

Evaluation of ODI's EDCSP Project

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Acronyms and Abbreviations

ACP	African, Caribbean and Pacific group of states
AU	African Union
BOND	British Organisation for NGOs for Development
CPA	Cotonou Partnership Agreement
DAC	Development Assistance Committee
DCI	Development Cooperation Instrument
DevCo	European Commission Directorate General for Development Cooperation (EuropeAid)
DFID	Department for International Development
DG	Directorate General
ED	Europe Department
EDCSP	European Development Cooperation Strengthening Programme
EEAS	European External Action Service
EC	European Commission
ECDPM	European Centre for Development Policy Management
ECOSOC	Economic and Social Council
EDF	European Development Fund
EPAs	Economic Partnership Agreements
ETTG	European Think-Tanks Group
EU	European Union
HMG	Her Majesty's Government
ICAI	Independent Commission on Aid Impact
IATI	International Aid Transparency Initiative
MAR	Multilateral Aid Review
MDGs	Millennium Development Goals
MEP	Member of the European Parliament
MFF	Multiannual Financial Framework
MICs	Middle-income countries
NGO	Non-Governmental Organisation
ODA	Official Development Assistance
ODI	Overseas Development Institute
OECD	Organisation for Economic Cooperation and Development
PCD	Policy Coherence for Development
QuODA	Centre for Global Development Quality of Aid

Evaluation of ODI's European Development Cooperation Strengthening Programme

ToC	Theory of Change
ToR	Terms of Reference
UK	United Kingdom
VfM	Value for Money

Executive Summary

This evaluation was commissioned by the Overseas Development Institute (ODI) and provides an assessment of the third phase of the European Development Cooperation Strengthening Programme (EDCSP) – August 2011 to July 2013 (with a no-cost extension until 30 November 2013) – for accountability and learning purposes. EDCSP delivers a package of activities to support the evolving policies, structure, instruments and performance of European Union (EU) development cooperation in line with Department for International Development (DFID) priorities.¹

The project has three outputs: 1) the provision of **solutions** and evidence through independent, practical and policy-orientated briefings, submissions and research papers; 2) enhanced **understanding** through meetings, presentations, a newsletter as well as regular opinions and blogs; and 3) **engagement**, dialogue and debate between a community of researchers and policy-makers.

The project's theory of change (ToC) is based on ODI's understanding of the role of research and evidence in improving the quality of development policy and practice and, more specifically, the role of think tanks as knowledge brokers, seeking to improve knowledge use in decision-making and promote informed discussions and spaces for reflection.

Performance at the level of outputs

The EDCSP project is highly valued by a wide range of stakeholders engaging on EU development cooperation from across different EU Member States and within and beyond the EU institutions. It performs highly across all three outputs. Research papers are considered by stakeholders to be of exceptional quality and accessibility, and are broadly aligned to DFID's priorities. Research is valued for focusing attention on the key issues, supporting the evidence base and promoting a more informed debate. Research papers are independent, practical and solutions focused.

The knowledge and perspectives generated through the blogs, opinion pieces, briefings and presentations are absorbed by a wide audience, including decision-makers at the highest level and the wider development community. Decision-makers find they provide fresh perspectives, present issues in a balanced and accessible way and prompt creative reflection. For these stakeholders, the project plays the role of 'critical friend' and sounding board, as well as providing important insights into the perspectives and position of others within the decision-making process. For those outside the institutions, the project provides outputs to help 'de-mystify' the EU policy and decision-making processes, acts as a key resource to bring them up to speed on the issues and makes the institutions and issues easier to navigate and therefore influence.

Project staff are active in seeking and supporting opportunities for effective partnership working and this has leveraged influence and supported the project's overall performance and momentum. The project has played a pivotal role in supporting cooperation, understanding, dialogue and debate amongst and between researchers and policy-makers through the European Think-Tanks Group (ETTG) and the EU Change-makers group. These forums are valued by members and provide a vehicle for capitalising on synergies, exploring differences and creating a space for reflection and maximising influence.

The ETTG is valued by EU decision-makers for bringing together and balancing different perspectives and is considered influential, although some perceive the group as too like-minded and in need of an

¹ These priorities are: greater effectiveness, value for money, clearer objectives, coherence, transparency and accountability.

expanded membership. The Change-makers group is viewed by many as a unique and valuable space to 'step back', exchange ideas, network, and gain a better understanding of the perspectives of colleagues, peers and researchers on the issues at hand.

The contribution of the project to policy change

At the level of outcomes, the two policy-process case studies undertaken for the evaluation found clear congruence between key EDCSP (and ETTG) messages and the focus of the EU's policy 'An Agenda for Change'. There are also echoes of EDCSP positions in the Commission's proposal for a regulation on the Development Cooperation Instrument (DCI) and subsequent Parliamentary and Council negotiating positions. Although attribution is impossible, it is highly plausible that the EDCSP played a contributory role shepherding the discourse and views of key decision-makers towards the final outcome in the Agenda for Change and by extension, the DCI regulation. EDCSP supported UK Non-Governmental Organisations (NGOs) to engage in more targeted and effective advocacy on the Multiannual Financial Framework (MFF). This likely bolstered the UK's negotiating position on MFF budget headings. The project was considered to have enhanced the quality of the policy processes surrounding the MFF and DCI by improving access to credible analysis and sound evidence. This continues to be particularly valuable in informing discussion on highly political issues, such as differentiation and aid allocation.

The influence of EDCSP in these processes has relied on a mix of project approaches calibrated to effectively targeting and communicating with a range of stakeholders – both high-level decision-makers at the heart of the discussions, as well as a broader constituency of NGOs and researchers engaged in the debate. Short 'sound-bites' within blogs were mixed with more in-depth reflection and analysis in research papers. Strategic opportunities were taken to cooperate within the framework of the ETTG, and to stimulate discussion through one-to-one meetings or in wider round-table settings. By engaging in the debate at a very early stage, the project was able to shape the direction of policy discourse at an early stage.

The evaluation identified three 'immediate' project outcomes that support a contribution to policy change. First, the project supports a better informed, more visionary and creative EU policy-making process; second, it adds weight to the UK's engagement on EU development cooperation; and third, it increases access by decision-makers to analysis and evidence used to better substantiate and communicate policy positions.

Relevance and the validity of the theory of change

EDCSP was found to be particularly relevant and effective at the nexus of research and policy and in its engagement at the political level with high-level decision-makers. For this reason, the evaluation found the project particularly complementary to the work of the European Centre for Development Policy Management (ECDPM), an institute that also receives DFID funding, but which operates more at the nexus of policy and practice.

The evaluation considered the project's overarching ToC for the project to be valid and backed up by a body of evidence. However, it is not well articulated in relation to the project's choice and engagement in particular policy process or specific topics. Having a more systematic and documented processes for identifying topics and explaining the rationale, objectives, approach and criteria for engagement would help the project to justify its choice of issue areas, maximise the potential for impact and support better monitoring of outcomes.

Over the past two to three years, DFID's understanding of the purpose and value of EDCSP has altered in line with the priorities of DFID and specifically, DFID's Europe Department (ED). There has been a shift in expectation towards the project receiving greater direction from ED in order to contribute more

explicitly to DFID's policy objectives and influencing agenda. This approach is considered to be out of line with the objectives and spirit of an Accountable Grant and risks undermining the independence of ODI.

Sustainability

ODI is taking a proactive approach to the sustainability of the project by seeking to integrate it further into the core business of ODI. However, the project needs to diversify its funding base if it is to have a secure future.

Economy, Efficiency and Value for Money

EDCSP was found to be efficient and reasonably economical, but would benefit from more robust monitoring systems to enable staff to generate a more plausible narrative of outcomes and to support more structured internal learning and reflection.

The project performs very well across all the three dimensions of DFID's Value for Money (VfM) framework (Economy, Effectiveness and Efficiency). Given that it provides weight to the UK's engagement on EU development cooperation and that there is evidence of a contribution to policy change, the project presents good VfM. On this basis, the evaluation concludes that there is a sound argument for DFID to continue funding the project and that this would be most effective through an accountable grant.

The evaluation provides five key recommendations for EDCSP:

- 1) Introduce more sophisticated monitoring systems within the project in order to better capture and articulate results.
- 2) Create a better documented strategy (or criteria) and ToC in relation to priority topics and to guide the project's deployment of resources.
- 3) Consider setting aside a portion of any future DFID grant which could be specifically ring fenced to respond to the ad hoc needs of ED.
- 4) Create a mechanism, e.g. an advisory group, to give DFID a voice in the areas of focus and direction of the project, whilst enabling the project to remain independent.
- 5) EDCSP should actively seek funding from other sources.

1 INTRODUCTION

This introductory section provides an overview of the purpose and scope of the evaluation, a description of the Overseas Development Institute's (ODI's) European Development Cooperation Strengthening Programme (EDCSP) and an explanation of the logic and assumptions supporting the project – the project's Theory of Change (ToC). Briefly, the remainder of the document is structured as follows:

- Section 2 - provides a validation of performance at the level of outputs.
- Section 3 - examines the contribution of the project to policy and institutional change.
- Section 4 - considers issues relating to the relevance of the project.
- Section 5 - looks at the complementarity and coherence of the project with other initiatives.
- Section 6 - examines issues around sustainability.
- Section 7 - considers the project's performance in relation to efficiency and economy.
- Section 8 - provides conclusions and an assessment of value for money.
- Section 9 - offers some recommendations.

1.1 PURPOSE AND SCOPE OF THE EVALUATION

The evaluation aims to provide a summative assessment of the current phase of the EDCSP for accountability and learning purposes. In doing this it seeks to: a) validate the evidence of achievement against the outputs set out in the project's logframe; b) determine the contribution of the project to policy change in EU development cooperation; and c) consider the validity of the ToC of the project in light of the evaluation's findings and d) identify lessons and areas for improvement. The evaluation also considers the extent to which the project has provided high quality, relevant and cost effective work. The full Terms of Reference (ToR) can be found in Annex E.

The evaluation is focused predominantly on the period August 2011 to July 2013 of the current DFID grant – EDCSP Phase III. EDCSP phases I and II took place between July 2009 and June 2011. However, many activities during Phase III are a continuation of engagement in policy processes that started during Phases I and II and some results cannot be understood in isolation from these earlier activities. The evaluation's temporal focus is therefore guided both by the policy cycles on which it has sought to engage and the period of the current grant.

The evaluation was undertaken by one person over 25 days. Given the time and resources available it was not possible to examine the full spectrum of EDCSP's activities in detail.

1.2 METHODOLOGY

1.2.1 Description of the methodology

A mixed-method approach was adopted with a focus on qualitative data obtained through interviews. A 'global' review of the project sought to validate the achievements of the project against outputs set out in the logframe and, where data was available, to identify the contribution of the project at the outcome level in terms of influence on policy processes. This was complimented by two policy process case studies that sought to further demonstrate the project's approach and tease contribution to policy change in relation to two policy areas central to the evolution of European Union (EU) development cooperation during the period under review:

- 1) the formulation of the most recent statement of EU development policy – the ‘Agenda for Change’;² and
- 2) the proposals and negotiation of the EU’s Multiannual Financial Framework (MFF) with a focus on Heading 4 – The EU as a Global Player – and the Development Cooperation Instrument (DCI).

Although the project also engaged on the European Development Fund (EDF), the DCI was singled out for the case study since DFID’s 2011 Multilateral Aid Review³ found this instrument to be more problematic in terms of effectiveness and value for money.

Data was collected through:

- a review of project documentation, including publications, opinions and blogs produced by the project;
- a review of relevant EU policy documentation (predominantly in relation to the case studies);
- a review of existing monitoring data consisting of feedback, communications and citations logs;
- semi-structured interviews, both in person and over the telephone.⁴ A full list of interviewees can be found in Annex H.

Matrices of interview questions were designed for each category of stakeholders. Individuals were identified on the basis of their engagement in the project (e.g. attendance at events and roundtables); the relevance of the project to their work; and their ability to provide data in relation to project’s contribution to policy change, particularly in relation to the two case studies. It was decided not to conduct an on-line survey of stakeholders due to the consultant’s experience of generally poor response rate.

The evaluation approach drew on a range of tools and approaches for evaluating policy research and influencing activities. These were combined and calibrated to reflect EDCSP objectives, the objectives and scope of the evaluation and the policy context. The backbone of the approach was a Theory-based Approach encompassing Contribution Analysis and Outcome Mapping. The case studies adopted an Episode Study approach.⁵ The literature consulted in the design of the methodology is included in the bibliography. The evaluation approach reflected the challenges of assessing contribution in the complex and multi-stakeholder policy decision-making arena of the EU. The methodology was discussed with an evaluation specialist from the Research and Policy in Development (RAPID) programme at ODI who was given the opportunity to review the inception report. It was also reviewed by an evaluation specialist within the Department for International Development (DFID).

² European Commission (2011) ‘Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the Regions. ‘Increasing the impact of EU Development Policy: An Agenda for Change’ (COM(2011) 637 final). 13th October.

³ DFID Multi-lateral Aid Review (2011), Ensuring Value for Money for UK aid through multi-lateral organisations, March

⁴ These were officials from EU Member States (beyond the UK), officials within the Department for International Development (DFID), officials within the European Commission Directorate for Development and Cooperation (DevCo) and the European External Action Service (EEAS), assistants to Members of the European Parliament (MEPs); representatives of UK Parliamentary Committees; representatives of networks of Non-Governmental Organisations (NGOs); members of staff from the European Think Tank Group (ETTG) organisations; other researchers and academics; representatives from the Organisation for Economic Cooperation and Development (OECD) and the European Investment Bank (EIB).

⁵ See Hovland, I (2007), Making a Difference, the M&E of Policy Research, ODI Working Paper 281 for a description of the different tools.

The evaluation involved three stages:

An Inception phase (5 days) to review and refine the methodology, achieve a greater understanding of the background and context of the project and clarify the project's results chain and ToR. The findings of the inception phase were presented in a report which was reviewed by both ODI and DFID.

The **data collection (12 days)**

Analysis of data and reporting phase (8 days). The report was presented both to DFID and ODI staff in separate meetings.

Throughout the process, emphasis was placed on ensuring sufficient triangulation of findings and a robust enough evidence base to support credible findings at the level of outcomes.

1.2.2 Strengths and weaknesses of the methodology

It was found that whilst the Theory-based Approach and Contribution Analysis worked reasonably well, it was more challenging to apply Outcome Mapping in a systematic way given the multiplicity of policy actors involved in decision-making in the EU. Loosely applying an outcome mapping 'lens' was, however, valuable during the interviews in focusing attention on exploring the project's influence on the attitudes and relationships of key stakeholders. The Episode Study approach was found to be useful in that it supported a top-down approach to examining the project's contribution, whereby attention was first focused on the key policy processes and decisions, the actors involved and different factors influencing policy change, before considering how EDCSP featured in this mix.

Access to stakeholders for interview was generally excellent, with European Commission (EC) officials (including some at a very high-level) and Member States (MS) officials very willing to give up their time to discuss the project. There were, however, some gaps in terms of access to individuals for interview. No meetings were secured with Members of the European Parliament (MEPs) or the European Parliament Development Committee Secretariat due to other commitments, although discussions were held with MEP's assistants. Similarly, no meetings were secured with UK Members of Parliament (MPs) or current members of relevant Parliamentary Committees. Some declined to participate, whilst others were unavailable. Furthermore, no interviews were secured with members of the newer EU Member States, for example Poland and Cyprus, and therefore their perspectives on the project were not obtained. This was due to a lack of availability or staff changes.

All potential stakeholders for interview were sent an email with a formal request which was, if necessary, followed up by a telephone call. The access to stakeholders impacted on the extent of data available and therefore the evaluation's ability to explore the project's contribution to certain processes, for example the UK Parliamentary enquiry on EU development assistance. Similarly, the time and resources available to undertake the evaluation limited the number of outputs and related policy processes that could be examined. For example, the evaluation did not examine the contribution of the project in relation to institutional reform in any depth.

1.2.3 Evaluation challenges encountered

There were four key challenges during the evaluation process.

A first challenge, identified during the inception phase, was the existence of a considerable degree of ambiguity in successive iterations of the project's results chain and a lack of specificity in the output and outcome level objectives of the project. There are different statements of the project's intended goal and purpose contained within multiple project documents, including the initial proposal, the

original and revised logframe, the project's annual review and the DFID business case. Although these broadly coalesce around a desire for greater effectiveness, value for money and results focus for UK aid, clearer objectives for EU development policy and greater coherence across EU external policies, there is a lack of clarity as to the hierarchy of project objectives. The table in Annex D provides an overview of the different outcome and output statements. The logframe was revised in February 2013 following the Annual Review and discussions with DFID in order to bring it further in line with DFID's expectations and understanding of the project.

A second challenge was the large leap in the results chain between the output level statements (focused on different activities, e.g. produce research and support dialogue) and the high level and broad outcome level statements. This can no doubt be attributed in part to the challenges of applying a DFID logframe template -- which stipulates only one outcome -- to a policy research and influencing project. In policy influencing projects there is rarely if ever a clear line of sight between project outputs and desired policy and institutional change at the outcome level, given the multiplicity of actors and factors involved. The DFID logframe, therefore, becomes an over-simplification of the reality and does not fully capture the range of 'immediate' and 'intermediate outcomes' on the pathway between activity and a contribution to policy change that would articulate the link between outputs and final outcome.

The evaluation sought to overcome these first two challenges, using the methodological approaches highlighted above, by identifying a number of 'immediate' and broadly attributable outcomes with the potential to contribute to the types of overall outcome(s) the results chain(s) identify. This approach, which involves considering the validity of the project's ToC, provides a more realistic and informative approach to evidencing the contribution of the project to change and eventually, if accompanied by clear indicators, to monitoring the on-going effectiveness of the approach going forward.

A third challenge was response divergence (divergence in perception and opinion on project performance) between DFID staff on the one hand, and the majority of other stakeholders interviewed on the other. To respond to this challenge the evaluator applied a response divergence analysis, in order further to understand the context and reasons for these differences.

Finally, it is worth highlighting that in evaluations of this type, decision-makers tend to under-report policy influence. This is because there can be a reluctance of key decision-makers to credit policy influence and to attribute change or ideas to a particular set of actors. This is notably the case for Commission and Member State officials. Commission officials, given their 'federating' function, would generally not want to be seen to be privileging a perspective that has its origins in one Member State. This issue is captured in the following quote from an interview: *"Even if I had been, I would never admit to being significantly influenced by this programme"*.

1.3 CONTEXT AND DESCRIPTION OF PROJECT

The project, which started in 2009, is currently in its third phase. Phase I (July 2009 – January 2010) established the programme and had a particular focus on the decisions made about institutions and structures following the ratification of the Lisbon Treaty, and also on the policy choices facing the new Commission. It received DFID funding of £174,000 for the six-month period. Phase II (March 2010 – February 2011) concentrated on influencing and supporting the policy agenda of the new Commission and on dealing with new challenges, such as the formation of the European External Action Service (EEAS) and the fundamental budget review. It received an equivalent level as Phase I of additional DFID funding of £298,400 for a 10-month period, with a no-cost extension until February 2011. The current phase of the project, and the focus of the evaluation, ran from July 2011 to June 2013. It is funded by an Accountable Grant from DFID for £633,080. There are no other sources of funding.

The key outputs of phases I and II included the creation of a network of EU researchers and research institutions through the establishment of the European Think-Tanks Group (ETTG); the establishment of a network of policy-makers as the EU Change-makers; the sharing of analysis, ideas and thinking on EU development cooperation; contribution to debate on EU policy, institutional and budgetary reform; and the production of research and knowledge management products (including a website for resources on EU development cooperation. See www.international-development.eu). The EDCSP project team is small, consisting of three people, two of which are part-time. The Project Leader (Simon Maxwell) and Project Manager (Mikaela Gavas) are both part-time, whilst one project/research officer provides administrative (70%) and research (30%) support.

The project aims to respond to the current policy and institutional context for European development cooperation (both internal and external) and DFID priorities. The period of the grant has been characterised by significant change in the political landscape in Europe and international context. Internally, the Eurozone is facing an economic debt crisis accompanied by weak growth, resulting in austerity measures and associated cuts in development budgets. In the face of increased public scrutiny, Member States are emphasising the need to demonstrate results and value for money for EU aid. This is particularly notable in the UK context where both EU membership and the coalition government's decision not to cut aid expenditure, face strong opposition from various quarters, including within their own political parties. For the UK government, the need to reinforce the performance of the EU aid budget and to demonstrate results is more pressing than ever.

Globally, a period of rapid growth for emerging economies has seen their influence increase on the international stage, with a number becoming influential aid donors in their own right. This more 'multi-polar' context for international development is placing increased pressure on the EU to work effectively in order to exert a global leadership role and shape key agendas. Developing countries themselves have seen growth and face new and different challenges, including climate change and high levels of income inequality. At the same time, the growth of GDP and tax revenue in developing countries and rapidly falling number of low-income countries is leading to questions around the most appropriate recipients and forms of aid. Taken together, these changes necessitate a foresighted and flexible policy response by the EU and the forging of new and different partnership relations.

Within the EU, the new structures established through the Lisbon Treaty – including the European External Action Service (EEAS) and the new Directorate General for Development Cooperation (DG DevCo) – have the potential to enable the EU to work more coherently and effectively in its relations with new global development actors, as well as support more coherent external policies in support of development. It remains a work in progress. The period under review has seen the evolution of a number of key policy processes. The most significant of which – the 'Agenda for Change' and the Multiannual Financial Framework (MFF) – set out the EU's approach on a range of policy issues and will shape the EU's approach for some time to come. At the same time, the EU is looking ahead and needs to consider how to ensure its policies remain relevant, are adapted to and demonstrate a comparative advantage in the context of the emerging post-2015 global development agenda.

The EU's international external policy 'space' is busy: development NGOs seek to influence the 'world's largest donor' in line with their differing normative agendas and mandates, alongside the interests of the private sector and investors. Policy formulation and decision-making is complex, with multiple actors and processes involving the various Commission Directorates, the EEAS, Parliament and Council made up of the Member States – each bringing a different political reality, world view and interests that need to be harmonised and reconciled within the EU policy framework.

Against this background, the project has sought to respond to, on the one hand, the EU's efforts to revitalise its development policy and delivery and, on the other, DFID's priorities focused on ensuring that the EU demonstrates results, transparency, accountability and better value for money.

The project has three interrelated objectives (outputs) set out in the most recent logframe (2013):

Output 1 – Solutions: to produce independent, practical and policy-orientated briefing and research papers to help focus discussions on the key issues.

Output 2 – Understanding: to generate an improved understanding of key issues, in line with DFID priorities, within the EU institutions (European Commission, Parliament and Council), amongst other Member States and in the wider development and foreign affairs communities.

Output 3 – Engagement: to develop a community of researchers and policy-makers on EU development cooperation, promoting dialogue and debate.

As highlighted above, there are a number of different purpose (or outcome) level statements contained within the documentation. The outcome level statement in the 2013 logframe is 'to contribute to clearer objectives for EU development policy and an evidence base for the European Commission's comparative advantage'.

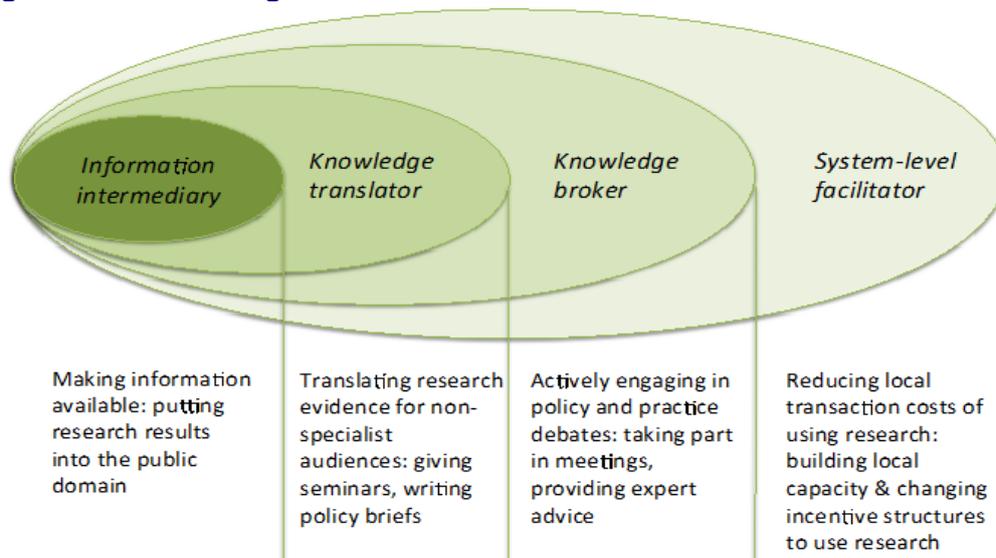
1.4 LOGIC AND ASSUMPTIONS SUPPORTING THE PROJECT

The logic or ToC underpinning the project is based on ODI's understanding, backed up by a body of evidence⁶, of the importance of the role of research and evidence in improving the quality of policy and practice. It is also based, more specifically, on the project's understanding of the role of think tanks in bringing research to a policy audience in an accessible and timely fashion and acting as a 'knowledge broker' to enhance the quality and outcomes of policy-making (see Figure 1-1 below).⁷ The ToC also reflects the project's recognition of the challenges related to bridging research and policy in the EU context, including the wide range of institutions, stakeholders and entry points for engagement. These were documented by the project in a document entitled 'EDCSP Delivery Challenges and an 8-point plan to address constraints' (see Annex G) and are reflected in the ToC statements below.

⁶ See for example the work of Louise Shaxson, Research Fellow in ODI's RAPID programme.

⁷ A knowledge broker seeks to actively improve knowledge use in decision-making and is engaged in bringing together, convening and networking groups (e.g. researchers, NGOs and policy-makers) in order to promote informed discussions and spaces for reflection, Shaxson (2012)

Figure 1-1: Knowledge roles and functions



Source: Adapted from Fisher (2012) and reproduced in Shaxson (ODI) et al

Against this background, the evaluation identified a number of key assumptions underpinning the ToC. Better informed, and therefore positive, policy change in the EU context requires:

- high quality and *independent* research to expand the evidence-base on EU effectiveness in development cooperation that is widely communicated in forms tailored to specific audiences and relevant moments in the policy cycle, including policy-makers and a broader set of relevant stakeholders engaged in policy debate.
- cutting edge, substantive research that informs propositions or solutions for change, calibrated to the EU policy context and responds to political priorities.
- research to be accompanied by more opportunistic interventions, direct engagement, briefings and 'one-to-one exchanges'.
- a broad understanding amongst stakeholders involved in deciding and informing policy of the process and key elements of the debate at different levels of the debate.
- cross-national networks which extend the reach of research within Member States, create opportunities for routine interaction and informed policy debate, and spaces for reflection between different actors.

This understanding supported the project's overall approach and engagement in the following activities (referred to in this evaluation as project 'instruments'), which were designed as an 'integrated package' to be mutually reinforcing in line with the ToC:

- Production of **research papers and briefings** which, in many cases, seek to link the EU-specific policy-making expertise of the core project team with the wider thematic expertise of researchers within and beyond ODI.
- Publication and production of **opinions, letters and articles**.
- **Direct engagement with policy-makers**, e.g. private briefings and private roundtables.
- **Indirect engagement with NGOs and others** involved in engaging in the policy space, e.g. NGO networks such as the British Organisation for NGOs for Development (BOND).
- **Opportunities for dialogue and debate between groups of actors**, e.g. roundtables, Change-makers' meetings and breakfasts.

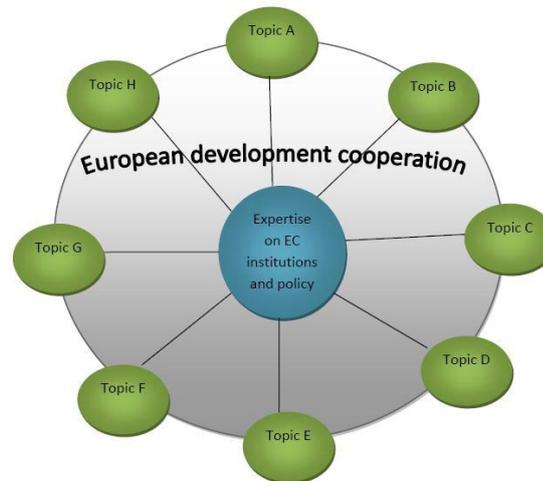
The project's **focus on research and engagement** has spanned three levels: the structural/organisational level, the policy level and the instrumental level. This reflects the project's understanding of where progress is needed in order to produce outcome level changes. The project has therefore generated research and briefing papers and supported dialogue on a wide range of topics relevant to these areas. The factors informing the choice of specific issues is not particularly clear in the documentation, however, discussions with the project team suggests that issue areas arose from a mixture of discussions with DFID and an understanding of the project's areas of competence. This issue is picked up later in the report.

Table 1-1: Priority EDCSP topics

Major EU institutional and policy processes	Specific issues for engagement
1. EU reform processes and organisational change	Organisational change following the ratification of the Lisbon Treaty <ul style="list-style-type: none"> • Establishment of the European External Action Service • Merger of DG Development and EuropeAid
	External evaluations of EU development cooperation and using evidence.
2. EU financing for development	The Multiannual Financial Framework negotiations <ul style="list-style-type: none"> • Associated financial regulations and design of instruments within the budget framework • Innovative approaches, such as blending
	European Development Fund financing
3. EU development policy	'Agenda for Change' as a new policy framework <ul style="list-style-type: none"> • Review progress in implementation – focus on the principles, priority sectors and approaches in the Agenda for Change and their application including: differentiation; governance; growth; and coordination of programming. Subsidiary issues include aid to social sectors, climate change and policy coherence.
	EU Gender Action Plan
	Policy coherence for development <ul style="list-style-type: none"> • Trade • Climate change • Energy

A key strategy of the current phase was to connect the EU-specific policy-making expertise of the core team with the wider development expertise of other researchers (including those in ODI). The diagram below illustrates this approach. The project team recognises that their expertise lie in EU issues and as such the project brings in specialist expertise by commissioning others.

Figure 1-2: EDCSP Approach



Source: EDCSP Proposal June 2011

The core expertise of EDCSP is represented by the central circle. This covers the overarching framework of EU policy and the European processes and procedures. It also underpins the broader EDCSP engagement.

In the outer circle are the thematic topics relevant to European development cooperation: poverty reduction, aid modalities, political development, trade policy, climate change and others. These topics have a European dimension, but also non-European dimensions – hence they lie partly within the European space and partly outside. The approach is designed to make sure that close links are established between the European core and the specialist satellites.

The evaluation found the ToC and related assumptions underpinning the programme to be sound. They are supported by a strong body of evidence and the significant cumulative experience of the project staff in engaging in the EU policy context. There was found to be some divergence between DFID and ODI's understanding of the ToC, however, with DFID veering towards a more 'advocacy-like' and instrumental approach with focused recommendations as most likely to support the outcomes. ODI, however, took a broader perspective, in line with its independent mandate, that focuses on engagement with a wide range of stakeholders and producing an independent research-base that presents alternative policy options as a pathway to change. There is no doubt room for both approaches within a project of this nature and again, this issue is picked up later in the report.

2 VALIDATION OF PERFORMANCE AT THE LEVEL OF OUTPUTS

This section seeks to validate and supplement existing evidence of the project's output level achievements⁸ through a narrative presentation of the evaluation's findings. Additional and more detailed assessments of the achievement of outputs in relation to specific policy processes can be found in the case study reports in Annexes A and B. These case studies have been used to inform and illustrate the overall assessment of performance.

A snap-shot of achievements against the activity focused output level indicators set out in the project's logframe is presented in table 2.1. Reporting against these indicators does not, however, provide a picture of how the different project activities relate to the key EU development policy and decision-making processes, and therefore sheds little light on their relevance, potential for influence and contribution to outcomes. The evaluator has therefore worked with the EDCSP team to map project activities onto a timeline of the key EU policy processes the project sought to inform and shape. These timeline matrices are available from the document link provided in Annex C. Given their size and complexity, these matrices are best viewed on a screen or printed out on A3 paper. The matrices aim to illustrate the linkages between activities and policy processes, at least in terms of timing and focus, and act as reference point for the case studies or contribution stories.

2.1 ACHIEVEMENT OF OUTPUTS ASSESSED AGAINST THE LOGFRAME

The project significantly exceeded the number of outputs specified in the logframe. The table below illustrates performance against indicators. A full list of all the project's outputs is provided in Annex H, grouped into the three levels of engagement. They are also contained within the policy/activity timeline matrices in Annex C.

The traffic light system used for assessing progress is as follow:

-  **All milestones achieved (or exceeded)**
-  **Most milestones achieved (apart from one/two)**
-  **Some milestones achieved**
-  **Few milestones achieved**

⁸ These are contained in the project's annual review.

Table 2-1: Achievement of outputs assessed against the LFA

Output	Indicator	Target	Performance	Source of verification
Solutions: to produce independent, practical and policy-orientated briefing and research papers to help focus discussions on the key issues.	Research reports, briefing papers and background notes produced and disseminated.	9		EDCSP monitoring data
Understanding: to generate an improved understanding of key issues, in line with DFID priorities, within the EU institutions (European Commission, Parliament and Council), amongst other Member States and in the wider development and foreign affairs communities.	Briefings and presentations to policy and decision-makers, including MEPs, Commissioners and advisers, Directors-General and Member States.	20		EDCSP monitoring data
	A monthly newsletter, a weekly news summary and a specialist website.	Monthly		Review of website
	Written and oral submissions to parliamentary enquiries and Commission consultations.	4		EDCSP monitoring data
Engagement: to develop a community of researchers and policy-makers on EU development cooperation, promoting dialogue and debate.	Articles and blogs written and disseminated.	20		EDCSP monitoring data
	Seminars and conferences.	10 seminars and 2 events		EDCSP monitoring data

2.2 QUALITATIVE ASSESSMENT OF OUTPUTS

It was not possible to obtain detailed feedback on all outputs during this evaluation. This section provides an overview, based on interviews, monitoring data and the case studies.

2.2.1 Output 1 – Solutions: Produce quality, independent, practice and policy-oriented briefing and research papers to help focus discussions on key issues

EDCSP research reports, briefing papers and submissions were found to be consistently of very high quality in terms of the evidence presented and accessibility of key stakeholders, including policy-makers.⁹ They are widely disseminated¹⁰, read by, and considered to be well calibrated to the needs of decision-makers within Member States, Parliament (MEPs and MPs), the Commission/EEAS, as well as the broader development and foreign affairs community (e.g. NGOs and think tanks) engaged in shaping, deciding and influencing policy at the EU level. They were considered an important and valuable resource of policy related information, analysis and evidence that *“helps focus energies on the key practical and political issues”* (Member State Official). EDCSP publications are well researched and provide a practical and solution focused approach, whilst retaining credibility in terms of the evidence provided. Generally easy to access and read, it has *“the right balance between length and breadth to inform policy actors”* (Member State Official) making them stand apart from the longer, more academic, research outputs, whilst remaining academically credible as well as policy relevant.¹¹

ODI has robust procedures in place to ensure quality and relevance of research and conclusions via a peer review process and through sending reports to DFID's Europe Department (ED) for feedback prior to publication. It should be noted that the project did not receive any feedback from ED on any of the drafts submitted for comment before publication.

Although the project is generally perceived to be 'aligned to a UK position', the independence of the research was generally not questioned, nor was the quality of the evidence or findings to back up the arguments and key conclusions: *“We can rely on their findings as we know they do high quality work”* (Member State Official). All stakeholders interviewed, particularly European Commission and Member States Officials, considered independence as very important for the credibility of the project and therefore uptake of the research.

Staff in the European Commission, whilst not querying the quality of the research, found that papers focused predominantly on EU policies and processes (as opposed to commissioned research) e.g. the MFF, whilst often thought provoking, added little to their existing knowledge of the issues. This is not surprising, though, since they are situated at the very core of these policy discussions. Nonetheless, these actors considered the project to play an important role in highlighting and exploring the key issues and arguments in a way that is accessible and well evidenced. This has value in terms of supporting effective communication of the key arguments and a more informed debate. Some decision-makers (e.g. MS officials) reported finding the analysis and briefings valuable in triangulating their understanding and perspective on an issue.

⁹ There was a consensus of opinion amongst all stakeholders consulted on this point.

¹⁰ See Annex J – Communications report

¹¹ Interviews with academics and researchers.

Output 1: summary of findings

Policy papers are valued for highlighting and focusing attention on the key issues, supporting the evidence base, promoting a more informed debate, and as an aid to triangulation.

They are:

- Focused on key practical issues providing a solutions focused approach
- High quality in terms of the evidence presented
- Widely disseminated and read
- Perceived to be independent
- Have the right balance between length and breadth for busy officials and the wider development community

2.2.2 Output 2 – Understanding: Improve understanding of DFID’s priorities within the EU institutions, amongst member states and in the wider development and foreign affairs community

The project sought to enhance understanding by complementing research papers with briefings and presentations to policy and decision-makers, a newsletter as well as regular opinion pieces and blogs.

This output has been understood to relate not only to how far the project has been aligned with DFID priorities, but also to its ability to manage, transfer and translate knowledge. That is, ensuring that the right messages get to the right people and in the optimal format in order to enhance their understanding, approach to and insight into key issues and at moments that will increase the likelihood of a positive outcome in terms of informing policy processes.

On the first point the evaluation found good alignment between the project’s focus and issues of priority to DFID. This is presented in the table below.

Table 2-2: EDCSP areas of focus in relation to DFID priorities

DFID PRIORITIES ¹²	Level engagement on issue by EDCSP
Greater aid differentiation focused where it is needed most	HIGH
Poverty focused development budget	HIGH
EU to develop an approach to blending grants and loans to deliver more effective aid	HIGH
EU to focus on areas of comparative advantage	HIGH
Better performing institutions	HIGH
New instruments and guidelines are in line with Agenda for Change	HIGH

¹² This list is based on the current operational plan for Europe Department (2011 – 2015) and interviews with DFID staff

DFID PRIORITIES ¹²	Level engagement on issue by EDCSP
Greater commitment to a results-based approach to programming to be reflected in the Instruments and their implementation guidelines	MEDIUM
Increased focus within development policy on wealth creation, trade and regional integration policy, conflict and fragile states, private sector, economic development and growth	HIGH
EU actions support policy coherence	HIGH
Increased official development assistance (ODA) share within a constrained EU budget in the next MFF	HIGH
Focus on results and evaluation, transparency and Value for Money (VfM)	MEDIUM

HIGH = research outputs, opinion pieces, briefings and events etc. focused on these issues
MEDIUM = some attention to the issue within research outputs, opinion pieces, briefings, events

On the second point, it was found that project messages and research conclusions reach a wide range of officials responsible for formulating, influencing and deciding policy within the key European institutions (Commission, EEAS and Parliament) and within a range of EU Member States. Their presentations, briefings and events tend to attract important decision-makers and EDCSP staff are regularly invited to present and brief a range of actors. The Project Leader, Simon Maxwell, was noted for having very strong powers of communication and excellent moderation skills, presenting key ideas in memorable sound-bites. Simon Maxwell was also not only influential in the establishment of Commissioner Piebalgs' Scientific Advisory Board, but, as a member, has secured an important line of communication for the project's key messages and potential influence on the direction of policy.

Private briefings and roundtables with MEPs and Commission or Member State officials were regarded as valuable in providing a perspective and opportunity for more open discussion "beyond the more formal arena of Committees". The project provides important insights into the positions of different actors in the decision-making process and acts as a "bilateral sounding board" or "critical friend" for decision-makers. NGOs and MEPs reported that the project provides them with a deeper understanding of the issues, allowing them to engage in a more informed way.

The project's blogs and opinion pieces were considered to be successful at distilling the key findings of research and injecting fresh perspectives in formats that are engaging, accessible and tailored to a policy audience with little time and sometimes a limited perspective on the issues. Decision-makers (e.g. within the Commission and Member States) reported that briefings, blogs and opinion pieces are often thought provoking and can prompt them to step back and reflect on issues more creatively. As one Commission Official put it they are "*creative whilst being well substantiated and relevant to an on-going policy theme*".

Research papers were regarded as a comprehensive resource for those wanting to get up to speed on a particular issue, since it often brings the different arguments and elements relating to an issue together in one place. A number of commentators, including those within the UK development community, such as BOND, reported that the project is their first port of call when seeking to better understand the EU and particular processes and serve to "demystify" EU policy and decision-making processes. Papers generally present relevant background and up-to-date analysis, as well as highlighting relevant key policy issues and challenges. This makes them particularly useful as a 'one-stop-shop' for information and analysis on a particular issue. Academics in particular value the project for opening up the "actors' space" in the EU, by providing information and opportunities that make it easier to navigate through the institutions, actors and different policy processes.

The website is used as a resource by project stakeholders and has a user-friendly search function for those seeking specific resources. However, it was found to have some weaknesses in terms of ease of navigation, particularly in relation to the grouping, categorisation and inclusion of reports and information under the different tabs (or sub-sections). The project's Communications Report (Annex J) shows website content is regularly viewed with publications (in aggregate) downloaded a total of 20,700 times, suggesting a wide reach. A newsletter is disseminated widely and specific reports and articles are disseminated in a more targeted fashion to key decision-makers. The evaluation received positive feedback in relation to both the quantity and quality of the updates received by email with a number of respondents stating that it was neither *"too much nor too little"*. However, there was some evidence that a few key actors have slipped through the net and are not receiving updates and analysis highly relevant to their work.

EDCSP research is frequently cited in the material of other think tanks, academic journals and parliamentary reports and is used by Commission Officials and MEPs to inform presentations and briefings on particular topics.¹³ More than one Commission official noted that the reports and blogs *"often capture and communicate our policies better than we do and are a valuable resource when we wish to communicate our policies in a balanced and accessible way"*, for example in presentations.

The project facilitated the sharing of insights between different processes and increased awareness of the UK position on EU Development Policy by supporting exchanges between key actors. For example, a visit by the Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee (DAC) peer review team to London to present findings in the House of Commons and a visit by an MEP, Thijs Berman, to the House of Commons and various other institutions, including DFID. These were found to provide valuable insights to those involved.

Output 2: summary of findings

There is alignment between the project's focus and issues of priority to DFID.

The knowledge and perspectives generated by the project are absorbed by a wide audience, including high-level decision-makers and the wider development community. By providing briefings and presentations, a newsletter, opinion pieces and blogs, EDCSP is valued by decision-makers in the Commission and Member States for:

- Acting as a bilateral sounding board for ideas and as a critical friend
- Presenting issues in a balanced and accessible way
- Distilling key findings of research and providing fresh perspectives that prompt creative reflection in formats considered engaging and relevant to their needs (e.g. blogs)
- Providing important insights into the position of other actors in the decision-making process

It is valued by the broader research community for:

- Providing a one-stop-shop for research and analysis on EU development policy issues
- De-mystifying EU policy and decision-making processes

¹³ This is evidenced by a review of the EDCSP citations log.

2.2.3 Output 3 – Engagement: Develop a community of researcher and policy-makers on EU development cooperation, promoting dialogue and debate

The project sought to achieve this outcome through a variety of means, including hosting roundtables and breakfast meetings and providing support to the activities of the European Think-Tanks Group (ETTg) and the Change-makers group.

By continuing to support the ETTg (a group it created), the project has sought to strengthen cross-national institutional partnerships in order to support both a cross-fertilisation of ideas and perspectives and a higher level of stakeholder engagement.

ETTg has come together at strategic moments in the policy cycle (e.g. at the start of the new Commission), on certain major issues (e.g. the MFF) and at certain events (e.g. European Development Days) to produce joint publications and undertake joint activities. ETTg members themselves find the process of exploring their complementarities and differences in approach through the production of joint publications both instrumental and creative and supportive of outputs that are “more than the sum of their parts”. Membership of the group has been important to the institutes involved. Members of the group not exclusively focused on EU issues, consider the ETTg to have enhanced their capacity, credibility and visibility within the EU policy arena. It has also provided them with valuable perspectives on how the debates are understood within the different Member States.

ETTg joint publications and activities are reported by the range of stakeholders to be of high quality with well evidenced arguments, tackling the right questions and focusing on the key issues. The group speaks to the Commission's challenges in working with a multiplicity of civil society actors by making it easier to access the thinking and ideas of different think tanks. It also adds greater weight and legitimacy to the findings presented in reports. By bringing together a number of different national perspectives it also speaks to the need to ‘balance’ different interests and positions within EU development policy. As more than one commentator concurred: *“they [ETTg] have to thrash out the differences [of priority and approach] between themselves and come up with a common perspective – this is more likely to be found acceptable and thus influence and inform policy”* (Commission Official).

This function is however diluted somewhat by the perception by some of the ETTg as a “grouping of the likeminded”. Certainly the group would benefit from expanding its membership and efforts in this direction are underway.

EDCSP was variously described by ETTg members as the ‘lynch pin’, the ‘driving force’ and ‘motor’ of the ETTg with one member stating that, *“without EDCSP's leadership, energy and commitment the ETTg would not be what it is”*. Each organisation focuses on slightly different issues, with different mandates and different capacities on EU issues and wants something slightly different from the collaboration. It therefore has been particularly important to have one organisation with the energy and commitment to coalesce the different organisations around a common purpose. Furthermore, with what is perceived by members as unrivalled access to high-level decision-makers and a broad network of officials and researchers, EDCSP has also brought significant convening power to ETTg events. Finally, the success of the ETTg is evidenced by the fact that it has expanded the scope of its activities to encompass the European Development Report and the Gates project.

EDCSP has also been a driving force behind the **EU Change-makers** group by organising meetings and providing updates to members. This group is considered by members, in particular those from the Commission and Member States, as a unique and valuable forum for researchers and decision-

makers to come together in a non-formal setting to exchange ideas freely and gain a more informed understanding of the perspectives of research communities and peers. Meetings are moderated in an upbeat and positive way, tend to attract a good mix of the relevant people, take place in an atmosphere of trust and openness, and are valued for networking opportunities with some members attesting to *"deeper relationships with Member State, Commission and EEAS colleagues"* as a result of the process. It was noted by members that the meetings enable them to take a 'step back' from day-to-day processes and priorities to think about the bigger picture in a setting that is not constrained by formality, with one Member State official noting: *"We go back with a more creative and often better informed perspective to the issues at hand"*. Presidencies, in particular, report finding the Change-makers' breakfasts useful as a good 'sounding board'.

Whilst useful for bigger picture thinking, it was felt, however, that the meetings could do more to be grounded in the realities of implementation and draw up practical conclusions or lay out a clear process for follow-up. It was also felt that more high-level active support from DFID, which was considered to have dropped off during this phase of the project, would help to secure an even higher level of participation.

Beyond the ETTG and the Change-makers, EDCSP has encouraged dialogue and contributed to debate and an exchange of views through roundtables and panel debates and by facilitating visits by key individuals to the UK (e.g. MEP visits). These have been valued in terms of broadening the debate and reaching out to a range of actors.

Output 3: summary of findings

EDCSP has been instrumental in driving forward the activities of the ETTG and the EU Change-makers.

ETTG, and the role of ODI within the group, is valued by its members, providing them with convening power, opportunities to explore synergies and complementarities with other institutes and insights into the position of different Member States. ETTG is also valued by EU decision-makers for bringing together and balancing different perspectives and are considered influential although the group is perceived by some to be too like-minded and would benefit from an expanded membership.

The Change-makers group is considered by members, in particular EU decision-makers, as a unique and valuable space to 'step back', exchange ideas, network, and gain a better understanding of the perspectives of colleagues, peers and researchers on the issues at hand. However, attention must now be paid to ensure discussions are sufficiently 'grounded' and draw up practical conclusions or steps for follow-up.

3 CONTRIBUTION OF THE PROJECT TO POLICY AND INSTITUTIONAL CHANGE

This section is focused at the level of outcomes and considers the contribution of the project to policy and institutional change. It examines the key shifts in policy context and performance of EU development cooperation and presents the findings of the two 'policy process' case studies of EDCSP engagement in summary form. A full write-up of the case study findings can be found in Annexes A and B. It also considers some 'immediate outcomes' of the project which, whilst not amounting to an impact on policy, do plausibly contribute to policy change in the direction of travel intended.

There will always be a limit to the influence research and the engagement of think tanks can have on policy given the context of different political drivers. Influence, where it does seem apparent, is difficult to gauge and disaggregated from the multiplicity of factors shaping policy. The findings can therefore only be tentative and, in the absence of a counterfactual, the best that can be hoped for is the identification of a plausible 'story' of contribution to positive change through the case studies and more general commentary provided below.

3.1 PERFORMANCE AGAINST LOGFRAME INDICATORS AT GOAL AND OUTCOME LEVEL

The project's baselines in terms of the performance of EC development assistance were the Centre for Global Development Quality of Aid (QuODA) ranking system (the EC ranked 11th on Maximising Efficiency in 2010), DFID's Multilateral Aid Review (MAR) in 2011 (the EDF ranked Very Good value for money and the EU Budget as Adequate Value for Money). Indicator targets for 2013 were for the EU institutions to be ranked amongst the top ten in the QuODA for maximising efficiency, for the EDF and DG Humanitarian Aid and Civil Protection (ECHO) to maintain favourable scorings, and for the EU Budget to improve scorings.

According to QuODA, the EU dropped in its overall ranking from 11th in 2010 to 12th in 2011. There is no data beyond 2011. However, the report does note that "the EU made good progress in untying aid (from 50% to 79%), has almost eliminated the use of project implementation units, which can undermine country capacity, and has significantly increased its use of country systems. The EU has also made a commitment to transparency. It has started to report its aid according to International Aid Transparency Initiative (IATI) standards".¹⁴

DFID's MAR update for 2013 has yet to conclude and present its findings in relation to the EU Budget and the EDF.

Although there is a lack of data in relation to the indicator targets, evidence from other sources suggest that the effectiveness of EU aid has improved in recent years. For example, the OECD DAC peer review noted that since the last review, five years ago, the EU has taken steps to make its aid more effective and coordinated (although it needs to do more to demonstrate and communicate results). With respect to the key EDCSP outcome indicator – an updated EU Consensus on Development – the EU is moving in the right direction with the agreement and focus of the 'Agenda

¹⁴ Birdsall, N, Kharas, H and Perakis, R (2011), *Measuring the Quality of Aid: QuODA Second Edition Executive Summary for the Fourth High-Level Forum on Aid Effectiveness*, Busan, Korea, November 29–December 1, 2011.

for Change' which, with its focus on the areas of the EU's comparative advantage and commitment to more differentiated development partnerships, has the potential to improve assistance in line with DFID's objectives.

Findings: performance against the logframe at goal and outcome level

Data in relation to the logframe indicator targets at goal level is not available. However, other sources of information suggest that the EU has improved performance over the past two to three years. The project has achieved the outcome level indicator target of an updated EU Consensus on Development.

The following two sections present the findings of the case studies.

3.2 CASE STUDY ONE – EDCSP ENGAGEMENT ON AN 'AGENDA FOR CHANGE'

3.2.1 Background and description of the Agenda for Change

During the autumn of 2010, the Commission published a Green Paper¹⁵ on the future of development policy. This culminated in the publication of a Commission Communication, 'Increasing the impact of EU Development Policy: an Agenda for Change',¹⁶ in October 2011, aimed at complementing the European Consensus on Development¹⁷ and improving impact. The Agenda for Change encompasses commitments to greater sectoral concentration of EU activities, focus on policy priorities and increased differentiation, and is intended to be implemented during the remainder of the current programming cycles and in future EU programming through reflection within the financial regulations for the new MFF (discussed in Case Study 2, below). Council Conclusions¹⁸ that endorsed the key strategic priorities of the Agenda for Change, were adopted in spring 2012.

3.2.2 EDCSP engagement on an Agenda for Change

EDCSP engagement in this policy process involved the full range of project 'instruments': research papers and submissions; opinions, blogs and articles; direct engagement with policy-makers as well the creation of opportunities for dialogue and exchange between a broader community of researchers, NGOs and decision-makers. The following table provides a snapshot of this engagement:

Date	Output
Feb 2010	ETTG Publication: The Puzzle Book - 'New Challenges, New Beginnings. Next Steps in Development Cooperation' set out evidence for the comparative advantage of EU assistance, the opportunities, as well as limitations and challenges faced across a number of policy themes: the post-2015 agenda

¹⁵ European Commission (2010), 'Green Paper, EU development policy in support of inclusive growth and sustainable development. Increasing the impact of EU development policy' (COM (2010) 629 final), 10th November.

¹⁶ European Commission (2011)

¹⁷ European Commission (2005), European Consensus on Development, Joint Declaration by the Council and the Representatives of the Governments of the Member States Meeting Within the Council, the European Parliament and the Commission on the Development Policy of the European Union Entitled "The European Consensus", Official Journal C 46 of 24 February 2006

¹⁸ Council of the European Union (2012)

Date	Output
	and the primacy of the poverty reduction agenda, policy coherence for development, climate change and development, addressing fragility, trade policy, engaging the private sector, migration, development partnerships, development finance and aid effectiveness including division of labour.
July 2010	Media article: 'The Commander's Intent' (European Voice) highlighted the challenges posed by a proliferation of policy initiatives and the need to focus efforts around a refreshed, modernised and focused statement of Development Policy, building on the European Consensus on Development.
Jan 2011	ODI Submission to the European Commission's Green Paper on 'EU Development Policy in Support of Inclusive and Sustainable Growth' pointed out weaknesses in the Green Paper, stressed the importance of focusing on the comparative advantage of Community action and on issues where the Commission has competence, in order to enhance effectiveness. Evidence was provided by ODI researchers on sustaining growth and the role of the private sector.
2010/2012	Meetings with key officials and other stakeholders (e.g. NGOs) bilaterally and through the Change-makers group, were held with BOND in order to communicate the key messages contained within the publications and raise awareness of the process.
2012	Analysis and discussion in response to the Commission Communication. Following the publication of the Communication, the project aimed to support a more informed debate in Council and Parliament by engaging in commentary on the Agenda for Change, highlighting the strengths, weakness and key issues relating to implementation.

In addition to directly contributing to the discussions on rationale and content of an Agenda for Change, the project was also actively engaged in informing EU policy in relation to a number of relevant themes picked up in the Agenda for Change: differentiation, aid effectiveness, inclusive growth, policy coherence for development and finance for development. This engagement is documented in the matrices in Annex C.

3.2.3 Contribution of the EDCSP project

Interviews suggest that the evolution and shape of the Agenda for Change was influenced by a number of factors including:

- the position and 'influence' of Member States during the drafting process,
- evidence and submissions reviewed by the Commission in response to the Green Paper,
- the views presented by the European Parliament,
- discussions within Council on the drafting of the Conclusions.

EDCSP featured within this mix in two main ways. First, through the presentation of evidence and analysis in the 'Puzzle Book' and Green Paper 'submission' and related discussions with Commission Officials and Member State Officials (MS and Officials) and MEPs. Secondly, by informing the overall 'direction of travel' of the discourse on EU development policy, through discussions with key officials and a broader range of actors (e.g. NGOs) as well as with articles and opinion pieces. As highlighted above, EDCSP is an influential project. Submissions, reports and opinions are read carefully and widely by relevant stakeholders, presentations are attended and access to meetings with influential decision-makers is granted.

This case study does evidence clear congruence between messages in the Puzzle Book, the Green Paper submission, other EDCSP and joint ETTG papers and the emergence and focus of Agenda for Change. There are 'echoes' of EDCSP positions in relation to differentiation, effectiveness, concentration on areas of comparative advantage, as well as the focus on inclusive growth and the

role of the private sector in development. The Agenda for Change clearly addresses the weaknesses in the Green Paper highlighted by ODI.

At least one Member State representative interviewed considered that EDCSP's positioning and vision contributed to 'the focus and flavour' of the Agenda for Change. The Puzzle book was clearly influential with Commissioner Piebalgs, who described it during one meeting as his 'bible'. An interview with a senior Commission Official suggests that a meeting with one of the authors of the Green Paper submission was helpful in informing their thinking on the private sector and growth. Another suggested that EDCSP made a positive contribution by taking an objective, evidence based and critical view of the Commission's position and providing a sounding board for their ideas. The UK Independent Commission for Aid Impact (ICAI) report found that "work commissioned by DFID and undertaken by the Overseas Development Institute was important in shaping the agenda at a very early stage"¹⁹. This is highly plausible, given that clear messages from the EDCSP around the importance of updating the narrative of EU development cooperation and focus on areas of comparative advantage were evident as early as January 2010, a full 20 months before the Communication was published and over two years before the Council Conclusions.

It would be safe to say that EDCSP played a role, alongside other actors (including the UK government), in 'shepherding' the key actors within the Commission and Council towards the final outcome in the Agenda for Change Communication and Council Conclusions that is in line with DFID priorities.

The influence of the commentary provided by opinion pieces, briefings and presentations *after* the publication of the Agenda for Change Communication is less clear, since messages had already been delivered and absorbed by those engaged in shaping the Council Conclusions and there was little to add at this stage. However, interviews with Commission officials suggest that EDCSP contributed to an improved quality of dialogue between the Commission and other stakeholders during this period, such as NGOs and MEPs, by effectively communicating the philosophy and rationale of the Agenda for Change in an accessible way.

Case Study 1 – Agenda for Change: findings and lessons

- There is clear congruence between the messages in EDCSP publications and the emergence and focus of the Agenda for Change.
- There is plausible evidence that EDCSP played a contributory role, alongside other factors (including DFID engagement), in 'shepherding' the key actors within the Commission and Council towards the final outcome in the Commission Communication and Council Conclusions.
- EDCSP's early engagement through a joint publication with the ETTG at a strategic moment 'upstream' in the policy cycle, contributed to informing the direction of policy discourse at an early stage.
- The influence of EDCSP relied on a mix of project approaches calibrated to effectively targeting and communicating with a range of stakeholders – both high-level decision-makers at the heart of the discussions as well a broader constituency of NGOs and researchers engaged in the debate. Short 'sound-bites' were mixed with more in-depth reflection and analysis. Strategic opportunities were taken to cooperate within the framework of the ETTG.

¹⁹ DFID's Oversight of EU Aid to Low Income Countries, Independent Commission on Aid Impact, 2012, page 8.

3.3 CASE STUDY TWO – THE MFF AND DEVELOPMENT COOPERATION INSTRUMENT

3.3.1 Background

Undertaken every seven years, the MFF is a critical process to identify and reflect new priorities for EU external actions and defining the instruments that will increase aid impact and effectiveness. EDCSP contributed to discussions on the financial allocations under Budget Heading 4 'The EU as a Global Player', and more specifically in relation to the DCI.

Again, engagement involved the full range of project 'instruments': papers and submissions (including joint publications); opinions, blogs and articles; direct engagement with policy-makers as well as the creation of opportunities for dialogue and exchange between a broader community of researchers, NGOs and decision-makers.

3.3.2 EDCSP engagement on the MFF and DCI

During 2010 and 2011, EDCSP focused on informing and framing the discussions around the MFF in the period prior to the publication of the European Commission's legislative proposals. The project sought to provide space for discussion over the key issues, bring key actors up to speed on the process, lay out key messages, options and present the issues at stake on the basis of sound analysis and presentation of the facts.

During this period, the Commission outlined its proposals²⁰ for the MFF, including the DCI, which proposed simplification of the programming process; flexibility of allocation, programming and implementation; concentration of activities and spending; and overcoming overlaps of instruments. A significant evolution was the approach to differentiated development partnerships in line with the commitments expressed in the Agenda for Change.

From late 2011, EDCSP sought to: a) increase understanding of the negotiation process amongst a range of key stakeholders; and b) assess and communicate the strengths and weaknesses of the Commission's proposals, highlight outstanding issues for discussion and provide evidence in order to inform the negotiations. Significant energy was spent engaging with and informing MEPs and Member State Officials engaged in the negotiations.

Political agreement on budget headings was achieved in June 2013, including agreement on the overall allocation under Heading 4. Although the negotiations resulted in reductions in relation to the Commission's proposal, these were not as significant as anticipated. At the time of writing, the legal regulations had yet to be agreed and it is questionable as to whether agreement will be reached ahead of the launch date for the new MFF: 12 January 2014.

3.3.3 Contribution of EDCSP to the MFF and DCI

According to interviews and documentation, the Commission's proposals for the DCI regulation were informed by a) various studies, reviews and evaluations of the DCI in relation to its effectiveness, and

²⁰ European Commission (2011) 'Proposal for a regulation establishing a financing instrument for development cooperation', (COM(2011) 840 final) , 7 December

b) the priorities contained within the Agenda for Change. The Commission also sought the perspectives and exchanged views with Member States both in relation to the DCI and the overall budget headings, through informal expert group discussions and bilateral engagements. These were reflected in the regulation proposals in order to smooth the path during the negotiation process.

The on-going negotiations between the Council and Parliament have been shaped by a variety of factors. It should be noted that the discussions over aid allocations - both in relation to the overall budget Heading 4 and allocation per instrument and country, and the negotiations over the content of the regulations - are highly political, with Member States and MEPs promoting their own interests, position or constituencies, which in turn are shaped by the actions of particular interest groups (e.g. NGOs).

The EDCSP project will have contributed to the process in a number of ways: through influencing the Agenda for Change, which is reflected in the Commission's DCI proposal (see previous case study); and through framing the issues and providing evidence and analysis within EDCSP publications reviewed by Commission officials and Member States engaged in the negotiating process. Interviews with Commission officials suggest that they found these publications and exchanges with the project - in particular the data presented on budget figures - informative and helpful. The case study demonstrates some alignment between the focus, approach and priorities of the draft DCI regulation and negotiating positions and the key messages emerging from the EDCSP across a number of key issue areas, including differentiation and concentration.

In addition, the project has enhanced the quality of the *process*. For example, there is evidence that by consistently engaging MEPs from an early stage, the project improved their access to objective and credible analysis as well as evidence from outside the political environment of Parliament: *"Their engagement sharpens our thinking, rationale and argument" (MEP assistant)*. This has enabled negotiating positions to be informed by strong evidence and presentation of data – particularly in relation to differentiation – even if it may not always influence all of them.

Likewise, EDCSP has informed NGOs and other actors, bringing them up to speed on the key issues and processes, thus influencing the quality and focus of their engagement. A UK NGO Network stated that the project had *"deepened their understanding of the process in Brussels"* and enhanced their capacity to engage effectively on the debate. According to officials, the project has supported informed and active lobbying by UK based NGOs, which in turn has supported the UK government's negotiating position of a larger proportion of the budget going to development. Whilst EDCSP rarely gave Member States additional information they did not already have, *"the project filled a gap in terms of available analysis in the public domain"*, useful in clarifying the technical aspects of the instruments and Commission proposals and providing a credible 'external' perspective on the issues, although there was some criticism in relation to inaccuracies.

Case Study 2 – The MFF and DCI: findings and lessons

- The case study demonstrates some alignment between the focus, approach and priorities of the draft DCI regulation (and negotiating positions of Council and Parliament) and key messages emerging from the EDCSP across a number of key issue areas, including differentiation and concentration.
- Plausible attribution of influence is however difficult given the complexity and political nature of the negotiating process. However, there is evidence that EDCSP publications and exchanges on the DCI were found to be helpful and informative by those engaged in the negotiating process.

- The project enhanced the *quality* of the process by improving a range of actors' (including NGOs and parliamentarians) access to objective and credible analysis and evidence, as well as providing space for an exchange of views. EDCSP has enabled more informed and better targeted advocacy by NGOs. This supported the UK's negotiating position on the budget headings.
- The project provided sound evidence to inform discussion on highly political issues, such as aid allocation and differentiation. Even if this is not enough to influence the outcome of negotiations, it can at least serve to highlight their political nature and provide a credible counter-argument to positions taken on the basis of certain interests.

3.4 IMMEDIATE OUTCOMES

From the interviews and case study research, the evaluation distilled three main ways in which EDCSP has contributed to the nature, quality and focus of policy discourse on EU development cooperation. These can be described as 'immediate' outcomes in so far as can be considered to support of a more conducive environment for positive change in the direction specified in the logframe and business case.

First, **EDCSP adds 'heft' to the UK's contribution to EU development cooperation.** It does this by providing credible evidence and communicating messages that are aligned with UK positions to a wide audience in a balanced way that is received sympathetically. A number of interviewees concurred that, *"the EDCSP project has a pragmatic, constructive and positive manner in dealing with the shortcomings and advantages of the EU"* (European Commission Official). Some contrasted this approach to that of the UK government's, which can be, at times, negative in tone and overly focused on a narrow (results) agenda.

EDCSP has raised the level of awareness and debate on EU development cooperation amongst UK development actors and increased their capacity to engage in an informed way in the EU policy space. It was felt by one interviewee that *"not having EDCSP over the past two years would have diminished the influence and understanding of UK development actors in Europe"* (ETTG member). DFID support to EDCSP is subsequently viewed by some as (intentionally or otherwise) part of a 'comprehensive approach' by DFID to shaping EU development policy - fairly unique among Member States - which supports alignment between UK think tanks/researchers, DFID and NGOs, amplifying a British voice within the policy arena.

Second, the project **supports a better informed, more visionary and creative EU policy-making process.** It provides a unique space and resource for influential actors to reflect, exchange ideas and understand each other's position on the basis of sound research. By providing opportunities to 'step back' in Change-makers' meetings, acting as a 'sounding board' during one-to-one discussions, providing sound analysis and evidence through research reports and often provocative commentary in opinion pieces, interviews suggest the project supports a creative approach and the generation of new perspectives towards existing issues which are "hard to address in more formal institutional settings". The project (as will be discussed further below) is considered to be particularly valuable at the at the level of agenda setting with EDCSP's analysis and commentary on the post-2015 agenda often cited by officials as being particularly useful. As one actor put it: *"EDCSP (along with the ETTG) takes the development community out of the defensive by providing and resourcing constructive and creative spaces that consider responses to the major changes in the context of European aid"* (ETTG member).

EDCSP increases decision-makers' and other actors' access to analysis and evidence that enables them to better substantiate and communicate a position. Materials are used by decision-makers and those involved in scrutinising EU policy and practice to inform and communicate their approach. There is evidence from the interviews that both Commission and EU Member State officials use EDCSP research and opinions to better communicate their position in Council. They also draw upon EDCSP resources in the preparation of briefings and speaking notes for Ministers. By way of example, one Member State official interviewed mentioned using an EDCSP opinion on Financing for Development to inform their position in Council discussions on the Communication on Development Finance. EDCSP materials are used by the Commission to better communicate policies, for example to Parliament and the broader public. As one Commission official stated: "They [EDCSP] often explain and substantiate an approach better than we do". Officials in both the European Parliament and the Commission reported that the project had increased their access to sound analysis and enhanced their understanding of the issues at stake (e.g. in relation to differentiation). For the OECD DAC, the project was a "*key source of information and insights during the inception of the Peer Review process*" that raised critical issues and was also helpful in the triangulation of findings throughout the process. This enhanced the quality of these processes.

Immediate outcomes: findings

EDCSP:

- adds 'heft' to the UK's contribution to EU development cooperation.
- supports a better informed, more visionary and creative EU policy-making process.
- increases decision-makers' access to analysis and evidence that they use to better substantiate and communicate positions.

4 RELEVANCE

The previous section has highlighted the extent and ways in which the project has contributed to policy change in the EU context. For example, it has shown that the project has focused on issues that are aligned with DFID priorities, that it has contributed to more informed processes, and it played a role in shepherding the Agenda for Change towards a positive outcome in relation to core project objectives.

This section considers whether, given the resources available, the project has maximised its potential. Was it always engaged on the right issues, at the right depth and in the right way? In short, how far and in what ways was the project's approach valid? At what level and for whom was it most (and least) relevant? Were there areas where the project did not perform so well? What more could the project do to increase performance and relevance?

4.1 FOCUS VERSUS BREADTH OF ENGAGEMENT

The project team highlights that their approach involves mixing opportunism in contributions to policy discourse on the one hand (e.g. well-timed blogs, meetings with officials and roundtables), with in depth research on the other. The case studies show that a combination of approaches, where the project uses the full spectrum of instruments at its disposal, is particularly powerful in informing and influencing policy-makers. In these cases, deeper analysis (including drawing on specialist research) was successfully combined with opinion pieces and opportunities provided for dialogue and outreach with a range of actors. The project managed to get to the heart of the major policy debates. It also applied a forward thinking approach, which has been particularly relevant at a time when the EU is grappling with big challenges and needs to consider responses.

The project chose to focus on a broad range of topics within the three areas of engagement – development policy, institutions and instruments – on the basis of a wide selection of potential areas of engagement at the outset (see table 2.1, above). In addition to those identified by the team, DFID also added other topics to the programme, such as gender. It is possible to question whether the ability of the project to consistently have an optimal depth of focus and engagement (and to deploy the full range of 'instruments' necessary to support influence across all topics) was achievable given the resources available, particularly for commissioning research. It was not possible to systematically look at the depth of engagement and influence in relation to each topic during the evaluation. However, it would be worthwhile for project staff to reflect further on this issue as they consider the focus and resourcing of the next phase of the project.

The project's approach to identifying and engaging in policy processes within the broad thematic headings was variously informed by: the project's areas of competence, including the cumulative experience and vision of project staff; discussions with DFID; planning meetings and regular 'Tours d'Horizon' of key policy processes. However, it was ultimately fairly intuitive. The evaluation found that, although planning meetings took place, there was not a documented or fully articulated strategy (or criteria) for identifying priority topics and to guide the project's deployment of resources (time and energy), that clearly lays out the rationale, the objectives and theory of change for the choice of and engagement in each policy process. Doing this would help the project to confirm that efforts are consistently focused in order to maximise impact, and would support the process of identifying and reporting on outcomes (discussed below in the section on efficiency) and provide a framework for discussion with DFID.

Similarly, the **ETTG** would now benefit from elaborating a more targeted work programme supported by an explicit theory of change and strategy to guide the focus of efforts. The case studies show that the ETTG platform was used effectively to focus attention at strategic moments in policy processes. It has also expanded the scope of activities beyond the EDCSP through engagement in the ERD. Capitalising on these achievements, a more systematic approach would now help the group to maximise synergies and comparative advantages each bring to the table, particularly since there are clearly strong complementarities between the different institutes involved. It is positive that moves in this direction are in the pipeline. There have been several planning meetings between Directors and an annual work programme has now been agreed.

4.2 POLICY VERSUS PRACTICE

EDCSP is highly regarded for its contribution to linking research and analysis to policy, enhancing the quality of these processes and reaching out to and influencing high-level decision-makers in order to shape the agenda and focus attention on key issues (the research-policy nexus). The evaluation found the project to be less focused on the issue of implementation challenges (although this did feature in the research on e.g. differentiation). This is in part because the focus of recent EU development discussions has been at the policy level. Having the right policy frameworks are clearly necessary to achieve improved performance of EU aid. However, it is only one part of the picture. Translating policy into practice (the policy-practice nexus) through effective implementation will be a particular challenge, but necessary if EU commitments, such as more effective, transparent and results focused aid, are to be reflected in programming process and stronger results frameworks.

That is not necessarily to say that the project should always extend its focus to the policy-practice nexus. EDCSP plays to its strengths and the project, as currently configured (in terms of staffing and resources), does not have the capacity to routinely outreach to staff at the 'coal-face' e.g. within Delegations, to extend their analysis to the consideration of particular implementation challenges. As one commentator aptly put it: "ODI is more of a think-tank and less of a do-tank". Furthermore, as discussed below, there are other actors, such as ECDPM (which is funded by DFID and with whom EDCSP cooperates), that play a more significant role in relation to supporting improved implementation.

4.3 MAXIMISING LINKAGES BETWEEN EDCSP AND SPECIALIST RESEARCH

A key strategy of the project's current phase was to connect the EU specific policy-making expertise of the core team with the wider development expertise of other researchers (particularly those within ODI). This approach worked reasonably well, within budget constraints. The interviews suggest the project is particularly valued for its ability to make the expertise and thought leadership of ODI (e.g. on differentiation, the private sector and growth) accessible to an EU audience. Some interviewees suggested that the project could do even more in this respect, questioning whether "*the project brought the full weight of knowledge of ODI into EU work*" (ETTG member). There were various practical constraints to doing this, relating to the budget and the capacity of the team to manage consultants and commission research. A larger budget for commissioning research would enable the project to capitalise further on existing ODI expertise.

4.4 RELEVANCE AND UTILITY TO DFID

Over the past two to three years, DFID's understanding of the purpose and value of EDCSP has altered in line with the priorities of DFID and the ED. Initially seen as a project which was valuable, in and of itself, as a vehicle to inform and influence EU development policy in a direction broadly

aligned to DFID's agenda; during this most recent phase there has been a shift in expectation that the project will have greater direct utility to ED, whether that be through filling gaps in knowledge, providing technical inputs on ED's agenda, or more directly furthering DFID's agenda in Brussels. Furthermore, staff turnover in DFID during the first year of the project undermined the consistency of communication between DFID and ODI around expectations and focus of the project.

This shift has justifiably caused some discomfort to ODI on a number of levels. Firstly, this more advocacy type role is against ODI's mandate and constitution. Secondly, perceptions of DFID interference could undermine their credibility and effectiveness as honest knowledge brokers. Finally, it is not considered to be in line with the spirit of an Accountable Grant, which emphasises the independence of the beneficiary. There is ample evidence to warrant ODI's concerns. Although EDCSP is generally perceived as an independent voice (albeit one that has a British perspective) there was a consensus amongst interviewees that EDCSP would lose credibility and trust with key actors if it was seen as being more closely tied to a DFID agenda.

Given their changed expectations, ED DFID staff have not felt that the project has delivered quite what they anticipated. It is worth noting that there are limits to how far the project could realistically add value to the capability of ED staff to engage in the EU policy arena, given the existence of strong existing networks between DFID, Member States and the Commission, not least through staffing in the Permanent Representation in Brussels and the network of Seconded National Experts (SNEs) within the Commission and the EEAS. The additionality of the project was rather to be found in the three 'immediate' outcomes described above.

During this phase of the project, DFID also placed greater emphasis on a rigorous approach to demonstrating results in order to justify spending against a background of political pressure to cut spending on research grants. As a response, this phase of the EDCSP budgeted for and commissioned this external evaluation to help identify contribution to policy change; and this is positive. More, however, could have been done through the reporting process (e.g. the annual review) to produce a convincing articulation of the results and value of the project at the level of outcomes (discussed further in the section on M&E, below). The emphasis of reporting (in line with DFID templates) has predominantly focused on listing outputs. However, Section B of the annual report (Results and Value for Money), for example, could have gone further to present an assessment of 'immediate' outcomes in terms of EDCSP's influence on and contribution to the work of different categories of stakeholders.

Key findings: relevance

- A combination of approaches, where the project uses the full spectrum of instruments at its disposal, has been found to be particularly powerful in informing and influencing policy-makers. The issue of whether, given the resources available, the project was consistently able to achieve an optimal depth of focus and engagement across all topics necessary to support influence, warrants further investigation.
- The project lacked a documented strategy, including criteria for identifying priority topics clearly laying out the rationale, objectives and theory of change for engagement in each policy process. Doing this would help to ensure resources are consistently focused to maximise outcomes and would support the monitoring and evaluation process.
- Maximising the linkages between EDCSP and specialist research was found to be a valued and relevant approach. However, a larger budget for commissioning research would enable the project to capitalise further on existing ODI expertise.
- DFID's understanding of the purpose and value of EDCSP has altered in line with the priorities of

DFID and ED towards an expectation that the project will have greater direct utility to ED, whether that be through filling gaps in knowledge, providing technical inputs on ED's agenda or more directly furthering DFID's agenda in Brussels. This last point in particular is considered against the spirit of an accountable grant and threatens the independence and therefore effectiveness of the project.

5 COMPLEMENTARITY AND COHERENCE WITH OTHER INITIATIVES AND PARTNERSHIP WORKING

Working with partners has been a central plank of EDCSP's approach and considered important in order to leverage impact and maintain momentum in engagement on particular policy issues. As highlighted above, EDCSP has played a pivotal role in driving forward the work of the ETTG and the Change-makers group. It has also actively sought opportunities to undertake joint publications and events with a range of networks and organisations, including BOND and ONE. Project staff are considered very open and proactive in seeking opportunities to exploit potential synergies with other organisations and this has supported the project's overall performance.

The evaluation found there to be particular synergies between the work of the different members of the ETTG, in particular ECDPM and EDCSP. Both institutions have complementary strengths and areas of focus. As highlighted above, ECDPM brings particular added value in relation to supporting linkages between policy and practice engaging with both Delegation officials and key development partners within the ACP, supporting research, dialogue and capacity building with key actors at this level. EDCSP, on the other hand, is considered to be uniquely positioned to reach out to high-level decision-makers. EDCSP and ECDPM cooperate effectively, both within and beyond the framework of the ETTG and understand each other's niche and value well. DFID's approach of funding both organisations is well founded, since it spans the full research-policy-practice nexus.

The case studies show that EDCSP used the ETTG platform effectively to exploit the complementarities of the different institutes involved, focus attention and leverage impact at strategic moments in the policy process. However, the current approach to identifying areas and moments for cooperation is fairly ad hoc and a more systematic and strategic approach would help the group to further explore synergies and exploit the comparative advantages each bring to the table. Moves in this direction have been set in train through the elaboration of an ETTG work plan. In particular, the project could further exploit the potential for using the ETTG as a vehicle for engaging more deeply in discussions at the level of Member States, e.g. by hosting ETTG events more regularly in Member States.

Key findings: coherence and partnership working

- Project staff are proactive in seeking and supporting opportunities for partnership working and this has supported the project's overall performance.
- There are strong synergies and complementarities between the work of ECDPM and EDCSP. DFID's funding of both organisations was well founded as an approach to exploiting these organisations' comparative advantages to cover the full research-policy-practice nexus.
- EDCSP has supported the ETTG effectively and the ETTG is now well-placed to become more strategic and systematic in exploring synergies and areas of comparative advantage.

6 SUSTAINABILITY AND VISIBILITY

The profile, networks and expertise of the project staff are critical success factors of the project. Interviewees repeatedly suggested that the profile, communications skills and access of Simon Maxwell, the Project Leader, combined with the solid technical understanding and research skills of Mikaela Gavas, the Project Manager, are key ingredients supporting the project's effectiveness. This combination has enabled credible and grounded research to reach influential audiences in a convincing manner. The recent appointment of the Project Manager to ODI staff as a Research Fellow/ EU Programme Manager is a positive step that reflects the increasing importance that ODI attaches to its work on European development cooperation that will enable further integration of the project within wider ODI research and policy work.

EDCSP is reliant on only one source of funding, which raises a sustainability issue. Some policy processes that EDCSP is currently engaging on will continue beyond this phase of the project. There are also key strategic moments to shape policy at an early stage during 2014, with the European Parliament elections and the new Commission. Should funding cease, the momentum created by the project, not least in relation to ETTG activities, would be lost. It will be important for EDCSP to diversify funding sources during any future phase. However, securing this funding is likely to be more successful should DFID continue to provide support.

A final point, worth highlighting, is that for some interviewees there was little distinction between the project and the broader activities of Simon Maxwell as an independent commentator on development and EU issues. Concerns (whether valid or not) were raised that the project can sometimes appear as a vehicle for the Project Leader's own vision and priorities. More explicit criteria guiding the project's choice of topics and approach in relation to different policy processes, linked to a clear set of overall objectives (outcomes) would go a long way to assuaging these concerns, as would the establishment of an Advisory Committee for the project (see recommendations, below).

Key findings: sustainability and visibility

- ODI is taking a proactive approach to ensuring the sustainability of their engagement on EU development cooperation by further integrating the project within wider ODI research and policy work.
- The reliance on one source of funding poses risks to the sustainability of the project.

7 EFFICIENCY AND ECONOMY

7.1 EFFICIENCY

The EDCSP project demonstrated high-levels of productivity in relation to the resources allocated. Both the Project Leader and Manager are part-time and yet were able to coordinate and oversee a prodigious number of outputs in terms of research papers, opinions, meetings etc. Effective systems were in place to support efficiency, including regularly updated databases, financial management systems and strong administrative support in the form of a Project Officer.

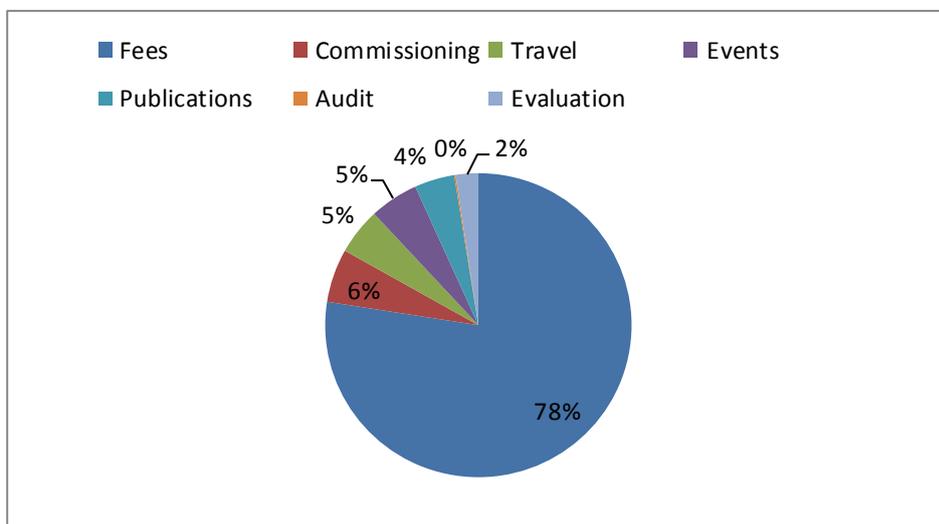
Monitoring systems were in place, including a feedback, citations and communications log and these were kept up-to-date. On their own, however, these systems were not adequate to monitor the project's performance at the level of outcomes, nor were they used by the project to construct a plausible narrative of contribution to policy change through the reporting process. Whilst the commissioning of this evaluation is a positive step, better monitoring and evaluation approaches need to be embedded into the project. ODI has a wealth of expertise on the monitoring and evaluation of the impact of research on policy within the RAPID programme.²¹ Project staff did seek to capitalise on this expertise in the commissioning of the evaluation through a 'Tuesday Trading' event, which sought to consider the different methodological approaches for the evaluation. However, the expertise could to be drawn upon at all stages of the project cycle to ensure that adequate baselines are captured and the right monitoring data is gathered to support the capturing of stories of change and tracking influence in relation to policy processes on an on-going basis. EDCSP should commit a greater proportion of the budget to monitoring and evaluation in order to 'buy in' the expertise of RAPID.

The project's performance in demonstrating results would be strengthened by a less ambiguous and more realistic results chain (logframe); a narrative around the 'immediate' and 'intermediate' outcomes on the path between outputs and outcome; and a more routine capturing of the theory of change, assumptions and rationale for the activities in relation to each policy process the project engages on.

²¹ RAPID works to understand the relationship between research, policy and practice and promote evidence-informed policy-making.

7.2 ECONOMY

Figure 7-1: EDCSP III costs per category of expenditure



Source: EDCSP, ODI

ODI has established systems for ensuring expenses (e.g. hotels etc.) are kept to a minimum and market prices are paid. An Expenses Policy²², benchmarked against other organisations, provides guidance for staff and consultants. Although the evaluation did not obtain unit costs for project expenditure, such as hotels and train fares, it is assumed that these were within the ODI guidelines (even though they were budgeted at a slightly higher rate). Opportunities are regularly sought by the project to minimise costs by 'piggy backing' project activities onto the existing events of other organisations, for example when project staff are invited to speak at conferences. The chart above shows the cost drivers for the project and shows that fee rates paid by DFID to ODI for staff working on the project are the key cost driver. The fee rate for the Project Leader is at the higher end of the scale for industry norms²³, particularly given the long-term nature of the consultancy contract. It is, however, considered to be within an acceptable range given the very limited pool of similar experience.

Key findings: efficiency and economy

- The project has demonstrated high levels of productivity in relation to the resources allocated.
- Project monitoring systems were not adequate, on their own, to monitor the project at the level of outcomes.
- The key cost driver for the project is consultant fees. Those for the Project Leader were found to be at the higher end of industry norms, but considered to be within an acceptable range given the very limited pool of similar expertise.

²² ODI (2013) 'Staff handbook: expenses'

²³ The fee rate was benchmarked against the top fee band for DFID's Governance, Social Development, Humanitarian and Conflict Professional Evidence and Applied Knowledge Service.

8 CONCLUSIONS AND VALUE FOR MONEY ASSESSMENT

EDCSP is a project that is highly valued by a wide range of stakeholders engaging on EU development cooperation. It performs very well across all three outputs. Research papers are considered to be of an exceptional quality and accessibility and were found to be broadly aligned to DFID's priorities (as articulated in the ED's operational plan and during interviews). Whilst the research does not tend to provide senior decision-makers with knowledge they do not already have access to, it is valued for highlighting and focusing attention on the key issues, supporting the evidence-base for policy and promoting a more informed debate. Papers are independent, practical and solutions focused.

The knowledge and perspectives generated by the project through blogs, opinion pieces, briefings and presentations are absorbed by a wide audience. For those within the decision-making processes they provide fresh perspectives and prompt creative reflection on key issues. For those on the margins, they serve to demystify the EU policy- and decision-making processes, making the institutions and issues easier to navigate and therefore influence.

Project staff are active in seeking and supporting opportunities for effective partnership working and this has leveraged influence and supported the project's overall performance and momentum. The project played a pivotal role in supporting cooperation, understanding, dialogue and debate amongst and between researchers and policy-makers through the ETTG and the Change-makers group. These forums are valued by members and provide a vehicle for capitalising on synergies, exploring differences and creating a space for reflection and maximising influence.

At the level of outcomes, the two policy process case studies undertaken found clear congruence between the messages of EDCSP and the emergence and focus of the Agenda for Change. There are also echoes of EDCSP positions in the Commission's proposal for a regulation on the DCI and subsequent Parliamentary and Council negotiating positions. Although attribution is impossible, it is highly plausible that the EDCSP played a contributory role shepherding the discourse and views of key decision-makers towards the final outcome in the Agenda for Change, and by extension the DCI regulation. EDCSP supported UK NGOs to engage in more targeted advocacy on the MFF. This likely bolstered the UK's negotiating position on MFF budget headings. Importantly, the project has enhanced the quality of the processes surrounding the MFF and DCI by improving access to credible analysis and sound evidence. This continues to be particularly valuable in informing discussion on highly political issues such as differentiation and aid allocation.

The project was found to be highly effective at this nexus of research and policy and in its engagement at the political level with high-level decision-makers. The overarching theory of change for the project was found to be valid and backed up by a body of evidence. There is, however, an absence of explicit criteria and documented processes for identifying topics and explaining the rationale, objectives and approach (theory of change) for engagement in relation to each policy process. Doing this could help the project to be more strategic and focused in its choice of issue areas, maximise impact and support better monitoring of outcomes.

ODI is taking a more proactive approach to ensuring the sustainability of the project by seeking to integrate it further into the core business of the organisation. However, the project needs to diversify its funding base, with DFID support, if it is to have a secure future.

EDCSP was found to be efficient and reasonably economical, but needs more robust monitoring systems to enable staff to generate a more plausible narrative of outcomes and to support more structured internal learning and reflection.

The project performs well across all three dimensions of DFID's VfM framework (Economy, Effectiveness and Efficiency). It provides weight to the UK's contribution on EU development cooperation and amplifies the UK's voice, helping to move policy 'in the right direction'. It also supports more informed, visionary and creative EU policy-making processes, increasing the likelihood of better policy outcomes. For these reasons, it can be concluded that the project presents good Value for Money.

9 RECOMMENDATIONS

9.1 RECOMMENDATIONS TO DFID

- **On the basis of the findings of this evaluation, there is a strong argument to support DFID's continued funding of the EDCSP project.** An Accountable Grant mechanism would provide the project with the necessary space to operate independently within the policy arena, which is considered necessary to achieve the required results.

However, there should be five 'provisos'. These are presented below as recommendations to ODI EDCSP.

9.2 RECOMMENDATIONS FOR ODI EDCSP

- 1) **Introduce stronger monitoring systems within the project in order to better capture and articulate results.** Embed systems within the project for more robust monitoring that identifies and captures data in relation to immediate and intermediate outcomes and supports periodic reflection on approaches, achievements and lessons, including through stories of change or Episode Studies. EDCSP could 'buy in' the expertise of ODI RAPID to support this process and should commit a greater proportion of the budget to monitoring and evaluation. A more realistic results chain (logframe), a narrative around the 'immediate' and 'intermediate' outcomes on the path between outputs and outcome, and more routinely capturing the theory of change, assumptions and rationale for the activities in relation to each policy process that the project engages on, would also strengthen the project's performance in demonstrating results.
- 2) **Create a better documented approach and strategy (or criteria) for identifying priority topics and to guide the project's deployment of resources.** This could lay out the rationale, objectives and theory of change for the choice of and engagement in policy processes. Doing this would help the project to confirm that efforts are consistently focused in order to maximise impact, and would support the process of identifying and reporting on outcomes (including immediate outcomes) and provide a framework for discussion with DFID.
- 3) **A portion of any future DFID grant could be specifically ring-fenced to respond to the ad hoc needs of ED** for the direct commissioning of research in order to inform the understanding or objectives of DFID ED. This would help to ensure that the project can respond to ad hoc needs whilst remaining independent. However, this should be on the understanding that the research would not be used immediately within the public domain.
- 4) **Create a mechanism to give DFID a say in the areas of focus and direction of the project, whilst enabling the project to remain independent.** One approach might be to set up an Advisory Group including key stakeholders (e.g. Commission officials, researchers, Member State officials) and future donor partners.
- 5) **EDCSP should continue to actively seek funding from other sources.** DFID support and the institution of an Advisory Group could be helpful in attracting further funding.

Annexes

Annex A: Policy Process Case Study 1 – ‘An Agenda for Change’

INTRODUCTION

This case study examines EDCSP's contribution to the EU's most recent overarching policy 'Increasing the impact of EU Development Policy: an Agenda for Change'.²⁴ It tracks the different activities EDCSP undertook to shape and inform the conception, drafting and agreement of the strategy through the provision of commentary and evidence. It provides an assessment of the potential influence of these activities on the final 'outcome' or policy position presented in the Commission Communication and Council Conclusions. Since this study tracks the policy process from its inception to conclusion in the form of a policy statement, the case study covers activities which took place both prior to and during the DFID grant currently under review. As an example of ODI's EDCSP in action, it can inform the overall assessment of the project's approach and the validity of related assumptions.

BACKGROUND AND DESCRIPTION OF THE AGENDA FOR CHANGE

During autumn 2010, the European Commission published a Green Paper²⁵ on the future of development policy in order to debate the way ahead with stakeholders and interested parties. This culminated in the publication of the Commission Communication 'Increasing the impact of EU Development Policy: an Agenda for Change'²⁶ in October 2011. The Agenda does not supplant the main statement of EU development policy as it appears in the European Consensus on Development, agreed in 2006²⁷, but proposes practical steps to improve impact (see the Box below). The main principles of the 12-point Agenda for Change are intended to be progressively implemented in the remainder of the current programming cycle and in future EU programming through their reflection within the financial regulations of the new MFF (discussed in case study 2, below). Following discussions in the Council and resolutions in Parliament, Council Conclusions²⁸ were adopted in the spring of 2012, which endorsed the key strategic priorities of the Agenda for Change.

²⁴ The policy is contained within European Commission (2011) 'Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the Regions. 'Increasing the impact of EU Development Policy: An Agenda for Change' (COM(2011) 637 final). 13th October and Council of the European Union (2012) Council conclusions 'Increasing the Impact of EU Development Policy: and Agenda for Change/ 3166th Foreign Affairs Council meeting, Brussels, 14th May 2012

²⁵ European Commission (2010), 'Green Paper, EU development policy in support of inclusive growth and sustainable development. Increasing the impact of EU development policy' (COM (2010) 629 final), 10th November

²⁶ European Commission (2011), 'Communication from the Commission to the European Parliament and Council, the European Economic and Social Committee and the Committee of the Regions. 'Increasing the impact of EU Development Policy: An Agenda for Change' (COM (2011) 637 final, 13 October

²⁷ EC (2005), European Consensus on Development, Joint Declaration by the Council and the Representatives of the Governments of the Member States Meeting Within the Council, the European Parliament and the Commission on the Development Policy of the European Union Entitled "The European Consensus", Official Journal C 46 of 24 February 2006

²⁸ Council of the European Union (2012), Council conclusions 'Increasing the Impact of EU Development Policy: An Agenda for Change', 14th May

The 12 points of the Agenda for Change are:

- an increased share of EU country and regional cooperation programmes dedicated to policy priorities;
- the concentration of EU activities in each country on a maximum of three sectors;
- an increased volume and share of EU aid to the countries most in need and where the EU can have a real impact, including fragile states;
- enhanced importance of human rights, democracy and good governance trends in determining the mix of instruments and aid modalities at country level;
- continued support for social inclusion and human development through at least 20% of EU aid;
- a greater focus on investing in drivers for inclusive and sustainable economic growth, providing the backbone of efforts to reduce poverty;
- a higher share of EU aid through innovative financial instruments, including under facilities for blending grants and loans;
- a focus on helping reduce developing countries' exposure to global shocks such as climate change, ecosystem and resource degradation, and volatile and escalating energy and agricultural prices, by concentrating investment in sustainable agriculture and energy;
- tackling the challenges of security, fragility and transition;
- joint EU and Member States response strategies based on partners' own development strategies, with a sectoral division of labour;
- a common EU results reporting framework; and improved Policy Coherence for Development, including through new thematic programmes that build synergies between global interests and poverty eradication.

EDCSP ENGAGEMENT ON POLICY AREA – KEY OUTPUTS

The Agenda for Change encompasses the EU position on a number of key policy themes or 'streams', including differentiation, aid effectiveness, inclusive growth, governance, policy coherence for development, finance for development and resilience (including climate change).

In addition to directly contributing in the discussions on the content of the Agenda for Change and making a case for a 'refreshed' policy statement, the project also sought to inform EU policy in relation to these themes (see the matrices in Annex C).

EDCSP engagement involved the full range of project 'instruments': papers and submissions; opinions, blogs and articles; direct engagement with policy-makers; the creation of opportunities for dialogue and exchange between a broader community of researchers, NGOs and decision-makers; and joint publications.

The following table describes the key outputs:

Date	Output
February 2010	<p><u>Publication: The Puzzle Book</u></p> <p>EDCSP's endeavours to inform and shape the Agenda for Change can be traced to the</p>

Date	Output
	<p>ETTG publication 'New Challenges, New Beginnings. Next Steps in Development Cooperation', published in February 2010²⁹, generally referred to as 'The Puzzle Book'. This publication was an attempt to capitalise on the opportunities presented by a new Commission leadership team in 2010 and the ratification of the Lisbon Treaty, to shape the development cooperation agenda over the coming period. The publication sets out the evolving context for EU development and challenges and opportunities for cooperation in relation to three spheres:</p> <ul style="list-style-type: none"> – Internally within the EU – ratification of the Lisbon Treaty and a new platform for collective action. – Externally – key global trends and events (e.g. the financial crisis, greater differentiation amongst developing countries and climate change). – In relation to the international development architecture (e.g. review of the Millennium Development Goals (MDGs) and the High-level Forum on aid effectiveness). <p>It aims to set out and evidence the comparative advantage for EU assistance, the opportunities, as well as limitations and challenges faced across a number of policy themes: the post-2015 agenda and the primacy of the poverty reduction agenda; policy coherence for development; climate change and development; addressing fragility; trade policy; engaging the private sector; migration; development partnerships; development finance and aid effectiveness, including division of labour.</p> <p>It clearly states the need to revise and reinterpret the European Consensus and development cooperation more broadly in light of internal and external trends – in particular the need to re-cast development cooperation in the language of shared interests, multilateralism and collective action – and to “update the narrative”.</p> <p>Headline messages for EU development cooperation include:</p> <ul style="list-style-type: none"> – Re-establishing EU leadership and updating the narrative of EU development policy. – Maintaining momentum on Policy Coherence for Development (PCD). – Supporting development partnerships based on mutual accountability. – Fulfilling funding obligations and revising and rationalising the funding instruments, including budgetising the EDF. – Supporting cooperation amongst EU Member States.
July 2010	<p><u>Media article: The Commander's Intent</u></p> <p>EDCSP produced an article entitled 'The Commander's Intent' in the widely read European Voice, highlighting the challenges posed by a proliferation of policy initiatives and the need to focus efforts around a refreshed, modernised and focused statement of Development Policy building on the European Consensus on Development.</p>

²⁹ European Think-Tanks Group (2010), 'New Challenges, New Beginnings. Next Steps in European Development Cooperation', February 2010.

Date	Output
January 2011	<p><u>ODI Submission to the European Commission's Green Paper on 'EU Development Policy in Support of Inclusive and Sustainable Growth'</u></p> <p>This submission pointed out weaknesses in the Green Paper that need to be addressed in the drafting of the new development policy. These include insufficient emphasis on a) how future challenges and global trends will be addressed, b) the broader EU policy context for development, and c) the issue of differentiation. It also stresses the importance of focusing on the comparative advantage of Community action and on issues where the Commission has competence, in order to enhance effectiveness.</p> <p>Drawing on contributions from ODI researchers, the submission provides evidence on the following topics:</p> <ul style="list-style-type: none"> - Sustaining growth in the context of climate change and emerging powers – with a focus on aid for trade, supporting state- business relations, supporting climate finance, and supporting energy efficiency. - The role of the private sector – the importance to focus on the promotion of private sector development, in particular on finding innovative ways to work with and through the private sector to tackle development issues (e.g. aid for trade, low carbon investment).
2010 - 2013	<p><u>Research and engagement on key policy themes relevant to the Agenda for Change</u></p> <p>Between 2010 and 2013, EDCSP produced research and engaged with decision-makers on a range of key policy themes or 'streams' relevant to future EU development policy and reflected in the Agenda for Change, including the differentiation, financing for development (including blending grants and loans) and aid effectiveness. These are outlined in the matrices in Annex C.</p>
2010 - 2011	<p><u>Meetings with key officials and other stakeholders.</u></p> <p>During this period, the project engaged in discussion with key officials in MS and the Commission through the Change-makers group to discuss the direction of EU development policy. Space was also created for discussion on the key issues with other stakeholders (e.g. through presentations and meetings), including a presentation to BOND and the ACP Finance Ministers.</p>
2012	<p><u>Analysis and discussion in response to the Commission Communication 'An Agenda for Change'</u></p> <p>Following the publication of the Communication, the project aimed to support a more informed debate by engaging in commentary on the Agenda for Change, highlighting the strengths, weaknesses and key issues relating to its implementation. This involved briefings to MEPs (including those responsible for an Own-initiative procedures followed by a resolution), and Member State officials (i.e. the Danish Presidency), opinion pieces and articles written jointly with ETTG members. The project highlighted the importance of guarding against the risk of erosion in the focus and intent of the policy.</p>

A full timeline and overview of EDCSP engagement on the Agenda for Change can be found in the tables below. These tables provide a comprehensive overview of outputs and illustrate how they relate to the policy processes in terms of timing and focus. It is colour coded according to output type.

Colour key for timeline tables

GREEN	Policy outcome
PINK	Papers and submissions
ORANGE	Indirect engagement (public presentations and events with a range of actors)
PURPLE	Direct Engagement (private briefings with decision-makers)
BLUE	Opinions Articles and letters

Agenda for Change timeline - 2010 to January 2011

Papers and submissions	Direct engagement					
Indirect engagement	Opinions, articles, letters	Q1 (Jan-Mar)	Q2 (Apr-Jun)	Q3 (Jul-Sep)	Q4 (Oct-Dec)	Jan-11
Agenda for Change	EU/UK				Green paper and consultation on 'EU development policy in support of inclusive growth and sustainable development - increasing the impact of EU development policy'	
	EDCSP	Maxwell, S. (February 2010) 'Two mottos for the new leadership team in Brussels'	Gavas, M. & Maxwell, S. (May 2010) 'European Development Policy'	Maxwell, S. (July 2010) 'It's time to articulate the Commander's intent', in European Voice	Presentation by Mikaela Gavas at a BOND event (October 2010) on 'European development cooperation'	ODI submission to the European Commission's Green Paper on 'EU development policy in support of inclusive and sustainable growth'
		European Think-Tanks Group. (February 2010) 'New Challenges, New Beginnings: Next Steps in European Development Cooperation'	ODI 'London Series', Event 2: 'The EU's Spring Package - the radical agenda the EU needs?' (June 2010)		Joint APGOOD/EU APPG private lunch and discussion with Secretary of State, Stephen O'Brian MP (November 2010)	Informal retreat for Directors-General from the new EU Member States, the EU-12, in Cyprus (21-22 January)
			Maxwell, S. & Gavas, M (April 2010) 'The spring package is a promising start'		Private dinner for Heads of Policy within the Change-makers Group, Brussels (6 December 2010)	
		EDCSP (June 2010) 'Four tests for the EU's engagement with the private sector'		Breakfast meeting for Change-makers during EDDs, Brussels (7 December 2010)		
			EDCSP (June 2010) 'Summer surprise or summer shock: how did the EU's development ministers treat the Commission's Spring Package?'		Maxwell, S (November 2010) 'Playing poker with EU development policy'	

Agenda for Change timeline - February to October 2011

Papers and submissions	Direct engagement	Feb-11	Mar	Apr	May	Jun	July	Aug	Sept	Oct-11
Indirect engagement	Opinions, articles, letters									Commission Communication: Increasing the impact of EU Development Policy: an Agenda for Change
Agenda for Change	EU/UK	Maxwell, S. 'The European Commission one year in. How is it doing?'					Mikaela Gavas delivered a presentation to ACP Finance Ministers on the Multi-Annual Financial Framework and Agenda for Change		European Think-Tanks Group panel event: EADI/DSA Conference 'Modernising European Development Policy in a Changing World'	Commission launch event of the Agenda for Change
	EDCSP							ODI/Open Europe: EU Aid: What's it for	Simon Maxwell delivered a presentation at the European Commission's launch event on the EU Agenda for Change	
										Furness, M. Gavas, M. Koch, S. "EU Development Policy: Ambitious Agenda for Change or the same old story", DIE Discussion Paper
										Gavas, M. Herbert, S. Maxwell, S. "An Agenda for Change for EU Development Policy" EDCSP/ODI opinion
										EDCSP private lunch with 'Friends of EDCSP' group of stakeholders, London
										Private briefing for EEAS representatives and Gustavo Martin Prada, Director of Policy, European Commission (Brussels, 18-20 October)
										Private briefing for DANIDA officials and CONCORD (Copenhagen, 14 October)

Agenda for Change timeline - November 2011 to November 2012

Papers and submissions	Direct engagement														
Indirect engagement	Opinions, articles, letters	Nov-11	Dec	Jan-12	Feb	Mar	Apr	May	Jun	July	Aug	Sept	Oct	Nov	
Agenda for Change	EU/UK	CODEV discussion on A4C and budget support							Council Conclusions on Budget Support						
		Discussion in European Parliament DEVE – Rapporteur on own initiative report on Agenda for Change – Michael Cashman MEP (to November 2012)													
	EDCSP	<p>ETTG 'Attention MEPs: the future of EU external action is up for grabs', article in Europe's World and Euractiv</p> <p>Private briefing for MEPs on the Multi-Annual Financial Framework and the EU Agenda for Change</p> <p>EDCSP private breakfast for EU Change-makers at EDDs - hosted by the Polish Director-General</p> <p>ETTG panel at EDDs: 'Modernising European development Policy'</p> <p>Private briefing for Japan International Cooperation Agency (JICA)</p>			Maxwell appointed member of Commissioner Piebalgs' Scientific			Gavas, M., & Maxwell, S. "A waymark reached. Is the finish line in sight?" EDCSP/ODI opinion					Simon Maxwell chaired a discussion at a BMZ event on 'EU development policy to 2012' (Berlin, 27 September)	Mikaela Gavas was part of a panel debate on EU development policy organised by the Konrad Adenauer Foundation	

December 2012 to June 2013

Papers and submissions	Direct engagement							
Indirect engagement	Opinions, articles, letters	Dec	Jan-13	Feb	Mar	Apr	May	June
Agenda for Change	EU/UK						Discussion in the Foreign Affairs Council on the implementation of the EU Agenda for Change	
	EDCSP						Brussels, 2-3 May 2013: Private meetings with • Gustavo Martin-Prada, head of policy in DEVCO • Christopher Jones, Chef de Cabinet for Andris Piebalgs • David Watson, DFID team in UKREP	

CONTRIBUTION OF EDCSP TO THE AGENDA FOR CHANGE

It is inevitably difficult to attribute the focus and nature of policy presented in the 'Agenda for Change' to interventions by EDCSP. Interviews suggest that the evolution and shape of policy was influenced by a number of factors, including: the position and 'lobbying' of Member States during the drafting process, evidence and submissions informing and in response to the Green Paper, the views presented by the European Parliament, and discussions within Council in the drafting of the Conclusions.

EDCSP features within this mix in two ways. First, through the presentation of evidence and analysis in the Puzzle Book, a formal 'submission' on the Green Paper and discussions with Commission and Member State officials (MS and Officials) and MEPs involved in drafting, discussing and influencing the policy. Second, through informing the overall 'direction of travel' of discourse in relation to key issues, via engagement both with key officials and a broader range of actors (e.g. NGOs) and articles and opinion pieces which may have contributed to the thinking of those involved in decision-making. EDCSP is an influential project: submissions, reports and opinions are read carefully and widely by relevant stakeholders; presentations are attended; and access to meetings with influential decision-makers is granted.

This case study does evidence clear congruence between messages in the Puzzle Book, the Green Paper submission, other EDCSP and joint ETTG papers (e.g. on differentiation – see case study 2 below) and the emergence and focus of the Agenda for Change. There are 'echoes' of EDCSP positions in relation to differentiation, effectiveness, concentration on areas of comparative advantage, as well as the focus on inclusive growth, and the role of the private sector in development. The Agenda for Change clearly addresses the weaknesses in the Green Paper highlighted by ODI.

At least one Member State interviewed considered that EDCSP's positioning and vision contributed to 'the focus and flavour' of the Agenda for Change. The Puzzle Book was clearly influential, with Commissioner Piebalgs describing it as his 'bible'. An interview with a senior Commission Official suggests that a meeting with one of the authors of the Green Paper submission was helpful in informing their thinking on the private sector and growth. Another suggested that EDCSP made a positive contribution by taking an objective, evidence based and critical view of the Commission's position. The UK ICAI report found that "work commissioned by DFID and undertaken by the Overseas Development Institute was important in shaping the agenda at a very early stage"³⁰. This is highly plausible, given that clear messages from the EDCSP around the importance of updating the narrative of EU development cooperation and focus on areas of comparative advantage were evident as early as January 2010, a full 20 months before the Communication was published and more than two years before the Council Conclusions.

There is therefore evidence that by informing, accompanying and supporting the discussion, EDCSP played a role, alongside other actors (including the UK government), in 'shepherding' the thinking and understanding of key actors within the Commission and Council towards the final outcome in the Agenda for Change Communication and Council Conclusions.

It is less clear that the commentary provided by opinion pieces, briefings and presentations *after* the publication of the Agenda for Change Communication had any significant impact or influence on the content of the Conclusions. It is likely that the key EDCSP messages had already been delivered and absorbed by those engaged in shaping the Council Conclusions and there was little to add at this stage.

³⁰ DFID's Oversight of EU Aid to Low Income Countries, Independent Commission on Aid Impact, 2012, page 8.

However, interviews with Commission officials suggest that EDCSP contributed to an improved quality of dialogue between the Commission and other stakeholders during this period, such as NGOs and MEPs, by effectively communicating the philosophy and rationale of the Agenda for Change in an accessible way,

A number of lessons can be distilled from this case study:

- Early engagement through a joint publication with the ETTG at a strategic moment 'upstream' in the policy cycle contributed to shaping the agenda at an early stage.
- The influence of EDCSP relied on a mix of communication approaches calibrated to effectively targeting and communicating with a range of stakeholders: both high-level decision-makers at the heart of the discussions as well as a broader constituency of NGOs and researchers engaged in the debate. Short 'sound-bites' were mixed with more in-depth reflection and analysis.
- Engagement on the Agenda for Change subsequent to the publication of the Communication supported a more constructive and informed dialogue with Parliament. However, potential contribution to the 'content' of policy was greatest prior to the publication of the Commission Communication. Discussion between Member States and the Commission took place during this period and facilitated a smoother progression towards Council Conclusions.

Annex B: Policy Process Case Study 2 – The MFF and DCI

INTRODUCTION AND BACKGROUND TO THE MFF AND DCI

This case study focuses on EDCSP's engagement on the Financial Perspectives (2014-2020), the EU's Multiannual Financial Framework Review (MFF) and related outcomes and processes. The MFF is a critical process to identify and reflect new priorities for EU external action and defining the instruments that will increase the aid impact and effectiveness. The negotiation of the MFF is undertaken every seven years and plays an important role in shaping the future of EU development assistance and the credibility of the EU as a major player in international development. Figure B-1 below provides a timeline and process for the MFF negotiations.

The case study examines the content, focus and nature of EDCSP activities at each stage in the process. It considers EDCSP's contribution to discussions on the financial allocations and structure of the instruments under Budget Heading 4 'The EU as a Global Player', as well as more specifically in relation to the Development Cooperation Instrument (DCI).³¹ It makes a judgment of the potential contribution of these activities not only to the different outcomes, such as the draft regulations and Commission proposals, but also to the quality of the process itself. The case study tracks the process from its inception (in 2010) to the present day, and therefore covers activities which took place prior to and during the DFID grant currently under review.

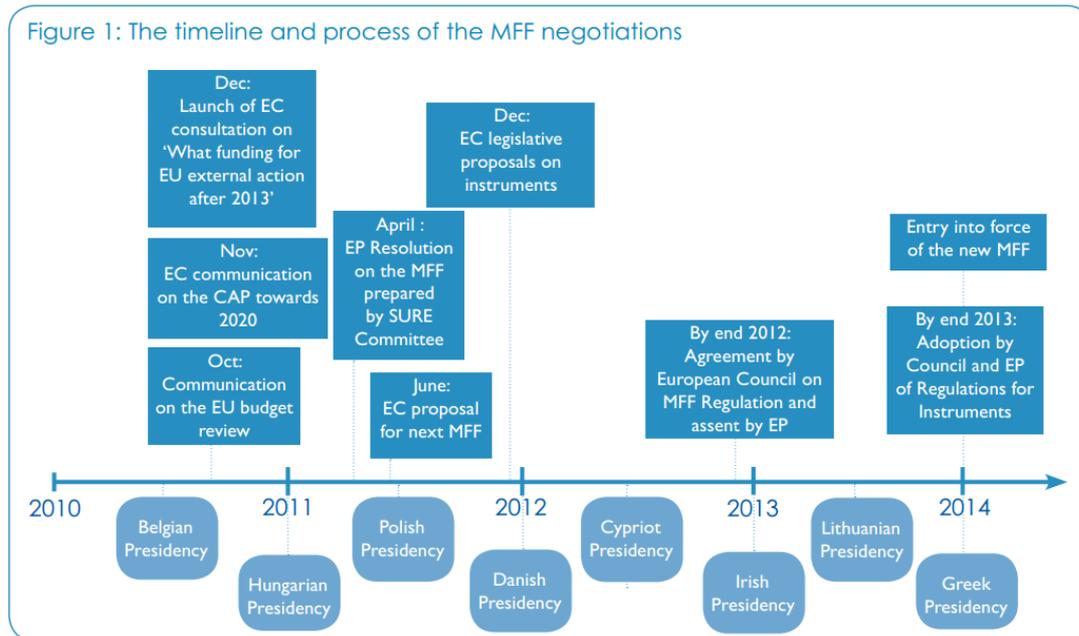
A full timeline and overview of EDCSP engagement on the MFF and DCI can be found in the tables below. Again, activities are colour coded according to type. These tables illustrate how the different outputs relate to the policy processes in terms of timing and focus.

Colour key for timeline tables

GREEN	Policy outcome
PINK	Papers and submissions
ORANGE	Indirect engagement (public presentations and events with a range of actors)
PURPLE	Direct Engagement (private briefings with decision-makers)
BLUE	Opinions Articles and letters

³¹ The current DCI provides development cooperation in Asia, Latin America, the Gulf region and South Africa. It also contains a set of cross-cutting thematic programmes that apply to all developing countries – consistent with the overall objective principles and policy prescriptions of the DCI (NSAs are the principle beneficiaries). Only nine out of 48 DCI countries are low income.

Figure B-1



EDCSP ENGAGEMENT ON POLICY AREA – KEY OUTPUTS

EDCSP engagement involved the full range of project 'instruments': papers and submissions (including joint publications); opinions, blogs and articles; direct engagement with policy-makers; and the creation of opportunities for dialogue and exchange between a broader community of researchers, NGOs and decision-makers.

The description of EDCSP engagement on the MFF is divided into two phases. The first – 2010 to 2011 – covers the period during which the Commission developed and presented proposals for the MFF. The second – 2012 to 2013 – examines engagement during the trilogue negotiations on the MFF between Parliament, the Commission and Council.

EDCSP ENGAGEMENT – 2010 TO 2011

EDCSP engagement was focused on informing and framing the discussions around the MFF in the period prior to the publication of the European Commission's legislative proposals and at a stage when the Commission was undertaking a public consultation and internal review of evidence. The project sought to provide space for discussion over the key issues; to bring key actors up to speed on the process; lay out key messages and options; and to present the issues at stake on the basis of sound analysis and presentation of the facts.

Attention was focused on three fundamental questions about the future funding of EU external actions:

- How much funding should there be?
- What should it be spent on?
- How should it be managed?

Date	Output
February 2010	<p><u>Joint ETTG publication: The Puzzle Book</u></p> <p>The Puzzle Book, a joint ETTG publication (described in more detail in Case Study 1), sought to frame, inform and shape the discussion surrounding the MFF from an early stage. A chapter lays out the issues shaping MFF discussions with a number of key messages.</p> <p>Key recommendations were that:</p> <ul style="list-style-type: none"> • proposals for the next EU financial perspectives should set out an increase in development aid in real terms. In order to retain the weight of the EC as a driving force in EU policy. • the MFF should revise and rationalise the financial instruments with a clear separation between instruments that are ODA-eligible and those that are not, with a proposed minimum and maximum share of the external actions budget that has to meet ODA criteria. • the EDF should be budgetised.
November 2010	<p><u>EDCSP Publication: Financing European development cooperation: the Financial Perspectives 2014-2020</u></p> <p>This publication follows the publication of the EC's Communication on the EU Budget Review³² and clearly explains the MFF process, key issues and dilemmas. It sets out arguments for resourcing the aid budget and re-states the key messages in the Puzzle Book. It also discusses blending mechanisms, highlights the need for flexibility in the EU budget and emphasises the importance of a focus on VfM and demonstrating results.</p>
December 2010 to February 2011	<p><u>Joint Private roundtables</u></p> <p>Roundtables were organised in the UK, Brussels, Berlin and Paris with officials from the Finance Ministries, Foreign Ministries and Development Ministries, and also with representatives from the Development Cooperation Working Group (CODEV) representatives in Brussels, hosted jointly by ODI, ONE and the German Development Institute / Deutsches Institut für Entwicklungspolitik (DIE). These events provided background material and discussed the key processes, issues and options for engaging in the MFF with a wide range of stakeholders in Member States (including the UK), the Commission, NGOs and think tanks. They aimed to increase understanding of the process, highlight key issues and provide an opportunity for stakeholders to exchange views and information and to network outside the arena of Committee.</p>
March 2011	<p><u>Simon and Mikaela's 10-point Charter</u></p> <p>ODI produced a charter presenting 10 clear positions in relation to the MFF, which they presented in a survey to EU Member States officials, asking people to state whether they agree or disagree. The idea for the charter followed on from the roundtables, where it was discovered that there were differences of opinion all around, including</p>

³² European Commission (2010) 'Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the Regions. 'The EU Budget Review' (COM(2010) 700 final). 19th October

Date	Output
	<p>between the different Ministries in the Member States. With a strong response rate, this served as a tool for EDCSP's subsequent understanding and analysis on the different positions of the Member States.</p>
<p>June 2011</p>	<p><u>Joint ETTG Publication: The EU's Multiannual Financial Framework post-2013: options for EU Development Cooperation</u></p> <p>This publication deepens discussions in relation to a number of key themes, presents information on the proposed figures and implications, and reflects the key issues that emerged from the private roundtables and the survey and presents analysis and evidence from elsewhere in the project (e.g. on differentiation).</p> <p>It highlights the importance of considering the comparative advantage of the EC in development cooperation, alongside an understanding of the evolving development landscape, as a guiding framework for the discussions and decisions. A central message is that the EC needs to start focusing on specialising in areas of comparative advantage of Community action, where MS cannot, bilaterally, make a difference.</p> <p>Other key messages include:</p> <ul style="list-style-type: none"> • Rethinking priorities and assistance towards middle-income countries (MICs and emerging economies). The paper emphasises the importance of new partnerships for global development with emerging economies and MICs based on mutual interest and the provision of global public goods alongside mechanisms to support poverty alleviation. It presents the key objectives, issues and options in terms of the configuration of instruments and related evidence and highlights the importance of coherence. • Ensuring enough flexibility to respond to unforeseen needs. Different options are outlined and lessons presented on enhancing flexibility from the EDF B envelope. • Dealing with climate finance. The different options under consideration are highlighted along with the strengths, challenges and issues that need to be taken into consideration during the discussions and decision-making processes. • Ensuring adequate long-term funding to strengthen security and development linkages. The paper highlights the need for streamlining and strengthening the existing policy instruments whilst considering the option of a new fund outside the EU budget for financing peace and security operations. • Budgetising or maintaining a separate European Development Fund. In contrast to the position taken in the Puzzle Book, this publication now questions whether budgetising the EDF, seven years before the expiry of the Cotonou Agreement, would warrant the political cost.
<p>July 2011</p>	<p><u>Presentations on the MFF to BOND and the ACP group's Finance Ministers</u></p> <p>These presentations aimed to provide thorough background information on the process, supporting evidence and the key options and issues.</p>

Date	Output
July to December 2011	<p><u>Private Briefings and roundtables with key Commission Officials, MEPs and Member State officials on the MFF</u></p> <p>These briefings sought to both obtain important information on the process as well as provide information and analysis and a space for discussion on the key options.</p>
December 2011	<p><u>Joint ETTG letter to MEPs with six key messages to inform their engagement in the negotiations</u></p> <ul style="list-style-type: none"> • Preserve the commitment to international development. • Understand the comparative advantage of the EU in international development. • Understand that the regulations reflect the strategic vision in the Agenda for Change. • Do not add new priorities or benchmarks that reduce flexibility. • Support differentiation with the proviso that allocation criteria address key risks in relation to the poverty agenda. • Find ways of addressing global challenges.

MFF AND DCI POLICY OUTCOMES – 2010 TO 2011

During this period, the Commission outlined its proposals for the MFF, including the DCI.

In June 2011, a **Commission Communication on the MFF, 'A Budget for Europe 2020'**,³³ was published. This Communication proposes a focus for DCI on poverty eradication and MDGs, whilst also recognising the need to ensure differentiation and engagement on issues of global concern. It proposes an additional Partnership Instrument to support economic interests in industrialised and emerging economies. It proposes EUR70 million³⁴ for Heading 4 - The EU as a Global Player (a 25% increase in real terms) and EUR20.59 million³⁵ for the DCI (a 19% increase in real terms).

In December 2011, the Commission published a **proposal for a regulation of the European Parliament and Council establishing a financing instrument for development cooperation**³⁶.

The proposal sees a simplification of the programming process; flexibility of allocation, programming and implementation; concentration of activities and spending; and overcoming overlaps of instruments. The different thematic programmes have been made more coherent and comprehensive supporting long-term engagement with Global Public Goods and Challenges.

³³ European Commission (2011) 'Communication from the Commission to the European Parliament and the Council, The European Economic and Social Committee and the Committee of the Regions. 'A Budget for Europe 2020' (COM(2011) 500 final). 29 June

³⁴ In 2011 prices

³⁵ In 2011 prices

³⁶ European Commission (2011) 'Proposal for a regulation establishing a financing instrument for development cooperation', (COM(2011) 840 final) , 7 December

A significant evolution is the approach to differentiated development partnerships that reflects commitments expressed in the Agenda for Change. The regulation proposes that countries that represent more than 1% of the world's GDP should no longer be eligible for EC aid (amongst other criteria to determine aid allocation). Resources are therefore freed-up to enable grant aid to be concentrated where it is needed most and have greatest impact, whilst at the same time allowing better-off countries to remain eligible under some regional programmes under the thematic programmes and instruments, and completing the policy mix with a new Partnership Instrument that addresses the objectives that go beyond aid.

EDCSP ENGAGEMENT – LATE-2011 TO MID-2013

During this period, EDCSP sought to a) increase understanding of the negotiation process amongst a range of key stakeholders; and b) assess and communicate the strengths and weaknesses of Commission proposals, highlight outstanding issues for discussion and provide evidence in order to inform the negotiations. Significant energy was spent engaging with and informing MEPs and Member State officials engaged in the negotiations.

Date	Output
February 2012	<p><u>EDCSP Publication: The European Commission's legislative proposals for financing EU Development Cooperation</u>³⁷</p> <p>This publication builds on previous papers and reviews and describes the proposals on three geographic instruments (the EDF, DCI and European Neighbourhood Instrument) and two thematic instruments (the European Instrument for Democracy and Human Rights and the Instrument for Stability. It provides information on the process of joint decision-making between the European Parliament and Council and describes different actors and structures involved.</p> <p>It presents and overview of the key challenges facing the negotiation process, notably securing financing for EU external action in general, and development cooperation in particular; and getting the balance right between too much and too little detail. It also highlights the weaknesses in the Commission's proposals on differentiation, including: a lack of specificity in terms of implementing the Agenda for Change; the arbitrary and political nature of decision-making in relation to allocations per country; and questionable capacity to engage with emerging countries to address global challenges. Finally, it considers the key questions that need to be answered through the negotiating process and re-states that a clear understanding of the comparative advantage of EC development cooperation are preconditions for decisions on levels of funding and the design of policies and instruments.</p>
January to July 2012	<p><u>Meetings with the Presidency and in-depth meetings and briefings with MEPs and the Development Committee</u></p> <p>During this period, EDCSP engaged in a number of in-depth briefings with MEPs engaged in drafting the regulation for the DCI and involved in the negotiations,</p>

³⁷ Gavas, M. " The European Commission's legislative proposals for financing EU development cooperation", ODI (February 2012)

	with the objective of helping to frame and inform discussions and ensure those involved have access to analysis and evidence and a sounding board for ideas.
October 2012	<u>Presentations to UK NGOs, UK parliamentarians and DFID representatives on the aid budget and state of play in the MFF negotiations</u>
October 2012	<u>ETTG breakfast meeting for EU Change-makers on the MFF</u>
March to May 2013	<u>Private meetings with key Commission, European Parliament and Member State officials to discuss the state of play in the negotiations</u> These sets of meetings aimed to obtain information on the process and to ensure that actors were up to speed with the negotiations and opportunities to engage, and to ensure that key messages emerging from ODI analysis (e.g. on differentiation) informed the process.

MFF AND DCI POLICY OUTCOMES – 2012 TO 2013

Political agreement on budget headings was achieved in June 2013, including an agreement on the overall allocation under Heading 4 – EU as a global player. The final agreement on Heading 4 is EUR58,704 million, a reduction of 16% on the Commission's proposal of EUR70 million, but an increase of 3% on the previous MFF. The DCI allocation was agreed at EUR17.3 million, a reduction of 16 % on the Commission's proposal of EUR20.59 million.

The legal regulations have yet to be agreed and it is questionable as to whether agreement will be reached ahead of the launch date for the new MFF, 12 January 2014. Delays in the negotiating process revolve around a dispute over the degree of control Parliament will exercise over programming and spending – the issue of 'Delegated Acts'. Issues relating to differentiation and country allocations have also yet to be discussed and agreed upon. This is a highly unsatisfactory state of affairs and threatens to derail spending.

The consolidated negotiating position of the European Parliament introduces text emphasising the importance of: understanding the EU's added value, transparency and results in delivery of aid, phasing out assistance to MICs if necessary to protect the needs of vulnerable populations, equitable growth, and monitoring of climate finance. It introduces the following criteria for allocation of aid to MICs:

- Human Development Index: below 0.75.
- Poverty headcount ratio (based on daily per capita net income of US\$2 (PPP) (% of the population): above 10%;
- Poverty Gap Index (based on daily per capita net income of \$2): above 4 %.
- Income Gini Coefficient: above 45%.

It does, however, dilute the commitment that 20% of the global public goods and challenges programme should support social inclusion and human development.

CONTRIBUTION OF EDCSP TO THE MFF AND DCI

According to interviews and documentation, the Commission's proposals for the DCI regulation were informed by, on the one hand, various studies, reviews and evaluations of the DCI in relation to its effectiveness and, on the other, by the priorities contained within the Agenda for Change. During this period, the Commission will have also sought the perspectives of and exchanged views with Member States, both in relation to the DCI and the overall budget Headings, through informal expert group discussions and bilateral engagements. These will have been reflected in the Communications and Regulations, in order to smooth the path during the negotiation process.

The subsequent negotiation process between the Council and Parliament, which at the time of writing has yet to be fully concluded, is shaped by a variety of factors. The aid allocations, both in relation to the overall budget Heading 4 and allocation per instrument and country, and the negotiations over the content of the regulations, are the outcome of a highly political process in which each Member State and MEP promotes its own interests, position or constituencies, which in turn are shaped by the actions of particular interest groups (e.g. NGOs).

The case study demonstrates some alignment between the focus, approach and priorities of the draft DCI regulation and negotiating positions and the key messages emerging from EDCSP across a number of key issue areas, including differentiation and concentration .

EDCSP will have contributed in the process and outcomes in a number of ways. In relation to the content of the Commission's proposals for the DCI regulation, through the project's contribution to the Commission's policy position presented in the Agenda for Change (see previous case study), and through the framing of the issues and providing evidence and analysis within EDCSP publications reviewed by Commission officials and Member States. Interviews with Commission officials suggest that they found these publications and exchanges with the project, in particular the data presented on budget figures, informative and helpful.

The project's "consistent and thorough" engagement with MEPs from an early stage in the process has improved their access to objective and credible analysis and evidence "outside of the political environment of parliament". This has enabled negotiating positions to be informed by strong evidence and presentation of data – particularly in relation to differentiation – even if it may not have always influenced all of them: "Their engagement sharpens our thinking, rationale and argument... and provides us with a sounding board". Likewise, it has informed NGOs and other actors, bringing them up to speed on the key issues and processes, thus influencing the quality and focus of their engagement. A UK NGO Network stated that the project had "demystified their understanding of the process in Brussels" and enhanced their ability to engage effectively on the debate. According to officials, the project has supported informed and active lobbying by UK based NGOs, which in turn has supported the UK government's negotiating position of a larger proportion of the budget going to development. Whilst EDCSP rarely gave Member States additional information they did not already have, "the project filled a gap in terms of available analysis in the public domain", which were useful in clarifying the technical aspects of the instruments and the Commission's proposals and providing a credible 'external' perspective on the issues. There was, however, some criticism in relation to inaccuracies.

A number of lessons can be distilled from this case study:

- EDCSP added value in these highly political processes through direct engagement with decision-makers in the Commission, Member States and Parliament, as well as through activities aimed at ensuring that actors who seek to influence the process have access to credible sources of information, both in relation to content and process.

- The project also contributed by providing sound evidence to inform discussion on highly political issues such as aid allocation and differentiation. Even if it was not enough to influence the outcome of negotiations, it at least served to highlight their political nature and provided a credible counterweight to positions taken on the basis of certain interests.

Annex C: Link to Outputs Matrix

The [EDCSP/EU Development Cooperation Outputs Matrix](#) is available on the EDCSP website.

Annex D: The EDCSP Results Chain (s)

	Project Proposal Logframe	Logframe June – 2011	Business Case - 18 July 2011	Revised Logframe – February 2013
Goal	High performing EU development cooperation policy which is appropriate to context, and consistent with UK Government frameworks, effective, efficient, transparent and accountable.	Greater effectiveness, value for money and results-focus for UK aid channelled through the EU	No Goal specified	Greater effectiveness, value for money, impact and results-focus for UK aid channelled through the EU
Purpose/ Outcome	<ul style="list-style-type: none"> - Better EU policy in development - More effective, joined up action 	<ul style="list-style-type: none"> - Clearer objectives for EU development policy - Greater coherence across EU external policies - Stronger focus in EU policy on demonstrating results, transparency and accountability. 	<ul style="list-style-type: none"> - Greater effectiveness, value for money and results-focus for UK aid channelled through the EU - Clearer objectives for EU development policy and an evidence base for the Commission's comparative advantage - Greater coherence across EU external policies - More transparency and accountability from European Commission aid programmes 	<p>Contribute to:</p> <ul style="list-style-type: none"> - Clearer objectives for EU development policy and an evidence base for the European Commission's comparative advantage.
Outputs	<ul style="list-style-type: none"> - Solutions: rigorous research, policy analysis and solutions; - Understanding: greater understanding of the policy 	<ul style="list-style-type: none"> - A stronger evidence base for development policy-making within the EU. - Understanding: Greater 	<ul style="list-style-type: none"> - Stronger focus on results, value for money, transparency and accountability in EU 	<ul style="list-style-type: none"> - Produce quality independent, practical and policy-oriented briefing and research papers to help focus discussions on the key issues

	Project Proposal Logframe	Logframe June – 2011	Business Case - 18 July 2011	Revised Logframe – February 2013
	<p>debate on EU development cooperation, within the EU institutions, amongst the Member States and to the wider development and foreign affairs communities</p> <ul style="list-style-type: none"> - Engagement: Engaging a community of researchers and policy-makers on EU development cooperation, who are better networked and supported. 	<p>understanding of the UK's development priorities within the EU institutions, amongst the Member States and to the wider development and foreign affairs communities</p> <ul style="list-style-type: none"> - Coordinated strategies across the EU's external actions, consistent with European Consensus on Development 	<p>Communications and policy statements – including the EU budget and any updates to the EU Consensus on Development.</p> <ul style="list-style-type: none"> - Greater understanding of DFID priorities within EU institutions and other Member States - Coordinated strategies across the EU's external actions, consistent with European Consensus on Development - A stronger evidence base demonstrating the EC's comparative advantage 	<ul style="list-style-type: none"> - Improve understanding of DFID's priorities* within the EU institutions (European Commission, Parliament and Council), amongst other Member States and in the wider development and foreign affairs communities. - Develop a community of researchers and policy-makers on EU development cooperation, promoting dialogue and debate.
Commentary		<p>The outputs are at a higher level than the original and final logframe.</p>	<p>The outputs specified in the Business Case are also referred to as critical success criteria.</p> <p>The Outcome/ Purpose statements overlap with the goal statement in the 2011 and revised 2013 logframe.</p>	<p>*DFID's priorities are stated as those as defined by the EDCSP 2013 work plan</p> <p>The logframe was revised in order to make the annual review and the logframe consistent and to reflect discussions around the annual review. The Outputs are at a lower level than in the 2011 logframe and the business case.</p>

Annex E: Terms of Reference

Evaluation of ODI's European Development Cooperation Strengthening Programme

Terms of Reference

ODI's European Development Cooperation Strengthening Programme (EDCSP) is a policy-focused project, which aims to support reform of European Union (EU) development cooperation. The project is designed to deliver a package of activities to support evolving EU development policy and contextually appropriate instruments and institutional structures which are consistent with UK Government priorities. It is funded by an Accountable Grant from the Department for International Development (DFID), with a budget of £630,000 from August 2011 to the end of September 2013.

The project builds on previous work, which included: the creation of a network of EU researchers and research institutions through the establishment of the European Think-Tanks Group (ETTg); the establishment of a network of policy-makers as the EU Change-Makers' group; the sharing of analysis, ideas and thinking on EU development cooperation; contribution to debate on EU policy as well as institutional and budgetary reform; and the production of research and knowledge management products (including a website for resources on EU development cooperation. See www.international-development.eu).

EDCSP has three outputs which are specified in its log-frame:

- **Output 1:** Produce quality independent, practical and policy-oriented briefing and research papers to help focus discussions on key issues
- **Output 2:** Improve understanding of DFID's priorities within the EU institutions (European Commission, Parliament and Council), amongst other Member States and in the wider development and foreign affairs communities
- **Output 3:** Develop a community of researchers and policy-makers on EU development cooperation, promoting dialogue and debate

The outputs are designed to engage with the EU's three major institutional and policy processes:

1. EU reform processes and organisational change;
2. EU financing for development; and
3. EU development policy.

Within each of these processes, EDCSP has addressed specific issues based on EU development cooperation priorities and milestones during the period 2009-2013.

Objective of the evaluation

The purpose of the evaluation is to provide a summative assessment of the project for accountability purposes. It will also inform the design of any future work programme. Specifically, the evaluation will:

- i. Validate the evidence of achievement against the outputs set out in the log frame for EDCSP.
- ii. Extend the analysis of EDCSP performance using a range of assessment tools to determine the contribution of the project to policy change in EU development cooperation.
- iii. Consider the implications for the theory of change of the project.
- iv. Identify any lessons and areas for improvement in the approach or the theory of change of the project.

The evaluator will focus on questions derived from the OECD DAC evaluation criteria, including:

- Has the project provided high quality, relevant and cost effective work?
- To what degree do the project's objectives remain valid?
- Did the inputs provided by EDCSP contribute to identifiable institutional and/or policy changes?
- What occurred as a direct result of the project?
- Did the project represent good value for money?

Method

The evaluator will propose and agree with the ODI project team and DFID's Europe Department an appropriate methodology for assessing the impact of the project. In consultation with the project team, the evaluator will select examples of specific policy processes to explore the contribution of the project to policy change.

The evaluation will be carried out through a desk-based review of EDCSP documentation (including quarterly reports, the annual review and evidence of uptake), meetings with EDCSP staff and DFID staff in London, and with key project stakeholders and partners in Brussels and other European countries.

Deliverables

The evaluator will provide a report with an executive summary and supported by annexes as required. The evaluator will develop recommendations for a future work programme in collaboration with the project team and DFID's Europe Department."

This will be presented in draft to the EDCSP project team and DFID's Europe Department and then completed after comments are received. The report will be formally submitted and published online by DFID.

Timing

Overall, the evaluation is expected to require up to a maximum of 25 person days.

The evaluation will take place between August and September 2013 five weeks of elapsed time. The draft report must be available by mid-September 2013 and the final report must be available by end September 2013 to coincide with the end of the project.

Job description for evaluator

- Experience of working with/evaluating other policy-process projects in an international setting;
- Experience of evaluating projects focusing on EU policy and processes;
- Experience in qualitative evaluation methods;
- Experience of evaluating DFID-funded projects;
- The evaluator should be independent of ODI and DFID.

Annex F: Delivery Challenges and EDCSP's Eight Point Plan to address constraints

EDCSP identified the following constraints and challenges to its work:

- i. **Lack of capacity in the European Commission:** Following the merger of the European Commission's Directorate General (DG) Development and EuropeAid to create the new DG DevCo, staffs were moved to new positions, often in different thematic and regional departments, leading to some loss of knowledge and skills.
- ii. **Weaknesses of the European Parliament:** The effectiveness of the European Parliament in influencing policy is limited by the narrow focus of its committees. In addition, development cooperation is a field largely shaped by policy as opposed to legislation, limiting Parliament's scope of influence.
- iii. **Inconsistencies between messages from Brussels and national representations:** Initiatives proposed at an EDCSP-hosted workshop for the aid departments of EU-12 governments, were not sufficiently supported by Representations in Brussels, who took the view that all Member States should be involved in any future work.
- iv. **Joining up the EU institutions as well as the structures within each institution:** Like all large multilateral organisations, EU institutions are limited by silo effects. Development cooperation is affected by the actions of multiple DGs in the European Commission, and communication and coordination is sometimes limited.
- v. **Finding the right moment to engage with long EU processes:** The long policy processes, involving multiple actors, require researchers to closely monitor the policy process to ensure that research outputs are tailored to key stakeholders at different points in time.
- vi. **The number of different stakeholders:** The unique multilateral bodies that make up the EU institutions involve many actors in the policy process. This creates multiple entry points to engage in policy-making, but also diffuses the impact that engagement can have.
- vii. **The ambiguity in EU policy-making and the culture of compromise:** The difficulty in negotiating new policy papers and legislation is accompanied by a high level of ambiguity in EU policy-making. Furthermore, the high number of stakeholders means that final decisions often represent compromise.
- viii. **'Eurocepticism' and 'Eurofatigue':** These factors operate in different ways in different countries, often driven by non-developmental concerns, like the euro crisis. It is important that research and dissemination activities take account of prevailing circumstances, and avoid the impression of being biased.

The project designed an 'eight-point' approach to overcome these:

- i. **Create 'issue partnerships' and draw in the specialists:** In order to increase attention to issues of substance, EDCSP has focused on policy issues, and has engaged researchers who do not normally work on EU issues. This has enabled stronger dialogue with European Commission and Member State officials.
- ii. **Create cross-national institutional partnerships:** EDCSP has invested significantly in working with other think-tanks and NGO groups, in order to create a higher level of stakeholder engagement in EU policy debates and decisions.
- iii. **Combine strategic, evidence-based research with short-term opportunistic interventions:** EDCSP has laid a foundation of long-term research on EU development cooperation and related

issues (e.g. aid effectiveness) and investigated ways to bridge research and policy by actively seeking opportunities to contribute on time-sensitive topics.

- iv. **Respond to political priorities:** EDCSP has sought and received briefings from Ministers and Special Advisers in the UK, as well as from counterparts in other countries and from MPs and MEPs and advisers from various countries. These conversations have affected the direction and content of EDCSP's work, within the boundaries of normal research practice. It is important to note that the project does not engage in advocacy, and that in its relationship with DFID, it operates as an accountable grant, not a consultancy contract.
- v. **Work with multiple stakeholders at multiple levels:** The project has set out to engage with official and non-official actors, in an attempt to ensure that research findings and policy options are understood at all levels of debate.
- vi. **Produce outputs tailored to specific audiences and circumstances:** The project has produced some longer outputs, designed for research audiences, but has also produced many shorter pieces of analysis or commentary, targeted at specific audiences or meetings.
- vii. **Maintain independence and trustworthiness:** EDCSP makes a point of declaring its independence from Government or political positions, and building trust through independent and evidence-based analysis.
- viii. **Focus on results, via stories of change, monitoring and evaluation:** EDCSP has committed to independent monitoring and evaluation, specifically using current best-practice techniques for the M&E of policy projects.

Annex G: List of EDCSP publications, papers and opinions; 2009 – present.

EU REFORM PROCESSES AND ORGANISATIONAL CHANGE

Publications

European Think-Tanks Group. "Development proofing the European External Action Service" (June 2010)

Gavas, M. & Koeb, E. "Setting up the European External Action Service: building a comprehensive approach", ODI (April 2010)

Gavas, M. & Maxwell, S. "Options for architectural reform in European Union development cooperation", ODI (August 2009)

Submissions

Gavas, M. et. al. "Submission to the European Commission consultation on the proposed EU Platform for External Cooperation and Development" (April 2012)

Gavas, M. & Maxwell, S. "Indicators of a successful EEAS: submission to the house of Lords' EU subcommittee C, following its inquiry on the creation of the European External Action Service" (July 2010)

Opinions and articles

Maxwell, S. "Can the EU deliver joined-up thinking and action in international development? Eight steps for a better External Action Service", EDCSP opinion (May 2013)

Gavas, M. "A u-turn on the European External Action Service? Where is Development?" EDCSP/ODI opinion (October 2010)

Gavas, M. "Result! A development-proof European External Action Service. Almost." EDCSP/ODI opinion (June 2010)

Maxwell, S. "Reorganising Europe's foreign affairs: what role for international development?" EDCSP/ODI opinion (April 2010)

Gavas, M. "Getting the EU's development architecture right", in the Broker Online (September 2009)

EU FINANCING FOR DEVELOPMENT

Publications

Markova, M. "Scientific or political? Options for the 11th European Development Fund allocation methods", ODI (June 2013)

Gavas, M. "Reviewing the evidence: how well does the European Development Fund perform?", ODI/ONE (January 2013)³⁸

Gavas, M. "Replenishing the 11th European Development Fund", ODI (November 2012)

Gavas, M. et. al. "Proposals for amendments for the European Parliament's draft report on the regulation for the Development Cooperation Instrument" European Think-Tanks Group (July 2012)

Gavas, M. "The European Commission's legislative proposals for financing EU development cooperation", ODI (February 2012)

Gavas, M. et. al. "The EU's Multi-Annual Financial Framework post-2013: Options for EU development cooperation", The European Think-Tanks Group (June 2011)

European Think-Tanks Group. "EU Blending Facilities: Implications for future governance options" (January 2011)

Gavas, M. "Financing European development cooperation: the Financial Perspectives 2014-2020", ODI (November 2010)

Submissions

Gavas, M. et. al. "Aid for Trade and Blended Finance: case study submission to the OECD/WTO" (2011)

Opinions and articles

Gavas, M. "EU aid cuts: A short-term approach to a long-term budget", essharp.eu (February 2013)

Maxwell, S., Herbert, S. "EU budget surprise: Member States proposing budgetisation of the EDF" EDCSP/ODI opinion (March 2012)

Maxwell, S. "The Spring Package is a promising start" EDCSP/ODI opinion (April 2010)

EU DEVELOPMENT POLICY

Publications

Faure, R. et.al. "Conference Report: EU development cooperation. Where have we got to? What's next?" ODI (July 2013)

Gavas, M. et. al. "EU Development Cooperation in fragile states: Challenges and Opportunities", European Parliament (April 2013)³⁹

Herbert, S. "What future for EU development cooperation in middle-income countries? The state of play of negotiations between EU institutions", Bond (April 2013)⁴⁰

Herbert, S. "The future of EU aid in middle income countries: the case of South Africa", ODI (April 2013)

O'Connell, H. "Implementing the European Union gender action plan: challenges and opportunities", ODI (March 2013)

³⁸ Paper funded by ONE.

³⁹ Paper funded by the European Parliament.

⁴⁰ Paper funded by BOND.

Gavas, M. "The European Union and global public goods: challenges and opportunities", Danish Institute for International Studies (DIIS) (March 2013)⁴¹

Van Schaik, L. "The EU and the progressive alliance negotiating in Durban: saving the climate?", ODI (October 2012)⁴²

Te Velde, D. et. al. "The next decade of EU trade policy: Confronting global challenges?" ODI (July 2012)

Gavas, M. et. Al. "EU development cooperation under the Cyprus Presidency: How to make a difference?", ECDPM (July 2012)⁴³

Herbert, S. "Reassessing Aid to Middle Income Countries: The implications of the European Commission's policy of differentiation for developing countries", ODI (June 2012)

Geddes, M. "Where do European Institutions Rank on Donor Quality?" ODI (June 2012)

Tavakoli, H. et. al. "The Future of EU Budget Support: Political Conditions, Differentiation and Coordination", European Think-Tanks Group (May 2012)

Greenhill, R. Prizzon, A. "A Commentary on 'The Aid Effectiveness Agenda: The Benefits of Going Ahead'", ODI (February 2012)

Glennie, J. "The role of aid to Middle Income Countries: A contribution to evolving EU development policy", ODI (August 2011)

Colebourn, E. "A study on the Global Climate Change Alliance (GCCA)", ODI (March 2011)

Gavas, M. et. al. "Consolidation or cooperation: the future of EU development cooperation", DIE (June 2010)

Maxwell, S. et. Al. "Global governance of the aid system and the role of the European Union (EU)", Spanish Presidency of the European Union (May 2010)

European Think-Tanks Group. "New Challenges, New Beginnings: Next Steps in European Development Cooperation" (February 2010)

Gavas, M. "The Future of EU Development Cooperation. Report of an e-discussion by the EU Change-Makers Group", ODI (February 2010)

Gavas, M. "Evolution of the EU development cooperation: Taking the change agenda forward", ODI (April 2009)

Submissions

Gavas, M. et. al. "ODI submission to HMG EU Balance of Competences: Development Cooperation and Humanitarian Aid Report" (March 2013)

Herbert, S. & Maxwell, S. "Oral evidence to the UK International Development Committee inquiry into EC development assistance" (January 2012)

Greenhill, R. Herbert, S. "Submission to the UK International Development Committee inquiry into EC development assistance" (December 2011)

Te Velde, D-W. et al. "ODI Submission to the European Commission's Green Paper on EU development policy in support of inclusive and sustainable growth" (January 2011)

⁴¹ Paper funded by DANIDA and DIIS.

⁴² Paper jointly funded by EDCSP and CDKN.

⁴³ Paper funded by the Cyprus NGO Support Centre.

Tavakoli, H. "ODI's Response to the EC Green Paper on the Future of EU Budget Support to Third Countries" (January 2011)

Opinions and articles

Maxwell, S. "Is the EU making an argument to transform aid? And is it right?", EDCSP opinion (August 2013)

Maxwell, S. "An effective EU in a changing world: seven reflections from ODI's 'Change-makers' conference", EDCSP/ODI opinion (July 2013)

Gavas, M. "This aid index is useful, but could be better still", Europe's World (June 2013)

Maxwell, S. "Pitching on the post-2015 goals: A Decent Life for All", EDCSP opinion (February 2013)

Maxwell, S. "How can the EU take forward the resilience agenda: a ten point plan", EDCSP opinion (January 2013)

Herbert, S. & Koch, S. "The differentiation debate: Does the EU have responsibility for helping to tackle poverty and inequality in middle-income countries?" ETTG opinion (October 2012)

Furness, M., Gavas, M. and Negre, M. "Confronting inequality is key to sustainable and inclusive growth" ETTG opinion (September 2012)

Te Velde, D. "A different stance on trade will hit the poor hardest", European Voice (July 2012)

Maxwell, S. "Is there a blueprint for driving change at global level – and is it being applied to sustainable energy and food security?" (June 2012)

Gavas, M. "Evaluating EU aid: A booming business!" EDCSP/ODI opinion (May 2012)

Gavas, M., & Maxwell, S. "A waymark reached. Is the finish line in sight?" EDCSP/ODI opinion (May 2012)

Scott, A. "Sustainable Energy for All: Milestone on a road to where?" EDCSP/ODI opinion (April 2012)

Maxwell, S. "Time to end ambiguity in European policy-making" EDCSP opinion (April 2012)

Maxwell, S. "Where are the biggest gains in aid effectiveness – practically speaking?" EDCSP/ODI opinion (April 2012)

Maxwell, S. "Too much aid to middle income countries? The EU's aid allocation conundrum" EDCSP opinion (January 2012)

Maxwell, S. "Reflections on the Durban outcome and the EU's role in a brokering a deal" EDCSP opinion (January 2012)

Tavakoli, H. & Hedger, E. (eds.) "Meeting report: Pieces of the puzzle: evidence, dilemmas and the emerging agenda for budget support", EDCSP/ODI meeting report (January 2012)

Maxwell, S. "Rethinking Europe: what development can offer" EDCSP opinion (December 2011)

European Think-tanks Group. "Attention MEPs: the future of EU external action is up for grabs", article in Europe's World and Euractiv (December 2011)

Furness, M. Gavas, M. Koch, S. "EU Development Policy: Ambitious Agenda for Change or the same old story", DIE Discussion Paper (October 2011)

Gavas, M. Herbert, S. Maxwell, S. "An Agenda for Change for EU Development Policy" EDCSP/ODI opinion (October 2011)

Tavakoli, H. "EU Budget Support: both a name changer and a game changer" EDCSP/ODI opinion (October 2011)

- Gavas, M. "EU Aid Fact Sheet" EDCSP resource (September 2011)
- Maxwell, S. "Budget support is becoming an endangered species: what Busan must do to save it" (August 2011)
- Glennie, J. "Problems with measuring poverty", article on the Guardian website (August 2011)
- Maxwell, S. "The Future of the ACP", EDCSP opinion (July 2011)
- Maxwell, S. "European Aid: Aspiring to the Gold Medal", Digital Development Debates (GIZ development policy forum) (April 2011)
- Maxwell, S. "The European Commission one year in. How is it doing?" EDCSP opinion (February 2011)
- Maxwell, S. "Playing Poker with Development Policy", EDCSP opinion (November 2010)
- Maxwell, S. "It's time to articulate the Commander's Intent", article in Europe's World (July 2010)
- Johnson, D. "Four tests for the EU's engagement with the private Sector" EDCSP opinion (June 2010)
- Maxwell, S. "Summer surprise or summer shock: how did the EU's development ministers treat the Spring Package?" EDCSP opinion (June 2010)
- Maxwell, S. "Putting the right words in the right order: Reflections on the Report of the Reflection Group" EDCSP opinion (May 2010)
- European Think-Tanks Group. "Open letter to the European Commission: The main challenges to development in EU global action" (May 2010)
- Maxwell, S. "Two mottos for the new leadership team in Brussels" EDCSP opinion (February 2010)
- Maxwell, S. et. al. "Europe: the world awaits", in Europe's World and Dagens Industri (October 2009)
- Gavas, M. & Maxwell, S. "From regional club to global player: how Lisbon could transform Europe" EDCSP/ODI opinion (October 2009)
- Maxwell, S. et. Al. "Three Months to Shape Europe's International Role", Die Zeit, OpenDemocracy and The Broker (September 2009)
- Gavas, M. & Maxwell, S. "Reading Between The Lines: Are European Development Ministers Living Up To Expectations?" in Europe's World (July 2009)
- Maxwell, S. "Dealing with the crisis: here comes the EU" EDCSP/ODI opinion (April 2009)

Annex H: List of Interviewees

Name	Surname	Position	Location	Organisation
Member States				
Seemab	SHEIKH	Head of EU Development Policy Team	Denmark	Danish Ministry of Foreign Affairs (MFA)
Bernd	GRUSCHINSKI	Head of EU Unit	Germany	German Federal Ministry for Economic Cooperation and Development
Timo	Olkkonen	Director of General Development Policy and Planning	Finland	Finnish Ministry of Foreign Affairs
Robert	HESSEL VAN DIJK	Team Leader EU Development Cooperation, EU External Policies Division	Netherlands	MFA, the Netherlands
EU Institutions				
Francoise	MOREAU	Head of Pan African Unit	Brussels	EC. DG. DEVELOPMENT AND COOPERATION. EUROPAID
Gustavo	MARTIN PRADA	EU Development Policy - Director	Brussels	EC. DG. DEVELOPMENT AND COOPERATION. EUROPAID
Klaus	RUDISCHHAUSER	Deputy Director General. Coordination for Dir. B, C and D	Brussels	EC. DG. DEVELOPMENT AND COOPERATION. EUROPAID
Felix	FERNANDEZ-SHAW	Head of Division	Brussels	EEAS
Tamsyn	BARTON	Director General for Lending Operations outside Europe	Brussels	European Investment Bank
Bernard	PETIT	Former Director General, DG Development	Brussels	DG DEVCO, European Commission
European Parliament				
(Assistant to) Thijs	BERMAN	MEP	Brussels	DEVE/Delegation for relations with Afghanistan
UK Houses of Commons and Lords				
Oliver	FOX	Former Committee Specialist	London	EU Sub-Committee C - Foreign Affairs Defence and Development Policy
Civil Society - NGOs				
Olivier	CONSOLO	Director	Brussels	CONCORD EUROPE
Germana	CANZI	EU Policy Officer/Director	UK	Eur Policy(formerly BOND)
Aiichiro	YAMAMOTO	Principal Representative of JICA to the European Union	Brussels	Friends of Europe
Eloise	TODD	Director (Brussels)	Brussels	ONE

Civil Society - Think tanks, academics and foundations				
Dr Simon	LIGHTFOOT	Senior Lecturer in European Politics	UK	University of Leeds
Alexander	WOOLLCOMBE	Policy and Government Affairs Officer	UK	Gates Foundation
Civil Society - European Think Tanks Group				
Imme	SCHOLZ	Deputy Director	Germany	German Development Institute (DIE)
Mark	FURNESS	Researcher. Bilateral and Multilateral Development Policy.	Germany	German Development Institute (DIE)
Geert	LAPORTE	Deputy Director	Maastricht/Brussels	European Centre for Development Policy Manager (ECDPM)
Florian	KRATKE	Junior Policy Officer, EU External Action	Maastricht/Brussels	European Centre for Development Policy Manager (ECDPM)
James	MACKIE	Senior Adviser	Maastricht/Brussels	European Centre for Development Policy Manager (ECDPM)
Andrew	SHERRIFF	Head of Programme, EU External Action	Maastricht/Brussels	European Centre for Development Policy Manager (ECDPM)
Clare	CASTILLEJO	Researcher	Spain	FRIDE
Other multilaterals				
Karen	JORGENSEN	Head of the Review, Evaluation and Engagement Division	France	OECD DAC
DFID				
Emma	GREEN	Europe Department	London	DFID
Carol	JENKINS	Head of EU Delivery and Results Team	London	DFID
David	SMITH	Europe Department	London	DFID
Melinda	SIMMONS	Head of Europe Department	London	DFID
Anthony	SMITH	Director, International Relations	London	DFID
Tim	STERN	G8 Presidency Unit	London	Cabinet Office
Steve	BULLOCK	CODEV Counsellor	Brussels	UKRep, FCO
Mihir	JOSHI	CODEV Counsellor	Brussels	UKRep, FCO

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Annex J: Communications Reports

Find attached:

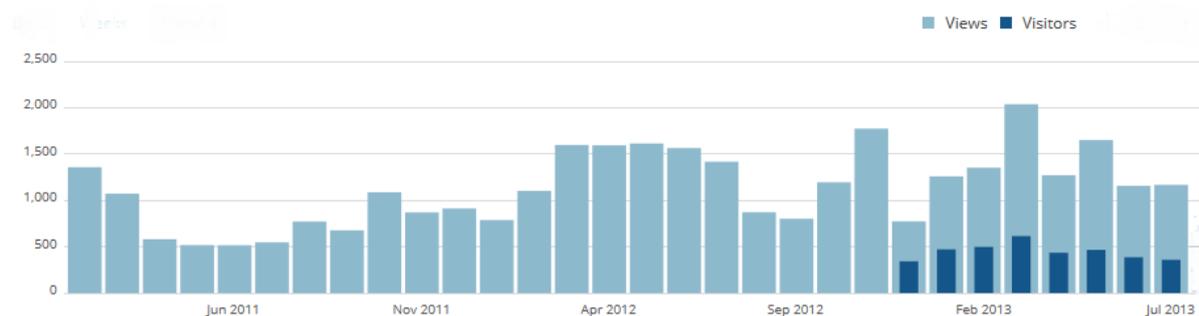
- i. EDCSP website statistics
- ii. ODI/EDCSP Communications Statistics Report

EDCSP III - Website statistics

The international-development.eu site was created in February 2010, and is updated regularly with posts on new EDCSP publications, events and opinions. EDCSP's briefing services, the monthly newsletter and the weekly EU news update, also appear on the site.

Since coming on line, the site has had 43,852 views, 68% of which occurred between July 2011 and July 2013. There has been a 26% increase in the number of views between July 2011 and June 2012 from the same period the year before (1 July 2010 to 30 June 2011), and a further 19% increase during the period July 2012 and June 2013. The average number of views per day increased from 26 in 2010 to 27 in 2011, 41 in 2012 and 47 in 2013.

Figure 1: Number of views per month – February 2011 to July 2013



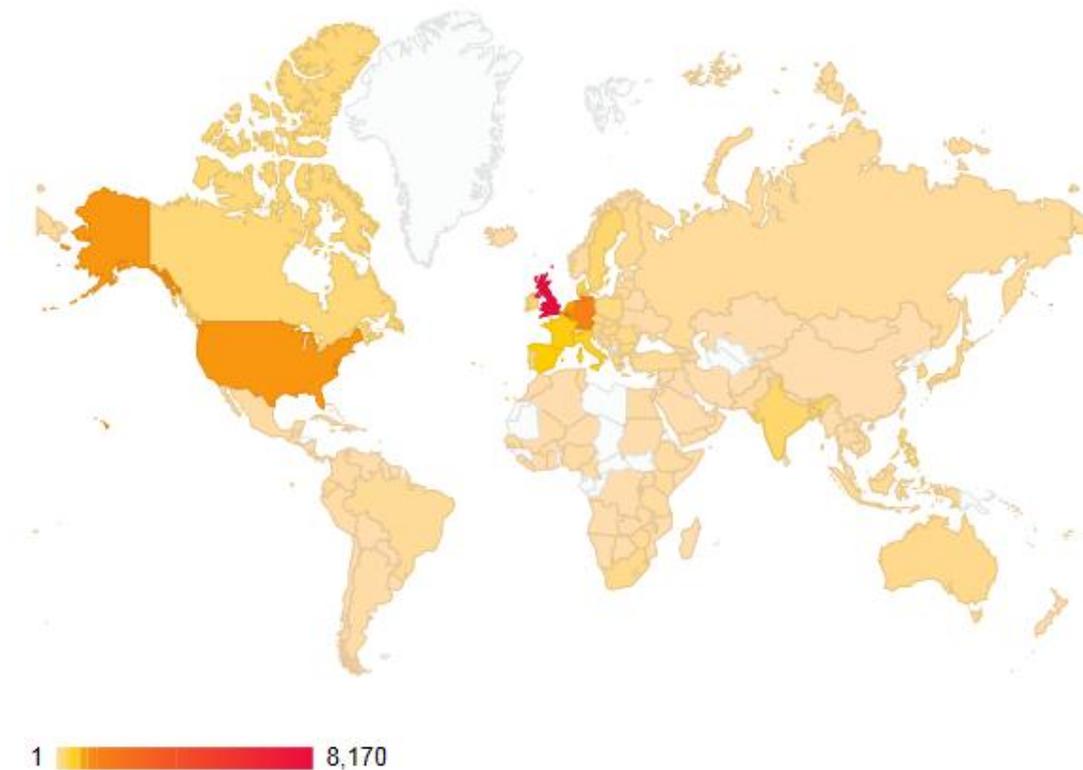
The following posts created as part of EDCSP III, were viewed most often:

- Replenishing the 11th European Development Fund (November 2012) – 416 views
- EU budget surprise: Member States proposing budgetisation of the EDF (March 2012) – 406 views
- Sustainable Energy for All: Milestone on a road to where? (April 2012) – 307 views
- EU development cooperation under the Cyprus Presidency: How to make a difference? (ECDPM briefing note) (July 2012) – 188 views
- Submission to the UK International Development Committee inquiry into EC development assistance (January 2012) – 140 views
- How can the EU take forward the resilience agenda: a ten point plan (January 2013) – 136 views
- The global poverty agenda: Old, yes, but still relevant (February 2013) – 126 views
- Attention, MEPs: The future of EU external action is up for grabs (December 2011) – 124 views
- The EU Development Agenda: a tour d'horizon (February 2013) – 120 views
- Simon Maxwell discusses the Commission's new Agenda for Change (October 2011) – 116 views
- Can the EU deliver joined-up thinking and action in international development? Eight steps for a better External Action Service (May 2013) – 107 views

- The role of aid to middle-income countries: a contribution to evolving EU development policy (August 2011) – 103 views
- The European Commission’s legislative proposals for financing EU Development Cooperation (February 2012) – 102 views

Over the past year, the site has been viewed by readers from across the world (see Figure 2 below). The site is most popular in EU member states, and 35% of the views occurred in the UK, 16% in Belgium and 7% in Germany.

Figure 2: Regional breakdown of views – 20 August 2012 to 19 August 2013





CommsStats Report

Promoting change and value for money: the European Development Cooperation Strengthening Programme (EDCSP 3)

Jul-11 - Jul-13, with comparisons to Jul-10 - Jul-12

This report offers an overview of key statistics collected from a number of sources, including web server logs and analytics services and from online tools used by ODI. Due to technical limitations in the collection of data, it is better used to highlight trends and interesting facts, and all figures should be treated with some degree of caution.

The report is organised into three sections - 1. some key statistics from our CommsStats system; 2. a glossary of terms; and 3. detailed lists of top content, comments on feedback forms and monitoring and evaluation log entries.

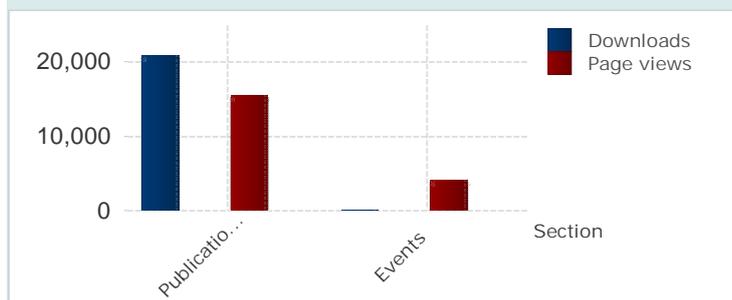
Web views	Downloads	Page views
	20,873	19,636

By visitor region

Location	Downloads	Page views
Europe	12,607 Unkn...	15,048 Unkn...
North Ameri...	2,839 Unkn...	1,204 Unkn...
Asia	2,993 Unkn...	1,016 Unkn...
Sub-Sahara...	726 Unkn...	922 Unkn...
Unknown	1,009 Unkn...	468 Unkn...
Pacific	218 Unkn...	366 Unkn...
Central Ame...	175 Unkn...	238 Unkn...



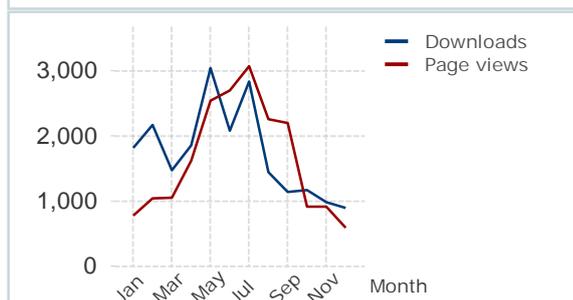
By section of the site



Section	Downloads	Page views
Publications...	20,761	15,471
Events	112	4,165

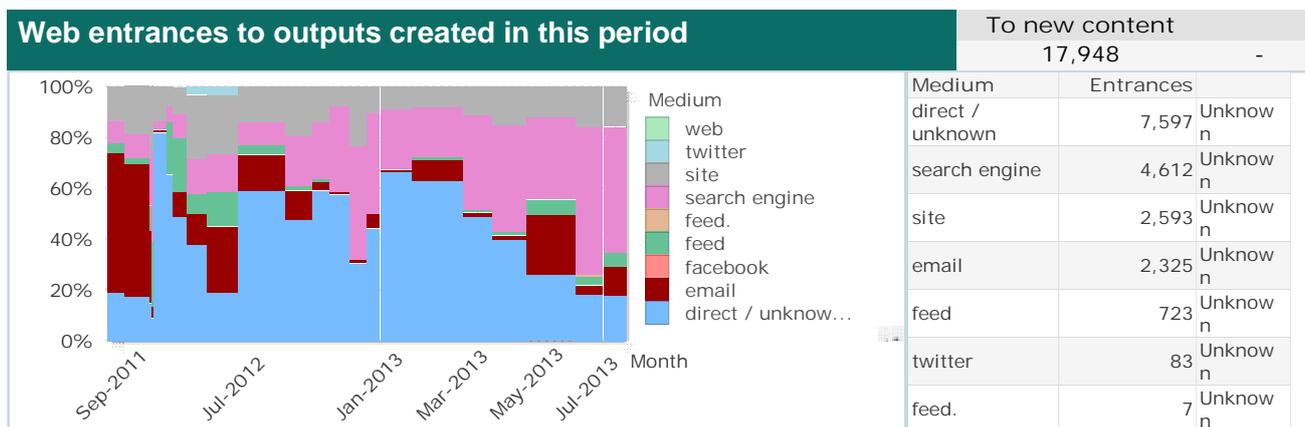
By date

Month	Downloads	Page views
Jan	1,815 Unkno...	777 Unkno...
Feb	2,164 Unkno...	1,043 Unkno...
Mar	1,473 Unkno...	1,048 Unkno...
Apr	1,856 Unkno...	1,618 Unkno...
May	3,039 Unkno...	2,535 Unkno...
Jun	2,074 Unkno...	2,692 Unkno...
Jul	2,833 Unkno...	3,064 Unkno...
Aug	1,442 Unkno...	2,258 Unkno...
Sep	1,139 Unkno...	2,198 Unkno...
Oct	1,163 Unkno...	907 Unkno...
Nov	985 Unkno...	912 Unkno...
Dec	890 Unkno...	584 Unkno...



Top content

Content title and type	Section	Visit type	Views
EU Aid: What is it for? - Details	Events	Page views	2,142 -
The EU's multi-annual financial framework post-2013: options...	Publications and Opini...	Downlo ads	1,979 -
The next decade of EU trade policy: confronting global chall...	Publications and Opini...	Downlo ads	1,570 -
Financing European development cooperation: the...	Publications and Opini...	Downlo ads	1,430 -
The future of European Union aid in middle-income countries...	Publications and Opini...	Downlo ads	1,259 -
The next decade of EU trade policy: confronting global chall...	Publications and Opini...	Page views	1,240 -
The EU's multi-annual financial framework post-2013: options...	Publications and Opini...	Page views	1,137 -
The future of EU budget support: political conditions, di...	Publications and Opini...	Downlo ads	1,079 -
European Union (EU) blending facilities: Implications for Futu...	Publications and Opini...	Downlo ads	1,000 -
The future of European Union aid in middle-income countries...	Publications and Opini...	Page views	997 -
The next decade of EU trade policy: confronting global chall...	Publications and Opini...	Page views	997 -
Replenishing the 11th European Development Fund	Publications and Opini...	Page views	975 -



Keywords	Entrances	Sources and sites	Entrances
(not set)	13,263	(direct)	7,597
(not provided)	1,331	google (search engine)	4,434
odi	81	newsletter (email)	973
11th edf	71	event-update (email)	943
eu trade policy	45	ODI_Update (feed)	469
european development fund	37	international-development...	446
overseas development institute	25	t.co (site)	179
11th european development fund	22	facebook.com (site)	167
edf 11	18	Aid (feed)	166
middle income countries	15	edscp (email)	140
eu budget support	13	WECO newsletter (email)	137
aid to middle income countries	12	google.com (site)	115
11th edf eu	11	mande.co.uk (site)	96
european union trade policy	11	google.co.uk (site)	86
budget support	9	bing (search engine)	79
political conditions	8	news (twitter)	65
future of eu	7	zunia.org (site)	62
global public goods	7	36ohk6dgmcd1n-c.c.yom....	58
odi eu aid	7	dsa (email)	41
		t.devex.com (site)	40

Registrations for events

In person	Online
253	87

Top events

Title	In person	% of capa...	Online
EU Aid: What is it for?	169	89%	87
Tackling global poverty: where next for Brussels?	84	93%	-

By region

Region	Total
Europe	303
Sub-Saharan Africa	16
Unknown	8
North America	6
Asia	3
Pacific	2
Central America and t...	1
Middle East and North...	1

By work sector

Work category	Total
NGO/Civil Society Or...	90
Unknown	77
Academic/Think-Tank	40
Government/Diplom...	30
Consultancy	25
Individual	16
Student	16
International Institut...	15
Other	12
Private Sector	12

Archive event views

Audio	Video
-	1,162

Most viewed content

Title	Date	Total views
Questions and Discussion - EU Aid, what is it for?	2011-09-13 18:30:00	224
Stephen Booth - Open Europe	2011-09-13 18:30:00	221
Liz Ford - The Guardian, Global Development	2011-09-13 18:30:00	196
Simon Maxwell - Overseas Development Institute	2011-09-13 18:30:00	187

Top video players

Player	Percentage
blip.tv	18.33%
embed	9.98%
itunes	15.06%
other	35.11%
youtube	21.51%

Communications outputs	Events	Opinion	Publication
	5	16	17
	-	-	-

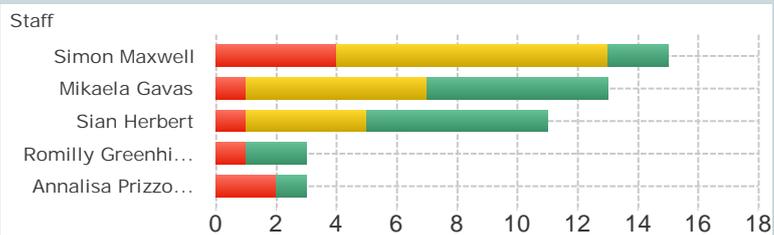
Focus by country | By date and type



Country	Type of outputs	Outputs
South Africa	Discussion papers	1



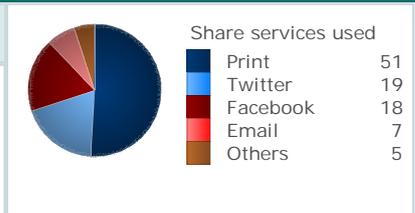
By author



Online engagement	Shares	Tweet mentions	Comments	FB Likes
	100	-	1	9

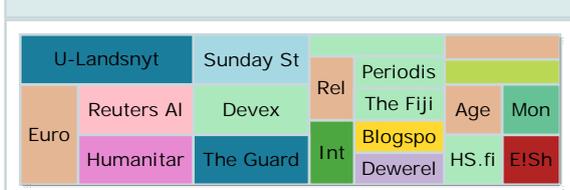
Top content

Output	Channel	Date	Shares	Tweets	Comments	FB likes
EU Aid: What is it for?	Events	13/09/2011	15	-	-	2
The future of European Union aid in middle-income countri...	Publication	08/05/2013	11	-	-	-



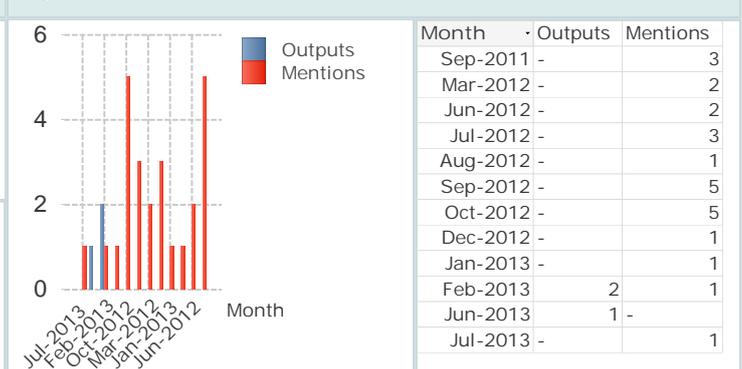
Media activity	Media outputs	Media mentions
	3	25

Sources



Organisation	Total	Out...	Men...
U-Landsnyt	3	-	3
Devox	2	1	1
Europe's World	2	1	1
Humanitarian...	2	-	2
Reuters Alertnet	2	-	2
Sunday Stand...	2	-	2
The Guardian	2	-	2
Agencia Urugu...	1	-	1
Amigoe	1	-	1
Blogspot	1	-	1
Dewereldmorg...	1	-	1
Diario Digital	1	-	1
EISharp	1	1	-
HS.fi	1	-	1
Inter Press Ne...	1	-	1
Mondiaal Nieu...	1	-	1
Periodistas en...	1	-	1
Rebellion	1	-	1
ReliefWeb	1	-	1
The Fiji Times...	1	-	1

By date



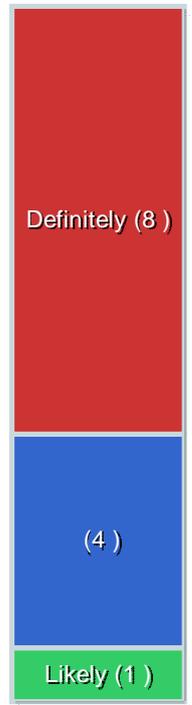
By region of publisher



Feedback on outputs		Resource submissi...	Events submiss...	Inspired action	
		-	9	66.67%	0.00%

Views given

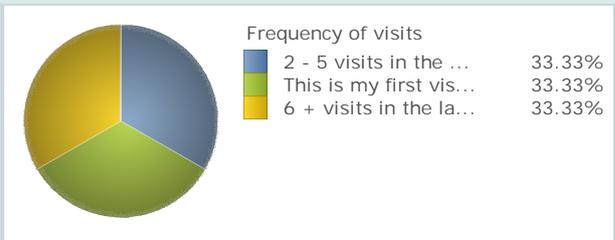
Will people return to ODI outputs?



Feedback on website		Submissions	Overall experie...	Task completi...	
		3	66.67%	100.00%	0.00%

Purpose of visit

Frequency of visit



Task completion by purpose of visit



Satisfaction by purpose of visit



Glossary and useful information

About website statistics

There are two different sources for website statistics in this report: server logs produced by the web server that track downloads, noting each time a file is accessed; and Google Analytics to track views of webpages, with details on the visitor and pages visited.

Google Analytics is generally more reliable, as server logs don't work when an internet service provider keeps a local copy (cached version) of a page and serves this to a user rather than requesting a new copy from the server. However, Google Analytics can't track downloads, so we continue to use server logs for this purpose (e.g. when a user opens a PDF rather than viewing a webpage). In addition, if people turn off Javascript in their browsers or Google is blocked (as it often is in China) then Google Analytics won't work at outputs.

Some terms used in this report

Web views

Officially known as "unique views" - counts one view per user per page. However, as the same user can use different computers (so they are counted for every computer they use); the computer can be setup to forget sites after a while (so they are counted for the next visit as a new user); or multiple users are on the same computer/internet address (so only one user is counted despite multiple users visiting).

Web views: Downloads

An attempt to download a file (e.g. PDFs) is made by a 'unique user'. Downloads of archive event audio are excluded. As downloads and page views are taken from separate systems, a visit from one user to a download is always counted separately to a visit from a unique user to a page, meaning the two figures should not generally be added together as there will be duplication of users.

Web views: Page views

A webpage is loaded by a 'unique user' (e.g. a user viewing the ODI homepage). As downloads and page views are taken from separate systems, a visit from one user to a download is always counted separately to a visit from a unique user to a page, meaning the two figures should not generally be added together as there will be duplication of users.

Web views: region

The region in which the IP address (an internet address) of the user's internet connection is registered. This can be skewed by software used to bypass security measures, or by registers of IP addresses being out of date.

Web views: section

The section of the ODI site that pages or downloads exist within. Note that for old visits, the system tries to work out where the page now resides, based on known redirects, to make comparisons easier.

Web entrances

Number of people arriving at a page or pages on the site, used for counting visitor sources. Only the first landing page is counted, so if you are looking at entrances on resources pages for x programme, only the sources for people who arrived directly on those pages will be included, not people who arrived at other pages and then navigated to a resource page for the programme.

Web entrances: medium

The type of communications channel a visitor to the ODI site came from. Common channels are 'site', 'search engine', 'email' or 'feed'.

Web entrances: Sites or sources

Sites that send people to the ODI site that have not sent them as a result of a search, or details on a particular instance of a 'medium' (for example, 'newsletter' is the source, and 'email' is the medium). Note that some sites associated with searches (for example, Google.com) can also send people to ODI without searches: through Google News, for example.

Web entrances: Keywords

Phrases and keywords used by visitors who arrive at the site using the 'medium' of a search engine. This does not include internal searches on the ODI site.

Engagement - shares

Clicks of the 'share' button on a page of the ODI site, in order to share a link with another individual. Note that as one of the ways in which links or content can be shared is through Twitter, this may cause duplication of the figure found under 'Tweets'

Engagement - tweets

Number of links to this content found in tweets or retweets on Twitter. Note that as one of the ways in which content and link can be shared is through Twitter, this may cause duplication of the figure found under 'Shares'.

Monitoring and evaluation log

Our M&E log collects evidence of places where our work has been commented upon as either being appropriate or of quality, taken up by other organisations or individuals or led to a change (impact our outcome).

Media mentions

Mentions of ODI work by media organisations, as taken from the M&E log.

Feedback - events and resources

Statistics taken from feedback forms on the ODI website. These are available for a limited period following publication/events being held. In addition, links to event feedback forms are sent to attendees (both online and in person) following an event.