Report on the inner workings of the three facilitators
November 28, 2024

Presentation

This document contains two main parts. In the first, Cepei reports on the facilitation process of the communities of practice of Antioquia (on migration and refuge) and National/Colombia (on local data ecosystems). In the second part, LDRI does the same for the Nairobi community of practice (on air quality). Both works were carried out based on standard terms of reference, as the reader can corroborate them when reading both documents. However, it was decided that each paper should be left in its original version without a unifying style or format. This has been considered a gain for the reader.

Antioquia and National/Colombia Communities of Practice Facilitation Report
Prepared by: Ricardo Valencia Ramírez

1. Introduction

The project promises a document with the report on the internal functioning of the facilitators of the communities of practice of Medellín (Antioquia - Colombia), Nairobi (Kenya), and the community of practice of Colombia. A community of practice can be understood as a set of entities (public, private, and citizen) that come together to exchange knowledge and experiences around data and, in the cases of Antioquia, in particular, to build a local action plan for data on the migrant and refugee population. On the other hand, regarding the national community of practice, the purpose was limited to exchanging knowledge and experiences and learning about local data ecosystems.

It can also be understood that the facilitator is the person (or persons) and the entity (or entities) in charge of convening the members of the community of practice, detecting their needs in the face of the issue that brings the community together, building a shared horizon of articulated work, planning actions conducive to the achievement of such a horizon and promoting a spirit of collective work and a sense of purpose.

This document gathers the work experience of facilitating the communities of practice of Antioquia (articulated around the construction of a local action plan for data on migration and refuge) and National (articulated around the exchange of experiences and information on local, formal and informal data ecosystems)

2. Analysis of facilitation contexts and processes

Antioquia's migration and refugee data ecosystem

- *Context and motivations*

Cepei prioritized the cities of Medellín and Nairobi for the work of communities of practice proposed in the project. In the proposal submitted to (and approved by) IDRC, it was stated that "Medellín (capital of the department of Antioquia) has experienced significant economic growth and development in recent decades. The city has transformed from a center of violence and drug cartels to a thriving economic center in Colombia. The city has invested heavily in its tech ecosystem, with the presence of startups, innovation hubs, and tech parks. Colombia's local and national governments have demonstrated their commitment to fostering the growth of the technology and data industries. The city has a well-educated and increasingly tech-savvy workforce, and its universities and technical institutions ensure a steady supply of skilled professionals in fields such as data science, cybersecurity, and software development. (In addition) In November 2024, Medellín will host the UN World Data Forum."[1]

[1] Accelerating the Private Sector's Role in the SDG Data Revolution. Section C. -Second phase proposal Cepei - IDRC _final

Migration and refugee phenomena have increased in the Department of Antioquia due to multiple causes: the department is a place of passage for vulnerable populations that are in transit to North America; several municipalities in the department have been recipients of migrant populations with a vocation for residence; Part of the migrant population faces circumstances of vulnerability such that it makes them subject to special protection, for example, through the figure of refuge.

The migration and refugee phenomena experienced by the Department of Antioquia generate extraordinary needs for attention from governments, support entities, and international agencies. These needs require articulated data actions for the formulation, execution, and evaluation of policies, programs, and projects.

Various public, private, and cooperation initiatives collect, process, and disseminate data on the living conditions of migrant and refugee populations. There are also abundant experiences in inter-institutional coordination for the care of migrant and refugee populations (as well as other vulnerable populations).

On the other hand, methodologies and experiences in data and statistical planning have been published and systematized at the international, national, and local levels, which help carry out similar exercises focused on collecting, processing, and using data on the migrant and refugee populations.

Local data action plans are critical instruments for achieving sustainable development goals. Through them, the main actors of a data ecosystem (producers and users) can (i) identify the data that is produced about their region, (ii) identify priority data needs, (iii) identify strengths and weaknesses of the data ecosystem, and, (iv) plan objectives, actions, and strategies to close gaps between needs and current data production about their region. Local planning is robust in contexts characterized by abundant data needs for decision-making and scarce resources to produce the necessary data, especially when this planning is done with the various actors in the data ecosystem.

The articulation between producers (public, private, and civil society) and users generates economies of scale regarding the satisfaction of shared needs and the use of both resources. Local ecosystems have a variety of data sources: censuses, surveys, administrative records (data collected by companies that provide public services), and data collected and produced by the private sector and civil society. Local data action plans may contain actions and strategies to improve and articulate these data sources (including creating new sources, if necessary).

Medellín and Antioquia have experience in the formulation of territorial statistical plans. In 2002, the department developed a plan of this type, and in 2004, the municipalities of the Metropolitan Area of the Aburrá Valley did the same. These plans have since undergone adjustments. Likewise, various planning and foresight exercises have convened different regional actors. In these exercises, the need to strengthen the supply and use of data for decision-making and public policy evaluation has emerged. The year 2024 is unique: the new local and departmental administrations carried out planning exercises for their period, while

the World Data Forum took place in Medellín in November 2024. Cepei sought out the local/regional data ecosystem to take advantage of this opportunity and jointly build a local data action plan to accelerate the fulfillment of the sustainable development goals.

- *Actions taken*

- Initial contacts were made to present Cepei's initiative and recognize the context of data planning. Such conversations included the School of Engineering of Antioquia, the Antioquia Confederation of NGOs, Makaia, the Medellín mayor's office, and Comfenalco.
- It was detected that Comfenalco, a private company that administers mandatory contributions from companies for the welfare activities of its affiliates and other populations, had a strong interest in the issue of the migrant and refugee population in Antioquia. It was also detected that this company is part of an institutional ecosystem that pays attention to this population. This ecosystem includes, among others, international agencies for the care of migrants and refugees (UNHCR, IOM, USAID), local administrations such as the mayor's office of Medellín and the government of Antioquia, state entities of the national order such as DANE, Migration Colombia and the DNP, platforms for the articulation of organizations like the Interangencial Group on Mixed Migratory Flows, foundations such as the Ideas for Peace Foundation, and guilds such as Asobancaria.
- A de facto alliance was formed between Comfenalco and Cepei to promote this initiative. With this alliance, all the activities leading to the formulation of the local data action plan began. This alliance has recently been formalized with the signing of a collaboration agreement.
- The guides and guidelines of the national statistical system for constructing statistical sectoral plans were reviewed.
- A first workshop was held to which members of the ecosystem of attention to migrants and refugees were invited. In this workshop, the initiative to work on a local data action plan on the subject was presented, the interest of the entities to participate in the construction of the same was verified, and, following the quality standards of the national statistical system, a first survey was applied on the identification of needs and the supply of information of the care ecosystem.
- Bilateral meetings were held with members of the care ecosystem to present the project and add them to the initiative.
- Progress was made in identifying sources of information on the migrant and refugee populations in Antioquia. The information on more than 140 variables currently collected by different entities was systematized.
- A workshop on gap analysis between needs and the supply of available information was held. Entities belonging to the care ecosystem successfully convened this workshop.
- Based on the previous exercises, Comfenalco and Cepei prepared a proposal for a local action plan for data on the migrant and refugee population. This proposal was presented to all the entities of the data ecosystem, which approved the proposal in its entirety.

- The local data action plan was presented at two events: a side event at the global data forum and one of its sessions.

Local Data Ecosystems Community of Practice

- *Context and motivations*

The ability of cities and departments to achieve sustainable development goals depends, in part, on the availability of quality figures to diagnose challenges, formulate evidence-based public policies, make timely adjustments in the execution of strategies, and evaluate the effectiveness of their development plans and public policies.

National statistical systems (and data ecosystems in general) face constraints in providing all the information that cities require with sufficient disaggregation and the necessary timeliness. At the same time, cities have abundant and detailed information, mainly in administrative records and, less frequently, in their surveys. Taking advantage of these datasets requires the adoption of territorial statistical plans. Some cities and departments have experience in this area.

Likewise, in an increasingly data-driven economy, the private sector (and citizen organizations) collects, stores, and analyzes vast datasets that could be useful to strengthen the data ecosystem at the local and national levels.

An exchange of experiences between cities, departments, National Statistical Offices, thematic experts, and private sector actors is helpful to increase the levels of coordination and, consequently, the capacity to produce relevant data for formulating, implementing, and evaluating public policies. For this reason, Cepei reviewed Colombia's experience in territorial statistical plans, other local data ecosystems, and the current institutional framework on the subject and contacted local and national institutions linked to these dynamics. In particular, we worked with the Mayor's Office of Cali and the Association of Capital Cities – Asocapitales to design two webinars on local data ecosystems.

- *Actions taken*

- Colombia's progress in territorial statistical plans was reviewed. The existence of an institutional framework in the National Statistical System was verified. This framework provides governance figures, methodologies for implementing statistical plans, and support from the National Statistical Office.
- Meetings were held with the teams of the territorial statistical plans of the cities of Bogotá and Cali. It was verified that there is interest in advancing local statistical strengthening. At the same time, resource limitations exist to organize the datasets of both cities. Likewise, articulating the dynamics of their statistical plans with other unofficial actors is an area to be explored.

- Meetings were held with Asocapitales, during which the interest in strengthening local ecosystems to guarantee data availability for the formulation of local public policies was verified.
- A de facto alliance was formed with the mayor's office of Cali and Asocapitales to promote this issue. An agenda was jointly built for two meetings of the national community of practice through webinars. For illustration, here is a copy of the structure of this agenda:

First day

Hour	Theme	Presents
9:00 a.m. - 9:05 a.m.	Greeting and introduction	Philipp Schönrock - Onions
9:05 a.m. – 9:15 a.m.	Data Revolution, Public-Private Partnerships, and Local Data Action Plans	Ricardo Valencia - Cepei
9:15 a.m. - 9:30 a.m.	Territory Administration System	DNP Oscar Gil
9:30 a.m. - 9:45 a.m.	Reflections on the Provision, Analysis and XXX of Data Infrastructure from Subnational Governments	Nicolas Torres Asocapitales
9:45 a.m. – 10:00 a.m.	Territorial statistical plans: experiences, lessons learned, participating actors	Cali Mayor's Office
10:00 a.m. – 10:15 a.m.	Local Data Action Plans. Migration and Refugee	Lina Noreña Comfenalco,
10:15 a.m. - 10:30 a.m.	Institutional framework for local data ecosystems	DANE Julieth Solano
10:30 a.m. – 10:45 a.m.	Questions & Closing	Moderated by Ricardo Valencia - Cepei

Second day

Hour	Theme	Presents
9:00 a.m. - 9:05 a.m.	Greeting and introduction	Ricardo Valencia - Cepei
9:05 a.m. – 9:20 a.m.	Local Data Action Plans (International Context and Supporting Tools)	Paris 21
9:20 a.m. - 9-35 a.m.	Strategic Plan for Territorial Geographic Information	Sandra Liliana Moreno DANE
9:35 a.m. – 9:50 a.m.	Data ecosystem mapping	Propacific
9:55 a.m. - 10:10 a.m.	Territorial statistical plans: experiences, lessons learned, participating actors	Andrés Acosta Bogotá Mayor's Office

10:10 a.m. – 10:25 a.m.	Project "Data Capital: Territorial Intelligence Centers for Urban Development"	Hugo Armando Pérez Asocapitales
10:25 a.m. – 10:40 a.m.	Questions and closing	Moderated by Cepei

- The two webinars were attended by officials from the mayor's offices of different capital cities and members of local data ecosystems.

3. Analysis of the results

Antioquia's migration and refugee data ecosystem

In the case of this community of practice, the use of the quality standards of the national statistical system greatly facilitated the construction of a shared horizon from the beginning of the initiative. What summons this data ecosystem is closing the gaps between needs and offers of information on the migrant and refugee population. This instrumental purpose is part of the missional purpose of having evidence for the formulation, execution, and evaluation of policies, strategies, and programs to assist the migrant and refugee population in the Department of Antioquia.

The main outputs that emerged from this work were the following:

- *Characterization of the local data ecosystem*: description of public, private, and civil society actors that are part of the production and use of data; type of data they produce and use; and networks and projects that unite them.
- *Local/regional data action plan*: ecosystem participants, identifying and organizing existing information, definition of objectives, actions, and strategies, dissemination planning, evaluation, and learning planning.

Local Data Ecosystems Community of Practice

The constitution of this community of practice has been more recent than that of Antioquia. The shared horizon that was formulated in the de facto alliance with the mayor's office of Cali and Asocapitales was to exchange knowledge, experience, and lessons learned about the current state of local data ecosystems between national entities linked to local data ecosystems, the teams of the mayor's offices of capital cities, and support organizations such as Asocapitales.

The main result of this articulation was the verification that greater knowledge exchange and articulation among the ecosystem members are needed to accelerate the consolidation and strengthening of local data ecosystems. With the mayor's office of Cali and Asocapitales, it was agreed to continue working in 2025 on events similar to those held and advance in identifying concrete opportunities for joint work.

4. **Lessons learned analysis:**

Antioquia's migration and refugee data ecosystem

The following are the main lessons learned from the process carried out with this community of practice:

- Empowering local actors to lead and keep the local data ecosystem alive is essential.
- It is vital to collectively identify the needs and interests shared by the community of practice members.
- It is necessary to identify the strengths and resources available to the community of practice both at the level of each of the organizations of individuals that compose it and the previous experience accumulated by the community itself.
- It is necessary to prioritize the problems that we want to address or the needs that we want to satisfy with joint work. Otherwise, seeking to close all information gaps at once will likely result in frustration.
- It is strategic to set individual and shared goals whose achievement maximizes the probability of solving common problems.
- It is vital to identify quantitative and qualitative metrics to measure the achievement of the proposed goals.
- It is essential to establish a timeline with necessary inputs and actions, products derived from the inputs and actions, responsible parties, and times to guarantee the fulfillment of the proposed goals.
- Establishing work routines among the community of practice members, such as planning meetings, work meetings, follow-up meetings, evaluation and learning exercises, and exercises to adjust or change strategies, is essential.
- Likewise, designing a light governance scheme that allows collective decisions to be made efficiently is necessary.
- It is also necessary to determine the mechanisms to systematize the learning obtained in the joint work of the community of practice.
- It is helpful to deepen exchanges with other communities of practice, such as the one in Nairobi. The differences between the two communities of practice could enrich both exercises. For example, it is observed that in Nairobi, there is a path of information exchange that offers elements to overcome barriers of mistrust and technological exchange, as in the case of Antioquia. Likewise, it is vital to observe the institutional and regulatory instruments in Nairobi and Kenya, which could inspire solutions in the case of Antioquia.

Local Data Ecosystems Community of Practice

The following are the main lessons learned from the process carried out with this community of practice:

- Deepening the articulation between actors and local data ecosystems, which are currently fragmented, is necessary.
- It is essential to articulate this work with the National Statistical System and its rector, DANE. This would accelerate the process of producing regulatory and institutional frameworks for the growth of local data ecosystems based on their own experience.
- It is essential to work on a knowledge management process that makes information on regulatory and institutional frameworks, cases of local data ecosystems in Colombia and other regions, concrete, proven solutions to shared problems, and lessons learned available to local data ecosystems.
- It is essential to transfer the capacities of DANE and the National Statistical System to the regions to accelerate the assistance process in data quality management and data planning at the local level.

5. Next steps

Antioquia's migration and refugee data ecosystem

- Implement the local data action plan during the year 2025.
- Continue with the agenda of exchanges between critical actors for the local data ecosystem.
- Formulate a project to seek resources to strengthen the local data action plan implementation.

Local Data Ecosystems Community of Practice

- Carry out a planning exercise for the year 2025 with the Mayor's Office of Cali and Asocapitales.
- To formulate a shared project to strengthen local data ecosystems in Colombia.

6. References.

- Cepei (2023). Accelerating the Private Sector's Role in the SDG Data Revolution. Section C. -Second phase proposal Cepei -IDRC _final.
- DANE and the National Statistical System (2020). Methodology for the development of statistical plans.
- https://www.dane.gov.co/index.php/sistema-estadistico-nacional-sen/planificacion-estadistica/planes-estadisticos#territoriales

Report On The Inner Workings of The Nairobi Community of Practice

1. Introduction

presentation of the need that contributes to satisfying the document (describe the work carried out by the facilitators, the results obtained, and the lessons learned) and presentation of what the reader can find in the document.

The **Local Development Research Institute (LDRI)**, a development research organization dedicated to evidence-based action to eradicate hunger, poverty, and inequality in Africa, partnered with Cepei to map and document how public-private collaborations on data-related initiatives in Nairobi City County are advancing the achievement of the Sustainable Development Goals (SDGs). This document captures the work undertaken, the outcomes achieved, and the lessons learned from this initiative.

Achieving sustainable development requires active participation from all sectors of society. While the private sector has long engaged in social and environmental responsibility actions, its role in advancing data-driven initiatives linked to the SDGs has only recently gained prominence. Recognizing the value of these contributions, LDRI aimed to explore and document instances of such collaboration to identify best practices and inspire further efforts.

As part of this initiative, LDRI established a **Nairobi City County Community of Practice (CoP)**, bringing together diverse organizations and individuals to collaboratively address challenges related to innovation, data availability, and sustainable development. Among the critical issues identified, **air quality monitoring** emerged as a priority concern for the city.

Nairobi City County exemplifies the environmental consequences of rapid urbanization and industrial growth. Escalating air pollution, driven by vehicle emissions, traffic congestion, and industrial activity, has created a pressing air quality crisis. Projections indicate that by 2030, Nairobi's vehicle population could surpass 1.35 million, further compounding this challenge.

In response, the CoP developed an **Air Quality Monitoring Data Action Plan** to address the issue and showcased an ongoing public-private partnership working on air quality monitoring initiatives. This effort underscores the potential of cross-sector collaboration to tackle complex urban challenges while contributing to the broader SDG agenda.

This report presents:

1. **Work Carried Out by the CoP**: A detailed account of the collaborative efforts, activities, and strategies implemented by the practice.
2. **Results Achieved**: Highlights of the tangible outcomes, including the development of the air quality monitoring Data Action Plan and the strengthened public-private partnerships.
3. **Lessons Learned**: Insights gained from the CoP's experiences, offering guidance for future collaborative efforts to address data challenges.

Through these sections, readers will gain a comprehensive understanding of how multi-sectoral collaboration can drive progress toward sustainable development goals while addressing urgent local challenges.

2. Analysis of the contexts and processes of facilitation:

formation and construction of the community of practice (based on some of the generating questions).

The Nairobi Community of Practice (CoP) was established through a partnership of diverse organizations and individuals united by a shared interest in tackling pressing urban challenges. The CoP specifically aimed to address issues that require collaborative innovation, enhanced data availability, and the identification of best practices within Nairobi City County.

The CoP brought together a wide array of stakeholders, including representatives from Nairobi City County, think tanks, NGOs, universities, research institutions, and private sector partners working on climate change and air quality monitoring. This diversity fostered innovation and enriched discussions, ensuring that various perspectives were represented.

A notable focus of the CoP was the development of an Air Quality Monitoring Data Action Plan, addressing Nairobi's growing environmental concerns stemming from rapid urbanization, vehicle emissions, and industrial activities.

To facilitate communication and collaboration, the CoP utilized digital tools such as WhatsApp and Zoom, ensuring consistent engagement even when in-person meetings were not

possible. A centralized knowledge repository allowed members to access shared resources, fostering transparency and resource management.

Roles and responsibilities were distributed among members, encouraging ownership and active participation. LDRI, as the CoP facilitator, organized and hosted bi-monthly in-person meetings alongside virtual engagements. These regular meetings provided platforms for sharing best practices, innovative approaches, and local success stories, ensuring sustained momentum in the CoP's activities.

Under the guidance of **LDRI** and in collaboration with **Cepei**, the CoP documented and mapped instances of public-private collaboration on data-driven initiatives aimed at advancing the Sustainable Development Goals (SDGs) in Nairobi City County. Additionally, the CoP:

- Developed an Air Quality Monitoring Data Action Plan, which outlines actionable strategies to address air pollution in the city.
- Showcased public-private partnerships
- Strengthened professional networks, fostering relationships that led to collaborative projects and resource sharing.

Some of the Achievements of the CoP include ;

1. **Knowledge Sharing and Collaboration**
   Professionals from diverse sectors collaborated to address shared challenges, exchanging expertise, ideas, and best practices, and fostering a culture of learning.
2. **Networking and Relationship Building**
   Members expanded their professional networks, creating partnerships that resulted in collaborative projects and better resource utilization.
3. **Increased Awareness and Advocacy**
   The creation of the Air Quality Monitoring Data Action Plan raised awareness of critical issues, influenced policy decisions, and advocated for better data-driven urban planning.

4. **Social Impact**

   The CoP directly contributed to the future well-being of Nairobi's communities by addressing air quality issues, benefiting public health and the environment.

5. **Resource Development and Accessibility**

   The CoP produced an action plan, case studies, and other resources that are now housed in a centralized repository, serving as valuable references for both local and international stakeholders.

The Nairobi CoP aims to expand its reach by actively recruiting new members, including local organizations, NGOs, international partners, universities, and research institutions. Future plans include:

- Resource mobilization to sustain activities and ensure the long-term relevance of the CoP.
- Continued efforts to adapt to emerging challenges and refine strategies.
- Development of additional tools and resources to support data-driven solutions for Nairobi City County.

3. Analysis of the results: *They concretized their shared horizon, carried out plans, and obtained results.*

The Nairobi Community of Practice (CoP) successfully translated its vision into actionable plans and tangible outcomes, demonstrating the effectiveness of collaboration and shared purpose. The CoP achieved several significant results that reflect its commitment to addressing urban challenges and contributing to the Sustainable Development Goals (SDGs).

The CoP established a clear and unified vision for addressing challenges that require varying degrees of collaboration for innovation, increased data availability, and identification of best practices in Nairobi City County. This shared horizon provided a strong foundation for collaboration, ensuring alignment among diverse stakeholders from the public sector, private sector, and civil society. By collectively prioritizing air quality monitoring as a critical issue, the CoP focused its efforts on a pressing and impactful area.

The CoP successfully executed several planned activities, including:

- **Development of the Air Quality Monitoring Data Action Plan**: This plan not only addressed the immediate need for actionable air quality data but also laid the groundwork for sustainable public-private partnerships.
- **Mapping and Documentation**: Instances of public-private collaboration were thoroughly mapped and documented, providing valuable insights into how such partnerships can drive SDG progress.
- **Case Study on Public-Private Partnerships in Nairobi City County:** This case study highlights how the private sector has collaborated with Nairobi City County to address the critical issue of air quality monitoring. Through these partnerships, innovative solutions have been developed, leveraging the strengths and resources of both sectors to tackle one of the city's most pressing environmental challenges.

These initiatives were supported by effective resource-sharing practices, role distribution, and regular engagements, ensuring that all activities progressed efficiently.

The Nairobi CoP demonstrated the value of shared vision, structured planning, and collaborative execution. By achieving these results, it has established itself as a model for multi-stakeholder engagement in advancing sustainable development goals and addressing critical urban challenges.

4. Analysis of lessons learned: *recommendations for future work with these and other communities of practice. Analysis of differences between the facilitation process in Nairobi and Antioquia*

The Nairobi Community of Practice (CoP) served as a dynamic platform for collaboration, innovation, and problem-solving. Its activities provided valuable insights into what contributed to its successes and where challenges arose. Analyzing these lessons learned helps identify key strategies that can be sustained and areas that need improvement to enhance future engagements and impact.

What worked well :

1. **Collaborative Leadership and Ownership**

- Shared leadership and ownership by members encouraged commitment and active participation, especially in creating the case study and Data Action Plan.
- **Future Focus**: To ensure continuity and prevent burnout, establish clear roles, succession plans, and processes for delegation of responsibilities.

2. **Engaging CoP Meetings**
    - Regularly scheduled meetings kept members motivated and actively involved.
    - **Future Focus**: Introduce a mix of meeting formats, including webinars, in-person workshops, and hybrid sessions, to accommodate varying schedules and preferences, improving accessibility and participation.
3. **Diverse Membership**
    - Participation from individuals across different sectors and backgrounds enriched innovation and problem-solving capabilities.
    - **Future Focus**: Actively recruit underrepresented groups, organizations, and institutions to enhance inclusivity and expand the knowledge base.
4. **Effective Use of Technology**
    - Tools like WhatsApp and Zoom enabled effective communication and engagement, particularly during periods of political unrest that the country faced while we kicked off the practice.
    - **Future Focus**: Invest in a dedicated online platform for centralized resource sharing, discussions, and better coordination to reduce reliance on temporary tools.

What Didn't Work Well

1. **Inconsistent Participation**
    - Members' busy schedules and competing priorities led to irregular attendance and engagement.
    - **Solution**: Offer flexible engagement options, such as asynchronous discussion forums or on-demand materials, to accommodate diverse availability.
2. **Limited Funding and Resources**

- Resource constraints hindered the ability to organize more activities and sustain ongoing CoP engagements.
- **Solution**: Pursue sustainable funding mechanisms through partnerships, grants, and member contributions to support long-term activities.

3. **Weak Follow-Through on Outcomes**
    - Some initiatives stalled due to a lack of structured follow-up.
    - **Solution**: Develop and implement clear action plans, timelines, and accountability systems to ensure discussions lead to actionable outcomes and measurable results.
4. **Dependence on Key Individuals**
    - Over-reliance on a few key members posed risks when they were unavailable or overwhelmed.
    - **Solution**: Encourage distributed leadership by delegating responsibilities among a broader group and fostering shared accountability.

5. *Next steps:* *Analyze the next steps agreed upon in the communities of practice and the facilitators' recommendations for continuing them.*

Building on the successes and challenges of the Nairobi Community of Practice (CoP), several key steps and recommendations have been identified to ensure the sustainability and effectiveness of its activities. These steps focus on the following;

1. **Strengthen Capacity Building**
    - Offer tailored training sessions and workshops to equip members with essential facilitation, collaboration, and leadership skills.This step will empower members to take on more active roles and contribute effectively to CoP objectives.
2. **Promote Long-Term Commitment**

- Implement incentives to encourage sustained participation, such as recognition programs, certifications, or exclusive opportunities for professional development.Such initiatives can motivate members to stay engaged and contribute consistently to CoP activities.

3. **Leverage Local Context**
    - Align the CoP's objectives and activities with Nairobi's unique socio-economic, cultural, and professional landscape.This approach ensures that the CoP's work remains relevant, impactful, and well-suited to addressing local challenges.
4. **Implement Monitoring and Evaluation**
    - Develop clear metrics to measure the CoP's success, such as member engagement levels, project outcomes, and contributions to the Sustainable Development Goals (SDGs). Use member feedback to refine strategies and ensure continuous improvement.
5. **Foster Partnerships**
    - Build collaborations with local and international organizations to enhance the availability of resources, strengthen the CoP's credibility, and expand its reach. Partnerships can also provide access to technical expertise and funding opportunities.
6. **Mobilize Funding**
    - Secure resources through donor contributions, private sector partnerships, and grants to support CoP activities, logistics, and knowledge-sharing platforms. Long-term resource mobilization will ensure the CoP's sustainability and ability to scale its initiatives.
7. **Develop A Clear Learning Agenda**
    - Maintain consistent engagement through virtual and in-person meetings, workshops, seminars, and knowledge-sharing sessions by framing the CoP along a clear small set of research questions. This would strengthen participation, help to manage expectations, support mobilizing of learning partners or resource persons as well as sustain momentum, build relationships, and foster collaboration among members.

By implementing these steps and recommendations, the Nairobi CoP can build on its achievements, address existing challenges, and create a more robust, impactful, and sustainable model for collaboration and innovation.