

## The Civil Society Partnership Programme: Issues and Options for the Second Phase

### 1. Summary

ODI's seven year Civil Society Partnership Programme (CSPP) has been running for 18 months. Much has been achieved, and the programme is generating substantial interest and demand for support from southern CSOs. But a key assumption, that there would be regional organisations with which the programme could work in the medium and longer term, appears to be wrong, and it is necessary to modify the programme to ensure sufficient impact and sustainability.

A series of meetings, workshops and seminars will be held in November and December 2005 to develop a revised programme framework and a strategy for the next two years. Key issues to discuss and choices to make at this stage include the following:

- The overall programme:
  - Does the proposed framework look sensible, is anything missing?
  - What is a reasonable level of ambition? What indicators should we use?
  - What should the balance of effort be across the 5 outcomes?
  - Should the programme do few large projects, or many small projects?
  - Where and how to attract additional resources for programme activities?
  - What is the best governance structure for the programme?
- Outcome 1 - Research
  - What are the best mechanisms to learn in a programme like this?
  - What are the most pressing "research" topics for Phase 2?
  - How should the research be undertaken?
  - What issues in this area would southern CSOs be interested in working on?
- Outcome 2 – Establishing Capacity
  - Do appropriate regional organisations really not exist?
  - If so, how best to maximise the impact of the programme?
  - How best to build capacity?
  - Should ODI provide funds to partners?
  - What would southern CSOs be interested in working on in this area with ODI?
- Outcome 3 - Global projects
  - What are the best mechanisms for these global projects?
  - What sort of organisations should ODI seek to work with?
  - What global development issues are southern CSOs interested in?
- Outcome 4 – Information
  - What sort of information products do CSOs need and want?
  - How best to ensure accessibility to ODI information products in the south?
  - Any ideas for innovative information activities?
- Outcome 5 – Changing ODI
  - Is this outcome necessary?
  - Will partners welcome this explicit description of the need to change in ODI?

## 1. Introduction

1. ODI's Civil Society Partnerships Programme (CSPP) aims to improve the contribution by southern Civil Society Organisations<sup>1</sup> (CSOs) to pro-poor national and international development policies. The core costs of the programme are funded by the UK Department for International Development (DFID) through a Partnership Programme Agreement (PPA) which started in April 2004 and will run until 2011.

2. This paper presents a brief review of progress so far, an overall programme framework, and an outline of possible activities for the next two years (from April 2006 to March 2008) at which time there will be a formal mid-term review. It is based on the results of an extensive consultation with a wide range of CSOs in the north and south, a review of programme outputs, after-action-reviews of some activities, a one-day workshop for ODI staff involved in the programme, and a series of meetings and workshops for the programme management team.

3. This introduction provides an overview of the programme, its aims, objectives and strategy as originally conceived, progress, and key lessons to date. Section two describes the principles underpinning the programme and Section three outlines a modified programme framework for the second phase. Section 4 describes management and governance arrangements and Section 5 identifies a number of issues and options for further discussion. Links and references are provided throughout to sources of more information.

### The Civil Society Partnerships Programme

4. The CSPP is a response to an increasing demand from southern CSOs for longer-term support to develop greater capacity to use research-based<sup>2</sup> evidence and engage with policy processes more effectively. The programme aims to build 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<sup>3</sup>.

5. The goal of the programme is to promote improved contribution by CSOs to pro-poor national and international development policies. The initial focus was on four outcomes:

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

6. A key focus for the first phase in the original programme document was to identify and develop partnerships with six or seven regional organisations committed to contributing to

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<sup>1</sup> 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.

<sup>2</sup> The CSPP defines research as "*any systematic effort to increase the stock of knowledge*". This may include any systematic process of critical investigation and evaluation, theory building, data collection, analysis and codification related to development policy and practice. It also includes action research, i.e. self-reflection by practitioners oriented toward the enhancement of direct practice.

<sup>3</sup> The CSPP defines policy as a "*purposive course of action followed by an actor or set of actors*". This goes beyond policy documents or legislation to include how ideas get onto policy agendas, how policies are implemented, and activities on the ground.

policies to achieve the Millennium Development Goals; to the importance of evidence-based policy-making; and to the value of civil society participation in the policy process. Then, for the remainder of the programme, to provide funding to, and work with them to help them to develop their own independent capacity in this area, and to develop appropriate approaches tools and training materials to disseminated the lessons more widely among other CSOs in each region, and to work with them on global development policy issues<sup>4</sup>.

## Progress

7. Work in the first 18 months focused on six key tasks:

1. Collaborative research on how CSOs use evidence in their policy work;
2. Identifying and then consulting with CSOs in the North and South involved in using research-based evidence to influence development policy;
3. "Learning by doing" through small collaborative projects with existing CSO partners;
4. Initiating a small number of larger collaborations with southern organisations on global policy issues;
5. Improving ODI's internal capacity to produce useful information; and
6. Contributing CSO perspectives in a series of meetings and seminars;

8. Substantial background research has been completed and a number of Working Papers have been published<sup>5</sup>. Four ODI and 15 external case studies illustrating how CSOs have used research-based evidence have been completed and published on the web site.

9. A database of CSOs involved in using research-based evidence has been developed, and over 20 consultative workshops seminars and meetings have been held in Africa, South and South-East Asia and Latin America<sup>6</sup>. Work is progressing on a "CSO knowledge base", Working Papers have been produced on Partnership Principles and Accountability and Capacity Building, and a number of small collaborative projects have been undertaken with existing ODI partners. Ten small projects with existing southern partners have provided useful lessons on how they use the results of collaborative research with ODI and on new forms of partnership. Work has started on four international collaborations on global policy issues, and a large number of organisations around the world have been identified as potential partners.

10. Work has started to implement a strategy for improved knowledge management and learning within ODI including new procedures and a new intranet. A survey of existing and potential new CSO users of ODI information has identified the need for a new range of information products and new distribution mechanisms and work has started on a new ODI website and integrated look and style for all ODI information products. The CSPP contributed to three Meeting Series in 2004/5, and a special communication strategy for 2005 has been launched in the UK.

11. 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

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<sup>4</sup> The full Partnership Programme Agreement with DFID provides more detail about the original programme design. [www.odi.org.uk/cspp/docs/ODI\\_PPA\\_final.pdf](http://www.odi.org.uk/cspp/docs/ODI_PPA_final.pdf)

<sup>5</sup> How Civil Society Organisations Use Evidence to Influence Policy Processes: A literature review. Amy Pollard and Julius Court, ODI Working Paper 249, July 2005. [www.odi.org.uk/Rapid/Publications/Documents/WP255.pdf](http://www.odi.org.uk/Rapid/Publications/Documents/WP255.pdf). Networks and Policy Processes in International Development: a literature review, Emily Perkin and Julius Court, ODI Working Paper 252, August 2005. [www.odi.org.uk/Rapid/Publications/Documents/WP252.pdf](http://www.odi.org.uk/Rapid/Publications/Documents/WP252.pdf); and CSO Participation in Health, Research and Policy: A review of models, mechanisms and measures, Shyama Kuruvilla, ODI Working Paper 251, August 2005. [www.odi.org.uk/Rapid/Publications/Documents/WP251.pdf](http://www.odi.org.uk/Rapid/Publications/Documents/WP251.pdf)

<sup>6</sup> Reports and a synthesis of key lessons from the Civil Society Partnerships Programme Consultations are available on the CSPP Website: [www.odi.org.uk/cspp/activities/consultations](http://www.odi.org.uk/cspp/activities/consultations)

response to this demand<sup>7</sup>. More detail about programme activities and lessons is provided in the programme Annual Report<sup>8</sup>.

## Lessons

12. Key lessons from the programme so far include:

13. There is a growing interest in how CSOs can use research-based evidence to contribute to better pro-poor policies among donors, northern and southern governments and the CSOs themselves.

14. The CSPP is filling a gap in understanding. Remarkably little prior systematic work on how CSOs use research-based evidence to influence policy processes is available.

15. 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. But the War on Terror may create new challenges for CSOs who oppose the state.
- Service delivery CSOs are increasingly moving into broader involvement in policy processes.
- The accountability, legitimacy and effectiveness of some CSO involvement is increasingly questioned.
- Donor trends – particularly a greater engagement with states and often involving direct budget support, present challenges for CSOs.

16. Evidence does matter. More effective use of evidence by CSOs involved in policy processes will lead to more pro-poor policies and better policy processes, and, ultimately, better outcomes. Better evidence can be used to enhance the technical sources of CSO legitimacy (i.e. credibility) and gain CSOs access to policy arenas. But 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.

17. CSO use of evidence is ad hoc. While some CSOs do it very well, others often fail to make the best use of the evidence available when they engage in policy processes. In many contexts, while CSOs are increasingly invited into policy processes, they often have very little to contribute and achieve little impact. There is also some resistance from CSOs to using research-based evidence.

18. We have some insights about “how to do it” but need to be more systematic.

- A key lesson – that is perhaps surprisingly not mainstreamed – is that CSO interventions, and the types of evidence used, need to target different stages of the policy process.
- Some excellent 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. Some of the best examples of CSO success (in influencing policy) have arisen where researchers, policymakers and civil society organisations have worked well together.

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<sup>7</sup> Workshops have been organised in the UK (for FARM Africa, World Vision, and the Centre for Africa Policy and Peace Studies), in Kenya (for Trochaire), Ethiopia (for Africa Humanitarian Action), and Zambia (Commonwealth Education Foundation), and in Bangladesh (for Child Workers in Asia)

<sup>8</sup> The ODI Civil Society Partnership Programme, Progress June 2004 – March 2005, John Young, ODI, July 2005. [www.odi.org.uk/cspp/CSPP/docs/CSPP\\_AR\\_01\\_2004\\_5.pdf](http://www.odi.org.uk/cspp/CSPP/docs/CSPP_AR_01_2004_5.pdf)

- Linking academic knowledge plus practical “how to do it” is a powerful package. Same is true for academic work plus community evidence.

19. Networks are really important as approaches to marshal evidence and increase the influence of good-quality evidence in the policy process. Different network functions (eg filters, amplifiers, convenors, providers) require different structures for maximum effectiveness.

20. Influence still mostly depends on context:

- Policy processes are more strongly driven by internal politics and the policies and programmes of bilateral and multilateral aid regimes than evidence from local research.
- 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.

21. There are few obvious regional partners for the CSPP: While there are many sectoral organizations and institutions involved in national development policy research that are working closely with CSOs, there are few multi-sectoral organizations, and very few that are involved in regional or global development policy issues.

22. Changing the way things work takes time: Even within ODI it has taken longer than expected for people to develop new approaches to learning and knowledge management, partnership, and how to engage with policy processes. Forming strong partnerships with southern CSOs takes years rather than weeks or months. It has taken much longer than expected to establish the four global policy projects because ODI did not have established partners working on these issues, and few southern organisations felt they were important issues.

23. There is no single best approach to partnership:

- A review of the literature provides some insights. Traditionally, north-south development partnerships took place along the lines of a principal-agent relationship (donor-recipient), in which the principal holds authority and the latter is simply a receiver of support. In recent years, however, there has been a shift towards a more collaborative, mutually beneficial type of partnership. In this new partnership model both parties join their resources to achieve common benefits.
- Equitable partnerships are characterised by mutual accountability between partners where each party recognises their different objectives, brings different capacity to the partnership, and will learn or otherwise benefit from it. Northern organisations apply a wide range of approaches to partnership-building. While these are often rooted in common development cooperation policies and frequently share the same broad principles, there are wide variations in practice. All tend to include the ethical, substantive and procedural elements, however there is often a wide gap between policy and practice.
- ODI's Partnership Brokering Accreditation Scheme has developed a useful set of principles, an approach and a training scheme for “partnership brokers”<sup>9</sup> to help build successful development partnerships between public and private sector organisations involved in development.

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<sup>9</sup> A partnership broker is a 'go-between'. He or she acts as an intermediary within or between different parties in an active rather than passive manner, guiding a partnering process, interpreting one party to another or negotiating some kind of agreement. For further information see <http://www.odi.org.uk/pppg/PBAS/index.html>

- CSPP small-scale collaborations during the first phase of the programme have reinforced the importance of clear communication at the start to clarify the purpose and process of the collaborative work, transparency throughout, equitable sharing of the results, and that doing this effectively takes considerable time and resources.
- There remains debate about whether the programme should provide financial resources to partners. Some argue that it is impossible to develop effective partnerships without providing financial resources, others that providing resources distorts the relationship and undermines equitable partnerships.

24. Capacity-building is an emotive concept. Many southern CSOs have highly developed capacity to influence national and international development policy and regard northern capacity-building programmes with skepticism. Traditionally, capacity development has focused on improving the leadership, management and/or operation of an organisation. More recent thinking takes a systems perspective, looking beyond individual organizations and institutions to groups of organizations and inter-organisational networks, addressing complex, multi-faceted issues<sup>10</sup>. The CSPP consultative workshops identified a strong demand for support from CSOs for support including help with:

- 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.

25. The scale of programme activities: While many staff in ODI and among existing collaborators claim that the level of resources provided by the programme is insufficient for activities of a large enough scale to motivate staff and achieve impact, others recognize that the programme has been able to add value to existing activities. The debate about whether fewer, larger projects will achieve greater impact than many small projects is unresolved. Several small-scale initiatives funded by the CSPP have attracted external funding.

26. Programme niche and ambition: The programme framework is very ambitious, embraces a wide range of potential partners, implies global reach, and anticipates a measurable change in southern CSO impact on policy. To succeed the programme will need to build on ODI's existing strengths, balance strategic and opportunistic interventions, work closely with others, and seek additional resources, and be explicit with its partners and other stakeholders about what is realistically achievable.

## 2. Programme Principles

### Building and extending ODI capacity and reach

27. The CSPP aims to build on ODI's established competence in policy-research and advisory work, and on the research-policy nexus. The programme will enable ODI to work with a wider range of CSOs than is possible under existing contract-driven mechanisms, in particular with Southern think tanks, policy research institutes, NGOs and networks. A core element of DFID's PPAs is to help recipients to build more coherent, effective and

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<sup>10</sup> Capacity development for policy advocacy: : Current thinking and approaches among agencies supporting Civil Society Organisations, *Monica Blagescu* (Draft Working Paper October 2005)

sustainable programmes. ODI will use PPA resources to improve its own infrastructure, processes and systems to produce information materials more efficiently and to improve ODI's communication and information products, especially those tailored for CSOs. The programme will capitalise on ODI's location in the north and good contacts in northern development policy processes, to help southern CSOs to engage in global development policy issues. The programme will emphasise throughout its work the importance of maintaining high quality standards in the generation and use of research-based evidence.

### **Partnership & collaboration**

28. A key aim of the CSPP is to establish long term equitable and transparent partnerships with organisations supporting southern CSOs, and much of the work will be undertaken through collaborative work. Many of ODI's existing partnerships though are closer to traditional principal-agent relationships than a collaborative, mutually beneficial partnership<sup>11</sup>. Over the last 18 months the CSPP has started to develop and apply a set of ethics and principles to guide the establishment of more equitable partnerships. All work under the CSPP will seek to apply and develop these principles:

- A shared vision of the collaborative work, the objectives and outcomes.
- Transparency by sharing information in an open and timely fashion
- Sharing outputs fairly, recognizing each partner's contribution.
- Flexibility, administrative, procedural and contractual arrangements to allow the partnership to adapt to changing circumstances.
- The retention of each partners' independent character.

29. Criteria for selecting partners will include a commitment to achieving the MDGs, to the importance of evidence-based policy-making and to building the capacity of civil society to contribute to policy processes, and accountability to the poor communities their work may affect. Once selected, southern partners will have an equal say with ODI in choosing which national, regional and global policy processes the programme will engage with.

### **Capacity**

30. The programme has an explicit aim to develop capacity, both informally through collaborative work, staff exchanges and knowledge sharing, and formally, on demand, through training, institutional development and (possibly), financial assistance. ODI's own capacity will also be strengthened through the programme.

31. Although there has been little systematic work on the best approaches or critical success factors for building capacity to use research-based evidence to influence policy, the traditional principles of successful capacity development still remain valid:

- Requires broad-based participation and a locally driven agenda;
- Needs to build on existing local capacities;
- Requires ongoing learning and adaptation;
- Is a long term investment; and,
- Needs to integrate activities at different levels to address complex problems.

32. All work under the CSPP will seek to apply and develop these principles, and the programme will systematically evaluate a wide range of approaches to capacity development.

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<sup>11</sup> Partnerships and Accountability: Current thinking and approaches among agencies supporting Civil Society Organisations, *Monica Blagescu and John Young*, ODI Working Paper 255, August 2005. [www.odi.org.uk/cspp/publications/wp255.html](http://www.odi.org.uk/cspp/publications/wp255.html)

### 3. Programme framework

33. The original programme framework was described in the introduction. A slightly modified draft programme framework is proposed for the next phase of the programme to provide greater clarity of intent.

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

35. The Purpose statement focuses explicitly on research-based evidence and includes CSOs actual contribution to the establishment of pro-poor policy as well as their capacity to do so – *Southern CSOs have the capacity to use research-based evidence to influence effectively the establishment of pro-poor policy*.

36. The four original Outcomes have been slightly reworded to clarify whose behaviour will change, and grouped and re-ordered to clarify the focus of effort and sequence of activities and a fifth outcome added to reflect how the programme will change ODI itself. Outcomes 1, 2 and 3 focus on work with southern CSOs, and Outcomes 1 and 2 will need be necessary to achieve Outcome 3. Outcome 4 focuses on making ODI's knowledge more of its knowledge accessible to CSOs, but will involve making changes within ODI itself. Outcome 5 focuses explicitly on other changes within ODI necessary to improve its ability to work effectively with CSOs. The revised outcomes are as follows:

- Outcome 1 - Southern CSOs understand how to use research-based evidence to influence pro-poor policy processes.
- Outcome 2 - Southern CSOs can access support for evidence-based policy influence work (regionally?).
- Outcome 3 - Southern CSOs participate actively in Southern and Northern policy networks to promote pro-poor policies
- Outcome 4 - ODI knowledge on development policy issues, policy processes, and how research-based evidence can influence them is easily accessible to CSOs.
- Outcome 5 - ODI is better able to use research-based evidence to influence policy, and to collaborate with CSOs to help them to do this.

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

38. The narrative summary and assumptions of the original and modified Log Frame are provided in Appendix 1. More work will be done to review and develop the framework in collaboration with southern partners during the second phase of the programme.

39. Work is underway to develop an approach to monitoring and evaluation within the programme, which is likely to include a range of methods including outcome mapping, and most significant change as well as more traditional approaches.

40. More detail about the specific objectives, approaches and activities under each of the outcome areas is provided below.

## **Outcome 1 - CSOs understand how to use research-based evidence**

41. The key objectives of Outcome 1 are a) to develop a more systematic understanding of how CSOs use research-based evidence in a wide variety of contexts, and b) to synthesise this into lessons and recommendations that CSOs can use to improve the impact of their policy work. A number of background papers and commissioned case studies were completed in Phase 1<sup>12</sup>. The emphasis in Phase 2 will be to:

- Systematise existing knowledge into useful information, “how to do it” guidelines and training materials for CSOs, on for example:
  - How researchers, analysts and CSOs can work together better
  - How to manage Think Tanks
- Learn from on-going work under the CSPP and other ODI projects through action-research, systematic reviews and evaluations;
- Learn from other related programmes through scanning the literature, participating in networks, attending meetings, seminars and workshops etc, and through commissioned work;
- Learn through responsive consultancy work;
- Undertake a limited amount of new research which could focus on:
  - Characterising contexts for CSO policy work (leadership, governance etc)
  - Networks (classification, critical success factors etc)
  - The research industry in developing countries
  - How parliamentarians and policy makers can be more receptive to evidence presented by CSOs

## **Outcome 2 - CSOs can access support for evidence-based policy work**

42. There are two linked objectives under outcome 2: a) to work directly with a limited number of southern CSOs to help develop their capacity to use research-based evidence; and b) to ensure that southern CSOs can access the support they need to improve their capacity to use research-based evidence in the long term. This will be essential if the programme is to have significant lasting impact. Work so far has included a wide ranging consultation with southern CSOs, some background work on partnerships and capacity building, and small collaborative projects with existing partners<sup>13</sup>.

43. The original concept was that this would be achieved through developing the capacity of a small number of regional organisations, that would then be able to support other CSOs, but the consultation has indicated that there are few regional organisations that could do this. While it may still be possible to identify and work with regional organisations in some parts of the world, in other parts it will be necessary to explore other mechanisms to build the capacity to provide this support. This could include:

- Building a community of practice among organisations involved in this kind of work which can provide mutual support;
- Building strategic alliances with other organisations and programmes which are providing this support to CSOs in the south (eg northern NGOs, or other donor-funded programmes eg the Ghana Research and Advocacy programme);
- Identifying and “accrediting” other organisations that can provide the necessary support (eg consultancy groups and training organisations etc).

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<sup>12</sup> For more information about Outcome 1 activities see [www.odi.org.uk/cspp/activities/Research.html](http://www.odi.org.uk/cspp/activities/Research.html) and achievements see [www.odi.org.uk/cspp/achievements/research.html](http://www.odi.org.uk/cspp/achievements/research.html)

<sup>13</sup> For more information about Outcome 2 activities see [www.odi.org.uk/cspp/activities/capacity.html](http://www.odi.org.uk/cspp/activities/capacity.html) and achievements see [www.odi.org.uk/cspp/achievements/capacity.html](http://www.odi.org.uk/cspp/achievements/capacity.html)

- Strengthening ODI's own capacity to provide this support by eg developing a training department.

44. In the short term the programme still needs to learn more about how best to build the capacity of CSOs to do this kind of work. This will be achieved through:

- Building a knowledge base of partners and collaborators involved in this kind of work, and the organisations that support them;
- Strengthening the network of organisations collaborating in the CSPP;
- Collaborative work with CSOs to help them to do this kind of work;
- Responsive "consultancy-mode" work;
- Monitoring and evaluation of all capacity-building work.

### **Outcome 3 - Southern CSOs participate in policy networks**

45. This is the key long term focus for the programme – to work with southern partners on development issues to help them to shape and contribute more effectively to global development policy debates. Work has already started on medium-term collaborative four topics: aid architecture, food security, the EU-ACP relationship and chronic poverty<sup>14</sup>. These projects have all taken a long time to establish, partly because the topics were chosen and the projects initiated by ODI, and it was then difficult to find southern organisations interested in working on them. The volume and range of work under this Outcome will increase throughout Phase 2 and beyond. To achieve this, the programme will need to:

- Invest sufficient time and resources in developing long term partnerships with southern CSOs interested in working on global projects;
- Identify mutually interesting topics;
- Develop a range of collaborative projects to address them. These might include short, medium and long term collaborative research and policy projects or working with on-going campaigns.

### **Outcome 4 - ODI's knowledge is accessible to CSOs**

46. Improving the availability and usefulness of ODI knowledge on development policy issues and processes will remain an important element of the programme for Phase 2 and beyond. Most of the work so far has focused on improving internal systems<sup>15</sup>. Activities under this outcome in Phase 2 will include:

- Continued work on internal learning and knowledge management within ODI;
- Continued development of the new website to include functionality to support dialogue, the establishment of a community of practice, e-learning etc;
- Production of a range of information materials specifically designed for CSOs;
- Active marketing/dissemination of ODI information materials to southern CSOs;
- Meetings, seminars and workshops on CSO-relevant issues.

### **Outcome 5 - ODI better able to work with CSOs**

47. 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

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<sup>14</sup> For more information about Outcome 3 activities see [www.odi.org.uk/cspp/activities/global\\_projects.html](http://www.odi.org.uk/cspp/activities/global_projects.html) and achievements see [www.odi.org.uk/cspp/achievements/global\\_projects.html](http://www.odi.org.uk/cspp/achievements/global_projects.html) (NB Outcome 3 in Phase 2 was Outcome 4 in Phase 1)

<sup>15</sup> For more information about Outcome 4 activities see [www.odi.org.uk/cspp/activities/information.html](http://www.odi.org.uk/cspp/activities/information.html) and achievements see [www.odi.org.uk/cspp/achievements/information.html](http://www.odi.org.uk/cspp/achievements/information.html) (NB Outcome 4 in Phase 2 was Outcome 3 in Phase 1)

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 Outcome 4. Others, for example some of the principles of partnership and capacity building, are implicit but have implications about how the programme is implemented and managed. This outcome 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. These could include:

- Training for ODI staff on how to maximise the impact of their research (e.g. political context analysis and communication skills);
- A strengthened focus on policy influence and working with CSOs in the new ODI strategy (due in early 2007);
- Establishing incentives for staff to work on policy influence, learning and partnerships (eg through the annual appraisal system);
- Greater engagement of the CSPP with other planning processes (eg the Business Plans).

#### **4. Management and Governance Issues**

48. The programme manager in ODI is supported by a part-time team of four, each with responsibility for an outcome area. Programme activities are as far as possible integrated within and build on ongoing ODI work undertaken by staff across the whole institute. An internal Advisory Group, with senior representatives from each of the four research groups, provides advice on programme direction and integration within ODI. There is an external advisory group including the directors or senior staff from three southern and two northern development Think Tanks, four international specialists in policy networks, CSOs, communication and development policy processes and one representative from DFID, to provide an external perspective on programme direction. The programme reports annually to DFID. Issues to consider for the second phase include:

- How best to integrate CSPP activities with other ODI work;
- The specific roles of the internal and external advisory group;
- The optimal management and governance system for the programme in the medium and longer term.

#### **5. Key issues and choices**

49. Key issues for further discussion include:

- The overall programme:
  - Does the proposed framework for Phase 2 look sensible?
  - Are the proposed outcomes necessary and sufficient to deliver the Purpose?
  - What is a reasonable level of ambition? Any ideas for indicators of impact and how to measure them?
  - Should the programme be doing anything else, which could not be included as an activity within these 5 outcomes?
  - What should the balance of effort be across the 5 outcomes?
  - Should the programme aim to do fewer larger projects, or continue to try to learn across a large programme of small projects?
  - Where and how to attract additional resources for programme activities?

- What is the best governance structure/mechanisms for the programme?
- Outcome 1 - Research
  - What are the best mechanisms to learn in a programme like this (internal learning & KM, commissioned research, evaluations, all of the above?)
  - What are the most pressing “research” topics for Phase 2 (Characterising contexts; Networks; the research industry in developing countries; parliamentarians and policy makers; others?)
  - How should the research be undertaken (undertaken internally, externally commissioned, collaborative projects?).
  - What issues in this area would southern CSOs be interested in working on?
- Outcome 2 – Establishing Capacity
  - Do the sort of regional organisations envisaged at the start of the programme really not exist?
  - If so, how best to maximise the impact of the programme (A community of practice, strategic alliances, “accrediting” training organisations, strengthening ODI's own capacity, or a mixture of the above?)
  - How best to build a network or community of practice?
  - How best to build capacity (training courses, collaborative work, peer-support etc)?
  - Should ODI provide funds to partners or facilitate applications to other donors?
  - What would southern CSOs be interested in working on in this area with ODI?
- Outcome 3 - Global projects
  - What are the best mechanisms for these global projects?
  - What sort of organisations should ODI seek to work with?
  - What are the global development that southern CSOs be interested in working on?
- Outcome 4 – Information
  - What sort of information products do CSOs need and want?
  - How best to ensure accessibility to ODI information products in the south?
  - Any ideas for innovative information activities (multimedia, interactivity, e-learning etc)?
- Outcome 5 – Changing ODI
  - Is this outcome necessary? Will southern partners welcome this explicit description of the need to change the way that ODI works?

## 5. Appendix 1 – The original and proposed changes to the log frame

Original log frame			Proposed changes		
	Narrative Summary	Assumptions		Narrative Summary	Assumptions
<b>Super Goal:</b>	Poverty reduction in developing countries	Better policy is able to deliver poverty reduction (and other MDGs)	<b>Super Goal:</b>	Poverty reduced in developing countries.	
<b>Goal</b>	Improved contribution by CSOs to pro-poor national and international development policies	Policy environment amenable to CSO action	<b>Goal:</b>	Development policy is more pro-poor.	Pro-poor policies are implemented effectively
<b>Purpose:</b>	CSOs have the capacity to contribute useful evidence to pro-poor policy processes	<ul style="list-style-type: none"> <li>▪ CSO members, boards and staff committed to better engagement in policy processes</li> <li>▪ Funding for CSO policy work available</li> <li>▪ Suitable high-level staff can be hired and retained in competition with other organisations and aid agencies</li> </ul>	<b>Purpose:</b>	Southern CSOs have the capacity to use research-based evidence to influence effectively the establishment of pro-poor policy.	Northern and southern development policy processes are amenable to research-based evidence contributed by CSOs
<b>Outcome 1</b>	CSOs understand how evidence can contribute to policy processes.	<ul style="list-style-type: none"> <li>▪ Research does not produce clear guidelines</li> <li>▪ Funding is not available on a sufficient scale for lesson-learning, dissemination and training</li> <li>▪ CSO staff unable to find the time for training</li> </ul>	<b>Outcome 1</b>	Southern CSOs understand how to use research-based evidence to influence pro-poor policy processes.	<ul style="list-style-type: none"> <li>▪ Donors will fund this sort of work.</li> <li>▪ Social and political Incentives exist for southern CSOs to undertake this sort of work</li> </ul>
<b>Outcome 2</b>	Regional capacity to support CSOs established	<ul style="list-style-type: none"> <li>▪ CSO members and boards committed to this area of work</li> <li>▪ Finance available</li> </ul>	<b>Outcome 2</b>	Southern CSOs can access support for evidence-based policy influence work (regionally?).	<ul style="list-style-type: none"> <li>▪ Organisations exist which can provide this kind of support.</li> </ul>
<b>Outcome 3</b>	ODI's knowledge on policy issues and how it can be used is easily accessible	<ul style="list-style-type: none"> <li>▪ ODI retains a commitment to Bridging Research and Policy</li> <li>▪ ODI able to recruit and retain suitable staff</li> </ul>	<b>Outcome 3</b>	Southern CSOs participate actively in Southern and Northern policy networks to promote pro-poor policies	<ul style="list-style-type: none"> <li>▪ Northern networks and policy-makers are open to contributions by southern CSOs</li> </ul>
<b>Outcome 4</b>	CSOs participate actively in Southern and Northern policy networks	<ul style="list-style-type: none"> <li>▪ Southern CSOs have the will and the skills but lack the finance to engage successfully with networks overseas</li> <li>▪ Northern networks and policy-makers not sufficiently open to contributions by Southern CSOs</li> </ul>	<b>Outcome 4</b>	ODI knowledge on development policy issues, policy processes, and how research-based evidence can influence them is easily accessible to CSOs.	<ul style="list-style-type: none"> <li>▪ CSOs use the material</li> </ul>
			<b>Outcome 5</b>	ODI is better able to use research-based evidence to influence policy, and to collaborate with CSOs to help them to do this.	<ul style="list-style-type: none"> <li>▪ ODI able to recruit and retain suitable staff</li> <li>▪ ODIs other donors support this work</li> </ul>