

# 2021 PEP annual conference

## Workshop:

# Best practices for policy engagement

## Session 3: Designing your engagement strategy

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May 20

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# Session 3 - Contents

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- ❖ **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?

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**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?

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## 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?

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## Structure of this workshop:

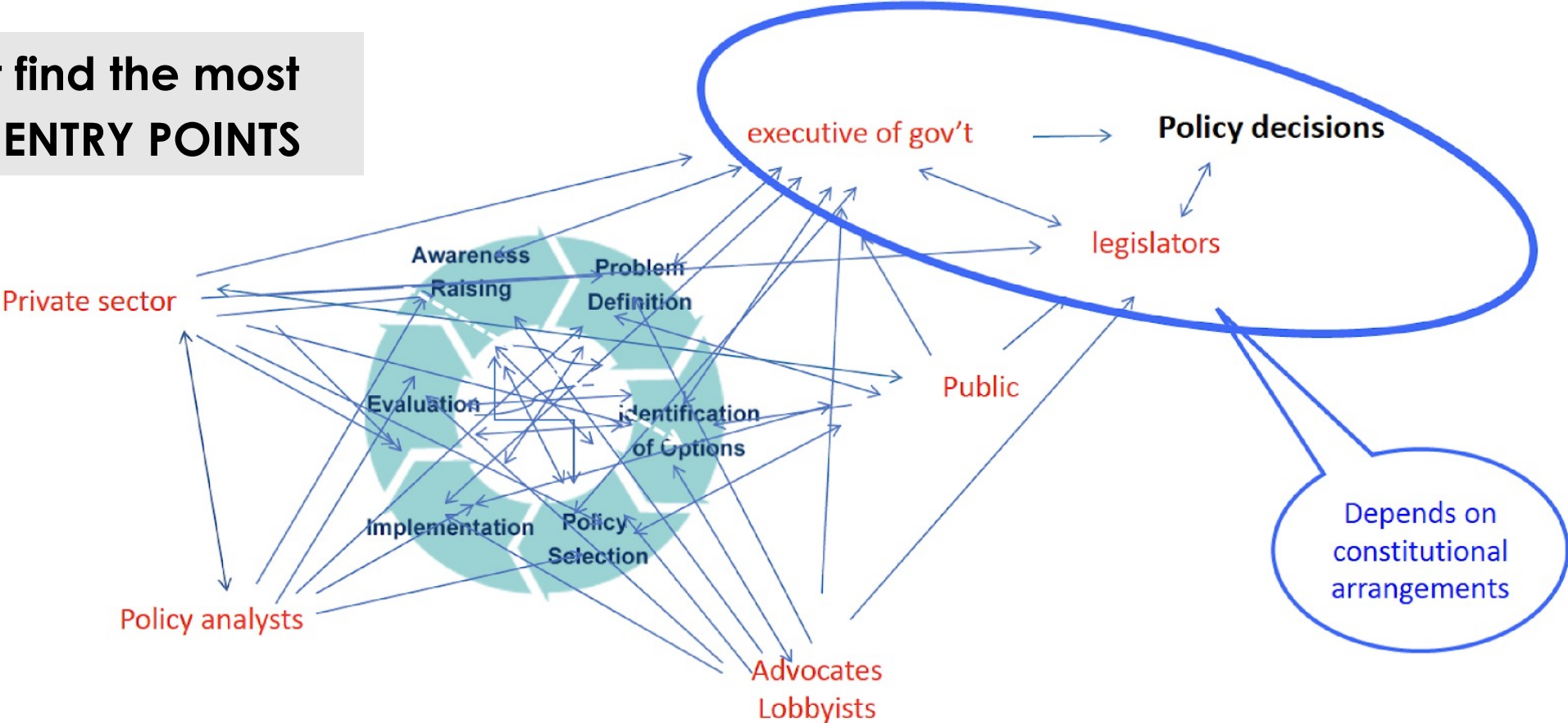
- **Session 1:** Understanding policy processes
- **Session 2:** Designing research to address actual policy needs
- **Session 3: Designing an effective policy engagement strategy**



# Analysing your policy/political context

## How can evidence be channeled into policymaking?

You must find the most strategic ENTRY POINTS



# 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

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## 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

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**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

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## 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

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



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



# Assessing feasibility - example

Example:

<b>Policy Issue:</b>	Lack of grazing land for nomads in southern Morocco
<b>LEGAL FEASIBILITY:</b>	<ul style="list-style-type: none"><li>• Legal framework governing land is a complicated mix of customary law, Islamic law, French civil law, and a series of decrees</li></ul>
<b>ADMINISTRATIVE FEASIBILITY:</b>	<ul style="list-style-type: none"><li>• Authority from <i>central government vs. rural, local government</i></li><li>• Competing government interests: mining, agriculture, dam construction, land rights of other communities</li></ul>



# Assessing feasibility - example

Example:

<b>Policy Issue:</b>	Lack of grazing land for nomads in southern Morocco
<b>TECHNICAL FEASIBILITY:</b>	<ul style="list-style-type: none"><li>• What resources could be mobilized in rural areas?</li></ul>
<b>SOCIAL &amp; CULTURAL FEASIBILITY:</b>	<ul style="list-style-type: none"><li>• Strained relationships with sedentary communities over land rights</li></ul>



# Analysing your policy/political context

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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



# 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



# Stakeholder analysis

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**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



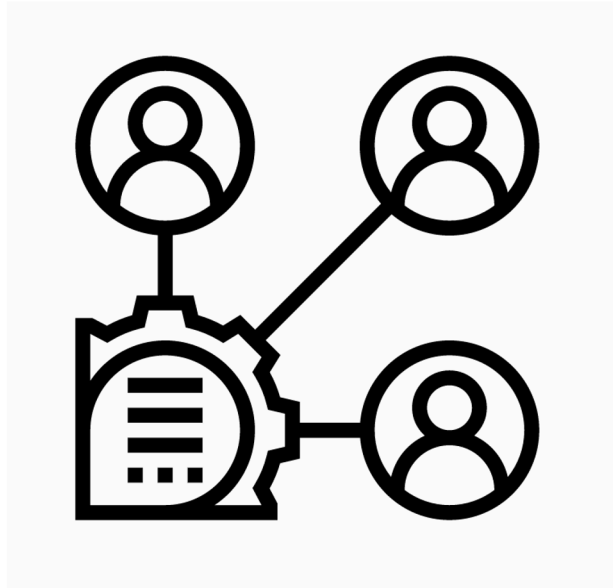
STRATEGY



# Stakeholder analysis

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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:



# Stakeholder analysis – identifying stakeholders

## STATE ACTORS

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

<b>Government</b>	<i>Decision-making &amp; agenda-setting</i>
<b>Parliament</b>	<i>Decision-making &amp; building legislative frameworks</i>
<b>Civil Servants</b>	<i>Supporting decision-makers in policy formulation</i>



# Stakeholder analysis – identifying stakeholders

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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

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## 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?

**Update stakeholder analysis  
after findings - recommendation**



# Types of power & influence in a policy context

## 1. VISIBLE POWER

observable decision-making processes

*EXAMPLE:*  
*political parties, ministries, law-makers*

## 2. HIDDEN POWER

actors behind official decisions

*political advisors, lobbies*

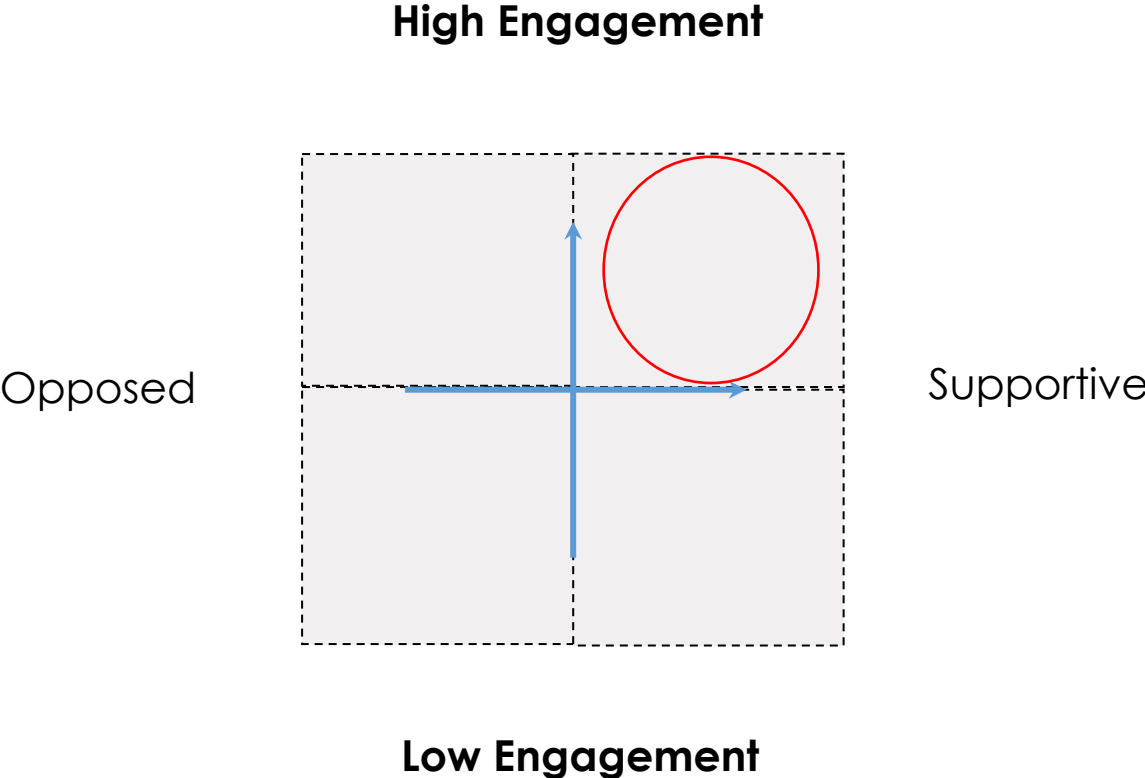
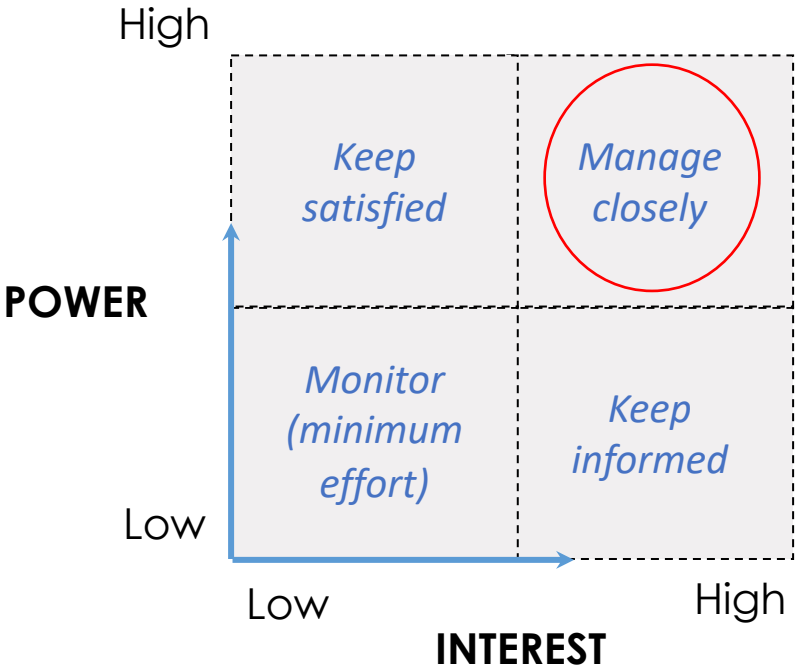
## 3. INTANGIBLE POWER

shapes meaning in society & influences how people think about an issue

*social networks, media, advocacy groups?*



# Stakeholder analysis – classifying stakeholders



# 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 **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

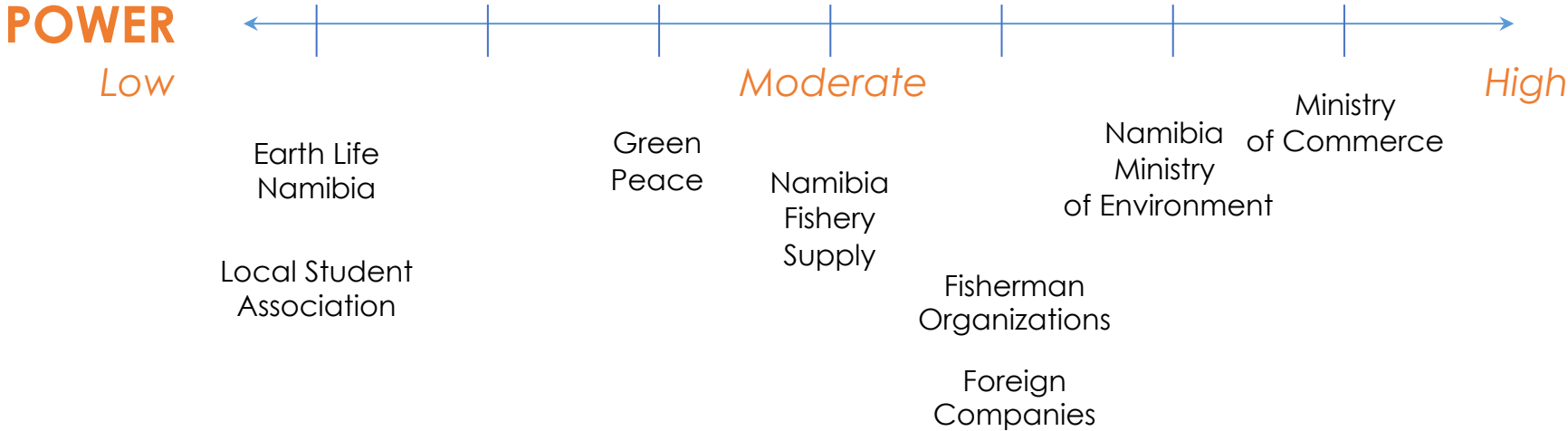


# Stakeholder analysis – classifying stakeholders

**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

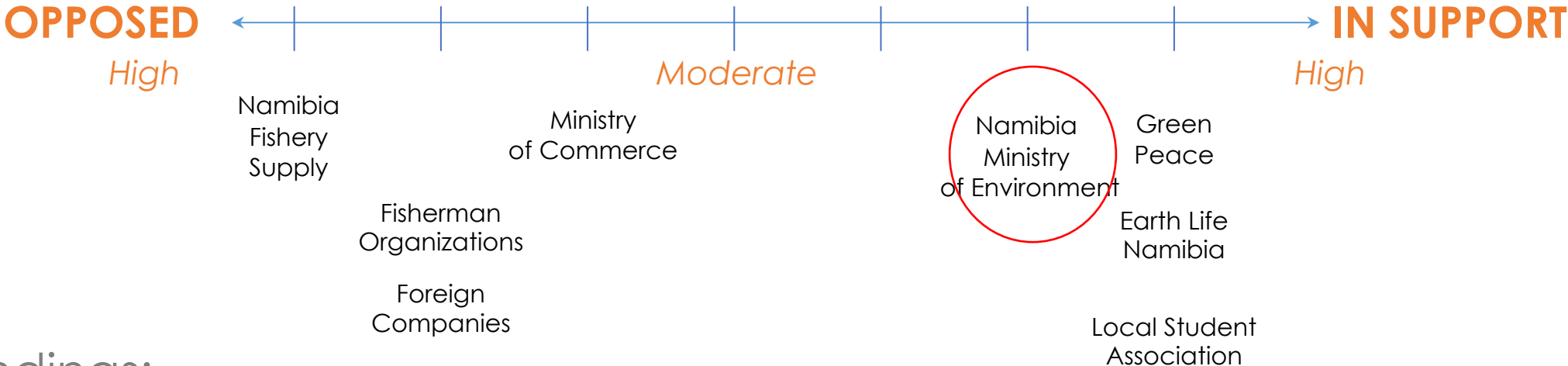


# Stakeholder analysis – classifying stakeholders

**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 likely **support or oppose** your position



# Engaging stakeholders – entry points

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## Entry points are:

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



# Engaging stakeholders – entry points

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## 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

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## ***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

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## **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

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## CONTEXT MATTERS!

### **Interest in issues that are important “NOW”**

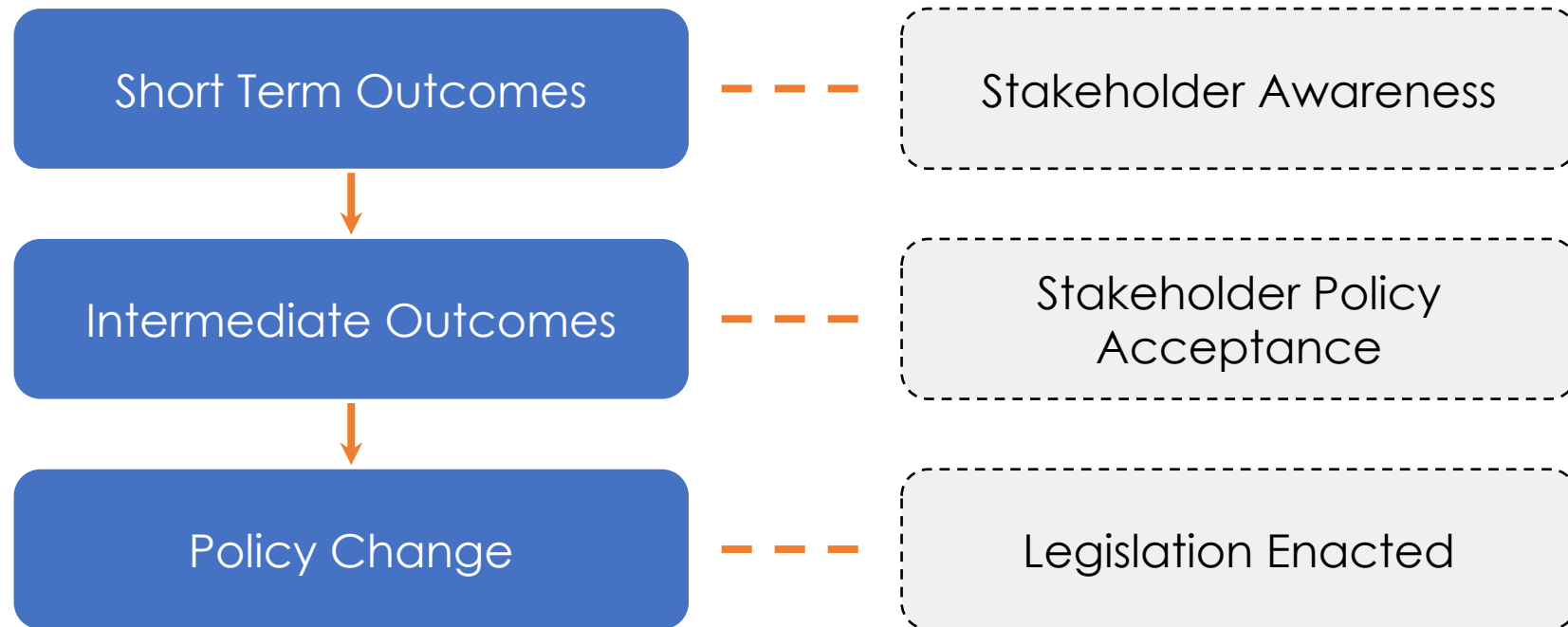
- Media – public perceptions
- Commitments – electoral cycle
- Especially related to constituencies/core supporters



# Engaging stakeholders

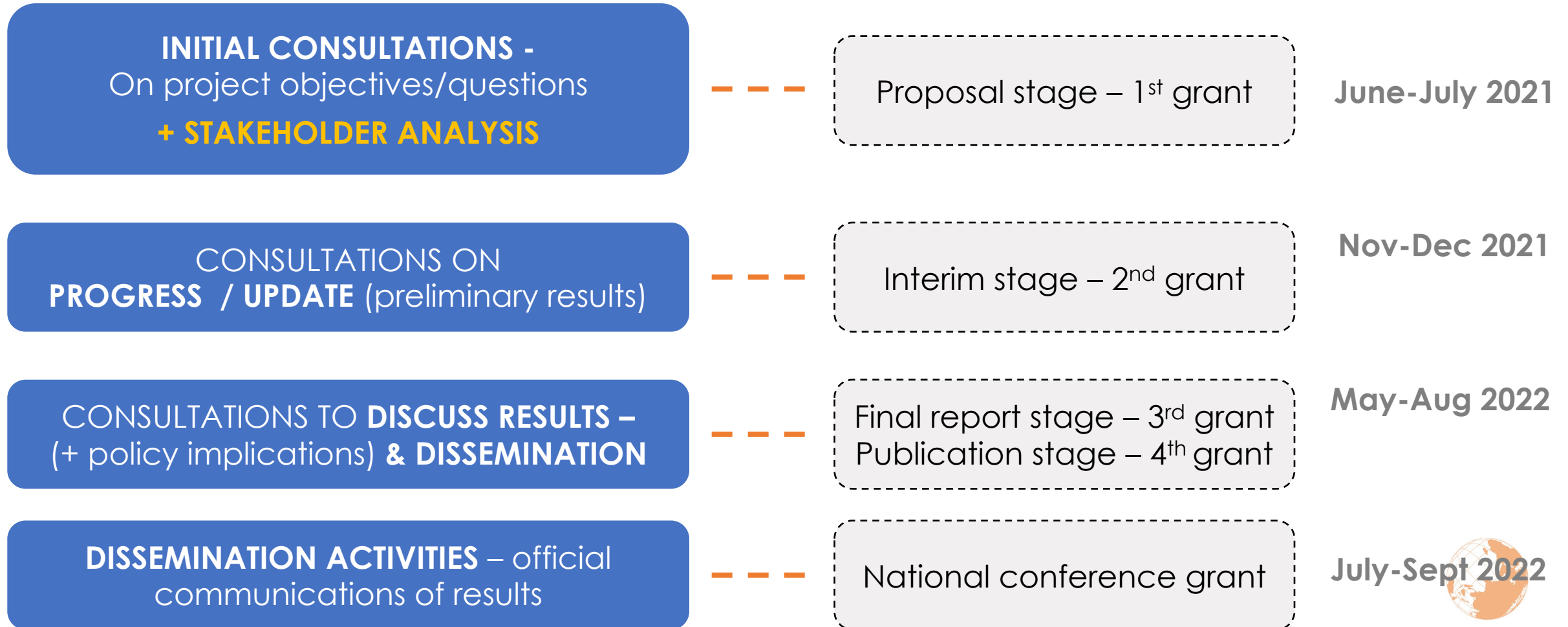
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## Monitoring and measuring successful engagement



# Engaging stakeholders – PEP monitors & evaluate

## PEP REQUIRES periodic reports on stakeholder consultations



# Thank you !

## Partnership for Economic Policy (PEP)

partnership for  
economic  
policy



pep

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