

CRIMINAL JUSTICE POLICY REFORM POLICYMAKERS' ALLIES

POLICYMAKERS

THE IMPORTANCE OF POLICYMAKERS' ALLIES IN CRIMINAL JUSTICE POLICY REFORM POLICYMAKERS

CRIMINAL JUSTICE POLICY REFORM POLICYMAKERS' ALLIES POLICYMAKERS ARE CRUCIAL FOR ADVANCING MEANINGFUL CHANGE WITHIN THE COMPLEX AND OFTEN ENTRENCHED SYSTEMS OF LAW ENFORCEMENT AND CORRECTIONS. THESE ALLIES, SPANNING DIVERSE SECTORS, PROVIDE ESSENTIAL SUPPORT, EXPERTISE, AND ADVOCACY THAT CAN PROPEL CRITICAL REFORMS FROM CONCEPT TO REALITY. UNDERSTANDING WHO THESE ALLIES ARE, THEIR MOTIVATIONS, AND HOW TO EFFECTIVELY ENGAGE THEM IS PARAMOUNT FOR ANY POLICYMAKER COMMITTED TO CREATING A MORE JUST, EQUITABLE, AND EFFECTIVE CRIMINAL JUSTICE SYSTEM. THIS ARTICLE DELVES INTO THE MULTIFACETED LANDSCAPE OF CRIMINAL JUSTICE POLICY REFORM, EXPLORING THE VITAL ROLES PLAYED BY VARIOUS ALLIED GROUPS, THE CHALLENGES THEY FACE, AND THE STRATEGIES FOR FOSTERING ENDURING PARTNERSHIPS TO ACHIEVE LASTING REFORM.

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UNDERSTANDING THE LANDSCAPE OF CRIMINAL JUSTICE POLICY REFORM

CRIMINAL JUSTICE POLICY REFORM IS NOT A MONOLITHIC ENDEAVOR; IT ENCOMPASSES A BROAD SPECTRUM OF ISSUES, FROM SENTENCING GUIDELINES AND DRUG OFFENSES TO POLICE ACCOUNTABILITY AND RE-ENTRY SERVICES. THE IMPETUS FOR REFORM OFTEN ARISES FROM A CONFLUENCE OF FACTORS: DEMONSTRABLE INEQUITIES, FISCAL PRESSURES, EVOLVING SOCIETAL VALUES, AND EVIDENCE OF POLICY FAILURES. POLICYMAKERS SEEKING TO NAVIGATE THIS COMPLEX TERRAIN MUST GRASP THE INTRICATE WEB OF EXISTING LAWS, JUDICIAL PRECEDENTS, AND SYSTEMIC DYNAMICS. WITHOUT A DEEP UNDERSTANDING OF THE CURRENT STATE OF AFFAIRS, ANY REFORM EFFORTS RISK BEING SUPERFICIAL OR, WORSE, COUNTERPRODUCTIVE. THE ULTIMATE GOAL IS TO CREATE A SYSTEM THAT IS FAIR, EFFECTIVE, AND REHABILITATIVE, RATHER THAN PURELY PUNITIVE.

THE HISTORICAL TRAJECTORY OF CRIMINAL JUSTICE IN MANY NATIONS REVEALS CYCLES OF REFORM AND RETRENCHMENT. EXAMINING THESE PAST MOVEMENTS CAN PROVIDE INVALUABLE LESSONS FOR PRESENT-DAY EFFORTS. FOR INSTANCE, THE WAR ON DRUGS, WHILE INTENDED TO CURB SUBSTANCE ABUSE, LED TO UNPRECEDENTED LEVELS OF INCARCERATION AND DISPROPORTIONATELY AFFECTED MARGINALIZED COMMUNITIES. RECOGNIZING THESE HISTORICAL PATTERNS ALLOWS POLICYMAKERS TO APPROACH CURRENT CHALLENGES WITH A MORE NUANCED AND INFORMED PERSPECTIVE, AVOIDING THE PITFALLS OF PREVIOUS INITIATIVES AND BUILDING UPON SUCCESSFUL STRATEGIES.

IDENTIFYING KEY POLICYMAKERS' ALLIES

THE TERM "ALLIES" IN THE CONTEXT OF CRIMINAL JUSTICE POLICY REFORM REFERS TO A DIVERSE COALITION OF INDIVIDUALS, ORGANIZATIONS, AND INSTITUTIONS THAT SHARE A COMMON INTEREST IN ADVANCING SPECIFIC CHANGES OR OVERARCHING REFORMS. THESE ALLIES ARE NOT PASSIVE OBSERVERS BUT ACTIVE PARTICIPANTS WHO LEND THEIR VOICES, EXPERTISE, AND RESOURCES TO THE CAUSE. IDENTIFYING THESE POTENTIAL PARTNERS IS THE FIRST CRITICAL STEP IN BUILDING A ROBUST SUPPORT NETWORK. IT REQUIRES A PROACTIVE APPROACH, LOOKING BEYOND TRADITIONAL POLITICAL CHANNELS TO ENGAGE A WIDER ARRAY OF STAKEHOLDERS.

IDENTIFYING THESE ALLIES INVOLVES UNDERSTANDING THEIR CORE VALUES, THEIR EXISTING WORK IN RELATED AREAS, AND THEIR POTENTIAL CAPACITY TO CONTRIBUTE. ARE THEY DRIVEN BY SOCIAL JUSTICE CONCERNS, ECONOMIC EFFICIENCY, PUBLIC SAFETY IMPROVEMENTS, OR A COMBINATION THEREOF? EACH GROUP MAY HAVE DIFFERENT MOTIVATIONS, AND RECOGNIZING THESE CAN HELP IN TAILORING ENGAGEMENT STRATEGIES. FOR EXAMPLE, AN ALLY FOCUSED ON REDUCING RECIDIVISM MIGHT BE MOTIVATED BY BOTH HUMANITARIAN CONCERNS AND THE POTENTIAL FOR REDUCED SOCIETAL COSTS ASSOCIATED WITH CRIME.

THE ROLE OF ADVOCACY GROUPS AND NONPROFITS

ADVOCACY GROUPS AND NONPROFIT ORGANIZATIONS ARE OFTEN AT THE FOREFRONT OF CRIMINAL JUSTICE POLICY REFORM MOVEMENTS. THEY SERVE AS POWERFUL WATCHDOGS, SHINING A LIGHT ON SYSTEMIC INJUSTICES AND BRINGING COMPELLING NARRATIVES TO THE PUBLIC AND POLICYMAKERS. THESE ORGANIZATIONS CONDUCT RESEARCH, PUBLISH REPORTS, LOBBY LEGISLATIVE BODIES, AND MOBILIZE PUBLIC OPINION. THEIR DEEP-ROOTED UNDERSTANDING OF SPECIFIC ISSUES, COUPLED WITH THEIR UNWAVERING COMMITMENT, MAKES THEM INDISPENSABLE PARTNERS. THEY CAN PROVIDE DATA-DRIVEN ARGUMENTS, PERSONAL TESTIMONIES, AND A CONSISTENT, PERSISTENT VOICE FOR CHANGE.

MANY OF THESE GROUPS SPECIALIZE IN PARTICULAR AREAS OF REFORM, SUCH AS ADDRESSING RACIAL DISPARITIES IN SENTENCING, ADVOCATING FOR THE RIGHTS OF FORMERLY INCARCERATED INDIVIDUALS, OR PROMOTING ALTERNATIVES TO INCARCERATION. THIS SPECIALIZATION ALLOWS THEM TO OFFER IN-DEPTH KNOWLEDGE AND TARGETED STRATEGIES. FOR INSTANCE, AN ORGANIZATION FOCUSED ON JUVENILE JUSTICE REFORM WILL HAVE A UNIQUE UNDERSTANDING OF THE DEVELOPMENTAL NEEDS OF YOUNG OFFENDERS AND THE SPECIFIC CHALLENGES THEY FACE WITHIN THE SYSTEM.

COMMUNITY ENGAGEMENT AND GRASSROOTS MOBILIZATION

GRASSROOTS MOVEMENTS AND COMMUNITY-BASED ORGANIZATIONS ARE THE LIFEblood OF MANY SUCCESSFUL REFORM EFFORTS. THEY REPRESENT THE VOICES OF THOSE MOST DIRECTLY IMPACTED BY THE CRIMINAL JUSTICE SYSTEM – INDIVIDUALS WHO HAVE BEEN INCARCERATED, THEIR FAMILIES, AND THE COMMUNITIES THAT BEAR THE BRUNT OF OVER-POLICING AND HIGH CRIME RATES. THEIR LIVED EXPERIENCES PROVIDE AN IRREFUTABLE MORAL AND PRACTICAL IMPERATIVE FOR CHANGE. EMPOWERING THESE VOICES THROUGH COMMUNITY ENGAGEMENT ENSURES THAT REFORMS ARE GROUNDED IN REAL-WORLD NEEDS AND HAVE BROAD PUBLIC SUPPORT.

MOBILIZING COMMUNITIES INVOLVES A VARIETY OF TACTICS, INCLUDING PUBLIC AWARENESS CAMPAIGNS, TOWN HALL MEETINGS, VOTER REGISTRATION DRIVES, AND DIRECT ACTION. THESE EFFORTS NOT ONLY BUILD MOMENTUM FOR SPECIFIC POLICY CHANGES BUT ALSO FOSTER A SENSE OF COLLECTIVE OWNERSHIP AND AGENCY AMONG THOSE AFFECTED. WHEN COMMUNITIES ARE ACTIVELY INVOLVED IN SHAPING POLICY, THE RESULTING REFORMS ARE MORE LIKELY TO BE SUSTAINABLE AND RESPONSIVE TO THEIR NEEDS.

ACADEMIC AND RESEARCH INSTITUTIONS AS ALLIES

UNIVERSITIES AND RESEARCH INSTITUTIONS PLAY A CRITICAL ROLE BY PROVIDING RIGOROUS, EVIDENCE-BASED ANALYSIS THAT CAN INFORM POLICY DECISIONS. ACADEMICS AND RESEARCHERS CONDUCT STUDIES ON CRIME TRENDS, THE EFFECTIVENESS OF VARIOUS INTERVENTIONS, THE IMPACT OF INCARCERATION, AND THE SOCIAL AND ECONOMIC CONSEQUENCES OF CRIMINAL JUSTICE POLICIES. THEIR OBJECTIVE FINDINGS CAN LEND SIGNIFICANT CREDIBILITY TO REFORM PROPOSALS AND COUNTER MISINFORMATION OR POLITICALLY MOTIVATED ARGUMENTS.

THESE INSTITUTIONS CAN OFFER VALUABLE DATA, PREDICTIVE MODELING, AND COMPARATIVE ANALYSES OF POLICIES IMPLEMENTED IN OTHER JURISDICTIONS. FOR EXAMPLE, A RESEARCH TEAM MIGHT STUDY THE IMPACT OF A PARTICULAR SENTENCING REFORM ON RECIDIVISM RATES OR ANALYZE THE COST-EFFECTIVENESS OF DIVERSION PROGRAMS. THIS SCIENTIFIC APPROACH PROVIDES POLICYMAKERS WITH THE OBJECTIVE INFORMATION THEY NEED TO MAKE INFORMED CHOICES, MOVING BEYOND ANECDOTAL EVIDENCE OR POLITICAL EXPEDIENCY.

LAW ENFORCEMENT AND JUSTICE SYSTEM PERSONNEL AS ALLIES

WHILE IT MIGHT SEEM COUNTERINTUITIVE TO SOME, REFORM-MINDED LAW ENFORCEMENT OFFICERS, PROSECUTORS, JUDGES, AND CORRECTIONAL STAFF CAN BE POWERFUL ALLIES. MANY INDIVIDUALS WITHIN THE JUSTICE SYSTEM ARE ACUTELY AWARE OF ITS SHORTCOMINGS AND ARE EAGER TO IMPLEMENT MORE EFFECTIVE AND EQUITABLE PRACTICES. THEIR FRONTLINE EXPERIENCE AND PROFESSIONAL EXPERTISE OFFER INVALUABLE INSIGHTS INTO WHAT WORKS AND WHAT DOESN'T. ENGAGING THESE PROFESSIONALS CAN HELP OVERCOME RESISTANCE TO REFORM FROM WITHIN THE SYSTEM ITSELF.

WHEN POLICE CHIEFS, DISTRICT ATTORNEYS, OR WARDENS ADVOCATE FOR SPECIFIC REFORMS, THEIR ENDORSEMENTS CARRY SIGNIFICANT WEIGHT. THEY CAN ARTICULATE PRACTICAL CHALLENGES, PROPOSE WORKABLE SOLUTIONS, AND DEMONSTRATE A COMMITMENT TO FAIRNESS FROM WITHIN. THIS IS PARTICULARLY IMPORTANT FOR REFORMS THAT AIM TO IMPROVE POLICE-COMMUNITY RELATIONS OR ENHANCE REHABILITATION EFFORTS WITHIN CORRECTIONAL FACILITIES. THEIR PARTICIPATION SIGNALS THAT REFORM IS NOT AN EXTERNAL IMPOSITION BUT A COLLABORATIVE EFFORT TO IMPROVE THE SYSTEM FOR EVERYONE.

BUSINESS AND PHILANTHROPIC SECTORS' CONTRIBUTIONS

THE BUSINESS COMMUNITY AND PHILANTHROPIC FOUNDATIONS CAN OFFER SUBSTANTIAL SUPPORT FOR CRIMINAL JUSTICE POLICY REFORM THROUGH FUNDING, ADVOCACY, AND STRATEGIC PARTNERSHIPS. BUSINESSES MAY SEE THE ECONOMIC BENEFITS OF REDUCED INCARCERATION RATES, SUCH AS A LARGER WORKFORCE AND DECREASED SOCIETAL COSTS. PHILANTHROPIC ORGANIZATIONS OFTEN HAVE THE FLEXIBILITY TO FUND INNOVATIVE PILOT PROGRAMS, SUPPORT RESEARCH, AND INVEST IN ADVOCACY EFFORTS THAT MIGHT BE DIFFICULT TO FINANCE THROUGH PUBLIC MEANS.

FOUNDATIONS CAN PROVIDE CRUCIAL SEED FUNDING FOR NEW INITIATIVES, ENABLING ORGANIZATIONS TO TEST AND REFINED REFORM STRATEGIES. SIMILARLY, BUSINESS LEADERS CAN USE THEIR INFLUENCE TO ADVOCATE FOR POLICIES THAT PROMOTE EMPLOYMENT OPPORTUNITIES FOR FORMERLY INCARCERATED INDIVIDUALS, THEREBY REDUCING RECIDIVISM AND STRENGTHENING LOCAL ECONOMIES. THIS DUAL APPROACH OF FINANCIAL SUPPORT AND CORPORATE ADVOCACY CAN SIGNIFICANTLY AMPLIFY THE IMPACT OF REFORM EFFORTS.

OVERCOMING CHALLENGES IN BUILDING ALLIED COALITIONS

BUILDING AND MAINTAINING EFFECTIVE COALITIONS OF ALLIES IS RARELY WITHOUT ITS HURDLES. POLICYMAKERS MAY ENCOUNTER RESISTANCE FROM ESTABLISHED INTERESTS, DIFFERING PRIORITIES AMONG POTENTIAL ALLIES, AND THE SHEER COMPLEXITY OF SYSTEMIC CHANGE. ONE OF THE PRIMARY CHALLENGES IS NAVIGATING IDEOLOGICAL DIVIDES. FOR INSTANCE, SOME ALLIES MAY PRIORITIZE DECARCERATION, WHILE OTHERS FOCUS ON ENHANCING PUBLIC SAFETY THROUGH COMMUNITY-BASED PROGRAMS. BRIDGING THESE GAPS REQUIRES OPEN COMMUNICATION, A WILLINGNESS TO FIND COMMON GROUND, AND A CLEAR ARTICULATION OF SHARED GOALS.

FURTHERMORE, LIMITED RESOURCES – BOTH FINANCIAL AND HUMAN – CAN STRAIN COALITION EFFORTS. SUSTAINING MOMENTUM OVER THE LONG TERM REQUIRES CONSISTENT ENGAGEMENT AND CAPACITY BUILDING FOR ALL PARTNERS. POLICYMAKERS MUST ACTIVELY WORK TO ENSURE THAT ALL ALLIES FEEL HEARD AND VALUED, EVEN WHEN THEIR SPECIFIC PERSPECTIVES CANNOT BE FULLY ACCOMMODATED IN EVERY ASPECT OF A REFORM INITIATIVE.

STRATEGIES FOR EFFECTIVE COLLABORATION WITH ALLIES

SUCCESSFUL COLLABORATION HINGES ON A FOUNDATION OF TRUST, TRANSPARENCY, AND SHARED OBJECTIVES. POLICYMAKERS SHOULD ACTIVELY CULTIVATE RELATIONSHIPS WITH POTENTIAL ALLIES, ENGAGING THEM EARLY IN THE POLICY DEVELOPMENT PROCESS. THIS INVOLVES NOT JUST SEEKING THEIR INPUT BUT GENUINELY INCORPORATING THEIR FEEDBACK AND PERSPECTIVES. REGULAR COMMUNICATION CHANNELS, SUCH AS WORKING GROUPS, ADVISORY COMMITTEES, AND INFORMAL CONSULTATIONS, ARE ESSENTIAL FOR FOSTERING A SENSE OF PARTNERSHIP.

IT IS ALSO VITAL TO RECOGNIZE AND LEVERAGE THE UNIQUE STRENGTHS OF EACH ALLY. ACKNOWLEDGING THE EXPERTISE OF ACADEMICS, THE ADVOCACY POWER OF NONPROFITS, AND THE LIVED EXPERIENCE OF COMMUNITY MEMBERS ALLOWS FOR A MORE STRATEGIC AND IMPACTFUL APPROACH TO REFORM. FOR EXAMPLE, AN ACADEMIC'S RESEARCH MIGHT PROVIDE THE EVIDENCE NEEDED TO PERSUADE A SKEPTICAL LEGISLATOR, WHILE A COMMUNITY LEADER'S TESTIMONY CAN GALVANIZE PUBLIC SUPPORT FOR A PROPOSED BILL.

KEY STRATEGIES FOR EFFECTIVE COLLABORATION INCLUDE:

- ESTABLISHING CLEAR, SHARED GOALS FOR THE REFORM EFFORT.
- CREATING OPEN AND CONSISTENT COMMUNICATION CHANNELS.
- ACTIVELY SEEKING AND VALUING DIVERSE PERSPECTIVES.
- PROVIDING PLATFORMS FOR ALLIES TO SHARE THEIR EXPERTISE AND STORIES.
- COLLABORATIVELY DEVELOPING POLICY PROPOSALS BASED ON EVIDENCE AND LIVED EXPERIENCE.
- RECOGNIZING AND CELEBRATING SHARED SUCCESSSES TO BUILD MOMENTUM.

ULTIMATELY, A COMPREHENSIVE APPROACH TO CRIMINAL JUSTICE POLICY REFORM RELIES ON THE DEDICATED EFFORTS OF POLICYMAKERS AND THEIR DIVERSE NETWORK OF ALLIES WORKING IN CONCERT TO ACHIEVE A MORE JUST AND EFFECTIVE SYSTEM FOR ALL.

FREQUENTLY ASKED QUESTIONS

Q: WHO ARE CONSIDERED POLICYMAKERS' ALLIES IN CRIMINAL JUSTICE POLICY REFORM?

A: POLICYMAKERS' ALLIES IN CRIMINAL JUSTICE POLICY REFORM ENCOMPASS A BROAD SPECTRUM OF INDIVIDUALS AND GROUPS, INCLUDING ADVOCACY ORGANIZATIONS, COMMUNITY-BASED NONPROFITS, ACADEMICS, RESEARCHERS, LAW ENFORCEMENT PERSONNEL, LEGAL PROFESSIONALS, FORMERLY INCARCERATED INDIVIDUALS, THEIR FAMILIES, AND EVEN SOME BUSINESS LEADERS AND PHILANTHROPIC FOUNDATIONS WHO SUPPORT OR ADVOCATE FOR CHANGES IN THE JUSTICE SYSTEM.

Q: WHAT MOTIVATES THESE ALLIES TO SUPPORT CRIMINAL JUSTICE POLICY REFORM?

A: MOTIVATIONS VARY BUT OFTEN STEM FROM A DESIRE FOR GREATER SOCIAL JUSTICE AND EQUITY, CONCERNS ABOUT RACIAL DISPARITIES, A BELIEF IN REHABILITATION AND SECOND CHANCES, THE PURSUIT OF MORE EFFECTIVE AND EFFICIENT PUBLIC SAFETY STRATEGIES, FISCAL RESPONSIBILITY, AND THE REDUCTION OF SOCIETAL COSTS ASSOCIATED WITH MASS INCARCERATION.

Q: HOW CAN POLICYMAKERS EFFECTIVELY ENGAGE WITH THEIR ALLIES FOR REFORM?

A: POLICYMAKERS CAN EFFECTIVELY ENGAGE BY FOSTERING OPEN COMMUNICATION, INVOLVING ALLIES EARLY IN THE POLICY DEVELOPMENT PROCESS, GENUINELY INCORPORATING THEIR FEEDBACK, ESTABLISHING TRUST THROUGH TRANSPARENCY, AND RECOGNIZING AND LEVERAGING THE UNIQUE STRENGTHS AND EXPERTISE OF EACH ALLIED GROUP.

Q: WHAT ARE SOME COMMON CHALLENGES FACED WHEN BUILDING COALITIONS FOR CRIMINAL JUSTICE REFORM?

A: COMMON CHALLENGES INCLUDE NAVIGATING IDEOLOGICAL DIFFERENCES AMONG ALLIES, SECURING ADEQUATE RESOURCES (FINANCIAL AND HUMAN), OVERCOMING RESISTANCE FROM ESTABLISHED INTERESTS, MAINTAINING LONG-TERM MOMENTUM, AND

ENSURING THAT ALL VOICES WITHIN THE COALITION ARE HEARD AND VALUED.

Q: CAN LAW ENFORCEMENT PERSONNEL AND PROSECUTORS BE ALLIES IN CRIMINAL JUSTICE REFORM?

A: YES, ABSOLUTELY. MANY INDIVIDUALS WITHIN LAW ENFORCEMENT, PROSECUTION, AND THE JUDICIARY ARE AWARE OF THE SYSTEM'S SHORTCOMINGS AND CAN BE POWERFUL ALLIES. THEIR FRONTLINE EXPERIENCE AND PROFESSIONAL INSIGHTS ARE CRUCIAL FOR DEVELOPING PRACTICAL AND EFFECTIVE REFORMS, AND THEIR ENDORSEMENTS CAN LEND SIGNIFICANT CREDIBILITY TO REFORM EFFORTS.

Q: WHAT ROLE DO ACADEMIC INSTITUTIONS PLAY IN SUPPORTING CRIMINAL JUSTICE POLICY REFORM?

A: ACADEMIC INSTITUTIONS AND RESEARCHERS PROVIDE VITAL EVIDENCE-BASED ANALYSIS, DATA, AND OBJECTIVE FINDINGS THAT INFORM POLICY DECISIONS. THEIR STUDIES ON CRIME TRENDS, INTERVENTION EFFECTIVENESS, AND THE IMPACT OF INCARCERATION HELP TO GROUND REFORM PROPOSALS IN FACTS AND COUNTER MISINFORMATION.

Q: HOW DO COMMUNITY-BASED ORGANIZATIONS CONTRIBUTE TO REFORM EFFORTS?

A: COMMUNITY-BASED ORGANIZATIONS AND GRASSROOTS MOVEMENTS ARE ESSENTIAL FOR BRINGING THE VOICES OF THOSE MOST DIRECTLY IMPACTED BY THE JUSTICE SYSTEM TO THE FOREFRONT. THEY MOBILIZE PUBLIC OPINION, PROVIDE INVALUABLE LIVED EXPERIENCES, AND ENSURE THAT REFORMS ARE GROUNDED IN REAL-WORLD NEEDS.

Q: WHAT IS THE ROLE OF PHILANTHROPIC FOUNDATIONS IN CRIMINAL JUSTICE REFORM?

A: PHILANTHROPIC FOUNDATIONS CAN PROVIDE CRITICAL FUNDING FOR PILOT PROGRAMS, RESEARCH, AND ADVOCACY EFFORTS THAT MIGHT OTHERWISE BE UNDERFUNDED. THEY OFFER THE FLEXIBILITY TO SUPPORT INNOVATIVE INITIATIVES AND AMPLIFY THE REACH OF REFORM ORGANIZATIONS.

Q: HOW CAN POLICYMAKERS ENSURE REFORMS ARE SUSTAINABLE AND HAVE LASTING IMPACT?

A: SUSTAINABILITY IS OFTEN ACHIEVED THROUGH BROAD-BASED SUPPORT FROM A DIVERSE COALITION OF ALLIES, GROUNDING REFORMS IN EVIDENCE AND COMMUNITY NEEDS, AND FOSTERING A SENSE OF SHARED OWNERSHIP AND COLLABORATION BETWEEN POLICYMAKERS AND THEIR ALLIES THROUGHOUT THE PROCESS.

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