

ICPS

'Second Opinions' --Public Consultation in Policy Development

Policy Analysis and Policy Advocacy: A Tale of Two Worlds?



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“The more undeveloped a society, characterized by generalized poverty, the more it should depend on public policy and administration. For these states to come out of the vicious circle, effective and efficient policy and administrations are indispensable. If any strategies are taken without this prerequisite, stagnation and even regression will be the effect.”

-Moye Godwin Bongyu, PA Times, April, 2003, 26:3, p. 9.

What is Public Policy?

AUTHOR

DEFINITION

Dye

What governments do or do not do

Jenkins

Set of interrelated decisions concerning the selection of goals and the means of achieving them

Pal

Course of action or inaction chosen by public authorities to address a given problem or interrelated set of problems

Brooks

Conscious choice that leads to deliberate action--the passage of a law, the spending of money, an official speech or gesture, or some other observable act- or inaction

Peters

Sum of government activities, whether pursued directly or through agents, as those activities have an influence on the lives of citizens

The Principles of Professional Policy Making

☞ Clearly defines outcomes and takes a long term view, taking into account the likely effect and impact of the policy in the future five to ten years and beyond

Ukraine: “All draft decisions must be aimed at achieving the government’s priorities for a planned period

☞ Takes full account of the national, European and international situation

☞ Takes a holistic view looking beyond institutional boundaries to the government’s strategic objectives

Ukraine: “Work out clear procedures for horizontal communication when drafting government decisions”

The Principles of Professional Policy Making

☞ Is flexible and innovative, questioning established ways, encouraging new and creative ideas

☞ Uses the best available evidence from a variety of sources

Ukraine “No strategic government decisions can be prepared and considered without policy analysis and evaluation of alternatives”

☞ Constantly reviews existing policy to ensure it is really dealing with problems it was designed to solve without having unintended detrimental effects elsewhere

☞ Is fair to all people affected directly/indirectly, and more broadly

The Principles of Professional Policy Making

☞ Involves all key stakeholders at an early stage and throughout its development

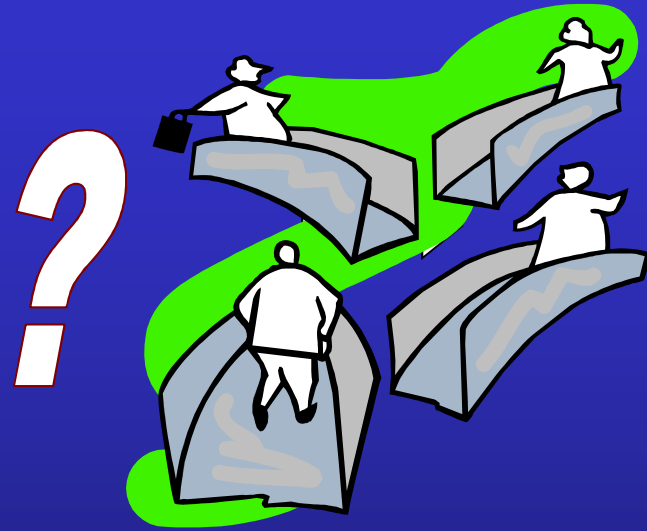
Ukraine: “It is compulsory to conduct public discussions of major decisions drafted by the government. The purpose...is to ensure public participation in making major policy decisions of great social impact.”

☞ Learns from experience what works and what does not, through systematic evaluation

Ukraine: “The government must regularly analyse and evaluate its earlier decisions and results thereof in order to make better decisions in the future.”

The DNA of Policy Analysis

- Step 1  Confirm, Define, and Detail the Problem
- Step 2  Identify Alternatives
- Step 3  Present and Assess Alternatives Using Evaluation Criteria
- Step 4  Recommend Preferred Alternative
- Step 5  Implement Preferred Alternative
- Step 6  Monitor the Implemented Alternative
- Step 7  Evaluate Policy Results



Major Steps In Policy Analysis

Step 1 Observe and Describe

Key facts about policy issues, process issues, and policy context

Step 2 Analyse

Identify the main issues, interests, costs and benefits

Step 3 Identify Options

Identify the most likely choices to satisfy the [client's] key interests and avoid their main fears

Step 4 Advise

Be succinct, clear and thoughtful. Include next steps as well as policy choice.

The Role of the Policy Analyst

- ▣ Prepares policy options for consideration by the Minister, using judgement, analytical and integrative skills
- ▣ Ensures superior (including political) has full picture of past, present, future considerations when assessing policy options
- ▣ Advises and assists superiors (including Ministers) in dealing with internal and external stakeholders
- ▣ Creates intellectual frameworks enabling discussion of issues by wide range of constituencies (e.g. through policy discussion papers, public consultations)
- ▣ Draws together knowledge from inside and outside of government in a sensitive, collaborative fashion, with awareness of broad context
- ▣ Acts as a team player, working with communities of shared interest inside and outside of government
- ▣ Always keeps the public interest in mind

What is Public Policy Advocacy?

Definition: *Public policy advocacy is the effort to influence public policy through various forms of persuasive communication. Public policy includes statements, policies, or prevailing practices imposed by those in authority to guide or control institutions, communities, or or sometimes individual behavior.*

Analysis is the first step to effective advocacy, just as it is the first step to any effective action. Activities or advocacy efforts designed to have an impact on public policy start with accurate information and in-depth understanding of the problem, the people involved, the policies, the implementation or non-implementation of those policies, the organizations and the channels of access to influential people and decision-makers. The stronger the foundation of knowledge on these elements, the more persuasive the advocacy can be.

Source: John Hopkins University Center for Communication Programs, <http://www.jhuccp.org/pr/advocacy/index.stm>

Your Role as Policy Advocate

- ✓ Understand the ecology of policy in governmental, electoral community and agency settings
- ✓ Analyze, troubleshooting policies for weaknesses, benchmarking policy performance against societal need
- ✓ Build agendas; analyse problems; develop, present, and defend policy proposals while linking your position to the interests of policymakers
- ✓ Identify, verify, and incorporate key facts and data which support your position and how the importance of taking action
- ✓ Identify allies, forming networks, and developing information about specific issues; acknowledge and credit the role of policymakers and coalition partners
- ✓ Avoid any illegal or unethical activities

“A” Frame for Policy Advocacy (JHUCCP)

Conduct Analysis
Develop Strategy
Mobilize Resources
Undertake Action
Make Evaluation
Maintain Continuity

Issue Analysis in Policy Advocacy

Key questions are:

- ☞ What are the problems?
- ☞ What are the existing policies that cause or relate to these problems and how are they implemented?
- ☞ How would changes in policy help resolve the problems?
- ☞ What type of policy change is needed (legislation, proclamation, regulation, legal decision, committee action, institutional practice, or other)?
- ☞ What are the financial implications of the proposed policy change?

Issue Analysis In Policy Advocacy (con)

☞ Who are the stakeholders associated with the desired policy change?

- Who are the advocates and supporters?
- Who are the opponents?
- Who are the decision-makers?
- Who are the undecided?

☞ How are changes in policies made at different levels?

☞ Who and what influences the key decision makers?

- Whom do they believe?
- Who are their key constituents and co-workers?
- What arguments are they most likely to respond to?
- What are their priorities--rational, emotions, personal?

☞ What is the communication structure related to policymaking?

- What are the channels that reach policy makers?
- What is a credible message for policy makers?

Developing a Strategy for Effective Advocacy

- ✓ Establish a working group to develop strategy and plan activities
- ✓ Identify primary and secondary audiences
- ✓ Develop 'smart' objectives--specific, measurable, appropriate, realistic, time-bound
- ✓ Position your issue to offer key policymakers a compelling benefit/advantage
- ✓ Seek out and work with appropriate partners, coalition advocates, spokespeople, and the media. Identify the competition.

Developing a Strategy for Effective Advocacy

- ✓ Refine your positions to achieve a broader consensus. Find areas of common interest as much as possible.
- ✓ Prepare an implementation plan and budget
- ✓ Plan for and combine multiple channels of communication, including personal contacts, community media, mass media, E-Mail, and Internet
- ✓ Develop indicators to monitor your progress and evaluate your impact
- ✓ Give the proposed policy/policy change a simple appealing name to mobilize support

Source: Johns Hopkins University Centre for Communications Programs, "The 'A' Frame for Advocacy

Mobilizing for Effective Advocacy

- ✓ Develop an action plan describing:
 - The situation
 - Intended audience, and population affected by policy change
 - Advocacy objectives
 - Key activities and timelines, and success indicators

- ✓ Identify, verify, and incorporate key facts and data to support your position.
Present information in brief, dramatic, and memorable fashion

- ✓ Compile documentation which supports your position and shows need for action.
Specify desired actions clearly. Emphasize urgency and priority of action.

- ✓ Link your position to interests of policymakers

- ✓ Rally visible grassroots support

*Source: Johns Hopkins University Centre for
Communications Programs, "The 'A' Frame for Advocacy*

Taking Action for Effective Advocacy

- ✓ Monitor and respond rapidly to other views and opposition moves. Be flexible.
- ✓ Carry out planned activities continuously and on schedule.
- ✓ Develop and maintain media support with personal contacts, press releases, press conferences, and professional assistance
- ✓ Hold policy makers accountable for commitments, and keep a record of successes and failures
- ✓ Monitor public opinion and publicize positive changes. Acknowledge and credit role of policymakers and coalition partners.

Evaluating for Effective Advocacy

- ✓ Establish and measure intermediate and process indicators
- ✓ Evaluate specific events and activities
- ✓ Document changes based on initial 'smart' objectives
- ✓ Share results. Publicize successes in a way that will be clear and understandable to stakeholders

Maintaining Continuity in Policy Advocacy

- ✓ Evaluate the situation
- ✓ If you get the policy change you want, monitor implementation
- ✓ If you don't get what you want, try again--different approach?
- ✓ Develop a plan to reinforce any positive changes.
- ✓ Persevere!!