Diagnose Your Policy Problem and Refine Your Value Proposition

Steve Williams & Blair Simonite

Image source: http://www.ksefocus.com/wordpress-content/uploads/2009/07/focuslady.jpg

Science and Policy:
What is the role of the scientist?

http://www.ispex.ca/wp-content/uploads/2014/08/science001.jpg

Science and Policy

Policy for Science

- Active intervention of the state in the process of knowledge creation, innovation and commercialization
- e.g. National innovation systems (NSERC, Genome Canada) , human capital

Science for Policy

- Use of scientific knowledge in the formation of public policy
- e.g. Expert advice to policy makers, scientists as a stakeholder group in public debate

Source: Milind Kandlikar, 2015

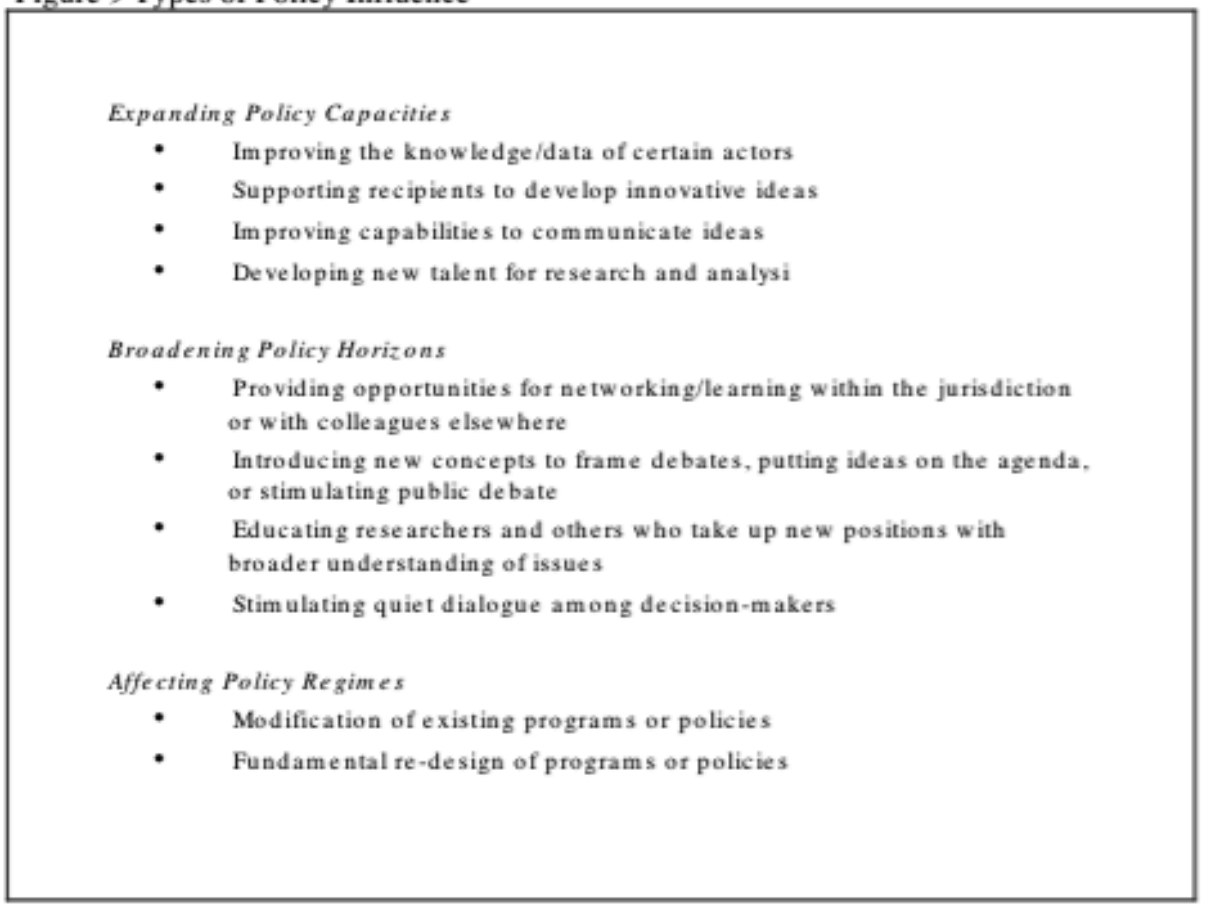
Elements of Policy Design

Element	Questions to ask
Goals	What are the goals of the policy? To eliminate a problem? To alleviate a problem but not entirely eliminate it? To keep a problem from getting worse?
Causal model	What is the causal model? Do we know that, if we do X, Y will result? How do we know this? If we don't know, how can we find out?
Tools	What tools or instruments will be used to put the policy into effect? Will they be more or less coercive? Will they rely more on incentives, persuasion, or information? Capacity building?
Targets	Whose behavior is supposed to change? Are there direct and indirect targets? Are design choices predicated on our social construction of the target population?
Implementation	How will the program be implemented? Who will lay out the implementation system? Will a top-down or bottom-up design be selected? Why?

Birkland, T.A. (2005) An Introduction to the Policy Process, 2nd ed. Armonk, NY: M.E. Sharpe., p. 160)

Types of Policy Influence

Figure 9 Types of Policy Influence



Lindquist, E. (2001). Discerning Policy Influence: Framework for a Strategic Evaluation of IDRC-Supported Research.

Figure 9 Types of Policy Influence

Expanding Policy Capacities

- Improving the knowledge/data of certain actors
- Supporting recipients to develop innovative ideas
- Improving capabilities to communicate ideas
- Developing new talent for research and analysi

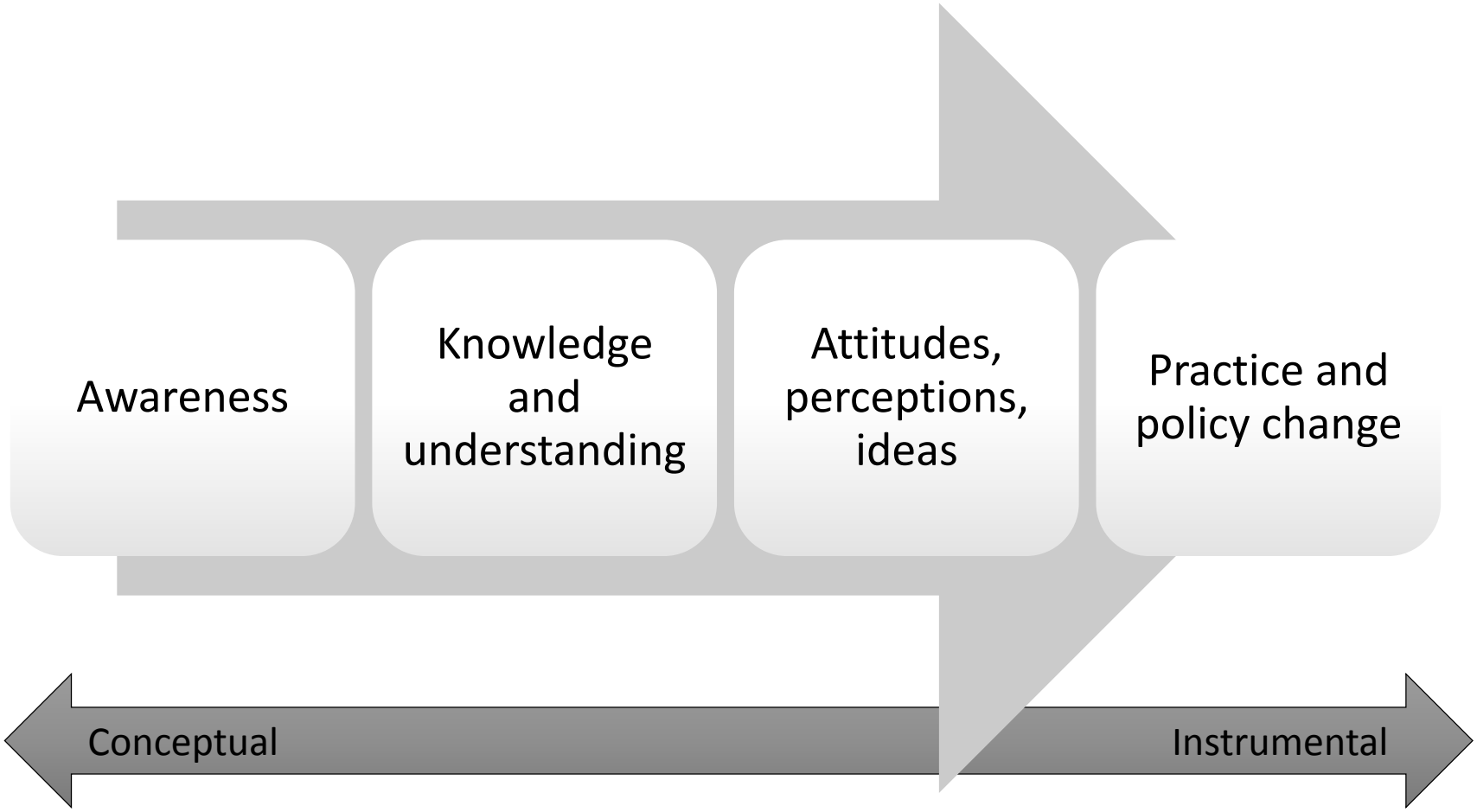
Broadening Policy Horizons

- Providing opportunities for networking/learning within the jurisdiction or with colleagues elsewhere
- Introducing new concepts to frame debates, putting ideas on the agenda, or stimulating public debate
- Educating researchers and others who take up new positions with broader understanding of issues
- Stimulating quiet dialogue among decision-makers

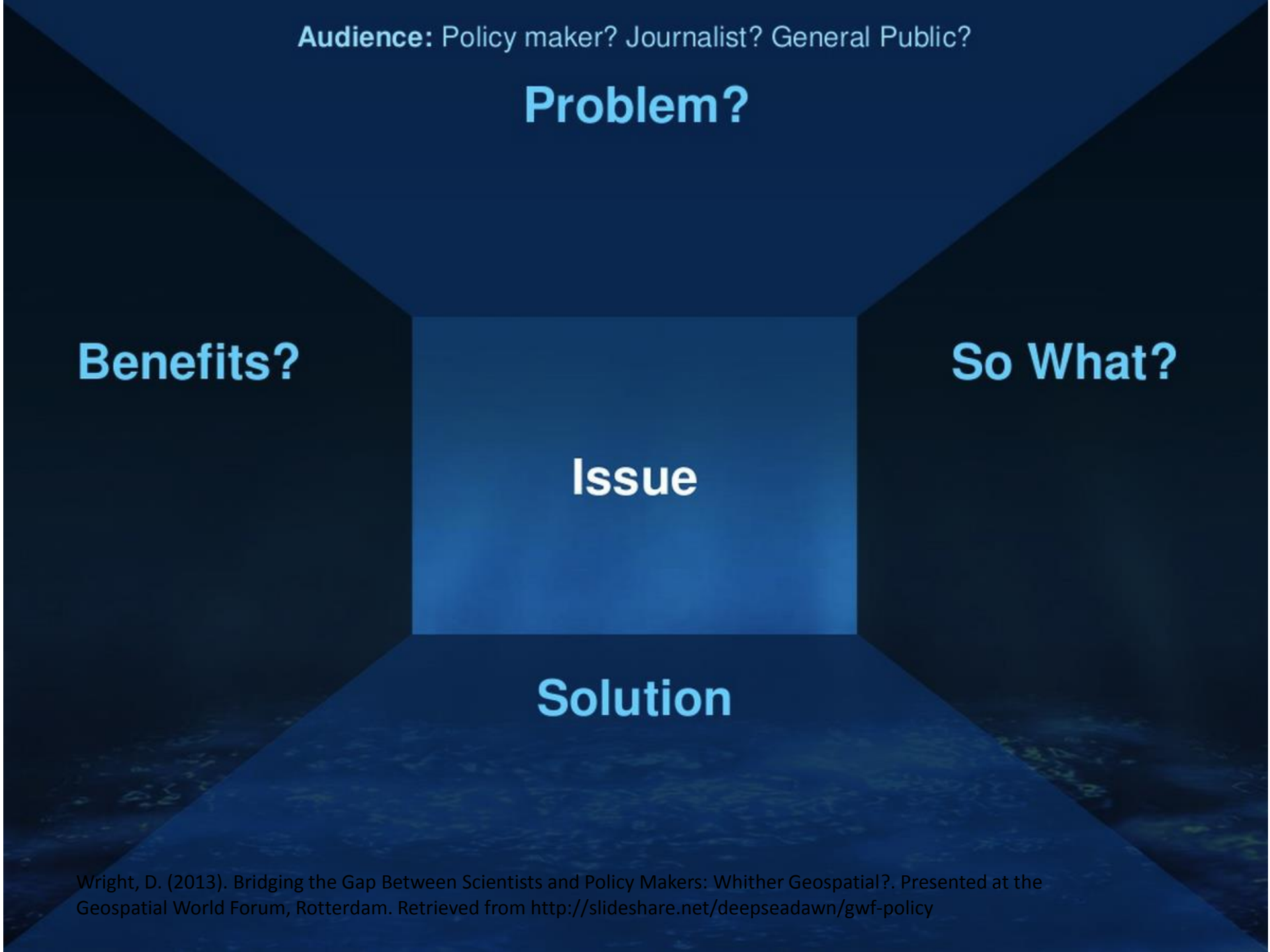
Affecting Policy Regimes

- Modification of existing programs or policies
- Fundamental re-design of programs or policies

Continuum of Research Use



Nutley, S. M., Walter, I., & Davies, H. T. (2007). Using evidence: How research can inform public services. Policy press.



Wright, D. (2013). Bridging the Gap Between Scientists and Policy Makers: Whither Geospatial?. Presented at the Geospatial World Forum, Rotterdam. Retrieved from http://slideshare.net/deepseadawn/gwf-policy

Journal content
- Journal home
- Advance online publication
- Current issue
- Nature News
- Archive
- Supplements
- Web focuses
- Podcasts
- Videos
- News Specials

Journal information
- About the journal
- For authors
- Online submission
- Nature Awards
- Nature history

NPG services
- Advertising
- work@npg

Review

Nature **438**, 310-317 (17 November 2005) | doi:10.1038/nature04188

Impact of regional climate change on human health

Jonathan A. Patz[1,2], Diarmid Campbell-Lendrum[3], Tracey Holloway[1] & Jonathan A. Foley[1]

The World Health Organisation estimates that the warming and precipitation trends due to anthropogenic climate change of the past 30 years already claim over 150,000 lives annually. Many prevalent human diseases are linked to climate fluctuations, from cardiovascular mortality and respiratory illnesses due to heatwaves, to altered transmission of infectious diseases and malnutrition from crop failures. Uncertainty remains in attributing the expansion or resurgence of diseases to climate change, owing to lack of long-term, high-quality data sets as well as the large influence of socio-economic factors and changes in immunity and drug resistance. Here we review the growing evidence that climate–health relationships pose increasing health risks under future projections of climate change and that the warming trend over recent decades has already contributed to increased morbidity and mortality in many regions of the world. Potentially vulnerable regions include the temperate latitudes, which are projected to warm disproportionately, the regions around the Pacific and Indian oceans that are currently subjected to large rainfall variability due to the El Niño/Southern Oscillation sub-Saharan Africa and sprawling cities where the urban heat island effect could intensify extreme climatic events.

1. Center for Sustainability and the Global Environment (SAGE), Nelson Institute for Environmental Studies, and
2. the Department of Population Health Sciences, University of Wisconsin, 1710 University Avenue, Madison, Wisconsin 53726, USA
3. Department of Protection of the Human Environment, World Health Organization, Geneva, Avenue Appia, Geneva CH-1211, Switzerland

Correspondence to: Jonathan A. Patz[1,2] Correspondence should be addressed to J.A.P. (Email: patz@wisc.edu).

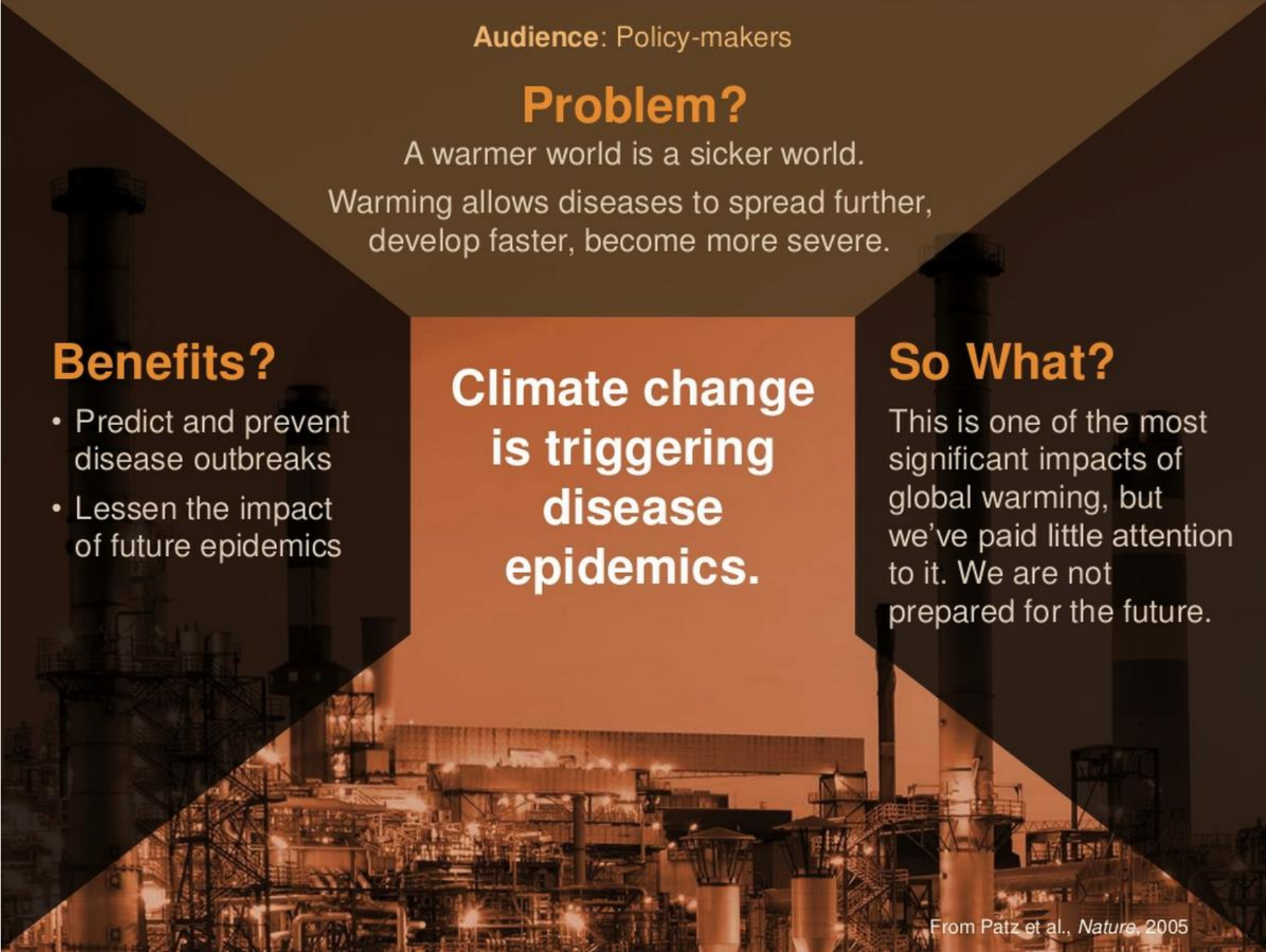
ABSTRACT
- Previous | Next
- Table of contents
- Full text
- Download PDF
- View interactive PDF in ReadCube
- Send to a friend
- CrossRef lists 286 articles citing this article
- Scopus lists 421 articles citing this article
- Export citation
- Rights and permissions
- Order commercial reprints
- Abstract

SEE ALSO
- Editor's Summary

From Patz et al., *Nature*, 2005


Audience: Policy-makers
Problem?
A warmer world is a sicker world.
Warming allows diseases to spread further, develop faster, become more severe.
Climate change is triggering disease epidemics.
From Patz et al., *Nature*, 2005


Audience: Policy-makers
Problem?
A warmer world is a sicker world.
Warming allows diseases to spread further, develop faster, become more severe.
Climate change is triggering disease epidemics.
So What?
This is one of the most significant impacts of global warming, but we've paid little attention to it. We are not prepared for the future.
From Pri[illegible] et al., *Nature*, 2005


Audience: Policy-makers
Problem?
A warmer world is a sicker world.
Warming allows diseases to spread further, develop faster, become more severe.
Benefits?
• Predict and prevent disease outbreaks
• Lessen the impact of future epidemics
Climate change is triggering disease epidemics.
So What?
This is one of the most significant impacts of global warming, but we've paid little attention to it. We are not prepared for the future.
From Patz et al., Nature, 2005

Audience: Policy-makers

Problem?

A warmer world is a sicker world.

Warming allows diseases to spread further, develop faster, become more severe.

Benefits?

- Predict and prevent disease outbreaks
- Lessen the impact of future epidemics

Climate change is triggering disease epidemics.

So What?

This is one of the most significant impacts of global warming, but we've paid little attention to it. We are not prepared for the future.

Solution

- **Short-term:** Prepare lines of defense (research, disease protocols)
- **Long-term:** Reduce emissions (monitor)

From Patz et al., *Nature*, 2005

YOUR POLICY CHALLENGE

Theories of Change

http://www.lawpracticetoday.org/wp-content/uploads/2014/06/making-change-stick-lessons-learned-from-changing-the-biglaw-pricing-dynamic.jpg

Pathways for Change

	Theory (Key Authors)	Discipline	How Change Happens	This theory may be useful when:
Global Theories	1. **"Large Leaps" or Punctuated Equilibrium Theory** (Baumgartner, Jones)	Political Science	Like seismic evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.	• Large-scale policy change is the primary goal • Strong capacity for media advocacy exists
Global Theories	2. **"Coalition" Theory or Advocacy Coalition Framework** (Sabatier, Jenkins-Smith)	Political Science	Policy change happens through coordinated activity among a range of individuals with the same core policy beliefs.	• A sympathetic administration is in office • A strong group of allies with a common goal is in place or can be formed
Global Theories	3. **"Policy Windows" or Agenda Setting** (Kingdon)	Political Science	Policy can be changed during a window of opportunity when advocates successfully connect two or more components of the policy process: the way a problem is defined, the policy solution to the problem or the political climate surrounding their issue.	• Multiple policy streams can be addressed simultaneously (problem definition, policy solutions and/or political climate) • Internal capacity exists to create, identify, and act on policy windows
Theories related to Strategies or Tactics	4. **"Messaging and Frameworks" or Prospect Theory** (Tversky & Kahneman)	Psychology	Individuals' policy preferences or willingness to accept them will vary depending on how options are framed or presented.	• The issue needs to be redefined as part of a larger campaign or effort • A key focus of the work is on increasing awareness, agreement on problem definition, or an issue's salience
Theories related to Strategies or Tactics	5. **"Power Politics" or Power Elites Theory** (C. Wright Mills, Domhoff)	Sociology	Policy change is made by working directly with those with power to make decisions or influence decision making.	• One or more key allies is in place • The focus is on incremental policy change (e.g., administrative or rule changes)
Theories related to Strategies or Tactics	6. **"Grassroots" or Community Organizing Theory** (Alinsky, Biklen)	Social Psychology	Policy change is made through collective action by members of the community who work on changing problems affecting their lives.	• A distinct group of individuals is directly affected by an issue • The advocacy organization can and is willing to play a "convener" or "capacity-builder" role rather than the "driver" role

Stachowiak, S. (2009). Pathways for Change. Organizational Research Services.

	Theory (Key Authors)	Discipline	How Change Happens	This theory may be useful w
Global Theories	1. **"Large Leaps" or Punctuated Equilibrium Theory** (Baumgartner, Jones)	Political Science	Like seismic evolutionary shifts, significant changes in policy and institutions can occur when the right conditions are in place.	• Large-scale policy change is the primary goal • Strong capacity for media advocacy exists
	2. **"Coalition" Theory or Advocacy Coalition Framework** (Sabatier, Jenkins-Smith)	Political Science	Policy change happens through coordinated activity among a range of individuals with the same core policy beliefs.	• A sympathetic administration is in office • A strong group of allies with a common goal is in place or ca be formed
	3. **"Policy Windows" or Agenda Setting** (Kingdon)	Political Science	Policy can be changed during a window of opportunity when advocates successfully connect two or more components of the policy process: the way a problem is defined, the policy solution to the problem or the political climate surrounding their issue.	• Multiple policy streams can be addressed simultaneously (pr definition, policy solutions an political climate) • Internal capacity exists to create, identify, and act on policy windows
Theories related to Strategies or Tactics	4. **"Messaging and Frameworks" or Prospect Theory** (Tversky & Kahneman)	Psychology	Individuals' policy preferences or willingness to accept them will vary depending on how options are framed or presented.	• The issue needs to be redefined as part of a larger campaign or effort • A key focus of the work is on increasing awareness, agreem on problem definition, or an issue's salience
	5. **"Power Politics" or Power Elites Theory** (C. Wright Mills, Domhoff)	Sociology	Policy change is made by working directly with those with power to make decisions or influence decision making.	• One or more key allies is in pl • The focus is on incremental p change (e.g., administrative o rule changes)
	6. **"Grassroots" or Community Organizing Theory** (Alinsky, Biklen)	Social Psychology	Policy change is made through collective action by members of the community who work on changing problems affecting their lives.	• A distinct group of individuals directly affected by an issue • The advocacy organization ca is willing to play a "convener" "capacity-builder" role rather the "driver" role

Landacre Research (2012). MLP: Insights into social and technological change.

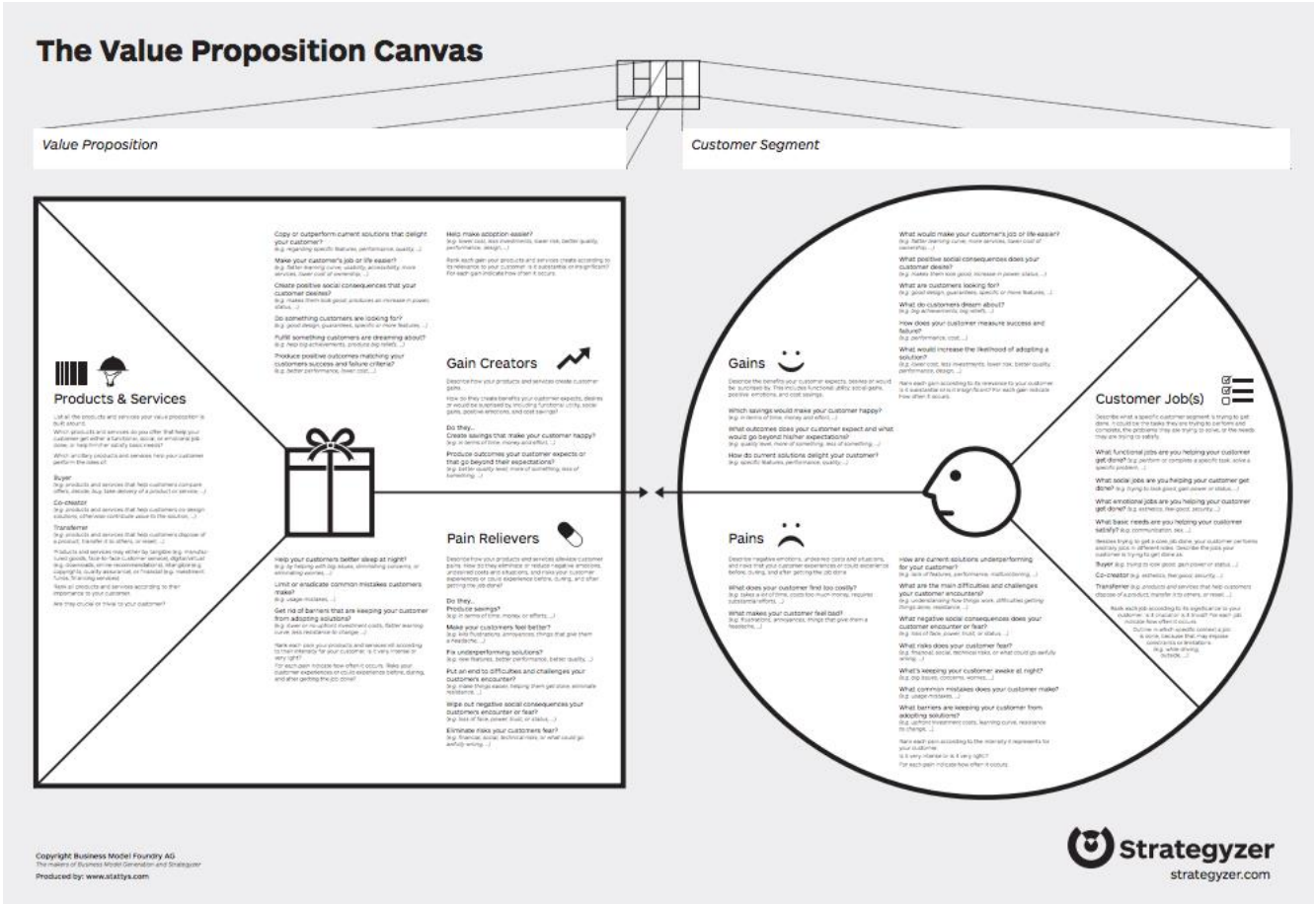
Strategies for Change through an MLP Lens

- Develop niche innovation
- Align niche innovations
- Target regime directly
- Observe landscape pressure, take advantage of windows of opportunity
- Change the landscape

Proposition Design

http://businessoflawblog.com/wp-content/uploads/2014/02/legal-department-value-metrics.jpg

Value Proposition Canvas



http://www.businessmodelgeneration.com/downloads/value_proposition_canvas.pdf

References

- Birkland, T.A. (2005) An Introduction to the Policy Process, 2nd ed. Armonk, NY: M.E. Sharpe., p. 160)
- Olesson, E. (2012). What is MLP - Multi Level Perspective. (D. Olesson). University of Technology, Sydney, Australia.
- Geels, F. W. (2013, November 27). Socio-technical transitional thinking and carbon emissions. Brussels.
- Geels, F. W. (2002). Technological transitions as evolutionary reconfiguration processes: a multi-level perspective and a case-study. Research Policy, 31(8-9), 1257–1274.
- Geels, F. W., & Schot, J. (2007). Typology of sociotechnical transition pathways. Research Policy, 36(3), 399–417.
- Burch, S., Shaw, A., Dale, A., & Robinson, J. (2014). Triggering transformative change: a development path approach to climate change response in communities. Climate Policy.
- Lindquist, E. (2001). Discerning Policy Influence: Framework for a Strategic Evaluation of IDRC-Supported Research, 1–28.
- Nutley, S. M., Walter, I., & Davies, H. T. (2007). Using evidence: How research can inform public services. Policy press.

Thank You!

Steve Williams steve@constructive.net @constructive
Blair Simonite blair.simonite@sauder.ubc.ca

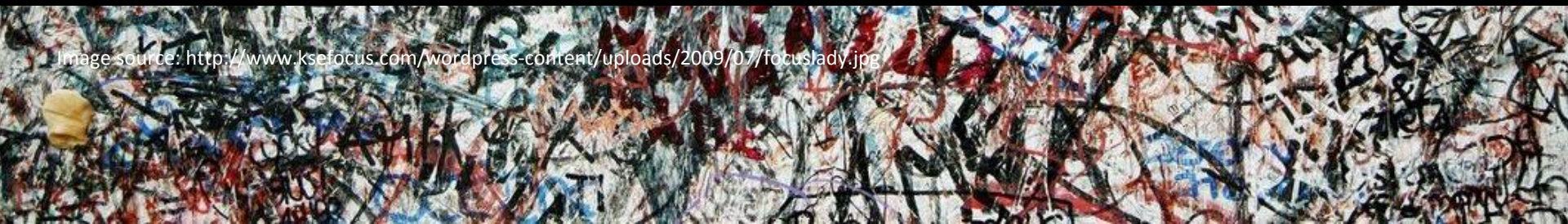


Image source: http://www.ksefocus.com/wordpress-content/uploads/2009/07/focuslady.jpg

Value Proposition Design

Audience: Policy-makers

Problem?

A warmer world is a sicker world.

Warming allows diseases to spread further, develop faster, become more severe.

Benefits?

- Predict and prevent disease outbreaks
- Lessen the impact of future epidemics

Climate change is triggering disease epidemics.

So What?

This is one of the most significant impacts of global warming, but we've paid little attention to it. We are not prepared for the future.

Solution

- **Short-term:** Prepare lines of defense (research, disease protocols)
- **Long-term:** Reduce emissions (monitor)

From Patz et al., *Nature*, 2005

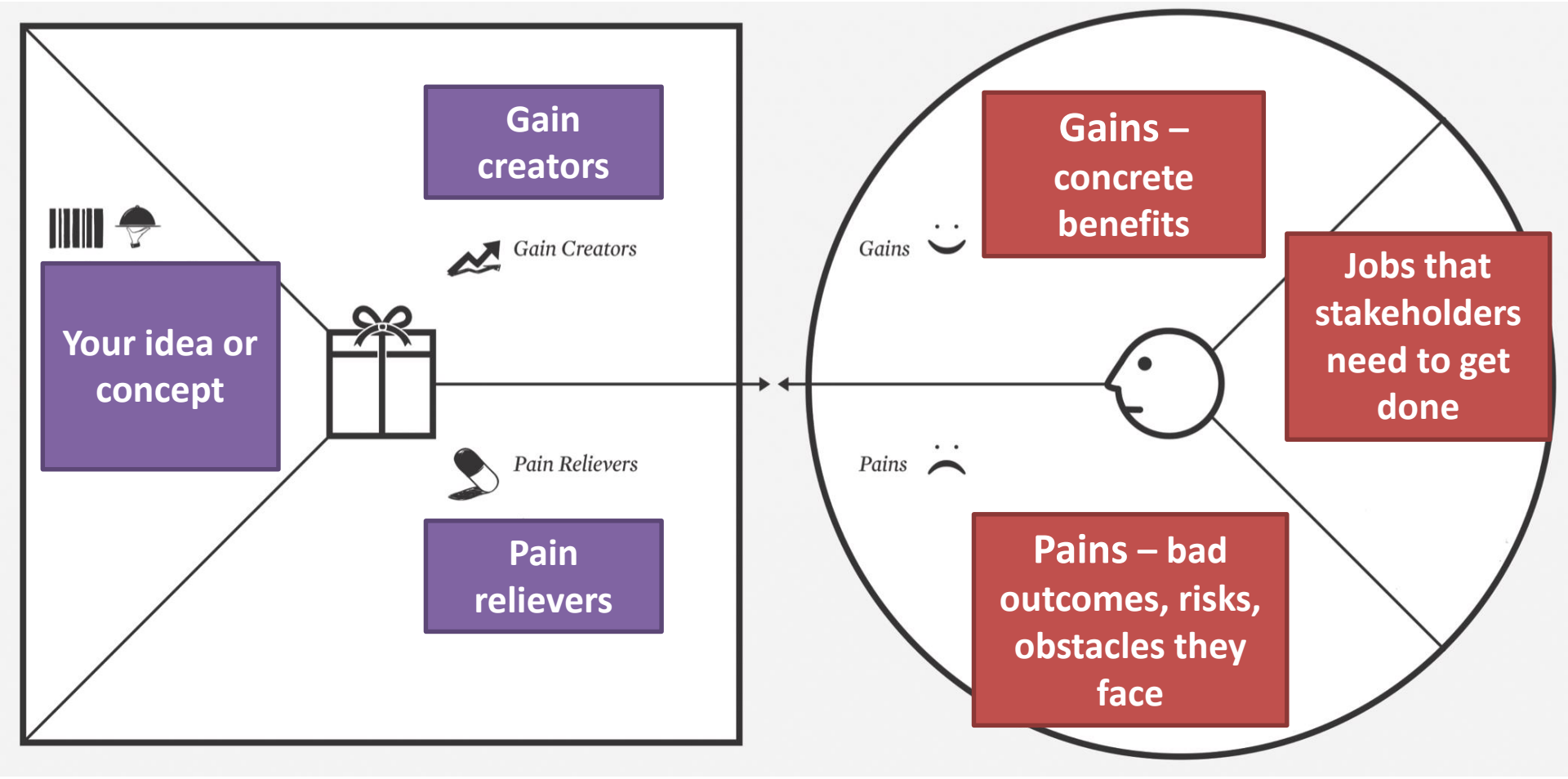
Impolite question

Who cares?

What do they actually care about?

How do you find out?

Value Proposition Design



The value you bring.

Start here

What stakeholders care about.

Discovery & validation

The OUTCOME: a **fit** between what policy you propose, and what matters to stakeholders.

The PROCESS:

- Hypothesize the gains, pains, and jobs to be done for your stakeholders (& which ones are most important to them!).
- Test your hypotheses.
- Draw conclusions and validate, invalidate, or pivot.

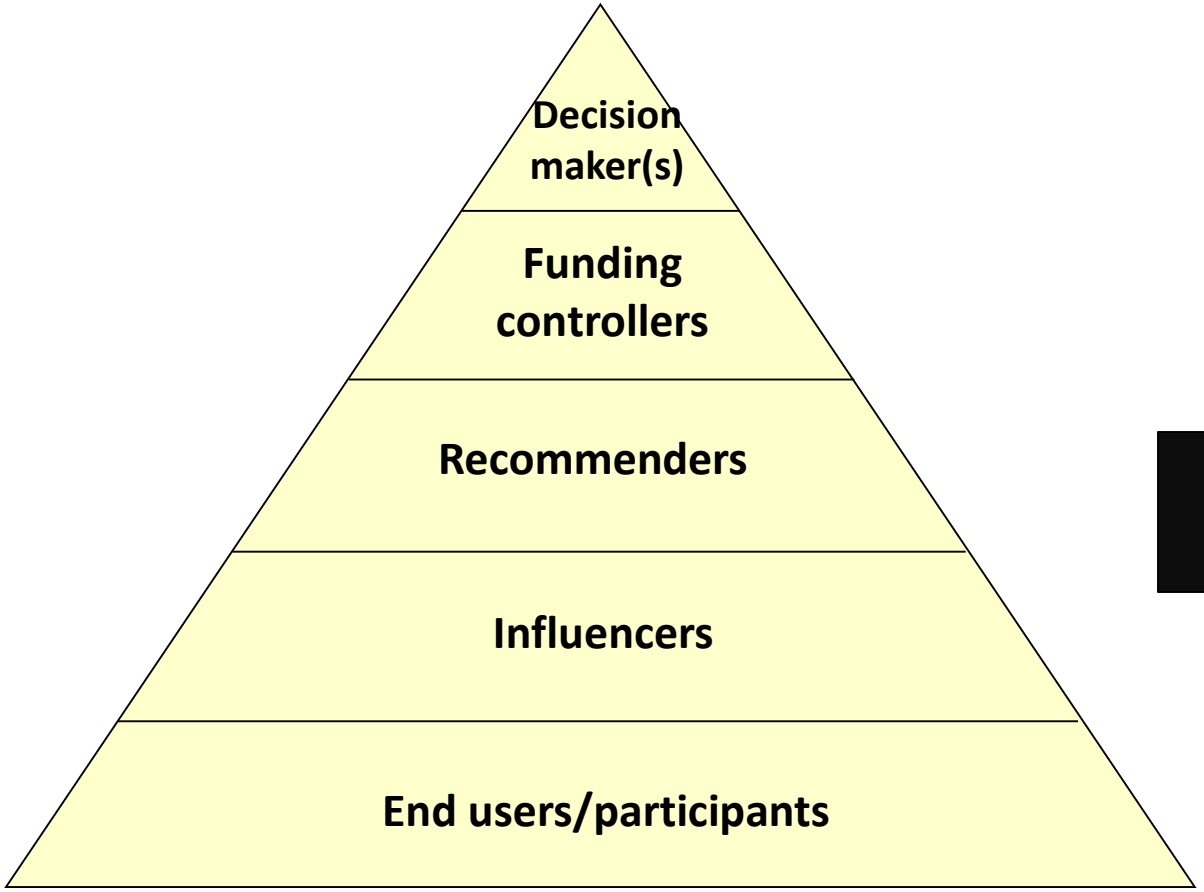
Stakeholder decision network

Can you identify the multiple players in your stakeholder network?

Their roles?

And how they inter-connect?

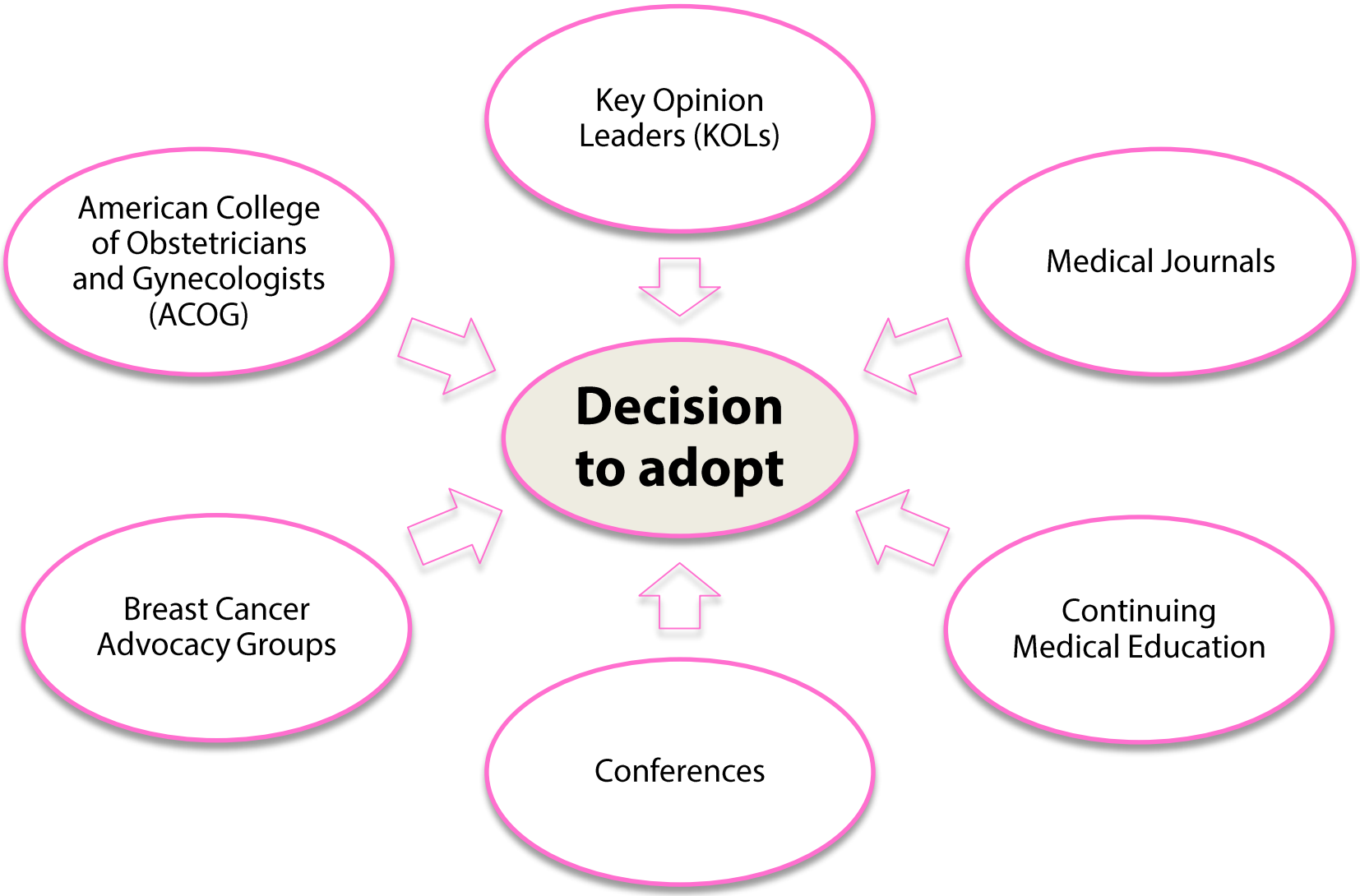
Stakeholder Roles



Saboteurs

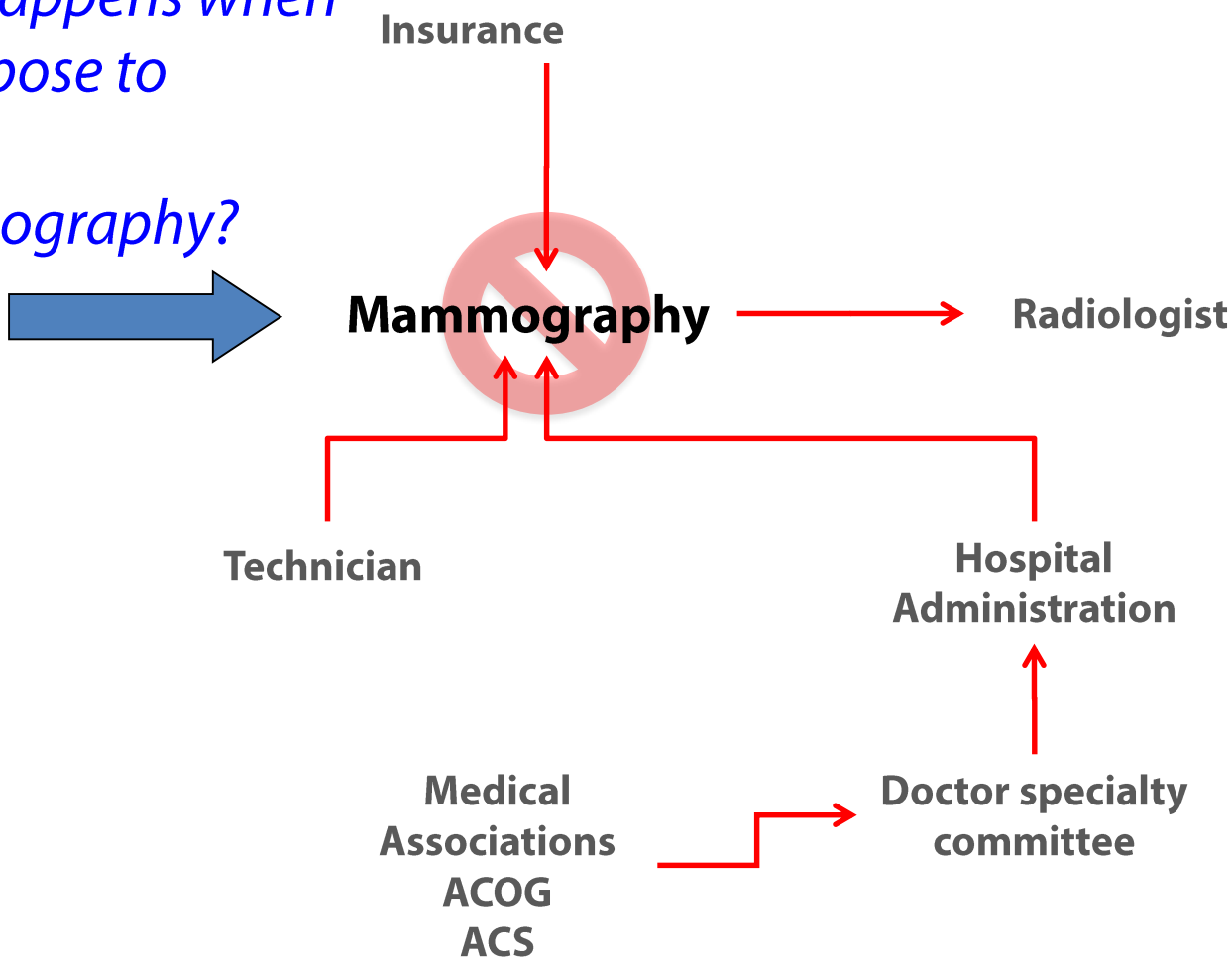
Beneficiary

Stakeholder Influence Map - example



Stakeholder decision network

What happens when we propose to replace mammography?



Stakeholder decision network

Reduced biopsy cost

Insurance

Lost jobs

Mammography

Radiologist

Lost jobs

Technician

Hospital Administration

Medical Associations
ACOG
ACS

Doctor specialty committee

Better health outcomes

Activity – Value prop hypotheses

1. Identify some key stakeholders (no more than 3 for this exercise). What role does each play?

2. Hypothesize what matters to them in respect of your concept.

- What jobs do they need to get done, or what outcomes are really important to them?
- What pains (bad outcomes, risks, obstacles) do they need to overcome?
- What gains do they want to achieve, or benefits they are seeking?
- Rank your hypotheses in order of importance (to the stakeholders!).

Decision makers

Funding controllers

Recommenders

Influencers

End users/ Participants

Beneficiaries

Saboteurs