

FIRST GLOBAL CONFERENCE ON  
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# Tools for Policy Entrepreneurs: The RAPID Alignment, Interest and Influence Matrix (AIIM) etc

John Young,  
Research and Policy in Development Programme  
Overseas Development Institute, London

## The Context, Evidence, Links 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.

## 1. Understand the context

- **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?

## The AIIM Matrix

1. Identify all stakeholders
2. Map them onto the alignment / interest matrix
3. Identify who has power
4. Identify who you can influence

General level of alignment	High	Develop enthusiasm to address topic	Learn in partnership
	Low	Develop awareness and enthusiasm	Challenge existing beliefs
		Low	High
		Interest in specific topic	

## Sustainable Pastoralism

Develop a Community of Practice

Media, dissemination, information

Tough!

Pilots and evaluations of projects

## Outcome Mapping

THREE

OUTCOME MAPPING: Building Learning and Reflection into Development Programs  
Sarah Earl, Fred Carden, and Terry Smutylo

STEP 9: M  
STEP 10: C  
STEP 11: P

[http://www.idrc.ca/en/ev-9330-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-9330-201-1-DO_TOPIC.html)

**Force Field Analysis**

**Your influence on the force**   **Positive forces**   **Negative forces**   **Your influence on the force**

4 Funds  
5 CSOs  
2 Public demand  
? ?

Minister of Trade puts forward pro-poor trade and complementary policy programme to the cabinet by April 2008

MEF 5  
Time 3  
?  
?

5  
1  
?  
?

**SWOT Analysis**

- 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?

Strengths	Weaknesses
Opportunities	Threats

**Learning: After Action Review**

An after action review asks 4 simple questions:

- What was supposed to happen?
- What actually happened?
- Why was there a difference?
- What can we learn from it?

*15 minute team debrief, conducted in a "rank-free" environment.*

**Impact: stories of change**

1. Stories of change:
  - Situation before
  - Context
  - Situation after
  - What changed and why
2. Most significant change (Davies)
  - Stories of change from different stakeholders
  - Systematic analysis of significance.
3. Micro-narratives (Snowden)

<http://www.mande.co.uk/docs/MSCGuide.pdf>

**Exercise**

With your neighbour:

1. Tell each other about recent work where you were trying to generate or use research-based evidence to make or influence a decision or action.
2. Choose one example to work on.
3. Try out the CEL Framework or AIIM Matrix.
4. See if it works / helps to identify things you didn't already know, or see them in a different light.
5. Think about if / how you might apply it more thoroughly.
6. Think about what you might like to say about it.

**How to do it**

**CEL Framework**

1. Try to identify some factors in each of the dimensions of the framework which might influence research use.
2. Try to identify the most important.
3. Think about the implications for your work.

**AIIM**

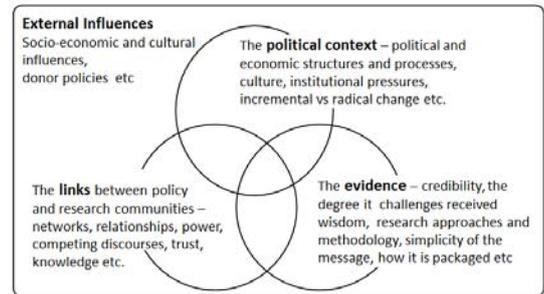
1. List all the stakeholders.
2. Plot them on the matrix.
3. Identify those which are powerful.
4. Identify those you can influence.
5. Decide what you could do to improve the impact of your work



# Key Questions for the Context, Evidence & Framework

## Simple Questions:

- **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?



## Detailed Questions:

### 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?

### 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?

### Context

1. Who are the key policy actors?
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: structures, processes, legal framework and opportunities for input into formal processes?
5. How do 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 influence policymaking; to what extent are decisions routine, incremental, fundamental or emergent, and who supports or resists change?

### Evidence

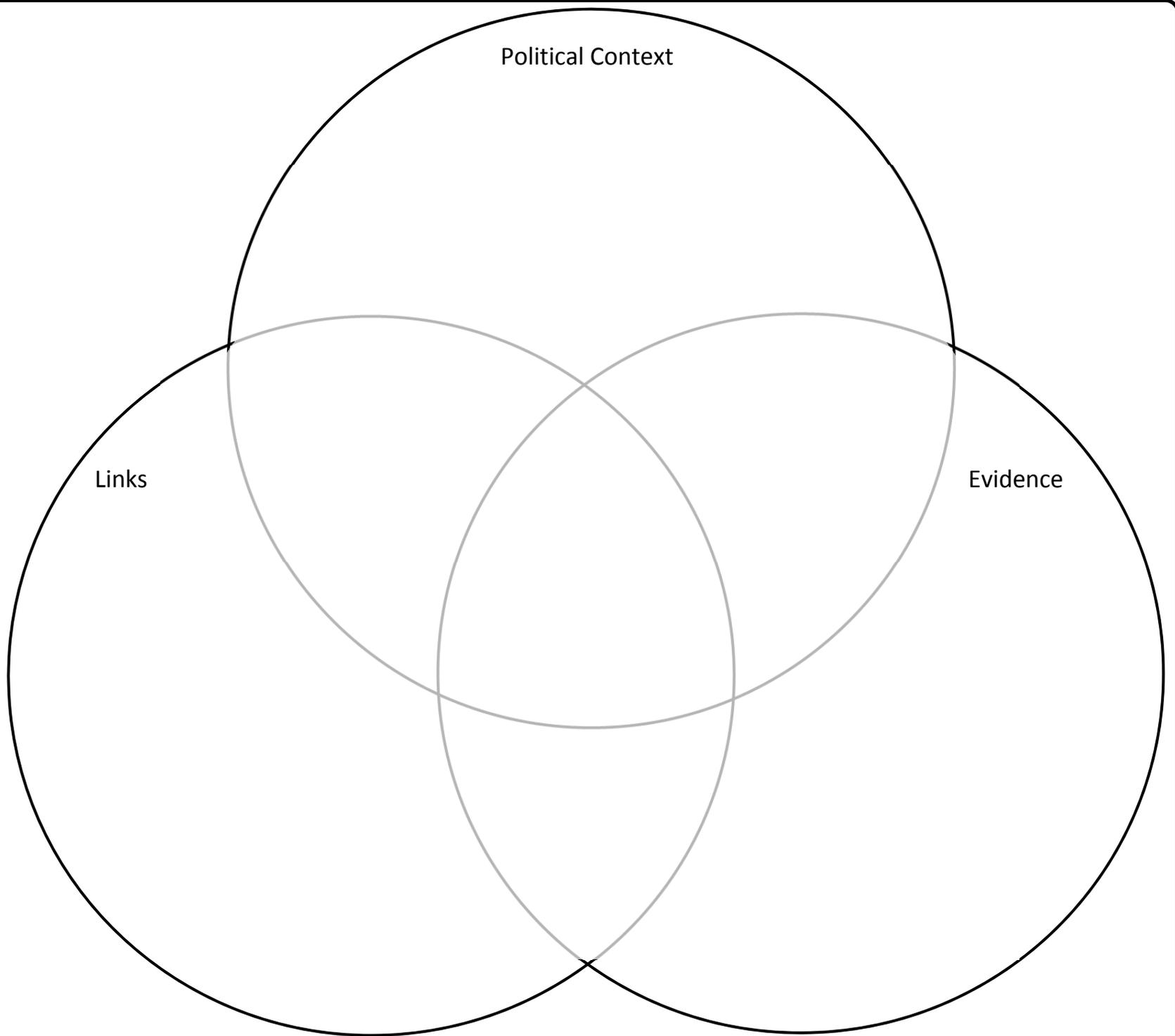
1. What is the current theory or prevailing narratives?
2. Is there enough evidence (research based, experience and statistics)? How divergent is it
3. What type of evidence exists? What type convinces policymakers? How is evidence presented?
4. Is the evidence relevant? Is it accurate, material and 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?

External Context

Political Context

Links

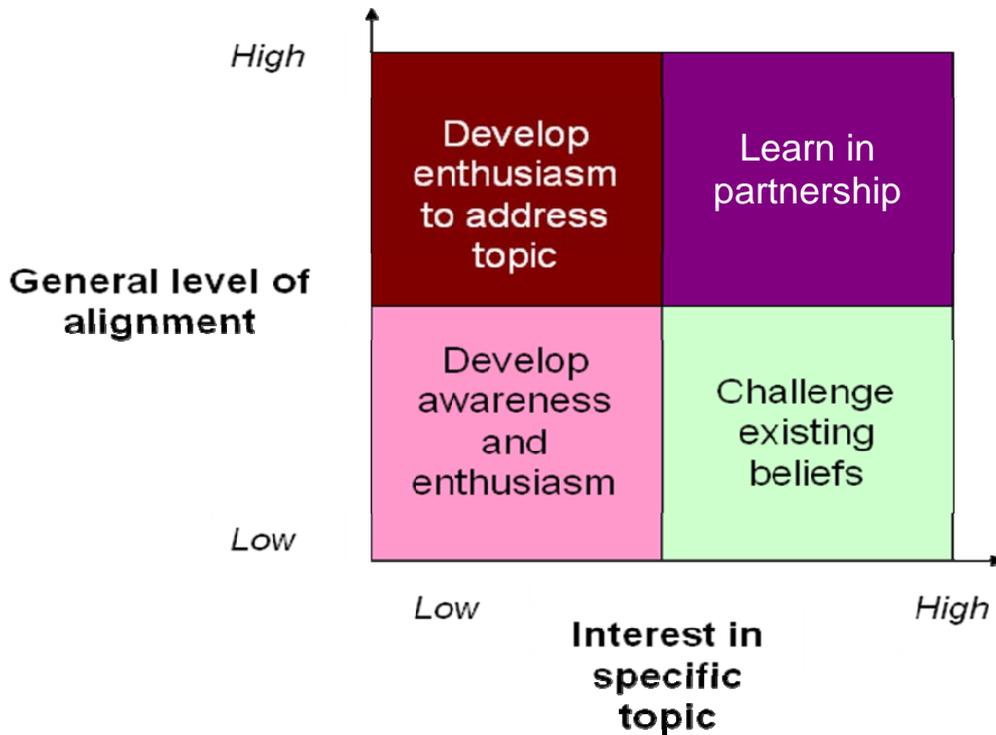
Evidence





# The Alignment-Interest and Influence Matrix (AIIM)

AIIM helps to Identify and prioritise your target audience



- **Alignment:** Do they agree with our approach? Do they agree with our assumptions? Do they want to do the same things that we think need to be done? Are they thinking what we are thinking?
- **Interest:** Are they committing time and money to this issue? Do they want something to happen (whether it is for or against)? Are they going to events on the subject? Are they publicly speaking about this?

## Using the Tool

### What do you need?

- A flipchart & markers of different colours
- A diverse group with knowledge on the topic to address

### Process

1. List all the relevant policy actors who participate in and around the process
2. Map the actors on the Matrix according to their current behaviour (consider evidence of their attitudes, discourses, procedures, policy documents, strategies or budgets, and their general behaviour).
3. Identify the most influential actors by highlighting them with a star or a circle around them (using a marker).
4. Identify the actors that you (or your close partners) work with directly or that you have direct access to.
5. Consider how you might want these actors to change in terms of movements along the matrix
6. Consider what should be done with each in order to achieve the desired changes: learn in partnership, develop enthusiasm, challenge beliefs, or simply develop awareness.

	Low	Interest	High
High			
Alignment			
Low			