

POLICY FRAMEWORK

**A workshop for Civil Society Organisations
participating in the Dialogues for Vision project**

**September 2015
Berovo, Macedonia**

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Aims of the workshop

To increase your capacity to understand and to influence processes of policy- and decision-making in Macedonia.

LEARNING OUTCOMES

By the end of this workshop delegates should:

- be familiar with a framework for influencing policy making and able to see how they can use it*
- be aware of different ways in which they can influence policy- and decision-making and have more confidence in their ability to do so effectively*
- have increased their capacity for understanding, monitoring and evaluating policies through effective evidence-based research and analysis*

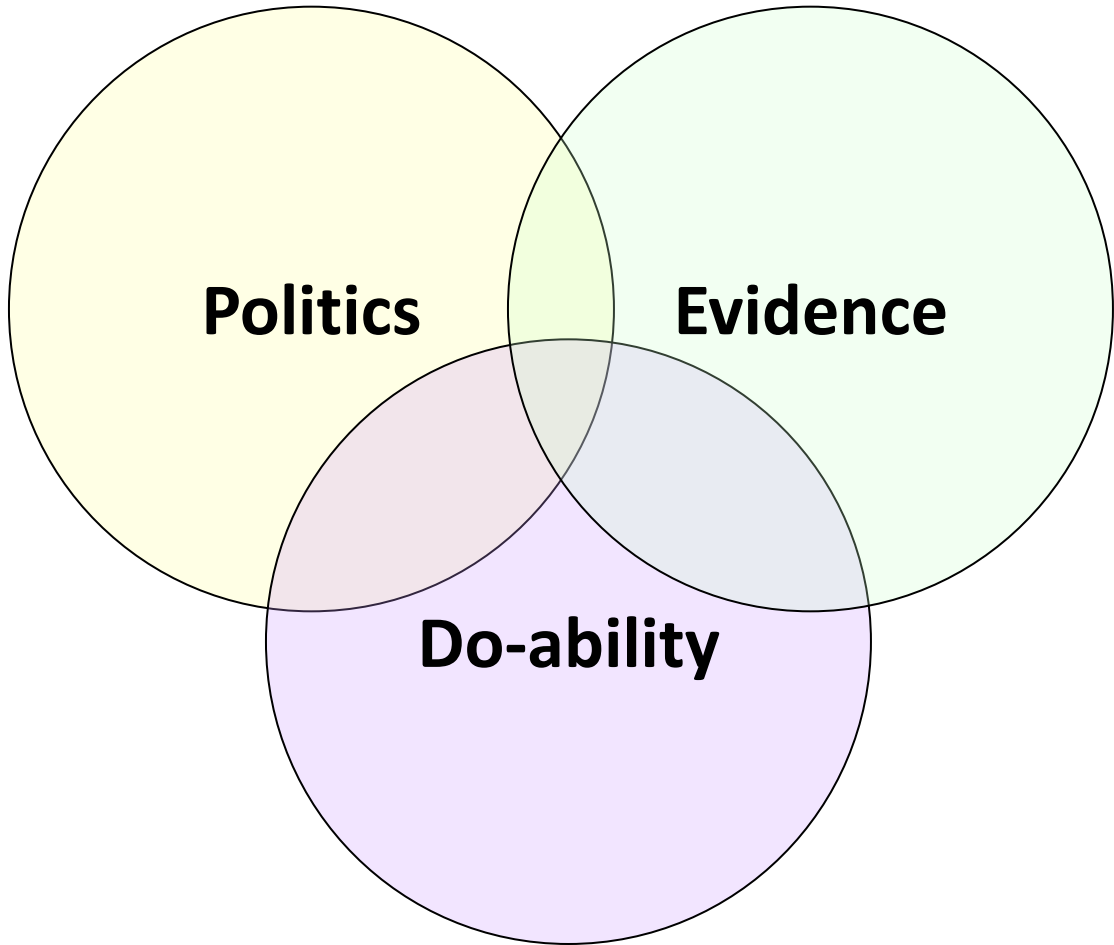
POLICY AND POLICY-MAKING

What is Policy?

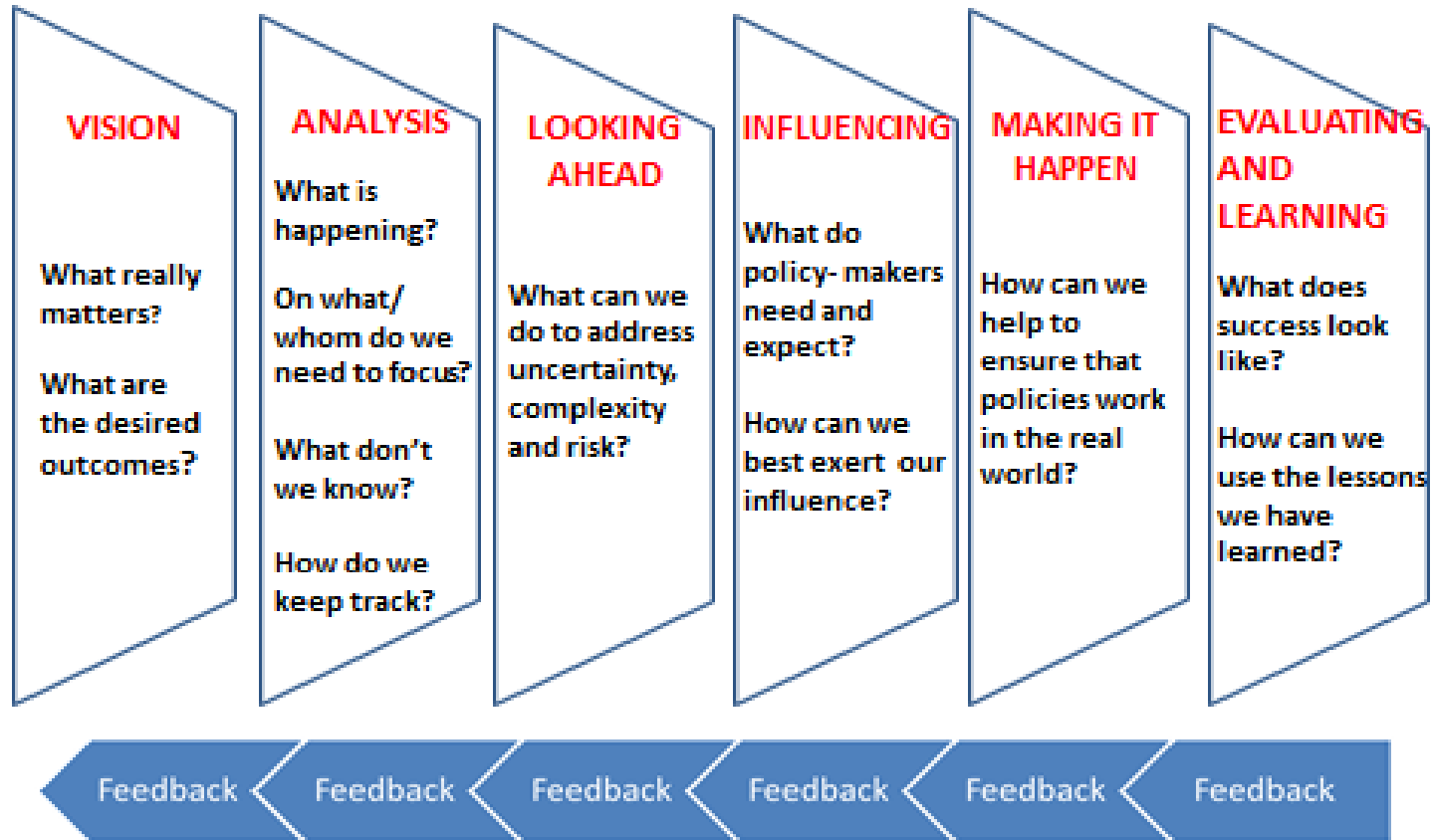
“..... the process by which governments turn their political vision into programmes and actions to deliver “outcomes” – desired changes in the real world.”

“....courses of action designed to move towards the outcomes we want and away from those we don't ...”

Essential ingredients of good policy



A FRAMEWORK FOR INFLUENCING POLICY-MAKING



Step 1: vision

VISION

Why do we care about this issue?

- what really matters?
- what are the desired outcomes?

- vision = ultimate goal, long term, stable, driven by priorities and values, stretching but realistic
- objectives = specific, short- to medium-term, part of business plan, consistent with vision

Step 2: analysis

ANALYSIS

What is happening?

On what/ whom do we need to focus?

What don't we know?

How do we keep track?

- scanning past and current environments
- picking out the most important points
- drawing the big picture
- collecting information, monitoring developments
- identifying trends, and their implications
- being aware of what cannot be known

Step 3: looking ahead

LOOKING AHEAD

What can we do
to address
uncertainty,
complexity and
risk?

- what might happen?
- longer term scenarios
- shorter term external factors
- identifying and mitigating risks

Step 4: influencing

INFLUENCING

What do policy-makers need and expect?

How can we best exert our influence?

- ways of achieving desired outcomes
- preferred option
- understanding decision-making and decision-makers
- communicating, influencing, engaging

Step 5: making it happen

MAKING IT HAPPEN

How can we help to ensure that policies work in the real world?

- contributing to implementation
- reality testing: helping to ensure all aspects of the real world are taken on board
- Communicating, influencing, engaging

Step 6: evaluating and learning

EVALUATING AND LEARNING

What does
success look
like?

How can we
use the lessons
we have
learned?

- monitoring and evaluation
- evidence-based, outcomes focussed, objective and realistic
- learning and applying lessons and helping others to do so

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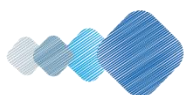
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How can we use the lessons we have learned?



POLICY CONTEXT IN MACEDONIA

STRENGTHS?	WEAKNESSES?
OPPORTUNITIES?	THREATS?

SETTING THE VISION

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SETTING THE VISION

Strategic awareness

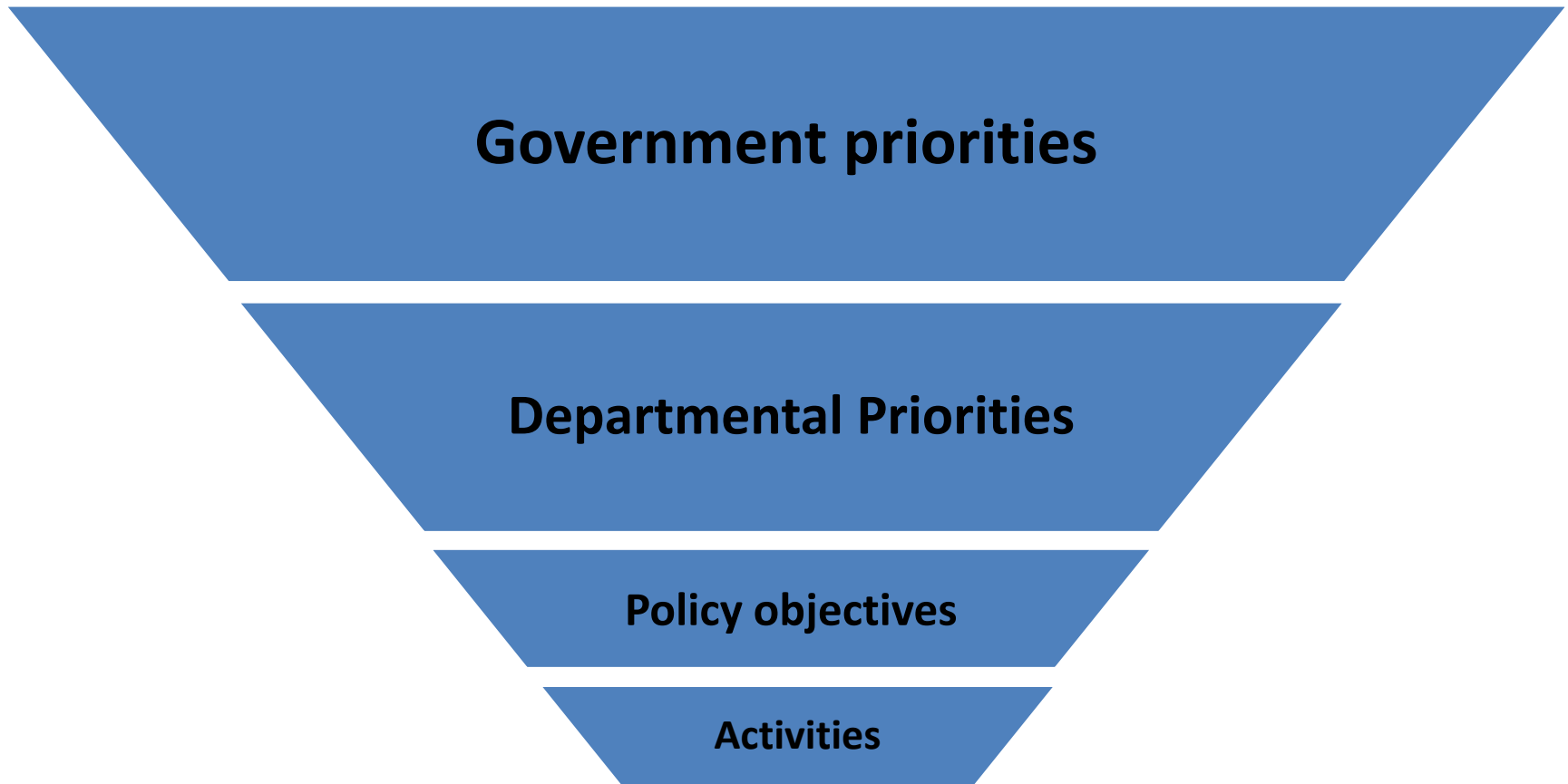
- Sets the strategic priorities of the institution
- Promotes the values, vision and mission of the organization both within and outside the institution

Communication

- Promotes the vision, work and role of the institution, its work, plans, policies and priorities, both within and outside the institution

Adapted from Macedonian Government Competence Framework

Streamlining policy



THE STRATEGIC OBJECTIVES OF THE WORK PROGRAMME OF THE GOVERNMENT OF THE REPUBLIC OF MACEDONIA FOR THE PERIOD 2011–2015:

- 1. Increased economic growth and employment, as a precondition for increased citizens' standard of living and improved quality of life;**
- 2. Integration of the Republic of Macedonia into EU and NATO;**
- 3. Uncompromising fight against corruption and crime and efficient law implementation by undertaking deep reforms in the judiciary and public administration;**
- 4. Maintenance of good inter–ethnic relations based on the principles of mutual tolerance and respect and implementation of the Ohrid Framework Agreement;**
- 5. Investment in education, science and information technology as elements of a knowledge–based society.**

ANALYSIS AND USE OF EVIDENCE

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ANALYSIS AND USE OF EVIDENCE

Problem Solving and Decision-making

1. Carries out research, consultations and gathers opinions of experts and all those involved using relevant sources of information and appropriate methods
- 2 Analyses and evaluates information gathered, identifies cause effect relationships, defines priorities ...

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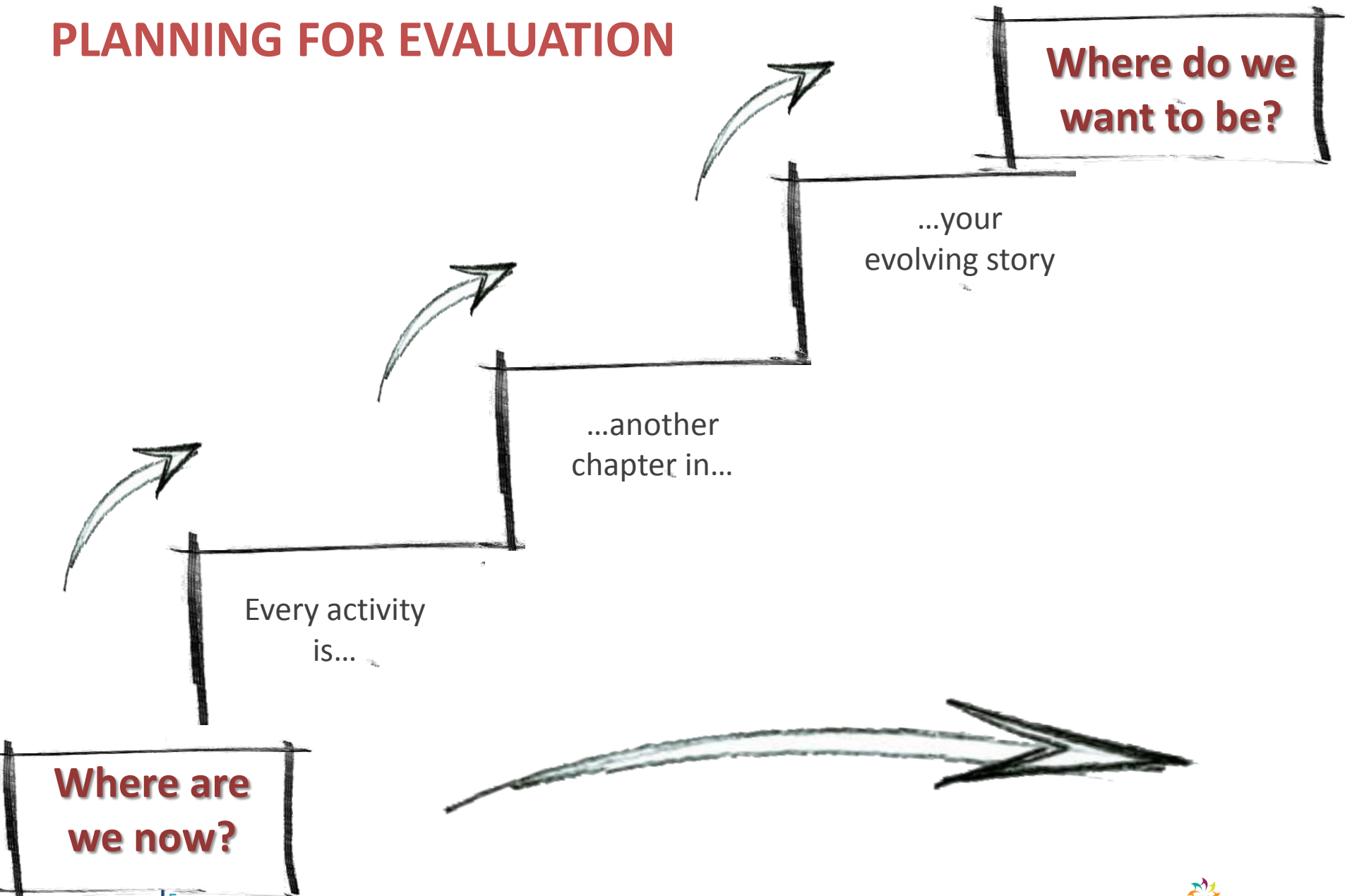
Step 2: PESTLE analysis

- **Political**
- **Economic**
- **Social**
- **Technological**
- **Legal**
- **Environmental**

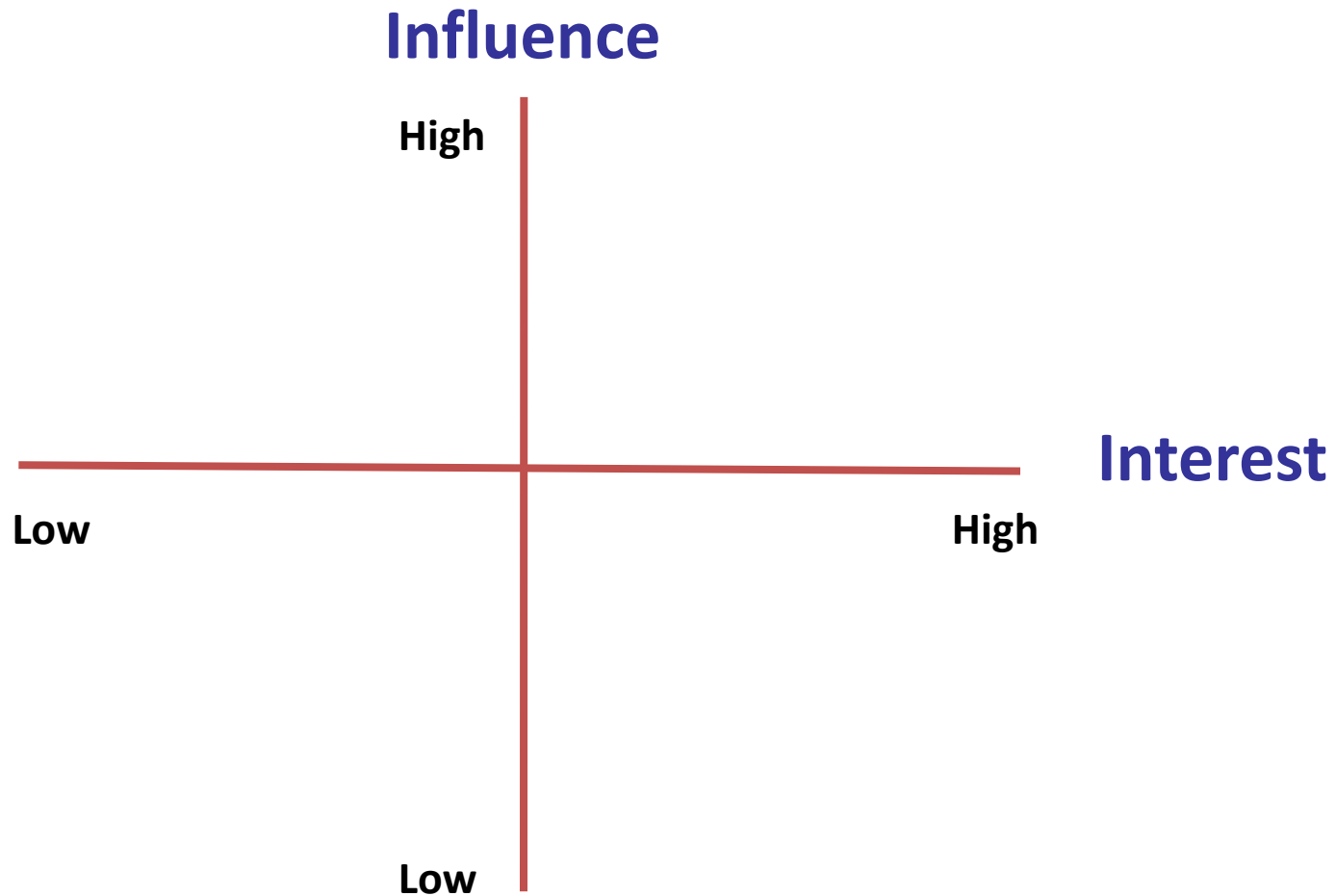
Step 2: Planning for Evaluation

- **baseline** the data
- **plan** for evaluation
- collect **evidence** as you go along
- **use it!**

PLANNING FOR EVALUATION



Step 2: Stakeholder Mapping I



LOOKING AHEAD: Change, Uncertainty and Risk

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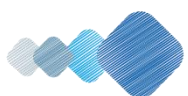
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CHANGE, UNCERTAINTY AND RISK

Strategic Awareness

- Sets the strategic priorities of the institution and defines plans for their realization including change and risk management
- Evaluates ... effects in a wider context
- Is open to and encourages creative and innovative approaches

Adapted from Macedonian Government Competence Framework

Step 2: PESTLE analysis

- **Political**
- **Economic**
- **Social**
- **Technological**
- **Legal**
- **Environmental**

LOOKING AHEAD

- **test the tendency to assume that the future will be the same as the past/present**
- **think about the “what ifs” – especially when things are outside our control**
- **axes of uncertainty - most important, most uncertain**

Making use of scenarios

- **Strategic conversation**
- **Developing the vision**
- **Testing the robustness of current policies and future policy options**
- **Identifying potential implications – new threats, opportunities, strengths, weaknesses**
- **Developing early warning indicators/triggers for change**
- **Enabling contingency planning for the possibility that external factors may change substantively**

Risk

- **policy**
- **political or strategic**
- **financial**
- **delivery**
- **communication**
- **reputational**

Risk Matrix



Managing risk

➤ **mitigate**

➤ **tolerate**

➤ **transfer**

➤ **reject**

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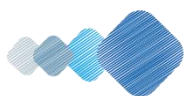
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SUPPORTING DECISION-MAKING

Problem Solving and Decision-Making

- Analyses and evaluates information gathered, identifies cause effect relationships, defines priorities, recognizes the risks and proposes action to prevent them
- Provides basis for objective decisions based on relevant evidence
-

Communication

- Knows how to write reports that will influence and convince....
- Is capable of influencing people's opinions and ideas through arguments that aim to meet the priorities of the institution

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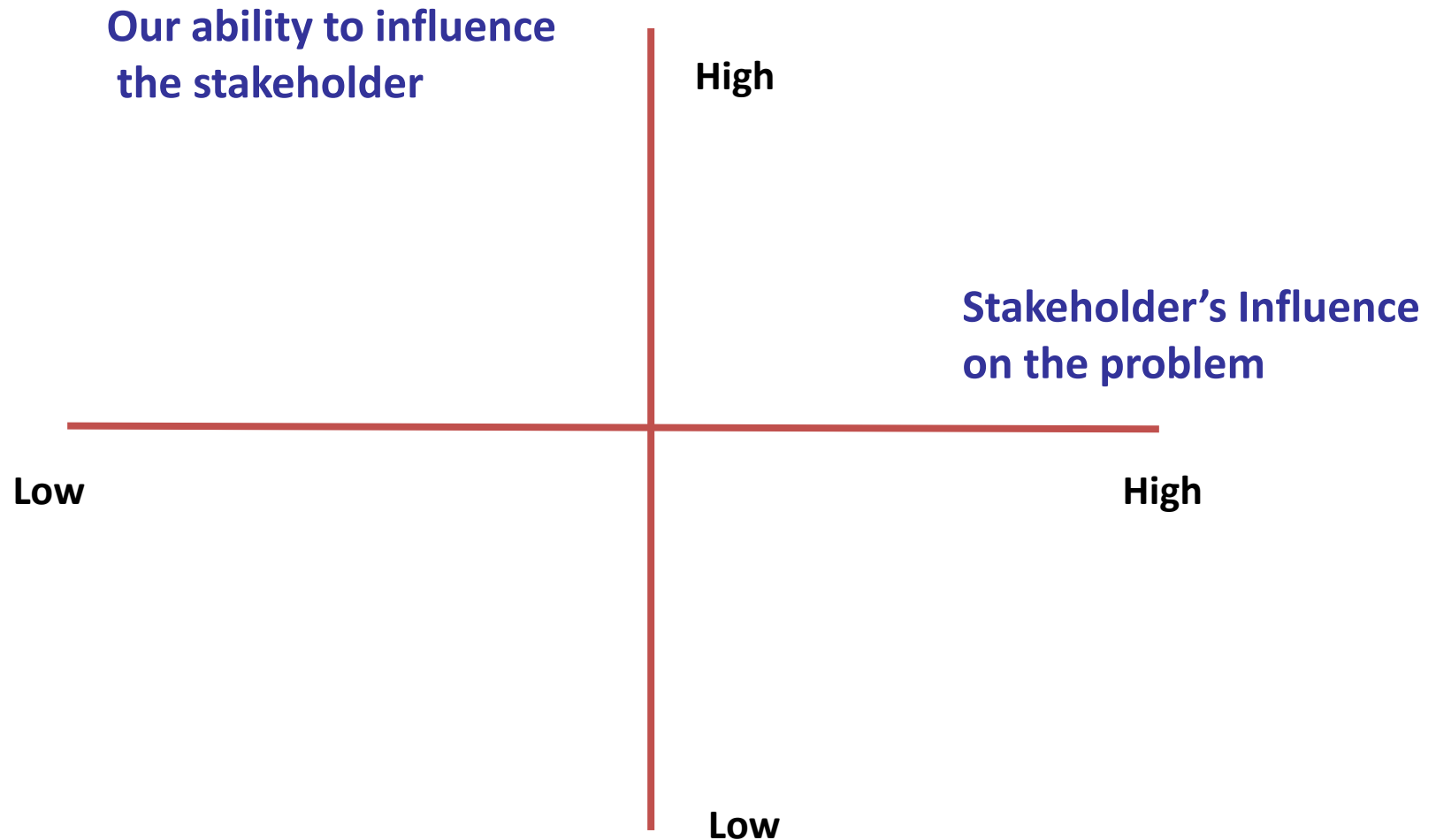
Options

- **Generating options – divergent thinking**
- **Sifting Options – convergent thinking**
- **Appraising options**

Criteria for decision making

- **EFFECTIVENESS** in meeting objective
- **CONSISTENCY** with organisational, priorities, objectives, principles, values
- **COST** (cheapness)
- **ACCEPTABILITY**
- **PRACTICALITY**
- **TIMESCALE**

Step 5: stakeholder mapping II



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PLANNING FOR POLICY IMPLEMENTATION

Problem Solving and Decision-Making

- Proactive approach to problem-solving. Sharing responsibility for solving them. Acting in a timely manner to help to stop situation getting worse.
- Carries out research, consultations and gathers opinions of all those involved using relevant sources of information and appropriate methods
- Works with stakeholders

Strategic Awareness

- Monitors implementation, identifying risks and proposing solutions

Communication

- Is capable of influencing people's opinions and ideas

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EVALUATION

Problem Solving and Decision-Making

- Analyses and evaluates information gathered
- Evaluates the effects and the impact of the decisions made in a broader context

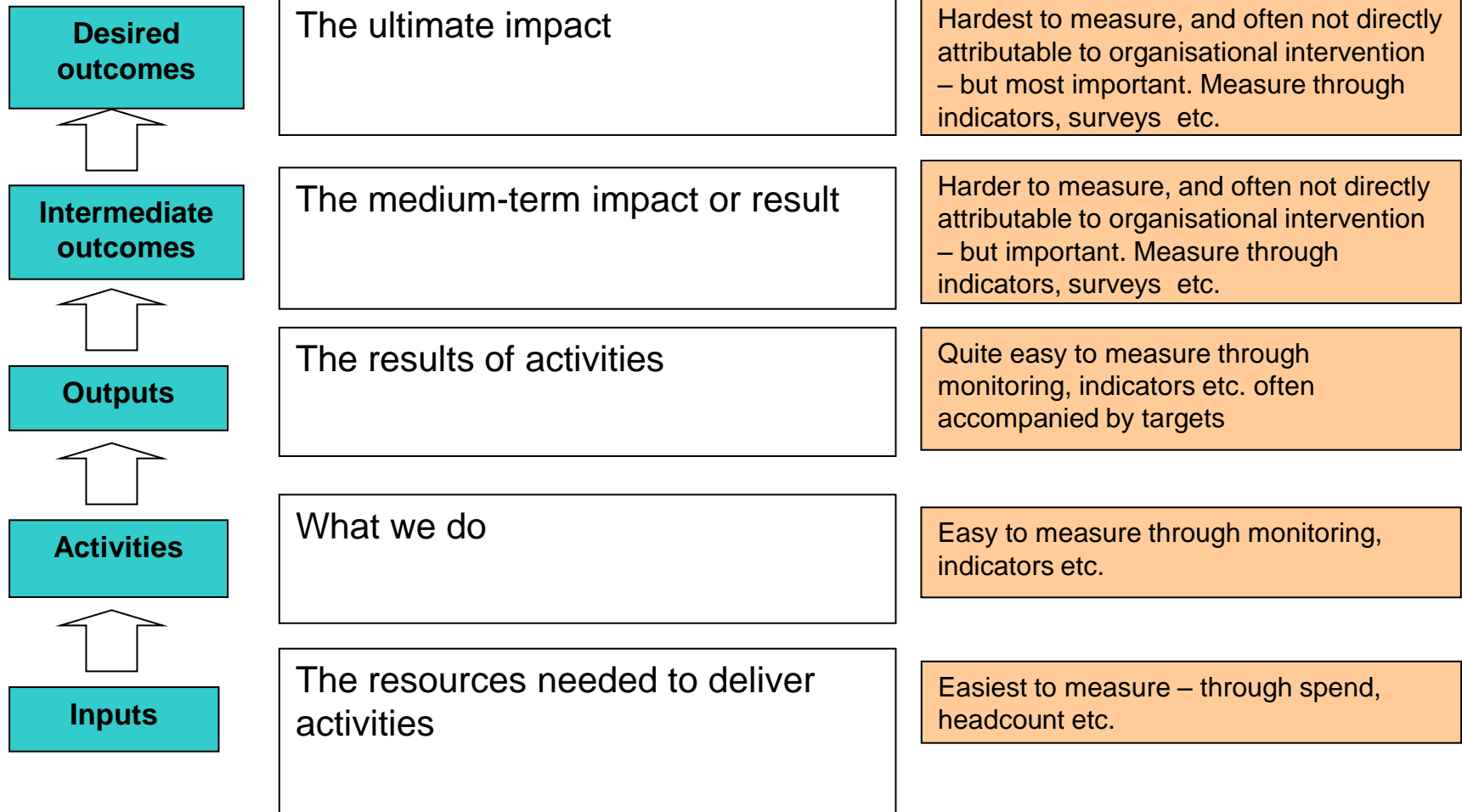
Strategic Awareness

- Defines the indicators for performance measurement
- Evaluates the effects of initiatives and actions undertaken in a wider context

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Line of sight

Inputs, activities, outputs, intermediate outcomes and ultimate outcomes – their meaning and measurement



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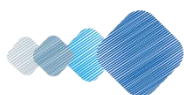
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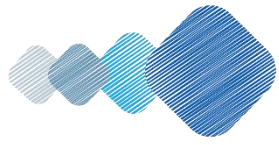
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