CIVIL SOCIETY INFLUENCE PROGRAM

# FINAL REPORT

# LINKING RESEARCH COMMUNICATION TO POLICY IMPACT THROUGH KNOWLEDGE MANAGEMENT

## BUENOS AIRES WORKSHOP
## FEBRUARY 19-20, 2008

## ORGANIZED BY GDN, CIPPEC AND WBI

*April 2008*

**CIPPEC** (Center for the Implementation of Public Policies Promoting Equity and Growth) is an independent and non-for-profit organization that works to create a just, democratic and efficient State that improves the quality of life for all Argentine citizens. Thus, it concentrates its efforts in analyzing and promoting public policies that foster equity and growth in Argentina. Its challenge is to turn into concrete actions the best ideas that emerge from the areas of **Social Development, Economic Development and Strengthening of the Institutions,** through the programs of Education, Health, Fiscal Policy, Justice, Transparency, Political Institutions, Local Public Management, and Civil Society Influence.

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# INTRODUCTION

This report summarizes the main outcomes of the "Linking Research Communication to Policy Impact through Knowledge Management" workshop, held on February 19th- 20th 2008 in Buenos Aires.

## *Workshop objectives*

The Buenos Aires workshop was designed in order to fulfill the following objectives:

- Share, identify and prioritize challenges and needs in the LAC region with respect to building the link between research and policy
- Analyze lessons learnt from the regional case studies
- Examine KM capacity building tools and approaches
- Develop region specific recommendations
- Identify opportunities for partnership and collaboration

## *The Areas of interest*

The workshop had the following areas of interest for discussion:

- What are the region specific challenges and needs with respect to building the link between research and policy?
- What are the lessons learnt from the regional case studies?
- What are the most relevant KM capacity building tools and approaches to address regional challenges?
- What are potential areas for partnership?
- How can we best take forward the GDN KM Program in the region

## *Agenda of the workshop*

The agenda was designed as follows:

Step 1: Identify challenges and needs (research-policy link)

Step 2: Make specific approaches and recommendations to address needs

Step 3: Design a way forward and a concrete program for the region
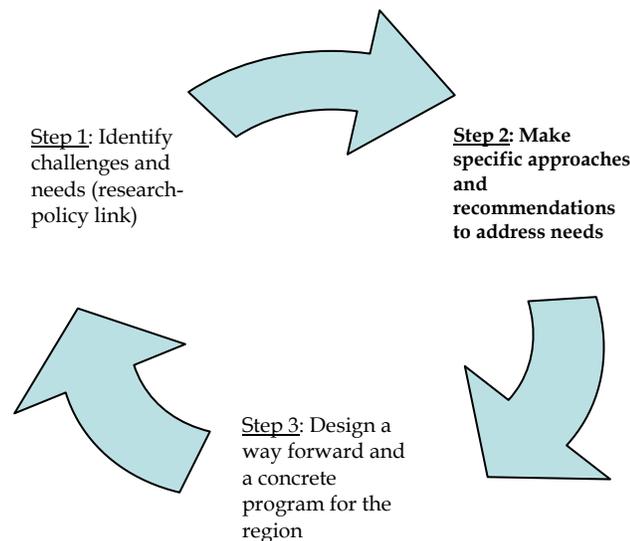
A complete version of the agenda is available in the first appendix.

As stated by Sherine Gohneim, the **expected outcomes** of the workshop were:

- Understanding and mapping regional requirements
- The opportunity to meet, discuss and identify potential partnerships
- Jointly develop a framework of activities for the GDN LAC KM program as it moves forward
- The development of ideas and approaches for the organizations of the participants.

## *Participants*

The participants were selected to represent a wide variety of organizations, approaches and fields of work. The organizers aimed at achieving thematic, geographic and gender diversity. A complete list of the workshop participants is available in the second appendix.



*From left to right. Above: Inji El Abd, Kim Marie Spence, Jeffrey Kwatersky, Dayana Mercado, Roberto Rigobon, Norma Correa, Enrique Mendizabal, Valeria Freylejer, Annabel Pitaud, Andrea Ordoñez, Joseph Hoffman, Brenda Buchelli, Simone Steiger, Verónica Bacarat, Ron Kim, Sherine Ghoneim, Carina Ricci, Juan Manuel Salazar, Shahira Emara, and Mónica Amorim. Below: Verónica Andino, Kemly Camacho, Julia D´Agostino, Vanesa Weyrauch, Alejandro Salas, Catherine Fisher and Gala Díaz Langou.*

## *Report's Layout*

The first section briefly describes the presentations exhibited at the workshop. The second section addresses the guiding principles that GDN´s Latin American and Caribbean (LAC) Program should follow. This section is based on the exercise done by the workshop

participants to identify what they would and what they wouldn't like to see in a LAC program, and on the discussion that followed that exercise. The third section focuses on the concrete proposals for activities raised by the three working groups formed at the workshop. It aims at constituting a basis for thought about the particular activities that GDN´s LAC Program may encompass. Finally, the fourth section describes all the existing initiatives mentioned by the participants of the workshop.

# 1. PRESENTATIONS AT THE WORKSHOP

## *PRESENTATION OF THE ORGANIZERS*

### *Presentation of GDN (Sherine Ghoneim)*

Sherine Ghoneim, director of GDN´s office in Cairo, introduced her organization. The Global Development Network (GDN) is a worldwide network of research and policy institutes working to provide a fresh and relevant perspective to the development challenges of our time. They believe that policy-relevant research, if properly applied, can accelerate the pace of global development. What makes their initiative different is that they aim to generate this research at the local level in developing and transition countries.

GDN is divided into five core activities:
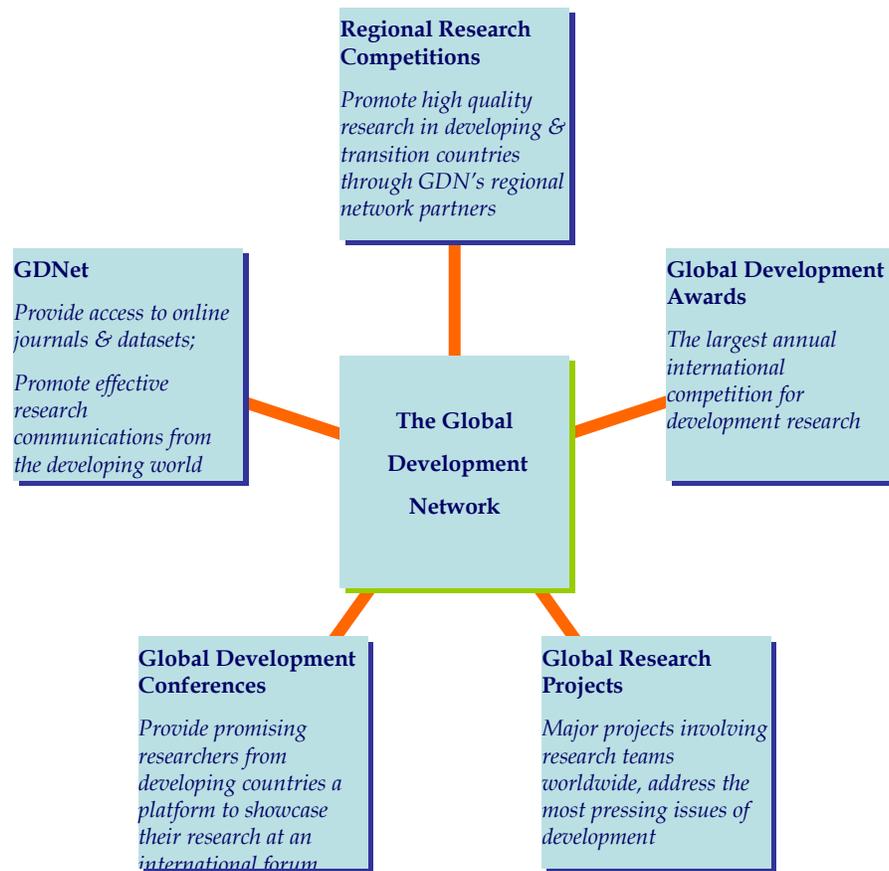
GDN´s office in Cairo focuses on GDNet.  GDNet objectives are:

- **Enabling access to global knowledge-** *online journals and datasets, online peer review and project spaces*                    www.gdnet.org/online-services
- **Communicating local knowledge-** *providing a platform to promote effective research communications*                    www.gdnet.org/development-research
- **Building regional partnerships-** *strengthening local knowledge management (KM) capacity to facilitate policy influence*                    www.gdnet.org/regional-windows

Sherine´s complete presentation is available at: http://www.ebpdn.org/resource/resource.php?id=815.

## *Presentation of CSPP-LA (Vanesa Weyrauch)*

Vanesa Weyrauch presented the Civil Society Partnerships Program in Latin America. The Civil Society Partnership Program (CSPP) is an ODI (Overseas Development Institute) initiative, promoted by CIPPEC in Latin America. The CSPP in Latin America is a part of DFID funded ODI´s Global CSPP[1], run by the RAPID (Research and Policy in Development) Department. The main objective of this program is to enhance the CSOs´ use of evidence in the influence of policy making processes, when promoting pro-poor policies. The main

activity of the CSPP in Latin America is the Network based on a virtual platform (www.ebpdn.org).

Vanesa´s complete presentation is available at: http://www.ebpdn.org/resource/resource.php?id=759.

## WHAT DO WE KNOW: THE RESEARCH PERSPECTIVE

### BRP Synthesis revision (Joseph Hoffman, GDN)

Joseph Hoffman presented GDN´s Bridging Research and Policy Project. GDN´s goal with respect to policy is to strengthen the link between local researchers and local policy-makers, thus, GDN has been developing the project "Bridging Research and Policy" since January 2002. The project involves a survey of the experiences of researchers and policymakers and fifty case studies in which research has or has not influenced policies.

Joseph described the background to this project (GDN´s history in BRP and the Synthesis paper's findings) and a framework for the development of the next phase of the project.

Joseph's complete presentation is available at: http://www.ebpdn.org/resource/resource.php?lang=es&id=753.

## WHAT DO WE KNOW: THE PRACTICE PERSPECTIVE

Three case studies from diverse institutions were selected to present how research can inform policymaking, including obstacles to use evidence, challenges and opportunities. These case studies come from different types of organizations and they are geographically diverse as well.

### Citizens against impunity: Deputy Coleman's case in Paraguay (Annabel Pitaud, CIRD)

Annabel Pitaud from the Paraguayan CSO CIRD, presented the case of the participation of her organization in a network of over 90 CSOs which advocated for Deputy Coleman´s impeachment due to obstruction of justice, abuse of authority, disrespect towards others State powers and challenging the functioning of public institutions.

Annabel's complete presentation is available at: http://www.ebpdn.org/resource/resource.php?lang=es&id=750.

### Bridging Research and Policy in Peru: the experience of the Economic and Social Research Consortium – CIES (Norma Correa Aste, CIES)

Norma Correa did a very complete presentation of CIES. She explained its goals, institutional structure and governance, its activities and projects, and its relation with the media. She emphasized how BRP is done in CIES, exemplifying with the Peru Elections 2006 project.

Norma's complete presentation is available at: http://www.ebpdn.org/resource/resource.php?lang=es&id=751.

### The CAPRI Experience (Kim Marie Spence, CAPRI)

Kim Marie Spence presented the experience of CAPRI (Caribbean Policy Research Institute). She explained Capri's origins, its pillars (Research, Analysis and Communication), achievements and the key issues raised to gain more impact.

Kim Marie's complete presentation is available at: http://www.ebpdn.org/resource/resource.php?lang=es&id=752.

### Presentation of "Democratic Platform" (Bernardo Sorj, Edelstein Center)

Bernardo Sorj presented the Democratic Platform, which is a plural space committed with strengthening Latin America's capacity to participate actively and autonomously is the globalization process through the production of knowledge, public debate and dialogue. Particularly, he presented a research paper produced by the Edelstein Center, which evaluated research institutions that work on democracy issues in the region.

Visit Democratic Platform at: www.plataformademocratica.org.br.

## HOW SOULD WE REFLECT ON WHAT WE KNOW?

### Tools and approaches (Enrique Mendizabal, ODI)

Enrique Mendizabal presented some of the tools and approaches generated by ODI to bridge research and policy. He described the "RAPID approach" for policy influence. Overall, the RAPID programme aims to improve the use of research and evidence in development policy and practice through research, advice and debate. The programme has four main themes: The use of evidence in policy identification, development and implementation; Improving communication and information systems for development agencies; How better knowledge management can enhance the impact of development agencies; and Promotion and capacity building for evidence-based policy.

Enrique's complete presentation is available at: http://www.ebpdn.org/resource/resource.php?lang=es&id=754.

## 2. GUIDING PRINCIPLES FOR GDN´S LAC PROGRAM

At the workshop, some issues gained more consensus, particularly, those referring to the guiding principles that should drive GDN´s Latin American and Caribbean Program. The following chart describes the main suggested "dos and don'ts" for the program:

| Dos | Don'ts |
|---|---|
| Demand driven and bottom up | Top down |
| Adapt to sub regional realities | "One-fits-all" model |
| Build on what's out there | Start a new program |
| Include "triggering" activities | Have a stand alone workshop |
| Integrate governmental actors | Continue to focus on the "supply" side |
| South-south cooperation | Not take in any lessons |

Firstly, there was a notorious agreement about the nature of this program: most of the participants emphasized that it should be **demand driven and bottom up**, this is, it advisable to build on the region's needs assessed by Latin Americans themselves and not on what external actors believe are the regions needs. It is important to notice that this has been the driving principle for the Buenos Aires workshop.

Secondly, this program shouldn't be based on a "one-fits-all" model, but it should **adapt to sub regional realities or focus on specific and not generic topics**. Latin America may not be as heterogeneous as other regions, but this doesn't mean that its diversities can be ignored. In BRP and KM issues, there are substantial differences between, for instance, the Southern Cone and the Caribbean.

Thirdly, the program should **build on what is already out there**. Participants have stressed especially the usefulness of working or nourishing existing communities of practice (CoPs), above other initiatives. A full list of what participants highlighted as other interesting initiatives is provided in section 4.

Fourthly, even though participants highlighted the importance of "face to face" in regional initiatives, they also singled out the importance of not having stand alone workshops and to accompany them with other activities. This is, the program needs to be a process, where activities such as workshops or others, link clearly to one another with a clear aim. This could be complemented by the idea of "triggering activities" raised by group 3.

Furthermore, participants noticed the importance of not focusing only on the "supply" side, but also **integrate governmental actors** into the program. This was effectively framed by one of the participants as taking a systemic approach of the question.

Last but not least, there was a majority agreement about the value of **south-south cooperation** in this type of initiatives, understood both in terms of learning from other

developing regions and by promoting intra regional learning, for instance between different LAC sub regions.

The complete list of what participants would and wouldn't like to see in a LAC Program is available in appendix 1.

## 3. CONCRETE PROPOSALS FOR ACTION

A first general agreement that also relates to one of the guiding principles stated before is that the activities should **focus on both sides** of the BRP continuum: demand and supply, policymaking and research. Different groups brought different ideas on how to capture this thought. The second group suggested promoting policymakers and policy researcher's **knowledge sharing**, by pairing them up and inviting them to share spaces and activities such as conferences and events. The third group proposed to **draw lessons** from individuals that are both researchers and policymakers, and to **publicize their work** through systematizing lessons, **mentoring and capacity building processes**. Some participants stated that the relation between policy and research shouldn't be regarded as a stable bridge between two separate communities, but to perceive it as a **dynamic interaction or space of engagement**, since these communities do not exist in two different realities but are deeply interconnected.

A second important point raised by the participants, which relates to the first issue stated here, is the importance of **practice**. GDN´s program in LAC shouldn't just focus on researching or assessing the state of BRP in LAC is, instead it should **actively promote concrete activities** that have an impact on BRP. An idea that came recurrently is that the program should **evaluate** what has worked in the past in promoting the bridge and strengthen and make more visible those already existing initiatives.
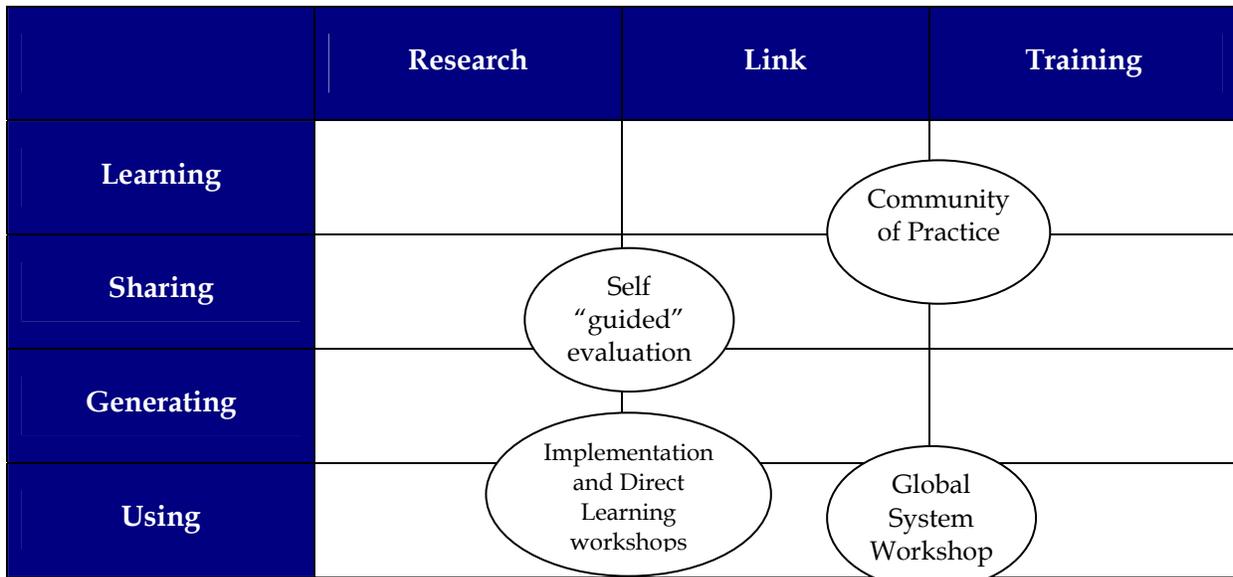
A final point, related to the last argument, is that all groups emphasized the importance of focusing on what **already exists**. GDN´s program should build on CoPs and networks that are already doing this type of activities. *LAC is a region where capacity already exists. The program should seize this capacity and use it to transform how BRP is strengthened through KM in Latin America.*

### *GROUP 1*

Group 1 worked on the basis of the "clusters" developed by volunteers who helped huddle the factors that participants had identified as what they wanted and what they didn't want to see in a LAC Capacity Building Program. The clusters were:

- Learning from others
- Sharing knowledge
- Generating and systematizing knowledge
- Using knowledge

Group 1 took these clusters and though of them not as limiting boxes but as spaces that have different degrees of research and training activities for the LAC Program. They came up with the following chart:

| | Research | Link | Training |
|---|---|---|---|
| **Learning** | | | |
| **Sharing** | | | |
| **Generating** | | | |
| **Using** | | | |

*(Chart: Learning/Training — Community of Practice; Sharing/Research — Self "guided" evaluation; Generating/Using-Research — Implementation and Direct Learning workshops; Using/Link — Global System Workshop)*

The main idea of having these categories is to help picture the LAC Program as institutions that are have an advantage of learning from others, sharing knowledge, generating and systematizing knowledge and using knowledge.

The circles in the graph represent the activities that GDN could support in LAC:

1. **Global System Workshop:** a workshop where policymakers, media and researchers can work together on a particular subject. It should focus on a particular issue and discuss how to use knowledge in it, and it is a linking and training activity (refer to chart).

2. **Community of Practice**: a place where researchers and policymakers can learn and share knowledge interactively and exchangeable. It is an online space that can be used for cross sectorial training.

3. **Guided Self Evaluation Workshop:** an activity destined to evaluate organizations that evaluate how the process of transferring knowledge takes place and to identify areas for improvement.

4. **Implementation and Direct learning Workshops:** it came across positively that face to face meetings are indispensable, and they are considered of great value. It is proposed to **organize direct learning events** for research communication staff, knowledge managers, and "knowledge intermediaries" on strengthening their role on KM research communication capacity.

Their original proposal is for GDN to support issue-specific-workshops and select participants depending on the topic of each workshop. But then they realized that to make the best out of the limited resources GDN has, it would be better to join initiatives of organizations that already perform this type of activities.

They considered that the emphasis should be on the linkage of the different boxes, as opposed to organizations that occupy a dot in one of those spaces.

## *GROUP 2*

Group 2 identified three possible entry points for GDN LAC Capacity Building Program:
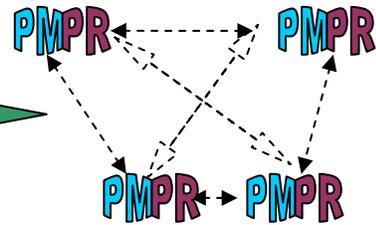
1) Support existing initiatives through proposals calls

Dynamic Facilitation

2) Support Knowledge Sharing
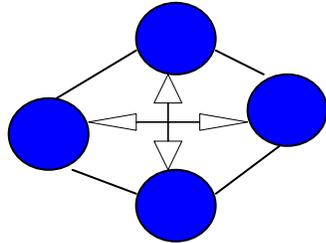
→ Different sectors
→ Process oriented BRP

→ Pairs attend events and have a joint task
→ Report Back

Attention to the process

Attention to relationship

**3) Enriching Existing BRP Communities**

Concrete learning

In depth learning and change

1. Supporting existing initiative through call for proposals to those interested in area of policy and to receive endorsement from sectors to develop into the project strategy
2. Invite different actors form various sectors to pair up and jointly feed into the bridging research to policy process
3. Enriching existing communities by paying closer attention to actors, relationship and processes and learn from other similar experiences.

The graph highlights that one of the entry points could be **supporting existing initiatives**. These could work in any kind of sector (i.e. health, climate change, etc.). They would get funds to work on BRP and KM in their sector-specific-projects.

A second entry point is to provide **direct support to knowledge sharing activities between policy makers and policy researchers**. They could be invited to pair up and have an individual knowledge sharing experience.

There could be a facilitation process between these two first entry points. Both activities will feed into the third entry point, which is **to enrich existing communities** in this area. The idea is to avoid the creation of new communities of practice or networks, and to promote initiatives that already exist and contribute to it with the concrete previous activities.

## GROUP 3

Group 3 made two presentations of their activity scheme. The general objective of their proposal is to **motivate policy influence processes,** and not to try to change structures or get impacts.

The first presentation comprised 3 major stages:

### 1. Identification / Mapping

The first stage is to map the middle ground between research and policy-making. GDN should focus on existing bridges at personal and institutional levels. A possible way to do this is to heart on the migrants from the academia to the public sector or vice versa:
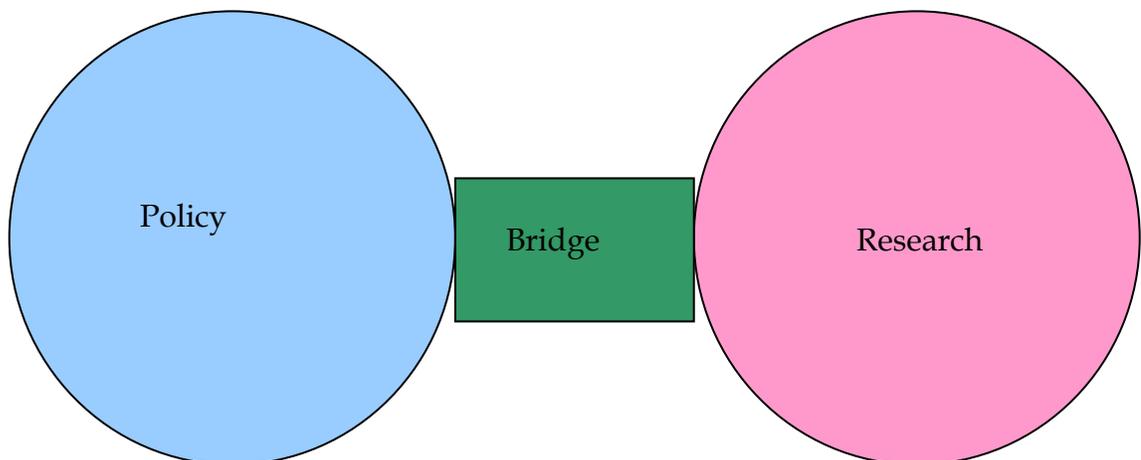
Learn from and examine how did they do it, what works, what doesn't work, in order to document their stories. For instance, the case of Antanas Mockus (a scholar that migrated to the public sector in Colombia).

## 2. Analysis and Systematization

The second stage is to analyze and systematize factors of success or failure of these approaches, in order to promote the generation of a holistic understanding of what is important in the link between research and policy. Several innovation factors for BRP could be identified through this process.

## 3. Capacity Building

The third stage would be to translate the previous factors into capacity building projects. The group has identified some possible key audiences and capacities to be developed in these initiatives:
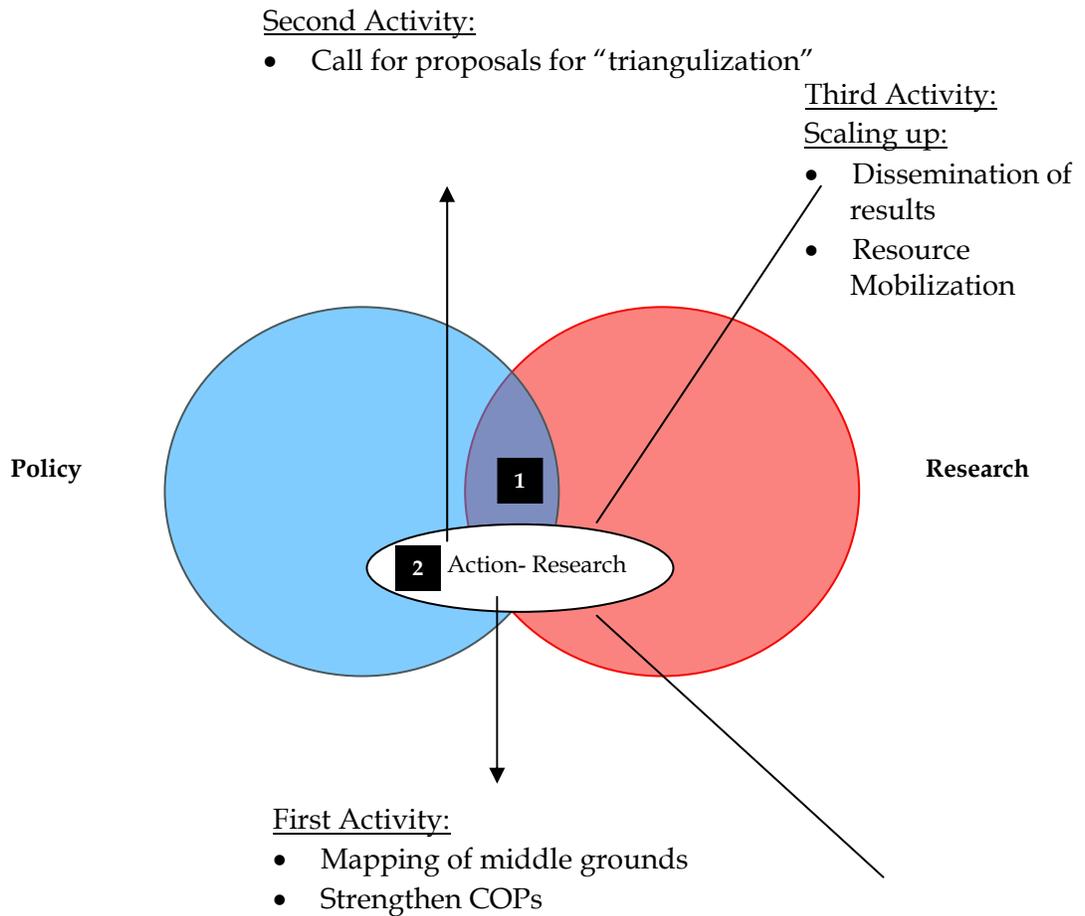
| Audience | Capacity |
|---|---|
| Researchers | Story teller |
| Policymakers | Good listener |
| Practitioners | Policy planning based on evidence |
| Youth (with potential to develop their careers in public sector) | In mentoring activities, put together existing champions with potential champions. |

Afterwards, the group had the possibility to revise the strategy and present it with more detail.

General recommendations included

- GDN´s strategy should focus on the local level (local practitioners, and decision makers). It is widely felt that policies informed by a local understanding of development problems and solutions are more likely to have positive outcomes for poverty alleviation
- GDN should make partnerships with implementing institutions at the local level.

Modifications we introduced to the initial model to reflect the following:

Second Activity:
- Call for proposals for "triangulization"

Third Activity:
Scaling up:
- Dissemination of results
- Resource Mobilization

**Policy**

**1**

**2** Action- Research

**Research**

First Activity:
- Mapping of middle grounds
- Strengthen COPs

The "bridge" was replaced by a space of intersection and the focus should be on, where demand and supply meet. They referred to the people they had previously identified as belonging to both in the research and in the policy "worlds".

Their concrete activities plan is described below:

| STAGE | ACTIVITIES |
|---|---|
| **MAPPING & COMMUNITY OF PRACTICE** | <ul><li>Identify and organize the resources base institutions and persons with "one leg in the research realm and one leg in the practice realm"</li><li>Design a monitoring system based on outcome mapping</li><li>Build a community of practice based on the resource base produced by the above activities</li><li>Organize a regional contest to identify "success stories" (connection between research, policy making and implementation)</li></ul> |

| | |
|---|---|
| **Call for proposals for ACTION RESEARCH Projects** | • Regional Contest 1: Triangulate actors from the "3 arenas":<br>　1. an actor in a research institution<br>　2. an actor with legs in both worlds<br>　3. a practitioner at the local level<br>　They should present joint proposals for action-research projects.<br>• Regional Contest 2: to design and implement 5 projects across Latin American. To implement at the local level innovative methods and techniques to improve policy making (for example, by grounding it on research/evidence, to make the decision making more participatory, etc).<br>• Produce a regional systematization document identifying success and failure factors, and key areas for further analysis and training |
| **SCALING UP** | • Workshops designed based on the results and recommendations of Contest 1 and 2<br>• Scaling up:<br>　1. Implement 5 local workshop (results celebration) based on winning projects,<br>　2. Implement two regional workshops to disseminate new techniques and tools for knowledge management and to identify needs for capacity development programs in the region<br>• Undertake resource mobilization to reach "big funds" (EUROSOCIAL, DFID, etc). What for? To improve capacities for storytelling, work with the youth, mentoring programs, the great ideas everyone presented this morning, etc. |

## 4. WHAT IS OUT THERE?

The participants mapped out the initiatives they knew which could have synergies with GDNet´s Latin American Program. In appendix 4 a chart that provides a record of what other initiatives are out there that can be considered for potential partnership is presented.

# 5. EVALUATION OF THE WORKSHOP

After the workshop, the organizers asked the participants to evaluate the workshop. Most of the comments were positive. Participants were asked to qualify the following aspects according to their contribution to the fulfillment of the workshop's objectives. Their responses were:

| | 1 (min.) | 2 | 3 | 4 | 5 (max.) |
|---|---|---|---|---|---|
| Group diversity and expertise | 0% | 25% | 17% | 50% | 8% |
| Presented case studies | 9% | 27% | 36% | 18% | 9% |
| Group discussions | 0% | 18% | 27% | 36% | 18% |
| Plenary sessions | 0% | 18% | 36% | 18% | 27% |
| Background material and papers | 17% | 17% | 8% | 42% | 17% |
| Proposed strategies | 0% | 42% | 25% | 25% | 8% |
| Flexibility of agenda | 0% | 20% | 20% | 40% | 20% |
| TOTAL | 4% | 24% | 24% | 33% | 15% |

## APPENDIX 1: COMPLETE LIST OF WHAT GROUPS WOULD AND WOULDN'T LIKE TO SEE IN A LAC PROGRAM:

| | Would like to see | Wouldn't like to see |
|---|---|---|
| **Group 1** | • Focus on why and what when delivering the program (instead of thinking of the activities) → focus on the result we want, clear understanding of the objectives.<br>• Have spaces and tools for self-evaluation prior to any sharing experience.<br>• Make the most of face to face meetings.<br>• Attempt to 'capture' learning in CoP and make accessible to people outside these communities.<br>• Look at policy actors´ ability to assimilate and use research.<br>• More emphasis on CoPs.<br>• Include central and <u>local</u> governments and civil society in the process.<br>• Look at issues of BRP in LAC comparing them with other southern countries (south-south learning among middle income countries).<br>• Workshops should include different actors to look at how to strengthen the 'bridge'.<br>• Need to look at evaluation/impact on people of research and policy linkages.<br>• Need to consider initiatives relating to all actors and channels in the research and policy environment. | • **Not** have a stand alone one-off workshop. (make sure that this workshop follows into more things).<br>• **Not** developed in one place then sent out - it needs right level of consultation with primary actors (not one recipe for all).<br>• **Not** focus only on research. Think about implementation as well. Go from research to practice. |
| **Group 2** | • Collaborative research: using research as a means for getting researchers to think how to bridge research and policy and do KM.<br>• Build on existing and functioning CoPs. | • **Not** new networks/CoPs, not artificial resuscitation of networks/CoPs.<br>• **Not** "blanket" training → directed at a specific audience.<br>• **Not** 2 or 3 organizations. |

| | Would like to see | Wouldn't like to see |
|---|---|---|
| | <ul><li>Building leadership.</li><li>Regional peer support (conferences-events- CoPs).</li><li>Intra and inter regional lessons and expertise sharing (south-south and north-south sharing and learning). → Identify who can provide these inputs (who has that information, experience or expertise already).</li><li>Targeted training/ capacity development.</li><li>Links to universities → they have long term impact and they are a place where policymakers and researchers come together.</li><li>Demand driven → in places where there are individuals and organizations interested in these issues (not massive conferences).</li><li>National cooperation / dialogue meetings (same idea as peer support, to share knowledge).</li><li>Real problems solving approach → not the Harvard business school model, but by building capacity based on an identified problem.</li><li>Links between research and advocacy-oriented organizations (good researchers working with good communicator, neither has to be good at both).</li><li>Encourage benchmarking in the region (that promote the use of research) → through case studies for instance to identify common standards.</li></ul> | <ul><li>**Not** top-down approach.</li><li>**Not** long term consultation processes.</li><li>**Not** about influencing regional policy events.</li><li>**Not** just research and advocacy organizations.</li></ul> |
| **Group 3** | <ul><li>"Detonating" activities</li><li>Focus on local level</li><li>Support decentralization process in LAC context/ not structural factor → be specific in the types of topics we're going to address and not on the structural factor</li></ul> | <ul><li>**Not** uncritical model export.</li><li>**Not** "pink" project stories and assessment / rise what did not work.</li><li>**Not** stand alone workshops (will eat most of the budget).</li><li>**Not** forget the context we're</li></ul> |

| | Would like to see | Wouldn't like to see |
|---|---|---|
| | • Have a better understanding of demand side of BRP / get a sense of the reality of these processes in LAC countries | working on |

## APPENDIX 2 AGENDA OF THE WORKSHOP

<u>**Day 1 (19 February)**</u>

*The Objectives of Day 1 are threefold:*

1. *Introduce the GDNet KM Program and workshop aims and expected outcomes*
2. *Share, identify and prioritize challenges and needs in the LAC region with respect to building the link between research and policy*
3. *Analyze lessons learnt from the regional case studies presented at the workshop to guide de Program*

9:00-9:30      **Welcome and introductions**

9:30-10:00      **Opening Session**

            **Objectives and Agenda of the workshop**

10:00-11:30      **What do we know? Research Perspective**

- Presentations of BRP synthesis paper (Joseph Hoffman)
- Q&A

11:30-1:00      **What do we know? Practice Perspective**

- "Citizens against impunity. Deputy Colman´s case in Paraguay", Annabel Pitaud, CIRD.
- "Bridging research and policy in Peru: the experience of the Economic and Social Research Consortium - CIES", Norma Correa Aste, CIES.
- "The CAPRI Experience", Kim Marie Spence, CAPRI.

1:00-2:00      Lunch

2:00-2:45      **How should we reflect on what we know?**

2:45-3:30      **How can we prioritize what we know?**

3:30-4:00      Coffee break

4:00-5:00      **Capacity building: could we address the identified needs?**

**Day 2 (20 February)**

*Objectives of Day 2: Examine KM Capacity Building tools and approaches, develop specific recommendations to address the challenges identified on Day 1 and identify opportunities for partnership/collaboration.*

9:00 – 9:15         **Recapitulation from day 1**

9:15 – 10:00       **Brief presentation of tools and approaches** (Enrique Mendizabal, ODI)

                           **Q & A**

1:40 – 2:00         **Presentation of "Democratic platform"** (Bernardo Sorj, Centro Edelstein)

10:00 – 11:30      **Envisioning the Program**

11:30 – 12:30      **Reporting Back from Group Discussions**

12:30 – 1:40        **Lunch**

2:00 – 3:30         **Defining the Program**

3:30 – 4:00         **How can we move beyond wishful thinking?**

4:00 – 4:30         **Coffee Break**

4:30-5:00          **Way forward**

## APPENDIX 3: LIST OF PARTICIPANTS

| | Name | Organization | City, Country | email |
|---|---|---|---|---|
| 1 | Alejandro Salas | Transparency International | Berlin, Germany | asalas@transparency.org |
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## APPENDIX 4: SIMILAR INITIATIVES

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| **AGORA** | Agora is an action and reflection space that seeks to recover the principle of humanity as an integrative concept to avoid exclusion, discrimination and intolerance. They work on the following areas: Citizen strengthening, Human Security, Good Practices, and International Health. It has offices in Buenos Aires and Cordoba. | Citizen strengthening, Human Security, Good Practices, International Health | Argentina | www.elagora.org.ar |
| **ASHOKA** | Ashoka is the global association of the world's leading social entrepreneurs—men and women with system changing solutions for the world's most urgent social problems. Since 1981, they have selected over 1,800 leading social entrepreneurs as Ashoka Fellows, providing them with living stipends, professional support, and access to a global network of peers in more than 60 countries. | Entrepreneurship | Global | http://www.ashoka.org/ |
| **AVINA** | Their mission is to contribute to sustainable development in Latin America by encouraging productive alliances based on trust among social and business leaders and by brokering consensus around agendas for action. They seek a prosperous, integrated, and democratic Latin America, inspired in its diversity, built in solidarity by its citizens, and known globally for its own model of sustainable and inclusive development. They want to be recognized as an effective and innovative organization that contributes to the sustainable development of Latin America. | 4 areas: 1) Equity of Opportunities, 2) Democratic Governance and the Rule of Law, 3) Sustainable Economic Development, and 4) Conservation and Management of Natural Resources | LAC | http://www.avina.net |

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| **CIAT** | The International Centre of Tropical Agriculture aims at reducing hunger and poverty in the tropics through collaborative research of how to improve the agricultural productivity and the natural resources management. | Agriculture | Tropical America with global outreach | http://www.ciat.cgiar.org/inicio.htm |
| **COPLA** | Comercio y Pobreza en Latinoamérica (COPLA) is a 2-year program funded by the UK Department for International Development. It will investigate how trade and trade-related policies can be used to harness the potential of trade for poor people and minimize its negative impacts. It will also improve the dialogue on trade policy and poverty between policymakers and those who represent the poor. Research, dialogue and capacity building will focus on the links between trade, poverty and social exclusion (gender, indigenous peoples, lagging regions), as well as ways in which small and medium enterprises can better take advantage of new market opportunities. This program goes beyond research. Improving understanding of the relationship between research-informed evidence, policy making processes and practice, and sharing this new knowledge is a central part of our approach. | Trade and Poverty | LAC | www.cop-la.net |
| **CSPP-LA** | The Civil Society Partnership Program (CSPP) is an ODI (Overseas Development Institute) initiative, promoted by CIPPEC (Centre for the Implementation of Public Policies Promoting Equity and Growth) in Latin America. The main objective of this program is to enhance the CSOs´ use of evidence in the influence of policy making processes, when promoting pro-poor policies. | BRP | LAC (with global background) | www.ebpdn.org |
| **EULAC** | The main objective of EULAC is to integrate and strengthen different Latin American and Caribbean university institutions and promote the production, publication, dissemination and socialization of editorials, in | | LAC | http://eulac.org |

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| | order to achieve benefits of the cooperation between similar institutions. | | | |
| **FIDAMERICA** | FIDAMERICA´s goal is to contribute to poverty reduction and to the development of rural societies in Latin America and the Caribbean through learning and knowledge management capacity strengthening. It is a regional network of IFAD (The International Fund for Agricultural Development), and it works with other rural development organisms, regional and local governments, private sector organizations and other institutions that influence public policy. It is based in Chile. | Poverty Reduction and Rural Societies | LAC | http://www.fidamerica.cl/index.php?opcion=index |
| **FLACSO** | It is an autonomous and regional international organization that aims at promoting social science in Latin America and the Caribbean. The participant countries are: Argentina, Bolivia, Brazil, Costa Rica, Cuba, Chile, Ecuador, Honduras, Guatemala, Mexico, Nicaragua, Panama, Paraguay, Uruguay, Peru, Dominican Republic and Surinam. FLACSO develops diverse academic activities: teaching, research, diffusion, academic extension and technical cooperation. | Social Science | LAC | http://www.flacso.org.ar/ |
| **IDEA** | The IDeA works for local government improvement so councils can serve people and places better. The IDeA also promotes the development of local government's management and workforce in England. They advise councils on improving customer service and value for money. They help councils work through local partnerships to tackle local priorities such as health, children's services and economic development. | Local Management | Global | http://www.ideared.org/ |
| **IGTN** | The International Gender and Trade Network is a network of feminist gender specialists who provide technical information on gender and trade issues to women's groups, NGOs, social movements and governments. IGTN acts as a political catalyst to enlarge the space for a critical feminist perspective and global action on trade and globalization issues. It is a Southern-led network that builds South/North cooperation in the work of | Trade and Gender | Global with LAC chapter | http://www.generoycomercio.org/ and www.igt |

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| | developing more just and democratic policy from a critical feminist perspective. IGTN is currently organized in seven regions: Africa, Asia, Central Asia, Europe, Latin America, Middle East and Gulf, and North America. | | | n.org |
| **IMPACT ALLIANCE** | The Impact Alliance is a global action network committed to strengthening the capacity of individuals and organizations to generate deep impact within the communities they serve. They do this through assisting their members to improve the quality, scale and social impact of their services and programs. The Impact Alliance is a dynamic space for partners and members to share learn and collaborate to define and develop standards of excellence in the art and practice of capacity building. It brings together a diverse yet complementary group of organizations and individuals who seek to leverage their respective strengths and pool resources to attain goals they could not achieve alone. They facilitate access to local and international providers of innovative capacity building programs and services. | Generation of Impact – Capacity Building | Global | http://www.impactalliance.org/ev_en.php |

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| **International Society for Third Sector Research (ISTR)** | It is a major international association promoting research and education in the fields of philanthropy, civil society and the nonprofit sector. ISTR reflects the growing worldwide interest in Third Sector research and provides a permanent forum for international research, while at the same time building a global scholarly community in this field. | Civil Society | Global | http://www.istr.org/ |
| **LA SOCIEDAD CIVIL EN LINEA** | Is a virtual community that promotes that its participants generate contents and services and influence the growth, image and direction of the website. Its priorities are the communication between its members, the participation in for a, the presentation of articles and comments, the use of distance learning tools, the links to experts and online conferences. This network is formed by Latin American CSOs. | Civil Society | LAC | http://www.lasociedadcivil.org/ |
| **PANOS LONDON** | Panos London stimulates informed and inclusive public debate around key development issues in order to foster sustainable development. We are working to promote an enabling media and communications environment worldwide. Our priority issues are: media and communications, globalization, HIV/AIDS, environment and conflict. We see gender as integral to all these. Panos London is part of a dynamic, global network of independent sister organizations. The Network now comprises eight Panos Institutes, which employ a combined staff of over 100 people. | Sustainable Development | Global | http://www.panos.org.uk |
| **PREVAL** | It is the regional capacity strengthening program for FIDA (International Fund for Agricultural Development) monitoring and evaluation projects for the reduction of rural poverty in Latin America and the Caribbean. Its main objective is to strengthen rural poverty projects evaluation technical capacities in the region. | Rural Development | LAC | www.preval.org |
| **RED ANDI AMÉRICA LATINA** | The Latin American ANDI Network is conformed by 12 news agencies that advocate for children's rights and are engaged in the use of communication for social and human development. Each of these news agencies is a non | Children | LAC | http://www.re |

| Name of the Initiative | Description | Theme | Scope | Website |
|---|---|---|---|---|
| | governmental entity and represents a Latin American country. | | | dandi.org/ |
| **RUTA** | The Regional Unit for Technical Assistance aims at contributing to sustainable rural growth that reduces poverty in Central America through national and regional capacity development with governments, civil society and other agencies. The Central American countries members of RUTA are: Belize, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama. | Rural Development | Central America | www.ruta.org |
| **Transparency International (TI)** | TI, the global civil society organization leading the fight against corruption, brings people together in a worldwide coalition to end the devastating impact of corruption on men, women and children around the world. TI challenges the inevitability of corruption, and offers hope to its victims. TI raises awareness and diminishes apathy and tolerance of corruption, and devises and implements practical actions to address it. TI is a global network including more than 90 locally established national chapters (partner NGOs). These bodies fight corruption in the national arena in a number of ways. They bring together relevant players from government, civil society, business and the media to promote transparency in elections, in public administration, in procurement and in business. TI has the skills, tools, experience, expertise and broad participation to fight corruption on the ground, as well as through global and regional initiatives. | Good governance; anticorruption; accountability | LAC (with global) | http://www.transparency.org/ |
| **UNESCO** | The United Nations Educational, Scientific and Cultural Organization (UNESCO) promotes international co-operation among its 193 Member States and six Associate Members in the fields of education, science, culture and communication. It works jointly with NGOs, Intergovernmental organizations, the private sector, networks and media. | Education, Science, culture and communication | Global | http://portal.unesco.org |

Additionally, group 2 also identified some for a where policymakers gather in the region:

- MERCOSUR
- OAS
- COMUNIDAD ANDINA DE NACIONES