partnership for economic policy pep

2022 PEP annual conference

Workshop:

Best practices for policy engagement

Session 1: Understanding policymaking

May 31

Marjorie Alain
PEP Director of Communications and M&E

Session 1 - Contents

- **Your PEP project:** objectives and requirements
- **Policymaking** – processes, constraints, influences
- **Channeling scientific evidence** into policymaking
- **Policy stakeholders**
- **Hands-on:** Initiating your policy context analysis

Why are we here?

Evidence-informed policymaking

- The concept implies that **"one should prioritise scientific or research-based evidence as input"** into policy design and decision processes
  - **RECENT AND STILL DISPUTED – far from systematically applied.**
  - In most countries, governments have yet to develop:
    - **Clear requirements and procedures**
    - **Internal capacities to link scientific evidence with policymaking**

Why are we here?

Evidence-informed policymaking – the objective of your PEP project

- **PEP research aims to inform policy**

Commitment to all donors

Providing evidence that is both:

- **Reliable** (scientifically-sound)

Scientific training + mentorship

- **Contextualised** :
  - From a local perspective
  - Addressing COUNTRY-SPECIFIC POLICY NEEDS / QUESTIONS

This training + **policy outreach mentorship**

Why are we here?

Purpose of this workshop:

- **Make sure your PEP research answers actual policy questions**

PEP requires from grantees to:

- **Identify and engage/consult with stakeholders**
  - PEP requires stakeholder analysis and periodic reports
- **Develop a (parallel) policy paper analysis**
  - Starting with a policy context analysis, to clarify the key policy questions to address

Why are we here?

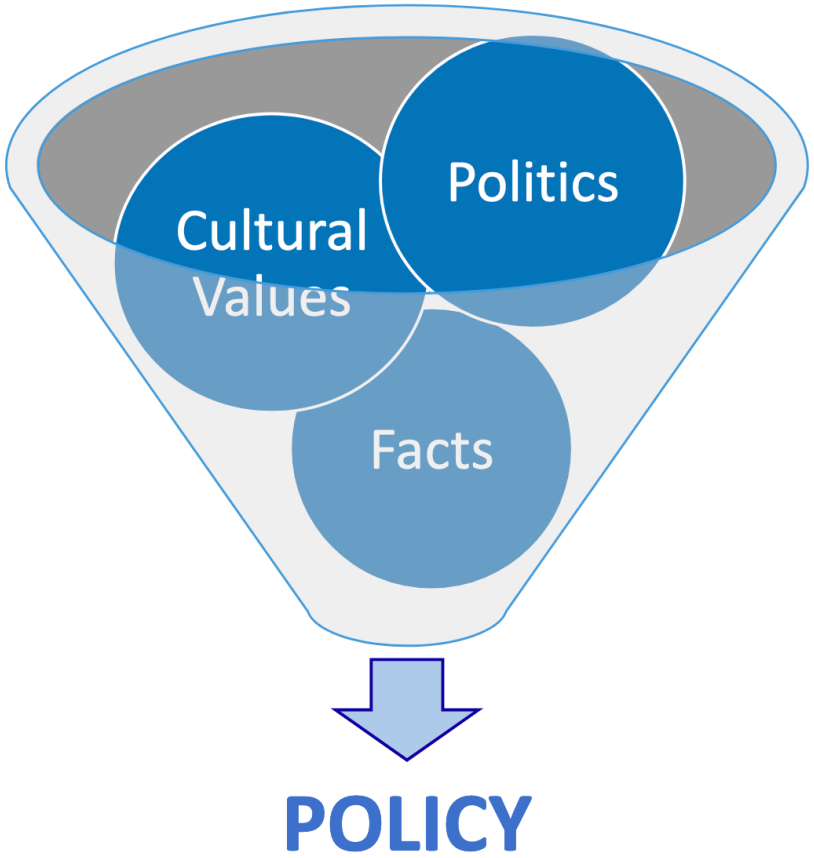
Structure of this workshop:

- Session 1: **Understanding policymaking**
- Session 2: Designing research to address actual policy needs
- Session 3: Designing an effective policy engagement strategy

Policy processes

Development

- An effective policy must be based on **facts**, but it is also influenced by **cultural values** and **politics**.



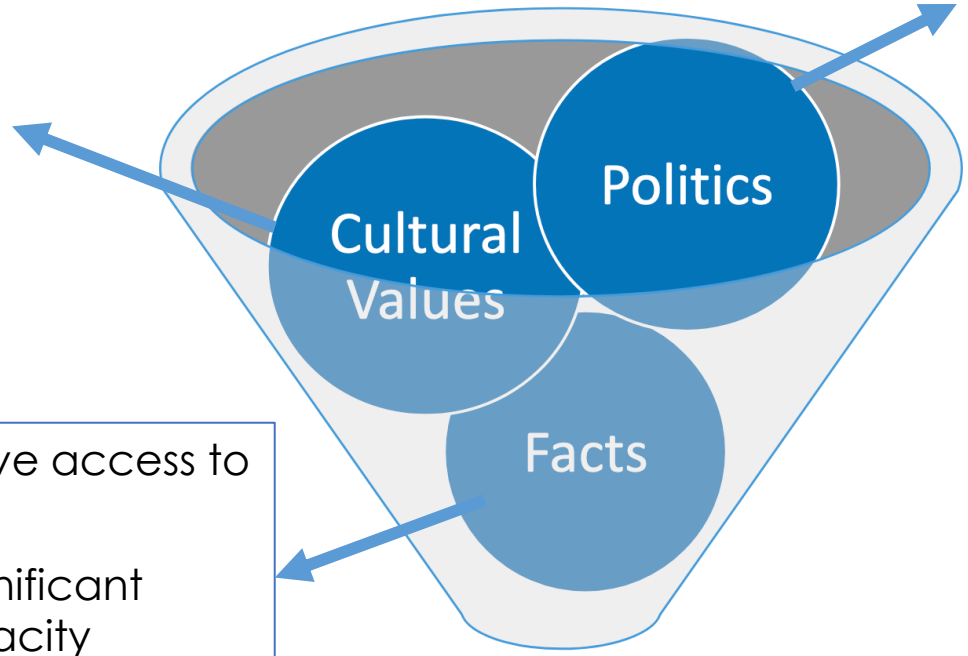
Policy processes

Development

➢ Example: Access to water in Tunisia

- Water is a free good given by god
- Water resources are limitless

- Politicians seek popular consensus, so they prioritize access to water for large urban centers



- 20% of rural people do not have access to drinking water
- 70% of dams experience a significant decrease in their storage capacity
- 50% of the water distribution network requires rehabilitation

Policy processes

Governance – performance is "measured" by:

Responsiveness:
Extent to which delivered services are consistent with citizen preferences

Effectiveness:
Extent to which adopted actions are achieving desired goals

Efficiency:
Ratio between the quality of services provided (i.e. effectiveness) and the cost to provide them

Policy processes

Political economy factors that prevent decision-makers from basing their decisions on scientific knowledge:

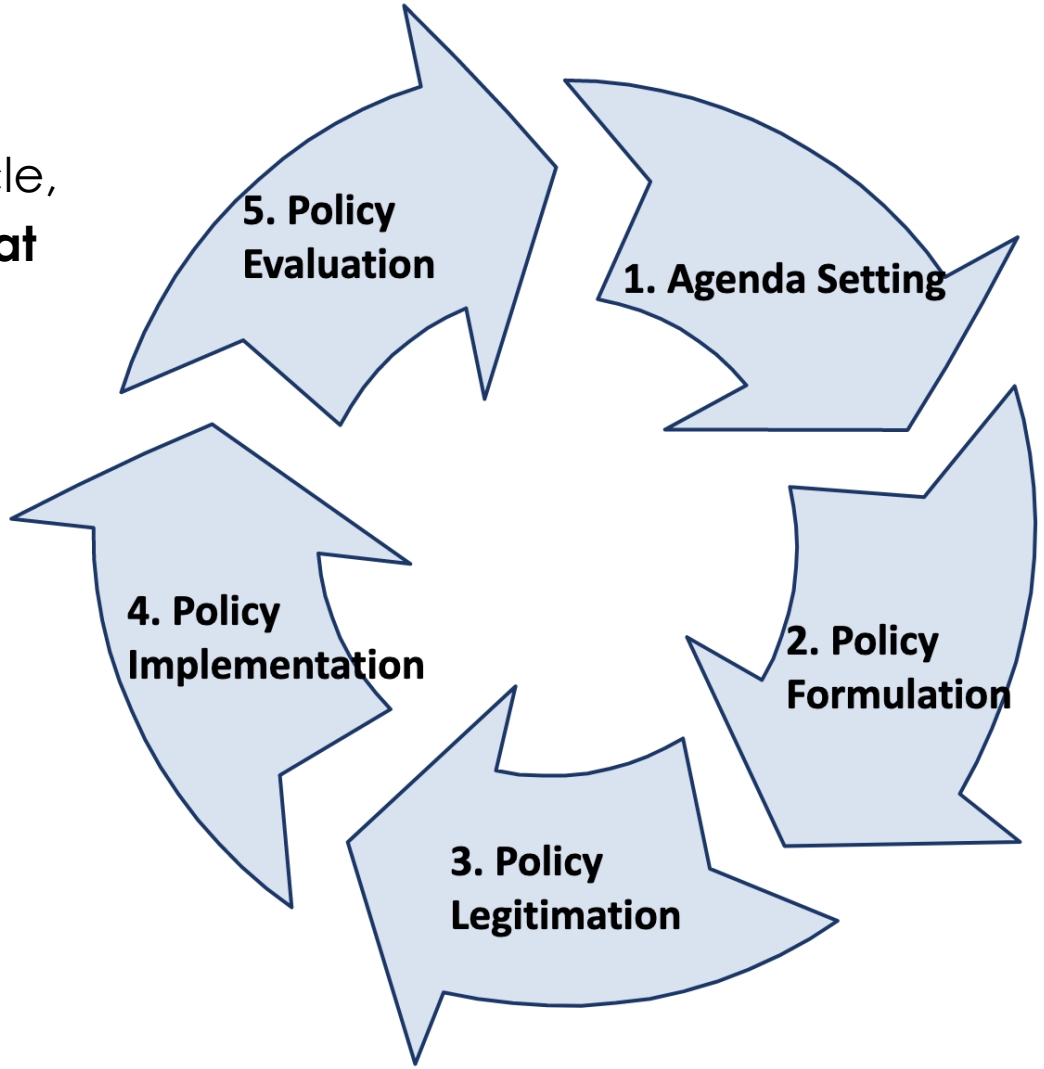
- Culture, ideology - acceptability
- Commitments, budget constraints – feasibility
- Crises – e.g. COVID – diverting attention and resources

Understanding policy needs means **ADAPTING RESEARCH** or its communication **TO SPECIFIC CONTEXTS and priorities**

Policy processes

Policymaking cycle

Though it appears to follow an orderly and closed cycle, the process **can begin and be abandoned or altered at any point of the cycle.**

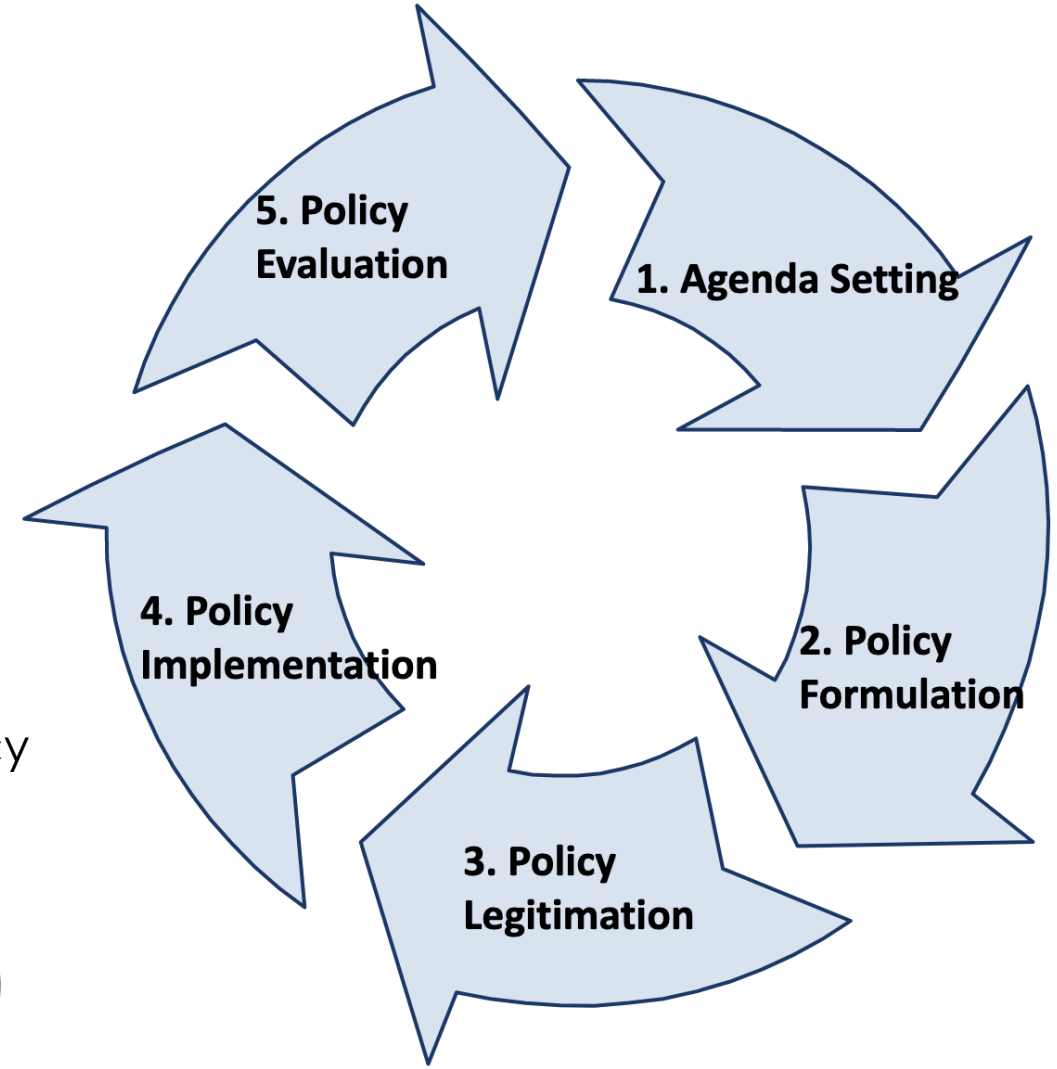


Channeling scientific evidence into policymaking

Policymaking cycle

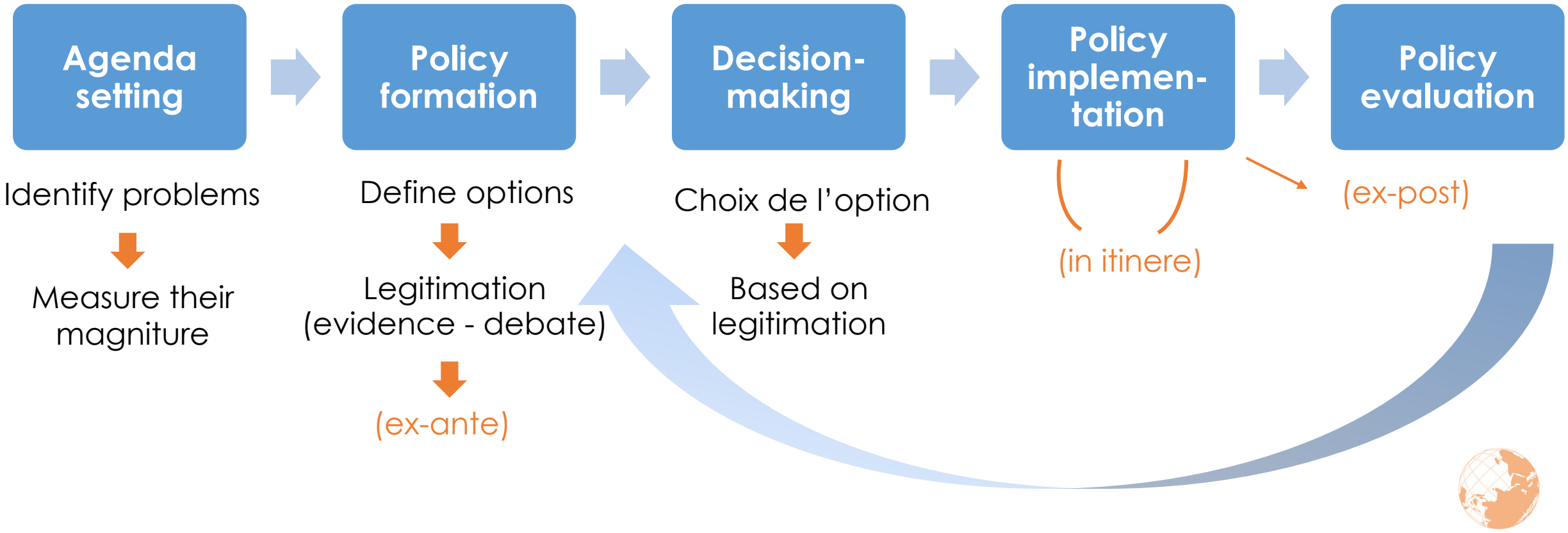
Research-based **evidence can (and should) be used at EVERY STAGE of the cycle to:**

- **IDENTIFY** problems
- **MEASURE** their magnitude and seriousness
- **REVIEW** alternative policy interventions
- **ASSESS** the likely consequences of particular policy actions (intended and unintended)
- **EVALUATE** what, in fact, results from policy (effectiveness, efficiency, unexpected outcomes)



Channeling scientific evidence into policymaking

Policymaking cycle – role of research/evaluation



Channeling scientific evidence into policymaking

Policymaking cycle – role of research/evaluation

Identify and assess problems

Evaluate/ compare options

(ex-ante)

Evaluate existing/ current policy

(in itinere)

(ex-post)

EIPM:
What type of methods/evidence is being used?
Role of research?

Channeling scientific evidence into policymaking

Policymaking cycle

Overall challenges for EIPM

1) The formulation and implementation of policies are **inherently political**:

- involve conflict and struggle among individuals and groups, officials and state bodies who have **conflicting ideas, interests, values, and information.**

2) These political, stakeholder and value **considerations**:

- are **outside the scope of science**,
- **must be incorporated** by the multiple actors involved in the policy advisory process.

3) Few government institutions have a clear definition of what should be considered as **sufficient/reliable evidence**

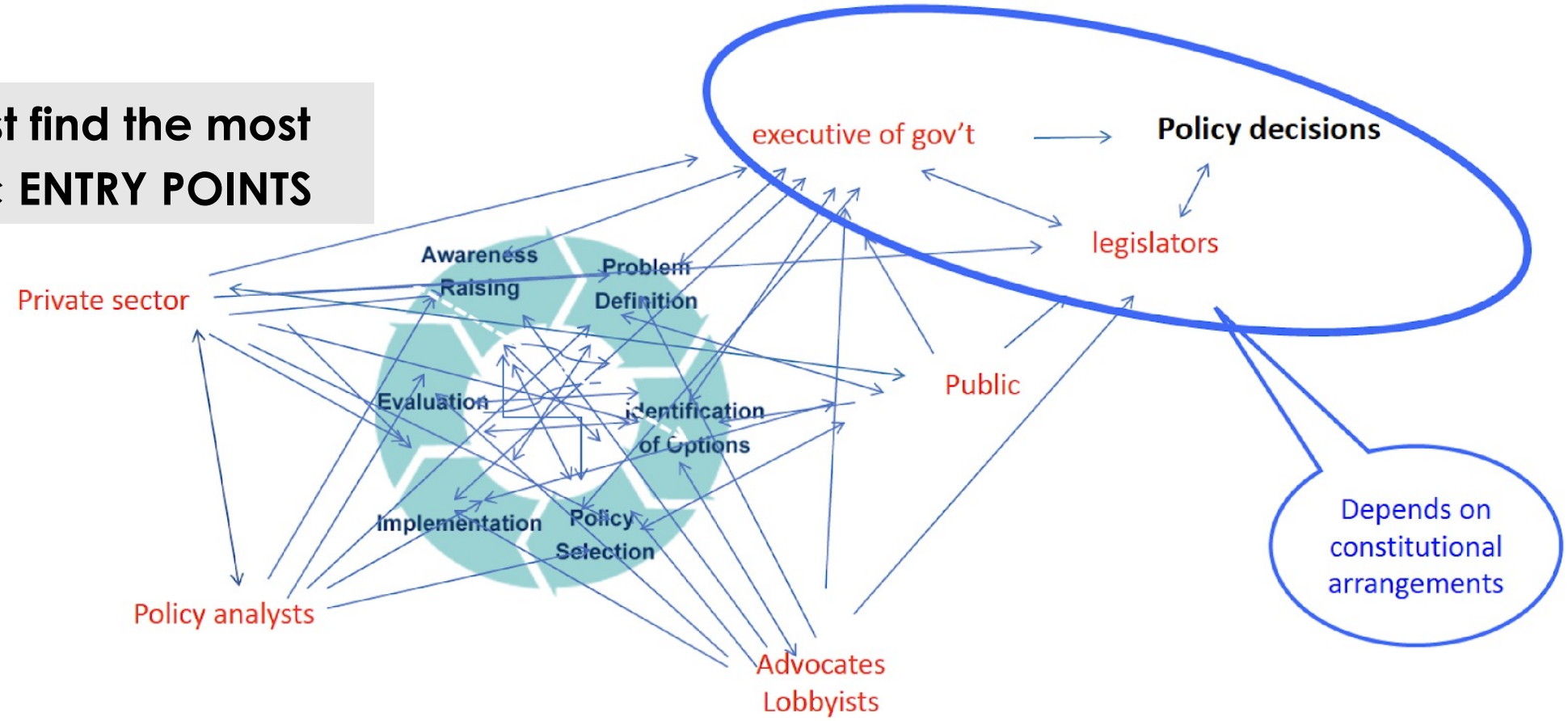
Channeling scientific evidence into policymaking

The **relative influence of scientific evidence** versus other factors/inputs can be illustrated as follows:

Channeling scientific evidence into policymaking

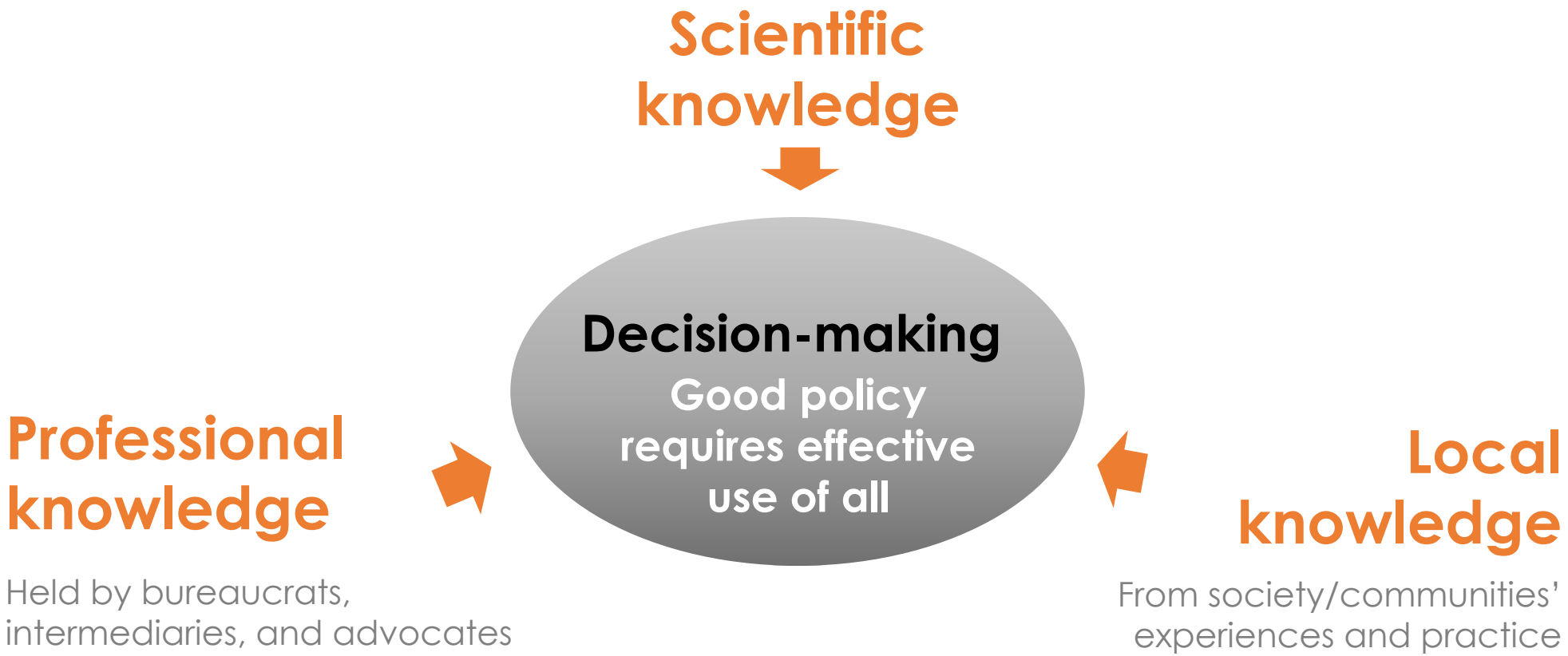
But a more realistic illustration of the **many sources of influences, competing** over the policy decision process would rather look like this:

You must find the most strategic ENTRY POINTS



Channeling scientific evidence into policymaking

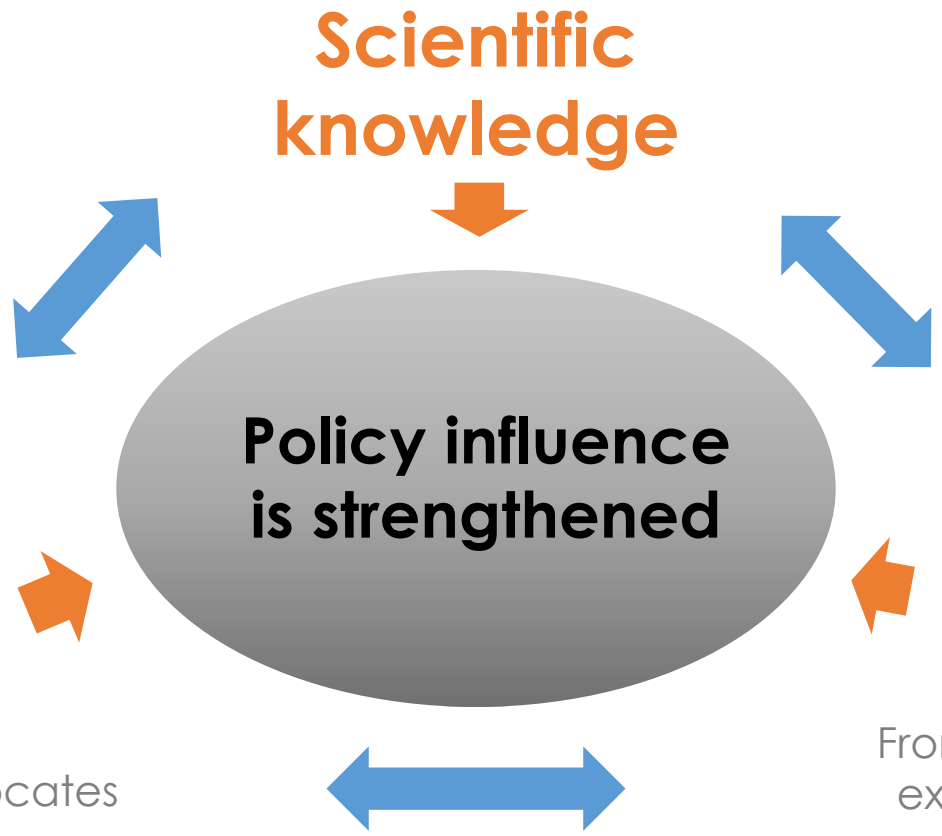
Nugroho & al., 2018



Channeling scientific evidence into policymaking

Nugroho & al., 2018

When they work together…



Channeling scientific evidence into policymaking

To understand policy needs/priorities,

Scientific knowledge

Must ENGAGE and CONSULT WITH..

Professional knowledge

Held by bureaucrats, intermediaries, and advocates

Local knowledge

From society/communities' experiences and practice

Policy stakeholders

Actors (individuals or organizations) **with a vested interest in the concerned policy**

- An **interest** can be based on:
  - A current or future gain, or
  - Damages that the actor may suffer in relation to the policy

Policy stakeholders

What are the **main types** of stakeholders?

State

Political Parties

Think tanks

Civil society

IOs & NGOs

Research Community

Business Community

The People

Media

Policy stakeholders

For your PEP project, we recommend to focus on:

State

Political Parties

Think tanks

Civil society

IOs & NGOs

Research Community

Business Community

The People

Media

Policy stakeholders

STATE

Specialized bodies working in coordination.

- Those **producing policies** are legislators, executives, administrators, judges.
- Supposed to be the impartial arbitrator between major interests.

BUT:

- State bodies often **compete** with each other, and **do not coordinate** their actions, particularly when their **respective responsibilities** are not clearly defined
- Also, degree of expertise, or "**technical knowledge", can vary.**

Communication tip: Focus on mandate/responsibilities

Policy stakeholders

POLITICAL PARTIES/POLITICIANS

Help aggregate interests - converting the particular demands of interest groups into general policy alternatives.

BUT:

Mostly interested in "**controlling power**" through government

Policies are often instrumental to gaining power, rather than the other way around

Communication tip: Focus on their « political capital »

Policy stakeholders

CIVIL SOCIETY

Public space where people associate freely for the pursuit of common goals.

- Incl. mechanisms through which **individuals/groups demand** transparency, accountability, responsiveness, and efficiency (from policy).

BUT:

Not a unitary actor - NOT cohesive/coherent, equal, organized, or coordinated

Communication tip: Focus on their « advocacy agenda/objectives »

Policy stakeholders

BUSINESS COMMUNITY

Largely independent actors who pursue wealth and power through the delivery of goods and services.

BUT:

- Objectives pursued are always "self-serving", profit-oriented
- Serving the interests of a few to the expense of most

Communication tip: Focus on economic benefits

Policy stakeholders

MEDIA

Help determine what people think about, and shape their attitudes.

- Influence the capacity of government officials to convert their ideas into policy

BUT:

- Generally provides minimal coverage of policy issues
- Often owned or **controlled** by the state and economic interest groups who introduce a **bias** on which news are conveyed and how.

Communication tip: Focus on the interests of their « audience »

Policy stakeholders

IOs & NGOs/INGOs

NGOs / INGOs: independent of governments - two types:

- *Advocacy:* aim to influence governments with a specific goal,
- *Operational:* provide services.

IOs (i.e. intergovernmental – formed by treaties)

- Help set the international agenda, cooperation among states, mediate political bargaining, promote initiatives in favor of collective good

BUT:

- Focused on specific "topics" (development trends)

Communication tip: Focus on their agenda/thematic priorities

Policy stakeholders

Stakeholder analysis

Determine whose interest should be taken into account in relation to a specific policy/program.

Questions to ask:

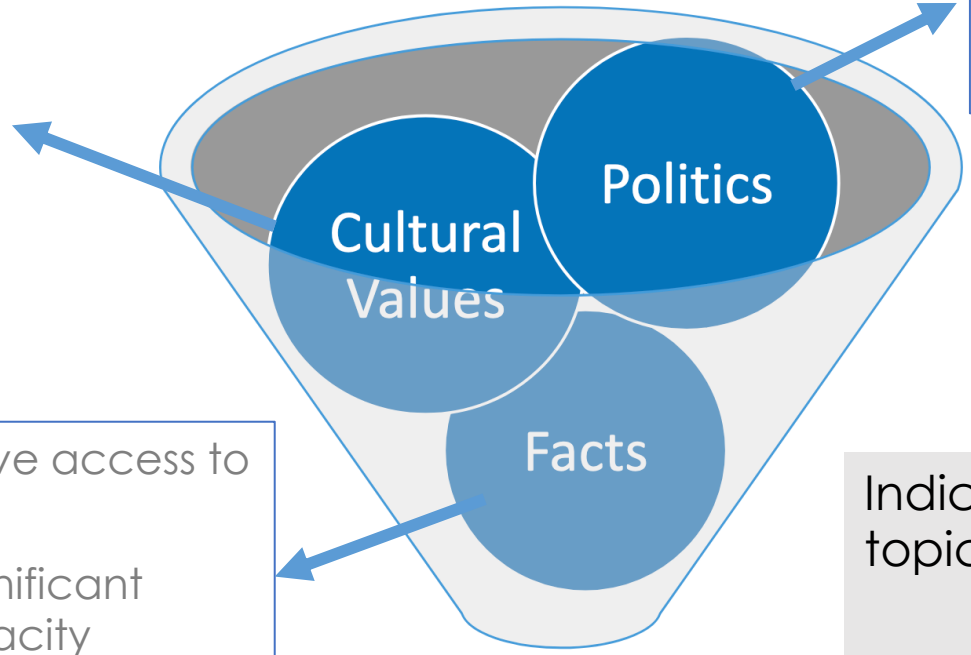
- Who has **power/influence** in specific policy process (formulation, adoption, implement..)
- Who can **inform** viz specific needs/constraints related to policy?
- Who can **benefit from/support** the "policy"?
- Who can provide **entry point** into the decision process?

HANDS-ON

Q1: **Reproduce this example** (fill the boxes) **for your project.**

- Water is a free good given by god
- Water resources are limitless

- Politicians seek popular consensus, so they prioritize access to water for large urban centers



- 20% of rural people do not have access to drinking water
- 70% of dams experience a significant decrease in their storage capacity
- 50% of the water distribution network requires rehabilitation

Indicate your PEP project's topic/title:

HANDS-ON

Q2: **Associate your PEP project with the relevant stage of policymaking cycle**

Identify and assess problems

Evaluate/ compare options

(ex-ante)

Evaluate existing/ current policy

(in itinere)

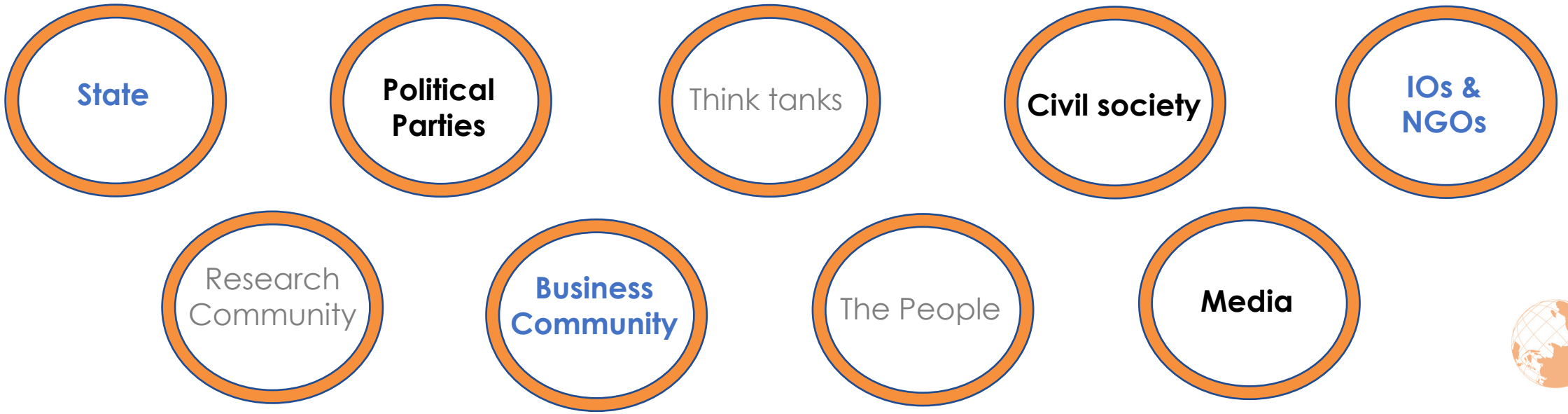
(ex-post)

HANDS-ON

Q3: **# 1 - Identify 3 categories of relevant stakeholders for your project**

 # 2 – Name one example (institution, organization) **for each category**

 # 3 – For each example, explain why you consider them to be priority target
(Power? Influence? Inform? Benefit? Entry point)



Thank you !

Partnership for Economic Policy (PEP)

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Co—— Impact

partnership for economic policy pep

2022 PEP annual conference

Workshop:

Best practices for policy engagement

Session 2: Designing research to fit policy needs

June 1st

Marjorie Alain
PEP Director of Communications and M&E

Why are we here?

Structure of this workshop:

- Session 1: Understanding policy processes
- **Session 2: Designing research to address actual policy needs**
- Session 3: Designing an effective policy engagement strategy

Session 2 - Contents

- **Science and policy:** a complicated relationship
- **Understanding policy needs**
- **What do policymakers need to know**
- **Your PEP policy paper**

Science and policy: a complicated relationship

The tale of "two communities"

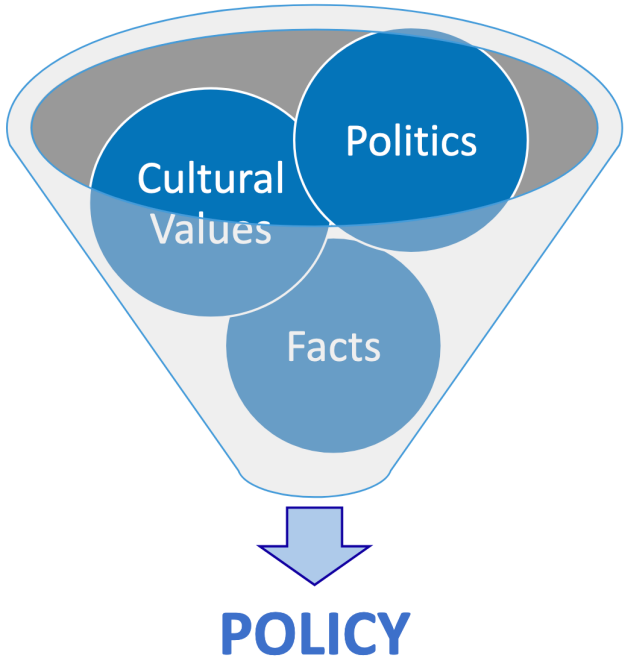
Like in any relationship.. **it's mainly a "communication problem"**

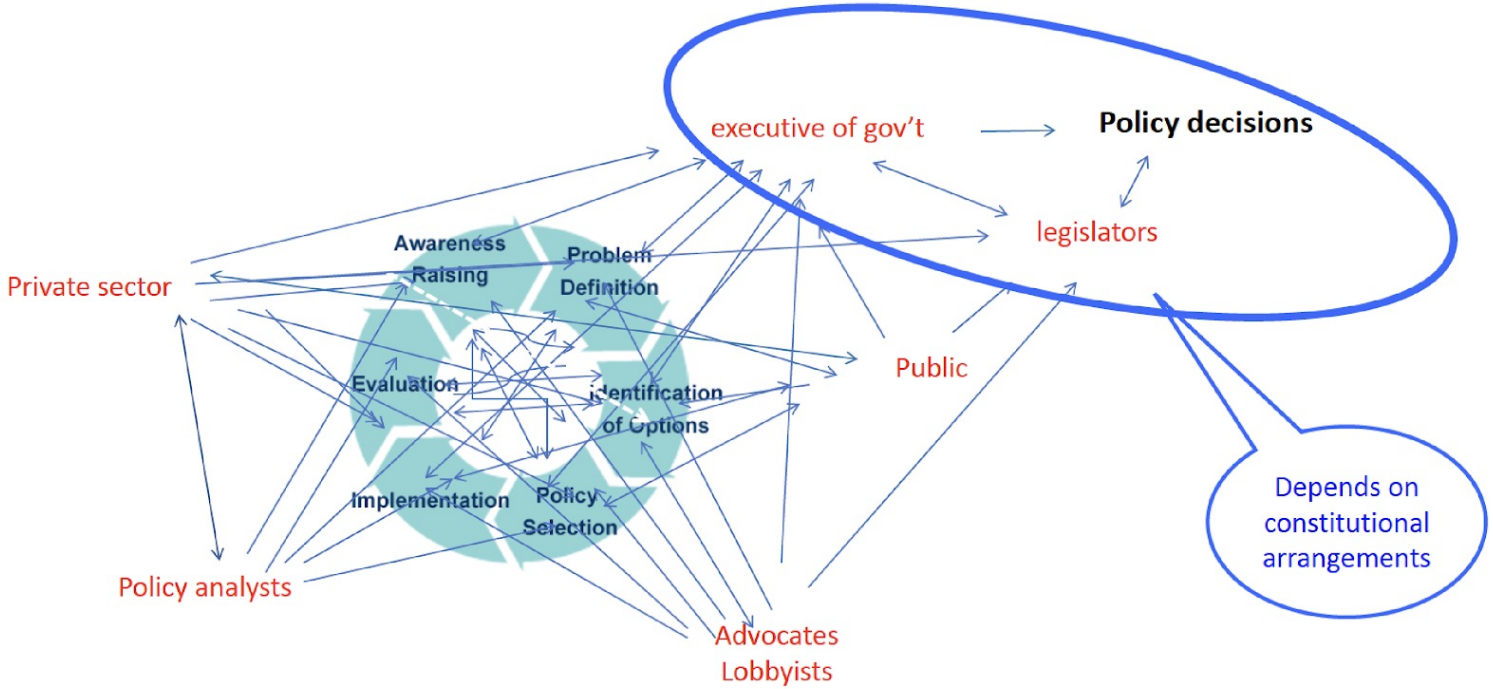
Science and policy **"don't speak the same language"**

- Not just **in terms of "technical jargon"**, which is ALWAYS a problem with academics
- But also **in terms of "PRIORITIES"…**

Science and policy: a complicated relationship

The **relative influence of scientific evidence**
VS other factors/inputs in policymaking:





Science and policy: a complicated relationship

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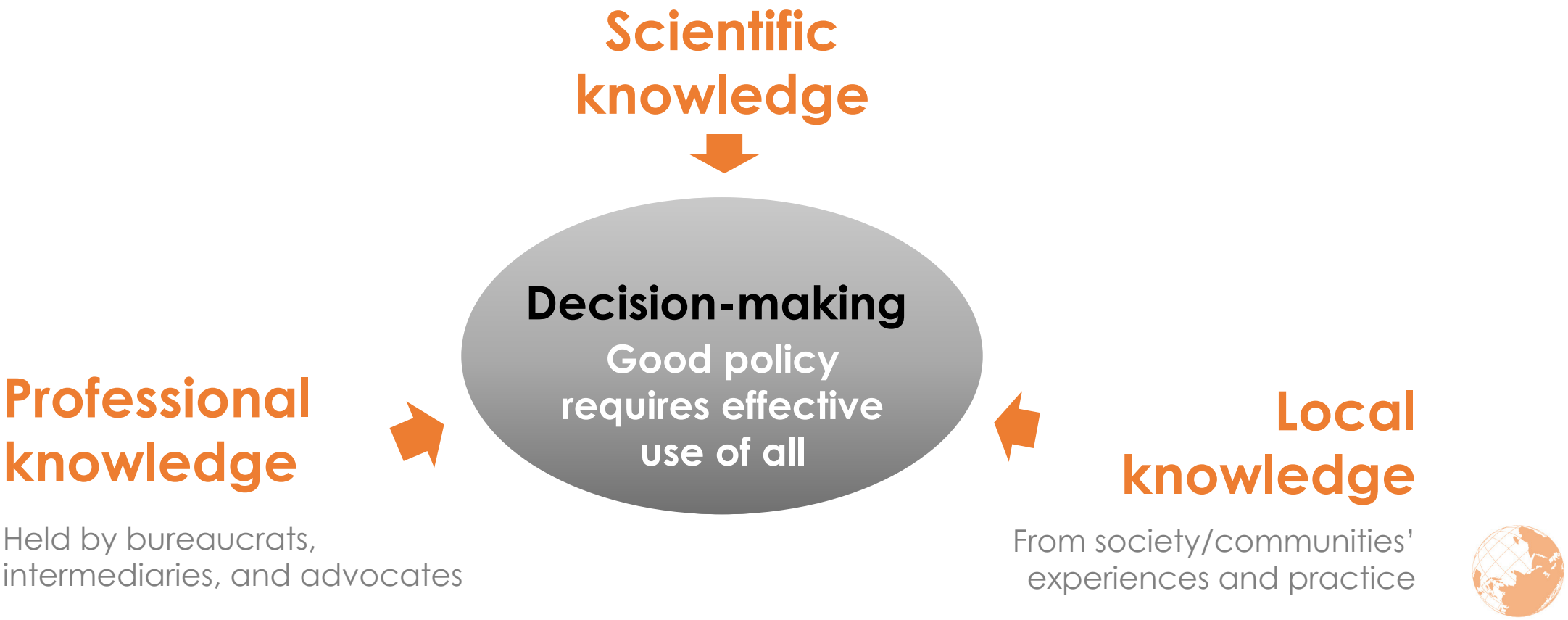


Science and policy: a complicated relationship

The **relative influence of scientific evidence**
VS other factors/inputs in policymaking:

Wide range of **political, stakeholder and value considerations** that:

- are outside the scope of science
- must be incorporated by the (multiple) actors involved in the policy advisory process.

Better understanding these considerations can help

ALIGN RESEARCH & COMMUNICATE EVIDENCE

in a way that speaks to POLICY NEEDS and CONSTRAINTS

Science and policy: a complicated relationship

The **various roles of science in policy**

- **Identify** problems
- **Measure** their magnitude and seriousness
- **Review** alternative policy interventions
- **Assess** the likely consequences of policy actions (ex-ante)
- **Evaluate** what, in fact, results from policy (ex-post)

Different uses = different "policy questions"

Must understand the type of question to provide the right type of answer

Science and policy: a complicated relationship

"For policy makers to *do science* better, scientists need to *do policy* better."

Chris Tyler, Director of UK Parliamentary Office for Science and Technology

The complicated relationship between science and policy

"Communications are adequate if they **reach people with the information that they need in a form that they can use**."

Baruch Fischhoff, 2011

Applying the science of communication to the communication of science

What can be done from the science/research side?

Adapt research DESIGN & COMMUNICATION
to better address policy needs

Step #1:
UNDERSTAND POLICY NEEDS

Understanding policy needs

Evidence gap

Policy

Science

Understanding policy needs

Researchers must:

1. Understand the **POLICY PROBLEM** (vs research issue)

in order to…

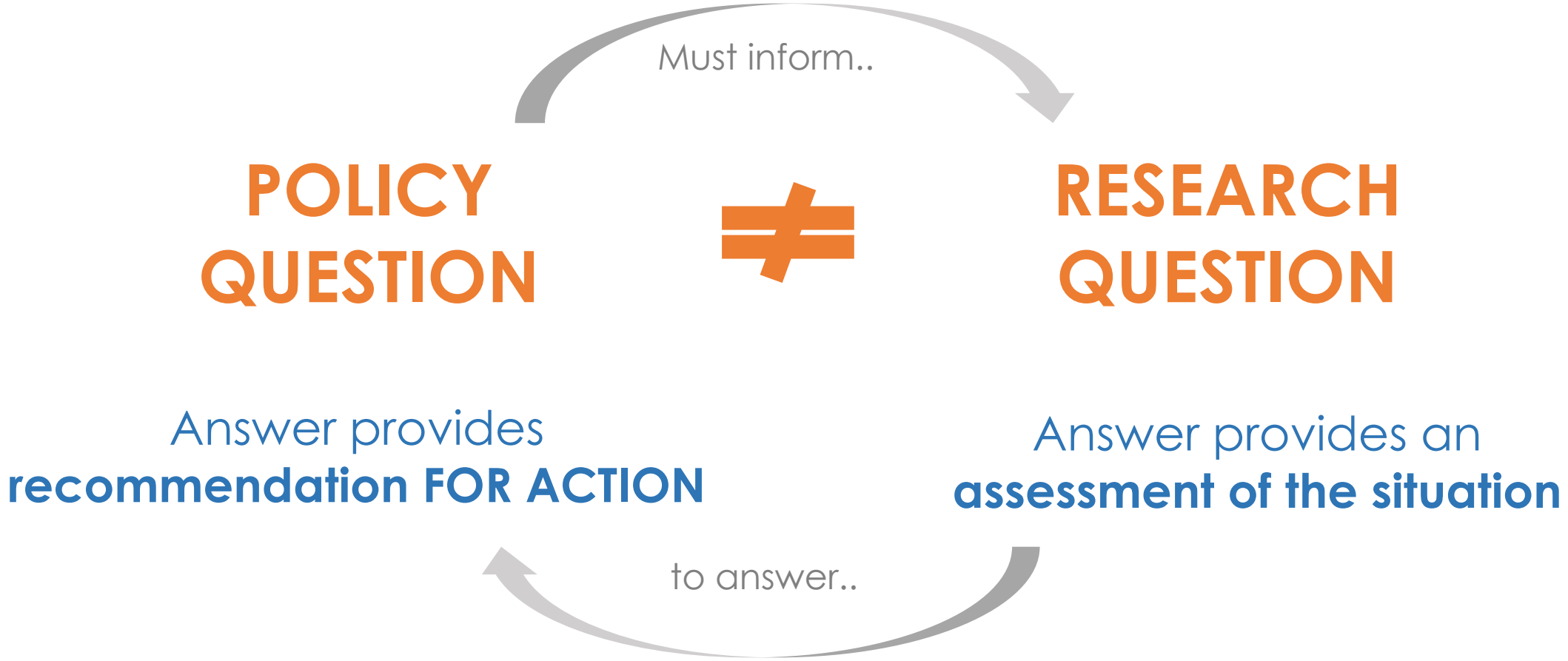
2. Position research/evidence into **existing policy options/strategies**

in order to…

3. Produce practical/**useful recommendations** for policymakers

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)



Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

What are the effects of non-farm diversification on rural women's income?

Research or policy?

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

What type of intervention can effectively contribute to improving rural women's income?

Research or policy?

Understanding policy needs

1. Understand the **POLICY PROBLEM** (vs research issue)

Must inform..

Policy question

What type of intervention to improve rural women's income?

What type = must compare **optionS**

How do policymakers assess/compare policy options? What criteria?

≠

Research question

Effects of non-farm diversification on rural women's income?

Sufficient to inform policy decision?

Non-farm diversification **= 1 option**

Right question?

Science and policy: a complicated relationship

Babu Rahman, 2017 – UK Foreign and Commonwealth Office

How to make research more useful to government officials

"What (policymakers) want from research is NOT:

'*It's complicated*' or '*Here's the answer*'.

What they want is:

comparative work highlighting a range of possible solutions.."

Brick et al., 2018

Winners and losers: Communicating the potential impacts of policies

"Decision-makers need communications that succinctly ***describe potential harms and benefits of different options"***

What do policymakers need to know? Criteria

Usual criteria to assess "good policy"

EFFECTS	Effectiveness	Does the policy achieve the desired outcomes?
	Unintended effects	Are there unintended effects to consider?
	Equity	What are the effects for different population groups? How do they affect equity?
APPLICA-TION	Cost	
	Feasibility	
	Acceptability	

What do policymakers need to know? Criteria

Usual criteria to assess "good policy"

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APPLICA-TION	Cost	What are the costs/budget implications?
	Feasibility	Is this policy technically viable/feasible?
	Acceptability	How is this policy perceived by (priority) stakeholders?

What do policymakers need to know? Criteria

Research evidence usually informs 1-2 criteria,
but NEVER THE FULL PICTURE

EFFECTS	Effectiveness	Does the policy achieve the desired outcomes?
	Unintended effects	Are there unintended effects to consider?
	Equity	What are the effects for different population groups? How do they affect equity?
APPLICA-TION	Cost	**What are the costs/budget implications?**
	Feasibility	**Is this policy technically viable/feasible?**
	Acceptability	**How is this policy perceived by (priority) stakeholders?**

What do policymakers need to know? Options

Questions that decision-makers always have

Gluckman, 2019

- Why do we have to do something now? Why is it a **priority**?
  - What is the (political) risk of doing or not doing something?
- Have we got the **OPTION** that meets our broader needs?
  - Who will it benefit? Does it benefit priority stakeholders?
  - What are the risks and to whom?
  - How does it **compare with other options**?
- What will it **cost**? (vs "benefits")

What do policymakers need to know? Options

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Gluckman, 2019

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- What will it **cost**? (vs "benefits")

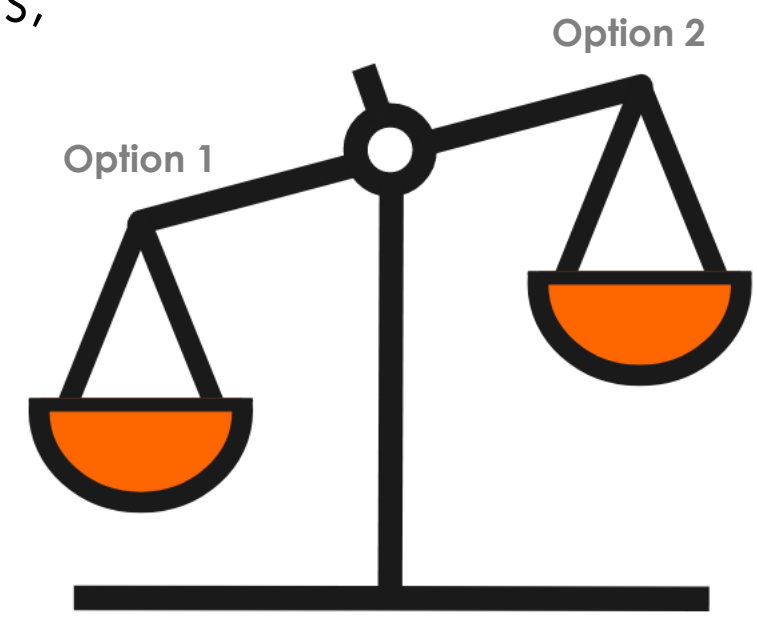
What do policymakers need to know? Options

When **designing research** aimed at informing policy, or preparing to **communicate findings** to policy users, must remember that:

Decision = choice = options

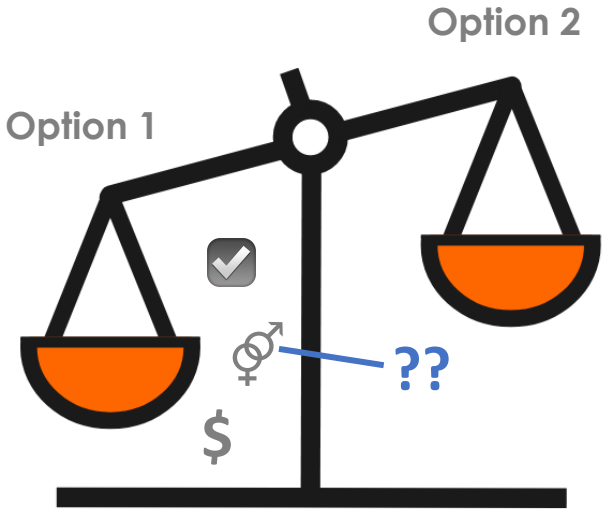
Decision-makers need to compare options!!

A policy decision will be made by **weighing the pros & cons,** or harms & benefits of the different options



What do policymakers need to know? Options

4 questions to ask before defining research questions/objectives



#1: What "**decision**" do you wish to inform?

#2: What are the **options** likely to be considered in this decision process?

#3: What are the **key criteria** that would be used to evaluate/compare the options?

#4: What type of **evidence** is missing to help inform this evaluation?

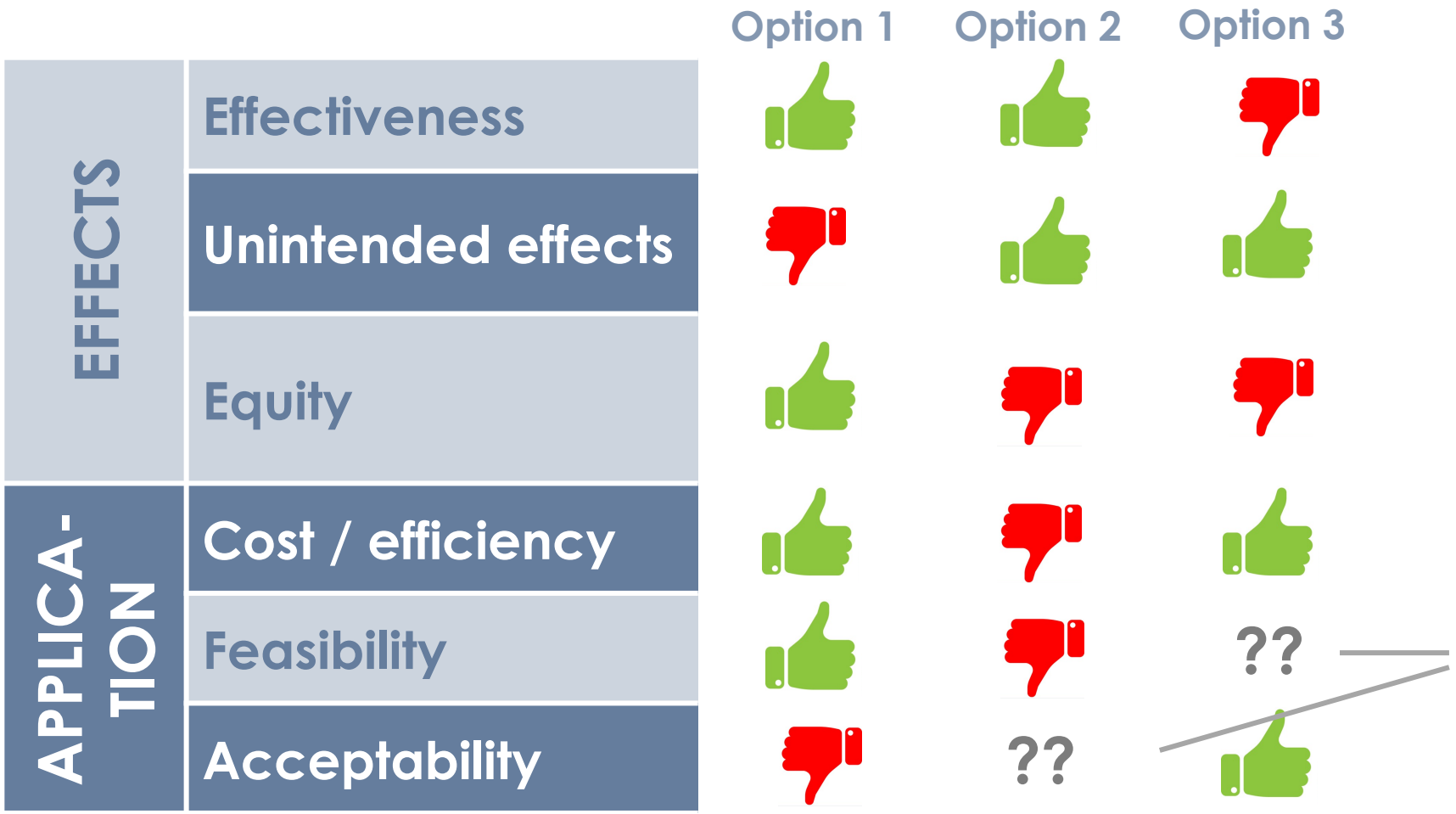
What do policymakers need to know?

Difference between "COMMUNICATING RESEARCH RESULTS"

		Option 1
EFFECTS	Effectiveness	
	Unintended effects	
	Equity	
APPLICA-TION	Cost	??
	Feasibility	??
	Acceptability	??

What do policymakers need to know?

And communicating "EVIDENCE-INFORMED POLICY ADVICE"



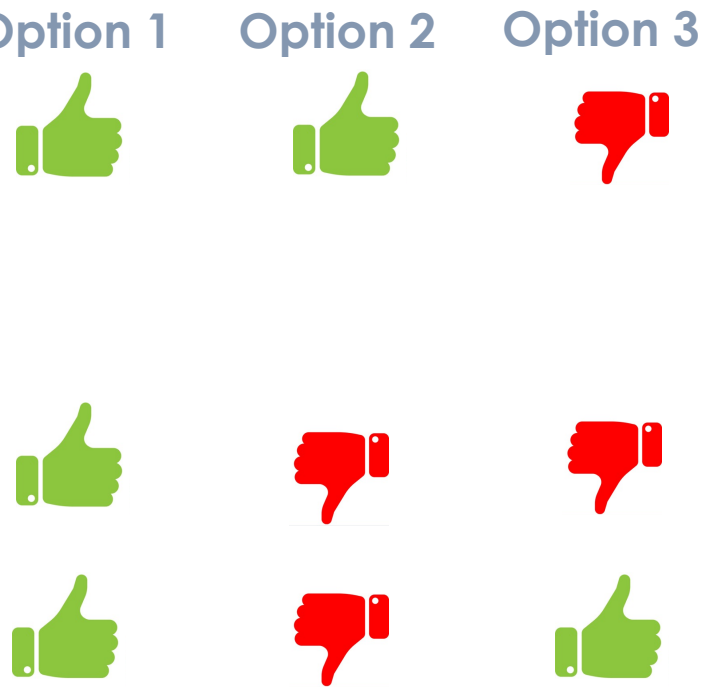
If not possible to research all, then..

Should also be able/ ready to communicate uncertainty..

What do policymakers need to know?

And communicating "EVIDENCE-INFORMED POLICY ADVICE"

EFFECTS	Effectiveness
	Unintended effects
	Equity
APPLICA-TION	Cost / efficiency
	Feasibility
	Acceptability

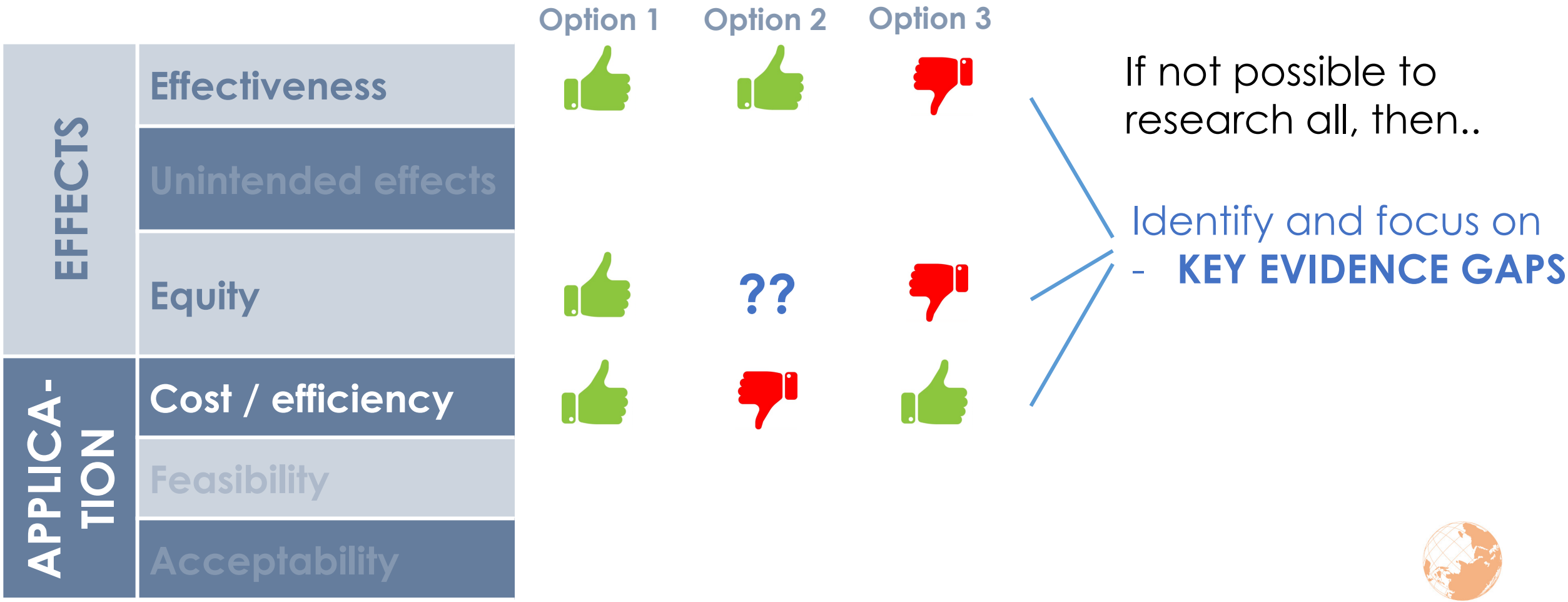


If not possible to research all, then..

Identify and focus on
- **PRIORITIES**

What do policymakers need to know?

And communicating "EVIDENCE-INFORMED POLICY ADVICE"



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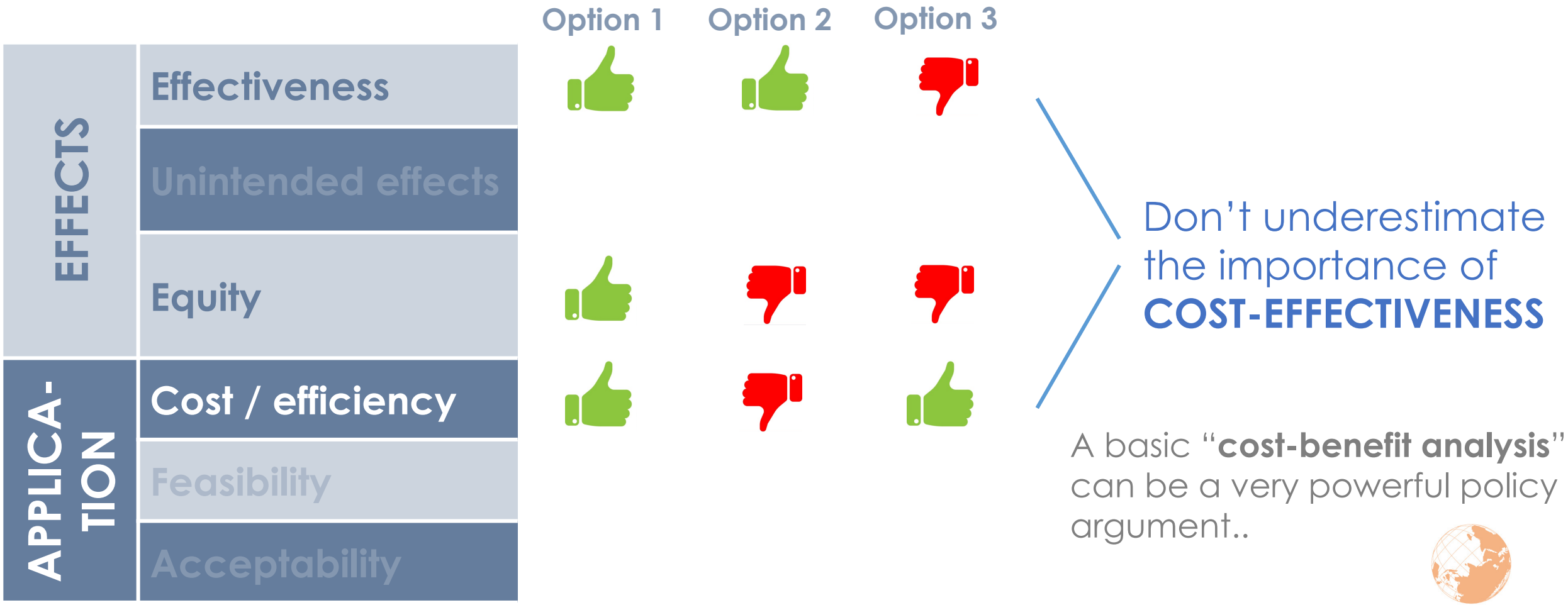

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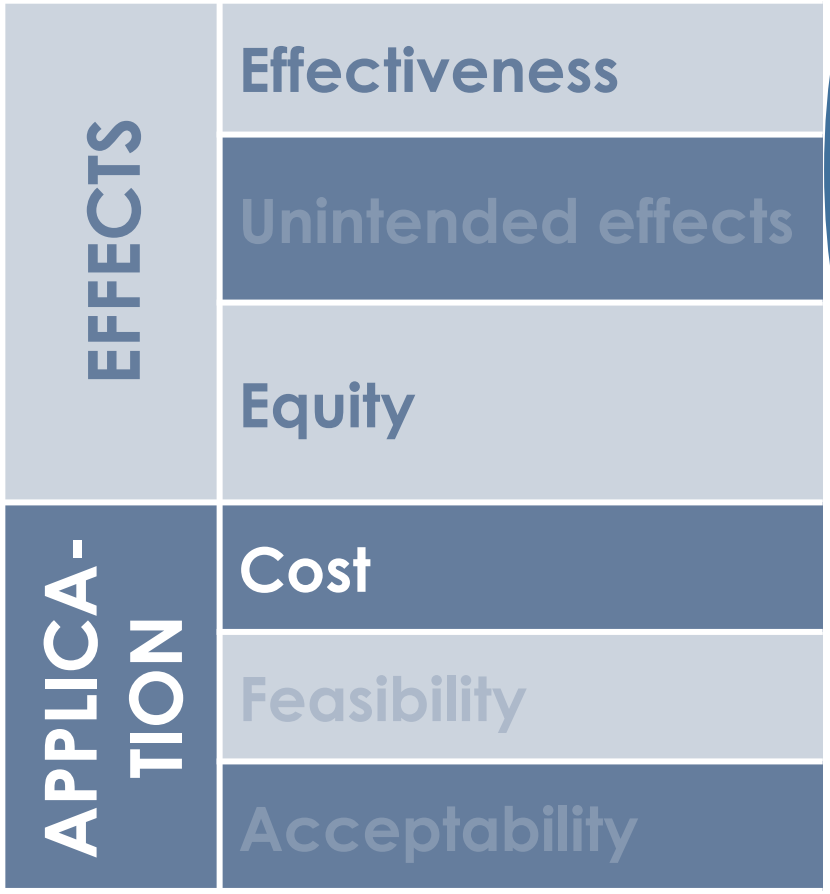
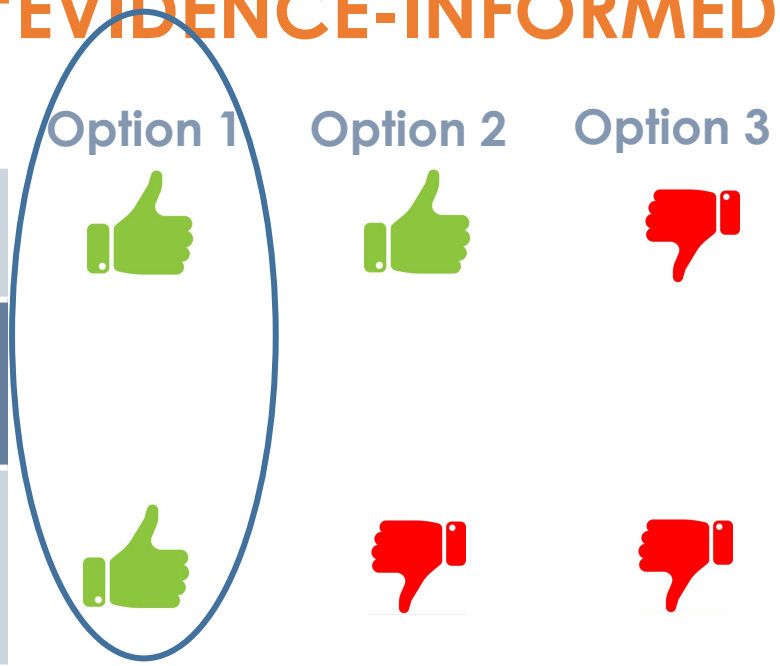
And communicating "EVIDENCE-INFORMED POLICY ADVICE"





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Should provide information about the **"cost implications" of the recommended policy intervention**

What can be done from the science/research side?

Adapt research DESIGN & COMMUNICATION
to better address policy needs

Step #2:
POSITION YOUR RESEARCH

Your PEP policy paper

STRUCTURE

- **Problem** - importance
- **Options** available / considered
- **Criteria** to assess options

Part 1 – interim stage
(policy context analysis)

- **Evaluation** - comparing options based on criteria
- **Recommendation** + roadmap

Part 2 –
final stage
(findings)

Your PEP policy paper – Part 1 (December)

STRUCTURE – PROBLEM

Questions that decision-makers always have…

Why do we have to do something **now**? Why is it a **priority**?

- What is the (political) risk of doing or not doing something?

CONTEXT MATTERS!

Interest in issues that are important "NOW"

- Media – public perceptions
- Commitments – electoral cycle
- Especially for constituencies/core supporters

Your PEP policy paper – Part 1 (December)

STRUCTURE – OPTIONS

Questions that decision-makers always have…

Have we got the option that meets our broader needs?

1) What are the options available to address this problem?

- Current policy
- Policy alternative/change under consideration by Gov **(CONSULT!)**
- Other alternatives? – based on literature, or other countries..

Your PEP policy paper – Part 1 (December)

STRUCTURE – CRITERIA

Questions that decision-makers always have…

Have we got the option that meets our **broader needs?**

1) What are the options available to address this problem?
2) **On the basis of which criteria can we evaluate/compare options?**
   - Effectiveness, equity, efficiency…
   - Consider:
     - ➢ Government priorities & constraints – budget, commitments..
     - ➢ Which can you realistically assess / find information about?

Your PEP policy paper – Part 1 (December)

STRUCTURE – CRITERIA

Questions that decision-makers always have…

Have we got the option that meets our **broader needs?**

1) What are the options available to address this problem?
2) **On the basis of which criteria can we evaluate/compare options?**

= Framework of analysis

Your PEP policy paper – Part 2 (May 2022)

STRUCTURE – EVALUATION

Questions that decision-makers always have…

Have we got the option that meets our **broader needs?**

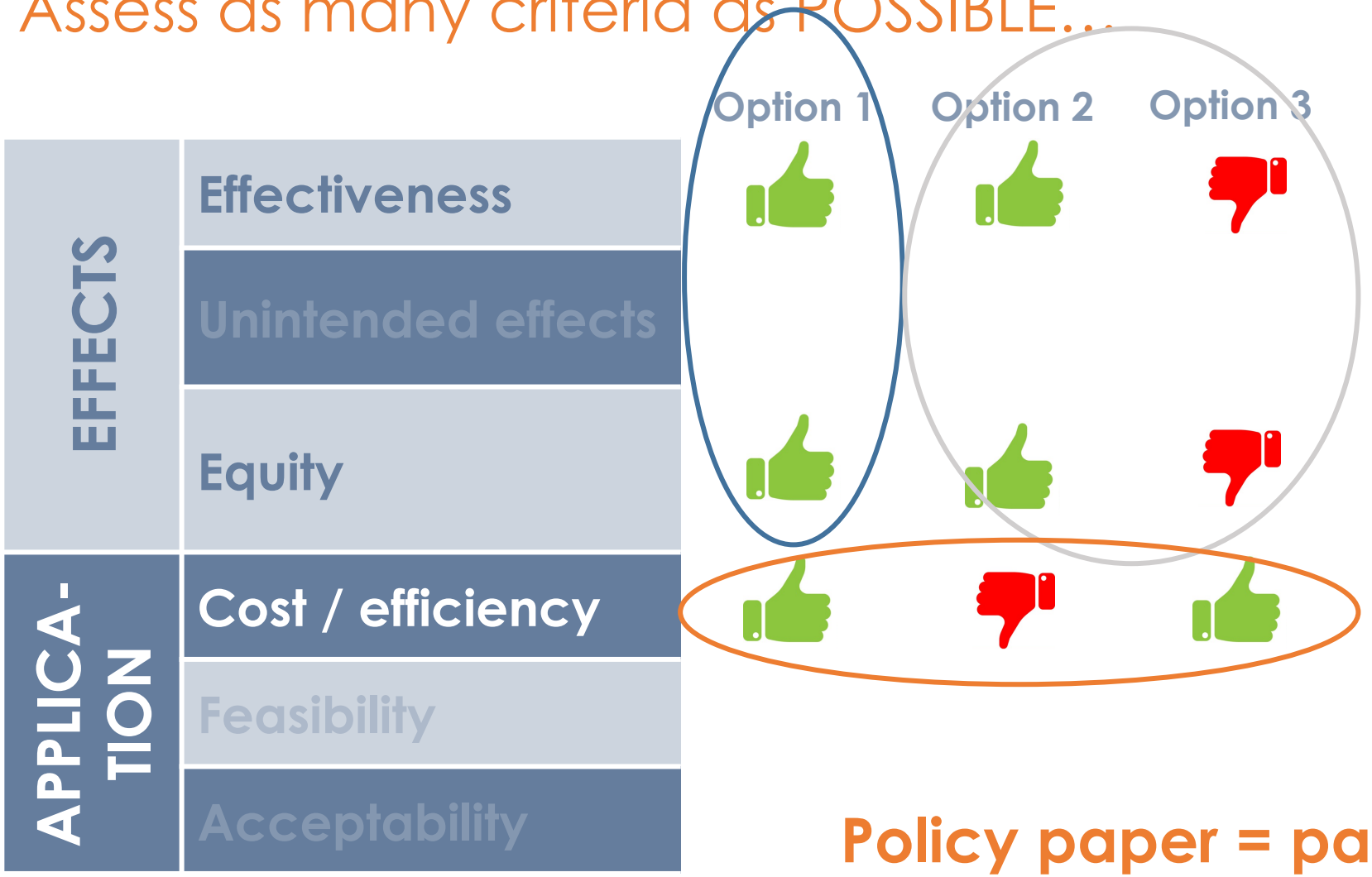
1) What are the options available to address this problem?
2) On the basis of which criteria can we evaluate/compare options?

3) Assess criteria and use results to compare options

What will it **cost?**

Your PEP policy paper – Part 2 (May 2022)

Assess as many criteria as POSSIBLE…



- Your research

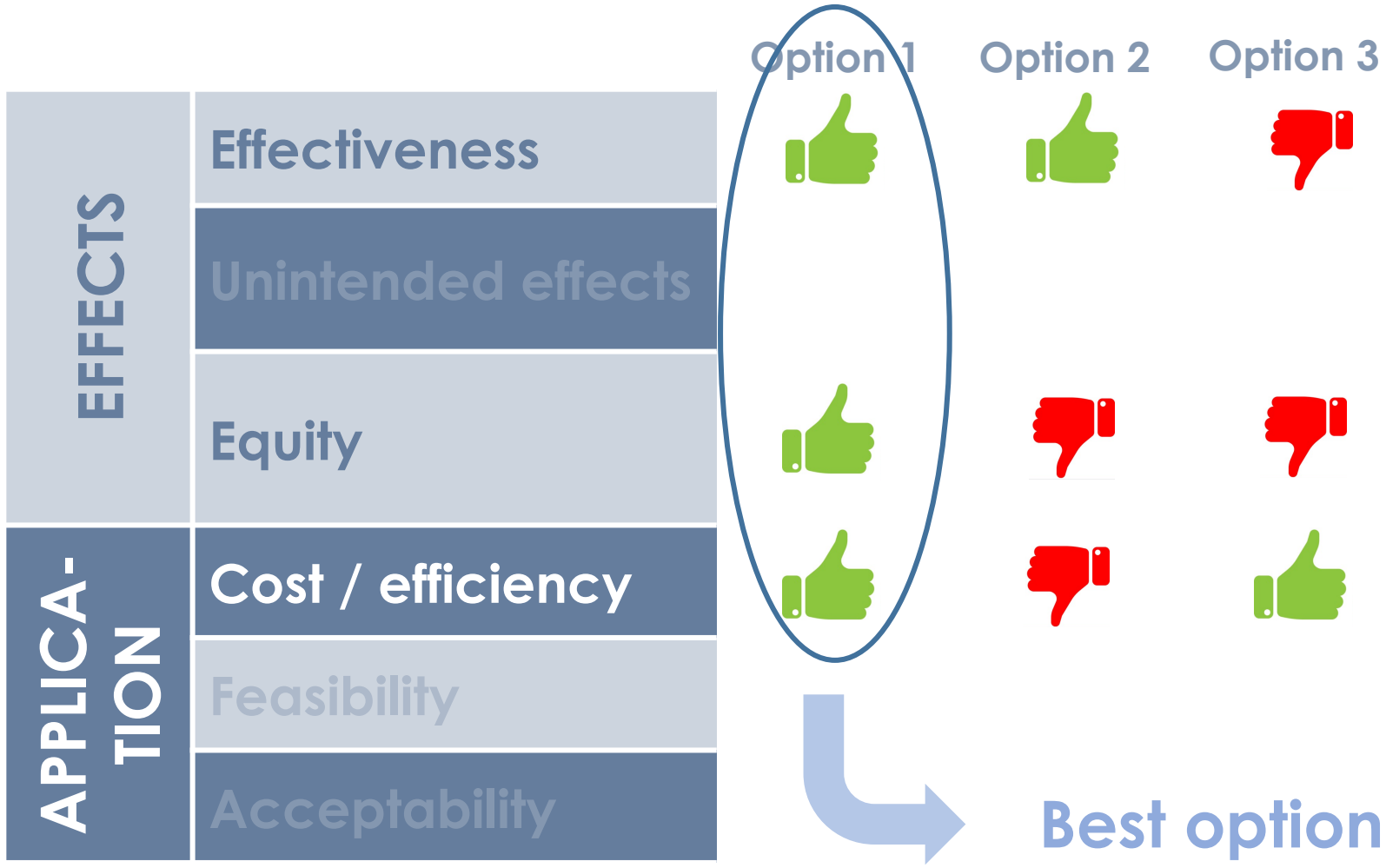
- Consultations
- Literature

- Find info on costs **and analyse!**

Policy paper = parallel ANALYSIS

Your PEP policy paper – Part 2 (May 2022)

STRUCTURE – RECOMMENDATION



Your PEP policy paper – Part 2 (May 2022)

STRUCTURE – RECOMMENDATION

Questions that decision-makers always have…

Have we got the option that meets our **broader needs?**

1) What are the options available to address this problem?
2) On the basis of which criteria can we evaluate/compare options?
3) Assess criteria and use results to compare options
4) **Identify best option** (What will it **cost?**)

Your PEP policy paper – Part 2 (May 2022)

STRUCTURE – RECOMMENDATION

Questions that decision-makers always have…

Have we got the option that meets our **broader needs?**

1) What are the options available to address this problem?
2) On the basis of which criteria can we evaluate/compare options?
3) Assess criteria and use results to compare options
4) **Identify best option**
5) **How do we implement?**

Propose a roadmap for success..

Consultations, data gathering, further analysis

Your PEP policy paper

STRUCTURE

- **Problem** - importance
- **Options** available / considered
- **Criteria** to assess options

Part 1 –
interim stage

- **Evaluation** - comparing options based on criteria
- **Recommendation** + roadmap

Part 2 –
final stage

HANDS ON

Q4 – Identify your project's POLICY vs RESEARCH questions

Policy VS research questions…

How can we mitigate the impact of climate change on food security?

Policy

Research

What are the effects of crop diversification on household food security in a context of rainfall shocks?

How do climate-related shocks affect women's intra-household bargaining power?

Research

Policy

How can the current climate resilience strategy be adapted to mitigate effects of climate shocks on girls' education?

HANDS ON

Q5 – **Understanding the relevant decision-making framework/process related to the policy issue of your project**

5.1. Can you think of 3 potential options (courses of action) available for decision-makers to choose from, at this point, to address the issue at the core of your research?
(N.B. One of them can be the "status quo", or a "no-action" scenario)

Example: Vocational training as strategy to promote youth employment

- Option 1: **Current** vocational training program, post-graduation **(status quo)**
- Option 2: **Complement** current (post-graduate) vocational training with employment subsidy scheme
- Option 3: **Change** strategy for new "work-while-in-school" (pre-graduation apprenticeship) program

Is your research specifically linked to one of them? If so, which one?

5.2. IF YOU CANNOT think of potential options for policy action, explain how your research relates to specific policy making or decision processes

Thank you !

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partnership for economic policy pep

2022 PEP annual conference

Workshop:

Best practices for policy engagement

Session 3: Designing your engagement strategy

June 2

Marjorie Alain
PEP Director of Communications and M&E

Why are we here?

Structure of this workshop:

- Session 1: Understanding policy processes
- Session 2: Designing research to address actual policy needs
- **Session 3: Designing an effective policy engagement strategy**

Session 3 - Contents

- **Analysing your policy/political context**
  - Stakeholder analysis
  - Context-specific influence paths and power relations

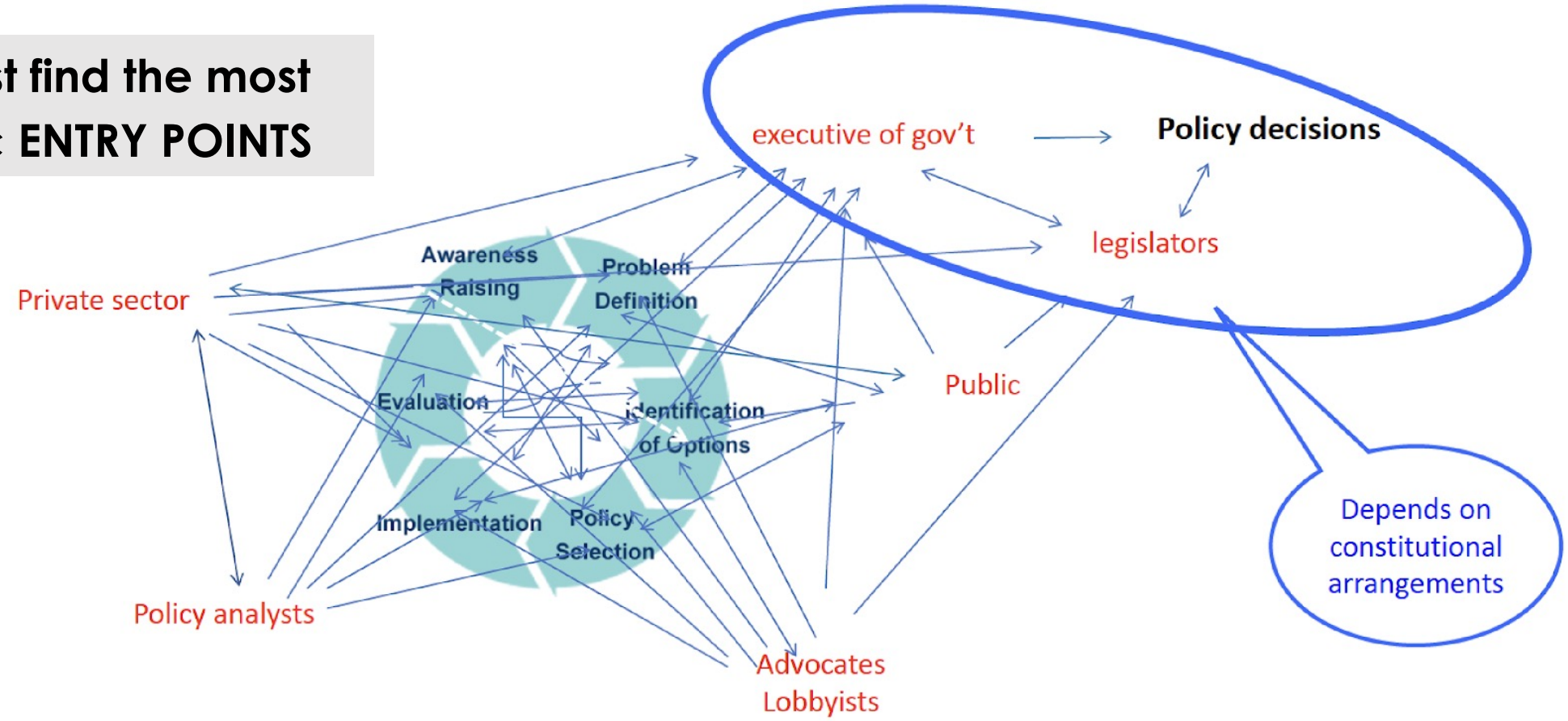
- **Engaging target audiences:**
  - Tools and tips for effective communication with policy

- **Reporting your engagement activities** throughout the PEP project

Analysing your policy/political context

How can evidence be channeled into policymaking?

You must find the most strategic ENTRY POINTS



Analysing your policy/political context

The policy process unfolds in a specific **policy context**, a complex environment with **multiple competing interests**

POLICY CONTEXT

A conceptual framework that includes **influences**, **events**, **practices**, and **consequences** that impact the evolution of policy & its subsequent analysis

(Ball 2006)

Analyzing the policy context is critical to:

1) **Identify the factors & actors that affect policy decisions**

2) Develop appropriate advocacy strategies

Analysing your policy/political context

POLICY CONTEXT

the **political climate** ↑ **actors** that influence the policy process ↑ the **process** of how policies are made ↑ formal and informal **institutions & regulations**

Analysing your policy/political context

FACTORS: Many factors can influence the context of a policy issue

Macro-context: **political freedom, corruption, & role of outside forces** involved in the policy process

Relationship between actors: **the power relations or interactions** between public institutions, government agencies, & other stakeholders

Processes: **the mechanisms and steps** of the decision-making process

Culture: **habits, behaviors, & assumptions** learned of actors

Resources: **financial budget, infrastructure, technology**, & other resources, as well as the degree of state control over these resources

Analysing your policy/political context

Policy paper/analysis

1. Identify problem
2. Consider policy options
3. Propose solutions

{ Evaluate policy options in the **specific context**

Establish precise evaluation criteria to help compare and rank policy options effectively

Analysing your policy/political context

To understand policy needs/priorities,

Scientific knowledge

Must ENGAGE and CONSULT WITH..

Professional knowledge

Held by bureaucrats, intermediaries, and advocates

Local knowledge

From society/communities' experiences and practice

Analysing your policy/political context

Important to assess the **feasibility** of a potential policy in a given context

- **LEGAL** FEASIBILITY
- **ADMINISTRATIVE** FEASIBILITY
- **TECHNICAL** FEASIBILITY
- **SOCIAL & CULTURAL** FEASIBILITY

} Context factors

If knowledge or recommendation is "inapplicable",
then **may affect your credibility**

Analysing your policy/political context

To understand your "context factors", you should:

#1 – IDENTIFY key / target stakeholders

Stakeholder analysis

#2 – CONSULT key / target stakeholders

Stakeholder engagement

Stakeholder analysis

Stakeholders are **individuals, organizations, or communities** that have **a direct interest** in a specific policy issue/endeavor

Each stakeholder pursues its own **agenda**, and **influences** other stakeholders and policy-makers

Power relations and influence paths

Types of power & influence in a policy context

		EXAMPLE:
1. VISIBLE POWER	observable decision-making processes	*political parties, ministries, law-makers*
2. HIDDEN POWER	actors behind official decisions	*political advisors, lobbies*
3. INTANGIBLE POWER	shapes meaning in society & influences how people think about an issue	*social networks, media, advocacy groups?*

Stakeholder analysis – identifying stakeholders

Determine whose interest should be taken into account in relation to a specific policy/program.

Questions to ask:

- Who has **power/influence** in specific policy process (formulation, adoption, implement..)
- Who can **inform** viz specific needs/constraints related to policy?
- Who can **benefit from/support** the "policy"?
- Who can provide **entry point** into the decision process?

Stakeholder analysis

4 steps

1

Define the research topic and intended policy change

2

Identify all relevant stakeholders associated with the policy issue

3

Classify the various stakeholders:

- *Power/influence*
- *Inform*
- *Benefit*
- *Entry point*

4

Engage stakeholders to contribute to 1) inform research or 2) use evidence

ANALYSIS → STRATEGY

Stakeholder analysis – identifying stakeholders

For your PEP project, we recommend to focus on:

1 **State**

2 **Political Parties**

Think tanks

5 **Civil society**

3 **IOs & NGOs**

Research Community

5 **Business Community**

The People

4 **Media**

Stakeholder analysis – classifying stakeholders

Example:

Policy Issue: Orange Roughy (type of fish) in Namibia is endangered due to over fishing

Policy Solution: Prohibit fishing during the reproduction season of Orange Roughy

#1 - Identify players who are **directly concerned**

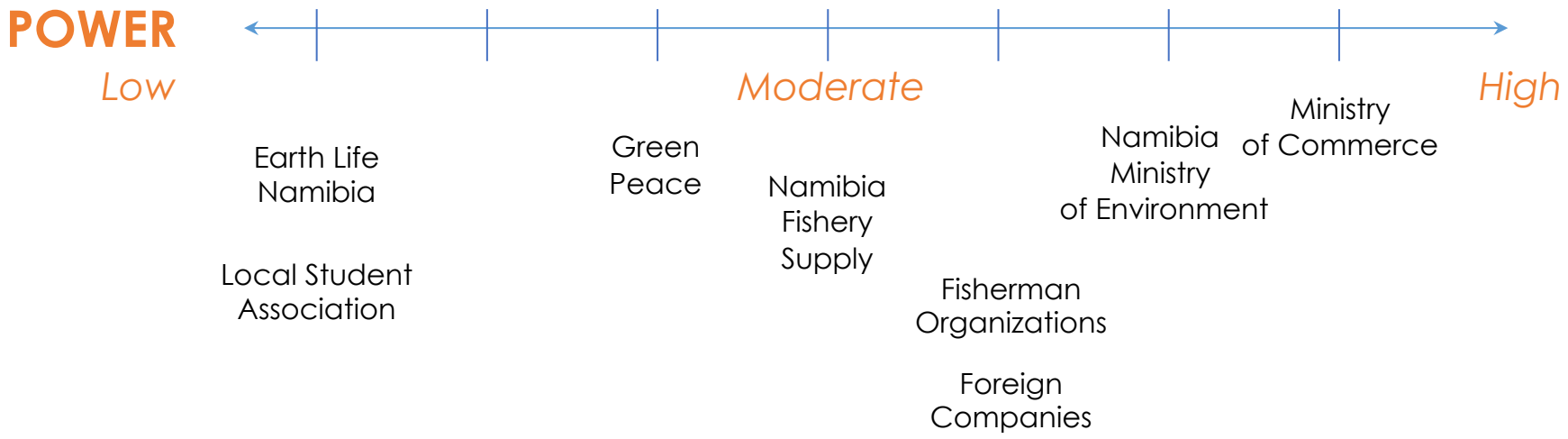
State/gov	Business	NGOs	Civil
Ministry of Commerce	Namibia Fishery Supply	Green Peace	Local Student Association
Namibia Ministry of Environment	Fisherman Organizations	Earth Life Namibia	
	Foreign Companies		

Stakeholder analysis – classifying stakeholders

Example:

Policy Issue: Orange Roughy (type of fish) in Namibia is endangered due to over fishing

Policy Solution: Prohibit fishing during the reproduction season of Orange Roughy



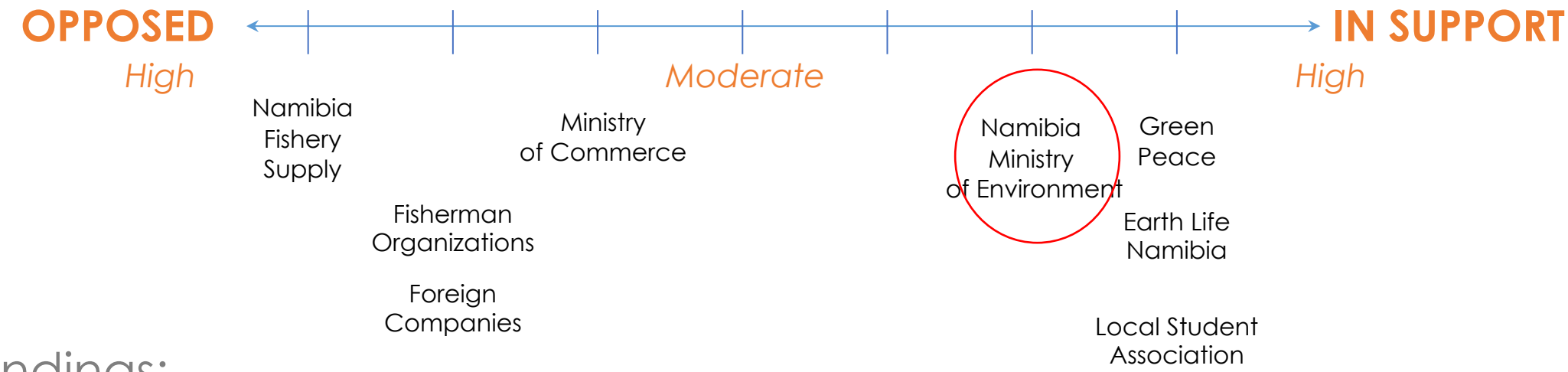
#2 - Identify players who can affect/**influence decision-making**

Stakeholder analysis – classifying stakeholders

Example:

Policy Issue: Orange Roughy (type of fish) in Namibia is endangered due to over fishing

Policy Solution: Prohibit fishing during the reproduction season of Orange Roughy



After findings:

#3 - Identify players who can will likey **support or oppose** your position

Engaging stakeholders – entry points

Entry points are:

- **People:**
  - **Existing or accessible contacts** who can provide introductions or create opportunities to connect with target stakeholders

- **Windows of opportunity** to catch the attention of policymakers, stakeholders, or the broader public.
  - **Government processes:** revisions of existing legislation, budgets, or major policies
  - **Changes in administration:** new national, sub-national, or local governments might dismiss or welcome new information (compared to their predecessors)
  - **Political events:** regional meetings, global summits, elections, launch events for new policies or programs
  - **Social events:** events related to an advocacy issue (*international days, VIP visits..)*
  - **Conferences and workshops**

Engaging stakeholders – entry points

How to take advantage of an entry point:

Anticipate: **Be prepared** to discuss your research at seminars, conferences & public debates

Disseminate: **Raise awareness** by disseminating information on a website or other platform, and create space for debate and discussion on the issue

Make allies: **Work with other researchers** focused on projects that have similar stakeholders, impacts, or policy implications

Foster relationships with influential leaders, NGOs, or journalists that can advocate for your work

Engaging stakeholders

Be proactive!

Do NOT expect policy-makers to find/read your research.

- **Must engage EARLY in the process** - while **setting the research agenda** in order to ensure the research is impactful

Be prepared!

Before you meet, be sure to do your homework:

→ What are their interests?

→ What information do they need? Or can they provide?

→ What is the best strategy to:

- interact with them?
- to raise interest for your project?

Engaging stakeholders

Beware!

Policy-makers often:

- **prefer certain institutions or researchers** (based on background, experience, or political leanings)
- **do not trust** towards information and sources external to the public policy system

Challenges and risks:

- Capacity to gauge **personal vs. public/institutional opinions** of people in organizations
- **Hidden interests** and agendas that are not made public
- Risks associated with **asking about power and interest** (especially in authoritarian regimes)

Engaging stakeholders – beware

CONTEXT MATTERS!

Interest in issues that are important "NOW"

- Media – public perceptions
- Commitments – electoral cycle
- Especially related to constituencies/core supporters

Engaging stakeholders – PEP monitors & evaluate

PEP REQUIRES periodic reports on stakeholder consultations

INITIAL CONSULTATIONS - On project objectives/questions **+ STAKEHOLDER ANALYSIS**	Proposal stage – 1st grant
CONSULTATIONS ON **PROGRESS / UPDATE** (preliminary results)	Interim stage – 2nd grant
CONSULTATIONS TO **DISCUSS RESULTS –** (+ policy implications) **& DISSEMINATION**	Final report stage – 3rd grant Publication stage – 4th grant
DISSEMINATION ACTIVITIES – official communications of results	National conference grant

HANDS ON

#6 – Answer the following questions for each of the priority stakeholders identified in question #3 (page 3 – session 1)

Questions:	Stakeholder 1: e.g. Ministry of Health	Stakeholder 2: e.g. UNICEF	Stakeholder 3: e.g. Women's rights association
What is their core mandate/interest?	Type here	Type here	Type here
What type of information do they need?	Type here	Type here	Type here
What type of information can they provide?	Type here	Type here	Type here
Do you expect to face a specific challenge to engage this stakeholder?			

HANDS ON

#7 – Identify 3 potential "entry points" (people or opportunities) that could give you access to the decision-making processes that you seek to inform

(See definition of "entry points)

- Entry point #1
- Entry point #2
- Entry point #3

Entry points are:

- **People:**
  - **Existing or accessible contacts** who can provide introductions or create opportunities to connect with target stakeholders
- **Windows of opportunity** to catch the attention of policymakers, stakeholders, or the broader public.
  - **Government processes:** revisions of existing legislation, budgets, or major policies
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Thank you !

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