



CAPACITY BUILDING FOR COMMUNITIES

RECENT Policy Influencer Tools

Method: Problem Tree¹

A problem tree provides an overview of all the known causes and effect to an identified problem. If you want to do a community project, it is important to understand what the key issue is and what root causes are. A problem tree analysis will also

- Help the planning of a project
- Identifies particular lines of intervention and other factors that may need to be tackled with complementary projects
- Provides an outline of the project plan, including the activities that need to be undertaken, the goal and the outcomes of the project.

Requirements

- Establish a working group which may include the project designer(s), the implementation team, and other relevant stakeholders
- Ideally, half-a-day or more depending on the complexity of the problem, and number of stakeholders
- A wall, whiteboard, or large sheets of butcher's
- 'Post-it' notes or similar, or specialised software such as DoView or MS Visio
- A facilitator
- The final product can be transferred into an electronic format using specialised software, or alternatively into MS Word or Excel

¹ Source: http://evaluationtoolbox.net.au/index.php?option=com_content&view=article&id=28&Itemid=134



Method: Stakeholder Analysis for Policy Influencer Programme

Background: Power Analysis & Key Stakeholder Analysis²

What is Power Analysis about?

Power analysis tools are used to identify the key decision-makers and others who have power over a specific issue as well as people and organizations who can influence those people. In the context of the RECENT project, we seek answers to:

- Who has the power to increase or decrease possibilities of communities in the NPA area for more renewable, resilient and energy efficient infrastructure in water assets?
- Who can influence these decision-makers?
- Who will support and who will oppose RECENT?

What does a Power Analysis Tool do?

Power Analysis allow to build a shared understanding of how power works around RECENT advocacy issues. Power Analysis should be as specific as possible. Being vague is likely to result in ill-targeted advocacy efforts and the loss of opportunities. Influential people and organisations concerned with the desired policy change need to be identified at all levels (e.g. community, district, state, national). This understanding of who has power and influence is critical to the success of any advocacy work. Simple Power Analysis tools can help your organisation make the right decisions on a range of strategic issues, such as:

- Identifying the key decision-makers on our issues - both those who have "official" decision-making powers, and those that have "actual" powers.
- Prioritizing the people and groups who could be our allies.
- Assessing which uncommitted stakeholders and adversaries are worth lobbying and influencing.
- Choosing the appropriate advocacy methods and approaches to achieve change.

However, Power Analysis should not be complicated nor time-consuming. It can be straightforward, using very accessible, tried and tested tools adjustable to all sorts of groups and conditions.

² Partly referring to Power Analysis Briefing, Review of tools and methods, Drafted by: Jacques-Edouard Tiberghien, BPD Water and Sanitation, November 2012

How to do a Power Analysis & Key Stakeholder Analysis

Step 1:

Listing stakeholders: in the first stage of the process, all organisations, groups and individuals concerned directly or indirectly by the policy change sought need to be identified. Tools generally consist of lists of generic stakeholders, which allows participants to define which stakeholders are most relevant in their own situation. Once the list is completed, use mapping to identify specific targets for advocacy.

Step 2: Mapping stakeholders:

This second stage focuses on the relationships between the RECENT communities and the organizations and individuals likely to influence them. Influence by opponents and supporters are marked with a + or a -.

Step 3. Categorizing stakeholders:

The last stage of the process is to work out which stakeholders RECENT project need to focus on and in which way.

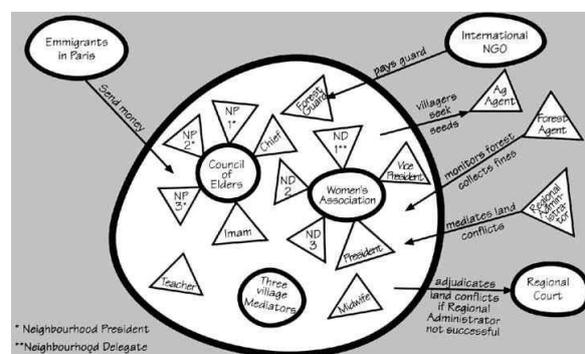
Templates

List of stakeholders

Type of stakeholder	Local & regional level	National Level	International level
Government Decision-makers and Actors			
Financing Bodies			
Interest Groups			
Customers			
Technical experts			
Media			

Mapping stakeholders by Chapati diagrams

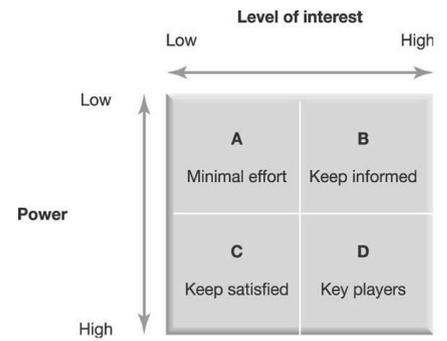
See an example here! For RECENT: Place the communities in the centre and relate other stakeholders and policy issues to the community. The bigger the circle of a stakeholder the bigger the influence. The closer the circle the closer the relation or the impact on the community. Mark opponents to RECENT with a “-“ and supporters with a “+“ on the arrow. When doing this exercise, use movable objects for an initial and transfer your results in a Graph or just include a picture of your exercise results in paper (but write readable!).



Step 3. Categorizing stakeholders:

See an example here and fill in table based on step 1 and 2 accordingly.

<p>A Minimal effort</p>	<p>B Keep informed</p>
<p>C Keep satisfied</p>	<p>D Key Players</p>



Template: Develop your own Policy Influencer Programme

You can use this template to develop your own Policy Influencer Programme

		Response
Diagnose the problem	Define the problem <i>(ask the why questions)</i>	
	Identify stakeholders <i>(influence and interest)</i>	
	Diagnose complexity and uncertainty <i>(what causes complexity - capacity for change, goals and change pathways)</i>	
	Understand why it exists <i>(the political and institutional environment – where reform is likely to come from)</i>	
	Pinpoint root causes <i>(where do the barriers exist)</i>	
Develop a strategy	Identify your policy influencing objectives <i>(clearly stating why your changes are important, who they affect, what needs to be done and where you stand in relation to others trying to influence change)</i>	
	Identify realistic, stakeholder-focused outcomes <i>(e.g. interest of key stakeholders (what evidence will convince them), public opinion, capacity and engagement of other actors, improvements in policy making procedure/process, behaviour change for effective implementation, networks and systems for supporting delivery or relationships between actors)</i>	
	Develop theory of how to facilitate change <i>(incremental or radical - entry points and opportunities)</i>	
	Develop your communication strategy <i>(encourage a particular policy position – advising, advocacy, activism or lobbying, knowledge brokering – informing and translating, linking and matchmaking. Messaging, channels, resources and timescales)</i>	
	Identify resources and capacity to implement your activities <i>(management structures, collaboration and capacity building)</i>	



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	<p>Write your engagement strategy <i>(policy influencing objectives, theory of how change will happen, outcomes you would expect, the communication activities, your communication strategy and resources available to implement.</i></p>	