



2022

POLICY & PROGRAM LEARNING
**HIGHLIGHTS
REPORT**

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Strengthening Business Leadership Through Policy Solutions and Program Learning

The Policy & Program Learning (PPL) team is pursuing answers to crucial questions about the direction of democratic free-market systems and highlighting areas for business leadership in reform. Supporting independent economic voices and democratization opportunities requires knowledge of international experience, policy options, and technical tools. To advance this work, PPL focuses on three core areas of work: Policy and Applied Research, Knowledge Management, and the Free Enterprise & Democracy Network.

In 2022, PPL has commissioned studies, conducted opinion polls, and leveraged the expertise of global practitioners and scholars. PPL also tapped into CIPE's growing interest in youth through our programming and continued to focus on cross-team collaboration.



By the Numbers

5 | **Research Webinars**
showcasing key findings to policy issues

2 | **Global Conferences**
convening business leaders and advocates

6 | **Issue Papers**
exploring models of deliberative democracy

15 | **Requests Fulfilled**
providing technical assistance to programs



Recent Publications

- Decentralization Primer
- How Do We Advocate?
- How Polish SMEs, Business Associations, and Chambers of Commerce are Helping Ukrainian Refugee Businesses
- How to Write a Policy Brief
- The Kampala Principles in Action: Case Studies in Private Sector Engagement
- What is Advocacy?



POLICY & APPLIED RESEARCH



In 2021, CIPE launched a new applied research initiative to engage business leaders in emerging democracies with actionable knowledge on policy solutions for democratic free-market systems. Policy and Program Learning's (PPL) Applied Research Unit works with CIPE's leadership to identify knowledge gaps in CIPE's programmatic priorities - creating a learning agenda by harnessing in-house research and through PPL's expanding network of international scholarships.

Knowledge HUBS: Democratic and Market Transitions

Three countries - Ukraine, Tunisia, and Boliva - experienced economic and political transitions over the last several years. Considering the rapidly changing contexts, PPL observed that stakeholders in the private sector and civil society struggled to effectively frame reform messages.

To meet these challenges, PPL began the Knowledge HUBS Project. PPL organized national opinion surveys to make international lessons in democratic and market transitions more accessible, generating lessons about reform strategies and new frames for messaging. After partner exchanges and sharing survey analyses between countries, we identified **four key areas of continued action for reform leaders:**

- Continue cross-regional learning and knowledge sharing about reform and transition
- Strengthen opportunities for youth to be involved in reform efforts
- Bring together varied organizations into coalitions
- Use this base of knowledge and enthusiasm to reestablish trust in democracy and markets



Knowledge HUBS Partner Roundtable in Sfax, Tunisia

To culminate the project and reach the cross-country learning objectives, PPL worked with CIPE MENA and the Tunisia Field Office to organize an exchange with four partner organizations on how the private sector can respond to citizens' expectations and rebuild trust in key institutions, which included a discussion of the HUBS surveys CIPE conducted in Bolivia, Ukraine, and Tunisia on the public perception of political and economic reform. These partners, who received small grants through the Knowledge HUBS project, then hosted a public event showcasing their work, including new communication tools that they will use to change minds on the role of the private sector in Tunisia's economy.

Select a country below to read key survey results





Issue Papers

PPL released a first round of issue papers in mid 2022. This slate of applied research covered:

- [The impact of investment has made on Hungarian SMEs](#)
- [How Syrian refugee owned firms have contributed to Turkish economic growth](#)
- [Chinese free trade zones and levels of entrepreneurship](#)
- [The degree to which Kenyan business membership organizations influence public policy](#)
- [How COVID-19 presented new challenges to women owned SMEs in Pakistan](#)

Following the release of the issue papers, PPL debuted the Research Unbound webinar series to share research conclusions through expert discussions centered on the research's implications for CIPE's work. PPL later consulted with CIPE program teams and commissioned an additional 7 issue papers investigating the following:

- Private-sector and civil society collaboration, and their impact on democracy and the economy
- Best practices and lessons learned from National Trade Facilitation Committees
- The private-sector's impact on public procurement transparency and SME competitiveness
- New models of public and private-sector collaboration through regulatory sandboxing
- Successful SME responses to COVID-19 and continuing trends since the pandemic
- Innovations in deliberative democracy and their impact of the quality of democracy
- The interplay of inclusion, anti-corruption, and transparency in hybrid regimes

The papers will be released in 2023 with findings shared in a second Research Unbound webinar series.



KNOWLEDGE MANAGEMENT



The Knowledge Management program captures lessons in democratic and market reform from CIPE’s experience in order to enhance the effectiveness of future reform efforts. Under this program, PPL works to promote cross-regional transfer, among staff and partners, of successful approaches to building institutions of democratic free-market systems.

CIPE Learning Expo

The first ever CIPE learning Expo was created by PPL in order to better facilitate the transfer of knowledge between various program teams. The January 28th event convened over 100 staff members under the theme of “Tipping the Scales: Positioning Democratic and Economic Reforms for Impact” and featured a panel discussion, live demonstrations of distinctive program approaches, breakout discussions on ways to increase impact across program contexts, and virtual exhibits highlighting special initiatives.

The twelve breakout groups spanned all regions and key thematic areas, including resilient democracies and economies, inclusive democracies and markets, as well as fostering networks of change agents. Several attendees cited the group discussions as the most useful, stating that they were “breaking down silos” and gaining “good ideas for developing their own programs.”

[Read Full Summary](#)



Small holder farmers in Buvuma District, Uganda. Photo by: GPEDC

Kampala Principles

In support of the [Kampala Principles for Development Cooperation](#), PPL advised on three corresponding toolkits, explaining how to turn the theory into action using examples from Bangladesh, Colombia, and Uganda. In conjunction with the release of the [toolkits](#), CIPE Executive Director Andrew Wilson represented CIPE at the Global Partnership for Effective Development Cooperation Summit in Geneva, speaking on two panels.

Leadership E-Learning Course

In early 2022, PPL released the "[Leading People and Organizations: Self-Guided Learning](#)" e-course. The course is a product of ongoing collaboration with the William Davidson Institute at the University of Michigan. Good leadership is crucial to the success of any organization. The training's five modules provide an understanding of foundational leadership topics: Leadership framework; encouraging an entrepreneurial culture; effective decision making; leading high-performance teams; and self-awareness for leaders.



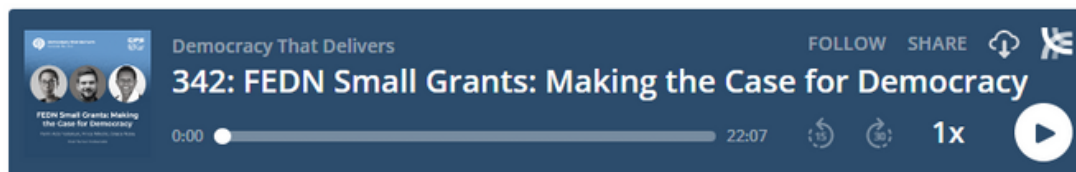
FREE ENTERPRISE & DEMOCRACY NETWORK (FEDN)

As the Secretariat for the [Free Enterprise and Democracy Network \(FEDN\)](#), PPL provides a mechanism for 65 private sector leaders and advocates of economic freedom across the world to exchange ideas as well as support and make the case for democratic, prosperous societies. In 2022, FEDN prioritized direct engagement, particularly with youth. This guided the work on small grant projects, the annual FEDN conference, and our engagement in the Global Assembly of the World Movement for Democracy in Taipei.

Small Grants

PPL launched the FEDN small grants programs to support collaboration towards the network's strategic goals, with a focus on youth engagement. These small grants allow for localized interventions to promote democracy and civic space in an actionable way. Our members are making an impact: in Nigeria, [Toki Mabogunje](#) is using democracy influencers across radio platforms, while [Grace Nzou](#) conducts entrepreneurship training directly in Elgeyo Marakwet, Kenya. In Serbia, [Milos Nikolic's](#) analytical articles targeting youth have reached 45,000 viewers. By directly engaging with youth, our members are able to build a foundation for democratic action.

[Listen to the grantees discuss their projects on CIPE's Democracy That Delivers podcast](#)





CIPE Delegation at the Global Assembly of the World Movement for Democracy. Photo by: NED

World Movement for Democracy

At the Global Assembly of the World Movement for Democracy in Taipei, CIPE organized a discussion to explore multi-stakeholder collaboration with delegates including FEDN Member Toki Mabogunje. The premise of the discussion was that collective action is needed across sectors of society to preserve civic rights and counter authoritarians who divide and rule. [Read more.](#)

Second Annual FEDN Conference

As part of the Year of Action announced in the 2021 Summit for Democracy, the Free Enterprise and Democracy Network (FEDN) held their second annual conference, under the theme "Rallying for Freedom: From Ideals to Engagement," focused on actionable solutions to address threats to democracy and uphold democratic resilience. The two-day event built on the foundation of ideals discussed during the 2021 conference, which focused on the future of democracy while moving into a post-pandemic world.

[Watch on YouTube](#)

[Read Key Outcomes](#)



FOR FURTHER INFORMATION:

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