A Workshop to Promote Evidence-based Policy Making in the Small and Medium Enterprise Sector in Egypt

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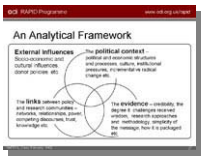
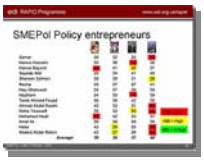
Executive Summary



There is an increasing emphasis on, and better understanding of the value and processes necessary for evidence-based policy making and implementation in developed and developing countries around the world. The CIDA/IDRC/GOE Small, Medium and Micro Enterprises Policy Development (SMEPOL) Project aims to support Egypt's transition towards a market economy, by assisting the Government of Egypt (GoE) to improve the policy environment for micro, small and medium enterprises (M/SME) development. The project identified the need for a workshop to expose project stakeholders to current theory and practice of evidence-based policy making and asked ODI, which has been working on these issues for the last five years, to run a workshop for key Government of Egypt and SMEPOL staff. The objectives of the course were to: 1) re-enforce the need for evidence-based policy reform decision making; 2) introduce some of the latest theories about evidence-based policy making; 3) outline some of the best international approaches and practice to ensure sustainable evidence-based policy making; 4) provide practical tools; and 5) help staff to develop strategies to influence policy in the SME sector in Egypt.



The first day explored some experiences of evidence-based policy making in the UK and other countries. In the Tanzania Essential Health Interventions Project (TEHIP), collaborative research involving researchers, local health service policy makers and the community informed a process of health service reforms which contributed to over 40% reductions in infant mortality between 2000 and 2003 in two districts. On the other hand, the HIV/AIDS crisis has deepened in some countries because of the reluctance of governments to implement effective control programmes, despite clear evidence of what causes the disease and how to prevent it spreading.

Evidence worldwide seems to suggest that research is most likely to influence policy if researchers, policy makers and practitioners: (a) understand why evidence is needed in the policy making process; (b) understand where evidence is needed in the policy making process; (c) have access to and participate in national and international policy networks; (d) communicate their different concerns in an effective and clear manner; and (e) have the capacity to use evidence in policy processes. In group work, participants identified a number of features of policy and research processes in Egypt that make this difficult: Many policies are developed "from the top down"; Ministers often play a key role; research-based data availability and quality is very variable; both research and policy capacity is limited; coordination between all the different stakeholders is often poor; and the SMEs themselves often don't trust the policy makers.

These factors are not uncommon in developing countries. Based on research over the last few years, ODI's RAPID Programme has developed a framework to help researchers to identify the key factors influencing research-policy linkages in their own situation. They seem to fall into four groups: the **political context** (political and economic structures and processes, culture, institutional pressures, incremental vs radical change etc); the **evidence** (credibility, the degree it challenges received wisdom, research approaches and methodology, simplicity of the message, how it is packaged etc); the **links**

between policy and research communities (networks, relationships, power, competing discourses, trust, knowledge etc); and **external Influences (**socio-economic and cultural influences, donor policies etc).

On the second day, participants used a simple mapping approach to develop a policy process map for small and medium scale enterprise policies in Egypt. The Economic Committee of the National Democratic Party, the Council of Ministers, the Social Fund for Development Fund, the Ministry of Finance, the Ministry of Foreign Affairs Trade and Industry and Trade and the Ministry of Investment are all important for policy formulation, whereas the local bureaucracies are important for implementation. The private sector and especially the SMEs themselves, seem to play a very minor role in policy development.

Participants also learned about how the RAPID Framework can also be used as a practical tool to identify what they should do to maximise the impact of their work. First, they need to develop a detailed understanding of i) the policymaking process – what are the key influencing factors, and how do they relate to each other? ii) the nature of the evidence they have, or hope to get – is it credible, practical and operationally useful? and iii) all the other stakeholders involved in the policy area – who else can help to get the message across? Second, they need to develop an overall strategy for their work – identify political supporters and opponents, keep an eye out for, and be able to react to policy windows, ensure the evidence is credible and practically useful, and build coalitions with like-minded groups. Third, they need to be entrepreneurial – get to know, and work with the policymakers, build long term programmes of credible research, communicate effectively, use participatory approaches, identify key networkers and salesmen and use shadow networks. Although this looks daunting, there are a lot of well developed tools researchers can use for mapping policy processes, research, communication and policy influence.

On the third day, participants used a number of these approaches to develop strategies to achieve three specific policy objectives: 1) to operationalize the National SME Competitiveness Strategy by Oct. 2005; 2) to set up private credit bureaus by Jan 2007; and 3) to establish and operate 5 “Trading Houses” in 1 year. A key feature of most of these was a recognition that the project needs to engage more actively with a wider range of stakeholders throughout the whole SME policy process from policy formulation to policy implementation, and in particular to work closely with the SMEs themselves to try out new ideas on the ground.

In their evaluation of the workshop, most participants felt the workshop was useful and relevant to their work, and they particularly liked the RAPID framework, and policy process tools. Many though, felt that more time was needed to really learn how to use the tools and apply them in earnest to their own work.

Introduction

Evidence-based Policy and the SMEPOL Project

There is an increasing emphasis on, and better understanding of the value and processes necessary for evidence-based policy making and implementation in developed and developing countries around the world. It seems to work best where researchers, policy makers and practitioners: (a) understand why evidence is needed in the policy making process; (b) understand where evidence is needed in the policy making process; (c) have access to and participate in national and international policy networks; (d) communicate their different concerns in an effective and clear manner; and (e) have the capacity to use evidence in policy processes.

The CIDA/IDRC/GOE Small, Medium and Micro Enterprises Policy Development (SMEPOL) Project aims to support Egypt's transition towards a market economy, by assisting the Government of Egypt (GoE) to improve the policy environment for micro, small and medium enterprises (M/SME) development. It is doing this by supporting the Ministry of Finance (MOF) and Ministry of Foreign Trade (MOFT) in the development of policies, legislation and regulations supporting M/SME development. The project has identified the need for a workshop to expose project stakeholders to current theory and practice of evidence-based policy making and asked ODI to run a workshop for SMEPOL staff and Government of Egypt collaborators

ODI's RAPID Programme

ODI has been working on these issues for the last five years. The Research and Policy in Development (RAPID) programme's work includes literature, theoretical and case study research and a theoretical and practical framework has been developed and tested for understanding and improving the link between research and policy. The programme has also run workshops and seminars, and provided practical advice to policy makers, researchers and practitioners.

Workshop Objectives

This workshop was designed for key Government of Egypt staff involved in policy and research associated with the Small, Medium and Micro Enterprises Policy Development (SMEPOL) Project, to help them promote more evidence-based policies to support Egypt's transition towards a market economy. The objectives of the course were to:

- re-enforce the need for evidence-based policy reform decision making;
- introduce some of the latest theories about evidence-based policy making;
- outline some of the best international approaches and practice to ensure sustainable evidence-based policy making;
- provide practical tools; and
- help staff to develop strategies to influence policy in the SME sector in Egypt.

Report Contents

This report contains a description of workshop sessions, information generated by the participants during each session (transcribed from flip charts), comments and discussions, and (in the Appendices), copies of all presentation and background material. It is important to note that the main purpose of the workshop was to introduce participants to current theory about research-policy linkages and some of the tools that can be used to improve them. Some of these (eg the RAPID Framework, Force-Field Analysis, SWOT Analysis etc) are tools to help understand the context and/or identify opportunities to improve the impact of research. The material presented in this report is the result of participants trying out these tools in group work during the workshop.

Day 1

Opening Address (Greg Goodwin)

This course is a very important input to the SMEPOL Programme. The National Policy Framework for SMEs is about to be formally adopted and we will need to figure out how to get it implemented. The research-policy interface is a complex area. Policy makers and researchers work with each other, but researchers sometimes don't produce the right research at the right time, and policy makers sometimes make policy decisions and then look for the evidence to support them. Researchers focus on undertaking high quality research, however long it takes, whereas policy makers often want information very quickly. The programme needs to understand these issues and find a way to combine high quality research while at the same time providing useful information to policy makers at the right time.

Introduction to the Course and Participants (John Young)

John Young provided an overview of the objectives and proposed outline of the course (see Appendix 1, Slides 1-5), then introduced himself and invited Julius Court and all the participant to introduce themselves.

Participants

- Khaled Abdel Riheem, Ministry of Foreign Trade & Industry, Economic Researcher
- Rasha El-Habashy, SMEPol \ Ministry of Finance, SME Specialist
- Marwa Bayomi, Ministry of Foreign Trade & Industry, Economic Researcher
- Wafaa Said, Ministry of Foreign Trade & Industry, Economic Researcher
- Amel Ali, Ministry of Foreign Trade & Industry, Economic Researcher
- Sayeda Abdallah, Ministry of Foreign Trade & Industry, Economic Researcher
- Emad Salem, Ministry of Foreign Trade & Industry, Economic Researcher
- Haytham Abuzeid, Ministry of Foreign Trade & Industry, Economic Researcher
- Marwa Hussein, Ministry of Finance, Assistant Deputy Minister
- Mohamed Abdel Aziz, SMEPol \ Ministry of Finance, SME Specialist
- Samer Sayed, SMEPol \ Ministry of Finance, IT Specialist
- Heba Helmy, SMEPol \ Ministry of Finance, SME Specialist
- Maya Ghalwash, Social Fund for Development, SME Specialist
- Tarek Fouad, Ministry of Foreign Trade & Industry, Economic Researcher
- Deena Nasser, SMEPol \ Ministry of Finance, Administrative Assistant
- Shereen Salman, Social Fund for Development, SME Specialist
- Maha Youssef, Ministry of Foreign Trade & Industry, Economic Researcher
- Ahmed Abdel Razek, Ministry of Finance, Assistant Deputy Minister
- Ashraf Abdella, Ministry of Foreign Trade & Industry, Economic Researcher
- Mohamed Samir, Ministry of Foreign Trade & Industry, Economic Researcher

An Introduction to Evidence Based Policy (Julius Court)

Julius Court's presentation provided an overview of ODI and the RAPID programme's work and experience, outlined the increasing interest in evidence-based policy making in the UK, provided some sources of further information and gave examples where evidence had been incorporated into policy with good results (TEHIP) and where evidence had been ignored with disastrous results (HIV/AIDS in South Africa) (see Appendix 1, Slides 6-19).

Evidence can help policymakers identify issues or problems, prioritize between issues, develop strategies, improve effectiveness of interventions and assess whether a strategy is working.The UK Government has noted that *'good policy making draws on all forms of evidence which include: expert knowledge; published research; existing statistics; stakeholder consultations; previous policy evaluations; the Internet; outcomes from consultations; costing of policy options; output from economic and statistical modelling'* (Strategic Policy Making Team, 1999). Some of the key texts on the topic include those on:

- Modernizing Government, UK Cabinet Office
- The Magenta Book: Guidance Notes on Policy Evaluation, Chief Social Researcher's Office
- Getting the Evidence, NAO
- Government Action Plan, Small Business Service
- Better Policy-Making, Bullock
- Evidence-based policy, Nutley et al
- Policy-based evidence, Sanderson

(see references document).

Group Work: Factors Affecting Evidence - Policy Links in Egypt

In the first Group work session, participants were divided into three groups and were asked to discuss the key factors affecting evidence - policy links in Egypt. They summarised the results as follows:

Group 1

Factors affecting the use of research on policy – SMEPOL oriented – include:

- SMEPOL asks researchers for findings in specific policy areas that are identified via consultations with stakeholders (research led)
- The budget matters (international contributions enable additional work)
- There are a range of stakeholders, including Ministries, NGO and SMEs themselves. The latter are sometimes unwilling to provide information (cultural and confidentiality issues as well as that they are worried about the use the information would be put to. They don't trust others.
- Political context – cabinet reshuffles for example.
- International trends – e.g. gender, child labour and environment – affect research-policy issues.
- The capacity of researchers matters (qualifications and their ability to translate international findings to those relevant to an Egyptian context).
- Policymaking is top-down (policymaker led).

Group 2

Evidence

- Availability of Data
- Quality of Data (qualitative data is rare)
- Usefulness of data – to researchers and policymakers
- Timeliness of data

Policy

- Macro vs Micro
  - Decisions made by government do not relate to the problems of local communities
  - Decisions are made on the macro economy not sectors

- Conflict of interests
  - Between previous and current government
  - Between domestic and international agencies
  - Between stakeholders regarding SMEs (therefore needs coordination)
- Policymaking is top down – from President and Ministers.

Links

- Lack of awareness of the importance of (i) using research in policymaking in general; (ii) research done on specific topics.
- Lack of buy in.
- Lack of impact assessment / always starting anew.
- Limited facilities available – funds, staff, infrastructure.
- Gaps between policymakers and researchers.

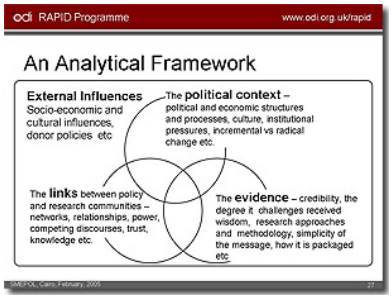
Group 3

- Political instability – if Ministers change, policy changes. There is constant reinventing of the wheel with political changes.
- Lack of coordination among stakeholders – SMEs, NGOs, Ministries have different views.
- Speed factor – policy decision need to be taken quickly. Therefore evidence use is superficial and based on existing sources.
- Policy requires a specialization that often Ministries don't have the capacity to deal with. They have one person covering a range of issues rather than a team covering specific issues.
- Red tape procedures slow the decision-making process
- Policymaking is centralized top-down (there is little delegation).
- Budget limited. There are few resources to seek professional consultation.
- Capacity of Ministries is limited – eg on method and research skills. So too, researchers are not able to do all steps from research to communication.
- An overlap among stakeholders leads to duplication and waste of resources.
- Data collection is inadequate. Even if data is collected it is not trusted. There is a lack of confidence in data providers.
- There is no trust among stakeholders.
- International consultants are note aware of Egyptian context.
- There is not enough capacity for applied research in policymaking. There are few organizations.
- Ministers are very powerful; a key is to understand how to influence Ministers.

Questions and Discussions

- Q: Is there any definition for evidence? A: Evidence is the basis for a belief. It can be research-based or voices in the night. We think that research-based evidence is the key, and we define research as any systematic learning process.
- Q: There seems to be a similarity between the RAPID Framework and eg the Log Frame – what is the difference? A: there are similarities, but our tools focus on the link between research and policy rather than broader project implementation, or the impact of the implementation of policy.
- Q: Is there a similarity between SBS and BDS? A: SBS seems to focus more on policy whereas BDS is more of a service.

Research-Policy Links and the RAPID Framework (John Young)



Introduction

John Young presented some of the theory behind and practical use of the RAPID Context Evidence and Links framework as a tool to understand the factors that influence the link between research and policy (see Appendix 1, Slides 21-36). Much of this is also described in Appendix 2, RAPID Briefing Paper.

Group Work: Using the Context, Evidence and Links Framework

In groups again, participants were asked to read the Kenya Animal Health Case study (see Appendix 3), use the Context, Evidence and Links framework to understand the various factors influencing the outcome of that action-research process, and see if they could answer the questions. The key conclusions of each group were:

Group 1

The government position lacks an evidence base. How to change this attitude? Maybe through a survey of users to identify the need for this kind of programme. The government didn't provide another option. Could have provided evidence to support a changed policy. OAU and the donors could have helped by providing conditional funding – only provided it the paravet approach is legalise. There was only room for incremental rather than radical change. Dr Kajume could have worked as a link between the government and donors etc. Key *Lessons:* Research is necessary prior to taking a policy decision. It is important to consider the needs of end users. It is important to engage with policymakers – in doing research as well as more generally as part of policy processes. Lack of coordination among stakeholders leads to parallel efforts. A key is to demonstrate that services are not reaching the people. Need to approach key people.

Group 2

Didn't have enough time! But it seems that the government was very conservative and centralised, whereas the researchers were decentralised. External cultural influences were very important in influencing post independence attitudes. There was poor cooperation between researchers an the government. *Political Context:* A lot of resources were wasted because the project had to convince the government of the results. If they had been involved from the start it would have been easier. Given the lack of government services, the evolution of decentralised services as an alternative was inevitable. *Links:* There were no links between the privatisation programme and the paravet programme. They could have worked together to find a solution. The government seems not to have been interested in the results of the programme, but the paravets carried on working despite the fact that it was illegal. Why? The results of the research were not communicated until it was too late.

Group 3

It is a complicated case study. Why were the government reluctant to change? Maybe because of the cost, or fear of losing control, or concerns about quality. There seem to have been many external and internal influences and the veterinary profession was very reluctant to change. The evidence from the paravets was invisible an there were poor linkages between stakeholders and policy makers. The project should have made more effort to get the policy makers on board the whole time, and developed more local champions – local stakeholders who can influence policy. The OAU should have identified the champions and worked with them to use the evidence from the pilot projects to lobby for change. If you want your research to influence policy you should involve policymakers in the research from the beginning and make evidence available to policy makers through workshops and seminars etc.

Day 2

Introduction

John Young reviewed the first day's work and introduced the programme for the second day (see Appendix 1, Slides 40-46).

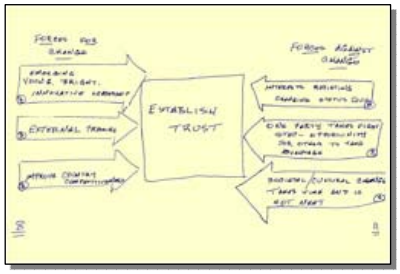
Issues for further discussion (Julius Court)

Julius Court asked participants to describe the policy projects they are currently working on which they would like to do more work on during the rest of the workshop. They were:

- Operationalising the National Policy Framework
- Improve links between SME stakeholders: What incentives would help SMEs to participate
- Establish Greater Levels of Trust between government and (i) the public; (ii) SMEs
- Increasing awareness among SMEs about existing schemes to provide support
- Encouraging big companies to help to develop SMEs
- Promote technology innovation among SMEs for competitiveness
- Improving SME access to finance
- Establishing credit centres for SME's in Governates
- Improving SME exports:
- Encouraging the private sector to establishing a "Trading House" to promote SME product exports
- Improve legislation to promote SME exporting
- Increasing stakeholder buy-in to SME export promotion strategy
- Reduce tax rate for SMEs
- Establish Value Chain Analysis as a widely accepted tool

Force Field Analysis

Julius then explained how to do a force field analysis (see Appendix 1, Slides 49-50) and Appendix 4 a handout on Force Field Analysis), and asked them, working individually to undertake a Force Field Analysis of each of these to try to identify those which it might be possible to achieve. The results were as follows:



Reduction of taxes for SMEs

Forces for Change		Forces against change
Ministry of Foreign Trade (3) Social Fund (4) NGOs (3) Civis Society Groups (3) Researchers and international organisations (3) Media awareness (2)	**Reuction of taxes for SMEs**	(4) Ministry of finance (refuses not to make a distinction in the market (1) SMEs themselves (low awareness – an obstacle to introduce evidence) (3) Legislation needs to be changed (3)Other government entities
Total for change = 18		**Total against change = 11**

Increasing awareness among SMEs

Forces for Change		Forces against change
Role of media supported by the government (4) Designing training to build the capacity of SMEs (3) The role of NGOs in outreach to SMEs (4) Designing a workshop and conferences to increase awareness (2)	**Increasing awareness among SMEs**	(4) Cultural aspects (inherited lack of trust) (3) Insufficient involvement of SMRs in policy formulation processes (3) Limited budget Lack of media contribution
Total for change = 13		**Total against change = 10**

Improve access to finance for SMEs (Bank Finance)

Forces for Change		Forces against change
SMEs need credit (5) Profitability for banks (3) Government commitment to SMEs (4) Donor support (4)	**Improve access to finance**	(4) Banks still lack awareness and are reluctant to support SMEs (4) Change in bank processes needed (5) Market distortions (5) Absence of credit history
Total for change = 16		**Total against change = 18**

Open credit centre for SMEs in Government

Forces for Change		Forces against change
Overload on banks forced to work with SMEs (2) Number of brances of banks (3) Preparing paper (2)	**Open credit centre for SMEs**	(3) Largest basis (2) Power work with SMEs (3)Cooperation with government
Total for change = 7		**Total against change = 8**

Establish VCA as standard tool for SMEs

Forces for Change		Forces against change
Donors (4) Research Centres (3)	**Establish VCA**	(5) Entrepreneurs
Total for change = 7		**Total against change = 5**

Suggested strategies:

- Awareness campaign
- Evidence (successful case studies)
- Start with pilot projects

Establish effective links between BC and SMEs

Forces for Change		Forces against change
Laws, eg labour law (3) Budgets (5) Knowhow of products, spare parts, standards and specifications etc (4) Business associations (2) Public society (1)	**Establish effective links between BC and SMEs**	(5) Degree of trust in the quality obtained (2) Willingness and understanding of the importance of the role (social one) – unemployment (5) Cost – to what extent they are committed to SMEs (4) Supporting research and innovation centres
Total for change = 15		**Total against change = 16**

Improved competitiveness of SMEs

Forces for Change		Forces against change
Approval by PM (4) Involvement of stakeholders in the implementation phase (3) Existence of a champion in government (4) Importance of the SME sector and contribution to the economy (2)	**Improved competitiveness**	(4) Lack of cooperation between implementation agencies (2) Cost (3) Resistance from SMEs to be more formal, to trust policy makers (3) Lack of awareness
Total for change = 13		**Total against change = 12**

Establish trust between government and SMEs

Forces for Change		Forces against change
Emerging young bright innovative leadership (4) External pressure (2) Improve country competitiveness (2)	**Establish trust**	(4) interests resisting changing status quo (3) One party takes first step – opportunities for others to take advantage (4) Societal / cultural change takes time and is not neat
Total for change = 8		**Total against change = 11**

Develop linkages to SME stakeholders

Forces for Change		Forces against change
Increasing focus on linkages from development actors (supports finance, provides research) (5) Increasing market demand for specialisation (4) Opportunity to decrease costs of production (3) Quality control becomes achievable (4) Easy access to resources – production, facilities (5) Easy access to market (4)	**Develop linkages to SME stakeholders**	(5) Cost of required infrastructure (2) Lack of information (product providers) (3) Ambiguity of definition affects the decision on how to develop (2) Lack of defined policy (4) Lack of trust (3) Lack of incentives
Total for change = 25		**Total against change = 19**

Political Context Questionnaire

Julius Court then introduced the RAPID Political Context Questionnaire (see Appendix 5) - another RAPID tool for understanding the political context researchers are working in, and asked participants to fill them in before the end of the day (see Appendix 1, Slides 52-53).

From analytical to practical framework (John Young)

John Young then made a presentation showing how the RAPID Framework can also be used by researchers as a planning tool to develop strategies to maximise the impact of their work (see Appendix 1, Slides 56-62 – this is also described in the second half of the Briefing Paper (see Appendix 2). At the end of this session John Young distributed a Policy Entrepreneur Questionnaire (see Appendix 6) and asked participants to fill before the end of the day.

Policy Process Mapping (Julius Court)

Introduction

Julius Court's presentation on Policy Mapping (see Appendix 1, Slides 64-73) introduced various tools for mapping the policy process including the RAPID Framework, Stakeholder Analysis, Force Field Analysis and Policy Process Mapping. He focused on policy process mapping, and explained how this can be used to develop a detailed understanding of which organisations are involved in policy processes, at which level, and how. He asked participants to identify the main actors involved in policy formulation and implementation at different levels of government, to write the results on cards and arrange the cards into a framework on the floor. The process is explained in more detail in Appendix 7.

The results were as follows:

Group Work: A Policy Context Map for the SME sector in Egypt

Actors	**Policy Formulation** (levels of power in backets, 1=low; 5 =high)	**Policy implementation** (levels of power in backets, 1=low; 5 =high)
Government		
The Council of Ministers (added after)	Coordination among economic ministries (5)	
Social Fund for Development	Role includes coordination among SME stakeholders; developing and issuing SME law and strategies; national and international networking; fundraising issues.(5) (Research)	Providing SME services – including financial services, training, providing information. (5) (Research)
Ministry of Finance	SME competitiveness strategy (5) (Research)	Implementing policies (5) (Research)
MOFTI	Export promotion strategy (5) (Research)	Implementing policies (5) (Research)
Ministry of Investment	No direct role (0)	Particiapte in one-stop-shop model (5) (Research)

Political Society		
The National Democratic Party – Economic Committee	Formal: ▪ Develop policy issues & make recommendations (4) ▪ Raise recommendations to People's Assembly (4) Informal: ▪ Advocacy (5) ▪ Support for policies due to large representation in People's Assembly (5) (Research)	NA (0)
Shura Council – Economic Committee	Formal: ▪ Discuss laws & Make recommendations for amendments (2) Informal: ▪ Prioritize issues (35) ▪ Good quality of contributions made (due to composition of council) (5) (Research)	NA (0)
People's Assembly – Economic Committee	Formal: ▪ Deliberate on research and recommendations (4) ▪ Make recommendations to People's Assembly (5)	
Bureaucracy		
Localities		Execution of policies, laws and procedures (5)
Civil Society		
Includes chamber of commerce; Federation of Industries; Business Associations; Others eg Unions and Syndicates	(2) Participation in the consultative process; discussing draft laws and policies – through advocacy groups, lobbying, represenatation in committees, workshops and seminars. Same as private sector.	Intermediary between government and private sector; sharing information; Provision of social services; networking (4)
Private Sector		
SMEs, Credit Guarantee Corporation (CGC)	Participation in the consultative process; discussing draft laws and policies – through advocacy groups, lobbying, represenatation in committees, workshops and seminars. (2)	Support for policy; CGC as a tool of policy implementation; networking (4).
International		
Includes donor agencies and the donor sub-group	Supporting the policy formulation process (funding, technical assistance, capacity building, research, seminars, networking). (2)	Assistance & support to government; support for NGOs – for implementation and as intermediaries to end beneficiaries (4).

Comments and discussion

- Government: We only chose one example in each category. Not necessarily the most important. Many are also doing other things.
- The Ministry of Investment does not work on policy formulation.
- The Ministry of Finance and Trade has a very large role in implementation, provides funds, has technical personnel, and many activities eg Business Development Services
- The Social Fund for Development has a much greater role in information and coordination
- Research is happening in many places in both policy formulation columns.
- Political Society: The National Democratic Party Economic Committee, Shura Council Economic Committee, an People's Assembly are all very powerful, but their power is different for different issues.
- The Bureaucracy in the localities is very important for implementation.
- The power of the private sector is mainly exerted through civil society. But is not really committed to policy change. Their score here is the "ideal" rather than "actual".
- Civil Society (mainly NGOs) are involved in delivering services and plays an intermediary role between government and SMEs.
- The separation of direct and indirect roles is difficult.
- The weighting of importance of the role in formulation and implementation is the same for CSO and private Sector.
- It is difficult to assign a "general" score to many of these organisations because it varies for different issues.
- The National Democratic Party, Ministries and International Organisations are probably the most powerful influences on policy, though the Social Fund for Development has the most resources.
- There are other important players which are not on this map eg the Council of Ministers and Central Bank.
- This is a useful tool, but we do this sport of thing to some extent anyway.

Tools to improve policy impact John Young

John Young's presentation introduced a range of other tools to maximise the impact of research on policy. They included a description of the different roles of Think Tanks, the Log Frame Approach, Outcome Mapping, different modes of influence, how to write policy papers, good communications, and networking. He illustrated this with examples from the DELIVERI project in Indonesia and the RAPID programme in ODI (see Appendix 1, Slides 75-86).

Group Work: What SMEPOL already does to influence policy

Participants were divided into groups to discuss what SMEPol already does to influence policy. The conclusions were:

Group 1

- Stakeholder mapping
- Identify problems through consultation (workshop)
- Develop research
- Consultation throughout
  - Engage with government committees
  - Donor sub-group
  - Broad stakeholder group
- Advocacy at adoption point
- Political context – cabinet reshuffles for example.
- Monitoring and Evaluation

  - Internal
  - external

Group 2

- Agenda Setting
  - Survey with stakeholders to get feedback
  - Research
  - Needs assessment
- Formulation
  - International research & Local research
  - Action plan
  - Stakeholders
- Decision
  - Memo briefing minister
  - Planning next steps
- Implementation
  - Engaging stakeholders in the process from the start
  - Attract commitment from
    - the Prime Minister
    - implementing agencies
- Raise awareness
- Monitoring
  - Policy committee
  - Survey / follow-up
  - CIDA evaluation
  - Annual report
  - Through data
- Could do more on ensuring get government commitment.

Group 3

Policy Component	**Activity**
	▪ Stakeholder mapping ▪ Consultation ▪ Survey & Establishing Database
▪ Identification of problems ▪ Prioritization of Problems	▪ Lobbying
▪ Identifying key policy areas ▪ Conducting Research on policy areas	▪ Analysis ▪ Networking
▪ Dissemination of findings ▪ Seeking stakeholder feedback & recommendations ▪ Modifying policy recommendations	
▪ Seeking approval by decision-makers	▪ Through champion (eg competitiveness strategy)
▪ Formalization ▪ Dissemination & public awareness ▪ Implementation	
▪ Monitoring	▪ Network links ▪ (eg Procurement & Policy committees)

Day 3

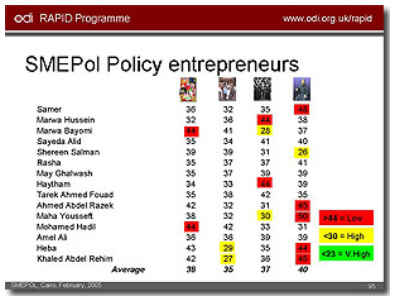
Introduction (John Young)

John introduced the programme for the day (see Appendix 1, Slides 89-91). This is the day when we will try to put all the pieces together and develop specific strategies to develop and implement policies to support SMEs. But first some feedback of the results of the questionnaires:

Political Context Questionnaire (Julius Court)

Julius Court provided feedback on the findings of the political context questionnaire. The results indicate that the political context for SMEs in Egypt contains few extremes. Most policies are driven by senior policy makers, more often informed by their own experience and opinions than by research. The press are relatively free, but have little impact on policy, as do civil society and the SMEs themselves. Research is not very influential in policy implementation, the bureaucracy is inflexible and not transparent. Bureaucrats are not really open to new information. Indicators about the quantity, quality and relevance of evidence are all in the middle of the range. Empirical data, and evidence from pilot projects is clearly important, though policy makers are strongly influenced by their own experience. Moral and ethical issues do not seem to be strong drivers. Links between all of the stakeholders are clearly weak, and lack of trust is a big issue. (see Appendix 1, Slides 92-93 and the full results in Appendix 8).

Policy Entrepreneurs questionnaire (John Young)



John Young provided feedback on the findings of the policy entrepreneurs questionnaire. The results indicate that most participants use a wide range of policy influencing behaviours. There is a slight tendency to prefer "networking" and "engineering" over "storytelling" and especially "fixing". Several people dislike "fixing". A few people have a moderate preference for "networking", "engineering" (& one for "fixing"). But nobody has a very strong preference for any specific type of behaviour. He also provided some examples from the UK and Marakesh (see Appendix 1, Slies 94-97)

Strategic Planning

Participants spent most of the third day in groups, applying some simple analysis tools and developing action strategies for three of the issues that had been identified on the second day: Implementing the National Competitiveness Strategy for SMEs; Improving the policy environment for credit for SMEs, and Improving SME exports through the establishment of Trade Houses. They were asked to i) describe the position they would like to achieve and by when; ii) use the RAPID Framework (see Appendix 9: RAPID Framework 28 Key Questions) to identify the key factors affecting this policy area now; iii) review the Force-Field Analysis undertaken for this policy issue yesterday, and develop it further (as described in Appendix 7: Force-Field Analysis Tool Sheet); and finally iv) to undertake a SWOT Analysis to determine the feasibility of the strategy (as described in Appendix 10: SWOT Analysis Tools Sheet). The results are shown below.

Group 1: To operationalize the National SME Competitiveness Strategy by Oct. 2005

1. RAPID Analysis of the Issue

The SME strategy has been put together and it will be launched in April 2005. The challenge now is to operationalize it – in particular given the resistance from some SMEs (many of which are informal and have financial disincentives from become part of the formal economy).

Context

- Key Actors (and support for the objective):
  - Prime Minister
  - MoF
  - MOFTI
  - SFD
  - Implementation (bureaucracy)
- CBE is currently upgrading its public registry
- Lower thresholds for size of loan registered (from 40,000 to 20,000)

Evidence

- There is research – 1-2 studies on each of the main aspects of the strategy
- Some of it is contested (particularly around micro enterprises and whether the strategy applies to them)
- However a key part of the strategy does aim to target informal SMEs (there still remains a question around how to effectively bring them into the formal economy).

Links

- Government Ministries
- Business Associations
- Private Sector
- Media

External Environment

- CIDA
- IDRC
- Lack of trust (between SMEs and policymakers)
- Resistance

2. Force Field Analysis

Forces for Change		**Forces against change**
Approval by Prime Minister (5) Involvement of stakeholders (4) Existence of Champion – Minister of Finance (4) Importance of SMEs to the Economy (4) Increased importance of linkages (3)	**Operationalize the National SME Competitiveness Strategy by October 2005**	(2) Resistance by SMEs (formality & trust) (2) Cost (2) Lack of Awareness (3) Insufficient incentives (4) Lack of sufficient coordination (2) Insufficient evidence (on technology issues)
Total for change = 20		**Total against change = 15**

3. Action Strategies

A = Public awareness campaign
B = Fundraising
C = More research (on incentives and technology)
D = Involve Policy Committee (as a tool for coordination)

4. SWOT Analysis

Strengths	**Weaknesses**
1. Public awareness campaign – use Media as an easy and quick tool to reach SMEs and other stakeholders 2. Fundraising: Commitment of stakeholders to implement strategy 3. Research: on incentives and technology 4. Coordination: involve Policy Committee	1. NA 2. Fundraising: Inability to prioritize areas of interest 3. Research: no specialised consultants in specific research areas 4. Conflict among agencies
Opportunities	**Threats**
1. Donor agencies for funding 2. International interest to support SMEs – attract international funding 3. Increased focus on SME development – more acceptance nationally	1. NA 2. Conflict of interest between donor agencies and government policies - & also among stakeholders 3. a) Resistance of SMEs to assist / participate / provide accurate data b) conflict between evidence and government policy. 4. Political instability – members of the Policy Committee may change.

NB: each number relates to the action strategy points

5. Conclusion

Some of the key steps would be to:

- Conduct public awareness campaign (short, medium and long run)
- Prioritize areas of interest for donors and other stakeholders
- Active the role of the Policy Committee to bridge the gap of conflicting agencies

Group 2: To set up private credit bureaus by Jan 2007

1. RAPID Analysis of the Issue

Credit bureaus provide information on businesses to potential lenders (eg Banks) – i.e. they are an information Bank. There is an incentive for SMEs to use credit bureaus since they need access to formal credit. The Central Bank of Egypt (CBE) is the key decision maker. While credit Banks would help with get needed credit to SMEs, they would also help achieve a range of other objectives.

Context

- Key Actors (and support for the objective):
  - Central Bank of Egypt (CBE) S?
  - Banks S
  - SMEs themselves S?
  - Donors S
  - NGOs S
  - Credit Guarantee Companies S
- CBE is currently upgrading its public registry
- Lower thresholds for size of loan registered (from 40,000 to 20,000)

Evidence

- Body of research exists
- More evidence needed on specific successful regional experiences – Kuwait and Jordan – since OECD experiences are less applicable to Egypt.
- Need for specific strategy for implementation in Egypt.

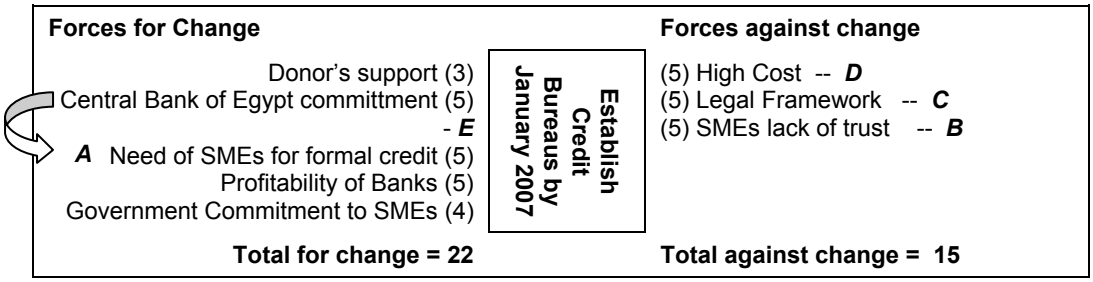
Links

- Research Centres
- Donors
- SMEPOL / MoF (powerful)
- SEDO (powerful)
- Economic Committee of the Council of Ministers (powerful)

External Environment

- World Bank (interest – stable economic environment)
- International business community (interest – greater opportunity for investment)

2. Force Field Analysis



3. Action Strategies

A = Quick effective coordination between banks and CBE
B = Awareness campaign for SMEs
C = Simplify legal framework (amendments)
D = Utlize donor support to minimise costs
E = Develop full and comprehensive implementation strategy for establishment

4. SWOT Analysis (of the SMEPOL project)

Strengths	**Weaknesses**
▪ Established Credibility in SME policy formulation ▪ Need for Credit Bureaus captured in MOF's *National Competitiveness Strategy* ▪ Ability to mobilize project resources to develop implementation strategy ▪ Research on international experiences	▪ No Decision Making Power ▪ TIME
Opportunities	**Threats**
▪ Access to Economic Committee ▪ Members of Donor Sub-Group ▪ Steps taken by CBE ▪ Current Government committed to Economic Reform	▪ Resistance from SMEs ▪ Political Instability ▪ Legal Framework

Conclusion

Despite the great potential for SMEPOL to help bringing this objective to reality, the fact is that the project will finish in December 2005. The conclusion therefore is that the project must embed the process in the Central Bank of Egypt. A first step would be to commission international consultants to develop an implementation strategy – this should be done in coordination with the CBE. (Unfortunately, there are not yet consultants in Egypt with the relevant expertise since it is a new issue). Raising awareness about the value of Credit

Bureaus could be done by using the proposed SMEPOL regional workshops to spread the message.

Group 3: Establishing and operating 5 "Trading Houses" in 1 year

Trading Houses are commercial intermediaries specialized in the long term development of trade in goods and services supplied mainly by other parties. They focus on marketing and information provision among other things. They often serve as commercial intermediaries between suppliers and buyers located in different countries. The aim is to increase exports and foreign investment through the setting up of trading houses in Egypt.

1. RAPID Analysis of the Issue

Context

- Key Actors (and support for the objective):
  - Ministry of Foreign Trade S
  - GAFI S
  - Ministry of Finance (SMEPOL) S
  - SFD S? (unsure, but can be convinced)
- The key policymaking actors are supportive or can be convinced.
- But, SME awareness of the topic is low.

Evidence

- Much research exists – all of it supporting the establishment of trading houses.
- Surveys of SMEs highlight the need for some kind of trading houses
- International experience exists on their value
- But, there is not enough evidence on how to operationalize them in Egypt
- There is a need for a feasibility study to evaluate the trading houses regarding profitability
- If it is not profitable, there may need to be subsidies from the government in the short term

Links

- Banks
- SMEs themselves
- Export guarantee companies
- Media
- Commercial representation
- Chambers of Commerce
- Import-export companies

External Environment

- Donors – supportive
- WTO – may be against if subsidies are required
- International businesses – supportive

2. Force Field Analysis

Forces for Change		Forces against change
Banks (4) SMEs (3) Donors (4) Media (2) SFD (2) MOFTI (5) MOI (3)	**Establish and Operate Trading Houses within a Year**	(3) Lack of awareness -- ***B*** (2) WTO (1) Import-export companies (1) Commercial representation (4) Lack of qualified expertise -- ***A & C***
Total for change = 23		**Total against change = 11**

3. Action Strategies

A = Depend first on foreign expertise and gain experience from them.

B = Use the media, chambers of commerce and workshops to increase awareness.

C = Training courses through the Foreign Trade Training Center (FTTC) to build capacity and ensure expert staff.

4. SWOT Analysis (of MOFTI)

Strengths	**Weaknesses**
▪ High level support – the Minister ▪ Excellent studies and comprehensive survey ▪ Plenty of funds to carry out further research (FS)	▪ Lack of coordination between SMEPOL and other main players ▪ We don't have enough power to influence all the other stakeholders
Opportunities	**Threats**
▪ Donors, other government agencies, the media all support the idea ▪ Facilities for training courses through FTTC	▪ WTO rules (at the beginning) ▪ Lack of qualified staff Lack of awareness means the companies will not be profitable at the very beginning ▪ SME exports low quality ▪ Cost of service ▪ Export procedures and regulations

5. Conclusion

Some of the key steps would be to:

- Establish a committee including the main players for the sake of coordination
- Establish certified private labs for quality control
- Establish a one-stop-shop to facilitate export procedures
- Promote awareness about this service among SMEs
- Give Trading Houses subsidies at the very beginning
- Use foreign staff at the start
- Carry out training
- Enhance further the support from the Minister.

Further Information (John Young)

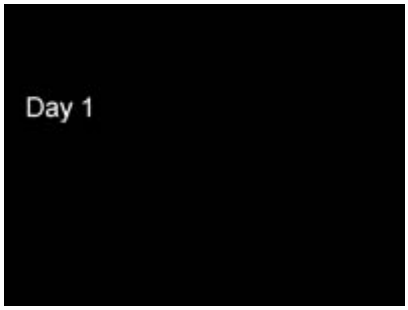
In his final presentation, John Young told workshop participants where they could find further information (see Appendix 1, Slides 103-104).

Wrap up (Greg Goodwin)

At the end of the workshop Greg thanked all the participants and facilitators for their hard work.

Appendix 1: Presentation Slides

Slide 1



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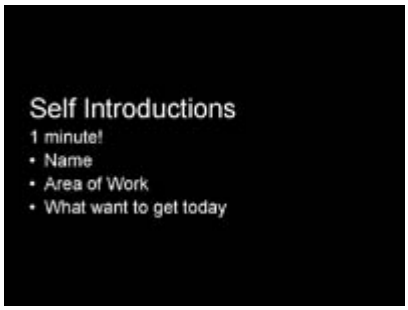

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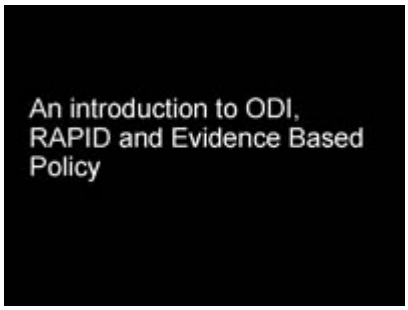

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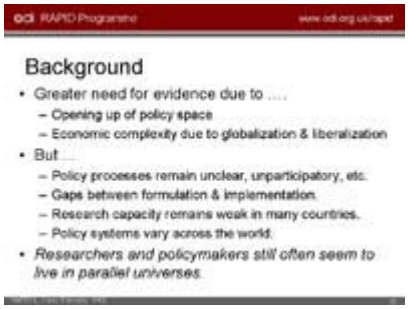

Slide 9

odi RAPID Programme www.odi.org.uk/rapid

Rationale

Evidence can help

- Identify issues / problems for policymakers
- Prioritize between issues
- Develop strategies
- Improve effectiveness of interventions
- Assess whether a strategy is working

Slide 10

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Getting Evidence (UK Govt.)

- *'…good policy making draws on all forms of evidence which include: expert knowledge; published research; existing statistics; stakeholder consultations; previous policy evaluations; the Internet; outcomes from consultations; costing of policy options; output from economic and statistical modelling.'*

(Strategic Policy Making Team, 1999)

Slide 11

odi RAPID Programme www.odi.org.uk/rapid

Evidence-Based Policy – key texts

- *Modernizing Government*, UK Cabinet Office
- *The Magenta Book: Guidance Notes on Policy Evaluation*, Chief Social Researcher's Office
- *Getting the Evidence*, NAO
- *Government Action Plan*, Small Business Service
- *Better Policy-Making*, Bullock
- *Evidence-based policy*, Nutley
- *Policy-based evidence*, Sanderson
- *Speaking Truth to Power*, Bardach

Slide 12

odi RAPID Programme www.odi.org.uk/rapid

SBS: Use of Evidence

Slide 13

odi RAPID Programme www.odi.org.uk/rapid

Challenges of EBP

- Lack of awareness of the value.
- There is no evidence base to draw on!
- Policy processes are problematic (coherence, cosultation, etc)
- Implementation is problematic due to:
  - Lack of capacity
  - New types of accountability resisted by Ministers or risk averse civil servants.

Slide 14

odi RAPID Programme www.odi.org.uk/rapid

…parallel universes?

Policy makers in the UK cannot be evidence-based because they operate in an environment characterised by :

- Speed
- Superficiality
- Spin
- Secrecy
- Scientific Ignorance

Vincent Cable (MP, UK): www.odi.org.uk/RAPIDMeetings/Evidence

Slide 15

odi RAPID Programme www.odi.org.uk/rapid

The Opportunity

The results of household disease surveys informed processes of health service reform which contributed to a 43 and 46 per cent reduction in infant mortality between 2000 and 2003 in two districts in rural Tanzania.

IDRC TEHIP Project

Slide 16

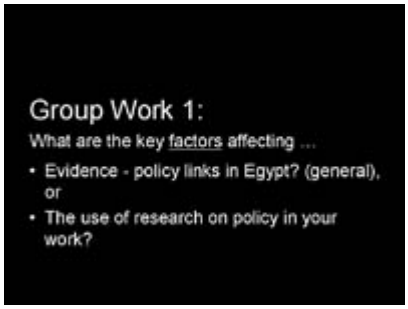
odi RAPID Programme www.odi.org.uk/rapid

HIV Prevalence

Slide 17

Slide 18

Slide 19



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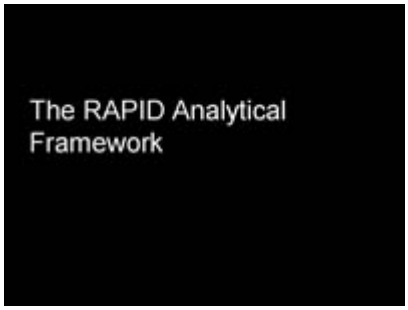

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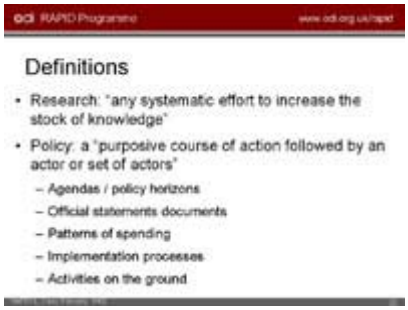

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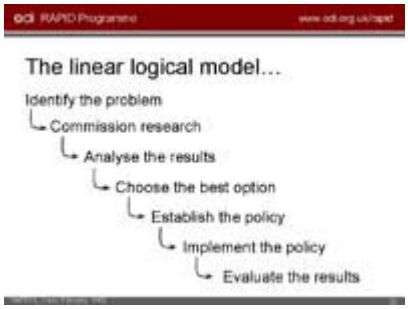

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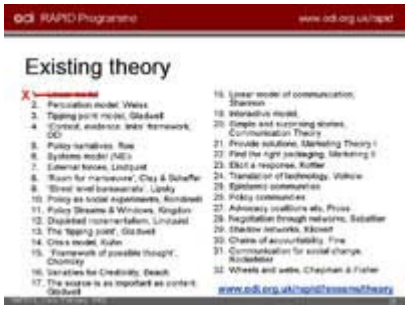

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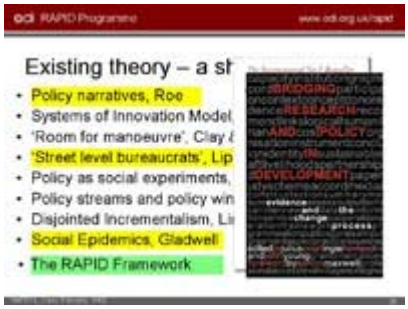

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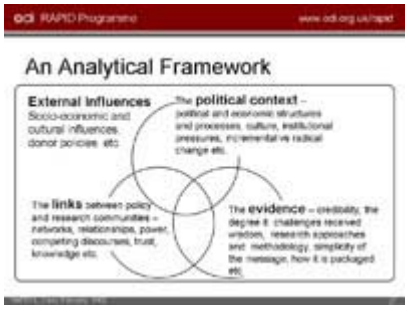

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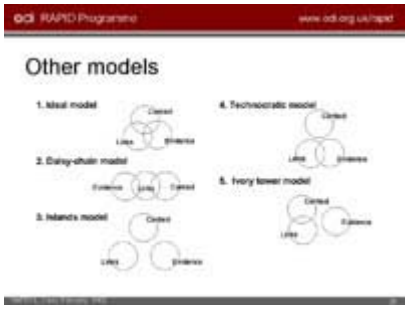

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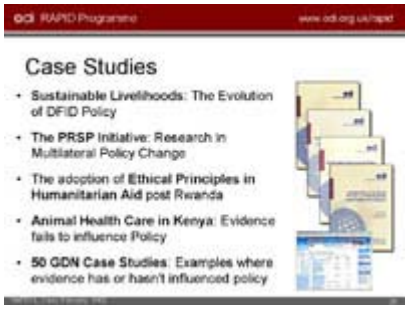

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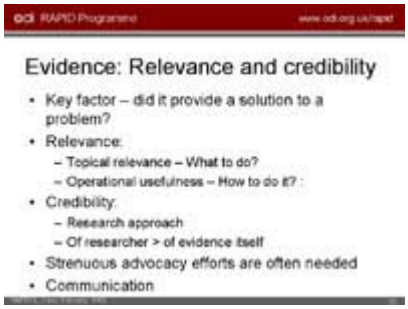

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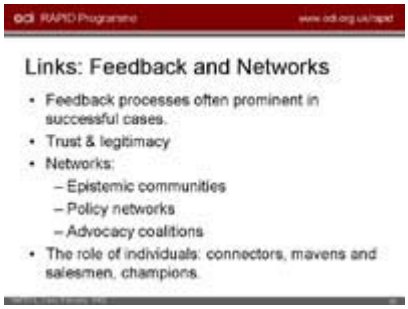

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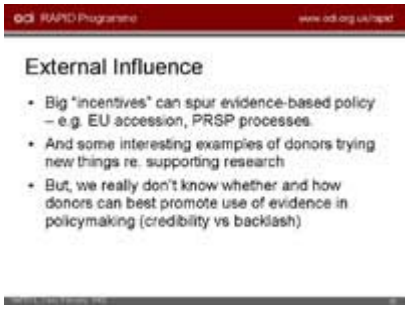

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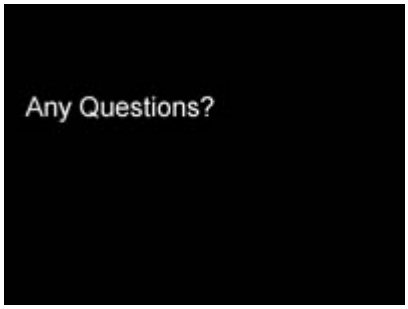

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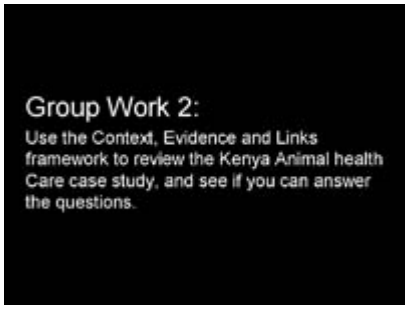

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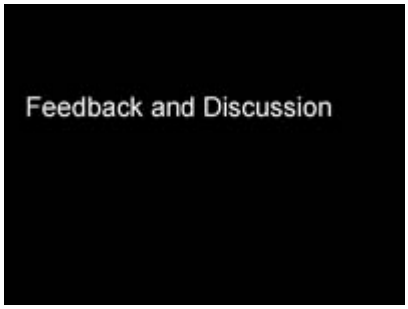

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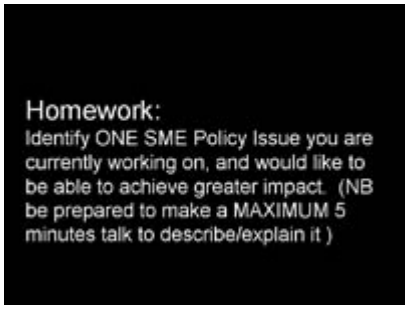

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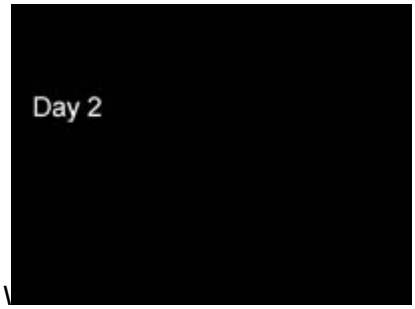

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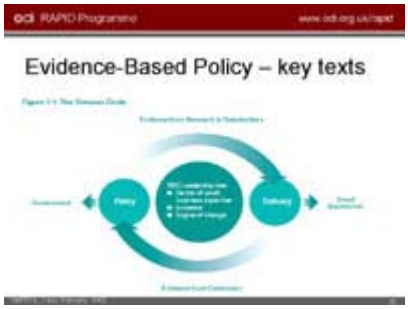

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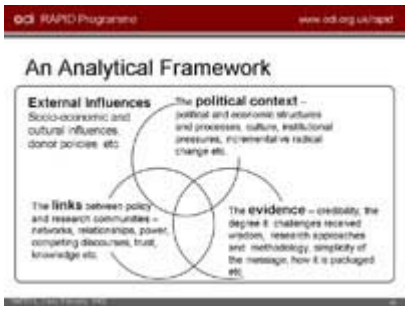

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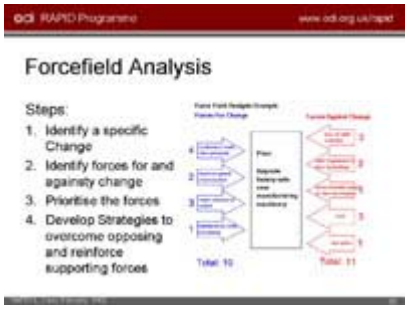

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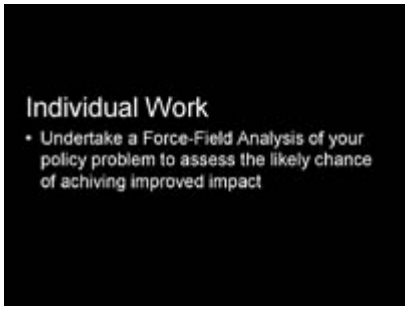

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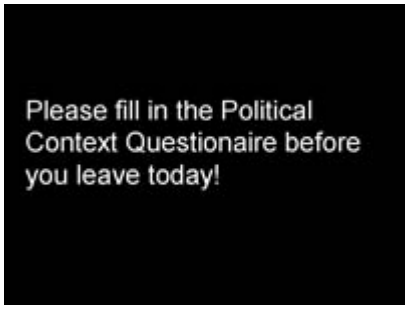

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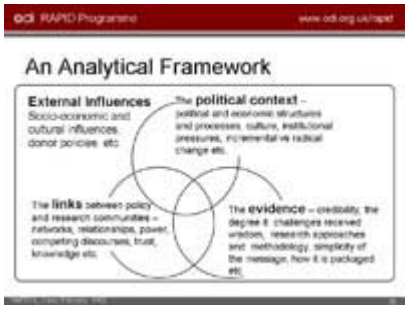

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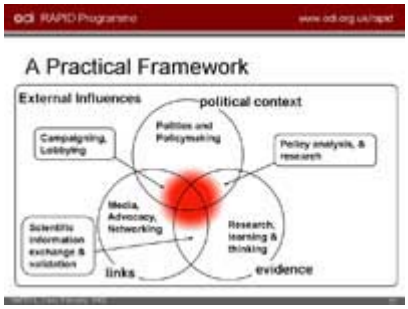

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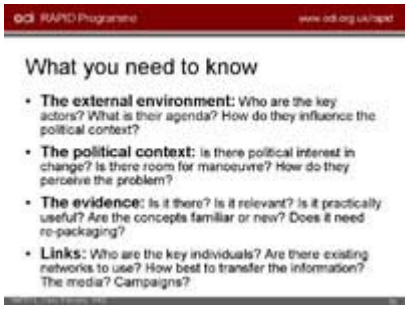

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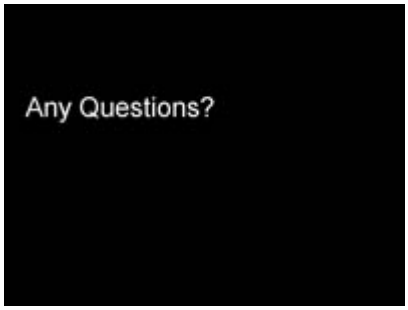

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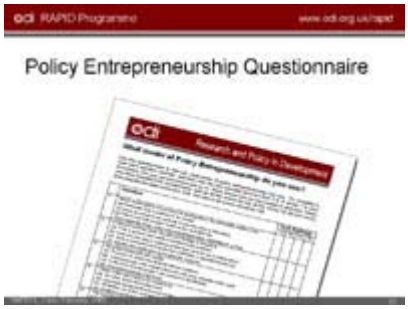

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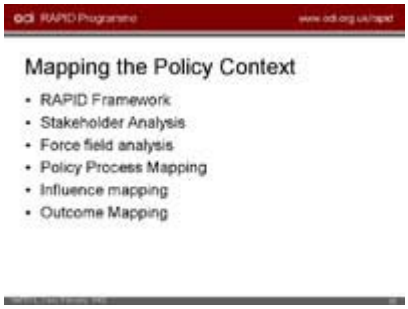

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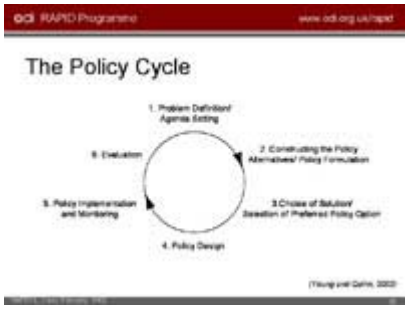

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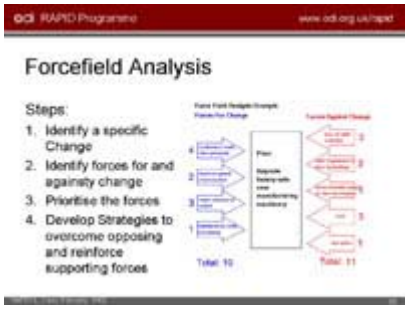

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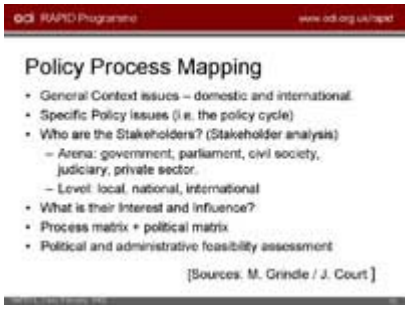

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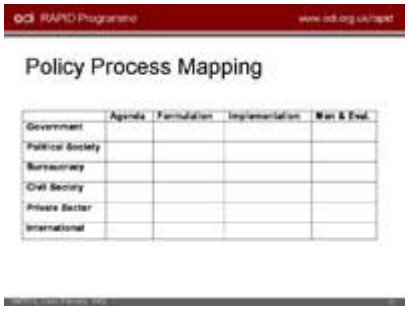

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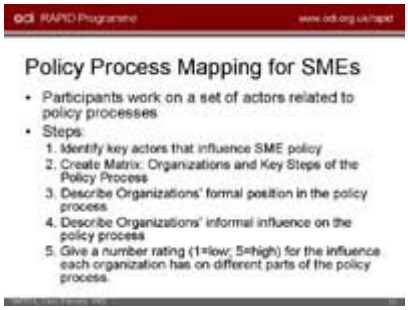

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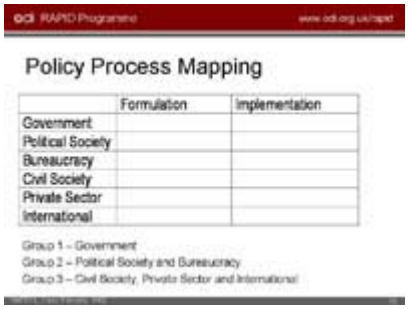

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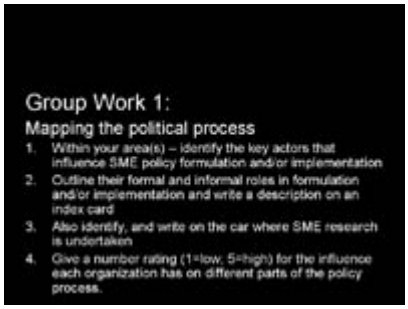

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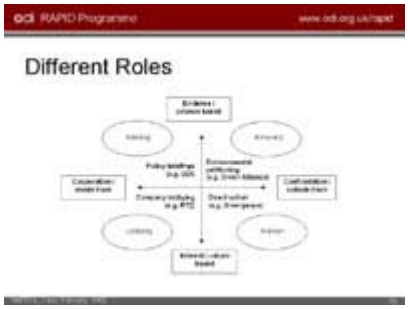

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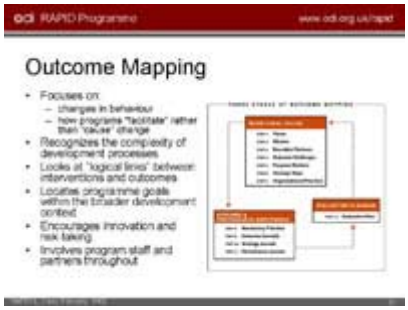

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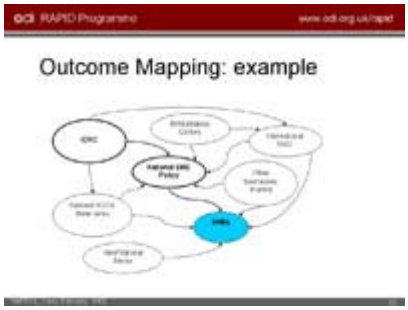

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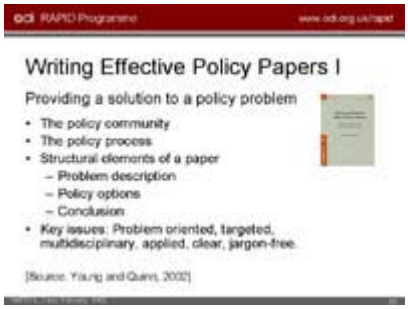

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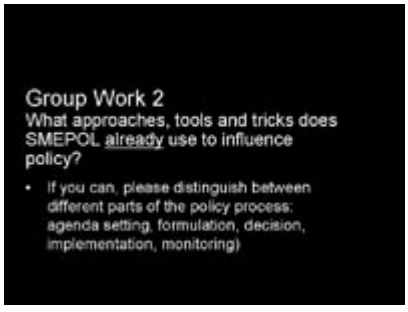

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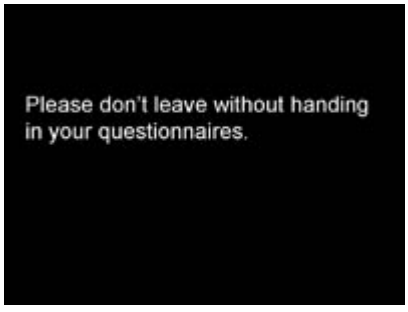

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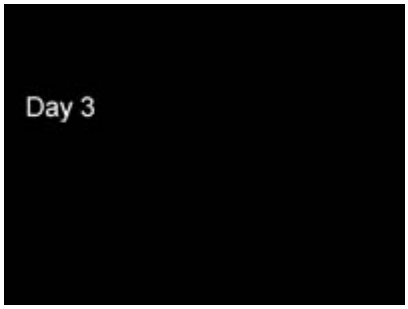

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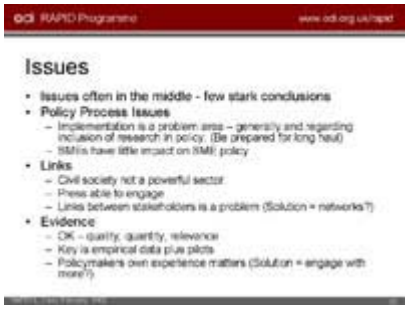

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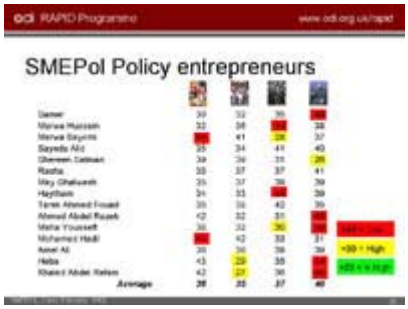

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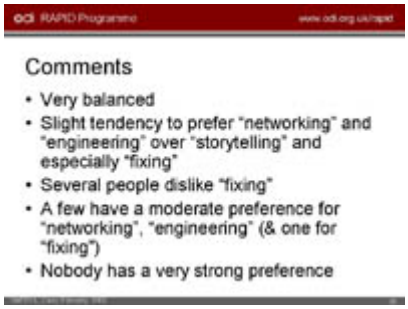

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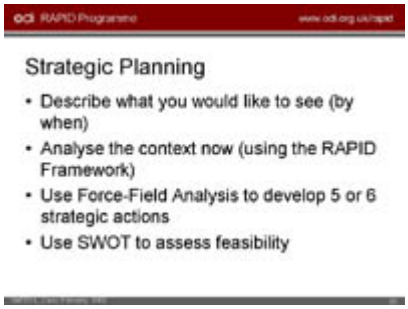

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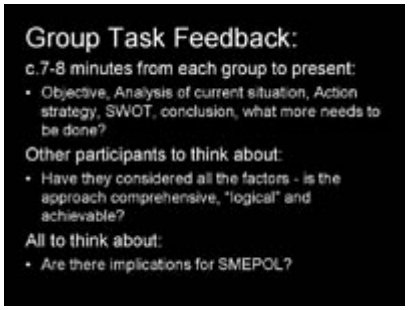

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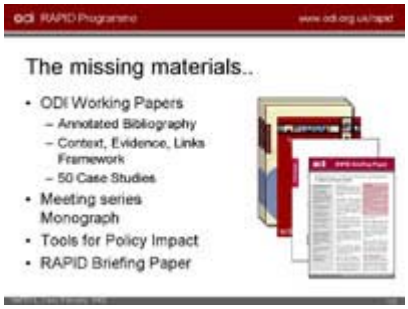

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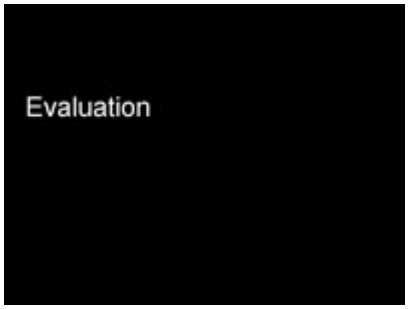

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Appendix 2: RAPID Briefing Paper (Text Version)

Bridging Research and Policy in International Development: An Analytical and Practical Framework

The Issue in Brief

Better use of research-based evidence in development policy and practice can help save lives, reduce poverty and improve the quality of life. But for this to happen more effectively researchers need to do three things:

First, they need to develop a detailed understanding of i) the policymaking process – what are the key influencing factors, and how do they relate to each other? ii) the nature of the evidence they have, or hope to get – is it credible, practical and operationally useful? and iii) all the other stakeholders involved in the policy area – who else can help to get the message across?

Second, they need to develop an overall strategy for their work – identify political supporters and opponents, keep an eye out for, and be able to react to policy windows, ensure the evidence is credible and practically useful, and build coalitions with like-minded groups.

Third, they need to be entrepreneurial – get to know, and work with the policymakers, build long term programmes of credible research, communicate effectively, use participatory approaches, identify key networkers and salesmen and use shadow networks.

Based on over five years of theoretical and case study research, ODI's Research and Policy in Development programme has developed a simple analytical framework and practical tools that can help researchers to do this.

Why Research-Policy Links Matter

Often it seems that researchers, practitioners and policymakers live in parallel universes. Researchers cannot understand why there is resistance to policy change despite clear and convincing evidence. Policymakers bemoan the inability of many researchers to make their findings accessible and digestible in time for policy decisions. Practitioners often just get on with things.

Yet better utilisation of research and evidence in development policy and practice can help save lives, reduce poverty and improve the quality of life. For example, the results of household disease surveys in rural Tanzania informed a process of health service reforms which contributed to over 40% reductions in infant mortality between 2000 and 2003 in two districts.

Indeed, the impact of research and evidence on development policy is not only beneficial – it is crucial. The HIV/AIDS crisis has deepened in some countries because of the reluctance of governments to implement effective control programmes despite clear evidence of what causes the disease and how to prevent it spreading.

What Influences Research to Policy Uptake? The RAPID Framework

Often, the link between research and policy, or evidence and practice, is viewed as a linear process, whereby a set of research findings or lessons shift from the 'research sphere' over to the 'policy sphere', and then has some impact on policymakers' decisions and practical programmes. Reality tends to be much more dynamic and complex, with two-way processes between research, policy and practice, shaped by multiple relations and reservoirs of knowledge.

The traditional question 'How can research be transported from the research to the policy sphere?' has been replaced by a more complex question: 'Why are some of the ideas that circulate in the research/policy networks picked up and acted on, while others are ignored and disappear?'.

ODI's theoretical, case study and practical work has identified a wide range of inter-related factors, which determine whether research-based and other forms of evidence are likely to be adopted by policymakers and practitioners. These factors can broadly be divided into three overlapping areas: the political context; the evidence; and the links between policy and research communities, within a fourth set of factors: the external context. The interplay of these four areas is laid out in Figure 1: The RAPID Framework. The framework should be seen as a generic, perhaps ideal, model. In some cases there will not be much overlap between the different spheres; in others the overlap may vary considerably.

The Problem

- *The Policy Process: 'The whole life of policy is a chaos of purposes and accidents. It is not at all a matter of the rational implementation of the so-called decisions through selected strategies' – Edward Clay, 1984*
- *Relevance: 'Most policy research on African agriculture is irrelevant to agricultural and overall economic policy in Africa' – Steve Were Omamo, 2003*
- *Policy Uptake: policymakers 'seem to regard "research" as the opposite of "action" rather than the opposite of "ignorance".' – Martin Surr, 2002*
- *Cost Effectiveness of Donor Resources: 'Donor countries spend over US$2bn annually on development research. Is this value for money?' – RAPID Programme, 2003*

Examples of ODI Work on Research-Policy Linkages

ODI has used this framework extensively in its research and advisory work, including:

- *to analyse four major policy events: the adoption of PRSPs; the development of an ethical charter by humanitarian agencies; animal health policies in Kenya; the Sustainable Livelihoods Approach;*
- *to analyse 50 summary cases studies as part of Phase I of the GDN Bridging Research and Policy Project (Court and Young, 2003);*
- *to structure literature reviews focusing on communications issues, knowledge management, the role of Civil Society Organizations, and how networks work;*
- *in a study of research-policy interaction in HIV/AIDS in developing countries;*
- *in evaluations of the impact of internal policy papers on bilateral donor policy; and*
- *in workshops and seminars with researchers, practitioners and policymakers in Botswana, Morocco, India, Moldova, Kenya, UK and USA.*

For more information on projects, publications & lessons, please visit: www.odi.org.uk/rapid.

Political Context: Politics and Institutions

Research-policy links are dramatically shaped by the political context. The policy process and the production of research are in themselves political processes from start to finish. Key influencing factors include:

- The extent of civil and political freedoms in a country;
- Political contestation, institutional pressures and vested interests;
- The attitudes and incentives among officials, their room for manoeuvre, local history, and power relations.

In some cases the political strategies and power relations are obvious, and are tied to specific institutional pressures. Ideas circulating may be discarded by the majority of staff in an organisation if those ideas elicit disapproval from the leadership.

Evidence: Credibility and Communication
Our findings and experience suggest that the quality of the research is important for policy uptake. Policy influence is affected by topical relevance and, as importantly, the operational usefulness of an idea; it helps if a new approach has been piloted and the document can clearly demonstrate the value of a new option. A critical issue affecting uptake is whether research has provided a solution to a problem.

The other key set of issues here concern communication. The sources and conveyors of evidence, the way new messages are packaged (especially if they are couched in familiar terms) and targeted can all make a big difference. For example, marketing is based on the insight that people's reaction to a new product or idea is often determined by the packaging rather than the content in and of itself. The key message is that communication is a very demanding process and it is best to take an interactive approach. Continuous interaction leads to greater chances of successful communication than a simple or linear approach.

Links: Influence and Legitimacy
Third, our work emphasises the importance of links; of communities, networks and intermediaries (for example, the media and campaigning groups) in affecting policy change. Some of the current literature focuses explicitly on various types of networks, such as policy communities, epistemic communities, and advocacy coalitions. While systematic understanding remains limited, issues of trust, legitimacy, openness and the formalisation of networks have emerged as important. Existing theory stresses the role of translators and communicators. It seems that there is often an under-appreciation of the extent and ways that intermediary organisations and networks impact on formal policy guidance documents, which in turn influence officials.

External Influences
Finally, a synthesis of the RAPID experience emphasises the impact of external forces and donors actions on research-policy interactions. While many questions remain, key issues here include the impact of international politics and processes, as well as the impact of general donor policies and specific research-funding instruments. Broad incentives, such as EU Accession or the Poverty Reduction Strategy Paper (PRSP) process, can have a substantial impact on the demand for research by policymakers. Trends towards democratisation and liberalisation and donor support for civil society are also having an impact. Much of the research on development issues is undertaken in the North, raising concerns of relevance and beneficiaries' access to the findings. A substantial amount of research in the poorest countries is funded by international donors, which also raises a range of issues around ownership, whose priorities, use of external consultants and perceived legitimacy. As policy processes become increasingly global, this arena will increase in importance.

However, although evidence clearly matters, there has been very limited systematic understanding of when, how and why evidence informs policy. This Briefing Paper provides a synthesis of the main conclusions of recent ODI work in this area and makes recommendations for how research can better contribute to pro-poor policy and practice.

PRSPs: A Case Study of Research-Policy Linkages
In September 1999, the World Bank and International Monetary Fund (IMF) adopted a new approach to aid – Poverty Reduction Strategy Papers (PRSPs). How did the idea of the PRSP come to be adopted? What was the role of research in this process – both 'academic

research' in general and the 'applied policy research' within the World Bank and IMF? An ODI case study traces the various factors that contributed to this far-reaching policy shift.

Political Context: The most important contextual factor that shaped the PRSP initiative was the convergence of debates and controversies in the field of international development in the late 1990s. This led to a widespread sense of there being 'a problem' within the international development policy field even though policymakers did not agree on the exact nature of the problem. The challenges that needed to be addressed – particularly by the World Bank and the IMF – included:

- The questioning of the mandates of the IMF and World Bank – in the light of the 1997 Asia Crisis and the failure of Structural Adjustment Programmes (SAPs) to resolve Africa's development problems;
- The 1999 Review of the Heavily Indebted Poor Countries (HIPC) Initiative and the campaign to make debt relief 'broader, deeper, faster, better';
- The need to operationalise the new conceptual framework for aid put forward by World Bank President James Wolfensohn's Comprehensive Development Framework (CDF).

The PRSP initiative can be viewed as bringing together all these interlinked concerns, and providing answers or at least partial solutions to the issues that needed to be addressed. It therefore received broad-based support from many different parties.

Evidence: There were three main types of evidence that influenced the emergence of the PRSP initiative. First, academic research contributed, often indirectly, to the major shifts in international development discourse towards poverty reduction, participation, and aid effectiveness. Second, there were important pieces of applied policy research undertaken in the late 1990s, in particular the research related to the ESAF reviews, the HIPC review, the Strategic Partnership with Africa (SPA) Working Groups, and the NGO research on debt relief. This evidence focused more on providing policy recommendations and operational solutions. This was seen as particularly credible when it was commissioned by the IFIs themselves or other donors, demonstrated analytical rigour, and was communicated in a language that was accessible and relevant to World Bank and IMF staff and other donor agencies. Third, an extremely powerful demonstration effect was provided by the positive experience of Uganda in drafting the Poverty Eradication Action Plan (PEAP). This did much to convince policymakers of the feasibility and merits of the poverty reduction strategy model.

Links: The PRSP story is characterised by a multitude of links between policymakers and researchers in main institutional actors – the World Bank and IMF, Strategic Partnership with Africa (SPA), UK and US governments, and the NGO movement. As one interviewee put it, 'none of the players is more than two handshakes away from any of the others'. The formal and informal networks contributed to the speed with which the PRSP ideas were spread and accepted in international development policy.

When Does Evidence Influence Policy?

Emerging results from this and a synthesis of the other ODI studies seems to indicate that research-based and other forms of evidence is more likely to contribute to policy if:

- It fits within the political and institutional limits and pressures of policymakers, and resonates with their assumptions, or sufficient pressure is exerted to challenge them;
- The evidence is credible and convincing, provides practical solutions to pressing policy problems, and is packaged to attract policymakers' interest;
- Researchers and policymakers share common networks, trust each other, and communicate effectively.

But these three conditions are rarely met in practice. Although researchers and practitioners can control the credibility of their evidence and ensure they interact with and communicate well with policymakers, they often have limited capacity to influence the political context within which they work. Resources are also limited, and researchers and practitioners need to make choices about what they do. By making more informed, strategic choices, researchers can maximise their chances of policy influence.

What Can Researchers Do?
Evidence from ODI's work so far provides preliminary recommendations in four areas, which are laid out in the following table:

What you need to know	What you need to do	How to do it
Political Context: ▪ Who are the policymakers? ▪ Is there policymaker demand for new ideas? ▪ What are the sources / strengths of resistance? ▪ What is the policy-making process? ▪ What are the opportunities and timing for input into formal processes?	▪ Get to know the policymakers, their agendas and their constraints. ▪ Identify potential supporters and opponents. ▪ Keep an eye on the horizon and prepare for opportunities in regular policy processes. ▪ Look out for – and react to – unexpected policy windows.	▪ Work with the policy makers. ▪ Seek commissions. ▪ Line up research programmes with high-profile policy events. ▪ Reserve resources to be able to move quickly to respond to policy windows. ▪ Allow sufficient time & resources
Evidence: ▪ What is the current theory? ▪ What are the prevailing narratives? ▪ How divergent is the new evidence? ▪ What sort of evidence will convince policymakers?	▪ Establish credibility over the long term. ▪ Provide practical solutions to problems. ▪ Establish legitimacy. ▪ Build a convincing case and present clear policy options. ▪ Package new ideas in familiar theory or narratives. ▪ Communicate effectively.	▪ Build up programmes of high-quality work. ▪ Action-research and Pilot projects to demonstrate benefits of new approaches. ▪ Use participatory approaches to help with legitimacy & implementation. ▪ Clear strategy and resources for communication from start. ▪ Face-to-face communication.
Links: ▪ Who are the key stakeholders in the policy discourse? ▪ What links and networks exist between them? ▪ Who are the intermediaries and what influence do they have? ▪ Whose side are they on?	▪ Get to know the other stakeholders. ▪ Establish a presence in existing networks. ▪ Build coalitions with like-minded stakeholders. ▪ Build new policy networks.	▪ Partnerships between researchers, policy makers and communities. ▪ Identify key networkers and salesmen. ▪ Use informal contacts.
External Influences: ▪ Who are main international actors in the policy process? ▪ What influence do they have? ▪ What are their aid priorities? ▪ What are their research priorities and mechanisms?	▪ Get to know the donors, their priorities and constraints. ▪ Identify potential supporters, key individuals and networks. ▪ Establish credibility. ▪ Keep an eye on donor policy and look out for policy windows.	▪ Develop extensive background on donor policies. ▪ Orient communications to suit donor priorities and language. ▪ Try to work with the donors and seek commissions. ▪ Contact (regularly) key individuals.

RAPID has been testing and developing the practical applications of this framework through a series of case studies and international workshops. It is clear that the conditions of the political context, the evidence, the links and the external factors vary greatly according to the particular situation. Further information on the use of the framework in a variety of specific contexts will be presented in subsequent Briefing Papers.

Source Material

This Briefing Paper is based on work conducted in the RAPID Programme at ODI, and particularly draws on the book Bridging Research and Policy in International Development: Evidence and the Change Process by Julius Court, Ingie Hovland and John Young (ITDG, 2004).

The RAPID Programme

ODI's Research and Policy in Development (RAPID) programme aims to improve the use of research and evidence in development policy and practice through research, advice and debate. The programme has four main themes:

- The use of evidence in policy identification, development and implementation;
- Improving communication and information systems for development agencies;
- Better knowledge management to enhance the impact of development agencies;
- Promotion and capacity building for evidence-based policy.

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Appendix 3: Kenya Animal Health Case Study

This case study explores attempts to legalise paravets in Kenya, who were for many years running decentralised, community-based animal care in various regions of the country. The Organisation of African Unity/International Bureau for Animal Resources Pan Africa Rinderpest Campaign (OAU/IBAR) was one of the central agents pushing for a change in policy. Given a brief history of the context and progress towards policy reform, we want you to place yourself in the year 1998, when those working to legalise paravets faced a critical fork in the road. Your task is to imagine how OAU/IBAR responded and with what impact.

Teaching Purpose: To explore the relationship between research and policy-making, and consider ways that, in the Kenyan context, the eventual policy shift in favour of paravets providing community-based livestock services could have been speeded up.

The story so far…

In the colonial era, and immediately after Kenya gained independence, most clinical vet services were provided by private practitioners and by 'Vet Scouts' who were informally trained and provided care across the regions. These Vet Scouts were phased out in the 1970s, when 'African Socialism' instituted free livestock services for all, provided by the government. Private practitioners went out of business. The reforms created more professional, accessible care in many areas, but those living in the arid and semi-arid regions of Kenya had almost no access to the new service.

It was this problem that paravets – men and women trained to administer basic animal care - hoped to address, through decentralised, community-based animal care. From small pilot projects in the early 1980s, expansion came in 1986 with the arrival of a UK-based NGO, the Intermediate Technology Development Group (ITDG). They set up a programme of training paravets, with the intention of testing the approach and (if it proved successful) promoting it to policy-makers. But all the while the work of the paravets was illegal. The policy-making arena at that time looked unsympathetic: two policy papers aiming to liberalise paravet practices had failed in the planning and implementation stages, and the Director of Veterinary Services (DVS), Dr Wamukoya, appointed in 1990, was highly conservative.

In this climate, the development of further paravet schemes went on quietly, unbeknown to both the DVS and the Kenya Vet Board (KVB). The numbers of trained paravets continued to rise but many of them, unable to work legally without the supervision of a qualified professional vet, were becoming disgruntled and opted to work for private practices that were springing up as a result of the DVA's privatisation scheme in 1994. By 1997, there were a number of paravet schemes throughout the arid and semi-arid areas of Kenya, meeting annually at the ITDG vet workshops. One participant who had been lobbied to attend was Dr Kajume, a Regional Director of Veterinary Services, who became convinced of the approach and began to support the legalising of paravets. But the rest of the DVS chose to turn a blind eye. Eventually, OAU/IBAR started to negotiate with DVS directly on the potential development of a new programme, just as DVS and the KVA were beginning to acknowledge the scale of paravet programme nationally, and regarding them as a threat to both veterinary professionalism and their budding private practices. ITDG had stopped running training workshops, having run out of money.

A turning point…

In 1998, the KVB published a full-page advertisement in the Kenyan national newspapers pointing out that it was illegal to train community animal health workers, and saying that any vets doing so risked being struck off the register. Your challenge, as members of the OAU/IBAR, is to consider how to respond. Discuss...

Questions

- How could the move towards legalising paravets been brought about quicker?
- What could have been done in 1998 by OAU/IBAR to make the process smoother?
- What are the lessons for bridging research and policy?

What happened next?

The KVB's advertisement alarmed everyone who work on community animal health schemes. ITDG had no money with which to bring the interested parties together. OAU/IBAR, still waiting for approval from DVS on their co-operative paravet scheme, were very keen to find a solution, and came together with the Netherlands Development Agency to fund a workshop to bring all stakeholders together. Dr Kajume was made responsible for developing the workshop, and he advised ITDG that representatives of all key parties should be present in the planning committee as well as the actual workshop event. A number of research studies on livestock services which had previously been obstructed, were unblocked following the KVB's advert. A comprehensive study of each region, which included stakeholder workshops and wide discussion of findings emerged.

In 1998 the DVS eventually signed a Memorandum of Understanding allowing PARC-VAC (an OAU/IBAR programme) to establish a paravet scheme, and established an international workshop bringing together knowledge on schemes from Uganda and Tanzania as well as Kenya. Acknowledging the shift in times, the ITDG workshop was renamed the Decentralised Animal Healthcare Workshop, which reflected the perspectives of all main stakeholders. The workshop endorsed the paravet approach and established multi-stakeholder groups to develop guidelines and standards for paravets in Kenya. It recommended a review of legislation and policy on animal health care. ITDG obtained funding for three years further work with a renewed commitment to specific outputs relating to policy reform.

The Director of Veterinary Services was supportive of the process of policy review. In the following years, many new NGOs tried to set up further paravet schemes. Most of these were implemented them too quickly and most collapsed, attracting significant criticism to paravets as a whole. Changes in the KVA executive committee undermined support for paravets, and a motion to ban paravets programmes altogether was only narrowly averted. Tellingly, the issue was not at all discussed at the following KVA annual general meeting. Finally, the KVB and DVA approved minimum standards and guidelines for paravets in early 2001. Since then, the animal health policy review process has continued and at the OAU/IBAR anniversary party in November 2001, the Minister of Agriculture promised to push the new policy through cabinet if it could be completed by February 2002. Although it was completed on time, it was poorly drafted, and was rejected by the KVA at their annual general meeting. The KVA has recently petitioned the DVS to withdraw the document so that their input can be included. It seems that the story of legalising paravets in Kenya may have several chapters more yet.

For more information, see the GDN case study:
http://www.gdnet.org/rapnet/research/studies/case_studies/Case_Study_01_Full.html

Appendix 4: Force Field Analysis

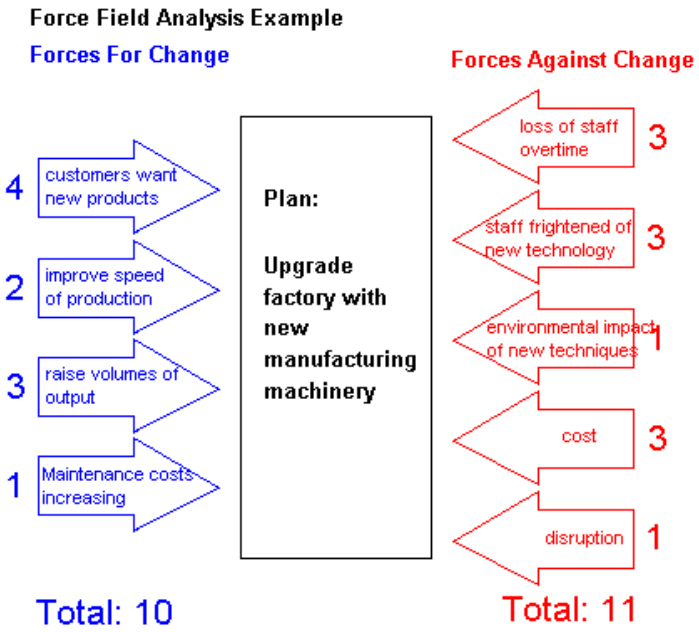
Introduction

Force field analysis was developed by Lewin (1951) and is widely used to inform decision-making, and in particular in planning and implementing change management programmes in organizations. It is a useful method for gaining a comprehensive view of the different forces (their source and strength) involved in a policy or organizational change.

Force field analysis can clarify the 'driving forces' and identify obstacles or 'restraining forces' to change. As a result it can help identify the relative priority of factors on each side of the issue. For bridging research and policy, it can be used to analyse the forces affecting a situation or to assess the forces affecting whether particular research might be adopted as policy. It might also be used to identify where research may help tip forces towards a change.

Detailed Outline of the Process

A force field analysis is carried out with a group using a flip chart or overhead transparency. The first step is to discuss and agree on the current situation and the goal of the policy or institutional change. This goal should be written on the chart or transparency between two columns. All the forces for change should then be listed in one column and all forces against change in the other column. The next step is to brainstorm the 'driving' and 'restraining' forces and write them in the appropriate column. The 'driving' and 'restraining' forces should be sorted on common themes and/or prioritised according to their 'magnitude' towards change by assigning a score to each force, ranging from 1 (weak) to 5 (strong). The last and the most important step is to discuss action strategies to reduce the 'restraining' forces and to capitalise on the 'driving' forces. The resulting table might look like the following:



Source: Mind Tool, available at http://www.psywww.com/mtsite/forcefld.html

A Good Example

Force field analysis has been used in diverse fields ranging from organisational change to self-development. There are some good examples of practical applications of force field analysis from India. One example used force field analysis to focus on the factors responsible for the poor state of primary education in State of Bihar. Another case focused on the factors inducing and inhibiting migration in the State of Orissa. For details of both cases, see:
www.worldbank.org/participation/PRSP/plna/plan_03604.pdf

Another case details the use of force field analysis in a school situation to assess the potential to change from teacher-centered methods of working to greater pupil participation in planning. See:
www.crossroad.to/Quotes/brainwashing/force-field.htm

Further Information

For original literature of force field analysis see: Lewin K. (1951) 'Field Theory in Social Science', Harper and Row, New York.

PRA: PLA Notes (1999), Issue 36, pp.17-23. IIED, London.

Simple step-by-step guides to carrying out force field analysis are available at:

- www.mindtools.com/forcefld.html for examples of the use of force field analysis in management
- www.psywww.com/mtsite/forcefld.html for examples of the use of force field analysis in psychology

Examples of the application of force field analysis in different areas are available below:

- Change management: www.accel-team.com/techniques/force_field_analysis.html
- Health (MSH & UNICEF): http://erc.msh.org/quality/example/example5.cfm

For computer software to conduct force field analysis see:
http://www.skymark.com/resources/tools/force_field_diagram.asp

Appendix 5: RAPID Political Context Questionnaire

This questionnaire is intended to add systematic information on political contexts. We would be very grateful if you could complete this questionnaire.

The information obtained will be treated with the strictest confidence.

In order for us to make effective comparisons, this assessment instrument is a pre-coded, multiple-choice questionnaire. Please try to answer all the questions – and please provide further comments to better explain the situation in your country.

1. Basic Information

Country: _____

Main sector of activities: _____

(i) Who are the policymakers most relevant to your work?
(PLEASE TICK MORE THAN ONE IF RELEVANT)

Government Officials	1 ☐	Media	1 ☐
Ministry Civil Servants	1 ☐	NGO Staff	1 ☐
Service Provision Officials	1 ☐	Donors: bi- or multi-lateral	1 ☐
Parliamentarians	1 ☐	Other_____	1 ☐

(ii) Relevant component(s) of the policy process
(PLEASE ASSESS THE EXTENT TO WHICH DIFFERENT PARTS OF THE POLICY PROCESS ARE RELEVANT TO YOUR WORK.)

	VERY RELEVANT				***NOT RELEVANT***
Problem Identification: the part that shows a problem exists and requires action	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Formulation and Adoption: the part develops and selects courses of action	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Implementation: the part that puts the policy into practice	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Evaluation: the part that assesses the impact of a policy and suggests changes	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐

2. Broad Political Context

(PLEASE ASSESS THE NATURE OF THE POLITICAL CONTEXT IN YOUR COUNTRY ACCORDING TO THE FOLLOWING ISSUES:)

(i) Extent of Democracy and Relevant Freedoms:

	High	Medium	Low
Political Freedom	☐	☐	☐
Academic Freedom	☐	☐	☐
Press Freedom	☐	☐	☐

(ii) Extent of development commitment of ruling elite (especially to the poorest)	HIGH ☐	MEDIUM ☐	LOW ☐
(iii) Extent of political volatility	HIGH ☐	MEDIUM ☐	LOW ☐
(iv) To what extent do civil society groups have an input into the making of policy?	HIGH ☐	MEDIUM ☐	LOW ☐

3. Specific Policy Context

(WHAT IS THE ISSUE FOCUS OF YOUR WORK? PLEASE ASSESS THE NATURE OF THE SPECIFIC POLICY CONTEXT ON THIS ISSUE.)

(i) Characteristics of the specific policy arena:

To what extent is there:	High	Medium	Low
Policymaker Demand: Are policymakers actively seeking solutions to problems in this area?	☐	☐	☐
Policymaker Consensus: Do policymakers tend to agree on the policy objectives?	☐	☐	☐
Climate of Rationality: Is evidence discussed or do ideology or rhetoric dominate?	☐	☐	☐
Open Decision-making: The views of relevant stakeholders are considered.	☐	☐	☐

(ii) How important is the issue to the wellbeing of the general public?	High ☐	Medium ☐	Low ☐

(iii) Policymakers on this issue are influenced by:

	High	Medium	Low
Public Interests: the extent policies reflect the wellbeing of the general public	☐	☐	☐
Personal Interests: the extent policies reflect the private priorities of the policymaker	☐	☐	☐
Special Interests: the extent policies reflect the narrow priorities of a group concerned with a particular issue	☐	☐	☐

4. Policy Implementation

(IN THE SPECIFIC AREA OF YOUR WORK, PLEASE FOCUS ON THE NATURE OF POLICY IMPLEMENTATION.)

(i) Are there institutional incentives that encourage civil servants to use research?	Strong ☐	Medium ☐	Low ☐
(ii) The extent of bureaucrats' capacity to understand research	High ☐	Medium ☐	Low ☐
(iii) Are there specific mechanisms (e.g. reviews) to draw in evidence in implementation?	High ☐	Medium ☐	Low ☐

(iv) Characteristics of policy implementation

(PLEASE ASSESS THE FOLLOWING CHARACTERISTICS IN THE IMPLEMENTATION OF POLICY IN YOUR AREA:)

	High	Medium	Low
Transparency – in the decision-making process	☐	☐	☐
Accountability – of bureaucrats for decisions	☐	☐	☐
Contestation – disagreement over approaches	☐	☐	☐
Participation – discussion with stakeholders	☐	☐	☐
Flexibility – of an organization in implementation	☐	☐	☐
Corruption – using public resources for personal gain	☐	☐	☐

5. Decisive Moments in the Policy Process

(i) Character of the policy processes

(Please identify which of the following terms best suits current decision-making processes in your specific area of work:)

Routine – policymakers repeat previous decisions	☐
Incremental – policymakers make small changes and deal selectively with issues as they arise	☐
Fundamental – policymakers have an opportunity to re-think approaches to policy domains	☐
Emergent – policymakers have to deal with completely new policy issues	☐

	Yes, very	Medium	Not at all
(ii) Extent to which the policy process (and opportunities to influence it) are predictable.	☐	☐	☐

	Yes	No	Don't know
(iii) At present, is there a policy window? (i.e. an opening for new views to enter the policy process)	☐	☐	☐

(iv) To what extent is there a sense of policy crisis?	***VERY MUCH***				***NOT AT ALL***
	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐

6. The Way Policymakers Think

(i) Characteristics that affect policymakers.
(Please assess the characteristics that affect the way policymakers think in your specific area of work.)

	High	Medium	Low
Extent policy objectives are clear	☐	☐	☐
Extent cause-effect relationships are clear	☐	☐	☐
Extent policymakers are open to new evidence	☐	☐	☐
Extent policymakers have sufficient capacity to process evidence	☐	☐	☐

(ii) To what extent do policymakers have adequate information to make informed decisions?
(Please assess the following dimensions in your specific area:)

	High	Medium	Low
Relevance	☐	☐	☐
Quality	☐	☐	☐
Type	☐	☐	☐

(iii) What evidence convinces policymakers in your specific area of work?

	High	Medium	Low
Recognition from their own experience	☐	☐	☐
Scenarios, stories and arguments	☐	☐	☐
Moral and ethical values	☐	☐	☐
Empirical data	☐	☐	☐
Evidence doesn't matter – ideology, personal interests are crucial	☐	☐	☐

7. Finally …

What are the main barriers to uptake of research in your policy issue?
(Please provide your assessment by considering the following dimensions:)

ISSUE	***VERY LARGE***				***VERY SMALL***
Governance failures – overall systemic problems	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Specific policy process is not open	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Other specific process failures – contestation, special interests, etc	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Implementation problems – institutional issues block uptake	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Individual failures – not open	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Research failure – evidence is not relevant or convincing	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Other: _____	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐
Other: _____	1 ☐	2 ☐	3 ☐	4 ☐	5 ☐

Other Comments: _____

_____

_____

_____

_____

_____

_____

_____

_____

_____

Appendix 6: Policy Entrepreneur Questionnaire

Use this questionnaire to find out what model of policy entrepreneurship you use. To complete it, read each question carefully, and then rank the four possible answers from 1 to 4, giving 1 to your first choice, 2 to your second choice and so on. There should only be one number in each box. When you have completed the questionnaire, add up all the scores for (a), all the scores for (b) and so on, and complete the table at the end. N.B. The total of all scores should be 150.

		Your Ranking			
	Question	(a)	(b)	(c)	(d)
1	When confronted by a new issue in development, my immediate reaction is to (a) Formulate it as a problem to be solved; (b) Send an e-mail to my contacts to see who else is interested; (c) Talk it over with people I meet on my next field trip; (d) Contact the Chair of the relevant parliamentary committee for a chat.				
2	In trying to fund my work, my first line strategy is usually to (a) Find a sponsor who wants a solution to the problem; (b) Find out who else is working on the topic and set up a collaboration; (c) Seek a commissioned study from a Ministry or operational agency; (d) Identify who might gain by funding the research.				
3	My project proposals are usually (a) Focused on a time-line that will deliver solutions; (b) Joint proposals, with collaborators who will carry out parts of the work; (c) In the form of a two-pager I can present to the Ministry; (d) Presented verbally over lunch.				
4	I think of the role of theory in research as (a) Of value, but in the background; (b) Important alongside the theories of other disciplines; (c) Of limited use in the real world; (d) Helpful in small doses, to underpin my 'expert' status.				
5	The best data in research (a) Is simple enough to underpin a good story; (b) Comes from different sources, and is put together to triangulate results; (c) Is based on practical experience in the field, rather than from formal surveys; (d) Can be deployed to shift an argument.				
6	When there is a Steering Committee for my work, I like it to consist of (a) Good communicators, who can help me simplify; (b) A multi-disciplinary mix of other researchers who can help see the problem from different angles; (c) Practitioners who have some experience of struggling with the real implementation problems; (d) Politicians, NGO campaigning staff, and others who can make things happen.				
7	Research works best when (a) It is focused on a specific solution to a specific problem; (b) People from different disciplines bring perspectives from their own different backgrounds; (c) A mixture of researchers and practitioners, merge their different approaches into a single methodology; (d) It happens quickly.				

8	When it comes to writing up, I prefer to (a) Wait until the ideas are truly polished; (b) Share preliminary findings with colleagues as I go along; (c) Test out my ideas in the field before deciding what I think; (d) Try out preliminary ideas on my favourite policy-maker.				
9	Looking at the impact of my work, I have been most successful when (a) I have told stories that others can pick up; (b) The reports are data-based, but also jointly authored with collaborators from other perspectives; (c) The outputs consist mainly of consultancy reports; (d) I've been able to feed ideas quickly into the political process.				
10	The final chapter of a research report should (a) Provide an elegant overview of the 'narrative'; (b) Summarise the various lessons learned by me and my various collaborators; (c) Tell the agencies what to do; (d) Be oriented to the needs of policy-makers.				
11	When I have to choose how to disseminate the results of my work, I give priority to (a) Any format that will reach a wide audience; (b) Publication in cross-disciplinary journals; (c) Briefing Papers or similar for busy policy-makers; (d) Private briefings for key individuals.				
12	I have finished a piece of work when (a) I can tell the story; (b) Our network agrees on the findings; (c) The agency I am working with signs off on the project; (d) I see change beginning to happen on the ground.				
13	I think evaluation of a project should be based on (a) Literature reviews; (b) Assessment by a research network panel; (c) User feed-back; (d) The number of references in the newspapers.				
14	I feel a project has been successful if (a) My key phrases enter the discourse; (b) The people I meet at Conferences tell me they like it; (c) The funding agency asks me back to do more consultancy; (d) Political speeches and policy statements reflect my thinking.				
15	I am happiest (a) Writing; (b) Talking; (c) Observing; (d) Lunching.				
		(a)	(b)	(c)	(d)
Total score for each answer					

Appendix 7: Policy Mapping Handout

Within each level of government (see the table below):

1. Identify the key actors that influence SME policy formulation and/or implementation
2. Outline their formal and informal roles in formulation and/or implementation and write a description on an index card
3. Also identify, and write on the car where SME research is undertaken
4. Give a number rating (1=low; 5=high) for the influence each organization has on different parts of the policy process.

	Formulation	Implementation
Government		
Political Society		
Bureaucracy		
Civil Society		
Private Sector		
International		

- Group 1 should focus on Government
- Group 2 should focus on Political Society and Bureaucracy
- Group 3 – Civil Society, Private Sector and International

See the attached example:

An Example of Policy Cycle Mapping in the Field of Social Assistance

Levels **National level** ***Public bodies***	**Agenda Setting**	**Policy Formulation**	**Policy implementation**	**Monitoring & Evaluation**
The National Assembly (the Parliament)	The parliament is the national legislative body – each member of the Parliament has a legislative initiative	The Parliament adopts laws, decisions and declarations; it determines taxes; approves the composition of the Government; ratifies international treaties, etc.		Mainly through "Parliamentarian control" and approval of the execution of the state budget The Court of Auditors, controlling the state budget spending, is elected by the Parliament
The Council of Ministers (the Government)	The Council of Ministers is a central collective executive power body with general competence. It is the responsible institution for the development of the overall social policy in Bulgaria	Among policy tools of the Council of Ministers are strategies, programs, plans, decrees, regulations, ordinances and decisions.	The Council of Ministers shall co-ordinate other public administration bodies for the sake of the implementation of a unified state policy. Apart form the compulsory interaction with all state institutions, legislative body, local authorities and judiciary, the Government shall have co-operation with management bodies of employers' and employees' organisations, organisations for social protection and other NGOs	Overall monitoring and control - the Council of Ministers may suspend the acts of the lower level administration
Ministry of Labour and Social Policy (MLSP)	The Minister of Labour and Social Policy develops, co-ordinates and implements the state policy in the field of social assistance.	The Minister may adopt regulations, ordinances and instructions.	Management and coordination of respective subordinated bodies	Execution of overall control in respect to activities of subordinated bodies
Ministry of Regional Development and Public Works	The Minister of Regional Development and Public Works is responsible for the creation of accessible environment and public facilities for people with disabilities	The Minister may adopt regulations, ordinances and instructions.	Management and coordination of respective subordinated bodies	Execution of overall control in respect to activities of subordinated bodies

Ministry of Transport and Communications	The Minister of Transport and Communications is in charge for provision of transport services, adjustment of the transport environment to people with disabilities and developing of special regulations for trafficking, signal system and parking places for people with disabilities	The Minister may adopt regulations, ordinances and instructions.	Management and coordination of respective subordinated bodies	Execution of overall control in respect to activities of subordinated bodies
Ministry of Health Care	The Minister of Health Care creates consultancy and diagnostic centres for examining the needs of rehabilitation and social integration of people and children with disabilities (elaboration of specific programs suitable to their needs, use of contemporary facilities for training deaf and blind kids and adults)	The Minister may adopt regulations, ordinances and instructions.	Management and coordination of respective subordinated bodies	Execution of overall control in respect to activities of subordinated bodies
Ministry of Education and Science	The Minister of Education and Science is entitled for the implementation of 'integrated' education, establishment of consultative and diagnostic centres, assessment of children's needs for rehabilitation and social integration, etc.	The Minister may adopt regulations, ordinances and instructions.	Management and coordination of respective subordinated bodies	Execution of overall control in respect to activities of subordinated bodies
Agency for Social Assistance - a body with MLSP	Prepares drafts of policy documents and regulative acts	Prepares drafts of policy documents and regulative acts	The Agency is responsible for the implementation of the State policy for social assistance (provision of social assistance benefits and social services)	The Agency exercises control over the implementation of the social assistance policy through a specialised unit **– the Inspectorate** Prepares annual reports for the situation of social assistance and submits them to MLSP
Employment Agency – a body with MLSP	Prepares drafts of policy documents and regulative acts in the field of employment promotion and VET	Prepares drafts of policy documents and regulative acts in the field of employment promotion and VET	The Agency is responsible for the implementation of employment programs, for the establishment of centres for vocational training of people with disabilities and provision of information to job seekers;	Control over the implementation of employment programs

State Agency for Child Protection (SACP) – subordinated to the Council of Ministers	Prepares drafts of policy documents and regulative acts in the field of child protection	Prepares drafts of policy documents and regulative acts in the field of child protection	SACP is in charge for governance, co-ordination and control of child protection activities	Control of the implementation of national and regional programs; Control over the compliance with the standards of social services provided to children; Analysis of the implementation of state policy in this field
Social Assistance Fund with MLSP			Provision of funding for social assistance targeted programmes and social services, provided by municipalities and registered legal/physical persons, for the construction and maintenance of premises for provision of social services, etc. The State budget is the main source of income of the Fund.	Control of the funded projects / programs
Rehabilitation and Social Integration Fund - with MLSP			Provision of financing for: purchase of technical facilities for disabled, social aid, subsidies to specialised enterprises of disabled, setting up of an accessible environment and implementation of VET programmes. The State budget is the main income source of the Fund.	Control of the funded projects / programs
Public-Private Consultative Bodies				
National Council for Tripartite Partnership - consists of representatives of the Government and the employers and employees organizations	The Council is the body for the co-operation and consultation between social partners in the setting agenda in the field of labour relations, social security and standard of living issues.	Consultation and cooperation in policy formulation (in respect to the Government's acts only)		

The Council for Social Assistance This is a public-private social consultative body with MLSP. The Council consists of representatives of MLSP and various ministries, nationally represented organisations of employers and employees, as well as NGOs, which are performing social assistance activities in public interest.	Consultative functions	Consultative functions		
National Council for Promotion of Employment - This is a public-private social consultative body with MLSP; include representatives of public administration, social partners and NGOs	Consultative functions in the field of labour market policy – provision of opinions on draft of regulative acts and policy documents; submits drafts of regulations.	Consultative functions in the field of labour market policy – provision of opinions on draft of regulative acts and policy documents		Assessment of the effectiveness of the labour market policy
The National Council on Ethnic and Demographic Issues NCEDI is composed of representatives of different ministries, non-governmental organisations, ethnic and religious minorities, and is chaired by a Minister without Portfolio..	Prepares drafts of strategies and measures in the field of minorities integration and demographic issues	Consultative functions	Coordination (with the state bodies and NGO) of concrete measures in execution of accepted international obligations, referring to the protection of rights of Bulgarian citizens, belonging to minority groups and their integration; Provision of support to NGOs in execution of national and regional projects in the field of ethnic and demographic issues	Assessment of the impacts of programs / projects in the field of migration processes and demographic / ethnic issues

National Council on Child Protection - a consultative body to the State Agency for Child Protection, consisting of representatives of various ministries and NGOs, which mission and goals are related to protection of children.	Consultative functions	Consultative functions		
National Council for Rehabilitation and Social Integration – set up with the Council of Ministers, consisting of representatives of NGOs which meet specified criteria.	Consultative functions	Consultative functions - all acts regulated the situation of disabled shall be adopted after taking the opinion of the Council		
Economic and Social Council - this is a legal entity, financed from the State budget, consisting of representatives of various ministries and NGOs.	Consultative functions	The Council is a consultative body, providing opinions and analysis on laws, national programmes and plans, related to economic and social development. Provision of such opinions is prepared upon a request of the Chairman of the Parliament, Council of Ministers and in any other case - provided by law.		Elaboration by request or by own initiative opinions and analysis about strategic issues in the field of economic and social policy; Preparation of annual memoranda for economic and social development of the country.
Civic Society				
NGOs working in the social sphere could be provisionally divided into: - Associations for / of vulnerable groups - Think Tanks - Foundations (donors)	Participation in the consultative process mainly thorough - ad hoc structures (commissions, working groups, etc.) - institutionalised public-private consultative bodies; - lobbying / advocacy	Participation in the consultative process	Provision of social services; Participation in the management of social assistance programs / projects if their design envisage public management and control	Carrying out public control through: - participation in collective controlling / management bodies - provision of evaluation of programs and projects - by own initiative

Private sector (the section for NGOs is relevant for the private sector as well) For protection of interests use political parties, NGOs and media	Participation through the structures of social dialogue at national, municipal, branch and sector level	Participation through the structures of social dialogue at national, municipal, branch and sector level		
Media By influencing public opinion exercise indirect impact on all phases of the policy cycle				
Regional level				
Public bodies				
Regional Directorates of the Agency for Social Assistance			Implementation of social assistance policy at regional level	Control on the eligibility of beneficiaries of receive social services / benefits
Regional Employment Offices			Implementation of social assistance policy at regional level	Control
Public-Private Consultative Bodies				
Regional Development Councils Their composition includes mayors of municipalities in the respective region and members of municipal councils of each municipality; representatives of NGOs could be invited as well.	Consultative functions for the development of regional strategies, programs, plans.	Consultative functions for the development of regional strategies, programs, plans.		Preparation of opinions about the annual report on the realization of the regional development plan; Assessment of initiatives of municipalities and NGOs related to regional development.
Regional Councils on Ethnic and Demographic Issues.	The Regional Councils on Ethnic and Demographic Issues are entitled to participate in the development of the strategic plans of municipalities and districts related to social inclusion and respect of rights of minorities	Consultative functions		

Regional Employment Councils – consists of representatives of regional administration and social partners	Consultative functions for the development of regional labor market policy	Consultative functions for the development of regional labor market policy		
Cooperation Councils with the regional offices of the Employment Agency – consists of representatives of regional administration and social partners				Exercise of direct monitoring and control on the labor market policy on regional level.
Local level				
Local self-governance (Municipalities)	Municipal councils are responsible for the development and implementation of social policy at local level.	Municipal councils adopts regulative acts, strategies, programs and plans for local development, they determine local taxes, etc.	Municipalities are providers of social services; Mayors may assign the management of the specialised municipal institutions and social services to registered legal/physical persons; Municipalities may provide use of premises for free to NGOs, which work in the field of social assistance and philanthropy.	Municipal councils exercise control over the activities of mayors and local administration; members of municipal councils are entitled to request information and documents from any public / private organization (institution) unless this not concerns classified information Municipal Councils may appoint ombudsman.
Social Councils – created by the Municipal Councils; consist of representatives of NGOs working in the field of social assistance at local level			Provision of support for the implementation of social assistance activities	Social Councils are entitled to require information from the municipal Directorates of Social Assistance, to notify the Municipal Councils and the regional Directorates of Social Assistance for any omissions and offences found out.
Child Protection Departments – bodies, subordinated to the Social Assistance Directorates			Child Protection Departments are conducting child protection policies at municipal level. They are also obliged to render assistance and co-operation to non-for profit legal organisations, performing child protection activities.	Control on activities of the providers of social services for children

Appendix 8: Political Context Questionnaire Results

1. Basic Information

(iii) Relevant component(s) of the policy process for your work

	NOT RELEVANT				***VERY RELEVANT***
Problem Identification: the part that shows a problem exists and requires action		1	3	1	9
Formulation and Adoption: the part develops and selects courses of action		1	2	9	4
Implementation: the part that puts the policy into practice	2	6	2	4	2
Evaluation: the part that assesses the impact of a policy and suggests changes	5	3	0	4	4

Broad Political Context Opportunities & Constraints

(ii) Please assess the ability of:

	VERY LOW				***VERY HIGH***
Civil Society groups to advocate on SME issues		4	8	2	
Researchers to Study SMEs		2	1	12	1
Press to Report on SME issues		2	4	10	

2 (ii) Please assess the extent:

	VERY LOW				***VERY HIGH***
the Egyptian elite is committed to SME policy reform		3	6	3	2
the Egyptian public is interested in SME policy issues		5	3	6	1
civil society groups have an impact the making of policy	1	8	2	4	4

3. SME Policy Formulation Context

(i) Please assess the extent of:

	VERY LOW				***VERY HIGH***
Policymaker Demand: Are policymakers actively seeking solutions to problems in this area?		3	6	3	2
Policymaker Consensus: Do policymakers tend to agree on the policy objectives?		2	9	2	1
Climate of Rationality: Is evidence discussed or do ideology or rhetoric dominate?		4	2	5	2
Open Decision-making: The views of relevant stakeholders are considered.			10	2	2
Predictability: The extent SME policy processes (and opportunities to influence it) are predictable		2	6	5	

(ii) Policymakers on this issue are influenced by:

	VERY LOW				***VERY HIGH***
Public Interests: the extent policies reflect the wellbeing of the general public		4	6	4	1
Personal Interests: the extent policies reflect the private priorities of the policymaker	5	3	5	1	1
Special Interests: the extent policies reflect the narrow priorities of a group concerned with a particular issue		3	7	3	1

4. Engagement of SMEs on Policy Issues

Please assess the extent:

	VERY LOW				***VERY HIGH***
SMEs are consulted on policy issues	1	4	5	3	2
SME engagement is fair across the sector (or are some firms favoured)	1	4	7	2	1
SMEs have an impact on policy	1	6	4	2	2

5. Policy Implementation

(i) Please assess the extent:

	VERY LOW				***VERY HIGH***
there are institutional incentives that encourage civil servants to use research	3	5	3	1	1
there are specific mechanisms (e.g. reviews) to draw in evidence in implementation	2	3	5	1	1
bureaucrats' have the capacity to understand SME-related research	2	6	5		
bureaucrats' are open to new evidence	3	6	4		

(ii) Regarding the SME policy implementation system, please assess the extent:

	VERY LOW				***VERY HIGH***
Transparency – in the decision-making process		6	5	2	2
Accountability – of bureaucrats for decisions		2	7	4	
Contestation – disagreement over approaches to SME reform	1	3	5	3	
Participation – discussion with stakeholders		2	6	4	2
Flexibility – of an organization in implementation	1	6	4	2	1
Corruption – using public resources for personal gain	1	3	5	5	

6. Evidence-Policy Links

Please assess the extent that:

	VERY LOW				***VERY HIGH***
policy objectives are clear		1	7	5	1
cause-effect between relationships are clear		5	4	3	1

(ii) To what extent do policymakers have adequate information to make informed decisions?

	VERY LOW				***VERY HIGH***
Quantity		3	8	3	1
Quality	1	5	3	5	
Topical Relevance		1	5	6	1
Operational Relevance		4	2	6	1

What evidence convinces policymakers in your specific area of work?

	High	Medium	Low
Recognition from their own experience	5	8	
Scenarios, stories and arguments	2	9	1
Moral and ethical values		7	4
Empirical data	5	6	1
Visible evidence from pilot projects that new policy options work	7	6	
Evidence doesn't matter – ideology, personal interests are crucial		6	7

Finally … What are the main barriers to uptake of research in SME policy?

ISSUE	***VERY LARGE***				***VERY SMALL***
Governance failures – overall systemic problems	2	2	4	4	
SME policy process is not open to evidence			5	4	1
Other specific process failures – contestation, special interests, etc	1	3	6	1	
Implementation problems – institutional issues block uptake	2	4	3	1	
Individual failures – not open	1	2	4	3	2
Research failure – evidence is not relevant or convincing	1	1	4	4	2
Linking mechanisms failure – evidence is there but not in the right place at the right time	3	2	6		

Other Issues:
- Gaps between stakeholders
- Issues not clear
- Trust
- Policy is government / donor oriented, not SMEs

Implications:
NO stark conclusions – all rather middle-ish
Policy Process Issues
- Implementation is a problem area – generally and regarding inclusion of research in policy.
- SMEs have little impact on SME policy

Links
- Civil society not a powerful sector.
- Press able to engage
- Links between stakeholders is a problem (Solution = networks?)

Evidence
- OK – quality, quantity, relevance
- Key is empirical data plus pilots
- Policymakers own experience.

Appendix 9: RAPID Framework 28 Key Questions

Context

1. Who are the key policy actors (including policymakers)?
2. Is there a demand for research and new ideas among policymakers?
3. What are the sources of resistance to evidence based policymaking?
4. What is the policy environment?
   a. What are the policymaking structures?
   b. What are the policymaking processes?
   c. What is the relevant legal/policy framework?
   d. What are the opportunities and timing for input into formal processes?
5. How do global, national and community-level political, social and economic structures and interests affect the room for manoeuvre of policymakers?
6. Who shapes the aims and outputs of policies?
7. How do assumptions and prevailing narratives (which ones?) influence policymaking; to what extend are decisions routine, incremental, fundamental or emergent, and who supports or resists change?

Evidence

1. What is the current theory or prevailing narratives?
2. Is there enough evidence (research based, experience and statistics)?
   a. How divergent is the evidence?
3. What type of evidence exists?
   a. What type convinces policymakers?
   b. How is evidence presented?
4. Is the evidence relevant? Is it accurate, material and applicable?
5. How was the information gathered and by whom?
6. Are the evidence and the source perceived as credible and trustworthy by policy actors?
7. Has any information or research been ignored and why?

Links

1. Who are the key stakeholders?
2. Who are the experts?
3. What links and networks exist between them?
4. What roles do they play? Are they intermediaries between research and policy?
5. Whose evidence and research do they communicate?
6. Which individuals or institutions have a significant power to influence policy?
7. Are these policy actors and networks legitimate? Do they have a constituency among the poor?

External Environment

1. Who are main international actors in the policy process?
2. What influence do they have? Who influences them?
3. What are their aid priorities and policy agendas?
4. What are their research priorities and mechanisms?
5. How do social structures and customs affect the policy process?
6. Are there any overarching economic, political or social processes and trends?
7. Are there exogenous shocks and trends that affect the policy process?

Appendix 10: SWOT Analysis Tools Sheet

Introduction

SWOT analysis is a classic strategic planning tool. Using a framework of internal strengths and weaknesses and external opportunities and threats, it provides a simple way to assess how a strategy can best be implemented. The tool helps planners be realistic about what they can achieve, and where they should focus.

Detailed Outline of the Process

The SWOT framework – a two-by-two matrix – is best completed in a group with key members of the team or organisation present. First it's important to be clear what the policy change objective is, and what team or organisation the analysis is being carried out on. Once these are clarified and agreed, begin with a brainstorm of ideas, and then hone them down and clarify them afterwards in discussion.

An assessment of *internal capacity* helps identify where the project or organisation is now: the existing resources that can be used immediately and current problems that won't go away. It can help identify where new resources, skills or allies will be needed. When thinking of strengths it's useful to think of real examples of success to ground and clarify the conversation. Typical focus questions to help think through these issues might include:

Figure 9: SWOT analysis

Strengths	**Weaknesses**
• *Skills and abilities* • *Funding lines* • *Commitment to positions* • *Contacts & Partners* • *Existing Activities*	
Opportunities	**Threats**
• *Other orgs relevant to issue* • *Resources: financial, technical, human* • *Political and policy space* • *Other groups or forces*	

- What type of policy influence does our organisation / project currently do best? Where have we had the most success?
- What types of policy influencing skills and capacities do we have?
- In what areas have our staff used them most effectively?
- Who are our strongest allies in policy influence?
- When have they worked with us to create policy impact?
- What do staff consider to be our main strengths and weaknesses? Why is this? What opinions do others outside the organisation hold?

An assessment of the *external environment* tends to focus on what is going on outside the organisation, or areas which are not yet affecting the strategy but could do – either positively or negatively.

The grid above summarises some of the subject areas that might need considering under both internal and external factors. These can be used as topic headings if working in small break-out groups (a good idea if your group is larger than about eight).

Back in plenary it is often useful to rate or rank the most important strengths and weaknesses (perhaps with symbols: ++, + and 0). In a larger group participants might like to assign their own scores, perhaps by assigning sticky dots. The results can then be discussed and debated.

It is important to keep an eye on possible actions or solutions that emerge and round up with an action-oriented discussion. How can our group build on strengths to further our aim and strategy? What can be included in the strategy to minimise our weakness? And so on.

The SWOT analysis is a versatile tool that can be returned to at many different stages of a project; to structure a review or provide a warm-up discussion before forward planning. It can be applied broadly, or a small sub-component of the strategy can be singled out for detailed analysis. The SWOT often forms a useful complement to a stakeholder analysis. Both are good precursors to Force Field Analysis and Influence Mapping.

A Good Example

The example below shows a possible analysis for a small, start-up NGO considering how to use its new research study to influence government.

Box 1: Example of SWOT analysis for small NGO

Strengths:

- We are able to follow-up on this research as the current small amount of work means we have plenty of time;
- Our lead researcher has strong reputation within the policy community;
- Our organisation's director has good links to the Ministry.

Weaknesses:

- Our organisation has little reputation in other parts of government;
- We have a small staff with a shallow skills base in many areas;
- We are vulnerable to vital staff being sick, leaving, etc.

Opportunities:

- We are working on a topical issue,
- The government claims to want to listen to the voice of local NGOs,
- Other NGOs from our region will support us.

Threats:

- Will the report be too politically sensitive and threaten funding from sponsors?
- There is a pool of counter-evidence that could be used to discredit our research and therefore our organisation.

The NGO might therefore decide, amongst other things, to target the report to specific patrons in the one ministry, use their lead researcher to bring credibility to the findings and work on building up a regional coalition on the issue.

Further Information

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- The Marketing Teacher provides online tools for those involved in marketing and managing. Their resources include a SWOT anlaysis. (www.marketingteacher.com/Lessons/lesson_swot.htm)
- Useful introductions to the SWOT can also be found at www.mindtools.com/swot.html and www.tutor2u.net/business/strategy/SWOT_analysis.htm

Appendix 11: Other References

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Appendix 12: Participants Evaluation

1. Please rate the following aspects of the course:

Issue	*Very Poor*	*Poor*	*Fair*	*Good*	*Excellent*
Course objectives defined and achieved				13	
Concepts explained clearly			2	8	**3**
Time allocated for the workshop		1	4	5	**3**
Relevance to my work		1	2	3	**7**
Course was well-organized				7	**6**
Overall quality of the course				11	**2**

2. What two aspects were the most value to your organization and why?

- Learning new concepts of the policymaking process
- Highlighting the importance of evidence
- Theories and concepts on research policy process **(x2)**
- Procedures of policymaking process
- Mapping the general policy
- Mapping the policy context / stakeholders (Day 2 exercise)
- Identification of specific SME policy
- Using & practicing variety of tools **(x2)** – eg forcefield, SWOT, etc
- Systematic thinking of policy processes (i.e. RAPID) – not used before in my work
- Better understanding of policy process tools **(x3)** – we have not been exposed to these
- SWOT analysis **(x2)** – it enabled me to know how the policy can be implemented
- Forcefield analysis **(x3)** – useful analytical tool / to specify the supporting and opposing players and stakeholders
- RAPID analysis – comprehensive tool to analyse any issue
- Working groups were very useful
- Strategic planning tools **(x2)** – Day 3 exercise – instrumental in planning future actions

3. Average rating of the main sessions:
(Participants' score between 1 = very poor and 5 = excellent)

Session	*Clarity Of Presentations*	*Quality Of Content*	*Practical Usefulness*	*Total*
Theory on Research Policy Processes	3.62	3.62	3.77	3.67
The RAPID Analytical Framework	4.08	3.92	4.15	4.05
Mapping the general policy context in Egypt	3.38	3.23	3.46	3.36
Identification of specific SME policy issues	3.85	3.62	3.85	3.77
Policy Process Tools	4.00	4.08	4.08	4.05
SME Policy processes in Egypt	3.31	3.31	3.69	3.44
Policy Entrepreneur Tools	3.31	3.00	3.46	3.26
Developing Strategies for specific policy issues	3.77	3.85	3.92	3.85

4. Do you have any additional comments on the workshop or suggestions?

- Go in depth through one problem, as one group, and try to find a solution of policy for it.
- Still unclear on best way to design and present evidence to policymakers
- In my opinion, I've learned a lot of things and I think it will help me a lot in my work
- The workshop was very well organized. Thanks.
- The workshop would have been more useful if it took place before formulating a certain policy. This would guide policy entrepreneurs in the process – so I guess the emphasis should be on adopting a current policy to be formulated as a case study throughout the workshop.
- The course needs more than 3 days.
- Good effort done by the facilitators in delivering the workshop. Thank you. **(x2)**
- Just to explain the models in detail – the instructor should be involved in all steps during the focus group.
- The workshop was highly appreciated due to the great deal of effectiveness, participation and discussions. I'm satisfied to a great extent.

5. What follow-up support would be most useful for your work?

- Need mechanisms to evaluate the use of these tools in our policy work
- I think we should keep in touch just to get more about the updates in the field of policy making
- Using analysis and theory in our work
- One of the policies (SME) discussed here during the last day of the workshop should be taken as a case study and months from now Julius and John (or similar expertise) would evaluate steps taken and make recommendations.
- Follow up by email please.
- To be informed about any new courses conducted by ODI or any other sort of information useful to my work in policy and research (through email)
- It would be highly appreciated and import to highlight more on specific SME issues through tailored case studies.
- To use this methodology in my work.
- Practical full case studies with SME specialists from other countries (eg UK, USA, Canada)
- Regarding research-policy links, its a matter of how rather than what – I need to learn more about the analysis and techniques.