

Public Policy Analysis at a Glance with Reference to NITI Aayog : A Research

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ABSTRACT

'Public policy analysis' is a large, extending intellectual enterprise which involves many academic disciplines, private research organisations and governmental agencies, each distributing a common matter with formulation, implementation or results of public policy decisions. Public policy is more concerned with politics than the public administration, and provides more technical processes for decision making. 'NITI Aayog' is a 'think tank' of GOI policy which aims to foster involvement and participation in economic policy making process by the States. It provides a critical directional and strategic input for the developmental process of India. Indeed, it focuses on the 'cooperative federalism', and promotes and authorizes demanding necessity for good governance which is people-centric, participative, collaborative, transparent and policy-driven. NITI Aayog gives suggestions to State Governments and GOI. 'Skill Development' is an important operator for decreasing the poverty by enhancing employability, productivity and continuous enterprises development and overall growth. The skills promote for higher productivity, and increased employment, income and development. With these views, therefore, this paper discusses on the significance of public policy analysis with special reference to NITI Aayog in the present scenario.

HIGHLIGHTS

- Broadly, public policy analysis is the study of the causes and consequences of public policy.
- Policy analysis focuses on the decision making and formulation of public policy.
- NITI Aayog is a think tank of GOI policy that aims to foster involvement and participation in the economic policy making process by the States.
- NITI Aayog promotes and authorizes demanding necessity for good governance, which is people-centric, participative, collaborative, transparent and policy-driven.

Keywords: Government of India (GOI), NITI Aayog, Policy Analysis, Public Policy

'Public policy analysis' (or policy analysis) can be defined broadly as the 'study of the causes and consequences of public policy' (Dye, 1987). However, the narrow or restrictive definition of public policy analysis has been narrated as the 'client-oriented advice relevant to public decisions and informed by social values' (Weimer and Vining, 1999). Broad definition of policy analysis has a large scope for political scientists to contribute a lot through policy

analysis, because the political scientists mostly study that how the policy making process acts without accurate consideration for alternative results of public policy.

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However, through the narrow or restrictive definition of policy analysis, the economists play a leading role. The economists by means of this definition may use devices of their subjects / topics to estimate and evaluate the outcomes of public policy for all public, and sometimes for specific sections of the people (Gormley, 2007).

Public policy analysis involves in the evaluation of public importance matters with aim of providing facts and statistics about extent and impact of different policies of Government. Thus, the policy analysis is concerned with the social science theories and methods to analyze the matters of public importance. *'Public policy analysis'*, on the other hand, is a large, extending intellectual enterprise that involves many academic disciplines, private research organisations and governmental agencies, each distributing a common matter with formulation, implementation or results of public policy decisions (Pandey and Shukla, 2022a; Simon, 2017; Wikipedia, 2022a).

Policy analysis focuses on the decision making and formulation of policy, mostly applying the statistical methods. Public policy is more concerned with the politics than the public administration, and provides more technical processes for decision making. Generally, the focal point of policy analysis is on empirical methods to help in the decision making. However, the empirical methods may not fully enhance the decision making processes because the public policy is more complex and has many *'limitations'* to solve the problems of public. It has been seen that the models of policy analysis may provide advantages to public policy analysis in certain cases but not in all concerns. Some of the *'limitations'* which have been observed in the public policy analysis are as follows: (1) Formation of a separate public policy discipline has been found to be impractical and needless; (2) Models of policy analysis do not promise for better policy making, may not change policy or cannot forecast about future movements; (3) There has been an overstress on decisions and policy managers could not contribute much time to make the decisions for process of policy analysis; (4) Policy makers are benefitted by increasing number of models, but much more stress is put over them by public policy; (5) With the use of more accurate logical models of economics,

the formulation of policy analysis has been reduced; (6) It is doubtful that whether public policy is fully applied at the organisations or systems, and this has not yet achieved the target; (7) By using logical models, policy analysis can give rise the results against expectation of political system or public, so results will be against democracy; (8) Public policy analysis depends on the old-time (during 1960s and 1970s) scientific principle practiced in Political Science; (9) Acts and practices of organisational managers could not be promoted through public policy literature, but this literature is largely related to policy decisions, policy formulation and implementation processes; (10) Corporatism using analytical processes has ignored the public policy and policy analysis; (11) If it is approved that role of public policy is limited to provide information only and not to make decisions, then this advice will be much more beneficial; (12) Economics related with modern public managements are now keeping public policy and policy analysis aside from the mainstream; and (13) Empirical studies based on political assessment, e.g. path-analyses, benefit-cost studies, demographic or other social studies may not provide actual decisions (Hughes, 2003).

"NITI Aayog" (*National Institution for Transforming India Aayog*) of India has been established on 1st January, 2015 by replacing the *'Planning Commission'*. This is a *'think tank'* of the Government of India (GOI) policy that aims *'to foster involvement and participation in the economic policy making process by the State Governments of India'*. The Prime Minister serves as the Ex-officio Chairman of NITI Aayog. The NITI Aayog provides a critical directional and strategic input for the developmental process of India. Indeed, it focuses on the *'cooperative federalism'* of the country. The centre-to-state one-way flow of policy, the hallmark of *'Planning Commission'* era, has been replaced by a genuine and continuing partnership with and among the Indian States. Unlike Planning Commission, the NITI Aayog does not have power to distribute the funds of Central Government to the State Governments, and funds are now allocated by the Ministry of Finance, GOI (NITI Aayog Annual Report, 2016, 2017 & 2020; Pandey and Shukla, 2022 b & c; Wikipedia, 2022b; www.nitiayog.com, 2022).

NITI Aayog promotes and authorizes the demanding necessity for good governance, which is people-centric, participative, collaborative, transparent and policy-driven. This is an activator and communicator of fresh thinking and ideas for development. The NITI Aayog is observing to employ an expert in the governance and public service delivery sector who can take the responsibility of designing, management and implementation of policy initiatives, ingenious projects and partnerships concerned with the subject-based field of governance and public service delivery. Some of these responsibilities are: reforms in public administration, enhancing of administrative efficiency in government programmes, facilitating centre-state and inter-ministerial cooperation for good governance and formation of the best practices depot to promote the developmental agenda as per the principles of '*Minimum Government and Maximum Governance*'. Hence, the NITI Aayog may develop the knowledge and innovation through the cooperation of experts, practitioners and other partners for becoming promoter and convener of governance practices with the aim of enhancing the public service delivery at central level (NITI Aayog Annual Report, 2016 & 2017; Pandey and Shukla, 2022 b & c; Wikipedia, 2022b).

SOURCES AND ANALYSIS OF DATA

Government of India (GOI) has initiated many important projects for the development of country at global level. The projects include many factors related to political, social, economic, financial, education, employment, health and well-being of public, etc. In this decade, however, GOI has started the following top 10 policies or schemes (Maddela, 2019; NITI Aayog Annual Report, 2016 & 2017; www.nitiayog.com, 2022):

- ❑ ***Ayushman Bharat: National Health Protection Scheme (NHPS)***: This is the biggest healthcare policy in the world, which is running by the Ministry of Health and Family Welfare, GOI. The aim of this scheme is to provide cashless coverage of up to ₹ 5 lakh/family/year for secondary and tertiary care hospitalisation.
- ❑ ***Swachh Bharat Mission (SBM)***: This scheme has been undertaken by the Ministry of Drinking

Water and Sanitation, GOI for rural SBM, and by the Ministry of Housing and Urban Affairs, GOI for urban SBA. The scheme serves for cleanliness all over the country. One of the most important plans of this mission is the construction of one crore '*Household Toilets*', which provides '*open-defecation-free*' India by building up 90 million toilets in rural India at an estimated cost of Rs. 1.96 lakh crore. It aims to clean up the roads, streets and infrastructures of cities, towns and rural areas of India.

- ❑ ***Make in India***: This policy has been strengthened by the '*Zero Defect Zero Effect*', as sponsored by the Ministry of Commerce and Industry, GOI. It is engaged in the creation of jobs and enhancement of skills in 25 economy sectors, and transformation of India into a global design and manufacturing hub. As per the present norms, 100% Foreign Direct Investment (FDI) is allowed in all 25 economy sectors, except that 74% for Space sector, 49% for Defence sector and 26% for Media sector of India have been permitted.
- ❑ ***Pradhan Mantri Jan Dhan Yojana (PMJDY)***: Working under the GOI Ministry of Finance, this policy is concerned with the expansion of financial services to certain classes of public, e.g. bank accounts, remittances, credit, insurance and pensions. PMJDY has been named like '*Mera Khatha*' and '*Bhagya Vidhatha*' (my account brings me a good fortune). This nation-wide GOI financial programme is running for Indian people of the age group of 18 to 65 years.
- ❑ ***Pradhan Mantri Ujjwala Yojana (PMUY)***: The goal of PMUY (sponsored by the Ministry of Petroleum and Natural Gas, GOI) is to replace the unclean cooking fuels mostly used in rural areas of country by the clean and more efficient LPG. The slogan '*Swachh Indian, Behtar Jeevan*' promotes this scheme.
- ❑ ***Digital India***: This policy is devoted to make sure that the services of GOI are available to all citizens / public electronically by improved online infrastructures and by increasing Internet connectivity, or by making India digitally

empowered in technology. The slogan- '*Power to Empower*' is the message of this scheme. Focus of this scheme is to develop the secure and stable digital infrastructures, deliver Government services digitally, and enhance universal digital literacy. The programmes which have been started through this initiative include BharatNet, Make in India, Startup India and Standup India, UDAN-RCS, E-Kranti, Bharatmala, Sagarmala, industrial corridors and dedicated freight corridors.

- ❑ **Pradhan Mantri Suraksha Bima Yojana (PMSBY):** This is an accident scheme of GOI, launched by the Ministry of Finance.
- ❑ **Atal Pension Yojana (APY):** This is a pension scheme of India, which is running in the unorganised sector under the Ministry of Finance. All subscribing workers below the age of 40 years are eligible for a pension up to ₹ 5,000 per month on completion of 60 years of age.
- ❑ **Skill India:** This scheme aims to give trainings of various skills to more than 40 crore youth of India by the end of 2022. This aim has to be achieved by the Ministry of Skills Development and Entrepreneurship, GOI. A huge number of youth are getting industry-relevant skills training, that may secure and enhance their livelihood. The training and assessment fees for this scheme are wholly paid by the GOI.
- ❑ **Beti Bachao, Beti Padhao Yojana:** In this policy, the matters of decreasing '*child sex ratio*' (CSR), generating knowledge and promoting the ability of welfare services for girls are focused. This scheme is running under the MoWCD, MoHFW and MoHRD of GOI. The whole planning of this policy is to fulfil the targeted objectives by executing constant social mobilization and communication to provide equal value for girl children and promote their education.

The data from different sources indicate that the institutes, departments and centres dealing in whole or in part are engaged the public policy analysis. In general, the policy analysis involves the contributions from entire area of various disciplines. Nowadays,

public policy analysis is undertaken by scholars from different applied physical and biological sciences (e.g. technology assessments, environmental impact studies, seismic risk analyses, etc.). Presently, however, the public policy analysis has focused on the social and behavioural sciences, mainly Political Science, Sociology and Economics. Various research works conducted under the title of '*Public Policy Analysis*', even when limited to constituents of Social Science, have been found probably as the categorized nature of the subject. Thus, the policy analysis plays an important role to define and outline the aims of a proposed policy, and also has role to describe the similarities and differences in the expected outcomes and estimated costs with competing alternative policies. In this regard, Rogers (1989) has reported a developed typology of public policy research which is useful for policy analysis.

Various reports (Pandey and Shukla, 2022a; Simon, 2017) have pointed out the role of '*public policy analysts*', who are the matter specialist to solve different problems related to public policy analysis. These analysts act on some of the most necessary concerns of society like healthcare, education, crime and environmental problems. They contribute much to explain a problem which is undetermined or is not clearly understood by policy makers. The public policy analysts also recognize and play important role to prepare new policy projects. Besides, they are involved to examine the results of new proposed policies. To analyse a public policy, the analysts perform by collecting the proof focusing different problems, i.e. to conduct surveys, know the opinions of experts and gather the knowledge of specific cases concerned with problems. To determine or know any particular public policy, the policy analysts generally apply the '*rational policy analysis approach*' which describes these points: (a) Explaining the public problems; (b) Determining the evaluation criteria; (c) Identifying the alternative policies; (d) Assessing the alternative policies; and (e) Selecting the preferred policy. Looking to this, it has been very significantly noticed that the public policy analysts play an important and critical role in the formulation of various initiatives and proposals of NITI Aayog.

DISCUSSION

In the present scenario, NITI Aayog has been put forward, and is trying all its best by involving many factors including *'think tank'*. NITI Aayog gives suggestions to State Governments and GOI. In this context, many reports (NITI Aayog Annual Report, 2016 & 2017; Pandey and Shukla, 2022a; www.nitiayog.com, 2022) show that the Planning Commission was not doing well, because the members of this body were generally defeated politicians without having academic knowledge or they were unable to reply that why things were not working well. In fact, the function of Planning Commission was to conclude inter-ministerial allotment of resources for education and health, etc. Hence, this part of functions is not performed by NITI Aayog, and has been transferred to the Ministry of Finance, GOI. Of course, the NITI Aayog has performed many good works in land acquisition areas, whether the public sector undertakings (PSUs) should work as Government department or as a commercial organization, digital economy, etc. As far as the demonetization is concerned, the study indicates that NITI Aayog has no role to develop thought on this move, so as to confirm or execute this policy. The study further shows that the States were receiving funds from three different sources till 2013-14. The 50% funds were received from the Finance Commission, 45% from the Central Ministries and 5% from the Planning Commission. Hence, the role of Planning Commission vis-a-vis States was diluted in 1991 itself, meaning that the role of Finance Commission was enhanced, while that of the Ministries was reduced. However, the Planning Commission had very less importance, and had a conclusive role in the allocation of funds to the Ministries of GOI. Therefore, NITI Aayog has taken initiatives to assess the job necessity observed during the last few years. Further studies are still needed along with taking many more responsibilities, and a clear roadmap of plans and views should be made. Indeed, this institution is expected to serve the aim of *'cooperative federalism'*. Further, NITI Aayog should do the assessment of chief programmes which have been launched by GOI, and should also help to execute them at ground levels. Moreover, NITI Aayog plays an important role for good governance,

as it largely coordinates with the Government policies and gives them suggestions. To make stronger to NITI Aayog, some more powers should be vested in it.

The research study also speaks on the *'Skill Development'*, which is an important operator for decreasing the poverty by enhancing the employability, productivity and continuous enterprises development and overall growth, as have been elucidated by Pandey and Shukla (2022a) and Sanghi and Srija (2017). According to these authors, the skills promote for higher productivity, and increased employment, income and development. The enhancement of *'productivity'* may be because of the availability of skilled and healthy manpower, improvement in technology, new processes, and perfect macro-economic plans. Demonstration of enhanced productivity can be in the form of progress in real domestic product (economy), increased profit (enterprises) and higher wages (workers). The productivity which exhibits an input-output relationship is a crucial factor, whose benefits can be supplied through different ways, such as in the form of better wages and working conditions to workers, increased profits and dividend to shareholders, environmental protection and increased revenue to Government. This helps to both enterprise and country to be in competition at domestic and global markets, respectively. Hence, the productivity enhancement is due to various causes like new technology; new machines; better management practices; investment in plant, equipment and technology; occupation safety improvement in skill level of workers; macro-economic policies; labour market conditions; business environment; and public investment in infrastructure and education. Thus, the research suggests that *'skill development'* is a very important factor to increase the productivity, and it should be treated as an essential part of the developmental policies. The policies should improve the development and facilitate the requirements of various sectors. Skill policy should also focus on progress of approaches, and quality and applicability of trainings for various divisions and sectors.

The results of research study may be further correlated with the reports of above cited authors (Pandey and Shukla, 2022a; Sanghi and Srija, 2017) who explained that the expenditure incurred in education and skills

can promote better economy of different sectors. As observed, the developing economies as in India attain the challenge for skilled manpower need of high growing sectors through better synergy between employers and training providers. The organisational training plays an important role in productivity enhancement but in developing economies, large unofficial economy causes a challenge, which can be forwarded by developing clusters or leading companies (firms) to take actions that may assess the increased economy level in skill development, capability development of companies and available facilities of renowned companies. This can provide skilled manpower by such leading firms as per the needs, and small enterprises may increase their productivity. Hence, the skills and productivity both in combination may not only be beneficial to enterprise and economy but can also aid different divisions of population, particularly for criticized classes of society to gain the advantages of economic growth through skill development. The reports say that 'National Skill Development Policy' (NSDP) provides a structure for entrance into various target groups to know their productive potentiality and input in economic and social development. NSDP works for incorporation of skill development into national development policies, e.g. for developing infrastructure, reducing poverty and satisfactory work agenda. Coordination among various stakeholders, soundness in sectoral, macro and skill policies, knowledge distribution and effective participation of trade unions and employers along with technology development are the key for any developmental plan. Participation by all stakeholders can strengthen skilled economy. NSDP may also ensure that small enterprises get entry into training services and develop their managerial efficiency for growth. Further, while soundness is essential, it is also necessary to provide gender equality, upgraded technology, expanded production structure, individual capability and information circulation on future needs. As compared to other developed and developing countries, India has a unique opportunity for another 20-25 years called the 'demographic advantage'. If India is able to skill its people with the required life skills, the job skills or entrepreneurial skills in years to achieve demographic advantage can be changed into the dividend, wherein

those entering labour market or are already in labour market add productively to economic growth both within and outside the country.

Research study further exhibits category-wise functioning of NITI Aayog, as also mentioned in NITI Aayog Annual Report (2016, 2017 & 2022), and is described herein:

- **Fostering Cooperative Federalism:** One of the main aims to structure NITI Aayog was to achieve the goal of '*cooperative and competitive federalism*' so as to have good governance. Thus, NITI Aayog focuses on two important views of cooperative federalism- advocacy of the views and injustice of States with Indian Ministries; and combined development of '*National Development Agenda*' with Centre and States. The important initiatives taken up by NITI Aayog to promise that the States are equal partners in policy making and implementing process are: (a) *Agriculture reforms*-NITI Aayog has provided many initiatives to promote the development of agriculture. With the help of model land leasing law, Aayog has considered the rights of tenants, and it safeguards the interest of land owners. NITI Aayog has also developed '*Agriculture Marketing and Farmer Friendly Reforms Index*' to prepare States about reforms in three main fields, viz. Agriculture market reforms, Land lease reforms and Forestry on private land (Felling and transit of trees). (b) *Urban local bodies with capacity building*- Under '*AMRUT Mission*', NITI Aayog has signed an MoU with '*Singapore Cooperation Enterprise*' for a capacity building programme of local bodies as '*Public Private Partnerships*' (PPP), urban planning and governance, and water and waste management. (c) *Water management, education and health having certain indices to measure performance of States*- To promote the '*competitive and cooperative federalism*', NITI Aayog has developed three main indices, viz. Composite water management index (WMI) developed by involving States and UTs, which will determine total 33 chief indicators for checking up of irrigation status and drinking water, School education quality index (SEQI) measures the annual progress of States on quality of education

and Health outcomes index (HOI) evaluates the quality of States healthcare services and cover them towards health sector to take action for modification. (d) *Conference of Chief Secretaries and Planning Secretaries of States / Union Territories (UTs)*- NITI Aayog organises the 'National Conference of Chief Secretaries and Planning Secretaries of States and Union Territories' to know about the important matters arise between the States and Centre. As observed, the NITI Aayog has also framed a 'States Coordination and Decentralised Planning Division' (SCDPD) to foster cooperative federalism. Its main functions are to give the reports on 'National Conference on Good Practices in Social Sector Delivery', 'North Eastern and Hill States', and 'Development Support Services to States' (DSSS) for launching infrastructure projects in PPP mode and for changing health and education affairs. Main goal of this policy is to support the State Governments in executing projects which are complicated for development of a State / region. It is also involved in observing the programmes which promotes the economic and social development including water, healthcare and education fields.

- ❑ **Resource Centre and Knowledge Hub:** Notably, the NITI Aayog is functioning as a 'think tank' of India, and it progresses as a 'State of the Art Resource Centre' with necessary resources, knowledge and skills which promotes to work with innovation, research and speed, and provide planned policy for Government, and also promotes other important matters. The two hubs, viz. 'Hub of India Team' (HIT) and 'Hub of Innovation and Knowledge' (HIK) were made in 2015. The HIT shows involvement of States with Government of India, while the HIK provides efficiencies of NITI Aayog's think-tank. Since the paucity of human resources was started, so to enhance the functions of NITI Aayog again, the 'Sindhushree Khullar' led task force (on restructuring NITI Aayog secretariat) has recommended that both HIT and HIK sections must work under the Aayog's Chief Executive. Of course, 'think tank' could not be formed without strong human resources, thus the NITI

Aayog has taken some more initiatives during the last years to provide the 'think tank' for GOI. Some of those initiatives are: (a) taking talented Research Associates / Assistants from industry and academia; (b) keeping Senior Consultants / Consultants from outside the Government to make policies and work on the specific subjects; and (c) providing better exposure to policy and planning to above professionals, and also to post-graduate and graduate scholars. In 2016, NITI Aayog has also delivered some programmes, e.g. 'NITI Non-Resident Fellows' and 'NITI Non-Resident Senior Fellows' for gathering best brains from various economic / industrial areas.

- ❑ **Designing of Policies and Programmes:** During the last years, NITI Aayog has worked not only in designing of policies and programmes, but it has also made some important laws. Main examples of those are: (a) *Policy design in strategic disinvestment of CPSEs*- NITI Aayog provided the disinvestment of CPSEs and a 'Core Group of Secretaries on Disinvestment' (CGD) through alternative mechanism has been made. (b) *High speed railway project (HSRP) launching*- NITI Aayog has acted with the Japanese to launch 'HSRP' as first of its kind in India. (c) *Policy design on sick PSUs*- NITI Aayog observed 74 sick CPSEs in India and enabled the revival plan for 66 and closure of remaining 8 CPSEs. These have been accepted by the Cabinet Ministry of GOI. (d) *Atal innovation mission (AIM) initiatives*- For success of 'AIM', the NITI Aayog has executed box initiatives like big challenges to find low cost solutions of India's most important problems, e.g. 'Atal Tinkering Labs' (ATLs) and 'Atal Incubation Centres' (AICs) etc. For these initiatives, different schools, higher academic institutions, individuals and corporate have been activated. (e) *Movement for digital payments*- NITI Aayog has made different committees, e.g. a committee of secretaries was formed under Vice-chairman of NITI Aayog to know and act for digital payments in all sectors, a committee of Chief Ministers under the then CM of Andhra Pradesh, Shri Chandrababu Naidu was made to promote transparency, financial

inclusion and a healthy financial environment, and a committee led by Ratan Wattal was made to promote digital payments. (f) *National medical commission (NMC) bill*- NITI Aayog has worked for reforms in Medical Council of India (MCI), and recommended for structure of 'NMC' instead of MCI. A draft for '*National Medical Commission Bill*' of 2016 was prepared. On 15 December 2017, the Cabinet gave the approval of '*NMC Bill, 2017*'. This bill is also working on legislative and policy norms for reforms in Ayurveda and Homeopathy. (g) *Holistic development of islands*- In first phase, NITI Aayog has screened out 10 islands for holistic development, viz. Smith, Ross, Long, Avis and Little Andaman in Andaman and Nicobar islands and Minicoy, Bangaram, Tinnakara, Cheriyam and Suheli in Lakshadweep. The Aayog has to perform holistic development of such islands as best models of development, and has to prepare a detail development plan for each island. (h) *Coastal employment zones (CEZs)*- NITI Aayog has advised that any firm which would like to be a part of CEZs will benefit from a 10-year tax holiday along with world-class infrastructure and easy business doing on employing 20,000 people. This plan is based on the '*Shenzhen agglomeration model*' for CEZs development.

- **Monitoring and Evaluation:** NITI Aayog does another important function, i.e. '*Monitoring and evaluation*'. Hence, the '*Development Monitoring and Evaluation Office*' (DMEO) was opened in 2015 under the office of NITI Aayog, by merging the '*Programme Evaluation Organisation*' (PEO) and '*Independent Evaluation Office*' (IEO). The '*DMEO*' assesses the execution of Centre's programmes and identify essential resources to make strong service delivery.

CONCLUSION

Public policy analysis is engaged in evaluation of public matters to provide facts and statistics about extent and impact of different policies. It is related to theories and methods of Social Sciences for analyzing the public importance matters. Thus, the public policy

analysis is a large, extending intellectual enterprise which involves many academic disciplines, private research organisations and governmental agencies, each distributing a common matter with formulation, implementation or results of public policy decisions. Mostly, the policy analysis uses the empirical method for decision making. However, this method may not completely aggravate the decision making processes since the public policy is more complex and has many limitations. NITI Aayog is a think tank of GOI policy which aims to foster involvement and participation in the economic policy making process by the States. It provides a critical directional and strategic input for developmental process. It focuses on the cooperative federalism. In fact, NITI Aayog promotes and authorizes the demanding necessity for good governance, which is people-centric, participative, collaborative, transparent and policy-driven. This is an activator and communicator of fresh thinking and ideas for development. Some of the responsibilities of NITI Aayog include reforms in public administration, enhancing of administrative efficiency in government programmes, facilitating centre-state and inter-ministerial cooperation for good governance and formation of the best practices depot to promote the developmental agenda as per the principles of 'minimum government and maximum governance'. Indeed, NITI Aayog may develop the knowledge and innovation through cooperation of experts, practitioners and other partners for becoming promoter and convener of governance practices with the aim of enhancing public service delivery at central level. The category-wise functioning of NITI Aayog includes: fostering cooperative federalism; resource centre and knowledge hub; designing of policies and programmes; and Monitoring and Evaluation.

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