

**Regional Seminar on Public Policies and
Political Decision-Making:
“Policy Analysis as Advocacy Tool”
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Why Policy Analysis?

- n The problems of modern society are complex, not well defined
- n They are seldom purely technical or purely political
- n There are many stakeholders that have an interest in a particular issue
- n Definition: “A good policy analysis addresses an important problem in a logical, valid, replicable manner and provides information that can be used by decision maker in adopting economically viable, technically feasible, ethical and politically accepted policies that will resolve public issues” (Patton and Sawicki, 1993).

Characteristics of Policy Analysis

- n *Policy analysis* is more art than science. It draws on intuition as much as method
- n *Policy analysis* can be done before or after the policy has been implemented. An analysis can be conducted to anticipate the results of alternative policies in order to choose among them, or it can be conducted to describe the consequences of a policy

Practical principles for Policy Analysis

- n Learn to focus quickly on the Central Decision Criterion of the problem
- n Think about the types of policy action that can be taken
- n Avoid the toolbox approach to analyzing policy
- n Learn to deal with uncertainty
- n Say it with numbers
- n Make the analysis simple and transparent
- n Check the facts
- n Learn to advocate the position of others

Practical principles for Policy Analysis

- n Give the client analysis, not decision or recommendations if asked by the client
- n Push the boundaries analysis beyond the “*Policy Envelope*”
- n Be aware that there is no such thing as an absolutely correct, rational and complete analysis

Policy Characteristics Analysis

- n Key focus is to examine the distribution and time frame for benefits and costs
- n All policy reforms require paying attention both to consequences they have on the public and to bureaucratic implementation constraints.
- n Examples:
 - elimination of subsidies entail little administrative complexity, can be implemented quickly and may generate considerable and immediately visible public reaction
 - decentralization or privatization of state-owned enterprises require a great deal of administrative time and effort, do not have an immediate impact on the public at large and so produce different types of public and bureaucratic response
 - poverty policies often involve mobilizing marginalized stakeholders to have a voice in the policy process, which can be a management intensive effort

Policy Analysis Characteristics

- n Thomas and Grindle present two broad scenarios of reaction to policy change:
 - I. “Public arena”, where the outcome of the reform is largely determined by societal reaction
 - II. “Bureaucratic arena”, where the outcome of the reform is largely determined by how implementing agencies (public, private, nongovernmental) public officials and administrative routines respond to policy change.

Classification of Public Policy

Lowi's (1972) classification of public policy into four types helps in being more specific about allocation of policy benefits and costs:

n Distributive

- ✓ these are policies that use public resources to produce goods and services that accrue to some subset of the population
- ✓ benefits are concentrated but costs are broadly distributed
- ✓ examples: land policies, subsidies and tariffs, infrastructure investments

n Regulatory

- ✓ these are policies through which government shapes, monitors and controls the actions and behavior of private firms, nongovernmental entities and/or individual citizens
- ✓ benefits and costs are narrowly concentrated
- ✓ examples: pollution policies or banking regulations

Policy Characteristics Analysis

n Redistributive

- ✓ these policies specify the use of public resources for various purposes
- ✓ benefits and costs are broadly distributed
- ✓ examples: tax policies, social safety net, education policy

n Constitutive

- ✓ these are procedural and rule-making policies concerning the staffing and operations of government agencies, electoral procedures and so on.
- ✓ benefits tend to be broadly distributed and costs narrowly concentrated
- ✓ examples: civil service policies, rules governing political parties and elections, zoning regulations and laws mandating public participation.

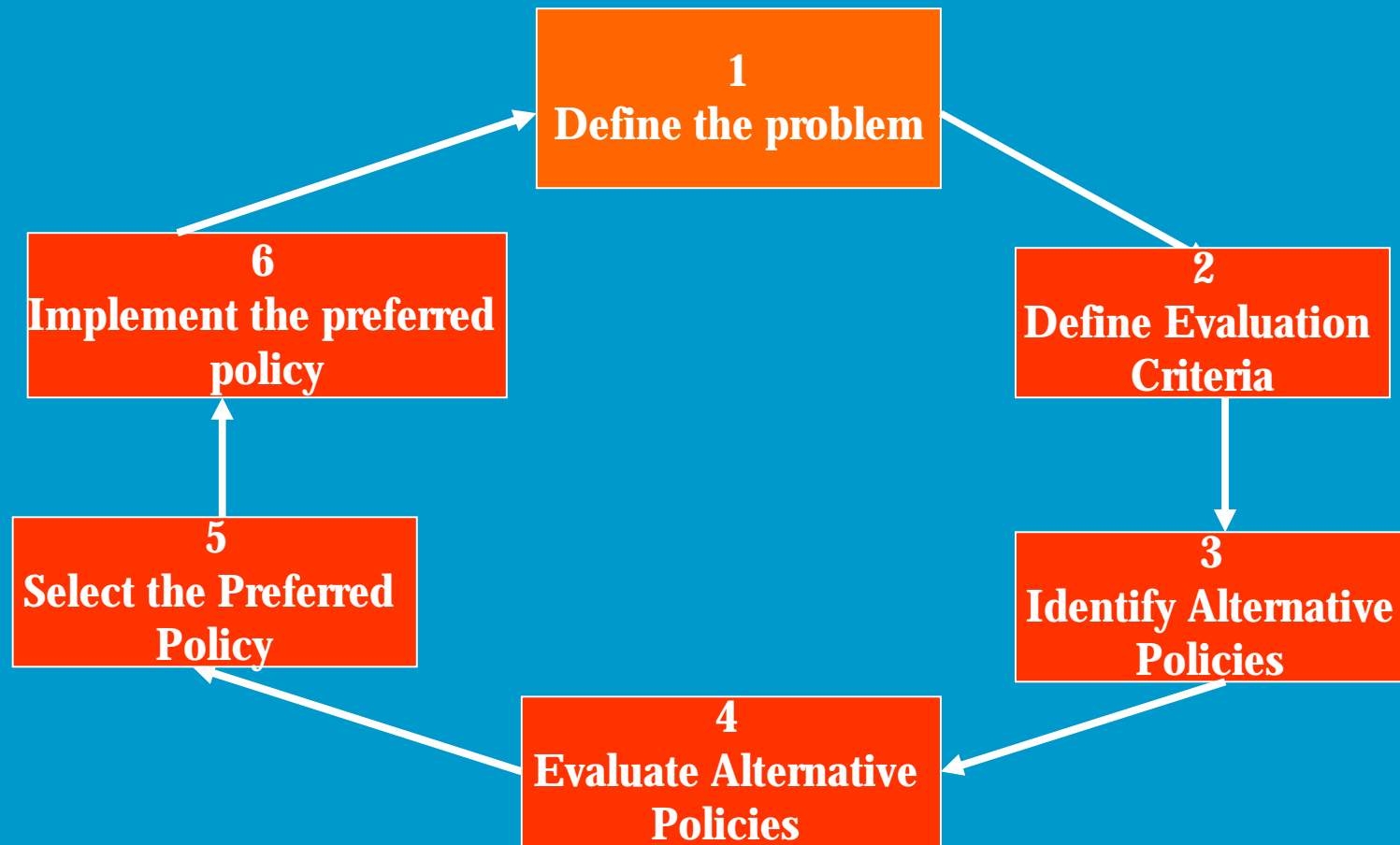
Policy Characteristics Questions

- n What does the policy do?
- n What is the desired impact of the policy reform; what is expected to accomplish or facilitate?
- n Where did the impetus for the policy come from?
- n Who decided to pursue the policy, how and why?
- n What is the nature of the policy benefits and to whom do they accrue?

Policy Characteristics Questions

- n What is the nature of the costs of the policy reform and who bears them?
- n What is the degree and complexity of the changes brought about by the new policy?
- n What is the duration of the policy change process?
- n What institutions are involved in implementing the policy?
- n How administratively intense or technically complex is the new policy?

Quick Basic Policy Analysis Methodology



Policy Analysis as Advocacy Tool

- n Effective lobbying is achieved through the presentation of persuasive arguments to policymakers and other stakeholders
- n Producing persuasive arguments usually means to develop solid expertise concerning the issue under consideration and the ability to communicate with policymakers using information and arguments. Developing expertise serves to increase credibility and can leverage access
- n Information is crucial to policy analysis and can be obtained through internet, published information or government documents, working with universities or coalitions, contracting local or international experts etc
- n Lobbying strategies should be matched to the political environment (closed versus open political system)

Guidelines for Advocacy

- n Identify priorities and issues (which themes and issues are important)
- n Understand the policy issue (policy characteristics analysis)
- n Understand the policy-making process (Parliament's law or Government's decision etc)
- n Identify decision-makers and Stakeholders (several ministries, Parliament, or Central Bank or Banks or different Association etc)
- n Comprehend the Political Environment (Political Mapping)
- n Identify Allies and the Support they can Provide (coalitions)
- n Develop Communication Strategies and Capacities (detailed report, position paper, public private dialogues, round tables media, teleconferences etc.)

Bibliography

- n Brinkerhoff, Derick W. 2002. *Managing Policy Reform: Concepts and tools for decision-makers in developing and transitioning countries*. USA.: Kumarian Press.
- n Patton, Carl V, Sawicki, David S. 1993. *Basis Methods of Policy Analysis & Planning* USA.: Prentice Hall.