A Human Rights Perspective on Policy Implementation Processes: Observations from the South African Public Service

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Conceptual Features

- Why is the participation of non-governmental actors relevant and necessary?
- Enhancing the capabilities of the public sector, viz., their use/consumption of public goods and services
- Extensive administrative responsibility to respond to human rights
- Position of Public Administration & Management
Public Service Commission
National Consultative Forum on Human Rights
SA Human Rights Commission

- Warranting bodies

- Protection of Human Rights (1998)
- National Action Plan on the Promotion and
South African Constitution, Act 108 of 1996

Actors

Context of Study-Relevant
attached to social and economic rights.

- Study of policy implementation processes in government departments with correlative duties

- How will we go about it?

- What do elements of a human rights perspective mean for the effectiveness of policy implementation processes?

- What are we struggling with?

- Why enter the public service?

- Requires administrative and management actions - State's obligation to protect, promote and fulfill HR

Research Questions
Human rights monitoring agencies

- Supplemening the performance-output work of "input-process-output" flow
- Input-process-output framework
- "Input-process-output" flow and services

- Promoting access and adequacy to public goods
- Capabilities approach
- Tracking effectiveness

- The process of delivery is necessary for
- Human rights have delivery expectations

Method

Initial questions related to
Approach were identified:

- Transparency
- Adequate progress, progressive realization
- Non-discrimination
- Participation
- Empowerment
- Accountability

Following elements of a rights-based

Study Framework: Rights-Based Approach
**Selected for Study**

**Elements of Rights-based Approach**
Commission Justice (NCFHR), DPAS, Public Service
Social Development, Education
Health, Land Affairs, Housing, Agriculture

- 3 departments with "co-ordinating" mandates
- attached to social and economic rights
- 6 departments with correlative duties
- 9 national departments interviewed

Interview sample
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<tr>
<th>National Consultative Forum on Human Rights</th>
<th>Justice-NCHR</th>
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<td>Management and Service Delivery Improvement</td>
<td>Public Service Commission</td>
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<td>Strategic Planning</td>
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<td>Poverty Relief</td>
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<td>Agricultural</td>
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<td>Programme Planning, M&amp;E</td>
<td>Environment</td>
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Departments Interviewed
4. General recognition that more effective practice of impact assessments gaining in popularity—defining impact?

3. (province, district, local) Party due to reliance on effectiveness at sub-national level collection, analysis, towards planning utilization weaknesses in programme-level information

2. Targeting for non-discrimination appears strongest:

Observations
much as possible, but also managing this

b) Utilizing local knowledge, methods and skills as
participation of all members intended to benefit
themselves promote the equal and active
particular must determine if existing local modes
planned intervention. Program managers in
a) Utilizing local practices or modes to benefit
participation of non-governmental actors is required

General recognition that more effective

Observations cont..
Policy Implementation Processes

Suggestions for Improvement of

- Institutional Planning Arrangements
- Diverse
- Mandatory Reference to HR Guidelines
- Reference to Human Rights Checklist
- Human Rights Training
- Geared at the Improvement

Implementation process through Reference to human rights
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