



AFRICAN INSTITUTE

Of Research and Development Studies

STANDARD LECTURE NOTES

SOCIAL POLICY AND ADMINISTRATION

FOR

CERTIFICATE COURSE

IN SOCIAL WORK

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TRAINING



RESEARCH



DEVELOPMENT

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MESSAGE FROM THE CHAIRMAN & MANAGING DIRECTOR

I would like to take this chance to express my sincere gratitude to all the staffs who have been involved in developing these standard lecture notes to be used in all our campuses.

The standard lecture notes are part of our bigger efforts to ensure total quality management in our delivery of service. We anticipate that the standard lecture notes will enhance the delivery of service by the lecturers. Students who have used standard lecture notes in the past have shown remarkable performance in the internal and national examinations.

I wish to urge all the lecturers and students to make maximal use of these lecture notes.

Positive and negative feedback are most welcome. We shall Endeavour to continuously improve these manuscripts with the final intention of reaching international standard based on your feedback.

Yours faithfully,

A handwritten signature in blue ink, appearing to be 'N. Chepkech', enclosed within a circular stamp that is partially obscured by a large blue watermark.

Dr. Noah Chepkech, Bpharm (UON), Dphil (SA), MPSK, Rh.P.
CHAIRMAN & MANAGING DIRECTOR

SOCIAL POLICY AND ADMINISTRATION

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CHAPTER ONE

SOCIAL POLICY AND ADMINISTRATION

INTRODUCTION

Specific Objectives

At the end of this topic the trainee should be able to:

- 1) Understand what social policy is, its development, its role in social development work.
- 2) Describe and explain how policies translate programmes.
- 3) Gain sufficient knowledge about programme evaluation.
- 4) Acquire sufficient knowledge and skills in social policy and administration.

Meaning of social policy

Social policy is an activity that tries to formulate, implement a solution to solve social problem. The purpose of teaching this subject is to equip trainees with knowledge, skills and attitude to enable them understand how social policies are made and administered for one achievement of goal, it also helps to examine organization structure and involve themselves in implementing policy into programme and assess their effectiveness.

CONCEPT OF SOCIAL POLICY

Social aspect

Anything concerning with man in society

A policy –this is a principle that governs action directed towards a given end or set problems. The concept denotes action to bring about change in terms solving social problems.

Social policy

It is a statement of ideas, aim and purpose of plans of action made by the government or NGO's how services have to be organized

Social policy defines direction, trends of social work and how they have to be administered or implemented. It is concerned with how the society should organize its resources to meet the set aims or goals.

N/B – social policies are formulated only if there is any social problem in the society. There must be embedded in a written document and rectified by legitimate authorities to term as guideline to obtain action.

Characteristics of a Social Policy

- Have to be written down to form the basis of commitment i.e. verbal policies are not applicable.
- They must be ratified and legitimized by authorities concerned i.e. ratification is done by executive bodies e.g. parliament, local authorities and board of governors.
- They must be voluntarily accepted is used for force is not encouraged

- It involves choice making process that it sets objective and methodology to be utilized. e.g. free primary education
- They are either micro or macro has to do with provision of service at national level and micro has to do with provincial of service e.g. family and community level.

Sources of Social Policy

- Government through the parliament
- Non government organization
- International donor community
- Community base organization

Aims of social Policy

- To solve problem that will help to improve the quality of life of people and protect the weak in the society.
- Allocation of social justice – it has do with distribution of resources
- It enhances economic growth and development – this should try to eliminate poverty and other social problems
- It clarifies the intension of an organization government that what or why organization is involved in provision of social services. It gives justification
- It ensures social stability – social services are provided to maximize social stability thus maintaining social cohesion or togetherness. Once people have basic necessities they become peacefully quite willing to work
- Are concern with alleviation of social problems in the society through formulation of effective strategies such problems include illiteracy, poverty diseases and unemployment.

HISTORICAL DEVELOPEMNT:

Origin and Historical Development of Social Policy in Kenya

They can be traced back to the tomes of forefathers and it can be said to be as old as society, for this reason it has been observed for a long time the society provided its members with the basic needs e.g. food, clothing and shelter.

The African society be it a clan, community or a tribe provided this services as a whole. The British government organized some form of social policy which grew and slowly spread to the other parts of the world.

During this period social policy were made by British council for the relies for those with social problems and this was sought from church and the family. This is in accordance with the poor legislation which restricted the poor to an extend that it should pay was to be distinguished.

The industrial revolution did speed up the department of social policy because of the social cost associated with industrialization of development of slums unemployment and state of economic change

Social policy and administration come up around the Second World War due to crisis of providing housing education, nutrition employment e.t.c

Social administration came up to adopt a welfare service with the needs of its citizens free of charge with the development of sociology, social administration grew and advanced hence emphasize was put on the things easily observed and measure. There was a lot of excitement because people thought they could be eliminated.

Social policy is developing countries where laid down by former colonies after independence and even today most policies currently applied were involved in the provision of social services during the time missionaries believed African reserved those right and on the other hand the colonize argued that they had to work together which was a major criteria.

Hospitals and educational institutions were built and were never opened but voluntary organization e.g. lottery clubs came up to supplement this service i.e. try to reach anyone.

After independence others were delegated to the government this was base on the universal criteria and interacted towards economic production e.g. wealth Kenya utilized its wealth to get best services. In 1995 the selected criteria started with focusing on vulnerable group.

Little evidence occupation was seen in schools and the government subsidies salaries and other equipment drugs were partly paid by individuals during this time the individuals the NGO sector become up to supplement social services. This past independent period has focused and emphasis levied on the private sector.

NGO has led to the provision of welfare services from the stand pressure has been on the government to adopt the revaluation of the economy e.g. World Bank, this has ensured that social services are offered without corruption but corruption has been the main obstacle.

FORMULATION OF VARIOUS SOCIAL POLICIES

Decision Making Process

It is the act of selecting a particular alternative of solving problem. Also is a conscious choice analyzed by some one followed by the action to implement the choice

Principles in Decision making

- Problem should be clearly defined and identified it must be understand to its full extend
- Check on the causes and symptoms by solving details analyzed of problems including a number of people affected by problems.
- Followed by listing the alternatives and looking for the cost effective or where they can reap maximum benefit with minimum cost.
- Maximum choice of alternative is then done.

Steps to be followed in decision making process

- Identify the decision to be made
- Sour awareness of the need for decision may be brought about by the number of the factors such as senses dissatisfaction then go through internal process of trying to define clearly nature and decision to make.
- Gathering relevant information
- All background information should be obtained and all available factors have to be collected

- Identifying alternative
- Through the process of collecting information you will be able to identify two or more mean of action used possible alternative must be subject to searching details
- Rating alternative – after identifying the rate by drawing information or awareness e.g. what will be like if you carry out each of the information to the end.
- Choosing among the alternative by choosing the best suited alternative details
- TAKING ACTION – put in action the decision you have made
- Reviewing the decision and the target group.
- Testing – if its cause efficiently.

Decision Making Models

This is representation of something with a copy which can be based on because it is extremely good.

In decision making several models can be followed;

At community level

At this level the problem is experienced by individual and not the government informal groups come which can be inform of social advocate, thus the members of a community felt something must be done to solve the existing problem

The people who are professional or elite group may intervene to assist the community and lobby to relevant authorities until something is done

Ministry of department

Offices concern collect through research method analyze and present to relevant authorities for policy formulation. It is through contribution of employees at the grass root level their policy are able to know weight of the problem in the ground and come up to formulate relevant polices and hence government knows through provincial administration chief and local leaders.

International organization

Many countries derive their policies from international bodies e.g. UN especially policies like human rights, environment and employees. The countries who are the member of this body sign declaration committing them to implement recommendation of convention.

Political parties

Many parties in other countries are of manifesto. E.g. in Kenya free primary education was in NARC which was not there in KANU error.- decision making by government.

Scholars' research

The scholars may come up and conduct research on social problem and their recommendation are mostly adopted by policy makers. Students who are at their masters level may conduct research especially on their product and services, students come up with shares with them data to make policies on how to improve their product be it ht rough marketing and production.

Other countries

Other country policies may form a basic for another country especially on economic policies like preferential trade, workable education policies like PTA in Kenya banks like Equity may borrow money from India and implement so well that they manage to implement so well such that the highest number of customers, also the 8-4-4 system was borrowed from Canada

Disaster

Whenever the disaster occurs e.g. food lightening, land eruption which cause displacement of people and destruction. The government came up with a policy to guide them for future protection like house collapse, terrorism etc so they try to come up and implement policies deal with it.

National philosophers

Philosophy is an internalized attitude, idea, thinking way of life or a belief e.g. nyayo was advocated by Kenyatta in order to finish social crisis in community suffering and harambee introduced by Moi to fight disease and poverty because he saw the people must join in hand together has nation this resulted the community to put more efforts to assist the government in development planning and as a result may scholars may distribute and local community distributes in collaboration with the government

POLICY MAKING PROCESS

Social policy making process refers to a situation whereby decision are made on the type of change of development required. A policy is not just made but it involves a lot of effort whereby a number of people are involved and several factors are considered. Policy making process implies the intervention of diverse ideas and it's a way through which tackling of a particular problem at a micro level are arrived at. Social policy process uses several models.

The System Model Theory

This model assumes that policy making is a continuous interaction between the government system and community system. The model pass the following stages;

i. Presentation of the problem to the government

There must be existing problem of situation in the community which present itself as a problem or a need and requires immediate solution. The community uses perceived problem to come up with definition of the problem e.g. increase of poverty, the following question can be answered;

- a) What is the magnitude of the problem or the number of people being affected?
- b) What are the cause of the problem e.g. illiteracy
- c) Who is affected by the problem e.g. women and children

After the definition the community is allowed to send their complaint from the community to the government system for appropriate action, this is done through community leaders and the government is aware.

ii. Action of the government to the problem

In order to solve the problem the government comes up with the policy output and this manifest themselves in the form of real action of provision of goods and services or establishment of the project.

iii. Policy to the government

After the provision of the service the government finds out whether the policy has served the intended purpose. The government received the feedback from the community leader

iv. Problem of resolution earn or change

If the evaluation establishes that the problem has been solved the service must be terminated, but if the policy was not effective then new resolution can be made.

Institutional / redistribute model

This model view social welfare service as a basic right you should be provided universary. Social welfare services are not seen as a last resort but very vital in getting cohesiveness or unity in the society.

One is not suppose to subject to her criteria test before receiving the service, even emphasize equality is provision of social service to achieve this the government taxes all, people which reduces the gap between the poor and the rich

NB this model advocate for universal services for all people e.g. in Kenya there are free and compulsory primary education. Subsidies medical services in government hospital and other selective services for the handicapped e.g. bursaries.

Advantage of institutional models

- It promotes the value of solidarity i.e. cohesiveness and citizenship
- It caters for universal needs they cannot be made by the family or the private sector
- It assists the poor in the society
- The model is helpful in the situation that cannot be made by the family and the private sector

Disadvantages

- It is costly or expensive to the economy of the country i.e. many countries find it difficult to offer them to the people
- There are people in the community whom doesn't need these services and sometimes they may hijack
- The quality of these services might be poor because of the high expenses involved
- Wastage of resources especially yon those people who do not require them
- There is lack of choice, quality and variety
- It encourages laziness because there is no regard and record for hard work

- There is over centralization of services and decision making in the society

Residual Model

The proponent of these models believes that there are only two natural channels through which individual needs are met i.e. the family and the social welfare maker. It is only when these two fail to meet an individual's needs and welfare service should only be temporarily carried into an operation only at a certain time and not continuous exercise. Residual argues that only the weakest in the society should be helped by selecting concentrating resources. Social welfare services are provided as a charity of certain periods of time e.g. famine and social clashes when family has broken down. Residual also sees the provision of social welfare services as they start as a burden to tax payers i.e. it considers unfair for the state to spend public money on the poor who are unproductive members of the society.

They also believe that the society grows or develops the role of the state should gradually diminish e.g. people become self-reliant and able to enter for themselves the productive society will not have any incentives to work hard because their taxes are being freely given to others.

Advantage of this model

- It offers services to those in need e.g. the sick, disaster victims, disabled etc.
- Limited resources are being concentrated on small sectors where most felt need is prioritized.
- It encourages people to work hard and be self-reliant.
- It makes it possible for some people to attain some amount of equality e.g. the poor and the rich.
- It removes state monopoly in the provision of social welfare resources thus increasing choice, equality and variety offered to the people by the free market.
- It encourages creativity, innovativeness, efficiency and productivity.

Disadvantages

- It introduces certain stigma to the beneficiaries which one has to be provided, this shows shame and embarrassing for example waiting medical in government hospital.
- The service provided tends to be inferior in quality e.g. second hand clothing.
- There is always mismanagement through bribery, nepotism and tribalism.
- It is too expensive to determine the eligible people to be given more service.
- Welfare services are always on short supply and limited i.e. not enough for the clients' needs.
- It brings about some social and economic stratification based on social status, ethnicity and education.
- The services are temporary aid and might not enable self-sustainability.

The Value of Residual Model

The value, liberty and freedom of people in the payment of taxes e.g. these should be no forces harambee or fundraising. Individualism whereby each person strive to maximize his or her own inferior in the private market. This would lead to the enhancement of commitment on the part of society at large and it would also lead to increase in choice of variety and quality of service.

Inequality is justified or recognized i.e. inequality is necessary both as an incentive for people to work hard and partly because it cannot be completely eliminated

The state should have a very marginal role on the provision of social welfare i.e. should only provide basic utility services such as defense

NB – in the contemporary times residuals is seen in terms of market liberalization and structural adjustment process which have the origin in west Europe and USA whose economy are capitalist in nature and in their structural arrangement.

Industrial Achievement / performance model

The proponent of these models argues that the government and private sector should in hand in provide social welfare services to people.

They argue that the market can have the negative role in providing of welfare service to the citizens. The state and the free market and the family therefore are seen as playing complementary role in provision of social welfare service.

They see capitalism as being unfair for the promotion of equality through the reforms society and redistribution of society from the better to the less well of. The harder you work more you should be rewarded and the higher position the greater the service and privileged through this incentives one is motivated to work harder and become more productive.

They also see that the market transaction as wasteful since they cannot solve the poverty problem of the people. The need for this model should not be seen in the context of highly valued or praised any individual thus important to sustain economic growth and development.

The model also assumes that everybody is working and as an occupation consequently important for industrialization which is sustained by economic growth and development. Thus employed in the society in the society should not receive in the social service since they do not contribute to industrialization. This model also values liberty whereby people should be free from negative condition of the market. The degrading tendency from negative condition of the market. The degrading tendencies which donor eliminates poverty also value inequality which is incentives to hard work in the model.

The government has the following roles;

- To tackle manifest social problems e.g. poverty illiteracy crime e.t.c.
- To try to solve social imbalance which would lead to social injustice and abuse of human rights
- To set up priorities in terms of needs e.g. education and infrastructure
- The state should stimulate private enterprise through a system of reward
- The state should co-ordinate social welfare planning with economic planning.

Advantages of industrial achievement

- It encourages people to work hard
- It creates social economic equality at least lessen inequality
- Eliminates social ill in the society e.g. diseases
- It discourages laziness
- It enhances economic growing and development

Disadvantages

- It assumes that everyone in the society is working in an occupation which may not be true
- It prolongs the status in the society since it does little to help the disadvantaged members
- It creates socio economic inequality because it values where service occur to those in position
- Because of the assumption that everyone has a job those who are not working lack social welfare services e.g. NHIF, NSSF
- It does not cater for the most efficient services e.g. family relief in case of an accident
- The model creates class alienation and discrimination in the society
- It can lead to conflict in the society because it leads to alienate individuals

FACTORS INFLUENCING SOCIAL POLICY PROCESS

There are several factors influencing the social making process

a) Norms and culture of the members of the society

The cultural factors of the community must be put into consideration in the formulation of policies that is the culture of the community may make a policy to be rejected thus provision of social policy hinders it. A provision of social policy should not go against the believers and the wishes of the people concern.

b) Political set up

In many countries social policies are largely political decision the prospect of successes of social welfare provision to largely depend on political or the minister concern in the ministry. The parliament which is the government should always put in consideration also NGO policies should always be in line with what has been pas in parliament by politicians.

c) The present of the pressure group

Pressure groups are organization than pressure for social changes in the society. They influence the adoption of various policies to protect the welfare of various members in the society e.g. the Amnesty international group which deal with human rights and rightly against torture.

d) Economic factors

Social policy making in any country is legally constituted by the extent of its economic resources. For any social policy implementation and formulation to succeed financial support is necessary. Availability of resources is necessary during the process of social policy making in any country.

e) Influence from international donor community

The donor community through some of the international companies and organizations such as IMF give with strings attached i.e. constitution to be made by the receiving countries. These donors seek to dominate the policies of the third world using aid given to them. As a consultant and in most cases the opinions are always in conflict with the opinion of the third world leaders.

ROLES OF SOCIAL POLICY IN SOCIAL DEVELOPMENT WORK

a) Solutions to the social problems for which it was designed.

Social policies are formulated in order to alleviate social problems in the society. Therefore, policies are tools used in social development work or activities.

b) Creation of awareness

Social policies include explanation of the nature of problems and measures to solve the problem. Before social policies are helped, the members of the society become more aware of the problems in their community.

c) It brings about social changes: It aims to bring about change hence living standards are changed through employment or education. This is to bring an improvement in the members of the society. The change is the overall goal of social development work. Social changes are seen in terms of a shift from one situation to another in procuring the needs. The programme started through the social policies should become an on-going activity of the members of the society. Thus, it continues to exist in gradually taking over a life of its own.

b) It helps to improve the quality of use of people and protect the weak.

c) It helps in development in human resources through trainings.

REVISION QUESTIONS

1. What is social policy?
2. Explain the roles of social policy in its development work.
3. Identify the various models of social policy?
4. Explain the main stages in social policy making process?
5. Explain how various social policies are made.

CHAPTER TWO

SOCIAL POLICY ADMINISTRATION

Specific Objectives

At the end of this topic the trainee should be able to:

1. Explain the relationship between policy making and policy administration.
2. Identify and describe the characteristics of the various agencies that are involved in the implementation of different policies.
3. Compare the various factors that contribute to the success and failure of social policy administration.
4. Explain the importance of policies in social development

Administration

It is the process through which social policy is implemented or executed.

It is a process through which the total activities of an organization or a country are directed towards goals and objectives. Also a process of organizing resources to get the work done in relation to the set aims and objectives

Key players in policy administration / who is involved

a) Legislators

In Kenya a parliament is made up of the president and the national assembly. The parliament has legislative powers of the state. They have the power to formulate and administer social policy through provision of resources and laying down the necessary plans.

b) Executive

In Kenya it is made up of the president and the provision administration arm of the government. In the minister of that ministry the civil servant implements policies which have been formulated by the government and there is no way they can change those policies.

c) Judiciary

It includes charges of court and officials such as magistrate who are specialized. They are mainly concern with enforcement of law through a medium court. It needs to be just so that the implementation of the law is implemented in the line with the other law.

d) Bureaucrats

Policies are administered through various organization e.g. private sectors, NGO and missionary organization.

e) Pressure group

They act as watchdog of policy implement that use all ways means i.e. lobbying, advocacy and rallies to compel the concern to administer policies as they are supported

NB – the pressure group may complain on behalf of the citizens in case the government is reluctant to carry out its obligation in the provision of social services.

ORGANIZATION OF IMPLEMENTING AGENCIES

The categorization of the implementing agencies is important in the implementation of social policies. Organization can be categorized into different groups in which are formal in nature. It includes;

Normative Organization

This organization is controlled by norms and values and people join them because they have similar goals to this they believe in this organization have voluntary membership and highly concerned and committed to the purpose and objectives. Policies are implemented through such formal organization and social unit like human are deliberately constructed and reconstructed to seek specific goals.

Cohesive organization

They use forces to control those of the bottom structure; people join them because they have no choice force them physically. They do not submit to the rules and obey them they are punished. Members of the society are highly alienated from such organization they include the police system and criminal justice system.

Private sector

They are small organization of the group of people they seek to implement policies that fit their interest e.g. on micro financing of small groups people join this organization voluntarily because they receive benefits from doing this, this organization uses money to control people and they do what the organization expect from them to do so because they have been paid for it, they include co-operative societies and private companies.

Government organization

They include the executive legislative and the judiciary they play a key role in the implementation of policies and their focus in political.

The Non Governmental Organization

Also known as welfare organization, they produce service and technical staff and give specific service to particular category of people.

The organization stated by individual mostly to substitute government efforts in the provision of welfare services. Most of them are international organization, world vision, all work hand in hand with the government to give their services.

IMPLEMENTATION PROCESS

This process is the stage which involves translating of guidelines or putting policies into practice, it involves real action and establishment of project for the provision of goods and services

Implementation activities

There are three main activities involves in the implementation process;

1. Interpretation

Under this activity the following factors should be considered

a) The nature of the problem

Extends and sovereignty of the problem

It involves summarizing the policy and getting through understanding of the policy which about to be implemented and qualified personnel is required to interpret the policy which is about to be implemented and qualified personnel is required to interpret the policy

b) Organization and administration

The administrations have formal duties to control the subordinate by means of rules and laws enforcement. The policy implementer are the administrator they can be looked in elsewhere if they are not available in the country thus there must be enough to allow smooth implementation of policy

c) Application

This is the putting policy into effect. Policies that are implemented have unique factors but there are some common elements that demand attention.

The basic qualities of application include authority and powered to make implement decision also performance indicator is another quality

It involves establishing procedure so as to access progress of your policy.

MODEL OF POLICY IMPLEMENTING PROCESS

Types of models

- i. **Elite model** – policy is a reflection of the interest of these people within society that have the most powerful rather than demand of the masses
- ii. **Group model** – the political system role is to establish and enforce compromise between various conflicting interests in the society
- iii. **Rational model** – policy is intended to achieve maximum social goals rationally, the policy that maximize benefits while maximizing cost is the best policy
- iv. **Institutional model** – public policy is determined by political institution which gives policy legitimacy; government universally applies approach to the citizens of society and no monopolies or use of force in applying policy

Factors influencing success of social policy implementation

i. Participation level of decision making process

Here every person must be involved in decision making especially the beneficiaries, the implementer, the beneficiaries' makers'. While the need assessment the beneficiaries are to state clearly in terms of priority. What needs are and what they want .done with these needs if they are not involved, there will be problems in implementation because they may not support the programs.

- ii. **Simplicity of the programs** For the program to succeed, the process used must be simple, clear and easily understood if the process is complex then even implementers may not be able to do their work properly.

Participation level of decision making

It should be bottom up in approach problem identification and formulation of policy should be involved participation of community members. They should also be involved in listing of alternative thus participating is an active process whereby individual have the right to make their choice. Thus beneficiaries' implements and policy makers involve in decision making.

The process of implementation

If it is followed effectively the success of the policy implementation is assured. All decision and plan should follow correct procedure without skipping others.

Factors influencing failures in policy implementation

i. Limited resources

It involves resources in term of finance, personal expertise and material resources. The resources can be provided by the government NGO and other donor, if resources are lacking the policy programme will not take off.

ii. Misuse of available resources

Mismanagement of improper use of resources can lead to the failure of implementation of process due to shortage of the resources. It will also lead to demoralization of the personnel

iii. Environmental factors

These include drought, flood, diseases e.t.c this will hamper the process of implementation to a great extent by causing displacement of people and making some areas inaccessible

iv. The community apathy

Lack of concern or interest in the present due to cultural values of difference, community may be concerned in the process of implementing policies due to several reasons, such as lack of consultation with the government or NGO involved in the administration of the policy. Also may lack interest due to difference in cultural beliefs

v. Lack of effective participation and coordination

When people at the grass root level didn't include in the decision making they refuse to participate in such implementation. So the community should come together and join hand in hand for the achievement of the intended tasks.

vi. Implementation process

This could lead to the failure if not followed closely or if some stages or activities are skipped. Thus it should be clear and simple in procedure for easy application.

vii) Delay

This will lead to the failure of the implementation process because the resources might be utilized elsewhere and people will be seeking for alternative solution to the problems. Delay can be due to natural and human factors such as floods leading to collapsing of bridges.

Delay can also be due to administrative and budget difficulties

REVISION QUESTIONS

1. Explain the relationship between policy making and policy administration?
2. Identify and describe the various stages of policy implementation?
3. Relate the various factors that contribute to the success and failure of social policy administration.

CHAPTER THREE

EVALUATION

Specific Objectives

At the end of this topic, the trainee will be able to:

- a. Define evaluation
- b. Explain the importance of evaluation.
- c. Understand and explain the basic techniques of programme evaluation.
- d. Explain how programmes are evaluated.

Meaning of evaluation

- It refers to assessment appraisal, examination and judgement.
- It is a process which assesses for to determine and systematically and objectively as possible that effectiveness, efficiency and impact of the activity. Therefore to evaluate, to drive, productive efficiency to meet specific objective.
- During the policy implementation process at the end of the implementation evaluation takes place, evaluation is an important process without which policy implementer may not know if they are assisting the target group to solve the problem that also set for or not

Importance of evaluation

- It creates a sense of confidence in donors especially when evaluation results are positive
- To be able to determine the effectiveness of policy that is did the policy achieved and objectives or purpose.
- To be able to determine the efficiency of a policy that is determined whether the policy was caused effective in terms of bringing about more advantages or benefits than disadvantages
- It leads to creation of good relation between implementing agencies and the members of the public
- It helps in determining the factor that lead to either success or failure of a given program

Evaluation Technique

Cost effective analysis

Cost refers to: the price, the value, the amount e.t.c. To be effective is to be competent, Qualifies able e.t.c, To analyze is to get a breakdown a subdivision or a separation generally, cost effectiveness is method of evaluation whereby we draw a graph or a table and compare the cost value of our activity and the benefit or effectiveness of that activity.

There are two types of evaluation

- a. Ongoing evaluation / process evaluation
- b. Product evaluation / end evaluation

a. Ongoing evaluation

This involves assessing social policies during the process of implementation

b. Product evaluation

This technique carried out at the end of the programme

Other technique styles

- a. **Project profile** – this is the outline or the model of the project from the beginning to the end to evaluate each stage i.e. feeling per requirement of the model
- b. **Stamping evaluation** – those committee appointed by management by whom they meet frequently at regular interval the members and specialists in their work. They identify the problem which require urgent attention they look at alternative solution and suggest the way forward to manage
- c. **Formal or informal periodical report**

Informal report are casual, unofficial or mostly not written formal and submitted at specific period of time are highly applied upon for purpose of evaluation

- d. **Post benefit analysis**

It refers to the price value or amount of resources incur in the implementation of a policy. If the cost is more that the benefit it is not working as to implement such policies

- e. **System analysis**

This involves checking the level of community participation in the process of implementing agencies must work in collaboration with the community members

DETERMINATION OF EFFECTIVENESS

There are several ways of determining the effectiveness of policy. This can be done by looking the following factors;

- i. **Achievement of setting goals or objectives**

This tries to find out if the goals that were set to be achieved have been achieved. If yes we sat the policy was effective and if no it was not effective.

- ii. **Participation of community members and sustainace of programmes**

We try to find out if the target group participated in the programme and if the project can be left beyond who initiated in that it can survive on it. Own and if yes that project was effective

- iii. **Clientele satisfaction**

This are customer user programme we try to find out if their need were met through our programme, if yes the process was effective and vise versa

- iv. **By checking extend to which the problem is solved**

We try to find out how far the difficulty or problem was tended to it or sorted out in that extend it shows that programme was effective.

REVISION QUESTIONS

1. Define the term evaluation?
2. Explain the importance of evaluation?
3. State and explain the evaluation techniques.

AIRADS