
UNIT 2 THE POLICY CYCLE

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2.0 LEARNING OUTCOME

After studying this unit, you should be able to:

- Understand the framework for policy analysis;
- Discuss the issues associated with identification of the underlying problem;
- Describe the issues related to implementation of policies;
- Explain the issues relating to monitoring and evaluation of policies; and
- Highlight the limitations and need for a systematic Policy process.

2.1 INTRODUCTION

Policy is primarily a purposive course of action, but one which cannot be said to have served its purpose unless action takes place. Without action it is merely a wish. **Policy-making** is a continuing process. It does not come to an end once a policy is set out or approved. As Anderson expresses it, "Policy is being made as it is being administered and administered as it is being made". Thus the policy cycle or stagist approach continues to be the basis for both the analysis of the policy process and of analysis for the policy process. In this Unit, we will concentrate on the policy cycle.

2.2 POLICY CYCLE : APPROACH

By the 1980s a number of elements were identified by scholars to map the stages of the policy process, thereby helping to structure its analysis. Herbert Simon (*Administrative Behaviour*, 1947) mentions the following three stages involved in decision-making, that is intelligence, design and choice. According to Harold Lasswell, (*the Decision Process*, 1986), there are seven stages in the policy process, like intelligence, promotion, prescription, invocation, application, termination and appraisal. However, W. Jenkins (*Policy Analysis*, 1978) sets out seven stages for the policy process, such as, *initiation, information, consideration, decision, implementation, evaluation, and termination*.

Hogwood and Gunn (*Policy Analysis for the Real World*, 1984) have identified nine important stages in the policy process: deciding to decide (agenda setting), deciding how to decide (issue filtration), issue definition, forecasting, setting objectives and priorities, options analysis, policy implementation, monitoring and control, evaluation and review and policy maintenance, succession and termination.

Lindblom echoed policy process as a "highly relative and pluralistic decision-making system characterised by compromise, incrementalism, and continual adjustment". In order to understand government actions, it is, therefore, essential to acquire knowledge of the policy process.

In comparison to Quade's model, May and Wildavsky describe a policy cycle (1978) in which they include agenda-setting, issue analysis, implementation, evaluation, and, termination. Similarly, Brewer and DeLeon describe policy process with stages comprising initiation, estimation, selection, implementation, evaluation, and, termination. We may discuss the policy cycle as given in the following figure.

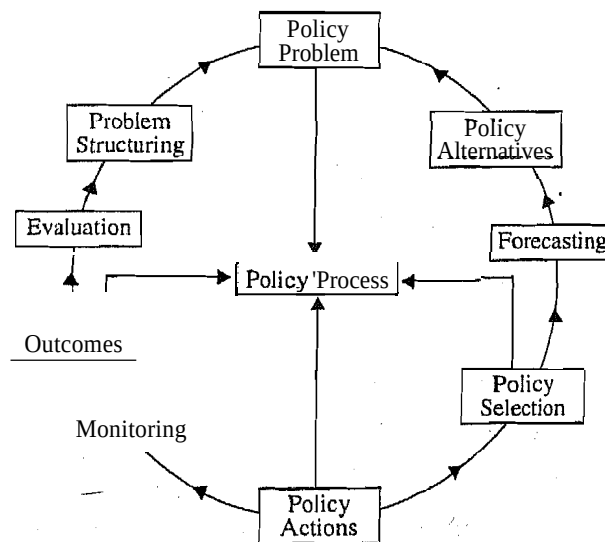


Fig. 2.1: Cycle of the policy process

The above figure indicates the basic linkages of a framework for the systematic analysis of information and its use in a policy-related context. The basis to the framework is information for policy analysis, which is derived from system or programme performance in terms of interaction among:

- inputs, which indicate needs and demands
 - processes concerning the provision of services for long-term care
- outputs in terms of the use of services and costs of care
- outcomes, which identify the end results of certain courses of action.

Based on the appraisal of systems performance using the above linkages, issues for various goals can be identified. Once these issues are identified, information is analysed in terms of how it pertains to the larger issues (for example, health, illness and the quality of life). In this way, issues related to needs and demands are defined in terms of health and illness as well as other co-existing social problems.

For example, in the context of the National Health Policy, the inputs (in terms of needs and demands) comprise health, illness, and the quality of life, expressed in physical, psychological, social, and environmental terms. Needs are the conditions that ask for action. They are among the most important predictors of utilisation, and are mostly described in terms of diagnosis, functional limitation, perceived illness, symptoms, or poor self-rated health status. On the other hand, demands are expressed as desires in relation to the services sought, whether they are needed or not. Other inputs include resources, such as manpower, facilities and equipments, and performance standards. On the process linkage, it is concerned with the delivery of services to meet the needs and demands of clients and professionals. Services are described in such terms as their types, delivery, management and controls of cost and quality. Other services include supports such as legal aid, income support, consumer education, and professional development. The outputs of service-related programmes are described in terms of the use of those services, the costs and the quality of care. Finally, the outcomes are the responses to the services expressed in terms of the levels of well-being and health, and client and professional satisfaction that are attained as a result. The foregoing analytical framework facilitates programme evaluation, which is expected to lead to rational policies and decisions about health services. In the next section, we will describe the stages in policy analysis.

2.2.1 Identifying the Underlying Problem

For an analytic approach, the first step is to identify whether and why there is a problem at all. Defining the problem involves moving from mundane descriptions to a more abstract, conceptual plane. Here, an attempt should be made to diagnose the form of market failure, that is confronted. For example, an environmentalist who is investigating alternative pollution control measures for the Ganges will find that the water is being polluted by the dumping of industrial wastes and untreated sewage into the river. Having identified the context of the problem, the next step is to determine what objectives are to be achieved in confronting it. Too often, we lose sight of the basic objectives. Paying careful attention to the objectives is, therefore, important. For example, the provision of the services of doctors is merely a means to the end of improving people's health.

2.2.2 Determining Alternatives for Policy Choice

The next step is to determine alternative courses of action. Government intervention can take any form. It is important to determine which kind of intervention is most positive in any particular situation.

In the case of pollution of the Ganges, consider the following possibilities:

- A butters in some areas of the river might be granted rights by the government to clean water. The government would then have the right to sue a polluter.
- The government may require the industrialists concerned, and cities and town dwellers concerned to stop dumping waste and untreated sewage into the river. It may otherwise impose restrictions on them on the quantity of dumping. In the latter case, the government may prescribe such specifics as enforcement of stringent standards.

- The government may permit polluters to purchase rights to discharge a certain amount of pollutants. Polluters may be required to pay effluent charges and to install pollution control devices.
- The state government or the local authority itself can directly undertake the work of cleaning and removing the pollutants that others dump.

These are some of the alternatives for pollution control. As difficulties are identified and additional information becomes available, refinement of alternative courses of action will continue throughout the analysis. Determining alternatives for policy choice generally offers a chance for creative thought as well as hard work. Often, the process is treated merely as a mechanical exercise, and consequently, attractive policies are not paid adequate attention: It rarely proceeds in a straightforward fashion from the identification of the problem to the selection of the preferred action.

2.2.3 Forecasting and Evaluating the Alternatives

Having identified the underlying problem and having determined the alternatives for policy choice, the policy analyst evaluates the consequences of each of the alternatives. For this, he will turn to a relevant model for forecasting consequences. In the case of the pollution control problem, the models needed would be far more complex. Here, the analyst would have to build a model of how the quality of water in the Ganges responds to the various types of pollution and weather conditions. Only then can he forecast the consequences, in terms of quality of water and the alternative measures and degrees of pollution control. In such a case, a model based on computer simulation is the most appropriate. The analyst must also try to predict the effect on the individuals and industrialists affected by various control measures on water quality. It is necessary here to predict all the effects of the proposed policies, not just the economic effects desired by the decision-maker.

If the consequences of an alternative course of action are uncertain, and especially if the possible outcomes differ widely from one another, the analyst may wish to develop a decision tree and evaluate the probability of each outcome. For example, in the Ganges pollution case, it is difficult to predict with complete accuracy, either the weather or future developments in pollution control measures, or the vagaries of the political executive. It is, therefore, difficult to have a rational policy choice unless the relative merits of alternative options are compared. The question of measuring success in the pursuit of each objective is a difficult one. However, if the analyst is to recommend a policy decision, he must find some way to evaluate the possible degrees of improvement of water quality. Improvements in water quality will be achieved only at a very high cost. While the benefits of pollution control may be enjoyed by one section of the community, the state may have to bear a substantial portion of costs in administering the pollution controls over pollution. These costs need to be evaluated. However, the effects of pollution controls will extend over many years and the relative benefits and costs must be discounted. In view of such conflicting objectives, it becomes difficult for an elected or appointed policy-maker to make these tough policy choices. However, evaluation of the outcomes is of great importance as it reminds us to look carefully at the cost-benefit analysis of a particular policy choice. Too often, policy choices have been sabotaged by bureaucrats and interested politicians. The analysts should seek the counsel of experts in the field.

2.2.4 Making a Choice

The last step in policy analysis relates to making the preferred choice (course of action). The situation may be so simple for the policy-maker that he can simply look at the consequences predicted for each alternative and select the one that is best. In contrast, it may be so complex that

he will have to think of his preferences among the various possible outcomes, that is, in terms of how the world might behave in response to the possible choices.

The policy process may be represented in a diagrammatic form, as shown in figure 2.1.

It has been observed that countless policy studies have led nowhere. Sometimes the fault is attributed to the public decision-makers who do not take advantage of readily accessible data. Too often, it is the producers of the analysis who are to blame. Most policy analyses are gathering dust because they have not been properly understood. The analysis should be brought out in such a way that the essential points can be easily grasped and communicated. The choice among competing policy alternatives is complex, for the future is always uncertain. But, by enhancing our capability to forecast the consequences of the alternative courses of actions, and providing a framework for valuing those consequences, the techniques of policy analysis lead us to better decisions and policies.

2.2.5 Policy Implementation

In the final analysis, the success of public administration can be measured only in relation to the implementation of policies. Policy implementation is of critical importance to the success of government. However good the political system, however noble the goals, however sound the organisational system, no policies can succeed if the implementation does not bear relationship to the intentions of policy makers.

In its most general form, implementation is a phase between a policy statement and operation'. It seeks to determine whether an organisation is able to carry out and achieve the stated objectives of its policies. The exercise involves developing and pursuing a strategy of organisation and management to ensure that the policy process is completed with the minimum of delays, costs and problems. More specifically, the task of implementation is to form a bridge that allows the objectives of public policies to be achieved as outcomes of governmental activity. It involves the creation of a policy delivery system in which specific mechanisms are designed and pursued in the hope of reaching particular ends.

Constraints in Policy Implementation

Policies can become very difficult to implement if the implementers are not given sufficient autonomy and flexibility in carrying out their tasks. In order to ward off political pressures and adhere to the goals of a policy, the implementers need adequate powers. Very often, the government itself modifies or abandons its policy in the face of strong opposition from interest groups.

A second reason why the policies may be difficult to implement is that the bureaucracy does not have the necessary professional skills needed for the implementation of the policies. Bureaucracy must have experts from different areas of specialisation but due to inappropriate recruitment policies, such expertise is not always available. In such cases, vast training programmes are initiated so that adequate skills can be imparted to those who need them most. Bureaucracy should be strengthened to enable it to become an effective instrument of policy implementation.

Lack of resources, personnel, financial and technical, also becomes a hindrance in the implementation of public policy. Inadequate staff, lack of expertise and skills, shortage of funds etc. frustrate proper policy implementation. Another problem in policy implementation might arise due to lack of response from the target groups. Sometimes, people do not take interest in the implementation of a programme; at times they may not be aware of the objectives and goals of a programme. Lack of people's participation often leads to upsets in implementation.

Actually, the effectiveness of policy implementation depends to a great extent on the adequacy of the policy design. The activities associated with these two stages of policy cycle are closely interconnected. The setting of goals and objectives, allocation of resources, minimising political influences and the choice of implementation strategies influence the extent to which policy aims can be achieved.

2.2.6 Policy Monitoring

Monitoring is essentially a subset of the implementation process. It is an activity which occurs in the course of implementing a policy or programme. It is in the process of monitoring that the implementer actually gets to begin seeing the results of policy. The objective of policy monitoring is to ensure through the policy implementation process that resource inputs are used as efficiently as possible to yield intended results. The standards which are used for both efficiency of resource utilisation and effectiveness of policy implementation are inherent in the policy-making process. The monitor has to be able to appraise resource use, technical activities and policy implementation results with an amount of detail which permits him to make changes or corrections when necessary. On the contrary, if the monitor flies too high, as it were, then the details will be lost and the opportunity for effective policy control is lost. The monitor becomes, often buried in the detail of policy programme and loses sight of overall policy performance standards.

The significance of the monitoring of public policy lies in seeing that intended results are achieved through the efficient use of resources. Monitoring helps in designing and implementing systems for the processes, which provide just the right amount of detail for adequate control of policy execution. Experience has shown that effective monitoring can ensure the proper execution of policy with desired results in the shortest period of time.

An effective monitoring of public policies aids in cost reduction, time saving and effective resource utilisation. The key issue in monitoring is to create an information system that gives policy makers and policy implementers the information they need to make timely decisions and policies that will keep policy/programme performance as close as possible to the objectives of the policy. Therefore, it is important that monitoring and control processes should be given due importance and be designed properly.

Constraints in Policy Monitoring

Policy implementation, to be effective, requires adequate monitoring. Policy programmes or activities have to be properly monitored in order to produce the maximum efficiency in resource utilisation. But quite often, monitoring is constrained by many factors and forces operating in the internal and external spheres.

One of the serious problems in monitoring relates to poor design of the implementing system for the processes, which provide the amount of detail for good monitoring. Second, time is a constraint for policy monitoring. Too often, the implementing staff feel so pressed to achieve results that they take shortcuts and avoid management steps like monitoring and control. Experience has shown that monitoring and control processes, when adequately designed and executed, can generate results of the highest quality in the shortest possible of time. Third, a common constraint for the policy implementation manager is the shortage of corrective actions, which would be applied when the programme is found to be deviating in some respect from projected performance. Fourth, a pervasive obstacle to policy monitoring is ignorance about its role and methods. It is often observed that the monitoring staff and key personnel associated with implementing policies lack the requisite skills to monitor and control policy/programme performance.

2.2.7 Policy Outcomes

The next stage in the policy cycle is the policy outcomes. In the political system, outputs are regarded either as effects on the environment or as 'feedback' to the policy-makers of the political system. According to David Easton, outputs are the actual decisions of the implementers. They are what a government does, as distinguished from what it says it is going to do. Policy outputs are, however, different from policy outcomes. The concept of outcomes lays stress on what actually happens to the target groups intended to be affected by the policy. If the intended changes on target groups do not occur, something is wrong. State housing schemes for the poor may be used to illustrate this point. Although one can find the fulfilment of targets, including the physical presence of houses, it was observed that in a majority of the instances the beneficiaries chose not to occupy them because they were not to their liking in terms of the size, ambience or quality of construction. In some instances, the deficiencies in the quality of construction led to leaks and other serious problems, driving the occupants out of the houses. The policy outputs were achieved, but not the outcomes. Here our intention is to evaluate the policies. In other words, it means assessing whether the policies actually achieve what they are intended to achieve.

2.2.8 Policy Evaluation

The final stage of the policy process, in the sequential pattern of activities, is the evaluation of policy. Evaluation is concerned with what happens, once a policy has been put into effect. It is concerned with the worth or social utility of a policy or programme. Policy evaluation is the assessment of the overall effectiveness of a programme in meeting its objectives, or assessment of the relative effectiveness of programmes in meeting the expected objectives.

Evaluation is not monitoring. Monitoring, however, is a prerequisite for evaluation. Monitoring is concerned with establishing factual premises about public policies. It is fundamentally about control and review. Monitoring answers the question: "What happened, how, and why?" On the contrary, evaluation answers the question: "What differences does it make?" Evaluation is retrospective and occurs after actions have been taken. It is concerned with 'trying to determine' the impact of policy on real life conditions.

Evaluation performs several functions in policy analysis. In the first place, it provides reliable information about policy performance. The prime purpose of evaluation is to measure the impact of policies on society. It reveals the extent to which particular goals have been achieved (for example, increase in the life expectancy at birth). It also helps us to understand the degree to which policy issues have been resolved. Secondly, evaluation helps clarify the values that underline the selection of goals and objectives. Values are clarified by properly defining goals and objectives. Since the appropriateness of policy goals and objectives can be questioned in relation to the problem being addressed, evaluation provides procedures for evaluating goals and objectives themselves. Thirdly, evaluation may result in efforts to restructure policy problems. It may also contribute to the emergence of new objectives and potential solutions, for example, by showing whether a previously adopted policy alternative should be replaced with another one or abandoned. In the course of policy implementation, the policy actions may be either restructured to the new conditions that have been evaluated or terminated altogether, either because the information permits the inference that the needs have been met or because policy actions have created more problems than they have resolved. Evaluation is primarily an effort to analyse policy outcomes in terms of some set objectives. It determines identification of the utility of policies. It brings out the utility of the policies under consideration.

Criteria for Evaluation

The criteria for evaluation of policy enable analysts to produce information about the likelihood that particular courses of action will result in the realisation of outcomes. In producing information about policy performance, analysts use different types of criteria to evaluate policy outcomes.

Frohock has suggested four concepts—Equity, Efficiency, Pareto Optimality and Public Interest—as helpful in evaluating policy. Suchman proposes a five-dimensional scheme for evaluating success or failure. Effort refers to, ‘...the quantity and quality of activity that takes place’. Performance ‘...measures the results of efforts rather than the effort itself. Adequacy of performance measures the ‘...degree to which effective performance is adequate to the total amount of need’. Efficiency concerns the questions: ‘Is there a better way to attain the same results?’ Process deals with the complex problem of, ‘how and why a program works or does not work’? Smith suggests three criteria for policy judgements: policy design; policy process; and policy achievement. The perspectives given above provide a useful starting point to examining policy evaluation. We consider that six major categories for policy evaluation are evident: effectiveness, efficiency, adequacy, equity, responsiveness and appropriateness.

Constraints in Policy Evaluation

Evaluating a public programme is a difficult exercise. It involves specifying the goals of the programme, measuring the degree to which these goals have been achieved, and perhaps suggesting changes that might improve the performance of the organisation. The evaluation of public programmes is confounded by many factors. Some of these are as follows:

If policy goals are unclear or are not specified in any measurable form, determining the extent to which they have been achieved becomes a complex and cumbersome task. Officials such as legislators and administrators who are in different positions in the policy system may have different perceptions and hence, define goals of a programme differently and reach differing conclusions about the accomplishment of the programme.

Even when the goals have been expressed in clear language and concrete terms, there is the difficulty of measuring the extent to which these goals have been achieved. In the public sector, measuring results is still more difficult. It is difficult to measure the performance of the public sector programmes in the absence of any ready means of judging the performance. For example, although the short-term goal of education is to improve reading, writing and learning, in the long run, the goal of education is to improve the quality of life for those who receive it. This seems to be an elusive quality to measure when an evaluation must be made quickly.

The evaluation of public programme is often confounded by some other related programmes also. For example, if we are to evaluate the effectiveness of a health programme on a poorer section of the community, we may find it difficult to isolate the effects of that health programme from those of a nutrition programme or those of an education programme.

Related to the problem of determination and achievement of goals, is the problem of target population. Data necessary to evaluate the programme may not be available or may be available in an unsuitable form. The information gathered in the course of delivery of policy may highlight much about the characteristics of the people actually receiving the benefit but little regarding the target population. Programmes that have significant effects on the population as a whole may not have the desired effects on the target population. For example, though the integrated rural development programme was intended to help the rural population as a whole, yet the condition of the poor people in the rural area had not improved commensurately.

Rural development programmes directed at the poor and the less educated frequently face difficulties in disseminating information widely about the programme among the target population. Again, cumbersome administrative procedures and other difficulties in utilising the benefits may make the programme less effective than desired. Sometimes, programmes may select clients who actually need little help, rather than those who have greater need. Obviously such programmes achieve limited results only.

2.2.9 Problem Structuring

The final stage of the policy process is about the assessment of what has happened regarding the implementation of the policy. Policy evaluation sometimes gets enmeshed in the political process. Evaluating a public programme involves the listing of the goals of the programme, measuring the degree to which these goals have been achieved, and finally, suggesting changes that might bring the performance of the organisation more in line with the intended purposes of the programme.

As mounting pressure is brought to bear on the public sector to play its role more effectively and efficiently, evaluation may even become a point of conflict or reinforce pre-existing conflicts. Negative evaluation of the performance of a public programme may result in its termination. The content of an evaluation, the goals that are contained in it, and even the organisation performing the functions, all of them will affect the final assessment. Therefore, there is a need for structuring the problem. This requires adequate information, feedback, resources and political will. Putting policy into effect involves not the end of policy-making, but a continuation of policy-making by other means.

2.3 LIMITATIONS OF POLICY ANALYSIS

As the future is always uncertain, it is questionable whether policy analysis can find solutions to the problems regarding the future of society. Poverty, unemployment, inequality, and environmental pollution are some of the major problems in the Indian society. Of course, this is an excuse for failing to strive for a better society. It must be realised that solutions to these problems may be difficult to find. There are several reasons for tempering our enthusiasm for policy analysis.

It has been observed that policy analyses are gathering dust because they are either too long or too technical to understand. Policy analysis is of no use if it cannot be communicated to others. Too often, policy analysis deals with subjective topics and must rely upon the interpretation of results. Professional researchers often interpret the results of their analyses differently. Obviously, quite different policy recommendations can come out from these alternative interpretations of the results of their research.

Secondly, policy analysis by itself cannot provide solutions to problems when there is no general consensus on what the problems are. It is incapable of resolving societal value conflicts. At best, it can offer advice on how to accomplish a certain set of end values. It cannot determine what those end values should be. Furthermore, social science research cannot be value-free.

It is also very difficult for the government to cure all or even most of the maladies of society. The government is constrained by many forces, both from within and outside—such forces, as population growth, societal patterns, family class structure, religious beliefs, diversity of cultures and languages and financial resources that influence policy outcomes, cannot be easily managed by the government.

Then there are the inherent limitations in the design of policy analysis research. For example, it becomes difficult to conduct some forms of controlled experiments on human beings (e.g., the researchers cannot order middle-class children to go to the D.A.V. schools for several years just

to see if it has an adverse impact on their achievement levels). Further, it has been noted that the persons doing policy research are too often programme administrators who might be interested in proving that the results of their programmes are positive. It is desirable to separate research from policy implementation, but this seems to be a difficult thing to do, more so in the Indian political and bureaucratic context.

Another limitation is intrinsic to the current professional standing of the social sciences. Many of the society's problems are complex as they are shaped by myriad forces. In the absence of reliable data, collected in a scientific manner, some social scientists are tempted to offer simple explanations to complex problems. Differences in perceptions, ideological predilections, inadequacies in professional orientation and training also tend to influence their assessments of the causal sequence. The language (jargaon) of the specialists poses yet another problem. The policy makers may have to utilise the services of well-trained professionals only in order to overcome such limitations. Wherever contradictory recommendations emerge from two or more social scientists, brainstorming sessions and panel discussions about the conceptual and methodological approaches and the inferences drawn from their studies would edge out major problems. Yet, building up a reliable data base itself poses a major challenge. As such, major to minor limitations would still persist, depending upon the policy arena and the level of complexity of the problems on hand. Despite these limitations on policy analysis, it seems safe to say that social scientists can at least attempt to measure the impact of present and past public policies and make this knowledge available to policy-makers. Reason, knowledge and scientific analysis are always better than the absence of any knowledge. Robert Lineberry notes, "policy analysis rests on the assumption that information is better than no information, and that right questions are better than no questions asked, even when the answers may not be definitive." Policy analysis may not provide solutions to society's ills but it is still an appropriate tool in approaching policy questions. Policy analysis enables us to describe and explain the causes and consequences of public policy. Policy analysis is applied to inform the policy-maker about the likely future consequences of choosing various alternatives.

2.4 CONCLUSION

The use of the policy cycle can bring benefits to the analysis of public policy. Perhaps more attention could have been paid to implementation and policy evaluation. As with any set of headings, it can guide or suggest things to be looked at, in an orderly manner, when someone in government is faced with a particular policy problem. It is even possible that the results of the analysis, based on a policy cycle, may be better than without one. In this connection, Patton and Sawicki make a succinct observation: "We organize the methods according to the steps in the process because we believe that policy analysis is more than methods or techniques. It is a way of thinking about problems, of organizing data, and of presenting findings. Policy analysis involves craft and creativity, and policy analysis develops their own styles and their personalized ways of orchestrating information. However, we believe beginning analysts can develop a set of basic skills and a general approach that will provide a foundation for analytical development".

This Unit attempts to bring together at one place a lot of information relevant to public policy. The details of each section explored in this unit could be helpful, especially for the target audience, and beginning policy analyst. In general, though there are some difficulties, yet a model check list of items like this could be helpful in formulating, implementing and evaluating public policy.

2.5 KEY CONCEPTS

- Effectiveness** : Effectiveness means the degree of goal or objective achievement.
- Efficiency** : Efficiency refers to the amount of effort required to produce a given level of effectiveness in terms of favourable cost-benefit ratio.
- Policy analysis** : Policy analysis as a technique puts data to use in, or in deciding about estimating and measuring the consequences of public policies. Its purpose is twofold: i) it provides maximum information with minimal cost about the likely consequences of proposed policies; and ii) the actual consequences of the policies already adopted. The Dictionary of Public Administration defines policy analysis as a systematic and data-based alternative to intuitive judgments about the effects of policy or policy options, which is used for problem assessment and monitoring, as a 'before the fact' decision tool, and for evaluation.
- Policy implementation** : Implementation is a process of interaction between the setting of goals and actions geared to achieve them. In simple words, it is putting policy into effect.

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2.7 ACTIVITIES

- 1) Explain the linkages and interaction patterns among items in a policy cycle with the help of a diagram,
- 2) Describe the various stages in policy analysis and explain the ways by which the policy process can be improved.
- 3) It is said that policy analysis may not provide solutions to society's ills, but it is still an appropriate tool in approaching policy questions. Discuss this statement.