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| **Attention to problems** may be driven by:  
- Focusing events  
- Change in an indicator  
- Feedback (about a problem) from the operation of current programs  
A condition gets defined as a problem for which government action is an appropriate remedy by:  
- Comparing current conditions with values concerning more ideal states of affairs  
- Comparing performance with that of other countries  
- Putting the subject in one category or another (framing)  
| **Government agenda includes:**  
- Governmental agenda (i.e., list of subjects getting attention)  
- Decision agenda (i.e., list of subjects within a governmental agenda that are up for active decision)  
| **Pick an achievable goal**  
- If an issue isn’t on the agenda, aim to get it onto the governmental agenda  
- If an issue is on the governmental agenda, aim to push it onto the decision agenda  |
| **Generation of policy proposals** can come about from:  
- Diffusion of ideas in a policy area (‘natural selection’)  
- Feedback (about a policy) from the operation of existing policies  
- Communication/persuasion  
Policies that survive to the state of serious consideration are:  
- Technically feasible  
- Fit with dominant values and current national mood  
- Acceptable given anticipation of future constraints (e.g., budget workability, political support/opposition)  
| **Governmental agenda** (or the opening of a policy window) is influenced by:  
- Problems or politics  
- Visible participants  
| **Or intervene in the policies streams by capitalizing on:**  
- Diffusion of ideas  
- Feedback about a policy  
- Communication/persuasion  
| **Decision agenda** is influenced by:  
- Coupling of all three ‘streams’ (problems, policies and politics) into a single package, usually by a policy entrepreneur  
| **Find a policy entrepreneur who can couple the three streams together**  
| **Political events** include:  
- Swings in national mood  
- Changes in the balance of organized forces  
- Events within government  
Political agenda items that meet the following criteria are more likely to rise to agenda prominence:  
- Congruent with national mood  
- Enjoy interest group support or lack organized opposition  
- Fit orientations of current governing party or prevailing legislative coalitions  
| **If your goal is to get an issue onto the decision agenda** (or, said another way, to couple all three ‘streams’ - problems, policies, and politics - into a single package)  
| **Visible participants** (engaged with problems and politics)  
- Prime minister, premiers or presidents  
- Ministers or high-level appointees  
- Opposition leaders  
- Interest group leaders  
- Journalists  
| **If your goal is to get an issue onto the governmental agenda** (or, said another way, to open a policy window)  
- Intervene in the problems stream by capitalizing upon:  
  - Focusing event  
  - Change in an indicator  
  - Feedback about a problem  
- Or intervene in the politics streams by taking advantage of:  
  - Swings in national mood  
  - Changes in the balance of organized forces  
  - Events within government  
- Find one or more allies among visible participants  |
| **Hidden participants** (engaged with policies)  
- Academic specialists  
- Civil servants  
- Political staff of elected officials  
- Analysts  
- Policy entrepreneurs  

**Participants**

**Summary sheet**
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<td><strong>Government structures</strong>&lt;br&gt;• Involves one or both levels within a federation (unitary states, federal states with layer cake or marble cake federalism)&lt;br&gt;• Number of veto points&lt;br&gt;<strong>Policy legacies</strong> that affect government elites, interest groups and mass publics&lt;br&gt;• Created resource and incentive effects, including administrative capacities for government elites, spoils, organizing niches, financing and access to authority for interests, and lock-in effects for mass publics&lt;br&gt;• Created interpretive effects, including policy learning for government elites and interest groups and visibility and traceability for mass publics&lt;br&gt;<strong>Policy networks</strong> can be state-directed, closed or pluralist (with the latter including clientele pluralist networks)</td>
<td><strong>Policy can be described in terms of:</strong>&lt;br&gt;• Governance, financial and delivery arrangements, or the programs, services and technologies, that would be changed&lt;br&gt;• Legal, economic, voluntary instruments, and information and education instruments that would be used&lt;br&gt;• Where the policy would need to be developed&lt;br&gt;<strong>Policy</strong> is more likely to be developed at a particular time if:&lt;br&gt;• Institutions (‘rules of the game’) allow it to pass easily&lt;br&gt;  o Governing party supports it, it involves the one level within a federation where the party governs (or it involves a unitary state), and it faces no veto points&lt;br&gt;  o Policy legacies have led to supportive resource and incentive effects (e.g., administrative capacities) and interpretive effects (e.g., learning to avoid highly visible and traceable changes)&lt;br&gt;• A group involved in a clientele pluralist network supports it&lt;br&gt;• Interests with influence/power support it (because of concentrated benefits) or don’t actively oppose it (because of diffuse costs)&lt;br&gt;• Ideas are aligned with it (because knowledge/beliefs about ‘what is’ and values/mass opinion about ‘what ought to be’ are aligned)&lt;br&gt;• External factors are a trigger to action</td>
<td><strong>Pick an achievable goal</strong>&lt;br&gt;• If an issue is on the decision agenda, aim to influencing the specifics of the policy (i.e., the type of policy and/or the type of policy instrument) and where the policy will be developed to address the issue&lt;br&gt;• If your goal is to influence the specifics of the policy or where it will be developed, intervene by:&lt;br&gt;  • Playing up the 3I+E factors that are in your favour&lt;br&gt;  • Downplaying the importance of the factors that aren’t&lt;br&gt;  • Shifting where the policy is developed to where you face the greatest chance of success</td>
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<td><strong>Societal interest groups</strong>&lt;br&gt;• Citizen groups, patient groups, professional groups, non-governmental organizations, and industry groups&lt;br&gt;<strong>Other interests</strong>&lt;br&gt;• Elected officials, civil servants, researchers, and policy entrepreneurs&lt;br&gt;All interests&lt;br&gt;• Can have direct or indirect sources of power&lt;br&gt;• Face benefits or costs, which may be concentrated or diffuse</td>
<td><strong>Knowledge/beliefs</strong> about ‘what is’ can include:&lt;br&gt;• Research evidence&lt;br&gt;• Other types of information&lt;br&gt;• Tacit knowledge&lt;br&gt;<strong>Values/mass opinion</strong> about ‘what ought to be’ can include:&lt;br&gt;• Elite opinion&lt;br&gt;• Informed mass opinion following deliberation&lt;br&gt;• Mass opinion</td>
<td><strong>External factors</strong> can include:&lt;br&gt;• Political change (e.g., election of a new governing party, or election of a new leader of a political party, with a clear mandate)&lt;br&gt;• Economic change (e.g., recession)&lt;br&gt;• Technological change&lt;br&gt;• Court decision&lt;br&gt;• Release of major reports&lt;br&gt;• A new disease&lt;br&gt;• Media coverage&lt;br&gt;• International organizations (e.g., WHO and the UN)&lt;br&gt;• International donors (e.g., the World Bank and the Bill and Melinda Gates Foundation)</td>
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<td><strong>Institutions</strong>&lt;br&gt;Government structures&lt;br&gt;- See above for more detail&lt;br&gt;Policy legacies that affect government elites, interest groups and mass publics&lt;br&gt;- See above for more detail&lt;br&gt;Policy networks can be state-directed, closed or pluralist&lt;br&gt;- See above for more detail</td>
<td>Approach to policy implementation can be described in terms of:&lt;br&gt;- Governance, financial and delivery arrangements that would be changed, or implementation strategies that would be used&lt;br&gt;- Legal, economic, voluntary instruments, and information and education instruments that would be used&lt;br&gt;- Where the responsibility for policy implementation can be delegated to</td>
<td>Pick an achievable goal&lt;br&gt;- If a policy has been selected, aim to influence policy implementation (i.e., the approach used to support or enforce policy implementation and/or the type of policy instrument) and where the responsibility for policy implementation is delegated to</td>
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<td><strong>Interests</strong>&lt;br&gt;Interests include many types of groups, can have direct or indirect sources of power, and face benefits or costs, which may be concentrated or diffuse&lt;br&gt;- See above for more detail</td>
<td>Approach to policy implementation is more likely to be selected at a particular time if 3I+E are aligned (as above)</td>
<td>If your goal is to influence policy implementation or where the responsibility for policy implementation will be delegated to, intervene by:&lt;br&gt;- Playing up the 3I+E factors that are in your favour&lt;br&gt;- Downplaying the importance of the factors that aren’t&lt;br&gt;- Shifting responsibility for policy implementation to where you face the greatest change of success</td>
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<td><strong>Ideas</strong>&lt;br&gt;Knowledge/beliefs about ‘what is’&lt;br&gt;- See above for more detail&lt;br&gt;Values/mass opinion about ‘what ought to be’&lt;br&gt;- See above for more detail</td>
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