



## CSOs, Evidence and Policy Influence: A Regional Workshop and National Seminar

M Plaza Hotel, Accra, Ghana  
14-15 March 2005



Coordinated by:  
Overseas Development Institute  
Participatory Development Associates  
The Centre for the Development of People  
Ghana Network for Participatory Development

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## Workshop Summary

ODI's Civil Society Partnership Programme (CSPP) held a West Africa regional workshop in Accra, Ghana on 14<sup>th</sup> and 15<sup>th</sup> March 2005 in collaboration with Participatory Development Associates (PDA), Ghana. The two-day event included a national seminar on the afternoon of the second day.

The workshop and seminar provided a forum for representatives from policy research institutes, non-governmental agencies and donors to discuss the opportunities and challenges for civil society organisations (CSOs) to use evidence to inform policy, learn about the latest worldwide research and practice in this area, share experiences about ongoing activities and identify opportunities for collaborative work.

Tony Dogbe, Co-Director of PDA, opened the regional workshop, and invited participants to introduce themselves and their work. The 20 Ghanaian CSOs and one Nigerian CSO (Nigerian participation was unfortunately limited due to logistical problems) represented a wide range of interests, including community empowerment and development, indigenous knowledge, community legal support, and advocacy on government policy and budgets, nutrition, gender issues and natural resources management. Participants had experience in policy advocacy, practical community work, research, training and facilitation, and media.

John Young described ODI, the Research and Policy in Development Programme (RAPID) and the purpose of the CSSP. Abdul Basset Aziz Bamba of the Legal Resource Centre (LRC) then presented a case study from Ghana showing how LRC used legal and policy analysis, evidence, and the threat of legal action in a pilot community study to influence the implementation of a municipal authority's waste disposal service, and set up a community composting scheme.

After a briefing by Cecilia Luttrell (ODI) on Research-Based Evidence, CSOs and Policy Processes, participants divided into groups to identify factors that had helped to achieve policy changes in their own work. The key factors identified included: fostering ownership of issues and increasing CSOs' ability to leverage change through alliances, partnerships and coalitions; access to influential people; mobilisation of public opinion; grassroots engagement with the issues; knowledge of the policy and legal framework and citizen's rights; effective communication and media strategies; the credibility of the groups involved; use of evidence from pilot studies, existing documents, pure research and observation; availability of funds for pilot studies and research.

During the afternoon, John Young of ODI presented the Research and Policy in Development Programme (RAPID) Context, Evidence and Links Framework, and an outline of available tools for policy influence. He also presented a case study showing how a 'para-vet' network in Kenya had influenced national veterinary policy.

The following day, the workshop participants used the RAPID analytical framework to identify several opportunities for influencing the second phase of the Ghana Poverty Reduction Strategy (GPRS II). The GPRSII document has been drafted and is currently undergoing consultation. Amongst external factors, participants noted the powerful influence of the World Bank and donors in shaping Ghana's approach to

poverty reduction, but saw opportunities for influencing the GPRSII by tapping into other perspectives within the World Bank, and certain donors' interests in working with Ghanaian CSOs on advocacy and rights. International networks of CSOs could also be influential. The maturing political system in Ghana and the emergence of democratic institutions such as parliamentary select committees also offered CSOs opportunities to influence the political context shaping the GPRSII. More evidence was needed to overcome the incomplete understanding of principles and instruments involved in the GPRSII, and on the best approach to reducing poverty, as well as on what is actually happening in the communities. Among links, participants felt that the more sophisticated approaches to campaigning emerging among CSOs in Ghana were a new opportunity. On the other hand, the diminishing role of traditional authorities, which have been replaced by 'modern' institutions which do not represent the interests of affected communities, and the incomplete consultation carried out to produce the GPRS document, have limited the evidence getting into the policy process.

The final session of the workshop focussed on participants' recommendations on how ODI-CSPP can support CSO work in Ghana and Nigeria. These comprised three main areas of support:

- *Networking*: Enhancing networking at national level through creating a forum for institutions working to influence policy, and at international level through enhanced communications with advocacy groups, researchers and universities in other parts of the world.
- *Information*: Providing information on general development issues (ODI information and information from elsewhere) and on tools to facilitate policy influence, as well as helping CSOs get their information out to the national and international arena.
- *Capacity building*: Helping CSOs increase their capacity to influence policy through training in the policy process, how to gather and present credible evidence and evidence-based public advocacy and lobbying. Participants also requested ODI to partner Ghanaian and Nigerian CSOs in specific projects and help them find funds.

Alice Sena Lamptey (Association of African Universities) closed the workshop, thanking ODI for an excellent, highly focused and very practical event. She encouraged participants to mainstream what they had learned within their organisations and networks.

## **Seminar Summary**

Workshop participants were joined by representatives of 20 CSOs, international NGOs and donor agencies for the afternoon seminar. After welcoming remarks by Tony Dogbe of PDA and introduction of the participants, Al-Hassan Adam of Forest Watch Ghana (FWG) presented a case study on 'Evidence in the "Forest for the People" Campaign'. This showed how FWG used evidence that already existed in the public domain to challenge the illegal practices of Ghana's Forestry Commission and influence policy.

The discussions following John Young's presentation of the RAPID framework included exchanges on the neutrality or not of evidence and the need to be aware of researcher bias. Certain concepts widely used in development circles, such as 'stakeholder', are thought to be neutral but are in fact imbued with assumptions deriving from particular political viewpoints. Participants also discussed the various types of conflict that arise during policy advocacy including conflicts between groups with different vested interests in management of resources and gender issues, and between CSOs and government.

Participants identified the need for more CSO capacity building to help them develop more effective agendas and strategies, and also to support the grassroots to determine their own research priorities and to use their own customary institutions to articulate their agendas, rather than relying on CSOs.

There is a need to find new ways of disseminating information, including research results, to the grassroots in accessible language and media, including audio-visual media. Much valuable evidence is already in the public domain, including in the websites and reports of agencies that CSOs are lobbying against. In many cases it is possible to collect new information, especially at community funding, without needing external funding.

Participants also discussed the need to exploit 'invited space' – for example invitations to participate in a consultation – and go further to create their own spaces, and be more pro-active about setting the agenda rather than responding to government agendas. Donors also needed to be aware that their narrow funding criteria often limited the space available for CSOs, and that long-term funding was needed to help CSOs build capacity in a sustainable way.

Finally participants noted that coordinating information on the different strengths and weaknesses of Ghanaian CSOs could help to build a more effective CSO movement that harnessed the diversity of CSOs and enabled them to mobilise to meet particular challenges. Several participant organisations already had lists of NGOs and their capacities in their particular areas of work; these could be the start of a process of mapping out CSO interests, strengths and weaknesses.

# Workshop Report

## Opening Session

The facilitator, Tony Dogbe of PDA welcomed the participants, and introduced the workshop. This was followed by participant and organisation introductions.

The following is a summary of the organisations participating and their interest in the workshop:

- **Ghana Research and Advocacy Programme (G-RAP)** started in September 2004, carries out advocacy with larger organisations. Programme would like to make links with ODI, PDA, and RAVI to link research to the grassroots.
- **Ghana Community Radio Network (GCRN)** an association of non-profit community radio stations. Helps marginalised people speak in their own language and ways.
- **Centre for the Development of People (CEDEP)** facilitates development at the grassroots level. They are a member of g-NETPAD. Interested in evidence and policy influence, as CEDEP is moving into advocacy work with marginalised groups.
- **Legal Resource Centre (LRC)** works on human rights issues, at the grassroots and through interacting with parliament on policy, influencing legislation. Interested in research and advocacy issues.
- **Ghana Network for Participatory Development (gNETPAD)** is a network of participatory development practitioners; they were interested in the model that ODI has developed.
- **University of Development Studies.** Personal areas of work included indigenous knowledge since 1990, policy influence work with Care International, how to get rural peoples' voices heard at policy level and also policy being heard at the local level.
- **Centre for Sustainable Development Initiatives (CENSUDI)** works on advocacy orientated and gender influenced work in a number of key areas. These include supporting gifted needy children, especially the girl child; combating violence against women and poverty reduction with some micro-credit training.
- **Integrated Social Development Centre (ISODEC)** works on research and advocacy, centre for budget advocacy includes work on policy analysis for children and gender.
- **Nutrition and Gender Initiative (NGI)** carries out evidence-based research and advocacy on nutrition. Effective policy work is through a lot of multi sectoral work, focused on women.
- **DFID** includes work on poverty and advocacy. In Ghana they are funding RAVI and G-RAP, and central funding supports this ODI programme.
- **Integrated Action for Development Initiatives (IADI)** member present worked in community development, local institutional development, process facilitation as well as IADI. Interested in this workshop as member of Forest Watch as an advocacy coalition. Interested in how successes can be shared, influencing policy change and natural resource management.

- **Association of African Universities (AAU)** is an umbrella organisation of universities on Africa, a voice and think tank for development of the continent. The association links Africa with the international research community, links policy with research and poverty alleviation. African universities are currently under pressure to make academic research more relevant to policy.
- **Rural Media Network (Rumnet)** provides information and amplifies the voice of communities. Interested in how evidence can promote pro poor actions.
- **Nature Conservation Foundation (NCF)** is the oldest and largest environmental NGO in Nigeria, and is an associate of WWF. Hoped to learn from the workshop.
- **SEND Foundation** has two main programme areas, eastern corridor livelihood security and policy advocacy programme 'Ghana HIPC watch' which monitors the use and distribution of HIPC funds. Hoped to learn more about the use of evidence and policy.
- **Civic Response** is involved in socio-economic campaigns, advocacy campaigns and lobbying on natural resources, forestry, community rights around mining and public services. They host the secretariats of Forest Watch and the National Campaign against Privatisation of Water, National Coalition of Mining. Interested in the advocacy trend and rights based approach emerging in Ghana. What is the capacity in Ghana to change things?

## **Presentation on ODI and the Civil Society Partnership Programme**

John Young of ODI gave the opening presentation. This included a brief background to ODI and the Civil Society Partnership Programme (CSPP). The aim of the CSPP programme is to strengthen the role of southern civil society organisations in development policy processes. The main focus of the workshop was to provide a forum where a number of issues could be discussed. These included the opportunities and challenges for CSOs in using evidence to inform policy, for CSOs to learn about worldwide research, share experiences on current activities and successes and identify areas for future work. He added that a series of such workshops was being held globally throughout this year. He observed that partnerships between research organisations like ODI and southern based organisations have previously been not very equitable and added that ODI needed to learn more about equitable partnerships.

The presentation was followed by a short discussion.

### **Discussions**

The discussions that followed the presentation raised the following observations and issues:

- It was asked how ODI became involved in this area of research work. The group were informed that is an area of interest of the current director of ODI.
- ODI was asked how they research on environmental degradation and policy. ODI have a large research department, which focuses on this.

- The question of where the meeting point is between CSO and government was raised. The group was informed this would be clarified in the framework presented later.
- The observation was made that there are many cases where the evidence for change is overwhelming but the problem is the lack of political will, preventing any change. However, some pilot studies may not be replicable or suitable for mainstreaming.

## **Presentation of case study by Abdul Basset Aziz Bamba of the Legal Resource Centre on a Community Composting project**

LRC is a right-based organisation, using a rights framework for all their work. They are also a community based development organisation, working mainly with communities. Their interactions at national and regional level are a reflection of their work at the community level.

The presentation gave details of a composting project, which LRC has helped facilitate with two communities in Accra; Nima and Mamobi. The project worked on how to ensure collaboration between the people and the authorities managing the waste and tried to engage the youth to give them employable skills.

The project developed from a process of formally documenting the priorities of the communities, who raised sanitation as one of their main issues. They visited the sub-metropolitan authority who felt they were doing the best for these communities. There was no evidence to prove that they were not doing their job. The youth started to monitor the rubbish containers to see how often they were emptied. They did this for one year to gather some evidence. Every month during this period they sent letters to the AMA outlining what they had done and found. As a group of lawyers, the LRC like to issue threats. They informed the AMA that if they did not fulfill their obligations they would be taken to court. When they realised that the threat of court action was serious they invited the community to talk.

LRC see that contest is a good tool to use against the state authorities, by using the threat of summons. In their experience contest has been a means to get people to collaborate.

### **Discussions**

The discussions that followed raised a number of points:

- In terms of policy influence what did you achieve, will Accra Metropolitan Authority come up with by-laws etc?
- Based on prior knowledge of LRC, the presentation focussed on the response of a service provider and policy implementation. It would also be useful if LRC expanded on its work in policy formulation and discourse.
- Plastic bags – what is your project doing to reduce these? Pictures of project progress would be useful to highlight the successes. What is the link with government? The project should get the ministries of Agriculture and Health,

the Environmental Protection Agency and others to sit with government departments.

- Interest was expressed in the fact that the state did not have capacity to respond to LRC's efforts to hold them accountable in law. It was observed that much effort was being put on developing the capacity of CSOs with less focus on the capacity of the state to respond. This is an important issue in RBA.
- It seemed that LRC led the activity, why did you not find out the position of the people causing the waste problem – why do they do it? Is the community leading and LRC facilitating?
- How does the compost project relate to rights? Is a law envisaged, or an Accra-wide AMA policy to compost? Is compost an urban or rural solution?

*LRC Response:*

- Policy change: before starting the project LRC did a legal strategic review which showed that the necessary laws all exist, so it was a problem of implementation not a lack of policy. An example of LRC's work on policy development is that on Muslim marriages. We did research in four areas, had workshops, the outcomes from which fed into a bill to reform marriage laws. We hope it will be introduced in May as a private members bill. Another example was reforming the national insurance scheme to provide a safety net for indigent people. LRC research was used to inform meetings in Bongo, Wali Wali etc to come out with a model national health insurance charter.
- Plastic bags: AMA (Accra Municipal Authority) repeated that plastic bags were the main cause of waste. They wanted to talk to the manufacturers of bags, threatening to ban the use of bags if they did not contribute to the cost of managing pollution. The latest news was that the threat to ban plastic bags was going ahead.
- LRC has a visual record in the form of slides. The compost site was a defecation site, but as a result of the compost initiative, signs and spot fines of 200,000 cedis the site is much improved.
- Link with government departments (Ministries, Departments and Agencies (MDAs)). Governance was an aspect of the project. We needed to understand their constraints as well. For example on the health campaign, government was not implementing the policy for indigent people. LRC threatened to sue the government where a hospital did not exempt an indigenous woman from payment. The hospital admitted they knew the laws were there, but they did not have money.
- The capacity of government to respond. AMA has by-laws, but not enough staff to monitor/enforce the compliance. Most waste collection companies are working in hope that they will eventually be paid.
- LRC does not lead everything. LRC engages in community-driven activities. Community members initially suggested the compost project. The committee people talked to AMA themselves, LRC was in the background providing support where required, particularly on legal questions.
- Compost project comes within framework of right to health. The compost heap is right behind the Sub-Metro office, and when they saw the activities they sent LRC a letter saying that Sub-metro is the only agency mandated to deal with

waste, and put adverts in the press to that effect. i.e. the project got AMA to assert their responsibilities.

- Compost could be used in rural areas, but the waste problem is not as bad there.

The facilitator summarised the discussions and observed there was scope for composting in rural areas, particularly at market places. In addition there was the need for more evidence to create a basis for influencing policy, and research into how to make compost acceptable. The interesting point around engaging with the sub-metro authorities was also noted. This is a level that was not often worked with in Ghana, and engaging with them could help to strengthen them. The approach of gathering evidence over a long period of time on the failure to empty refuse bins was essential in this project. Many active NGOs currently fail to document evidence when working with communities, instead dropping into communities for short periods to gather information.

## **Introduction to Role of Research-based Evidence and CSOs in Policy Processes**

Cecilia Luttrell of ODI presented information on Research-Based Evidence, CSOs and Policy Processes. This included an example of how evidence had successfully influenced policy in a health project in Tanzania and another example of how different levels of incorporation of evidence into policy responses had affected the spread of HIV/AIDS in Uganda, South Africa and Thailand.

The presentation raised a number of questions:

- There was a request for more information on the increase in HIV/AIDS in South Africa. The group were informed this is a complex story, but basically political factors prevented uptake of evidence by policy.
- What was the intervention in the Tanzania health project? Here policy was realigned to the health needs of the population, rather than national ideas of what was needed.

The participants then split into four groups to discuss examples of how CSOs have influenced policy processes in Ghana and Nigeria through sharing stories of successes and failures.

## **Group Work: Key Factors influencing changes in policy processes in the work of West African CSOs**

From the group discussions the following key factors were identified:

*Group 1 – case studies: Forest Watch; Community radio; Female Condom*

- Availability of data and information;
- Effective partnerships – these don't have to be structured;

- Coalition building, often more formal – e.g. GCRN formed a network with criteria for membership;
- Knowledge of our rights;
- Preparation and groundwork;
- Influential people – people who are not afraid to walk into offices;
- Well defined agenda and platform = mission and goals;
- Community radio led to policy change – previous broadcasting policy included only public and private sector, but now includes community sector.

*Group 2 – case studies: Privatisation of Ghana Commercial Bank; house-to-house collection of waste in Kumasi; Expensive courtship and marriage rites in the UER; issue of freelance taxi drivers in Kumasi.*

- The voice of the people being strong (public uproar): e.g. Privatisation of Ghana Commercial bank;
- Role of technical professionals;
- Use of evidence from pilot studies, existing documents, pure research, observation;
- Community engagement at various levels – international, national, local, municipal;
- Community, i.e. people involved in an issue i.e. employees, customers etc. Not just the people who live in an area;
- Media strategy;
- Funding for pilot studies, research
- Credibility of the facilitating groups.

*Group 3 – case studies: Community radio; streetlights; street vendors being moved; forests, water and Ghana Commercial Bank.*

- Policy audit vis à vis the poor (policy orientation, obligations of MDAs), how experience-based, impact etc) = tells you if there is an issue to campaign on;
- Ownership of issues – building of networks and allies;
- Allies with power to leverage changes (pragmatic partnership) e.g. donor communities may be interested in some issues even though they are not conventional allies. Pressure of donors can work both ways e.g. case of privatisation;
- Up/out scaling of micro-level change in order to achieve critical mass and wider changes, the more people realise that it is their right to have these services the more they will be provided (e.g. street lights achieved in Nima, but not up scaled to other communities);
- Effective communication strategy – Forest watch slides of forest destruction shocked people with environmental interest, but they didn't act. Not until analysis of financial issues was published in papers did the public get interest in issues in major way and start questioning forest policy.

*Group 4*

*HIPC watch (Influencing the implementation of policy, not just policy itself)*

- Factors: dialogue, partnership

#### *Ghanaian languages taught in 1<sup>st</sup> 3 years of school*

- Research evidence from a CSO resulted in silent withdrawal of policy on teaching English in 1<sup>st</sup> three years of school (School for Life);
- Collaboration with related agencies

#### *Cross River, Nigeria, forest policy*

- CSO pressure/ contestation resulting in changes in policy;
- Factors: motivation of communities to act; showing benefits.

#### *Comparing community indicators with government indicators*

- Monitoring gaps, stakeholder/rights holder dialogue.

#### *PNDC law 229*

- Coinciding interests of donor, government and CSO lead to partnerships;
- Civil society trying to reform bushfire law, coincides with government interest lead to revision of wildfire policy. Involvement of traditional authorities. Fire now seen as a management tool.

Detailed discussions from two of the groups can be found in Annex 1.

## **The RAPID Context, Evidence and Links Framework**

John Young presented the RAPID context, evidence and links framework. He started with a few definitions of research and policy, from which he said the reality was very different. Policy development was not a linear model, and suggested that it was rather very complex and chaotic. He observed that there were often very decisive moments in the policy process, which were linked to political processes. The reality of policy change is that it is a very slow process.

The use of pilot projects has been seen as a good way of gaining legitimacy for change and trust from those in positions of influence. There have been big incentives for policy change by donor activity, for example the PRSPs. However, it is yet to be proven whether donors can really influence policy as some countries actually discard donor-funded work.

After the presentation there was an open discussion.

### **Questions and Answers**

Q: One example which resonates is where the mid level bureaucrats in the district assemblies are now mapping poverty, but not able to go any further than that. The attitudes and institutions people are working with influences their ability and approach to policy change.

A: There is no solution when those people in the key top positions will not change, leaving those below frustrated by the lack of activity. Things do take a lot of time to see any change. This is the paradox within policymaking; it is actually a process, a continuum. ODI is starting to do more work in the UK on policy processes. In Morocco there is little institutional continuity, when the government changes all the staff change. Whereas in the UK and other countries there is more continuity of those staff below which can help with policy change and influence.

Q: Where do you recommend organisations go to get support for research from organisations other than World Bank?

A: ODI suggested G-RAP. G-RAP added that it would be good if larger research institutions worked with grassroots organisations to generate evidence. He observed that horizontal networking works in Ghana, but vertical networking appears to be difficult. He expressed the hope that ODI maybe able to identify best practice in bringing all these levels together – grassroots through to the research institutions.

### **Observations from discussions**

- People do not want to believe that research is all a part of the politics. It is not a value-free way of providing information. It is all a game of power and politics. CSOs very rarely research to support government. We are all time bound; all we are asking is that policy makers have a human face. We cannot run away from the issue of power.
- The relationship between power politics and policy; often vested interests pay for research to be done and this research tends to give the answers that those paying for the work want to hear. They generate research to support their 'vested interest' policy position, and so help maintain the status quo.
- Policy change has not been as a result of generating evidence, instead people getting out on the street. ODI responded to this comment adding that this depends on the situation; evidence can play a different role in different circumstances. With understanding of the context you are working in you could decide if there was the need for more evidence, and where that evidence would need to be focused.
- ODI is currently working with policy makers in the UK to try and make them more 'evidence aware'.
- The authority of locally held knowledge was highlighted. Through community radio change was observed at a community level every day, but how could that be brought together to change policy? What kind of evidence counts? Public demonstrations in some cases seem not to count. The need to understand the political context was highlighted.
- A few years ago the World Bank started to use the 'knowledge bank' concept. Their notion was that if someone was doing something good in Argentina for example, the idea would be 'banked' and then be available for distribution to other countries elsewhere.

## **Tools for Policy Influence**

John Young presented a number of other tools that could be used for policy analysis. After the presentation one of the participants shared a personal case study.

Ghana Community Radio Network explained that in Ghana the radio airwaves were deregulated in 1992. Since then only six licenses have been granted to community radio stations. A National Communication Strategy and Policy was issued in November 2004. At the end of January GCRN learned from a source outside Ghana that this policy had been adopted in November 2004. They also learnt that in the policy it says that the backlog of community radio applications should be approved within six months of the policy been approved. So as of now there are two months to this deadline. Some of these applications have been pending since 1997. The most recent news was that a meeting would be arranged soon.

## **Group Work**

In the same groups as the morning sessions, participants were asked to focus on those factors that were identified in the morning group session, which were beyond their control. From these factors they were asked to identify those that were easier to control and those that were more difficult to control or influence.

Due to time constraints the group discussions were stopped. The participants were then asked to decide how to use the group work session the following morning. Some suggested using the RAPID framework to analyse the GPRS and the context in which it has developed.

The group decided that John Young should present another case study in the time remaining.

## **Case Study of Paravets in Kenya**

John Young presented a case study of a pilot project in Kenya which promoted the concept of paravets (village animal health workers). The project was eventually able to influence a change in policy. At one stage in the process the work of the paravets was illegal in the eyes of the law. One lesson that was learnt from the process was that there is the need to look for champions of an issue early in the process and to also involve donors and multi-lateral organisations early on.

After the presentation there was a short discussion.

An example from Ghana was given of the role of traditional birth attendants within the new national health insurance scheme. There would be the need to make sure that they were not lost by the implementation of this scheme. The facilitator encouraged participants to think of initiatives in which their organisations had already been involved to make sure that successful initiatives could be captured ensuring they were not lost in policy development. Another example from Ghana was given of how

traditional healers in the north of the country were being registered as part of a natural resource management programme.

It was agreed that within the time allocated for group work on the second day participants would use the RAPID framework to analyse how to influence the GPRS, including getting it to address poverty in more than just economic terms.

## Day Two

### Application of RAPID Framework to the Ghana Poverty Reduction Strategy-II (GPRS II)

After a review of the first day, there was a plenary discussion on the external, political, evidence and links factors, which CSOs need to understand if they want to influence Ghana's second GPRS. From these factors participants then continued to select those factors that they thought were *important* and those, which were *key factors* they needed to understand. In the list below the important factors are indicated by the *underlined italics*, and the key factors as ***bold italics***.

#### External Factors

- World Bank – Ghana, Washington: want to promote Structural Adjustment, and just mitigate some consequences, privatisation. ***But there are other perspectives e.g. World Bank Institute.*** Processes in Bank for approval;
- General principle that PRSPs are designed to reduce poverty, common approach, CS involvement, ownership etc;
- Donors – multi-donor budget support and sector wide action plans (SWAPs). ***Specific donor interests in advocacy and rights e.g. RAVI, G-RAP;***
- Other International human rights instruments that all governments are committed to, monitored by UN agencies e.g. Convention on Rights of the Child;
- Northern governments (trade etc) and multinational companies that are supporting 'free market' approaches;
- *International networks of CSOs;*
- 'Undigested narratives' – which influence international agencies and networks (open to many interpretations);
- Rights based approach;
- Conditionality;
- NEPAD – different approach to GPRS, including social influence.

#### Political Context

- The government is committed to reducing poverty;
- Complex process in Ghana – many organisations, new relationships, new engagements between national and international actors;
- Still have the old instruments – C.A.S/ letter of intent that actually determine expenditure etc;

- Introduction of new approaches without clear objectives (participation);
- Conflicting approaches e.g. GPRS v Business approach;
- Government is interested in poverty reduction but doesn't know how to do it;
- Government focus is on 'wealth creation' rather than 'poverty reduction' – conflicting narratives;
- The GPRS is written by a small group;
- CSOs interested in working on wide range of livelihood issues (voice etc);
- Opposition political parties have different ideologies (Rhetoric anyway);
- Some ministers do not understand the GPRS;
- Are existing planning processes to achieve community involvement replaced by GPRS?
- ***Emerging democratic institutions e.g. parliamentary select committees***

### Evidence

- ***Incomplete understanding of principles by different actors;***
- ***Incomplete understanding of instruments by different actors;***
- Need evidence, but not only about income/wealth, but also about voice etc;
- ***Inconclusive evidence about the best approach to reducing poverty;***
- Much of the evidence for GPRS was flawed (incomplete dialogue – a few meetings);
- Evidence of failed implementation is being ignored (GPRS just wastes peoples' time);
- There is evidence that poverty is not diminishing (esp. in northern/poorer regions);
- ***Peoples' voice*** is not heard (what is actually happening in the community);
- Need better evidence on link between government budgets and GPRS;
- Need evidence about 'costs' of e.g. free trade (2<sup>nd</sup> hand clothes).

### Links

- Multiple links and interests;
- CS and CS networks;
- Public sector and networks;
- Institutional groups and networks;
- Donor groups and networks;
- Religious groups (major/minor) and networks;
- There is more space for civil society;
- There is a free media, and proliferation of rural radio. Constitutional freedom guaranteed – good! But proliferation of commercial stations may be a threat;
- There are opportunities to engage with the PRSP drafting process (but ad-hoc and 'chaotic');
- ***More sophisticated approaches to campaigning are emerging among CSOs in Ghana;***

- The diminishing role of traditional authorities – being replaced by ‘sophisticated institutions’ (e.g. mining, forestry etc), which do not represent interests of affected communities;
- **Incomplete consultation in GPRS document.**

Additional comments from the discussion can be found in Annex 1.

## **Suggestions for CSPP involvement in Ghana**

Each participant was asked to write down three areas where ODI’s CSPP could be of use to their work and organisation. Three main clusters emerged; networking, information (provision of information and helping to get information out) and capacity building.

### **Networking**

#### *Within Ghana*

- Create a forum for Ghana CSOs to meet and strategise;
- Facilitate networking among CSOs in country and sub-region on common policies like PRSP and NEPAD;
- Support us to consolidate our network of advocacy and policy influencing CSOs in the various regions or zones in Ghana.

#### *Internationally*

- Linkages to / networking with innovative poor-driven initiatives;
- Create a list-serve;
- Newsletter for successful tools;
- Network with other users of Socio-Economic Rights Research;
- Links with other advocacy groups in Asia and Latin America to share experiences and information;
- Integrate more universities in policy researches;
- Assist CSOs in expanding their links;
- Identify research agencies interested in Socio-Economic Rights Advocacy;
- Put us (AAU) on your list-serve and mailing list.

### **Providing Information**

#### *General Information on Development*

- Increase information flow by way of www or publications;
- Offer information on its research findings on policy advocacy;
- Assist in the acquisition of information in terms of formulation of its programmes to be able to influence policy;
- Relevant contextual current development policy information;
- Send us your publications.

### *Provide 'evidence' from elsewhere*

- Evidence on Trade-Offs (community empowerment vs trickle down);
- Assist in the building up of evidence.

### *Tools (information on)*

- Systematic tools for collecting and documenting oral evidence;
- Providing information on tools that facilitate policy influence;
- Political Context: How to Manoeuvre;
- Links: networking at Community Level;
- Providing materials relating to external context / influences sp. Latest development regarding donors and G8;
- Help strengthen CEDEP's M&E system and department;
- Share research experience and skills with CEDEP.

### *Help in dissemination of information*

- Package and disseminate information to the international arena;
- Help in documentation and dissemination.

## **Capacity Building**

### *Training*

- Exchange programmes between ODI-CSPP and the LRC on research gathering of evidence;
- Capacity-building in the policy process and the opportunities available;
- Capacity building: training; Technical Advice: Logistic Support;
- Assist CSOs on how to generate credible evidence;
- Support any of the CSOs in this workshop to carry out their specific advocacy and policy influencing programme;
- Organise more workshops to train CSOs;
- Training in the use of tools;
- Annual review of tools performance;
- Capacity-building in the area of public policy advocacy and lobbying;
- Support capacity-building / poverty reduction activities in existing projects in Nigeria (NCF Nigeria);
- Offer training opportunities on policy media and advocacy;
- Capacity building plus joint work on evidence-based policy influencing;
- Assist in building the capacity of staff;
- Help CSOs especially those in the workshop to enhance their advocacy and other policy influencing skills;
- Assist us to undertake evidence based research;
- Training and capacity-building;
- More human resource base training to LRC;

- Assist LRC organise a similar workshop at least once in six months for the next two years.

#### *Specific Project Support*

- Support a National Environmental Awareness Programme (NEAP) aimed at teaching rural communities how to manage natural resources sustainably and maximising the gains (NCF – Nigeria);
- Support a campaign against the destruction of the natural environment in the Niger Delta (NCF – Nigeria);
- Mechanism for a pilot of evidence-based policy influence at the local level;
- Support specific Socio-Economic Rights Research;
- Establish a longstanding partnership (mutually) with CEDEP and the resources for it;
- Involve AAU in seminars, training etc;
- Partner with AAU through consultancies and use our roster of experts.

#### *Funding*

- Look for funding to support their work;
- Assist in packaging its programmes to meet donors requirements.

### **Workshop Close**

Alice Sena Lamptey (AAU) thanked ODI for an excellent workshop. She noted that evidence-based policy work was a serious subject, and that civil society organisations did not yet have all the skills that they need. Though the workshop was short, it was very focused and very practical. The framework was very useful, but as previously noted, it did not deal with impact and evaluation. The workshop had excellent facilitation and good timekeeping, with all the participants well engaged. She ended by encouraging participants to start to mainstream this information within their organisations and networks.

## Seminar Report

Participants attended the seminar from around 20 organisations, including International NGOs, donor organisations, research institutions and civil society organisations. For details see the participant list in Annex 1. They were joined by a number of the participants from the regional workshop who chose to remain for the session.

### **Case study on influencing the Ghana Forestry Commission, presented by Forest Watch Ghana (FWG)**

Al-hassan Adam of Forest Watch Ghana gave a short presentation on the work of FWG influencing the Forestry Commission (FC). This focused on how, by using evidence that was readily available to the public, they had been able to highlight areas where the FC had allowed millions of cedis to remain unpaid by the timber industry to the government. They had also publicised that the majority of timber contractors working in Ghana were doing so illegally as the government had not ratified their timber concessions.

This was followed by an interesting discussion.

#### *Question*

Was it primary or secondary evidence that FWG used?

#### *Answer*

All the evidence was collected from available sources. Some information was freely available, e.g. satellite pictures of forest cover are available from Legon University. Most of the hard facts and figures were from the Forestry Commission (FC). More information used to be publicly available from the FC website, but after the launch of FWG some documents were removed from the site. Other information was obtained from other organisations doing research on forests, or from members of FWG. What FWG did was to gather the information and present it in a way that would capture the attention of the right people.

FWG wanted FC to uphold existing legal provisions governing its activities. The money being lost through the FC's illegal activities was more than the money obtained from HIPC – this fact attracted the interest of the Ministry of Finance.

#### *Questions*

- What was role of communities? What was outcome of advocacy?
- Does FWG include community members?
- Do communities lose out as a result of monetary losses?
- Question on the distinction between FWG monitoring and making government do what it is meant to, and advocacy to change the policy/law.

## *Answers*

- The outcome of the advocacy. FC told all District Forest Managers to update the list of logging companies owing stumpage, and told them to stop the operations of companies that were not complying with their duty to pay stumpage fees.
- How communities benefit; if the laws are obeyed, 5% of the stumpage goes to communities, but if concessions are illegal the communities receive nothing. FWG members working with forest-fringe communities (FFCs) told them about the stumpage fees and communities are now themselves calling for abrogation of contracts with companies whose concessions have not yet been converted to timber utilisation contracts (TUC). Before, no one knew who was getting how much money. In one case a traditional chief was himself a timber contractor – when questioned by FWG on stumpage payments to the communities he said the communities were not cooperative and that they had demanded streetlights and more. Whilst in fact he had only given them diamond bulbs, not actual street lamps. When FWG asked chiefs how they spent the royalties they obtain, they said they used it to buy regalia. FWG told them ‘The stool is not your clothing and shoes – it is the people.’
- The Impacts: the 2005 budget statement now states that all concessions will be given out through competitive bidding. All concessions before 1998 will be converted to TUCs.
- The role played by communities in the advocacy campaign was that the communities supplied FGW with information and what they wanted the campaign to focus on. For example, communities could harvest non timber forest products (NTFPs) if they had a permit. Now communities that attend district forest forums call for management of some forest resources.
- FWG is not a monitoring group, but advocates on fair benefit sharing of timber resources.
- FWG’s strategic review showed that information from communities reached FWG via the FWG members who worked directly with the communities. This information informs FWG strategising. But FWG is aware of the need to have FFCs as direct members of FWG.

## *Questions*

- Who is the FC and are they really the ultimate power? Have there been physical threats?
- FWG could invoke the human costs of the forestry industry as part of its advocacy e.g. accidents from timber lorries, damage to roads.
- Are any of the companies part of multinationals and if so have you looked at the international dimension or done any work with international environmental organisations?
- Are chiefs part of the problem – is FWG targeting them?
- What is FWG doing to break the power of FC?

## Answers

- The Forestry Commission was set up by the government and is supposed to report to parliament, but this is not being done. FWG asked MPs to demand information from the FC, but MPs were afraid, saying that FC is too powerful.
- FWG has not received physical threats, but its work is denigrated by the FC.
- Some companies are multinationals e.g. Samatex. FWG does not know whether other companies have international links. The fact that technically all companies were harvesting illegally was added. In law all concessions have to be obtained by competitive bidding and then parliament should ratify these bids. However none had yet been ratified.
- Chiefs: FWG raised the issues at the Western Region House of Chiefs meeting. The chiefs showed concern, but mainly about the percentage of royalties they obtain. Only a few were really interested in the issue of sustainable management.

## Presentation on RAPID Framework

John Young gave a brief presentation on the RAPID framework (as presented in the workshop).

An interesting discussion followed.

- There was discussion around power, which does not seem to be addressed by the framework and whether evidence is politically neutral. One participant felt that some evidence screamed at you whatever slant was put on it. Generating evidence did not only depend on the political view of those presenting it. For example, in Ghana the timber industry produced a study showing that the timber industry was overtaxed, but a counter study could show it is actually under taxed. Another observed that there was the need to be aware of the political leaning of the researcher.
- There was discussion around the fact that certain concepts were thought to be neutral but in fact were political in their very construction e.g. 'stakeholder'. This word was now used daily, but 10 years ago it was not. 'Civil Society' and 'Social Accountability' were other examples given. It was felt that there were social and geographical influences on such concepts. In Latin America civil society was seen as a kind of social movement, a trade union rebel group agitating for something. Whereas in Ghana civil society was seen as a more docile animal, championing its cause.
- There was discussion over terms; the term 'civil society' was also felt to be too broad. It was added that there were some civil society organisations that would always been viewed suspiciously by policy makers, allowing other, more conservative interest 'civil society' groups to dominate an area or issue. So then no matter what evidence was produced issues would not be discussed. It was then suggested that civil society groups perhaps need to have longer-term strategies focused on specific areas to achieve change over time. Another participant reflected that when defining civil society it normally referred to the visible organisations, whilst they felt most civil society was

invisible; communities with their own institutions through which rural people articulated their agendas.

- One participant asked whether ODI had a knowledge centre of information on how CS could access scattered information. It was also observed that a lot of information could actually be gathered from official websites. The bigger issue was felt to be having the space and time to analyse information and make sense of it.
- The issue of access to computers to access information was raised; many small CSOs do not have computers so there is the need to find alternative ways of disseminating information. Also in Ghana there is a large illiterate population, using radio and audiovisual could be powerful alternatives for this.
- There was interest raised in how you can use this evidence so that grassroots CSOs could begin to determine their own agendas. Most research done by CSOs was influenced by values at the national level and international level. How could the RAPID framework support a different approach?
- One participant cited examples of where CSOs had done participatory research using different methodologies at the grassroots level, presented this to policy makers and was then accused of being western. It appeared people were saying that at the grassroots peoples' thinking was different. When you had collected and presented this evidence to policy makers they disparaged you as western-educated. It was felt there was the need to acknowledge that the educated elite had the ability to put together the evidence, though there was not necessarily the need to leave the grassroots behind. The example of Asia and Latin America was given where there was more emphasis on building a rural CS movement. As a result when they came with axes and cutlasses the politicians would listen. The question was raised of how the capacity could be created for the grassroots to have space and solidarity from educated elites to present their own stories.
- There was discussion around donor SC consultation; it was felt government was consulting SC in order to satisfy donors rather than because they believed in it. This resulted in consultation that was only cosmetic. It was felt that these were invited spaces and SC should go further to claim its own space. For example CSOs could have developed their own GPRS as they did in Uganda, rather than commenting on the government's document. It was felt that CSOs in Ghana need to be more pro-active, but it was acknowledged this is part of development and is a long-term process.
- It was also noted that working with the grassroots around issues of rights was a long term activity, whilst donors have their own time bound programmes that were not sufficient to work to build peoples' capacity. Donors need to understand that this requires long-term funding. It was added that communities could be helped to gather evidence without the need for funding.
- The need for a strong CSO front for negotiations with donors was raised. Others cautioned that this should not just be about trying to pull all CSOs into one group. There was the need to identify those CSOs with strengths in particular areas with the information base. It was suggested that what was needed was the identification of CSOs to act as think tanks on certain areas and continue to discuss the issue of CS leadership in Ghana.

- One final suggestion was that an outcome of this seminar could be to map out what CSOs were doing in Ghana, focusing on at their strengths and weaknesses.

## **Close by John Young of ODI**

John Young observed that as an organisation ODI would not be able to work with every CSO in Ghana, instead was hoping to work with a number of intermediaries. He encouraged participants that *they* were the ones that needed to take this down to the community level. He posed the question of how legitimate CSOs were as representatives of communities – this was a vital question, which CSOs needed to deal with.

ODI could help with the provision of information. It could make information more accessible and useful to CSOs. He commented that ODI suspected their information was too academic and currently geared to northern organisations.

At present ODI essentially used the DFID definition of CSOs as its working definition, but felt that this was likely to change over time as ODI undertook more mapping work as part of this programme. Likewise, policy included other issues like patterns of spending. Technology was an important element, but not an area where ODI did much work. ODI works in partnership with more technical organisations like Water Aid and Intermediate Technology and would see how they could link up with them to provide more technical information.

ODI currently does a lot of work with donors, and have been involved in DFID policy development. They were involved in the evolution of the PRSP, but many people at ODI now had serious questions about it. He added that ODI agreed that many donors operated on too short a time frame, and part of their work was to work with donors on the difficulties that CSOs have and how donors could respond through their programming. Small-scale projects under this CSP programme would hopefully feed into donor programmes.

## **Annex 1: Additional Comments from Workshop Group Discussions**

**Detailed discussions from two groups whilst identifying key factors influencing change in policy processes:**

### **Group 1**

*Promoting the female condom:* HIV/AIDS data showed disproportionate female infection rates, rates were twice those of men, and women were getting infected at a lower age than men. Information about the female condom was shared by health personnel and was found acceptable to participants. This sparked off interest in promoting the female condom. A proposal was put forward and funding obtained for three years. The condom is now being promoted and used by women. Key factors: availability of data, effective partnership, influential people who could walk into any office, knowledge about one's rights and those of others.

*Ghana Community Radio Network:* Issues: a) need for recognition of community radio in national broadcasting; b) slow pace of allocation of frequencies. Recognising the need for inclusion of community radio in broadcasting, which was largely targeted towards state and commercial interest, a group of advocates came together. Their aim was to give voice to the marginalised and vulnerable in society, people without access to the media. As a result, legislation was influenced to include the establishment of community radio stations. Fees were set at about a fifth of the commercial rate, and several community radio stations were established. Currently they are pushing for at least one community radio station per region. The National Communication Authority developed criteria for the establishment of community radio stations. Impact: improved response to participation and attendance of forum; increased voices of women on radio; traditional authorities are seeing things differently and are getting more involved. The challenges: the continued slow pace of allocation of frequencies and not enough community radio stations existing to achieve the desired impact. Key Factors: knowledge of the terrain, clout, effective partnership.

*Forest Watch:* Issues: The Forestry Commission's non-adherence to forestry laws and lack of accountability to the people. A coalition of NGOs in the forest sector decided to focus on 2 campaign issues, which would ensure that the laws were followed to the letter in order to generate money for the State and also to hold those in charge accountable. Key factors: having a well-defined minimum agenda and platform.

### **Group 2**

*Ghana Commercial Bank privatisation:* Civil Society rejected this due to agitation by them and the media. IMF and WB can back down if there is a strong CS voice. Governments are compelled to accept IFI conditionality but a loud CS voice can help them. Often have to get evidence by stealth e.g. policy plans. The government used the argument that the Bank was grossly inefficient. But Bank professionals had evidence to show the Bank was solvent and well managed, and that the government was the problem. Also the government argued that customers were not happy but the Bank proved that customers wanted to the Bank not to be privatised.

*House to house collection waste collection in Kumasi:* Research showed that people were willing to pay a contractor to collect waste and would use bins provided. i.e. the Kumasi Municipal Authority (KMA) would not have to cover the cost. The result was house-to-house collection was achieved and there is an enhanced system for community waste collection using centralised collection areas for houses that are inaccessible. Waste disposal coverage has increased from 40% to 60%. Now KMA is extending the pilot project to other areas and it has been adopted as part of KMA's strategic plan. The main factors: the funding of a pilot study to collect evidence, a dynamic technical person at KMA who needed information to persuade others in KMA.

*The expensive marriage system in northern Ghana:* This contributes to easy break up of marriages, and violence against women as the husband sees the wife as his purchase. CENSUDI looked at the root causes – the traditional authorities (TAs - chiefs and custodians of the land) who are the custodians of traditional laws and practices. Female traditional leaders have to practice certain rituals eg FGM. CENSUDI engaged with these leaders to change their attitudes and convince others to follow. They do not have documentation, but have their own evidence that some people have changed attitude. Traditional authorities have agreed to reduce the costs of several of the rituals involved in the marriage ceremony (eg reducing the number of guinea fowl needed from 10-15 to 6, reduce the dowry from 4 to 2 cows and option of paying in instalments). The key factors were: CENSUDI's engagement with the TAs has built trust. CENSUDI has treated TA secrets as confidential. CENSUDI also has the trust of the communities as they relay information back from the discussions with the TAs, so the communities can hold the TAs to account.

Another point raised was that much of the research and survey work done is geared up to policy makers but not shared with those people who were surveyed. This information has to be shared, including using methods that do not rely on literacy.

*Freelance and rove around ("wa-wa") taxis in Kumasi:* KMA decided wa-wa were illegal. Capital Radio in Kumasi broadcast the story. The taxi-drivers formed an association of wa-wa and 50 of them came to the radio station to protest. A phone-in programme showed that the public were happy with wa-was as they were more accessible. They were also convenient for the KMA staff as the KMA offices are in an out of the way location. The radio station presenters walked with the taxi-drivers to the KMA boss' house to confront him, after which KMA negotiated with the wa-was. It was agreed that the wa-was would pay dues to KMA via the wa-wa association and the association would be responsible for making sure its members paid up. Key factors: making information publicly available, the request for support from the taxi-drivers and the support of the taxi-drivers passengers. This support gave the radio station the mandate to take action on the issue. It was noted that not all advocacy and lobbying has to be done publicly – some needs to be done behind the scenes.

## Discussion on application of RAPID Framework on GPRS II

### *External Factors*

- The Bank realises that CSOs are strongly opposed to structural adjustment.
- Competing paradigms within the WB, e.g. one sector has a Neo-liberalist agenda based on market forces and privatisation, but there are other perspectives e.g. World Bank Institute works on empowerment programmes.
- Donors also have conflicting paradigms, supporting the World Bank, but also working with rights-based advocacy groups as countervailing force to government.
- Although the World Bank is part of the problem, the Bank can modify its position e.g. bringing in participatory methods into bank programmes. We can use the grey areas where Bank hasn't specified, e.g. Biodiversity where the Bank isn't very sure what position to take for example on herbal medicine. – these spaces can be exploited by CS.
- A mind-set and unspoken assumptions determine the way strategies are being implemented.
- 70 countries are using the same work PRSP to do something that is generally uniquely national. A diffuse consultative body of donors looks at PRSPs, and in WB there is a small team of experts. On the other hand the World Bank, CSOs, District assemblies and the World Bank Board are all sitting at the same table, so it is important to understand the structure and process of the PRSP/GRPR.
- The rights based approach challenges us to think what that means in terms of poverty, but some ideas gain ground which undermine such efforts, e.g. that the Ghanaian government's position that the way to wealth creation is that everyone should be a property owner, has been adopted by government, but will private property alleviate poverty. These are unspoken issues. Why are these ideas gaining ground?
- NEPAD plays an important role, but with different emphasis in different parts of Africa e.g. South Africa cultural aspects are very important, in Ghana it's the economic aspect.

### *Political Context*

- Different policies are not congruent and not joined up e.g. PRSP versus the age of business - no-one has said how they will work together.
- One CSO view is do we even need a PRSP? – could not the money be used to give credit and provide basics for poor people ? Time needed for practical work is taken up by meaningless consultation.
- CS should be setting the agenda – do governments really need to do PRSPs? CS should campaign for government to close its ears to World Bank pressure.
- We have constitutional guarantees that policy will be set based on participation – the structure of the decentralised system from the units level to district assemblies and to parliament should determine how policy is developed. However, constitutional promises are thrown out of the window, and a random process is adopted which does not reach out to people who

can't easily get information, and decisions are made at meetings by people who don't have clear mandates to decide.

- Concerning the question posed in this exercise: is there room for manoeuvre? In my opinion there is no room to manoeuvre as to whether there will be a GPRS, but there is in how to shape it. Although the present ideology is anti-poor, there is now more space for CS and for open debate in the media.
- We have constitutional guarantees for wider media environment. But the proliferation of rural radio is possibly a threat, as these stations do not necessarily present interests of the poor. Commercial stations may promote narrow sector interests that don't support the poor e.g. one rural station's broadcast schedule included a "drive time" programme targeted at logging trucks.
- Government pays lip service to Traditional Authorities. Other sectors have various ideologies and narratives about Traditional Authorities.
- One problem is that there is little involvement of religious authorities in policy development.
- Government sees CSO actions as a threat and obstructs it.

#### *Evidence*

- Civil society is not aware of the disjuncture between rhetoric and actuality. Although the government is using new words the mechanisms remain the same.
- We need evidence of how different communities perceive poverty – poverty is not only about money, e.g. spiritual poverty.
- We need evidence on potential role of Traditional Authorities (TA).
- CSO's don't have a common agenda on what we need in terms of research on usefulness of GPRS.

#### *Links*

- Traditional Authorities' original role was to be the voice of their people and articulate their concerns. This role is weakening especially with respect to environmental degradation. CS doesn't engage enough with TAs, not seen as an ally.
- Other participants felt that CS is doing very well to engage TAs.
- The possible roles of TAs in promotion, implementation, monitoring need to be explored.

## **Annex 2: Workshop and Seminar Programme**

### **Ghana Regional Workshop Agenda**

#### **Day 1**

- 08.30 - 09.00 Registration
- 09.00 - 09.15 Welcome Address
- 09.15 - 10.00 Opening, Introduction and Outline  
Self Introductions by Participants
- 10.00 - 11.00 Case study from Ghana – The LRC and research-based community development
- 11.00 - 11.30 *Tea/Coffee*
- 11.30 - 12.30 Introduction to role of research-based evidence and CSOs in policy processes  
Group Work: Examples of how CSOs have influenced policy processes in West Africa - sharing success stories and failures.
- 12.30 - 13.00 Feedback and Discussion of the Group work
- 13.00 - 14.00 Lunch
- 14.00 -14.30 Introduction to the RAPID Context, Evidence and Links Framework
- 14.30 - 15.00 Discussion
- 15.00 - 15.30 Tools for Policy influence
- 15.30 - 16.00 *Coffee/Tea*
- 16.00 - 17.00 Group work: Using one of the cases this morning: discuss i) the relative importance of the factors in the context, evidence and links for that case and ii) whether it was useful.
- 17.00 -17.45 CEL Framework examples: 1) The Kenya Animal Health Story; 2) the PRSP Story
- 18.00 Workshop Dinner

#### **Day 2**

- 09.30 - 11.00 Review of the Context, Evidence, Links Framework – Plenary session to identify the key factors influencing approaches to poverty reduction in GPRS II
- 11.00 - 11.30 *Tea/Coffee*
- 11.30 - 12.30 User Survey: Information and Communication Needs
- 12.30 - 13.00 What next in the Partnership Programme in West Africa? and Close
- 13.00 - 14.00 Lunch

### **Ghana National Seminar Programme**

- 14.00 - 14.05 Introduction to the Seminar by John Young, ODI Civil Society Partnerships Programme
- 14.05 - 14.45 The role of research-based evidence and CSOs in policy processes and an introduction to ODI's Civil Society Organisation Partnership Programme by John Young
- 14.45 - 15.30 Evidence in the 'Forest for the People Campaign' by Al Hasan, Forest Watch Ghana
- 15.30 - 16.00 *Tea/Coffee*
- 16.00 - 17.00 Discussion: CSOs and Policy Processes in Ghana

### Annex 3: Lists of Workshop and Seminar Participants

#### Workshop Participants

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3	Vicky Okine	Alliance for Reproductive Health Rights (ARHR)		
4	Fiona Percy	CARE International	0244 766650	<a href="mailto:percy@caregog.org">percy@caregog.org</a>
5	Franklin Oduro	Centre for Democratic Development (CDD)	021 776142/ 763079	<a href="mailto:franklin@cddghana.org">franklin@cddghana.org</a>
6	Bern Guri	CIKOD	0244 327798	<a href="mailto:cikod2000@yahoo.co.uk">cikod2000@yahoo.co.uk</a>
7	Christopher Manu	Friends of the Earth	021 512312	<a href="mailto:ckm01uk@yahoo.co.uk">ckm01uk@yahoo.co.uk</a>
8	Evans Gyampoh	GAPVOD	0243 143502	<a href="mailto:egyampoh@gmail.com">egyampoh@gmail.com</a>
9	Grace Prekon	Ghana Federation of the Disabled	021 240530 0244718313	<a href="mailto:gfdgh@africaonline.com.gh">gfdgh@africaonline.com.gh</a>
10	Michael Akuoko	Ghana Federation of the Disabled	As above	
11	Peter Fricker	GTZ LG-PRSP	0244 265727	<a href="mailto:Peter.Fricker@gtz.de">Peter.Fricker@gtz.de</a>
12	Esi Johnson	IBIS	021 780734	<a href="mailto:esi@ibisghana.com">esi@ibisghana.com</a>
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14	Dr Lee Tlou	IDEG	0244 644784	<a href="mailto:Ltlou@ideg-gh.org">Ltlou@ideg-gh.org</a>
15	Ruby Quantson	IDEG	0244 659827	<a href="mailto:rquantson@ideg-gh.org">rquantson@ideg-gh.org</a>
16	Susie Townsend	IMMPACT		<a href="mailto:s.townend@abdn.ac.uk">s.townend@abdn.ac.uk</a>
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18	Angela Dwamena-Aboagye	The Ark Foundation	0244 254280	<a href="mailto:thearkgh@yahoo.co.uk">thearkgh@yahoo.co.uk</a>
19	Victoria Adjei	UNS Gender Programme	021 688189 0244 871146	
20	Sena Dake	UNS Gender Programme	021 688189 0244 816190	<a href="mailto:sedakz@yahoo.co.uk">sedakz@yahoo.co.uk</a>
21	Patrina Fynn	UNDP Peace and Governance	0244 271066	
22	Hannah Owusu Korateng	Wassa Communities Against Mining (WACAM)	022 200585 0244 701799	<a href="mailto:wacam@ghana.com">wacam@ghana.com</a>
23	Deborah Tayo	WISE	0244 461007	

## Annex 4: Workshop Presentation

### CSOs, Evidence & Policy Influence: A Regional Workshop

Plaza Hotel, Accra, Ghana  
14<sup>th</sup> & 15<sup>th</sup> March 2005

### Opening Address

#### Slide 1

### Self Introductions

2 minute!

- Name
- Organization
- Area of Work
- Interest in this workshop

#### Slide 2

odi Civil Society Partnerships Programme, with  
Overseas Development Institute  
gNETPAD  
Partnerships Programme

### 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](http://www.odi.org.uk)

#### Slide 3

odi Civil Society Partnerships Programme, with  
Overseas Development Institute  
gNETPAD  
Partnerships Programme

### RAPID Programme

- Research
  - Desk-based literature reviews
    - Bridging Research and Policy
    - Communications
    - Knowledge Management
  - GDN project:
    - 50 preliminary case studies
    - Phase II studies (25 projects)
  - ODI projects
    - 4 detailed case studies
    - HIV/AIDS
- Advisory work
- Workshops and seminars



[www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)

#### Slide 4

odi Civil Society Partnerships Programme, with  
Overseas Development Institute  
gNETPAD  
Partnerships Programme

### Partnerships Programme

Aim:  
Strengthened role of southern civil society organisations in development policy processes

Outcomes:

- Understanding how CSOs use research
- Regional capacity to support CSOs
- Improved information from ODI
- Global collaboration

#### Slide 5

odi Civil Society Partnerships Programme, with  
Overseas Development Institute  
gNETPAD  
Partnerships Programme

### Regional Capacity

- Ethical Principles of partnerships etc
- Mapping of CSO's and organisations that support them
- Small-scale collaborations (internal)
- Regional Workshops
- Small-scale collaborations (external)
- Identification of long-term partners
- Support (and capacity-building)
- Collaboration on global projects

#### Slide 6

odi Civil Society Partnerships Programme, with  
Overseas Development Institute  
gNETPAD  
Partnerships Programme

### Workshop Objectives

To provide a forum to:

- discuss the opportunities and challenges for CSOs to use evidence 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.

#### Slide 7

#### Slide 8

## Workshop Outline

- Opening addresses and Introductions
- Ghana Case Study
- Factors influencing research-policy links in WA
- The RAPID Framework
- Some Practical Tools
- Examples from WA & what seems to work
- Detailed context analysis
- What support would be helpful?
- What information would be helpful?
- What next?

### Slide 9



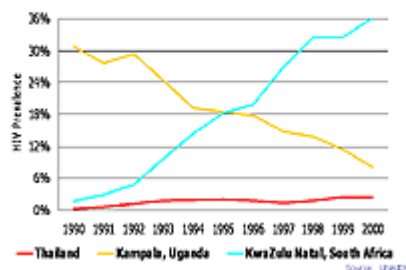
### Slide 11

## Background

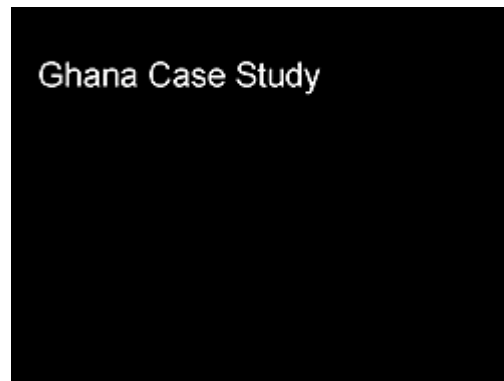
- CSOs increasingly involved in policy processes
- Variety of methods of engagement
- Researchers, policy makers and practitioners operating in parallel universes
- Engagement often doesn't do justice to the breadth of evidence available
- Limited research and analytical capacity
- Leads to a questioning of the credibility and legitimacy of CSO involvement

### Slide 13

## HIV Prevalence 1990-2000



### Slide 15



### Slide 10

## 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
- = Policy engagement

### Slide 12

## The Opportunity

*"The results of household disease surveys informed processes of health service reform which contributed to a 43 per cent reduction in infant mortality between 2000 and 2003 in two districts in rural Tanzania."*

TEHIP Project, Tanzania

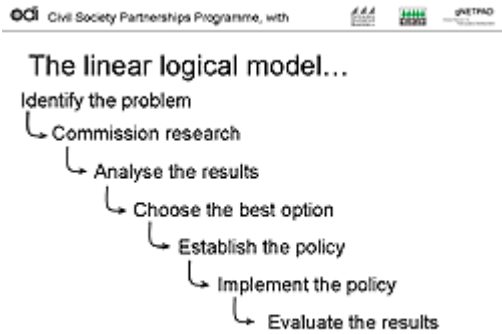
### Slide 14



### Slide 16

# The RAPID Context, Evidence and Links Framework

## Slide 17



## Slide 19

odi Civil Society Partnerships Programme, with   

... parallel universes?




Policy makers in the UK cannot be evidence-based because they operate in an environment characterised by:

- Speed
- Superficiality
- Spin
- Secrecy
- Scientific Ignorance



Vincent Cable (MP, UK) [www.odi.org.uk/RAPID/Meetings/Evidence](http://www.odi.org.uk/RAPID/Meetings/Evidence)

## Slide 21

odi Civil Society Partnerships Programme, with   

Existing theory – a short list

- Policy narratives, Roe
- Systems of Innovation Model
- 'Room for manoeuvre', Clay & Schaffer
- 'Street level bureaucrats', Lipky
- Policy as social experiments, Rindell
- Policy streams and policy windows, Kingdon
- Disjointed Incrementalism, Linquist
- Social Epidemics, Gladwell
- The RAPID Framework



## Slide 23

## Definitions

- Research: "any systematic effort to increase the stock of knowledge"
- 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

## Slide 18

odi Civil Society Partnerships Programme, with   

...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!"<sup>1</sup>
- "Most policy research on African agriculture is irrelevant to agricultural and overall economic policy in Africa"<sup>2</sup>
- "Research is more often regarded as the opposite of action rather than a response to ignorance"<sup>3</sup>

<sup>1</sup> - Clay & Schaffer (1996), Room for Manoeuvre, An Exploration of Public Policy in Agricultural and Rural Development, Heinemann Educational Books, London  
<sup>2</sup> - Ominato (2002), Policy Research on African Agriculture: Trends, Gaps, and Challenges, International Service for National Agricultural Research (ISNAR) Research Report No 21  
<sup>3</sup> - Surr (2005), DFID Research Review

## Slide 20

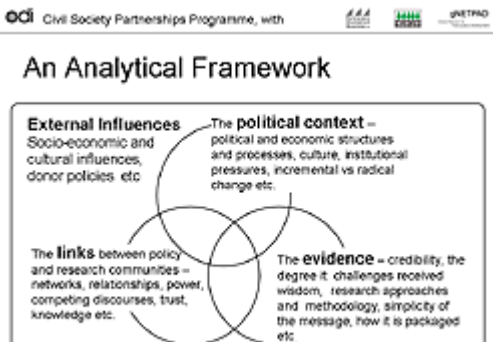
odi Civil Society Partnerships Programme, with   

Existing theory

1. ~~Linear model~~
2. Percolation model, Weiss
3. Tipping point model, Gladwell
4. Context, evidence, links framework, ODI
5. Policy narratives, Roe
6. External forces, Lindquist
7. Systems model (HSI)
8. Room for manoeuvre, Clay & Schaffer
9. 'Street level bureaucrats', Lipky
10. Policy as social experiments, Rindell
11. Policy Streams & Windows, Kingdon
12. Disjointed incrementalism, Linquist
13. The tipping point, Gladwell
14. Crisis model, Kuhn
15. Framework of possible thought, Chomsky
16. Variables for Credibility, Beach
17. The source is as important as content, Gladwell
18. Linear model of communication, Shannon
19. Interactive model
20. Simple and surprising stories, Communication Theory
21. Provide solutions, Marketing Theory I
22. Find the right packaging, Marketing II
23. Elitist response, Kotler
24. Transmission of technology, Volkov
25. Epistemic communities
26. Policy communities
27. Advocacy coalitions etc, Press
28. Negotiation through networks, Sebatier
29. Shadow networks, Klodort
30. Chains of accountability, Fine
31. Communication for social change, Rockefeller
32. Wheels and webs, Chapman & Fisher

[www.odi.org.uk/rapid/lessons/theory](http://www.odi.org.uk/rapid/lessons/theory)

## Slide 22



## Slide 24

## Case Studies

- Sustainable Livelihoods: The Evolution of DFID Policy
- The PRSP Initiative: Research in Multilateral Policy Change
- The adoption of Ethical Principles in Humanitarian Aid post Rwanda
- Animal Health Care in Kenya: Evidence fails to influence Policy
- 50 GDN Case Studies: Examples where evidence has or hasn't influenced policy



### Slide 25

## 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

### Slide 27

## External Influence

- Big "incentives" can spur evidence-based policy – e.g. EU accession, 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)

### Slide 29



### Slide 31

## Political Context: Key Areas

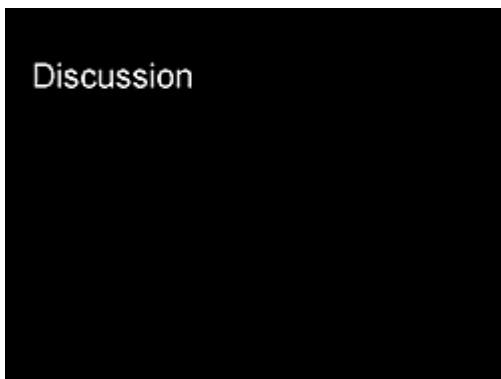
- The macro political context (democracy, governance, media freedom; academic freedom)
- The sector / issue process (*Policy uptake = demand – contestation*) [NB Demand: political and societal. Power.]
- How policymakers think (narratives & policy streams)
- Policy implementation and practice (bureaucracies, 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

### Slide 26

## Links: Feedback 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, champions.

### Slide 28



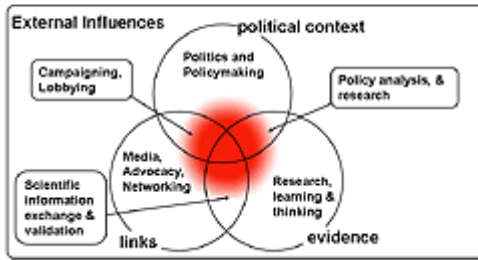
### Slide 30

## The Analytical Framework



### Slide 32

## A Practical Framework



### Slide 33

## What you need to do

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

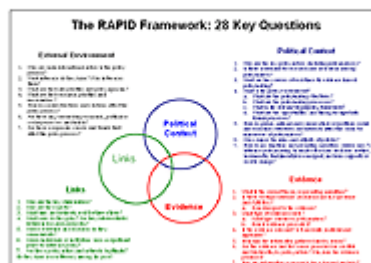
### Slide 35

## Implications for CSOs

- Need to be able to:
  - Understand the political context
  - Do credible research
  - Communicate effectively
  - Work with others
- Need organisational capacity
  - Staff
  - Internal processes
  - Funds

### Slide 37

## RAPID Framework



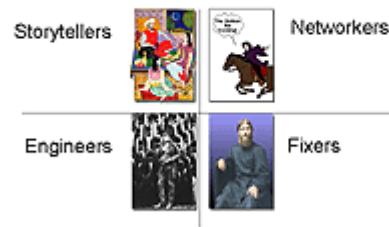
### Slide 39

## 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?

### Slide 34

## Skills of (pro-poor) policy entrepreneurs



### Slide 36

## Practical Tools



### Slide 38

## Outcome Mapping

- Focuses on changes in behaviour
- How programs facilitate change
- Recognizes the complexity of development
- Looks at logical rather than causal links
- Locates program goals within broader development goals
- Encourages innovation and risk-taking necessary
- All staff and partners are involved throughout



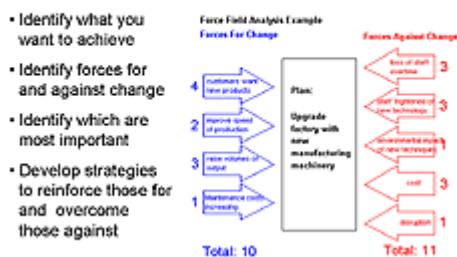
### Slide 40

## Mapping Policy Processes

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

### Slide 41

## Forcefield Analysis



### Slide 43

## Communications strategy

- Identify the audience(s)
- Identify the message(s)
- Promotion
- Evaluate impact and change as necessary
- Clear Strategy
  - Interactive
  - Multiple formats



### Slide 45

## Networks

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

### Slide 47

## SMEPOL Project Egypt



### Slide 42

## SMEPOL Project Egypt



### Slide 44

## Managing Think Tanks

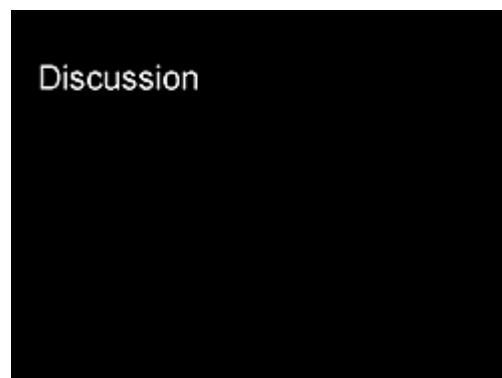
- Type, Focus and Niche
- Staff and Motivation
- Quality Control
- Communication
- Getting the most from your board
- Fund-raising
- Financial Management



(surprisingly little on policy influence in different contexts)

[Source: Struyk, 2002]

### Slide 46



### Slide 48

## Group Work

Stay in the same groups as this morning, select a case you discussed this morning: analyse using the CEL framework, discuss i) the relative importance of the factors in the context, evidence and links for that case and ii) whether it was useful

### Slide 49

## Outline of Day 2

- Review of Context, Evidence, Links Framework
- Group work: ???
  - More work on current cases
  - Use the Framework on another case study
  - Use other tools to "characterise the context" for Evidence-based policy in Ghana
- Information needs
- What next for the CSPP?
- Seminar
  - Forest Watch Case
  - RAPID framework etc

### Slide 51

## Paravets in Kenya

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



### Slide 53

## Paravets in Kenya - Research

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



### Slide 55

## Summary of Day 1

- Learned about ourselves, ODI & the CSPP & the LRC Composting Case Study,
- Shared experiences of CSOs trying to influence policy in Ghana / Nigeria.
- Identified some strategies for success.
- Learned about the RAPID framework & tools.
- Tried it out on Ghana / Nigeria cases.

### Slide 50

## Examples

2 examples of how the CEL framework has been used to analyse policy processes:

- 1) The Paravet Story in Kenya
- 2) The PRSP Story

### Slide 52

## Paravets in Kenya - Political Context

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



### Slide 54

## Paravets in Kenya - Links

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



### Slide 56

## Paravets in Kenya - Lessons

- Political stagnation, professional protectionism
- Practical evidence invisible to policy makers
- Powerful individuals, "professional" interests
- Bad timing - ITDG missed the boat – twice!
- A "Tipping Point"
- New champions
- Collaborative policy-research

### Slide 57

## PRSPs – Political Context

- Widespread awareness of a "problem" with international development policy in late 90s
- Failure of SAPs (and Asian financial crisis)
- Mounting public pressure for debt relief
- Stagnation of Comprehensive Development Framework idea
- Diverging agendas (UK – Poverty, US – Governance)
- WB/IMF Annual General Meeting, Sept 1999

### Slide 59

## PRSPs – Links

- WB, IMF, SPA, Bilaterals, NGOs all involved
- Formal and informal networks
- *"None of the players was more than two handshakes away from any of the others"*

### Slide 61

## Review of Day 1

- Learned about ourselves, ODI & the CSPP & the LRC Composting Case Study,
- Shared experiences of CSOs trying to influence policy in Ghana / Nigeria.
- Identified some strategies for success.
- Learned about the RAPID framework & tools.
- Tried it out on Ghana / Nigeria cases.
- Kenya Animal Health and PRSP Case Studies

### Slide 63

## What should ITDG have done?

- Learned more about the political context
- Involved more policy makers earlier
- Collected more empirical data & used it better
- Seized the chance in 1989
- Involved non-livestock policy makers
- Controlled the "club"
- Looked for champions
- Involved bilaterals and multilaterals

### Slide 58

## PRSPs – Evidence

- Long-term academic research informing new focus on poverty, participation, ownership, aid effectiveness etc
- Applied policy research:
  - ESAF reviews
  - HIPC review
  - SPA Working Groups
  - NGO research on debt
- Uganda's PEAP

### Slide 60

## CSOs, Evidence & Policy Influence: A Regional Workshop

### Day 2

Plaza Hotel, Accra, Ghana  
15<sup>th</sup> March 2005

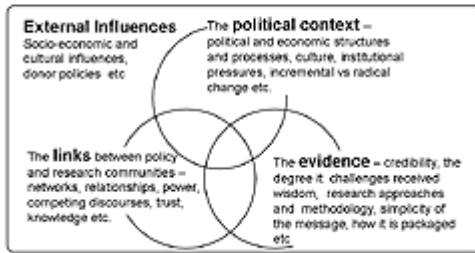
### Slide 62

## Programme Day 2

- Review of the Context, Evidence, Links Framework – identifying the key factors influencing approaches to poverty reduction in GPRS II
- Group work: using a range of tools from the Policy Impact Book to identify strategies to influence GPRS II
- Coffee
- Information needs assessment / survey
- What next for the CSPP?
- Lunch
- Seminar
  - Forest Watch Case
  - RAPID framework
  - Discussion

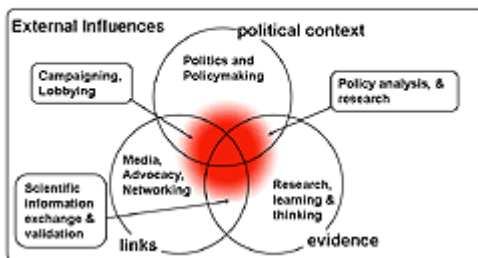
### Slide 64

## The Analytical Framework



### Slide 65

## A Practical Framework



### Slide 67

## Plenary Task:

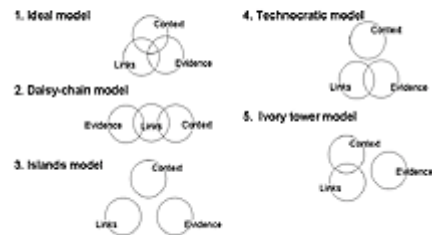
To identify the key "external", "political", "evidence", and "links" factors which CSOs need to understand if they want to influence GPRS II

### Slide 69

## What next in the CSPP?

### Slide 71

## Other models



### Slide 66

## 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?

### Slide 68

## Information User Survey

1. Examples of successful mechanisms to communicate research to policy makers
2. What information products should ODI produce?
3. What other organisations are there that can help with this?

### Slide 70

## Further Information / Resources

- ODI Working Papers
- Bridging Research and Policy Book
- Meeting series Monograph
- Tools for Policy Impact
- RAPID Briefing Paper
- RAPID CDROM
- [www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)



### Slide 72

## Contact Details:

CSPP Programme – [www.odi.org.uk/cspp](http://www.odi.org.uk/cspp)

RAPID Programme - [www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)

Cecilia Luttrell – [c.luttrell@odi.org.uk](mailto:c.luttrell@odi.org.uk)

Naved Chowdhury – [n.chowdhury@odi.org.uk](mailto:n.chowdhury@odi.org.uk)



Slide 73

# Annex 5: Workshop Case Study Presentation



Slide 1



Slide 2



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## Annex 6: Seminar Presentation

odi Civil Society Partnerships Programme, with   gNETPAD Partnership for Evidence & Policy

### CSOs, Evidence & Policy Influence: A Regional Seminar

Plaza Hotel, Accra, Ghana  
15<sup>th</sup> March 2005



#### Slide 1

## Forest Watch Ghana

odi Civil Society Partnerships Programme, with   gNETPAD Partnership for Evidence & Policy

### Seminar Programme

- Welcome & Introduction
- Evidence and Policy: Case Study from Ghana
- Discussion
- *Tea / Coffee*
- CSOs, Evidence & Policy: The RAPID Approach
- Discussion

#### Slide 2

## CSOs, Evidence and Policy Processes: The RAPID Approach

*John Young, ODI*

#### Slide 3

odi Civil Society Partnerships Programme, with   gNETPAD Partnership for Evidence & Policy

### 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](http://www.odi.org.uk)

#### Slide 4

odi Civil Society Partnerships Programme, with   gNETPAD Partnership for Evidence & Policy



### Partnerships Programme

Aim:  
Strengthened role of southern civil society organisations in development policy processes

Outcomes:

- Understanding how CSOs use evidence
- Regional capacity to support CSOs
- Improved information from ODI
- Global collaboration

#### Slide 5

odi Civil Society Partnerships Programme, with   gNETPAD Partnership for Evidence & Policy

### Regional Capacity

- Ethical Principles of partnerships etc
- Mapping of CSO's and organisations that support them
- Small-scale collaborations (internal)
- Regional Workshops
- Small-scale collaborations (external)
- Identification of long-term partners
- Support (and capacity-building)
- Collaboration on global projects

#### Slide 6

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### Background

- CSOs increasingly being involved in policy processes (from service delivery).
- Move from challenging state / overall governance to policy engagement.
- But ...
  - the credibility and legitimacy of CSO involvement is questioned.
  - engagement often doesn't do justice to the breadth of evidence.
  - Southern research capacity has been denuded.
- CSOs, researchers and policymakers seem to live in parallel universes.

#### Slide 7

#### Slide 8

## The Opportunity

*"The results of household disease surveys informed processes of health service reform which contributed to a 43 per cent reduction in infant mortality between 2000 and 2003 in two districts in rural Tanzania."*

TEHIP Project, Tanzania

### Slide 9

## Definitions

- CSOs: "organizations that work in an arena between the household, the private sector and the state to negotiate matters of public concern"
- Research: "any systematic effort to increase the stock of knowledge"
- 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

### Slide 11

## Existing theory – Relevant to Africa?



1. Linear model  
2. Perceptron  
3. Tipping point  
4. Context, e  
5. Policy  
6. Systems  
7. External fo  
8. Room for  
9. Street level  
10. Policy as  
11. Policy Stre  
12. Disoriented  
13. The tipping  
14. Crisis mod  
15. Frameo  
16. Chomsky  
17. Variables for  
18. The source is as important as content  
19. Gladwell

16. Linear model of communication, ...  
BRIDGING participatory ...  
RESEARCH ...  
POLICY ...  
DEVELOPMENT ...  
evidence and the ...  
change process, time ...  
change. ...  
man & Fisher

[www.odi.org.uk/rapid/teassons/theory](http://www.odi.org.uk/rapid/teassons/theory)

### Slide 13

## RAPID Programme

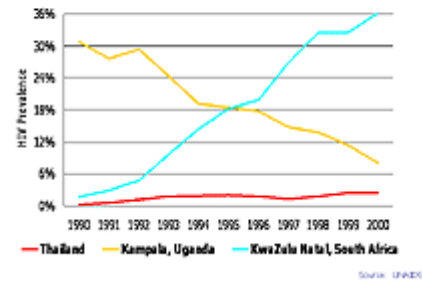
- Research
  - Desk-based literature reviews
    - Bridging Research and Policy
    - Communications
    - Knowledge Management
  - GDN project:
    - 50 preliminary case studies
    - Phase II studies (25 projects)
  - ODI projects
    - 4 detailed case studies
    - HIV/AIDS
- Advisory work
- Workshops and seminars



[www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)

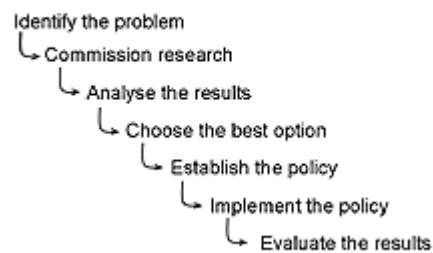
### Slide 15

## HIV Prevalence 1990-2000



### Slide 10

## The linear logical model...



### Slide 12

## ...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"<sup>1</sup>
- "Most policy research on African agriculture is irrelevant to agricultural and overall economic policy in Africa"<sup>2</sup>
- "policymakers 'seem to regard 'research' as the opposite of 'action' rather than the opposite of 'ignorance'."

<sup>1</sup>- Clay & Schaffer (1994), Room for Manoeuvre, Heineman Educational Books, London  
<sup>2</sup>- Orsane (2002), Policy Research on African Agriculture: Trends, Gaps, and Challenges, ISNAR No 21  
<sup>3</sup>- Sum (2002), DFID Research Review

### Slide 14

## An Analytical Framework



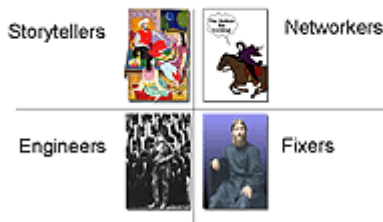
### Slide 16

## A Practical Framework



### Slide 17

## Skills of (pro-poor) policy entrepreneurs



### Slide 19

## Implications for CSOs

- Need to be able to:
  - Better understand the political context
  - Collect more credible research
  - Communicate more effectively
  - Work better with others
- Need organisational capacity
  - Staff
  - Internal processes
  - Funds

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## Contact Details:

CSPP Programme – [www.odi.org.uk/cspp](http://www.odi.org.uk/cspp)  
 RAPID Programme – [www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)  
 Cecilia Luttrell – [c.luttrell@odi.org.uk](mailto:c.luttrell@odi.org.uk)  
 Naved Chowdhury – [n.chowdhury@odi.org.uk](mailto:n.chowdhury@odi.org.uk)



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## What you need to do

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

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## Practical Tools



### Slide 20

## Further Information / Resources

- ODI Working Papers
- Bridging Research and Policy Book
- Meeting series Monograph
- Tools for Policy Impact
- RAPID Briefing Paper
- RAPID CDROM
- [www.odi.org.uk/rapid](http://www.odi.org.uk/rapid)



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## Annex 7: Seminar Case Study Presentations

### Evidence in the 'Forest for the People Campaign'

Slide 1

### Sources of evidence

- Members grassroots experiences (stories)
- Scientific studies (e.g. Tropenbos on chain saw operations)
- Official policy documents (e.g. 1994 FWP)
- Statutes (1992 Constitution, Act Act 547, L11649)
- Forestry Commission Service Charter

Slide 3

### Example of evidence

#### Status of Ghana Forest:

- Forest cover shrunk from 8.2 m ha to 1.8 m ha, 84% loss in < 100 years
- Drastic forest loss in last decade with some reserves losing over 98% of their forest cover!
- Significant forest cover left only in the tern Region (65%)
- Timber industry felling trees at 4 times the sustainable rate!
- Ghana's forest will disappear completely in five to ten years!

Slide 5

### Statistics of Pamu Berekum forest reserve

- Date of reservation: 1932
- Area of forest reserve: 189.10 Sq Km
- % forest loss - 1932 & 1990 = 48%
- % forest loss - 1991 & 2000 = 99%
- 48% forest loss in 58 yrs compared to 99% loss in 10 yrs

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### membership

Diverse interest of members from:

- Scientific research orgs.
- Environmental orgs.
- Community livelihoods orgs.
- Socio-cultural rights orgs.
- Socio-economic rights orgs.
- Good governance & transparency orgs.
- Media organisations,
- professional foresters

Slide 2

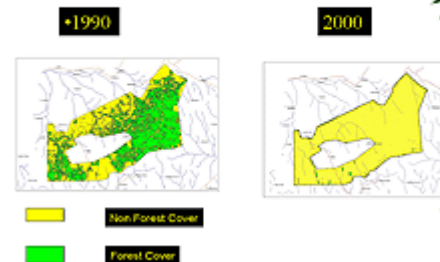
### Use of evidence

Punctured myth of sustainable and accountable forestry in Ghana :

- Satellite images
- FFC poverty statistics
- FFC conflict reports
- Legal compliance audits e.g. Permit Regime study
- analyses of financial losses to state and public

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### Pamu Berekum forest reserve



Slide 6

### Forestry Permits

Permit Type	Legal Title	Legal Requirement Allocation	Legal Title Conversion	Legal Title & Title	Total
Area A	100%	200%	100%	100%	100%
Area B	1%	1%	1%	1%	1%
Area C (in 100%)	1%	1%	1%	1%	1%

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## What evidence worked well

- Graphic satellite pictures draws immediate attention of professionals within the sector, media and some cross section of public, but do not sustain it.
- Evidence that draws on monetary opportunities captures a sustain attention policy makers and donor community



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[www.forestwatchgh.org](http://www.forestwatchgh.org)

Slide 11



# THANK YOU!



Slide 10

## Annex 8: Workshop / Seminar Evaluation Results

### 1. What two things you have heard about in this workshop will most help your organisation? (Please be as specific as possible)

- Taking into consideration the entire context of a policy when doing research helps in generating proper evidence for policy influence
- Proper strategies and communication channels enables information to get to the right places
- Analytical framework
- Practical tools
- The ideals of the logical framework (linear model) and the reality
- Making links between policy and research
- The process of gathering evidence and its usage
- The terminology - evidence and policy influence
- Use of evidence to contribute to the influence of a policy
- Information sharing is vital in achieving project goals
- There is need to build links with organisations relevant to what we do
- Analytical framework
- Practical framework
- Understanding the political environment
- Making your evidence clear
- UDS work on indigenous knowledge
- ODI publications / resources
- The need to disseminate research work
- Influencing policy through the use of the relevant channels
- Using the analytical framework (RAPID)
- Successful case studies
- Stories from other experiences
- Taking advantage of list opportunities
- The need to communicate research findings effectively
- Visit ODI website for more development information
- RAPID framework
- Materials provided
- Tools for policy research
- The importance of doing a CEL
- The real process of policy making as against the expected process
- We can't always cause a policy change; we may be able to cause a slight modification which may also be important
- How to test your evidence
- How to analyse political context of issues / policy

### 2. Please rate the following aspects of the workshop/seminar

	Excellent	Good	Fair	Poor	Very Poor
Objectives defined and achieved	6	13			
Concepts explained clearly	8	11			
Time allocated for the workshop/seminar		9	9		
Relevance to my work	11	8			
Well-organized	5	13	1		
Overall quality of the Workshop/seminar	6	13			

### **3. Please comment on the overall workshop/seminar quality and value:**

- The incorporation of the sharing of case studies add much value to the workshop making the entire process understandable and participatory
- The workshop is good and relevant but it was short and brief
- Drew attention to the need to pay critical and important attention in a more structured and focused way to the external influences, I think we often take that for granted
- Facilitators were good and generally the overall workshop was very informed; it was however too intensive and did not leave much room for more interaction between participants for deeper understanding
- The workshop was well packaged and has left no one in doubt as to the usefulness of evidence in engaging CSOs in their drive to influence policies in favour of the poor
- As a policy advocate the workshop offered me an invaluable idea of what policy advocacy involves and how to use evidence to convince policymakers
- It was organised in a relaxed atmosphere and facilitation was very good
- A good workshop but possibly more time / process needed a sort through participants different 'sub texts'
- The quality of the workshops / seminar was high; there was room for expression of ideas about the Ghanaian situation; the materials were also very useful.
- The workshop has been well conducted and will be useful in up coming work within gNETPAD
- The arrangements as well as the level of participants was fantastic
- Very good
- It has been very good and educational
- The quality is high but does not maximised the input of participants experiences
- The small number of participants, clear objectives, high level of participation, resourcefulness of facilitators and organisers, material distributed, meals, all made the workshop very wonderful
- It met my expectations and also deepened my knowledge in advocacy training from other experiences
- Met my aspirations, however why no media coverage for local press?
- Well organised; content very relevant; participation and facilitation was very good

### **4. Do you have any additional comments or suggestions for future workshops like this?**

- In future workshops, presentations on tools etc should be presented earlier before group work. This will help participants to focus more and to prevent people from sleeping
- Getting information on new and improved techniques, new development on the issue 'CSO and Policy influence'
- Continued discussion on the subject among participants in Ghana
- The subject is relatively new and needs a bit more time for participants to absorb the material; next time don't assume that people have adequate knowledge – start from a clean sheet
- It should be stated that we bring along clearly written out and well articulated case studies
- Future workshops should be more indepth
- Time management - we started late on the first day and therefore had to rush  
Possibly more time / process needed a sort through participants different 'sub texts'
- A little more latitude in the tools applied
- Selected case studies could be circulated ahead of time
- Provide reading materials before actual workshop day
- I recommend refresher workshops if resources permit; E-workshops may also be useful (although I wonder how we could do this)
- More case studies should be tested with the tools
- More time is required - 3 days perhaps

### **5. What follow-up support would be most useful for your work?**

- More information on tool kits for policy influence
- Emails of ongoing activities of RAPID / CSPP
- Getting relevant information on how the framework is successfully employed in other projects elsewhere

- Come and support us in our ongoing evidence and policy influence activities support in using the framework to do our work
- ODI-CSPP should find ways in supporting our policy advocacy and campaign activities ceaselessly
- A complete and indepth manual on the evidence-based approach to policy advocacy
- Date / evidence / info to build progs on how worldwide policies / developments impact on poor communities. Simple enough for community-based producers
- Making information on latest trends and issues available
- Access to other groups working on same / similar projects / issues from time to time
- Through contacts
- To receive current information on developmental issues in least developed countries
- Documentation on evidence shared with me
- To keep us on our toes ask us to submit reports on our policy activities for publication, at least once a year
- Regular updates on tools / methods
- Put us on your mailing list and involve us in future activities including funding and drawing on our individual expertise

**6. In your country, to what extent do:**

(Score between 0 = none and 5 = always)

a) Policymakers use research-based evidence to be important in policy making?	3	3	1	1	2	2	3	2	3	2	2	1	2	4	2	3	3	2	1
b) CSOs contribute to policy making?	2	3	2	2	2	3	2	5	2	2	4	2	2	3	3	2	2	2	2
c) CSO's use research-based evidence to inform their work?	2	3	3	2	3	4	3	5	4	4	4	4	2	2	4	3	3	4	1