of products and carries out to the workers, and so forth. Non-modified decisions connect with tough spots for which there is no simple arrangement. These issues are vital for the association. For instance, the opening of another part of the association or countless workers absent from the association or presenting new items on the lookout, and so on, are the decisions that are regularly taken at a more elevated level.
2. **Routine and Strategic Decisions:** Routine decisions are connected with the general working of the association. They don't need a lot of assessment and investigation and can be taken rapidly. Adequate powers are designated to bring down positions to take these decisions inside the expansive strategy construction of the association. Vital decisions are significant which influence targets, hierarchical objectives and other significant strategy matters. These decisions typically include enormous speculations or assets. These are non-tedious in nature and are taken after cautious examination and assessment of numerous other options. These decisions are taken at the more elevated level of the executives.
3. **Tactical (Policy) and Operational Decisions:** Decisions relating to different policy matters of the association are strategy policy decisions. These are taken by the top administration and affect the working of the worry. For instance, decisions with respect to the area of the plant, the volume of production and channels of conveyance policies, and so on are strategy policy decisions. Working decisions connect with everyday working or tasks of business. A decision concerning the installment of rewards to

representatives is a strategic policy decision. Then again assuming reward is to be given to the representatives, computation of reward in regard to every worker is a working decision.

4. **Organisational and Personal Decisions:** Decisions taken are individuals or an executive in an official capacity, it is known as Organisational decision. If the decision is taken by the executive in a personal capacity (thereby affecting his personal life), it is known as a personal decision. Hence, some decisions may affect the functioning of the organization, for instance, if an executive leaves the organization, it may affect the organization. The authority to taking organizational decisions may be delegated, whereas personal decisions cannot be delegated.
5. **Major and Minor Decisions:** One more characterization of decisions is major and minor. Decision relating to the acquisition of new processing plant premises is a significant decision. Significant decisions are taken by top administration. Acquisition of office writing material is a minor decision that can be taken by the office director.
6. **Individual and Group Decisions:** At the point when the decision is taken by a solitary individual, it is known as an individual decision. Normally routine sort decisions are taken by people inside the expansive arrangement structure of the association. Collective decisions are taken by gathering people comprised of a standing panel. For the most part, vital and relevant issues for the association have been alluded to by this board. The principal point in taking cooperative decisions is the involvement of the greatest number of people during the time spent direction.

Steps In Decision Making

Decision-making is a rational activity embarked upon by organizations and the government, there ought to be generally accepted steps to it. According to Rathod (2010), these steps include:

- a) **Problem Identification:** Problem identification is the major step needed in the decision-making process because decisions are often taken to either solve a problem or preempt one from coming up. Problem identification is very vital to decision making because perceiving a problem or opportunity wrongly may likely lead to wrong decisions and a problem accurately identified can to taking the appropriate decision to can adequately tackle the problem.
- b) **Identification of courses of Action:** The second is the identification of a course of action with the provision of more than one alternative solution. Finding solutions to the problems is the

duty of the decision maker to identify and provide alternative courses of action as possible. The more workable alternatives identified by the decision-maker, the higher the chances of providing a good solution

- c) **Evaluation of the Alternatives:** Another important step after identifying the alternatives is to evaluate these alternatives in order to have an effective solution to the problem at a minimum cost. At this stage of evaluation, alternatives that may be workable may be seen as not being suitable due to financial considerations, hence, the need for change may arise. In evaluating the alternative decision maker have in mind that the aim of every decision is to help the government achieve its objective.
- d) **Selection of an Alternative:** At this stage from the evaluated alternatives, a selection is made after considering the strengths and weaknesses of each. Thus, the decision maker is therefore expected to select the alternative that has the least weaknesses among the rest, with the aim of solving the problem early identified.
- e) **Implementation of the Chosen Alternative:** Once an alternative has been selected, the next step is to implement it the decisions. The implementation stage is an important stage because it is the stage when the decision is put to test.
- f) **Follow-up:** The last step in the decision-making process is follow-up. This stage involves looking at the results of the decision vis-a-vis the expected results. This stage is therefore an attempt to see how far the decision has gone in solving that problem or bringing about the desired state. And if the results are not meeting the expected result, then efforts will be made to redirect it.

Self-Assessment Exercises (SAEs) 1

Discuss the types and steps in Decision making
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2.3.2 Factors Affecting Decision-Making

Some factors may affect the decision-making process these factors include:

1. **Perception Issues:** Perception which is the way in which individuals interpret their immediate environment can influence how people make decisions and solve problems. For instance, when data about a social problem needs to be gathered the individual's perception comes to play and its impact on the data sought would definitely be felt and the type of information

regarded as relevant. Furthermore, Perception can be influenced by the following: the perceiver, the object, and the situation. The perceiver is those individuals perceiving the object, and how are greatly influenced by their personal characteristics. The kind of personal characteristics is derived from background and experience, personal values, personal expectations, and personal interests which affect an individual's perception. The object, it is referred to any person, item, or event, that can have an impact on the way it is perceived, for instance, when a head of the institution receives a number of reports to read he may decide to read the most colorful one with nice cover as this one stands out. While the situation, rest on time, location and other situational factors can influence our perception of an object.

2. **Organizational Issues:** Some organizational issues can impact the decision-making process. These organizational issues include policies and procedures, organizational hierarchy, and organizational politics. The policies and procedures stress the formalized policies and procedures which have been developed to resolve common problems and to guide managers when making decisions. For instance, organizations have documented disciplinary procedures which guide managers through the process of resolving issues with staff members. While the organizational hierarchy is the management structure of an organization. Most organizations have different levels of management structure with different degrees of authority. And the different degrees of authority have a direct impact on the nature of the decisions an individual can make. While organizational politics stands for the behavior displayed by individuals or groups which is designed to influence others. Individuals or groups often use politics to advance their interests, careers, and ideas. And most organizations' politics are influenced by individuals with different beliefs, values, and interests.
3. **Environmental Issues:** Another factor that influences factor decision-making is the environmental issues that are external to the organization. The types of external factors that can affect decision-making include market operation in which the organization operates, government legislation, and customers' reaction to the organization's products and services.

Self-Assessment Exercises (SAEs) 2

Explain the factors affecting the decision-making process

2.3.3 The Value of Public Goods

Valuation, for the motivations behind benefit/cost examination, is an endeavor to find out the amount of cash that the gainers and failures from some proposed public activity will think about comparable in worth to their separate additions and misfortunes. The proposed activity vows to build the accessibility of certain products, administrations, and conveniences while taking steps to diminish the accessibility of others. The government assistance gains and misfortunes that would build to the impacted people are equivalent to the progressions in buyer's overflow which result. Public merchandise is unified (undepletable) as in once given they might be appreciated (endured) by all, without competition. Further, when the great is given, the individual must choose between limited options with respect to the sum he consumes. He can't make amount acclimations to upgrade utilization. Subsequently, of the four Hicksian proportions of purchaser's excess, just the overflows (rather than the varieties) are applicable in esteeming changes in the amount of public merchandise.

The Hicksian redressing and comparable measures are adroitly disparate in that the reference government assistance level is unique: the remunerating measure is characterized as how much pay, paid or got, which would keep the purchaser at his underlying government assistance level accepting the change happens; the same measure is how much pay, paid or got, which would carry the shopper to his ensuing government assistance level without a trace of the change. To the degree that the different Hicksian measures are experimentally unique besides in the very improbable situation that the impact is zero, the decision of the suitable measure for use in approach examination turns upon the privileges which are to be perceived. The repaying measure perceives what is happening as the genuine right of every elaborate party and in this way is reliable with the potential Pareto improvement as a government assistance basis. The same measure is strategy important just when the authentic motivation behind the approach is to move the impacted gatherings to their subsequent government assistance levels (Randall & Brookshire, 1978).

What are the Characteristics of Public Goods?

Public goods have two key qualities - non-competition and non-excludability. Non-contention implies that beyond what one individual can utilize the great without reducing others' capacity to utilize it. There is likewise non-excludability, which alludes to the failure to limit different shoppers from utilizing the upside. Non-excludability implies that the maker of the great can't keep others from utilizing it. For example, keeping every individual from utilizing a traffic signal would be incredibly troublesome. Doing so would require outrageous degrees of

the board and forestall the utilization of specific streets. Simultaneously, non-excludability implies clients can't be straightforwardly charged. In the event that we take a gander at traffic signals, it would be troublesome yet additionally tumultuous to set up a framework by which every client pays. So not exclusively is it essentially difficult to forestall utilize yet in addition gather installment. Public goods like a guard, policing, and the law are non-excludable. Everybody benefits from policing, which makes it difficult to change some but not others. Thus, this presents us with the 'free-rider issue'.

As open merchandise are non-excludable, everybody approaches them. Accordingly, we have what is known as the 'free-rider issue', and that implies that individuals benefit from the great without adding to its installment. The issue with the free-rider issue originates from the way that in the event that specific people are not paying, then the rest will likewise be hesitant to pay. Thus, a confidential firm would create less of such merchandise, bringing about a less than ideal stock to society. Consequently, the arrangement would be for the public authority to pay for it from a general tax assessment. With public merchandise, the underlying and ensuing expenses are for the most part borne by the citizen. Subsequently, the citizen bears the expense while others can benefit without paying for it.

The free-rider issue is viewed as a market disappointment since individuals are benefiting, yet not paying for a long-term benefit. Therefore, this can prompt an abuse of public products. For example, policing and the law are generally overextended too far in the red. Concerning public merchandise, non-contention implies that different buyers are not avoided in light of others' utilization. As such, the grounds that Barry is utilizing the street lamp doesn't imply that Susan can't.

Non-competition is many times forgotten while checking public goods out. For example, many will erroneously think about general medical services as a public decent. While nothing remains to be shut down all residents getting to it, there is a part of contention.

2.4 Summary

Decision-making is an important segment of public policy and public administration, as it helps in the understanding of the process by which individuals make decisions. There are several factors that influence decision making such as perception issues, environmental issues, and organizational issues.

The individual makes a decision, there are several differing outcomes, which include regret and satisfaction. People make decisions about many

things, such as political decisions; personal decisions, medical decisions, romantic decisions, career decisions; and financial decisions, which may also include some other kinds of decisions and judgments.

Some decisions are simple and seemingly straightforward, while others are complex and require a multi-step approach to making decisions. In this, we have successfully addressed decision-making, in the context of meaning, characteristics, and types of decisions people make.

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2.6 Possible Answer to Self-Assessment Questions

Answers to SAEs 1

Types of decision are: Programmed and Non-Programmed Decisions; Routine decisions are connected with the general working of the association; Decisions relating to different policy matters of the association are strategy policy decisions; Organisational and Personal Decisions; while the steps in decision making are Problem Identification; Identification of courses of Action; Evaluation of the Alternatives; Selection of an Alternative; Implementation of the Chosen Alternative and Follow-up

Answers to SAEs 2

Perception which is the way in which individuals interpret their immediate environment can influence how people make decisions and solve problems. Some organizational issues can impact on the decision making process. These organizational issues include policies and procedures, organizational hierarchy, and organizational politics. Another factor that influence factor decision-making is the environmental issues that are external to the organization

UNIT 3 APPLICATIONS TO HEALTH AND ENVIRONMENT

Unit Structure

- 3.1 Introduction
- 3.2 Learning Outcomes
- 3.3 Health Policy in Nigeria
 - 3.3.1 Nigerian Health Policies: An Appraisal
 - 3.3.2 Environmental Policy in Nigeria
- 3.4 Summary
- 3.5 References/Further Reading
- 3.6 Answer to Self-Assessment Questions

3.1 Introduction

This unit focus on policy analysis with two selected policies of the Nigerian government. The application of the policies over the decades will be reviewed in this unit and the problems associated with the policies shall be discussed as well as policy impacts. In this unit, we shall examine the analysis of substantive policy issues in health and the environment in Nigeria. Policy analysis on these sectors is often concerned with organizational effectiveness, and a framework is required, this unit assesses the impact of policies and where appropriate.

3.2 Learning Outcomes

By the end of the unit, students would be able to understand:

- to analyze the Health policy in Nigeria;
- to explain the Environmental policy in Nigeria;
- to provide workable solutions to the observed policy issues

3.3 Health Policy in Nigeria

Over the past few decades, the science and practice of public health have evolved and its mandate has been enlarged. Rather, than being strictly confined to a limited role in disease prevention, public health has progressively become a central feature of the health sector through its involvement in policy-making, management, and evaluation at every level of the health services. Generally, health policy enactment and its implementation in countries of the world are often complex and dynamic assignments where several stakeholders and concern agencies are actively engaged in a strategic manner to ensure that the targeted objectives of the policy are met. The Nigerian health policy development and the

subsequent implementation most often than not lies with the Federal Ministry of Health as initiator, governmental agencies, representatives of developing partners / international organizations, professional regulatory bodies, the private health sector, ministries of health from States/FCT as well as the academia (National Health Policy, 2016). After gathering the needed data from the health care professional associations and individuals that are knowledgeable, then, the implementation of health policy involves transforming the policy statements into a plan of action by the agencies (Pascal & Joseph, 2020).

3.3.1 Nigerian Health Policies: An Appraisal

Over the decade at the national and state levels, various health policies have been developed, but have failed to achieve the desired objective of universal health for all due to poor implementation strategies. Scholars like Ahmed (2016) and Obodo (2017) have argued that inadequate funding, poor planning, corruption, insufficient human and material resources lack of enforcement, harnessing of the expertise of all relevant stakeholders, and eventual abandonment of the various health policies have led to the failure of the previous health policies developed in Nigeria

Relying upon the scholarly article of Pascal & Joseph (2020), the first, historical development of health policies in Nigeria began between 1472 and 1880 as they witnessed the arrival of the country's western-style health care delivery system; between 1880 and 1945 witnessed the building and staffing of hospitals by Christian missionary health care workers; from 1945 till date the country has experienced witnessed the development of several national health plans starting with the First Colonial Development Plan in 1945-1955 (Decade of Development).

The other ideas that evolved are the following:

- (i) 1956-1962: The Second Colonial Development plan
- (ii) 1962-1968: The First National Development Plan
- (iii) 1970-1975: The Second National Development Plan
- (iv) 1975-1980: The Third National Development Plan
- (v) 1981-1985: The Fourth National Development Plan
- (vi) 2004-2008: Five Year Strategic Plan (Scott-Emuakpor, 2010).

The National health insurance scheme a national health policy adopted in 2006 was launched the that protect citizens against high costs of treatment, and fair financing of health care, and in National Health Act of 2014 and the National Health Policy of 2016 came on board to provide a framework for the development, regulation, and management of national health systems and set standards for delivering services. The National Health Act 2014 was developed to provide bring Primary Health Care under one Roof and Nigerians' renewed commitment to Universal Health

Coverage (UHC). Besides, the nations' involvement in executing the Revised National Health Policy 2004 and the National Strategic Health Development Plan (2010-2015) gave the premise for the advancement of the new approach. The 2016 National Health Policy recognized the progress of illness trouble in the country from transferable irresistible sicknesses to the non-transmittable way of life illnesses; subsequently, the solid reasoning for the dynamic association of physiotherapists in arrangement improvement and execution

The thinking and focal point of the National Health Policy depend on the essential medical care (PHC) idea that the administrations gave can arrive at the rustic networks, where most Nigerians dwell. The objective of the PHC is to forestall and treat the illness, which is liable for much grimness, inability, and mortality (National Health Policy, 2016). Remembered for the National Health Policy objective is the contribution of assorted medical care laborers in PHC. Sadly, the support of physiotherapy in essential medical care is yet to be valued and given the unmistakable quality. There have been serious areas of strength for PHC as the foundation of the Nigerian wellbeing framework since 1975 (Federal Ministry of Health, 1988). WHO started the local area-based restoration (CBR) program following the Alma-Ata Declaration in 1978 to upgrade the personal satisfaction of individuals with handicaps and their families, meet their fundamental necessities, and guarantee their consideration and support (World Health Organization, 2010). The CBR was at first a methodology to expand admittance to restoration administrations in asset compelled settings (Pascal & Joseph, 2020)

Self-Assessment Exercises (SAEs) 1

Highlight the Nigerian Health Policy

3.3.2 Environmental Policy In Nigeria

The Nigerian environmental policy covers the regulations, norms, guidelines, and organizations embraced to control exercises with possibly harmful consequences for the nation's current circumstances. The environmental policies have been figured out to manage various natural contaminations, like poisonous synthetics, commotion, and so on; control specific exercises, like mining, power age, and so on; and give common rules to safeguarding fundamental normal assets, like air, land, and water (Eneh, 2010; Anukam, 1997). Nigerian environmental policy comprises of system natural regulation, sectoral regulation, and coincidental regulation. A structured environmental policy is a solitary regulation that contains an exhaustive arrangement of regulations for natural administration. Such regulation incorporates the Harmful Wastes (Special Criminal Provisions) Act 1988 Cap 165 LFN 1990; Federal Environmental Protection Agency (FEPA) Act 1988 Cap 131 LFN 1990;

Environmental Impact Assessment (EIA) Act 1992 and Nigerian Urban and Regional Planning Act. The environmental policy tends to explicit parts of the climate and human exercises and incorporates Mineral Act 1956, Oil Pipeline Act 1958, Oil in Navigable Waters Act 1968, Petroleum Act 1969, and Factories Act 1987. Accidental regulations are those regulations that are not explicitly planned to resolve ecological issues, but rather contain a few components that affect natural issues.

There are additionally Nigerian National laws got from global regulations. Somewhere in the range of 1963 and 1990, Nigeria is a signatory to various global regulations, including the Mineral Oil (Safety) Regulations Act 1963, Petroleum Regulations Act 1967, Oil in Navigable Waters Act 1968, Petroleum (Drilling and Production) Regulation Act 1969, Oil Terminal Dues Act 1968, Associated Gas Reinjection Act 1979, Petroleum Amendment Act 1973 and Harmful Wastes (Criminal Provisions) Act No. 42 of 1988 (Eneh, 2010; Anukam, 1997). A few other different bits of regulation, which fall inside the armpit of environmental protection, incorporate Civil Aviation Act 1964, Antiquities Act 1915 (1958), Live Fish (Control of Importation) Act 1965, Explosives Act 1964, Territorial Waters Act 1967, Exclusive Economic Zone Act 1958, Petroleum (Drilling and Production) Regulations Act 1969, Nigerian Atomic Energy Commission Act 1976, Natural Resources Conservation Act 1989, River Basin Development Authorities Act 1987, Sea Fisheries (Licensing) Regulations 1992, Quarries Act 1969, Land Use Act 1972 and National Parks Acts 1991 (Eneh, 2010; Anukam, 1997).

Six guidelines and standards were introduced as part of the implementation of Nigeria's environmental policy. They are (1) effluents limitations (2) water quality for industrial water uses at the point of intake (3) industrial emission limitations (4) noise exposure limitations (5) management of solid and hazardous wastes and (6) pollution abatement in industries (Eneh, 2010; Anukam, 1997). Nigeria's environmental protection policy is to ensure the protection of Nigeria's environment leaves much to be desired. For example, water contamination in Nigeria happens in both country and metropolitan regions. In country regions, drinking water from normal sources, like waterways and streams, is typically contaminated by natural substances from clients upstream who apply the stream water for agrarian purposes. Ranger service exercises upstream increment centralizations of soil particles washed into the stream via land unsettling influence. The enormous particles sink to the base and increment the bed load, while, contingent upon the stream speed, more modest particles stay in suspension. The suspended matter might hinder the entrance of light and cut off the photosynthetic zone to short of one-meter profundity. In water supply courses, they likewise increment water treatment costs. Numerous ventures, like oil, mining (gold, tin, and coal), wood and mash, drugs, materials, plastics, iron and steel, preparing,

refinery maturation, paint,, and food, situated on waterway banks utilize the streams as open sewers for their effluents. Likewise, inadvertent oil spillages happen from the oil business, which jeopardizes nearby wellsprings of water supply and new water living assets. Deficiency of assets occasioned risk for around 40 million metropolitan poor and landless individuals. This degree of natural corruption would make water-borne infections because of the utilization of hazardous drinking water, as well as spot fisheries and land assets in danger (Eneh, 2010; Anukam, 1997).

Self-Assessment Exercises (SAEs) 2

What are the core objectives of the various environmental health policies?

3.4 Summary

Policy analysis has come to be recognized as an important technique in assessing policy problems as well as policy impacts. It makes use of the required information in examining, deciding about, and finally, measuring the consequences of public policies. Since the analysis of Health, Education, and Energy policies is concerned with organizational effectiveness, the process theory framework was adopted for the analysis. This theoretical framework provides the kinds of information used to define policy, and also the analytical processes.

The basis of the framework is a process of information for policy analysis, which is derived from analyzing the existing situation, generating new options; evaluating the policy options; choosing a policy option; implementing the policy option, assessing the policy option, and redesigning a new policy as into for reformulation. The analytical framework facilitates policy analysis, which leads to rational policy advocacy or decision, as illustrated in the three case studies on health, education, and energy policies in Nigeria.

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3.6 Possibles Answer to Self-Assessment Questions

Answers to SAEs 1

Historical development of health policies in Nigeria began between 1472 and 1880 as the witnessed the arrival of the country's western-style health care delivery system; between 1880 and 1945 witnessed the building and staffing of hospitals by Christian missionary health care workers; from 1945 till date the country has experienced witnessed the development of several national health plans starting with the First Colonial Development Plan in 1945-1955 (Decade of Development).

Answers to SAEs 2

To ensure safe environment and the implementation of Nigeria's environmental policies to with objectives

UNIT 4 REGULATORY ECONOMIC POLICY MAKING

- 4.1 Introduction
- 4.2 Learning Outcomes
- 4.3 Implementation of Economic Policy in Nigeria
 - 4.3.1 Sources of Economic Policy Uncertainty in Nigeria
- 4.4 Summary
- 4.5 References/Further Reading
- 4.6 Answer to Self-Assessment Questions

4.1 Introduction

The economic regulatory policy can have a positive impact on the economic growth and stability of any country's economy thrives. Economic regulatory policy has a long-term economic growth effect, especially on the efficiency and intermediation of economic development plans and borrowing. It can also have effects on the economic stability because of the high degree of leverage, and due to the high volume of transactions in the economy, any unplanned economic regulatory policy can undermine the stability previously enjoyed (Nwokediuko, Ikeora, & Atueyi, 2019; Uchenna & Garry, 2015).

The 2008-2009 world economic crises threw up questions as regards the current economic management structures across eventually all jurisdictions across the globe. The financial services industry was worst affected, a sector that supposes formed the root/bases of economic development became a channel for the cyclonic spread of the crises to all nook and crannies of the globe. This turned into a moment pointer to shortfalls and disappointment of the institutional designs for guidelines of the different sections of the monetary market (Mukhtar, 2015). This thus hurled a discussion among Nigerians with respect to how effective economic policy guidelines could be introduced to keep away from future administrative disappointments in Nigeria's monetary area. A significant part of the ongoing economic regulation of the monetary area administrative designs was provoked by the breakdown of important banks in the US and the UK with respect to whether a brought together or united monetary area guideline is more proper in forestalling monetary area emergencies.

Economic regulation is being set up to guarantee a sound and safe monetary framework in an economy. Nonetheless, insufficient administrative system and absence of a compelling resource, basic information, and data sharing framework as well as absence of responsibilities, and maltreatment of obligations on the side of monetary establishments have contributed by and large to disturbing the exercises of banks, insurance agency, and protections firms subsequently,

prompting tacky occurrence of bank pain and liquidation. In accordance with these issues, different economic regulation policies, and acts have been proclaimed as well as the presentation of various techniques generally pointed toward expanding the viability of economic regulation and oversight (Nwokediuko, Ikeora, & Atueyi, 2019). These actions are commonly supported and are intended to recognize and analyze arising issues in the area ideal with the end goal of introducing the most productive goal coordinated towards guaranteeing proceeded with public certainty and steadiness in Nigeria's regulatory economic policy.

4.2 Learning Outcomes

By the end of the unit, students would be able to:

- Explain the implementation of economic policy in Nigeria
- Sources of Economic Policy Uncertainty in Nigeria

4.3 Implementation of Economic Policy in Nigeria

The rise of oil has caused a slow and efficient crumbling of monetary federalism for financial centralism. The interest for asset control has expanded against the distributional imbalance in the sharing of oil income which was not to the benefit of oil creating networks and their absence of social foundation and general condition of underdevelopment-however they showed up as the most elevated beneficiary of this designation from the central government (Baunsgaard, 2003). The government's over admittance to the oil, which has been the fundamental wellspring of government incomes; has been at the heart of Nigeria's legislative issues, financial aspects, and administration over the most recent thirty years. A few elements have been distinguished as snags to the accomplishment of sound monetary administration and in this manner obstruct financial improvement in Nigeria (Agiobenbo, 2003).

The primary impediment related to the ramifications of the Nigerian monetary framework are: First, is the absence of financial correspondence between income age and use at the sub-public levels. Accordingly, government use isn't connected in any significant approach to Internally Generated Revenue (IGR) - which depends on neighborhood charge exertion. Second is the financial way of behaving at the lower levels of government (State and neighborhood government), which is exceptionally favorable to repetitive not set in stone much of the time by charge income sharing. The sharing of incomes from the league record and overabundance of raw petroleum incomes keeps on representing a critical test to the Central Bank of Nigeria whose huge obligation is to keep expansion at a lower level. Thirdly, when the majority of government income comes from an exchange between one level to the

next, then, the issue of more prominent effectiveness in the use and obtainment and ideal blend of tax collection becomes unimportant, subsequently, monetary productivity will be low significance.

Current Macroeconomic Reform

One of the focal obligations of the public authority is to safeguard and advance the government assistance of its residents. To accomplish this, the administration should pick in addition to other things, the most appropriate monetary arrangement to follow. Anything that type of public strategy government sought after, financial and money-related strategies assume an essential part in the realization of the public macroeconomic objectives of advancing the government assistance of its residents. In a comment at the marking of the 2016 appointment bill to the joint meeting of the public gathering, the President of Nigeria clarified that the public authority settled on a conscious decision to seek after an expansionary monetary strategy regardless of a gigantic decrease in government income from unrefined petroleum deals. This, as per the public authority will go quite far in the accomplishment and support of the greatest conceivable pace of expansion in the way of life (State House, 2016).

Self-Assessment Exercises (SAEs) 1

What is the core implementation effort of economic regulatory policies in Nigeria?

4.3.1 Sources of Economic Policy Uncertainty in Nigeria

According to Ozil (2022: 5-8), the following are the causes of Nigeria's economic policy uncertainty:

Central bank intervention in financial markets

Intervention in monetary business sectors by the Central Bank is regular in Nigeria. One model is the regular intervention of the Central Bank to burst rises in monetary business sectors brought about by supported expansion in the cost of monetary resources. For instance, the Central bank of Nigeria frequently does this by bringing down the yield on 365-day depository charges rate to a solitary digit rate, say underneath 5%, to deter speculative interest in the transient currency market. Albeit this is a sort of financial strategy control system, such activity makes it challenging for market members, including financial backers, to purchase and hold stocks for a more drawn-out time frame because of assumptions for questionable yields. The vulnerability made by surprising administrative mediation in the financial area frequently makes banks postpone interest in arising areas when they figure the controller could give a strategy explanation that put banks' cooperation in the arising area down. A striking illustration of this connects with digital currency. A few

banks were hesitant to participate in digital currency exchanging and venture since they were uncertain whether the Central bank will give policy explanations that help or go against cryptographic money in the Nigerian monetary market. All the more, by and large, the vulnerability made by surprising administrative mediations can urge monetary establishments to lessen loaning and over-the-top gamble-taking.

Change in government policy after an election increases policy uncertainty

Government policies can advance business development and endurance in the business climate (O'Connor, 2013). In Nigeria, organizations depend on the government to give market-empowering policies, and the viability of such strategies relies upon the quality and adequacy of the foundations answerable for executing and checking consistence with the approaches. There are issues of strategy irregularity, intermittence, and instability. For example, after decisions, another administration in Nigeria might end the policies of the past government and present its own strategies. Ihugba et al (2013) show that conflicting government policies are a significant test to business in Nigeria when government arrangements are troublesome for pioneering exercises, and the business person must choose the option to quickly change their business to line up with the changing and conflicting policies. Albeit the passage of another administration sets out freedom for the new government to reconsider existing approaches to decide if they are as yet significant for the economic realities in the country, policymakers must issue policies that are predictable, expected, and stable over the long run, and give organizations sufficient opportunity to plan to execute new strategies in Nigeria.

Political interference in economic policymaking

Political interference in economic policymaking and a large increase in economic policy uncertainty by making firms in the private sector reluctant about whether to make new investments or strip from an existing project. Shen and Lin (2012) show that political interference pushes down the performance of government banks. In Nigeria, policymakers frequently face strain to suspend existing arrangements that hurt the financial matter of lawmakers in the confidential area, and the writing report is proof to help this statement. For example, Nnanna (2001) shows that political federalism which Nigeria rehearses is a serious imperative on the Central Bank's capacity to control the degree of cash supply in the economy, which suggests that the productivity of economic policy in Nigeria is sabotaged by monetary strength and political impedance. Likewise, the political and lawful climate in which a national bank works is essential to the progress of its strategy making especially financial arrangements. Sanusi (2002) states that the Central Bank needs a suitable lawful system, institutional construction, and a helpful world of politics

to permit the Central Bank to work with functional independence in direction. Political impedance additionally exists even in the neighborhood state-run administrations.

Uncertain government responses to Oil and Shocks price

A fall in worldwide oil costs is a significant external shock that influences the Nigerian economy in a critical way. A continuous fall in oil cost joined with vulnerability about how the government responds, frequently sends policy uncertainty to the private sector, and firms in the private sector will answer such policy uncertainty by lessening the degree of buy-in, diminishing expense overheads, expanding cash possessions and decreasing liabilities, among others. Oil cost shocks are likewise a significant thought with regards to looking at the effect of oil costs on the Nigerian economy. Oil value shocks can be divided into two classifications: the interest-side oil value shocks and supply-side oil cost shocks. The 'request side oil value shocks' emerges from unusual changes in total interest for oil and the vulnerability about the future accessibility of oil. 'Supply-side oil value shocks' emerges from unusual replacements in oil creation. In Nigeria, oil cost shocks will increase economic uncertainty through its overflow consequences for economic activity.

Recession

Economic Downturns are in many cases described by policy analysts as the reason for uncertainty. Firms in Nigeria frequently respond to downturn by chopping down production and investment which prompts a fall in economic result. Banks will lessen credit supply during a downturn which will expand the expense of capital. During a downturn, wholesalers and retailers will store merchandise and wares to profit from an ascent in the costs of retail items. Business people will build the costs of labor and products sold during a downturn, while the shoppers experience the aftermath of a downturn. Whenever there is a downturn in Nigeria, a ton of strategy tests are completed by strategy producers. Strategy producers carry out various arrangements to control Nigeria out of the downturn. A few policies prevail while others fall flat.

Self-Assessment Exercises (SAEs) 2

What are the causes of economic uncertainty in Nigeria?

4.4 Summary

This unit evaluates the structure and modalities of economic policy in Nigeria. It shows the established relationship between economic reform policies and economics. Implementation of Economic Policy in Nigeria, the issue of more prominent effectiveness in the use and obtainment and ideal blend of tax collection becomes unimportant, subsequently, monetary productivity will be of low significance. Current

Macroeconomic Reform: One of the focal obligations of the public authority is to safeguard and advance the government assistance of its residents. To accomplish this, the administration should pick in addition to other things, the most appropriate monetary arrangement to follow. Sources of Economic Policy Uncertainty In Nigeria Central bank intervention in financial markets, Change in government policy after election increases policy uncertainty, and Political interference in economic policymaking

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4.6 Possible Answer to Self-Assessment Questions

Answers to SAEs 1

Implementation of Economic Policy in Nigeria, the issue of more prominent effectiveness in the use and obtainment and ideal blend of tax collection becomes unimportant, subsequently monetary productivity will be of low significance.

Answers to SAEs 2

Economic Policy Uncertainty In Nigeria Central bank intervention in financial markets, Change in government policy after election increases policy uncertainty and Political interference in economic policy making; Uncertain government responses to Oil and Shocks price, and Economic Downturns are in many cases described by policy analyst as the reason for uncertainty.

UNIT 5 POLICY MAKING AND IMPLEMENTATION

Unit Structure

- 5.1 Introduction
- 5.2 Learning Outcomes
- 5.3 Challenges to Public Policy Formulation and Challenges to public policy formulation and evaluation
 - 5.3.1 What is public policy and who is involved
 - 5.3.2 How is it arrived at and what types and model.
- 5.4 Summary
- 5.5 References/Further Readings/Web Sources
- 5.7 Possible Answers to Self-Assessment Exercises (SAEs)

5.1 Introduction

Policy making is a multifaceted discipline and activity that cannot be adequately considered apart from the environment in which it takes place, the players involved, and why it is being undertaken. Demands for policy actions are generated in the environment and transmitted to the society (public- notion for many)/ political system; at the same time, the environment places limits and constraints upon what can be done by policymakers. Included in the environment are such geographical characteristics natural resources, climate, and topography; demographical variables like population size, age distribution, and spatial location; political culture; social structure; and the economic system. In addition to these factors, the reason why it is developed is paramount.

It is our thinking that it is imperative for many readers today that the scope of public policy may not only be confined to public meaning of subjects within the states but a necessary expansion of the terminology in this neo-liberal regime need to take cognizance of it expanding to include the global public. Decisions pertaining this second paradigm have in the years after the Cold War accelerated and cannot be isolated. The similarities that govern policies to this bigger public frame are enormous despite the constant conflict between this and the realism view that narrows public to actors within the state. All the same, architect of the word 'public' postulated its meaning to surround many people. The Greek word 'polis', and Latin and old French words 'publicus/poplicus (of the people)/ populous (for people)' are not confined to scope of public except all usage surround existence of people.

By all means, policy and especially public policy has a lot of relevance to practice of politics in a state, which is both its internal and external dynamics. This means it also forms a significant part of foreign and

defense policies of states. The argument looks at states as entities of the systemic unit. Because of this mix; Public Policy Analysis often involves a deep evaluation into aspects such as the Socio- eco- political factors and extensively into the environmental factors too.

This means public policy making/formulation has myriad challenges more probably than those related to implementation. It raises questions of why is it being formed, whose interest, what procedures, and why now and no other time? The nature of such questions spreads into the mix of social, economic, and environmental issues which in totality meet within a political web of issues.

Public policy conceptualization from formation, implementation and evaluation, requires a focus of the basis of the idea behind the move which normally might be generation of relevant information to resolve social problems.

5.2 Learning Outcomes

At the end of the unit, students would be able to explain the challenges to Public Policy Formulation and challenges to public policy formulation and evaluation with regards to;

- What is public policy
- Who is involved
- How is it arrived at
- What types and model

5.3 The Challenges arising out of what is public policy

The first question in this maze of challenges views the diverse definitions and gaps as a source of challenges since it is one of the causes of the justification of what practitioners do. Underneath this includes factorial elements that determine policy formulation. These include; political/social factors, environmental factors, and even economic factors. Dimock (1958) defines public policy as consciously acknowledged rules of conduct that guide administrative decisions. This line of thought poses the challenges such as an existence of a body of laws whose existence are not questionable in a way and thus are external from the subjects. The issue of mental existentialism makes this thinking very disturbing and applications have been made wholesome on the basis of such notions.

Fischer, Miller, and Sidney (2007), are of the view that although policy advice-giving is as old as government itself, the increasing complexity of modern society dramatically intensifies the decision makers' need for information. Policy decisions combine sophisticated technical knowledge with complex social and political realities, but defining public policy itself

has confronted various problems. Some scholars have simply understood policy to be whatever governments choose to do or not to do. Others have spelled out definitions that focus on the specific characteristics of public policy.

Lowi and Ginsburg in Fischer, Miller, and Sidney (2007), for example, define public policy as “an officially expressed intention backed by a sanction, which can be a reward or a punishment.” As a course of action (or inaction), a public policy can take the form of “a law, a rule, a statute, an edict, a regulation or an order.” The origins of the policy focus are usually attributed to the writings of Harold Lasswell, considered to be the founder of the policy sciences. Lasswell (Laswell, 1951) envisioned a multidisciplinary enterprise capable of guiding the political decision processes of post-World War II industrial societies. He called for the study of the role of “knowledge in and of the policy process.”

To those who see everything that government does as policy, the challenge is reviving on the aftermath of decisions meaning ignorance of what policy ought to be in real terms. This goes hand in hand with those that rely on characteristics of policies. Policy as the “outputs” of the political system, and in a lesser degree to define public policy as “more or less interdependent policies dealing with many different activities. The challenge of being interdependent breeds laxity which is common in public policy implementation. Many policy players here choose a ‘wait and see’ attitude. Another challenge of public policy is the fear of failure. Given that to others it is action or inaction. And most often than not, it is normal to fail.

Failure here may in other terms mean unpopularity of a course of action due to the general view of implementers or just the changes in environment to affect what was initially popular to lack people’s goodwill.

Defining policies as general directives on the main lines of action to be followed fail to give them authoritative force and renders their enforcers as feeble actors at citizens’ mercy. By understanding the concept of policy as denoting among other elements guidance for action. It might hence mean; a declaration of goals, course of action(s), general purpose; and authoritative decision. It becomes a binding document which a government signs with the people. Like any other law therefore, lack of fulfillment means failure.

5.3.1 The Challenges arising out of who is involved

The question about who is involved is another area from which challenges arise. The multifactorial activity makes it laden with challenges.

Policy analysis involves “systematic and data-based alternative to intuitive judgments about the effects of policy or policy options”. Defining policy as the study of the causes, processes, formation, implementation and consequences of public policy implies the focus is purely on stakeholders. This basis of policy understanding posits with it the inherent conflicts among the different stakeholders. As the model shows, there are / or rather bound to occur silent tensions, go slows, open defiance, e.t.c. that hinder policy implementation.

Additional to this is the perfect bureaucracy in action, which in case where interests are thwarted then leads to corruption- a syndrome synonymous with developing states. With many stakeholders also, the question of time factor is another challenge, hence will the policies remain relevant! What of time value of money as far as policy costs are involved? That is cost relevance. Detailed evaluation again about who is involved in policy formulation may require deep delving into the characteristics of the mentioned stakeholders to know their likely challenges in the process of policy initiation, making, and implementation.

5.3.2 The Challenges arising out of how policies are formulated and types of policies

On the issue of how it is arrived at, I wish to borrow from Jones, 1977 the formulation procedures and dissect through to arrive at the likely weaknesses. In his analogy, he identifies formulation of policies as likely to take routine method, being analogous, or being creative in nature. They have their strengths, but in this discourse the business is to come up with possible challenges thus focusing on weaknesses. These same challenges will also cover the issue of types and models of public policy. First, the case of routine formulation implies a repetitive and essentially changeless process of reformulating similar proposals within an issue area.

The result of this is policy makers and implementers are likely to experience boredom, inhibition, and similar syndromes which translate to inefficiency and unproductive service. Secondly, the analogous formulation where there is tendency of treating a new problem by relying on what was done in the past may lead to underutilization of skilled and expertise human capital which ultimately leads to the same misnomers as in point above. The idleness then causes the personnel to engage in alternatives for self-actualization to fill existing gap that the organization subjects them to. In this case past becomes the stone upon which all casting is done. Third and last for this part of discussion is the creative formulation which involves treating any problem with sheer lack of precedence (avoiding historical factors). This belief is that historical factors are archaic and hence have no place in the present. This may pose

numerous challenges of resistance from status quo, and the reality that societies don't change that fast.

All organizations, institutions, systems, and cultures have a life tied knightly with the past which can only be shed gradually. Therefore policies must bear some link despite its bearing much creativity in the contemporary. Does creativity do away with the structures, beliefs, values, and systems at a go? Probably not hence attachment is necessary as new adoptions are incorporated. It is using new and creative methods in old fashioned environment which requires tact and seeking available local goodwill

Self-Assessment Exercises (SAEs) 1

Explain the challenges of Public Policy Formulation and Challenges to public policy formulation and evaluation?
 What is public policy and who is involved in it?
 How is it arrived at and what types and model?

5.4 Summary

In all the above arguments and perception of challenges, against this unit questions; can challenges be positive? The answer is both affirmative and negative. Many thinkers view them to be negative only. However, in looking at for example the question of who is involved, a keen public policy student will realize that multi-actoral nature imbues this discipline and practice with lots of input which shows availability of rich viewpoints necessary for any ultimate decision making.

On the other hand, this same merit becomes a source of negativity since it the point of confusion and disagreements among stakeholders. This latter portion explains what has repeatedly been seen in the practice of public policy. Is it the reason why governments sometimes come in to force their way? Well, that drives the discussion into now the methods of governance in place (the kind of political system) and the leader type. Authoritarian leadership will have much decisions centred on the leadership, thus he 'represents' public.

The democratic one will be open to the nitty gritty of who is involved in the strictest form for participation. Sometimes at the end, it is what works to the people which should not overlook the means. This becomes more relevant in the current times where many factors dictate governance from all fronts (external and internal). At the end of all discussions raised, it should be noted that the probable best description of Public Policy can be summed as; being a purposive consistent course for public interest in response to a problem or consciously taken in relation to a jurisdiction following a social process, generally adopted and implemented by a qualified enforcing state agent.

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