2021 PEP annual conference

Workshop:
Best practices for policy engagement

Session 3: Designing your engagement strategy

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www.pep-net.org
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
Why are we here?

Evidence-informed policymaking – the objective of your PEP project

• PEP research aims to inform policy

• Providing evidence that is both:
  ➢ **Reliable** (scientifically-sound)
  ➢ **Contextualised**:
    • From a local perspective
    • Addressing COUNTRY-SPECIFIC POLICY NEEDS / QUESTIONS
Why are we here?

Purpose of this workshop:

• Make sure your PEP research answers actual policy questions

PEP requirements from grantees:

• Identify and 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 policy processes
• Session 2: Designing research to address actual policy needs
• Session 3: Designing an effective policy engagement strategy
Analysing your policy/political context

How can evidence be channeled into policymaking?

You must find the most strategic ENTRY POINTS
Analyzing your policy/political context

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

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

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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
**Context Factors - example**

**Policy Issue:**
In Italy, migrant university students tend to have less opportunities in the job market when they graduate

**Policy context FACTORS:**
- Conservative society that does not prioritize social inclusion of migrants
- Far-right parties resist change
- Minister of Labour does not consult external actors to implement policy on migrant inclusion in the job market
- Low budget to address social inclusion
- Discrimination & clientelism in many job sectors
Analysing your policy/political context

Policy analysis cycle (policy paper)

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

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

- Legal Feasibility
- Administrative Feasibility
- Technical Feasibility
- Social & Cultural Feasibility

If knowledge or recommendation is “inapplicable”, then **may affect your credibility**
**Assessing feasibility - example**

**Example:**

<table>
<thead>
<tr>
<th>Policy Issue:</th>
<th>Lack of grazing land for nomads in southern Morocco</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LEGAL FEASIBILITY:</strong></td>
<td>• Legal framework governing land is a complicated mix of customary law, Islamic law, French civil law, and a series of decrees</td>
</tr>
</tbody>
</table>
| **ADMINISTRATIVE FEASIBILITY:** | • Authority from central government vs. rural, local government  
• Competing government interests: mining, agriculture, dam construction, land rights of other communities |
## Assessing feasibility - example

**Policy Issue:**
- Lack of grazing land for nomads in southern Morocco

### Technical Feasibility:
- What resources could be mobilized in rural areas?

### Social & Cultural Feasibility:
- Strained relationships with sedentary communities over land rights
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

“Useful analysis requires effective communication among diverse individuals”

Baruch Fischhoff, 2011
To understand policy needs/priorities,

**Professional knowledge**
Held by bureaucrats, intermediaries, and advocates

**Scientific knowledge**
Must ENGAGE and CONSULT WITH...

**Local knowledge**
From society/communities' experiences and practice
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.
**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 to act
   - Interest
   - Position (support/oppose)
4. **Engage** stakeholders to contribute to policy development

**ANALYSIS** ➔ **STRATEGY**
A stakeholder analysis is key to understand:

Key players
Specific group interests
Power relations among groups
Competing interests among groups
Productive or obstructive positions
Specific groups most likely to be impacted by policy change
Conflicts and risks
Stakeholder analysis – identifying stakeholders

For your PEP project, we recommend to focus on:

1. State
2. Political Parties
3. IOs & NGOs
4. Media
5. Business Community
6. Think tanks
7. Civil society
8. Research Community
9. The People
### Stakeholder analysis – identifying stakeholders

#### STATE ACTORS

Different parts of the state are involved at different stages of the policy making cycle:

<table>
<thead>
<tr>
<th>Government</th>
<th>Decision-making &amp; agenda-setting</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parliament</td>
<td>Decision-making &amp; building legislative frameworks</td>
</tr>
<tr>
<td>Civil Servants</td>
<td>Supporting decision-makers in policy formulation</td>
</tr>
</tbody>
</table>
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 – classifying stakeholders

Classify stakeholders based on their:

1 - Level of interest/engagement:
   • To what degree will the stakeholder be affected by the policy change?
   • What vested interest do they have?

2 - Power to act:
   • What role does the stakeholder have in determining the policy?
   • What resources can they mobilize?
   • What influence does the stakeholder have on policy implementation

3 - Position/Stance:
   • How strongly do they support or oppose an issue?
### Types of power & influence in a policy context

<table>
<thead>
<tr>
<th>1. VISIBLE POWER</th>
<th>observable decision-making processes</th>
</tr>
</thead>
<tbody>
<tr>
<td>political parties, ministries, law-makers</td>
<td></td>
</tr>
<tr>
<td>2. HIDDEN POWER</td>
<td>actors behind official decisions</td>
</tr>
<tr>
<td>political advisors, lobbies</td>
<td></td>
</tr>
<tr>
<td>3. INTANGIBLE POWER</td>
<td>shapes meaning in society &amp; influences how people think about an issue</td>
</tr>
<tr>
<td>social networks, media, advocacy groups?</td>
<td></td>
</tr>
</tbody>
</table>

**EXAMPLE:**
- actors behind official decisions
- observable decision-making processes
- shapes meaning in society & influences how people think about an issue
Stakeholder analysis – classifying stakeholders

- **POWER**
- **INTEREST**

<table>
<thead>
<tr>
<th>Low Power</th>
<th>High Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Low Interest</td>
<td>High Interest</td>
</tr>
</tbody>
</table>

- **Low Engagement**
  - Opposed
  - Supportive

- **High Engagement**
  - Keep satisfied
  - Manage closely

- **Monitor (minimum effort)**
- **Keep informed**
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 interested/engaged

State/gov
- Ministry of Commerce
- Namibia Ministry of Environment

Business
- Namibia Fishery Supply
- Fisherman Organizations
- Foreign Companies

NGOs
- Green Peace
- Earth Life Namibia

Civil
- Local Student Association
Example:

**Policy Issue:** Orange Roughy (type of fish) in Namibia is endangered due to overfishing.

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

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

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### Stakeholder analysis – classifying stakeholders

**IN SUPPORT**
- Namibia Ministry of Environment
- Green Peace
- Earth Life Namibia
- Local Student Association

**OPPOSED**
- Namibia Fishery Supply
- Ministry of Commerce
- Fisherman Organizations
- Foreign Companies

**After findings:**

#3 - Identify players who can will likely **support or oppose** your position.
Engaging stakeholders – entry points

Entry points are:

• **Windows of opportunity** to catch the attention of policymakers, stakeholders, or the broader public.
  
  o **Government processes**: revisions of existing legislation, budgets, or major policies
  
  o **Changes in administration**: new national, sub-national, or local governments might dismiss or welcome new information (compared to their predecessors)

  o **Political events**: regional meetings, global summits, elections, launch events for new policies or programs

  o **Social events**: events related to an advocacy issue (*international days, VIP visits..*)

  o **Conferences and workshops**

• **People**:

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

Monitoring and measuring successful engagement

Short Term Outcomes

Intermediate Outcomes

Policy Change

Stakeholder Awareness

Stakeholder Policy Acceptance

Legislation Enacted
Engaging stakeholders – PEP monitors & evaluate

PEP REQUIRES periodic reports on stakeholder consultations

**INITIAL CONSULTATIONS**
- On project objectives/questions
  + **STAKEHOLDER ANALYSIS**

**CONSULTATIONS ON PROGRESS / UPDATE** (preliminary results)

**CONSULTATIONS TO DISCUSS RESULTS** – (+ policy implications) & **DISSEMINATION**

**DISSEMINATION ACTIVITIES** – official communications of results

- Proposal stage – 1st grant
  - June-July 2021

- Interim stage – 2nd grant
  - Nov-Dec 2021

- Final report stage – 3rd grant
  - May-Aug 2022

- Publication stage – 4th grant

- National conference grant
  - July-Sept 2022

**DISSEMINATION ACTIVITIES**
- National conference grant
  - July-Sept 2022

**PEP REQUIRES periodic reports on stakeholder consultations**
Thank you!

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