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ممول من الاتحاد الأوروبي

EMPOWER JORDAN

Enabling and Mobilizing Civil Society Organizations in Jordan through Reinforced Institutional, Advocacy, and Technical Capacities to **Enhance Coordination for Sustainable Development**

**TRAINING
MANUAL**

**Training Guide Writing and
analyzing policy papers/policy
briefs 2025**



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Introduction

This training manual is part of the project “Strengthening and Empowering Civil Society Organizations in Jordan through Institutional and Technical Capacity Building and Lobbying to Enhance Coordination for Sustainable Development.” EMPOWER Jordan, in partnership with the Jordan Agency for Technical Cooperation and Development (ACTED), and with generous support from the European Union, aims to empower 42 civil society organizations in Jordan to become active institutions dedicated to the protection of human rights and the promotion of sustainable development through the enhancement of their institutional and technical capacities.

Furthermore, this training seeks to strengthen the project’s interventions related to coordination mechanisms among civil society organizations (CSOs) by promoting cooperation and dialogue between CSOs and other key stakeholders, thereby advancing policy reform on issues related to human rights and sustainable development.

In light of the growing social and economic challenges, there is an increasing need for effective research tools that enable CSOs to gain a deep understanding of local realities and enhance their capacity to influence the formulation of national policies and programs. This training manual responds to this need by aiming to build the capacity of civil society organizations to produce qualitative, evidence-based research that reflects the perspectives of local communities, contributing to the development of more inclusive and equitable interventions and policies.

The preparation of this guide by the Information and Research Center – King Hussein Foundation is grounded in the urgent need to develop the knowledge and skills of staff in community organizations regarding the analysis, formulation, and preparation of policy papers. These skills are essential for women, individuals, and staff within civil society organizations to effectively influence decision-makers by understanding problems, identifying issues, preparing realistic and persuasive arguments for solutions, and convincing both the target audience and decision-makers to act based on those arguments.

Target Audience

This guide is designed to serve

- Male and female workers in civil society organizations.
- Community researchers and activists on rights and gender issues working in community-based organizations.
- Program and project staff involved in the design or evaluation of evidence-based interventions.
- Local organizations wanting to develop interventions based on an in-depth understanding of the needs of communities.
- Certain representatives of government entities engaged in the activities of the project.

The Importance of the Guide

- It helps improve the standard of policy papers developed by local civil society organizations.
- It facilitates advocacy by producing policy papers that inform and guide solutions to development-related issues.
- It strengthens the impact of programs and projects by integrating insights derived from in-depth policy analysis into their design.
- It offers a structured approach for tackling development challenges in sectors such as the environment, agriculture, and tourism.

General Objectives

The guide aims to develop the capabilities and skills of participants in analyzing, formulating, and preparing policy papers. These skills are essential for women, individuals, and staff in civil society organizations to effectively influence decision-makers. This is achieved through acquiring knowledge on problem identification, preparing realistic and persuasive solutions, and convincing both the target audience and decision-makers to act based on these arguments.

Typically, when drafting policy papers, an urgent problem affecting a district or governorate is identified and highlighted to communicate it effectively to decision-makers using the methodology of public policy papers.

This guide covers key areas, including: introducing policy papers and clarifying the distinctions between policies and strategies; differentiating policy papers from academic research; understanding conceptual approaches to policy study and formulation; defining policy-related problems in a specialized manner; identifying the target audience; determining appropriate types of evidence and data; evaluating alternatives and options, including their pros and cons; and formulating recommendations and arguments for the policy paper.

Additionally, the guide addresses ethical and professional considerations in writing policy papers, as well as the logical sequence of preparing, editing, and ultimately disseminating them to the target audience.

Chapter One

Key Points to Understand Prior to Drafting a SIAT Paper or Summary

- Types of Policy Papers
- The Difference Between Different Policies.
- The Difference Between Policy and Strategy.
- The Difference Between Policy Papers and Academic and Social Research.
- Key Elements the Decision-Maker Should Identify in the Policy Paper

The Difference Between Policy and Policies

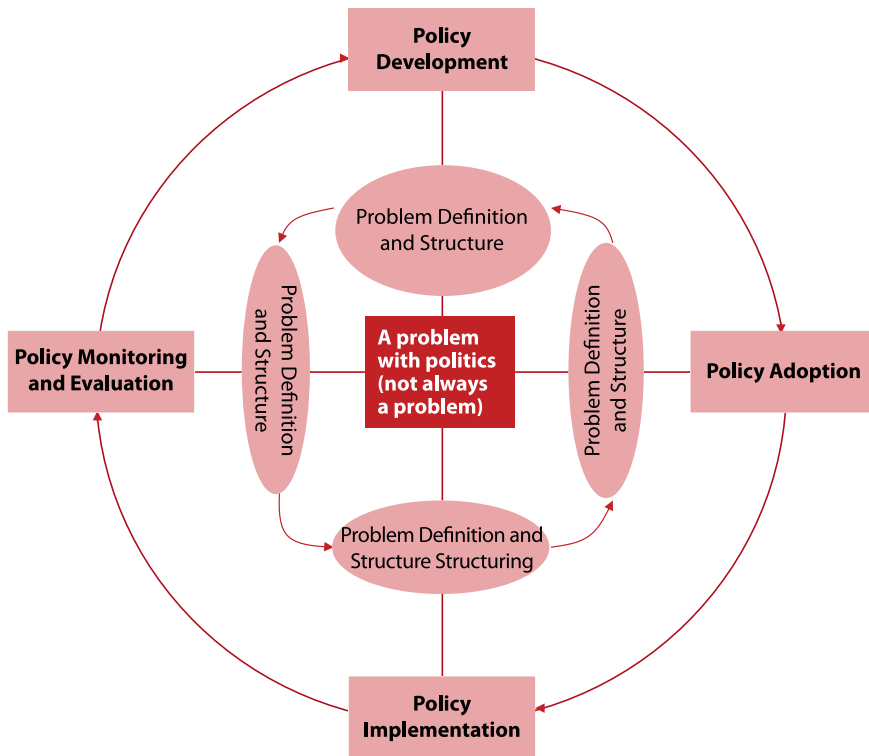
Public Policy

- A policy is a deliberate plan of action designed to guide decisions and achieve intended outcomes.
- The term “policy” can apply to governments, the private sector, nonprofit organizations, groups, and individuals.
- Public policy: “A coordinated set of decisions by a political actor or group of actors regarding objectives and strategies for achieving them within a given context, constrained by the actors’ ability to implement these decisions.”

Public Policy

- “The term ‘public policy’ always refers to the actions of the government and the intentions that determine those actions.”
- “Public policy is the result of the struggle in government over who and what will happen.”
- Public policy is “whatever governments choose to do or not do.”
- Public policy consists of policy decisions to implement programs to achieve societal goals.”
- “Simply put, public policy is the sum of government activities, whether they operate directly or through agents, because they affect the lives of citizens.”

The Policy Cycle: A Simplified Model of Policy-Making Processes



The Difference Between Policy and Strategy

Strategy

- A strategy or method devised by an individual, group, or organization to attain goals, describing the implementation of a mandate and the achievement of overarching objectives.
- It explains how the organization carries out or implements this policy.
- It concerns the direction in which human and material resources will be deployed and applied in order to maximize the chances of achieving the desired goals in the face of difficulties.
- Vision and mission, goals and objectives, possible and time-bound goals and activities, SWOT analysis, and determining what, when and how.



Politics

- A specific course of action adopted by an individual, group, or organization in an effort to promote best practices in particular for desired outcomes.
- It provides the general framework, mentioning the commitments made by the organization.
- A guide to thinking and acting for people who make decisions.
- Statement of purpose, applicability and scope, date of implementation, responsibilities.



Policy Development Objectives

Policies are generally formulated to address multiple objectives

Policies are generally developed for several reasons:

- To respond to legal or regulatory requirements.
- To resolve conflicts or address specific problems.
- To acknowledge and balance the interests of all parties.
- To promote overall organizational and societal benefits.

In developing policies, organizations need to:

- Ensure compliance with relevant laws and regulations.
- Address the concerns and priorities of stakeholders.
- Encourage behavior change, provide clear guidance, and foster a culture of adaptation and improvement.

The Difference Between Policy Papers and Academic Research

Policy Paper	Academic Research
Historical, theoretical, and epistemological depth should not appear explicitly in the written text of policy papers. However, the paper should convey to the reader that the researcher or author possesses sufficient knowledge of the subject, while indicating that additional aspects or related details can be addressed in other papers.	It becomes straightforward only when supported by a depth of knowledge that is evident in the body of the study or written research.
The policy paper is intended exclusively for decision-makers.	Academic research is accessible to all segments of society and to those with an interest in the subject.
Policy paper topics should maintain specificity while remaining linked to wider issues and real-life contexts.	Academic topics must be clearly delimited and articulated with precision.
Specialized terminology should be avoided as much as possible, since policy papers are directed toward decision-makers who may not be specialists in the subject.	Academic research makes frequent use of technical and discipline-specific language.
A policy paper should offer background that leads to well-defined recommendations, which are practical, realistic, and accompanied by clear implementation mechanisms.	Academic research does not assume recommendations for the decision-maker, and if they do, they are very general.

Why are development policies important?

Globally

Development policies are formulated to enhance the capacities of low-income countries and to create favorable international conditions for sustainable development worldwide. Challenges such as climate change, disease outbreaks, and refugee movements can only be effectively addressed at the international level. Development policies also contribute to strengthening foreign relations, yielding substantial economic benefits.

Local

Local policies, such as initiatives to support rural communities and smallholder farmers, help ensure that all segments of the population benefit from economic growth, enabling them to meet basic needs such as food and healthcare.

The importance of policy papers lies in their ability to assist decision-makers in making informed, evidence-based decisions. In many countries, however, governments do not routinely utilize such policy papers. Decisions are often made without a scientific basis, without full consideration of societal interests, or without adequately addressing the public good, and the decision-making process can sometimes be completed within just a few hours.

For example, when the Jordanian House of Representatives discusses a draft law or amendments to legal texts, these changes should not be approved hastily. Instead, policy papers should be prepared for each article of the law, grounded in research and factual evidence, while taking into account all relevant aspects that may impact the legislation.

Primary Policy Papers and Their Core Issue Areas

	Boundaries of the Case	Example
1.	International	Relations with States
		Economic Cooperation
2.	Defense	Armed Forces
		Security Cooperation with Other Countries
		Arms Treaties
3.	Internal/Local Affairs	Human resources, including health, education, welfare, and job training
		Natural Resources
		Civil Rights
		Social Control and Internal Security
		Economic Conditions
		Government Institutions
		Taxation
		Financial Circumstances and Conditions
Government Expenditures		

Theoretical and Conceptual Approaches to Understanding Policy Process Methodology

- There are several conceptual approaches for studying policymaking, which differ based on the type of problem and the focus on potential solutions. Some of the most commonly used approaches include:
 - Focusing on civil society institutions and local associations.
 - Considering elected decision-makers in the region (e.g., municipalities, decentralized authorities, parliament).
 - Examining the role of relevant groups in exerting pressure or influence.
 - Analyzing social and economic conditions in relation to the specific case at hand.

- Paying attention to the nature of problems and their solutions:
For example, to understand the fundamental aspects of issues such as inflation, unemployment, or economic imbalances, it is important to clearly define the problem and explore alternative solutions. Collaborating with individuals who have expertise and experience in these areas is highly recommended.

- Awareness of the policy process timeline and the critical questions necessary to elucidate and comprehensively understand the policies being developed.
 - Clarify the meaning of the issue or statement.
 - Determine whether it refers to national goals, existing laws, or government decisions.
 - Identify whether it relates to the policies and behaviors of the decision-maker.

- Distinguishing among the various components of policies is essential for clear analysis and understanding.
 - Intentions: The underlying purpose or true intentions behind an action.
 - Objectives: The specific goals to be achieved.
 - Plans or Proposals: The concrete strategies or methods designed to achieve the objectives.
 - Programs: The structured means or initiatives implemented to accomplish the goals.
 - Options: The specific actions undertaken to realize objectives, develop plans, implement programs, and assess their effectiveness.

- Legal terms related to public policy-making: legislation, laws, regulations and instructions, executive orders, legal opinions and their interpretations.

Consider the following general activities and questions when analyzing any policy:

Activities	Questions	Goal
Definition	What is the problem with politics?	Facilitate the presentation of the problem to governmental authorities.
Impact	How many people think it's an important problem?	
Marshalling	How organized and how much power do these people have?	
Representation	Reach out to decision-makers?	
Agenda	How are government agendas set?	
Formula	What is the proposed solution?	Governmental direct action to develop and finance the issue.
Legitimacy	Who supports key decisions? Who are the decision makers?	
Budget	What is the financial situation?	
Implementation	Who manages the budget?	The government addresses or reconsiders the issue.
Evaluation	Who judges the achievements and based on what criteria?	Submitting the program to the government for review and potential modification.
Remixing	What amendments have been made? And predictable adjustments?	

Activity No. (1): Brainstorming to Identify Developmental Problems/Issues.

Focus areas may include the environment, agriculture, tourism, as well as issues related to women's rights and participation, among others.

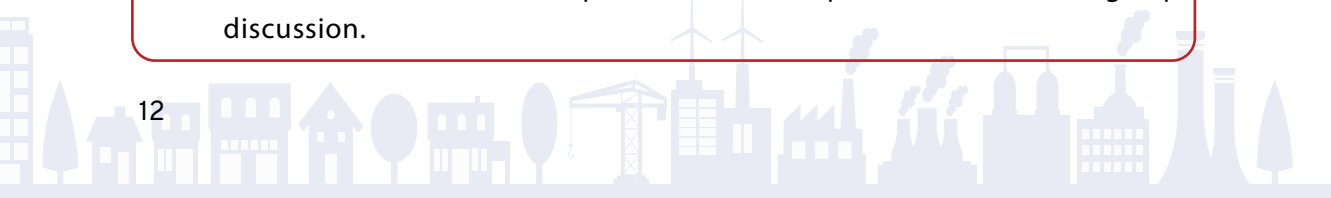
Duration: 20 minutes.

Requirements

- Flip chart sheets, to be distributed to participants.
- Colored small sheets of paper (red and blue).
- Flow master pens.

How to implement the activity: Organize the participants into three groups corresponding to the sectors of environment, agriculture, and tourism.

- Each group discusses the key issues related to Governorate X and identifies needs from the participants' perspective.
- Consider the importance of these issues for the community.
- Each group records the three most significant issues identified and explains their relevance to the community.
- Once the allotted time is complete, review the responses and facilitate a group discussion.



Chapter Two

Define the policy problem clearly.

Example of a General Problem:

There has been significant debate regarding laws designed to prevent smoking in public places. These regulations require cafe and restaurant owners to designate separate smoking areas, install air extraction systems, impose fines on individuals caught smoking in public, and enforce administrative penalties on business owners who violate the law, ranging from warnings to potential closure. Many citizens view the law unfavorably, as it may adversely affect a large segment of the population, particularly restaurant and cafe owners already burdened by high costs of raw materials.

When drafting a policy paper on this issue, the writer must convincingly demonstrate to the relevant government entity that the sector faces a significant problem requiring attention. This involves presenting detailed, coherent, and evidence-based arguments that highlight the relevance and urgency of the issue, thereby supporting informed decision-making.

The Need to Be Precise in Defining the Problem

The process begins with a recognition by a group that a problem exists and that it has a tangible impact. However, differences often arise regarding the precise definition and scope of the problem, including its location and specific characteristics. Such disagreements typically lead to differing views on the most appropriate policy to address the issue. Therefore, accurately identifying and defining the problem must follow an initial acknowledgment of its existence and the shared understanding of the need for action. The precise definition of the problem under study, its nature and its causes makes it much easier for the public policy researcher to carry out the rest of the stages of public policy-making.

- Identify and understand the target audience.
- Collect relevant evidence and data.
- Evaluate possible alternatives or options.
- Formulate recommendations and supporting arguments.

Definition of a Policy Problem

It is preferable for the problem to be addressed to be specific and relevant, enabling the identification of the target audience and the development of appropriate solutions. When defining an issue in the policy process, it is important to ensure that:

- The chosen topic is urgent and pertinent.
- Input from local decision-makers is considered to determine whether the issue constitutes a significant challenge.
- Ensure that the problem can be addressed through the policy analysis process, so that the resulting policy paper is both practical and implementable.
- Define the problem clearly, ensuring that its scope is not too broad. A more specific problem facilitates identifying the target audience and developing actionable recommendations. Consider breaking the problem into smaller, manageable components.

- Keep the problem statement concise to capture the attention of policy and decision-makers, who often prefer summaries rather than lengthy studies or reports.
- Verify that reliable and authoritative information is available on the topic, and ensure that the issue is relevant to the intended audience.
- When formulating the policy problem, it should be presented as a research question, which will guide the process of identifying appropriate solutions.

A policy problem should be framed as a research question to guide the identification of appropriate solutions.

Define the Problem More Specifically

Often, there are multiple perspectives within society and among decision-makers regarding a particular problem. Different groups may raise demands that are sometimes contradictory, reflecting both public opinion and the government's or decision-maker's viewpoint. For example, in the case of laws banning smoking in public places, some members of society may demand immediate enforcement of the law regardless of potential economic costs, while others may call for its repeal.

Over time, through debates and discussions, public perception may indicate the need for government intervention, which can elevate the issue to a topic of significant attention for decision-makers. It should be noted that some problems successfully capture the attention of decision-makers and make it onto their agenda, while many others do not. Additionally, decision-makers, whether in the executive or legislative branches, often have numerous issues and problems vying for their attention on the agenda.

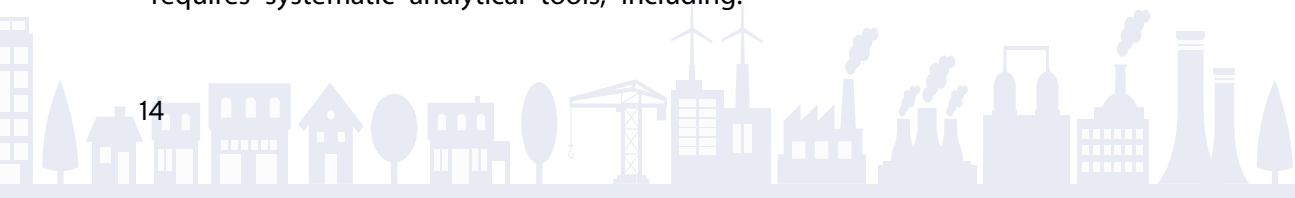
Three Key Questions to Accurately Define the Problem

- What is the nature of the problem?
- How did the problem occur, and why?
- How can this problem be addressed or resolved?

How to Promote an Issue to Ensure It Becomes a Priority for Decision-Makers:

The literature on policy analysis indicates that effective policy influence depends not only on raising issues but also on choosing the right timing, when three key elements converge: the problem at hand, the proposed policies, and the political will. This convergence, known as the "policy window" in Kingdon's model, represents an opportunity for substantive policy change.

In this context, civil society organizations and think tanks play a crucial role in analyzing contexts, setting priorities, and formulating alternative policies. This role requires systematic analytical tools, including:



Coalition Building: Uniting efforts among actors with shared interests to exert collective pressure on decision-makers.

Event Analysis: Understanding critical political moments that may open opportunities to influence the policy agenda.

Problem Framing: Presenting issues not only in terms of “What is the problem?” but also explaining how the problem is framed and why it warrants immediate attention. Formulating the problem effectively is essential for capturing the attention of both public opinion and policymakers. The presentation of the issue can determine whether it becomes a priority on the political agenda, and the analytical framework used largely shapes the nature of proposed solutions and the types of interventions required.

Therefore, when preparing policy papers, it is essential to ensure the following:

- Analyze the problem in depth from the perspective of the groups affected.
- Identify the root causes and structure them within a clear political and social context.
- Use evidence to support the necessity of intervention.

The ability of civil society organizations (CSOs) to exert meaningful influence is closely tied to their capacity to understand political realities, seize available windows of opportunity, and effectively utilize policy analysis tools. Achieving this requires continuous training and the development of advanced analytical skills, combining theoretical knowledge with practical field experience.

Identifying the target audience

The more precisely you identify your target audience, the more effective and actionable your policy writing will be. It is important to determine your audience, potential stakeholders, and their level of interest in the policy issue to influence them effectively and ensure that your arguments are meaningful and persuasive. Assume that your audience may not be technically familiar or specialized in the policy issue, and therefore avoid unnecessary jargon and overly complex explanations.

A policy paper does not necessarily have to be aimed solely at decision-makers. It can also target a broader audience familiar with the issue, including journalists, civil society organizations, international organizations, human rights groups, trade unions, and others.

Key Questions to Better Understand Your Audience:

- Is your audience an individual decision-maker or a collective body within a ministry or parliament?
- What is your audience's level of knowledge regarding the issue you are addressing?
- What strategies can you use to make your audience more receptive to your recommendations?
- Which concerns or questions are likely to arise in the minds of your audience about this issue?
- How can you anticipate these questions and address them within your policy paper?
- What are your audience's interests, and how could your recommendations benefit or challenge them?

Example of a Real-World Problem Faced by Women and Girls in Governorate S:

- Problem: Challenges in the production and marketing of household products and raw materials.
- To define this problem more precisely, the following questions need to be addressed:

1. What is the nature of the problem?

- Is the issue related to production, marketing, or raw materials? Upon further examination, it becomes clear that the primary challenge for women is the significant weakness in the marketing of household products.

2. How did the problem occur?

Over the past five years, there has been a rapid increase in home-based production projects among women and girls, supported by financiers targeting women entrepreneurs. However, many women lack knowledge of modern marketing methods. This situation is compounded by limited government attention and insufficient support from national and international institutions to train women in modern marketing techniques and help them access local and international markets. Additionally, geographic factors, such as distance from the capital and major marketing centers, further exacerbate the problem.

Third: How Can This Problem Be Addressed?

Effectively addressing this problem requires a clear understanding of the target audience, which may include:

Government: Identify the relevant government entity or entities responsible for addressing the issue. Recommendations should be clear, specific, and directly targeted to these authorities to ensure effective action.

- **Civil Society:** Consider the role of local civil society organizations in Governorate S. What actions can they take to help address the problem, and what recommendations should be directed to them?
- **Women Workers in Household Production Projects:** Identify the role of women directly involved in these projects. What practical steps or recommendations can support them in improving marketing, production, and access to markets?
- **National Supporting Institutions:** What recommendations can be directed to these institutions? When formulating recommendations, ensure that their implementation will contribute effectively to solving the problem.
- **International Supporting Organizations:** What recommendations can be directed to these organizations? Similarly, ensure that their implementation will help address the problem effectively.

A Practical Example of a Problem Experienced by Participants:

Collecting Evidence and Data

Collecting evidence and data is essential for preparing strong, fact-based arguments to address the policy problem. Ensure that only relevant information is included to support your argument, avoiding the distraction of excessive data. All sources should be credible, reliable, and verifiable.

Data collection helps formulate realistic recommendations and enables the estimation of costs and benefits associated with different policy options. Only include information that is necessary and essential to the development of your argument. Avoid the common mistake of including all gathered evidence, regardless of its relevance, as this can unnecessarily lengthen the policy paper. Focus on the results of your research rather than the details of the methodology.

Ensure that all sources are objective, unbiased, and up-to-date. Avoid using sources perceived as biased by relevant authorities, as this could negatively influence the audience's reception. All data should be factual, verifiable, and free from emotional interpretation.

Sources of evidence and data can include:

When gathering evidence for a policy paper, consider a variety of credible sources, including government reports and public policy statements, relevant laws, legislation, regulations, and official instructions. Reports from NGOs local, national, and international as well as research institutions can provide valuable insights. International organizations such as the United Nations and the World Bank also offer authoritative data. Public opinion polls, academic articles, related books, newspapers, research studies, and working papers are additional useful sources. Other credible and relevant sources may also be included as appropriate to support the policy argument.

Relying on Research Methods and Tools When Analyzing a Policy Paper

- It is important to base your research and studies on the specific topic of the policy paper you are working on. If time and budget allow, conducting an original study on the issue is highly recommended. Research methods generally fall into two main categories:
- Qualitative Methods: These rely on approaches such as one-on-one interviews and focus group discussions to gather in-depth insights.
- Quantitative Methods: These depend on numerical data and statistical analysis to identify trends, patterns, and correlations.
- Selecting the appropriate method or a combination of both ensures that the policy paper is supported by reliable and relevant evidence.

Evaluation of Alternatives/Options

When beginning to outline alternatives or options and comparing their costs and benefits, it is essential to establish a clear set of criteria for evaluating solutions to the problem under study. The most important criteria include:

- The policy paper should discuss the advantages and disadvantages of at least one alternative that differs from the one being recommended. Ideally, the costs and benefits of all relevant options should be evaluated. This approach demonstrates to your audience that the issue has been analyzed comprehensively and that the recommended solution is based on a thorough consideration of alternatives.
- Policy options should be clearly distinct from one another, rather than merely variations of the same solution. There is no fixed number of options that must be included; in some cases, only one option may be appropriate, while in others, multiple options should be considered.
- When formulating options and alternatives, draw on recommendations and insights from other experts and organizations. This approach enhances the credibility of your analysis and encourages decision-makers to seriously consider your recommendations, even when other proposals may be more popular.
- Maintaining the status quo can often be a valid option, particularly if alternatives have been thoroughly studied. If you choose to include “status quo” as an option, carefully consider and outline the potential outcomes and consequences if current policies remain unchanged.

Key Criteria to Consider When Choosing a Policy Alternative

- **Effectiveness:** Will the alternative achieve the desired outcomes?
- **Efficiency:** How cost-effective is the alternative, and what is its social impact on the target group?
- **Equity/Justice:** Does the alternative ensure a fair distribution of costs and benefits?
- **Feasibility/Applicability:** Is the political, administrative, legal, cultural, and social environment conducive to the effective implementation of the chosen alternative?
- **Flexibility:** Can the alternative adapt to new developments or unforeseen changes?
- **Public Awareness:** Does the public understand the nature of the issue and the strategy proposed? The researcher should be aware of the potential audience, their support, and how to tailor messages to each group effectively.

At the end of the options, you should say that this option is the best and you should have evaluated each option, given its weight and time, and proved that option X is the best option.

A practical example of the problem related:

“Significant weakness in the marketing of household products in Governorate X.”

One of the options/alternatives could be:

Establishing a main center for the marketing of household products in Governorate S. This alternative should include:

Cost of this alternative: How much will it cost to establish this center? Who will establish it and who will be in charge? What is the importance of its existence? ...etc.

Benefit: How does this center contribute to the marketing of products? How does it increase family income? How does it help reduce unemployment among women and girls? How many families and projects will benefit from this alternative? ...etc.

Formulation of recommendations and rationale for policy briefs

When formulating recommendations, the following questions should be addressed:

- Who is the target of the recommendation?
- What action or measure are you proposing?
- Where should this action be implemented?
- Why is this action necessary or being called for?
- A policy argument advocates for the adoption of a specific policy, providing a clear explanation of the recommended action. Persuasive policy arguments serve as a decision-making tool and a call to action for the target audience.
- Arguments should be sufficiently clear to be communicated quickly to non-specialists. If they are not, the logic of the argument should be reevaluated.

Key Considerations When Formulating Recommendations:

- Recommendations should be clear, specific, and targeted, rather than general.
- They should be actionable and practical.
- They should be presented in a coherent, structured manner and directly relate to the policy problem.

Activity No. (2): Distribution of two forms of two pre-prepared policy papers: (Activity's duration: 30 minutes)

Requirements:

- Flip chart sheets for group work.
- Colored small scraps of paper (red and blue) for participant use.
- Flow master pens.
- Copies of the two policy papers to be distributed to participants

How to implement the activity

- Divide the participants into three groups according to sector: environment, tourism, and agriculture.
- Read the two policy papers thoroughly.
- After reading, each group should select one policy paper and extract the following information:
 - The problem, stated precisely and concisely.
 - The importance of the problem for the decision-maker.
 - The target audience.
- Begin drafting a brief write-up of the problem, ensuring it is clear and concise.
- Highlight the significance of the problem for the decision-maker.
- Identify the target audience and the data collection methods used in the policy paper.
- At the end of the allotted time, review the answers and facilitate a discussion.

Chapter Three

Initiating Policy Papers / Policy Briefs

Logical Sequence of a Policy Paper

Editing a Policy Paper

Publication of the Policy Paper

Initiating Policy Papers

Key Considerations When Starting to Write Policy Papers:

- The overall format should be clear, coherent, and easy to read.
- Keep the content concise, functional, and focused on a single issue.
- Remember that the audience is often busy and non-specialist, seeking concise and accessible information.
- Support your arguments with consistent evidence rather than relying on a single experience or perspective.
- Reinforce your arguments in consistent evidence and not just one experience or point of view.
- What is the purpose of the paper?
- What objectives are intended to be achieved by writing and publishing the paper?
- Who is the primary audience for the paper?
- How can the key points be clearly written and effectively included in the paper?

Second: Length of Policy Papers

Decision-makers typically have limited time, so shorter papers are more likely to be read. A policy paper should, ideally, be concise, with a maximum length of 1,000 to 1,200 words.

Third: Considering the Decision-Maker's Agenda

The primary purpose of policy papers is to present a set of recommendations to the decision-maker. Therefore, the recommendations included must align with the decision-maker's vision and priorities, even if the researcher personally holds a different perspective.

Fourth: Quality of Data and Information

It is essential that the policy paper relies on accurate and credible data, as the decision-maker will base their assessment on the quality of the information provided. Depending on the topic, this may include statistical data or primary information. When using statistics, it is preferable to reference both official government data and credible international or non-governmental sources. Avoid vague or subjective statements, such as "the country is going from bad to worse," and instead focus on clear, verifiable facts.

Logical Sequence of a Policy Paper

Title and Author

The title of a policy paper should be focused, concise, and directly relevant to the problem, capturing the reader's interest and encouraging them to engage with the content. It should align with the purpose of the paper, be clear and easy to understand, and accurately reflect the content of the policy paper. Additionally, the title should be attractive, engaging, and precise to ensure it effectively represents the paper's subject matter.

Executive summary (optional) includes

The executive summary should clearly state the purpose of the paper, define the policy problem being addressed, evaluate the alternatives considered, and highlight the main recommendations. It provides decision-makers with a concise overview of the key points and proposed actions.

Introduction

The introduction identifies the problem the paper seeks to address and may be presented in the form of a question. It clarifies the context of the issue and defines the scope of the problem. Additionally, the introduction should provide a brief summary of the findings, methodology, and conclusions, allowing the reader to determine the relevance of the paper to their priorities and interests.

- The problem description should address:
- The political, economic, social and legal context in which the problem takes place.
- The current policy to deal with the problem, and its most prominent problems (even if there is no current policy to deal with the problem, this should be clearly indicated).
- The different directions put forward to address the problem.
- The wording should be in the form of small paragraphs.
- The need to use all possible sources and information to support the point of view that you may have adopted in the policy paper.

Background: Data Overview and Current Policy Summary

To help the reader gain a comprehensive understanding of the topic, include additional background information and data that have not been previously discussed, along with the results of your research. Use a variety of credible sources to enhance the overall reliability of the policy paper. Focus on the facts that are most relevant for the decision-maker, keeping the content concise to maintain the audience's attention.

Analysis of alternative options

Each option should be analyzed individually, taking into account previous policies and evaluating what has or has not been effective in addressing the problem. Consider potential new solutions proposed by others, as well as the options you have developed. Clearly explain the trade-offs between different options, ensuring that each alternative is distinct and provides a unique approach to solving the issue.

When formulating alternatives, the following must be taken into account:

- All available alternatives should be thoroughly reviewed when addressing the issue
- What are the advantages and potential consequences of each available alternative?
- Which alternative was chosen and why? What arguments support the selection of this alternative in the policy paper?
- Mention the defects and determinants of the alternative in question.

Recommendations

Policy recommendations constitute the most critical component of a policy paper, serving both as a decision-making tool and a call to action. These recommendations should be actionable, practical, and realistic, grounded in the most accurate evidence available, and organized in a manner that facilitates clarity and ease of comprehension for the reader. It is essential that they are presented objectively and articulated with precision.

The Conclusion

The conclusion synthesizes the main arguments, emphasizes the significance of the proposed actions, and reinforces the central thesis by revisiting the recommendations in the context of the policy problem. It may be brief and, in some cases, integrated into the recommendations section. Care should be taken to avoid introducing new ideas in the conclusion.

References

The list of sources referenced in the policy paper is typically provided at the end of the document, offering readers access to the evidence underpinning the arguments. Including sources within the main text or in footnotes can reduce readability and may discourage policymakers from engaging fully with the paper.



Refinement of a Policy Brief

Once a draft policy paper is completed, it should undergo a collaborative editing process prior to publication. The editing phase should address the following:

- Ensure that the language, format, style, and dialect are appropriate and consistent throughout the document.
- Present a balanced and objective perspective on the issue.
- Maintain an analytical and neutral tone, avoiding emotional language.
- Verify the accuracy and completeness of all references and sources.
- Organize the content in a clear, logical, and easy-to-follow structure.
- Eliminate unnecessary or repetitive information.
- Ensure paragraphs and sentences are coherent, sequential, and well-connected.
- Correct spelling, punctuation, and grammatical errors.

Publication of the Policy Paper

Key strategies for publishing and disseminating a policy paper include:

- **Identifying the Target Audience:** Clearly define the intended readership to ensure the policy paper reaches stakeholders who can influence or implement its recommendations.
- **Media Communication:** Share the policy paper with media outlets through press releases, news briefs, or other channels to enhance visibility and public awareness.
- **Meetings and Webinars:** Engage local decision-makers, regional opinion leaders, relevant stakeholders, members of decentralized and municipal bodies, and representatives in the governorate through targeted meetings or webinars to discuss the findings and recommendations.
- **Communicate with private institutions, associations, and civil society organizations** in your area and distribute printed or electronic copies to them.

