

ECDPM Strategy 2012-2016:

extended results framework



ECDPM Strategy 2012-2016: extended results framework

Strategic objectives, choices and focus	3
<i>ECDPM emerging outcomes and impact</i>	4
<i>ECDPM structured, process-oriented networking approach</i>	6
Programme outcomes and indicators for assessing ECDPM contributions to selected policy processes	7
Sustained impact: what to look for in order to recognize sustainable impact from ECDPM contributions?	15
Types of narratives highlighting possible routes to outcomes and impact	17

Strategic objectives, choices and focus

Poverty reduction remains the principal 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. Its core mission stipulates that ECDPM as a whole¹ will make specific contributions to both the empowerment of actors in the developing world² to determine their own development path and to the sustainable transformation of 'traditional' development cooperation (primarily based on donor-recipient relations and financial transfers) into the 'modern' forms of international cooperation (based on mutual responsibilities and the reconciliation of potentially diverging interests) required by the new global development agenda. True to this mandate, for 2012-2016 the ECDPM has identified those 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 most³.

Building upon twenty-five years of practical experience, ECDPM then defines four thematic 'lenses' on the challenges that lay at the heart of the Europe's relations and cooperation with the countries of Africa, the Caribbean and the Pacific in the near future.

- (1) Reconciling values and interests in the external action by the EU and its members states; here, ECDPM will concentrate on (1) modernizing EU External Action and Development Policy and (2) the promotion of Security and the Rule of Law (particularly in fragile and conflict countries) to enable societies to become more resilient.
- (2) Improving economic governance and trade for inclusive and sustainable growth; in this area, ECDPM focuses on enabling private sector development, innovative financing, domestic resource mobilisation and the role of extractive industries, including the horizontal linkages between extractive and productive sectors.
- (3) Increasing the policy space for public and private actors in Africa to build their own, home grown political institutions and to achieve greater resilience; working in particular with the African Union, its specialised and regional organizations and, regional and local state, private and non-government organizations.
- (4) More effective regional policies, regional integration and international cooperation for ensuring food security as a global public good, focusing on supporting regional and specialised African institutions, such as CAADP and NEPAD Agency, and on relevant policy interactions between Europe and Africa.

¹ The ECDPM mission has two components: (i) to contribute to strengthening the capacity of institutions and actors in the countries of Africa, the Caribbean and the Pacific and (ii) to improve relations between Europe and the countries of Africa, the Caribbean and the Pacific. *ECDPM Strategy 2012-2016*.

² Actors in the developing world refer to continental organizations (e.g. the African Union), regional organizations (e.g. the Regional Economic Communities), central and local governments as well as the wide range of 'non-state actors' that may call upon the services of ECDPM (e.g. civil society actors, private sector organizations, local government associations).

³ See *ECDPM Strategy 2012-2016*

To address these challenges in practice, ECDPM programmes engage in six inter-related policy processes⁴, to the progress of which the Centre can be expected to make significant contributions. In each of these areas, ECDPM works consistently with the EU, its Member States and the governments, agencies and societies of Africa, the Caribbean and the Pacific on the empowerment of their organizations and the transformation of their relations and cooperation modalities.

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 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 characteristic process-orientated networking approach is designed to reduce such asymmetries and as a consequence, to enhance their impact. It combines the use of three distinct capacity strategies: direct facilitation of multi-stakeholder dialogues and networking, policy-oriented research and knowledge brokerage, and, partnerships and support to institutional development. In biannual Work Plans the policy process teams refine the contextual analysis and the strategic choices they make for each of the six policy processes, specifying the particular mix of capacity strategies they will apply, and the outputs as well as 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.

ECDPM emerging outcomes and impact

ECDPM is a small, independent operator at the complex interface between the European Union and its Member States and the countries of Africa, the Caribbean and the Pacific (ACP). As a facilitator of sustainable transformation processes and a knowledge broker, it is normally not possible to attribute capacity or policy impact to the Centre alone. On the contrary, to be effective the Centre's activities are and should be embedded in multi-stakeholder policy processes in which the stakeholders call the tune and ECDPM plays a supportive role. Besides, as a small foundation the Centre cannot on its own, mobilise the expertise and financial resources required for the entire range of support necessary. Systematically, it draws upon other organisations and external resources, building partnerships to complete its contribution. The Centre's outcomes and impact is therefore intrinsically related to the dynamics of its partners and the way it works together with others. Consequently, ECDPM impact is seen as the medium to long-term consequence of the ECDPM activities, outputs and outcomes. The Centre feels that the assessment of impact can therefore only be done at longer time intervals and, should be done by independent, external professionals. Hence, the ECDPM Board has decided that the main instrument ECDPM uses for assessing its impact, and its continued relevance, is the five-yearly **external evaluation**. As an input to such an

⁴ Policy processes: (1) Strengthening European external action; (2) Deepening overall responses to conflict, security and resilience; (3) Economic governance, domestic resource mobilization and international drivers of governance; (4) Trade and regional integration for inclusive growth; (5) Africa on the move – understanding and building on dynamics of change, and (6) Regional and local markets for agricultural development and food security.

external evaluation ECDPM staff performs a five-year self-assessment, synthesizing its outcomes and possible impacts, in addition to normal reporting routines.

The impact diagram below simplifies how the ECDPM intends to contribute to empowering relations and transforming international cooperation between the European Union, its member states and development partners in Africa, the Caribbean and the Pacific. The Centre is aware that in the autonomous, multi-stakeholder processes it engages with, outcomes⁵ and impacts⁶ 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 impacts - 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 activity as such a diagram may suggest. As a tool, it supports internal assessments, learning and reporting routines and, five-yearly external evaluation.

ECDPM strategic objectives	ECDPM capacity strategies	Emerging patterns of outcomes and impact	
		Expected process outcomes	Emerging impacts
ECDPM aims to: 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.	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.	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 Europe, Africa, the Caribbean and the Pacific in key policy processes that affect their cooperation. 3. Reduction of the 'implementation gap' between policy and practice in key areas that affect the EU's cooperation with Africa, the Caribbean and the Pacific in addressing 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.	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.

⁵ **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.

⁶ **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.

ECDPM structured, process-oriented networking approach

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 outputs⁷. The Centre aims to engage in each policy process with the most effective combination of types of activities to achieve the patterns of outcomes and impacts specified in the impact diagram above.

Capacity strategy 1:		Capacity strategy 2:		Capacity strategy 3:	
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.		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.		Strategic partnerships to support the effective engagement and institutional development of key policy actors in Africa, the Caribbean and the Pacific in international cooperation.	
Activities	Outputs	Activities	Outputs	Activities	Outputs
- 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 advice 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	- 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	- 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	- ECDPM website - 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 websites (with partners) - Specialist publications (with partners) - Contributions to high level policy events - Provision of up-to-date policy advice - Policy (impact) evaluations - Methods and instruments to enhance policy impact	- 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	- 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

⁷ **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.

Programme outcomes and indicators for assessing ECDPM contributions to selected policy processes

ECDPM outcomes emerge from the policy processes the Centre programmes engage in (within a given national or regional context). Within the general categories of outcomes that ECDPM expects to achieve⁸, each programme defines specific outcomes to be expected from its engagement in a particular policy process. For each of these one or more indicators have been defined⁹. An indicator however is not an absolute standard, its quality and intensity is determined by what the stakeholders require in order to advance their own policy process. Hence, an indicator suggests a type of convincing narratives that can be found by asking key stakeholders to formulate their views and experience on progress on that particular indicator. By the same token, these stakeholders can be asked to assess the degree to which ECDPM has contributed to the progress made.

Six ECDPM programmes engage with the following policy processes:

- (P1) Strengthening European external action;
- (P2) Deepening overall responses to conflict, security and resilience;
- (P3) Economic governance, domestic resource mobilization and international drivers of governance;
- (P4) Trade and regional integration for inclusive growth;
- (P5) Africa on the move – understanding and building on dynamics of change, and
- (P6) Regional and local markets for agricultural development and food security

⁸ Cf. ECDPM Strategy 2012-2016

⁹ Outcomes categories have been presented in the ECDPM Strategy 2012-2016. Programme outcomes have been taken from the 2013-2014 Work Plan and where necessary are updated during biannual work planning.

	Outcomes: ECDPM contributes to/is used to...	Indicators: ECDPM can demonstrate...
1 More inclusive and better-informed policy dialogues on global development challenges between actors from Europe, Africa and beyond		
P1	ECDPM information, facilitation and advice used by actors on both continents to promote effective and consistent EU external action that contributes to development objectives	Increased knowledge and understanding of how integrated strategies and comprehensive approaches for EU external action in Africa - agreed to by member-states foreign ministries and EEAS - promote a clear development and conflict prevention impact
P2	Policy makers and senior officials in EU Member States have a better understanding about the EU's approaches and instruments concerning conflict prevention, security, fragility and resilience leading to an improved cooperation in this domain between EU Member States and EU institutions	Officials of EU Member States call upon ECDPM to provide products, knowledge, analysis and expertise about the EU's approaches and instruments to deal with conflict prevention, security, fragility and resilience and use this information to enhance policy dialogue and to promote mutual cooperation in this area with actors in EU institutions
P3	Well-informed informal dialogue that effectively feeds into formal policy and reform processes at local, national, regional, continental and international levels, especially in the EU, the African Union, the ACP and regional economic communities (RECs) as well as the G20	Documented cases of ECDPM involvement in such dialogue processes and examples of their effects on formal policy and reform processes
P3	EU donors tailor private sector support taking into account experience from other donors and businesses	Examples of facilitated public-private dialogue on policy reform mechanisms and the relevance of particular tools
		Illustrative examples of the effects of such programme facilitated dialogue
P4	Better informed negotiators able to align trade agreements to the development priorities of their country and region.	Information and analysis produced by ECDPM highlights the development dimensions of the EPAs and other trade agreements the ACP countries are engaging in.
		Informal interaction with ACP officials on EPAs, both in Brussels, the RECs and at the national level
		Examples of uptake of ECDPM inputs and approaches

Outcomes: ECDPM contributes to/is used to...		Indicators: ECDPM can demonstrate...
2 More effective participation of public and private actors from Europe, Africa and beyond in key policy processes that affect their cooperation		
P1	Strategic African partners better equipped to pursue their development interests through enhanced understanding of EU processes in the post-Lisbon institutional architecture	African Union Commission, Pan African Parliament, African RECS, African Ambassadors based in Brussels ask and use ECDPM analysis of the new EU institutional architecture including for key internal or semi-formal briefings to promote their development interests
		ECDPM's information, expertise, products and advice contributes to a better understanding and operational follow-up among officials of EU institutions and EU Member States, on how to support African post-conflict recovery in a way that is inclusive and aligned with country processes
P2	African actors at the pan-African and regional organizational level have an enhanced knowledge about strategies and practical approaches on the transition from conflict and fragility to resilience and development and can meaningfully contribute to key policy frameworks and their implementation, such as the New Deal and the African Peace and Security Architecture.	Officials of the AU Commission, African RECs, other African institutions (such as the Pan-African Parliament or NPCA) and African non-state actors working at the pan-African and African regional level value, ask for and/or use ECDPM's information, experience, research and expertise to meaningfully contribute to a strengthening of policy processes and frameworks aimed at the transition from conflict and fragility to resilience and development.
		African, European and international research organisations and think tanks dealing with the transition from conflict and fragility to resilience and development and related policy frameworks perceive to be better equipped to undertake research, policy dialogue and knowledge sharing in their respective policy environments at the pan-African, regional and national levels based on the research, methodologies, analysis and related inputs provided by ECDPM.
P3	Better understanding of incentives facing drivers of change, especially domestic elites, to promote improved economic governance in the ACP and Africa ('drivers of change' refers primarily to government institutions and the middle classes in the ACP/Africa, the EU and emerging economies, as well as the international community)	Ex-ante and ex-post documentation of attitudes and policies of key stakeholders vis-à-vis economic governance
P5	African continental governance frameworks strengthened and linked to other important policy areas (i.e. peace and security, sustainable development)	ECDPM invited by key institutional actors in Africa, to contribute, through, technical support and participation at meetings, to the development of key governance frameworks in Africa
		ECDPM policy notes and analysis used by African institutional actors in their internal reflections
		ECDPM builds partnerships with key African think tanks and contributes to the generation of key knowledge on the evolution of African governance frameworks

P5	African actors effectively negotiate with the EU on key governance questions as well as dialogue frameworks	African institutions and representatives of African member states in Brussels solicit ECDPM for informal briefings or informal facilitation during their preparations of key policy meetings with the EU
		Key European actors (institutions and member states) ask ECDPM to facilitate informal discussions with African actors
		ECDPM contributes to improved awareness among African actors of policy discussions in the EU on its relations with Africa
P6	Better public-private cooperation for trade, agricultural development and business facilitation;	African stakeholders (in particular AUC, NEPAD, RECs, African farmers & private sector organisations) perceive that public regulations better serve the needs of agriculture businesses & an improving coherence between public and private investment in regional initiatives relevant to agriculture and trade development;
		Increased resources from European private sector and European donors dedicated to public-private partnerships for food security in the ACP which are aligned to RECs' regional policy frameworks
P6	More participatory regional policy and integration processes with regard to food security	Regional farmers organisations in Africa perceive to be better involved in regional policy frameworks, and perceive that regional integration processes are more effectively contributing to food security in their countries.

	Outcomes: ECDPM contributes to/is used to...	Indicators: ECDPM can demonstrate...
3 Reduction of the 'implementation gap' between policy and practice in key areas that affect the EU's cooperation in addressing global development challenges, with Africa in particular.		
P1	EU policymakers in all areas of external action increasingly see it as established good practice to consider the effect of their decisions on developing countries	Key contributions to the awareness of policy coherence for development and the growth of more effective evidence based mechanisms for achieving policy coherence for development within the new EU institutional set up (EEAS and DEVCO) and within a number of member-states
P1	ACP and EU actors understand the consequences and implications for development arising from the negotiation of the new EU multi-annual financial framework	African, Caribbean, Pacific Ambassadors in Brussels and the ACP Secretariat use ECDPM written material and call on ECDPM for advice to help understanding the implications of the new EU multi-annual financial framework for development
P2	Key Pan-African and regional institutional actors as well as non-governmental actors can more effectively promote their cooperation with international actors on conflict, security and resilience based on an enhanced understanding about EU policies and approaches that address the transition from conflict and fragility to resilience and development	Officials of the AU Commission, African RECs, other African institutions (such as the Pan-African Parliament or NPCA) and African non-state actors value, ask for and/or use ECDPM information, expertise and knowledge about the EU's institutional set-up, policies, approaches and instruments that deal with conflict, security, fragility, resilience and development, in the context of EU-African policy dialogue, knowledge exchange and networking.
P3	A more coherent, better informed approach to designing domestic tax policy measures and donor support to these based on an understanding of the reality and impact of tax reform implementation in ACP countries	Examples of tax reform recommendations for domestic resources mobilization processes in some African countries which include political economy considerations (including for donors support)
P3	Greater awareness and shared experience among public-sector and private-sector stakeholders across and within ACP countries on successful mechanisms for public-private dialogue for policy reform, especially through the use of tools such as business indicators	Some regional organizations (e.g. COMESA) and group of countries (e.g. East and Southern Africa) use value chain analysis and business indicators as input to their economic reform process and engagement with private sector
P5	Change dynamics in Africa are better understood in Europe and reflected in EU external action and policies	ECDPM analysis contributes to reflections within the EU on the formulation of the EU's policies in the area of democratisation and the provision of incentives
		ECDPM contributes to bridging African and European perspectives on how change occurs, especially on democratisation processes in North Africa
P6	More effective regional integration, combining broad regional policy frameworks and business-driven initiatives;	ECDPM contributes significantly to a better understanding of what 'more effective regional integration in Africa' means and to the utilization of political economy analysis in the preparation and monitoring of regional food security policy frameworks

	Outcomes: ECDPM contributes to/is used to...	Indicators: ECDPM can demonstrate...
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		
P1	The EU better reconciles its values and interests in external action to promote development outcomes	Key knowledge contributions to the EU's development policy in a post-2015 era that are used by the Commission, EU member-states and EEAS to better achieve development impact and a renewed development agenda
P2	Policy makers and senior officials in EU institutions are better informed and equipped to address conflict prevention and the transition from conflict and fragility to resilience and development	Officials of EU institutions value, ask for and/or use ECDPM's information, products, expertise, advice and methodologies to further improve their approaches, methodologies, instruments and policies dealing with conflict prevention and how to bridge the gap between policy and practice concerning the transition from conflict and fragility to resilience and development.
P4	Improved understanding of the internal dynamics of regional integration and the impact of external actors (EU and others)	Well documented cases on the political economy of integration efforts in Southern Africa
		Specific analysis and insights on the role of external drivers, the EU and others, in regional integration and trade facilitation
		Evidence of use or uptake of ECDPM provided inputs
P6	Improved understanding of the impact of EU policies, in particular the CAP, on food security in the ACP	ECDPM makes a significant contribution to the awareness of, and the growth of evidence about, the impact of EU policies on food security in the ACP, in the context of 'policy coherence for development' debates
		African and European stakeholders use ECDPM's analysis and facilitation to help understanding the implications of the CAP for food security in Africa
		ECDPM contributes to increased knowledge of what are the linkages between trade and agricultural policies and programmes.
P6	Synergies for food security created by stronger linkages between trade and agricultural actors, policies and programmes.	African and European stakeholders use ECDPM's analysis and facilitation to help understanding what synergies for food security can be created through better coordination between trade and agriculture processes, policies and programmes
		Increased (informal/formal) interactions (dialogue) between agriculture & trade decision-makers (and other key actors) in Africa and their counterparts in Europe

	Outcomes: ECDPM contributes to/is used to...	Indicators: ECDPM can demonstrate...
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		
P2	European and African key actors gain new insights and pursue new approaches on how to understand and support African societal change in the context of transitions from conflict and fragility to resilience and development	ECDPM is valued and recognised by European and African policy makers and non-institutional actors that are confronted with questions of societal change in post-conflict recovery situations, based on its research and analysis on resilience and institutional transformation, produced in cooperation with Southern partners
P3	Establishment of the Extractive Industry Development Forum, encouraging constructive engagement among key stakeholders to generate knowledge and understanding of the key issues involved in managing extractive resources	ECDPM's strategic participation in key policy processes in Africa, including through publications
		Implementation processes regarding extractive resources strategies in Africa also directly involves private sector and development partners
P3	Creation of a dialogue platform to examine motives, methods, institutions and policies of the emerging players, and to analyse the socio-economic impact of actors' engagement with Africa	Documented case(s) of better informed multi-stakeholder engagement around key issues of managing extractive resources
		Research and analytical findings of the dialogue platform
P4	More effective regional integration, combining broad regional policy frameworks and business-driven initiatives.	And their use by and usefulness to key stakeholders
		Evidence of closer alignment of some cross-border initiatives in Africa to the larger policy context, such as the SADC Regional Integration Strategic Paper, Boosting Intra Africa Trade Plan
P6	Improved design and implementation of the regional dimensions of CAADP and agricultural policies and programmes more broadly (in Africa/ACP);	Participation of private sector players in policy dialogues facilitated by ECDPM regional integration
		ECDPM contributes to increased knowledge and understanding of what type of <i>regional</i> approaches and actions effectively contribute to improving food security
		<i>Regional</i> agricultural policies/programmes (CAADP regional compacts) are designed/implemented through the regular engagement of a wide range of stakeholders
		African RECs have stronger capacity (and receive enhanced international support, especially from AUC, NEPAD, donors) for leading design and implementation of <i>regional</i> policies and programmes for food security
		Policy options, guiding principles and associated risks emphasized in ECDPM's papers inform the processes and international support for design/implementation of <i>regional</i> frameworks (CAADP regional compacts), and are in particular taken into account by AUC, NEPAD, RECs, regional farmers organisations and donors.

P6	Better public-private cooperation for trade, agricultural development and business facilitation;	African stakeholders (in particular AUC, NEPAD, RECs, African farmers & private sector organisations) perceive that public regulations better serve the needs of agriculture businesses & an improving coherence between public and private investment in regional initiatives relevant to agriculture and trade development;
		Increased resources from European private sector and European donors dedicated to public-private partnerships for food security in the ACP which are aligned to RECs' regional policy frameworks

Sustained impact: what to look for in order to recognize sustainable impact from ECDPM contributions?

As ECDPM outcomes are conditioned by the specific transformation processes they seek to support (in a given national or regional context), rather than an absolute standard an indicator suggests a type of convincing narratives that can be found by asking key stakeholders to formulate their views and experience on whether progress has been made on that particular indicator. By the same token, these stakeholders can be asked to assess the degree to which ECDPM has contributed to whatever progress they have identified. We suggest the following indicators could be used to assess ECDPM contributions to sustainable transformations across the above-mentioned four thematic areas.

Indicators pointing at sustainable transformations in terms of the "upstream" *definition of a new development agenda (post 2015)*:

- African, Caribbean and Pacific partner countries and (sub)regional organizations, EU institutions and Member States¹⁰ increasingly embrace policies that move "beyond aid" towards more comprehensive cooperation agreements;
- African, Caribbean and Pacific partner countries, EU institutions and Member States enhance policy and political dialogue modalities to effectively negotiate compromises on key development challenges and global public goods
- African, Caribbean and Pacific partner countries increasingly seek to mobilise effectively domestic resources (including by fully mobilising the potential of their private sector) thus reducing over time dependency on external aid
- Visible progress is achieved in shifting from "centralised" approaches to development (primarily focused on state-to-state cooperation) to "multi-actor" approaches encompassing the private sector, local governments and civil society in all its diversity.
- Visible progress is achieved with regard to the integration of development cooperation into development-friendly and coherent external actions by the EU and its Member States.

Indicators pointing at sustainable transformations in terms of "downstream" *implementation of the new development agenda*:

- EU and Member States increasingly translate the 'beyond aid' agenda in their development policies and practices.
- EU and Member States modernise their approaches and financial instruments to support political and institutional transformation processes in partner countries
- EU and Member States effectively support partner countries to mobilise domestic resources and reduce aid dependency
- EU and Member States mainstream multi-actor and multi-level governance approaches in their partnership relations
- EU and Member States make further progress in achieving policy coherence for development (PCD) between their domestic and external policies.
- EU, Member States and partner countries improve their dialogue and collaboration on addressing global public goods

¹⁰ It seems important to underline that ECDPM will focus its work strategically on a limited number of (sub)regional organizations and on selected partner countries, in Africa in particular; the Centre can't possibly work directly with all ACP countries and regional organizations. The choice of countries and (sub)regional organizations may also shift over time according to demands emanating from governments and societies in those countries. ECDPM reports on the intensity of its work in specific countries on a yearly basis. Also within the European Union such strategic country choices are made.

Possible indicators with regard to the sustainability of ECDPM's work and impact:

- ECDPM has adequately anticipated and adapted to evolving ACP-EU relations and shifts in international cooperation during the period 20012-2016
- ECDPM has helped to 'frame' viable alternatives to the current approaches to international cooperation
- ECDPM has maintained its non-partisan/independent broker status;
- ECDPM maintains a high quality range of products and services pertinent to supporting the transformations in policy and practice it aims to contribute to.
- ECDPM continues to have a specific added value in a clear niche (specialization) in relation to the contributions of other relevant policy actors and/or service providers in specific key strategic areas
- ECDPM continues to have a policy-oriented focus with direct access to relevant networks in the policy making world and the world of "change agents" so as to be able to influence policy processes with practical ideas and policy proposals
- ECDPM continues to link policy with practice, helping policy-makers and practitioners to adopt innovative approaches to implementing the new development agenda
- ECDPM continues to be an independent foundation, both intellectually and financially. It continues to be successful in obtaining flexible financial support avoiding the risk that 'he who pays the piper calls the tune' which undermines the credibility of the think-and-do tank ECDPM is.

Types of narratives highlighting possible routes to outcomes and impact

During the internal assessment of 2010, in line with the capacity strategies applied ECDPM identified various possible 'routes to impact' that we were able to illustrate with convincing narratives (we called them 'outcome stories'). The evaluators were invited to check these stories with stakeholders in the field.

A. Narratives on more inclusive, better informed more effective policy processes - capturing the degree to which events (co-) organised by ECDPM contributed to active participation of key ACP actors; enhancing dialogue, networking and coalition building among key ACP and EU actors and the evidence-based inputs are appreciated and used to produce specific results. A key indicator is whether ECDPM contributions (facilitation, publications, follow-up) are used by ACP and EU actors to enhance their active participation and dialogue, networking and coalition building among them.

B. Narratives on enhanced availability, access and practical use of policy-oriented knowledge and information – here we try to capture the degree to which ECDPM practical policy-oriented research; written and electronic media, papers and reports were appreciated and used by relevant ACP and EU actors to update themselves, to share information and to articulate policy issues. An important indicator is whether different ECDPM publications are used by ACP and EU actors, (1) to inform and update themselves and (2) to articulate policy issues.

C. Narratives on institutional development and change – Here, we try to capture the degree to which ECDPM contributed to providing knowledge, advisory and facilitation support that is used in support of institutional change. Our evidence indicated that ECDPM can be seen to contribute in two different ways:

C1 Contributions to development policy management by ACP actors – points at the degree to which knowledge, advisory and facilitation support provided by ECDPM are appreciated and used to support institutional change and capacity development. An important indicator is the follow-up given to advice and other inputs from ECDPM by the actors and organisations involved.

C2 Contributions to alternative policy choices and/or ways of managing development policy – points at the degree to which ECDPM contributes to stimulating innovative policy thinking and the formulation of alternative policy management options. An important indicator is whether ECDPM models and/or approaches have found their way into mainstream ACP and EU development policy thinking and practice.

Routes to impact: how ECDPM capacity strategies combine to contribute to outcomes and impact

