

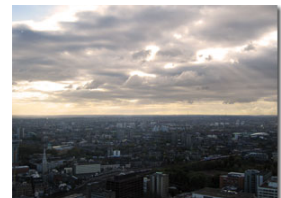
# Collaborators Workshop

16<sup>th</sup> - 18<sup>th</sup> November 2005  
ODI, London



Activities in Southern Africa

- Overall principal should be 'partnership' rather than 'funder' ie MOU vs contract
  - Poverty policy training linked to SARPN's training on poverty
  - Intense training of trainers in the policy cycle and civic engagement (about 15 people)
  - Strengthen the capacity of civil society to identify and access important materials
  - Series of dialogue on the impact of food aid on traditional long term development work



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# ODI Civil Society Partnership Programme Collaborators Workshop 16th-18th Nov. 2005

## Executive Summary

ODI's seven year Civil Society Partnership Programme (CSPP) aims to strengthen the capacity of civil society organisations (CSOs) to use research-based evidence to promote pro-poor development policy. The emphasis of the work over the first 18 months was to learn more about how CSOs use research-based evidence, explore the niche and demand for this sort of programme, identify potential collaborators in the South, initiate a small number of pilot projects, and improve ODI's internal knowledge management and communication systems. Work so far has identified a clear niche and demand for the programme from southern organisations.

This workshop brought together 17 participants from Think Tanks (TTs), Policy Research Institutes (PRIs) and Non Government Organisations (NGOs) in Asia, Africa and Latin America with whom the programme has worked so far to review progress and develop plans for the next phase (April 06 to March 08).

The key conclusions were that:

- There is a growing demand for research-based-evidence to inform development policy processes;
- The impact of research-based evidence can be enhanced through better communication, networking and engagement with policy makers and strategic alliances with international actors etc;
- Although TTs, PRIs, and some NGOs already have some capacity, skills and products to do this, there is a need for more, especially long term support, and there are few programmes offering this;
- The lessons and issues identified by the programme so far and that the outcome areas and activities suggested for Phase 2 (as described in the Issues and Options for Phase 2 paper) were largely on-track;
- Phase 2 should emphasise making existing knowledge accessible and practically useful through synthesis, developing 'how to' guidelines, horizontal learning and action research,
- In particular, ODI should facilitate the establishment of a southern network or community of practice of TTs, PRIs, and NGOs already involved in using research-based evidence who can support each other and others through training, exchange visits, and sharing of information etc;
- While some of the existing global projects should continue, others should emerge though dialogue within this community; and
- The community of practice could help the programme extend its reach into non-Anglophone regions by translating information materials and training of trainers etc.

Specific recommendations for activities in Phase 2 included:

- New research should focus on understanding how to better link research to policy implementation and what prevents policy makers from taking on board CSO research findings.
- Extension of the programme into Francophone Africa through a regional workshop and mapping process;
- Consultation with partners to identify and develop new collaborative regional and global projects on e.g. Debt, Trade, Internal Migration, Reform of Aid system, The Economics of Emergencies etc focusing on key regional



and global events;

- Public affairs work to support these projects including e.g. regional workshops for senior researchers and policy makers on regional policy issues, breakfast meetings for top policy makers and engagement with regional bodies e.g. the East Africa Community Civil Society Programme on policy issues, ECOWAS, African Commission on Human Rights etc
- Capacity-development: through South-South, South-North and North-South staff exchanges, regional materials development and training of trainers workshops and follow-up national workshops;
- Promotion of South-South collaboration through sharing and dissemination of materials and databases, institutional exchange and support with fundraising;
- Improved information availability through CD Roms, policy briefs, policy meetings and an easily accessible website;
- Provision of financial support for capacity and programme development, help to identify develop donor consortia for long-term funding;

Further steps in the preparation of plans for Phase 2 will include meetings and seminars with DFD and other UK-based organisations involved in similar work, electronic discussions with other organisations involved in similar work in other parts of the world, and a final electronic discussion with people who have been involved in the project so far, including the participants of this workshop. The aim is to have the final programme prepared and funded by the end of March 2006.



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## Introduction

ODI's seven year Civil Society Partnership Programme (CSPP) which is funded through a Partnership Programme Agreement with the UK Department for International Development (DFID), aims to strengthen the capacity of civil society organisations (CSOs) to use research-based evidence to promote pro-poor development policy. Full details of the programme, as originally conceived are described in the original Partnership Programme Agreement<sup>1</sup>.

The emphasis of the work over the first 18 months was to learn more about how CSOs use research-based evidence, explore the niche and demand for this sort of programme, identify potential collaborators in the South, initiate a small number of pilot projects, and improve ODI's internal knowledge management and communication systems. More information about the programme and progress over the first 18 months is available in the Annual Report<sup>2</sup> and on the website<sup>3</sup>.

Work so far has identified a clear niche and demand for the programme from southern CSOs, for help to improve the use of research-based evidence in policy processes. The CSPP has already produced a range of training and information material, and has run a number of training courses for staff in CSOs in Africa, Asia. Lessons from the work so far highlight a number of issues and options for the next phase of work. These are described in detail in the paper: The Civil Society Partnership Programme: Issues and Options for the Second Phase<sup>4</sup>. A list of the key questions is attached as Appendix 1.

This workshop was one of a series of meetings seminars and workshops with programme stakeholders to review progress and develop plans for the next phase (April 06 to March 08). The workshop brought together 17 participants from Think Tanks (TTs), Policy Research Institutes (PRIs) and Non Government Organisations (NGOs) in Asia, Africa and Latin America with whom the programme has worked during the first phase to explore these questions. Their names and information about their organisations is provided in Appendix 2.

After a general introduction to ODI and the CSPP, a Challenge Session provided an opportunity for participants to explore the basic assumptions underpinning the programme as a whole. Four participants then presented brief Case Studies of their own work. This was followed by sessions on the Lessons So Far and Proposals for Phase 2. In the final session participants divided into groups to discuss specific Regional Issues and Options. The workshop programme is attached as Appendix 3, a full record of discussions, group work outputs and presentation slides is provided in Appendices 4, 5 and 6.

## Programme logic and niche

The key conclusions of the challenge session confirmed the assumptions underpinning the programme:

- There is a growing demand for research-based-evidence to inform development policy processes, but this varies in different contexts and the credibility of local CSOs is often questioned.
- Understanding the political context is crucial, but impact can be enhanced through better engagement with policy makers and communities, strategic alliances with international

<sup>1</sup> [http://www.odi.org.uk/cspp/docs/ODI\\_PPA\\_final.pdf](http://www.odi.org.uk/cspp/docs/ODI_PPA_final.pdf) (Adobe Pdf 73kb).

<sup>2</sup> [http://www.odi.org.uk/cspp/docs/CSPP\\_AR\\_01\\_2004\\_5.pdf](http://www.odi.org.uk/cspp/docs/CSPP_AR_01_2004_5.pdf) (Adobe Pdf 330kb)

<sup>3</sup> <http://www.odi.org.uk/cspp>

<sup>4</sup> <http://www.odi.org.uk/cspp/docs/Issues&Options.pdf> (Adobe Pdf 124kb).

actors, better communication and networking, an emphasis on providing solutions rather than just presenting problems, and long-term capacity building.

- TTs, PRIs, NGOs and other CSOs have some capacity, skills and products to use research-based evidence to influence policy, but need more of all of them. Policy makers in developing countries also need help to make better use of research-based evidence.
- TTs, PRIs, NGOs and other CSOs can access some support, but could use more, especially long term, support for research and policy influence activities.

Participants were generally enthusiastic about the programme, especially about the opportunity to learn from each other's practical experience, and for long-term support with how to use research-based evidence to influence policy. There are few other programmes offering this kind of support.

## Discussion of key issues

The main conclusions of discussions about programme lessons and issues were:

- General agreement with the lessons learned by the programme so far. Additional points made and issues raised included the following:
  - It often takes a long time for new TTs and PRIs to be seen as credible by policy makers.
  - There is little incentive for successful TTs to want to help emerging TTS which may then become direct competitors for scarce funding.
  - While there is a definite trend towards more involvement of CSOs in policy making in many developing countries, often promoted by donors, they still have very limited influence.
  - Political factors are often more important than evidence, and corruption undermines many policy processes.
  - There is need to better understand how to use research-based evidence to influence policy implementation rather than policy formulation (which is increasingly well known).
  - The programme also needs to work with policy makers to strengthen the demand for research-based evidence.
  - Does ODI really want to become a capacity-building organisation?
  - ODI toolkits need to be 'localised'. ODI's partners could help with this.
  - Paper and CD Rom-based information materials remain more important and popular in many developing countries than internet-based information systems.
- ODI's conclusion that there are few suitable regional organisations may not be correct. There are many sectoral organisations and networks with a regional role, though they may not be interested in working closely with CSOs and capacity-building. There are also a number of national organisation that developing a regional role. The project should not 'write off' the 'regional organisation' model just yet, although it will be less simple than envisaged.
- ODI's approach to developing the global projects has over-emphasised ODI's northern agenda. While ODI's engagement with northern policy processes is an important asset for the global projects, more dialogue with southern partners is needed to identify mutually interesting topics.
- General support for the proposed outcome areas and activities for Phase 2. Specific comments and recommendations under each outcome included the following:
- Outcome 1: CSOs understand how to use research-based evidence to influence policy:
  - The initial emphasis should be on making existing knowledge accessible and practically useful through a synthesis of the work so far;

- There is a need to develop 'how to' guidelines in key areas;
- new research should focus on understanding how to better link research to policy implementation (via action research) and why policymakers do not find CSO evidence credible;
- There should also be a focus on horizontal learning and learning more from the south.
- Outcome 2: CSOs can access support:
  - The programme should provide long term support through e.g. funds, exposure visits (south-south), exchange visits North-south), fundraising support, and electronic networking etc.
  - Should ODI do the training/capacity-building directly, or find other organisations to collaborate with?
  - While donors are keen to support southern TTs etc, much of the money is for specific bits of work. There are few donors providing institutional support, without which it is difficult to establish long term programmes. A little core funding from ODI could help organisations find additional funding.
  - Need to balance need to provide regional support with the reality that there are far more national-level organisations. A 'network' of national-level organisations could support other in the region.
  - Should focus on developing trust through partnerships rather than 'accreditation' schemes.
  - Could scale up impact through e.g. organising a ToT WS in one country with participants from neighbouring countries who then run training WS in their own country.
- Outcome 3: Global Projects:
  - Participants identified an ideal process to develop these projects: a group of organisations get together to identify a topic of mutual interest, identify who will do what (and how each organisation's work will contribute to the project), who will lead, look for funds and then do the work.
  - Global projects should focus on issues that people are already working on a lead
- Outcome 4: Improved information:
  - Participants identified a number of additional mechanisms the programme could use to improve information availability including partnerships with local media, attending global events, and working with universities etc .
  - Ideally the programme would make information available in English, French and Spanish. Partners in Latin America and Francophone Africa could help with that.
  - ODI's role in the programme should be to facilitate access to information rather than as the main provider of information.

## Specific opportunities for Phase 2

Regional groups identified a number of specific activities for Phase 2. A summary of these is provided below (see Appendix 4 for more detail):

### Latin America

1. A regional workshop for senior researchers and policy makers on chronic poverty, inequality and social exclusion to set a research agenda and create a community of practice
2. A regional training programme on linking research and policy including a regional training of trainers workshop who will then organise follow-up national workshops

3. Promotion of South-South collaboration through 1) and 2), and sharing and dissemination of materials and databases, institutional exchange and support with fundraising
4. Identification and development of regional projects on e.g. debt, trade and internal migration etc.

### **South and South East Asia**

1. Regional work to develop the analytical framework, and develop a regional policy influencing training program
2. Capacity-building through 1) and South-South, South-North and North-South exchanges.
3. Involvement in regional/global projects on Trade and Development and Reform of Aid system and the economics of emergencies (focusing on key national, regional and global events and training/working with journalists/media)
4. Improved information sharing through networking and alliance building (APPRN), clustering of issue-wise research material and linkages of websites
5. Improved access to information materials through free or subsidized access to journals
6. Financial support for program based research funding and help to develop a donor consortium (resources and feedback).

### **West Africa**

1. A mapping process to identify CSOs for networking and partnerships.
2. A programme to develop stronger linkages among CSOs across West Africa through networks and partnerships, engaging with regional bodies on policy issues, south-south partnerships, networking and training of trainers courses on policy research and advocacy
3. Research on improving policy engagements with regional institutions, e.g. ECOWAS, African Commission on Human Rights, Banjul, etc
4. Regional research on budget analysis and monitoring initiatives and involvement in global projects on Trade, Access to Markets, and Debt cancellation.
5. Exchange visits to SA region: food security issues in Sahelian areas.
6. Help to access in-country challenge funds by donors, e.g. DFID, DANIDA, CIDA, the Ford Foundation etc
7. Improved information availability through CD Roms, policy briefs, policy meetings and an easily accessible website

### **Eastern Africa**

1. Agenda setting workshop for civil society in policy in East Africa -linked to the establishment of an East Africa civil society policy forum.
2. Research on what prevents policy makers from taking on board CSO research findings.
3. Regional training of trainers and capacity building programme on policy analysis and engagement.
4. Breakfast meetings for top policy makers.
5. Engagement with the East Africa Community Civil Society Programme on policy issues.
6. In country meetings to bring CSO issues in policy engagement.
7. Case studies on policy related activities and south-south visits etc.
8. Involvement in global projects on e.g. trade, debt, aid, environment and climate change, PRSPs and MDGs and HIV/AIDS
9. Improved information through basic information products on e.g. Aid, Trade and Poverty (simple and straight forward), Policy briefs, CDs and E-discussions

### **Southern Africa**

1. Overall principle should be 'partnership' rather than 'funder' i.e. MOU vs contract
2. Poverty policy training linked to SARPN's training on poverty
3. Intense training of trainers in the policy cycle and civic engagement (about 15 people)

4. Research on:
  - policy makers' expectations of civil society evidence;
  - the level of commitment to SADC agreement on 10% budgets for agriculture followed by policy dialogue, a common position and advocacy
  - second generation PRSPs – their emergence, and principals
5. Strengthen the capacity of civil society to identify and access important materials
6. Series of dialogue on the impact of food aid on traditional long term development
7. Involvement in global projects on e.g. trade, debt, aid, environment and climate change, PRSPs and MDGs and HIV/AIDS
8. Improved information through basic information products on e.g. Aid, Trade and Poverty (simple and straight forward), Policy briefs, CDs and E-discussions

## **Next Steps**

Further steps in the preparation of plans for Phase 2 will include meetings and seminars with DFD and other UK-based organisations involved in similar work, electronic discussions with other organisations involved in similar work in other parts of the world, and a final electronic discussion with people who have been involved in the project so far, including the participants of this workshop. The aim is to have the final programme prepared by the end of March 2006.

## Appendix 1: The Key Questions

The key issues for further discussion, as identified in the paper: “The Civil Society Partnership Programme: Issues and Options for the Second Phase” include:

- The overall programme:
  - Does the proposed framework for Phase 2 look sensible?
  - Are the proposed outcomes necessary and sufficient to deliver the Purpose?
  - What is a reasonable level of ambition? Any ideas for indicators of impact and how to measure them?
  - Should the programme be doing anything else, which could not be included as an activity within these 5 outcomes?
  - What should the balance of effort be across the 5 outcomes?
  - Should the programme aim to do fewer larger projects, or continue to try to learn across a large programme of small projects?
  - Where and how to attract additional resources for programme activities?
  - What is the best governance structure/mechanisms for the programme?
- Outcome 1 - Research
  - What are the best mechanisms to learn in a programme like this (internal learning & KM, commissioned research, evaluations, all of the above?)
  - What are the most pressing “research” topics for Phase 2 (Characterising contexts; Networks; the research industry in developing countries; parliamentarians and policy makers; others?)
  - How should the research be undertaken (undertaken internally, externally commissioned, collaborative projects?).
  - What issues in this area would southern CSOs be interested in working on?
- Outcome 2 – Establishing Capacity
  - Do the sort of regional organisations envisaged at the start of the programme really not exist?
  - If so, how best to maximise the impact of the programme (A community of practice, strategic alliances, “accrediting” training organisations, strengthening ODI’s own capacity, or a mixture of the above?)
  - How best to build a network or community of practice?
  - How best to build capacity (training courses, collaborative work, peer-support etc)?
  - Should ODI provide funds to partners or facilitate applications to other donors?
  - What would southern CSOs be interested in working on in this area with ODI?
- Outcome 3 - Global projects
  - What are the best mechanisms for these global projects?
  - What sort of organisations should ODI seek to work with?
  - What are the global development that southern CSOs be interested in working on?
- Outcome 4 – Information
  - What sort of information products do CSOs need and want?
  - How best to ensure accessibility to ODI information products in the south?
  - Any ideas for innovative information activities (multimedia, interactivity, e-learning etc)?
- Outcome 5 – Changing ODI
  - Is this outcome necessary?
  - Will southern partners welcome this explicit description of the need to change the way that ODI works?

## Appendix 2: List of Participants and Contact Details

Name/Organisation	Summary of Organisation
<p><b>Nuning Akhmadi</b> SMERU Indonesia</p>	<p><b>SMERU</b> is an independent institution for research and policy studies which provides accurate and timely information and objective analysis, professionally and proactively, on various socio-economic and poverty issues which are considered most urgent and relevant for the people of Indonesia.</p>
<p><b>Rosemary Adong</b> Community Development Resource Network (CDRN) Uganda</p>	<p><b>CDRN</b> is an independent local NGO aiming to promote civil society's efforts to reduce poverty among women, men and children in Uganda through organisational and institutional strengthening, through work on three core programme areas: 1. Civil society and poverty reduction programme (with a focus on research and advocacy on issues of relevance to civil society in Uganda). 2. CBO and community development programme (with a focus on capacity-building for smaller development organisations). 3. NGO Training and Organisation Development programme (with a focus on training for local NGOs).</p>
<p><b>Carlos Aramburu</b> CIES Peru</p>	<p><b>Consortio de Investigación Económica y Social</b> (Social and Economic Research Consortium) seeks to strengthen Peru's academic community in order to produce and disseminate useful knowledge for analysts and decision-makers in government, civil society and academia. Its mission is to contribute to Peru's development by raising the level of debate on key options for economic and social policy.</p>
<p><b>Mavutu Bamusi</b> Malawi Economic Justice Network Malawi</p>	<p><b>Malawi Economic Justice Network, (MEJN) Malawi</b> is a coalition of civil society organisations, standing for poverty reduction through equitable distribution of economic opportunities, resources and income.</p>
<p><b>Tony Dogbe</b> Participatory Development Associates Ghana</p>	<p><b>Participatory Development Associates (PDA), Ghana</b> provides facilitation, training and research services for government, non-government and private organizations in Ghana in reproductive health, HIV/AIDS; gender issues; governance; organization development; and monitoring and evaluation of development projects and programmes.</p>
<p><b>Bola Fajemirokun</b> Development Initiatives Network Nigeria</p>	<p><b>Development Initiatives Network</b> is a Lagos-based NGO, focused on policy research and advocacy on environmental issues, HIV/AIDS, urbanization and urban waste management. Development Initiatives Network also coordinates a number of other networks, including the Action Initiatives Breakthrough Group, a network of youth and other organizations tackling HIV-related discrimination and stigma through targeted public awareness campaigns and legal action..</p>
<p><b>Anne Gathumbi</b> Trocaire Kenya</p>	<p><b>Trócaire</b> is the official overseas development agency of the Catholic Church in Irelandhas supported long-term development work throughout the continent of Africa since its creation in 1973. Trócaire works with local partners in the different countries, and has offices in the following countries: Angola, Ethiopia, Kenya, Mozambique and Rwanda.</p>
<p><b>David Kalete</b> CIVICUS South Africa</p>	<p><b>CIVICUS</b> is an international alliance dedicated to strengthening citizen action and civil society throughout the world. Its main objectives are: Civic Existence – to promote the rights of citizens to organise and act collectively towards defined goals for the public good; Civic Expression – to increase the effectiveness and improve the governance of civil society organisations, as well as their capacity to set and achieve their individual and collective goals; Civic Engagement – to foster interaction between civil society and other institutions in order to increase the voice of citizens in public life.</p>

<p><b>Susan Mbaya</b> SARPN South Africa</p>	<p>The <a href="#">Southern African Regional Poverty Network</a> is a non-profit organisation that promotes debate and knowledge sharing on poverty reduction processes and experiences in Southern Africa. SARPN aims to contribute towards effective reduction of poverty in the countries of the Southern African Development Community (SADC) through creating platforms for effective pro-poor policy, strategy and practice.</p>
<p><b>Elizabeth Kamau</b> Abantu Kenya</p>	<p><a href="#">Abantu</a> for Development is an international non-governmental organisation established in 1991. The focus of their work is on training, providing information and advice on mobilising resources towards sustainable development in Africa. The East African Office is based in Kenya and currently has 4 programmes: Gender and Poverty, Gender and Governance, Gender and Conflict, and Gender and Information and Communication Technologies (ICTs).</p>
<p><b>Vivian Kazi</b> Economic and Social Research Foundation Tanzania</p>	<p><a href="#">Economic and Social Research Foundation (ESRF), Tanzania's</a> primary objectives are to strengthen capabilities in policy analysis and development management and to enhance the understanding of policy options in the government, the public sector, civil society, and the donor community and the growing private sector.</p>
<p><b>Charles Lwanga Ntale</b> Development Research and Training Uganda</p>	<p><a href="#">Development Research and Training</a> (DRT) is a Ugandan non-governmental organization that aims at undertaking policy research and analysis in Uganda . It promotes institutional capacity building, micro and macro analysis and also promotes advocacy on a wide range of social, political and economic issues.</p>
<p><b>Besinati Mpepeo</b> Civil Society for Poverty Reduction (CSPR) Zambia</p>	<p><a href="#">Civil Society for Poverty Reduction</a> (CSPR) is a civil society network that came together in October 2000 with the main objective of ensuring that civil society from different backgrounds and in diverse locations effectively participated in the formulation of Zambia's Poverty Reduction Strategy Paper (PRSP).</p>
<p><b>Nguyen Thang</b> Centre for Analytical Forecast Vietnam</p>	<p>The <a href="#">Centre for Analysis and Forecast</a> (CAF) is a policy-oriented research unit within the Vietnam Academy of Social Sciences (formerly known as the National Center for Social Sciences and Humanities), encompassing 27 research institutes and 3 research units which provide policy advice to the leadership in Vietnam. In one recent UNDP funded project, CAF undertook research and high-level policy discussions on the 'doi moi' (renovation) reform process to help the government, Communist Party and research community think constructively about the future of Viet Nam's reform programme.</p>
<p><b>Rashed Titumir</b> Unnayan Onneshan Bangladesh</p>	<p><a href="#">Unnayan Onneshan/The Innovators, Bangladesh</a> is an independent not-for-profit registered trust which aims to contribute to innovation in development through research, advocacy, partnership and action.</p>
<p><b>Carlos Toranzo</b> ILDIS Bolivia</p>	<p><a href="#">El Instituto Latinoamericano de Investigaciones Sociales (ILDIS), Bolivia</a> aims to provide an open space for political, social and institutional actors to reflect on the problems that challenge Bolivia with the objective to generate relevant recommendations and support the country's democratic process.</p>
<p><b>Vanessa Weyrauch</b> CIPPEC Argentina</p>	<p><a href="#">Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC), Argentina</a> is a private, non-profit organization that strives to create a more just, democratic, and efficient State in Argentina to improve the quality of life for all Argentine citizens.</p>
<p><b>Priyanthi Fernando</b> CEPA Sri Lanka</p>	<p><a href="#">The Centre for Poverty Analysis (CEPA)</a> was established in 2001, as an independent institute providing services on poverty related development issues in Sri Lanka. CEPA focuses its service provision on the following programme areas: <a href="#">Poverty and Conflict</a>, <a href="#">Poverty Assessment</a> and <a href="#">Poverty Impact Monitoring</a>.</p>

## Appendix 3: Workshop Programme

### Session 1: Introduction

Introduction  
(Simon Maxwell)

Welcome to ODI. An Overview of ODIs work. The importance of this programme. Part of a wider process of change within ODI. ([Presentation 1](#))

Participant self-introductions

Each participant to introduce themselves and what they / their organisation does in less than a minute. ([Click here for a list of participants and brief information about their organisations](#))

An overview of the CSPP  
(John Young)

General introduction to the programme, background, principles, progress, reason for this workshop. Then Q&A. ([Presentation 2](#))

### Session 2: Programme Logic

Group work  
(Ben Ramalingham and  
Enrique Mendizabal)

A 'Challenge Session' in which participants work in groups on the programme's aim and underlying assumptions. ([Presentation 3](#), [Group Feedback](#))

### Session 3: Case Studies

Case Studies  
(Tony Dogbe  
Charles Lwanga Ntale  
Rashed Titumir  
Carlos Aramburu)

Four case studies by participants illustrating how they use research-based evidence to influence policy. ([Case study notes](#), [Charles Ntale's Presentation](#))

### Session 4: Lessons so far

Lessons so far  
(Julius Court  
Naved Chowdhury  
Kirsty Cockburn/Peter Gee  
Simon Maxwell  
John Young)

Short presentations followed by discussions on the lessons so far in each Outcome ([Presentations](#), [Discussion](#)):  
Outcome 1 – Understanding  
Outcome 2 – Capacity  
Outcome 3 – Information  
Outcome 4 – Joint action  
General lessons

### Session 5: Proposals for Phase 2

Proposals for phase 2  
(John Young)

A short presentation of the implications of the lessons so far on the shape of the next Phase, identifying options and issues for further discussion. ([Presentation 10](#))

Group work on options

Groups to work on each Outcome to:

- Identify additional options and issues
- Rank the options and/or pros & cons of each
- Comments on the issues / questions

([Feedback and Discussion](#))

### Session 6: Regional Issues and Options

Group work on key  
questions

Regional groups to discuss the programme, and possible next steps. ([Presentation 11](#), Group Presentations: [East and South Africa](#), [West Africa](#))

### Session 7: Conclusions

Conclusions & Close  
(John Young  
Simon Maxwell)

Overall conclusions, next steps and vote of thanks.

## Appendix 4: Full Notes

### Session 1: Introduction

In this introductory session Simon Maxwell welcomed participants and provided an overview of ODI ([Presentation 1](#)). Participants then introduced themselves and their organisation (see list of participants). John Young provided an introduction to the Civil Society Partnership Programme (CSPP) ([Presentation 2](#)).

### Session 2: Programme Logic

In this session, participants were asked to discuss four challenge questions in group work ([Presentation 3](#)) and present their conclusions in plenary on flip charts:

#### Group 1: There is little demand for research based evidence in policy processes.

##### **There is little demand for research based evidence in policy processes**

Observation: limiting nature of challenge statement. Should it be what is the nature of the demand?  
Ground level – more complex issues.

##### *1) Do you agree or disagree? Why?*

Generally agreed that there is a demand. Growing recognition. Especially by government institutions. The key concern is the credibility of the research based evidence. Research by local actors may not be widely embraced/accepted vis-à-vis research from International Financial Institutes or government departments.

##### *2) Is demand increasing or decreasing?*

Yes, demand is increasing.

##### *3) What are the drivers?*

- People/local communities asking more questions as the policy environment has become more open.
- Policy makers
- International Financial Institutes
- Politics
- Issues: HIV/Aids, privatisation, PRSPs. Also depends on the issues

##### *4) How can we create the demand?*

- Firstly recognition of the problem
- Acceptance of the need for solutions
- Need research to follow
- CSO aligning across social movements

##### *Five issues*

- Periodic review of existing policies
- More effective dissemination of information (2)
- Understanding the political context of policy making (5)
- Problem recognition and acceptance of the need for a solution (2)
- Deliberate effort to involve local communities in the research process (1)

### Discussion

- *JC*: How do you involve local communities in research processes?
- *Group 2*: They are influenced by the flavour of the month/decade (pros and cons); research is designed at a higher level, why not engage the community right at the design stage of the process?, Uganda is starting to engage the communities, so they feel more that they own the research and they will be able to follow up more, right from the design, to implementation, to follow up.

- *Carlos*: Have to take care? Information is one thing, it is another to do the research.
- Talk to people who are affected, but need to help them with analysing skills. Train communities to continue to gather information (on the effect of mining on their lives). Use our skills as analysts.
- *Susan*: Are we saying that communities don't have the skills to analyse? But they do. Communities can analyse, but in a different direction and have different tools to mainstream policy/knowledge systems. We need to be able to decipher what they say.
- *Carlos (Peru)*: Communities need to be part of the setting up of the priorities. Very few research projects have the funds or skills to go back to communities to explain to them and empower them.
- *Enrique*: How do we get policy makers to ask us for research based evidence?
- *Charles*: Answers can't be given in boxes, it is more complex and dynamic. Sometimes there is demand, sometimes there is no demand. It is not straightforward. Can we link or think about what communities need and translate that into researchable questions (there is the question of alignment, and not being elitist, which is a problem for researchers).
- *Rashed*: We have been living with floods and over 5 million dollars have been spent on flood reduction. After mobilisation, we now have a water policy. It is better to learn how to cope with flood instead of how to reduce it. Need to strike a balance between the two (indigenous knowledge and mainstream research).

## **Group 2: Research-based evidence has little impact on policy processes.**

### **Research-based evidence has little impact on policy processes**

It depends – it is difficult to measure and attribute impact

#### *Factors related to the supply of research-based evidence:*

- policy relevance
- (joint) agenda setting (research-policy)
- Agreed purpose
- Contribute to critical mass

#### *Factors related to the demand for research-based evidence:*

- most burden for agenda on policymakers
- there are many actors in policy processes: media, interests, advocacy (who may be more important than policymakers!)
- assumption in question (not just 2 groups)

#### *Constraints:*

- government not accepting CSO research (or own research)
- political realities (e.g. regime survival)
- data not publicly available
- ideology
- disconnect: abstract (too theoretical), research-practical-policy
- time (need stock of knowledge)
- CSOs: resources constraint (time and money)
- Governments not funding (often external funding, not owned locally)
- Capacity: human and institutional for good quality research
- Networks and partnerships weak
- Poor research quality

#### *How to improve impact:*

- Agree on agenda (1): e.g. not liberalisation, education quality, realistic expectations (1)
- plan regarding timing (2)
- CSO resources: Funding, programme not projects (1), build on 'experience not just evidence' (1)
- Partnerships – domestic and international – 'strategic alliances' (6); researchers; targeting and levels; technocrats; ministers/relationships; media
- open, transparent public good: work with other players
- long term capacity – research-activists (3)

## Discussion

- *Susan*: Isn't it about competence? It is almost inevitable that an organisation does a little bit of everything.

### **Group 3: Think-tanks, research institutes and other CSOs have the right range of products and activities to maximise the policy impact of research.**

#### **Think-tanks, research institutes and other CSOs have the right range of products and activities to maximise the policy impact of research**

##### *5 issues*

1. carry out strategic assessment of the policy environment to identify needs and opportunities for research to impact policy and time required (5)
2. sound resource base/funds, time, people (commitment), and complimentary efforts/skills to sustain the process (1)
3. strategic partnership with the media from the very beginning (1)
4. present research evidence in the form that ordinary people can relate to (oral, drama, audio, pictorial, visual) (4)
5. improve linkages between like-minded think-tanks/research institutes and policy makers at national and international levels (2)

'We disagree with the statement. We felt that there are constraints such as time, research, putting research together. Until recently, many CSOs were welfare oriented, not policy oriented. Therefore, there is an issue of capacity. There is also an issue of credibility. It is often questioned by the constituency. The political environment in which we work is also a challenge. Finding the right language to use for the policy makers is also a constraint. We are also dependent on donors, and sometimes their agenda doesn't always agree with ours. Also, there is an issue of independence. We have poor networking and collaboration. If we look at ourselves individually, we don't have the right products/resources, but if we came together we would. Sometimes it is not the issue of resource, but we don't do a strategic assessment of the policy environment. There is also a lack of planning and timing, engaging policymakers, engaging the constituents in the policymaking process, indigenous knowledge/tradition. Who is really setting the agenda? Who is making the demands? When it finally comes out, who uses it? It's possible to get communities to package their own information, but at the moment it seems to be more focused on policymakers. Impact at what level? At the moment, in many southern countries, the policy agenda is set by institutional institutions (International Monetary Fund (IMF), World Bank, etc).

Evidence is a key factor. Other factors are greater – such as the political factor and the incentive for changing policy factor. Who are we doing the research for? Often, those who will be affected by the policy are ignored in terms of gathering/informing policy change. We need strategies for packaging information. We need to make use of media.

## Discussion

- *Vanessa*: Sometimes CSOs have contradictory goals, that's why we are looking for like-minded CSOs.
- *Naved*: Are you advocating that the research institute should not only carry out research projects but also have drama, audio, pictorial projects as well? Wouldn't it be better if research institutes linked up with other organisations to do this?
- *David*: There is a need for collaboration, they cannot do it on their own.

**Group 4: CSOs have many sources of support in the area of using research-based evidence, and do not need another.**

**CSOs have many sources of support in the area of using research-based evidence, and do not need another**

No!

*Sources of support:*

- DFID
- ODI
- Institute of Development Studies (IDS)
- *Partnerships/collaborative research*
- *State and foundations limited*

*Constraints:*

- CSOs absent in agenda setting (1)
- Skills/limited capacity (2)
- Lack of endowment fund
- Research agenda linked to donor agenda
- Core research foundations
- Retention of human resources (1)
- Too busy/survival
- No space to translate research to action

*Issues:*

- shared agenda setting (2) – for research and policy change
- Is the assumption right? Only research can lead to policy change
- space to try!
- enhancement of 'research' skills and strategic policy influence (2)
- funding for long term 'research' and policy changes (6)
- broaden understanding of 'research' (3)

**Discussion**

- *Carlos (Peru):* Latin American funding comes from outside sources. We need public funding for research, for design, monitoring and evaluation. Build in national budgets for amount for research.
- *Carlos (Bolivia):* When we were thinking resources we kept on responding with donors, but what happened to government. This is the way of all politicians. Learn by doing. (?)
- *Mavuto:* Is it proper for CSOs to get money from their own government?
- *Susan:* Taking the government's money and remaining objective is very difficult. If we can do it, then we should. It's about independence.
- *Carlos (Peru):* We must distinguish between a government and the state. We need to implement a budgetary amount for independent research for the people, yet we are a long way along.
- *Rosemary:* The organisation that I come from cannot claim to be neutral. Its all about politics.
- *Rashed:* ESRC, SSRC, AHRD. It depends on maturity of democracy. In India, they have a social science research council and in every state there is an ideas organisation. Core funding comes from the government, but they are periodically being asked to participate in competitions.
- *David Kalete:* Is this through public money?
- *Susan:* Private sector.
- *JC:* An interesting point it that Group 4 and Group 2 have many of the same issues.

### Session 3: Case Studies

In this session four of the participants presented short case studies based on some of their own work.

#### **Tony Dogbe – Case study of illegal logging with chainsaws in Ghana**

For the past two years, my organisation has been in charge of managing the CSO sector in forestry. We supported about 18 community-based CSOs, many of whom have never thought of engaging in policy issues. For many years there has been a law banning the use of chainsaws in the forest and all felling must be done by the timber companies. People who report illegal logging should get one-tenth of the value of the timber. However, this does not really benefit the communities living in the forests. If you have a tree on your own land, you cannot cut it down. In reality, the law is not working. Landowners, the police, building contractors, and timber companies are all getting around the law and 80% of the timber on the market is felled by people using chainsaws. What we've done is to train and equip communities to take pictures to tell their own stories. We also tried getting a research organisation to give us a cost-benefit analysis, but unfortunately we had to drop that idea. We are now working with someone to capture the issue on video. We hope that with these pictures and videos we will be able to engage with policymakers and change the law to benefit forest communities.

#### **Q&A**

- *Vanessa:* Which policymakers are you going to target?
- *Tony:* They do not know the details as they are removed from the situation. It is comparable to a tribal currency black market. (Few people want to risk going to a black market) Policymakers are not aware of the depth of the problem.
- *John:* What do you want to see in the end?
- *Tony:* Lifting the ban on the chainsaw operators. The law needs to change and we think that will take about two years. We want to support and strengthen the group that will be campaigning and involve networks dealing with forestry.
- Using community-based evidence to change the law.

#### **Charles Lwanga Ntale – Case study on getting social exclusion on the policy agenda in Uganda ([Presentation 4](#))**

Charles' case study highlighted a long term campaign to get social exclusion onto the policy agenda in Uganda. Although persistent, long-term and intergenerational poverty was a well accepted problem and had started to worry politicians, nothing was being done. Early attempts to highlight the problem using anecdotal information from NGOs, donor reports and the governments own records resulted in a nice set of research papers from known and respected academics and researchers, and also much sympathy, but no action. When we analysed the reason for this we concluded that it was because the organisation, Development Research and Training (DRT) was little-known; NGOs were not trusted to deliver credible research; and chronically poor people don't vote so they don't count. So we went back to the drawing board, identified allies in the government, and found out that they needed to know that it is a big problem that doesn't contradict 'established fact' and has clear policy implications. So we seized the chance to collaborate with the Chronic Poverty programme (CPRC), giving us greater credibility through partnership with the University of Manchester etc, broadened the scope of our research, re-packaged the evidence into glossy materials and worked with the media. As a result chronic poverty is now incorporated into the PEAP (Uganda's PRSP), DRT and its partners are now invited to contribute to newly emerging social exclusion debates, and there has been a dramatic demand for training in policy advocacy by CSOs. The key lessons are that it is important to identify and build trust with key policy makers; recognise and be flexible about the research-policy continuum;

collaborate with other actors in ways which demonstrate mutuality; plan for long-term involvement; and continue reviewing activity – it is a dynamic process.

#### Q&A

- *John*: Can you give us a timeline? How long have you been working on this?
- *Charles*: The process has been going on for the last six years, but three years into it there was little interest.
- What is 'established fact'? Always be mindful for the need to discuss and debate in the realm of orthodox economics. They wanted to hear about solutions, not just problems.

#### **Carlos Aramburu – Case study on working with the media in Peru**

Carlos' case study involved a current initiative to provide research-based evidence to inform political debate in the run up to the presidential elections in April 2006. The past presidents were not elected by the majority of Peruvians. 50% of voters now are under 35 years old and are quite conservative with little political interest or knowledge. Work on this initiative started a year and half ago and it was set up three stages.

- PHASE 1
  - Major activities: setting agenda; goals; national agreements. We chose items on which we thought we could achieve consensus
  - Partnerships (5 different partners), such as with National Electorate Body
  - Engaging the media – key media leaders were carefully mapped, very few of them were invited to a workshop, 'How to lie with political service' (33 media leaders)
  - Developed 10 policy proposals – using respected individuals
- PHASE 2: will start in November
  - Peer Review – Academics and Civil Servants. Discussion: what are the key issues, what are the options, who are the losers/winners?
  - National and regional seminars – three-day long workshops will be held where we will present the issue and involve key leading journalists of the region
  - Hired a professional journalist, so that we translate the policy papers into media (tape, messages, and short documentaries) to make them available for press interviews and radio. (Have a 12 hour phone line to inform and assist journalists) (Multi-media messages are key)
- PHASE 3: the Media Attack
  - Meetings with people in charge of government plans.  
Trying to achieve a strategic alliance for monitoring the political process (involving government, media, think tanks, academics)
  - Funding: sources include the Canadians, the national government for democracy
  - Started June 2005 and will be until April 2006.

#### Q&A

- *Mavuto*: What challenges are you facing with state media?
- *Carlos*: We were lucky to have Channel 7. The current government has no chance in the next election, and that means that state media is not really looking at winning an election. They are instead in trying to stop other parties winning the election. It's important that we are not seen to be identified with only one political party (we have 28 political parties).
- *Simon*: How do you maintain neutrality?
- *Carlos*: Proper growth, education, and health. The major obstacle to quality improvement is the teachers union. Proposing that their salaries are tied to performance. Have to ally with parents and teacher unions. Give them options. We don't give solutions.

## Rashed Titumir – Case study on Trade in Bangladesh

This case study focused on Unnayan Onneshan's work with the Government of Bangladesh trade negotiation team. We devised a whole research strategy through a participatory council process. This included building a constituency, undertaking a review, and then an evaluation with the University and with community-based NGOs. We worked especially with the regional universities that were already working closely with farming communities. We now have a report which we need to put forward to the government. We worked closely with the media to enhance the visibility of the work and the Minister of Commerce invited us to a meeting to present the issues. We're now waiting to see how much he is going to take on board.

### Session 4: Lessons so far

In this session, members of the CSPP management team made short presentations about the main lessons from work under each of the outcome areas followed by Q&A and discussion.

#### Outcome 1: Understanding how CSOs use research-based evidence ([Presentation 5](#))

- *Susan*: On barriers in Kenya – 'CSO evidence is not credible.' It would be interesting to know why they don't consider evidence as credible. On the framework – the improvements that we can bring into the rapid framework.
- *Julius*: Not exactly sure. Lack of experience, possibly?
- *Susan*: Interesting to understand from the policymakers point of view why they do not consider CSO evidence to be credible.
- *JC*: In Kenya, the mode of engagement has been much more one of resistance. It's also about highlighting problems, not necessarily highlighting solutions. Also, I would agree with you about parliamentarians (only passing three bills in four years).
- *Naved*: Experienced, but don't know leverage of government and government mindset. Need to know the tools and the systems or scenarios of policymaking so we can influence it and have better impact. The research methods of CSOs are often not considered credible as compared to other institutions such as the World Bank and IMF.
- *Kenya CSO representative*: CSO reorienting itself towards being involved in policymaking. Even when you have so much research and information, most are not being informed. Policymakers have not been very reactive. Need public participation.
- *Charles*: Still focusing far too much on the supply side (CSO sorting itself out), there are things that need to be done on the policymaking side.
- *Carlos (Peru)*: Need to look more at implementation. There is local variability and little incentive for the larger CSOs to help out the smaller CSOs. Need to tackle the huge funding gaps between CSOs.
- *Vanessa*: Very few organisations use research to influence policymaking and the ones that are successful use policy advocacy and use credible research. It takes a lot of time to become respected as an organisation that operates using credible research. Need to be careful not to generalise for all CSOs. In Argentina very few areas use research for policymaking, most of it falls under politics.
- *Elizabeth*: Regarding the Kenyan situation on evidence, one issue is the need for effective strategies for working with the policymakers. Policymakers have no time and there are corrupt practices on their part. Therefore, it is difficult and a major challenge for the CSO trying to engage with the policymakers. Forums have been organised for them to participate in but they do not attend. There is disconnection between the beneficiaries of the policy and the policymakers. Need to link policy levels.
- *Carlos (Bolivia)*: The challenge is the bridge between research and policy-making.
- *Simon*: Vanessa's challenge is fundamental. Need space to stop talking about CSOs and start talking about research.

- *Rashed*: In Bangladesh there is a complete erosion of CSO capacity. So CSOs act on the aid they are receiving from donors. There is a dilemma on how we influence donors, when we ourselves are involved in the donor scheme.
- *JC*: I agree with Carlos that implementation is under-explored. The survey of Kenya was all of the above. We've started off with a broad CSP programme, and we've tended to focus on the think tank functions, which is where our niche is. I can't answer the question to what extent we should be working with policymakers. On the analytical framework: we use the analytical framework in a very general way, yet it has been quite useful.
- *JY*: There is an issue around whether or not external influences section in the framework should be separate from the political context section.

### **Outcome 2: CSOs can access support for research-based work ([Presentation 6](#))**

- *Naved*: The model needs to be flexible. How much will we be able to do that? This is a challenging question. What we are looking for in the future, is to resource funds from other sources. We have already done a little bit of that with Trocaire, etc. Regarding the legitimacy / credibility issue, who we represent is a matter of country context. Regarding creation of demand led by or from policymakers, there is no answer to how to create the demand, but we need to engage more with them. Regarding South-South capacity building, I hope this will be done through this programme and other organisations will be able to facilitate this exchange of capacity building knowledge, support, etc. We would very much like to do that.
- *JY*: Need to focus on the issue of supporting other think tanks, when there is the dilemma of competition.

### **Outcome 3: Improved information ([Presentation 7](#))**

- *Susan*: There is an assumption that ODI is in a position to build the capacity of southern CSOs. What has actually been done?
- *Answer*: At a general level ODI is a research organisation. Other than research methodology and policy analysis, we are new in other areas like policy training. No, we may not be in a very good position, but we will be able to source it (Northern and Southern). Don't think it's a huge obstacle, we can find innovative ways to conquer it.
- *Vivian*: Regarding dissemination of information through international NGOs – how will you make sure the information will be available to local CSOs (they don't have access to internet, television, English language knowledge, etc).
- *Answer*: Working with partners. Linking with local partners.
- *Charles*: Which policy are we trying to influence at the end of the day? Is it international, local, national? If the focus is on local/national policies, then communication needs to be at the local/national level. How is all of this going to help Southern partners to actually be able to do their own communications?
- *Answer*: Taking toolkits and applying it to local conditions.
- *JY*: How do you think we can help you?
- *Charles*: Making sure that the partners are able to use communication. To help them do what they're doing better.
- *Vanessa*: I've seen the toolkits and think they are great. I think it would be important to be in partnership with organisations in the South in order to adapt to local examples in the South, either by region or by topics. Sometimes the information is too abstract, need to partner with other organisations and use it as a basis and adapt it to local realities.
- *Nuning*: In our experience, adopting something produced by other countries is not always easy, because of specifics of culture, etc. Sometimes we need those very specific issues. We acknowledge that it is really expensive to produce something more specific, yet, a general framework is not necessarily useful. Also, sometimes the local government shifts their direction as well (so local projects aren't great either).

- *JY*: Very true. The example from Indonesia showed context specificity and temporal specificity. People learn best from people. Making products contextual relevant is vital. Needs to be not just based on lengthy written documents, for example a newsletter.
- *Tony*: In terms of making information accessible – have a mini library of materials/resources, many district level organisations have computers. So what we are finding now is that we get a hardcopy and turn it into an electronic document. There is so much information, we need ways to disseminate the information, for example using CD-ROMs.
- *Vanessa*: Also databases with case studies.
- *Anne*: Capacity building is one of the huge needs of CSOs and research is key. Yet a number of the CSOs here are proof that it is difficult. ODI needs to strategically position themselves to also influence others, acknowledging the shift towards emphasising the importance of research.
- *JC*: Outcome 1 – its not about the actual research, but the fact that it is actually being done, trying to inspire CSOs to carry out research. We are a small player in a massive area. The other issue of capacity building, this needs a systems approach. We need to put our approach into a wider assessment of the need, rather than taking a narrow approach.
- *Naved*: Are we considering accessibility of information products in the South?
- *Kirsty*: We are and will continue to do so.
- *Peter*: Websites vs. CD-ROMs
- *CSOs*: Both are useful, and it depends on the level at which you are engaging. Think tanks have websites, but those of us who are trying to encourage CSOs to raise their voices need materials on CD-ROMs.
- *JY*: Final Point, CSSP is just one of ODI's programmes. We are doing a number of other things within ODI, there is lots of other stuff going on.

#### **Outcome 4: Doing it ([Presentation 8](#))**

- *JC*: One comment is that CIVICUS is trying to do it as well. We are not the only ones. Yet it's different, because it is focused on policy impact. Need to know the right issues and keep them as specific as possible. (Narrow it down)
- *Rashed*: Write a policy document based on discussion. Secondly, we have created a group to write a concept note (country to regional, etc)
- *Charles*: Choosing the right issues – is the criteria used today redundant for tomorrow?
- *Carlos (Peru)*: In the issues we've mentioned, how much has the interests of developing countries have been taken into account? Finding it difficult to find a regional agenda.
- *Simon*: In a meeting after the workshop, someone from the South gave ODI a hard time on this question of how to choose these issues, and who's in charge. We choose the issues that we are currently working on based on the current situation. We do not have a clear agenda, or method of choosing issues. Need to have a dialogue. Obviously, we are interested in issues that cut across national boundaries, that involve research, where there is a prospect of delivering change. One thing we've learned is that it's quite expensive to do this.
- *Sue*: (on southern Africa on food, on look, listen and learn) First of all, many experiences have been parallel to what was mentioned yesterday. Who we are targeting? CSOs who are strongly involved with policy influence? Or are we including CSOs who haven't been involved in policy influence? We decided that we need both. The importance of having the bigger voice is the argument that we are using at the regional level. Decisions and movement are happening at the regional level. The political context has emerged as being much more important. The external environment, focus on strengthening that box – as separate (referred to Julius's presentation diagram). Moving towards becoming

proactive. We underestimated that the interests of the Northern perspective are quite different from the Southern interests – which causes problems at later stages in the process. Pace at which we are moving causes such a disconnect to the other areas that are lacking technology.

- *Rashed*: Need a focus on trade issues.
- *Tony*: How much time and money will be invested in infrastructure? If we don't start investing in CSOs, then participation will not occur. Need to set clear targets of investment in order to create networks.
- *Susan*: Yet, we have to realise that only CSOs who possess the knowledge/awareness of issues can be included. To what extent can we really impact on the poor, or translate their thinking, from the luxurious situation that we are in? Therefore, we are in the position of acting in liaison with the Northern organisation.
- *Simon*: Consider who should be allowed into this 'club' or not.

## General Lessons ([Presentation 9](#))

### Session 5: Proposals for Phase 2

This session started with a presentation on some issues and options for work in the second phase (see presentation). These options were also presented on cards on the wall. In group work, participants were asked to review these and suggest any additions or changes they felt necessary.

#### Outcome 1: Understanding how CSOs use research-based evidence

Participants made a number of additions and changes to the original cards ([Figure 1](#)). Key comments and answers included the following:

1. Research to get CSOs to use evidence in implementation and monitoring of policy:
  - think tanks and CSOs would be able to monitor and implement
2. Mechanisms for policymaking and opportunities for engagement:
  - formal engagements are unclear
3. Not see evidence as credible?
  - who is behind it and more information
4. What are others doing?
  - lots of think tanks at global and national level, little at local level
5. Best ways to learn in a programme
  - regular products, gathering
  - research inform global issues
  - southern focus
6. What should ODI do differently?
  - more horizontal conceptualisation
  - more facilitative role and approach
  - more willing to learn from South
7. How should research be done?
  - collaborative
  - action research
  - demand driven
8. How to:
  - Think tanks and CSO links
  - strategic partners
  - networks

### Q&A Session

- *JY*: Did you come to any conclusion on the prioritisation on learning through programme work and research?
- *Anne*: Prioritisation was not discussed.
- *JY*: Do we need to do all these things?
- *Charles*: We need to take on board what has already been done, but at the same time not lose sight of new things that should be undertaken. Priority might vary by region. But begin with what we already have, we firstly need to use the findings we have already.
- *JY*: I understand there's no simple answer to the question. Should the emphasis be on synthesising useful lessons or investigating new stuff?
- *Charles*: Most likely synthesise first, then see what is missing.
- *Carlos (Peru)*: Need to look at comparative levels. Create a basic standardisation of techniques. Want to know if definitions of issues are the same by region/nation (e.g. poverty).

### Outcome 2: CSOs can access support for research-based work

The participants presented their conclusions in a Powerpoint presentation ([Figure 2](#)), and focused on five questions:

1. Should ODI provide funds?
  - yes provide funds, but technical assistance is also important
  - long term institutional funding is necessary
  - explore funding options (e.g. funds may not adequate)
2. Southern collaborators
  - research, exposure visits
  - policy analysis and packaging
3. Must ODI channel support through regional organisations?
  - it doesn't matter
  - national organisations are the main vehicles
  - can be a balance between national and regional organisations
  - partnership between national and regional
4. Communication of Practice
  - networking on everything but policy
  - exchange visits (North-South, South-South)
  - internet discussion, joint project development
  - South-South collaborative projects
  - ODI to facilitate but ownership to remain within the South
5. How to maximise impact and sustainability (last, but not least)
  - too thin?
  - long term engagement and support
  - need to decide impact at which level (target mapping)
  - multiplier effect, training for policymakers
  - perspective building (influence other actors)

This is not just about what ODI alone should do, all of us need to work together to ensure impact and sustainability.

### Q & A Session

- *Naved*: Problem with fifth question (what would CSOs 'like' to do) because they would 'like' to do a lot, but should we focus on prioritising?
- *JY*: What kind of research would you like to do?

- *Rosemary*: Possibility of capacity building in the South; how can these organisations further build the capacity of other organisations? Help CSOs become deliverers to become more sustainable.
- *Charles*: What should ODI do differently in regards to Outcome 2?
- *Mavuto*: We did not answer that question.
- *Naved*: We did have a discussion about how the programme can be different to add to the whole discourse of policy. Can't just do a programme about supporting research. Need to focus on long term issues, due to survival (salary, etc).
- *Charles*: Rather than ODI to go out and train, they should go and facilitate other organisations that are already training.
- *Vanessa*: Why is impact and sustainability the least of the priorities?
- *Rosemary*: First need money to be able to think critically. Doesn't mean that we don't care, it is just the preconditions we need beforehand.
- *Tony*: Our organisation vs. Forest Watch (an organisation that gets a lot of funding).
- *Charles*: Priorities should be separated into long-term and short-term
- *Mavuto*: It is painful to accept that we are prioritising. Instead we are 'sequencing.'
- *Rashed*: Donors are always wanting to know the impact.
- *Vanessa*: There's something that drives fund-raising. Need to be thinking about impact while you are raising those funds.
- *Carlos (Peru)*: Key is looking at opportunity. We spent 100,000 dollars in strengthening capacity building. It is most effective when firms train themselves.
- Also, the government spent 50 million dollars on children's books and 5,000 was spent on teaching... Quality of research is not always related to the amount of money you have.
- *Carlos (Bolivia)*: We haven't talked about the policymakers. Impact does not occur without understanding and learning about the policymakers.
- *JC*: Also need to look at the system and the different players. Maybe we need to link all the players to make the intervention the most valuable. We need to think about impact before funds to make an impact.
- *JY*: Yet, will funding distort the relationship between the Southern CSOs?
- *Rosemary*: We know that ODI has some money. We did discuss that we do need collaborative initiatives, and have clear initiatives (regional, power through numbers).
- *Tony*: We need funds, just a little money can make an impact. Funding is a fundamental factor. Now there is a mechanism to access a fund in engaging with government. The group is not necessarily saying that they do not want to make impact, but just speaking about the reality that they do not have the basic infrastructure.
- *Susan*: Agreeing with the reality. Partnership approach, instead of having inferiors and superiors. Couldn't ODI find regional organisations?
- *JY*: We couldn't find the sorts of regional organisation that are multi-sectored, using research based evidence, and working with civil society. We found organisations that had a regional mandate but they were often elitist; academics focused on one sector; we found regional networks that were engaging civil societies, etc. We need to look a bit harder, reduce the criteria, and accept the complexity. We face the challenge of how do we multiply the impact of the programme and build sustainability into it? How can we build this sustainable structure?
- 'Building the support capacity of ODI?'
- *Naved*: We talked about developing in a strategic way, so that ODI or other organisations can bring in people and then develop a set of trainers who will provide training at a later stage.
- *JY*: Perfect, but who is it specifically?

- *JY*: OK, national organisations can provide this more broadly.
- *Charles*: There are efforts out there that are already up and running. It would be nice to collaborate but we will proceed in our training as set out beforehand.
- *JY*: What can we do to help? Develop a community of practice through national organisations?
- *Charles*: Gone through a very comprehensive training curricula and we identified the organisations that best benefit from this kind of training. One way of collaboration is coming on board, building on a framework already in place.
- *JY*: Do you do training outside Uganda? Do we just need to fund you?
- *Charles*: Yes. Not just funding. It's not just this answer.
- *JY*: Who else is doing anything like what Charles is doing? (several hands raised) So we can build upon your training services and make our training materials more applicable to country context.
- *Rashed*: Example of open-learning forum. Don't want to call it training, but prospective building.
- *JY*: Accrediting others to do it? Recognition of standards?
- *Charles*: If you're in a partnership, then that means there is discussion (about monitoring, design, facilitation, etc.) It's a process, not just one event that happens with the signing of a contract. It is much more about getting the issues on the table and then progressing towards common objectives, and then agreeing on certain moments to reflect on how it is going. Has to be a process approach and that's why long-term involvement is important. Need to ask the question, 'what is presently on the table, and are there questions about what is actually on the table?'
- *JY*: Regional focus....
- *Charles*: Not just talking about content, but also about form (about skills, etc).
- *Susan*: Accrediting is very tricky. If my organisation had some material, we would probably want to be very careful about who we are giving it to, to propagate. On the basis of relationship and proving relationship. My personal view is that it shouldn't be an expectation upfront but should be done once the relationship is established.
- *Tony*: Who's accrediting who? Where's the partnership? It should be a process, and then evaluated once it gets going. I would prefer it to be done with the whole of an organisation
- *JY*: How would one do that? I can see organising a week-long workshop. How would that whole organisation approach work?
- *Tony*: For example: PDA plays facilitative role, working together with colleagues. It is a process of coming together. Involve more people from different CSOs and work with more people.
- *Naved*: I agree with you, because in Bangladesh we experimented with this. Yet, I hope we don't put too much emphasis on just training. Translation of the materials (from one country to another country context) may be as crucial as the training itself.
- *Rosemary*: The kind of support we are in need of is organisational support. We are then in a better position to help other organisations.

### **Outcome 3: Global Projects**

Participants added some extra cards to clarify the necessary process for Outcome 4 projects ([Figure 3](#)). They included:

- Choosing right issues
- Continuation of existing projects (and drop some projects)
- Improve other CSO partner projects

- Mapping of issues
- Regional outreach
- Share with other partners
- Within mapping of other issues, trade, global warming
- Partners brainstorming and develop key issues
- Once mapping done and organisations identified
- Consultative forum – understanding and commitment – find aid/ funding
- Development of criteria for selecting membership, who participates, fits in – framework, existing networks
- Identify mutually interesting topics
- Within organisation, identification of lead organisations
- Develop collaborative projects
- Develop groups of policymakers and donors (bring brains, not just funding)
- Have a network that tracks impact

#### **Q & A Session:**

- *Charles:* Was the thinking of the group that different organisations are doing things anyway? So CSPP only has to do fine-tuning, or do new things?
- *Carlos (Peru):* Develop and build upon issues that are already worked on. Create networks that are both regional and international, so these voices are heard and we get concrete proposals.
- *Tony:* At national and regional levels, we need to start monitoring processes that are already developed.
- *CSO rep:* In terms of partnerships and mapping, are you aware that there are a lot of NGOs that are doing global projects? These different organisations are commissioning research on different issues. I hope when we are talking about partnerships we are not just talking about South-South, but North-South partnerships as well.

#### **Outcome 4: Improved information**

Participants added some extra cards identifying mechanisms for improving ODI's information work ([Figure 4](#)). They included the following:

##### Partnerships

1. partnerships with local media and governmental information agencies
2. workshops with journalists interested in CSOs
3. attending CSO global events and gatherings
4. partnerships with organisations that can adapt training materials
5. dissemination of materials to universities and training organisations that target CSOs
6. training trainers
7. face to face training on:
  - a. communicating effectively
  - b. policy analysis and enlargement
  - c. workshops and report writing
  - d. contain legal/budget/statistics for quality

##### Publications

8. translation through volunteers (foreign students)
9. hard copies and printed publications lists

##### Web site and database

10. enhance web site navigation: how to find information

11. blogs are very useful (fluid researchers)
12. website monitoring and reports
13. centralised and coordinated database management

#### **Q & A Session:**

- *Tony:* Linking with journalists: my experience in Ghana is a whole new area. Journalists are not specialised. Should be linking with journalists and giving training for journalists so they start to feel like they are specialised in something. Has to be proactively done. Also, linking with the institutions that train them.
- *Vanessa:* Working with universities is very useful.
- *Vivian:* In our countries they are not specialised, so when you say you will conduct workshops with journalists, how will you separate them?
- *Vanessa:* First you have to map out the journalists you know. We need to develop this, journalists are not used to this type of information. Sometimes it is good that they don't know a lot, it provides an opportunity to talk about your issues.
- *JY:* This programme is about helping think tanks do what think tanks do better. I'm not entirely convinced that using the media is the best way to help them to do that.
- *Kirsty:* I think if you reach the university, specifically those courses that teach journalists how to use research in their field.
- *JY:* I'm not disputing that working with journalists is a useful way that think tanks can increase their policy impact, just that using the media may not be the best way to provide advice and support to think tanks.
- *CSOs (several representatives):* No we are not saying that.
- *CSO rep:* Clarification on the issue of translation – for ODI, where do you start and where do you end? I just see the way it is standing there, what exactly are you saying?
- *Vanessa:* Selecting the most important CSO issue. Regarding language, that depends on the projects they finally decide to work on. Would respond to partners and need, etc.
- *Charles:* If translation is at the local level, then you may want to go as far as to translate into the language of country. But at broader levels, this is not necessary.
- *JY:* I'm a purist. I like black and white things. If we are going to do something we should do it properly. So if we are going to make our materials available to non-English speakers we should make much of it available in Spanish and French as well as English. That would be hugely expensive. So we decided to stick to English. We can always decide to change this decision.
- *Vanessa:* We had to translate some of your materials into Spanish when we used them in Argentina. Isn't translation something that your partners could do?
- *JY:* Yes, but to begin with we didn't have the partners to do that.
- *Carlos (Bolivia):* A critical point is the link with journalists. We invite journalists but they never come. We go into the media, work once a week for about ten years so we have resources.
- *Mavuto:* We tend to differentiate between journalists and editors, it is more useful with editors than the other media people...
- *Anne:* I'm worried. Is this through ODI or partnerships? ODI operates on macro-level, CSOs on micro-level. Therefore, need to assess what level we will be operating on.
- *JY:* Our interest is how can we provide information more effectively. What you do with the information is up to you.
- *Susan:* Without being mean to ourselves, I think the whole spirit of partnership is something we really need to let on to. Don't want to just be beneficiaries; we want to be true partners.

- *JY*: Should we rely on our Latin American partners being able to translate material? Or should ODI do it?
- *Vanessa*: Depends on capacity of organisation. If you don't do it, of course I will do it. It depends on the partner. If you want me to push it, then you would translate at least some of the information.
- *Tony*: What should ODI do different? They should begin to look at themselves as a facilitator. Thinking can begin to happen through discussions with ODI on how to engage with partners, but on information dissemination it should be left to us.
- *JY*: I don't get the feeling that anyone feels anything we're doing is rubbish and should be off the list entirely, or do they? I get the feeling that we are thinking along the same lines.

## **Session 6: Regional Options**

In this session, participants were divided into regional groups to discuss regional implications for the programme and to identify specific opportunities for follow-up work. The results were presented on Flip Charts and Powerpoint Presentations.

### **Latin America**

#### **Outcome 1**

1) Regional workshop for senior researchers and policy makers on chronic poverty, inequality and social exclusion to:

- a) Discuss concepts and methods
  - b) Review evidence and practice (country reports)
  - c) Identify knowledge gaps (research and practice)
  - d) Set research agenda and policy recommendations
- ➔ create a community of practice

#### **Outcome 2**

2) Launch training programme on linking research and policy:

- a) Regional Training of Trainers workshop
  - i. Adapt materials and develop guidelines (how to)
  - ii. Identify trainers
  - iii. Share best practices
- b) National workshops
  - i. Co-funding scheme
  - ii. Diverse types of participation
- c) Promote creation of national and regional research and policy networks

#### **Outcomes 2 & 4**

3) ODI should facilitate and support south-south collaboration in:

- a) Promoting exchange of trainers and training actors.
- b) Collaborative research and policy projects
- c) Sharing and dissemination of materials and databases (portal)
- d) Institutional exchange and support in fundraising

#### **Outcome 3**

4) Depending on availability of resources (funds, people and time) continue building on research and policy in current issues (chronic poverty and future of aid) and identify and support others relevant to the region:

- debt
- trade
- migration
- etc.

## **South and South East Asia**

### **1) Outcomes**

#### **Outcome 1: Research**

- Regionalisation of analytical framework

#### **Outcome 2: Capacity**

- Regional perspective building and policy influencing training programme
- Exchange programme (South-South, North-South and South-North)

#### **Outcome 3: Global projects**

- Trade and Development
- Reform of Aid system

#### **Outcome 4: Information**

- Free/subsidised access to priced e-journals

### **2) Additional resources:**

- Human resources (skills, sharing and networking)
- Financial resources
  - Programme based research funding
  - Donor consortium (resources and feedback)

### **3) Research/Global development issues:**

- Trade and development
  - Multilateral
  - Regional
- Reform of Aid system
  - Harmonisation
  - Mutual accountability
  - Sharing of burden
- The economics of emergencies (HIV/Aids, national disasters, epidemics)

### **4) Maximise impact:**

- A calendar of global event for five years and presentation of research-based evidence accordingly at national and global levels
- Networking and alliance building (APPRN)

### **5) Capacity building:**

- South-South: Perspective building and policy influencing training
- South-North: Secondment/visiting/exchange programmes in Northern policy research institutes
- North-South: Enhancement of capacity in research methodology

### **7) Information products:**

- Training of journalists/media
- Clustering of issue-wise research material
- Linkages of websites

### **8) Specific ideas for collaborative work:**

- Least Developed Countries Trade and Development

## **West Africa ([Presentation 13](#))**

### **Preliminary Issues**

- Need to have Francophone participation. Suggestion is to include CSOs from Benin.
- These proposals are of a tentative nature. Wider inputs required to reflect francophone perspectives.

### **Suggested Activities**

- Mapping in West Africa region. Identify CSOs for networking and partnerships.
- Research on improving policy engagements with regional institutions, e.g. ECOWAS, African Commission on Human Rights, Banjul, etc
- Research on budget analysis and monitoring initiatives in West Africa region. How effective in policy engagements.
- Exchange visits to Southern African region: food security issues in Saharan areas.

### **Additional Resources**

- In-country challenge funds by donors, e.g. DFID, DANIDA, CIDA
- Peace and Social Justice Programme of the Ford Foundation, West Africa

### **Important Research Issues**

- Monitor the outcomes of the WTO Ministerial meeting, Hong Kong, Dec 2005, on West Africa region.
- Budget analysis and monitoring and its effectiveness as a mechanism for policy engagement.

### **Maximising Impact, Capacity**

- To develop stronger linkages among CSOs across West Africa region through networks and partnerships.
- Engaging with regional bodies on policy issues.
- More South-South partnerships.
- Networking
- Training of Trainers on policy research and advocacy.

### **Global issues**

- Trade, Access to markets, subsidies
- Debt cancellation

### **Information products**

- CD Roms
- Policy briefs packaged by CSOs in region with CSCP support for policy makers
- Policy briefing meetings by in-country CSOs
- Easily accessible website

## **Eastern and Southern Africa ([Presentation 12](#))**

### **Activities in East Africa**

- Agenda setting workshop for civil society in policy in East Africa – linked to the establishment of an East Africa civil society policy forum.
- Regional capacity building programme on policy analysis and engagement
- Breakfast meeting for top policy makers
- Engage with East Africa Community Civil Society Programme on policy issues
- There should be in-country meetings to bring CSO issues in policy engagement
- Document case studies on policy related activities
- South to south line: promotional visits

### **Activities in Southern Africa**

- Overall principal should be 'partnership' rather than 'funder' i.e. via a Memorandum of Understanding rather than a contract

- Poverty policy training linked to SARPN's training on poverty
- Intense training of trainers in the policy cycle and civic engagement (about 15 people)
- Strengthen the capacity of civil society to identify and access important materials
- Series of dialogue on the impact of food aid on traditional long term development

#### **Sources of Additional Resources**

- From the chronic poverty research
- Human resources: time
- Activities linked to preset organisational agendas, vision etc, therefore some funds from organisational budgets
- Foundations and other like minded organisations (technical and financial)

#### **Most Important Research Issues**

- Eastern Africa
  - What prevents policy makers from taking on board CSO research findings
- Southern Africa
  - Study to understand the demand side – i.e. their expectations of policy makers on civil society evidence
  - Study to assess the level of commitment to SADC agreement on 10% budgets for agriculture
  - Followed by policy dialogue, a common position and advocacy
  - A comparative study on second generation PRSPs – their emergence, and principals
  - Followed by policy dialogue, a common position and advocacy

#### **How to maximise to the impact**

- Work in partnerships and strengthening the current partnerships (with partnership principles)
- Clear target mapping
- Clear messages
- Timing
- Ensure political correctness of the message/outcome through environmental scanning

#### **Establishing capacity**

- Training of trainers

#### **What 'global development issues'**

- Trade
- Debt
- Aid
- Environment and climate change
- PRSPs and Millennium Development Goals
- HIV/AIDS

#### **Information Products**

- Basic information products on Aid, Trade and Poverty (simple and straight forward)
- Policy briefs
- CDs
- E-discussions

#### **Ideas for collaborative work**

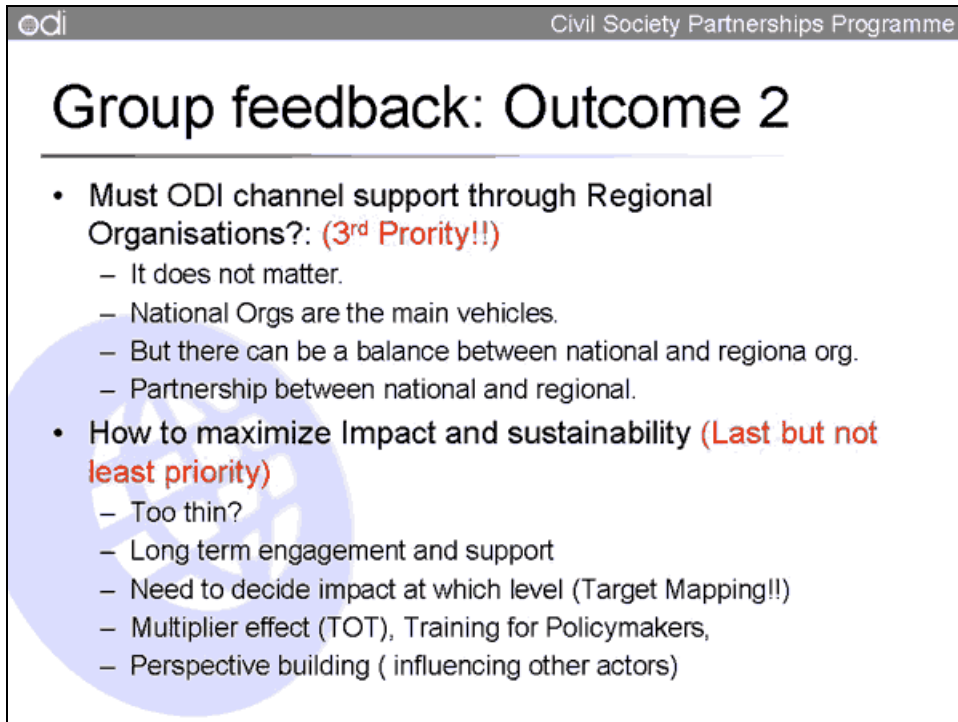
- Broader South-South collaboration, e.g. learning from South America
- Joint projects (regional level)

## Appendix 5: Cards from Session 5

Fig 1: Outcome 1, A systematic understanding of how CSOs use R-B-E

	Learning through programme work	What issues should Southern CSOs be interested in?	<u>Issues</u> - TTs but with other CSOs links - ODI role - Topic
Responsive consultancy work	Learning from other programmes	Research topics?	What are others doing?
	Synthesis and useful lessons	1) (action research) How to get CSOs to link evidence in 'Implementation' + 'M+E'?	<u>Others</u> Global – lots Regional – little (?) Natnl/local – lots (?)
	<u>'How to'</u> →TTs-CSO links →Strategic partners →Networks →Thinks tanks →etc	2) What are the mechanisms for policymaking + opps. For engagement?	What are the best ways to learn in a programme like this?
	How should research be done?	3) Why do policy makers not see CSOs evidence as credible?	- Regular products - Regular gatherings - Research inform global processes - Southern fora
	<u>How</u> - Collaborative - Action research - Demand driven		What should ODI do differently?  More horizontal conceptualization More facilitative approach – don't be shy More willing to learn from South

**Fig 2: Outcome 2: Establishing Capacity**

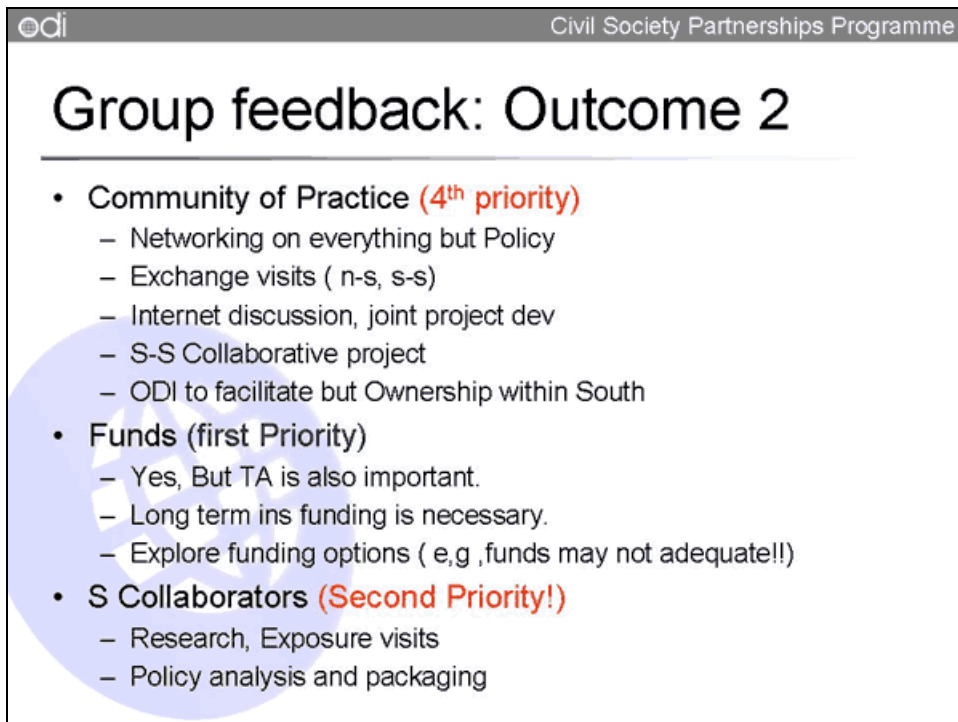


edi Civil Society Partnerships Programme

## Group feedback: Outcome 2

- **Must ODI channel support through Regional Organisations?: (3<sup>rd</sup> Priority!!)**
  - It does not matter.
  - National Orgs are the main vehicles.
  - But there can be a balance between national and regional org.
  - Partnership between national and regional.
- **How to maximize Impact and sustainability (Last but not least priority)**
  - Too thin?
  - Long term engagement and support
  - Need to decide impact at which level (Target Mapping!!)
  - Multiplier effect (TOT), Training for Policymakers,
  - Perspective building (influencing other actors)

Slide 1



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## Group feedback: Outcome 2

- **Community of Practice (4<sup>th</sup> priority)**
  - Networking on everything but Policy
  - Exchange visits (n-s, s-s)
  - Internet discussion, joint project dev
  - S-S Collaborative project
  - ODI to facilitate but Ownership within South
- **Funds (first Priority)**
  - Yes, But TA is also important.
  - Long term ins funding is necessary.
  - Explore funding options (e.g, funds may not adequate!!)
- **S Collaborators (Second Priority!)**
  - Research, Exposure visits
  - Policy analysis and packaging

Slide 2

**Fig 3: Outcome 3, Global projects**

	Continue existing projects ? -> drop ones not yet started	Include other CSPP partners in discussions about global projects
	Explore other 'big issues' - Trade - Global warming	Map institutions that: - Work on topic - Have regional scope - Are willing to share & participate - Have TT capacity/interest
	Consultative for a to clarify function, form & context of work	Criteria/cond for membership - network - specific objects: national & global
	Identify mutually interesting topics	
Find add. funding	Identify lead institution for each topic	
	Develop collaborative projects	Build & implement more system
	Develop groups of policy-makers /groups of donors for each topic (to capitalise on ODIs specific advice	Clear plan for impact (timetable of key events, strategic outputs etc)

**Fig 4: Outcome 4, Improved Information**

Partnerships with local media & government information agencies	Partnerships with organisations that can adapt training materials		Enhance website navigation -> pubs. should be easy to find (search engine) (virtual central library)
Workshops with journalists interested in CSOs	Dissemination of materials to univ. & training orgs. that target CSOs	Translation through volunteers (foreign students) or extra \$	Blogs are very useful (Field researchers etc)
Attending CSOs global events and gatherings	Training the trainers	Hard copies & printed publications list	Website monitoring & reports
↑ LINKS SOUTH – SOUTH →	Face to face training on: - Communicating effectively - Policy analysis & engagement - Research report writing (legal, budget, & statistics)		Centralised & coordinated database management

## Appendix 6 – Presentation Slides

### Presentation 1: Introduction



Slide 1



Slide 2



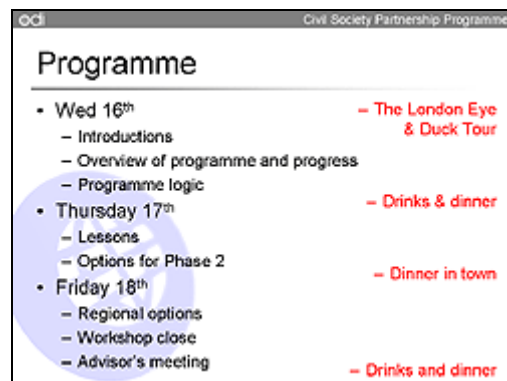
Slide 3



Slide 4



Slide 5



Slide 6

## Presentation 2: An Introduction to the CSPP



Slide 1

ODI Civil Society Partnership Programme

### Definitions, Acronyms & Facts

- CSOs = PRIs, TTs and Policy Depts. Of NGOs
- Policy: from Agenda setting to Implementation
- Research(-based evidence)
- 7-year programme:
  - £800k 1<sup>st</sup> Year
  - £1.07m p.a. for 3 years (to March 2008)
  - £? more p.a. for 3 years (to March 2011)

Slide 3

ODI Civil Society Partnership Programme

### Aim & Outcomes

**Aim:**  
Promote improved contribution by CSOs to pro-poor national and international development policies

**Outcomes:**

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

Slide 5

ODI Civil Society Partnership Programme

### Timeline

Outcome 1: ODI established those activities it contributes to policy

Outcome 2: Regional capacity to support Southern CSOs established

Outcome 3: ODI's information to policy is available to CSOs

Outcome 4: CSOs participate in policy networks

Slide 7

ODI Civil Society Partnership Programme

### Background

- ODI's work with government, non-government and private sector organisations in the north and south for the past 40 years
- Demand for long-term support from southern TTs and PRIs
- RAPID work on research-policy nexus
- DFID/ICSD call for PPA proposals

Slide 2

ODI Civil Society Partnership Programme

### Principles

- Builds on ODI competence:
  - Research-based evidence
  - (Northern) Policy influence
  - Established relationships
- Capacity-development for:
  - CSOs (TTs, PRIs, NGOs, Networks etc)... to use research-based evidence
  - ODI capacity... to learn, communicate with, and develop equitable partnerships with CSOs
- Collaborative action

Slide 4

ODI Civil Society Partnership Programme

### Approach

- Learn more about how CSOs use research-based evidence
  - Research
  - Small-scale projects
- Determine niche & demand
  - Mapping
  - Consultations
- Improve ODI's own information systems
- Identify long-term regional partners
- Collaborative partnerships to
  - Learn more
  - Develop capacity
  - Work together on global development policy issues

Slide 6

ODI Civil Society Partnership Programme

### Progress

- Preparatory work / establishment
- 4 background papers, 6 ODI & 15 external case studies, 4 research projects;
- >20 consultative WS with CSOs;
- "Learning by doing" through 10 small collaborative projects;
- Four larger global projects;
- ODI information user survey, web & intranet development, internal KM, materials redesign;
- Meeting series 2005, Communication Strategy 2005;
- Huge demand for training in Kenya, Bangladesh, Zambia (Pakistan, The Philippines, Tanzania);
- c.£40k additional funding, partners for DFID/ESRC proposals etc, IDRC scoping study.

Slide 8

odi Civil Society Partnership Programme

## Lessons / Issues

- Increasing, complex role for CSOs in EBP
- Hot topic – clear niche for ODI
- Lessons about how to do it
- Few “regional organisations” (as originally conceived)
- Partnerships are complicated
- Takes time
- Capacity-building – for whom?
- Scale of activities
- Level of ambition
- Need for greater clarity

Slide 9

odi Civil Society Partnership Programme

## Key questions

- **The overall programme:**
  - Does the proposed framework for Phase 2 look sensible?
  - Are the proposed outcomes necessary and sufficient to deliver the Purpose?
  - Is there a reasonable level of ambition? Are there any risks of over-ambition or under-ambition?
  - Should the programme be going further afield, which could not be included as an activity within these 5 outcomes?
  - What should the balance of effort be across the 5 outcomes?
  - Should the programme aim to do fewer larger projects, or continue to try to launch across a large programme of smaller projects?
  - Where will we go to attract additional resources for programme activities?
  - What is the best governance structure/mechanism for the programme?
- **Outcome 1 - Research**
  - How and by whom should we learn in a programme for the private sector & public organisations, especially, in Africa?
  - What are the most pressing “research” topics for Phase 2 (developing countries, partnerships and policy makers, etc)?
  - How should the research be undertaken (undertaken internally, externally commissioned, collaborative projects)?
  - What issues in the area would southern CSOs be interested in working on?
- **Outcome 2 - Establishing Capacity**
  - Do the sort of support organisations envisaged at the start of the programme make sense?
  - If so, how best to measure the impact of the programme, in terms of practice, change, adoption, “accessibility” to existing organisations, strengthening ODI’s own capacity, or a mixture of the above?
  - How best to build a network or community of practice?
  - How best to build capacity training courses, collaborative work, peer support etc?
  - Should ODI provide funds to partners or facilitate applications to other donors?
  - What would southern CSOs be interested in working on in the area with ODI?
- **Outcome 3 - Global projects**
  - What are the best mechanisms for these global projects?
  - What sort of relationships should ODI seek to work with?
  - What are the global development that southern CSOs be interested in working on?
- **Outcome 4 - Information**
  - What sort of information products do CSOs need and want?
  - How best to ensure an openness to ODI information products in the south?
  - Any other for receiving information activities (webinars, newsletters, e-learning etc)?
- **Outcome 5 - Changing ODI**
  - In what ways necessary?
  - Will southern partners welcome the explicit description of the need to change the way that ODI works?

Slide 11

odi Civil Society Partnership Programme

## The Big Think

- Management Team Workshop
- CSPP Project Holders Workshop
- Programme Team Workshop on Options
- Extended TT in ODI
- **Southern Collaborators Workshop**
- External Advisers Meeting
- Discussion with PPA-holders and other UK-based organisations
- Discussions with DFID
- E-Discussion with Southern Partners

Slide 10

odi Civil Society Partnership Programme

## Key questions – a shortlist

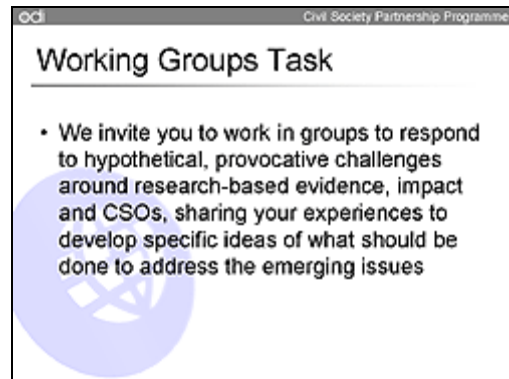
- Are the proposed outcomes necessary and sufficient?
- What should the balance of effort be across the 5 outcomes?
- Where and how to attract additional resources?
- What is the best governance structure/mechanism?
- What are the most pressing “research” topics for Phase 2?
- Do appropriate regional organisations really not exist?
- How best to maximise the impact of the programme?
- Should ODI provide funds to partners?
- What are the best mechanisms for the global projects?
- What sort of organisations should ODI seek to work with?

Slide 12

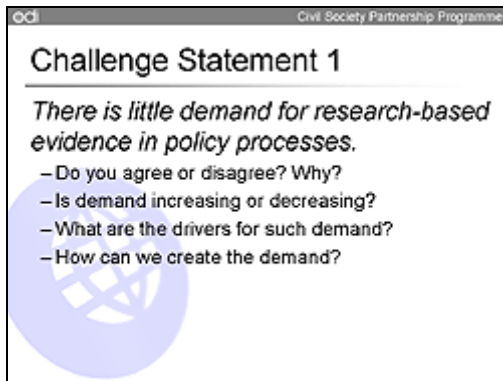
## Presentation 3: The Challenge Session



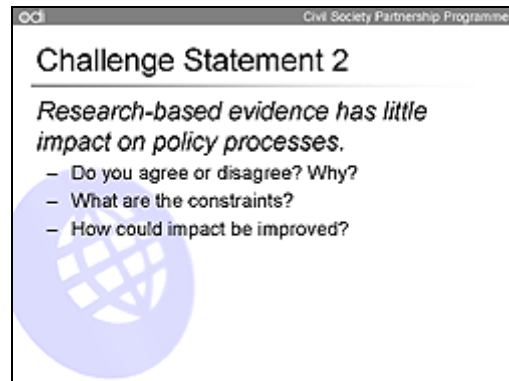
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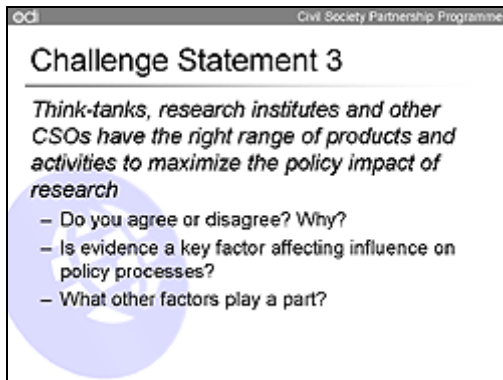
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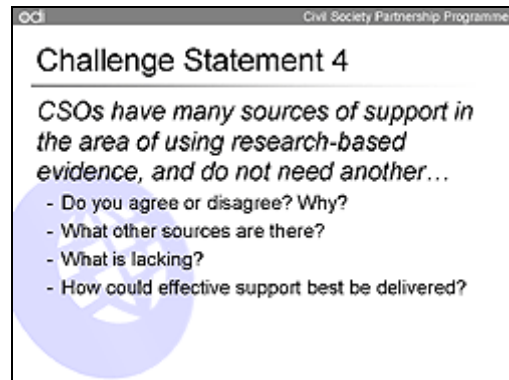
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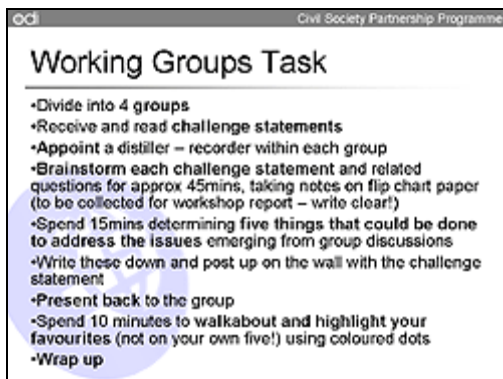
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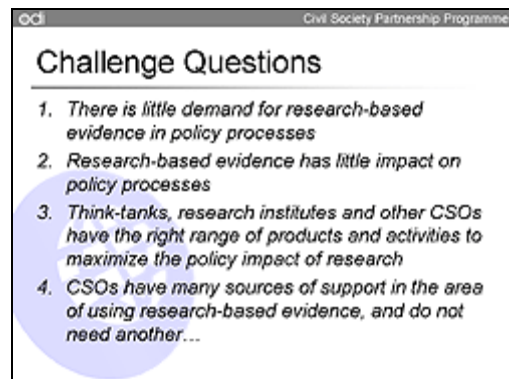
Slide 5



Slide 6



Slide 7



Slide 8

## Presentation 4: Social Exclusion in Uganda (Charles Lwanga Ntale)

### Putting social exclusion on the policy agenda

Chronic Poverty Research & Policy Engagement Training

#### Slide 1

### What was the problem in the first place?

Persistent, long-term and intergenerational poverty on everyone's lips:

- CSOs
- Local politicians
- Donor agencies

Issue started worrying politicians, but not quite ...

### What are we talking about?

- Chronic poverty → long-term & multi-dimensional poverty; often from generation to generation
- Social exclusion → conceptualisation, design and implementation of development which excludes certain categories of people (class? Assets? Etc)

#### Slide 2

### How had the problem been identified?

- Anecdotal information, esp. from NGOs
- Uganda Govt PPA research - voices
- Donor reports
- Govt own records (often not open to public)
- Sporadic media reports

#### Slide 3

### Then what happened?

- Raised matter in poverty working group – working in collaboration with other CSOs
- Produced set of research papers from known/respected academics & researchers
- Results? MANY "SYMPATHISED" BUT FEW LISTENED, NO-ONE ACTED → frustration

#### Slide 4

### Why was there no interest?

- DRT was little-known – also NGOs were not trusted for delivering credible research
- Chronically poor people don't count - have no votes
- There were no champions in Govt.
- Dominant thinking in Finance Ministry – "growth will do it"

#### Slide 5

### What next? Back to drawing board

Identified allies in Govt & sought to know what they needed to know:

- Magnitude must be big
- Problem must be socially/politically sensitive
- Messengers must be credible
- Must not contradict "established fact"
- Policy implications must be clear

#### Slide 6

### What strategy did we then adopt?

- Seized CP research opportunity → established strategic partnership with Univ. of Manchester, EPRC, National NGO Forum & others → increased recognition
- Embarked on new research areas → broadened scope
- Re-packaged research evidence collected earlier into a synthesis → holistic picture
- Broadened alliances – CSOs, research, media & Govt → got CP to Govt research agenda – widened database

#### Slide 7

#### Slide 8

### What else ....?

- Then CP issues were reflected in the PEAP (Uganda's PRSP) – also began appearing in other poverty documents
- DRT & partners invited to contribute to newly emerging social exclusion debates – social protection

### In the meantime .....

- (a) Policy advocacy CSOs began demanding for skills in policy analysis & engagement → to be linked to poverty research.
- (b) DRT/NGO Forum partnership designed a 3-module training: poverty analysis; policy analysis; policy engagement → in response to specific requests – CSOs asked to cont. to costs
- (c) Finance Ministry bought into the idea – made part contribution to training budget

#### Slide 9

### Design & delivery of training

- 1 Wk Modules designed to take account of :
  - (a) What organisations were doing – poverty link?
  - (b) Policy context & processes – link to PEAP, MDGs, etc
  - (c) Need for on-going (back-stopping) support
  - (d) Flexibility to take on board what participants wanted to learn
- Hence → spaced out over a 5-month period
- Used & customised some ODI/RAPID training materials

#### Slide 10

### How was training linked back to the policy process?

- Synthesised Chronic Poverty report re-packaged again into glossy publication – with clear policy messages
- New partnerships identified – including participants from CSOs which benefited from training
- Parliamentary Budget Committee briefed on main report findings
- CP report "leaked" to media before official launch → excited publicity

#### Slide 11

### What impacts to-date?

- Re-invigoration of debate on key social exclusion issues → e.g. social protection
- Heightened demand for training & on-going support in poverty & policy analysis + engag.
- Demand from other parliamentary committees

#### Slide 12

### Challenges

- CSOs with limited resources (esp. at district level) were unable to participate
- Good facilitators are costly → not easy to find
- Dealing with newly created demand in a resource-constrained environment
- Originally foreseen international collaboration did not work out – but individuals helped out

#### Slide 13

### Lessons – important to.....

- (1) Identify & build trust with key policy makers
- (2) Recognise and be flexible about research & policy continuum
- (3) Collaborate with other actors in ways which demonstrate mutuality
- (4) Plan for long-term involvement
- (5) Continue reviewing activity – a dynamic process

#### Slide 14

#### Slide 15

**Presentations 5 to 9: Lessons so far**

**Outcome 1:  
Understanding how  
CSOs use research-  
based evidence**

**Slide 1**

**CSPP Outcome 1**

**Outcome 1:** Southern CSOs understand better how to use research-based evidence to influence pro-poor policy processes.

- A systematic understanding of how CSOs use research-based evidence. Learn from:
  - reviews, action-research & evaluations;
  - other programmes
  - responsive consultancy work
  - new research
- Synthesis into lessons & recommendations

**Slide 2**

**CSOs and Policy: Existing theory**


1. Linear model	18. Linear model of communication, Shannon
2. Too close for comfort, Edwards	19. 'Space' for thought & action, Howell
3. Impact & Effectiveness, Fowler	20. Simple and surprising stories, Communication Theory
4. 'Context, evidence, links', RAPID	21. Provide solutions, Marketing Theory I
5. Policy narratives, Roe	22. Find the right packaging, Marketing II
6. CSO legitimacy, L. David Brown	23. Global Civil Society?, Keane
7. Links and Learning, Gaventa	24. Global Legitimacy, van Rooij
8. 'Room for manoeuvre', Clay & Schaffer	25. Epistemic communities, Haas
9. 'Street level bureaucrats', Lipky	26. Policy entrepreneurs, Hajjem
10. Policy as experiments, Rondinelli	27. Advocacy coalitions, Reck & Siconolfi
11. Policy Streams & Windows, Kingdon	28. Negotiation through networks, Sabatier
12. Disjointed incrementalism, Lindquist	29. Social capital, Coleman
13. Tipping point model, Gladwell	30. Accountability, OneWorld Trust
14. Necessaries, missionaries and revolutionaries, Maier	31. Communication for social change, Rockefeller Foundation
15. 'Non-Western?', Lewis	32. Wheels and webs, Chapman & Fisher
16. Global Civil Society, Salomon, Kaldor	
17. Types of Engagement, Coston	

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

**Slide 3**

**What we have done**

- Literature reviews
- Four ODI case studies
- 15 External case studies
- External consultation
- Journal Special Issue (JID)
- Networks programme
- Four specific studies
- Survey (draft findings)
- CSPP operational studies
- CIVICUS: Context, Impact & Evidence
- Internal strategy development (Review, external scan, OM & SWOT)
- Context mapping toolkit (forthcoming)



**Slide 4**

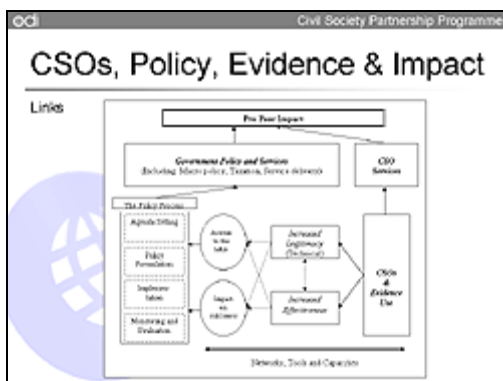


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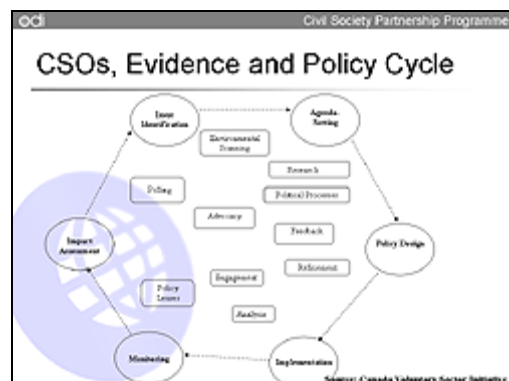
**7 Big Findings**

- Context: increasing demand for CSO inputs.
- CSOs moving to get involved in policy processes (from focus on service delivery).
- CSOs not bringing enough to the table.
- Evidence does matter 1
  - For CSO effectiveness
  - For CSO legitimacy; accountability and legitimacy of CSO involvement is questioned
- Evidence does matter 2
  - Better evidence – Better policy – Better world
- Politics matters more.
- "How to do it" - some lessons emerging

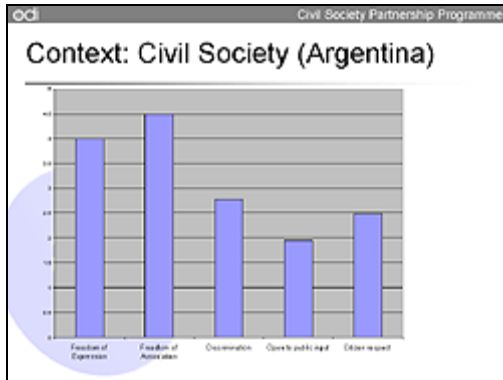
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**Slide 8**



Slide 9

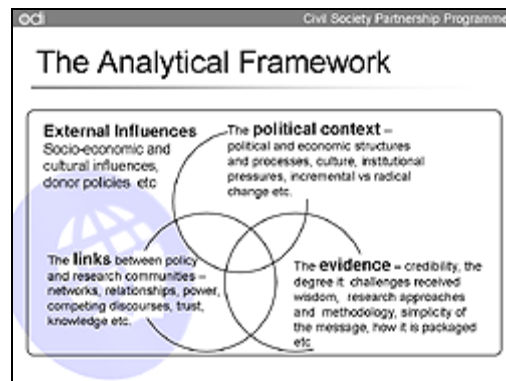
- ### CSOs & Pro-poor Policy Influence
- Complementing state in providing services
  - Innovators in service delivery
  - Advocates with and for the poor
  - Identifying problems & solutions
  - Extending our understanding
  - Providing information
  - Training and capacity building

Slide 10

### Main Barriers to CSO-Policy (Kenya)

Barrier	Total
CSOs do not have sufficient knowledge about policy processes	10
CSO staff do not have sufficient capacity	19
CSO staff do not have enough time	3
CSOs do not have enough funds to do this	24
Policy processes are not open to CSO engagement	13
Policymakers do not see CSO evidence as credible	18
Policymakers tend to be corrupt	18

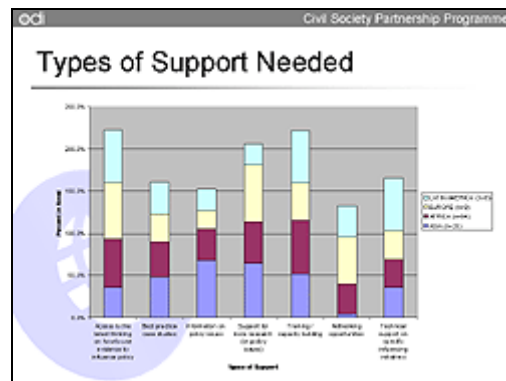
Slide 11



Slide 12

- ### To Maximize Chances
- CSOs need to:
- better understand how policy is made and options for policy entrepreneurship;
  - use evidence more effectively in influencing policy-making processes;
  - build stronger connections with other stakeholders;
  - actively participate in policy networks
  - communicate better.

Slide 13



Slide 14

- ### Niche & Next Steps
- Is the analysis of the context / problems accurate?
  - Key Questions going forward:
    - What are the best mechanisms to learn in a programme like this?
    - What are the key "research" topics for Phase 2?
    - What are others doing? What is CSPP1 niche / value added?
    - How should the research be undertaken?
    - What issues in this area would southern CSOs be interested in working on?

Slide 15

Outcome 2:  
Strengthening regional capacity to support CSOs

Slide 16

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### Lessons: projects and consultations

- Understanding Policy process means understanding the politics
- Demand led vs Supply driven
- Credibility of CSOs is questioned
- Capacity to use and package research for policy influence is limited
- Donor influence is huge
- Gradual erosion of research capacity in the South

Slide 17

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### Establishing capacity

- Engagement with policymakers varies
- Varied level of capacity in the south
  - Retention and recruitment of qualified staff
  - Role of research in development organization
  - Lack of training opportunities
  - More emphasis on policy advocacy
  - Limited fund for research
- Strong Demand for support ( regional bias)
- Capacity of government institutions also in question

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### Partnerships and accountability

- Partnerships are not an end in themselves
- Traditional partnerships = principal-agent relationship (donor-recipient)
- Recent partnerships = more collaborative & equitable relationships. Key elements include:
  - respect for each other's goals,
  - mutual accountability,
  - recognition of different objectives
  - different capacities of partners
- Ownership, power and commitment are shared.
- Often underpinned by shared ethics and principles.

Slide 19

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### Capacity-development

- Some skepticism of northern capacity-building programmes.
- Traditional approaches focus on leadership, management and systems within organisations.
- New approaches take a "systems" perspective, to "create an enabling environment"
- Strong demand from CSOs for:
  - Practical training workshops.
  - Staff exchanges, secondments, and collaborative work.
  - Institutional development.
  - Strengthening existing networks.
  - Funds for collaborative projects and programmes.
- ODI's Partnership Brokering Accreditation Scheme provides a good model

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### CSPP Partnership Principles

- Equitable
- Long-term commitment
- Intellectual honesty
- Mutual Trust
- Ethical Principle of Partnership
- Contextual ( strong regional variation)
- Capacity is demanded not given!!

Slide 21

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### Key issues for CSPP

- ODI needs to change ( Org and Staff)
- Invest time and resource
- Partnership to accommodate diversity of capacity
- Different modes of Partnerships (research, networking, advocacy)
- Mechanisms (in the absence of ideal intermediaries)
- Balance of effort vs other outcomes

Slide 22

Outcome 3:  
Useful information  
easily accessible to  
CSOs

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### Outcome 3

#### Useful information easily accessible to CSOs:

- review and develop ODI's internal and external information systems
- survey of ODI information users and potential new users
- new content-managed, database-driven intranet and website.
- internal knowledge management strategy
- Meeting series during the year;
- Voice and Choice in the Delivery of Public Services
- Africa's Development: Past Present and Future Roles of the West
- The Millennium Development Goals
- Workshops and seminars for UK-based NGOs
- Communication strategy 2005

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### User survey

- Aim to develop a new range of information materials particularly oriented towards the needs of civil society organisations, and to redesign the ODI's extensive website.
- Process:
  - survey existing ODI information users to ask for their views about our current output
  - survey individuals and organisations working to support CSOs engaged in pro-poor policy processes in developing countries,
  - review existing information outputs and communication activities and make recommendations for new information outputs and communication activities

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### Survey results

- User survey shows people unaware of the range of outputs and find it hard to access the information.
- Southern partners want access to materials through places that have good connectivity such as British Council offices; or local branches of international NGOs.
- For many, paper documentation is still the main information currency and ODI needs to make paper copies (or CD-Roms) available in local repositories of information.
- Identify information intermediaries such as electronic delivery services such as the GDN/BLDS document delivery service and the Eldis CD-Roms
- Make website suitable for low bandwidth, including making publication download sizes smaller.

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### Identified needs

- Newsletters and publications – hard copies required.
- The 'think trunk'
- Training requested – how to work with the media, how to talk to parliamentarians, training for journalists and editors about development issues
- Local languages
- Journals – free or subsidised subscriptions
- To reach civil society in the south – drop the jargon, use accessible English for those who don't have English as their first language.

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### Consultant's feedback

*"Representatives of southern thinktanks, NGOs and consultants based in the south voiced concern about the prospect of ODI muscling in at the table without offering much besides their reputation."*

*"For them ODI needs to show in practical terms what it has to offer beyond sharing of research information, before it can enter into collaborations and capacity-developing initiatives. They felt that ODI's potential lay in convening forums where policy, research and CSOs could discuss issues in a moderated and informed environment, along the lines of UK meeting series".*

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### Need to strike a balance between

- Producing information materials that are tailored for different knowledge levels, subject to understanding, practical opportunities and not adding the increasing volume of information.
- Making information available electronically and not further marginalising those people without fast and constant access to the Internet.
- Spending time and money on research that generates new knowledge and spending time crafting the results and communicating it to those who can put it to use.
- Servicing existing audiences while finding new ones.
- Responding to what is currently 'fashionable' in the development discourse (eg media friendly opinion pieces that are challenging rather than analytical), and delivering a product that is based on ODI's expertise and experience, emerged from substantial research programmes.

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### Other outputs

- Knowledge management strategy for ODI
- Development of new intranet (live in December) and website (live in April)
- Wide range of activities & outputs through the Communications 2005 strategy
- Toolkits and practitioner-focused outputs, including:
  - Tools for policy impact – for researchers
  - Successful communication: a toolkit for researchers and CSOs
  - Knowledge Management toolkit (in preparation)
- Humanitarian Practice Network – good practice reviews
  - Disaster risk reduction – mitigation and preparedness
  - Operational security management in violent environments
- ALNAP: South Asia earthquake, lessons learned

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### Issues / Questions

- Time...
- What sort of information products do CSOs need and want?
- How best to ensure accessibility to ODI information products in the south?
- Any ideas for innovative information activities (multimedia, interactivity, e-learning etc)?

Slide 31

Outcome 4:  
Doing it!

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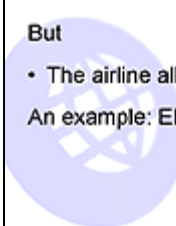
## Bridges Across Boundaries

- Not 'Microsoft'
- Not 'Macdonalds'

But

- The airline alliance ('Policy code-sharing')

An example: EDC 2010



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## EDC 2010



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## Issues / Questions

- Choosing the right issues
- Finding the right partners
- Establishing the right partnerships
- Making the right impact



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## Current projects

- Forum on the future of aid
- Food Security in Southern Africa
- Chronic Poverty
- The future of the ACP



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## FFA

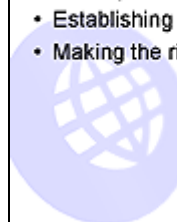


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## Issues / Questions

- Choosing the right issues
- Finding the right partners
- Establishing the right partnerships
- Making the right impact

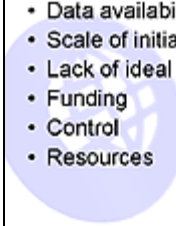


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## "Programme-level" lessons

- Time
- Complexity
- Data availability: objectivity vs subjectivity
- Scale of initiatives
- Lack of ideal regional organisations
- Funding
- Control
- Resources

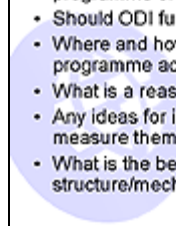


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## Questions

- Should the programme aim to do fewer larger projects, or continue to try to learn across a large programme of small projects?
- Should ODI fund joint activities? If so, how?
- Where and how to attract additional resources for programme activities?
- What is a reasonable level of ambition?
- Any ideas for indicators of impact and how to measure them?
- What is the best governance structure/mechanisms for the programme?



Slide 40

## Presentation 10: Issues and Options for Phase 2

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### General direction

- Reaffirm principles:
  - Building ODI capacity & reach
  - Partnership & collaboration
  - Capacity development
- Reaffirm 4 outcomes, re-order, clarify + 1:
  - **Research:** CSO's understand how to use research-based evidence
  - **Capacity:** CSO's can access support
  - **Global projects:** Southern CSO's participate in global policy
  - **Information:** ODI's knowledge is accessible
  - **Change in ODI:** ODI better able to work with CSOs
- We will need to find additional funding for partners

Slide 1

ODI Civil Society Partnership Programme

### Outcome 1: Research

- A systematic understanding of how CSOs use research-based evidence
  - Learning through on-going work, action-research, systematic reviews and evaluations;
  - Learn from other programmes
  - Learn through responsive consultancy work
  - A limited amount of new research
- Synthesised into useful lessons and recommendations

Slide 2

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### Outcome 2: Capacity

- Direct capacity development with partners
  - Knowledge base
  - CSPP network
  - Collaborative work
  - Consultancy-mode work
  - M&E
- Establishing long-term support mechanisms
  - Developing a community of practice
  - Strategic alliances with others
  - "Accrediting" other organisations
  - Building ODI's own training capacity

Slide 3

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### Outcome 3: Global projects

- Working with southern partners on global development policy issues
  - Continue existing projects
  - Develop partnerships through collaborative work
  - Identify mutually interesting topics
  - Develop collaborative projects

Slide 4

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### Outcome 4: Information

- Improve availability & usefulness of ODI knowledge for CSOs
  - Enhanced communications capacity
  - Improved KM & learning in ODI
  - Intranet and website redesign
  - New information materials
  - Active marketing
  - ODI Communications strategy 2006 & beyond: meetings/seminars/workshops/publications etc.

Slide 5

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### Outcome 5: Change in ODI

- Reposition and equip ODI to collaborate more effectively with CSOs
  - Outcome 4 staff
  - Training for ODI staff
  - Emphasis on policy work and work with CSOs in new strategy
  - Incentives for staff
  - Integration of CSPP into ODI planning

Slide 6

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### Other things?

- Are there other things we should be doing that could not be included in these 5 Outcomes?

Slide 7

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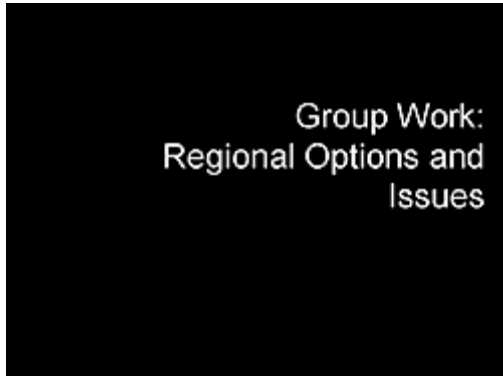
### Group work: Options and Issues

For each of the 4 main outcome areas:

- Review the existing options and issues
- Identify additional options and issues (write them on cards and stick them up)
- Discuss the pros & cons of each option and rank or otherwise prioritise them (& reorganise the cards)
- Discuss the issues & form a view (or flag them for further discussion)
- Identify a raconteur

Slide 8

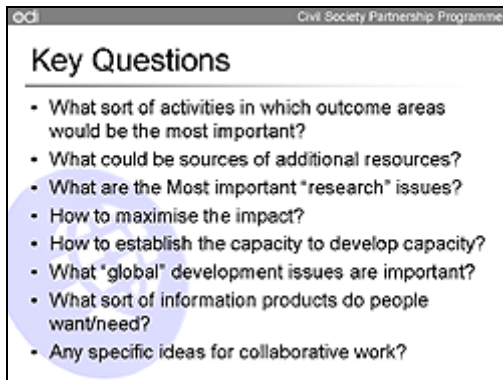
## Presentation 11: Group Work – Regional Options



Slide 1



Slide 2



Slide 3

## Presentation 12: East and South Africa

**Eastern and Southern Africa**

Slide 1

**Activities in East Africa**

- Agenda setting workshop for civil society in policy in East Africa -lined to the establishment of an East Africa civil society policy forum.
- Regional capacity building programme on policy analysis and engagement
- Breakfast meeting for top policy makers
- Engage with East Africa Community Civil Society Programme on policy issues
- There should be in country meetings to bring CSO issues in policy engagement;
- Document case studies on policy related activities
- South to south line: promotional visits

Slide 2

**Activities in Southern Africa**

- Overall principal should be 'partnership' rather than 'funder' ie MOU vs contract
  - Poverty policy training linked to SARPN's training on poverty
  - Intense training of trainers in the policy cycle and civic engagement (about 15 people)
  - Strengthen the capacity of civil society to identify and access important materials
  - Series of dialogue on the impact of food aid on traditional long term development work

Slide 3

**Sources of Additional Resources**

- From the chronic poverty research
- Human resources : time
- Activities linked to preset organisational agendas, vision etc therefore some funds from organisational budgets
- Foundations and other like minded organisations (technical and financial)

Slide 4

**Most Important Research Issues**

- **Eastern Africa**
  - What prevents policy makers from taking on board CSO research findings
- **Southern Africa**
  - Study to understand the demand side - ie their expectations of policy makers on civil society evidence.
  - Study to assess the level of commitment to SADC agreement on 10% budgets for agriculture
    - Followed by policy dialogue, a common position and advocacy
  - A comparative study on second generation PRSPs e.g their emergence, and their principals
    - Followed by policy dialogue, a common position and advocacy

Slide 5

**How to maximise to the impact**

- Work in partnerships and strengthening the current partnerships (with partnership principles)
- Clear target mapping
- Clear messages
- Timing
- Ensure political correctness of the message/outcome through environmental scanning

Slide 6

**Establishing capacity**

- Training of trainers

Slide 7

**What 'global development issues'**

- Trade
- Debt
- Aid
- Environment and climate change
- PRSPs and MDGs
- HIV/AIDS

Slide 8

### Information Products

- Basic information products on Aid, Trade and Poverty (simple and straight forward)
- Policy briefs
- CDs
- E-discussions

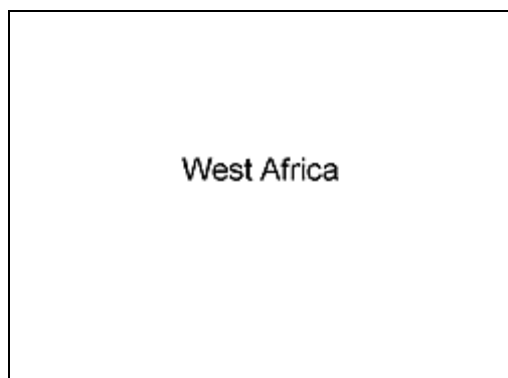
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### Ideas for collaborative work

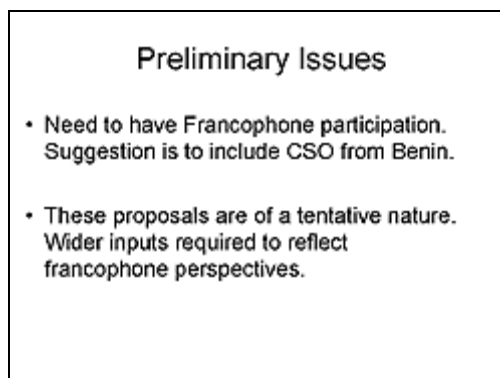
- Broader south to south collaboration e.g learning from South America
- Joint projects (regional level)

Slide 10

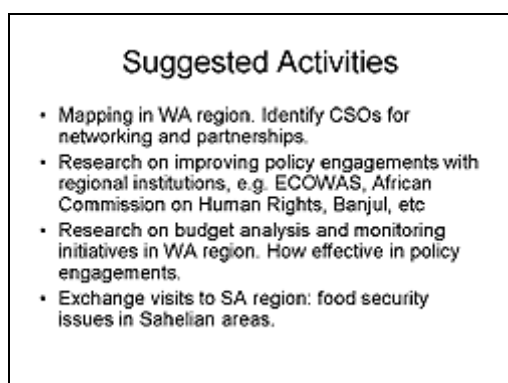
## Presentation 13: West Africa



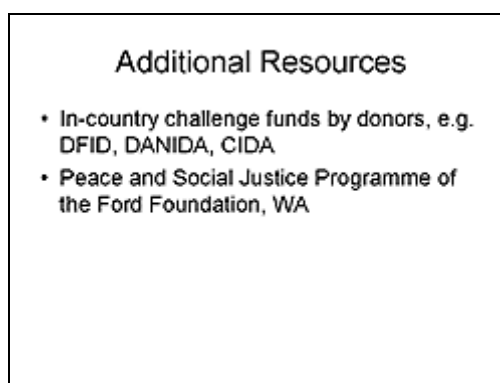
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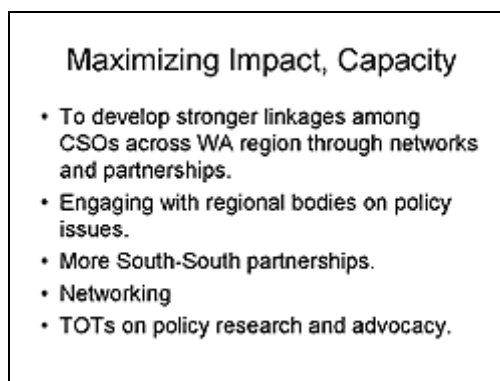
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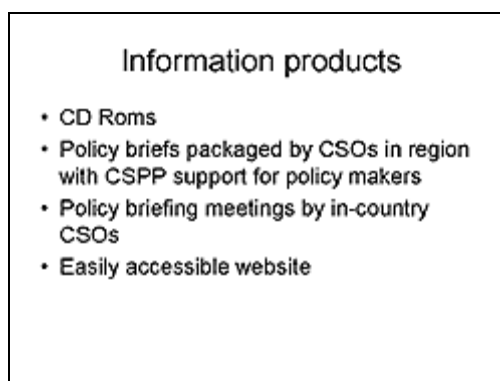
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Slide 7



Slide 8



ODI's PPA-funded Civil Society Partnerships Programme builds on ODI's work with government, non-government and private sector organisations in the north and south over the past 40 years, and more recent Research and Policy in Development (RAPID) Programme work on the interface between research and policy, to promote improved contribution by CSOs to pro-poor national and international development policies. The programme focuses on four outcomes:

1. CSOs understand better how evidence can contribute to pro-poor policy processes;
2. Regional capacity to support Southern CSOs is established;
3. Useful information on current development policy issues, and how this knowledge can contribute to pro-poor policy, is easily accessible to CSOs;
4. CSOs participate actively in Southern and Northern policy networks to promote pro-poor policies.

The programme will develop partnerships with southern organisation which share its commitment to the MDGs; to the importance of evidence-based policy-making; and to the value of civil society participation in the policy process. The partnership programme will build on and develop the research findings, and techniques of knowledge management, policy advocacy, capacity-building and training materials already developed by ODI . It will enable the lessons to be disseminated more widely. It will provide funding for Southern CSOs to develop their own independent capacity in this area, and it will strengthen existing relationships between CSOs engaged in the policy process.

Further details of the programme are available at: <http://www.odi.org.uk/cspp>.