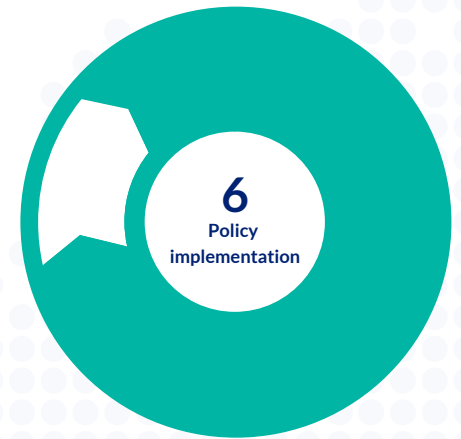


Implementation is the stage where the policy is put into practice. It can be challenging, particularly if policies are complex and require cooperation of many actors. Implementation plans need to clearly articulate roles and responsibilities and how new policies will be delivered, on time and on budget. To ensure effective implementation, leadership and governance, planning and project management and communication and engagement are fundamental.



1 CHECK IF PRECONDITIONS FOR SUCCESSFUL POLICY IMPLEMENTATION ARE IN PLACE

Even the best implementation planning cannot overcome fundamental shortcomings from the policy formulation stage or from other variables outside the control of policymakers.

- Are preconditions for successful policy implementation in place?

PRECONDITIONS FOR SUCCESSFUL POLICY IMPLEMENTATION

As suggested by (Sabatier and Mazmanian, 1980), these preconditions are:

- The policy's programmatic components are based on a sound plan.
- Time and financial resources are adequate.
- The decisions, authority and accountabilities are clearly defined and give structure to the implementation process.
- Leaders and implementing actors have the right skills to manage the tasks.
- The public, constituency groups and other stakeholders are supportive of the policy and adequately resourced if relevant.
- The implementation process is not undermined by conflicting policies or changes in socioeconomic conditions.

2 LEADERSHIP AND GOVERNANCE: DEFINE ROLES AND RESPONSIBILITIES

- Which stakeholders will be involved in implementation (from government and non-State actors)?
- What are the roles and responsibilities of each? Have they been agreed to?
- Is the necessary expertise around? Consider participation of legal experts to avoid contravening national law and international standards.
- Is a lead established? Consider a senior lead with authority to manage the project across institutions.
- Are accountabilities clear? Define governance arrangements to steer implementation in an accountable way, manage the risks, identify resources, and unite implementing actors towards a common purpose. Governance arrangements can be simple (e.g., single steering committee or multiple working groups reporting to a central committee) but need to ensure gender and geographic representativeness.

3 PLANNING AND PROJECT MANAGEMENT: DESIGN AND MANAGE

- Consider questions, how, what, when, where and for whom?
 - ◆ Map a plan to determine fundamentals, including resource constraints.
 - ◆ Establish a project team with relevant skills and gender, geographic representation, and project coordination mechanisms.
 - ◆ Ensure team members are aware of how the policy intervention needs be conducted so that it is consistent with applicable national law and international standards.
- Are necessary project management tools and technology needs planned for and employed? Consider simple tracking tools, such as spreadsheets, flow charts and more sophisticated project management tools for larger efforts.
- Is there sufficient time and budget? Design systems and tools to keep track of finances, progress (of activities and results), including through the use of disaggregated performance data. Monitor resources and timelines, throughout the implementation of the policy.

4

COMMUNICATION AND ENGAGEMENT: ENGAGE MEANINGFULLY AND REGULARLY

- Who are the stakeholders that require engagement? Are those directly and indirectly affected by policy included? Has gender, age and other relevant factors been considered?
- What needs to be communicated and when? Design a communications plan.



Ensure

- Meaningful communication, as it secures buy-in and a sense of ownership of the policy, decreases resistance and ensures a rights-based approach.
- Regular and structured communications, such as through interdepartmental/ministerial working groups, focal points for coordination and channels of communication.
- Focused outreach to understand, define and align (internal and external) stakeholders' interests and roles in implementation.
- Collaborative efforts with community stakeholders to reach those the policy is targeting or affect, guaranteeing that all groups (based on gender, age or other relevant characteristics) are reached.
- Promotion of equality and inclusion and guaranteeing the intervention does not discriminate against groups. Consider aspects such as if translation is needed for stakeholders to participate meaningfully.

See more on engagement in [Stage 6: Policy implementation](#) and [Stage 4: Policy consultation](#) in the EMM2.0 Handbook.