Implementing change: Opportunities and solutions and need for collaboration

Policy change

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Political and Technical

- Political (at all levels)
  - Macro
  - Micro (organizational and bureaucratic)
  - Governance /Stewardship and Accountability (Answerability & Sanctions)
- Technical
  - Generation of evidence
  - Synthesis of evidence
  - Dissemination of evidence
  - Application /uptake of evidence into program design and implementation

Policy Change:

- Dynamic and iterative rather than static/linear process "Moving target"
- Occurs within health systems and such systems behave as complex adaptive systems
  - Feedback, self organizing, path dependent etc
- Involves people as Actors and stakeholders (whether mobilized or not)
- Therefore an understanding of actors, interests, power, conflict, negotiation are critical
- Understanding of Context and process also matters to be able to manage change

Understanding & Influencing policy change
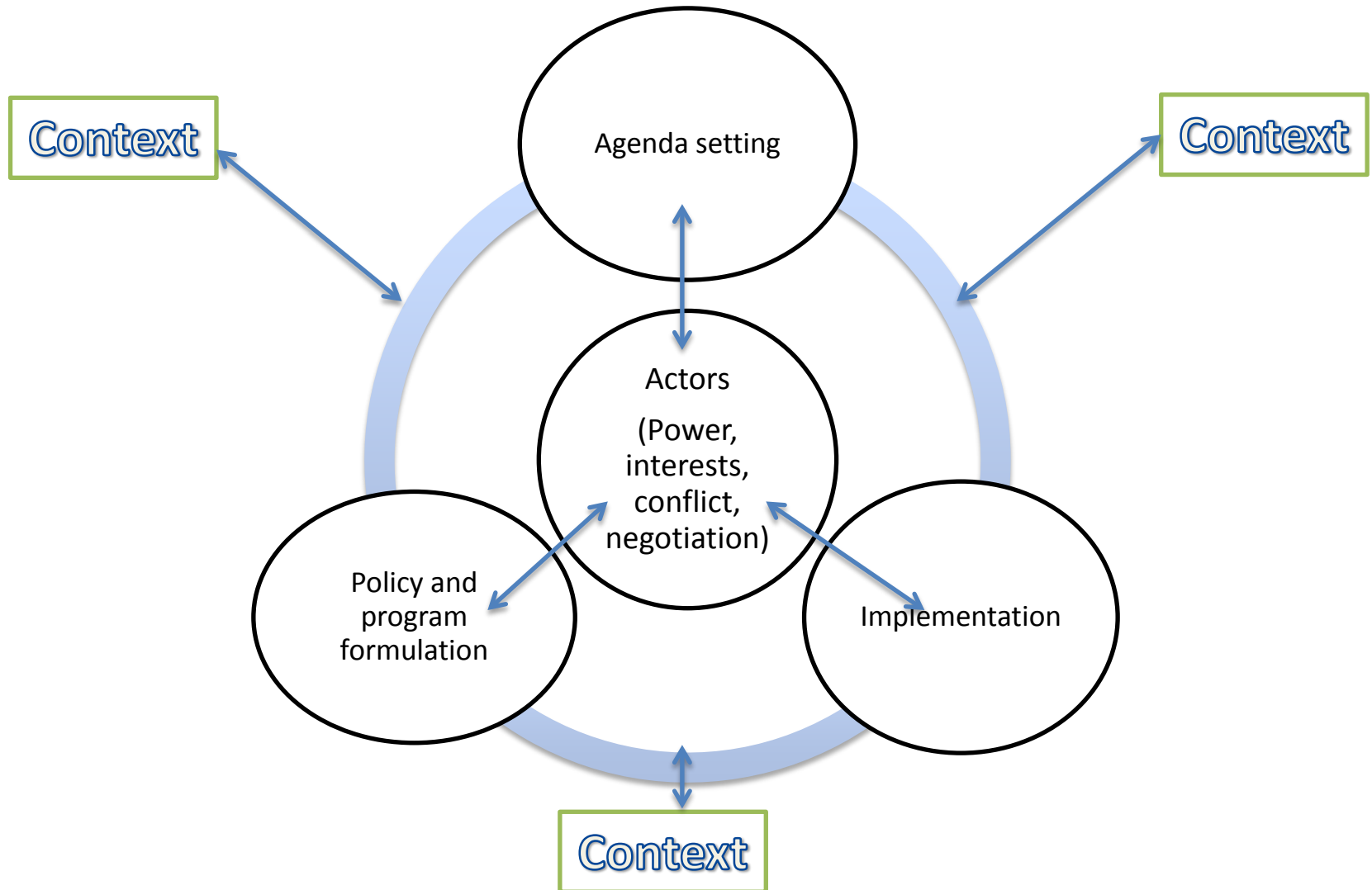
Actors

- All actors have in common:
  - the ability to influence policy
  - Operating in a context that may facilitate or constrain their use of power
  - Interests, values and beliefs that influence their use of power
- Actors power involves their ability to influence and control resources, the power to take things forward, to block or resist, to shape other people's minds.
- The sources of actors power can be varied and related to personality, context or the policy process and content

Successful change requires overlap

Political | Overlap | Technical
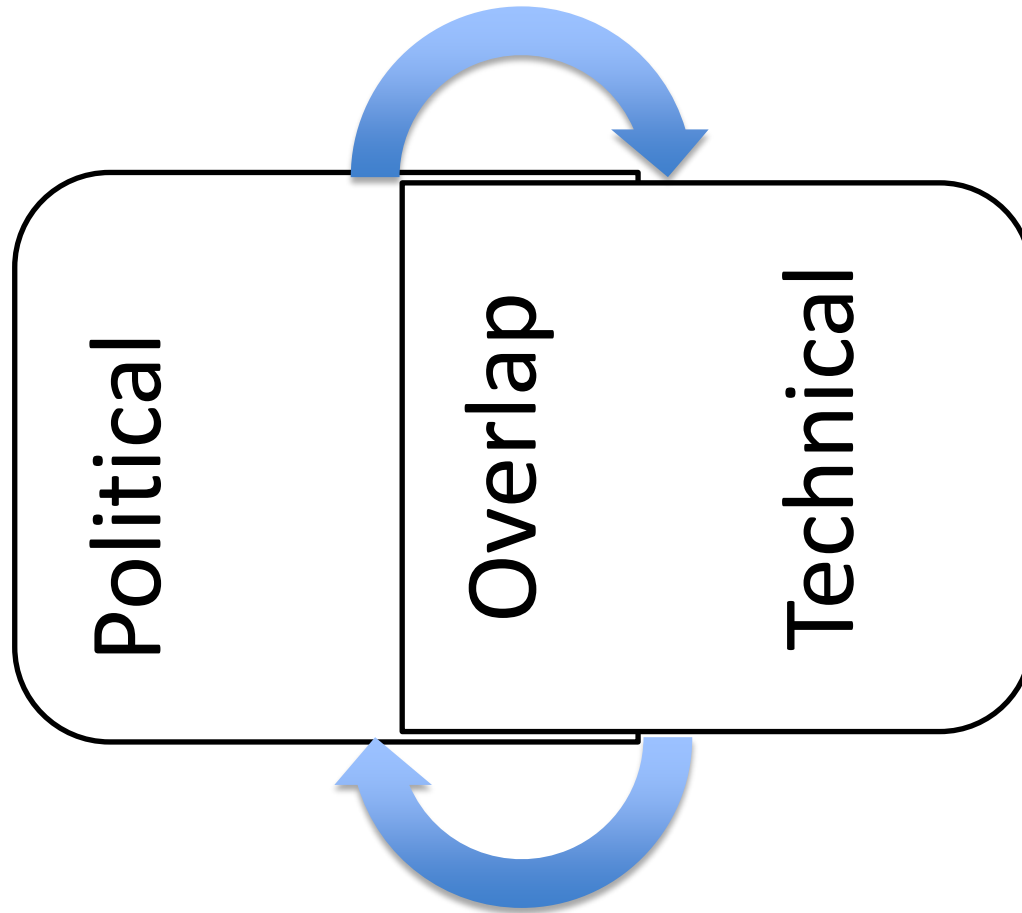
Ayee

Joseph Aryee (2000)

- "Successful public policies and programs are rare because it is unusual to have progressive and committed politicians and bureaucrats (*saints*) supported by appropriate policy analysts with available and reliable information (*wizards*), that manage hostile and apathetic groups (*demons*) and consequently insulate the policy environment from the vagaries of implementation (*systems*)."

Ayee

- Saints
  - committed and progressive political and bureaucratic leadership that is prepared to champion a policy, take the risks as they come, and stick to the efforts required to make policies succeed are probably the most important of the actors in determining public policy success or failure.
  - This group of actors must have well placed allies to support their efforts as well as managerial skills, skills in delegation of work and access to needed resources for implementation.
  - They also need to view management as contingent decision-making rather than control.

Ayee

- Wizards
  - appropriate policy analysts with reliable and available information to support formulation of policies and programs.
- Demons
  - "Perhaps the most difficult lesson to learn, much less accept in public policies and programs, as in religion, is that demons do exist and can be very destructive. .....Unfortunately, no text on public policy can help one in detecting demons. For public policies and programs to succeed, the demons have to be managed and neutralized. Demons are a very small set of public officials and individuals, who engage in corruption or rent seeking activities" Aryee 2000

Ayee

- Aryee's (2000) concerns about the influence of the group of actors he calls 'demons' on public policies and programs are related to issues of accountability within health systems. Brinkerhoff (2004) suggests that there are two aspects of accountability, answerability and sanctions.

- Actors need to be answerable in terms of provision of information on their actions and the justification for their actions to someone or some groups who have available sanctions they are empowered to apply for illegal or inappropriate actions and behavior uncovered through answerability.