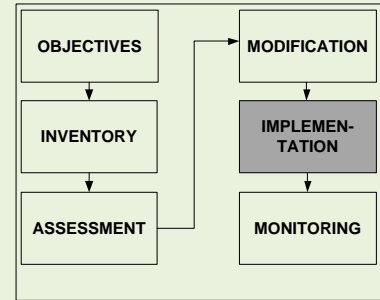


PACKAGE IMPLEMENTATION

DESCRIPTION: To ensure that the policy package is implemented so that the final outcome, as far as possible, is in accordance with the objectives of the package. However, implementation of policy packages will often run into numerous barriers. Before and during implementation of a policy package different barriers must therefore be taken into account and managed. The number of expected barriers often depends on the type of policy to be implemented.



RECOMMENDATIONS

- Identify already in the policy formation stage potential implementation barriers with a high inertia and initiate a way of either managing these, or reconsider the chosen policy measures
- Ensure continuous communication with stakeholders during the early implementation, and possibly already during policy packaging to pave the ground for successful implementation
- Allow room for adjustments of details in policy package, expanding the scope and showing flexibility.
- Apply a clear communication strategy, and communicate benefits
- Consider organisational responsibility and set-up for implementation. This may preferably be started already during formation of package phase
- Early assessment of technical problems that may be encountered. If there is a limited window of opportunity available for implementation, go for proven technology
- Consider a set of barriers management strategies before implementation of the package

TOOLS AND METHODS

- Consultation of stakeholders through “open house meetings” or “dialog seminars for key stakeholders”. Supporting tools may be chats , blogs to receive instant comments on adjustment

CHECKLIST QUESTIONS

- Have potential barriers been identified already during policy package formation?
- Have the stakeholders been prepared for the implementation?
- Have all technical systems been sufficiently tested?
- Are benefits communicated clearly?
- Have the organisational responsibility and set-up for implementation been considered?
- Is an actor assessment (identification of types of actors, to what degree they may be affected, and their political resources) required to ensure that intentional bias is reduced given the nature of lobbying?

PRACTICAL EXAMPLE

The implementation of the Stockholm congestion charging scheme is an example of a process where a flexible approach was applied and extensive dialogue with stakeholders took place. A clear information strategy was included in the process, which implied profound and professional communication of results. The organisational set-up was considered consciously, involving a shift of responsible authority between the phases of policy formation and policy implementation. This case was eventually successful, despite the fact that legal barriers were found at a rather late stage.

ACTOR INVOLVEMENT

Actor Group	Degree of Involvement	Recommended tasks
Politicians / decision makers	<i>High</i>	<ul style="list-style-type: none"> ▪ Need for a consistent and transparent communication strategy to make benefits clear to parties involved ▪ Initiate analysis of technical difficulties which might occur during or shortly after the implementation (e.g. infrastructural obstacles) ▪ Consider small changes to the package as possibility to avoid failures of policy targets.
Public administration	<i>Very high</i>	<ul style="list-style-type: none"> • Documentation on the first implementation phase, feedback to policy makers
Stakeholders	<i>Between low and medium</i>	<ul style="list-style-type: none"> ▪ Consulted about their first impressions after policy is implemented (with regard to opposition on policies in early stages)
Independent experts	<i>Very low</i>	<ul style="list-style-type: none"> ▪ Needed to analyse causes for implementation difficulties and for policy re-calculation.