

Policy Entrepreneurs Workshop

27th & 28th October and
31st October & 1st November, 2005
Nairobi, Kenya



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Executive Summary

Background

There is widespread agreement on the vital role that Civil Society Organisations (CSOs) can play in influencing policies and practices to make them pro-poor. More and more CSOs are recognising the need to understand policy processes better and use evidence to engage with them more effectively. Sometimes, however, it seems that CSOs, policymakers and researchers live in parallel universes. This DFID-Trocaire-ODI workshop focused on how CSOs can use evidence to promote pro-poor policies. Active participation was the cornerstone of the approach in the workshop, with emphasis placed on participants' own knowledge and experience.

Objectives

These two workshops were designed for staff of DFID and Trocaire partners in Kenya who wanted to know more about how to influence policy. The workshops provided a forum for participants to:

- discuss the opportunities and challenges for CSOs to inform policy
- learn about the latest worldwide research and practice in this area
- share experiences about ongoing activities and what works
- identify gaps for future work

Programme

1. Introduction to the workshop and presentations: CSOs, Research, Policy – Parallel Universes? (See Annex 1 for full programmes)
2. Introduction of Workshop Participants (see Annex 2 for list of participants)
3. Opportunities and challenges for policy influence
4. Presentation of ODI, RAPID and the Civil Society Partnership Programme (CSPP)
5. CSOs, Research and Policy: A Framework (see Presentation in Annex 3)
6. Insight into some policy impact tools
7. Development of a strategy
8. Evaluation and Close (See Annex 4 for results of evaluation)

Workshop participants shared a wide range of other examples based on their own experience. Several cases discussed during the workshops illustrate how it has been possible to influence energy policy through participatory research, information provision and the strategic use of simple policy advocacy tools. While it clearly is possible for CSOs to influence policy, the policy context in Kenya makes this difficult and few CSOs have well developed policy advocacy skills.

Participants at the workshops made a number of suggestions for further work by ODI to help them to promote pro-poor approaches to policymakers in Kenya, including practical training, information about policy options from other countries, and help to establish policy fora and networks in Kenya.

Introduction Session

Julius Court welcomed participants and gave an outline of the workshop. He provided some background information about the Overseas Development Institute (ODI) and the Research and Policy in Development Programme (RAPID).¹

He explained that the two workshops were being held as part of ODI's new Civil Society Partnerships Programme (CSPP).² The new programme aims to strengthen the capacity of southern civil society organisations to promote evidence-based pro-poor development policy. One of the core strategies for Trócaire East Africa is policy research and education. Advocacy initiatives are also closely tied to Trócaire's efforts to strengthen civil society. DFID is working closely with stakeholders in Kenya to develop and implement the policies necessary to revitalize the economy and deliver essential services to the poor people.

The workshop objectives were to enable participants to:

- discuss the opportunities and challenges for civil society organisations (CSOs) to inform policy
- learn about the latest worldwide research and practice in this area
- share experiences about ongoing activities and what works
- identify gaps for future work

Julius Court provided a brief overview of what RAPID has learned so far about the role of CSOs in policy processes. There is good evidence that the poor benefit when CSOs are engaged in shaping policy, particularly when engagement is well-informed and leads to evidence-based policy. CSOs increasingly recognise the need to use evidence and engage with policy processes more effectively. All too often, however, it seems that researchers, civil society actors and policymakers live in parallel universes, and relations between government and civil society are strained. Researchers cannot understand why there is resistance to policy change despite clear and convincing evidence. Policymakers question the legitimacy of NGOs and bemoan the inability of many researchers to make their findings accessible, digestible and in time for policy discussions. Often, CSO's engagement in policy processes fails to do justice to the diversity of the issues and quality of the evidence.

There are a number of challenges:

- the limited amount of research being undertaken in the South is mostly individual rather than coordinated research initiatives, (with poor research capacity) and not enough to influence policy
- there is a need to demystify policy processes and in addition, researchers need to simplify the evidence and avoid jargon while presenting their research results
- researchers do not always consider policy influencing as part of their activities and that makes the link between the researchers and policymakers tenuous
- the majority of research is influenced by donors due to their funding

¹ www.odi.org.uk/Rapid/

² www.odi.org.uk/cspp/

Group work 1: Opportunities and Challenges

What are the opportunities and challenges faced by CSOs in Kenya to influence policy processes?

Participants in both workshops were asked to divide into four groups to discuss, first among themselves, and then in small groups, some of the opportunities and challenges they face when trying to engage with or influence policy processes.

Among the key opportunities identified by the groups in both workshops are:

1. Networks and networking opportunities
2. Research and research capacity
3. Regional and international linkages
4. Increased democratic spaces for participation and political goodwill
5. Existing policy gaps
6. An acceptance that change is needed
7. Funding is available
8. Community support
9. Credibility and legitimacy of CSOs

Among the challenges faced by CSOs the groups identified the following:

1. Too much competition and duplication among CSOs
2. Limited research, research capacity and skills
3. Poor governance and little political good will – policy processes are closed
4. Donor driven policy frameworks
5. Poor implementation of policies
6. Poor sustainability of CSO work – limited resources
7. Poverty, illiteracy, socio cultural issues
8. Weak linkages and networks
9. Lack of community awareness and support
10. Development agenda is too fragmented
11. Lack of CSO credibility and legitimacy

The groups from both workshops identified similar opportunities and threats. The two main differences between them is that the first groups placed a higher emphasis on networks and the challenges and opportunities related to agenda setting; while the second group focused on issues related to policy implementation and bureaucracy.

Exercise 1: Problem Tree Analysis

Before the RAPID framework group work, the second group was given the chance to work on a problem tree analysis for their policy issue. Enrique Mendizabal presented the tool and instructed the participants to identify the root causes and effects of the policy or problem they wanted to focus on. Participants worked both in groups and individually, and

were also asked to consider what information they had regarding the effects of the policy issue (the branches).

Participants were also asked to consider why this problem was worth addressing. The information on the branches would help them develop their argument and rationale.

Example: Food insecurity in the Kitui community

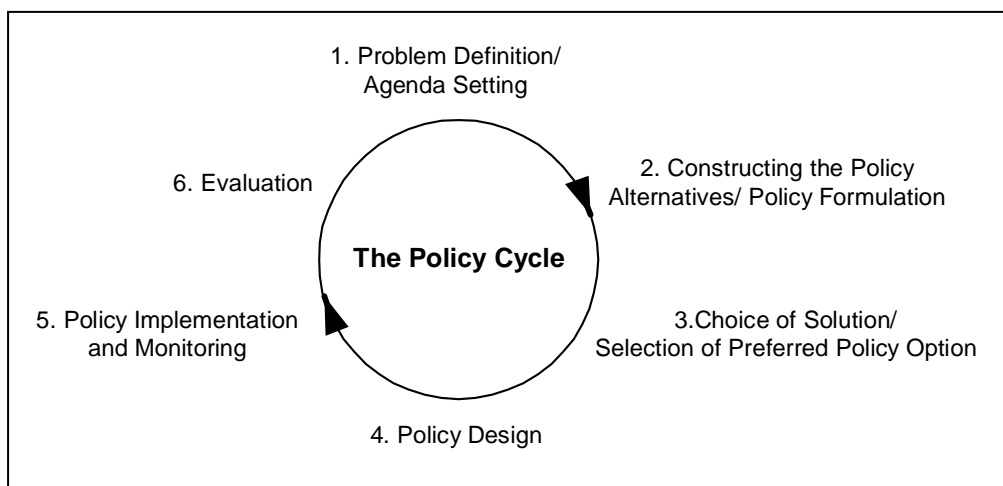


Presentation 1: CSOs, evidence, policy processes

Policy Processes

Enrique Mendizabal presented a brief overview of the different theories that describe the policy process and the ways in which research may feed in it. He highlighted that although traditional approaches assume a linear model, there is clear evidence to suggest that policy processes are non-linear, chaotic and uncertain. Clay and Schaffer, for instance, have argued that “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”; that evidence does not always provide solutions to real policy problems and that research and policy communities often exist in parallel universes.

Enrique stressed that policy process involves a series of stages including those shown in the policy cycle figure below.



This conceptualisation provides a useful way of understanding that the policy process is more than just setting the agenda or formulating the policy; it also involves the choice between alternatives, the policy implementation and its monitoring and evaluation. The presentation also provided an overview of some theories.

Other models can provide additional insights into specific policy processes. Particularly relevant is Kingdon's (1984) policy streams model. He suggests that the agenda setting process is influenced by the coming together of three separate 'streams' during policy windows or windows of opportunity. The streams are the problem stream, where particular issues are recognised as significant social problems; the policy stream, where policies are developed and assessed; and the political stream, in which the other two exist and which determines the overriding policy discourses, the political structure and change in public opinion among other external changes. Kingdon argues that internal or external events can trigger policy windows that provide opportunities for policy entrepreneurs to push forward a particular issue in the problem or policy stream, or change to overall policy discourse.

There are other ways of understanding the policy process. For example it can be seen as a set of interrelated policy narratives. These can be set within specific policy discourses and describe the "specific course of events which has gained the status of conventional wisdom within the development arena" (Sutton 1999). Narratives can be powerful means of communicating a particular policy or explaining a course of action, but, and because of it, also present significant obstacles to change.

Other key streams of work include:

- National Systems of Innovation Model (NSI)
- 'Room for manoeuvre', Clay and Schaffer
- 'Street level bureaucrats', Lipsky
- Policy as social experiments, Rondinelli
- Disjointed Incrementalism, Lindblom
- Social Epidemics, Gladwell

The RAPID Framework

Better links between researchers, policymakers and civil society groups can help save lives, reduce poverty and improve the quality of life. For example, 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. The problem is that the link between research and policy is tenuous and difficult to understand because policy processes are complex and much research is not very policy relevant.

Julius Court presented RAPID's Context, Evidence and Links Framework as an analytical and practical tool. The aim is to simplify the complexity of how evidence contributes to the policy process so that policymakers and researchers can make decisions about how they do their work to maximise the chance that policies are evidence-based, and that research does have a positive impact on policy and practice. The framework is based on a thorough review of the literature and a wide range of case studies at international, regional and national level across the developing world.

Four broad groups of factors have been identified, the first of which we call 'external influences'. These are the factors outside a particular country which affect policymakers and policy processes within the country. For example, in small, heavily indebted countries, World Bank and bilateral donor policies and practices can be very influential. At national level, the factors fall into three main areas. The 'political context' includes the people, institutions and processes involved in policymaking. The 'evidence' arena is about the type and quality of research and how it is communicated. The fourth arena 'links' is about the mechanisms affecting how evidence gets into the policy process or not.

For CSOs wishing to influence policy and practice, understanding the context, evidence and links is just the first part of the process. Our case studies also identify a number of practical things that researchers need to do to influence policy and practice, and how to do them.

- In the political context arena you need to get to know the policymakers, identify friends and foes, prepare for regular policy opportunities and look out for policy windows. One of the best ways is to work with them through commissions, and establish an approach that combines a strategic focus on current issues with the ability to respond rapidly to unexpected opportunities.
- Make sure your evidence is credible. This has much to do with your long term reputation. Provide practical solutions to policy problems in familiar language and concepts. Action-research using pilot projects to generate legitimacy seems to be particularly powerful.
- Make the most of the existing links by getting to know the other actors, working through existing networks, and building coalitions and partnerships. Identify the key individuals who can help. You need people who can network with others, mavens to absorb and process information, and good salesmen who can convince the sceptics. You may also need to use informal 'shadow networks' as well as more formal channels.

Influencing policy change is an art as much as a science, but there are a wide range of well known and often straightforward tools that can provide powerful insights and help to maximize your chances of impact on policy.

Group work 2: Using the RAPID Framework to analyse the context for specific policy change efforts

After discussing the RAPID framework, the groups were asked to use the 28 Questions tool to analyse the research policy context in which they are working. Participants were encouraged to work on issues that were relevant to them. Some participants joined together to work as a team, taking advantage of common interests. Other worked individually.

Some of the groups answered all the questions in the tool, while others chose to focus on one or two factors. Amongst some of the issues discussed it is possible to highlight the following:

- Information is insufficient
- There are actors with veto power
- Groups looked at the external environment in great detail
- There is not enough relevant policy research

The participants at the first workshop found it easier to answer the questions – longer exposure to the issue and experience dealing with the policy process has allowed them to collect and develop the necessary evidence and knowledge on the subject. This set of participants was, again, more knowledgeable of the macro policy context while the groups at the second workshop knew more of the micro. The focus of knowledge of the later group was on the policy implementation level.

In general, however, this exercise proved to be challenging. All participants realized that they lacked a full understanding of the policy context and that the RAPID framework provided them with a useful guide.

Group work 3: Approaches to Policy Influence and Cases – What do you do? What works?

After the RAPID framework discussion, participants were asked to consider the different approaches to policy influence that they followed. Participants worked in small groups to discuss some of the different strategies and consider which ones worked best. Among the approaches they highlighted are the following:

- Demonstrations and protests
- Research
- Successful pilot projects
- Lobbying and pressure groups
- Capacity building
- Developing media campaigns
- Using ICT
- Strategic networking and coalitions
- Use of 'new tactics'
- Engaging with policymakers directly

- Reacting to opportunities
- Join global campaigns
- Communications for awareness and capacity building
- Consultative for a for information sharing
- Civic education
- Collect signatures for petitions
- Drafting legislations of policy projects for policymakers
- Peer pressure
- Incentives – money!

Both sets of groups identified similar mechanisms for policy influence. However, the first workshop participants focused on networks, the use of the media and the power of demonstrations and protests. They considered that each one of these approaches were relevant at different stages of the policy process. A discussion followed with regards to the trade-off between engagement and confrontation. Sometimes, protests or demonstrations can help set the agenda while engagement and close participation with the government can aid in the development of policy alternatives and their implementation.

Presentation 2: RAPID Practical Framework and the Policy Entrepreneur Toolkit

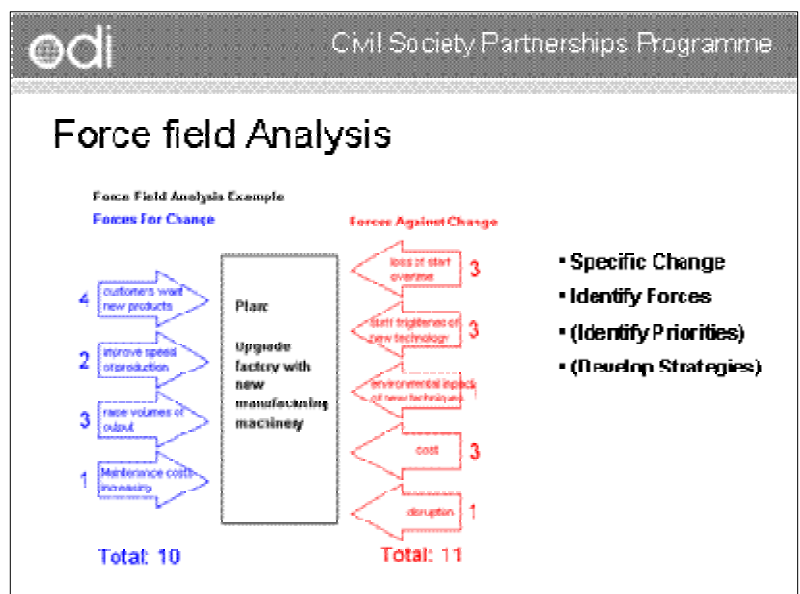
Introduction

Julius Court, after a brief recap of the first day and outlining the agenda for the second day, presented an overview of the Policy Impact Handbook. He presented some of the policy context mapping tools and highlighted Force Field analysis and SWOT analysis. Enrique Mendizabal then introduced Force Field analysis, explaining the process and instructing the groups to use the tool to consider the forces for and against the policy/practice change they want to achieve.

Force Field Analysis

Force Field Analysis sets out a step by step process to identify the forces for and against a given change in policy or practice. Users can then think about how to enhance the forces for and counteract the forces against. This leads to the development of a strategy for action.

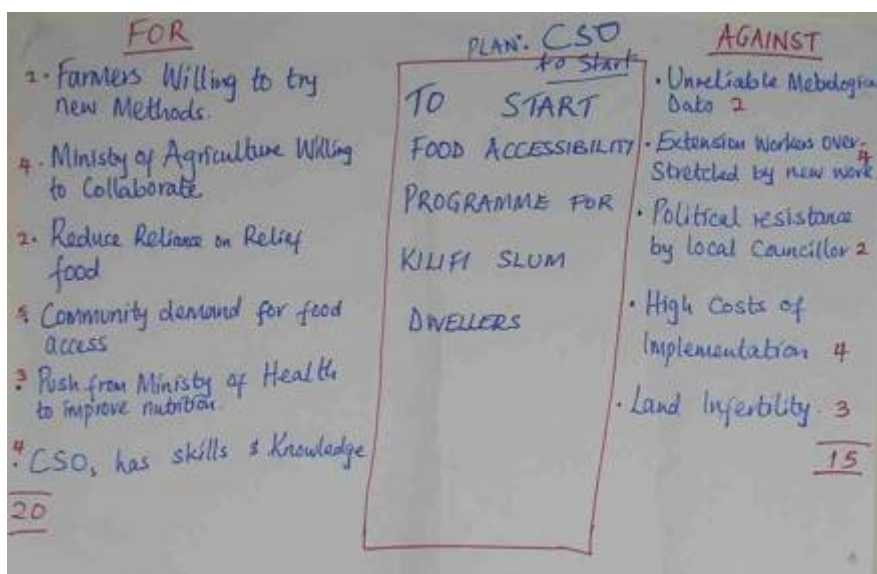
Participants recognized that the tool was very useful. It gave them an insight into the work they carryout that they did not have before. Some of the issues that were highlighted are given below:



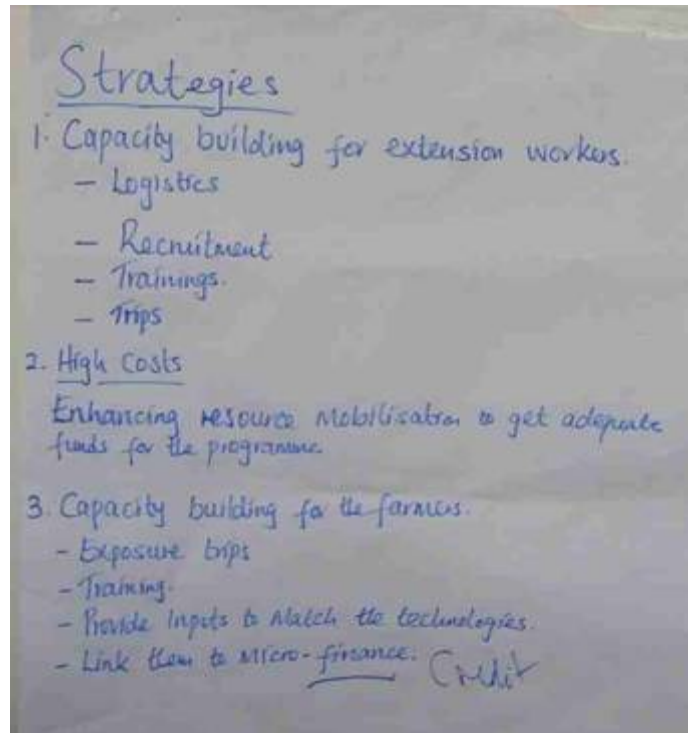
- The weight assigned to each force is not based on their importance (for instance hunger, poverty, child abuse are important issues that ought to influence policymakers) but on their influence (for example, votes, opinion, peer pressure affect policymaker's behaviours).
- Some forces are so strong that they can be regarded as having veto power.
- Some forces are so important that they can be considered independently and it is worth carrying out a Force Field Analysis to consider what is necessary to change it.
- Sometimes it is better to focus on the forces for change to enhance them and counteract some of the forces against – rather than developing strategies to address them directly.
- Even if the forces against are stronger than the forces for, it is possible to address the issue.
- It is useful to identify actors both in the forces as in the policy/practice change desired. Who will make the decision for change? Who is in command of the force?

Example: A CSO to start Food Accessibility Programme for Kilifi Slum Dwellers

Force Field Analysis






Strategy Outline



SWOT Analysis

Following the identification of the strategies, the participants were asked to carry out a SWOT analysis to identify the Strengths, Weaknesses, Opportunities and Threats of the institutions of groups to which they belong. The objective of this exercise was to consider whether the participants had the capacity to carry out the strategies they had identified. This look at their internal structure would allow them to determine the resources, skills and capacities they need to acquire to effectively fulfill their objectives.

SWOT Analysis

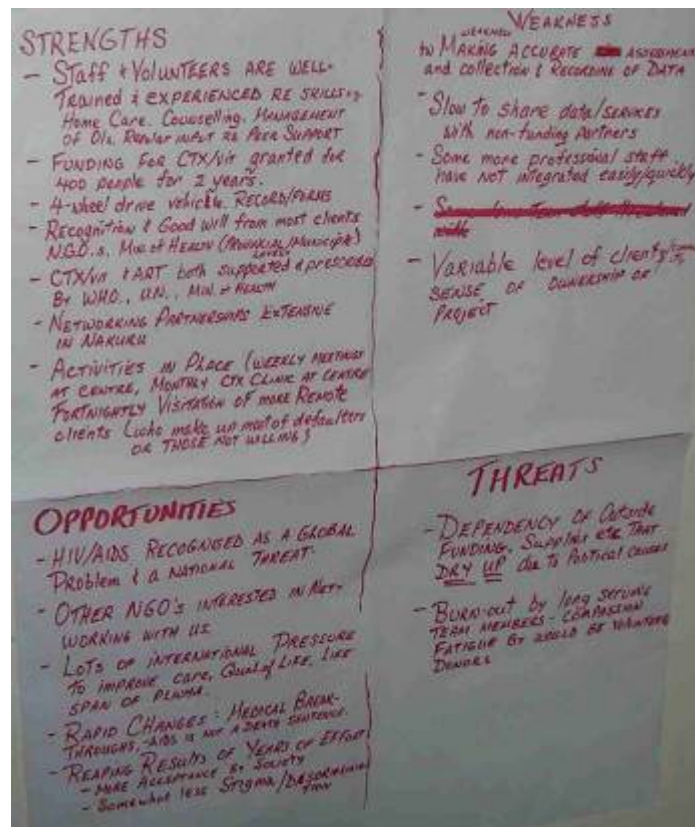




SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> • Skills and abilities • Funding lines • Commitment to positions • Contacts and Partners • Existing activities 	<p>Weaknesses</p>
<p>Opportunities</p> <ul style="list-style-type: none"> • Other orgs relevant to the issue • Resources: financial, technical, human • Political and policy space • Other groups or forces 	<p>Threats</p>

- What type of policy influencing skills and capacities do we have?
- In what areas have our staff used them more effectively?
- Who are our strongest allies?
- When have they worked with us?
- Are there any windows of opportunity?
- What can affect our ability to influence policy?

Example: Persuade clients of a project for people living with HIV/AIDS to access and comply with CTX/VIT therapy



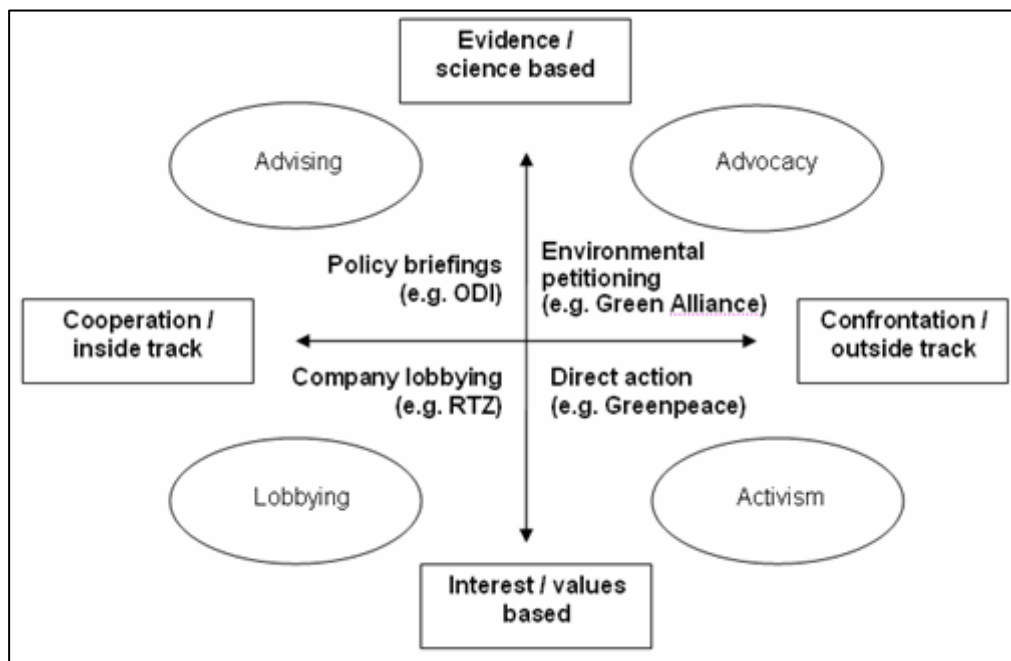
Presentation 3: Communication Tools for Policy Impact

After the development of their external and internal strategies, Enrique Mendizabal presented an overview of the process to develop a communications strategy. This process unified the work carried out during the two days of the workshop: from the identification of the problem, to the assessment of the context, development of the strategies and consideration of the needs of the group or individual charged with it.

Communication / Advocacy Strategy is composed of six steps:

1. Define clear SMART objectives that define what change is desired and identifies the problem, its impact and root causes (for instance using a Problem Tree analysis). When defining the objective it is important to be able to create an advocacy statement which is specific, measurable, achievable, realistic and time-bound (SMART) – in other words, what do we want to achieve, why, how and by when.
2. Identify the audience(s) considering who needs to make these changes, who has the power of decision, what their stances on the key issues are, and who influences them. Stakeholder analysis or context mapping tools are useful in at this stage.
3. Develop a SMART Strategy using Force Field Analysis and consider if it is necessary to develop a new approach or if it can be piggybacked on an existing one.
4. Identify the message(s) highlighting why things should change (or what is the evidence to support your case?), how to make sure that the evidence is credible and 'legitimate', and what the target audience wants to hear, as well as the language, content, packaging, and timing.

- Determining what resources (staff, time, partners, funds) are needed. A SWOT analysis, the policy entrepreneur questionnaire and Stakeholder mapping can help identify where the necessary resources, possible partners and sources of skills and capacities are.
- Identifying the messenger or promotion tools and activities is one of the most crucial steps of the process. There are many different approaches that can be summarised in the diagram below:



- Monitoring and adapting the strategy is crucial for policy influence. It is necessary to ask what works and why (as well as what does not work) and what should be done differently. This can be done making use of a Logframe or other methods such as Most Significant Change or Outcome Mapping which focus on key process of change.

Exercise 2: Audience, Message and Messenger

The participants at the second workshop were instructed to think about the **audience**, **message** and **messenger**, for their own initiatives. Working in groups or individually they thought about all three elements. Some of them had the opportunity to present to the rest of the group ‘as if they were presenting their cases to the policymaker in charge’. They made use of the results of their Problem Tree analysis, RAPID assessment, Force Field analysis and SWOT analysis.

Final session: what to do next

As a final session, participants were asked to think about:

How they would take the lessons from the workshop forward?

- Capacity building at institutional and partners level
- Identify policy issues

- Influence networks
- Polish our current approaches with the RAPID framework
- Take a more pro-active role in advocacy
- Think about how to use what was learnt
- Develop a strategy using the tools learnt
- Put into practice
- Try a research approach to policy influence
- Find who the policymakers and institutions of the policy process are
- Advise others on the subject
- Use it to evaluate previous work

What were the Big Issues that ought to be dealt with?

- HIV/Aids bill
- Affirmative action
- Public participation bill
- Refugees' bill
- Sexual offences bill
- Small claims court bill
- Funding of political parties by the state
- Community broadcasting bill
- Land and forestry bill
- Child justice bill
- Livestock marketing
- Cotton bill
- Livelihoods
- Food security – what is being done and by whom
- Agriculture

What type of support do they need?

- Technical and financial support in networking and EBP
- Keep them updated
- Documented successful cases in Kenya and East Africa
- Help with policy formulation in new areas
- CSO sustainability
- Support for the government (demand side)
- Skills in strengthening coalitions
- Donor mechanism to strengthen/create coalitions
- Knowledge management skills
- Bring CSOs and policymakers together in similar events
- Capacity building on policy analysis, research skills, advocacy for CSOs and policymakers

- More resources (funds)
- Better and more fora for information exchange

What else could be done?

- Further training to build a Kenyan pool of experts
- Policy analysis training
- North/south experiences as part of the learning process
- Inventory of CSOs – who, what, where
- Donors support the overheads or fund communication strategies
- Create a legitimate/credible focal point from where to channel issues to the government
- Need more think tanks that engage with the grassroots in Kenya
- Exchange visits to success stories
- More time and training – time was limited

Annex 1: Full programme

Policy Entrepreneurship Workshop Nairobi, Kenya, 27 – 28 October 2005

DAY 1	
08.30 – 09.00	Opening, Introduction and Outline Self Introductions by Participants
09.00 – 09.30	Group Work on Influencing Policy: Main issues and challenges. Cases of success and failure.
09.30 – 10.10	Group presentation of key points and case studies.
10.00 – 10.30	Tea/Coffee Break
10.30 – 11.00	Presentation: Introduction to the RAPID Context, Evidence and Links Framework.
11.00 – 11.30	Discussion
11.30 – 12.30	Individual / Group Work: Identify policy issue. Using the RAPID Framework to analyse the context for specific policy change efforts. (CSPP Questionnaire)
12.30 – 13.30	Lunch
13.30 – 14.30	Presentation of the Group Work Discussion
14.30 – 15.30	Group Work: Approaches to Policy Influence & Cases. What do you do? What works?
15.30 – 16.00	Tea/Coffee
16.00 – 17.00	Presentation of the Group Work (Policy Entrepreneur Questionnaire)

DAY 2	
08.30 – 09.15	Recap of Day 1. Presentation: RAPID Practical Framework and the Policy Entrepreneur Toolkit. Feedback of questionnaire results.
09.15 – 10.00	Discussion
10.00 – 10.30	Tea/Coffee
10.30 – 11.15	Individual / Group Work: Use force-field analysis to identify key issues and strategic objectives. Highlight examples.
11.15 – 12.00	Individual / Group Work: Use SWOT analysis to assess capacity / develop engagement strategy. Walkabout.
12.00 – 12.30	Feedback/discussion
12.30 – 13.30	Lunch
13.30 – 14.30	Presentation: Communication Tools for Policy Impact. Discussion.
14.30 – 15.15	Individual / Group work: Developing a communication/Advocacy Strategy.
15.15 – 15.30	Tea/Coffee
15.30 – 16.30	Group feedback/discussion
16.30 – 17.00	Conclusion and Workshop Evaluation
17.00	Close

**Policy Entrepreneurship workshop
Nairobi, Kenya, 31st October and 1st November, 2005**

DAY 1	
8.30 – 8.45	Opening, Introduction and Outline Self Introductions by Participants / Expectations from the workshop
8.45 – 09.45	Group Work on Influencing Policy: Main issues and challenges. Cases of success and failure.
09.45 – 10.15	Group presentation of key points and case studies.
10.15 – 10.30	Tea/Coffee Break
10.30 – 11.30	Introduction to RAPID Context, Evidence and Links Framework
11.30 – 12.00	Discussion
12.00 – 12.30	Presentation of the RAPID 28 questions and a short example to show how to use the analytical framework (CSPP questionnaire)
12.30 – 13.30	Lunch
13.30 – 15.00	Group work: Identify policy issue – or use previous case. Using the RAPID Framework to analyse the context for policy change efforts.
15.00 – 15.30	Group Presentation & Discussion
15.30 – 16.00	Tea/Coffee
16.00 – 16.30	Presentation on Policy Entrepreneurship (Policy Entrepreneur Questionnaire)

DAY 2	
08.30 – 09.00	Recap of Day1
09.00 – 09.30	Presentation: RAPID Practical Framework and the Policy Entrepreneur Toolkit. Feedback of questionnaire results
09.30 – 10.00	Discussion
10.00 – 10.30	Tea/Coffee
10.30 – 12.00	Introduction to Force Field Analysis and SWOT Individual / Group work: Use force-field analysis to identify strategies to improve policy impact of the participants' cases.
12.00 – 12.30	Feedback/discussion. Highlights from 2 examples
12.30 – 13.30	Lunch
13.30 – 14.30	Group work: Use SWOT analysis to determine what the participants need to do to carryout the strategies identified.
14.30 – 15.00	Feedback/discussion. Walkabout
15.00 – 15.30	Tea/Coffee
15.30 – 16.30	Presentation on developing a communications/advocacy strategy.
16.30 – 17.00	Feedback/discussion. Brainstorm.
17.00 – 17.15	Workshop Evaluation
17.15 – 17.30	Close

Annex 2: List of participants

GROUP 1: 27th – 28th October

No.	Name	Organisation	Email address
1	Teresia Wairimu Ng'ang'a	Participatory Ecological Land Use Management (PELUM)	tnganga@pelum.net
2	Catherine Gatundu	Kenya Land Alliance	cgatundu@kenyalandalliance.or.ke klal@africaonline.co.ke
3	Leonard Barasa	Catholic Diocese of Kitale (Justice and Peace Commission)	
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31	Hadley Muchela	Liverpool VCT and Care	Hadley@liverpoolvct.org enquiries@liverpoolvct.org

GROUP 2: 30th October to 1st November

No.	Name	Organisation	Email address
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7	Abdi Nur Elmi	Wajir South Development Association ((WASDA)	wasda@wananchi.com
8	Clement Isaiah Lenachuru	Pastoralists Development of Kenya	pdnkenya2005@yahoo.com
9	Emmanuel Kisangau	Catholic Diocese of Kitui	kidevelop@wananchi.com ekisangau@yahoo.com
10	Mohamed M Ali	ALDEF – Kenya	aldef@nbnet.co.ke
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Annex 3: Presentation

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Civil Society Organizations and Policy Entrepreneurship

Julius Court & Enrique Mendizabal
Overseas Development Institute, London

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Overseas Development Institute

- Britain's leading development Think Tank
- £8m, 60 researchers
- Research / Advice / Public Debate
- Rural / Humanitarian / Poverty & Aid / Economics (HIV, Human rights, Water)
- DFID, Parliament, WB, EC
- Civil Society

For more information see: www.odi.org.uk

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RAPID Programme

- Research
- Advisory work
- Policy change projects
- Workshops and seminars
- Civil Society Programme

www.odi.org.uk/rapid

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Civil Society Partnerships Programme

Aim: Strengthened role of southern CSOs in development policy processes

Outcomes:

- CSOs better understanding evidence-policy process
- Capacity to support CSOs established
- Improved information for CSOs
- Global collaboration

<http://www.odi.org.uk/cspp/>

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CSOs and Pro-poor Policy Influence

- Complementing state in providing services
- Innovators in service delivery
- Advocates with and for the poor
- Identifying problems & solutions
- Extending our understanding
- Providing information
- Training and capacity building

Slide 5

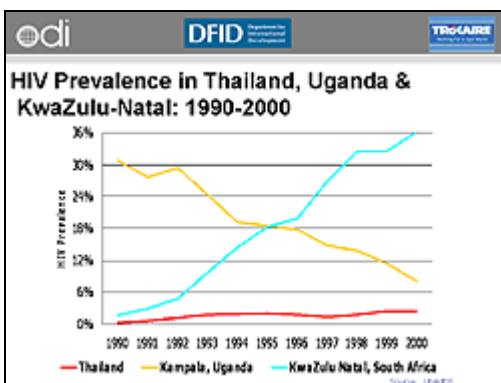
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The Opportunity

- 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.

– TEHIP Project

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Context

- Democratization and liberalization.
- In some countries, move from challenging state to policy engagement.
- CSOs increasingly involved in policy processes (from focus on service delivery).
- CSO accountability and legitimacy of CSO involvement is questioned.
- Challenge of engaging in a way that does justice to the evidence.
- Southern research capacity has been denuded.
- CSOs, researchers and policymakers seem to live in parallel universes.

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Workshop Objectives

- Share experiences about CSO-policy context in Kenya;
- Learn about the latest worldwide research and practice in this area;
- Share experiences about approaches to influence policy and what works;
- Start to develop strategies to improve policy impact.

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Outline of the Workshop

Day 1

- General Introductions
- The Problem
- Background – CSOs & Policy Processes
- The Kenya Context -Specific Issues & Context Assessment

Day 2

- Practical tools introduction
- Using tools
- Strategy development
- Evaluation & Close



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Any questions about the plan?

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Self Introductions

1 minute!

- Name
- Organization / Area of Work
- What do you want to get out of this workshop?

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Group Work 1:

- What are the main opportunities and challenges
 - Regarding CSO-policy links in Kenya? (in general)
 - Affecting the policy impact of your work?

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- Individually, think about 3 opportunities and 3 challenges (5 minutes)
- Then in groups identify the 5 most important opportunities and the 5 most important challenges (30 minutes)
- Feed-back to plenary (25 minutes)

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CSOs, Evidence and Policy Processes

Next steps:

- Definitions
- Theory
- Reality
- (Then we'll discuss what issues matter)

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CSOs: Definitions and Functions

- Definition: "organizations that work in an arena between the household, the private sector and the state to negotiate matters of public concern".
- Functions:
 - representation
 - technical inputs and advocacy
 - capacity-building
 - service-delivery
 - social functions

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Types of CSOs

- think tanks and research institutes
- professional associations
- human rights advocacy bodies and other promotional groups
- foundations and other philanthropic bodies
- trade unions and workers co-operatives
- media/journalist societies
- community based organizations
- faith based organizations
- cross-national policy dialogue groups

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Definitions

- **Research:** "any systematic effort to increase the stock of knowledge"
- **Evidence:** the result/output of the research process
- **Policy:** a "purposive course of action followed by an actor or set of actors"
 - Agendas / policy horizons
 - Official statements documents
 - Patterns of spending
 - Implementation processes
 - Activities on the ground

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The linear logical policy model...

Identify the problem

```

    graph TD
      A[Commission research] --> B[Analyse the results]
      B --> C[Choose the best option]
      C --> D[Establish the policy]
      D --> E[Implement the policy]
      E --> F[Evaluate the results]
  
```

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in reality...

- "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."¹
- "Most policy research on African agriculture is irrelevant to agricultural and overall economic policy in Africa."²
- "CSOs often have very little to bring to the policy table."³
- "CSOs, researchers and policymakers seem to live in parallel universes."⁴

1 - Clay & Schaffer (1994)
2 - Oensens (2002)
3 - CSPP Consultations
4 - ODI-AP REPREN Workshop

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Generic Policy Processes

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Source: Yael Parag

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CSOs and Policy: Existing theory

1. ~~Linear model~~
2. Too close for comfort, Edwards
3. Impact & Effectiveness, Fowler
4. 'Context, evidence, links', RAPID
5. Policy narratives, Roe
6. CSO legitimacy, L. David Brown
7. Links and Learning, Garavito
8. 'Room for manoeuvre', Clay & Schaffer
9. 'Street level bureaucrats', Lipsky
10. Policy as experiments, Rowdell
11. Policy Streams & Windows, Kingdon
12. Disjointed incrementalism, Lindquist
13. Tipping point model, Gladwell
14. Meritocracy, missionaries and revolutionaries, Marimón
15. 'Non-Western?', Lewis
16. Global Civil Society, Salomon, Kaldor
17. Types of Engagement, Coston
18. Linear model of communication, Shaheen
19. 'Space' for thought & action, Howell
20. Simple and surprising stories, Communication Theory
21. Provide solutions, Marketing Theory I
22. Find the right packaging, Marketing II
23. Global Civil Society?, Keane
24. Global Legitimacy, van Rooij
25. Epistemic communities, Haas
26. Policy entrepreneurs, Najam
27. Advocacy coalitions, Keck & Sikkink
28. Negotiation through networks, Sabatier
29. Social capital, Coleman
30. Accountability, OneWorld Trust
31. Communication for social change, Rockefeller Foundation
32. Wheels and webs, Chapman & Fisher

www.odi.org.uk/rapidlessons/theory

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Existing theory – a snapshot

- Civil Society, Edwards
- Types of Engagement, Coston
- Legitimacy, L. David Brown /
- 'Street level bureaucrats', Lip
- Global Civil Society, Keane /
- Policy streams and policy win
- Disjointed incrementalism, Li
- Social Epidemics, Gladwell
- CSOs & Policy Processes

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Key factors for CSO influence (Malawi)

Opposing <ul style="list-style-type: none"> • Lack of capacity • Lack of local ownership • Translating data into evidence • Lack of data • Donor influence • Crises • Political factors 	Supporting <ul style="list-style-type: none"> • Evidence of the value of CSO involvement • Governments becoming more interested in CSOs • CSOs are gaining confidence • Strength of networks • The media • Political factors
---	---

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Any questions?

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Identifying the problem

- First win the fight over the problem
- Then fight for the solution
- Therefore the first thing we are going to do is think about the problem:
 - What is the problem?
 - Why is it important that we address this problem?

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Problem Tree Analysis

- The first step is to discuss and agree the problem or issue to be analysed.
- Next the group identify the causes of the focal problem – these become the roots – and then identify the consequences – which become the branches
- The heart of the exercise is the discussion, debate and dialogue that is generated as factors are arranged and re-arranged, often forming subdividing roots and branches

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Pick a policy issue to work on for rest of workshop

- Individually – that you / your organization are working on or planning to work on. (OK to join someone else.)
- Is there a theme a group is interested in?
- Discuss it with your neighbours?
- Keep your notes!!

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Use Problem Tree analysis

- Identify the problem you are working on
- Identify the roots (causes) of the problem
- Identify the branches (effects) of the problem

•Answer:

- What is the problem?
- Why must we address this problem?

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Policy life is complex. What issues matter? The RAPID Framework

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The RAPID Framework

- The Framework: Context, Evidence, Links & External Influences
- Examples:
 - Animal Health Care in Kenya
 - The PSABH Story
- Q&A
- Group work: applying the framework to your own cases
- More tomorrow

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The Analytical Framework

External Influences
Socio-economic and cultural influences, donor policies etc

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.

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RAPID Programme

- Research
- Advisory work
- Policy change projects
- Workshops and seminars
- Civil Society Programme

www.odi.org.uk/rapid

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Political Context: Key Areas

- The macro political context (democracy, governance, media freedom; academic freedom)
- The sector / issue process (*Policy uptake = demand – contestation*) [NB Demand: political and societal. Power.]
- How policymakers think (narratives & policy streams)
- Policy implementation and practice (bureaucracies, incentives, street level, room for manoeuvre, participatory approaches)
- Decisive moments in the policy process (policy processes, votes, policy windows and crises)
- Context is crucial, but you can maximize your chances

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Evidence: Relevance and credibility

- Key factor – did it provide a solution to a problem?
- Relevance:
 - Topical relevance – What to do?
 - Operational usefulness – How to do it? :
- Credibility:
 - Research approach
 - Of researcher > of evidence itself
- Strenuous advocacy efforts are often needed
- Communication

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Links: Coalitions and Networks

- Feedback processes often prominent in successful cases.
- Trust & legitimacy
- Networks:
 - Epistemic communities
 - Policy networks
 - Advocacy coalitions
- The role of individuals: connectors, mavens and salesmen

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External Influence

- Big “incentives” can spur evidence-based policy – e.g. PRSP processes.
- And some interesting examples of donors trying new things re. supporting research
- But, we really don’t know whether and how donors can best promote use of evidence in policymaking (credibility vs backlash)

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- Any questions?

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Using the RAPID Framework

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An Analytical Framework

External Influences – Socio-economic and cultural influences, donor policies etc

The political context – political and economic structures and processes, culture, institutional pressures, incremental vs radical change etc.

The links between policy and research communities – networks, relationships, power, competing discourses, trust, knowledge etc.

The evidence – credibility, the degree it challenges received wisdom, research approaches and methodology, simplicity of the message, how it is packaged etc.

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Using the framework

- **The external environment:** Who are the key actors? What is their agenda? How do they influence the political context?
- **The political context:** Is there political interest in change? Is there room for manoeuvre? How do they perceive the problem?
- **The evidence:** Is it there? Is it relevant? Is it practically useful? Are the concepts familiar or new? Does it need re-packaging?
- **Links:** Who are the key individuals? Are there existing networks to use? How best to transfer the information? The media? Campaigns?

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Using the Framework

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Animal Health Care in Kenya

Why did a new approach spread rapidly in Northern Kenya?

Why despite 20 years of convincing evidence of the value of community-based animal health services provided by farmers themselves is it still illegal?

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Animal Health Care in Kenya

- 1970s - Professionalisation of Public Services.
 - Structural Adjustment → collapse.
 - Paravet projects emerge.
- 1980s - ITDG projects.
 - Privatisation.
- 1990s - ITDG Paravet network.
 - Rapid spread in North.
 - KVB letter (January 1998).
- 2000s - Multistakeholder WSs → new policies.
 - Still not approved / passed!

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Animal Health Kenya - Context

- 1970s - Professionalisation of Public Services.
 - Structural Adjustment → collapse of services.
 - Paravet projects emerge.
- 1980s - ITDG projects.
 - Privatisation.
- 1990s - ITDG Paravet network, and change of DVS.
 - Rapid spread in North.
 - KVB letter (January 1998).
- 2000s - Multistakeholder WSs → new policies.
 - Still not approved / passed!

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Animal Health Kenya - Research

- 1970s - Professionalisation of International Research.
 - Structural Adjustment → collapse of services.
 - Paravet projects emerge.
- 1980s - ITDG projects – collaborative action research.
 - Privatisation.
- 1990s - ITDG Paravet network, and change of DVS.
 - Rapid spread in North. The Hubl Study
 - KVB letter (January 1998).
- 2000s - Multistakeholder WSs → new policies.
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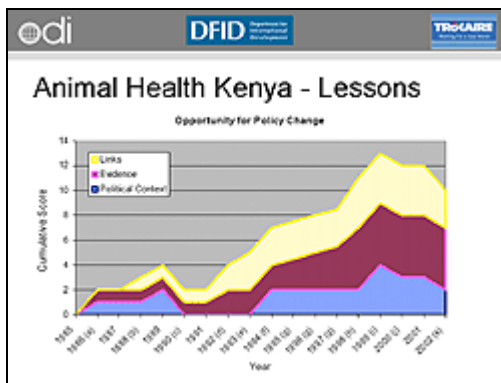
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Animal Health Kenya - Links

- 1970s - Professionalisation of International Research.
 - Structural Adjustment → collapse of services.
 - Paravet projects emerge.
- 1980s - ITDG projects – collaborative action research.
 - Privatisation.
- 1990s - ITDG Paravet network, and change of DVS.
 - Rapid spread in North. The Hubl Study
 - KVB letter (January 1998). Dr Kajume
- 2000s - Multistakeholder WSs → new policies.
 - Still not approved / passed!

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- ### Key Lessons - Malawi
- Legitimacy and credibility of CSOs are challenged by the government
 - Proposals by CSOs should be feasible and practical
 - Lack of trust between CSOs and government
 - CSOs need to understand policy process/context of policy making
 - Authentic and up to date information is crucial

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- ### To Maximize Chances
- You need to:
- better understand how policy is made and options for policy entrepreneurship;
 - use evidence more effectively in influencing policy-making processes;
 - build stronger connections with other stakeholders;
 - actively participate in policy networks
 - communicate better.

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Any questions?

About the framework?
About the case?

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Group Work

Use the RAPID Framework to analyse the key factors likely to affect the policy influence of your work

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1. Go over all factors (pick the most relevant questions)
 2. Answer:
 1. How friendly is the policy context?
 2. Do you have access to the right evidence?
 3. Are there clear and strong links between research and policy?
 4. How influential are the external forces?

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Feedback and Discussion

Individuals (3 mins – few key points):
What is the issue?
What factors matter?

Others:
Are the same issues important?
Does the sector matter?

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Please complete

1. CSO-Context Questionnaire
2. Policy Entrepreneur Questionnaire

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Group Work

What tools & approaches to promote pro-poor policy?

- Specific examples of things you do
- What other actors do?
- What seems to work well?

(If you can, please distinguish between different parts of the policy process: agenda setting, formulation, implementation, monitoring)

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Feedback and Discussion

- What tools & approaches seem to work?
- For which part of the policy process?
- Specific cases of success / failure?
- How much do you work with others?

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Policy Entrepreneurship Questionnaire



- Rank responses
- Add scores
- Don't worry about specifics

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Please don't leave without handing in your questionnaires.

See you tomorrow.

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Day 1 Recap...

- Opps & Challenges – context improving but many challenges remain for CSOs.
- Problem tree analysis.
- RAPID Framework (what are key issues)
- RAPID context assessments for group issues
- Tools / approaches people use.
- Context is crucial and defines what strategy is effective.


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Outline of the Workshop

Day 2

- Feedback
- Practical tools introduction
- Using tools
- Advocacy Issues
- Strategy development
- Evaluation & Close



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Context Questionnaire

- Most organizations are trying a range of policy influence activities (newsletters, pilots, lobbying)
- Most organizations feel they are having some success (med-high self rating)
- CSOs able to influence policy (middle)
- Context for CSO-policy engagement (middle)

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Main Barriers to Influence

CSOs do not have sufficient knowledge about policy processes	4 (6)
CSO staff do not have sufficient capacity	8 (11)
CSO staff do not have enough time	2 (1)
CSOs do not have enough funds to do this	5 (18)
Policy processes are not open to CSO engagement	5 (8)
Policymakers do not see CSO evidence as credible	5 (13)
Policymakers tend to be corrupt	7 (11)

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Skills of (pro-poor) policy entrepreneurs

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Kenya CSO Policy Entrepreneurs

Carrot, T	38	31	45	40
Lothian, F	35	32	39	50
Nyaga, M	35	32	40	43
Lenachuru, C	30	32	39	40
Jello, A	35	29	39	34
Khangar, M	34	33	34	29
Mohamed, M	30	30	41	38
Githika, P	40	36	32	42
Nganga, T	38	33	35	44
Kalmut, M	38	32	34	44
Githu, J	25	32	29	35
Vipula	40	33	38	40
Oryango, S	32	34	38	40
Average	35	32	39	44

Legend: 44 = Low, 30 = High, 22 = V. High

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Comments

- Tendency to prefer "storytelling" and "networking".
- Several people dislike "fixing" and "engineering" is close by.
- One of you has a strong preference: "networking"

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Compared with others...

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Any questions?

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Tools for Policy Influence

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When it Works: Attitudes to HIV

"on the education sector it is evident that the project has institutionalised a new attitude towards HIV/AIDS education in primary schools Teachers' and pupils' knowledge, attitudes and behaviours have also changed."

Primary School Action for Better Health Project in Kenya (PSABH)

www.odi.org.uk/rapid/Lessons/Case_studies/PSABH.html

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When it works best: Aid and Debt

"all the contributors emphasise the importance of researchers forming alliances with civil society."

- Court and Maxwell, JID Special Issue

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To Maximize Chances

You need to:

- better understand how policy is made and options for policy entrepreneurship;
- use evidence more effectively in influencing policy-making processes;
- build stronger connections with other stakeholders;
- actively participate in policy networks
- communicate better.

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An Analytical Framework

External Influences – Socio-economic and cultural influences, donor policies etc.

The political context – political and economic structures and processes, culture, institutional pressures, incremental vs radical change etc.

The links between policy and research communities – networks, relationships, power, competing discourses, trust, knowledge etc.

The evidence – credibility, the degree it challenges received wisdom, research approaches and methodology, simplicity of the message, how it is packaged etc.

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A Practical Framework

External Influences

- Campaigning, Lobbying
- Media, Advocacy, Networking
- Scientific information exchange & validation

political context

- Politics and Policymaking
- Policy analysis, & research

links

evidence

Research, learning & thinking

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What CSOs need to do

What CSOs need to know	What CSOs need to do	How to do it
Political Context: <ul style="list-style-type: none"> • Who are the policymakers? • Is there demand for ideas? • What is the policy process? 	<ul style="list-style-type: none"> • Get to know the policymakers. Identify friends and foes. • Prepare for policy opportunities. • Look out for policy windows. 	<ul style="list-style-type: none"> • Work with them – seek commissions • Strategic opportunism – prepare for known events • Resources for others
Evidence <ul style="list-style-type: none"> • What is the current theory? • What are the narratives? • How divergent is it? 	<ul style="list-style-type: none"> • Establish credibility • Provide practical solutions • Establish legitimacy • Present clear options • Use familiar narratives 	<ul style="list-style-type: none"> • Build a reputation • Action research • Pilot projects to generate legitimacy • Good communication
Links: <ul style="list-style-type: none"> • Who are the stakeholders? • What networks exist? • Who are the connectors, messengers and salesmen? 	<ul style="list-style-type: none"> • Get to know the others • Work through existing networks • Build coalitions • Build new policy networks 	<ul style="list-style-type: none"> • Build partnerships • Identify key networkers, messengers and salesmen • Use informal contacts

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Practical Tools

- Overarching Tools**
 - The RAPID Framework
 - Using the Framework
 - The Entrepreneurship Questionnaire
- Communication Tools**
 - Communications Strategy
 - SWOT analysis
 - Message Design
 - Making use of the media
- Policy Influence Tools**
 - Influence Mapping & Power Mapping
 - Lobbying and Advocacy
 - Campaigning: A Simple Guide
 - Competency self-assessment

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Policy Analysis: Methods and tools

- RAPID Framework
- Problem Situation Analysis (Tree Analysis)
- Stakeholder Analysis
- Policy Process Mapping
- Force field analysis
- Influence mapping
- SWOT analysis

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Problem Tree Analysis

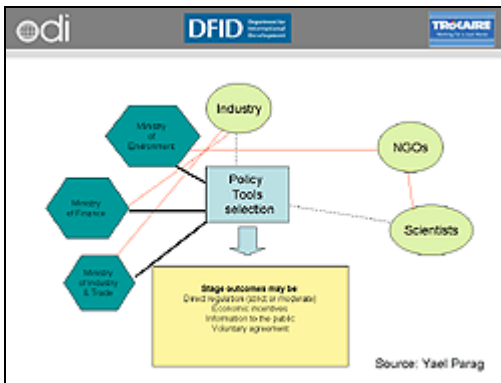
- The first step is to discuss and agree the problem or issue to be analysed.
- Next the group identify the causes of the focal problem – these become the roots – and then identify the consequences – which become the branches
- The heart of the exercise is the discussion, debate and dialogue that is generated as factors are arranged and re-arranged, often forming subdividing roots and branches

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Source: Yael Parag

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Stakeholder Analysis

- Clarify the policy change objective
- Identify all the stakeholders associated with this objective
- Organise the stakeholders in the matrix according to interest and power
- Develop strategy to engage with different stakeholders

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Mapping Policy Processes

	Agendas	Formulation	Implementation
Central Government			
Parliament			
Bureaucrats			
Civil Society			
State Government			
Implementation			
Civil Society			

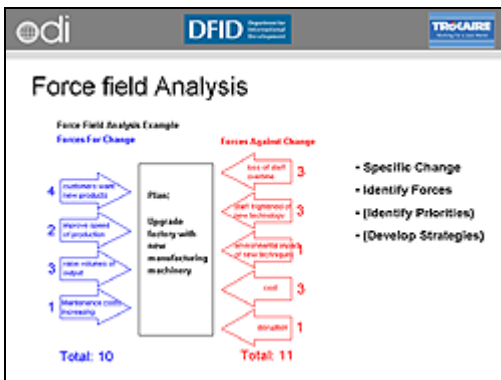
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Political Context Assessment Tool

- The macro political context
- The sector / issue process
- Policy implementation and practice
- Decisive moments in the policy process
- How policymakers think

(e.g. from Middle East) Interests	Extent of Interests of Policymakers		
	High	Medium	Low
Public Interests	1	3	6
Personal Interests	5	4	1
Special Interests	6	1	3

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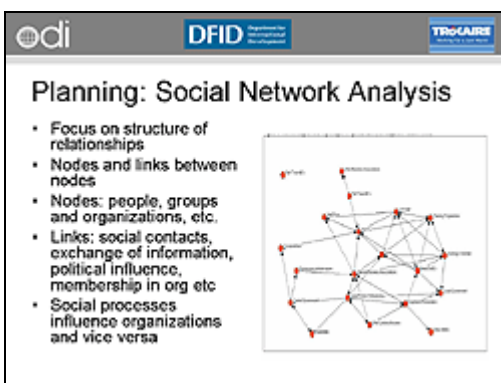
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SWOT Analysis

Strengths <ul style="list-style-type: none"> Skills and abilities Funding lines Commitment to positions Contacts and Partners Existing activities 	Weaknesses
Opportunities <ul style="list-style-type: none"> Other orgs relevant to the issue Resources: financial, technical, human Political and policy space Other groups or forces 	Threats

- What type of policy influencing skills and capacities do we have?
- In what areas have our staff used them more effectively?
- Who are our strongest allies?
- When have they worked with us?
- Are there any windows of opportunity?
- What can affect our ability to influence policy?

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Policy Process Workshops

- Looking at internal policy processes – what works in DFID.
- Small, informal workshop with 7 staff.
- Participatory pair-wise ranking of factors influencing the success of 8 policy processes.
- Worked quite well.
- In DFID - agendas and processes rather than documents are key

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How we're doing it in RAPID

- Clear Aim & Outputs
- Building credibility with research/action
- Employing the right staff & staff development
- Good internal systems (Mgt, Comms & KM)
- Programme approach:
 - Strategic opportunism
 - Research / practical advice / stimulating debate
 - Engagement with policy makers & practitioners
 - Community of practice of network
- Financial opportunism

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How we advise: SMEPOL Egypt

- Policy Process Mapping
- RAPID Framework
- Stakeholder Analysis
- Force-Field Analysis
- SWOT
- Action Planning
- Evaluation & Adapting



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Individual / Group work:

- Use Force field analysis to identify key issues and strategic objectives
- Feedback –highlighting examples

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Force field Analysis

Force Field Analysis Example

Forces For Change

- 4 Customer's want new products
- 2 Improve quality of production
- 3 New markets of local
- 1 Maintenance costs increasing

Total: 10

Forces Against Change

- 3 Loss of staff expertise
- 3 Staff's ignorance of new technology
- 1 Unreliable supply of raw materials
- 3 Cost
- 1 Shortage

Total: 11

Plan: Upgrade factory with new manufacturing machinery

- Specific Change
- Identify Forces
- Identify Priorities
- Develop Strategies

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Individual / group work:

- On your own / in your group
- Do a SWOT analysis for your organization working on this case.
- Can I fulfil the strategy?
- What else would I need to do? (more skills, resources, partnerships, etc)
- Feedback – walkabout / examples

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SWOT Analysis

Strengths <ul style="list-style-type: none"> • Skills and abilities • Funding lines • Commitment to positions • Contacts and Partners • Existing activities 	Weaknesses
Opportunities <ul style="list-style-type: none"> • Other orgs relevant to the issue • Resources: financial, technical, human • Political and policy space • Other groups or forces 	Threats

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Group Feedback:

c.3 minutes from a few people to present:

- Objective, Analysis of current situation (FFA), Strategy, SWOT, conclusion, what more needs to be done?

Other participants to think about:

- Have they considered all the factors - is the approach comprehensive, "logical" and achievable?

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Tools for policy impact

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Communication / Advocacy Strategy

1. Clear SMART objectives
2. Identify the audience(s)
3. SMART Strategy
4. Identify the message(s)
5. Resources – staff, time, partners & \$\$
6. Promotion – tools & activities
7. Evaluate & Adapt

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1. Objectives:

What changes are you trying to bring about?

- Identify problems, impact of the problem and root causes (eg Problem Tree)
- Outline: Specific, Measurable, Achievable, Realistic, Time-Bound (SMART) objectives
- Advocacy Statement - concise and persuasive statement that captures What you want to achieve, Why, How and by When?

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2. Audience:

- ✦ Who needs to make these changes?
- ✦ Who has the power?
- ✦ What is their stance on the issue?
- ✦ Who influences them?
- ✦ Identify targets and influence

(use stakeholder & context mapping tools)

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3. Strategy:

- ✦ What are keys opportunities and constraints (FFA)?
- ✦ How can these be enhanced / reduced?
- ✦ Outline: Specific, Measurable, Achievable, Realistic, Time-Bound (SMART) approaches
- ✦ Approach: new, existing, piggyback other.

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4. Message

- ✦ Why should things change (or what is the evidence to support your case?)
- ✦ How to make sure that the evidence is credible and 'legitimate'?
- ✦ What the target audience can hear.... frameworks of thought
- ✦ Language, content, packaging, and timing

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Examples: Packaging: Story telling

- Narratives: identify and enhance learning episodes, explore values and inspire for change.
- Good Stories: need to include human interest element, tell it from the point of view of someone who is directly involved.
- Springboard Stories: Catalyse changes, capture attention and stimulate imaginations

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5. Resources:

- a) What resources do you have / need?
- b) Identify your 'niche' (SWOT)
- c) Skills needed in teams (PE Questionnaire)
- d) Who do you need to work with? (Stakeholder Mapping)
- e) Structures for collaborative working
- f) Benefits and pitfalls of collaborations

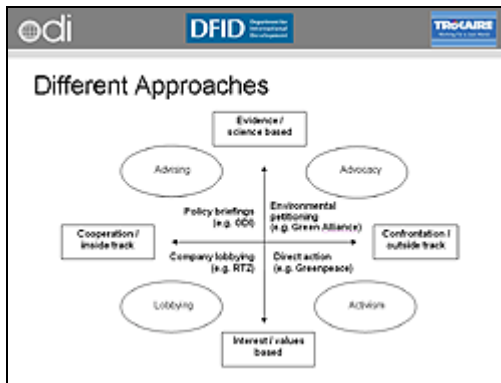
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6. Promotion:

- a) How to access information and target?
- b) Who is a trusted and credible messenger?
- c) What is the most appropriate medium? (campaigns, public mobilisation, formal and informal lobbying)
- d) How will you package your information?
- e) Role of the media?

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Issues: Persuasion

- Separate people from problem
- Focus on interests, not positions
- Invent options for mutual gain
- Insist on using objective criteria.
- Manage human emotion separately from the practical problem
- Highlight the human need to feel heard, understood, respected and valued.

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Targeting: Writing Effective Policy Papers
Providing a solution to a policy problem

- Structural elements of a paper
 - Problem description
 - Policy options
 - Conclusion
- Key issues: Problem oriented, targeted, multidisciplinary, applied, clear, jargon-free.

[Source: Young and Quinn, 2002]

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Issues: Lobbying

- Be an authority on the subject
- Include all group in the work
- Be positive in your approach
- Be aware of the agenda and language on the government in power
- Identify and target politicians
- Time your input
- Use the Media to lobby

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Networks

- Roles of Policy Networks
 - Filtering
 - Amplifying
 - Investor / Provider
 - Facilitator
 - Convening
 - Communities
- Policy Code Sharing
- Some networks net; some networks work.

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7. Monitoring and Evaluating:

- What worked and why?
- What didn't work and why?
- What should be done differently?

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Monitoring: Log Frame Approach

- Goal
- Purpose
- Stakeholders
- Outputs
- Assumptions
- Indicators / MoVs

The DELIVERI Project
 • Log frame
 • Programme Design

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Monitoring: Most significant Change

- Collection of significant change (SC) stories from the field level
- Defining the domains of change
- Defining the reporting period
- Collecting SC stories
- Selecting the most significant of the stories
- Feeding back the results of the selection process
- Verification of stories
- Quantification and Secondary analysis

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Monitoring: Outcome Mapping

- Defines the program's outcomes as changes in the behaviour of direct partners
- Focuses on how programs facilitate change rather than how they control or cause change
- Recognizes the complexity of development processes together with the contexts in which they occur
- Looks at the logical links between interventions and outcomes, rather than trying to attribute results to any particular intervention
- Looks at a program's goals within the context of larger development challenges beyond the reach of the program to encourage and guide the innovation and risk-taking necessary
- Requires the involvement of program staff and partners throughout the planning, monitoring, and evaluation stages

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Outcome Mapping: example

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Advocacy / Communications Plans

As Individuals / Small Groups / Theme –
Use your work so far to identify :

1. One objective
2. Identify the audience(s)
3. Identify the message(s)
4. Promotion – tools & activities

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Group Feedback: Strategy

3 examples: present the outline of a strategy:

- Objective, Audience, Message, Activities.
- What are next steps in taking it forward?

Other participant to think about:

- Have they considered key factors - is the approach cohesive, "logical" and achievable?

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Towards Pro-Poor Policy Entrepreneurs

- What we wanted to do?
- CSO-Policy in Kenya: Needs & next steps.
- What we'll do next
- Sources of Information

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Future Assistance

Access to the latest thinking on how to use evidence to influence policy	8 (8)
Best practice case studies	3 (6)
Information on policy issues	3 (5)
Support for more research (on policy issues)	3 (9)
Training / capacity building	11 (8)
Networking opportunities	3 (9)
Technical support on specific influencing initiatives	5 (7)

Training plus latest thinking. Mixed, Diverse Needs. Plus Funds!

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Towards Pro-Poor Policy Entrepreneurs: Evaluation and Next Steps

- How will you take this work forward as individuals?
- What are key issues at the sectoral level? Are there campaigns / coalitions?
- What areas do you want more support?
- What else?

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Towards Pro-Poor Policy Entrepreneurs: Our Next Steps

- Evaluation
- Report
- Send CDs & publications
- Email assessment in 6 months

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Further Information / Resources

- ODI Working Papers
- Bridging Research and Policy Book
- JID Special Issue
- Meeting Reports
- Tools for Impact
- www.odi.org.uk/cspp
- www.odi.org.uk/rapid



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Annex 4: Results of evaluation

Issue	
Workshop objectives defined and achieved	Good
Concepts explained clearly	Good
Time allocated for the workshop	Fair
Relevance to my work	Excellent
Workshop was well organised	Good
Overall quality of the workshop	Good

Other areas where participants would want more assistance on:

Issue	
Learning more about CSO-Policy links	Good
Tools for Mapping policy contexts	Excellent
Research techniques	Good
Support with Communications	Good
Collaborative Efforts to change policy	Good