

# The ODI Civil Society Partnerships Programme

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## Annual Report 2006

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## Summary

1. This report covers year two of DFID's seven year PPA with ODI. DFID's investment so far amounts to £1.9m, with a further £5.35m foreseen to 2011.

2. The PPA is intended to strengthen the contribution of developing country CSOs to poverty reduction policy and to support ODI's engagement with them.

Significant achievements have been recorded against all the major objectives:

- ODI has become a centre of excellence and resource centre on how to bridge research and policy. There have been more than 20 publications, including a synthesis report, 'Policy Engagement: How civil society can be more effective'. Over 1000 participants, mainly from Southern CSOs, have attended workshops and seminars.
- A network of developing country think-tanks and policy-oriented NGOs has been established, with over 20 members. Regional focal points have been identified in Latin America and Africa. CSPP members in Latin America have developed a regional network with over 100 members. There is also much demand from international NGOs and their local partners including Trochaire, Commonwealth Education Foundation and Concern for training and other forms of support.
- ODI itself has greatly strengthened its communication programme. There were 57 public meetings in 2005-6, 1.6 million visitors to the website and over 15,000 subscribers to ODI's monthly newsletter.
- ODI and its partners in developing countries have demonstrated the value of working together internationally – for example through the Forum on the Future of Aid and the Forum on Food Security.

3. A major review of future plans was carried out in 2005-6, involving developing country partners. As a result, new activities are planned. These are consistent with the original purpose of the PPA and have already been discussed with DFID. Highlights include:

- Establishing a network which acts as a platform to generate and share knowledge about Bridging Research and Policy, and support CSOs in their efforts to use research-based evidence to influence pro-poor policy. Members will choose a name for the network and launch a new network website at a partners' meeting in the UK in November 2006.
- A wide range of capacity building activities for network members including training courses, workshops and seminars, staff exchanges and secondments and institutional development support with e.g. the search for funding.
- New research on networks, CSO-parliament interactions and think tank organisation and management, the continued synthesis of lessons learned through other programme activities, and publication of CSO-oriented outputs including how to do it guidelines and toolkits.

- A range of collaborative action-research projects with network members exploring how CSOs can more effectively engage with policy processes at national regional and global level. Possible topics identified during the partners' workshop in 2005 included: Debt, Trade, Internal Migration, Reform of Aid system, and the Economics of Emergencies.
- The continued development of ODI's own communication activities through meetings, workshops and seminars with a specific emphasis on providing useful information for CSOs. A new website will be developed and networking opportunities strengthened.
- The programme's lessons on partnership, capacity building and policy engagement will be mainstreamed into all ODI's research through internal planning systems and staff training.

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# The ODI Civil Society Partnerships Programme Progress – Year 2 (April 2005 – March 2006)

## 1. Introduction

1 ODI's PPA-funded Civil Society Partnerships Programme (CSPP) is now two years old. This report provides a summary of progress so far and plans for the next two years. Further detail is available on the CSPP website ([www.odi.org.uk/cspp](http://www.odi.org.uk/cspp)).

2 The goal of the programme is *improved contribution by Civil Society Organisations<sup>1</sup> (CSOs) to pro-poor national and international development policies*, and the purpose, that *CSOs have the capacity to contribute useful evidence to pro-poor policy programmes*. The programme aims to support a wide range of CSOs in the developing world through collaboration with Northern and Southern intermediary organisations including research institutes, think tanks and NGOs which are themselves working directly with CSOs. Work during the first two years focused on four outcomes:

- *CSOs understand how evidence can contribute to policy processes*
- *Regional capacity to support CSOs established*
- *ODI's knowledge on policy issues and how it can be used is easily accessible*
- *CSOs participate actively in Southern and Northern policy networks*

3 The emphasis so far has been to establish the programme; to learn more about how CSOs use research-based evidence through research and action-research projects; to improve ODI's capacity to share useful knowledge with CSOs; to undertake a small number of collaborative projects on global policy issues; and to identify potential partners in the north and south. Substantial progress has been made in all of these areas.

4 Much has been learned about how CSOs use research-based evidence in policy processes, and a global network has been established. The network consists of around 20 policy research institutes and think tanks around the world who are interested in learning more about how research-based evidence can influence pro-poor policy, and in acquiring the capacity to support other CSOs in their own networks. Representatives of 17 of these organisations met for a two day workshop in November 2005 to discuss progress so far and develop ideas for the future direction of the programme.

5 These ideas have been refined through further meetings with external programme advisers including the heads of three southern think tanks and recognised international experts; with UK-based organisations involved in related work; and with DFID staff. The results of these discussions have been incorporated into a refined programme framework and a detailed plan for the next two years.

6 Section 2 of this report provides an overview of achievements so far against the current log frame, Section 3 outlines the proposed changes to the programme framework and activities for the next two years, and Section 4 describes implications for the Partnership Agreement and budget between ODI and DFID, along with plans for the next two years (2005-6 and 2006-7). The full new Programme Framework is provided in Appendix 1, and more details about Phase 2 activities in Appendix 2. It is recommended that this report is read alongside the publication 'Policy Engagement: How civil society can be more effective' which provides an accessible summary of lessons learned by the programme so far.<sup>2</sup>

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<sup>1</sup> The CSPP uses DFID's definition of CSOs (organisations working between the family, state and private sector) but focuses specifically on those CSOs that play a role in gathering and using research-based evidence to engage in policy processes.

<sup>2</sup> See: [http://www.odi.org.uk/Rapid/Publications/Policy\\_engagement.html](http://www.odi.org.uk/Rapid/Publications/Policy_engagement.html)

## 2. Progress so far

7 A summary of progress against the log frame is presented below:

Purpose: CSOs have the capacity to contribute useful evidence to pro-poor policy processes	
Indicator(s)	Progress
Staff and structures in place, including skilled and knowledgeable staff, research and dissemination infrastructure (e.g. libraries, meeting rooms, publication services), national and international networks	<p>While it is too early to present convincing evidence that the programme is on track to achieve its purpose, a number of clear steps have been taken, and there is some evidence of progress:</p> <ul style="list-style-type: none"> <li>▪ An electronic survey<sup>3</sup> and series of consultations in the north and south<sup>4</sup> have provided a useful baseline against which progress can be measured as the programme proceeds.</li> <li>▪ 17 organisations from Africa, Asia and Latin America attended a collaborators workshop in November 2005. All have participated in training courses, seminars or workshops, or in small-scale collaborative projects to date and at the workshop expressed a commitment to collaborate with the programme.<sup>5</sup> Summary information about each organisation and their role in the programme is available in the Community section of the CSPP web site.<sup>6</sup></li> <li>▪ Memoranda of understanding have been signed with the Economic and Social Research Foundation (ESRF) in Tanzania and Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC) in Argentina both of which have played a substantial role developing and organising programme activities so far. The memoranda explicitly describe a commitment to work together to ensure that <i>Southern CSOs have the capacity to use research-based evidence to influence effectively the establishment of pro-poor policy.</i></li> <li>▪ One of these, Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento (CIPPEC), in Argentina, has established a special unit to improve its own use of research-based evidence, and to develop the CSPP network in the region, has contributed its own resources for CSPP programme-related activities, and has established a regional network of organisations interested in learning more about these issues – the CSPP-LA<sup>7</sup> – which are already exchanging practical ideas and supporting each other to use research-based evidence more effectively.</li> <li>▪ Three studies show how core network members are using research-based evidence successfully: Unnayan Onneshan in Bangladesh;<sup>8</sup> AFREPREN in Sub Saharan Africa<sup>9</sup> and CIPPEC in Argentina.<sup>10</sup></li> </ul>

<sup>3</sup> See: [http://www.odi.org.uk/Rapid/Publications/CSO\\_Survey.html](http://www.odi.org.uk/Rapid/Publications/CSO_Survey.html)

<sup>4</sup> See: <http://www.odi.org.uk/cspp/Activities/Consultations/Index.html>

<sup>5</sup> See: [http://www.odi.org.uk/cspp/Activities/Events/Collaborators\\_workshop/Index.html](http://www.odi.org.uk/cspp/Activities/Events/Collaborators_workshop/Index.html)

<sup>6</sup> See: <http://www.odi.org.uk/cspp/Community/index.html>

<sup>7</sup> See: [http://www.odi.org.uk/cspp/Activities/CSPP\\_LA.html](http://www.odi.org.uk/cspp/Activities/CSPP_LA.html)

<sup>8</sup> See: [http://www.odi.org.uk/cspp/Achievements/Unnayan\\_Onneshan\\_cs.html](http://www.odi.org.uk/cspp/Achievements/Unnayan_Onneshan_cs.html)

<sup>9</sup> See [http://www.odi.org.uk/cspp/Achievements/AFREPREN\\_cs.html](http://www.odi.org.uk/cspp/Achievements/AFREPREN_cs.html)

<sup>10</sup> See [http://www.odi.org.uk/cspp/Achievements/CIPPEC\\_cs.html](http://www.odi.org.uk/cspp/Achievements/CIPPEC_cs.html)

**Outcome 1: CSOs understand how evidence can contribute to policy processes**

A body of knowledge is available and accessible to CSOs, in appropriate formats

- ODI has become a centre of excellence and resource centre on how to bridge research and policy. A wide range of research work has been completed and published<sup>11</sup> in printed and web form including:
  - Understanding Networks: The Functions of Research Policy Networks.
  - CSO Capacity for Policy Engagement: Lessons Learned from the CSPP Consultations in Africa, Asia and Latin America.
  - Capacity Development for Policy Advocacy: Current thinking and approaches among agencies supporting CSOs.
  - Partnerships and Accountability: Current thinking and approaches among agencies supporting CSOs.
  - Civil Society Participation in Health Research and Policy: A review of models, mechanisms and measures.
  - Evidence-based Policymaking in the UK: Lessons for developing countries.
  - Detailed case studies have been produced by ODI staff on how CSOs use research-based evidence.
- Nearly 20 shorter case studies have been submitted by southern partners.<sup>12</sup>
- The key lessons from this research has been distilled in a succinct, accessible document ‘Policy Engagement: How civil society can be more effective’ which has been widely distributed at conferences, seminars and workshops.<sup>13</sup>
- A shorter Briefing Paper and a range of practical toolkits have been translated into French and Spanish.
- An electronic newsletter with links to this material is distributed to 850 recipients quarterly, and a printed version is produced for distribution at conferences, seminars and workshops.
- The programme has been invited to present research papers, panels and mini-workshops at several academic and practitioner conferences including: a panel presentation at IDPM conference ‘Assessing the contribution of non-governmental organisations to development alternatives’ in Manchester in June 2005, the UNESCO/UNICEF International Forum on the Social Science-Policy Nexus in Argentina and Uruguay, February 2006, the CIVICUS World Assembly in Glasgow in June 2006 and the International Society for 3rd Sector Research (ISTR) conference in Bangkok in July 2006.
- This work has also contributed to a series of simple practical toolkits designed for northern and southern researches and CSO staff to improve the impact of their research on policy and practice which have been widely distributed, heavily downloaded from the website and used in training courses and seminars.<sup>14</sup>

CSO staff trained in Bridging Research and Policy, including use of networks

- Over 1000 participants, mainly from southern CSOs have attended workshops and seminars since early 2004.
- The programme has been asked to provide specialist consultancy and/or training support to a number of UK-based NGOs interested in improving their ability to use research-based evidence to engage in policy processes including: FARMAfrica, the Commonwealth Education Fund, Zambia National Education Coalition (ZANEC), Child Workers in Asia (CWA), Trocaire, Vietnam Academy of Social Sciences, Africa Humanitarian Action, Concern Worldwide among others.<sup>15</sup>

<sup>11</sup> See <http://www.odi.org.uk/cspp/Publications>

<sup>12</sup> See: <http://www.odi.org.uk/Rapid/Projects/PPA0104/Index.html>

<sup>13</sup> See: [http://www.odi.org.uk/Rapid/Publications/Policy\\_engagement.html](http://www.odi.org.uk/Rapid/Publications/Policy_engagement.html) and [http://www.odi.org.uk/Rapid/Publications/RAPID\\_BP\\_CSPP.html](http://www.odi.org.uk/Rapid/Publications/RAPID_BP_CSPP.html)

<sup>14</sup> See: <http://www.odi.org.uk/RAPID/Tools/Toolkits/index.html>

<sup>15</sup> See: <http://www.odi.org.uk/RAPID/Events/Index.html>

**Outcome 2: Regional capacity to support CSOs established**

CSOs are able to report programmes of training, infrastructure development

While it is too early to show that many partner organisations are developing their own programmes, one organisation in particular (CIPPEC) has set up its own programme, there is much evidence that other partners are keen to do so, and several northern organisations have commissioned the programme to train their own staff:

- The collaborative workshop held in November 2005 brought together participants from think-tanks, policy research institutes and non-governmental organisations in Asia, Africa and Latin America to share their experience and knowledge of producing research based evidence and its uptake to policy agendas, to review progress of the programme so far and develop plans for the next phase.<sup>16</sup>
- CIPPEC – Centro de Implementación de Políticas Públicas para la Equidad y el Crecimiento coordinates the activities of the Latin American network of the Civil Society Partnerships Programme (CSPPAL) The network (based on the dgroup virtual platform) witnessed an important increase in its membership (50%) in the last two months. Four debates were held under the CSPPAL dgroup, and four newsletters were issued from the CSPP Latin America by CIPPEC. Three case studies are being produced under the CSPP-LA (from Uruguay, Perú and Argentina), to systematise and develop recommendations on the impact of CSO on public policy. Three of ODI's handbooks have also been translated into Spanish.<sup>17</sup>
- ESRF – Economic and Social Research Foundation based in Dar es Salaam in Tanzania which coordinates the activities of the programme in East Africa region is preparing to organise a five day workshop to be attended by CSO capacity-building experts from the region. The objective of the workshop is to develop a manual on how to bridge the gap between research and policy which is expected to be used by various development practitioners in the region.
- The programme is in high demand from other organisations and institutes to train their staff to be better able to influence policies based on research. Workshops have been held for Asia and Africa regional partners of Commonwealth Education Fund (in Mozambique and Bangladesh), International Development Research Centre (in Senegal) and Africa Humanitarian Action (in Addis Ababa).<sup>18</sup>
- Several action research projects have now been completed which analysed the challenges CSOs face while trying to use research-based evidence to influence policy. Several of these projects had training workshops held as part of the activities to training staff on tools and methodologies needed to do evidence based policy advocacy. Some of the materials were also published in local languages.<sup>19</sup>
- CSPP team participated at the CIVICUS World Assembly in June 2006. The CSPP team facilitated two workshops during the Assembly with active participation of two of our southern partners. Centre for the Implementation of Public Policies for Equity and Growth (CIPPEC), Argentina, and Jubilee Zambia.<sup>20</sup>

<sup>16</sup> See [http://www.odi.org.uk/cspp/Activities/Events/Collaborators\\_workshop/Index.html](http://www.odi.org.uk/cspp/Activities/Events/Collaborators_workshop/Index.html).

<sup>17</sup> See [http://www.odi.org.uk/cspp/Activities/CSPP\\_LA\\_dgroup.html](http://www.odi.org.uk/cspp/Activities/CSPP_LA_dgroup.html).

<sup>18</sup> See <https://intranet.odi.org.uk/RAPID/Projects/PPA0207/Workshop.htm>

<sup>19</sup> See [http://www.odi.org.uk/Rapid/Events/CSO\\_EBP\\_Vietnam/Index.html](http://www.odi.org.uk/Rapid/Events/CSO_EBP_Vietnam/Index.html)

<sup>20</sup> See [http://www.odi.org.uk/RAPID/Events/CIVICUS\\_2006/Index.html](http://www.odi.org.uk/RAPID/Events/CIVICUS_2006/Index.html)

<b>Outcome 3: ODI's knowledge on policy issues and how it can be used is easily accessible</b>	
Active research and dissemination programmes underway	<ul style="list-style-type: none"> <li>▪ Communications Strategy 2005: A more strategic and proactive approach to communications was introduced to respond to the 2005 development agenda. These activities focused on the big 2005 issues trade, aid, and debt and organised public meetings, publications and media work related to this agenda. A 2005 team made up of researchers and communications staff helped drive the implementation forward.</li> <li>▪ Media: ODI significantly increased its engagement with the media through new media roundtables (4 held on G8 Gleneagles, the MDG summit, the Hong Kong WTO meeting and Governance and Fragile States meetings), new ODI Opinions (32 produced) and 12 Briefing Papers were sent to 6,200 recipients around the world. 134 radio/tv/newspaper interviews featured across a wide range of international media. Background briefings to journalists also increased.</li> <li>▪ Meetings: 57 public meeting included the following major series – Social protection: making child poverty history; Achieving pro-poor growth through agriculture; Agriculture in Africa: An effective route out of poverty (ODI/APGOOD); The WTO towards Hong Kong; What's next in international development? (ODI/APGOOD); (Re)building developmental states.</li> </ul>
Materials available, including web-based dissemination and training materials	<ul style="list-style-type: none"> <li>▪ All ODI's print publications were revamped and a new house style introduced across all outputs.</li> <li>▪ ODI has established a popular weblog, which draws 800-1,500 views per month. The most popular item per date has drawn 3,700 views.</li> <li>▪ A new intranet has been introduced offering a powerful new tool for knowledge management and information sharing.</li> <li>▪ Annual Report: a new-look Annual Report was launched to spearhead the new communications approach. Its release was timed to link to the release of the UK's White Paper on international development and it focused on the What's next in international development? theme. A version will be made available on CD (combined with other practitioner focused materials) for the south.</li> <li>▪ Toolkits: 5 new practitioner focused toolkits now available electronically and in print.</li> <li>▪ Presentation materials – new standard templates for presentations incorporating the new branding introduced.</li> <li>▪ Enlarged communications team embedding communications professionals in every research group.</li> <li>▪ Website visitor numbers continued to grow quickly, with 1.6 million visits per month annually and an average of 81,813 downloads per month and over 15,000 subscribers to ODI's monthly newsletter.</li> <li>▪ Web-based networks increased across the year bringing together web users interested in common specialist themes – a Latin American site and Right in Action among them.</li> </ul>
Marketing programme in place	<ul style="list-style-type: none"> <li>▪ M&amp;E: An ODI user survey drawing on focus groups, questionnaires and extensive consultation helped provide a series of recommendations to improve dissemination work and plan future priorities.</li> <li>▪ A communications workplan for 2006 is being implemented, while preparations are underway for the broader three-year Communication Strategy (2007-2010)</li> <li>▪ Improved web statistics, an overhauled database and an improved search function on the website have also improved the services we offer to users and the ways in which we can monitor how to update and improve them.</li> </ul>

**Outcome 4: CSOs participate actively in Southern and Northern policy networks**

CSOs fully informed about national and international policy networks in other countries

- A CSPP Website has been established which includes information about other initiatives to improve the capacity of southern CSOs to engage in policy processes. The CSPP has been promoted, and outputs publicised on other networks (eg BOND, CIVICUS, Southern Africa Regional Poverty Network (SARPN), Development in Nigeria Network (DIN)).

CSOs actively participating in networks, including through travel

- The CSPP has initiated two substantial projects involving CSOs working together on regional and global policy issues:
  - The Forum on Food Security<sup>21</sup> worked with a range of national and regional CSOs and other organisations in Southern Africa who were already engaged in research and information dissemination including the Southern African Regional Poverty Network (SARPN) and the SADC Food and Natural Resources Policy Analysis Network (FANRPAN) aiming to find common ground on food security policies and to raise the level of their contribution to regional policy development. Activities included a series of regional and national meetings, a survey of regional policy institutions and policy processes and the production of a number of Policy Briefs. Agreement was reached among a range of CSOs at a regional conference in late 2005 on a collaborative programme to inform National and Regional Vulnerability Assessment Committees, the SADC Regional Integrated Strategic Development Plan, and the monitoring of SADC country commitments such as the Dar es Salaam Declaration on Food Security and its public spending targets. Much of this has been incorporated into the multi-donor-funded Regional Hunger and Vulnerability Programme for Southern Africa<sup>22</sup> with three components – evidence building, capacity building and policy influencing. Both SARPN and FANRPAN have also been successful in securing funding to continue work on research, information and policy advocacy in the field of regional food security policy.
  - The Forum for the Future of Aid project<sup>23</sup> aimed to gather ideas from Southern civil society organisations about how the international aid system could be reformed, and to develop a joint plan of action. Background papers were commissioned and discussed at regional workshops in Africa Asia and Latin America to develop policy recommendations and regional action plans. These were posted on a website and discussed further through e-discussions and an international workshop at ODI in November 2005.<sup>24</sup> During the project it became increasingly clear that southern organisations regard the northern agenda for aid architecture as very remote and technical, and they are much more concerned with transforming regional and national structures. But it remains important that southern views are represented, and the next phase of the project will focus on mobilising southern engagement in the High Level Panel on UN reform.

<sup>21</sup> See: <http://www.odi.org.uk/cspp/Activities/FFSSA.html>

<sup>22</sup> See: <http://www.wahenga.net>

<sup>23</sup> See: <http://www.odi.org.uk/cspp/FFA.html>

<sup>24</sup> See: <http://www.futureofaid.net/>

### 3. The Programme Framework, M&E and Management

8 The original programme framework, with four outcomes was described in the introduction. A refined programme framework with seven outputs has been developed for the next phase of the programme to provide greater clarity of intent, and to allow improved monitoring and evaluation.

#### Programme Goal

9 The Super Goal statement remains unchanged – *Poverty reduced in developing countries*. The Goal statement now focuses explicitly on achieving improved development policy – *Development policy is more pro-poor*.

#### Programme Purposes

10 The new programme framework has two purposes. The first focuses directly on southern CSOs – *Southern CSOs make more use of research-based evidence to influence the establishment of pro-poor policy*. The second focuses on ODI itself – *ODI engages more effectively with Southern CSOs and other stakeholders to make more use of ODI's research-based evidence to influence the establishment of pro-poor policy*.

#### Programme Outputs

11 The two purposes will be achieved through work to deliver seven outputs:

##### **Purpose 1: Southern CSOs make more use of research-based evidence**

1. *Network Building*: A network which acts as a platform to generate and share knowledge about Bridging Research and Policy, and support CSOs in their efforts to use research-based evidence to influence pro-poor policy processes.
2. *Capacity Development*: Relevant capacity-building events and products for network members and other CSOs.
3. *Research*: Relevant lessons from programme research and reflection disseminated to CSPP stakeholders.
4. *Collaborative Projects*: Global policy-advocacy and national action-research projects with CSPP network members.

##### **Purpose 2: ODI engages more effectively with Southern CSOs**

5. *Communication*: ODI knowledge on development policy issues, policy processes, and how research-based evidence can influence them is easily accessible to CSOs.
6. *ODI staff capacity*: ODI staff use research-based evidence better.
7. *ODI institutional capacity*: ODI as an organisation is better able to work with CSOs.

12 The purpose and output areas overlap. Many of the activities under each output area will also contribute to others. Collaborative projects with partners to research how CSOs use research-based evidence on a specific issue (Output 4) will also contribute to capacity-building (Outcome 2), and their ability to participate in global policy networks on that issue will be strengthened through the network (Output 1). Lessons learned from all work during the programme will be processed (Output 3) and disseminated (Output 5). By working on collaborative projects with southern partners, ODI staff will develop new approaches and acquire new skills to work with CSOs (Outputs 6 and 7).

13 The proposed new Log Frame is shown in full in Appendix 1 and more detail about the specific objectives, approaches and activities under each of the Outputs is provided in Appendix 2.

## Monitoring and Evaluation<sup>25</sup>

14 The CSPP is a complex programme, where activities undertaken to achieve one output are likely to contribute to other outputs, and where different outputs will engage with some of the same groups of stakeholders. The programme is further complicated by the fact that it is working with multiple groups of actors. Different programme Outputs will engage with different actors to different degrees. With limited resources, programme M&E efforts will need to focus on high investment activities, and with key actors.

15 An important part of the programme design are the assumptions that link project activities with expected outcomes, and those outcomes with higher order changes. The Output-level Assumptions of the log frame constitute an important link that in part determines whether the programme Outputs will lead to its Purposes. Assumptions for all Outputs will be monitored during the course of the programme and will be monitored within ODI and will be reported on in the Annual Report. The Purpose-level Assumptions will be treated slightly differently. The Purpose-level Assumptions form a key link between the programme's purposes and its goal (namely that development policy is more pro-poor) and super-goal (namely that poverty is reduced in developing countries). Our understanding of whether the Purpose-level Assumptions hold true or not are also a source of useful information for the strategic direction of the programme. These assumptions will therefore not only be monitored, but rather tested during the course of the programme.

16 The CSPP aims for both 'upward' and 'outward' accountability and transparency, and the M&E plan is designed to strengthen these aspects. The upward accountability of the CSPP is ensured through DFID's PPA review cycles. The outward accountability of the CSPP is ensured through a commitment to transparency in all CSPP activities. Specific M&E processes and results that will be made available will include: Public presentation of annual progress reports on the CSPP website; Public presentation of CSPP key events, key documents, and key lessons on the CSPP website; An Annual Collaborators Workshop, combined with External Advisory Group Meetings; and Periodic PPA reviews in line with DFID's requirements.

17 The Logical Framework and approach to M&E described here will be reviewed annually at the collaborators and external advisers' meeting and during the annual DFID review meetings.

## Management, Operation and Governance

18 The CSPP programme is managed by ODI's Director of the Research and Policy in Development (RAPID) Programme supported by a part-time team of three, each with responsibility for one or two output areas. ODI's Director will take a leading role in Outputs 6 and 7. CSPP Programme activities are as far as possible integrated within and build on ongoing ODI work, and are undertaken by staff across the whole institute. Internal oversight will be the responsibility of ODI's Senior Management Team. An external advisory group has been established including the directors or senior staff from three southern and two northern development think tanks, international specialists in policy networks, CSOs, communication and development policy processes and one representative from DFID. This group meets face-to-face once a year, and more frequently virtually, to review progress.

## 4. Implications for the Partnership Agreement

19 There are few implications for the partnership agreement from the refined programme framework. The most substantial change is the explicit separation of work outside ODI to strengthen CSO capacity to use research-based evidence, from work within ODI to enable the organisation to work more effectively with CSOs. These were previously described within Outcome 3 (Useful information on current development policy issues and how this knowledge can contribute to pro-poor policy is easily accessible). The other significant change is the

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<sup>25</sup> For more detail see *An M&E Framework for the CSPP*

recognition, based on experience so far and the advice of southern collaborators, that the longer term capacity-development aspects of the programme are more likely to be achieved through the development of a broader and more diverse network of southern partners than the ‘six southern partners’ described in the Programme Agreement. The general descriptions of what ODI and DFID will do to achieve the Programme Purpose remain largely valid – albeit spread across a slightly different set of Outputs.

## Appendix 1 – The proposed new log frame

	Narrative summary	Indicators	MOVs	Assumptions
<b>Super-Goal</b>	Poverty reduced in developing countries	Achievement of MDGs	Data from Paris 21	
<b>Goal</b>	Development policy is more pro-poor	Improved poverty focus in national development policy documents	Secondary analysis of policy documents in partner countries	Better development policy (including implementation) is able to deliver poverty reduction (and other MDGs)
<b>Purpose 1</b>	Southern CSOs make more use of research-based evidence to influence the establishment of pro-poor policy	<ul style="list-style-type: none"> <li>▪ Policy engagement activities of CSOs are visibly informed by research-based evidence</li> <li>▪ Southern CSOs adopt strategies to generate and use research in policy engagement</li> </ul>	<ul style="list-style-type: none"> <li>▪ Policy briefs etc produced by southern CSOs</li> <li>▪ Logs from core collaborators</li> <li>▪ Episode studies</li> <li>▪ Interviews with collaborators</li> <li>▪ CSO survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Northern networks and policy-makers are open to contributions by southern CSOs</li> <li>▪ Policy environment amenable to CSO action</li> <li>▪ Policymakers are able to use research-based evidence</li> </ul>
<b>Purpose 2</b>	ODI engages more effectively with Southern CSOs and other stakeholders to make more use of ODI's research-based evidence to influence the establishment of pro-poor policy	<ul style="list-style-type: none"> <li>▪ Partner CSOs report improvements in value of relationship with ODI</li> <li>▪ Partner CSOs report better relationships with ODI than with other northern development TTs</li> <li>▪ UK and international stakeholders report improved value of ODI work</li> </ul>	<ul style="list-style-type: none"> <li>▪ ODI information user survey</li> <li>▪ CSO survey</li> </ul>	<ul style="list-style-type: none"> <li>▪ Southern CSOs will be able to access funding for evidence-based policy engagement</li> <li>▪ Suitable high-level staff can be hired and retained in competition with other organisations and aid agencies</li> </ul>
<b>Output 1 (Network Building)</b>	A network which acts as a platform to generate and share knowledge about Bridging Research and Policy, and support CSOs in their efforts to use research-based evidence to influence pro-poor policy	<ul style="list-style-type: none"> <li>▪ Website set up by xxx</li> <li>▪ Members are actively involved in design and use of website</li> <li>▪ E-mail list with at least x members established by x date</li> <li>▪ X interactions per month</li> <li>▪ X exchanges where knowledge is shared</li> <li>▪ X% network members attend annual workshops</li> </ul>	<ul style="list-style-type: none"> <li>▪ Website statistics</li> <li>▪ Informal feedback on website from network members collected by CSPP</li> <li>▪ Activity Log of network</li> <li>▪ Electronic survey towards end of Phase II</li> <li>▪ Long-term informal and formal interaction with members of the network</li> </ul>	<ul style="list-style-type: none"> <li>▪ Members of network can provide the right type of support to CSOs</li> <li>▪ Southern CSOs will be able to gradually take more responsibility for the operation of the network</li> </ul>

<p><b>Output 2</b> (Capacity Development)</p>	<p>Relevant capacity development events and products for CSPP network members and other CSOs</p>	<ul style="list-style-type: none"> <li>▪ X types of events relevant to concerns of network members and other CSOs</li> <li>▪ X types of products relevant to concerns of network members and other CSOs</li> <li>▪ 2 exchange visitors in residence at ODI for a period of 1-3 months</li> <li>▪ X participants sponsored</li> <li>▪ X people attended training</li> <li>▪ X% of network members attended training</li> </ul>	<ul style="list-style-type: none"> <li>▪ CSPP Annual Report</li> <li>▪ Reports on events and products on network website</li> <li>▪ Reports from fellows and sponsored participants made available on network website</li> <li>▪ Training manuals available on network website</li> <li>▪ Training workshop statistics collected (on number of participants and their affiliation)</li> </ul>	<p>Network members and other CSOs apply their learning from capacity development activities to their own policy engagement work</p>
<p><b>Output 3</b> (Research)</p>	<p>Relevant lessons from programme research and reflection disseminated to CSPP stakeholders</p>	<ul style="list-style-type: none"> <li>▪ Externally peer-reviewed research programme designed and delivered</li> <li>▪ All stakeholders on the expanded email list informed about products</li> <li>▪ X views or downloads per product</li> <li>▪ 75% of stakeholders perceive research outputs to be relevant</li> </ul>	<ul style="list-style-type: none"> <li>▪ CSPP Annual Report</li> <li>▪ CSPP Newsletter</li> <li>▪ Web statistics on citations, downloads, and cross-links from other sites</li> <li>▪ CSO survey</li> <li>▪ Feedback from users collected in an Impact Log</li> </ul>	<p>Network members and other CSOs apply their learning from research-based products to their own policy engagement work</p>
<p><b>Output 4</b> (Collaborative Projects)</p>	<p>Global policy-advocacy and national action-research projects with CSPP network members</p>	<ul style="list-style-type: none"> <li>▪ X small-scale action-research projects carried out by x members of the network on issues relevant to CSPP</li> <li>▪ Existing projects evolve into independent programmes by xx</li> <li>▪ At least one significant global collaborative pro-poor policy project established by the programme each year</li> </ul>	<ul style="list-style-type: none"> <li>▪ Project plans and reports made available on network website</li> </ul>	<p>Network members have sufficient time and capacity to invest in the projects</p>
<p><b>Output 5</b> (Communication)</p>	<p>ODI knowledge on development policy issues, policy processes, and how research-based evidence can influence them is easily accessible to CSOs</p>	<ul style="list-style-type: none"> <li>▪ OVIs to be elaborated in the communications strategy (to be produced by end 2006)</li> </ul>	<ul style="list-style-type: none"> <li>▪ ODI Annual Report</li> <li>▪ ODI Programme Reviews</li> </ul>	<p>CSOs use the material and apply it to their own policy engagement work</p>

<p><b>Output 6</b> (ODI Staff Capacity)</p>	<p>ODI staff use research-based evidence to engage effectively with policy processes</p>	<ul style="list-style-type: none"> <li>▪ Increased and more effective communication outputs (e.g. Briefing Papers, meetings, Opinions)</li> <li>▪ More effective engagement with policy processes over the next two years</li> <li>▪ Increased evidence of influence of ODI’s research-based evidence over the next two years</li> <li>▪ Staff media training</li> </ul>	<ul style="list-style-type: none"> <li>▪ Commissioned evaluation of the effectiveness of ODI’s policy outputs</li> <li>▪ ODI Annual Report</li> <li>▪ Impact Log</li> <li>▪ Media Log</li> <li>▪ Web statistics and citation indexes</li> </ul>	<p>ODI able to recruit and retain suitable staff</p>
<p><b>Output 7</b> (ODI institutional Capacity)</p>	<p>ODI as a whole better able to work with CSOs</p>	<ul style="list-style-type: none"> <li>▪ ODI staff work more with CSOs by xx</li> <li>▪ CSPP planning processes integrated into overall ODI planning processes by xx</li> </ul>	<p>ODI Annual Report CSPP Annual Report</p>	<p>ODI’s other donors support this work</p>

## Appendix 2 – Specific Activities for Phase 2

### Output 1 – ‘Network Building’

1 Output 1 is: ‘A network which acts as a platform to generate and share knowledge about Bridging Research and Policy, and support CSOs in their efforts to use research-based evidence to influence pro-poor policy’. The key objective in this area during Phase 2 will be build and support a network among organisations involved in this kind of work which can provide mutual support in the long term.

2 The focus in the network will be on developing and sharing expertise on how CSOs can use research-based evidence to promote pro-poor development policy rather than on any particular development policy issue. Doing this though, will involve members working separately and together on specific policy issues, and a key indicator of success for the programme will be evidence that CSOs are actually influencing development policy processes.

3 The initial membership of the network will consist of the individuals and organisations who have already been working with ODI through the regional consultations, small-scale collaborative projects, global projects and the collaborators workshop. As the work progresses and the community takes shape, other organisations and individuals will be invited to join. As described in paragraph 12 (page 7) the network will eventually include a wide range of members from ‘visitors’ who simply wish to make use of information and resources on the network website to organisations with robust partnerships who collaborate on a range of projects over a longer period.

4 The main activities to achieve this will be:

1. To establish a community website which will provide:
  - Knowledge on bridging research and policy to share, develop and document;
  - Details of members of the partnership, linked to their own websites and with searchable directories of research and policy interests;
  - Public domain resources on bridging research and policy, including research papers, case studies and training materials;
  - A directory of training and advisory expertise on bridging research and policy in northern and southern institutions;
  - Discussion fora on topics connected to bridging research and policy;
  - Project areas where members can post their own experiences and resources;
  - A brokering service on specific policy topics on partnering among north-south and south-south institutions.
2. Information and knowledge exchange through:
  - Conferences, workshops, and seminars;
  - Publications (newsletters, proceedings, etc.) based on the outcome of the community activities;
  - Links with other networks and organisations which work for the common goal of achieving sustainable development;
  - Translation of materials on Bridging Research and Policy as and when needed to be distributed regionally
  - Regional focal points will be identified who will facilitate discussion regionally and disseminate information.
3. General **management and support** activities including the development of procedures for membership and collaborative projects, recruitment of new members, seeking additional funds and monitoring and evaluation.
4. Carry out ongoing **monitoring** of the quantity and quality of the CSPP-related work of network members.

## Output 2 – ‘Capacity Development’

5 Output 2 is: ‘*Relevant capacity development events and products for CSPP network members and other CSOs.*’ This output will strengthen the work of Output 1 as well as reach out to a wider range of stakeholders interested in the work of the CSPP on promoting evidence-based policy engagement.

6 The main activities to achieve this will be:

1. A wide range of **capacity development** activities including:
  - Staff exchanges and secondments;
  - Institutional development activities (human resource development, financial management, etc) as requested by the members. These may be sources from other community members or from other institutions in the south or the UK (eg International NGO Training Centre, Institute of Development Studies);
  - Consultancy support on demand (negotiations are already underway with Practical Action (Bangladesh), the Nile Basin Discourse, Commonwealth Education Fund (Africa), ECPDU (The Philippines), etc);
2. Training workshops and ToTs (training of trainers): Regional Training of Trainers workshops followed by national training programmes in surrounding countries (these are already planned for Eastern Africa, South and Latin America).
3. Accountable 3-year core grants to key partners to enable them to build the capacity to contribute effectively to the programme. Subject to raising the necessary funds, the first of these will be made to 2 partners in 2007/8, with 4 further partners receiving grants in 2008/9.

## Output 3 – ‘Research’

7 Output 3 is ‘*Relevant lessons from programme research and reflection disseminated to CSPP stakeholders.*’ The key objectives in this area in Phase 2 will be: 1) to develop a more systematic understanding of how CSOs use research-based evidence to influence policy in a wide variety of contexts, and 2) to synthesise this into lessons and recommendations that CSOs can use to improve the impact of their policy work.

8 The main activities to achieve this will be:

1. To provide a **synthesis** of the main findings of existing knowledge into practical, accessible information for CSOs. This will include a short ‘state-of-knowledge’ report on *Civil Society, Evidence and Policy Influence* and a series of short 4-page briefing papers and materials for the website.
2. To conduct a programme of **ongoing learning** on the topic, including from:
  - on-going work under the CSPP and other ODI projects through workshops, systematic reviews and evaluations;
  - other related programmes through scanning the literature, participating in networks, attending meetings, seminars and workshops;
  - commissioned or responsive consultancy work or evaluations on relevant topics.
3. Provide a set of ‘**how to do it**’ **guidelines** and training materials for CSOs, for example on the topics of:
  - How to run different kinds of Research-Policy Networks;
  - How to assess political contexts in order that CSOs maximise their chances of policy influence;
  - How researchers, CSOs and others can work together in strategic partnerships;
  - How CSOs can conduct research or systematically learn from their work in order to influence policy.
4. Undertake a limited amount of **new research** which could focus on:
  - How think tanks can influence policy more effectively

- How to better link research to policy implementation
- Why policymakers do not find CSO evidence credible
- How parliamentarians can be more receptive to evidence presented by CSOs
- The research industry in developing countries and implications for policy uptake

9 The priority in the first six months would be on synthesis of the work so far and production of a report. Learning and the production of guidelines will continue throughout. The research programme will be clarified during this period through a series of discussions with members of the community and programme advisers.

10 Work for Output 3 will be undertaken by ODI staff in partnership with other community members. A core quantity of work, focusing on ongoing learning, synthesis and production of guidelines will be funded by the PPA. Additional funds will be sought from other donors to expand this, and to provide resources for new research, which will as far as possible be undertaken through open calls for proposals from community members

#### Output 4 – ‘Collaborative Projects’

11 Output 4 is: ‘*Global policy-advocacy and national-action-research projects with CSPP network members.*’ The projects will form an integral part of reaching Purpose 2 of the programme, namely that southern CSOs make more use of research-based evidence for policy engagement. Most of the projects in Output 4 will involve network members, while others will invite participation from a wider range of stakeholders. This output will enable ODI to work with southern partners on development issues to shape and contribute more effectively to global development policy debates.

12 Work in Phase 1 established one global collaborative project on aid architecture and one regional collaborative project on food security in southern Africa. It is clear, however, that more resources than the PPA can provide will be needed to support programmes large enough to achieve significant impact.

13 The main activities in this output area will be:

1. Small-scale **collaborative projects** between network members. These might include:
  - research projects (on themes identified under Output 3 – see above);
  - action-research projects aiming to generate and use research-based evidence to influence a specific policy process at national level; or
  - larger regional or global projects (on themes identified under Outcome 3 – see below)
2. Give **continued support** to existing projects to help them identify and secure additional funding in order to establish substantial independent programmes.
3. Dialogue with network members to develop one new **global collaborative project** between ODI and network member(s) each year. Possible topics identified during the consultative workshop included: Debt, Trade, Internal Migration, Reform of Aid system, The Economics of Emergencies Topics.

14 Work in Output 4 will be undertaken by ODI staff in partnership with other network members. A core quantity of work in all of these areas will be funded by the PPA. Additional funds will be sought from other donors to provide resources for additional work, especially for larger collaborative projects. Further funds will be sought for additional projects from 2007/8. These will be held by ODI, but will be allocated against proposals assessed by a panel including network members.

#### Output 5 – ‘Communications’

15 Output 5 is: ‘*ODI knowledge on development policy issues, policy processes, and how research-based evidence can influence them is easily accessible to CSOs.*’ The key objectives in

this area in Phase 2 are: 1) to improve ODI's ability to communicate and 2) to make more of ODI's knowledge accessible to CSOs.

16 The main activities to achieve this will build on the results of the user survey and other work done in this area in Phase 1:

1. Developing and implementing a three-year **communications strategy** for ODI that will emphasise information for CSOs.
2. **Building the skills** of ODI staff to communicate effectively with CSOs. This will include building the new institute-wide communication team as well as training and support for ODI research staff.
3. **Knowledge Management and learning** within ODI will continue to be strengthened with the introduction of a new intranet, the implementation of a KM strategy and the adoption of improved internal practices.
4. ODI's **meetings and events** for 2006 will include topics of interest to Civil Society including trade, debt, Asia 2015 and What's next in international development?
5. The **revamp of all publications** will be completed, with a new range of materials specifically focused on CSOs produced.
  - A new database list of CSOs in the South will be compiled and specific marketing drives centred on them.
  - CD-Rom packages collating material of value to CSOs will be developed.
  - The printability of website materials will be improved and will include shorter pieces such as country-based and regional case studies and 'how-to's'.
  - Toolkits will become a more broadly accessed print and electronic format.
6. The **revamp of the website** will be completed and a new Content Management System introduced. Improvements will include:
  - The Community of Practice will centre on a web hub providing a focus point for collaboration and knowledge-sharing.
  - The meetings section will be strengthened to make resources of more value for those unable to attend ODI's London-based events.
  - Interactive elements will be strengthened including mechanisms for feedback, blogs from the South, and eg an essay competition.
7. **Networking** opportunities will be strengthened.
  - E-newsletters will be regularly updated on the CSPP programme
  - Networking events (such as the CIVICUS event and the Development Studies Association conference) will be attended with materials distributed
  - The Community of Practice will provide another key networking opportunity and materials to support its activities produced and shared
  - CSPP staff will share information at training events and presentations
8. Opportunities for **media-linked activities** will be pursued.
  - Global Research, Third Sector, The International Development Review – among others – will be approached with updates on new CSPP-linked work.
  - Links to those working in media for development will be pursued (eg Panos, One World, BBC World Service Trust) to share links or co-host meetings and events.
9. Following an assessment of needs in Francophone Africa, a range of materials will be **translated into French and Spanish** and distributed through partners.

17 The priority in the first six months will be to roll out a new communications strategy and embed communication activities within research teams. During this time, the ways in which communication activities cut across all outcome areas will be further explored.

### Output 6 – ‘ODI Staff Capacity’

18 Output 6: ‘*ODI staff use research-based evidence to engage effectively with policy processes.*’ Purpose 2 of the CSPP, namely that ODI engages more effectively with southern CSOs and other stakeholders to make more use of ODI’s research-based evidence to engage in the establishment of pro-poor policy, will not be possible unless ODI staff have the skills and opportunities to work towards this aim.

19 Specific activities to achieve this will include:

1. Build the **systems and skills** in ODI to learn and communicate more effectively
2. Encourage enhanced **networking**, especially with CSOs
3. **Training** for ODI staff on how to maximise the impact of their research (e.g. training in political context analysis and communication skills)

### Output 7 – ‘ODI Institutional Capacity’

20 Output 7: ‘*ODI as a whole better able to work with CSOs.*’ ODI will have to change significantly if it is to use its own research more effectively and collaborate better with CSOs. It will have to invest more time and resources in communication and policy influence activities. It will have to change the way it relates to southern partners (as partners rather than sub-contractors), and staff will have to share knowledge about their own work more openly. Some of these changes are explicit and operationalised through the programme, for example the knowledge and learning elements of Output 5. Others, for example some of the principles of partnership and capacity building in Outputs 2 and 4, are implicit but have implications for how the programme is implemented and managed. Output 7 aims to make these internal changes more explicit and transparent both within and outside ODI, and to identify some specific actions to facilitate the change process.

21 Specific activities to achieve this will include:

1. A strengthened focus on policy influence and working with CSOs in **the new ODI strategy** (due in early 2007)
2. Putting in place **improved incentives** for staff to work on policy engagement, learning and partnerships (e.g. through the annual appraisal system)
3. Promote greater engagement of the CSPP with other **planning processes in ODI** (mainly the Business Plans)
4. Provide **support to other ODI programmes** and funding applications where needed