

Introduction to Public Policy

Week 4 & 5 : More Policy-Making Actors

Theodolou & Kofinis, 2004: 55-75.

(Also mentioned:

Kingdon, John W. (2014). *Agendas, Alternatives and Public Policies*, New York, Pearson, Second Edition.

Lipsky, M. (2010). *Street-level bureaucracy: Dilemmas of the individual in public service*. Russell Sage Foundation.

Heclo, H., & King, A. (1978). Issue networks and the executive establishment. *Public Adm. Concepts Cases*, 413(413), 46-57.)

More Public Policy Actors

1. Street Level Bureaucrats
2. Policy Entrepreneurs
3. Iron Triangles
4. Issue Networks

Definition of Street Level Bureaucrats

Listen to Michael Lipsky at:

<https://www.youtube.com/watch?v=ZX1livgPspA>

- Policy made at the **top of the policy pyramid (Presidency, parliament)** is implemented all the way down the policy pyramid when implementors **interact face to face (F2F) with citizens** who are receivers/clients of the policy.
- Actors of bottom-up model of policy implementation

STREET — LEVEL
BUREAUCRACY

DILEMMAS OF
THE INDIVIDUAL
IN PUBLIC SERVICES
MICHAEL LIPSKY



Context for Street-Level Bureaucracy

- They apply the policy quickly and with limited information
 - They work under **huge caseloads, ambiguous agency goals, and inadequate resources.**
- With wide **discretionary authority** and the ability to **interpret policy** on a case-by-case basis, they can create a **big difference** between government policy and in its actual practice.

Examples of Street Level Bureaucrats

- When education policies are **designed at the top as laws or presidential decrees**, **teachers and school managers** implement that education policy F2F with students and their parents.
- When security policies are designed at the top, **police or gendarme officers** implement that security policy F2F with citizens and criminals.
- When health policies are designed at the top, **doctors and nurses** implement that health policy F2F with patients and their family members.

Importance of Street Level Bureaucrats

- Interaction with citizens (their clients) enables street-level bureaucrats to **become policy makers by using discretion** (takdir hakkı)
 - Is it right for doctors to chose **which COVID-19 patients use the ventilators**, and therefore **make policy**?

Dangers of Street-Level Bureaucracy

- Implementors make policy as well
 - **Interpretation** of rules of implementation
- Policy Drift (Sapma) and Sabotage
 - The cumulative effect of street-level decisions made on the **basis of routines & simplifications** about clients can **distort the intended direction of policy**.
 - **Limiting discretion** may minimize policy drift.

Example of Policy Drift:

The Judge Not Ruling for Preventive Measures

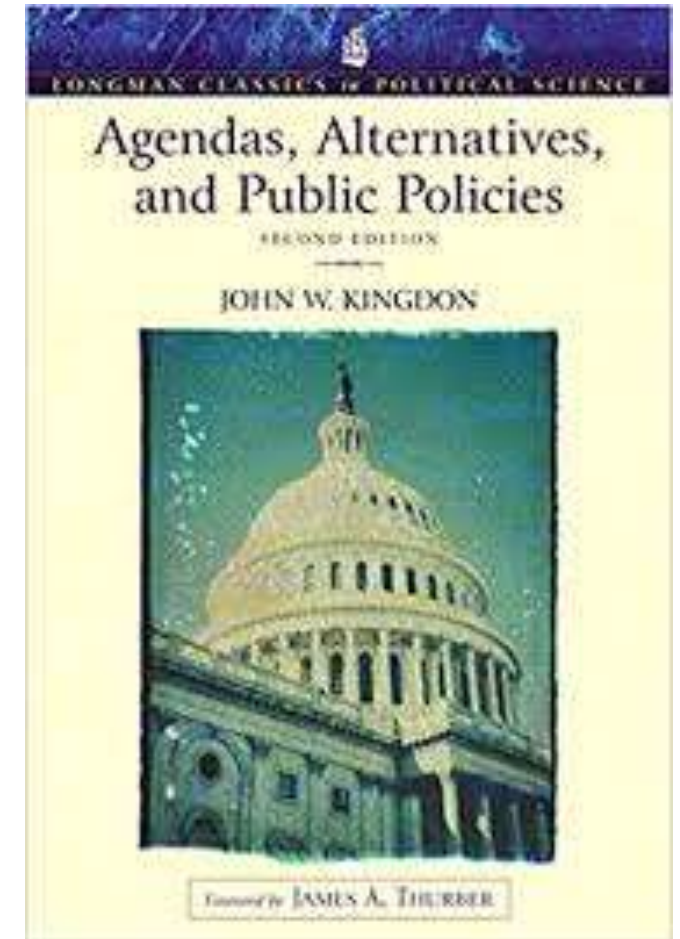
- Law No 6284 (2012): Law on Protection of the Family and Prevention of Violence against Women
 - Hâkim tarafından verilecek önleyici tedbir kararları
 - MADDE 5 – (1) Şiddet uygulayanlarla ilgili olarak aşağıdaki önleyici tedbirlerden birine, birkaçına veya uygun görülecek benzer tedbirlere hâkim tarafından karar verilebilir:
 - a) ...
 - b) Müşterek konuttan veya bulunduğu yerden **derhâl uzaklaştırılması ve müşterek konutun korunan kişiye tahsis edilmesi**

Questions for Street-Level Bureaucrats

- What kind of problems do street-level bureaucrats face during the COVID-19 crisis?
 - in the World?
 - in Turkey?
- What kind of strategies do street-level bureaucrats develop and use in order to cope with these problems that they face?

2. What is a Policy Entrepreneur?

- People who make an effort to increase public awareness about a public policy problem and its solution and to match this problem with a solution(s) are called “policy entrepreneurs”.
(by John Kingdon)
 - They spend their personal resources such as time, money and social influence / reputation for this purpose.
 - They also gain various material and moral gains from this problem-solving process.



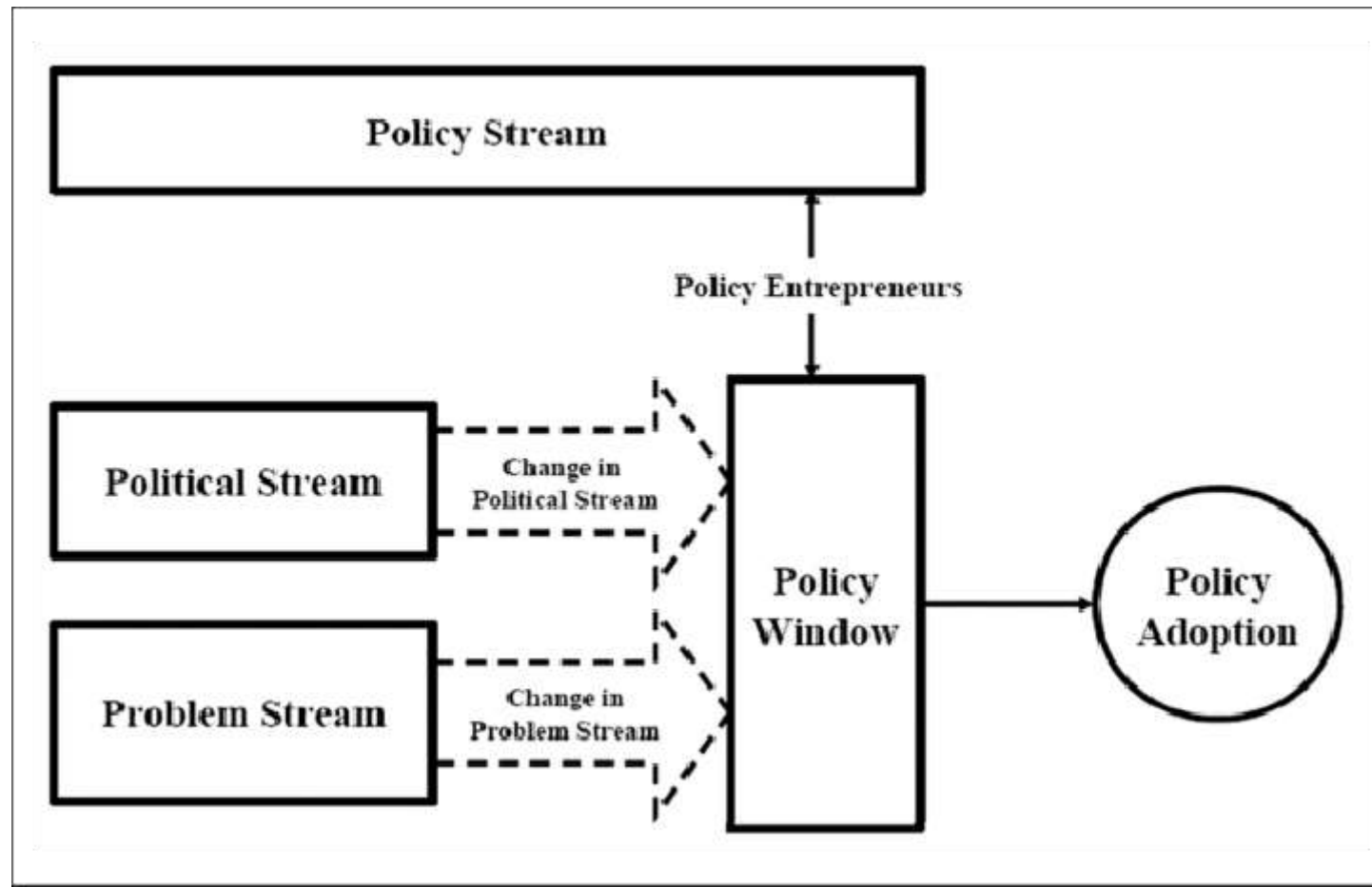
Where Can Policy Entrepreneurs Be Found?

- These individuals may not be members of any organization
- They may be found in
 - Bureaucracies
 - Political Parties
 - Non-governmental Organizations
 - Interest Groups
 - Research Organizations

How Do Policy Entrepreneurs Function?

<https://www.youtube.com/watch?v=JUlvvBVoJil>

- They evaluate the **crises** created by public policy problems as a solution opportunity (policy window of opportunity).



Examples of Policy Entrepreneurs



- Greta Thunberg is a policy entrepreneur who strives to draw attention to the climate change problem and to publicize and impose its solutions.

Questions for Policy Entrepreneurs

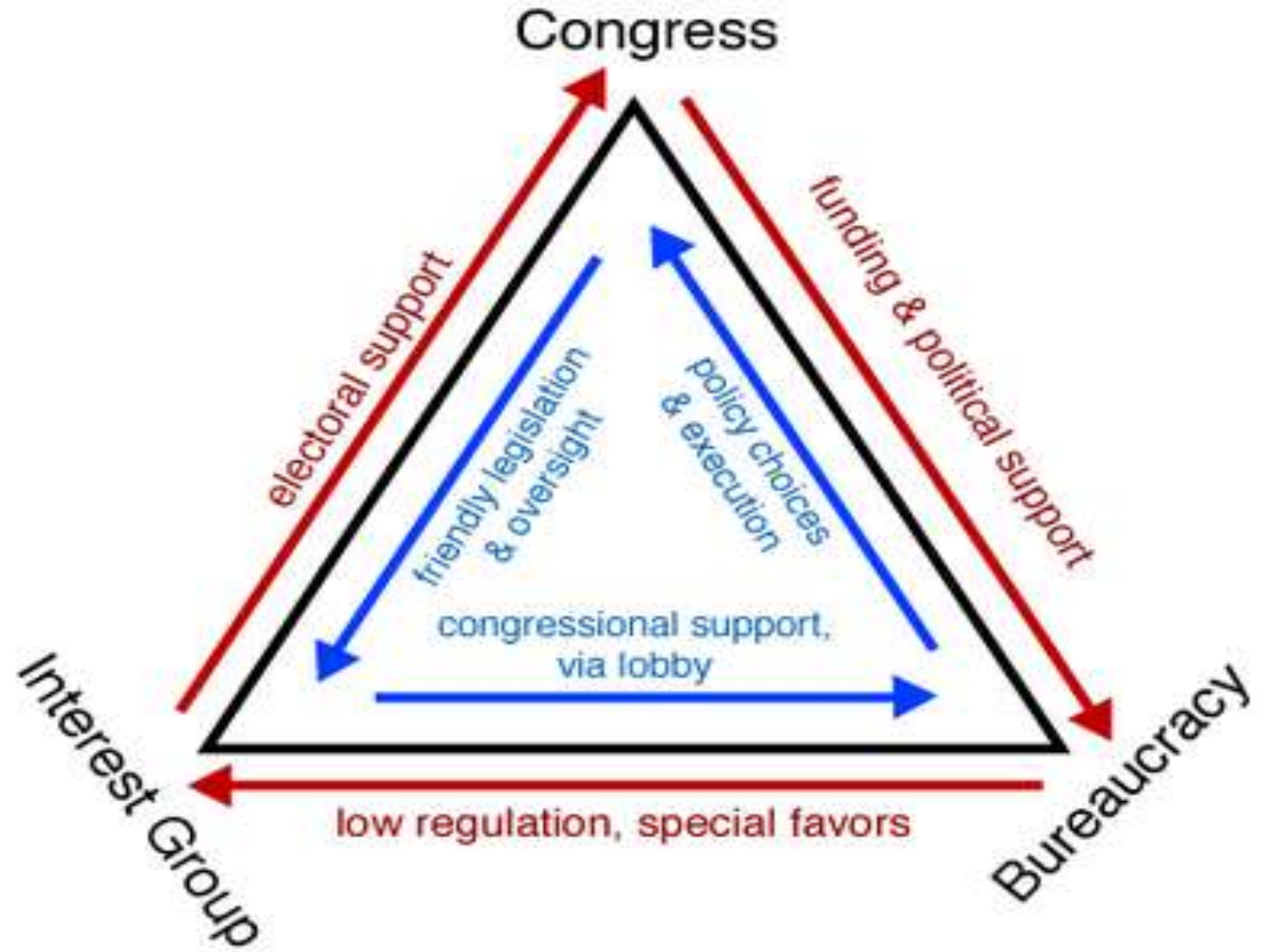
- Are there any policy window of opportunities opening during the COVID-19 crisis to adopt new public policies?
- Which policy entrepreneurs make use of the COVID-19 crisis to adopt new public policies?

3. Iron Triangles

<https://www.youtube.com/watch?v=qQVUXOhVdFg>

- Kingdon defines **iron triangles** in the US context as a triad of bureaucrats, parliamentary committees, and interest groups.
- **Why iron?** The structure cannot be penetrated from outside.
 - It is difficult for politicians to control what is happening inside the triangle.
- This concept points out the dangers of policy formulation and implementation when there is **little or no transparency, democratic accountability and political control.**

Iron Triangles

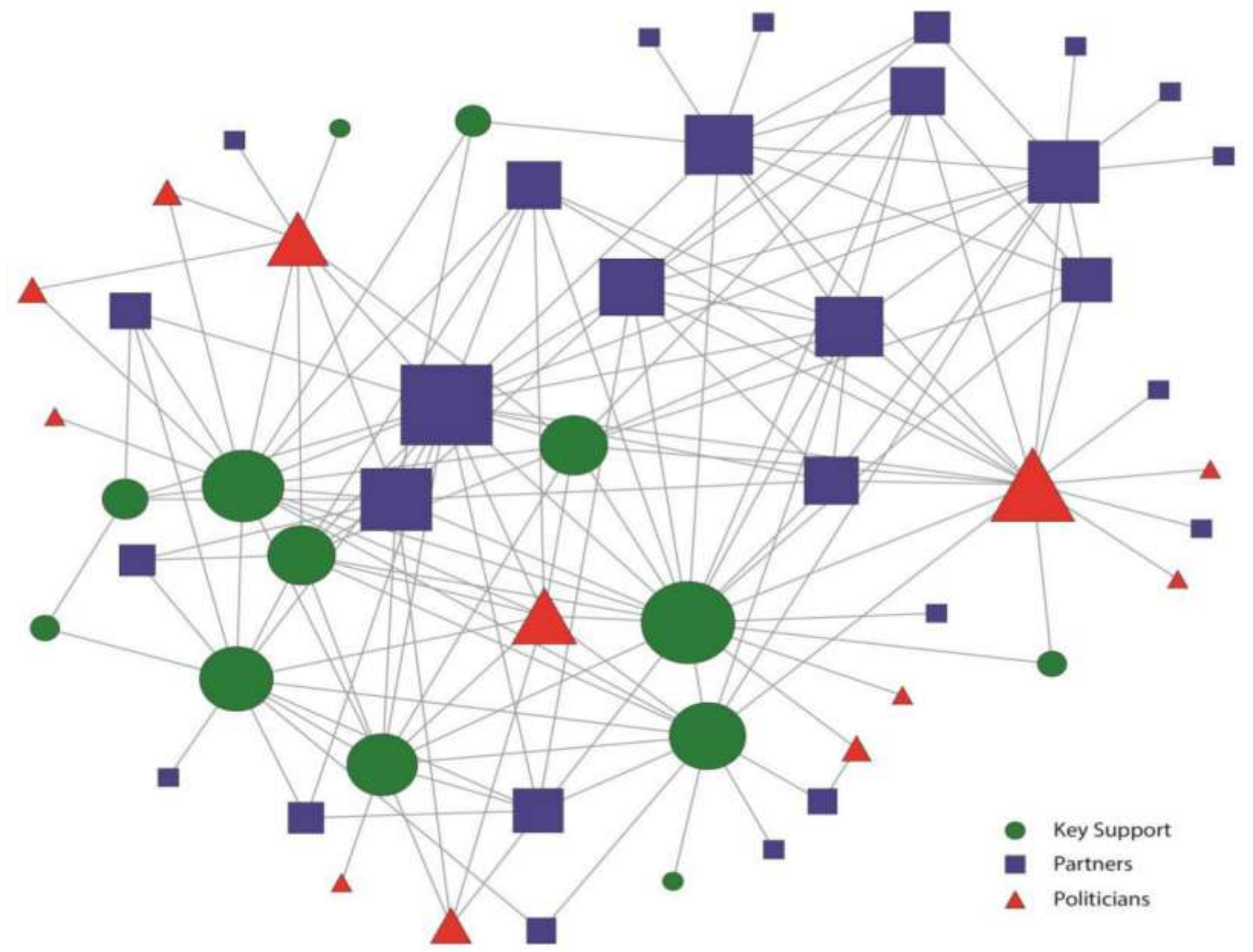


4. Policy Networks

<https://www.youtube.com/watch?v=sYuUQHa2I88>

- They are also called the **issue networks** or **policy communities**.
- It is defined as “**loosely connected communities of experts** whose interests are tied to public policy and **represent organized interests**”.
 - There are public institutions, various non-governmental organizations, scientists and private companies in policy networks.
- According to Heclo, **issue networks** are **loose alliances** between interest groups, organizations, and economic actors that attempt to influence policy development.

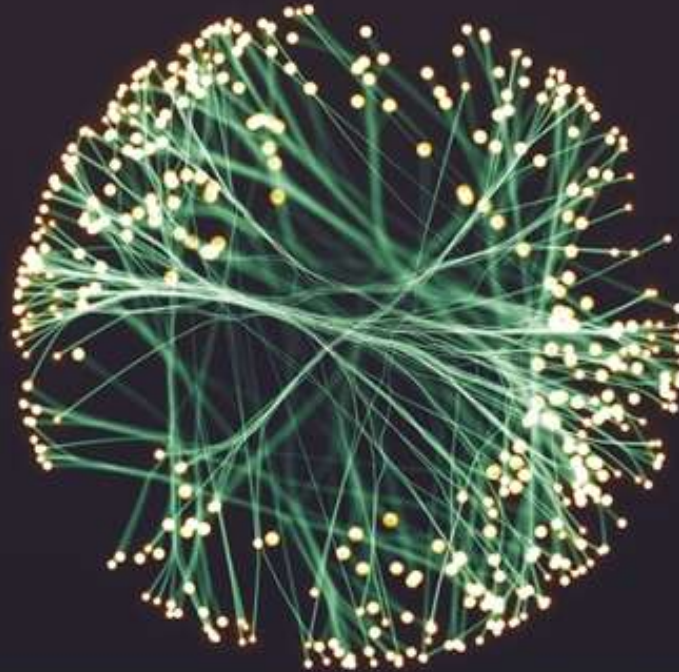
Example:
Anti-
Smoking
Policy
Network



Example:
Policy Networks in
the Turkish Health
Sector

NETWORK
POLICY MAKING
WITHIN THE
TURKISH HEALTH
SECTOR

BECOMING COLLABORATIVE



Questions for Iron Triangles & Issue Networks

- Are there any iron triangles in the Turkish policy-making environment?
- Which public policies have policy communities been lobbying for during the COVID-19 crisis?