

The ODI Civil Society Partnership Programme

Progress June 2004 – March 2005



For further information contact: John Young
Overseas Development Institute
111 Westminster Bridge Road
London, SE1 7JD
Tel: +44 (0)207 9220300
Fax: +44 (0)207 922 0399
E-mail j.young@odi.org.uk

The ODI Civil Society Partnership Programme

Progress June 2004 – March 2005

Executive Summary

Civil Society Organisations (CSOs) increasingly recognise the need to use evidence and engage with policy processes more effectively, but capacity is weak. ODI's new Civil Society Partnership Programme (CSPP) aims to strengthen the capacity of CSOs to contribute to pro-poor national and international development policies through i) better understanding how CSOs can use evidence to influence policy; ii) strengthened regional capacity to support CSOs to do this; iii) better information on current development policy issues for CSOs; and iv) helping CSOs to participate more actively in Southern and Northern policy networks.

Work in the first year focused on a) improving ODI's understanding of the CSOs that are involved in policy work; b) improving ODI's capacity to work with CSOs; c) "learning by doing" through small projects with existing CSO partners; d) contributing CSO perspectives meetings and seminars; and e) initiating a small number of larger collaborations with southern organisations on global policy issues.

Substantial background research has been completed and a number of Working Papers have been published. Four ODI, and 15 external case studies are underway. Consultative workshops seminars and meetings have been held in three regions in Africa (and 3 more are planned for Asia and Latin America), work is progressing on a "CSO knowledge base", a Working Paper on Partnership Principles and Accountability has been produced, and a number of small collaborative projects have started with existing partners.

Work on an ODI information user survey and intranet/website development is underway, and the CSPP has helped to finance a number of good meeting series. A special communication strategy for 2005 has been launched in the UK and work has started on three international collaborations on global policy issues.

While it is too soon to provide substantive evidence of impact, the programme is generating considerable interest and demand for support from organisations in the UK and southern countries. A number of workshops and seminars have already been run in the UK (for FARM Africa, World Vision, and the Centre for Africa Policy and Peace Studies), and others are planned in Kenya (for Trochaire), Ethiopia (for Africa Humanitarian Action), Zambia (Commonwealth Education Foundation) and Bangladesh (for Child Workers in Asia).

It is however becoming clear that there are few regional, broad-based organisations with which it will be possible to establish the sort of relationships originally envisaged, and it may be necessary to re-think the long term strategy.

The emphasis in the second year will therefore be to i) complete the regional consultation; ii) complete the existing collaborations; iii) support a small number of additional collaborative activities that have emerged from the consultations and other work so far; and iv) capture, learn from and publish the lessons so far.

The results of the first 18 month's work will be the focus of discussions with a wide range of northern and southern stakeholders in a process to review and revise the programme strategy, and develop detailed plans for the next phase. This will take place between October and December 2005.

Table of Contents

Executive Summary	i
Table of Contents	ii
1. Introduction	3
Overview	3
Background	3
Programme Principles	4
Management, Governance and Implementation	4
Plans for the First Year.....	4
2. Achievements during the first year	5
Overview	5
Outcome 1 – Understanding how CSOs use research-based evidence	5
Outcome 2 – Strengthening regional capacity to support CSOs	7
Outcome 3 – Useful information easily accessible to CSOs	8
Outcome 4 – CSOs participate in policy networks	9
3. Impact.....	10
4. Plans for Year 2	11
Appendix 1 – Programme Principles	13
Appendix 2 – General plans for the first year	15
Appendix 3 – Specific activities during the first year	17
Outcome 1: How CSOs use research-based evidence.....	17
Outcome 2: Regional Capacity.....	18
Outcome 3: Information.....	21
Outcome 4: Southern Engagement.....	24
Appendix 4 – Progress and Outputs during the first year.....	28
Appendix 5 – Regional Consultations in Africa.....	32
Appendix 6: Plans for year 2	35

1. Introduction

Overview

This report describes progress made during the first year of ODI's Partnership Programme Agreement (PPA) with DFID from April 2004 to March 2005. The PPA, as a core grant to an organisation-wide set of activities, is a new funding mechanism for ODI, requiring new management and governance mechanisms. The emphasis on partnerships with Civil Society Organisations (CSOs) in the South required new skills and approaches to the work. New staff had to be recruited, and ODI had to learn more about how CSOs use research-based evidence in the south. Much of the work during the first year focused on these issues, and on setting up collaborative work with existing southern partners which is still in the early stages.

This section describes the background to the programme, the principles guiding the programme, administrative and governance arrangements, and the planned activities for the first year. Section 2 provides an overview of achievements, Section 3 some evidence of impact so far, and Section 4 an overview of plans for the second year. Hypertext links are provided to further more detailed information in a series of Appendices, and on the Civil Society Partnership Programme (and other) web sites.

Background

Civil Society Organisations (CSOs) play a vital role in poverty eradication by empowering the poor so their voices are heard when decisions that affect their lives are made. Working in between the household, the private sector and the state, CSOs include a very wide range of institutions, including non-governmental organisations, faith-based institutions, professional associations, trade unions, research institutes and think tanks.

CSOs increasingly recognise the need to use evidence and engage with policy processes more effectively. But many southern university research departments have collapsed, and the development research institutes and think tanks that have replaced them are often financially insecure, have poor capacity to provide policy advice and the connections between them are weak.

ODI's new 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 in the full PPA Programme Document, available on the web at: http://www.odi.org.uk/cspp/docs/ODI_PPA_final.pdf.

Programme Principles

A number of key principles guide the programme:

- It builds on ODI's established competence,
- It focuses on Southern CSOs:
 - with an explicit aim to build their capacity,
 - to use research-based evidence,
 - to influence national, regional and international policy processes.
- It provides an opportunity to invest in our own infrastructure, processes and systems, including:
 - improved learning and knowledge management systems and processes,
 - reviewing and improving our communication and information products,
 - work to develop long-term equitable and transparent partnerships with organisations supporting southern CSOs.
- Early small scale collaborations will enable us to select long term partners committed to:
 - promoting evidence-based public debate themselves, AND
 - capacity-building among other CSOs in their region.
- As an organisation-wide programme it is guided by an internal programme advisory group.

These are elaborated in [Annex 1 – Programme Principles](#).

Management, Governance and Implementation

The programme is led within ODI by John Young and a management team with responsibilities for each outcome area. An internal Advisory Group, with senior representatives from each of the research groups, provides advice on programme direction and integration within ODI, and an external Steering Committee will provide an external perspective on programme direction. The programme reports annually to DFID. Programme activities are integrated within and build on ongoing ODI work undertaken by staff across the whole institute.

Plans for the First Year

Work in the first year focused on a) establishing the programme and improving ODI's understanding of the CSOs that are involved in policy work, how they work and who else is working with them b) improving ODI's capacity, especially focusing on internal knowledge management, information and communication; c) "learning by doing" through small projects with existing CSO partners; d) contributing CSO perspectives on development policy issues through a series of meetings and seminars and e) by initiating a small number of larger collaborations with southern organisations on global policy issues.

More details of plans are provided in [Appendix 2 – General plans for the first year](#), and of specific activities in [Appendix 3 – Specific activities during the first year](#)

2. Achievements during the first year

Overview

The programme is largely on track. Substantial background research has been completed and a number of Working Papers have been published. Four ODI, and 15 external case studies are underway. A recent research strategy meeting has helped identify longer term research themes. On regional capacity, consultative workshops seminars and meetings have been held in three regions in Africa (and 3 more are planned for Asia and Latin America), work is progressing on a “CSO knowledge base”, a Working Paper on Partnership Principles and Accountability has been produced, and a number of internal small scale collaborative projects have started. Work on the ODI information user survey and intranet/website development is underway, and PPA funds have helped finance a number of good meeting series. A special communication strategy for 2005 has been prepared, and temporary communications staff have started to implement this until a new Head of Communications is recruited. Partners have been identified for three global collaboration projects. Most internal administrative and management systems are in place, though the external advisory group has not yet been established, and work has started on developing an M&E system which is likely to include Outcome Mapping as one mechanism.

Some of the key lessons and achievements from the first year’s work are described below, while more detailed descriptions of progress against plans during the first year is provided in [Appendix 4 – Year 1: Progress and Outputs](#).

Outcome 1 – Understanding how CSOs use research-based evidence

Remarkably little systematic work on how CSOs use research-based evidence to influence policy processes is easily available in the public domain. ODI’s research during the first year has focused on two broad questions: i) does evidence matter to CSO work, and if so how, when and why? And ii) can use of evidence improve the legitimacy and effectiveness of CSOs? Work has included literature reviews, cases studies, expert meetings and conferences.

It is clear that CSO-state contexts in developing countries are changing. Democratization and liberalization have led to greater potential (and often demand) for CSOs to engage with policy processes in some countries. This has involved a move from challenging the state, to policy engagement. Service delivery CSOs are increasingly moving into broader involvement in policy processes. Donor trends – particularly a greater engagement with states and often involving direct budget support, present challenges for NGOs.

The accountability, legitimacy and effectiveness of some CSO involvement is increasingly questioned. This is partly due to increasingly democratic governments questioning of the basis for the legitimacy of CSOs. But it is also clear that CSOs often fail to make the best use of the evidence they have when they engage in policy processes. In many contexts, while CSOs are increasingly invited into policy processes, they often have very little to contribute. CSO engagement is not leading to a policy impact.

But some of the case studies demonstrate how some CSOs are generating and using evidence very effectively to influence policy. For example, the Primary School Action for Better Health (PSABH) Project in Kenya used research-based evidence to inform a project that institutionalised a new attitude towards HIV/AIDS education in primary schools. Some of the best examples of CSO success (in influencing policy) have arisen where researchers and civil society organisations have worked well together.

A key lesson – that is perhaps surprisingly not mainstreamed – is that CSO interventions, and the types of evidence used, need to be targeted for different stages of the policy process. This is a general point that emerges from the literature as well as in our case studies. The case study on CSOs, evidence and budget processes illustrates this most forcefully.

Our work so far suggests that CSOs could maximizing their impact on policy by using evidence better in order to address five key obstacles:

- Access: Using better evidence can help improve CSOs access to policy arenas.
- Legitimacy: Evidence can be used in particular to enhance the technical sources of CSO legitimacy (i.e. credibility).
- Effectiveness: More and better evidence can help make CSO work more effective.
- Integration: Service delivery CSOs can have greater influence if they find better ways to turn their practical knowledge and expertise into evidence that can be used to inform other parts of the policy process (agenda setting, formulation and evaluation).
- Translation: CSOs can have greater impact if they find ways to turn local people's understanding into legitimate evidence and combine community wisdom with expert evidence.

Networks

The effectiveness of the Group of Eight (G8), the anti-globalisation protests, and Al Qaeda, all demonstrate the power of networks. Networks is the latest buzzword in the field of international development. Our initial research indicates that networks are particularly good at fulfilling three key functions – Communication; Creativity; and Consensus. They may, for example, help marshal evidence and increase the influence of good-quality evidence in the policy process. They can foster links between researchers and policymakers; bypass formal barriers to consensus; bring resources and expertise to policymaking; and broaden the poor impact of a policy. However, different network functions (eg filters, amplifiers, convenors, providers) require different structures for maximum effectiveness. Networks designed for – and effective at – one role may not be good at others. Introducing new functions might compromise the original objectives. Specific networks will need to consider carefully how many and which functions they can carry out successfully.

Conclusions

Our research so far identifies three key roles for CSOs in policy processes. They can:

- Inspire: generate interest in an issue or support for or action;
- Inform: represent the views of others; share expertise and experience; put forward new approaches; and
- Improve: add, correct or change policy issues; evaluate and improve own activities, particularly regarding service provision; learn from each other.

Better use of evidence can help them to do this more effectively, and there is a strong demand from more advocacy-oriented and practical CSOs as well as think tanks to improve their use of credible evidence and influence policy. Work during the second year will focus on how CSOs can do this in different contexts.

Key Outputs

Key research outputs during the first year include:

- [How Civil Society Organisations Use Evidence to Influence Policy Processes: A literature review. Amy Pollard and Julius Court, ODI Working Paper 249, July 2005](#)
- [CSO Participation in Health, Research and Policy: A review of models, mechanisms and measures, Shyama Kuruvilla, ODI Working Paper 251, August 2005](#)

- [Networks and Policy Processes in International Development: a literature review](#)
Emily Perkin and Julius Court, ODI Working Paper 252, August 2005
- [A panel session at the IDPM Conference “Assessing the Contribution of Non-Governmental Organisations to Development Alternatives” in Manchester in June 2005.](#)

Outcome 2 – Strengthening regional capacity to support CSOs

Mapping and partnership principles

With little systematic work on how CSOs use research-based evidence to influence policy processes available in the public domain, it is hardly surprising that there is even less about how this can be strengthened. While there are a number of regional and global directories of Think Tanks, information about organisations in the south is sketchy, the information they contain is largely descriptive, and there is very little information about all the other types of CSOs that use evidence to inform policy processes. The initial plan to produce a global map of CSOs involved in using research-based evidence to influence policy and the organisations that support them has been replaced with a more realistic aim to build a knowledge base of organisations involved in this kind of work with which ODI has had some interaction.

A review of the broader literature about north-south partnerships identified flexibility and accountability as a key success factors. The review identified two main barriers to effective partnerships: (i) inequality/power imbalances between partners; and (ii) the partners' internal management systems. These can be overcome by transferring responsibility and ownership to the less powerful partner and by investing in the necessary internal systems to provide effective support to the partnership. Key areas that need to be clarified when organisations enter into a partnership are: a) access to timely and accurate information; b) terms of engagement; c) the legitimacy of engagement/partnership; and d) procedural review and evaluation mechanisms. These are elaborated in greater detail in [ODI Working Paper 255: Partnerships and Accountability: Current thinking and approaches among agencies supporting Civil Society Organisations](#).

Small-scale collaborative projects

A number of small-scale projects are underway with ODI's existing research partners to learn more about how they use the results of the research to influence policy in their own countries, and help them to do it better. These are described in detail in [Appendix 4 – Year 1: Specific Activities](#), and some notes of progress are provided in [Appendix 3 – Year 1: Progress and Outputs](#). While often difficult to negotiate and implement because they involve a more collaborative and equitable relationship than ODI's usual projects (in which partners are contracted to undertake specific research activities) and need to engage with local policy processes, which often run along different time-scales than the research itself, these projects are generating valuable lessons about partnership processes (See [“Partnership Brokering”](#) in Appendix 3) and how southern CSOs engage in policy (one on food security in sub-Saharan Africa has now evolved into a much larger regional project – see [“Promoting the use of CSOs' evidence in policies for food security: an action research project in southern Africa”](#), also in Appendix 3).

Southern consultations

A series of consultations to learn more about the role that CSOs currently play in using evidence to promote development policy and practice, explore what they need to do it better, and to identify opportunities for small-scale collaborative work were held in Africa at the beginning of 2005. Each of the consultations was coordinated by a reputable national or regional organisation involved in policy-related development research, with well established relationships with CSOs, government and bilateral and multilateral donors. The consultations included one-to-one meetings, 1½ day workshops for CSOs directly involved in using research-based evidence to influence policy and ½ day seminars for a wider group of

stakeholders. The rationale, approach and full reports of these workshops are available on the CSPP web site.

The key lessons from the workshops and subsequent discussions were:

- There is strong diversity among civil society organisations both in the degree to which they try to engage in policy processes and their capacity to do so.
- Policy processes in most African countries are more strongly driven by internal politics and the policies and programmes of bilateral and multilateral aid regimes than evidence from local research and CSOs often have limited influence.
- The legitimacy and credibility of civil society is constantly challenged, and their extensive knowledge on development is rarely given due recognition by policymakers.
- Policymakers frequently doubt the feasibility and practicality of proposals made by CSOs.
- Both CSOs and government are finding it hard to trust each other in the new more democratic contexts in many countries.
- CSOs need a better understanding of the policy processes, who they should seek to influence, and the capacity of government to respond.
- Authentic and up-to-date of information is crucial for policy advocacy, but it is frequently insufficient on its own. Evidence is often conflicting. CSOs need to be able to compare and contrast evidence from different sources and explain the differences as well as the similarities.

A strong demand emerged from the workshops for:

- Practical training workshops on policy advocacy skills including research methodology, strategy development, policy analysis, advocacy, and communication.
- Other approaches to training including staff exchanges, secondments, and collaborative work.
- Support with institutional development including human resources, financial management, partnership, negotiation skills and fundraising.
- Efforts to build the capacity of existing networks in the South to share information and analysis.
- Funds for collaborative projects and programmes.

Further detail is provided in [Appendix 5 – Regional Consultations in Africa](#). Full reports of all the consultations is available on the [ODI website](#)

Outcome 3 – Useful information easily accessible to CSOs

The main emphasis under this Outcome during the first year was to review and develop ODI's internal and external information systems. A survey of ODI information users and potential new users was commissioned, and the results will be available in August 2005. Work is also well advanced on developing a new content-managed, database-driven intranet and website. Work has also continued on ODI's internal knowledge management strategy. These activities are described in more detail in [Appendix 3 – Specific activities in the first year](#), and progress in [Appendix 4 – Progress and Outputs during the first year](#).

PPA funds also contributed to three meeting series during the year:

- Voice and Choice in the Delivery of Public Services: Are targets really helpful? Should increased choice be introduced into the health and education sectors? Which is better, voice or choice? Is there an optimal combination of targets, voice and choice?
- Africa's Development. Past, present and future roles of the West.: Public discussion and debate in a range of issues to contribute to the work of the Africa Commission.

- The Millennium Development Goals (MDGs). The 2005 agenda: Are these the right targets? Do we know how to reach them? Can we raise the money? Will rich countries change their policies? Will they be accountable?.

The MDGs series was the most successful ODI meeting series so far with approximately 550 people involved. More than 200 people attended the last meeting, and overall the additional funds provided by the PPA have enabled ODI to expand the meetings list by over 1000 people.

Full details about each of these meeting series is available on the ODI website at:

- [Voice and Choice in the Delivery of Public Services](#)
- [Africa's Development: Past Present and Future Roles of the West](#)
- [The Millennium Development Goals. The 2005 agenda](#)

ODI staff also conducted a large number of workshops and seminars for UK-based NGOs, working with southern CSOs, on how civil society organisations can influence policy processes including WaterAid, HelpAge, SCF UK, VSO, and Action on Disability and Development.

Outcome 4 – CSOs participate in policy networks

Three international partnerships to work on global policy issues were identified and launched during the year:

- *'These boots are made for walking' – Debating the future of ACP-EU partnership:* This project will produce a scoping paper, four regional meetings and briefing papers to channel the views of southern partners in to the EADI conference on the future of European Development Cooperation in September 2005. The scoping paper will identify challenges for the ACP-EU partnership, identify options for the future and thereby offer a starting point to regional debates. The second stage of the project will predominantly consist of Meeting series in four regions of the ACP that have been grouped into negotiation partners for the EU: CARICOM/CRNM, ECOWAS, COMESA (or SADC), and the Pacific Island Forum. The meetings will be held by partner institutions in the regions. This meeting series will feed into a number of Briefing Papers, jointly edited/published by the regional partner institution and ODI. These papers will - on the side of regional partners - express the shortcomings and give voice to ideas about the potential of ACP-EU partnership. The audience in mind are political decision-makers in both ACP states and the EU, and civil society organisations. The final stage will involve a joint appraisal of the strengths and weaknesses of the project. What are the benefits of this project for each of the partners? What has been practicable/ successful? Where were the shortcomings?
- *Aid Architecture:* This project proposes an ODI-facilitated debate engaging Southern CSO actors on the desirable future structure, instruments and major processes of international aid. It well fits the 2005 international agenda window, in which the UK will have a high profile as G8 and EU chair and sponsor of the Africa Commission. A literature search, conducted by a major Southern CSO coalition, will collate published views of Southern CSOs, especially think tanks, on aid architecture and contrast them with Northern perspectives, reflected in recent ODI research. Topics to be covered, subject to this partner's views, include the pros and cons of greater donor alignment as seen by recipients; the impact of rising "governmentalisation" of aid through budget support; new approaches to conditionality; grants versus loans; and developing country representation in major national and international aid allocation decisions. A scoping paper reflecting this search will help frame subsequent debate by suggesting major open questions in aid architecture and identifying their implications at the country level. In this phase, key CSO partners will also be identified for further dialogue. The second stage of

the project will start to lay the basis for the creation of an international policy network on international aid architecture issues, and will begin with a series of regional workshops on the scoping paper, intended primarily for and hosted by regionally based CSOs, including think tanks, academics and journalists, but will also involve donor and government representatives in part of the format. Regional action papers building on and summarising the workshops will be commissioned from partner CSOs. Regional papers will be jointly published which ODI will synthesise in a Future of Aid Synthesis Report, published jointly with the 3 regional CSOs. It will also produce in its own name 3-4 topic-specific aid architecture briefings, accessible to a wider public, and set up a supporting website with searchable archives. ODI will host an "echo" workshop in London to help familiarise Northern CSOs and donors with the issues and the main Southern protagonists. Final stage will be the launch of an interactive newsletter process to support the fledgling network.

- *Promoting the use of CSOs' evidence in policies for food security: an action research project in southern Africa.* This project has been developed by the Southern African Regional Poverty Network; the Overseas Development Institute; and the SADC Food and Natural Resources Policy Analysis Network and validated and refined in collaboration with southern African CSOs working on food security at a one day workshop held in South Africa in May 2005. The project aims to improve the targeting of regional policies in southern Africa to the food security needs of poor and vulnerable people, through:
 - Promoting the contribution of CSOs to the debate within southern Africa on policies affecting food security;
 - Promoting the voice of southern Africa CSOs in the international debate on policies affecting food security;
 - Disseminating within southern Africa relevant evidence and policy lessons from CSOs elsewhere in the world.

Further details about these projects is provided in [Appendix 3 – Specific activities in the first year](#), and progress is provided in Appendix 4 – Progress and Outputs during the first year

3. Impact

While it is too soon to provide empirical evidence of impact, the programme is generating substantial interest and demand among organisations in the UK and southern countries. Examples include:

- A request from Farm Africa to run a workshop for their Country Directors from South Africa, Tanzania, Uganda, and Ethiopia to discuss the impact of their work on policy. This took place in June 2005, and will result in a joint Working Paper in due course.
- A request by the Development Research and Training (DRT) of Uganda for training to enhance the skill of Ugandan CSOs to effectively analyse policies in Uganda.
- A joint proposal with Participatory Development Associates (PDA) of Ghana to Christian Aid, CAFOD and Trocaire to develop a tool kit on influencing, monitoring and evaluating the poverty reduction content of government policies in Ghana.
- A request from the Centre for African Policy and Peace Studies to collaborate on a workshop to explore strategies for strengthening UK African Diaspora's ability to effectively advocate for the adoption of policy options which will enhance sustainable development of Africa. This was held in May 2005, and may lead to a series of training workshops for UK-based Africa Diaspora organisations.
- A workshop with DFID and World Vision to present its work on civil society's engagement in policy processes and discuss the role civil society has played/can play in

strengthening national ownership and accountability in developing countries. This took place in July 2005.

- The paper on CSOs and Policy influence has been picked up by the DFID-supported governance resource center (GRC) for wider promotion within DFID and publicly via its website and newsletter.
- The Centre for the Development of People (CEDEP) made a request for a Policy entrepreneurship workshop for its Community level Facilitations working with its project with Peri Urban poor in Kumis, Ghana. The project is funded by the National Resource Systems programme (NRSP) of the DFID.UK.
- African Humanitarian Action (AHA) has requested a training workshop to build capacity in information, learning, policy advocacy and communication for CSOs in Ethiopia. This will take place in December 2005.
- The NGO centre of the Asian Development Bank is in contact with the CSPP to arrange a policy entrepreneurship training workshop for its staff in Manila.
- The Cambodia Development Research Institute showed interest in using the expertise of RAPID team to improve its policy advocacy strategy.
- The Development Initiatives Network of Nigeria, has requested help with a policy entrepreneurship workshop for NGOs working in Cross River State in Nigeria.
- Trocaire and DFID have requested help to run training workshops in Nairobi for their partner's staff in East Africa partners. These will be held in October 2005. DFID and Trochaire will cover all in-country costs.
- The Commonwealth Education Fund has requested help to run a workshop on policy entrepreneurship for partner CSOs in Zambia. This will be held in Lusaka in October. Oxfam and the Commonwealth Education Fund will cover all in-country costs.
- Child Workers in Asia (CWA) has requested help to run a workshop on policy entrepreneurship for their country coordinators. This will be held in Dhaka in the third week of November, funded by CWA.
- Unnyan Onneshan from Bangladesh has proposed joint work work on trade policy issues in the run up to the WTO ministerial meetings at Hong Kong in December 2005.

Some work has been done on developing an approach to M&E for the programme, which is likely to include a range of methods including outcome mapping (see the [IDRC web site](#) for further details), most significant change (see the [MandE News](#) website) as well as more traditional approaches. Work has also started on collecting baseline data.

4. Plans for Year 2

Progress in most areas has been slower than expected and following wide-ranging discussions with staff, and the internal Advisory Group, there is general agreement to extend the first year activities, to allow more time to complete them properly and to reflect on what we have learned and the implications that might have for the longer term programme.

It is also becoming clear from the mapping exercise and regional consultations that while there are many national policy research institutes or think tanks working within specific sectors, there are few regional, broad-based organisations with which it would be possible to establish the sort of relationships described in the original CSPP document. Also, many of the CSO players involved in using evidence to influence policy are small NGOs who rely on field-work based evidence and informal networks. It may be necessary to re-think the long term strategy to identify six or seven regional organisations with which to develop long-term collaborations more substantially than envisaged. Plans for the second year therefore

include a thorough review (called the “Big Think”) in late 2005, to clarify the strategy for subsequent years. The emphasis in the second year will therefore be to:

- ensure on-going year 1 activities are completed and deliver their planned outputs;
- recruit additional communications staff as planned;
- involve a range of northern and southern stakeholders in the process of developing the revised strategy;
- maintain contact and engagement with southern organisations involved in the first round of consultations in Africa;
- undertake a systematic analysis of capacity needs among Southern CSOs;
- capture, learn from and publish the lessons so far;
- develop a strategy for the next phase with broad support among stakeholders within and outside ODI.

Specific activities (and deadlines) are described in detail in [Appendix 6 – Plans for year 2](#).

Appendix 1 – Programme Principles

A core set of principles underpin the programme:

- It **builds on ODI's established competence** in policy-research and advisory work, and relationships with southern organisations. It is evolutionary rather than revolutionary. On the whole it will build on and extend what we are already doing rather than doing anything completely different.
- Its focus is on a specific sub-set of **Southern CSOs** - think tanks, policy research institutes, NGOs and networks, with whom we may work directly, or via intermediary organisations that work with them.
- It has an explicit aim to **build capacity**, informally through collaborative work, staff exchanges and knowledge sharing, and formally, on demand, through training, institutional development and (from the 3rd year), financial assistance. ODI's own capacity will also be strengthened through the programme.
- Initially at least, the programme will build on ODI's strength in **research-based evidence**. RAPID research has shown however that experiential and other forms of evidence are often more powerful drivers of change of policy and practice. The programme will also need to explore how CSOs can use these forms of evidence more effectively.
- The programme aims to **empower southern CSOs to promote pro-poor policies**. Southern partners will choose which policy processes to engage with to reduce poverty. A key criteria for partner selection will be whether they legitimately represent and are accountable to the poor communities their work may affect.
- Many of the policies that affect poor communities are made by northern or international government or non-government agencies and private sector organisations. The programme will strengthen the capacity, and help southern CSOs to work together with northern organisations to influence **regional and international policy processes**.
- The programme / core-grant approach of PPAs is designed to help recipients to build coherent and sustainable programmes. ODI will use PPA resources to **invest in our own infrastructure, processes and systems**.
- This will include improved **learning and knowledge management** systems and processes, and more importantly, for CSO-related activities funded by the PPA, we can pay for researchers' time to do this.
- We can invest in reviewing and **improving our communication and information products**, especially those tailored for CSOs, and in building systems and processes to produce information materials more efficiently. We will be developing and implementing a new database driven and content-managed intranet and website so that all staff can easily publish information without needing specialised web skills, and we will be developing the appropriate systems for approval and control to maintain quality standards. We will be recruiting additional communications and information staff to support and provide training for researchers.
- We can invest the time and resources necessary to **develop long-term equitable and transparent partnerships** with organisations supporting southern CSOs. Although ODI has been working in partnership with southern think tanks and policy research institutes for over 40 years, many of the partnerships are short-term arrangements in which they are sub-contracted to undertake work on ODI-led research projects. Although this has been changing recently towards more equitable collaborative projects (in eg the Livelihoods Options Study and DRC on Chronic Poverty), these tend to rely on relationships between individual researchers rather than institutional partnerships. With donors increasingly keen to invest in southern research institutions ODI needs to establish closer institutional relationships, and evolve a range of value-adding upstream activities that southern policy research institutes will want to include in their programmes.

As with capacity-building there is a rich stream of literature, theory and practical experience with north-south partnerships from which we will need to learn, and to which we can contribute through the PPA.

- During the first two years we will explore the territory through small scale collaborations with a large number of organisations, but we will have to narrow this down to a smaller number of long term partners for the second phase of the programme. We will need to develop criteria and a mechanism to do this. Our long term partners will have to be with **organisations which are not only committed to promoting evidence-based public debate themselves, but also to building capacity among other CSOs in their region.**
- The PPA is not a project. It provides programme funding to ODI - i.e. flexible money which should benefit all people working at the institute. To ensure this happens, it is proposed to set up an **internal programme advisory group** including one representative from each of the research groups. This group will play an important role in programme governance and development. Group members will be paid for their time

Appendix 2 – General plans for the first year

Specific plans and deadlines for the first year included:

Outcome 1 – Research

- A commissioned paper to map key issues, players, resources and opportunities for new research (August 2004).
- A literature review and the development of a framework for further research (by September 2004).
- ODI case studies of episodes where CSO's have successfully influenced policy and reviews of CSO involvement in different policy areas (by March 2005).
- A study of how CSOs use networks (by March 2005).
- A study of how campaigning organisations use research-based evidence (by March 2005).
- A study to identify lessons from evidence-based policy-making (EBP) in the UK (by March 2005).
- A series of external case studies illustrating how CSOs use research-based evidence (starting in October 2004).
- A comparative study of civil society impact on policy (with CIVICUS) (starting in October 2004).

Outcome 2 – Regional Capacity

- The development of ethical initial principles for collaboration and partnership (initial draft by July 2004).
- A study to map existing knowledge within and outside ODI of organisations working with CSOs to build a knowledge base and identify locations and partners to host regional workshops (by September 2004).
- Six regional workshops to gather more information and start to identify opportunities for small-scale collaborative work (January-March 2005).
- An approach paper for ODI capacity-building work (March 2005).
- Dialogue and consensus-building with other actors (April 2005).
- Small-scale opportunistic collaborations work with ODI partners (up to June 2005).

Outcome 3 – Information for CSOs

- A survey of existing ODI information users and possible new CSO users (by December 2004).
- Preparation of pilot materials based on results of survey (Jan-March 2005).
- Implementation of the KM strategy throughout ODI (from June 2004).
- Establishment and test new intranet/ information system (Feb-March 2005).
- Commission external consultant to develop and implement new content-managed intranet and website (September 2004).
- Launch new website (June 2005).
- Active marketing of new information products with regular reviews (from April 2005).
- Workshops and meetings in the UK on CSO capacity-building issues (to March 2005).
- Other non-PPA related meetings that will be relevant for CSOs (Oct 2004 – March 2005).

Outcome 4 - Collaborative Action

- Programme of dialogue with African Think Tanks to feed into Africa Commission (by December 2004).

- Proposals from ODI staff for programmes of regional / international research & action on key current development policy issues (proposals by July 2004)

Management

- Clarifying programme principles, plans and management procedures (by the end of June 2004).
- Recruiting new staff (to be in-post by October 2004).
- Establishing the internal Advisory Group (first meeting in June/July 2004).
- Establishing the external Steering Committee (first meeting in October 2004).
- Developing internal KM and communications systems (by July 2004).
- Workshops to develop an internal community of practice (in July 2004).
- Establishing initial intranet, web site and information (by July 2004).
- Establishing an initial M&E system (based on the log frame) (by September 2004).
- Collecting baseline data (from September 2004).

Appendix 3 – Specific activities during the first year

Outcome 1: How CSOs use research-based evidence

1. How CSOs have contributed to implementing the Right to Food Campaign in India.

In May 2001 the People's Union for Civil Liberties (PUCL) filed a petition against the Government of India at the Supreme Court in the wake of starvation deaths in Orissa. The Supreme Court affirmed that where people are unable to feed themselves adequately, the government is obliged to provide for them, ensuring at the very least, that they are not exposed to malnourishment and starvation. This gave birth to the "Right to Food Campaign" which is an informal network of organisations and individuals committed to the realisation of the right to food in India. They have been instrumental in following the outcomes of the Supreme Court judgement and providing a continuous external check on how State governments are following orders. This case highlights the reasons behind this pro-poor initiative and the relative importance of policy research and communication (by Jean Dreze and NC Saxena) in bringing pressure on State governments.

2. CSOs contribution to PRSPs.

This study will examine the Bolivian and Tanzania cases to assess the contribution made by CSOs to policy choices made in the full PRSP. The Bolivian process is often cited as exemplary while the Tanzanian experience is recognised by both civil society and government actors to have been a superficial exercise. In each case, however, the impact (or lack of impact) of participatory processes on the final PRSP document is not clearly understood.

As ever, assessing impact is very difficult. Using the RAPID framework, the study will look at the political context in these countries, the evidence used by the CSOs involved in the participation processes and the pre-existing links between government and civil society and, crucially, external influences. Within this framework, the study will try to establish a clearer picture of the impact made by civil society in PRSP formulation discussions on the policy content of the final PRSP. Part of this process will be to construct a counter-factual based on earlier agreements with the World Bank and IMF and previous national policy documents, together with an examination of the external and political influences that had an impact on these policy decisions. This will be compared to the final PRSP document.

The study will be based on the extensive documentation collected by the PRSP Monitoring & Synthesis Project, information on the websites of networks working on PRSP issues (Afrodad, Eurodad, Bretton Woods Project, Jubilee Research) and interviews with key actors in INGOs that supported partners engaging in the PRSP processes in Bolivia and Tanzania (Christian Aid, Oxfam, Jubilee 2000).

3. A study of the work done by IBP, IDASA and other organisations translating research-based evidence in budget work.

This synthesis study will look at two CSOs affiliated to the International Budget Project (IBP) to better understand how they utilise research-based evidence to influence budget policies and priorities in their own countries. The first one will be IDASA in South Africa, which has a long experience and a good reputation in budget research and advocacy. The second one would be selected in collaboration with IBP, in order to identify another interesting CSO in a setting where civil society is not generally as active and developed as in South Africa (Uganda, Argentina, Ghana?).

The study will cover details such as: (a) what sort of evidence was used? (b) how was impact achieved? (c) why is this example interesting/important?, and it will link to CAPE's

ongoing work on defining pro-poor budget policies and the role of different stakeholders in budget processes.

The study will be based on existing publications, information, reports via the IBP and IDASA websites, and on brief interviews with representatives of these organisations.

4. How CPRC country teams in India, South Africa and Uganda have been able to influence government policy and/ or action in their country.

The aim of this project is to develop a set of contrasting case studies of how teams of Chronic Poverty Research Centre (CPRC) researchers in India, Bangladesh, Uganda and South Africa have been able to raise the issues surrounding chronic poverty in domestic policy debates. These teams differ in composition from country to country, and are led by very different types of institution - in one country by a local NGO, in another by a policy think tank, and in another by a university department. The completed case studies will illustrate how strongly contrasting domestic policy environments combine with the composition of research teams in determining dissemination and policy influencing strategies and activities.

CPRC country team leaders will be asked to produce a short case study document. The case studies will be edited and a report produced with a short overview. These case studies will be available to illustrate work produced by RAPID and will be used by the CPRC to aid internal lesson learning in preparation for its next phase of funding. They form an integral part of the training workshop described in a separate proposal to the PPA (Policy Influencing and Media Engagement Workshop).

5. CSOs in India

This national-level overview paper for CWS (the Centre for World Solidarity) will describe the role of civil society organisations in India and how this has evolved since independence. CWS is the parent NGO of the Centre for People's Forestry (CPF) which is the focus for another PPA-funded project - Collaboration with the Centre for People's Forestry in India). The study will provide:

- An overview of NGO work in the country as a curtain raiser to the discourse of the country policy paper for CWS work; and
- Broad policy positions within key CSOs (in the areas of dalits and development, sustainable dryland agriculture, water, displaced populations, migration and trafficking, human rights, advocacy work and gender) , evidence of policy shifts and how CWS should position itself to maximise policy impact.

The study is co-funded by NOVIB

Outcome 2: Regional Capacity

1. Collaboration with Darwin and with FFSSA civil society partners on food security in Southern Africa.

In response to the 2001-03 food crisis in Southern Africa, ODI has been coordinating a Forum for Food Security in Southern Africa to provide a platform for 500 stakeholders from government, civil society, international agencies, the private sector and research organisations in the region to discuss how more effective policies can be put in place for addressing chronic food security in Southern Africa. One of the conclusions from The Forum is that policy processes in Southern Africa have suffered to date from lack of effective participation by potential sponsors of change, and in particular by organisations that represent the voices of vulnerable rural and urban people.

This proposal is based on the Forum for Food Security, CISANET and Harvest Help partnership. The work will meet the two objectives of CISANET and Harvest Help capitalising on the research funded by the Forum for Food Security to promote better food security policies in Malawi and Zambia; and the Forum for Food Security and ODI's Partnership Programme to understand more about how CSOs use research to promote policy.

Outputs from the work will be a communications strategy, and the skills to develop further communications strategies in the future; a range of materials useful for civil society in Malawi and Zambia in working to influence food security policy processes more effectively, and the skills to develop further materials in the future; learning, captured in the After Action Review, about how research can be more effectively used to promote better policies for food security in Southern Africa.

2. Collaboration with the Centre for People's Forestry in India to help them to improve dialogue between government and poor managers of forest resources.

The objective of this collaborative project is to enable the Centre for People's Forestry (CPF) in India to better utilise its research based evidence in its policy reform activities and also to help it to exchange experiences and work with other CSOs in the field. ODI's role would be to assist them in this process by providing them with support on how the understanding of forest policy is evolving internationally and where and how they could make a meaningful contribution.

Priya Deshingkar will work closely with CPF to identify those aspects of its overall institutional approach which are innovative and have had discernible policy impact. She will also help CPF to better articulate its achievements and locate this within the wider debate on forest policy. CPF will also be assisted in building its own capacity to communicate and learn effectively from other CSOs in India and elsewhere. In addition Priya will provide inputs on preparing the policy brief and film script. She will help CPF to organise the workshop by identifying participants, issues to be addressed and the structure of the report.

Outputs will include a policy brief on how CPF has added to our understanding of NTFP based livelihoods and influenced policy; a short film; and a meeting, and accompanying report, in AP to help disseminate the above inviting donors, government, forest department, tribal welfare department, NGOs and academics

3. Helping to establish a KM system in African Humanitarian Action

This collaborative project is with African Humanitarian Action to help to establish knowledge and learning practices. The project will assist AHA to develop a framework for improving knowledge management and learning across its country offices. It is expected that through the application of knowledge management principles, AHA would be able to make better use of its existing knowledge base, as well as develop simple processes and procedures that foster knowledge creation and learning. The project aims to use a participatory knowledge audit approach involving workshops for AHA staff, interviews and an e-discussion group. As part of the process, AHA will host a workshop on KM for other NGOs based in Addis and further afield, and form an African NGO KM Community of Practice.

Project outcomes will demonstrate:

1. How knowledge and learning principles and tools can be used to improve the use of knowledge within Southern humanitarian NGOs;
2. The ways in which the delivery of humanitarian assistance and services can be made more efficient and effective through improved learning and knowledge management;
3. Understand how ODI knowledge is currently and can be incorporated into the knowledge systems of Southern NGOs;
4. Understanding of the capacity-building activities necessary for 1, 2 and 3;

5. The potential demand for KM advisory services among African NGOs.

4. Collaboration with WaterAid to explore the CSO-PRSP relationship in the water sector.

Overall objectives of this project are to improve understanding of how WaterAid and its CSO partners use evidence-based research to influence policy, to identify strengths and weaknesses and draw lessons of wider relevance to the PPA. It also aims to build a firm foundation for future collaboration and joint learning on how CSOs can be supported to contribute better to policy processes.

This collaborative project with WaterAid builds upon two existing collaborative initiatives, firstly WatSan and PRSPs research. The main research phase is complete and the objective now is to develop a strategy for communicating research findings effectively in-country, promote constructive debate about different policy options within the water sector and develop effective means for CSOs to monitor implementation and performance of sector strategies. The second initiative is the Water Poverty Learning Seminar. WPP is providing technical support and advice to a series of internal learning seminars at WaterAid. The objective now is to assist WaterAid in further developing its conceptual framework and improving integration between its projects and policy research and advocacy activities at different levels.

5. Work with the Somalia Agriculture Technical Group (and others) to help them to influence the agriculture sector policies and interventions within Somalia.

The project will assist Somalia Agriculture Technical Group (SATG) to strengthen its networking structure so that SATG can effectively catalyze policy processes relating to agricultural development and natural resource management in Somalia. It is expected that through enhanced networking, SATG will be linked to the Somaliland and Puntland authorities, to the Transitional National Government, and to the aid community. The project will do this using a participatory approach involving SATG members linked through the already established e-mail discussion group. The results of mediated dialogue could potentially be used to prepare communication materials for formal presentation to the groups described above. It has also been suggested that SATG should constitute a Somali Development Consultative Group to address the authorities and aid community more directly. Ultimately, it is hoped that SATG will influence agricultural policies and approaches implemented in Somalia.

The project will demonstrate: (i) How different networking approaches can best influence policy and practice of different types of institutions; (ii) How Diaspora researchers can influence policies and programmes in situations of chronic conflict and political instability; and (iii) Identification of the types of capacity-building necessary for 1 and 2.

6. How NGOs, CSOs, the media and policy makers in Ghana are representing local environmental (and other) issues at the national level.

This collaborative project will provide case-study material on, and improve ODI's understanding of, how environmental CSOs in Ghana use research to promote policy and ways in which constraints that they face in doing so can be tackled. This project is a discrete extension of a current piece of research which is being carried out by Cecilia Luttrell and Jeeba Jehu- Appiah which is currently investigating perceptions of the environment amongst national level actors who play key roles in the process of environmental policy development.

Project activities will include group discussions, feed-back workshops and focussed interviews with selected CSOs to draw together an assessment of the sources of information used for policy-influence; an assessment of the constraints which are faced in using empirical data to inform campaigns; a collection of examples of 'best-practise' of the use of

empirical data in policy influence; and identify strategies and methods to improve the availability and effectiveness of research-based evidence by environmental CSOs.

The proposed activities would provide case-studies on the way in which research is used by CSOs to influence policy in Ghana; identification of the constraints which CSOs face in basing campaigns on empirical data; recommendations on methodologies, tools and strategies for increasing the evidence base to campaigning by NGOs; and improved understanding and capacity of key environmental NGOs to use research-based evidence to inform policy makers.

7. Policy influencing and Media Training with CPRC partners

The aim of this project is to build capacity of researchers in policy influencing techniques, including tools for media engagement and the development of practical media strategies. The project will develop and pilot training materials for development researchers in policy influencing and media engagement. The target audience for the first training workshop will be UK-based Chronic Poverty Research Centre (CPRC) research partners with a number of reserved places for other ODI researchers. The piloted materials will then be available for redesign by CPRC country teams based on their training needs.

The project will involve 5 stages from workshop planning and preparation of material, the workshop itself and evaluation of the capacity building achieved by the workshop. The evaluation will feed into the redesign of training materials for in-country workshops. Collaboration will be with ODI, Panos Institute and a number of the CPRC's established partners.

8. Regional Consultations

The Civil Society Partnerships Programme's first phase of work focuses on learning more about how CSOs use evidence to influence policy processes, identifying northern and southern organisations helping them to do this, and improving ODI's own information and communication activities to be more useful and accessible for CSOs. The first step is a series of consultations in different geographical regions of the developing world to learn more about the role that CSOs currently play in using evidence to promote development policy and practice, explore what they need to do it better, and to identify opportunities for small-scale collaborative work.

The first three consultations were held in **Africa** at the beginning of 2005. Consultations in **South East Asia, South Asia, Latin America** and other regions are being held mid-2005 (see below for dates).

9. Partnership Brokering

This project supported a DFID funded CPRC partnership and business planning meeting in Kenya, in January 2005. The 5 day meeting resolved many of the tensions between the partners by encouraging them all to recognise that it is possible for partners to have different specific interests and aspirations for the programme and still collaborate effectively on shared objectives. Participants at the meeting went on to refine the draft CPRC-Kenya initiative into a fully developed programme. A guidance note on "How to broker effective North-South Research and Capacity Building Partnerships" has been produced.

Outcome 3: Information

1. ODI Information Products Review

As part of the PPA it is planned to develop a new range of information materials particularly oriented towards the needs of civil society organisations, and also to redesign the ODI's extensive website. Comms Consult have been contracted to help us to develop and implement a strategy to: survey existing ODI information users to ask for their views about

the quality of our current output, how it could be improved, and their suggestions for appropriate new printed and electronic publications and other outputs; identify and undertake a similar survey of individuals and organisations working to support civil society organisations engaged in pro-poor policy processes in developing countries, who do not currently use ODI information materials; review existing information outputs and communication activities; and help to improve existing, and make recommendations for new information products and communication activities to meet the needs identified in the survey, while enhancing the coherence (both stylistic and content), and impact of ODI's overall information outputs and communication.

2. Knowledge Management

Effective use of information, knowledge and learning is central to ODI's mission to lock together high-quality applied research, practical policy advice, and policy-focused dissemination and debate. ODI has recently developed, and started to implement a strategy to improve internal knowledge and learning processes and systems. The strategy, which is based on the results of a Knowledge Audit undertaken in 2003/4, aims to improve the integration of ODI's work; facilitate a more productive dialogue on development issues within the institute, and improve ODI's capacity to engage development policy-makers and partners in the North and South. It will do this through improved internal and external communication and information systems and processes, reduced duplication of work, and improved use of current and historical knowledge and information.

3. Intranet and Web site redesign

A Content Management System (CMS) allows the simple organisation and publication of web content without the need for extensive knowledge of HTML. Its introduction in ODI should enable staff to:-

- Publish and update web pages more easily, with better version control and auditing of changes;
- Make better links between web pages and word and PDF files (making the intranet and network shares more integrated);
- Work collaboratively on documents, meetings and projects with other ODI staff and external partners;
- Connect related content together more easily through the use of keywords and other metadata.

4. Repackaging existing FPG Outputs for conservation CSOs

In this project existing FPEP outputs will be re-packaged for CSOs working in forest conservation in two African countries. At a later stage this information could be cascaded up to CSOs operating within regional, continental and international processes. The two countries chosen - due to in-country knowledge by members of FPEP - are South Africa and Ghana. In each country a leading CSO will be approached and an information package developed to meet their main concerns. These two countries, and the chosen CSOs, offer interesting comparisons for this study. The two potential CSOs are CARE - Ghana and the IUCN South Africa Country Office. Both of these organisations have a track record in working to influence government policy, as well as having a wide network of contacts with other CSOs in-country. In Ghana, the needs assessment can be informed through another proposed PPA initiative which will scope out how CSOs gather and use research information.

The ability of research organisations, like ODI, to support and influence CSOs working in the forest and conservation policy area depends, in part, on being able to get the results of policy research known and taken up by such people. This project will provide good insights

on how publication strategies can be further developed to better inform CSOs working in the field of forest conservation in Africa.

5. Misc. Public Affairs and Information Materials

Various Public Affairs and Information Materials will receive funding from the PPA. A survey of ODI's information materials will be carried out to find out about users requirements, thus enabling better information materials to be produced. The website and intranet will also be developed, both in terms of underlying engineering and appearance. To enhance the Public Affairs capacity, a subscription will be taken out to de Havilland Public Affairs Briefing Service. Funding will also go towards information materials items such as CD Rom production.

6. UK Meetings

Voice and Choice in the Delivery of Public Services

Discussions on voice and choice in public services are never far from the forefront of UK news today. Not only are these topical issues in the UK, they are also highly relevant to public service delivery in developing countries. This lunchtime meeting series at ODI aims to explore these issues in detail, looking at both developed and developing country experiences with regard to targets, voice and choice in the management and delivery of public services. Are targets really helpful? Should increased choice be introduced into the health and education sectors? Which is better, voice or choice? Is there an optimal combination of targets, voice and choice? The objective of the meeting series is to enhance understanding of the key concepts, and to inform the debate, drawing on experience from a wide range of settings, with a particular focus on the health and education sectors. This series included the following meetings (click on the links for more information from the ODI web site):

- [The Global Fund to Fight AIDS, Tuberculosis and Malaria: Where are we now?](#)
- [Targets, Voice or Choice: What do we mean?](#)
- [Targets and Benchmarks in Public Sector Management](#)
- [Options for Voice in Public Sector Management](#)
- [Options for Choice in Public Service Delivery](#)
- [Targets, Voice or Choice: Options for the Health Sector](#)
- [Targets, Voice or Choice: Options for the Education Sector](#)
- [Targets, Voice AND Choice: Participatory Budgeting](#)

Africa

The intention of this meeting series is to raise issues that will contribute to the work of the Africa Commission. The focus on developed countries reflects one of the main conclusions of the e-discussion arranged for African think tanks and policy organisations that ODI hosted during the summer. One of the key outcomes of this discussion was the need for a road map of key commitments that developed countries should make to improving development effectiveness in Africa. This series included the following meetings:

- [Africa's Development: Past Present and Future Roles of the West](#)
- [Making Trade Work for Africa](#)
- [Profit and Development Impact: Business Partnerships for African Development](#)
- [Doubling Aid? Absorptive Capacity, Impacts and the Donor Response in Africa](#)
- [External Attempts at Peace and Nation Building: Lessons for and from Africa](#)
- [Harnessing the Power of the African Diaspora](#)
- [Will Northern Environmentalism Stop Africa Growing?](#)
- [Africa's Seat at the Table: Global Governance in a Changing International Context](#)

Millenium Development Goals

The MDGs will feature prominently in 2005, not only in UK initiatives connected to the G8 and our EU Presidency, but also because of the UN summit on the topic in September. The debates about the MDGs are technical (Are these the right targets? Do we know how to reach them?) but also political (Can we raise the money? Will rich countries change their policies? Will they be accountable?). This series included the following meetings:

- [Demography, HIV/AIDS and Reproductive Health: Implications for the achievement of the MDGs;](#)
- [Building a constituency for poverty reduction;](#)
- [The EU's contribution to achieving the MDGs;](#)
- [Failed and fragile states: How can the MDGs be achieved in difficult environments?;](#)
- [UN Reform: Working For Children;](#)
- [What are the prospects for more and more effective aid in support the MDGs?;](#)
- [The Commission for Africa Report and the UK Response to It](#)

Outcome 4: Southern Engagement

1. 'These boots are made for walking' – Debating the future of ACP-EU partnership

In 2000, the EU and ACP countries signed a new partnership agreement in Cotonou, which replaced the Lomé Convention. Several features of the new convention are said to have weakened the economic ties between the ACP and the EU; however, provisions of the agreement touching on the political relationship are believed to have been strengthened. It seems a timely endeavour to test the partnership provisions of the Cotonou Agreement and to make the voices of Southern partners heard in the debate about the EU's future relations to developing countries.

The proposal of a debate on the future of the partnership plugs into the more political nature of the partnership; it builds on the concept of and the experience with the EADI project of 'European Development Cooperation to 2010'. The debate will be a possibility to channel the views of Southern partners into the debate on the future of ACP-EU partnership relations (via the briefing papers). The UK EU Presidency in the second half of 2005 should serve as the time-frame for the proposed project, as it might be an opportunity for an entry into debate on the future of the EU-ACP relations (having concluded a five-year period, it is a possible time for revision).

Stage I: A *scoping paper* will be prepared as an input into the regional debates. It will identify challenges for the ACP-EU partnership, identify options for the future and thereby offer a starting point to regional debates. Topics to cover include the relationship between foreign policy and development partnership, trade issues (inter alia the Economic Partnership Agreements, and the consequences of the 'Everything-But-Arms' regulation), and possible perspectives for region-to-region relations. These debates can be seen as a joint attempt to shape the 'partnership debate'. Early involvement of the envisaged partners in ACP regions in the writing of the scoping paper will be crucial to make it a meaningful exercise and prevent a purely EU-centred debate.

Stage II: Face-to-face contacts will be desirable for the creation of a working relationship of mutual trust and understanding; both will be essential for the second phase of the project. Stage II will predominantly consist of *Meeting series* in four regions of the ACP that have grouped into negotiation partners for the EU: CARICOM/CRNM, ECOWAS, COMESA (or SADC), and the Pacific Island Forum. The meetings shall be held by partner institutions in the regions.

They could address CSOs, politicians, high civil servants and specialised journalists. The joint scoping paper should trigger a debate around the challenges to and assets of the Cotonou Partnership Agreement from different regional perspectives. Possibly discussants are coming from: members of the ACP-EU Joint Parliamentary Assembly, regional organisations (incl. the AU/Nepad) and/or regional research institutes. The latter are to be identified in stage I, according to capacity and interest in the project.

Stage III: The meeting series shall feed into a number of *Briefing Papers*, jointly edited/published by the regional partner institution and ODI. These papers will – on the side of regional partners – express the shortcomings and give voice to ideas about the potential of ACP-EU partnership. The audience in mind are political decision-makers in both ACP states and the EU, and civil society organisations. Briefing papers, however, should be accessible for ‘the interested public’.

Stage IV: Joint appraisal of the strengths and weaknesses of the project. Lessons learnt: What are the benefits of this project for each of the partners? What has been practicable/successful? Where were the shortcomings?

The timing of this stage depends on the finalisation of the previous stages. Delays in the debate have to be calculated in – different institutions/regions will operate at different speeds. Overlap between the phases is therefore likely; the phases therefore give a rough indication on the division of work.

2. Southern Voices for Change in the International Aid Architecture

We are seeing increasing rates of change in the international aid system, a loose aggregation of 90+ official agencies, but expect even more. Change stems, among other factors, from: (1) concerted action among donors and recipients, as committed at Monterrey, in the PRSP framework and in the Rome harmonisation agenda; (2) disjointed experimentation, such as the expansion of global funds, of the US Millennium Challenge Corporation and of the share of grants in IDA; and (3) competitive pressures linked to new funding pools and different donor objectives.

The voices of aid recipients in general, and Southern CSOs in particular, in shaping such trends are muted, if heard at all. The main international discussion fora are heavily biased towards donor views (the DAC and EU), Northern shareholder representation (the IFIs), and a predominantly governmental perspective (the above plus the UN). Policy-relevant information, even within donor countries, is often poorly analysed and communicated.

An ODI-facilitated debate engaging Southern CSO actors on the desirable future structure, instruments and major processes of international aid, well fits the 2005 international agenda window, in which the UK will have a high profile as G8 and EU chair and sponsor of the Africa Commission. This project will evolve in two Phases (A and B), each described in detail below.

PHASE A: Identifying Southern views and perspectives on the international aid architecture and bringing them together to enable the exchange of ideas and proposals. This will include:

- Stage 1: Issues reviews for each of the regions involved in the project (Africa, Asia, and Latin America), culminating in a scoping paper.
- Stage 2: Review process and jointly published scoping paper
- Stage 3: Regional workshops to discuss the scoping paper.

PHASE B: Giving ‘voice’ to Southern views and perspectives for change in the international aid architecture – dissemination, communication, and learning. This will include

- Stage 4 Synthesis Report and Website
- Stage 5 Evaluation and learning

3. Promoting the use of CSOs' evidence in policies for food security: an action research project in southern Africa

This project has been developed by the Southern African Regional Poverty Network; the Overseas Development Institute; and the SADC Food and Natural Resources Policy Analysis Network and validated and refined in collaboration with southern African CSOs working on food security at a one day workshop held in South Africa in May 2005.

The project aims to improve the targeting of regional policies in southern Africa to the food security needs of poor and vulnerable people, through:

- Promoting the contribution of CSOs to the debate within southern Africa on policies affecting food security;
- Promoting the voice of southern Africa CSOs in the international debate on policies affecting food security;
- Disseminating within southern Africa relevant evidence and policy lessons from CSOs elsewhere in the world.

Strengthening the food security of poor and vulnerable people is an issue attracting increasing regional and international attention, but progress has been slow. Prevalence rates of underweight children have been falling in most regions of the world, but too slowly to achieve the 2015 target, and in some regions the proportion of hungry people continues to grow. There is increasing evidence that in southern Africa, this has been as much the result of weaknesses in policy processes as failures in food production and utilisation technologies.

Better policies for increasing food availability, strengthening effective access to food, and improving food utilisation are now recognised as a priority. A number of countries (for example, Lesotho, Malawi and Mozambique) are conducting comprehensive reviews of national food and nutrition security policies, to which CSOs have actively contributed by providing evidence of the failures of past policies at grass-roots level and communities' current policy priorities. Action at regional level is particularly important to address cross-border constraints to food security, namely: customs controls; import and export tariffs, duties and bans; phytosanitary and other regulations affecting the movement of grain and seed; labour policies affecting the movement of people in search of work; regional early warning and disaster preparedness.

Discussions at this project's inaugural meeting revealed that CSOs are keen to use their evidence to influence regional policy, which has a critical impact on food security across southern Africa, but not enough is known about the context, evidence and links in regional policy processes for food security in southern Africa for them to do so effectively. The project is intended to engage with a range of development partners at national and regional level in southern Africa to:

- promote the contribution of civil society organisations to the debate within southern Africa on food security policy;
- promote the voice of Southern Africa civil society organisations in the international debate on food security policy;
- publicise within the region and internationally the policy and practice lessons learnt;
- disseminate within the region relevant evidence and policy lessons from civil society organisations elsewhere in the world.

The project proposes to use action research in various settings in southern Africa to develop understanding around:

- Lessons about how CSOs use evidence to influence policy
- Lessons about how CSOs relate to their downstream and upstream partners
- Lessons about food security policy priorities for poor and vulnerable people in southern Africa.

Activities and deadlines will be as follows:

1. Planning (Jan – May 2005)
 - Prepare and circulate draft project concept paper (10 pp) (by May 2005)
 - Inaugural project meeting with CSOs interested in collaborating, and other key stakeholders, to discuss and agree joint project concept (May 2005).
2. Regional activities (June – August 2005):
 - Research current policy processes at regional and prepare a regional paper for discussion at country-level (June 2005).
 - One-day country meetings in Malawi, Mozambique, Zambia and Zimbabwe for national CSOs and other key national stakeholders interested in shaping the regional food security policy agenda to discuss constraints and opportunities, and to identify key drivers (July 2005).
 - High profile regional workshop in Botswana to coincide with SADC Triennial Summit (August 2005).
 - Preparation and circulation of Project Alerts (on-going June 2005 onwards)
3. Stage 3 Pilot influencing activities (September 2005 – March 2006):
 - Project stakeholders will disseminate a range of different types of information products in different fora (national, regional, international). (September 2005 – March 2006).
 - After Action Review meeting of project partners and lessons learnt report (April 2006).
 - Dissemination of final Project Alert on policy and practice lessons learnt (April 2006).

Outputs will include:

1. Enhanced understanding of policy processes relating to food security regionally and internationally amongst CSOs and other development partners in southern Africa
2. Lessons about the role of CSOs in using evidence to contribute to pro-poor policy processes disseminated internationally
3. The voice of southern Africa poor people promoted in the international debate on food security policy

Appendix 4 – Progress and Outputs during the first year

Outcome 1 - Research

- Most planned activities are well underway but completion will be later than anticipated.
- An initial “mapping” of other research on how CSOs use research-based and other forms of evidence in policy processes has been completed. A draft summary report is available. This will be published on the website in the near future.
- Three background papers have been published as working papers:
 - How Civil Society Organisations use Evidence to Influence Policy Processes: a Literature Review (http://www.odi.org.uk/RAPID/Publications/RAPID_WP_249.html).
 - Networks and Policy Processes in International Development: a Literature Review (http://www.odi.org.uk/RAPID/Publications/RAPID_WP_252.html).
 - A review of CSO Participation in Health Research & Policy (http://www.odi.org.uk/RAPID/Publications/RAPID_WP_251.html).
- Two ODI case studies on how CSOs use research-based evidence, and an overview paper were presented at a panel session at the [IDPM Conference](#) “Assessing the Contribution of Non-Governmental Organisations to Development Alternatives” in Manchester in June 2005.
 - [Civil Society Participation in the PRSP: the Role of Evidence and the Impact on Policy Choices](#)
 - [CSOs and Budgets: Linking Evidence and Pro-Poor Policies](#)
 - [How Civil Society Organisations Use Evidence to Influence Policy Processes](#)
- Three other case studies have been completed and draft reports produced:
 - How the DFID-funded Chronic Poverty Resource Centres use research-based evidence to influence policy in their countries
 - The Right to Food in India
 - CSOs in India.
- Fifteen external case studies are underway following a deluge of proposals after a call for external case studies was included in a CIVICUS newsletter.
- A study was undertaken in collaboration with students at LSE on how campaigning organisations in the UK use research-based evidence. This has been published on the ODI website: [Campaigns, Evidence and Policy Influence: Lessons from UK-based International NGOs](#)
- A review of work in the first year by Diane Stone, Alan Fowler and Srilatha Batliwala during a recent “Outcome 1 Strategy Meeting”, confirmed the conclusions and value of the initial literature reviews, and helped to identify a medium and longer term research programme in this area.

Outcome 2 – Regional Capacity

- An initial study of ethical principles and partnerships has been completed. This work contributed to the development of an initial set of partnership principles to guide the programme’s relationships with southern partners, and has been published as a Working Paper (http://www.odi.org.uk/RAPID/Publications/RAPID_WP_255.html).
- Work is also underway on the CSO Mapping exercise, although this proved more difficult than expected, and has been scaled back to focus only on organisations of which ODI has some direct knowledge. An early version is being tested on the ODI intranet.
- A large number of small scale collaborative projects are underway (See [Appendix 4 – Year 1: Specific Activities](#) for a description of each project), but people are finding it difficult to engage with existing partners in a different way, and/or to find suitable new partners. Some progress notes are provided below:

- The [Food security in Southern Africa](#) project is progressing well. Partners have developed a communication strategy and are preparing appropriate information materials. This project is contributing directly to the development of a larger Joint Action project under Outcome 4.
 - The [Collaboration with the Centre for People's Forestry in India](#) has led to a request from the Centre for World Solidarity to undertake a mapping exercise of CSOs and how they have changed in India since Independence.
 - [Support to African Humanitarian Action's Knowledge Management System](#) is progressing well. A local consultant has started work on the Knowledge Audit, and the knowledge strategy was launched in August 2005.
 - The [Collaboration with WaterAid to explore the CSO-PRSP relationship in the water sector](#) took a long time to develop with Water Aid, who are a bit nervous of ODI following a previous collaborative project which they felt was rather extractive.
 - [Work with the SATG on agriculture sector policies and interventions in Somalia](#) started in April 2005.
 - The project to explore [How CSOs represent local environmental issues in Ghana](#) collapsed when the proposed collaborator was sacked by the NGO he was working for. Another partner (Civic Response) has now been identified who is keen to explore similar issues. It is likely that this project will be combined with the proposal to [repackage existing FPG Outputs for conservation CSOs](#) project which is unlikely to go ahead as planned (see below)
 - The [Policy influencing and Media Training with CPRC partners](#) project has been completed, and a full report of the workshop including all of the training materials has been posted on the [CPRC Web site](#).
 - The CSPP also provide some additional funding for a [Partnership Brokering](#) process to try to rescue the increasingly fractured and dysfunctional CPRC partner in Kenya. The workshop seems to have been a great success, and a good example of how the [Partnership Brokering Accreditation Scheme](#) can help establish strong partnerships.
 - Consultative workshops and seminars have been held in three regions in Africa: Southern Africa (Malawi, Mozambique and Zambia); Eastern Africa (Tanzania and Uganda); and West Africa (Ghana and Nigeria). Reports of all of these workshops are available on the [CSPP Website](#). Approximately 400 people from Civil Society Organisations, Research Institutions, Bilateral and Multilateral Donors and Policy Makers attended. The partner organisations hosting the workshops presented case studies of their own work and the RAPID team presented some theory and practice about evidence-based-policymaking. There was a strong demand from CSOs (and donors) for:
 - Collaborative projects and programmes in evidence based policy
 - Specific skill based training on research methodology, strategy development, policy analysis, advocacy, development communication, fund raising etc.
 - Capacity-building in institutional development, human resource, financial management, partnership, negotiation etc.
 - Help to build learning systems to exchange information effectively and equitably
 - Building the capacity of existing networks in the south to share information and analysis
 - More information on evidence-based-policymaking in other countries.
- A [summary of lessons](#) from the Africa consultations is available on the CSPP web site.

Outcome 3 - Information

- The Information Products Review is well underway with a slightly revised workplan to take account of comments regarding higher level Northern contacts and more in-depth interviews. Paper and links to on-line questionnaires have been sent to a wide range of existing ODI information users. A discussion session on information needs was conducted at each of the three CSPP regional workshops and questionnaires collected

from participants at the regional workshops and national seminars. A more wide ranging on-line questionnaire will be launched this week to try to gather a wider range of opinion rather than just the very positive feedback on Briefing Papers etc we have received so far. A large number of interviews have been conducted with staff, council members and people attending meetings, and a programme of interviews with other informants from Northern and Southern organisations less closely associated with ODI is planned. We are expecting some interim results at the end of April

- Content and Code held a series of workshops to clarify requirements for the intranet and website development last month and produced a 110 page report. There are some budget issues outstanding, and we may need to scale down their plans. The focus will be on developing the form and functionality of the website with parallel development of the intranet as i) a publishing route to the website and ii) an internal knowledge management tool. We are expecting to have visible development of the intranet by June and the new website functional by September.
- CSPP funds have been used for three meeting series this year. The MDGs series was the most successful so far with approx 550 people involved. More than 200 people attended the last meeting, and overall the meetings have increased the meetings list by over 1000.
- Peter da Costa has been retained 3 days a week to develop a 2005 Communications Strategy. Material produced for this will also be used in the Annual Report.
- While timing on some information activities have slipped, it is hoped that we will be able to learn enough from the ODI information user survey to inform some preliminary design work on new ODI materials in time to be “previewed” in the Annual Report.
- An advertisement for a new Head of Communications was placed in the Guardian this week. It is hoped to have somebody in post by early September.

Outcome 4 – Joint Action

- Three projects are underway to work with southern CSOs on global policy issues. Notes on progress are as follows:
 - Building on the [Food security in Southern Africa](#) project, a concept note has been developed for a longer term project aiming to strengthen the voice of African CSOs in regional policy debates about food security in Southern Africa. This will be further elaborated during an inaugural project meeting in South Africa in mid April 2005. The project will deliver some very useful lessons for the CSPP in terms of capacity building needs, and approaches to partnership with southern CSOs. There should also be some good lessons about CSO views on the regional and international food security agenda.
 - The project on Southern Voices on the International Aid Architecture is still in the initial phase. Terms of reference for an annotated literature search have been circulated to a very wide range of contacts in the south and a number of proposals have been received. Three (two from Africa, one from Asia) have been selected and their inputs are expected to be complete by mid-June. Latin American contributors will be identified later. Given the substantial interest expressed by other Southern organisations in this initiative, an e-consultation process will be used to develop a scoping paper as a focus for discussions at regional workshops starting in September 2005. This exercise will be coordinated with a parallel DFID-funded consultation on aid architecture, managed by the North-South Institute, which is focussed more on governmental views.
 - A project on the future of EU-ACP partnership is also still in an initial stage. First personal contacts have been made to the ACP Secretariat in November as well as to a West African research institute (CODESRIA) in a visit in December. A list of possible cooperation partners at research institutes in Sub-Saharan Africa has been produced. In the Pacific region, possible contacts have been pointed out by a

colleague with regional experiences and personal contacts. Initial e-mail contact has been established to the region. These contacts to Africa and the Pacific need to be followed up; the Caribbean is to follow at a later stage. First steps for the African part of the project that have been taken by writing a summary of bi- and multilateral contacts and issues discussed between Europe and Sub-Saharan Africa in 2004. The paper is to be published as a yearbook article and will be adapted for the purpose of the CSPP. A rough outline of issues on the agenda will be produced to send it out to potential partners. This should trigger a debate about sensitive / contested issues which is envisaged to result in a scoping paper for the project.

Management

- A document clarifying the purpose of the CSPP, the overall programme design, some initial programme principles, and mechanisms for ODI staff to engage with (and benefit from) the programme has been developed and discussed widely throughout ODI.
- Programme management procedures have been developed.
- The Management Team and Internal Advisory Group have been established and all meeting notes are accessible to all staff on the CSPP document archive.
- A set of guidelines describing how ODI staff could apply for resources from the CSPP to undertake activities described in the plan have been produced. A large number of CSPP-funded projects have been approved and are now underway (as described above).
- A workshop was held for all ODI staff involved in CSPP-funded projects to start to build a "community of practice" among CSPP project holders, provide a forum to think about the medium and long term mission of the CSPP, and discuss and agree some initial position on key programme-wide issues on partnership and accountability, information management and systems for M&E and learning. Participants developed an initial set of "partnership principles" to guide the small-scale collaborative projects, and following further discussion after the meeting, agreed a common approach to "knowledge management and learning" to ensure it is possible to learn systematically across all CSPP-funded work.
- A programme administrator and Research Officer to lead on the Capacity-Building elements of the programme have been recruited and are in post.
- An intranet site and internet [web site](#) have been established.
- Little has yet been done to develop an M&E system for the programme, although there is a stated commitment in the CSPP to monitor progress against the log frame. Parallel work within RAPID suggests that Outcome Mapping may be a more suitable approach.
- No progress has been made on identifying people for the external steering group.

Appendix 5 – Regional Consultations in Africa

ODI's Civil Society Partnership Programme (CSPP) is designed to strengthen the capacity of CSOs to use research-based and other forms of evidence to promote pro-poor national and international development policies and practice. In line with this objective, consultations with CSOs have taken place in Africa to present the aims and objectives of the CSPP, to discuss and learn from CSO experience around the issue in Africa and to share ODI's knowledge and experience gathered through its work on bridging research and policy.

Workshops and seminars were held in Southern Africa (Malawi, Zambia and Mozambique), Eastern Africa (Tanzania and Uganda) and West Africa (Ghana and Nigeria). Participants at these events were mainly from research institutes, national NGOs and networks, along with a wide spectrum of stakeholders interested in the issue of bridging research and policy – including government officials, international NGOs and bilateral and multilateral donors. In total, approximately 400 members of civil society were in attendance.

The events were organised in partnership with: Malawi Economic Justice Network (MEJN) (Malawi); Institute of Economic and Social Research (INESOR), University of Zambia, (Zambia); Cruzeiro do Sul (Mozambique); Economic and Social Research Foundation (ESRF) (Tanzania); FARM Africa (Uganda); Participatory Development Associates (PDA), the Centre for the Development of People (CEDEP) and Ghana Network for Participatory Development (gNETPAD) (Ghana); and Development in Nigeria (DIN) (Nigeria).

The presented case studies and the discussions covered a wide range issues highlighting CSO experience in research and policy, including: Budget Monitoring (Malawi); Transparency and Public Participation in National Budgets (Zambia); Poverty Monitoring (Mozambique); Agricultural Extension Services by NGOs (Uganda); NGO Policy and Poverty Reduction Action Plan (Tanzania); Government and Community Collaboration in a Waste Management Programme (Ghana); and Participation of CSOs in Environmental Policy of Cross River State (Nigeria).

The key lessons from the workshops and subsequent discussions were:

- Although civil society (CS) is becoming an increasingly active player in developing and analysing policy processes in Africa, there is strong diversity among civil society organisations both in the degree to which they try to engage in policy processes and their capacity to do so.
- Policy processes in most African countries are more strongly driven by internal politics and the policies and programmes of bilateral and multilateral aid regimes than evidence from local research and CSOs often have limited influence. But there are some success stories. Through continuous engagement with policymakers and advocacy from the donors, CSOs in Malawi and Zambia are now actively involved in national budget monitoring processes. Credible research which is accepted by civil society and donors can be used successfully in advocacy for policy change.
- But the legitimacy and credibility of civil society is constantly challenged, and their extensive knowledge on development is rarely given due recognition by policymakers. A project testing the Bwalo process in Malawi – a widely used community consultation process – faced enormous opposition by the Food Security National Consultative Forum and is yet to be accepted by the wider development community. On the other hand the Ghana Forestry Commission case study shows that evidence gathered directly through the active involvement of the community can be considered to be credible and legitimate by the policymakers.
- Policymakers also frequently doubt the feasibility and practicality of proposals made by CSOs. Not only do CSOs need to be transparent, accountable and have good evidence,

they also need to package the evidence so that it is convincing for policymakers. The National Juvenile Forum of Malawi, an outcome of a research project by the Centre for Youth and Children Affairs, was successful in influencing policymakers when packaged in such a way that the benefits were easily recognised by the policymakers. The experience of a poverty monitoring programme in Mozambique shows that indicators for poverty reduction are more acceptable to policymakers when they are developed in collaboration between government and civil society.

- CSOs, so long used to being in opposition to government, often find it hard to trust government enough to play a more collaborative role. More effort is needed to overcome this lack of trust on both sides. Collaborations involving CSOs and government working together seem to work well. The Malawi Economic Justice Network, Cruzeiro do Sul in Mozambique and Forest Watch in Ghana have all successfully influenced policies through collaboration with government on debt reduction, fair trade and sustainable forest management respectively. The case study by FARM Africa in Uganda shows that even a sensitive issue such as commercialisation of agricultural extension services can become acceptable to the farmers if they are allowed to be actively involved in the decision making. The privatisation of a Ghana commercial bank, on the other hand, did not go ahead when the proposal was rejected by the civil society in Ghana.
- CSOs need a thorough understanding of the policy processes, who they should seek to influence, and the capacity of government to respond. Although several NGOs have identified gaps in the National Agriculture Advisory Services (NAADS) of Uganda, there is no evidence to show that this has led to a change in policy, while in Ghana the government simply didn't have the skilled staff to be able to adopt the results of the Community Composting project.
- Authentic and up-to-date of information is crucial for policy advocacy, but it is frequently insufficient on its own. Evidence is often conflicting. CSOs need to be able to compare and contrast evidence from different sources and explain the differences as well as the similarities. While the case study by ESRF concludes that development policies in Tanzania are frequently formulated and implemented without the support of requisite research, the Nigerian study shows how evidence on illegal logging in Cross River State, collected by a network of different civil society organisations, was accepted by policymakers.

Participants at the workshops and seminars expressed demand for more help to improve the capacity of CSOs to influence policy in Africa. Suggestions included:

- Practical workshops on policy advocacy skills including research methodology, strategy development, policy analysis, advocacy, and communication.
- Other approaches to training including staff exchanges or secondments (Malawi), collaboration on a journal on bridging research and policy (Tanzania), collaborative training with local Think Tanks (the Legal Resource Centre in Ghana) and looking for opportunities to work with existing projects to avoid replication of efforts (Nigeria).
- Support with institutional development including human resources, financial management, partnership, negotiation skills and fundraising. While Tanzanian participants emphasised the need to strengthen the credibility of CSOs in the eyes of policymakers, participants in Uganda and Nigeria also identified the need to strengthen the capacity of civil society generally to participate in national policy development.
- Efforts to build the capacity of existing networks in the South to share information and analysis. Some specific national and regional networks were mentioned: Southern Africa Forum for Disability and Development (SAFOD); Malawi Economic Justice Network (Malawi); Rural Media Network and Association of African Universities (Ghana); Community Development Resource Network (Uganda); and Nature Conservation Foundation (Nigeria), amongst others.

- Funds for collaborative projects and programmes in evidence based policy should be a priority of ODI. The Zambian, Ugandan and Mozambique participants, for example, suggested that funds should to be made available over a longer period of time because the opportunities for CSOs to access funds internally is becoming increasingly limited with more and more funds channelled to governments by donors.

The consultation process will continue with the next workshops scheduled to be held in South-east Asia, South Asia and Latin America in the coming months (June to September 2005)

Appendix 6: Plans for year 2

Much of the work in the second year is the continuation of first year activities. These are described briefly below, with new targets. New activities are indicated in *italics*.

Outcome 1 – Research

Ongoing and new research during the second year will include:

- ODI case studies of episodes where CSO's have successfully influenced policy and reviews of CSO involvement in different policy areas (by September 2005).
- A study of how campaigning organisations use research-based evidence (by September 2005).
- A study to identify lessons from evidence-based policy-making (EBP) in the UK (by September 2005).
- A series of external case studies illustrating how CSOs use research-based evidence.
- *A Note on 'Pro-poor policies' and 'pro-poor policy processes': A background note to define and illustrate what the CSPP means by 'Pro-poor policies' and 'pro-poor policy processes' – and what this means for the CSPP.*
- *'Infrastructure' options for the CSPP: A study to systematically compare the functions and structures of other programmes with similar objectives eg IIED, GDN, USAID's policy project, ACBF, CIVICUS and others (this will build on some of the existing work including the ongoing CSO and supporting agencies mapping exercise and the studies on partnerships and capacity-building*
- *Systematic Survey of CSO and Evidence Use: Additional systematic work to clarify (a) the types of evidence CSOs use evidence for policy influence, (b) the extent of success they feel they are having; (c) the incentives and disincentives for CSOs to use evidence; (d) how types of context affects all this; and (e) what they feel their needs are. This will be done through i) an online survey and ii) a systematic review of existing case studies.*
- *Networks: Function and Form: A Study of the Function and Form of Networks to better understand their potential for linking evidence and policy influence. Based on analysis and case studies of CSO networks in developing countries, the study will identify the characteristics of successful policy networks, generate practical guidance for CSO networks in developing countries, and inform the CSPP approach.*
- *Evidence-based policy in the UK: Issues and Lessons: A study to identify lessons from evidence-based policy-making (EBP) in the UK which may be valuable to CSOs from developing countries.*
- *Context Mapping Toolkit: The "Political Context" seems to be the most determinant in the process of using research-based evidence to inform policy processes.*

Outcome 2 – Regional Capacity

- Continued development of knowledge-base of CSO's (which use research-based evidence to promote policy) and the organisations that support them. This will be developed into an on-line information system on the intranet (by September 2005 – a development site has been established on the intranet. This will be further improved over the next few months).
- Small-scale opportunistic collaborations work with ODI partners (up to September 2005).
- Southern workshops: Further workshops, and meetings with regional organisations will be held between July and September in Asia, [South-East Asia and Latin America](#) as follows:
 - Jakarta, Indonesia, a workshop on 14-15 June organised in collaboration with YAPPIKA followed by other meetings;

- Phnom Penh, Cambodia, a workshop on 21-22 June organised in collaboration with MediCam, followed by other meetings;
 - Bangkok, Thailand, between 27th June and 1st July, meetings with regional organizations working in Asia, and South-East Asia;
 - Colombo, Sri Lanka, a workshop on 5-6 July organised in collaboration with CEPA, followed by other meetings;
 - Dhaka, Bangladesh, a workshop on 24th-25th July organised in collaboration with Unnyan Onneshan, followed by other meetings;
 - La Paz, Bolivia, a workshop on 29-30 August organised in collaboration with CEPAD, followed by other meetings;
 - Buenos Aires, Argentina on 12-13 September organised in collaboration with CIPPEC, followed by other meetings;
 - Lima, Peru, between 19th-22nd September, meetings with regional organizations working in Latin America.
- *Follow-up of the [Africa workshops](#): Participants to the Africa workshops will be kept in touch with the programme through a regular newsletter, involvement in some of the surveys, and will be invited to any other CSPP activities. Some follow-up activities are already planned:*
 - *A capacity-building workshop with Trochaire partners in Kenya*
 - *An awareness workshop in Cross River State in Nigeria*

A small grant fund of £20,000 will also be established to fund follow up activities organised by workshop participants.
 - *Capacity-building review: An approach paper for ODI capacity-building work.*
 - *Support to UK-based CSOs: Support will be provided to UK-based CSOs with partners in developing countries who wish to improve their capacity to use research-based evidence to influence policy. A number of activities are already planned:*
 - *A one-day workshop for staff from FARMAfrica to present and discuss a number of case studies of their work;*
 - *A series of workshops/seminars for Africa Diaspora organisations and professionals.*
 - *Workshop for World Vision*
 - *Collaborative work with HelpAge*
 - *Dialogue and consensus-building with other actors: This will be done through a series of 1:1 meetings with UK-based organisations, a one-day workshop (part of the “big think” informal discussions 24th October – 4th November, and the 2-day conference on the role of CSOs in development policy during the week of the 14th November.*

Outcome 3 – Information for CSOs

- A survey of existing ODI information users and possible new CSO users (by June 2005).
- Implementation of the KM strategy throughout ODI (from June 2004).
- Establishment and test new intranet/information system (June 2005).
- Production of information materials based on ODI knowledge for Civil Society (throughout).
- *Develop and launch new website (September 2005).*
- *Preparation of ODI Communications Strategy (by September 2005)*
- *Preparation of pilot materials based on results of survey (September 2005).*
- *Active marketing of new information products with regular reviews (from September 2005).*

Outcome 4 - Collaborative Action

- Continuation of the initial joint-action projects.

Management

- Continue to developing internal KM and communications.
- Continue to develop internal management systems.
- Continue to develop the intranet and web site.
- *Recruiting new Comms staff: Three new staff will be recruited. A Head of Communications will manage all communications staff in P&C and provide leadership to communications activities across the Institute. Two Communications Officers will be based within Groups, one in RPPG, the other shared between PPPG and IEDG. All should be in-post by Sept 2004.*
- *Establishing the external Steering Committee: A small group of external experts covering the range of issues within the CSPP will be identified to form an external advisory committee. Their first meeting will form an important part of the "Big Think" process in October / November 2005.*
- *Establishing the M&E system: While initial M&E work focuses on the log-frame in the programme agreement with DFID, a new approach will be developed for discussion during the Big Think. This is likely to build on the Outcome Mapping approach (more information about Outcome Mapping is available on the Intranet) (by September 2005).*
- *Collecting baseline data: This will be based on the existing programme log frame (before September 2005).*
- *The "Big Think": The process for developing phase 2 plans for the CSPP will involve the following steps:*

1. *Defining a structure for the programme document.* *By 1st July*
2. *Extended Tuesday Trading session to present and discuss the lessons from the southern consultations* *4th October*
3. *Assembling, summarising and synthesising key lessons from research and commissioned studies.* *By the 7th October*
4. *An internal workshop for CSPP-funded project holders in the UK to synthesise and capture the lessons so far.* *Tuesday 11th October*
5. *Programme management team retreat / write-shop to prepare a programme options paper.* *Week of the 17th October*
6. *Informal discussions of options paper (and supporting evidence) with UK-based and overseas "partners" (? Including a bag lunch in ODI, meetings at DFID and a closed e-discussion with initial partners).* *24th October to 4th November*
7. *A two-day "conference" on the role of CSOs in development policy and how ODI could help with participants from the south and the UK, followed immediately by:* *Week of the 14th November*
8. *A one day meeting for Internal and External Advisors to review the options paper in the light of the conclusions of the conference.*
9. *Preparing programme document.* *Week of the 21st November*
10. *A 2-hour bag-lunch meeting to discuss the proposals.* *Week of the 28th November*
11. *Final revisions with the Advisory Team.* *Week of the 28th November*
12. *Presentation to the Programme Committee.* *7th December*

ODI's new 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/docs/ODI_PPA_final.pdf.