The Kaleidoscope Model of Policy Change
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Conceptualizing Drivers of Agriculture and Nutrition Policy Change through the Kaleidoscope Model:
Consultative workshop on micronutrient policy change

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Outline

1) Background and the need to study the policy and policy process

2) Introduction to the policy process literature

3) The kaleidoscope Model

4) Five stages and 16 Hypotheses

5) Conclusions
Background and the Policy Process Literature

- How to improve the current development outcomes? (MDGs, SDGs)
- How to change policies to make change in a society?
- We need an understanding of how policies are made and implemented in different settings?
- Who is involved, how do they work together, how they influence are affected by policies?
- What is the process of policy making? Is it by stroke of a pen? Does it involve long debates and dialogues? Is it transparent, strategic, consistent, and sustainable?
- How to study the policy process so that we can understand the way policies are made and can help in improving the process itself?
- Do we have an approach or a model, or a framework to study policy change process?
OPERATIONAL EXAMPLES AND ASSUMPTIONS

• **Changes in Payoff Matrix:** Structural adjustment programs • CAADP investment plans
• **Empirical Evidence:** • ReSAKSS • Fewsnet • Food security portal • DHS data program
• **Emulating Success Stories:** • Abuja Fertilizer Summit • SUN initiative
• **High Level Commitments and Top Down Negotiations:** • New Alliance agreements • Maputo Declaration
• **Institutional Architecture:** • Joint sector reviews • GAFSP • Feed the Future program
• **Champions of Change:** • Africa Lead • AGRA policy champions • Transform Nutrition champions
POLICY PROCESS LITERATURE

Some Existing Frameworks (Resnick et al, 2014):

- Multiple streams
- Punctuated equilibrium
- Learning from others
- Policy networks theory
- Advocacy coalitions
- Institutional Development
The Kaleidoscope Model

• Based on the review of existing approaches

• Takes into account the policy change process in the development policy contexts in developing countries

• What are the key drivers of change in several policy process contexts

• What conditions allow policy change to happen?
In more detail...
In more detail...
In more detail...
5 STAGES AND 16 HYPOTHESES

**Agenda setting:** Focusing Event; Powerful advocates; Recognized, relevant problem

**Design Stage:** Knowledge, research and ideas; Norms, ideology, beliefs, Cost-benefit, risk calculations

**Adoption:** Powerful opponents, proponents; government Veto players; propitious timing

**Implementation:** Requisite budget; institutional capacity; implementing stage veto; policy commitment

**Evaluation and Reform:** Changing information and belief; changing material conditions; Institutional changes
Analytical Tools

**Policy chronologies** – process tracing by indicating whether certain events precipitated subsequent policy changes

**Agricultural policy mapping** - identifies key institutions and frameworks, regulations, procedures, etc.

**Policy domain mapping** - roles of key actors (e.g. formulation, administration, oversight, or knowledge)

**Stakeholder inventories** - identifies perceived winners and losers and their preferences

**Circle of influence graphics** - aligns stakeholders in a two dimensional space to map their preferences vis-à-vis a policy with their power
**CATEGORIES OF ACTORS**

- **Non-governmental stakeholders**
  - ZNFU, FAZ, GTAZ, fertilizer suppliers, seed suppliers

- **Government actors**
  - MAL
  - Policy & Planning Dept
  - President Cabinet
  - MoF

- **Sub-national actors**
  - ZNFU, FAZ, GTAZ, fertilizer suppliers, seed suppliers
  - Donors
  - IAPRI, ACF, CFU, JSTR, CSPR
  - Audtior General
  - Parliament
      - Ag committee
      - Public acts committee

**ROLES, FLOWS, and RELATIONSHIPS**

**Primary Roles**

- Veto player institution
- Policy design
- Policy implementation
- Oversight
- Policy guidance
- Policy lobbying

**Primary Functions & Flows**

- Financial
- Authority
- Information

**Policy Domain Mapping**
**Policy Chronology (Round 1)**

- **2009**
  - PRBS want voucher
  - Zoono pioneers e-vouchers

- **2010**
  - WB FISP assessment

- **3/12**
  - ACF/IAPRI research on e-voucher feasibility

- **4/12**
  - PRBS want e-voucher

- **7/12**
  - ACF workshop

- **9/12**
  - EFSP launched

- **11/12**
  - CASU program begins

- **3/13**
  - Sichinga becomes minister

- **6/13**
  - Min. Chenda announces e-voucher

- **10/13**
  - Ad for e-voucher devt
  - Planning ceases
Policy Chronology (Round 2)

- Lungu elected president
- Lubinda becomes minister
- IMF Article IV consultation
- 1st Indaba
- 2nd Indaba
- ZNFU Lima Credit Scheme uses VISA

Timeline:
- 8/14
- 1/15
- 2/15
- 3/15
- 5/15
- 6/15
- 7/15
- 10/15

- Cabinet approves e-voucher
- Donors pledge $1.6 mn
- Rollout begins
- Pres. Lungu launches e-voucher
Positions in 2012-2013

Support

- IAPRI
- ACF
- CFU
- ZNFU
- Donors

Oppose

- Fertilizer suppliers

Neutral

Pres. Sata
Positions in 2015

Support

Oppose

Neutral
Conclusions

- KM framework can help in analysis the process and policy change.

- How to learn from one country to another and how to learn from one policy process to another in the same country.

- Can we explain how various internal and external actors and players play their role based on their interests and ideas.

- How various factors come together to result in a specific state of policy and impact.