

**STRENGTHENING THE ROLE OF
CIVIL SOCIETY ORGANISATIONS
IN THE POLICY PROCESS**

An Agreement between DFID and ODI

Table of contents

Table of contents	1
Purpose of the document	1
Section 1: Overview of the Overseas Development Institute	1
Section 2: Current DFID/ODI relationship	1
Section 3: PPA Objectives	2
Section 4: Implementation and monitoring	6
Annex 1: Further information on ODI	8
Annex 2: Monitoring Framework	12
Annex 3: Consultation Process	14

Purpose of the document

DFID agrees Partnership Programme Agreements (PPAs) with UK civil society organisations with which it has significant working relationships and which share DFID's goal to eradicate poverty. In the context of DFID's overall work with the organisation, PPAs provide funding and set out clear and specific outcomes we aim to achieve together. The agreements provide a framework for the open sharing of views and for constructive dialogue on major development issues. While the PPAs should strengthen relationships between different parts of DFID and the partner organisation around the specific agreed outcomes, individual DFID departments and country programmes can negotiate separate arrangements for collaboration, including financial support for specific pieces of work.

Section 1: Overview of the Overseas Development Institute

- 1.1 ODI was founded in 1960. Today, it describes itself as Britain's leading independent think tank on international development and humanitarian issues. With a staff of 55 researchers and a turnover of around £8.5 m p.a. (2002-3), its mission is to inspire and inform policy and practice which lead to the reduction of poverty, the alleviation of suffering and the achievement of sustainable livelihoods in developing countries. It does this by locking together high-quality applied research, practical policy advice, and policy-focused dissemination and debate.
- 1.2 ODI's work is organised in four major Groups and a number of cross-cutting programmes, covering most areas of international development and humanitarian policy. Research themes range from the design and content of Poverty Reduction Strategy Papers, through work on agriculture and rural livelihoods, to issues surrounding humanitarian aid in complex political emergencies such as Iraq and Afghanistan. There is also an important body of work on international trade and finance. ODI works closely with a wide range of partners in the public and private sectors, in both developing and developed countries.
- 1.3 ODI fills a special niche at the interface of research and policy, and is committed to fostering policy-focused dissemination and debate in the UK and internationally. It does this through support to parliamentary committees on development (the All Party Group on Overseas Development and the International Development Committee) and through a wide range of print and web-based publications, through public meetings, and through ODI's own four international networks. As well as doing this practically for the past 40 years, ODI has recently developed a substantial research and advisory programme aiming to improve how government, private sector and civil society organisations use evidence to promote pro-poor policy.
- 1.4 Further information on ODI can be found in Annex 1

Section 2: Current DFID/ODI relationship

- 2.1 DFID works closely with the Institute, and has consistently funded about 60% of ODI's work. The two organisations work closely together in the UK and overseas, both formally and informally. In any one year, there are some 150 separate contracts between DFID and ODI covering all areas of ODI's work, and over the whole range of research, policy advice and public affairs.
- 2.2 ODI is fully supportive of the millennium development goals and DFID's aims and objectives. ODI has built a close and constructive dialogue with the department, underpinned by a shared commitment to building policy on sound evidence and analysis. ODI has acted as a 'critical friend' to the department, helping develop and shape DFID policy.
- 2.3 In terms of future work on CSOs, DFID and ODI each bring strengths to the partnership. These are:

- DFID: long experience of working with NGOs in both the North and South, excellent networks with CSOs, expertise in knowledge management, familiarity with policy processes, and the ability to resource new initiatives.
- ODI: a 40-year history of work at the interface of research and policy, a long experience of building policy-relevant networks overseas, and a new commitment to research, training and action on the difficult art form of bridging research and policy.

2.4 ODI is particularly keen to exploit the new potential for synergy brought about by DFID's decision to place civil society work, knowledge management and information under unified leadership, and emphasis on southern policy research and advocacy organisations in the new research strategy. It finds itself working closely with the newly-formed Policy Division.

2.5 From the DFID side, we hope that ODI's expertise in public affairs will be seen as a particular strength, along with our research and training programme on 'Research and Policy in Development'. This last issue is described in more detail in Annex 1.

Section 3: PPA Objectives

3.1 Despite widespread agreement among development agencies and development research institutes on the need to strengthen the voice-of-the-poor/pro-poor policy interface, and on the importance of research for evidence-based policy, the field is under-resourced. Although CSOs increasingly recognise the need to use evidence and engage with policy processes more effectively, and Southern development research institutes and think tanks are emerging to fill that role, they often have poor capacity to provide policy advice, connections between them are weak, and even well-resourced existing initiatives to build capacity, for example the Secretariat for Institutional Support in Economic Research in Africa (SISERA), have had limited success.

3.2 More and more CSOs are recognising the need to understand policy processes better and use evidence to engage with them more effectively. Partners in Southern development research institutes increasingly demand longer-term capacity building support, for example the Botswana Institute for Development Policy Analysis, and the Namibian Economic Policy Research Unit, while Northern CSOs (such as ActionAid and Save the Children Fund) have commissioned ODI to carry out internal capacity building for their staff. A list of the main CSOs with which ODI has worked over the last few years is included in Appendix 1, together with recent and planned events which will provide opportunities for further engagement.

Goal

3.3 The goal of the partnership will be to promote improved contribution by CSOs to pro-poor national and international development policies.

Purpose

3.4 This goal will be achieved through collaborative work to ensure that:

- i. CSOs understand better how evidence can contribute to pro-poor policy processes;

- ii. Regional capacity to support Southern CSOs is established;
- iii. Useful information on current development policy issues, and how this knowledge can contribute to pro-poor policy, is easily accessible to CSOs;
- iv. CSOs participate actively in Southern and Northern policy networks to promote pro-poor policies.

Outcomes

Outcome 1: CSOs understand better how evidence can contribute to pro-poor policy processes.

3.5 ODI's RAPID programme is already working on the issues, though the emphasis so far has been on the role of research in international and donor policy processes within and around the donors that fund the work. ODI made a contribution to the thinking underlying DFID's new research strategy, which will place greater emphasis than in the past on processes to promote greater uptake of the results of research in policy and practice. ODI has also worked with DFID's Drivers of Change Team has also been exploring what influences pro-poor policy development and implementation

3.6 Under the Partnership Agreement, ODI will:

- Collaborate with CSOs in the South to identify topics for, and undertake further collaborative research on, bridging research and policy issues
- Collaborate with Government and CSOs in the UK to identify lessons from evidence-based policy-making in the UK which may be valuable to CSOs from developing countries;
- Synthesise results into demand-driven, user-tested information and training materials for CSOs (which will contribute to the actions under Outcomes 2, 3 and 4).

3.7 DFID will:

- Facilitate, through Information and Civil Society Department and country offices, contact between ODI and CSOs engaged in policy processes;
- Share, through the Evaluation Department and the Policy Division, among others, lessons learned through DFID programmes about policy processes;
- Assist in the dissemination of findings and training materials; and
- Collaborate, where appropriate, in the design and delivery of awareness-raising and training events

Outcome 2: Regional capacity to support Southern CSOs established.

3.8 It is clearly beyond ODI's capacity, and for a wide range of political, cultural and ethical reasons undesirable, for ODI to work directly with large numbers of CSOs throughout the South. Strengthening Southern capacity to support Southern CSOs will be essential to achieve significant impact.

3.9 ODI already works with many policy research institutes and think tanks, some of them CSOs themselves, which support southern CSOs. They include The African Economic Research Consortium), Nairobi, Afghanistan Research and Evaluation Unit, Kabul, the South African Water Network, University of Pretoria, The Cambodian Development Research Institute, the Centre for Economic Policy Analysis, Ghana, the Center for the Implementation of Public Policies Promoting

Equity and Growth, Argentina and the Centre for Rural Progress. A longer list is provided in Appendix 1.

3.10 ODI has also received many requests for advice on how to improve policy impact by southern policy research institutes, has already run training courses in the UK, Morocco (for the Economic Research Foundation, Cairo) and India (for partners working with a Delhi Institute of Technology project on ground water management in Madhya Pradesh). Further workshops are planned in Indonesia (for organisations belonging to the GDN East Asia Development Network), East Africa (for organisations supported by SISSERA) and Hungary (for organisations supported by the Open Society Institute). Interest in collaborative work with CSO partners has also been expressed by other departments in DFID (the Central Research team and Drivers of Change team), and other Bilateral Agencies (IDRC), Multilateral Agencies (IFPRI and the GDN). Further details are provided in Appendix 1.

3.11 Under the Partnership Agreement ODI will:

- Undertake a survey of national and regional policy-research institutes or think tanks to identify possible partners;
- Develop ethical principles and guidelines for partnerships, and criteria for selecting CSOs;
- Undertake small-scale collaborative projects with partners to investigate the role of CSOs in southern development policy processes in their regions, the interest and ability of the partners to engage with them, and the suitability of the partners for a longer term, capacity-building role;
- Develop criteria for, and select up to six southern partners, covering the major regions of the developing world, with which to form longer term partnerships. Key criteria are likely to include the range and depth of their policy research, commitment to poverty reduction, advisory and advocacy capacity, engagement with and interest in providing support and capacity-building services to national and regional CSOs;
- Provide technical assistance and capital grants to strengthen organisational, research, knowledge management, communications, public affairs and policy advisory capacity of long-term partners covering the main regions in the developing world) to help them to:
 - develop closer links with CSOs through public affairs programmes, including public debates and seminars, and events with elected and appointed members of government;
 - develop information, training and capacity building programmes for other CSOs in the region.

3.12 DFID will:

- Assist informally in the identification and assessment of potential partners and grant-holders;
- Facilitate ODI engagement with partners in developing countries;
- Assist regional partners to develop contacts and programmes with their own partners in developing countries;
- Participate in the monitoring of new programmes between ODI and regional partners in developing countries

Outcome 3: Useful information on current development policy issues, and how this knowledge can contribute to pro-poor policy, is easily accessible.

3.13 Although much of ODI's work is published on its website, and is frequently accessed, most is in the form of Working Papers or Briefing Papers for academic or policy audiences. The recent Strategic Review identifies the need to improve internal knowledge processes and provide a wider range of information for a wider range of users within existing projects

3.14 Under the Partnership Agreement ODI will:

- Undertake a user survey to identify the principal existing user groups of ODI literature and publications, and how they think the materials could be improved;
- Undertake a survey of Northern and Southern CSOs involved in pro-poor policy influence, development and implementation, to assess the demand for information on policy issues, what information is needed and how and in what format it could most usefully be delivered;
- Based on these two surveys, an additional new range of information and publication materials will be developed specifically with a CSO audience in mind, to supplement and enrich the ODI resources currently in use.
- Improved knowledge management within ODI through improved teamwork and better project processes; better knowledge capture and learning during research projects; staff training to improve popular writing skills; and a dedicated team to coordinate summaries of closely-related ODI work;
- Re-design the ODI core website, better integration of ODI project and network sites, and enhanced capacity to stimulate interaction through e-groups, discussion fora and web-based communities of practice;
- Actively market ODI's information materials to Northern and Southern CSOs, through provision of material for other organisations' websites; collaboration with existing networks, e-mail and printed newsletters;
- Establish an enhanced programme of public meetings and seminars, focusing on development research and policy needs of NGOs and other CSOs;
- Run training courses for staff from NGOs and CSOs on appropriate research for development, the role of evidence in policy processes, effective communication to policy-makers, and monitoring and evaluation of policy impact.

3.15 DFID will:

- Share lessons in knowledge management and public affairs;
- Advise on ODI's plans and progress in these areas;
- Assist in disseminating ODI materials through country offices;
- Support ODI training courses in developing countries

Outcome 4: CSOs participate actively in Southern and Northern policy networks to promote pro-poor policies.

3.16 ODI's networks have been established a long time and include a very wide range of government and non-government members from North and South, though mainly from policy and research communities. There is an opportunity both to expand their membership to include more CSOs, and mobilise their members, with

existing and new ODI partners, to promote CSO participation in Northern and Southern policy networks. This will improve the volume and quality of the evidence and knowledge that Southern CSOs can bring to bear on local policy-makers, and the volume and legitimacy of evidence that Northern CSOs can use to promote pro-poor policies in the North

3.17 Under the Partnership Agreement ODI will:

- Undertake a collaborative study to identify CSOs and CSO networks in the North and South interested in improving their use of research-based evidence in pro-poor policy work;
- Organise a series of virtual and real meetings through ODI's own and other policy-research networks to identify and discuss common policy issues;
- Undertake a joint programme of analysis and action on selected policy issues to build capacity and learn how local and international CSOs can work together effectively in networks;
- Publish high-quality Southern research in the North, to be disseminated proactively through ODI contacts and networks;
- Organise information, training and capacity building programmes to strengthen networking capacity for Southern development policy institutes.

3.18 DFID will:

- Advise on the policy agenda and on issues for discussion and debate;
- Assist where possible in the formation and strengthening of international networks;
- Participate in such networks as appropriate;
- Assist in the dissemination of materials through country offices;
- Help establish dialogue between policy-makers and CSO researchers and policy analysts

Section 4: Implementation and monitoring

4.1 A Memorandum of Understanding between DFID and ODI will set out details of the financial and other administrative arrangements for this Agreement. The PPA will last for a period of six years.

Funding the Partnership

4.2 Subject to meeting the requirements set out in the MOU, DFID will provide ODI with £800,000 for the first financial year covered by the PPA. Funding levels for years 2 through to 4 will be determined following a review of funding allocations under PPAs. This review is underway and ODI will be consulted in the process. The funding for the final two years will be decided after a review in year 3. Funding levels for years 2 through to 6 will not fall below that of year 1.

4.3 Any funding of ODI through DFID overseas offices and other departments will be determined by the relevant DFID department and will be in addition to the strategic grant.

Communication

- 4.4 DFID will work with ODI primarily through its normal management structure. Within DFID, the Information and Civil Society Department will be the co-ordinating department for the PPA. The Head of Communications and Partnerships will be the focal point for the partnership within ODI.
- 4.5 In addition to formal communication through annual review meetings and annual reports, ODI will promote dialogue and share lessons with all relevant departments in DFID through active engagement in programme activities (research, capacity-building, dialogue and debate) and through a dedicated “partnerships” section of the ODI web site.

Implementation

- 4.6 A small informal advisory committee will be established within the first six months of establishing the programme. Initially this will include one or more representatives from DFID, one specialist adviser for each of the programme outcome areas, and a representative from a southern policy research institute. The committee will be chaired by the Director of ODI; ODI’s Head of Communications and Partnerships will be the secretary. The committee will be expanded as the project proceeds, to include representatives from southern partners.

Monitoring

- 4.7 There will be a reporting and review process to monitor the progress and performance of the agreement:
- An initial progress report should be produced not later than January 2005. This will be followed by a progress review to make an initial assessment of the progress against strategic outcomes and purpose; to review changes in risks; and agree any changes.
 - Arrangements for the future reporting and reviews will also be discussed and agreed in January 2005.

Annex 1: Further information on ODI

- 1 ODI's current programme is summarised in the Annual Report for 2002-3, (www.odi.org.uk/annual_report/2002_03). There are five major Groups and a number of cross-cutting programmes, covering most areas of international development and humanitarian policy. Research themes range from the design and content of Poverty Reduction Strategy Papers, through work on agriculture and rural livelihoods, to issues surrounding humanitarian aid in complex political emergencies such as Iraq and Afghanistan. There is also an important body of work on international trade and finance. ODI publishes two academic journals and a large variety of other research material. Much of the research is conducted with partners and collaborators in the South.
- 2 The Institute is known for being well-grounded, and regularly provides practical policy advice to governments, international agencies, and NGOs. Southern governments are important clients, not least through the ODI Fellowship Scheme, which currently has some 55 economists working directly in and for Southern governments, on two year contracts in Central Banks, Ministries of Finance and line departments. The Annual Report describes recent work in Africa, Asia and Latin America, as well as with international organisations like the UN and the International Financial Institutions. In the UK, ODI provides research support and advice to Government departments, including DFID, FCO and DTI, to UK Parliamentary Select Committees, and to the All Party Parliamentary Group on Overseas Development.
- 3 ODI fills a special niche at the interface of research and policy, and is committed to fostering policy-focused dissemination and debate. Our Briefing Papers reach many thousands of people in paper form and electronically: there were 23 of these in 2002-3. Our public meetings attract a wide audience of policy-makers, researchers, media and civil society specialists: there were 44 of these in 2002-3. Our website carries a large volume of material, including audio and video clips from meetings: currently (August 2003) it attracts 40,000 hits per day. Finally, our four international networks reach out to professionals in developing countries, and provide them with the space for a structured and lightly-guided conversation among themselves: between them, the four networks had over 4,000 members in 2002-3.
- 4 ODI works with a very wide range of partners in government, private sector and civil society organisations. Recent CSO partners have included:
 - AERC (African Economic Research Consortium), Nairobi
 - AgriSystems, UK
 - AREU (Afghanistan Research and Evaluation Unit), Kabul
 - AWRU (South African Water Network), University of Pretoria
 - CDRI (Cambodian Development Research Institute)
 - Central African Working Group on Bushmeat
 - CEPA (Centre for Economic Policy Analysis), Ghana
 - CIPPEC (Center for the Implementation of Public Policies Promoting Equity and Growth), Argentina
 - CPR (Centre for Rural Progress), Vietnam
 - Dacca Community Hospital, Bangladesh
 - DIAL (Développement et Insertion Internationale), Paris

- Disaster Mitigation Institute, Gujarat
- ECDPM (European Commission Development Policy Management)
- EPRC (Economic and Policy Research Centre), Uganda
- ESRF (Economic and Social Research Foundation), Tanzania
- Faculty of Law and Economics, Morocco
- Faculty of Social Sciences, Department of Political Science, Makerere University, Kampala
- GRADE, Peru
- HPN (Humanitarian Policy Network), ODI
- ICRIER, (Indian Council for Research on International Economic Relations), Delhi
- Imani Capricorn Development Consultants, Johannesburg
- INESOR (Institute for Social Economic Research), Zambia
- Institute of African Studies, University of Ghana
- Institute of Development Studies, Ghana
- ITDG (Intermediate Technology Development Group), UK (and overseas)
- LDU (Land Development Unit), University of the Western Cape, South Africa
- NISER (Nigerian Institute of Social and Economic Research), Nigeria
- NETWAS (Network for Water and Sanitation), Africa
- OPM (Oxford Policy Management)
- RFDP (Rural Forestry Development Network)
- SCF (Save the Children Fund), London
- Shelter Project
- SID (Society for International Development), UK
- UGC (Urban Agriculture Movement), Mozambique
- WaterAid, London

ODI governance and strategy

- 5 ODI is a charity and a company limited by guarantee. Its Council is chaired by Baroness Margaret Jay, and consists of well-respected individuals from academic institutions, NGOs, parliament, business and the media. There are currently 25 members (www.odi.org.uk/council.html). Council guarantees the independence and non-partisan character of ODI, and is accountable for the overall quality of the Institute's work programme.
- 6 The Director of ODI is accountable to the Council for strategic leadership and efficient management of the Institute. He works closely with Group Coordinators (currently 4) and Programme Managers (currently 3), and with the Head of Finance and Administration. The internal committee structure allows for a high degree of staff participation. There is an annual 'Business Plan'. Financial controls are of a high standard, and financial targets are developed and monitored in consultation with the Finance and General Purposes Committee of Council.
- 7 ODI receives no core funding. Programmes and projects are developed by staff, in consultation with stake-holders, and are funded by a wide range of organisations, including the research councils, the Department for International Development, and other government and non-government donors and multilateral agencies. In 2002-3,

53 of our 88 separate sources of funding were CSOs. A full list of funders is provided in the Annual Report and, of course, in the audited accounts.

- 8 Quality is assured by internal and external review. Research is published in refereed journals. Individual projects are reviewed by steering committees. The overall development of the programme is guided by Council, and, in some cases, by programme advisory groups, e.g. the Fellowship Scheme, the Humanitarian Policy Group.
- 9 A Strategic Review was completed at the end of 2002. The Review confirmed ODI's mission statement, and its unique role in London at the interface of research and policy. It also noted some important changes in the international environment for the kind of work ODI carries out, especially the growing research capacity in developing countries. It committed ODI to working more in partnership with organisations in developing countries. A further review has been undertaken on this subject – this proposal forms part of the implementation strategy.

Bridging Research and Policy

10. ODI can claim long experience of bridging research and policy at a practical level. In a sense, we have been skilled artisans in this field for over 40 years. Since 1997, however, we have developed a professional interest in the subject. This has involved self-reflection and analysis, but also a structured research programme, involving literature reviews, case studies and collaborations overseas. Institutionally, we have built a new programme at ODI, 'Research and Policy in Development' (RAPID). This has a website of its own (www.odi.org.uk/rapid) and is described in some detail in the Annual Report.
11. Key outputs of the RAPID programme include:
 - reviews of the literature on research-policy links, and publication of annotated bibliographies;
 - the development of a new framework for understanding research-policy links;
 - the publication of 50 short case-studies, collected from 34 countries around the world, illustrating potentials and problems (an exercise carried out for the Global Development Network);
 - new research on three recent policy changes: the adoption of PRSPs as a vehicle for debt relief; the Sphere humanitarian charter; and the legislation of paravets in Kenya;
 - training materials for use with government departments and CSOs, including questionnaires, focus group models, and case studies;
 - public meetings, training courses and workshops in the UK and developing and transition countries for policy-makers, researchers, practitioners and members of CSOs to promote evidence-based policy-making.
12. ODI has run a number of seminars and training workshops introducing tools and approaches to improve the impact of research on policy and practice policy for participants from a wide range of organisations. These have included:
 - One-day seminars and workshops for researchers and policy makers involved in development policy research in the UK in October 2003, March and April 2004.
 - A one-day workshop for researchers attending the Economic Research Foundation's Annual Conference in Morocco in December 2003.

- A 5-day workshop for researchers involved in the Global Development Network Bridging Research and Policy Project, in Delhi in January 2004.
- A 2-day seminar and workshop for researchers, policy makers and practitioners involved in a forest and water project in India, in Delhi in January 2004.

13 Future workshops and seminars include:

- A workshop at the forthcoming CIVICUS World Assembly in March 2004.
- A seminar and workshop for Open Society Institute, Budapest, October 2004.
- A workshop for policy makers, practitioners and researchers in Nairobi in Mid 2004.
- A workshop for researchers involved in Political transition and development, and Migration in the Asia Pacific Region in Jakarta in June 2004.
- Further workshops for researchers involved in the GDN Bridging Research and Policy Project in Kiev, Argentina, Morocco and India in July 2004.

Annex 2: Monitoring Framework

	Narrative Summary	Indicator	Means of verification	Assumptions
Super-Goal	Poverty reduction in developing countries	Achievement of MDGs	Data from Paris 21	Better policy is able to deliver poverty reduction (and other MDGs)
Goal	Improved contribution by CSOs to pro-poor national and international development policies	Demonstrated impact of CSO research and communication programmes on national and international policy	Policy tracer studies	Policy environment amenable to CSO action
Purpose	CSOs have the capacity to contribute useful evidence to pro-poor policy processes	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	Electronic survey of CSO capacity and needs Individual CSO institutional assessments Regular informal contacts with CSOs and CSO networks	CSO members, boards and staff committed to better engagement in policy processes Funding for CSO policy work available Suitable high-level staff can be hired and retained in competition with other organisations and aid agencies
Outcome 1	CSOs understand how evidence can contribute to policy processes	A body of knowledge is available and accessible to CSOs, in appropriate formats CSO staff trained in Bridging Research and Policy, including use of networks	Review of research outputs, information and training material and dissemination Electronic survey of CSO engagement Individual CSO assessments Regular informal contacts with CSOs	Research does not produce clear guidelines Funding is not available on a sufficient scale for lesson-learning, dissemination and training CSO staff unable to find the time for training
Outcome 2	Regional capacity to support CSOs established	CSOs are able to report programmes of training, infrastructure development	Annual Reports of CSOs Electronic survey Institutional assessments Informal contact	CSO members and boards committed to this area of work Finance available

Outcome 3	ODI's knowledge on policy issues and how it can be used is easily accessible	<p>Active research and dissemination programmes underway</p> <p>Materials available, including web-based dissemination and training materials</p> <p>Marketing programme in place</p>	<p>ODI Annual Report</p> <p>Programme Reviews</p>	<p>ODI retains a commitment to Bridging Research and Policy</p> <p>ODI able to recruit and retain suitable staff</p>
Outcome 4	CSOs participate actively in Southern and Northern policy networks	<p>CSOs fully informed about national and international policy networks in other countries</p> <p>CSOs actively participating in such networks, including through travel</p>	<p>Presence of CSOs observed at relevant meetings</p> <p>Contribution of CSOs observed, in international e- discussions</p> <p>Electronic survey of CSOs</p> <p>Annual Reports of individual CSOs</p>	<p>Southern CSOs have the will and the skills but lack the finance to engage successfully with networks overseas</p> <p>Northern networks and policy-makers not sufficiently open to contributions by Southern CSOs</p>

Annex 3: Consultation Process

DFID's Information and Civil Society Department and ODI have worked closely together during the preparation of this paper. An initial expression of interest from ODI circulated widely within DFID for comment before ODI was invited to prepare a full proposal. The full proposal was first discussed internally within DFID, then formed the basis of a series of discussions within DFID and ODI about the existing relationship between the two organisations, and the potential for development under a PPA. The views expressed during those meetings were then incorporated into this final document.