MAKING MYANMAR THE NEXT ASIAN TIGER

Webinar on policy development
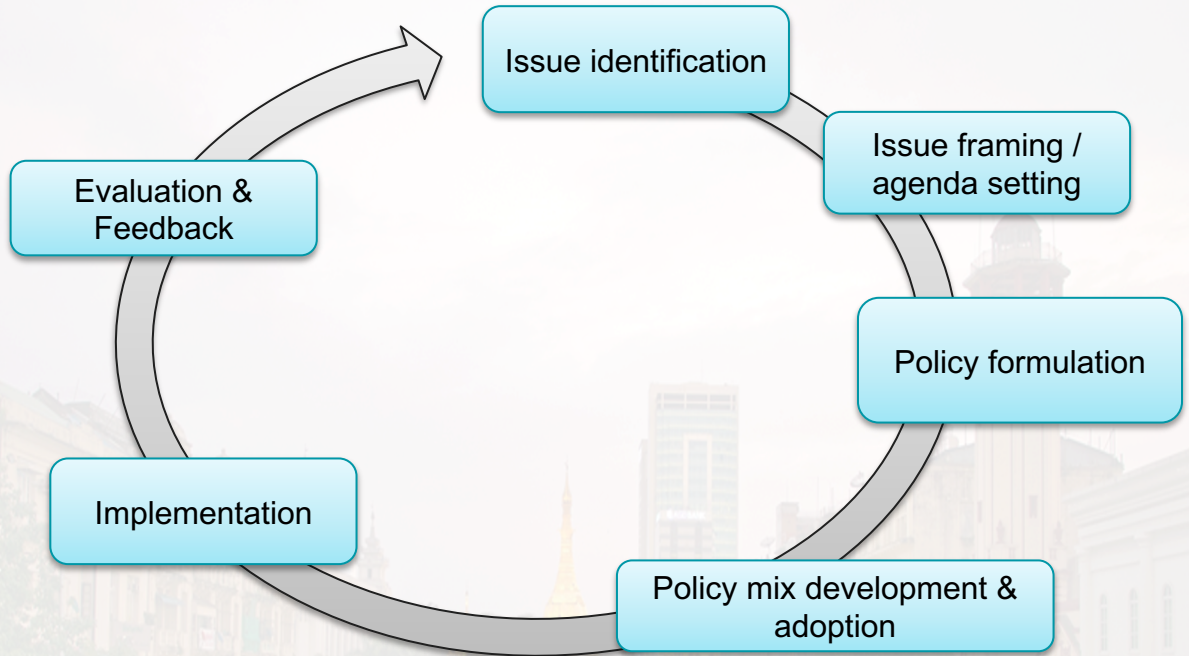Geert van der Veen, Jeroen van der Zalm,
Judith Vermeer, 2020

UNITED NATIONS
ESCAP
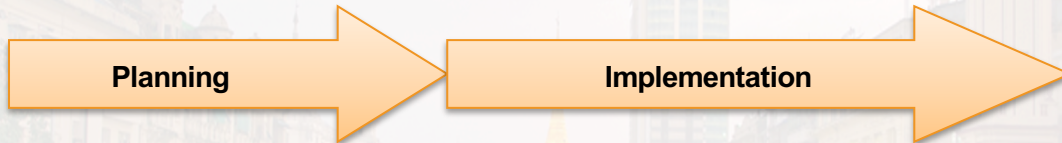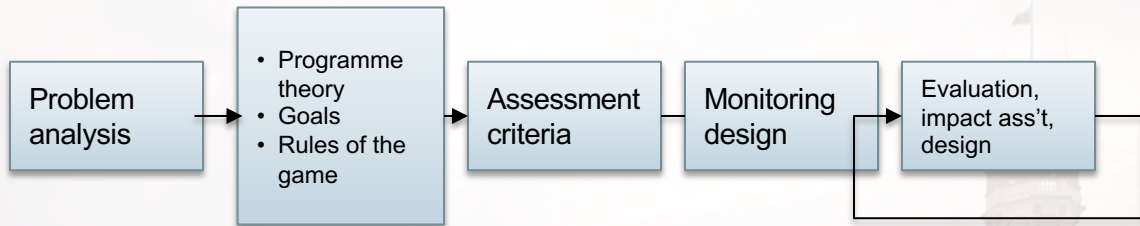Economic and Social Commission for Asia and the Pacific

This presentation

- Policy cycle
- Intervention logic/Theory of Change
- Towards a theory of Change for a Myanmar Science and Innovation Plan

Policymaking as a cyclical process

- Issue identification
- Issue framing / agenda setting
- Policy formulation
- Policy mix development & adoption
- Implementation
- Evaluation & Feedback

3

Consistent analysis of where you want to be and where you are

```
┌──────────┐     ┌──────────────┐     ┌────────────┐     ┌────────────┐     ┌────────────┐
│ Problem  │ ──▶ │ • Programme  │ ──▶ │ Assessment │ ──▶ │ Monitoring │ ──▶ │ Evaluation,│
│ analysis │     │   theory     │     │ criteria   │     │ design     │     │ impact ass't,│
└──────────┘     │ • Goals      │     └────────────┘     └────────────┘     │ design     │
                 │ • Rules of the│                                          └────────────┘
                 │   game       │
                 └──────────────┘
```

Planning ➤ **Implementation** ➤

Objectives and objective setting

- Objectives are normally set by the programme/policy owners (ministries, agencies, Parliament)
- Objectives have different levels

    ○ Overall objectives – broader political environment ("increased competitiveness, cleaner air, healthier citizens")

    ○ Programme purpose – problem triggered, programme-level objectives
- Objectives ought to be SMART

    ○ S=Specific, M=Measurable, A=Achievable, R=Relevant, and T=Time-bound

Intervention logic models

Mapping what a policy or programme is supposed to do (and how!)

Logic Model Tip: Models do not need to be drawn to scale

Now if you'll follow me into the next room, we'll take a look at some of the long term outcomes
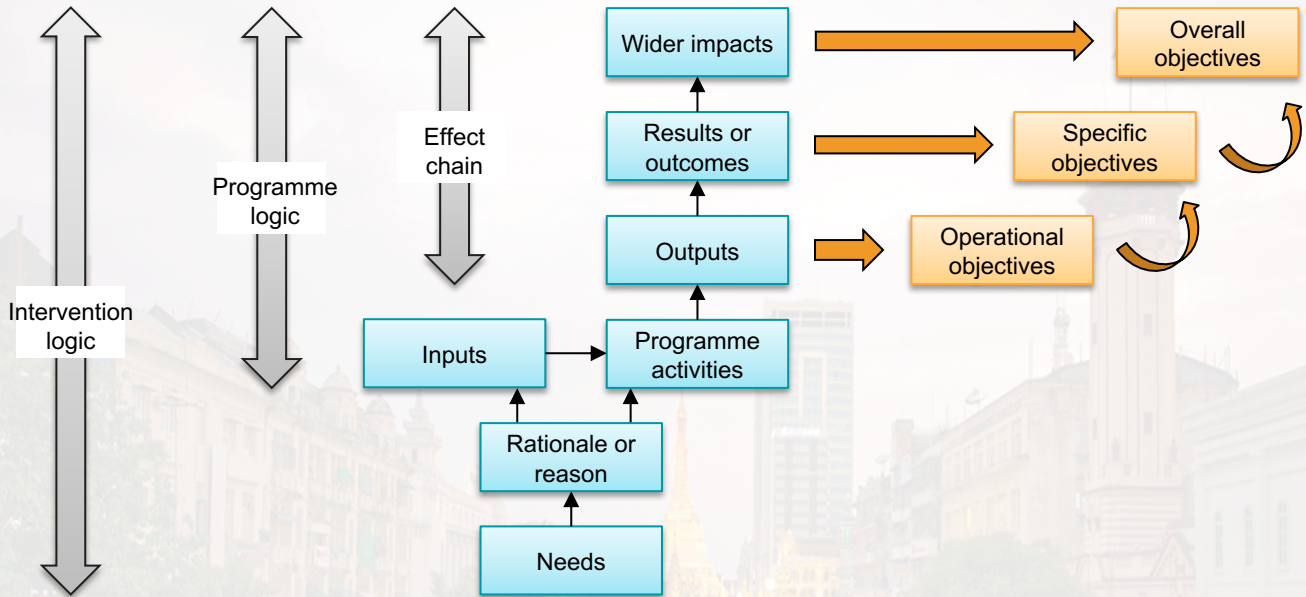
Intervention logic

- A public action is undertaken for a reason (rationale)
- It has objectives which address needs
- It provides inputs which lead to activities
- It achieves outputs
- Which lead to outcomes leading to impacts

What is an intervention logic / logic model for?

- Describes relationships between

  - The expected outputs and effects of a project or programme

  - And the objectives of the project, programme and broader policy
- They highlight the logical links (hypotheses) between a project or programme and the rationale for its funding, i.e. its 'theory of action' also known as 'theory of change'
- They allow us to

  - Assess the consistency of a policy or programme with its higher-level goals

  - to test designs and to understand – after the event – how a programme's implementation differs from its design

  - And evaluate its contribution to reaching those goals

- The programme logic provides a basis for generating performance indicators, for use in monitoring and in data collection → generally expected to be useful also for mid-term and ex post evaluations
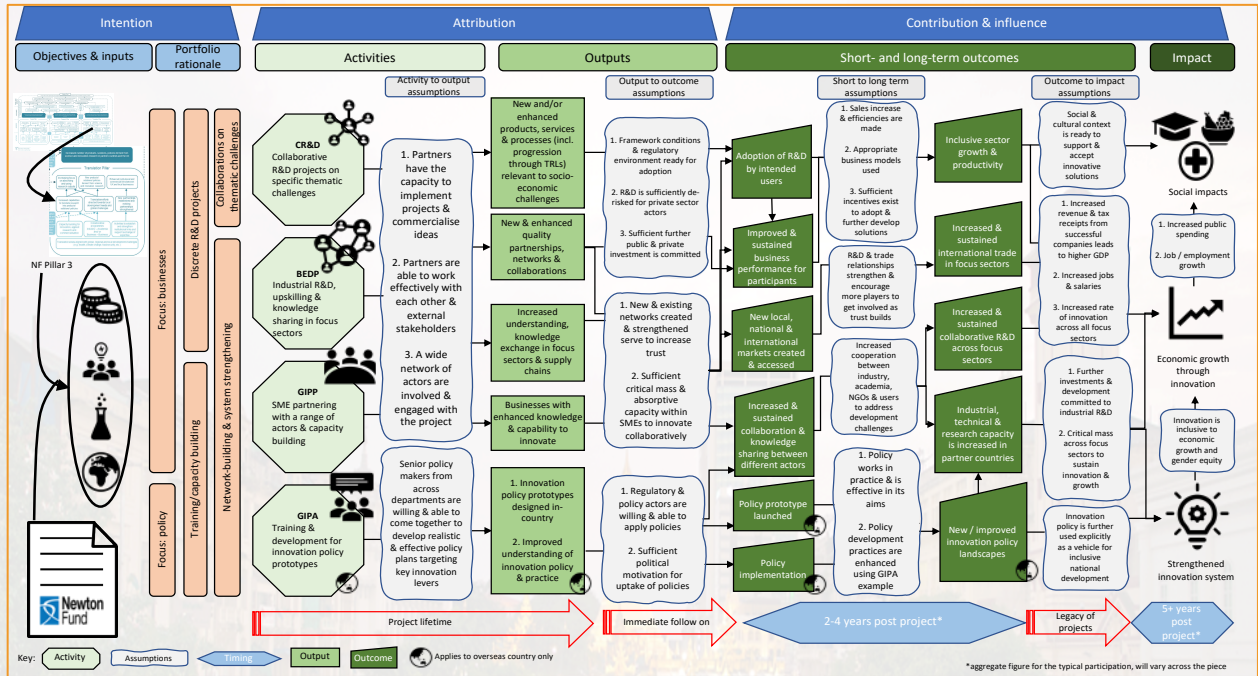
Intervention logic: pick your terminology

Logic model in practice

- The programme owner (ministry, agency)sets up its own intervention logic / programme theory prior to launching the policy

  - To test the coherence of the design

  - To see whether from a logical point of view objectives can be achieved with the activities planned

InnovateUK Newton Fund theory of change

Intention		Attribution		Contribution & influence	
Objectives & inputs	Portfolio rationale	Activities	Outputs	Short- and long-term outcomes	Impact

Activity to output assumptions

Output to outcome assumptions

Short to long term assumptions

Outcome to impact assumptions

NF Pillar 3

Newton Fund

Focus: businesses — Discrete R&D projects — Collaborations on thematic challenges

Focus: policy — Training/capacity building — Network-building & system strengthening

CR&D Collaborative R&D projects on specific thematic challenges

BEDP Industrial R&D, upskilling & knowledge sharing in focus sectors

GIPP SME partnering with a range of actors & capacity building

GIPA Training & development for innovation policy prototypes

1. Partners have the capacity to implement projects & commercialise ideas

2. Partners are able to work effectively with each other & external stakeholders

3. A wide network of actors are involved & engaged with the project

Senior policy makers from across departments are willing & able to come together to develop realistic & effective policy plans targeting key innovation levers

1. Innovation policy prototypes designed in-country

2. Improved understanding of innovation policy & practice

New and/or enhanced products, services & processes (incl. progression through TRLs) relevant to socio-economic challenges

New & enhanced quality partnerships, networks & collaborations

Increased understanding, knowledge exchange in focus sectors & supply chains

Businesses with enhanced knowledge & capability to innovate

1. Framework conditions & regulatory environment ready for adoption

2. R&D is sufficiently de-risked for private sector actors

3. Sufficient further public & private investment is committed

1. New & existing networks created & strengthened serve to increase trust

2. Sufficient critical mass & absorptive capacity within SMEs to innovate collaboratively

1. Regulatory & policy actors are willing & able to apply policies

2. Sufficient political motivation for uptake of policies

Adoption of R&D by intended users

Improved & sustained business performance for participants

New local, national & international markets created & accessed

Increased & sustained collaboration & knowledge sharing between different actors

Policy prototype launched

Policy implementation

1. Sales increase & efficiencies are made

2. Appropriate business models used

3. Sufficient incentives exist to adopt & further develop solutions

R&D & trade relationships strengthen & encourage more players to get involved as trust builds

Increased cooperation between industry, academia, NGOs & users to address development challenges

1. Policy works in practice & is effective in its aims

2. Policy development practices are enhanced using GIPA example

Inclusive sector growth & productivity

Increased & sustained international trade in focus sectors

Increased & sustained collaborative R&D across focus sectors

Industrial, technical & research capacity is increased in partner countries

New / improved innovation policy landscapes

Social & cultural context is ready to support & accept innovative solutions

1. Increased revenue & tax receipts from successful companies leads to higher GDP

2. Increased jobs & salaries

3. Increased rate of innovation across all focus sectors

1. Further investments & development committed to industrial R&D

2. Critical mass across focus sectors to sustain innovation & growth

Innovation policy is further used explicitly as a vehicle for inclusive national development

Social impacts

1. Increased public spending

2. Job / employment growth

Economic growth through innovation

Innovation is inclusive to economic growth and gender equity

Strengthened innovation system

Project lifetime — Immediate follow on — 2-4 years post project* — Legacy of projects — 5+ years post project*

Key: Activity | Assumptions | Timing | Output | Outcome | Applies to overseas country only

*aggregate figure for the typical participation, will vary across the piece

11

Challenges Business sector perspective

- Innovation environment

  ○ Low level of education, end educated people leaving Myanmar

  ○ Low organization of innovation at central government level

  ○ Business and academia do not interact

  ○ Low digitisation of Myanmar society
- Good infrastructure for innovation

  ○ Lack of finance for innovative SMEs

  ○ No (domestic) market for Myanmar products

  ○ No start-up culture and support

  ○ SMEs do not know how to innovate

Challenges Research sector perspective

- Low volume of research
- No funding for research
- Low connection between business and academia

  ○ No mandate to cooperate

  ○ No protocols for cooperation

  ○ Private sector not able to make use of research findings
- No space/time for academics to do R&D
- Recognition in academia for doing innovation is low

Challenges Infrastructure perspective

- Weak collaboration industry/academia
- No direct contact/limited relations academia/industry
- Goals for specific groups not well defined in area of innovation
- Budget allocation for innovation is a barrier
- No tax-incentives

Challenges Framework Conditions perspective

- (Direction of) Private sector research not linked to university research (both ways)
- Limitations in Research Infrastructures
- No guidance on STI policy (no leading institution)
- Weaknesses in National Standards system
- Ability to use technology to address climate change
- Not enough information to identify policy gaps

Myanmar Science and Innovation Plan

- Overall Societal Goal:

  ⌐ For Myanmar to become a sustainable and inclusive Asean Tiger

- Starting point for definition of sub-goal":

  ⌐ last weeks challenges for the Myanmar innovation system

16