

Summary of On-going Actions

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To Disseminate

- Collins ... “to distribute or scatter about”

Policy

- You probably will require to change thinking
- You may need to engage others
- You may need to create new structures
- You may need to demonstrate how and why

Adding, Changing Working with Policy

Ask the following questions:

- does anybody else but you care;
 - are the aims of the relevant policy known and understood;
 - if there is an ideological origin for the policy, is it known;
 - is reliable and valid information available on the effect of policy;
 - is there really a problem;
 - is the problem small enough to tackle;
 - are there possible solutions;
 - can resources for implementing solutions be predicted and made available;
 - are solutions bigger than the problem itself;
 - can solutions be ascribed to the originating ideology and described in specifics not generalities;
 - can solutions be communicated to a policy level where decisions can be taken;
 - are there few interrelated policies to account for;
 - solutions are complete and will not spawn further solutions;
 - is the environment stable enough to implement solutions;
 - can management perspectives and professional ethic be successfully balanced;
 - can dogma and scepticism be positively utilised;
 - can policy solutions be justified in public;
 - can the effects of policy solutions be monitored;
 - can those responsible for solutions be made accountable; and,
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- are the elements for successful implementation of solutions in place – Gunn?

10 conditions

1. that circumstances external to the implementing agency do not impose crippling constraints;
2. that adequate time and sufficient resources are made available to the programme;
3. that not only are there no constraints in terms of overall resources but also that, at each stage in the implementation process, the required combination of resources is actually available;
4. that the policy to be implemented is based upon a valid theory of cause and effect;
5. that the relationship between cause and effect is direct and that there are few, if any, intervening links;
6. that there is a single implementing agency which need not depend upon other agencies for success or, if other agencies must be involved, that the dependency relationships are minimal in number and importance;
7. that there is complete understanding of, and agreement upon, the objectives to be achieved; and that these conditions persist throughout the implementation process;
8. that in moving towards agreed objectives it is possible to specify, in complete detail and perfect sequence, the tasks to be performed by each participant;
9. that there is perfect communication among, and co-ordination of, the various elements involved in the programme; and,
10. that those in authority can demand and obtain perfect obedience.

Gunn L. "Why is implementation so difficult?" *Management Services in Government* 1978;(Nov):169-76.