

ECDPM Strategy 2012-2016

Results framework

Strategic objectives, choices and contributions

Poverty reduction remains the principle objective of development cooperation. At the same time, development cooperation is increasingly called upon to contribute to major global transitions, a call that will require profound changes in the policies, practices and institutions of international cooperation. True to its mandate, the ECDPM identifies for 2012-2016 six global transitions that can be expected to challenge future cooperation between Europe, its member states and the countries of Africa, the Caribbean and the Pacific the most. Building upon twenty-five years of practical experience, the strategy then defines four thematic 'lenses' and six policy processes for the ECDPM to focus on in the next 5 years, chosen because they are at the heart of the challenges the European Union's relations and cooperation with the countries of Africa, the Caribbean and the Pacific will face and, because of the contribution the Centre can be expected make in responding to these challenges.

The strategy underlines the Centre's characteristic process-orientated approach and the lessons it has learned to respect when engaging with stakeholders in policy processes. The Centre understands the design, implementation and evaluation of development policy and international cooperation as autonomous processes owned and managed by their respective stakeholders. Experience shows however that the development impact of these processes is often limited by the asymmetries that exist between the different stakeholders involved, both nationally and internationally (in terms of power, resources, knowledge and capacity). The Centre's proven networking approach is designed to reduce such asymmetries and to enhance policy and practical impact. It combines the use of three distinct capacity strategies: direct facilitation of multi-stakeholder dialogues and networking, policy-oriented research and, partnership and institutional development, making three types of contributions: (1) improved shared understanding of the issues at stake, (2) better informed and more inclusive policy-making and implementation, and (3) enhanced capabilities and instruments on the part of the stakeholders to be able to manage international cooperation more effectively.

In biannual Work Plans the ECDPM work streams further refine their contextual analysis; specify the strategic choices they make and lay out the particular mix of capacity strategies they will apply; and describe the outputs, and the emerging patterns of outcomes and impact they foresee.

To safeguard its independent, non-partisan role the ECDPM asks donors to invest first and foremost in the Centre as a whole by providing multi-annual core, institutional and programme funding. Such income contributes directly to strengthening the synergies between the work on themes, policy processes and partnerships, thus helping to enhance the impact from the Centre's work.

Impact diagram

The first diagram simplifies how the ECDPM intends to contribute to improving relations and cooperation towards development objectives between the European Union, its member states and development partners in Africa, the Caribbean and the Pacific. Aware that in the autonomous, multi-stakeholder processes it the Centre engages with, outcomes¹ and impact² depend first and foremost on what the main stakeholders themselves are able to achieve, the diagram specifies the types of contributions at each level - activities, outcomes and impact - ECDPM and its partners intend to make. The diagram is built up as a *logical framework*, even if we know that intervening in complex policy arenas is not as straightforward an activity as such a diagram seems to suggest. As a tool, it supports internal assessments, learning and reporting routines. Besides, it supports five-yearly external evaluation teams to do in-depth assessments of emerging patterns of outcomes and impact from a stakeholders' perspective.

ECDPM strategic objectives	ECDPM capacity strategies	Emerging patterns of outcomes and impact	
		Expected outcomes	Emerging impacts
<p>ECDPM aims to:</p> <ol style="list-style-type: none"> 1. Strengthen the capacity to manage international relations and cooperation of public and private actors in Africa, the Caribbean and the Pacific; 2. Improve international cooperation and relations between development partners in Europe and the South. 	<ol style="list-style-type: none"> 1. Direct facilitation and networking support to policy processes that have a strong development impact on cooperation and relations between the European Union, its member states and their development partners in Africa, the Caribbean and the Pacific. 2. Strategic knowledge brokerage, research & information services to enhance the development impact of cooperation between the European Union, its member states and their development partners in Africa, the Caribbean and the Pacific. 3. Strategic partnerships to support the effective engagement and institutional development of key policy actors in Africa, the Caribbean and the Pacific in international cooperation. 	<ol style="list-style-type: none"> 1. More inclusive and better-informed policy dialogues on global development challenges between actors from Europe, Africa, the Caribbean and the Pacific. 2. More effective participation of public and private actors from Africa, the Caribbean and the Pacific in key policy processes that affect their international cooperation. 3. Reduction of the 'implementation gap' between policy and practice in key areas that affect international cooperation with regard to global development challenges. 4. More integrated and coherent EU external action that reconciles its values and interests and takes account of the impact of its internal and external policies on developing countries in order to level the 'playing field' for sustainable global development. 5. Strengthened partnerships between the EU, its member states and the countries of Africa, the Caribbean and the Pacific for equitable and sustainable governance of global development challenges. 	<ol style="list-style-type: none"> 1. Improved capacity to reconcile values and interests towards development objectives in EU External Action. 2. More informed engagement by domestic and international actors in the reform and improvement of economic governance and trade for inclusive and sustainable growth. 3. African public and private actors gained more policy space to build home grown political institutions and more resilient societies. 4. More effective regional policies, integration and cooperation for ensuring food security as a global public good.

¹ **Outcomes** are observable time bound patterns of changes that affect the development effectiveness of a policy process – as managed by its stakeholders – and can be plausibly related to efforts, contributions by ECDPM and its partners.

² **Impacts** are long-term patterns and trends that can be observed by looking at the way pertinent stakeholders manage international relations and cooperation, resulting in greater development effectiveness of their actions.

The ECDPM approach and capacity strategies

Each ECDPM work stream applies a strategically chosen mix of capacity strategies to attain its objectives. Each capacity strategy may include a range of activities and produces specific outputs³. The most effective combination is chosen in line with the Centre's strategic objectives, and contributes to achieve the types of outcomes and impacts outlined in the impact diagram above.

Capacity strategy 1: <i>Direct facilitation and networking support to policy processes that have a strong development impact on cooperation and relations between the European Union, its member states and their development partners in Africa, the Caribbean and the Pacific</i>		Capacity strategy 2: <i>Strategic knowledge brokerage, research & information services to enhance the development impact of cooperation between the European Union, its member states and their development partners in Africa, the Caribbean and the Pacific</i>		Capacity strategy 3: <i>Strategic partnerships to support the effective engagement and institutional development of key policy actors in Africa, the Caribbean and the Pacific in international cooperation.</i>	
Activities	Outputs	Activities	Outputs	Activities	Outputs
<ul style="list-style-type: none"> To organise and/or moderate multi-actor dialogue, consultation and strategic networking To frame and facilitate progress in complex multi-stakeholder policy processes To provide advise to key stakeholders on policy design, management and evaluation. To initiate, frame and/or animate major strategic discussions in thematic areas ECDPM specialises in. Making relevant knowledge and information available to Southern and European development partners. 	<ul style="list-style-type: none"> Chatham House rule meetings; Strategic networking events; Multi-stakeholder consultations Informal policy dialogues and networking Workshops/ seminars Policy preparatory work Inputs to policy consultation; Preparing and facilitating negotiations Provision of process-oriented expertise Policy and/or operational guidance for strengthening policy formulation and implementation Identify and inform processes of change 	<ul style="list-style-type: none"> Practical policy-oriented research Strategic studies into interdisciplinary issues related to development effectiveness Contribute to developing adequate monitoring and/or benchmarking systems Evaluation of policy progress and impact Assessing the development impact of non-development policies Developing improved methods and instruments General knowledge and information services Networking knowledge and information Promoting the practical use of knowledge and information in key policy processes. 	<ul style="list-style-type: none"> ECDPM web site ECDPM policy briefs ECDPM discussion papers ECDPM study reports ECDPM blogs and social media tools ECDPM Weekly Compass Joint policy reports (with partners) Specialist newsletters (with partners) Specialised web sites (with partners) Specialist publications (with partners) Contributions to high level policy events Provision of up-to-date policy advise Policy (impact) evaluations Methods and instruments to enhance policy impact 	<ul style="list-style-type: none"> Providing insight in (endogenous) capacity development Functional partnerships for institutional development Support (alliances, networks of) key ACP policy actors in their institutional development, learning and change with respect to development policy management Participate in, and where necessary assist in creating, strategic networks and/or alliances of African, Caribbean, Pacific and European actors to enhance their capacity to manage development policy and cooperation effectively 	<ul style="list-style-type: none"> Strategic and institutional assessments Advisory services Workshops/seminars Training, staff exchange Demand-driven support for institutional development Joint institutional assessments Enhanced political and governance capacity Institutional innovation and change Technical support

³ **Outputs** are specific, time bound results of the activities of ECDPM, alone or with its partners, that are intended to contribute to achieving ECDPM process and/or capacity objectives; outputs can be counted.

ECDPM strategies towards development outcomes

