Policy-Making Environments

<table>
<thead>
<tr>
<th>Policy formulation</th>
<th>Policy implementation</th>
<th>Policy evaluation</th>
</tr>
</thead>
<tbody>
<tr>
<td>developing policy alternatives and selecting the most effective and viable one</td>
<td>developing procedures to fulfill the mandates of an approved policy</td>
<td>analyzing the effectiveness of a particular policy and its implementation</td>
</tr>
</tbody>
</table>

Policy is made through interaction between these three environments rather than in a straight-line progression from one step to the next.

**Actors**

Sets of actors operate within spheres of influence that spill over into the neighboring environments. For instance, legislators most often focus on formulating policy, but they can have an influence on both the evaluation and implementation of a policy. While all actors are involved in some way in all phases, some are more important in particular environments.

**Communication**

Actors who formulate policy must communicate clearly to those who implement new policy.

Actors who implement policy must communicate clearly

1. to gain approval from those evaluating new programs
2. to convey their successes or failures to those who evaluate policies

**Compliance**

Compliance procedures can ensure that policies are implemented properly, and help in the evaluation and formulation of new policies.

These procedures rely on communication mechanisms.