

**The Poverty and Economic Policy Network (PEP):  
External Assessment of Activities and Future Directions**

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## **The Study: Purpose and Activities**

This report sets out the principal findings of an assessment of the PEP Network conducted between July 2010 and April 2011. Aside from examining the Network's outcomes, in terms of research and capacity building, the evaluators were asked to suggest future directions based on the network's achievements, emerging strengths to conduct commissioned research, opportunities for financing, and decentralised arrangements for program management.

Analysis was applied to information and data collected from the following sources:

- Desk top review of background documentation, including a previous evaluation conducted in 2007 and an attitudinal survey conducted by iScale and Keystone Accountability<sup>1</sup> (Annex 2);
- Meetings with PEP researchers, resource persons, and management. The specific occasions are listed below under the "consultants' activities";
- Collation refinement and analysis of PEP data on grants, training activities, and research outputs;
- Review of a sample of reports financed by PEP research grants;
- Discussion of principal findings, by Skype and in person, with the network's lead resource persons and regional managers;
- Discussion of future directions for PEP in terms of organisational structure, programmatic thrusts and financing strategy with the foregoing.

In conducting their study, the consultants, Mr. Jeffrey C Fine and Professor Mustapha Nabli engaged in the following activities:

- Mustapha Nabli attended the 8th PEP General Meeting, held in Dakar June 8 to 12 2010
- Jeffrey Fine met with PEP coordinators in Nairobi (Jane Mariara, Deputy Director, Sept 7 2010 and February 21, 2011), Dakar (Abdoulaye Diagne, CRES, Sept 24, 2010), and London (Celia Reyes, AKI, Nov 27, 2010)
- Both evaluators met with the PEP group at Laval (July 29 through Aug 1 2010)
- Jeffrey Fine participated in PEP meetings with IDRC and CIDA in Ottawa (Nov 1 and 2 2010)
- Mustapha Nabli conducted a quantitative overview of PEP activities and outputs.
- Jeffrey Fine and Mustapha Nabli met in Washington Jan 3 through 7 2011 to review preliminary findings with particular reference to the network's future development.

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<sup>1</sup> *Feedback Survey for Transnational Social Change Networks: Comparative Survey Report: Poverty And Economic Policy Research Network (2009)*

- Shortly thereafter Mustapha had to terminate his involvement when he returned to Tunis to become Governor of the Central Bank. In February 2011, however, he did forward the quantitative overview he had completed prior to his withdrawal.
- In mid-March 2011 Jeffrey Fine prepared a draft report, which he then discussed with PEP's management at a meeting held in Québec May 7 2011.

Part 1 of this report provides an overview of the network's history and structure. Part 2 summarises its principal activities. Part 3, drawing on Nabli's overview and data from PEP's own *Internal Monitoring and Evaluation Report (June 2011)*<sup>2</sup> (*Annex 1*), assesses the extent to which PEP has been achieving its stated objectives of developing younger researchers, and in particular female researchers' skills and competencies in poverty related analysis, of supporting them through formal training, mentoring and other activities, and of disseminating findings resulting from small grants and other policy research initiatives in different formats to various audiences.

Part 4, corresponding to the principal focus of the external assessment, looks at new directions for the network - in essence addressing the "what next" questions. In doing so it tries to accommodate the following considerations: continued improvements in what has been a very successful effort to develop young researchers skilled in poverty analysis; adjustments to changes in the way small grants and related training activities are likely to be financed in future; the emergence of PEP as a global cutting edge network on poverty research with a highly decentralised decision making and management infrastructure; and finally, the possibility of engaging more proactively in world class research on poverty related issues. Successfully reconciling these prospects and conditions presents an important challenge to the collaborating institutions comprising the PEP Network. We hope this report will prove especially useful in this regard.

The consultants acknowledge the support provided by PEP's management group and researchers and especially the contributions of Marjorie Alain with respect to data on PEP activities, projects and history. These can be obtained separately in the aforementioned *Internal Monitoring and Evaluation Report (Annex 1)*.

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<sup>2</sup> Earlier exchanges between Mustapha Nabli and PEP staff (Marjorie Alain) helped refine data in this report.

## **1. PEP: Its History and Structure**

### **1.1 Origins**

In 1989, the International Development Research Centre (IDRC) created the Micro Impacts of Macroeconomic Adjustment Policies (MIMAP) program to help countries in the South develop alternatives to traditional macroeconomic policies by meshing policy analysis with poverty monitoring. The goal was to help them minimize the negative impact of structural adjustment programs (SAP's) on the poor, who were more vulnerable to the adverse consequences of policies designed to improve a country's long-term economic prospects.

MIMAP supported projects in many countries.<sup>3</sup> These helped improve understanding of poverty dynamics at national and local levels, and provide governments with access to useful poverty-related information. The MIMAP program also promoted dialogue among researchers, politicians, government officials and NGOs.

Traditionally, the evidence on which policy makers based their decisions on poverty-related issues came from national surveys, generally conducted 5 to 10 years apart and limited to information on income and expenditures. The MIMAP projects developed poverty monitoring systems that collected information on such other factors as health, access to drinking water and land, and the quality of housing. The Program also supported the formulation of economic models linking household welfare to the national economy. Finally, MIMAP encouraged specific studies providing for multidimensional analyses of poverty issues.

The studies evolved into thematic networks, which included more countries and focused on such specific concerns as health and gender.

### **1.2 Establishment of the PEP Network**

This trend culminated in 2002 with creation of the Poverty and Economic Policy (PEP) Research Network marking a switch from country-based projects toward thematic networks. The Angelo King Institute (AKI) in the Philippines and Université Laval in Canada assumed leadership with continued funding from the IDRC.

PEP's main objective was to ensure that the agenda for research on poverty-related issues would be set and its implementation undertaken by country based researchers. Promising local researchers would receive the support needed in order to achieve international standards of scientific rigour. Another goal was to have their work and local perspectives reflected in national and international deliberations on poverty related policies.

Three separate but policy related research initiatives<sup>4</sup> of the MIMAP Program were organized as sub-networks applying different methodologies. To them in 2007 was added the Policy Impact Evaluation Research Initiative (PIERI) to meet specific needs articulated by the international aid

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<sup>3</sup> Bangladesh, Benin, Burkina Faso, India, Lao PDR, Morocco, Nepal, Pakistan, the Philippines, Sri Lanka and Vietnam

<sup>4</sup> Community-Based Monitoring Systems (CBMS), the Modelling and Policy Impact Analysis (MPIA) and the Poverty Monitoring, Measurement and Analysis (PMMA)

community, policymakers and project implementers. Each program's objectives and methodologies is discussed below

Rollout of the PEP network can be separated into three different phases – from 2002 to 2004 (phase 1), from 2004 to 2007 (phase 2) and from 2007 to 2011 (phase 3). They feature changes in financing and governance as well as scope, activities and impact.

### **1.3 Financing**

The first two phases of the PEP network, from 2002 to 2007, were funded almost exclusively by the IDRC. However, support was predicated on the PEP network expanding its financial base and reducing its dependence on the IDRC.

Advent of the fourth research sub-network, the *Policy Impact Evaluation Research Initiative* (PIERI) in 2007, at the onset of phase III, marked PEP's first major success in diversifying its financing by enlisting support from the Australian Agency for International Development (AusAID) which remains a major contributor. During this most recent phase, the Canadian International Development Agency (CIDA) also became an important donor. Toward the end of the phase the UNDP became PEP's fourth major donor, financing 10 research grants and technical support for training, materials development, workshops and project mentoring.

Through Joint Research Initiatives (JRI's), PEP has been seeking financing for special research initiatives on themes of interest to particular donors. To date, these include the Global Trade Analysis Project (GTAP), the Inter-American Development Bank (IADB), the International Food Policy Research Institute (IFPRI), the Oxford Poverty and Human Development Initiative (OPHI), the United Nations Children's Fund (UNICEF) and the United Nations Women's Fund (UNIFEM). Organizations being asked to engage in PEP projects include the Bill and Melinda Gates Foundation, the International Initiative for Impact Evaluations (3ie), and Young Lives.

### **1.4 Governance**

From 2002 to 2004 (phase 1), the PEP Network was run jointly by the Centre interuniversitaire sur le risque, les politiques économiques et l'emploi (CIRPÉE), based at Université Laval in Quebec City (Canada) and the Angelo King Institute (AKI) of Lasalle University in Manila (Philippines). CIRPÉE managed the MPIA and PMMA research programs/sub-networks and the AKI was responsible for the CBMS sub-network.

As part of its agreement with the IDRC, PEP had also committed itself to devolve administrative and scientific management to Southern institutions before the end of the project's third phase. This process was initiated with establishment of a PEP African Office in 2005, first under the lead of a deputy director and later (2007) incorporated within an existing partner research institute, the Consortium pour la recherche économique et sociale (CRES) in Dakar, Senegal. Two full-time administrators were assigned to all MPIA and PMMA projects. A third full-time assistant recently joined the team of PEP Africa, which is now administering the PIERI project grants as well.

Also in 2007, the Network established another PEP Office in Latin America, within El Grupo de Analisis para el Desarrollo (GRADE) in Lima, Peru. Its mandate was to promote new PEP initiatives and partnerships in the region, where PEP was already supporting research projects. In 2009, the regional director, until then also the sole administrator, hired an assistant.

In the first phase, three committees of leading researchers - at least half of whom were based in Southern countries - were set up for the CBMS, MPIA and PMMA sub-networks. Together they comprised the then Steering Committee, later (2007) the current Program Committee, which also includes the PIERI sub-network.

In 2008, these four program directors (sub network leaders), along with the directors of the PEP regional offices, the two PEP co-directors and the president of the PEP program committee formed the PEP Management Committee, assisted since June 2010 by a deputy director in the African region. The Management Committee meets by phone/Skype on a quarterly basis and is responsible for decisions and coordination of the Network.

## **1.4 Phases**

### **Phase I (2002-04)**

The first two calls for proposals attracted 374 submissions, out of which 34 research projects were selected. An inaugural PEP general meeting was organized in Quebec City (June 2002), followed by a MPIA-PMMA meeting in Manila (February 2003), and the second and third PEP general meetings in Hanoi (November 2003) and Dakar (June 2004). A Gender Challenge Fund was set up in collaboration with the Gender Network.

### **Phase II (2004-07)**

Support from AusAID financed a series of projects on the impact of human capital investment policies in rural areas, marking the start of what later became the PIERI program. Partnership with the Oxford Poverty and Human Development Initiative (OPHI) led to a five-project joint initiative on human capabilities. There were a growing number of final reports and more activities to help researchers disseminate their findings in working papers, international and national policy conferences. Three calls for proposals attracted some 1193 submissions, out of which 68 new projects were selected, following presentations at the PEP general meetings of Colombo (June 2005), Addis Ababa (June 2006) and Lima (June 2007). Administrative devolution began with negotiations to house the PEP African Office at CRES providing scientific and administrative support in the region. The PEP Schools were started with the first held in Dakar in 2007.

### **Phase III (2008-11)**

Devolution progressed further with formal establishment of the PEP African Office and a new PEP Latin American Office in Peru. The 7<sup>th</sup> and 8<sup>th</sup> PEP general meetings, now scheduled 18 months apart, were held in Manila (December 2008) and Dakar (June 2010), with a third general meeting planned for Cambodia (December 2011).

Out of 879 proposals submitted to date, 62 research projects have been selected under the four PEP research sub-networks. Among them, 10 PMMA projects comprise part of a special initiative, financed by the UNDP, to strengthen capacities for poverty and social impact analysis in Sub-Saharan Africa. Two new PIERI projects evaluate the effectiveness of interventions to reduce teenage childbearing in Latin America. In addition, 13 more MPIA projects (which were not selected on a competitive basis) assess the impact of the global financial crisis on poverty in developing countries. PEP is diversifying its research focus to include some new themes. The CBMS network, for example, leads special monitoring initiatives on the impact of rising prices of

food and oil, the financial crisis, and achievement of the Millennium Development Goals (MDG's).

Growing emphasis is assigned to dialogue between PEP researchers and decision-makers. Ongoing consultation with intended research users has become a standard component of PEP-supported projects from initial research design (featuring in the selection criteria), through all stages of execution culminating with the dissemination of findings. Aside from policy briefs, PEP researchers are strongly encouraged to organize national policy conferences.

The devolution process is still progressing. PEP Africa is now in charge of administering all projects of the MPIA, PMMA and PIERI programs, and all regional offices are leading important fundraising activities. The regional directors and deputy director (based in Kenya) are taking a leading role in defining the strategy for PEP's next phase.

## 2. PEP Network: An Overview

### 2.1 PEP: A Global Network Focusing on Economic Research into Poverty

The distinct and important niche filled by PEP's research and capacity-building activities can be illustrated with reference to two other well-known initiatives, namely the Global Development Network (GDN) and the African Economic Research Consortium (AERC).<sup>5</sup>

Like PEP, the GDN's geographical purview is global. In contrast, its thematic coverage extends well beyond poverty related issues. Whilst the GDN does provide limited support for individual research grants, selected on a competitive basis, its principal modality is quite different. More specifically it supports cross-country comparative research on a designated theme. For example, a recently launched project on *Effective Public Service Delivery* features country teams, selected from responses to calls for "calls for proposals", whose research is guided by previously commissioned papers covering both topics and methodology.<sup>6</sup> This approach involves considerable up front costs in commissioning the papers, and in mobilising funds for the research itself. GDN can defray them through significant financing of its core, i.e. non-project specific operating costs.

In contrast, PEP has directed its efforts toward strengthening the knowledge and skills of professionals through more narrowly focused research on poverty. Even so, its approach within this more tightly defined domain has been multi-faceted, involving inquiries into the multi-dimensional facets of poverty, community based behaviour, the impact of broader policy measures, and controlled experiments of different policy interventions.

At first glance, a more proximate comparison is the AERC, whose modalities for research include a large program of "thematic grants" to smaller (two to four person) informal groups of research. However, a direct comparison with PEP would be misleading. First, the AERC's geographical purview is confined to Sub-Saharan Africa, whereas PEP's is global. Secondly, the AERC's thematic coverage is much broader and much of its thematically supported research focuses on issues other than poverty. Thirdly, the AERC also supports major collaborative masters and doctoral level degree programs featuring formal links with university teaching departments. Graduates from these programs, who have benefited from broad based, high quality graduate education in economics, comprise a significant and growing proportion of those applying for thematic research grants.

In contrast, PEP has neither the mandate nor resources to undertake broad based graduate education in economics. Operating on a global scale, applicants for PEP grants are more heterogeneous in terms of the quality and depth of their formal education. Furthermore, they are focusing more directly on poverty, albeit using multiple perspectives and applying different instruments and concepts. Consequently, PEP has necessarily adopted a very different, but in our view highly effective approach toward equipping researchers with the necessary competencies.

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<sup>5</sup> During his engagement in the external assessment, Professor Nabli was also a Board Member of the GDN. Jeffrey Fine designed and served as the first Executive Director of the AERC, with which he has continued to remain in close contact.

<sup>6</sup> The topics are the quality of and access to primary education, roads and water. The methodology is based on "principal agent" theory.



In summary, the GDN, AERC, and PEP differ significantly in terms of their objectives, geographical purviews, modalities for research and training, research communities, financing, and organisation structures. Consequently, PEP should be assessed in terms of its own well defined and in our view, important domain rather than in comparison to these other two initiatives. Our findings, drawing on information contained in the next section, confirm that PEP has done remarkably well, whether in terms of the volume of such formal outputs as projects completed, research reports, policy briefs, journal articles, and books, or the number of researchers that have benefited from "on the job" mentoring and training. Its achievements are all the more impressive given the often episodic and unpredictable flow of funding and very limited resources available for core support. Bearing in mind these accomplishments, our final section is intended to guide PEP in new directions, informed by its "competitive advantages", evolving structure, emerging opportunities, and challenges to financial sustainability.

## **2.2 Programmatic Thrusts: An Overview**

A central feature of PEP is its organization in four programs or sub-networks, which offer multi-dimensional perspectives for analysing poverty.

### **Community-Based Monitoring System (CBMS) Network:**

CBMS aims to provide policy-makers with data and information at a local level to help them monitor the impact of policy actions or design responses to shocks. Its purpose developed tools feature local-level censuses of poverty indicators, detailed measurements of many dimensions of poverty and the identification of poor households. The CBMS Network, unlike the other three programs, works with institutions in 15 countries in Asia, Africa and Latin America.

### **Poverty Monitoring, Measurement and Analysis (PMMA) Network**

The PMMA program aims to develop and apply tools to monitor, measure and analyse a wide range of poverty issues. It pursues a multidimensional approach (health, income, education, sanitation, housing, security) to provide a fuller characterization of the nature, distribution, causes and consequences of poverty.

The PMMA program focuses on the use of existing micro based data in countries, and common methodologies, which often involve micro econometrics. Currently, PMMA research encompasses five main themes:

- Multidimensional poverty analysis
- Public spending and its impact on poverty and equity
- Growth and poverty dynamics
- Policy impact analysis
- Intra-household allocation and well-being.

## **Modelling and Policy Impact Analysis (MPIA)**

The MPIA program focuses on the use of economy-wide models as a "laboratory" to simulate macro policies/shocks and their impacts on poverty and equity at the household and intra-household levels. Current research themes are:

- Economic growth: the impact of policies and shocks, such as trade liberalization, on growth and efficiency and their implications for poverty
- Public spending (especially on health and education),
- Sector policies and issues (especially agriculture),
- Specific poverty reduction policies, such as income transfers, fiscal reforms, and land reforms
- Labour markets and poverty, including such issues as migration, education and training, labour regulations and gender.

## **Policy Impact Evaluation Research Initiative (PIERI)**

PIERI was launched in 2007 with funding from AusAID. The program promotes rigorous policy impact evaluations in developing countries in order to inform policy. Both experimental and non-experimental methods are applied.

### **2.3 The PEP Network's Structure**

Over time PEP has evolved into a regional structure with four offices.

#### **North America Office (CIRPEE, Laval University)**

Following devolution implemented in phase III, the North America Office continues to play a coordinating role and spearheads such activities as the website<sup>7</sup> common to the various programs and regional offices. It provides key inputs and contributions at a strategic level as well the coordination of scientific support to researchers and management of the research activities of PMMA, MPIA and PIERI.

#### **Dakar Office (CRES)**

As part of PEP's devolution strategy, full administrative responsibility for the PMMA and MPIA programs was assumed in October 2007 by the Dakar Office, based at the Consortium pour la Recherche Economique et Sociale (CRES) in Dakar. Since June 2010 the Dakar Office has assumed the same function for the PIERI program. The Office manages the disbursement of the core research grants of the three programs, as well as the logistics and funding for study visits, participation of researchers in conferences, and the publication of working papers and policy briefs. It organizes a number of PEP activities including training workshops and conferences.

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<sup>7</sup> See [www.pep-net.org](http://www.pep-net.org)

### **Manila Office (AKI-EBS)**

From the beginning of the PEP Network the CBMS program has been implemented by the Angelo King Institute for Economic and Business Studies (AKI-EBS), which is part of De La Salle University in Manila.

### **Lima Office (GRADE)**

A PEP regional office in Latin America was created at the Grupo de Análisis para el Desarrollo (GRADE) in Lima, Peru. Its objective was to enhance participation of Latin American researchers in various PEP programs and activities. It has been most active in the PIERI program.

The relationship between the devolved structure and PEP's programmatic thrusts has understandably resulted in a quasi-matrix structure. The stars in table1 denote the intensity of a regional office's involvement in a given program's activities.

**Table 1: Involvement of PEP Offices in PEP Programs**

	<b>CBMS</b>	<b>MPIA</b>	<b>PMMA</b>	<b>PIERI</b>
<b>Laval</b>		***	***	***
<b>Dakar</b>		**	**	
<b>Manila</b>	***			
<b>Lima</b>				**

## **2.3 Capacity Building: The PEP Approach**

From the beginning PEP had adopted distinctive approach toward building the capacity of young researchers in developing countries. These researchers have been the target of PEP activities aimed at giving them the skills and experience to become active and effective contributors to policy debates in their respective countries and region through high quality research.

The “PEP Model” for achieving this objective features five principal components, namely:

- A competitive process to identify and select participants in the program
- Acquiring skills by carrying out actual research (learning by doing)
- Intensive hand-holding and mentoring during the research by internationally recognized scholars in their respective fields; through local senior research leaders assisting younger researchers: technical and scientific help; and advice on dissemination and policy impact;
- Complementary training activities including formal training events and study visits; and
- Peer learning and networking featuring a global conference, the presentation and discussion of papers, and creation of a “community of practice”.

In essence the PEP has adopted a global approach toward strengthening technical and professional capacities of researchers in developing countries through the conduct of rigorous

research, informed in turn by particular methodologies. This strategy, combining methodological approaches, technical support, and mentoring together with a focus on specific issues, has benefited researchers even in environments such as Latin America, where research capacity is generally quite strong.

## **2.4 Publications and Outreach**

Research output in various formats has been very impressive. Each completed research grant has issued a working paper together with a policy brief. In addition, research supported by PEP has been appearing in peer-reviewed journals<sup>8</sup>. To date PEP has also published nine books, authored by and/or featuring contributions by PEP researchers. Its website also contains other documents and web links relating to research on poverty.

## **2.5 Engagement in Commissioned Research**

Beyond its strong focus on capacity building, PEP has started to engage more directly in commissioned research, for example by responding to a UNICEF request for analysis of the global economic crisis on the status of children. More generally, it has begun to mobilise funding for "joint research initiatives" on various themes<sup>9</sup>; these are listed under "*Other Research Activities*". The next logical step, which has been examined during the assessment, is for PEP to adopt a more proactive approach, in terms of submitting research *projects* to potential funders, possibly in collaboration with other regional and international partners, and to structure itself to respond to "expressions of interest" and "requests for proposals" within its own intellectual domain.

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<sup>8</sup> The website (<http://www.pep-net.org/publications/external-publications/>) lists 20 articles. Two more are cited as forthcoming.

<sup>9</sup> Among the themes Child Poverty, Gender Policy, Human Development and Capabilities, Millennium Development Goals, Poverty and Intra-household Allocation, with the research to be conducted through purpose organised networks of researchers. Further details are provided at [http://www.pep-net.org/fileadmin/medias/pdf/promotionnal\\_material/PEP\\_JRI.pdf](http://www.pep-net.org/fileadmin/medias/pdf/promotionnal_material/PEP_JRI.pdf)

### **3. The PEP Network: Output and Outcomes**

#### **3.1 Competitive Grants**

The core PEP activity is small competitive grants. The selection process applies various criteria notably likely contribution to capacity building through the inclusion of younger researchers; the potential for high quality and policy relevant research; the participation of women in research teams (with the aim of achieving parity); and a focus, where feasible and desirable, on poorer countries.

The typical project cycle comprises four steps:

1. Submission of proposals and first screening. The selection criteria, which are weighted informally, are quality, relevance, and capacity building (relative to a particular country's human resources).
2. Invitation to present a selected proposal to a conference for discussion, feedback and resubmission, following which there is a decision on whether or not to provide a grant.
3. Mentoring through study visits. In addition, researchers can also be invited as interns to Laval and other locations and be supported in presenting their work at various meetings.
4. Production of final reports and their presentation to a General Meeting.

PEP has conducted 8 rounds of competition since 2002.

The PMMA program has attracted the largest number of proposals (1511), followed by MPIA (663), PIERI (192) and CBMS (102).

183 projects were selected out of 2467 proposals, equivalent to a selection rate of 7.4%. It is highest for CBMS, averaging 35%, in contrast to 6.2% for PMMA, MPIA and PIERI.

**Table 1: PEP Sub-Networks: Proposal Submission and Selection (no. of proposals)**

<b>ROUND</b>	<b>Program</b>	<b>Submitted</b>	<b>Selected</b>	<b>Ratio (%)</b>
12/31/2002	PMMA	67	6	9.0
	MPIA	29	3	10.3
	CBMS	21	5	23.8
	<b>TOTAL</b>	<b>117</b>	<b>14</b>	12.0
11/30/2003	PMMA	173	9	5.2
	MPIA	68	9	13.2
	CBMS	16	2	12.5
	<b>TOTAL</b>	<b>257</b>	<b>20</b>	7.8
11/30/2004	PMMA	224	13	5.8
	MPIA	73	8	11.0
	CBMS	18	6	33.3
	<b>TOTAL</b>	<b>315</b>	<b>27</b>	8.6
11/30/2005	PMMA	268	11	4.1
	MPIA	97	10	10.3
	CBMS	8	4	50.0
	<b>TOTAL</b>	<b>373</b>	<b>25</b>	6.7
11/30/2006	PMMA	328	8	2.4
	MPIA	173	5	2.9
	CBMS	4	3	75.0
	<b>TOTAL</b>	<b>505</b>	<b>16</b>	3.2
1/7/2008	PMMA	210	9	4.3
	PIERI	115	11	9.6
	MPIA	106	5	4.7
	CBMS	14	11	78.6
	<b>TOTAL</b>	<b>445</b>	<b>36</b>	8.1
1/6/2010	PMMA	243	16	6.6
	PIERI	76	4	5.3
	MPIA	95	3	3.2
	CBMS	19	3	15.8
	<b>TOTAL</b>	<b>433</b>	<b>26</b>	6.0
<b>TOTAL</b>	PMMA	1513	72	4.8

PIERI	191	15	7.9
MPIA	641	43	6.7
CBMS	100	34	34.0
<b>TOTAL</b>	<b>2445</b>	<b>164</b>	<b>6.7</b>
PMMA+PIERI+MPIA	2345	130	5.5

Source: <http://portal.pep-net.org/reports/list/report/pepexternalevaluationdemographics>, February 9, 2011

Although proposals to the CBMS sub-network comprised only 4% of the total number submitted to PEP, they account for 21% of those actually selected for funding, due of course to a much higher approval rate than for the other three. Whilst this significant difference might be attributable to the content of the research, which is highly operational, or the way projects are being formulated, it also does point to the application of very different assessment standards than those applied by the other sub-networks. However, we also note in table 2 (below) that all of the CBMS projects have been completed or, in the case of ongoing ones, are proceeding as planned.

**Table 2: Project Completion by Sub-Network** (no. of projects)

	PMMA	MPIA	PIERI	CBMS	Total
<b>Total projects selected on competitive basis</b>	<b>72</b>	<b>43</b>	<b>15</b>	<b>34</b>	<b>164</b>
(of which special initiatives)	10		2		12
<b>Non-Competitive projects</b>		<b>16</b>			<b>16</b>
<b>Dropped Projects</b>	4	5			9
<b>Total Implemented Projects</b>	<b>68</b>	<b>54</b>	<b>15</b>	<b>34</b>	<b>171</b>
<b>Completed projects</b>	<b>49</b>	<b>37</b>	<b>3</b>	<b>23</b>	<b>112</b>
Fully completed	35	21	1	23	80
Partially completed	14	16	2	0	32
<b>Ongoing projects</b>	<b>19</b>	<b>17</b>	<b>12</b>	<b>11</b>	<b>59</b>
Proceeding as planned	16	14	8	11	49
Proceeding with some difficulty	3	2	2	0	7
New or no information	0	1	2	0	3

Source: <http://portal.pep-net.org/reports/list/report/pepexternalevaluationbyproject>, February 9, 2011

With regard to the overall completion rate, 9 grants have been cancelled, comprising 5% of the total, 112 have been completed and 59 are still ongoing.

This high rate of implementation is not unexpected, given the low, except in the case of the CBMS sub-network, proportion of proposals approved for funding.

Projects are expected to be completed within 18 months of grant approval. For the 112 completed projects the average actual duration was 21 months, albeit with a large degree of variance.

**Table 3: Duration of Completed Projects (months)\***

	PMMA	MPIA	PIERI	CBMS	Total
Minimum	9.67	6.10	8.73	15.17	6.10
Average	20.45	24.20	18.72	29.93	23.18
Maximum	44.73	45.60	28.57	56.80	56.80
Standard deviation	10.68	14.57	7.69	28.57	9.61

Source: <http://portal.pep-net.org/reports/list/report/pepexternalevaluationbyproject>, February 9, 2011.

\* Duration in number of months: From date of commencement to date of final report

Table 4 below sets out the distribution of PEP projects by country, geographical region and sub-network.

**Table 4            Distribution of PEP Projects: Country and Sub-Network**

	PMMA	MPIA	PIERI	CBMS	Total
<u>Sub-Saharan Africa</u>	<b>39</b>	<b>17</b>	<b>3</b>	<b>14</b>	<b>73</b>
Benin	2	0	0	3	5
Burkina Faso	1	2	0	2	5
Cameroon	8	3	0	0	11
Ghana	1	1	0	2	4
Kenya	4	0	1	2	7
Nigeria	7	1	0	1	9
Senegal	2	1	1	0	4
South Africa	0	3	0	0	3
Togo	2	1	0	0	3
Others	12	5	1	4	22
<u>North Africa</u>	<b>2</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>6</b>
Tunisia	1	3	0	0	4
Others	1	0	1	0	2
<u>Latin America</u>	<b>7</b>	<b>15</b>	<b>6</b>	<b>1</b>	<b>29</b>
Argentina	1	2	1	0	4
Brazil	0	2	2	0	4
Colombia	0	2	1	0	3
Peru	3	1	0	1	4
Uruguay	1	4	1	0	6
Others	2	4	1	0	7



<u>South Asia</u>	<b>5</b>	<b>8</b>	<b>0</b>	<b>4</b>	<b>17</b>
Bangladesh	0	2	0	2	4
India	1	2	0	0	3
Pakistan	0	4	0	1	5
Sri Lanka	4	0	0	1	5
<u>South East Asia</u>	<b>12</b>	<b>11</b>	<b>5</b>	<b>15</b>	<b>43</b>
Cambodia	0	0	0	4	4
China	7	3	4	0	14
Indonesia	1	1	0	2	4
Lao PDR	0	1	0	3	3
Philippines	2	5	0	5	12
Vietnam	2	1	1	1	5
<u>Others</u> <sup>10</sup>	3	0	0	0	3

Source: <http://portal.pep-net.org/reports/list/report/projectscountry>, February 9, 2011

The spread of researchers across countries and geographical regions is impressive. However, it does raise questions regarding "devolution", in terms of the decentralisation of *programmatic* i.e. substantive responsibility for grant management, as opposed to simply devolving their administration from Laval, a "northern" based institution to one or more "southern" partners. This observation does not apply to the CBMS sub-network, which from the outset has been directly managed by AKI, a "southern" institution. There is no reason why the administrative and financial management of projects cannot be decentralised to partner institutions, each of which is responsible for the associated tasks for *all four sub-networks in its specific geographical region*. Conversely, it makes no sense, especially for researchers, e.g. in Latin America, to have their grants managed by an institution in West Africa. With respect to the substantive content of grants, requiring technical guidance, mentoring and expert oversight, a similar allocation of responsibility appears far less desirable. Distribution of sub-network projects across regions is uneven. The same applies to the actual time a sub-network has been operating within a particular sub-region; in many cases it will not have developed the core of seasoned researchers and "trainers" necessary to devolve substantive project management.

Aside from expertise in the core methodologies and concepts of a particular sub-network, there is the need for "domain expertise", namely specialised knowledge of a particular sector or research issue. This distribution among PEP sub-networks is set out in table 5.

<sup>10</sup> PMMA projects implemented under the UNDP-PSIA Special Initiative (see *Other Research Activities*, p.19) for Armenia, Saint Lucia, and the Ukraine.

**Table 5: Distribution of Policy Issues Among Sub-Networks**

	CBMS	MPIA	PIERI	PMMA	<b>Total</b>
Fiscal policy		9		6	15
Impact of government programs	2	12	11	18	43
Education and training		2	11	10	23
Health		1	1	10	12
Poverty/Inequality	11	30	7	62	110
Gender	2	3	3	7	15
CBMS	34	1			35
Labour markets		3	2	8	13
Globalization and trade		19			19
Children		8	7	7	22
<b>Total</b>	<b>49</b>	<b>88</b>	<b>42</b>	<b>128</b>	<b>307</b>

In summary, "devolution" of PEP projects, in terms of grants management, conceptual and methodological approaches, and thematic focus presents a unique challenge, one to which we return in discussing PEP's future directions.

Since a key objective of PEP has been to develop a cadre of highly skilled researchers through "capacity building", the data contained in the tables 6 to 11 shed useful information on the extent to which this goal has been achieved.

Table 6 sets out the distribution of PEP researchers by age group, sub-network and role.

**Table 6: Distribution of PEP Researchers: Age Group Sub-Network and Role**

	(Age at time of project selection, all projects)				
	PMMA	MPIA	PIERI	CBMS	Total
<b>All researchers (all projects)</b>	<b>241</b>	<b>132</b>	<b>68</b>	<b>38</b>	<b>479</b>
30 or less	73	39	26	9	147
30-45	75	61	19	8	163
45 or more	24	12	6	8	50
Information not available	69	20	17	13	119
<b>Lead researchers (all projects)</b>	<b>61</b>	<b>39</b>	<b>14</b>	<b>19</b>	<b>133</b>
30 or less	13	4	1	1	19
30-45	26	22	6	5	59
45 or more	11	8	3	7	29
Information not available	11	5	4	6	26
<b>All researchers (ongoing projects)</b>	<b>73</b>	<b>28</b>	<b>56</b>	<b>4</b>	<b>161</b>
30 or less	15	7	26	1	49
30-45	14	12	13	0	39
45 or more	3	1	5	2	11
Information not available	41	8	12	1	62

Source: <http://portal.pep-net.org/reports/list/report/pepexternalevaluationbyproject>, February 9, 2011.

Our first observation is that PEP projects have indeed engaged a high proportion of relatively young researchers. Our second is that they have also featured the involvement of older researchers in leading roles.

A small proportion of the total number participating in PEP projects have participated in more than one project. This information is relevant in considering PEP's express desire to move progressively from small projects to commissioned research.

**Table 7: Frequency of Involvement in Projects** (no. of researchers)

	1 project	2 projects	3 projects	4 or more projects	Total
<b>Males</b>	<b>239</b>	<b>20</b>	<b>8</b>	<b>4</b>	<b>271</b>
Lead researchers	79	8	1	1	89
Researchers	160	5	2	2	169
Lead researchers and researcher	0	7	5	1	13
<b>Females</b>	<b>183</b>	<b>21</b>	<b>2</b>	<b>2</b>	<b>208</b>
Lead researchers	26	6	1	1	34
Researchers	157	12	1	0	170
Lead researchers and researcher	0	3	0	1	4
<b>Total</b>	<b>422</b>	<b>41</b>	<b>10</b>	<b>6</b>	<b>479</b>
Lead researchers	105	14	2	2	123
Researchers	317	17	3	2	339
Lead researchers and researcher	0	10	5	2	17

Table 8 sets out the distribution of PEP researchers by age group, gender and role. The data suggest that PEP has been quite successful in working toward gender parity in terms of the total number of researchers. On the other hand, proportionately fewer women were the lead researcher. This finding is not surprising since achievement of this particular outcome will take more time. Involving proportionately more women (see table 7) in at least more than one project will facilitate achievement of greater parity in leadership roles over the longer term.

Also evident from the data in table 8 is PEP's commitment to gender parity since they indicate an attempt to engage relatively more women, albeit at a more junior stage in their careers at this juncture, in PEP conferences.

**Table 8            Distribution of Researchers by Gender, Age Group and Role**

	(Number of researchers, current age)				<b>Total</b>
	30 or less	30-45	45 or more	Not available	
<b>Males</b>	<b>26</b>	<b>105</b>	<b>65</b>	<b>75</b>	<b>271</b>
Lead researchers	3	33	34	19	89
Researchers	21	67	25	56	169
Lead researchers and researcher	2	5	6	0	13
<b>Females</b>	<b>39</b>	<b>101</b>	<b>24</b>	<b>44</b>	<b>208</b>
Lead researchers	0	16	11	7	34
Researchers	39	83	11	37	170
Lead researchers and researcher	0	2	2	0	4
<b>Total</b>	<b>65</b>	<b>206</b>	<b>89</b>	<b>119</b>	<b>479</b>
Lead researchers	3	49	45	26	123
Researchers	60	150	36	93	339
Lead researchers and researcher	2	7	8	0	17

The fact that a large proportion of leading researchers have attended two or more PEP Conferences would suggest that they are being drawn in increasingly to mentor their more junior colleagues.

**Table 9:            Frequency of Involvement in PEP Conferences**

	(Number of researchers)				<b>Total</b>
	1 event	2 events	3 events	4 or more events	
<b>Males</b>	<b>40</b>	<b>40</b>	<b>14</b>	<b>25</b>	<b>119</b>
Lead researchers	18	30	10	14	72
Researchers	21	7	1	5	34
Lead researchers and researcher	1	3	3	6	13
<b>Females</b>	<b>51</b>	<b>15</b>	<b>11</b>	<b>10</b>	<b>87</b>
Lead researchers	10	10	7	4	31
Researchers	40	5	3	4	52
Lead researchers and researcher	1	0	1	2	4
<b>Total</b>	<b>91</b>	<b>55</b>	<b>25</b>	<b>35</b>	<b>206</b>
Lead researchers	28	40	17	18	103
Researchers	61	12	4	9	86
Lead researchers and researcher	2	3	4	8	17

PEP's selection criteria for projects encourage team research, to capitalise on opportunities to mentor and advance more junior professionals, and women in particular. The information in table 10 would suggest that this approach has been achieving this desired result with respect to three of the four sub-networks.

**Table 10: Composition of Research Teams**

	PMMA	MPIA	PIERI	Total
1	1	9	0	10
2	6	7	1	14
3 or more	61	38	14	113
	<b>68</b>	<b>54</b>	<b>15</b>	<b>137</b>
Number of researchers per project (ongoing projects)				
1	1	5	0	6
2	3	2	1	6
3 or more	15	10	11	36
	<b>19</b>	<b>17</b>	<b>12</b>	<b>58</b>

Almost 60% of the researchers (258) for whom data were available (440) were affiliated to academic institutions. The second most important institutional affiliation was with think tanks.

**Table 11: Researchers: Institutional Affiliation**

	30 or less	30-45	45 or more	Not available	Total
					<b>479</b>
University/academic own country	17	90	59	36	<b>202</b>
University/academic outside of country	0	1	0	0	<b>1</b>
Student (including doctoral)	19	27	1	8	<b>55</b>
Gov. statistical agency	0	8	3	6	<b>17</b>
Gov. other agency	4	17	6	11	<b>38</b>
International organization	3	17	3	10	<b>33</b>
Research institution/think tank	18	34	14	15	<b>81</b>
Independent/consultant	2	6	1	4	<b>13</b>
Not available	2	6	2	29	<b>39</b>

### 3.2 Other Research Activities

In phase III, as noted earlier, PEP has pursued partnerships to expand its research portfolio.

The PMMA, MPIA, and PIERI sub-networks have undertaken five main initiatives, with 28 projects. Two of them relate to the global financial crisis and its impact on developing countries:

- A UNICEF-commissioned study on the impact of the current global economic crisis on children in West and Central Africa. The research undertaken in four projects (Burkina-Faso, Cameroon, Ghana, West and Central Africa) uses simulation models in order to assess the impact of the crisis on various dimensions of child welfare.
- In collaboration with IFPRI and with financial support from various donors (AusAID, CIDA, IDRC), a project launched in 2009 to analyse the Impacts of the *Current Economic and Financial Crisis and Appropriate Policy Responses* in nine countries (Senegal, South Africa, Uruguay, Colombia, Bolivia, Ecuador, Philippines, Bangladesh, Pakistan). The analysis is conducted using a common framework of macro-micro simulations to assess the impact of the crisis and propose policy responses.
- A project funded by AusAID has explored the impacts on poverty and inequality of different strategies to stimulate growth in three countries, namely China, Pakistan, and the Philippines
- Collaboration between the Inter-American Development Bank (IADB) and the Latin America PEP Office (GRADE) is funding two competitively selected two research projects (in Colombia and Chile), to evaluate the effectiveness of alternative interventions to reduce teenage childbearing in Latin America.
- With support from the UNDP, PEP is implementing a project on “*Strengthening Capacities for Poverty and Social Impact Analysis (PSIA) in Sub-Saharan Africa*”. The project has expanded beyond Sub-Saharan Africa and now includes ten countries in all<sup>11</sup>.

The CBMS thematic program has implemented six special initiatives:

- With support from IDRC, CIDA and AusAID, CBMS is supporting a new initiative for “*Monitoring and Mitigating the Impact on Poverty of the Global Financial and Economic Crisis*” in seven countries.<sup>12</sup>
- The impact of the rising prices for food and oil
- CBMS-GRB: Developing and Piloting Gender Responsive Community-Based Planning and Budgeting Tool for Local Governance (Philippines)
- CBMS-UNDP Development Grants in the Philippines
- Collaboration between the CBMS and the Oxford Human Development Initiative (OPHI) to *Test the Missing Dimensions of Poverty* using CBMS methodology.
- Localizing the MDG's

### 3.3 Research outputs

The output from PEP's research activities, set out in Table 12 is singularly impressive and provides a positive indication of the network's effort to reach out to various stakeholders including policy makers.

<sup>11</sup> Saint Lucia, Niger, Namibia, Uganda, Togo, Lesotho, Benin, Egypt, Armenia, and Ukraine.

<sup>12</sup> Indonesia, Kenya, Laos, Nigeria, Philippines, Tanzania, and Zambia.

**Table 12: PEP Research Outputs**

	CBMS	MPIA	PIERI	PMMA	OTHER	Total
<b>Projects</b>	<b>34</b>	<b>54</b>	<b>15</b>	<b>68</b>		<b>171</b>
Completed	23	37	3	49		112
Ongoing	0	18	14	19		59
<b>Public reports</b>						
Proposals	31	44	15	63	4	157
Interim reports	*	35	4	50	4	93
Final reports	19	35	2	50	1	107
<b>Policy briefs</b>	<b>4</b>	<b>29</b>		<b>45</b>		<b>78</b>
<b>Working papers (net)</b>	49	50		63		159
2011		2		2		
2010	13	15		9		37
2009				4	1	5
2008	6	9		12		27
2007	5	10		22		37
2006	13	10		9		32
2005	11	4		5		20
2004	1					1
2003	0					0
<b>External publications</b>						23 <sup>13</sup>
Published in Journal		10		10		20
Forthcoming in Journal				2		2
Accepted in Book				1		1
<b>Books publications</b>						
CBMS Proceedings	9					9
CBMS Books	2					2
Other books		3		4		7

<sup>13</sup> This figure covers only those publications for which PEP had provided a \$2000 subsidy. In addition, the PEP internal monitoring and evaluation data (data not available for this report) suggests that there have been a significant number of publications not subsidised by PEP. Unfortunately, but understandably this information has not been tracked systematically.



### 3.4 PEP training activities

The PEP Network supports the execution of research projects through a variety of training and mentoring activities. Furthermore, recipients can receive additional funding to finance study visits and participation in training workshops and seminars.

To date PEP has held four "schools" for the intensive training of researchers engaged in selected projects. It has also organised 7 training sessions in addition to the PEP general and program meetings.

Finally PEP has provided a large amount of training material and technical instruments to researchers. Through its well designed website, these can be accessed more broadly by other professionals as well.

**Table 13: PEP Events**

General Meeting	8
Other meetings	9
PEP Schools	4
Training sessions	7

### 3.5 Impact of PEP Research

The ultimate aim of PEP has been to enhance the role and quality of evidence-based policy-making in developing countries, directly through the dissemination and use of the research outputs and indirectly through improved skills and capabilities of the researchers themselves.

It should be noted that policy impact will differ between the CBMS and the other sub-networks. By design, CBMS projects are intrinsically linked to policy initiatives. Data collection and analysis is conducted at the local level in collaboration with local authorities. The results of the analysis are immediately available to policy-makers as well as to the community. Under such circumstances the likelihood of the projects having an impact on policy is quite high.

The situation is different for projects of the three other sub-networks since there needs to be a specifically articulated plan for conveying findings to policy makers. Consequently, research proposals contain a plan for disseminating output. More generally, from initial conception of the research to its completion and dissemination, researchers are encouraged to engage with policy-makers.

A total of 78 policy briefs have been produced based on PEP research (Table 12). Teams have also organized 60 country policy conferences. PEP researchers have made 75 presentations, based on their work at international conferences. More recently PEP has included in its General Meetings conferences with policy-makers on specific themes.

While these efforts are noteworthy, it is unrealistic to expect an immediately discernable impact from one particular piece of research. The impact of research on policy is much more complex and often depends on an accumulation of evidence over time. However, evidence of an emerging impact is offered in PEP's internal monitoring and evaluation report (Annex 1), which cites

findings obtained from a sample of 36 more recent projects of the MPIA, PIERI and PMMA sub-networks involving a total of 142 researchers.

**Table 14**            **Dissemination and Policy Engagement**

Actions	Completed Projects (%)
Designed in consultation with stakeholders and policy makers	80
Findings published and disseminated as <i>working papers</i>	72
Findings published and disseminated as <i>policy briefs</i>	64
Findings resulting in an peer reviewed <i>external publication</i>	55
Findings presented at a national policy conference	55
Findings presented at an international conference	75
Findings reported in the media (press, radio, television)	25
Findings taken up to assist in policy formulation/program design	25

Source: PEP Project Monitoring and Evaluation *Report on the Outcomes of the PEP Research Network Initiatives*

The second contribution to better evidence-based policy-making comes from the number and professional standards of PEP supported researchers. Relevant information is often anecdotal or obtainable from tracking the careers of those supported at some stage by PEP. However, the previously cited source offers some useful, albeit preliminary evidence concerning career advancement occasioned by involvement in PEP supported research.

**Table 15:**            **Professional Advancement of PEP Supported Researchers**

Actions	
% of researchers using	
New methodologies	77
New concepts	67
New software tools	73
New knowledge (literature)	78
% of researchers benefiting from career promotion	55
% of <i>projects</i> leading to other non-PEP supported research	70

Source: PEP Project Monitoring and Evaluation *Report on the Outcomes of the PEP Research Network Initiatives*

Also relevant is repeat involvement of researchers. (Tables 8 and 9) Among those in the 45 years and above age group, 20 researchers have participated in 2 or more projects. Among those aged 30 or more, about 47 researchers have participated in more than one project. Another indirect indication of experienced and committed researchers is their participation in PEP events. Table 13 indicates that 60 researchers participated in 3 or more. The information suggests that PEP has been highly successful in creating a body of mature, experienced and committed professional economists accessible to policy makers in their respective countries and available to engage commissioned research.

### 3.6 PEP Network Achievements

Overall PEP has achieved the objectives set for its current phase. More broadly, it now comprises a coherent global network of researchers that can undertake highly challenging research on the multi-dimensional aspects of poverty, as well as the social and human determinants of economic growth.

#### *Network Financing*

- Expansion of support from IDRC to include CIDA, AUSAID, and the UNDP as major contributors to network activities
- Growing support for specific, commissioned research initiatives from various donors including the Inter-American Development Bank, IFPRI, UNICEF, UNIFEM and others.

#### *Governance*

- Devolution of project administration to PEP Africa and PEP Latin America offices (in addition to the one for PEP Asia);
- Vesting of future program planning in a PEP Management Committee comprising four program directors (of the current thematic sub-networks), directors of the PEP regional offices, PEP co-directors (2), and a Committee president (at large).

#### *Research Projects*

- Funding of 164 projects (2002-2010) selected from 2,445 applications
- Implementation of projects in Sub-Saharan Africa (12 countries), North Africa (2 countries), Latin America (6 countries), South Asia (4 countries), and South East Asia (6 countries)
- Multi-dimensional poverty focused research encompassing such issues as fiscal policy, education, health, gender, labour markets, trade and children

#### *Research Output*

- A total of 107 final research projects and 78 policy briefs (to date)
- 20 articles published in refereed journals (to date)
- 9 books

#### *Impact*

- 46 country policy conferences featuring PEP supported research
- 52 presentations, drawing on PEP research, at international gatherings
- A high proportion of projects (80%) involving close consultation with stakeholders and policy makers in design, execution and deliberation of research findings
- A high rate of adoption (80%) of new methods, concepts and software in post-PEP project research

The key issue, examined in the second part of this report, is how this "global asset", painstakingly developed over more than a decade, can best be applied most effectively to conducting policy research on key social and economic constraints to accelerated but inclusive growth.

## 4 Future Directions

### 4.1 Small Research Grants

Our own review of PEP research grants as well as the grant selection process has concluded that the network has been highly successful in building the capacities of young researchers. Whilst retaining the essential features of the current process, we suggest some modifications, which take account of growing regional capacities to provide technical support as well as the likely sources of funding in future.

The current small grants programs may be characterised as being essentially "method", rather "thematically" driven. There is need to work toward a more judicious balance between the two, namely to develop a greater thematic focus. First, young researchers should be encouraged more explicitly to develop skills in policy analysis, e.g. by selecting those methods most likely to yield findings credible to decision makers. This exposure will expand the pool of professionals that can participate in more ambitious commissioned research projects. Secondly, a greater focus on thematic as opposed to method driven research will avoid unnecessary overlap<sup>14</sup>. Thirdly, viewed in a more positive vein, a more judicious balance between theme and method will allow the same issue to be examined from different perspectives.

This observation suggests the desirability of "fine tuning" the current process in the following ways:

- New proposals should continue to be selected and supported in terms of their methodological/technical rigour, i.e. along current sub-network lines.
- In contrast, projects moving toward completion should be grouped at PEP gatherings on a *thematic* basis. In effect, the emphasis at this stage - assuming that the actual research is technically sound - is placed more on analysing the findings in terms of their implications for public policy.

Devolution of the small grants programme has featured the transfer of *administrative i.e. grant management* responsibilities for three sub-networks from Laval to CRES in West Africa. The fourth, CBMS has been managed from the outset by the AKI in Manila. In our view, the current set-up is neither efficient from a managerial standpoint - namely substituting CRES for Laval as a symbolic gesture of "southern ownership", nor will it be congruent with prospective financing on a decentralised basis rather than solely through Laval. With regard to the IDRC, we have been informed that it would prefer to fund the small grants programme via its respective offices for Latin America, West Africa, East/South Asia, and possibly Eastern and Southern Africa (see below). More generally, with respect to donor financing, PEP should accommodate the possibility of decentralised funding in three ways.

First, the "anchor institution" in each region should assume responsibility for the *management* of grants for *all four sub-networks within its geographical purview* - GRADE for Latin America; CRES for *West and Central Africa*; and AKI for Asia.

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<sup>14</sup> As one of the evaluators noted, during the Dakar meeting there were two presentations but in separate groups on the same policy issues.

Secondly PEP should establish another institutional anchor for *Eastern and Southern Africa*. This move makes eminent sense in terms of more efficient grants administration and also accelerated development of researchers' capacities in poverty analysis in this particular region. Recent discussions in Nairobi have confirmed that KIPPRA, possibly the leading think tank in Kenya, which is currently also being supported by the Think Tank Initiative is very interested in anchoring PEP activities.

Thirdly and possibly most importantly, the (now) four regional institutional anchors of PEP should coordinate the preparation of their respective proposals in order to retain the advantages of PEP's cross regional and global features including access to world class mentoring and expertise; global outreach and dissemination; and comparative cross country analysis of specific issues. In this regard, we strongly recommend that *each* of the four proposals place proposed activities and *financing* in distinct regional and international (collaborative) envelopes.

Regional Envelope	International (collaborative) Envelope
Small research grants (number and average grant for all four sub-networks)	Researcher participation in PEP "Schools" and other training programmes
Grant administration	Researcher participation in PEP conference (for presentation of nearly completed research)
Grant selection	Non-regional technical support
Grant monitoring and technical support including technical workshops	Non-regional dissemination of findings/communication e.g. PEP website
Training for grantees	Participation in a Research Grants Committee
National and regional dissemination of output	

Assuming that PEP's current and prospective donors are amenable to this form of funding, which is the inevitable consequence of devolving PEP to "southern institutions", the associated advantages would be the following:

- Closer proximity of researchers to the grants manager
- Use of the developed cadre of PEP "trainers" regionally and internationally
- Capitalisation on PEP's international character in such key areas as cutting edge research on methods and concepts for poverty analysis, and cross country comparative analysis of specific issues (via the PEP conference and other dissemination activities)

These activities could be coordinated through a "Research Grants Committee" comprising representation from each of the institutions managing a regional program. A key function will be the application of common standards for assessing grant proposals and ongoing research. In addition to regular exchanges via email and Skype, an annual face-to-face meeting, possibly in conjunction with a PEP regional or international gathering, is highly desirable.

## 4.2 Commissioned Research

As noted earlier, PEP is clearly moving in the direction of greater engagement in commissioned research.

Among PEP's comparative advantages are the following:

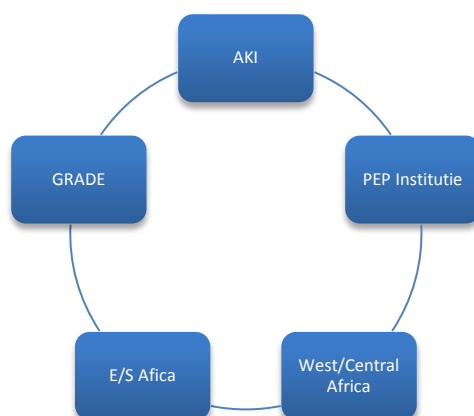
- The global purview of an institutional network focusing on important poverty related issues.
- A well-deserved reputation for technical and intellectual rigour
- A growing track record in responding to requests for policy research
- Frontier work in areas germane to policy research on poverty e.g. in defining and measuring its multi-dimensional aspects
- A growing network globally of well trained locally based professionals.

Successful engagement in commissioned research, however, is not simply a matter of scaling up the current small grants programs, especially since the latter are deliberately targeting more junior researchers. Rather it entails such skills as clear identification of *researchable* issues; the use of appropriate methods to analyse them; and the formulation of tangible policy recommendations, with due regard to the feasibility of implementing them.

Engagement will also entail investment in "business development", including the preparation of prospectuses and brochures highlighting competencies and track record, monitoring "expressions of interest" and "calls for proposal"; the preparation of suitable responses to them; and continuing liaison with prospective "clients".

Commissioned research must be managed professionally with due regard to quality assurance, communication with the client, and delivery. Other important skills include contract negotiation, financial and project planning, the selection, and if necessary, dismissal of professionals, and report preparation.

For this purpose, we recommend the formation of a PEP Group or Consortium comprising a partnership of the four regional "anchor institutions" (including the one suggested for Eastern and Southern Africa), as well as CIRPEE, which we understand plans to set up a PEP Institute linked to Laval. The desired configuration of equal partners is depicted below.



Any of the five partners should be able to call on the others with respect to responding to specific opportunities.

In its initial efforts, the PEP Consortium should assign priority to securing a few "flagship projects", both to create a profile and track record, and also to generate revenue for future business development. The most plausible opportunities likely lie with current funders, notably CIDA, the IDRC, AusAID, and UNICEF. The experiential knowledge obtained through these initial projects should be shared among the Partners, and also be reflected in guidelines and MOU's on commissioned research.

There is no provision under this arrangement for a *formal* overriding entity. Instead, interaction among partners would be structured through memoranda of understanding, with decisions being taken by consensus by a Partners Committee. Each member would be specifically empowered by his/her institution to take decisions on PEP Consortium matters in accordance with the memoranda of understanding.

An organisational model most closely approximating this structure is the Partnership for Higher Education in Africa, which featured 5 and subsequently 7 American major foundations which, in spite of their many different activities, programs, procedures and organisational cultures, successfully collaborated between 2000 and 2010 in their shared support for higher education and research in Sub-Saharan Africa. This arrangement was not without its pitfalls as discussed in a recent assessment of the PHEA.<sup>15</sup> These have been duly noted and addressed by our specific recommendations.

Among the specific advantages boding well for success of a "PEP Group", which in our view reflects the logical outcome of a decade long (in many cases) shared engagement in research and capacity building, as well as a progressive devolution of grant administration from Laval, are the following:

- A shared concern for high quality economic research and training on issues affecting the economically and socially disadvantaged;
- Growing intellectual symmetry among institutions through research and the "training of trainers";
- Dedicated leadership among the collaborating institutions;
- Mutual trust and confidence at both institutional and personal levels
- A shared commitment to enhancing the "PEP" label, as one denoting high intellectual standards and professional integrity;
- Shared experience in various operational activities, including grant making, training, and commissioned research.

For these reasons we believe that governance of the partnership can be discharged by the above mentioned "Partners Committee", operating in accordance with memoranda of understanding among the collaborating partners, on the following matters.

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<sup>15</sup> Parker, S. (Sept 2010) A Case Study of the Partnership for Higher Education in Africa. Clear Thinking Communications

- A joint statement of the vision and mission of the PEP Consortium
- Procedures for admitting (and if necessary, removing) Partners
- Collaboration with respect to commissioned research, and research and development (see below)
- Procedures for setting out a multi-year strategy
- Procedures for initiating "PEP" projects
- Procedures for use of the "PEP label" in business development, programs, publications, and communications
- Procedures for assigning primary and supportive responsibilities among Partners
- Procedures for the establishment, fiduciary oversight, financing, and use of a "common fund" to support joint activities, in particular business development, outreach, communications, publicity, external assessments, and commissioned studies
- Procedures for *costing*, allocating expenditures and distributing income (core and project specific)
- Arrangements for regular meetings of the Partners Committee (in person and virtually) and following up on their decisions.
- Procedures for appointing and remunerating members of a PEP Advisory Committee (see below)

Aside from a Partners Committee, we recommend establishment of a six to eight member, high profile Advisory Committee drawing on noted scholars, policy makers, and leading public figures. In selecting members, the Partner Committee should give due weight to enhancing the credibility and international profile of the PEP Consortium, mobilising resources, and facilitating high level access to international and regional organisations, as well as donors. The Advisory Committee should meet in person at least once annually, most desirably in conjunction with a PEP related event. In our view, the Committee should also be consulted on longer-term strategic concerns.

### **4.3 Research and Development**

A key asset of a PEP Consortium will be cutting edge research, currently based at Laval, on methods and techniques analysing poverty related issues. This work should be sustained and over time, also taken up by interested Partners. To this end, we offer the following suggestions. The first is that the "PEP Institute" be assigned primary or lead responsibility for this activity. To this end, it should seek to develop collaborative research links involving other leading international scholars and bodies. Engagement by other interested Partners should be facilitated through internships and sabbaticals, as well as through exchanges of graduate students. More generally, the PEP Institute should strive toward becoming a major *portal* internationally for cutting edge research on methods and techniques. In terms of resources, it should also position itself to apply for CIDA financing for this purpose (as well as for commissioned research in collaboration with other interested PEP Consortium Partners). In addition, part of the Common Fund of the PEP Consortium should be allocated toward reinvestment in research into concepts and methods, and articulated in a formal MOU among the Partners.



## **ANNEX 1**

### **PROJECT MONITORING & EVALUATION:**

#### **Report on the Outcomes of the PEP Research Network**

2011

# Poverty and Economic Policy Research Network

## Internal Monitoring and Evaluation Report

Report on the outcomes of the PEP Research Network



**Poverty and Economic Policy (PEP) Research Network**  
Internal Monitoring and Evaluation Report

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## **PROJECT MONITORING & EVALUATION**

### **Report on the Outcomes of the PEP Research Network**

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#### **I. INTRODUCTION**

PEP is an international network of researchers in developing countries who have the expertise, resources and reputation to contribute to national and international debates on economic policies related to poverty issues.



Our ultimate goal is to contribute to the improvement of socioeconomic well-being in developing countries by supporting and promoting greater participation of local expertise in the analysis of poverty-related policy issues. In pursuit of this goal, PEP has developed a sophisticated program of technical, financial and scientific support to systematically remove the numerous obstacles that regularly prevent local researchers from conducting rigorous policy analysis and influencing national, regional and international policy debates.

In sum, when undertaking initiatives to contribute to poverty reduction in their home countries, PEP researchers can rely on the Network's support every step of the way.

#### **Capacity Building**

##### **Strengthening local research capacity on poverty issues**

PEP provides developing country researchers and practitioners with training and direct support from international experts in the use of the most recent and rigorous tools and techniques in poverty and policy analysis. Through the PEP Network, Southern researchers are able to access an extensive pool of resources, peers and expertise, beyond that available within their home countries.

#### **Research**

##### **Better understanding the causes and consequences of poverty**

PEP research contributes to improve the monitoring and measurement of poverty in developing countries through the development of tailored concepts and methodologies that better capture the nature, extent and depth of poverty, as well as to assess the specific impacts of programs and policies at the local and national levels. Moreover, as PEP researchers define the research agenda themselves - in consultation with national stakeholders – we ensure that poverty analysis and policy recommendations are more responsive to emerging development issues; such as trade and globalization, education, labor and employment, gender, health, child welfare, fiscal policies, inequality, etc..

## Consultation & Dissemination

### Bridging the gap between research and policy

Ongoing consultation with intended research users, including policymakers and development partners at local, national and international levels, is a central component of PEP-supported projects from the initial research design, through all stages of execution and culminating with several important final dissemination activities – publications, national policy conferences, etc. PEP thus contributes to enhanced collaboration among development researchers, experts, institutions, policymakers and other stakeholders in their efforts to alleviate poverty and promote development.

## Policy influence

### Proposing pro-poor policies and programs

Through systematic consultation and dissemination activities, PEP research findings are directly communicated to intended research users – including policymakers, program implementers, development partners and other stakeholders – maximizing their potential influence on decisions and initiatives related to the improvement of socioeconomic wellbeing in Southern countries.

## II. AN OUTLINE OF PEP'S GENERAL OUTCOMES

The current structure of the international network that PEP has become is the result of over eight years of building, experimenting, adjusting and expanding. Yet, for so young an institution, it has quite an impressive record of achievements. Some noteworthy achievements include:



### Substantial contributions to the international development research community:

- Through close collaboration between international experts and supported researchers, PEP has developed several new techniques, methodologies and concepts to analyze poverty in its multiple dimensions. Many of these tools are now highly valued by development practitioners and analysts worldwide<sup>1</sup>.
- Extensive training material and lists of recommended readings have been produced for a wide variety of tools and methodologies to assist in the capacity building of PEP researchers. Moreover, free and unlimited access to such material - via the PEP website, see [training material](#) and [recommended readings](#) - allows researchers around the world to easily acquire the necessary tools for the production of state-of-the-art research, no matter their location and resources.

<sup>1</sup> For example: [Distributional Analysis STATA Package](#) (DASP), [Distributional Analysis/Analyse Distributive](#) (DAD) Software, PEP [Computable General Equilibrium \(CGE\) Standard Models](#), etc.

### A Network of global scope and reach:

- To date, a total of **507 researchers** (43% women) based in **49 developing countries** have benefited from the PEP “support package” - financial, technical and scientific (including training, study visits, distance support, detailed comments on proposals and reports, general meetings, etc.) - enabling them to conduct rigorous and high-quality research on poverty and economic policies in their home countries. In order to provide more direct assistance to researchers and help manage such an extensive network, PEP has established **offices in Africa, Asia and Latin America**. Over the past few years, the Southern offices have taken over most of the Network’s management.

### Promoting a Southern-based expertise on development issues:

- The success of the Network’s initiatives, in terms of building and promoting research capabilities in the South, is also demonstrated by the **increasing number of PEP researchers whose findings are being published in top development economics journals (see Annex E)**, challenging the near monopoly of these journals by researchers working in Europe or North America.
- Other dissemination initiatives assisted and subsidized by the PEP Network include<sup>2</sup>:
  - **168 research working papers** and **81 policy briefs** published on the findings of PEP-supported researchers<sup>3</sup>
  - **75 international conference presentations** by PEP researchers to share the policy and research implications of their work
  - **60 national policy conferences** organized by PEP researchers to personally communicate their findings to key stakeholders and policymakers in their respective countries

### Assessing gender-related implications of development policies in the South

- PEP has supported [29 research projects](#) (18% of all its projects) that focus specifically on assessing gender policy and poverty issues.
  - Among these, from 2004 to 2008, PEP benefited from additional funding that allowed it to run a Gender Challenge Fund, which funded 10 of the 29 projects reported above covering issues such as the gender impacts of tax reform, female unemployment and micro-entrepreneurship training for women.
  - More recently, PEP’s CBMS program launched a major [gender-responsive budgeting project](#) in Peru (with funding from UNIFEM) and the Philippines that aims to develop and pilot test an enhanced Community-Based Monitoring System that takes into account gender issues, facilitates gender responsive budgeting at the local level, and incorporates a planning and budgeting module.
  - Funding from the Inter-American Development Bank allowed PEP’s Latin American office to launch [an initiative on preventing teenage pregnancy](#).

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<sup>2</sup> Findings from PEP projects are often also disseminated through independent initiatives of PEP research teams themselves without the Network’s assistance or subsidies; these initiatives are not accounted for here, but some are captured in the statistics reported in section V. Information regarding dissemination activities for CBMS projects is reported in Annex B.

<sup>3</sup> Find all PEP working papers [here](#), all policy briefs [here](#) and all journal publications [here](#).

- Outside of these particular initiatives, the fact that 43% of PEP researchers and at least half of PEP staff, codirectors, and program directors are female, has helped ensured that most of PEP's other research also accords great importance to gender issues. Some examples include gender-disaggregated multidimensional (and missing dimensions) poverty analysis, differentiated impacts of the global crisis on boys and girls and gender-disaggregated public spending incidence analysis.

Here is some additional information on the general achievements of the PEP Network to date:

<b>Total number of PEP grants awarded to developing country researchers (or teams)</b>	<b>171</b>
Number of supported research projects completed	118
Number of supported research projects still ongoing	53
<b>Number of research grants awarded per program or sub-network :</b>	
CBMS	35
MPIA	53
PIERI	15
PMMA	68
<b>Number of PEP regional offices established</b>	<b>4</b>
<b>Number of total grants disbursed and managed by PEP regional offices:</b>	
PEP Africa	48
PEP Asia	34
PEP Latin America	2
PEP North America	87
<b>Number of PEP General Meetings</b>	<b>8</b>
<b>Number of PEP Schools<sup>1</sup></b>	<b>7</b>
<b>Number of special training workshops per research program<sup>2</sup>:</b>	
MPIA	6
PIERI	2
PMMA	7
<b>Percentage of resource persons and reviewers who reside in Southern countries</b>	<b>54%</b>
<b>Percentage of PEP-funded researchers aged under 30</b>	<b>30%</b>
<b>Percentage of PEP-funded researchers who are women</b>	<b>43%</b>

1. Find detailed information on PEP Schools [here](#).

2. For CBMS training workshops, see Annex B for CBMS Monitoring and Evaluation Report.





### III. MONITORING AND EVALUATING THE ACHIEVEMENT OF THE PEP NETWORK'S OBJECTIVES

In 2008, several performance indicators were proposed as part of a Monitoring and Evaluation (M&E) Plan to assess the progress of the PEP Network in each of these four areas of activities: capacity building, research, dissemination and policy influence.

The M&E Plan had two clearly defined objectives:

- 1) To provide PEP management with reliable and updated information on the achievement of the Network's objectives and the multi-level impact of its activities – in order to assist in general programming decisions.
- 2) To provide donor organizations with an effective handle on how PEP has :
  - contributed to strengthen and promote the use of existing research capabilities in the South
  - brought about sustainable improvement in national and local-level policies or in the well-being of targeted beneficiaries.



In September 2010, a new system was created and implemented to collect, directly from the research teams, specific information related to each of the performance indicators in the M&E Plan. The technical report that research teams were required to submit at different stages of research project execution was re-modeled into an automated computerized form, from which data can now be targeted and automatically compiled into a pre-set database. This database now constitutes the source of PEP's Monitoring and Evaluation reports.

As the system was only recently implemented, only thirty-six (36) research projects have been surveyed on the related performance indicators to date (March 2011). Most of these projects had at least one output still expected to be produced, which implies that they were also fairly recently initiated - twenty (20) of them, however, may be considered completed as the teams had already published their final research report. The other sixteen (16) projects are still ongoing. Even if based on a 21% sample<sup>4</sup>, results from this survey – detailed in section IV below – clearly demonstrate the actual impact of PEP support and networking initiatives on the promotion of Southern expertise. This report will be updated periodically as new information becomes available.

**See Annex A for more detailed explanations of the survey process and a breakdown of results for a better understanding of PEP components' initiatives and related outcomes.**

### IV. EVIDENCE FROM THE MONITORING AND EVALUATION OF PEP RESEARCH PROJECTS

#### **Scientific outputs – Providing reliable evidence to assist in actual pro-poor interventions**

Following approval and provision of a research grant for the conduct of a new study project, one of PEP-affiliated resource persons is systematically assigned as a “mentor” to the research team in order to provide ongoing and direct assistance throughout project execution. These mentors assist

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<sup>4</sup> 36 out of 171 PEP-funded research projects

grantees in overcoming obstacles of both scientific and technical nature, and in the preparation of their research reports. Moreover, funding is provided for one of the team members to complete a 3-4 week study visit at an institution of their choice to explore and discuss specific research issues with international experts. Finally, all project reports and overall progress are individually monitored, revised and commented by PEP resource persons and other international experts who specialize in the policy areas and methodologies used in the study<sup>5</sup>.

**Thus, in terms of research and scientific outputs, PEP-supported project outcomes are guaranteed to meet the highest international standards of scientific rigor and quality.** PEP research projects always contribute crucial evidence and specific recommendations on which decision-makers can rely to design and implement appropriate policies to combat poverty and/or maximize pro-poor benefits of their interventions.

**PEP researchers win international academic awards:**

**African Public Policy Award (IIFP-GTZ)**  
Epo Boniface Ngah, Francis Menjo Baye

**PEGNet Best Practice Award (for effective cooperation between research and policy)**  
Veronica Amarante, Andrea Vigorito

**Social Science Research Excellence Award (Gansu Province, China) – Wei Qu**

Some of PEP researchers' most recent findings and recommendations can be found [here](#). These provide a rapid overview of the themes and countries involved, and illustrate how PEP research is an important resource for policymakers and other stakeholders who seek to contribute to poverty alleviation in developing countries.

The following sections present the results for detailed sets of performance indicators monitored to assess general achievement of PEP objectives in terms of capacity building, dissemination and policy influence. As mentioned above, the 2010-2011 survey was performed on a sample of 36 PEP-funded projects (20 completed, 16 ongoing), involving a total of 142 developing country researchers.

## Capacity building – Training a new generation of Southern experts in development issues

CAPACITY BUILDING	All	Ongoing	Complete
Average age of supported researchers	35	33	38
% of supported female researchers	51%	48%	53%
% of researchers who have learned and/or taken up in research practice:			
New methodologies	80%	83%	77%
New concepts	68%	70%	67%
New software tools	69%	64%	73%
New literature	77%	77%	78%
% of research difficulties/obstacles overcome with PEP assistance	81%	80%	75%
% of projects that resulted in the undertaking of parallel research studies	64%	56%	70%
% of researchers who have experienced career-promoting events	45%	33%	55%
% of projects findings that resulted in an external publication	33%	6%	55%

<sup>5</sup> See Annex A for the list of PEP research methodologies; detailed descriptions can also be found [here](#).

**A new Southern-based expertise:** Through its sophisticated program of financial, scientific and technical support, the PEP Network is able to build capacity among hundreds of Southern economists in the conduct of rigorous and high-quality research on poverty issues, despite an often severe lack of resources available in their home countries.



With an **average researcher age of 35 years** and **50% female participation**, PEP is creating a growing and gender-equal pool of Southern-based researchers to nourish and influence current and future debates on poverty, development and economic policy issues.

*"Before I joined the PEP network, if 'googled' my name probably you could get zero results. Today, the story is different; the PEP network has made me just what I am in the poverty research world. I am proud of that."*

**Milu Muyanga, Kenya**

*"PEP keeps high standards and pushes us beyond what we thought we were capable of achieving."*

**Nisha Arunatilake, Sri Lanka**

**Providing resources:** To succeed in this initiative, PEP provides in-depth training in a variety of the most recent and internationally acknowledged...

- **Research methodologies;** such as distributional analysis, statistical monitoring, data envelopment, social accounting matrices, survey design, computable general equilibrium models, etc
- **Analytical concepts:** which also vary and often relate to the chosen methodology, e.g. inequality of opportunities, educational mobility, propensity-score matching, dimensional scores, regression-discontinuity, tax progressivity, horizontal equity, etc.
- **Software tools:** Such as DAD, DASP, STATA, GAMS, etc.
- **Scientific literature:** recommended reading lists for a variety of concepts and techniques with links to electronic versions where available.

*"PEP has provided us with a series of analytical tools that are quite difficult to obtain for research teams working in developing countries, including international bibliographic databases and program licenses"*

**Maria Ines Terra, Uruguay**

All the above-mentioned resources are **made available for free and unlimited access via the PEP Website**, substantially increasing the resources that Southern researchers can count on in current and future initiatives.

**An independent Southern agenda:** As PEP provides individual grants to small research teams regardless of institutional affiliation, it **allows Southern researchers to independently define the research agenda**. With PEP support, grantees can investigate issues that they consider essential to better combat poverty through national public policies/programs based on their in-depth knowledge of local customs, conditions, policies and constraints.



**A long-term career-promoting experience:** Following participation in a PEP-supported project, **70% of research teams have at least one member who is solicited to pursue further analysis** on the related issues by government agencies or organizations such as the World Bank, IFPRI, the ASEAN+3 Research Group, the Human Sciences Research Council, UNICEF, the Inter-American Development Bank, etc. Moreover, **55% of the 142 surveyed researchers had experienced career-promoting events** – such as promotions, postings, awards, academic graduations, etc. – since the beginning of their PEP project.

*“Thanks to the PEP project and the knowledge acquired, the publication of my research findings in refereed journals of three different papers helped me upgrade to associate professor. Also, my participation in international conferences – with PEP support – allowed me to move in an international organization as senior economist.”*

**Nadia Belhaj Hassine, Tunisia**

**International acknowledgment:** Finally, the **percentage (55%) of PEP research findings being published as an article in international peer-reviewed scientific journals** or as a chapter in an externally-published book – resulting in over 150 citations according to Google Scholar – testifies to the increasing acknowledgement of their expertise by the international development research community. A list of external publications based on PEP-supported research can be found in Annex E.

See Annex C for respondents’ testimony of how PEP support and training has contributed to both strengthen and promote their research capacities and expertise (see also [“What researchers have to say about PEP”](#)).

## **Dissemination – Communicating research findings to decision-makers**

DISSEMINATION	All	Ongoing	Complete
% of projects designed in consultation with policy makers & stakeholders	81%	81%	80%
% of project findings published and disseminated as working papers	51%	13%	72%
% of project findings published and disseminated as policy briefs	46%	13%	64%
% of project findings presented at a national stakeholder/policy conference	31%	6%	55%
% of projects findings presented at an international conference	50%	19%	75%
% of project findings reported in the press (radio, newspapers, television, etc)	22%	7%	25%



### **Working in collaboration with national stakeholders:**

As part of PEP’s strategy to ensure that 1) its research projects are responsive to emerging development policy issues and 2) its findings will be assimilated in policy formulation, **ongoing consultation with relevant stakeholders and government agencies has become a fixed component of PEP research initiatives.**

As a result, **80% of surveyed research teams had been working in close collaboration with policy stakeholders**, of which 86% were identified as direct research users and 83% have reported potential impact of these consultation activities on either policy formulation or career advancement opportunities.

*“The consultation process undertaken at the beginning of our project was important to inform the program managers of the impact evaluation underway and its initial results. As an external consulting group, we were able to continue to share knowledge on the program’s achievements and shortcomings, as well as to inform decisions regardless of changes in management due to political transitions...”*

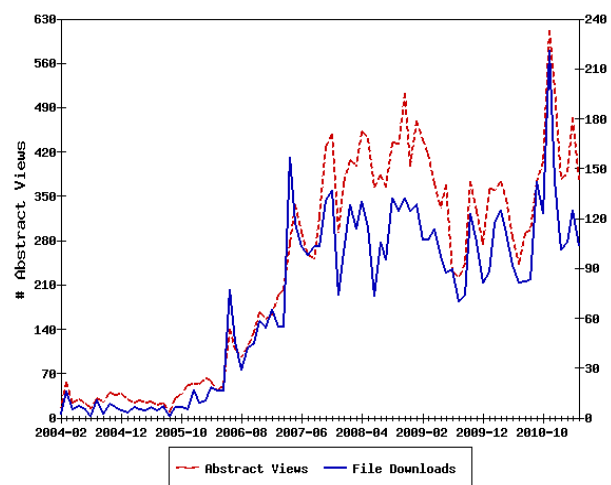
**Report from PEP team PIERI-11242**

**PEP publications:** Once a PEP research project is completed, final results and findings are edited and published in the two distinct formats: working paper and policy brief<sup>6</sup>. The latter is a one-page, non-technical summary of the main conclusions and policy recommendations that is systematically distributed to all policy-relevant stakeholders.

PEP working papers are listed with both SSRN (Social Science Research Network) and RePEc (Research Papers in Economics), which ensure wide circulation. The latter provides the following statistics on the number of abstract views and downloads for PEP working papers.

Access statistics from the service of RePEc:

Year	Number of	
	Abstract Views	Downloads
2004	67	329
2005	214	847
2006	1051	3261
2007	2064	6374
2008	2325	8831
2009	1922	6744
2010	2311	7240
2011	973	3700



As of May 2011, via the RePEc website alone, the 92 listed MPIA and PMMA working papers had been downloaded a total of 10,927 times and their abstracts had been viewed 37,326 times<sup>7</sup>.

<sup>6</sup> Find all PEP policy briefs [here](#), and all working papers [here](#). PEP national policy conferences are reported in the [Featured Events](#) section of PEP website news.

<sup>7</sup> Papers based on CBMS findings are circulated through other services (see Annex B) and as PIERI projects were fairly recently implemented, their working papers have not yet been published. RePEc statistics on PEP MPIA and PMMA paper series are made available via the following links:

<http://logec.repec.org/scripts/seriesstat.pl?item=repec:lvl:mpiacr> and

<http://logec.repec.org/scripts/seriesstat.pl?item=repec:lvl:pmmacr>



**Conferences:** Furthermore, assistance from the PEP Network to ensure effective dissemination includes both financial and logistical support for researchers to organize national policy conferences, through which they can directly communicate their findings to all stakeholders.

The survey shows that **55%** of the (recently) completed research projects were **presented to a policy-related audience gathered at the national level**. According to survey answers, only half of these events had been subsidized by the PEP Network, which implies that PEP researchers have also undertaken such initiatives on their own.



Another sign of the acknowledgment of their authority as field specialists is the increasing number of PEP researchers (**75%** of those surveyed) being **invited to present their work in international conferences**, intended for either policy or academic audiences, and held in all regions of the world.

*“The most fruitful of our dissemination activities was certainly the national conference we organized to present our findings to an audience of national and local government leaders. The event was the occasion to inform these public servants, especially the local government executives, of the potential impact of trade liberalization measures on poverty, and how promotion of trade agreements could help alleviate poverty. The key for successful communication was to present our simulation results in a very simple, non-technical manner”.*

**Report from PEP team MPIA-10470 (Philippines)**

**Sensitizing the general public:** As national policy conferences tend to be **widely publicized in national mass media** (radio, television, press), PEP research findings are often reported to the general public, whose knowledge can incite political leaders’ response. PEP researchers have also reported that their findings regarding national poverty issues and policy recommendations were taken up by national NGOs in their advocacy for pro-poor considerations in government initiatives.



## Policy influence – A long-term impact on socioeconomic wellbeing in developing countries

POLICY INFLUENCE – MPIA, PIERI, PMMA	All	Ongoing	Complete
% of projects that resulted in further funding for researchers	17%	19%	15%
% of projects that resulted in researchers contracted as policy consultants	36%	13%	55%
% of projects that resulted in researchers getting hired or promoted	36%	19%	50%
% of project findings taken up to assist in policy formulation/ program design	19%	13%	25%
% of projects that resulted in new program/policy design/implementation	6%	-	10%
% of projects that resulted in change or abrogation of actual policy/program	3%	-	5%
% of projects that resulted in general changes in socioeconomic wellbeing	3%	-	5%

### Recruitment of PEP researchers as policy consultants:

Through consultation and dissemination initiatives, as well as via the Network's connections, PEP researchers naturally benefit from increased international exposure and credibility as development policy experts. A significant number of research teams have reported that at least one member had either **received further funding (15%), been promoted/hired (50%) and/or contracted (55%) to take on advisory work in policy consultancy mechanisms as a result of the reputational effect of their involvement with PEP.**



Besides national government agencies, contracting organizations cited in researchers' reports include: the African Economic Research Consortium (AERC), the Asian Development Bank, ASEAN+3 Research Group, IDRC, Latin American Center for Rural Development, USAID, UNESCAP, UNICEF, UNIFEM, the World Bank, etc.

### PEP's contribution to poverty reduction through policy influence:

As impacts on policy formulation or reform and, even more so, on socioeconomic wellbeing, tend to occur only in the medium to long term, it is particularly difficult to track the achievements of PEP initiatives on this level. Nonetheless, and even though the projects surveyed in 2010-2011 were fairly recent ones, it appears that **direct influence of PEP findings on policy formulation had already occurred in 25% of cases.**



Considering the number of past research projects and disseminated findings unaccounted for in this survey, however, it is reasonable to think that this percentage does not reflect the overall **potential influence of PEP initiatives in terms of poverty alleviation in developing countries.** Especially given the much greater percentage of PEP researchers being offered opportunities to pursue their work in spheres where they can exert direct impact on policymaking and poverty alleviation.

PEP-supported research has been reported to have influenced the design, implementation or reform of many programs and policies such as:

- *Asignaciones Familiares* – a government-initiated cash transfer program in Uruguay
- Provision of *social security benefits for workers from the informal sector* in India
- *Ley Federal de Educacion* in Argentina – to be reformed/replaced by *Asignaciones Universales pro Hijo*, partially based on the results from a PEP impact evaluation
- The *National Plan for Sanitary Development* in Cameroon
- The *National Poverty Eradication Program* in Nigeria

**Annex D compiles some excerpts from technical reports of surveyed projects that relate the actual occurrence and/or process of PEP research findings' influence on policy formulation.**

### **Summary of results from the 2010-2011 survey of PEP research projects**

Following the implementation of the new Monitoring and Evaluation system, PEP research teams will now be systematically surveyed on all the above-listed indicators through the submission of technical reports, regularly updated throughout project execution.

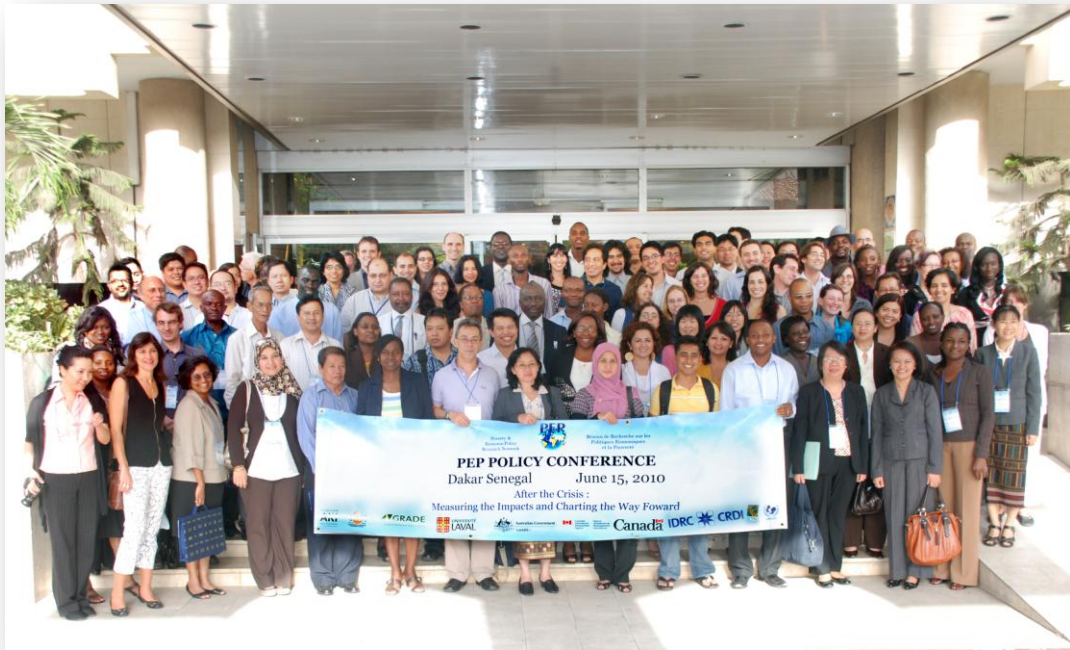
Although the 2010-2011 exercise only included a limited sample of 36 projects, results from this preliminary survey provide strong evidence of the achievement of the PEP Network's objectives.

Among these results, some are especially noteworthy as they clearly demonstrate the effective impacts of these initiatives.

- **55%** of surveyed PEP researchers have experienced **important career-promoting events**, and 55% of PEP teams have at least one member who has been **contracted or hired as consultants** for policy or research by government agencies and international organizations, as a result of involvement in PEP projects.
- **80%** of PEP projects are designed in **consultation with policy makers or stakeholders**
- **55%** of PEP research findings resulted in peer-reviewed (non-PEP) **scientific publications**
- **75%** of PEP research findings are presented in **international conferences**, and **55%** in **national policy conferences**
- Finally, despite the fact that surveyed projects were relatively recent ones, **research findings have, in 25% cases, already been taken up to assist in policy formulation or program design** – see **Annex D** for excerpts and testimony of impact.

The extent that the PEP Research Network has reached today, both in terms of activity and geographic scope, combined with a rich experience of successful achievements, puts it in a unique position to promote, significantly and internationally, a Southern-based expertise on development policy issues.





## ANNEX A

### Categorizing and Understanding the Results of the M&E Survey

#### PEP Research Programs

The PEP Research Network is composed of four constituent sub-networks, based on different research methodologies of poverty and economic policy analysis :

- CBMS : [Community-Based Monitoring Systems](#)
- MPIA : [Modelling and Policy Impact Analysis](#)
- PIERI : [Policy Impact Evaluation Research Initiative](#)
- PMMA : [Poverty Monitoring, Measuring and Analysis](#)

Even if tightly-linked, the programs differ in nature of research issues and techniques, structure and expected outputs. Research projects that fall under the CBMS sub-network, in particular, present especially distinguishing characteristics. Thus, in order to gather more accurate information on the achievement of PEP's specific objectives, it was decided that an additional set of indicators would be used to monitor and assess the progress of the CBMS sub-network more specifically<sup>1</sup>.

Monitoring and Evaluation Reports, therefore, come in two parts. The main document discloses either general information on the Network's global achievements to date or detailed results from the monitoring of projects supported by MPIA, PIERI and PMMA research programs. **A distinct assessment of CBMS specific achievements is presented in a second report (see Annex B).**

#### A New Monitoring System

As the Monitoring and Evaluation System - for MPIA, PIERI and PMMA projects - was only recently implemented (end of 2010), report on progress of the complete list of performance indicators is only partial. Most funded teams of former MPIA and PMMA research projects ("former" implying that they were fully completed before 2010) had submitted the final update of their technical reports long before the new form was created.<sup>2</sup> Therefore, the results in section IV of the main document can only account for a limited number of projects, i.e. those still expected to produce final outputs.

To date, thirty-six (36) project teams have submitted their first or latest technical report update in the new computerized format, allowing us to compile data on M&E indicators selected for MPIA, PIERI and PMMA projects.

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<sup>1</sup> The monitoring of CBMS indicators do not resort to the same computerized form used by MPIA, PIERI and PMMA project teams to submit their technical report.

<sup>2</sup> Prior to the actual system, technical reports were submitted in Word format and their content, which varied considerably, rarely accounted for all requested information. It is also important to note that some of these indicators have always been quite difficult to track; especially those intended to assess the overall policy influence and socioeconomic impact of PEP supported initiatives, given both the subtle nature and long-term implications of such repercussions.

Moreover, for a better assessment of progress and achievements, another distinction had to be made between ongoing projects and those considered “completed”<sup>3</sup>.

As the former were more recently initiated, several outputs (often including research findings) have yet to be produced. When focused on those (completed) projects that were initiated at least 2 years ago, results better convey the potential outcomes and long-term impact of PEP’s support and activities.

For the purpose of such distinction, the **tables in section IV display three different series of results**:

- **Column 1** : All - show results from all 36 technical reports submitted in the new form
- **Column 2** : Ongoing - results from 16 projects initiated less than 2 years ago (since March 2009)
- **Column 3** : Completed – from 20 projects initiated more than 2 years ago (before March 2009)

Overall, the last (3<sup>rd</sup>) column or series of results would be the most accurate in reporting on the Network’s outcomes - as it renders complete information on a sample of PEP projects that have produced most of their outputs. It is important to note, however, that policy influence and socioeconomic impact may occur over a much longer period.

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<sup>3</sup> A project that is still “ongoing” means that it has not yet yielded final research results. A project that may be considered as “completed” has at least produced a final report on research findings. However, dissemination activities - including working papers, policy briefs and national policy conferences - may still be in preparation for these projects as well.

## **ANNEX B**

### **PEP-CBMS Network Monitoring and Evaluation Report**

#### **I. Background**

Through its CBMS Network Program, PEP specifically aims to deepen its contribution towards evidence-based policymaking and better targeted poverty interventions in developing countries through the use of community-based monitoring indicator systems and methodologies. The CBMS is geared to be used to provide the necessary up to date and disaggregated data on the different dimensions of poverty while facilitating participation of various stakeholders in the decision making process.

In particular, the CBMS Network aims to:

- a) Design community-based poverty monitoring systems that are appropriate to developing countries
- b) Extend research support to national and international planning bodies in developing countries on the use of CBMS methodologies for the design and implementation of more targeted interventions to achieve poverty reduction and other development agenda
- c) Further enhance the capacity of Network researchers to influence poverty reduction initiatives within countries using the CBMS indicator system and methodologies that were earlier developed
- d) Develop and improve the dataset for poverty analysis and policy-action research
- e) Foster technical collaboration of CBMS researchers with MPIA-PMMA researchers through joint research and training workshops
- f) Mobilize resources for scaling up and institutionalization of CBMS

#### **II. Research Outputs and Outcomes**

Since 2002 the CBMS Research Program of PEP, being administered by the PEP Asia-CBMS Network Office, has fostered the implementation and use of community-based monitoring system for poverty diagnosis, improving local governance, localizing the millennium development goals (MDGs), and in monitoring the impacts on poverty by various policy shocks.

Aside from the adoption of the CBMS methodology and instruments by national and local government units as part of its development processes, data from CBMS has also been utilized for conduct of poverty analysis and policy impact studies not only of CBMS network researchers but also of non-PEP researchers. The CBMS database, which is a product of technical collaboration between CBMS researchers and local stakeholders, has provided a rich source of socio-economic information for university students, faculty and research groups for conduct of undergraduate theses, and project studies.

PEP was able to achieve these through the following:

- Research grants and scientific support for the development and pilot test of CBMS methodologies, instruments for data collection and processing, training modules, and its applications in 16 developing countries
- Training and Mentoring of CBMS researchers and stakeholders
- Dissemination and publication
- Networking and Partnerships

### ***A. Research***

The network has supported the implementation of **31 CBMS projects**<sup>1</sup> since 2002. This exceeded the planned 23 projects from Phase 1-Phase 3 at no additional cost to PEP. This was made possible through local funding contributions (allocated and managed directly by local stakeholders) in the implementation of CBMS in the project sites as well as parallel funding support provided by UNICEF (Burkina Faso), UNDP (Philippines), and UNIFEM (Peru).

Indicators	Number
Research grants awarded	31
Working papers prepared	119 <sup>2</sup>
Commissioned papers produced	8
Pilot CBMS projects implemented	15
CBMS expansion projects supported	14

<sup>1</sup> Note that PEP overall statistics account for 4 additional CBMS project papers (for a total of 35 CBMS projects): one is a commissioned paper, two were papers produced on CBMS-related work for PEP 2005 and 2006 PEP meetings, and one was separately financed by IDRC as a special output from a collaboration project on gender-responsive budgeting. The present report only accounts for projects implemented by country teams or partner institutions to either development, pilot test and/or institutionalize Community-Based Monitoring Systems (CBMS).

<sup>2</sup>The 119 working papers cited in this table includes all CBMS-related working papers prepared under the CBMS projects and also those papers prepared and presented (by stakeholders; which are not necessarily part of the initial expected outputs of country teams but have been produced in the collaboration with the said stakeholders ) in CBMS conferences.

Of the 31 research grants awarded, 2 projects have just commenced in 2010 and were excluded at this time in the evaluation of dissemination component of the report.

These PEP-supported projects covered CBMS research work in 17 developing countries.

<b>Asia</b>	<b>Africa</b>	<b>Latin America</b>
Bangladesh	Benin	Argentina
Cambodia	Burkina Faso	Peru
Indonesia	Ghana	
Lao PDR	Kenya	
Pakistan	Nigeria	
Philippines	South Africa	
Vietnam	Tanzania	
	Zambia	

PEP was able to develop and pilot test CBMS in selected sites in 12 developing countries from 2002-2009. These projects had built the knowledge base and best practices on local poverty monitoring systems. It has also established partnerships with research and academic institutions for CBMS work, and likewise created partnerships with key stakeholders within these countries who are intended users of research outputs.

In addition, PEP has also supported the expansion of CBMS work in three countries (Philippines, Vietnam and Burkina Faso) where CBMS was earlier successfully piloted under the Micro Impacts of Macroeconomic Adjustment Policies (MIMAP) Program of IDRC. These initiatives had been used for the preparation of necessary training modules and useful reference materials for country teams that are still on their pilot phase.

Through these PEP supported CBMS projects, the Network has specifically achieved the following research outputs:

- Pilot-tested CBMS methodology, poverty indicator systems, data collection and processing instruments
- Establishment of local poverty databases
- Research and policy recommendations based on *empirical evidence* regarding important development issues (achieving the MDGs, identification of needs and resource allocation, improvement of local governance, better program design and targeting)

- Impact analysis of recent food and fuel price shocks and of the global financial crises have been conducted at the onset of crises

These research outputs have fostered multi-dimensional poverty analysis and evidence-based policy analysis. The instruments and tools that the CBMS network developed have contributed to bridge the information gap for more comprehensive poverty diagnosis, analysis and policy recommendations.

Meanwhile, access of researchers to improved and richer databases generated by CBMS has also facilitated the development of better management techniques for handling and processing large datasets in the conduct of research and policy studies.

### ***B. Capacity Building of Researchers and Stakeholders***

Through its CBMS research initiative, PEP was able to develop tools and training modules that enabled researchers in developing countries to respond to identified gaps in policymaking and program implementation. In particular, the CBMS tools and modules, developed and pilot-tested by the CBMS Network, have contributed to build and improve capacities of local stakeholders in generating local poverty statistics, empowering communities in the use of data for various development processes. Given the difference in capacities of researchers and stakeholders, it was found that technical support and guidance for CBMS work need to be provided at varying levels over time.

Seventeen (17) CBMS country teams have been supported by PEP since 2002. Ten of these teams are headed by established researchers with advance degrees (PhD) in their fields and are in the senior or high level position in their respective research or academic institutions. One CBMS project of PEP is being led by a municipal town planner. The rest of the teams are led by mid-level professionals.

Indicators	Total	
<b><i>Capacity Building and Mentoring</i></b>	<b>%</b>	<b>Number</b>
% of projects supported with female researchers	71	22
% of projects with researchers who participated in PEP training/technical workshops	74	23
% and number of projects that resulted in the undertaking of parallel research studies	13	4

% and number of projects that conducted CBMS training workshops for local stakeholders	71	22
% and number of projects which established national and local trainers on CBMS modules	13	4

Within the Network, the senior CBMS country researchers, particularly those who have been involved with earlier CBMS initiatives under the Micro Impacts of Macroeconomic Adjustment Policies (MIMAP) Program of IDRC, were able to provide mentoring support to country teams who were at their initial phase of design and pilot test of their CBMS. On the other hand, PEP financial support enabled the more advanced CBMS country teams to further develop the applications of CBMS for emerging policy issues and global development challenges such as those relating to achieving the MDGs and impact analysis of food and fuel price shocks and the financial crisis.

### ***C. Dissemination***

#### ***Conferences***

National and local dissemination workshops and conferences are integral component for CBMS projects. These events are organized to serve as venues for getting feedback on the research outputs and recommendations of the projects, to facilitate discussions of key policy issues that need to be considered in the conduct and improvement of CBMS work, and to establish linkages with more partners for scaling up and institutionalization of CBMS for its intended uses.

Indicators	Total	
<b><i>Dissemination</i></b>	<b>%</b>	<b>Number</b>
% and number of projects designed and implemented in consultation/collaboration with policymakers and stakeholders	94	29
% and number of projects with findings published as working papers	81	25
% and number of projects with findings published and disseminated as policy briefs	13	4



% and number of projects with findings/related outputs published and disseminated as journal articles	19	6
% and number of projects with findings presented at a national stakeholders/policy conference	45	14
% and number of projects with findings presented in international conference/s	74	23
Number of national/local stakeholders conferences/dissemination fora organized	-	18
% of projects whose findings were reported in the press (newspaper, radio etc.)	3	1
Number of newsletters published	-	30
Number of books published	-	16

These conferences, thus far, have paved the way for greater awareness and understanding on the uses of CBMS among various stakeholders within countries where the system has been pilot tested through PEP supported research initiatives. It has resulted in useful recommendations from intended users on how to further improve the CBMS process and instruments, validation of project findings, as well as elaboration of strategies and mechanisms for better integration and institutionalization of CBMS to development processes.

## ***Publications***

### *Academic Journals*

Publication of CBMS research papers in academic journals is one of the areas for improvement in the CBMS Network in the forthcoming project phase. Thus far, only the CBMS country projects in Cambodia, Philippines, Vietnam and Ghana were able to have their respective policy studies published in a journal. Meanwhile, with the development of the CBMS database, non-PEP researchers were able to utilize the CBMS data for the conduct of research studies that have been published in journals.

List of journal publications based on CBMS findings:

Author/s	Title	Journal Publication
<b><i>PEP-CBMS Research Papers</i></b>		
Try Sothearith and So Sovannarith	Impact of Hiked Prices of Food and Basic Commodities on Poverty in Cambodia: Empirical Evidences from CBMS Five Villages	DLSU Business & Economics Review, Vol 20, No 1 (2010)
Felix A. Asante, Cynthia A. Tagoe, Alfred A. Boakye	Effects of Rising Food and Oil Prices on Rural Households in Ghana: A Case Study of Selected Communities in the Dangme West District Using the CBMS Approach	DLSU Business & Economics Review, Vol 20, No 1 (2010)
Celia M. Reyes, Alellie B. Sobrevinas, Jeremy de Jesus	Analysis of the Impact of Changes in the Prices of Rice and Fuel on Poverty in the Philippines	DLSU Business & Economics Review, Vol 20, No 1 (2010)
Vu Tuan Anh	Implementation of poverty reduction policies in ethnic minority regions"	Vietnam's Socio-Economic Development No. 50, June 2007. Hanoi.
Nguyen Xuan Mai & Vu Tuan Anh	Reduction of urban poverty	Vietnam's Socio-Economic Development No. 51, September 2007. Hanoi
Vu Tuan Anh	Impacts of off-farm business growth on rural sustainable development	Vietnam's Socio-Economic Development No. 48, December 2006.
<b><i>Other related research studies using CBMS data</i></b>		
Tereso S. Tullao, John Paolo R. Rivera	The Role of Income and Employment on School Participation Rate in Pasay City and Eastern Samar	DLSU Business & Economics Review, Vol 20, No 2 (2011)
Rechel G. Arcilla, Frumencio F. Co, Shirlee R. Ocampo	Correlates of Poverty: Evidence from the Community-Based Monitoring System (CBMS) Data	DLSU Business & Economics Review, Vol 20, No 2 (2011)
Alexis M. Fillone, Nicanor Roxas, Jr., Cristela Goce-Dakila	The Geographic Profiling of Poverty and Accessibility: The Case of Two Provinces in the Philippines	DLSU Business & Economics Review, Vol 20, No 2 (2011)
Jan Carlo B. Punong Bayan	School inputs and student performance in public elementary schools in Palawan: a quantile regression analysis	Philippine Review of Economics Vol. 46 No. 1, 2009

#### ***D. Policy Influence***

Even at its developmental stage, actual contributions of CBMS towards evidence-based policymaking and achieving development goals are supported by testimonials of policymakers and development partner organizations who have participated in various PEP-CBMS international and national conferences<sup>3</sup>.

The CBMS, which started as an output of a small research project in the Philippines with support from IDRC-Canada, now proves to be a vital and sustainable tool for policymaking and implementation of poverty reduction initiatives at the local level. The CBMS has been adopted and used by national governments for monitoring the achievement of the millennium development goals (MDGs).<sup>4</sup> It is already being used to target beneficiaries of development programs<sup>5</sup>.

In the Philippines, the system is now widely used to base poverty diagnosis, localize the achievement of the MDGs, as well as to assist in local planning and budgeting. CBMS has also been adopted by the Pekalongan City Government in Indonesia and by the Ministry of State for Planning, National Development and Vision 2030 in Kenya, as a tool for tracking the achievement of MDGs. The National Institute of Statistics (NIS) in Cambodia is using CBMS to improve its commune poverty reports. The Department of Statistics under the Ministry of Planning in Lao PDR, is also using CBMS data to enhance the preparation of its village books.

Indicators	Total	
<b><i>Policy Influence</i></b>	<b>%</b>	<b>Number</b>
% of projects with parallel contributions from international/ national/local stakeholders for adoption/expansion of CBMS	29	9
% of projects whose outputs have been used by national/local governing bodies for policymaking/program implementation/poverty monitoring and related initiatives	29	9
% of projects with national/local stakeholders who have presented the actual uses of CBMS in national/international fora	45	14

<sup>3</sup> See CBMS Publication Series on Proceedings of CBMS Network Meeting 2003 -2009, and on CBMS-Philippines National Conference 2004-2009: <http://www.pep-net.org/publications/pep-books/>

<sup>4</sup> Some of these cited applications of CBMS may be viewed at <http://www.dilg.gov.ph/programproject.php?id=13> and [http://www.planning.go.ke/index.php?option=com\\_content&view=article&id=141:the-1st-national-cbms-conference-held-on-28th-june--july-1st-2009-at-simba-lodge-naivasha&catid=55:permanent-secretary&Itemid=95](http://www.planning.go.ke/index.php?option=com_content&view=article&id=141:the-1st-national-cbms-conference-held-on-28th-june--july-1st-2009-at-simba-lodge-naivasha&catid=55:permanent-secretary&Itemid=95)

<sup>5</sup> <http://pantawid.dswd.gov.ph/index.php/news/218-unicef-supports-pantawid-pamilya-in-northern-samar>

CBMS has empowered communities to pro-actively engage in local development processes, promoted greater transparency in resource allocation and facilitated improvements in local governance. With accurate and up-to-date information from CBMS, local governments have been able to maximize both use and impact of their meager resources. The information has also helped them attract many other donors to fund critical programs.

The importance of CBMS is now acknowledged by the international development community as well. In 2006, the United Nations Economic and Social Commission for Asia and the Pacific (UNESCAP) Committee on Poverty Reduction had noted its key role in achieving the MDGs at the local level<sup>6</sup>. It further noted, with satisfaction, the contribution of CBMS in providing disaggregated data on Millennium Development Goal indicators to policymakers in the Philippines. It even urged other developing countries to also initiate and implement such innovative systems to be able to monitor the Millennium Development Goals at the local level, which would help in localizing the Goals. In 2008, the UN ESCAP has included the “*Localizing the MDGs through CBMS*” initiative of the CBMS Network in the list of specific initiatives to be implemented under the regional Millennium Development Goals (MDG) road map<sup>7</sup>.

In the first quarter of 2010, CBMS has been recognized by IDRC, on the occasion of its 40<sup>th</sup> anniversary, as one its top 12 development projects with lasting impacts<sup>8</sup>. In the said recognition, the CBMS initiative has been noted by IDRC as one of its projects that best demonstrate the importance of research for effective and sustainable development.

In May 2010, the CBMS Network also won the participants’ choice for the *Capacity-Development Achiever Award* during the Annual UNDP’s Capacity Learning Week held in the Philippines.

Meanwhile, another manifestation of policy influence of CBMS is the growing parallel funding commitments of development partner agencies and local stakeholders within countries where CBMS has been established. To date, combined parallel contributions for CBMS initiatives of development partner agencies is marked at **US\$ 815,233** while combined local contributions amounts to **US\$ 2.9 million**. Parallel contributions refer to funding commitments of donor agencies such as AusAID, UNDP, UNICEF, UNIFEM, and EEPSEA for expansion of CBMS research and dissemination activities. Local contributions, on the other hand, refer to the

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<sup>6</sup> [http://www.unescap.org/pdd/CPR/CPR2006/English/CPR3\\_Rep.pdf](http://www.unescap.org/pdd/CPR/CPR2006/English/CPR3_Rep.pdf)

<sup>7</sup> “CBMS included in list of deliverables under the regional MDG road map”. *CBMS Network Project Updates Vol. 5 No.4 September 2008*.

<sup>8</sup> [http://www.idrc.ca/en/ev-150683-201-1-DO\\_TOPIC.html](http://www.idrc.ca/en/ev-150683-201-1-DO_TOPIC.html)

monetary resource allocation of local government units in the CBMS project sites for the implementation of CBMS. The latter excludes contributions in terms of additional human resources (counterpart CBMS focal persons and members of technical working groups and local trainers) provided by stakeholders. The allocation of these resources for CBMS implementation is supported by national and local policy issuances, resolutions, and memorandum of agreements for technical collaboration with the PEP-CBMS Network.

## ANNEX C

### Testimony of the Impact of PEP Initiatives on Research Capacity Building

#### **PMMA-11314 - Analysis of the missing dimensions of poverty data in Nigeria**

The Poverty and Economic Policy (PEP) research group is wonderful and we are really delighted to be members working within the group. The PEP network has afforded me and other research members of the team invaluable exposure and experience that is of immense contribution for our academic and research development in the future. The impact of our PEP exposure extends beyond the completion of the projects.

The overall research support provided through the PEP network including through the OPHI is greatly acknowledged. One of the very useful aspects of one of our projects was the support received through the research study visit to the University of Oxford. This provided invaluable support in understanding the methodology, data collection tool as well as analyses techniques. Prior to the visit, little was known on the 'missing dimensions of poverty data'. The willingness of busy academics to devote time to provide research support was immensely useful to the project. PEP's support in the area of assistance with software (e.g. DASP) is also appreciated as this was invaluable in the data analysis stage.

Staff members at the OPHI, through the PEP Network, have been very helpful in providing support. This ranges from questionnaire design to report writing. Support provided includes scientific input, revision, comments, editing, etc. This has helped to improve upon the work and is also helpful in giving overall direction to the work. If this support is provided on an ongoing basis, it will further enhance publishing the papers in reputable scientific journals. PEP's open hands and willingness to provide support when any member shouts is equally acknowledged. Through answers to little e-mail queries, researchers are able to find headway and make progress on the project.

As a suggestion, PEP should continue in the direction of support they provide and also continue to make available to researchers opportunities that are related to their areas of work.

#### **PIERI-11239 - School Attendance, Child Labor and Cash Transfers: An Impact Evaluation of PANES - Uruguay**

"We consider that PEP network is unique in terms of the opportunities and support it provides to researchers. The course on impact evaluation that *\_one of our team members\_* attended in the context of her study visit in Barcelona was extremely useful in her personal development as a researcher and for the research team in order to improve our research"

#### **MPIA-11351 - Setting Up the Uniformed Social Security System under Huge Rural Labor Migration in China: A Quantitative Analysis by SIC-GE model**

We are very glad to participate in the PEP network to learn CGE modeling work and policy simulations from all over the world, and share our experiences with others to get valuable comments and suggestions so that improve our capacity building.

**PIERI-11242 : Estimating Participation and Spill-over Effects in Conditional Cash Transfer Programs - Brazil**

"Our team has benefited from study visits (summer school in Barcelona for *\_one of the team members\_*) and also from the interaction with and tutoring from international specialists, particularly during the PEP conferences. These meetings are extremely useful, both for the academic feedback from the tutors and specialists, and for the opportunity to get to know other researchers from developing countries and to build new networks and partnerships.

We also have profited from PEP's support to present the papers at international conferences. Such support was of great value for my team, specially the younger members who had the opportunity to participate both as presenters and discussants in these conferences.

All these opportunities would not be feasible if it was not for PEP support. In addition, PEP's focus on having the policy impact of the project's outcomes has put pressure on the team to be in constant interaction with policy makers, which I think was extremely useful"

**PIERI-11243 - Assessing the Impact of Argentina's Ley Federal de Educación on Educational and Labor Outcomes - Argentina**

"Our general appreciation of the PEP network is excellent. We would like to highlight the permanent monitoring of the projects by the network, and the multiple opportunities of interactions with members at different levels of the network. At our institution (CEDLAS) we interact with a large number of organizations and governments; the experience with PEP has been excellent both in absolute terms, and especially compared to almost all other institutions"

MPIA-10676 (Togo): Stratégie sectorielle, Pauvreté et Vulnérabilité: cas du Togo

The scientific support provided by the PEP Network is both rich and complete. It allows bringing literature review up to date and discover the most updated and relevant methodologies. Study visits are invaluable as they allow researchers to refine their research practices.

**PMMA-10228 - Labor supply responses to income shocks under credit constraints: Evidence from Bukidnon, Philippines.**

During the course of the project we had received distance support (through draft comments), a study visit, training sessions during the Dakar meeting and during the study visit (on DAD). We received additional financial support in the form of travel grants, as well as a publication grant. We find these types of support to be extremely useful, leading directly to very concrete changes in the way we had conducted our research.

During our first participation in the PEP meeting in Dakar, we find that these are very useful not only in terms of making the presentation and receiving feedback from the resource persons and participants, but also in terms of touching base with fellow researchers from different developing countries. Attending the meetings is undoubtedly a very enriching experience especially for our young researchers.

**PMMA-10521 - Child Survival, Poverty and Policy Options from DHS Surveys in Kenya: 1993-2003**

The package offered by the network is way above any other networks that we are aware of. In particular, we think it is excellent to have:

- Access to literature and data base
- Access to software
- The high technical support offered.
- Opportunities for additional grants (e.g. Junior researcher grants and conference participation)
- The excellent and very efficient management of all on financial, technical and other logistical issues

The team leader participated in the study visit. She was overwhelmed by the support she got from PEP at Laval. Having been involved in study visits under other networks, she can only applaud the magnitude of support from PEP.

**PIERI-11204 - Effect of Sexuality and Procreation Education on Health and Poverty Reduction of Girls in Rural China - The Case of Gansu Province, China**

“It is a very good experience to work with the PEP Network. I had a good training, easy access to international journals, and professional advancement after I have worked with PEP. I learned a lot during my research period; the scientific support, and the way it is channelled, is one of the features that make PEP a unique network”



## ANNEX D

### Some Examples of Testimony of PEP Research Impact on Policy

#### **PIERI-11239 – School Attendance, Adult Labor Supply and Household Income: An Impact Evaluation of PANES (Uruguay)**

This project is an impact evaluation of an anti-poverty program, the Plan Nacional de Atención a la Emergencia Social (PANES), implemented in Uruguay from 2005 to 2007. The Plan included a conditional cash transfer program that was to be reformed and substituted by a new transfer program, “Asignaciones Familiares”. In 2007, the PEP research team members were invited to participate in a committee that was created to discuss the main design and implementation issues in regard to the removal of PANES and its substitution by the new Asignaciones Familiares. Thus, this research project was conducted in direct consultation with decision-makers involved in the reforming process, including former and current ministers and deputy ministers of the Ministry of Social Development. *Results from the PEP impact evaluation of PANES were acknowledged by the Ministry of Social Development and taken up for the design of new interventions that aim to foster school attendance and reduce poverty.*

#### **MPIA-10234 - Urban Informal Sector and Poverty: Effects of Trade Reform and Capital Mobility in India**

This study was conducted in order to analyze the effects of trade reform on capital mobility between the formal and the informal sector in India. The results offer detailed empirical evidence on the movements of real wage in the informal sector, and how it affects poverty at the state level in the country. The study shows that wage growth in the informal sector, which is facilitated by freer movement of capital, can be instrumental in lifting a significant number of people out of the endemic income poverty in India. Excerpt from the project team’s report:

*“It seems that the discussion of our report and findings with the Committee on Unorganised Sector in India by Sugata Marjit (project leader) has led to several subsequent steps towards consideration of social security benefits for workers in the informal sector and consultation with banks for lending credit facilities. As a vast democratic country, policy propositions in India are subjected to several layers of discussions before any steps are taken up. We are happy that through our delegations in some of the important forums in India, the basic concerns about informal sector activities and its relation to poverty and welfare has been duly documented. Policies including provision of social security for informal workers are currently in process of implementation.”*

#### **PIERI-11243 - Assessing the Impact of “Argentina’s Ley Federal de Educación” on Educational and Labor Outcomes (Argentina)**

There is a heated debate on the Ley Federal de Educación in Argentina, in which the research team members are fully engaged. The outcomes of this impact evaluation were extensively discussed with policy makers, researchers and civil society representatives throughout project execution. *As a result, the findings regarding the impacts of the LFE on the labor market have been assimilated and are now regularly referred to in current discussions/debates over*

*educational reform and a new conditional cash transfer program (Asignaciones Universales por Hijo) in Argentina.* Thus, considering and despite the fact that the project was only recently concluded, such impact is impressive; it may however extend as further dissemination activities are underway. So it is still too early to assess the overall long term impact of the research project.

#### **PMMA-10745 - Acquired Benefits and Poor Targeting in Public Spending on Health and Education in Cameroon**

The project was conducted in consultation with members of the Ministry of Economy, Planning and Territorial Management, the Committee in charge of monitoring the implementation of the National Strategy for Growth and Employment and the National Bureau of Statistics. *Specific results on the acquired benefits of the poor related to the quality of health services were taken up by the Ministry of Public Health in the elaboration of the National Plan for Sanitary Development. The research findings should contribute to improve the quality of health services, especially those provided in district-level medical centers and hospitals, as well as services provided in rural areas - where resources will be devoted to improve hygiene within the hospitals, quality of personnel, equipments and infrastructure.*

#### **PMMA-11313 - Marginal Benefit Incidence Analysis of Public Spending in Nigeria**

This project was conducted in consultation with the general direction of the National Bureau of Statistics and the National Poverty Eradication Project (NAPEP), in the Office of the Presidency. The following excerpt from the research team's technical report clearly assess of the potential effect of their findings on the national strategy for poverty alleviation.

“Our interactions with policy makers in Nigeria suggest that many of them do not consider the distributional impacts of their policies and programmes. *Our consultations with the Director of the National Poverty Eradication Program (NAPEP), in particular, have contributed to inform them of the idea of distributional benefit analysis and help them make use of recommendations that are generated from this study.* NAPEP is in high level collaboration with ministries of finance, health, education, population commission, World Bank and Millennium Development Goals office in Abuja, Nigeria. Recently, a partnership was established between NAPEP and the Fadama Development Project II (World Bank Assisted Project to reduce poverty and to ensure food security) to tackle poverty through partnership initiatives in Nigeria. *A member of our research team, Miss. AIGUOMUDU, Ebehimerem Edith, works with Fadama Development Project as a facilitator. She is going to anchor the actual research link with NAPEP, through which the study results will be made available and form part of the operational guidelines.”*

## ANNEX E

### External Publications

These are articles published by PEP researchers (in refereed journals), for which the Network provided the assistance of resource persons, often as co-authors, and a \$2000 CAD subsidy. According to the recent M&E survey answers, however, it seems that PEP researchers have published a much greater number of such articles - based on their PEP research project - but without requesting the Network's support. For more publications based on CBMS findings, see Annex B (p.7).

Author	Title
<b>Nadia Belhaj Hassine</b>	<i>Trade Liberalization, Agricultural Productivity and Poverty in the Mediterranean Region</i> - European Review of Agricultural Economics (2009) 36, pp. 1-29
<b>Rizwana Siddiqui</b>	<i>Modeling Gender Effects of Pakistan's Trade Liberalization</i> - Feminist Economics (2009) Vol. 15, Issue 3, pp. 287 - 321.
<b>Fenglian Du &amp; al.</b>	<i>Why do women have longer durations of unemployment than men in post restructuring urban China?</i> - Cambridge Journal of Economics, (2009) Vol. 33, Issue 2, pp. 233-252
<b>Nisha Arunatilake &amp; al.</b>	<i>Formula Funding and Decentralized Management of Schools; Has it Improved Resource Allocation in schools in Sri Lanka?</i> - International Journal of Educational Development (2010), Vol. 30, Issue 1, pp. 44-53
<b>Hazel Jean Malapit &amp; al.</b>	<i>Labor supply responses to adverse shocks under credit constraints: Evidence from Bukidnon, Philippines</i> - Philippines Review of Economics (2008) Vol. 45, Issue 2, pp. 29-70.
<b>Frikkie Booysen &amp; al.</b>	<i>Using an Asset Index to Assess Trends in Poverty in Seven Sub-Saharan African Countries</i> - World Development (2008) Vol. 36, Issue 6, pp. 1113-1130.
<b>Gustavo Yamada &amp; al.</b>	<i>Educational attainment, growth and poverty reduction within the MDG framework: simulations and costing for the Peruvian case</i> - Journal of Economic Policy Reform (2009) Vol. 12, Issue 1, pp. 57-73
<b>Mohamed A. Chemingui &amp; al.</b>	<i>Agricultural Trade Liberalisation and Poverty in Tunisia: Micro-simulation in a General Equilibrium Framework</i> - Aussenwirtschaft (2009) Issue I
<b>Dileni Gunewardena &amp; al.</b>	<i>"Glass Ceilings, Sticky Floors or Sticky Doors? A Quantile Regression Approach to Exploring Gender Wage Gaps in Sri Lanka, in Ravi Kanbur and Jan Svejnar" – in Labour Markets and Economic Development</i> (2009) Book series: Routledge Studies in Development Economics, Vol. 73, pp. 426-448.
<b>Margaret Chitiga &amp; al.</b>	<i>The Impact of Tariff Removal on Poverty in Zimbabwe: A Computable General Equilibrium Microsimulation</i> - Journal of Development Studies (2008) Vol. 43, Issue 6, pp. 1105-1125.

<b>Erwin Corong &amp; al.</b>	<i>Poverty Effects of the Philippines' Tariff Reduction Program: Insights from a Computable General Equilibrium Analysis</i> - Asian Economic Journal (2008) Vol. 22, Issue 3, pp.289-319
<b>Cuong Nguyen Viet</b>	<i>Is a governmental micro-credit program for the poor really pro-poor? Evidence from Vietnam</i> - Developing Economies (2008) Vol. 46, Issue 2, pp.151-187
<b>Nadia Belhaj hassine</b>	<i>Trade, Human Capital, and Technology Diffusion in the Mediterranean Agricultural Sector</i> - Economie internationale (2008) Vol.1, Issue 113, pp. 115-142.
<b>Saibal Kar &amp; al.</b>	<i>Urban Informal Sector and Poverty</i> - International Review of Economics and Finance (2009), Vol. 18 Issue 4, pp. 631-642
<b>Lucas Ronconi</b>	<i>Estimates of the Benefit Incidence of Workfare</i> – Economia (2009) Vol. 9, Number 2, Spring 2009, pp. 129-145
<b>Tabi Atemnkeng Johannes &amp; al.</b>	<i>Who Benefits from Combined Tax and Public Expenditure Policies in Cameroon?</i> - Journal of Developing Areas (2009) Volume 43, Number 1, Fall 2009, pp. 1-23
<b>Margaret Chitiga &amp; al.</b>	<i>Short-run Effects of Tariff Reform in Zimbabwe: Applied General Equilibrium Analysis</i> - Journal of African Economies (2009) Vol. 10, Issue 2, pp. 174-190
<b>Ramos Mabugu &amp; al.</b>	<i>Is increased agricultural protection beneficial for South Africa?</i> - Economic Modeling (2009) Vol. 26, Issue 1, pp. 256-265.
<b>Ajitava Raychaudhuri &amp; al.</b>	<i>Is Value Added Tax (VAT) Reform in India Poverty Improving? An Analysis of Data from Five Major States</i> - Indian Economic Review (2010) Vol. 45 Issue 1 pp. 131-158
<b>Abayomi Samuel Oyekale &amp; al.</b>	<i>Income Inequality and its Sources in Nigeria: A Factor Component Decomposition Approach</i> - Nigerian Journal of Economic and Social Studies (2007) Vol. 49, Number 3, pp.
<b>Martin Valdivia</b>	<i>Teaching Entrepreneurship: Impact of Business Training on Microfinance Clients and Institutions</i> - Review of Economics and Statistics (2011), Vol. 93, Issue 2, pp. 510-527
<b>Andrea Vigorito &amp; al.</b>	<i>Cash Transfer Programs, Income Inequality and Regional Disparities. The Case of Uruguayan Asignaciones Familiares</i> - Cambridge Journal of Regions, Economy and Society (2011), Vol. 4, Issue 1, pp. 139-154.
<b>John Ataguba &amp; al.</b>	<i>Estimating the Willingness to Pay for Community-Based Health Insurance Schemes in Nigeria: A Random Valuation Framework</i> - The IUP Journal of Risk & Insurance (2010) Vol. 7, pp. 7-27
<b>Paul Ningaye &amp; al.</b>	<i>Ethno-cultural Diversity and Multidimensional Poverty Differential in Cameroon</i> - International Journal of Development Issues

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## **ANNEX 2**

### **Feedback Survey for Transnational Social Change Networks**

#### **Comparative survey report**

#### **POVERTY AND ECONOMIC POLICY RESEARCH NETWORK**



# Feedback Survey for Transnational Social Change Networks

COMPARATIVE SURVEY REPORT:  
POVERTY AND ECONOMIC POLICY  
RESEARCH NETWORK

# Introduction

This report presents what 114 constituents of the Poverty and Economic Policy Research Network (PEP) say about the performance of its network and the value that they get from participating in it. The results are shown in comparison to 8 other transnational social change networks.

In 2009, a group of 9 transnational social change networks worked with iScale and Keystone to conduct a comparative survey of all their constituents. The same survey instrument was simultaneously administered to their constituents all over the world.

This survey is not an evaluation. Rather, it holds up a mirror to show PEP how its constituents see its performance. It provides PEP with information for deliberation and dialogue with constituents, in order to identify specific opportunities for improvement.

The process provides two ways to help interpret the data:

- A comparative analysis, showing how PEP performs relative to the other networks in the group. This makes it easier to identify areas of relatively strong and weak performance, and pinpoint potential areas for improvement.
- PEP may use the data to identify some priority areas where it wants to see improvement over the next 12 to 18 months and measure progress by repeating the survey in the future.

Constituents' responses are grouped into six separate sections as shown in the table below:

Section	Feedback areas
Structure and function of the network	Network model, support or active agent function
Quality of relationships with the network's bodies	Meeting constituents' needs, quality of communications, responsiveness to feedback
Network vibrancy	New relationships established, their value, adequacy of network's size and diversity, extent of participation in the network
Level of synergy within the network	Sharing of common interests and concerns, participation in network's strategy and decision making
Value added for constituents	Network effectiveness, meeting of expectations
Network's impact	Impact on constituents' work, influence in the field

A network's constituents are defined as all the organisations and individuals that consider themselves to be part of the network.

Constituents' perceptions should be interpreted in light of each network's unique strategy and priorities.

- The survey covers many areas in which constituents' perceptions may be very important to a network.
  - Low ratings in an area that is not central to a network's strategy may not be a concern for a network.
- At the end of this report we have included a series of conclusions and points for follow up.

Annex 1 includes the responses given to a set of customised questions where no comparison is made with the other networks in the group.

Annex 2 includes all the responses given to the open ended questions of the survey. These have been edited to protect the anonymity of respondents.

Annex 3 is the questionnaire that was used for the survey.

## CHARTS AND QUARTILES

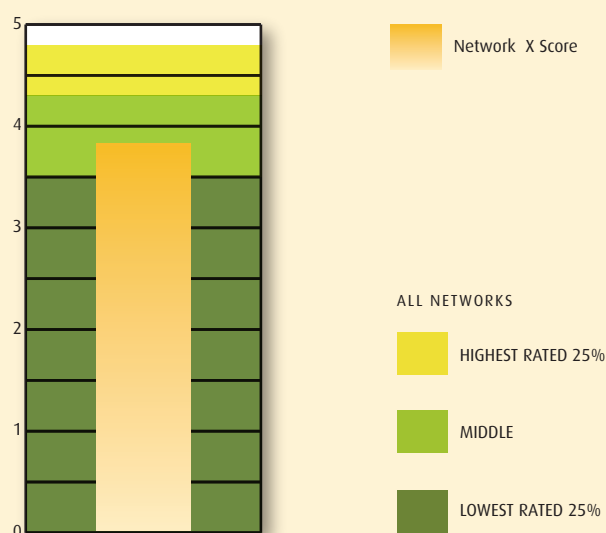
We use a variety of charts to present the findings of the survey. Some are simple column graphs. Sometimes we summarise the performance of the whole group of networks by using quartiles.

A quartile is a sub-group of 25% (or a quarter) of the whole group of networks.

In these charts, a shaded background shows the performance of all networks using quartiles. The top quartile shows the performance of the highest-rated 25% of networks. It is shaded yellow. The lowest-rated 25% of networks fall in the bottom quartile, which is shaded dark green. The middle-performing group included two quartiles, or 50% of the whole group. It is shaded light green. When you compare PEP's score to the shaded area, you are able to see whether you are among the top 25% of performers, the middle 50% of performers, or the lowest 25% of performers of the whole group.

Quartiles are well suited for comparing this type of perceptual data, which can often be subjective and not precisely accurate. Understanding which quartile you sit in gives a reasonably accurate basis for comparing performance against other networks.

### AN EXAMPLE OF USING QUARTILES



This chart shows the average score given to "Network X" by its constituents in a specific area of performance (the yellow column) against a shaded background that shows the equivalent rating for all networks grouped into quartiles.

In this chart, the top quartile of networks is made up of those that are rated in average between 4.3 and 4.7 out of 5 by their constituents. These are the highest rated networks in the group.

The next 50% of networks are given an average rating between 3.5 and 4.3 out of 5. These are the middle performers across the whole group of networks.

The networks in the bottom quartile are given a maximum score of 3.5 out of 5. These are the lowest performing networks.

So, we can see that Network X, with an average rating of 3.8 out of 5, is placed within the middle performers of the group of 9 networks.



# Introduction

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## METHODOLOGY

In this survey, data was collected through an anonymous questionnaire independently administered by Keystone in October 2009.<sup>1</sup>

Each participating network was asked to supply the names and contact details of all their current constituents, defined as:

Organisations and individuals

- that consider themselves to be part of the network; and
- for which email contact details are available.

Respondents included: members, partners, grantees, donors and members of advisory boards.

The survey was conducted using an online tool. For respondents with a limited access to internet, the questionnaire was made available in an interactive pdf format that could be filled in offline and sent as an email attachment.

The survey questionnaire was designed in collaboration with an Advisory Group formed by one representative of each network's secretariat (or equivalent) and one representative of each network's constituency. It was also reviewed by a group of network evaluation experts.

Network	N° of invites	N° of invites delivered	N° of partial responses	N° of complete responses	Response rate
PEP	349	349	36	78	33%
All Networks	3748	3726	240	645	24%

The PEP questionnaire was administered in 3 languages - English, French and Spanish - and it was received by 349 of its constituents. Of these, 114 returned either a completed or partially completed questionnaire, representing a response rate of 33%. Fifty-eight percent of the responses were received in English, 15% in Spanish and 27% in French.

The total number of responses for all 9 participating networks was 885 and the total response rate was 24%.

Answers to open ended questions were coded and quantified when relevant.

Costs for the survey were met partly by the participating networks and partly by the International Development Research Centre and the Excelsior Fund.

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<sup>1</sup> The design and execution of this feedback survey follows Keystone's ethical framework for conducting feedback exercises, available here: <http://www.keystoneaccountability.org/sites/default/files/Keystone%20ethical%20framework%20Aug09%20web.pdf>

## PARTICIPATING NETWORKS

Nine transnational social change networks participated in this comparative survey. They are all international, involving actors from different countries; pursue goals within the broad social and environmental justice field; and they share the premise that by adopting a networked structure they will generate greater benefits for their field of work and their constituents. Yet, they all have different and unique characteristics. Not all aspects of the participating networks are comparable amongst them. However, we believe that comparisons across the different networks generate insights and highlight aspects that absolute data for each network are unable to show by themselves.

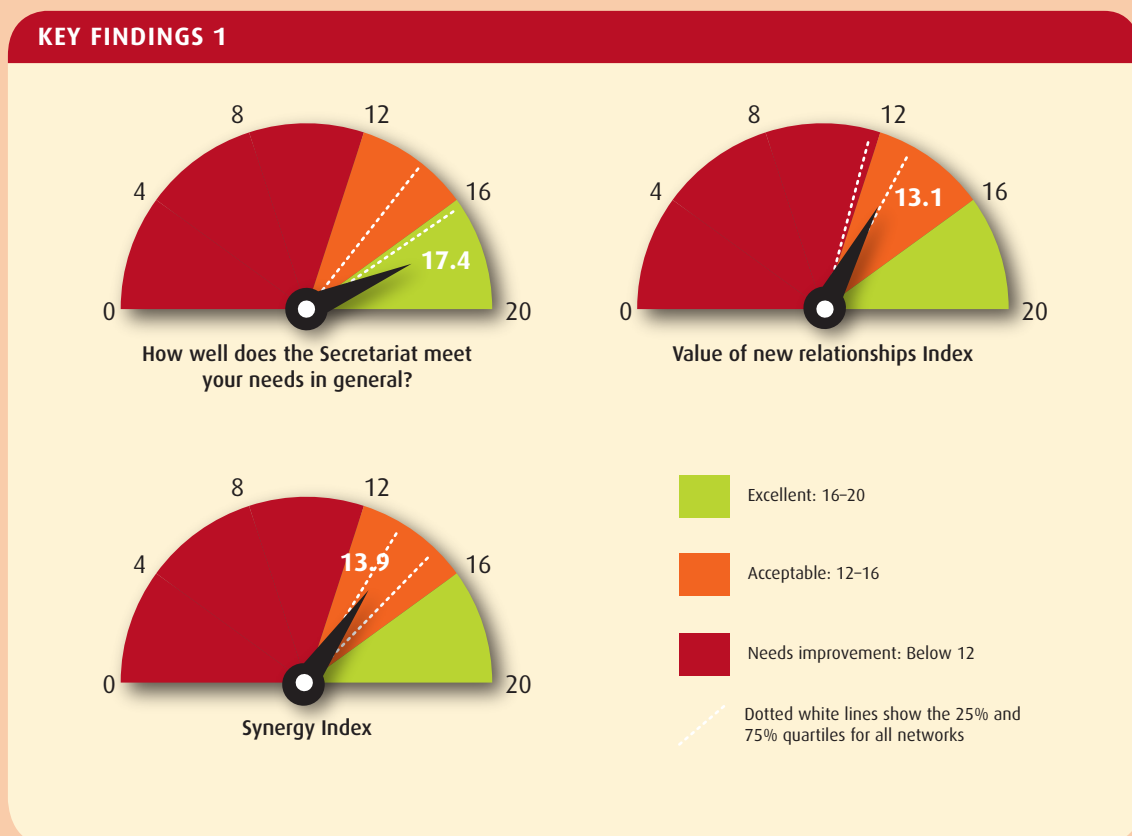
The following table summarises the characteristics of the networks that took part in this survey.<sup>2</sup> The 'size' column refers to the number of organisations and individuals<sup>3</sup> that consider themselves to be part of the network.

Name	Thematic focus	Area of work	Size	Sectors	Countries
Aflatoun	Children's rights, financial education	Programme replication, Technical assistance/ Capacity building, knowledge sharing, advocacy	92	CSOs, Government	22
CIVICUS	Civil society strengthening, human rights	Knowledge sharing, advocacy, research	450	CSOs, Private grantmaking organisations, Individuals	110
Countdown 2010	Environment	Advocacy, knowledge sharing	861	CSOs, Government, Corporate, Academia	61
Gender at Work	Gender	Capacity building, knowledge sharing	27	CSOs, International Organisations, Individuals	3
Health Care Without Harm	Health, Environment	Advocacy, knowledge sharing, research, capacity building	1050	CSOs, International Organisations, Hospitals and health care systems, Medical professionals, Government, Academia	52
International Land Coalition	People-centred development/ poverty alleviation, Human rights	Policy dialogue and advocacy, knowledge management and capacity building	84	CSOs, Inter-governmental organisations, research institutes	36
Red Mercosur	Development	Research, knowledge sharing	12	Academia	4
Poverty and Economic Policy (PEP) Research Network	Development/ poverty alleviation, gender, health, education	Research, capacity building, grantmaking, advocacy	105	Academia, Government	40
Renewable Energy and Energy Efficiency Partnership (REEEP)	Energy & Environment	Advocacy, knowledge sharing, grantmaking	309	CSOs, Corporate, Government, Academia	49

<sup>2</sup> Information for this table was contributed by the participating networks in June 2009

<sup>3</sup> Only when associated to the network in their individual (not institutional) capacity.

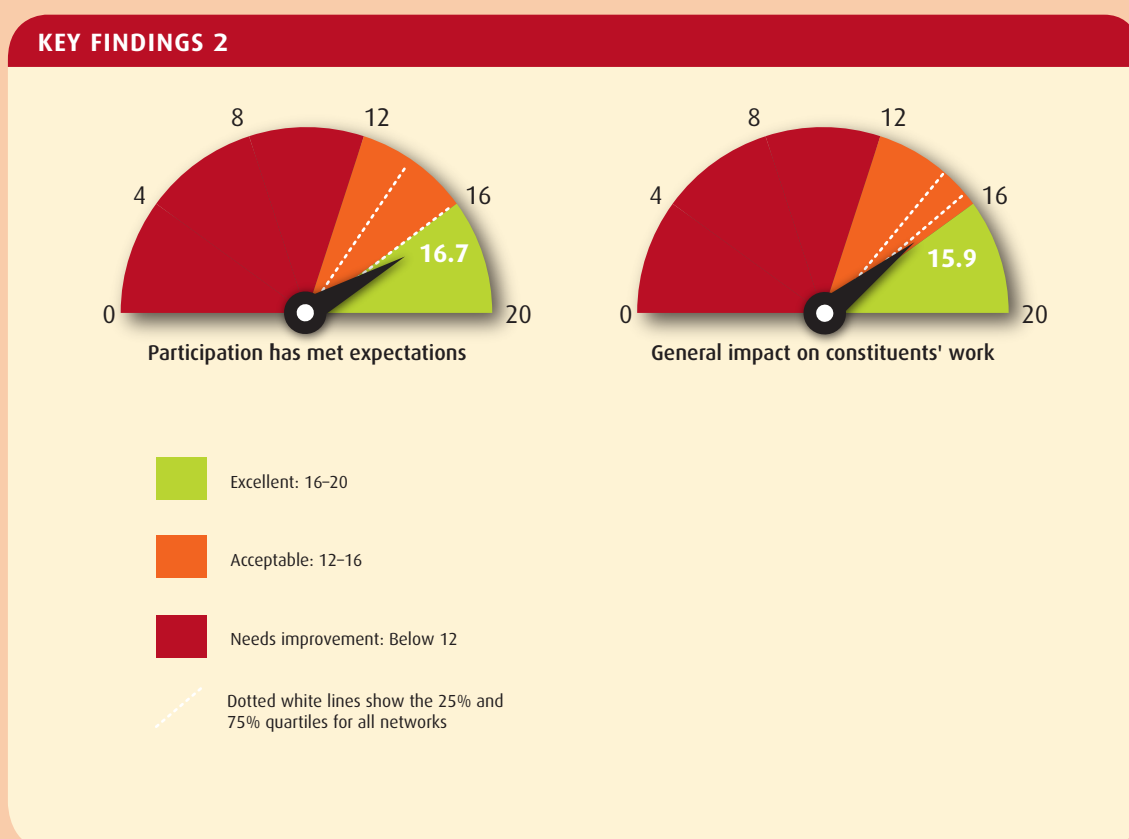
# Key findings



This *dashboard* shows constituents' satisfaction ratings for five key areas of network performance. Each one converts responses to a number of questions into a single rating of 0 to 20.

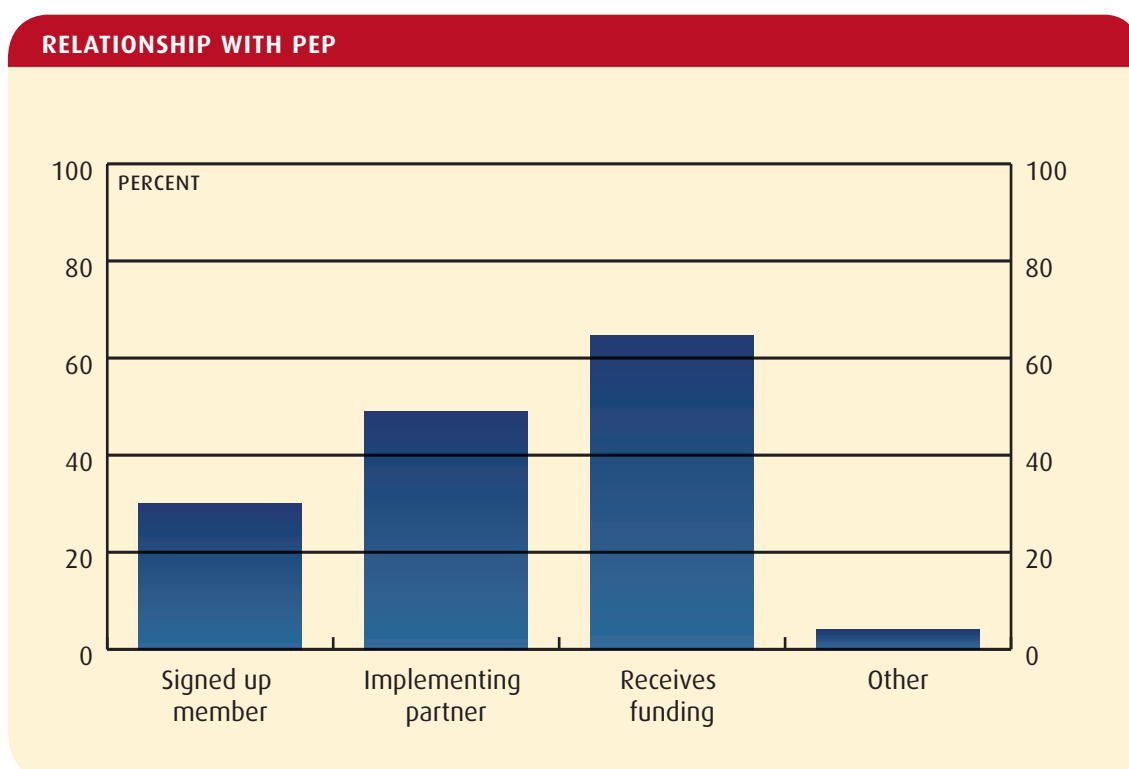
- On average, respondents give PEP a rating of 17 out of 20 for how well the Secretariat meets their needs in general. This places PEP as the best performing network in the group. *"Exchanges are direct and are generally channeled through a secretariat that is efficient and [operates] with great transparency"*.
- The overall value of relationships established as a result of participating in PEP is rated with 13 out of 20. This places PEP at the top end of the middle performing networks. *"It is a good experience to work with the PEP network member[s]"*.
- The level of synergy (sharing of common interests, similar concerns and participating in the network's strategy) within the PEP network is rated 14 out of 20. This places PEP within the 50% middle rated networks in the group. *"The synergy exists and should be strengthened through more workshops and other public forums"*.

# Key findings



- Respondents give a rating of 17 out of 20 on the extent to which their participation in the PEP network has met their expectations. This places PEP as the best performing network in the group. *“It is through PEP that I gained my first international exposure in research on poverty”.*
- In terms of general impact on constituents’ work, respondents give PEP a score of 16 out of 20, placing it second of the nine networks in the group. *“The participation in the research support activities have made my work more visible, with an enhanced practical sense and improved communication capacity”.*
- In summary, PEP’s constituents rate the value they get from PEP as very high compared to other networks, in three major areas of satisfaction. PEP is often rated as the best or second best performing network in the group. This suggests that PEP is generally meeting its constituents’ expectations. There is still room for improvement, particularly in the areas where PEP is rated moderately.

## Respondents' profile



- We asked respondents 5 questions on their profile (type of organisation, position in the organisation, type and length of relationship with PEP and country of work).
- Respondents answered the questions on behalf of their organisations (17%) or in their individual capacity (70%) when associated with PEP as individuals.
- Almost three-quarters (72%) of respondents are in the academic institution/research team category, 8% are from national governments, 7% are independent consultants and 6% are from civil society organisations. There are also some representatives of international intergovernmental organisations and subnational institutions (3% in each category).
- Most respondents (60%) are researchers or students; 21% are Managers or Team leaders and 17% hold the position of Executive Director in their organisation.
- As shown above, the majority of respondents (65%) are PEP's grantees; about half (49%) are currently implementing or have in the past implemented a project/initiative with PEP; and, 30% identify themselves as signed up members of the PEP network. Two percent of respondents provide funds to PEP.
- More than half (56%) have been part of PEP for three years or less, 29% from 3 to 5 years and 15% for more than 5 years.
- The largest concentrations of respondents were in Africa (44%) and Latin America and the Caribbean (24%). There are also 9% in South-East Asia, 8% in Eastern Asia, 6% in South-Central Asia, 5% in North America and 3% in Oceania<sup>4</sup>.

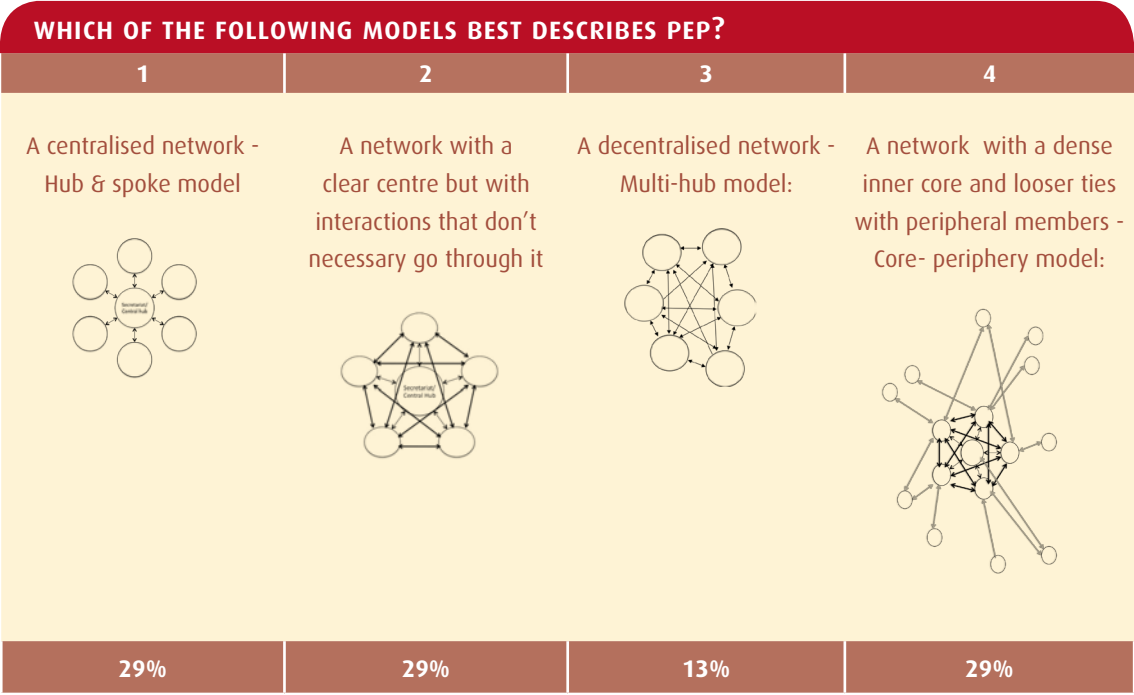
4 Countries were grouped following the UN macro regions categorisation: <http://www.un.org/depts/dhl/maplib/worldregions.htm>

## Section 1

### Structure and function of the PEP network

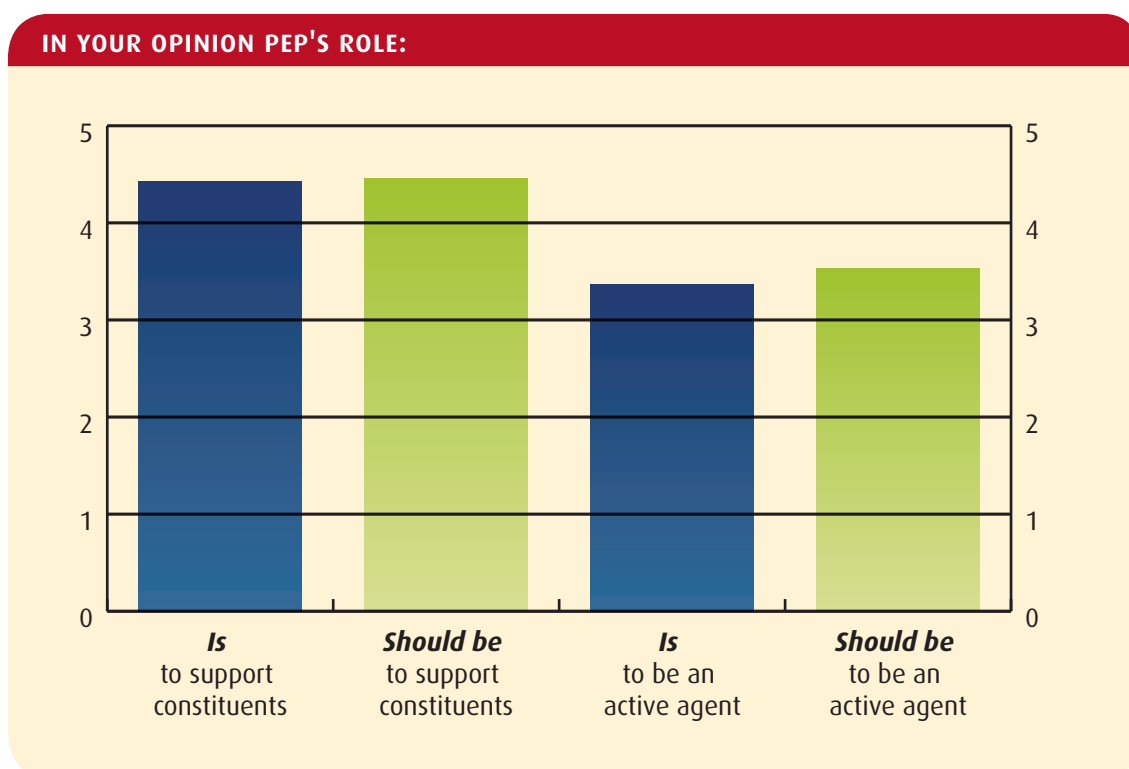
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# Structure and function of the PEP network



- Respondents reported a wide variety of perceptions about the type of network that PEP is. This is a common finding for most of the networks in the group, independently of their size. It could reflect that respondents do not think about the structure of the networks in these terms, or it could be a genuine diversity of views.
- Fifty-eight percent of respondents see PEP as a network that has a single well-defined centre (i.e. as 'hub & spoke' model or 'clear centre').

## Structure and function of the PEP network



- On average, respondents rate their perception of how much PEP's role is to support its constituents in performing certain activities at 4.4 out of 5. Eighty-seven percent of respondents feel that PEP's role should be to support its constituents in performing activities (average rating of 4.5 out of 5).
- The rating given on whether its current role is to be an active agent undertaking activities on behalf of its members is 3.4 out of 5. Forty-nine percent of respondents feel that PEP's role should be to be an active agent on their behalf (average rating of 3.5 out of 5).
- The correlation between the perception of its current role and what this role should be suggests that PEP is meeting its constituents' expectations in this area. This is not the case for many of the networks in the group.



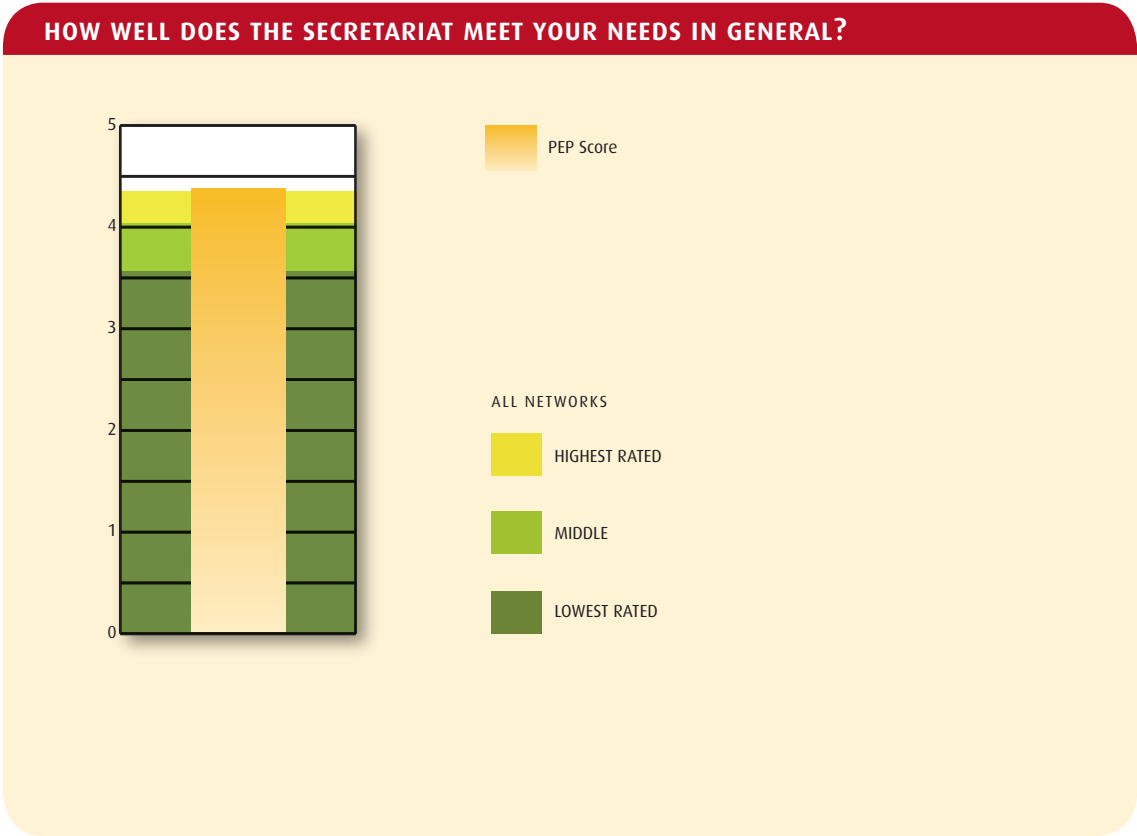


## Section 2

### Quality of relationships with PEP's Secretariat

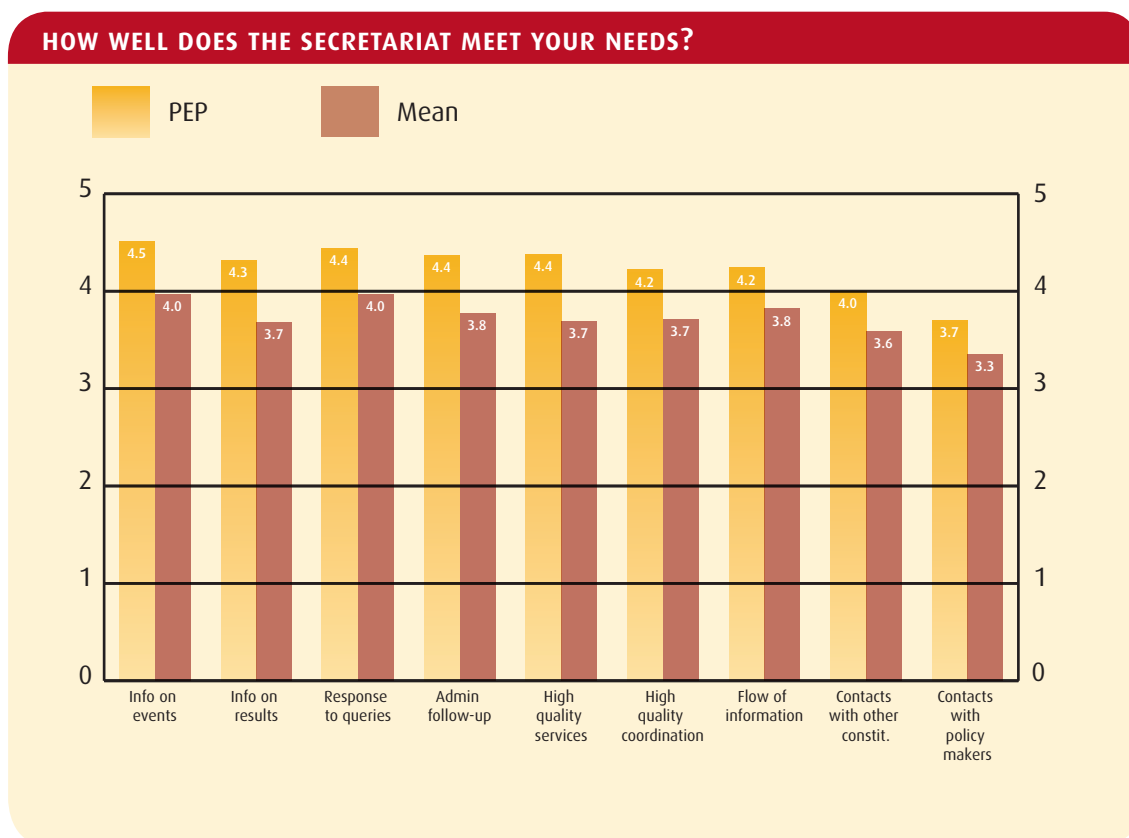
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# Quality of relationships with PEP’s Secretariat



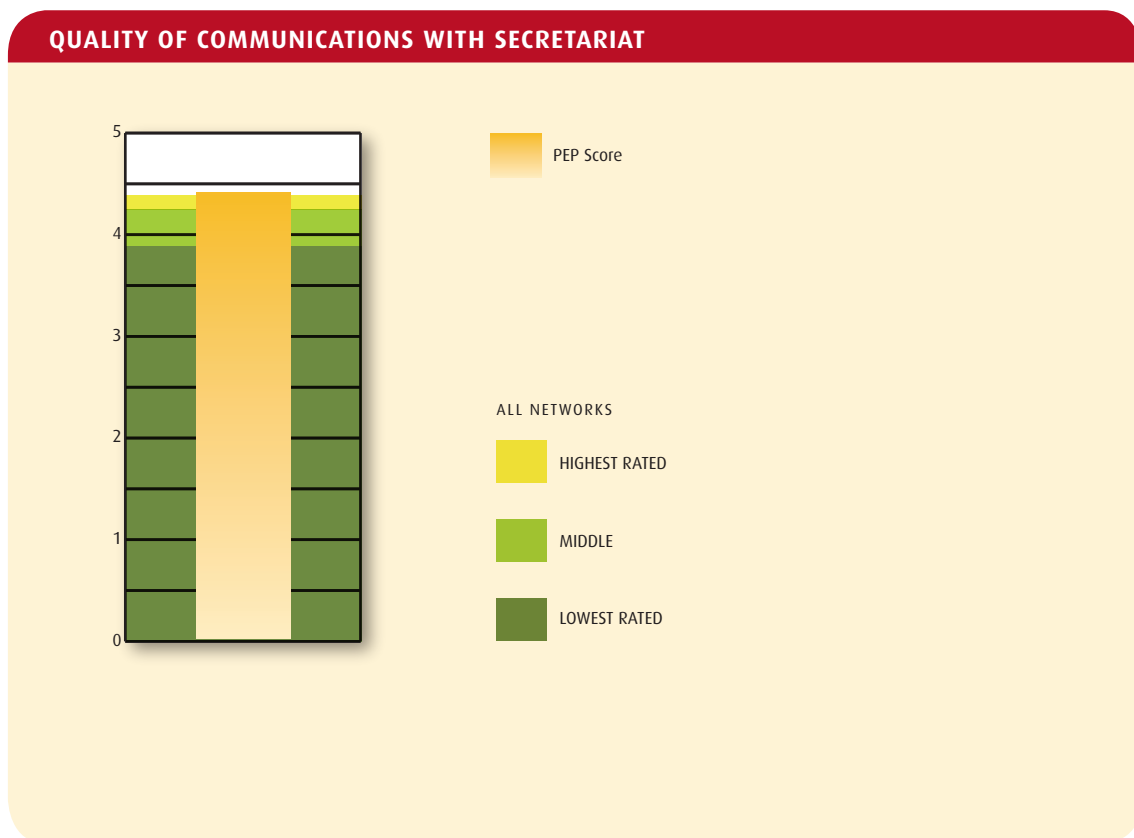
- On average, respondents give PEP a rating of 4.3 out of 5 for how well the Secretariat meets their needs in general. This places PEP as the best performing network in the group.
- The next chart analyses respondents’ satisfaction with the Secretariat in more detail.

# Quality of relationships with PEP's Secretariat



- In all areas PEP is rated above the mean for the group of networks. The highest rated areas are the provision of timely information on network events and responding quickly to queries (4.5 and 4.4 out of 5 respectively).
- The following percentages of respondents feel that PEP's Secretariat meets these needs either "well" or "very well":
  - Timely information on network events by 83%.
  - Timely information on the network's results by 81%.
  - Quick response to queries by 85%.
  - Administrative follow up by 79%.
  - Provision of high quality, relevant services by 82%.
  - Provision of high quality, relevant coordination by 76%.
  - Enabling transparent and efficient flow of information by 80%.
  - Facilitating contacts between constituents by 63%.
  - Facilitating contacts with key allies or policy makers by 49%.

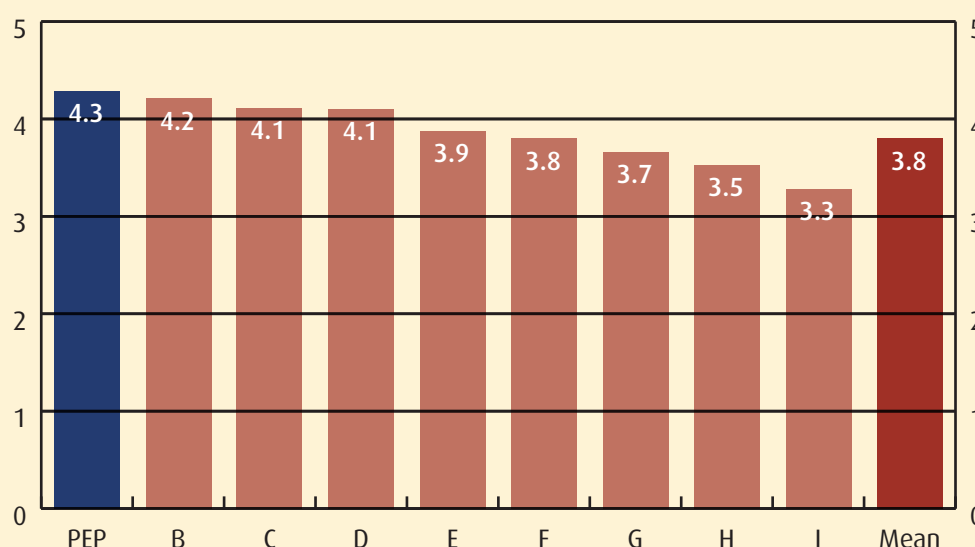
## Quality of relationships with PEP's Secretariat



- Asked about the quality (i.e. timeliness, openness, relevance, accuracy) of communications that they have with the Secretariat, respondents give PEP an average rating of 4.4 out of 5, placing it again at the top of the group of networks.
- Eighty-one percent of respondents give it a high or very high rating. The average for the group of networks is 62%.

# Quality of relationships with PEP's Secretariat

## SECRETARIAT MAKES IMPROVEMENTS IN RESPONSE TO FEEDBACK



- Respondents give the Secretariat a rating of 4.3 out of 5. This places PEP first in the group of nine networks.
- We also asked questions about the quality of communications and improvement on the basis of feedback about other bodies within the network (governance boards, councils, committees and task/theme related workgroups or committees). On average 54% of respondents across all networks, and 48% for PEP say that they didn't know. This suggests that constituents are not aware of these other bodies, and perhaps do not see them as being as important or relevant as the Secretariat.

About a half (47%) of comments made by respondents regarding the quality of their relationship with the Secretariat are positive and a third (33%) make suggestions for improvement.<sup>5</sup>

Illustrative examples include:

- "Exchanges are direct and are generally channeled through a secretariat that is efficient and [operates] with great transparency" (translation from French).
- "Generally, PEP has been efficient and I particularly like the dynamic and evolving PEP from the PEP I knew over 5 years ago. I think this dynamism and decentralization is key to enable an effective administration and running of an organization".
- "The African Secretariat still needs to improve in providing quick responses to the different queries coming from the members" (translation from French).

<sup>5</sup> The quantitative analysis of comments provided by respondents is based on the coding of their responses. Hence, percentages presented here should not be seen as precise measurements but rather as providing a reliable general indication.



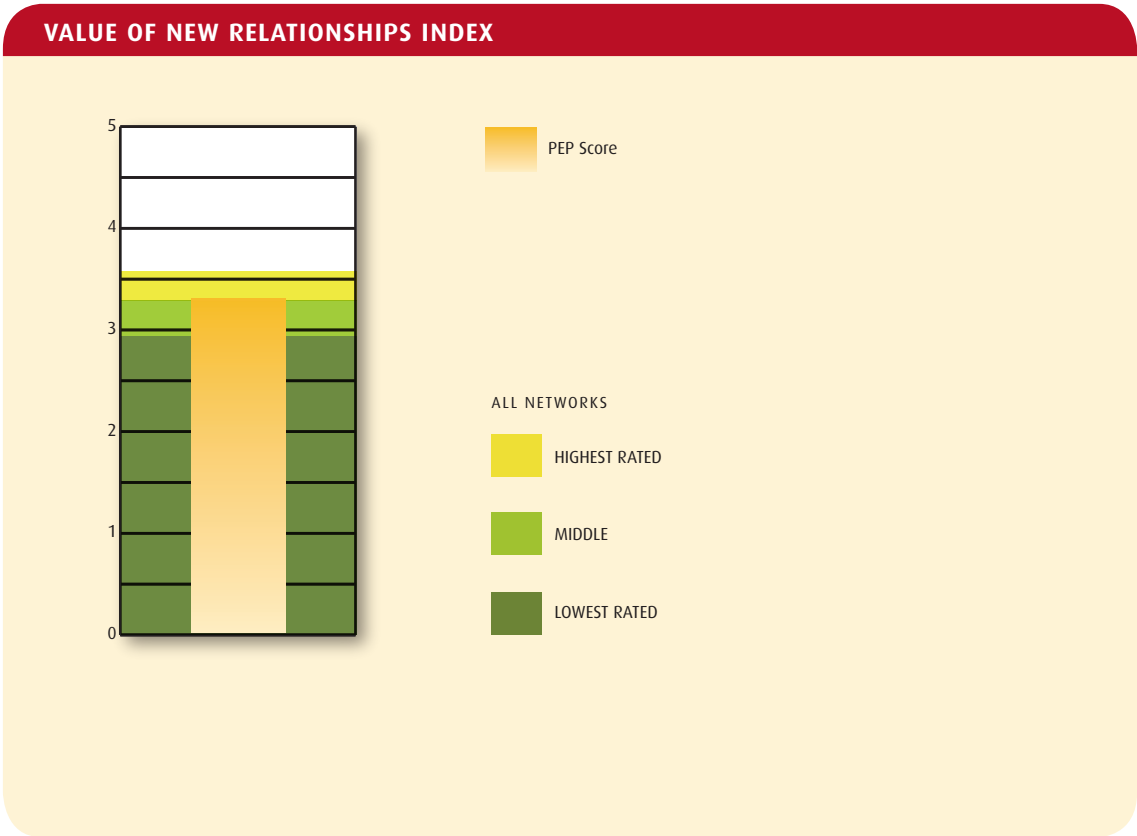
## Section 3

### Network vibrancy

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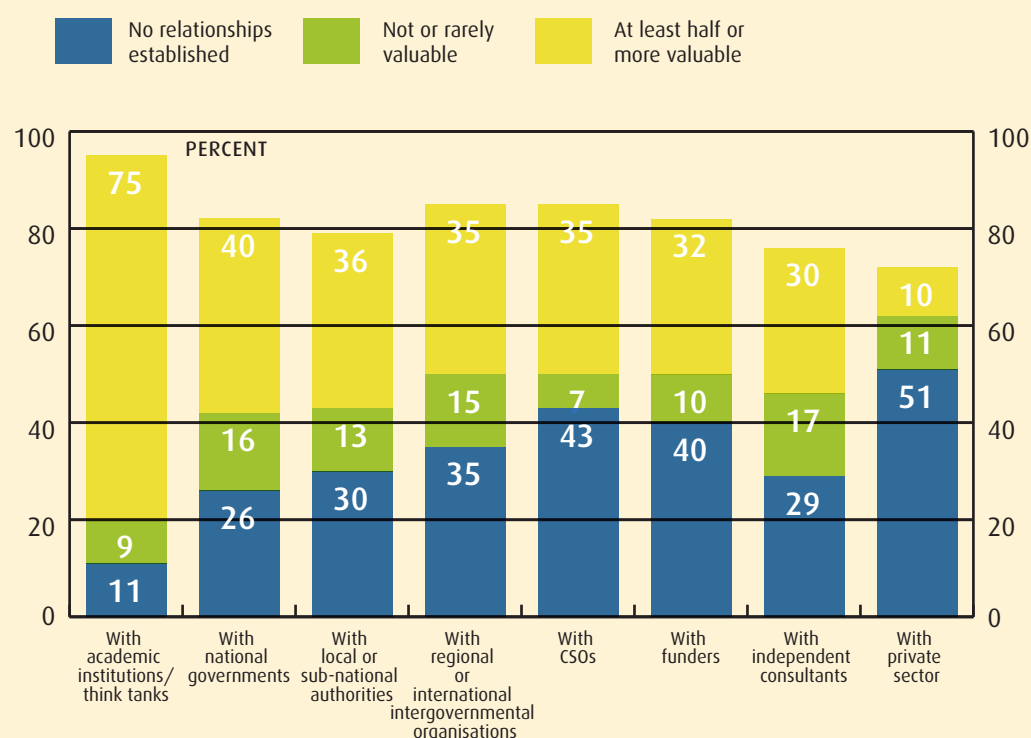
# Network vibrancy



- The “Value of new relationships Index” summarises the value that respondents give to the new relationships that they have established with different kinds of actors as a result of participating in PEP’s network.
- Respondents’ overall value of relationships established of 3.3 out of 5 places PEP within the middle rated group of networks for this measure.

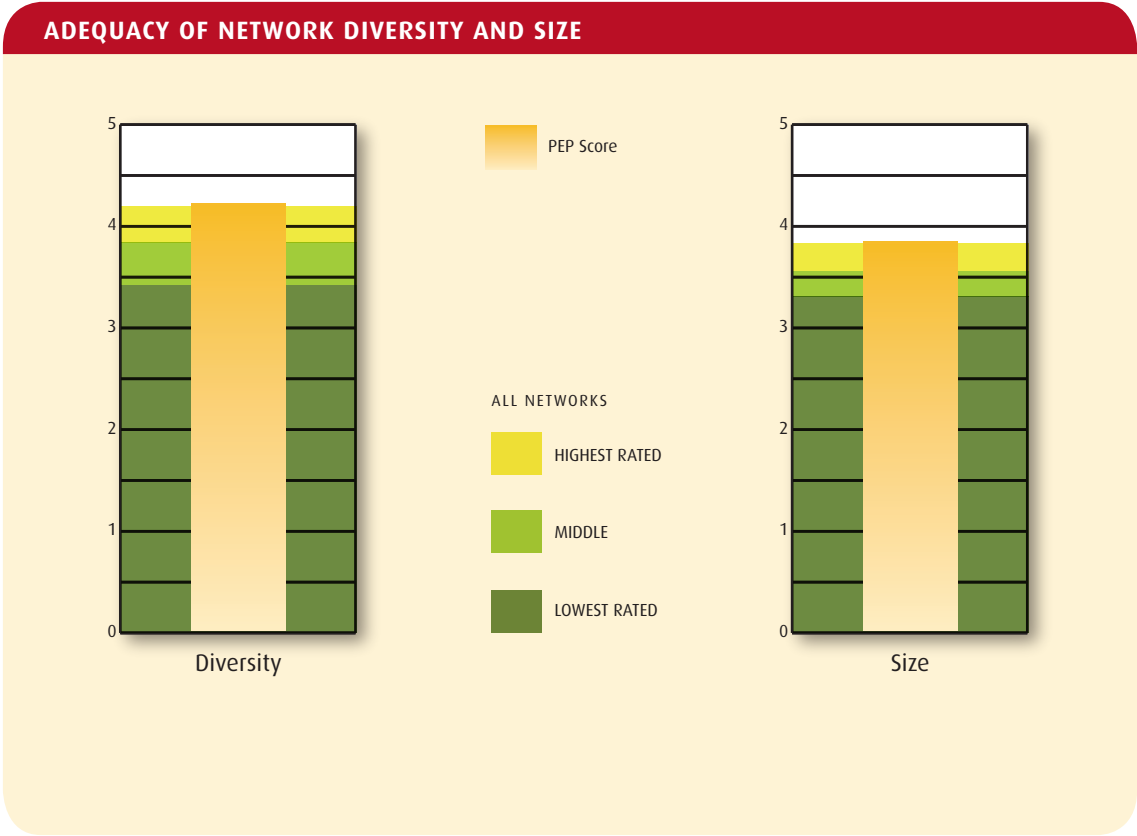
# Network vibrancy

## VALUE OF RELATIONSHIPS BY TYPE OF ORGANISATION



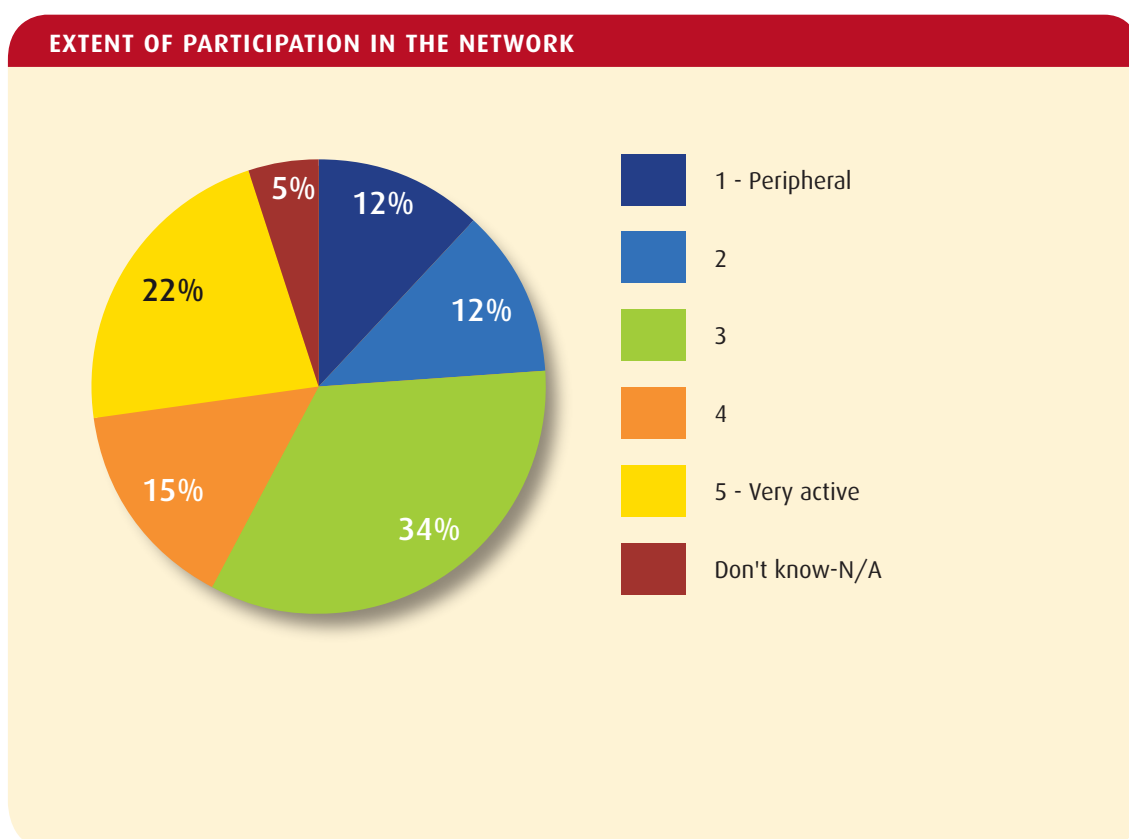
- As a result of their participation in the PEP network, constituents most frequently establish relationships with academic institutions/research institute/think tanks and other research teams (84%) and find them largely valuable (75%).
- Most commonly relationships were initiated by respondents meeting each other at an event organised by PEP (average of 17%) and by being introduced by another PEP constituent (7%). Twelve percent state that they knew each other before joining PEP.
- On average 36% of respondents say not to have created relationships with the type of organisations listed in the questionnaire. Further analysis does not show any significant correlations between the type of organisation respondents are associated with and the value they assign to the relationships created with the different types of organisations.

# Network vibrancy



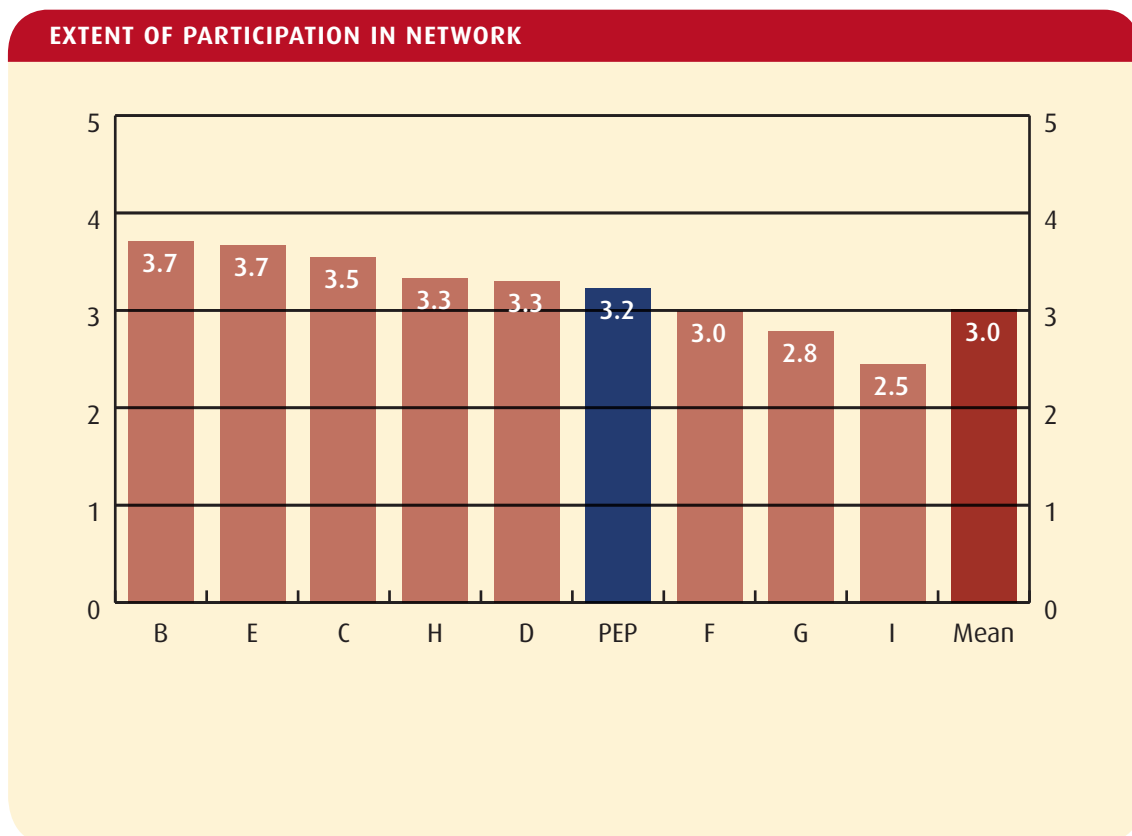
- The adequacy of the diversity and the size of the PEP network are rated 4.2 and 3.8 out of 5 respectively. This places PEP for both aspects as the highest rated network in the group.

# Network vibrancy



- Thirty-seven percent of respondents consider themselves as being active or very active participants in the PEP network, while 24% see themselves as not or rarely active.
- There is significant variation on the extent of participation by constituents in the PEP network. Academics and researchers are the group of respondents that most see themselves as active or very active. Also 4 out of 8 respondents from national governments see themselves as active.

# Network vibrancy



- On average, respondents rate their participation in the PEP network as 3.2 out of 5. This places PEP as sixth in the group of networks. Comparisons between the networks in the group suggest that there maybe an inverse correlation between the size of the network and the extent of participation in it; bigger networks tend to have less participation. In this group of networks, PEP belongs to the medium-sized sub-group.

In this section, a third (36%) of comments received are positive and another third (29%) make suggestions for improvement. Some illustrative examples of comments are:

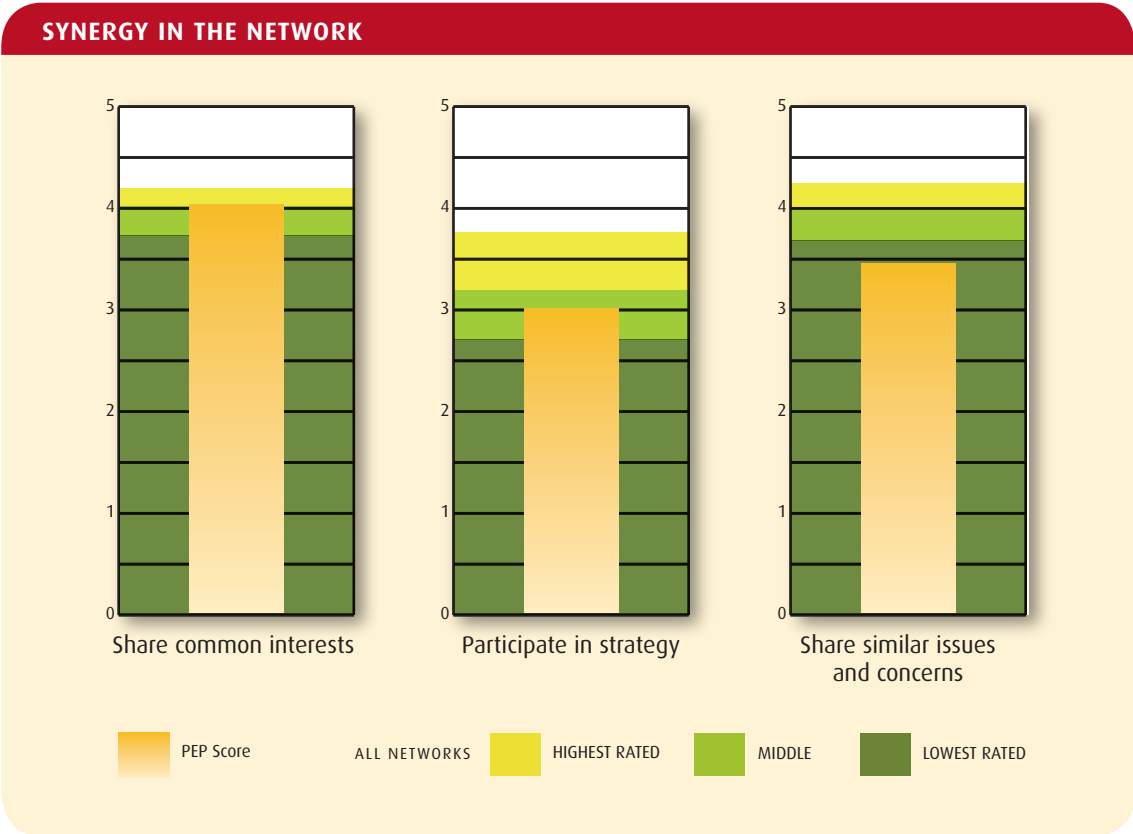
- "It is a good experience to work with the PEP network member[s]".
- "Individually I did not initiate any relationship[s] with other organisations related to PEP. However, PEP can take some initiatives to introduce [...] such organizations to the members of PEP".
- "Regional centres may improve coordination of events and common activities."

## Section 4

### Level of synergy within the PEP network

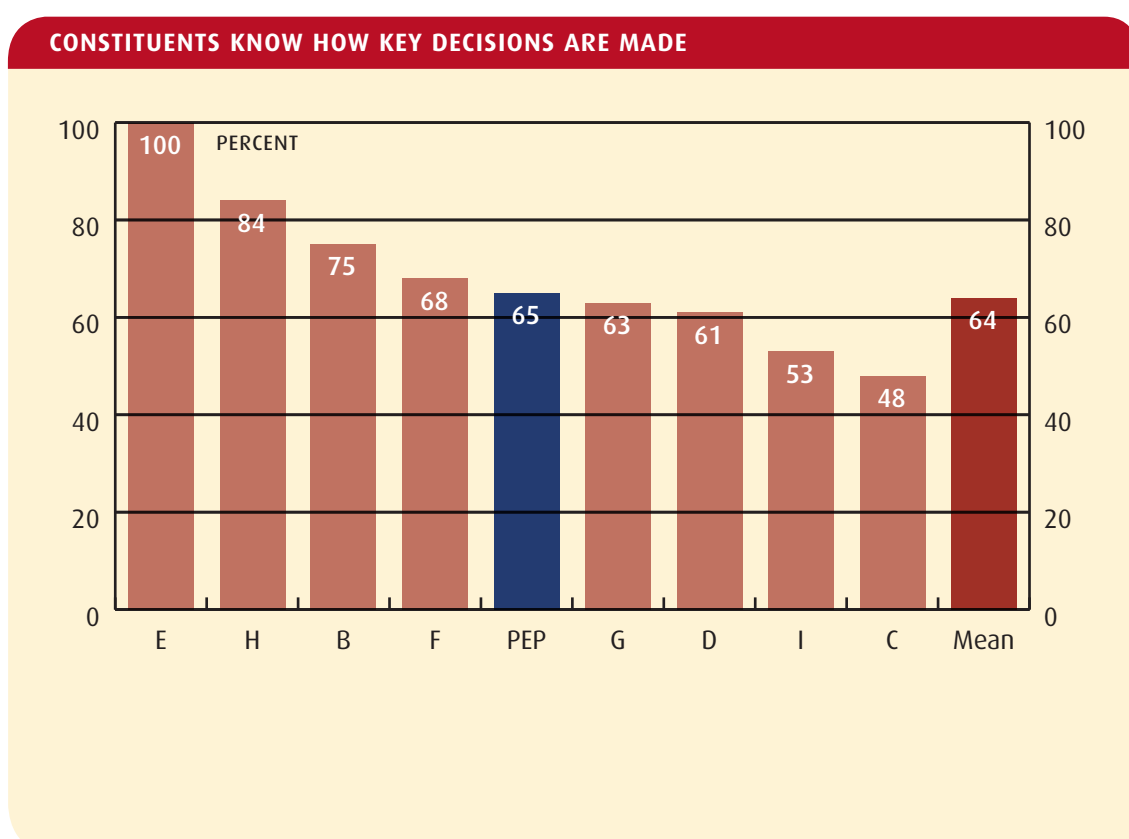
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# Level of synergy within the PEP network



- In this section we asked PEP’s constituents about the level of synergy in the network, and specifically about the extent to which constituents share common interests with the network, participate in its strategy and have similar issues and concerns with other participants. PEP is rated 4, 3 and 3.4 in these three areas.
- Comparatively, in the first two areas, PEP sits within the middle group of networks. For the third area, it is situated within the lowest rated group.

## Level of synergy within the PEP network



- Asked about how key decisions affecting constituents are made in PEP, about a third of respondents (35%) say that they don't know. This is a common trend among the group of networks. Comparatively, PEP sits in fifth place and just above average on the portion of its respondents expressing an opinion that they know how decisions are made in the network. Constituents that receive funding from the network seem to have a slightly better idea about how decisions are made in PEP.
- Opinions about how decisions are made in PEP are spread across the spectrum. Nineteen percent of respondents feel that either most or all key decisions are made by the Secretariat; another 15% that decisions are equally distributed between the Secretariat and being constituent driven and 30% that either most or all key decisions are constituent driven.

Out of 9 comments received in this section, half make suggestions for improvement and 2 are positive. Illustrative examples of comments include:

- "The synergy exists and should be strengthened through more workshops and other public forums".
- "It would be interesting to consider country project members in making decisions affecting constituents, design strategies in a participatory way."
- "PEP involves participants as much as possible in making decisions and driving change".



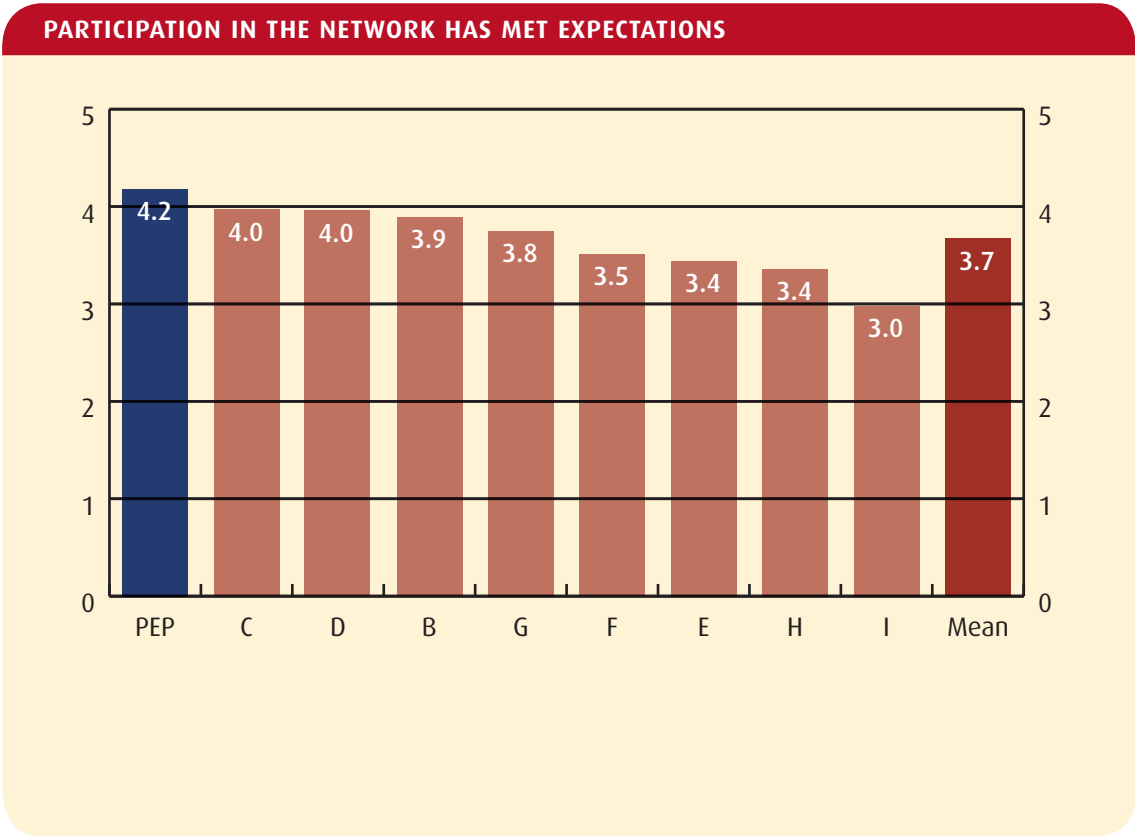


## Section 5

### Value added for constituents

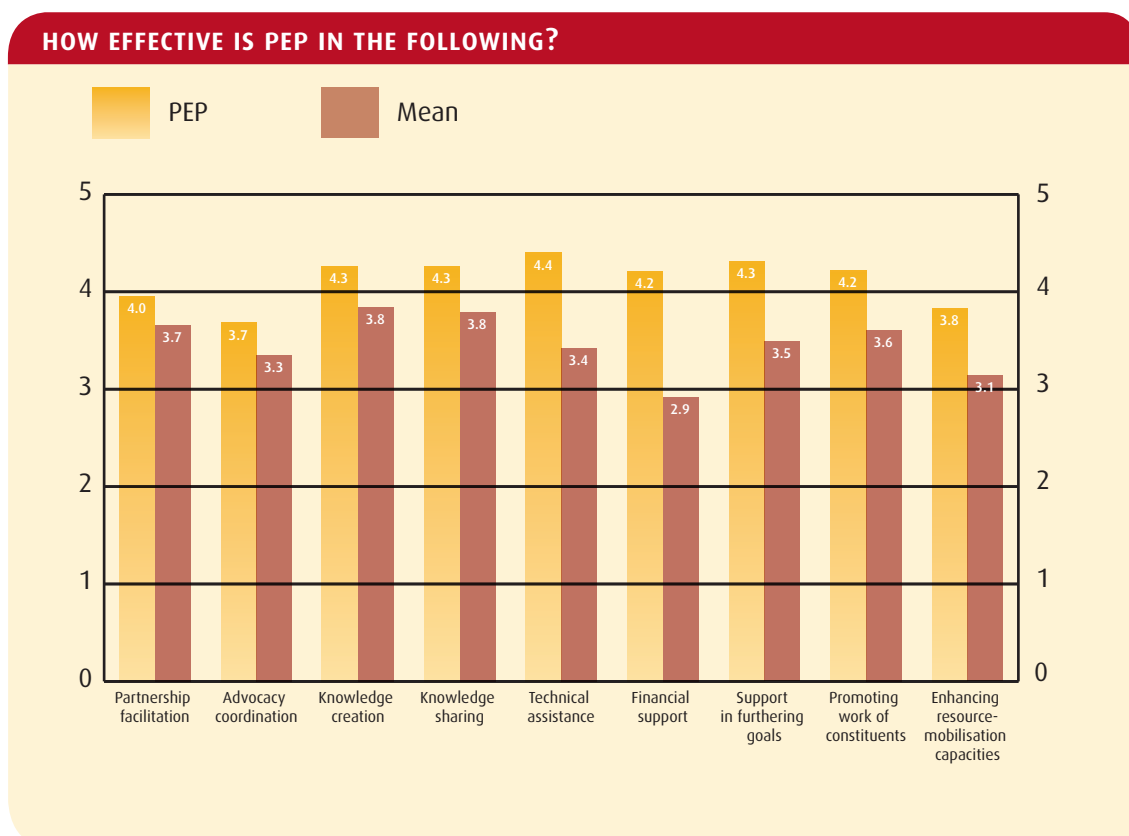
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# Value added for constituents



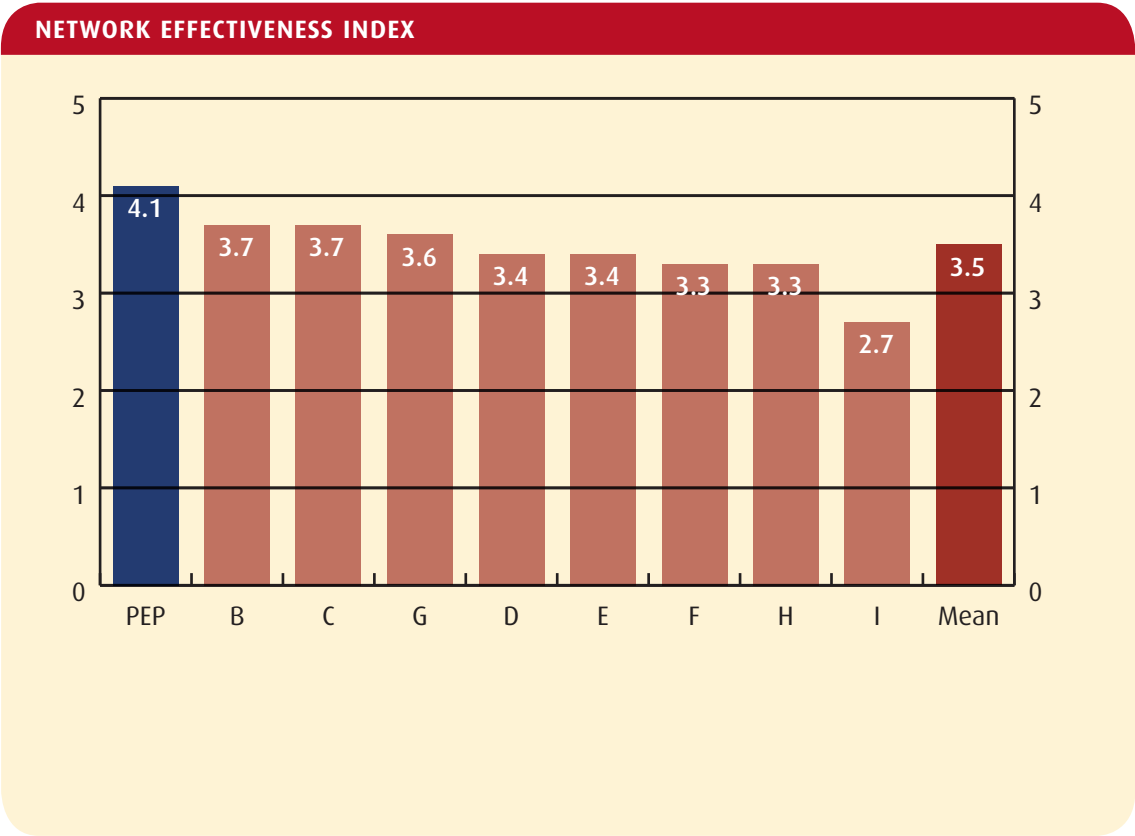
- Respondents give a rating of 4.2 out of 5 on the extent to which their participation in the PEP network has met their expectations. This places PEP at the top of the group of the 9 networks.
- Seventy-three percent of respondents say that PEP met their expectations either very much or absolutely, 15% give a medium rating and 1% says that it didn't meet their expectations.
- Further analysis shows that none of the academics/researcher respondents feel that their expectations have not been met. Three out of 4 CSOs, 4 out of 6 national government representatives and 3 out of 3 local government representatives responding to this questions give it a high or very high rating.

# Value added for constituents



- The graph shows the average ratings given by respondents on PEP's performance in a series of areas in the relation to the mean for all the networks in the group. PEP scores consistently above average.
- Respondents report that PEP is either "very" or "extremely" effective in:
  - Facilitating networking and brokering partnerships between constituents by 65%.
  - Coordinating advocacy actions by 47%.
  - Creating new knowledge by 75%.
  - Facilitating knowledge sharing between constituents by 85%.
  - Providing technical assistance and capacity building to constituents by 85%.
  - Providing financial support to constituents by 76%.
  - Supporting its constituents in furthering their goals by 84%.
  - Promoting the work of constituents by 77%.
  - Enhancing constituents' capacity to mobilise resources by 52%.

# Value added for constituents



- In comparison to the other networks, PEP’s ratings in these areas (4.1 out of 5) place PEP as the highest performer.

More than half of the 11 comments received in this section are positive and 3 make suggestions for improvements. Illustrative examples of comments include:

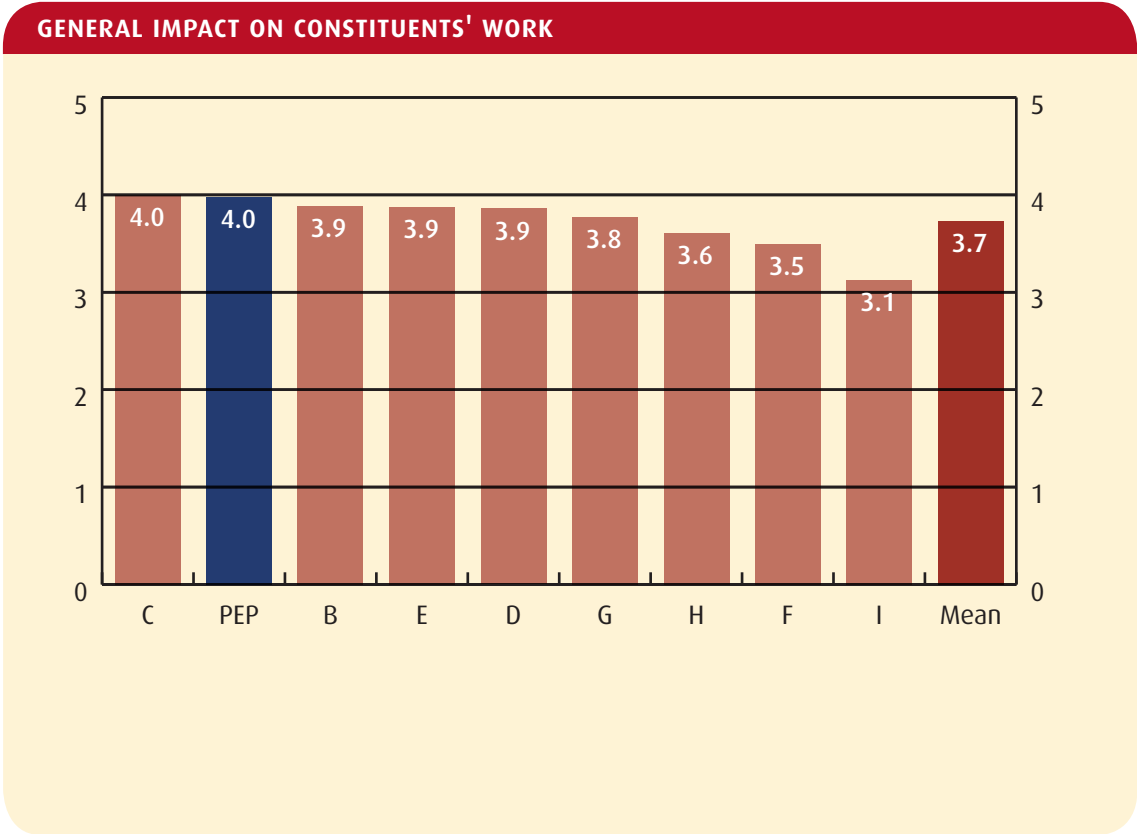
- “My participation has enhanced my ability in conducting research”.
- “It is through PEP that I gained my first international exposure in research on poverty”.
- “Better capacity building through quicker feedback. PEP should not only be a donor. It should be more active in capacity building”.

## Section 6

### PEP's impact

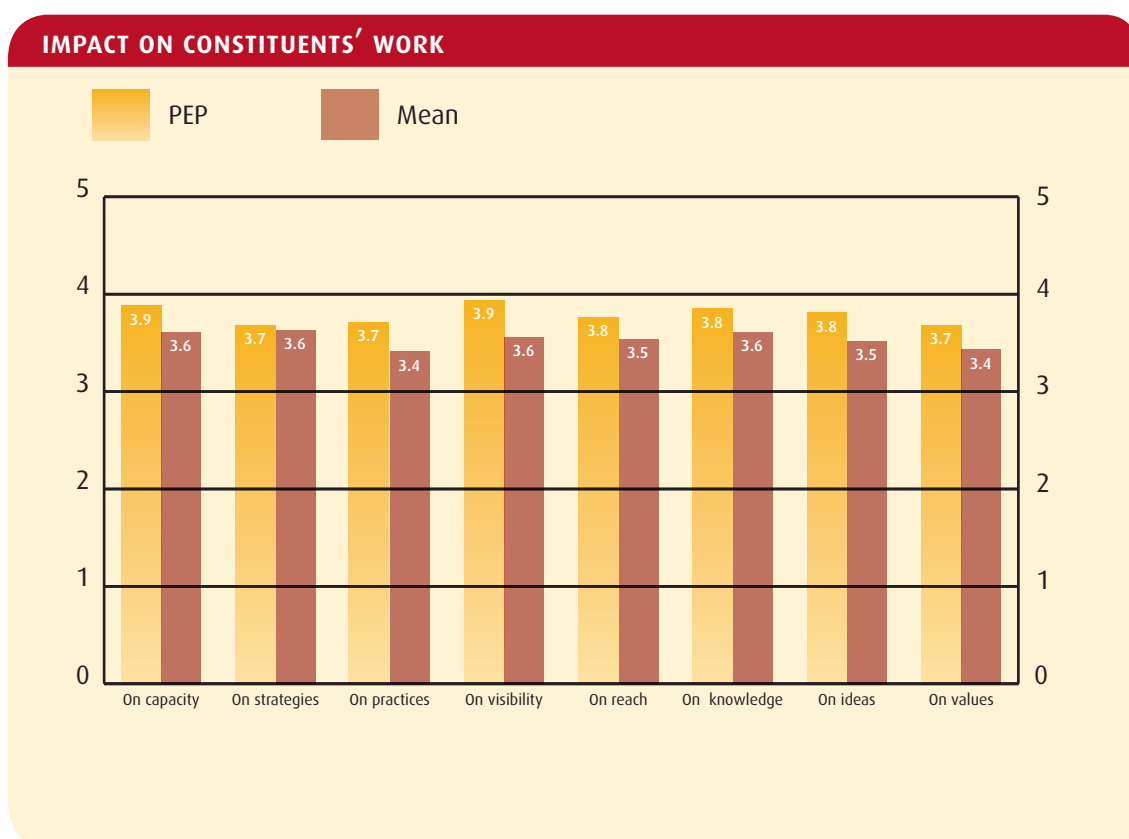
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# PEP's impact



- In terms of general impact on constituents' work, respondents give PEP a score of 4 out of 5, placing it second in the group of networks.

# PEP's impact

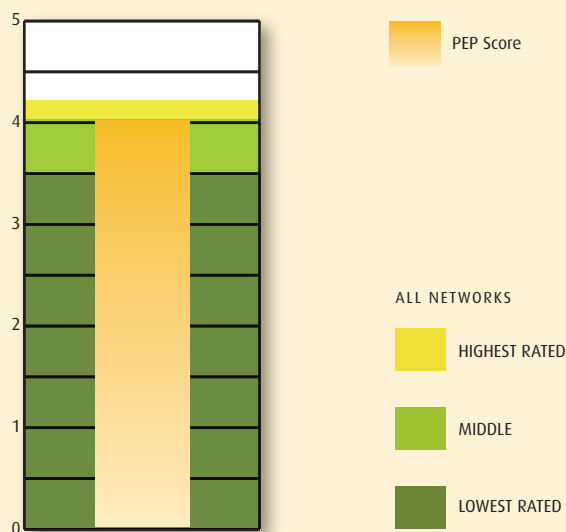


- The graph shows the average ratings given by respondents on PEP's impact on a series of areas relative to the work of its constituents.
- The following percentages of respondents feel that PEP has had either a "big" or "massive" positive impact:
  - On their capacity by 45%.
  - On their strategies by 37%.
  - On the way they work and their practices by 43%.
  - On the visibility of their work by 47%.
  - On the reach of their work by 48%.
  - On the sources of knowledge that they have available for their work by 39%.
  - On their ideas and the way they communicate them by 39%.
  - On their values and the way they apply them by 42%.
- Across all areas, an average of 12% of respondents say that their participation in PEP has had "no positive or negative impact at all" on their work - a lower percentage than the average for all the networks (18%).



## PEP's impact

### IS THE NETWORK A MAJOR INFLUENCER IN THE FIELD?



- PEP receives an average rating of 4 out of 5 in its perception by respondents as a major influencer in its area of work. This places PEP at the top of the middle performing group of networks.
- PEP is seen as a major influencer in its area of work by 64% of respondents (17% give it a neutral rating in this area and 9% feel it isn't a major influencer).

In this section, very few actual comments were received (3) of which 2 were positive. One of the comments is:

- "The participation in the research support activities has made my work more visible, with an enhanced practical sense and improved communication capacity. PEP's technical and financial support needs to be maintained in order to reinforce what has been acquired (command and application of new scientific knowledge in developing countries".

# Conclusions

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The findings from this survey present independently gathered data about the value that PEP's members and other constituents gain from participating in PEP's network. The survey provides an opportunity for PEP to discuss these issues with its constituents and consider how it can improve the value generated by its network.

Our analysis is based exclusively on the survey data and comparisons with the other networks in the group. Each network has its own specificities and particular context. PEP staff and board may add to this analysis with insights from their experience and specialist knowledge of the field in which PEP operates. Another way to deepen analysis is to explore the report in depth through open conversations with members and other constituents.

The findings from this survey suggest that PEP is meeting its constituents' expectations very well in general. In some areas there is scope for improving the value that members gain from their involvement in the network.

## GENERAL RECOMMENDATIONS

We suggest that PEP could:

- Report this survey's findings back to its constituents, along with initial responses to the feedback received. This could be done via its website, newsletter and/or at the next general meeting.
- Identify specific actions for improvements, guided by the highest priority findings in this report. We suggest this might include increasing discussion about how to improve on the networking and members' participation aspects.
- Monitor progress in the areas requiring improvement and check that current high service levels are maintained. This could be done by repeating this survey in 1 or 2 years' time. A public commitment to repeating the survey would create strong incentives for improvement and maintaining performance and could increase credibility that PEP is committed to improving.
- Consider other ways for collecting feedback, triggered by specific events or interactions with constituents that would be useful for monitoring performance. For instance, PEP could ask constituents a few short questions at the end of a meeting or through its newsletter. This sort of data collection - using a carefully designed mechanism ensuring independence and anonymity - would provide PEP with actionable, real time data.

## RECOMMENDATIONS: STRUCTURE AND FUNCTION OF THE NETWORK

The PEP network is seen by respondents as having mainly a centralised structure, but with a lot of interactions happening between constituents without passing from the centre. It is seen to be meeting constituents' expectations in its role of supporting them to perform activities and as an active agent that undertakes activities on behalf of its partners. However, from some of the comments throughout the survey, it is apparent that some respondents would like to see the development of more regional networks.

We suggest that PEP could:

- Explore further with constituents if changes in its structure are needed. Options could include supporting regional networks within PEP.

# Conclusions

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## **RECOMMENDATIONS: QUALITY OF RELATIONSHIPS WITH THE NETWORK'S BODIES**

Constituents give high ratings to how the Secretariat meets their needs, the quality of communications and responsiveness by the Secretariat. This suggests that good practice is taking place and that the Secretariat is being responsive to constituents' needs. Some space for improvement exists in the Secretariat's role of facilitating contacts between constituents and with key policy makers. About half of constituents are unaware of the relationships with any other bodies in the network.

We suggest that PEP could:

- Review its role in facilitating networking and key contacts and identify improvements that need to take place.
- Disseminate further among its constituents the role of other bodies than the Secretariat (e.g. board).

## **RECOMMENDATIONS: NETWORK VIBRANCY**

PEP's respondents give a moderate rating to the value of the relationships that they establish as a result of being part of the network. They are satisfied with the size and diversity of the network, however they tend to show medium levels of active participation in the network.

We suggest that PEP could:

- Consider holding more events, especially at the regional level, or other types of opportunities for constituents to network with each other. Events may be held at a distance, on-line, or together in person.
- Consider other approaches to generate more 'buzz' and vibrancy across the networks, such as providing incentives to constituents for participating more actively in the network, or generating engagement around members' key concerns and hot topics.

## **RECOMMENDATIONS: LEVEL OF SYNERGY WITHIN THE NETWORK**

Respondents report a medium to low level of synergy within the PEP network. It is up to PEP to interpret what this means and gain clarity about the level of synergy that is desirable for its network.

We suggest that PEP could:

- Communicate more broadly to its constituency the decision-making mechanisms within the network.
- Create opportunities for constituents to debate the network's strategies and have their points of view voiced.
- Review decision-making mechanisms to make sure that effective participation of those constituents that wish to be involved is enabled.

## **RECOMMENDATIONS: VALUE ADDED FOR CONSTITUENTS**

Three quarters of respondents affirm that their expectations from participating in the PEP network are being met.

The effectiveness of the network in adding value for constituents is rated consistently high, although there appears to be room for improvement regarding enhancing constituents' capacity in resource mobilisation.

We suggest that PEP could:

- Explore together with constituents potential changes in the network's strategy for enhancing their technical capacities in mobilising resources.

# Conclusions

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## **RECOMMENDATIONS: NETWORK'S IMPACT**

PEP receives high ratings by respondents in terms of the impacts that it is having on their work.

We suggest that PEP could:

- Review, in light of the survey data, the areas of potential impact on constituents' work and identify key areas to focus on for further improvement (e.g. sources of knowledge that constituents have available for their work).
- PEP might also want to examine strategies for raising its own profile in the field.



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