

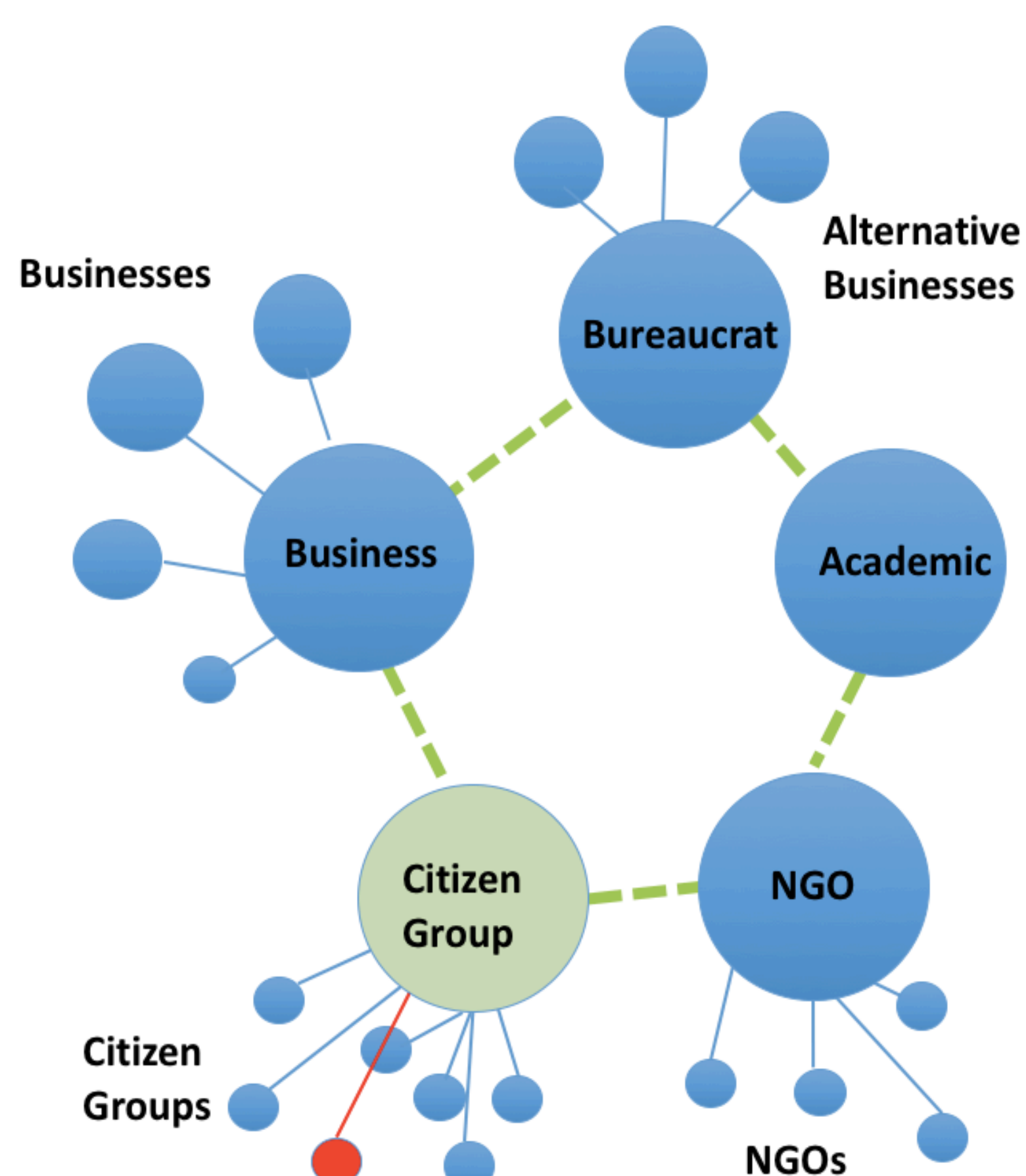
Connected Stakeholder Model

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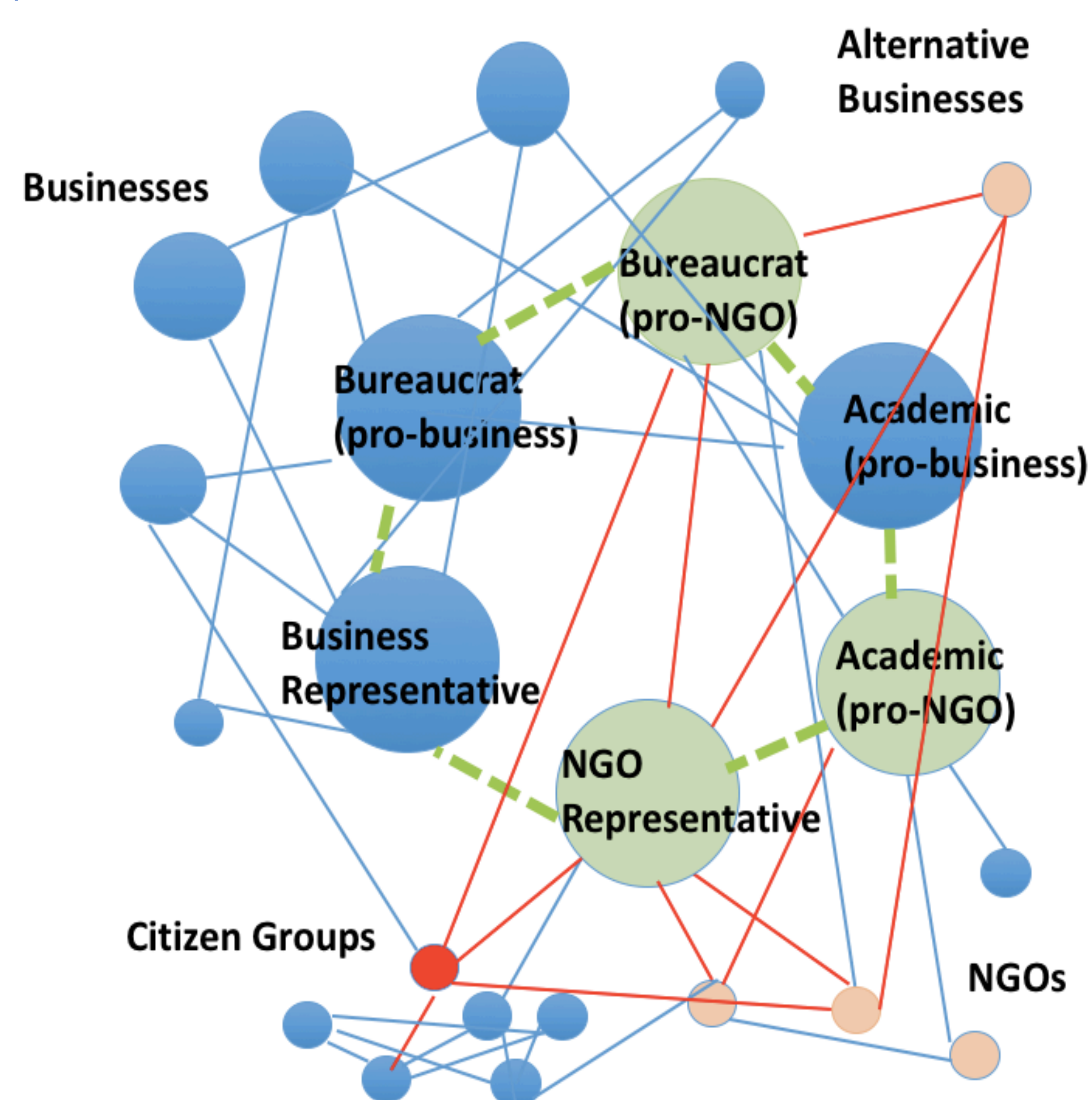
Multi-Stakeholder Model

Each policymaker has a “stake” for which they are advocating.



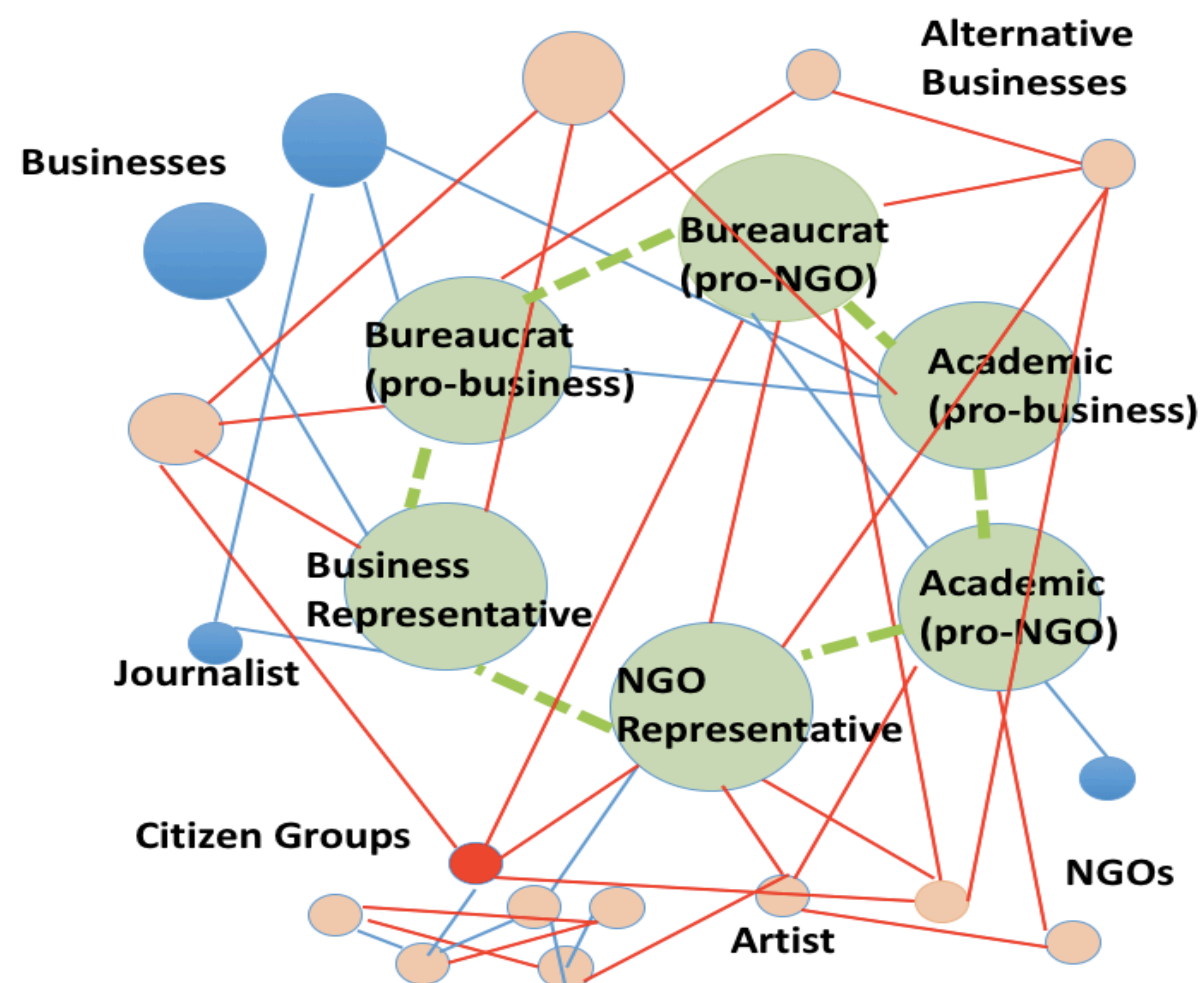
Advocacy Coalition Framework Model

Each policymaker is connected to a “team” of like-minded advocates.



Connected Stakeholder Model (CSM)

Policymakers are connected to multiple networks that link them to diverse stakeholders; advocates are connected to multiple policymakers the same way.



Model Assumptions

Assumptions multi-stakeholder policymaking models:

1. Policy actors are known.
2. Policy actors have narrow, hierarchically organized interests.
3. Actors participating in the policymaking process are chosen because of their institutional roles. Good policy decision-making includes “multiple stakeholders” in the process in order to represent a wide range of society’s interests and increase the opportunity to develop policy that is beneficial to the public good. When each “stakeholder” fights for his or her “stake,” multiple perspectives can be heard and an optimum policy can be developed.
4. Ideally, actors contributing to the policymaking process should not be connected (socially, politically, economically) to one another to avoid a conflict of interest that would compromise the ability of decision-makers to obtain multiple independent and autonomous viewpoints related to the policy.
5. Some of the actors in the policymaking process are more political than others. It is expected that business, advocacy NGOs, and citizen group actors will work hard to promote their own interests in the course of policy discussions. In contrast, bureaucrats and academics are considered to more neutral, serving the roles of facilitators and technical experts.
6. Policy is the outcome of competing interests
7. The policy outcome that emerges from this process is rigid.

Assumptions of the Connected Stakeholder Model

1. Key actors are not always known.
2. Actors have multiple, diverse interests that generally cannot be hierarchically organized. It will be commonly the case that key actors will “wear many hats” simultaneously and will have multiple connections across diverse sectors and institutions that they build and maintain. It is assumed that policy actors have multiple and diverse interests, and it will generally be impossible to infer the exact nature of the actor’s interests based on her institutional position
3. Actors are selected to take part in advisory committees not primarily because of their institutional roles but rather for their connections to diverse networks. Rather than conceptualizing the policy process as one where individual stakeholders meet and compete for their “stake,” the policy making process is conceptualized as a group of individuals who are connected to diverse stakeholders coming together to discuss policy.
4. It is advantageous to the policymaking process if actors are connected to one another. CSM assumes that actors who are connected will be a better position to understand others’ perspectives, will be able to generate creative solutions that satisfy multiple interests at once, and will be more capable of crafting policies that are good for the public.
5. All actors involved in policymaking are assumed to be political.
6. Policy is the outcome of personal negotiations among multiple actors with complex and diverse interests.
7. Policy outcomes will be designed to be flexible.

Implications for Policymakers

1. Select policy advisors connected to diverse networks
2. Remember—Everyone is political.
3. Recognize institutional constraints and utilize and create networks that bridge them
4. Design policy for flexibility and further innovation
5. Clients as co-creators of policy.

Implications for Activists

1. Use multiple, diverse networks to gain policy access.
2. Cultivate long term relationships.
3. Prioritize people and organizations who are network nodes.
4. Use networks to overcome and work around institutional barriers
5. Networks with others to amplify impact.
6. Do things that matter, then form networks to support them.

Implications for Scholars

1. Place networks at the center of policy analysis, not just the actors and institutions involved in the policymaking process.
2. Focus on individuals and organizations that appear to be network “nodes” that connect multiple networks together.
3. Assume all actors have multiple, diverse interests.
4. Assume that all actors are political; they are seeking to improve the situation for the people in their networks, and their own position in those networks.
5. Avoid a “team” analogy—alliances shift, rules can be avoided and renegotiated, and while the goal may be to win, that doesn’t mean that someone must necessarily lose.
6. Need more nuanced research about the relationship between regime type, and advocacy success and, especially, failure.
7. Study gender dynamics more—women’s networks and networking behavior are likely to be different than men’s.

Benefits of CSM

1. More accurately represents reality.
2. Wider range of policy outcomes become possible.
3. Relevant actors become more visible (e.g., academics)
4. Role of institutions is conceptualized—structural framework, not necessarily a limiting constraint.
5. Not limited to democracies.

Limitations of CSM

1. No longer possible to infer an actor’s interests from her institutional affiliation, nor are they hierarchically organized.
2. No longer possible to identify key actors as those “sitting at the table”
3. Requires a functioning bureaucracy and civil society—won’t work in places with low governance capacity.
4. Difficult to determine the beginning and ending of a policymaking process.
5. Policy accountability further complicated.